

**Near North Trail Association  
Five-Year Strategic Plan  
2023 - 2028**

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## Acknowledgements

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## Message from the District Manager

As I prepare to launch into my fifth season with the Near North Trail Association, OFSC District 11, the chill is in the air, snow on the ground, and engines across Ontario are at the ready! I continue to be in awe of the power and mobilization of our dedicated volunteer force. The ever present team of folks who make some of Ontario's Premier Snowmobile trails happen each year; they're always there, late night to early morning operators groom remote areas on a cold winter's night for your enjoyment. Often unseen heroes who behind the scenes invest time into safety training, signage and risk management, improving technical skills and building infrastructure, trail maintenance and development, learning the ropes of the equipment and some snow science.

Technology advancements have helped to move the District through some hard pandemic years utilizing remote meetings and events, undergoing website enhancements, and with the introduction of new OFSC Evoula tools such as the landowner, infrastructure, fleet management software and engine telemetry, will take us into the future of snowmobiling in Ontario. The introduction of our inaugural Strategic Plan for the District will support and guide the organization's next phase, building on the strength of our people, innovating and adapting to the changing business climate, supporting and promoting our Northern communities as we recover from the COVID-19 virus.

Yours in Snowmobiling,

Jessica Reynolds  
OFSC District 11

## Current Board 2023

John Miller - Governor OFSC District 11/ President NNTA

Aaron Rodgers - Vice President

Diane Tregunna - Secretary/ Treasurer/ Director

John McDermid - Director

Stephen Brushey - Director

Kenneth Prescott - Director

Denis Prevost - Director

Mike Martel - Director

Jeff Griffiths - Director

Jennifer DeBernardi - Director

Moise Janveaux - Director

Scott Liverance - Director

# Background

Near North Trail Association (District 11) is one of 16 Ontario Federation of Snowmobile Clubs district organizations focused on providing support and leadership in creating safe, enjoyable snowmobile experiences in Ontario. With an area extending from French River to Mattawa and Kearny to Temagami, the non-profit organization includes 10 clubs, maintains approximately 2,000 kilometres of trails, has a fleet of 20 groomers and works to support and promote the district as a snowmobiling destination. The organization is led by a dedicated volunteer Board of Directors, Executive Committee and District Manager.

## Mission Statement

Our mission is to provide leadership and support to our local clubs to develop and enhance snowmobile trails by mobilizing the power of volunteers.

## Vision Statement

Our vision is to be a premier snowmobiling destination and increase participation in snowmobiling by sustainably developing and maintaining the best snowmobile trails experiences in Ontario.

## Core Values

### Leadership

We provide leadership and support through sound governance and communication.

### Sustainability

We enhance, develop and effectively manage resources while meeting goals and objectives.

### Excellence

We deliver services and maintain trails to create safe and exceptional experiences.

### Communication

We advocate for and promote the economic importance of the snowmobile industry in Ontario.

## Strategic Planning Process

The Near North Trail Association Strategic Plan 2023 provides a roadmap to help guide the organization in achieving sustainable growth over the next five years. The Strategic Plan was developed through a grassroots approach that included engagement with key stakeholders through one-on-one telephone interviews including a feedback from the Board of Directors through a survey and during focus group session.

The collaborative approach was instrumental in creating a plan that reflects strengths, challenges and opportunities as they relate to the organization. Insight gathered through the engagement process was instrumental in identifying priorities and actions outlined in this strategy and has been summarized within the Internal & External Analysis.



# Industry Statistics

The statistics presented below provide a snapshot of the current industry landscape as presented by The Economic Impact Of Snowmobiling In Ontario 2018-2019 impact report commissioned by The Ontario Federation of Snowmobile Clubs.

## Ontario Snowmobiling Statistics

There are **181** community based OFSC member snowmobile clubs that are organized into **16** districts operating more than **30,000** km of signed and groomed trails.

**\$ 665,704,324**  
Total Ontario GDP contribution in 2018-19

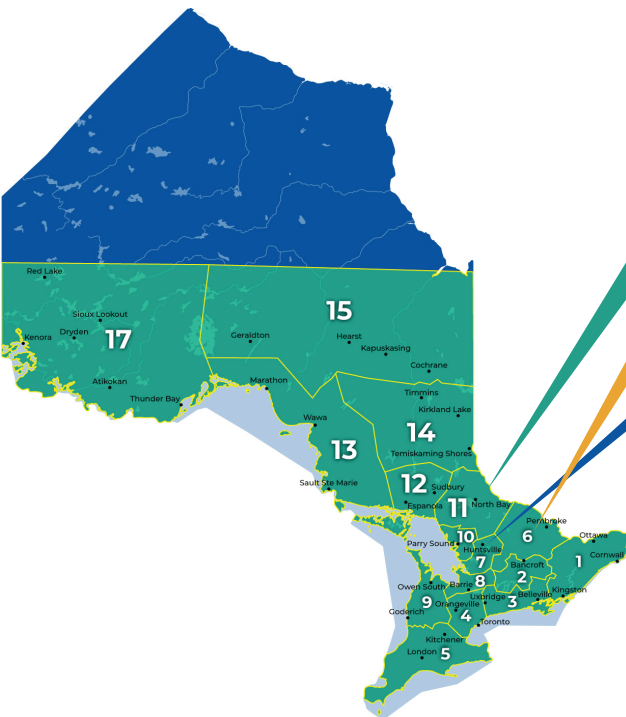
**6,436**  
Total industry job in 2018-19

**90%**  
of snowmobilers are males

23% of snowmobilers took day trips 2-3 times a week during the season  
19% of snowmobilers took at least one overnight trip during the season  
18% of snowmobilers took at least one tour (more than 3 nights) during the season



**9%**  
snowmobilers household income under \$50,000



### Top 3 Ontario Riding Destinations

- District 11 (North Bay, Mattawa)
- District 6 (Haliburton, Pembroke)
- District 7 (Huntsville, Bracebridge)

**11**  
Average number of day trips per season

**17 weeks**  
Average of good sledding conditions (Districts 11-17)

**91%**  
snowmobilers household income over \$50,000

Average age of snowmobilers is **50** Years Old

Average age of OFSC volunteers is **50** Years Old

# Snowmobiler Spending Comparison 2018-2019

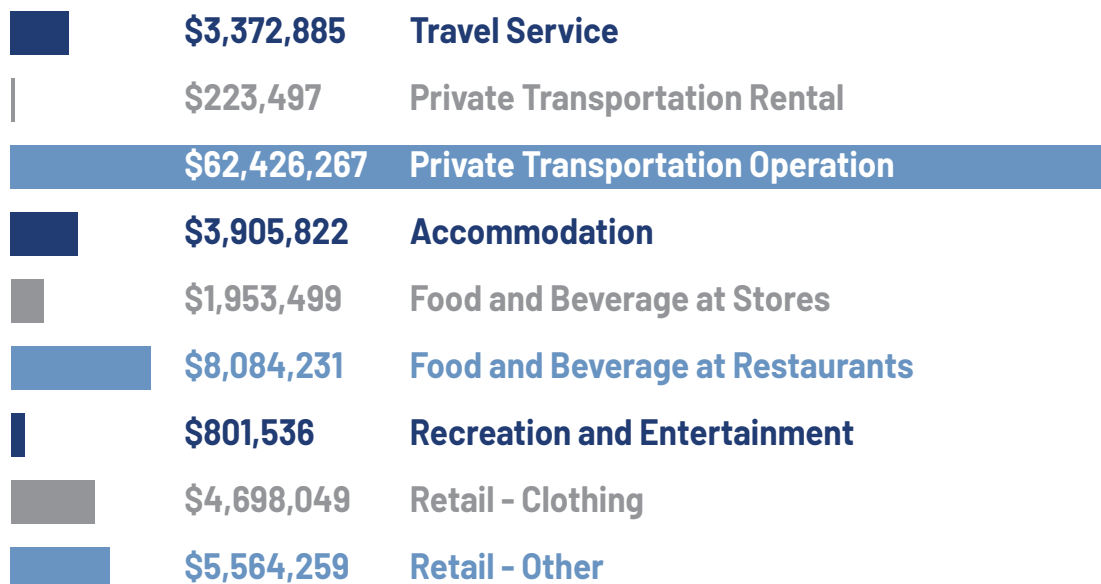
## Ontario



**TOTAL \$842,870,778**



## District 11



**TOTAL \$91,030,044**

## Best Practice Review

An online review was conducted of the 15 additional snowmobile district organizations and the Ontario Federation of Snowmobile Clubs to identify common practices and potential opportunities for Near North Trail Association to consider for future implementation. The online assessment included the following organizations:

- Upper Canada Snowmobile Region - District 1
- Kawarthas To Land O'Lakes CEASR - District 2
- Southeast Snowmobile Region - District 3
- South Central Snowmobile Region - District 4
- Southwestern Ontario Snowmobile Region - District 5
- Snow Country Snowmobile Region - District 6
- Muskoka Snowmobile Region - District 7
- Mid Ontario Snowmobile Trails - District 8
- OFSC District 9 - District 9
- Parry Sound Snowmobile District - District 10
- Sudbury Trail Plan - District 12
- Algoma Sno-Plan Affiliation - District 13
- Timiskaming Abitibi Trail Association - District 14
- Northern Corridor Du Nord - District 15
- District 16 - No longer exists
- North Western Ontario - District 17
- Ontario Federation of Snowmobile Clubs

## Operations

The non-profit district organizations are led by a volunteer Board of Directors made up of members of local snowmobile clubs. District organizations are largely dependent on volunteers, with staffing limited to an Executive Director or Manager and accounting support. Funding is received from the Ontario Federation of Snowmobile Clubs to support trail maintenance, grooming and administration based on the number of hours logged for grooming and kilometres of trails maintained. Additional resources are required to support initiatives such as marketing, projects and planning.

Districts vary in terms of member clubs and trail areas, with the number of clubs ranging from 7 to 26 and trail areas ranging from 1,000 kilometres to over 3,000 kilometres. This has a large impact on the available resources, volunteers, groomer fleet and equipment needs per district. Of the 16 district organizations, there are six that represent regions in Northern Ontario, with two additional organizations that border or cross into the north. The district organizations focus on similar services and operational objectives including:

- Promotion of the sport of snowmobiling
- Promotion of regional trails and snowmobile tour routes
- Trail maintenance, patrols and safety
- Leadership and support to membership clubs
- Collaboration with OFSC



### Opportunity:

Opportunities exist to increase collaboration between districts relative to sharing resources and best practices, communication and promotion.

# Revenue Generation

Approximately 105,000 trail permits were sold in Ontario in 2019 according to OFSC. Permits are sold online and distributed exclusively by OFSC on behalf of the Ministry of Transportation Ontario. In 2019, OFSC reported 77% of permit revenues were distributed to pre-season, trail-related operations including groomer fleets. It was also recorded that 23% of permit revenues were distributed to in-season grooming operations, which logged about 74,000 hours and used an estimated 1.2 million litres of fuel. OFSC allocates funds to district organizations based on kilometres of trails maintained and hours logged grooming. Funds are used for trails, grooming and administration costs.

In addition to funding, district organizations generate funds through various local initiatives to support additional costs and expenses, such as:

- District trail guide advertisement sales
- Business directory website listings sales
- Raffles and events (poker runs, ticket sales, Snowrama, silent auctions)
- Organized rides
- Sponsorship opportunities

The online review identified only one district that encourages online donations through its website via the organization's PayPal account. Presently, none of the district organizations appear to offer online sales of merchandise and apparel.



## Opportunity:

Diversifying revenue streams through organized events, fundraising initiatives, sponsorship and advertisement, and merchandise sales create opportunities to increase revenues and generate passive income.

# Volunteer Recruitment & Recognition

The entire snowmobile industry in Ontario relies heavily on volunteers; however, less than half of district organizations promote volunteer opportunities or activities on their websites. Opportunities that are promoted typically include trail patrol, grooming, events, ticket sales, website management and communication. Some websites feature volunteer testimonials to support recruitment efforts, and little recognition of volunteers is offered online. Each Fall, OFSC offers a Volunteer Recognition awards to honour the outstanding contributions of volunteers across the province.



## Opportunity:

Developing a plan to support recruitment, retention and recognition of volunteers presents an opportunity to identify needs, create structure, avoid burnout and encourage involvement.



# Partnerships

Partners such as OFSC and member clubs are typically showcased on district organization websites; however, little cross linking and promotion appears with other industry organizations or groups. Only one website provides a direct link to a regional destination marketing organization.



## Opportunity:

As the snowmobile ecosystem is extensive, significant opportunity exists to build partnerships and collaborate with a range of partners such as tourism organizations and associations, municipalities, and clubs to support areas of product development, marketing and promotion, infrastructure maintenance, education and funding.

# Marketing & Communication

The majority of district organizations have developed a logo and website. As many of the websites are designed or managed by volunteers, some of the content and styling may appear dated. Although the OFSC website promotes Ontario world's largest interconnected trail network, there seems to be a lack of cohesion between districts in terms of consistency and appearance. A few websites provide specific information for visitors, with very little content directed to USA markets or emerging audiences.

Facebook pages appear to be a main source of communication with riders for all districts, with most having a strong following and large number of likes. A high-level search of TikTok indicates it is not currently widely used for promotion, however, several organizations have YouTube accounts showcasing videos.

OFSC reported 1.9 million page views of its interactive trail guide, suggesting it is a popular source for riders seeking trail information. OFSC also has a free and paid version of its trail guide Go Snowmobiling Ontario App available in Apple and Google Play stores.



## Opportunity:

Leveraging industry partnerships for cross-promotion and collaboration provides an opportunity to substantially increase market reach and promote the industry at large to a greater target audience.

# Industry Review

During the research process, secondary data identified trends that impact the snowmobile industry. The review consisted of an evaluation of existing documents, surveys, studies, and industry organizations. The following provides a summary of this research.

## COVID-19

The restrictions and lockdowns due to the COVID-19 pandemic caused an initial shutdown of trails, significantly impacting the industry at large. The re-opening of trails drove significant interest and participation in snowmobiling at the domestic level, in part due to the outdoor nature of the sport and ability to distance from others. International markets, however, were slower to recover due to revolving travel restrictions and vaccination mandates. The pandemic also contributed to supply chain disruptions, causing challenges for snowmobile and parts manufacturers to keep up with demand. Currently, interest and participation in snowmobiling continues to rise from domestic and international markets, with International Snowmobile Manufacturers Association reporting a significant jump in Canadian snowmobile sales by 16% in 2021, with 22% of snowmobiles purchased in Ontario.

## Economy and Costs

High upfront costs of purchasing a snowmobile can be a barrier to entry. Increasing fuel costs, maintenance, equipment, permits and insurance costs also add to the expense of participation. Rising inflation and potential for an economic downturn may also have an impact on the industry. Permit pricing has remained static over the last three years with only a marginal increase for 2022-2023, which may potentially impact operations and services based on current funding models.

## Climate

Snowmobiling is dependent on the right weather conditions and snowfall accumulation. Varying weather patterns and systems dictate how long the season runs, the quality and effort needed to maintain trails, and when the season can begin.

### North Bay A Station Climate Averages 1981 to 2010

Month	Daily Average Temperature	Daily Minimum Temperature	Daily Maximum Temperature	Snowfall	Average Snow Depth
January	-12.5 °C	-17.4 °C	-7.6 °C	65.3 cm	33 cm
February	-10.4 °C	-15.4 °C	-5.3 °C	58.6 cm	46 cm
March	-4.5 °C	-9.6 °C	.06 °C	39.5 cm	37 cm
April	4 °C	-1.2 °C	9.1 °C	16.7 cm	5 cm
May	11.2 °C	5.6 °C	16.7 °C	3.2 cm	0 cm
June	16.3 °C	11 °C	21.6 °C	0.1 cm	0 cm
July	18.9 °C	13.7 °C	24.0 °C	0.0 cm	0 cm
August	17.7 °C	12.7 °C	22.7 °C	0.0 cm	0 cm
September	13.0 °C	8.2 °C	17.7 °C	0.1 cm	0 cm
October	6.2 °C	2 °C	10.3 °C	8.1 cm	0 cm
November	-0.8 °C	-4.4 °C	2.8 °C	38.0 cm	3 cm
December	-8.3 °C	-12.3 °C	-4.1 °C	70.1 cm	17 cm

[https://climate.weather.gc.ca/climate\\_normal](https://climate.weather.gc.ca/climate_normal)

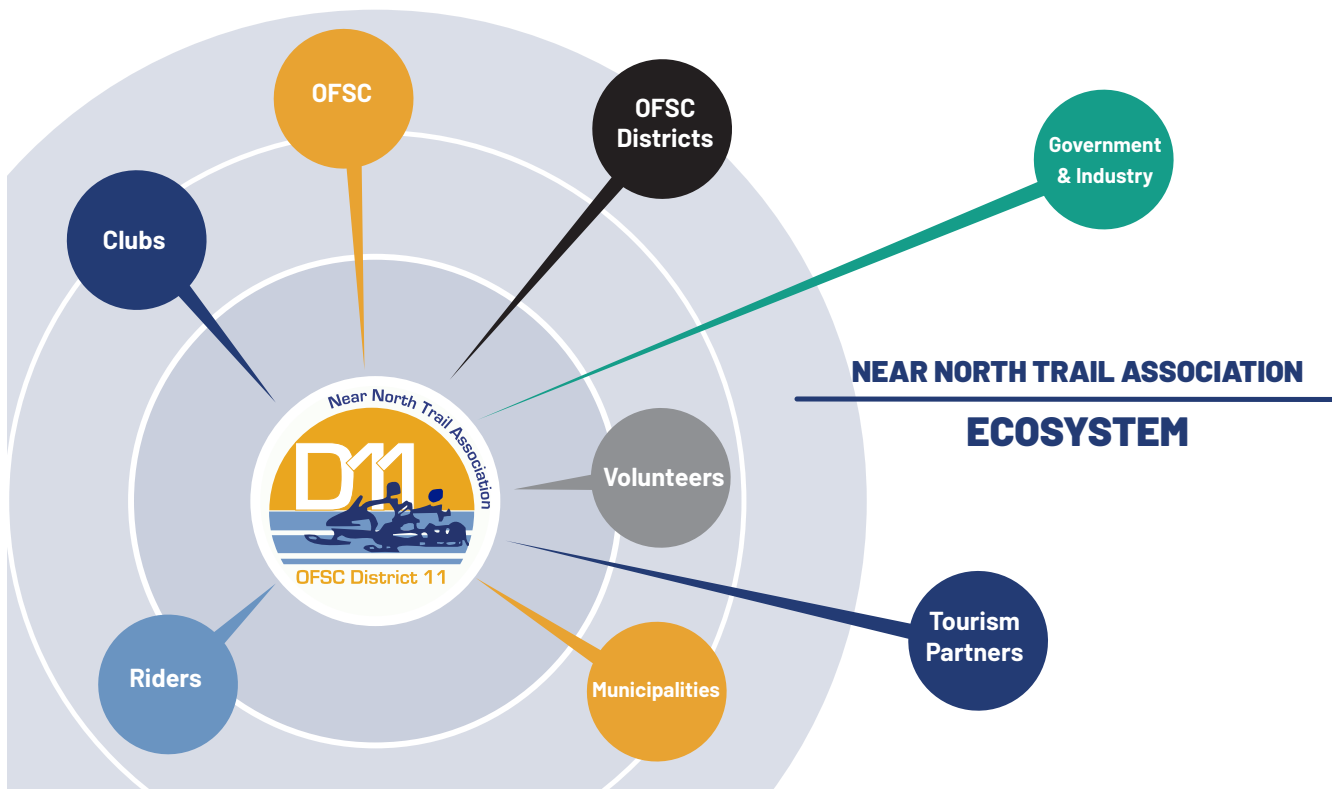
**According to the Farmers Almanac, winter in Ontario for 2022-2023 is predicted to be colder than normal with above normal snowfall and precipitation.**

## Land Access and Use

The Ontario trail network is made up of over 30,000 kilometres and includes agreement with 18,000 landowners. OFSC reports that over 60% of trails are located on private property. Abuse of trails such as off-trail riding and trespassing impact relationships with landowners and can cause trail closures and interruptions in trail systems.

Greater support for landowners in areas such as relationship building, establishing MOUs and formalized agreements, incentives, liability and risk mitigation are ongoing priorities within the industry. Focus is also placed on communication and education on responsible riding for riders, as well as enforcement for infractions such as trespass, alcohol, speed and careless operation. Several of the district organizations include information related to respecting landowners on their websites.

## NNTA Ecosystem



## Key Players & Potential Partners

- Ontario Federation of Snowmobile Clubs and Districts
- Snowmobile Clubs
- Destination Ontario
- Destination Northern Ontario
- Explorer's Edge
- Nature & Outdoor Tourism Ontario (NOTO)
- Municipalities/First Nations
- Economic Development Agencies
- Parks Canada and Ontario Parks
- Ontario Tourism Education Corporation (OTEC)
- Northeastern Ontario Tourism
- Tourism North Bay
- Discovery Routes
- FedNor
- Northern Ontario Heritage Fund Corporation
- Ministry of Transportation
- Ministry of Environment, Conservation and Parks
- Ministry of Natural Resources and Forestry
- Ministry of Tourism, Culture and Sport
- Local Conservation Authorities

# Internal & External Analysis

During the engagement process, information was gathered about strengths, weaknesses, opportunities and threats as they relate to Near North Trail Association. The feedback formed the basis for a review on both internal and external factors impacting the organization.



## Strengths

- Geographic location
- Dedicated volunteers
- Dedicated staff member
- Strong leadership at the staffing level
- Industry knowledge
- Interaction with OFSC
- Support and guidance to clubs
- Collaboration and partnerships
- Identifying funding opportunities and lobbying for funding
- Resource and financial management
- Open communication
- Well-maintained trail networks
- Strong direct and indirect contributions to tourism and economy



## Challenges

- Dependency on volunteers (recruitment, retention)
- Dependency on funding support
- Limited revenue generation
- Limited human resources and organizational capacity
- Infrastructure and equipment costs/needs (signage, equipment)
- Lack of long-term planning and long-range visions
- Landowner permission and potential misuse/loss of trails
- Communication with and between clubs
- Ridership expectations and experiences (Northern Ontario vs. Southern Ontario)
- Liability concerns and safety
- Challenging terrain to maintain trail network
- Limited succession planning for Board and staff
- Remaining updated with changing regulations



## Opportunities

- Continue to provide strong leadership to members
- Build organizational capacity to meet operational needs
- Create strong lasting relationships with landowners
- Develop an infrastructure plan to guide future developments and enhancements
- Work with partners to address infrastructure and safety needs
- Diversify revenue streams and explore funding opportunities
- Support volunteer recruitment and recognition
- Increase collaboration with industry partners
- Work with Regional Tourism Organizations and Destination Marketing Organizations to promote snowmobile products and events
- Develop and share health and safety training, tools and resources
- Increase awareness about the economic impact created by the industry
- Host events, tours and poker runs within the district
- Become a partner with the World's Best Snowmobile Destination
- Inventory snowmobile-related assets and assist with identifying product development opportunities



## Threats

- COVID-19 pandemic
- Climate change and inclement weather
- Access to public and private lands for trail development
- Misuse/loss of snowmobile trails
- Rising inflation and potential for an economic downturn
- US dollar exchange rate
- Increasing fuel and insurance costs
- Aging demographic
- Volunteer burnout
- Industry regulation changes

# Priority Areas

The following priorities have been identified as key areas of focus for the Near North Trail Association. The priority areas are aligned with the organization's vision, mission and core values and will drive the goals and actions over the next five years.

	<b>Foster Strong Board Governance</b>
	<b>Create a Solid Volunteer Base</b>
	<b>Establish Financial Sustainability</b>
	<b>Enhance Trails and Product Development Initiatives</b>
	<b>Build Partnerships to Increase Advocacy, Education and Investment</b>
	<b>Establish a Strong Brand Presence</b>

# Action Plan

The recommendations identified below connect with each priority area and will support the Near North Trail Association with achieving balanced growth.



## Foster Strong Board Governance

**Foster continued growth and organizational success by providing strong leadership, standardizing processes, and building internal capacity.**

### Develop tools and resources to support strong board governance and effectively guide the organization.

- Standardized District Bylaws issued under MOTS, adopted by District 2018. OFSC review currently underway to ensure compliance with ONCA.
- Develop a board recruitment plan and establish an onboarding process inclusive of a Board manual, roles, responsibilities, expectations, and meeting structure to support succession planning. The board manual should include the liabilities and duties of board members and executive board positions.
- Conduct board governance training to ensure all board members are aware of roles and responsibilities, tourism landscape, tourism organizations and industry needs.
- Explore cost-effective platforms and tools to share and distribute materials and information to board members and member clubs. This could include the development of an online portal which would include board access and member access.

### Establish organizational policies, standard procedures and plans to ensure the effective delivery of services.

- Review organizational structure to identify staffing requirements to support operational needs.
- Develop and update policies, create standard operating procedures, clarify communication structure, and create job descriptions to ensure consistent delivery of services to facilitate human resources recruitment and onboarding.
- Collaborate with board, staff and clubs to establish operational goals, clarify roles and outline key performance metrics in order to prioritize actions and establish benchmarks for success and growth. Ensure workplans are aligned with the Strategic Plan and updated each year.
- Develop standardized health and safety training, policies, procedures, and equipment safety checklists that can be utilized by both the district and member clubs.
- Adhere to OFSC risk mitigation policies, identify strategies to reduce hazards and communicate concerns.



# Foster Strong Board Governance

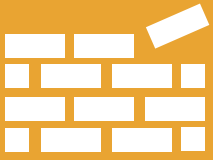
## Build human resource capacity to assist with increasing needs as the organization continues to grow.

- Explore provincial and federal funding opportunities such as the NOHFC's Workforce Development Stream Program and FedNor's Youth Internship Program to help offset costs associated with building internal capacity.
- Collaborate with post-secondary institutions to explore opportunities for experiential learning, volunteer opportunities and various co-op placements for students. Connect with secondary schools to review options for students to participate in events and trail maintenance activities for required volunteer hours.
- Determine opportunities to outsource operational tasks such as bookkeeping, marketing, communication and design. Review opportunities to collaborate with like partners on sharing staff resources where applicable.

## Indicators of Success

- ✓ Updated policies and procedures to guide Board governance, training and recruitment processes
  - ✓ Updated internal operating procedures and policies
  - ✓ Increased internal capacity through outsourcing and/or hiring of additional staff
    - ✓ Creation of risk mitigation policies
    - ✓ Maintain and enhance health and safety plan and training
- ✓ Working relationships developed with secondary and post-secondary institutions





## Create a Solid Volunteer Base

**Establishing a strong volunteer network through recruitment and retention efforts to support the industry.**

### **Develop a volunteer strategy to support recruitment, retention and recognition to build and support a dedicated volunteer base.**

- Develop a volunteer recruitment plan for recruiting, managing and retaining volunteers. Within plan identify volunteer roles, responsibilities, time commitments, skills sets, communication processes and management. Work with clubs to identify areas of need that rely on volunteers.
- Establish low-cost volunteer recognition opportunities such as website listings, social media mentions and promotional giveaway items to demonstrate an appreciation of volunteer efforts.
- Collaborate with clubs to host a recognition event to celebrate local volunteers. Consider opportunities to offset costs including ticket sales, sponsorship opportunities as well as partnerships with accommodations and complementary businesses.
- Develop a volunteer recruitment package that can be used by the district and clubs to educate and inform volunteers on existing opportunities. To further assist in creating interest, develop eye-catching marketing collateral that can be shared online via club websites and social media pages.
- Collaborate with clubs to conduct a volunteer recruitment drive to build a strong base to avoid volunteer burnout. Utilize the permit database to communicate opportunities and connect with potential volunteers.
- Establish a centralized database of current volunteers, their roles and time invested into their respective clubs. Share the database along with volunteer recruitment tools and resources to member clubs.

### **Indicators of Success**

- ✓ Creation of a volunteer recruitment plan
- ✓ Increase in the number of active volunteers
- ✓ Attendance at volunteer-related events and activities
- ✓ Maintained volunteer database





## Establish Financial Sustainability

**Ensure sustainability by diversifying revenue streams, accessing funding, sponsorship and advertising.**

**Diversify revenue streams by exploring opportunities that align with the overall vision and mission of the organization.**

- Develop a sponsorship and advertising plan outlining opportunities, costs, benefits, recognition options, annual goals and key performance indicators to measure success and achieve growth. Identify new opportunities for corporate support and methods to attract and retain multi-year sponsorships.
- Implement initiatives identified within the sponsorship and advertising plan to generate additional revenue. Initiatives could include trail naming rights, district map guides and annual calendar sales. Explore in-kind partnership opportunities with companies to assist with the creation and execution of selected deliverables.
- Partner with member clubs to host annual events, organized rides and multi-day poker runs to stimulate cross-district riding and growth within the snowmobiling industry. Integrate sponsorship opportunities and silent auctions into events to assist with generating additional revenue.
- Continue to build upon relationships with municipalities, local community agencies, and tourism groups to access funding on eligible projects.
- Explore opportunities to leverage provincial and federal funding opportunities to support organizational growth.

**Utilize online platforms to generate additional revenue sources while educating the importance of the industry to stakeholders.**

- Integrate online donation capabilities into the NNTA's website to accept monetary donations through a recognized payment gateway (e.g. PayPal, Square, Stripe).
- Develop and sell district branded merchandise through an online e-commerce store located on the NNTA website. Review opportunities to partner and sell member clubs' merchandise through a centralized online store.
- Create an online business directory on the NNTA website to showcase complementary businesses and organizations who provide products, services and supports to the snowmobiling industry. Review opportunities to charge for listings on a business directory.



## Establish Financial Sustainability

### Indicators of Success

- ✓ Development of a sponsorship and advertising plan
  - ✓ Number of sponsorships
  - ✓ Increase of revenue from new sources
- ✓ Utilization of online platforms to increase awareness and generate revenue
  - ✓ Number of businesses listed in directory
- ✓ Amount of funding accessed through programs and partners





## Enhance Trails and Product Development Initiatives

**Create safe and enjoyable snowmobiling experiences throughout the district by working with partners to maintain trail systems, support infrastructure, integrate technologies and develop innovative snowmobiling products.**

### **Maintain and develop world-class trail networks through collaboration with partners and snowmobile clubs.**

- Update and implement infrastructure plan to identify and prioritize maintenance and development projects across the district. Collaborate with the snowmobile clubs to ensure a thorough analysis has been conducted across the trail network. Utilize this plan to assist in accessing funding from local, provincial and federal partners.
- Work with tourism partners to design and erect safety and wayfinding signage to assist riders with navigation.
- Advocate in collaboration with OFSC and member clubs on the need for increased trail monitoring and enforcement of fines for permit infractions.

### **Increase snowmobile activity within the district through the development and enhancement of products, services and activities happening within the industry.**

- Collaborate with tourism partners and snowmobile clubs to conduct an asset inventory of products and services available along the snowmobile touring routes.
- Develop and market safe touring loops such as the RAP tour and RAN tour to increase snowmobile traffic within the region. Work with tourism partners to develop marketing materials, trail maps and multi-day itineraries to share with riders and relevant member clubs.
- Communicate economic benefits of snowmobile tourism to municipal partners and ensure ease of access to products and amenities available for riders.
- Identify businesses, restaurants and hotels to develop stay-and-play packages inclusive of dining, entertainment and overnight accommodations at local establishments catered to snowmobilers. Review revenue generation opportunities to assist in offsetting administrative work.
- Maintain a strong working relationship with Northeastern Ontario Tourism and express interest in being a future partner and member of the World's Best Snowmobile Destination project.
- Explore opportunities to be actively involved in regional product development committees and projects in relation to snowmobile development initiatives.



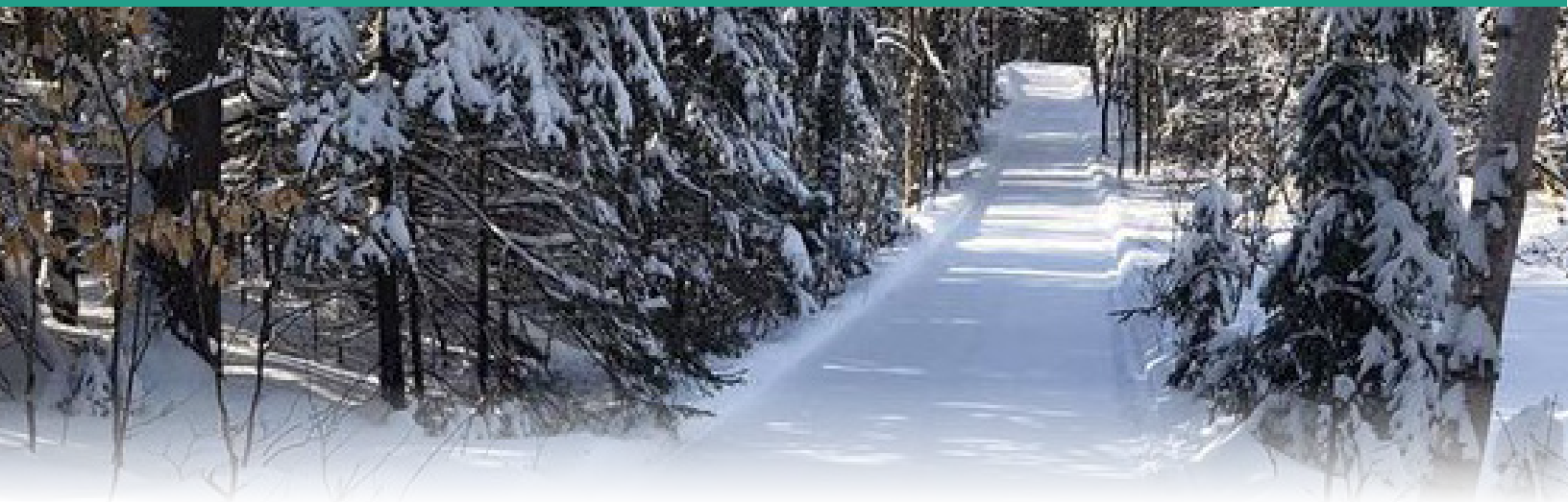
# Enhance Trails and Product Development Initiatives

## Collaborate with partners to develop products and experiences that are complementary to the snowmobiling industry.

- Work with partners to develop snow tours and guided trail experiences to visitors coming to the district.
- Work with municipal partners to encourage snowmobile-friendly access to events and activities happening in the winter season.

### Indicators of Success

- ✓ Creation of an infrastructure plan
  - ✓ Safe snowmobile trail networks
    - ✓ Wayfinding signage implemented along trail networks
- ✓ Promotion of existing Trail Guide and enhancement of online Interactive Trail Guide and App to display snowmobile amenities
  - ✓ Development of stay-and-play packages across the region
  - ✓ Active partner in the World's Best Snowmobile Destination project
    - ✓ Creation of new snowmobile products and experiences





## Build Partnerships to Increase Advocacy, Education and Investment

**Provide leadership and support by working with industry stakeholders to increase advocacy, education and investment in the snowmobile industry.**

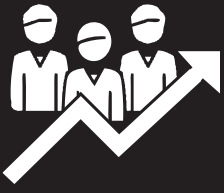
**Maintain strong working relationships with landowners to ensure trail connectivity across the district.**

- Input land owner agreements into Teranet Landowner Database. Identify areas of concern and work with partners to implement MOUs with all landowners across the district.
- Utilize OFSC's available legal supports and services to assist with formalizing processes and agreements in relation to trail development and maintenance on private lands.
- Explore opportunities to host landowner appreciation events to share educational information, answer questions, thank landowners for their contributions to the industry and promote volunteer opportunities.

**Support industry growth by providing tools and resources to clubs while advocating for the needs of the industry.**

- Act as the conduit to advocate club needs to provincial partners, government organizations, First Nation communities and local authorities (municipalities, emergency services, etc.).
- Develop resources to guide equipment and supply purchases required at the district and individual club level. Explore opportunities to develop a buying group to assist with offsetting costs of equipment and supplies for member clubs. This would include negotiating terms with potential vendors on behalf of member clubs.
- Gather and share resources, best practices, industry trends and updates to member clubs through ongoing communications, regular meetings and one-on-one discussions.
- Work with clubs to identify equipment needs and maintenance supports as well as review partnership opportunities between clubs for equipment and maintenance sharing.
- Host collaborative training sessions for clubs and volunteers to assist with maintaining required certifications.





# Build Partnerships to Increase Advocacy, Education and Investment

## Foster a strong mutually beneficial partnership and working relationship with OFSC.

- Maintain ongoing communications with OFSC to advocate on behalf of clubs to voice needs, support initiatives and promote snowmobiling in the region.
- Continually engage and source information from OFSC to stay current about trends, challenges and opportunities within the sector.
- Utilize and distribute OFSC “Snowmobile University” resources, tools, best practice documents and training materials to member clubs. Collaborate with OFSC to identify gaps in resources required to support industry growth.
- Actively participate and engage in industry conferences, events and seminars hosted by OFSC. Review opportunities to sit on provincial committees to provide insight about northern challenges, opportunities and trends.

## Indicators of Success

- ✓ Inventory of landowners across trail networks
- ✓ Maintaining positive relationships with public and private landowners
- ✓ Creation of a buying group to assist snowmobile clubs with equipment and supply purchases
  - ✓ A strong mutually beneficial relationship with OFSC
  - ✓ Engaging snowmobile clubs in collaborative training opportunities
  - ✓ Attendance at industry conferences, events and seminars
- ✓ Ongoing communication and information sharing between OFSC and snowmobile clubs





## Establish a Strong Brand Presence

**Increase awareness of the organization and promote snowmobiling in the district to increase visitor traffic, attract new audiences and increase permit sales.**

**Develop a marketing and communication plan to help guide targeted marketing efforts.**

- Complete the rebranding process and ensure the newly developed brand aligns with organizational values and resonates with target audiences.
- Develop a marketing plan to guide efforts. Assess branding, identify target and new audiences, create key messaging, establish best-bet marketing initiatives, develop campaigns and create metrics to measure success.
- Develop an editorial calendar for social media posts to help streamline efforts and allow for repurposing and sharing content.

**Develop collateral materials and implement marketing tactics to build brand recognition and promote snowmobiling within the district.**

- Enhance the website by utilizing high-quality imagery and videography to showcase the districts assets, sponsors and community partners. Ensure resources and tools can be easily accessible to both riders as well as member clubs. Explore opportunities to collaborate with clubs to develop one online platform for riders to access information of the district and the respective clubs.
- Utilizing the new brand, develop digital and printed marketing and sales materials that can be used to support revenue generation, volunteer recruitment and promotion efforts online and at events.
- Create and distribute an e-newsletter and blog to share information and highlight upcoming events. Explore the use of free and affordable programs such as Canva and Mailchimp to facilitate newsletter development and distribution.
- Establish connections with print and radio media contacts and identify opportunities to distribute press releases to highlight events, share industry-related information and promote activities happening within the district.
- Continue to use social media consistently to enhance recognizability and for ongoing engagement with members, sponsors and community partners.
- Promote the organization and the district as a premier snowmobiling destination by establishing a strong presence during industry-related events and consumer shows.



## Establish a Strong Brand Presence

### Explore collaborative marketing opportunities and initiatives with partners to market the district as a desirable place to participate in snowmobiling activities.

- Collaborate with community stakeholders to promote loops, products amenities, diversify marketing opportunities and participate in cross-promotion efforts to maximize return on investment.
- Partner with tourism organizations to host Familiarization (FAM) tours and promote the trail networks and complementary amenities to avid snowmobile markets.
- Develop relationships with local, regional and provincial partners to take advantage of marketing partnership opportunities and programming.
- Distribute trail maps, guides and district-related materials via consumer shows in partnership with destination marketing organizations.
- Collaborate with tourism stakeholders such as Northeastern Ontario Tourism, Tourism North Bay, Explorers' Edge, Destination Ontario, Destination Northern Ontario on snowmobile-focused marketing initiatives to increase overall market reach.

### Indicators of Success

- ✓ Creation and implementation of the new brand
  - ✓ Redevelopment of the website
  - ✓ Establish marketing strategy
  - ✓ Active and engaging social media pages
- ✓ Increased awareness of organization and importance of the snowmobile industry
  - ✓ Attendance at consumer shows and industry-related events
- ✓ Strong partnerships with tourism partners and participation in collaborative marketing opportunities
  - ✓ Development and distribution of trail maps and guides







# Near North Trail Association Five-Year Strategic Plan 2023 - 2028



**OFSC District 11**

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