

STRATEGIC PLAN FOR RED RIVER NORTH TOURISM

Red River North Tourism presents this three-year strategic plan outlining its mission, mandate, values, and core business, setting out the strategic priorities and high level objectives to be accomplished within that period.

OPENING STATEMENT

Red River North Tourism consists of a small, but passionate, network of local organizations, businesses and individuals that recognize the social and economic potential of tourism in the region. Positive change is required for that potential to be realized.

This document outlines the strategic priorities and high level objectives that will support annual business plans and budgets approved by the Board.

The newly elected (November 2016) Board of Directors has validated and prioritized this Strategic Plan with a life span of 2017 to 2020, and with a view beyond.

Driving change to promote growth of tourism throughout the region is a top priority. Internally, change will come with processes and systems to evolve and improve communications, relationships and growth of an active membership. Partnership with other established tourism bodies and agencies is recognized as an essential element of any plan. Also included are considerations for advocacy support to regional groups and organizations that do not have the capacity to adequately promote their programs and activities.

The Board of Directors has adopted these priorities and welcomes the views of members, businesses, associations and other organizations in the red River North region.

This document will be reviewed and updated annually.

Red River North Tourism
Board of Directors
June 2017

BACKGROUND

Red River North Tourism was founded in November 2016 following six years of evolution through growing and persistent volunteer activity, ultimately assuming responsibility for tourism promotion from a tripartite municipal committee of the same name. The logo was also retained. Financial support from the three municipalities continued, although was significantly reduced.

Stakeholders and other interested parties number approximately 55. A co-ordinated membership program is now in development.

Incorporated 21 August, 2017, under The Corporations Act of Manitoba.

Statement of Purpose:

Red River North Tourism is the primary promoter of tourism in the Red River North Region of Manitoba

Members' Code of Ethics:

Members will comply with the By-laws, Policies and Procedures as established by Red River North Tourism;

Members will endeavour to enhance the role of tourism;

Members will encourage, advocate, and present the region in a positive light to increase visitation.

MANDATE

"Red River North Tourism shall act as a catalyst, encouraging visitation to the Region through strong partnerships and sound program strategies; and shall work to ensure financial efficiency;

"...the Red River North Region shall be promoted as an all-season centre of commerce, heritage, and recreation, integrated within a diverse community with unique physical features and attractions;

"...Red River North shall be promoted as welcoming all visitors; highlighting the recreational, historical and cultural, commercial, residential, and other attractive and significant features along the historic Red River."

CORE VALUES

Dedication and commitment to the continual growth of tourism;

Belief in the value of tourism both socially and economically to the citizens of the Region;

Dedication to upholding high standards of governance, accountability and management in the operations of Red River North Tourism;

Solidifying and maintaining partnerships.

MISSION STATEMENT

"Red River North Tourism develops, promotes and co-ordinates activities that maximize regional tourism, by harnessing volunteer and stakeholder resources, and enhancing the assets of this unique region to provide welcoming tourism experiences and increased visitor numbers."

VISION

"To become Manitoba's premier tourism destination."

STRATEGIC IMPERATIVES AND HIGH LEVEL OBJECTIVES

Red River North Tourism's annual business plan will identify the *Actions* that the organization will undertake to achieve the identified objectives, as well as targets and measures to identify whether the objectives are being achieved.

The strategic plan will be reviewed on an annual basis to identify whether the priorities and objectives address the organization's current challenges and needs.

The identified priorities and objectives are interdependent and complementary.

STRATEGIC IMPERATIVE #1:

***ESTABLISH RRNT AS THE RECOGNIZED TOURISM ORGANIZATION
FOR THE RED RIVER NORTH REGION***

STRATEGIC IMPERATIVE #2:

GROWTH OF RED RIVER NORTH TOURISM

STRATEGIC IMPERATIVE #3:

***ENCOURAGE/ INCREASE TOURIST VISITS TO THE RED RIVER NORTH
REGION***

STRATEGIC IMPERATIVE #1:

ESTABLISH RRNT AS THE RECOGNIZED TOURISM ORGANIZATION FOR THE RED RIVER NORTH REGION

Objective 1A:

Register the organization and establish a planning process

Responsibility: Executive

Action: Obtain signatures and submit information as required

Dates for completion: May 4, 2017 *completed*

Estimated Budget: already expensed

Action: Draft a planning outline document

Date for Completion: September 7, 2017 *completed*

Estimated Budget: nil (volunteer time only)

Objective 1B:

Establish parameters for financial management

Responsibility: Executive and Committee Chairs

Action(s): Investigate revenue streams; strengthen existing partnerships and introduce new resources; achieve a global budget and cash flow model; set up a reserve fund

Date(s) for completion: Ongoing

Estimated Budget: within Annual budgets

Objective 1C:

Enunciate clearly defined Policies and Procedures

Responsibility: Executive and Committee Chairs

Action: Committees to draft Policies and Procedures specific to each of their responsibility areas

Date for Completion: August 2018 (in preparation for September meetings)

Estimated Budget: nil (volunteer time only)

Objective 1D:

Establish a Communications Committee

Responsibility: Executive

Action(s): Select a Chair, Define role and responsibilities

Date for Completion: June 8, 2017, *completed*

Estimated Budget: nil

Objective 1E:

Improve relationships with tourism representatives within all three levels of government and establish parameters for communications

Responsibility: Executive with support from Communications Committee

Action(s): Liaise with ITA, Travel Manitoba, Municipalities and other agencies

Date(s) for Completion: ongoing

Estimated Budget: nil (volunteer time only)

STRATEGIC IMPERATIVE #2:

GROWTH OF RED RIVER NORTH TOURISM

Objective 2A:

Develop and introduce a membership model for RRNT

Responsibility: Membership Committee

Action(s): Create membership categories and set fees; launch program

Date(s) for Completion: January 2018, completed

Estimated Budget: not to exceed \$500

Objective 2B:

Develop inducements to foster membership

Responsibility: Membership and Heritage and Culture Committee

Action(s): Meet with individual organizations; encourage participation in programs and events

Date(s) for Completion: ongoing

Estimated Budget: As per Annual events and programs budgets

Objective 2C:

Increase participation in existing opportunities

Responsibility: Membership, Heritage and Culture, and Communications Committees and All Directors

Action(s): Personal contact with individuals and groups to encourage participation in Tourism initiatives; Regular circulation of information

Date(s) for Completion: ongoing

Estimated Budget: nil (volunteer time only)

STRATEGIC IMPERATIVE #3:

ENCOURAGE/ INCREASE TOURIST VISITS TO THE RED RIVER NORTH REGION

Objective 3A:

Improve available information and the overall communications delivery infrastructure of RRNT

Responsibility: Communications and Marketing Committees, and Executive

Action(s): plan and launch a new and improved web site; establish and maintain a coordinated use of social media; establish and maintain an image library

Date for Initial Completion: December 2017 completed; maintenance is ongoing

Estimated Budget: planning nil (volunteer time only); web development as identified in 2017 budget; maintenance within established annual budgets

Objective 3B:

Promote the tourism features and opportunities available in the RRN region

Responsibility: Marketing, Culture and Heritage, and Product Development Committees

Action(s): Coordinated use of media including web site, social media, tourism advertising, public relations, mascot appearances, circulation of monthly events calendar, bus bench presence, convention and trade fair participation, support for film industry initiatives within the region, and other opportunities

Date(s) for Completion: Ongoing, as identified within Annual plans

Estimated Budget: as identified within Annual budgets

Objective 3C:

Enhance the tourist experience through support for delivery of information and exceptional customer service

Responsibility: Marketing Committee

Action(s): Presence at events; ensure appropriate print information is readily available; advise front line personnel on delivery of information

Date(s) for Completion: ongoing

Estimated Budget: as identified in Annual program budgets

Objective 3D:

Advocate for all attractions and activities throughout the region with all stakeholders

Responsibility: Executive and All Directors

Action(s): Regular scheduled reporting and meetings with municipalities and other stakeholders

Date(s) for Completion: ongoing

Estimated Budget: nil