



Northern Manitoba Snowmobile Tourism Strategic Plan 2019-2023

February, 2019

TABLE OF CONTENTS

EXECUTIVE SUMMARY	1
1.0 NORTHERN MANITOBA SNOWMOBILE TOURISM	2
1.1 Background	2
1.2 Relationship Among Plans	3
1.3 Participants in the Snowmobile Tourism Summit	4
1.4 Approach to the Snowmobile Summit	6
2.0 HIGHLIGHTS OF SNOWMOBILING IN NORTH AMERICA	7
2.1 History	7
2.2 Market Dynamics	7
2.2.1 Manitoba Snowmobiling	8
2.3 Conclusion	8
3.0 VISION FOR NORTHERN SNOWMOBILING TOURISM	10
3.1 A High Quality, Integrated and Fully Connected Snowmobile System	10
3.2 Branding and Marketing	10
3.3 Senior Government Alignment and Support	11
3.4 Governance	11
3.5 Long Term Outcome	11
4.0 THE OPERATING ENVIRONMENT: SWOT ASSESSMENT FOR THE NORTHERN MANITOBA SNOWMOBILE DESTINATION	12
4.1 Strengths	12
4.2 Weaknesses	12
4.3 Opportunities	13
4.4 Threats	14
4.5 Summary: Drivers of the Strategy	15
4.5.1 Priority Issues	15
4.5.2 Priority Opportunities	15
5.0 STRATEGIC PRIORITIES AND KEY RESULTS, 2019-2023	16
5.1 Strategic Priorities	16
5.2 Key Results	17
5.2.1 Strategic Priority #1	17
5.2.2 Strategic Priority #2	18
5.2.3 Strategic Priority #3	18
5.2.4 Strategic Priority #4	18
5.2.5 Strategic Priority #5	18
5.3 Recommendations & Conclusion	19
6.0 STRATEGIES AND TACTICS FOR NORTHERN MANITOBA SNOWMOBILE TOURISM 2019-2023 ...	21
ACRONYMS & DEFINITIONS	36

EXECUTIVE SUMMARY

Over the past several years, Tourism North (Northern Manitoba's former regional tourism association) and partners have worked to develop the snowmobile tourism industry in Northern Manitoba. It is no argument that this industry can be very lucrative, however shortfalls in financial resources limited marketing and product development. One constant has remained nonetheless - the passion and enthusiasm to overcome obstacles keeping the region from reaching its highest potential.

Lead by Community Futures North Central Development, a group of dedicated stakeholders identified 2018 as the ideal time to begin aggressively pursuing their goal of making the north a premier snowmobiling destination. Travel Manitoba had recently invested in the north by funding the development of the Northern Manitoba Tourism Strategy which aligned with the provincial tourism strategy, several northern communities were undertaking a place branding process with Travel Manitoba and the Churchill Regional Economic Development Fund (CRED) had recently been launched. Further to this, work on a Declaration of Northern Values (a balanced approach to development and conservation in north by northerners) was also happening, motivating northerners to work together for the future of the north. These efforts combined with the passion of stakeholders shed new light onto building snowmobile tourism in the north.

The first step (Phase 1) in the process was to create a strategic action plan for snowmobile tourism in northern Manitoba. With assistance from CRED, the objective of this phase was to facilitate a snowmobile tourism summit in northern Manitoba. The summit took place in Snow Lake, ancestral land of the Cree Nation in Treaty #5 on November 15th, 2018.

Delegates from communities, organizations, government and industry were invited to participate in the one-day session. In total 34 participants from several points in the north from Swan River all the way to Gillam participated in the session.

A vision exercise and SWOT analysis provided the building blocks to identify five strategic priorities. Each priority was then supported by a list of key results which describes what the plan would like to accomplish. This laid the groundwork for a series of tactical strategies required to achieve the desired outcome of each priority.

Recommendations from the summit have created the structure for the Phase 2 of the project. It became evident that in order to be successful, the plan would need to be resourced by paid staff, or a Northern Coordinator. It was further recommended that four Task Force Committees be formed to lead, manage and evaluate the plan based on four re-occurring theme areas:

- Infrastructure
- Event Planning
- Product Development
- Marketing

Ideally, moving forward the Task Force Committees would meet on a pre-determined basis and be resourced by the Northern Coordinator. The next step will be to provide the Strategic Plan to CRED to consider further funding for hiring a Northern Coordinator, set up the Task Force Committees and carry out the necessary tactics that will inevitably move northern Manitoba to become Manitoba's premier snowmobile destination.

1.0 NORTHERN MANITOBA SNOWMOBILE TOURISM

1.1 Background

The former Tourism North and the Community Futures of northern Manitoba have been involved in promoting snowmobile tourism and community linkages over the past couple of years. The work was largely made possible by a strong volunteer commitment from the northern snowmobile clubs and funds provided by the Province of Manitoba via the Tourism Secretariat. The project funded both *trail development* and *product development*. The outcomes of this 2-year project were;

- trail development which narrowed the gap of the final connection in the northern circuit and link from southern to northern Manitoba.
- networking and a campaign to develop partnerships for promoting and packaging snowmobile tourism in the north resulting in one package with a few keen businesses owners.

The project was successful considering the small amount of funding and resources available, however, further funding would be required to close the trail gap that would inevitably connect a circuit of northern communities as well as provide access from south to north. In addition, it also required expertise in marketing and connections with the necessary retail tourism sector to grow the industry in the north. The desire and willingness of the communities and stakeholders was, and remains very strong, however lack of resources (dollars and expertise) inhibited the project to move forward and flourish.

Today, northern Manitoba is in a very good position to re-kindle the project. Tourism North has stepped aside to allow Travel Manitoba to work with the region to develop and market tourism. This was a step in the right direction for the region as it allowed any further efforts to be supported by the crown corporation that employs 30+ professionals in tourism development and marketing. Commencing this new partnership, Travel Manitoba and the region developed the *Northern Manitoba Tourism Strategy (2017)*. The strategy will guide tourism development activity, identify priority areas and partnerships for effective and sustainable industry growth.

Of interest to this snowmobile tourism initiative, the Northern Manitoba Tourism Strategy identifies *tourism product and experience development* as “high priority”. Specifically, it references the fact that enhancements to tourism hub communities and to existing tourism experiences, and the creation of new market-ready tourism experiences, grows tourism in northern Manitoba. Growth and development of the snowmobile industry in the North is ready and prime to meet this high priority goal.

Communities and stakeholders in the snowmobile industry in northern Manitoba have continued to be very supportive in the continuation of developing the snowmobile tourism industry. Two meetings took place (April 2018 and September 2018) to discuss the development of the industry with the assistance of CRED. The meetings connected several communities, clubs and other organizations. It was evident they all shared the same vision. Following these meetings, Community Futures North Central Development led the initiative by coordinating support from northern Community Futures partners, Travel Manitoba, the communities, snowmobile clubs and the industry-at-large.

The outcome of the meetings was to apply for funding to CRED in two phases. Phase 1 would be to facilitate a summit with all stakeholders. The objective of the summit was to create a working plan to move forward with developing snowmobile tourism in areas including infrastructure, marketing, product/event development and to identify partnerships and organizational structure to ensure sustainability. Phase 2 will be to apply for funding to execute the plan based on the outcomes of the summit.

Community Futures North Central Development, along with their partners; Travel Manitoba, Community Futures Greenstone, Community Futures Cedar Lake, the City of Thompson, The Pas Community Development Corporation, FDC Economic Development Committee and the region's snowmobile clubs were successful in securing funding for Phase 1 of the project. Thus, the Northern Manitoba Snowmobile Tourism Summit was convened in Snow Lake, Manitoba on November 15, 2018.

1.2 Relationship Among Plans

This strategy follows a similar approach and model to other tourism strategies that have been developed for northern Manitoba in recent years.

The Northern Manitoba Tourism Strategy, April 2017 was developed with the industry for all of Northern Manitoba. This strategy was adopted by Look North, the Economic Development Strategy for Northern Manitoba, as its tourism industry strategy.

The Northern Manitoba Tourism Strategy has a number of strategic Priorities and Key Results that reference product development and expanded tourism experiences. Examples of Key Results related to the snowmobile strategy include the following:

Key Result 2.1: Awareness and positioning of northern Manitoba within Travel Manitoba marketing plans is revised to align with northern strategy by March 2018.

Key Result 2.2: Collaborative marketing strategies, leveraging industry and community investment and new product developments, are prepared and executed for Northern destination areas by March 2018.

Key Result 3.2: Northern tourism operators are accessing high quality employee training and education in tourism/hospitality by December 2018 and thereafter.

Key Result 3.3: Tourism entrepreneurs develop market-ready product in northern destination areas, creating increased visitation by December 2019 and thereafter.

Key Result 3.4: Indigenous tourism experiences are established in priority destination areas by March 2021 and thereafter.

Key Result 3.6: Tourism products and services that help to extend the tourism season in destination areas are in place by March 2022 and thereafter.

Key Result 4.2: Tourism signing in specific destination areas enhances the visitor experience by March 2022.

Key Result 4.3: En-route and in-destination service centres provide an improved quality visitor experience by March 2022.

Key Result 4.4: Digital infrastructure is readily accessible to visitors and operators across Manitoba North by March 2020.

Key Result 5.1: Government of Manitoba conducts a regulatory review and consultation regarding provincial government regulations that affect tourism in Northern Manitoba and streamlines regulation by March 2019.

All of the Key Results identified above are relevant to snowmobile tourism in this strategy. The key results above also underline and support the core elements of this strategy – creating seasonal product, improving tourism services in nodal areas, aligning marketing under Travel Manitoba leadership, reducing and aligning regulatory environments.

The Northern Tourism Strategy also references conducting specific destination area plans for each of three destination areas – Thompson, Churchill, Northwest. The assessments for these areas were conducted in summer 2018, and they too align with this Snowmobile Tourism Strategy.

1.2 Participants in the Snowmobile Tourism Summit

The Northern Manitoba Snowmobile Tourism Summit was well attended, with some 34 participants providing input to the strategy that evolved from the session.

Participants attending the session included:

First Name	Last Name	Organization
Kimberly	Ballantyne	The Pas/OCN/RM of Kelsey CDC
Dennis	Ballard	University College of the North
Trevor	Blake	Northland Leisure
Bryan	Bogdan	Wekusko Falls Lodge
Floyd	Brown	Border Explorers
Candyce	Carswell	Tawow Lodge
Greg	Carswell	Tawow Lodge
Becky	Cianflone	Greenstone CFDC
Ted	Corbett	Swan Valley
Joe	Cote	Cedar Lake CFDC
Keisha	Davis	City of Thompson
Richard	Dean	Sustainable Development
Gordon	Fidierchuk	LUD of Cranberry Portage
Cathy	Fidierchuk	Greenstone CFDC
Laura	Finlay	North Central CFDC
Steve	Grandbois	Sasagiu Rapids Lodge
Stacy	Grindle	Swan Valley
Marc	Jackson	Snow Lake
Charlene	Kissick	North Central CFDC

Gerard	Lamontagne	Snow Lake Motor Inn
Keith	MacDonald	Thompson Hotel Assoc.
Kelly	Martens	Thompson Trailbreakers / SnoMan – Northern Region
John	McDonald	Town of Gillam
Alan	McLauchlan	Travel Manitoba
Eve	O'Leary	Flin Flon, Creighton, Denare Beach EDO
Jason	Samborski	Snow Lake Sno-drifters
Norman	Sancartier	Caribou Lodge Outfitters
Jim	Sloboda	Snow Lake Sno-drifters
Peter	Roberts	Town of Snow Lake
Kim	Stephen	Snow Lake
Robert	Stoupe	President, Snow Lake Sno-drifters
Tim	Johnston	North Central CFDC
Rob	Vandergucht	Border Explorers
Paul	Wiens	Viking Lodge
Cory	Grant*	Johnson Road Outfitters / All Terrain Bear Hunts

**Could not attend the summit in person, provided written feedback which was included in the SWOT.*

The session was facilitated by Kent Stewart, Director Emeritus of Western Management Consultants. Kent used a similar process to that used to develop the Northern Manitoba Tourism Strategy in 2017 and the Northern Manitoba Destination Area Strategies (Thompson, Churchill, Northwest Manitoba) in 2018.

1.3 Approach to the Snowmobile Summit

The Summit attempted to achieve a great deal in a single day. The group was encouraged to follow the WMC Hourglass Model for strategy development. This model was used to lead the group through the articulation of:



Vision for Snowmobile Tourism in Northern Manitoba, addressing what we think our snowmobile tourism experience can look like in 2028.

SWOT – Strength and Weaknesses, Opportunities and Threats in relation to snowmobile tourism in Northern Manitoba.

Strategic Priorities – those few things that are most critical to our success in the next five years.

Key Results – WHAT we will accomplish against those Strategic Priorities in the coming three-year period.

The Summit participants accepted this approach and succeeded in preparing a high-level strategy for northern snowmobile tourism on the day of the summit.

2.0 HIGHLIGHTS OF SNOWMOBILING IN NORTH AMERICA

2.1 History

Manitoba has snowmobiling roots that go back to the very origins of the technologies that eventually led to the modern snowmobile. A 24-year-old inventor named Harold J. Kalenze patented the Vehicle Propeller in Brandon, Manitoba in 1911. This first attempt at a track-driven mechanical device to propel one through the snow signalled the origin of snowmobiling.

The beginning of rubber-tracked snow machines is attributed to the legendary Joseph-Armand Bombardier of Valcourt, Quebec who developed the first rubber and cotton caterpillar tracked vehicle in 1937, which eventually became the basis for all snowmobiles today.

The development of smaller, powerful motors in the early 1960s stimulated Bombardier to develop the first one or two-person, open concept snow machines under the now iconic Ski-Doo name. A proliferation of manufacturers entered the industry in the early 70s, leading to intense competition and ultimately to business failures.

Today, northern Manitoba boasts nearly 1400 km of groomed Snoman Trails. There are 4 organized clubs in the north; Kelsey Trail Sno-Riders (The Pas), Border Explorers (Flin Flon/Creighton), Thompson Trailbreakers (Thompson) and the Snow Lake Sno-Drifters (Snow Lake). Other clubs exist and are active in the north in Gillam, Churchill and Norway House. The region has experience in hosting provincial rallies, races (sanctioned & local – drag races, sno-x, cross country, grass drags, etc), club rides, bombardier events, trick shows and poker derbies.

2.2 Market Dynamics

The personal snowmobile market exploded in the sixties and seventies. There were over 100 snowmobile manufacturers, and in the peak year of 1971 over 500,000 machines were sold.

The oil crisis in the mid 70's and other factors caused a dramatic decline in snowmobile sales, and many manufacturers went out of business. By 1997 the market had rebounded to 260,000 machines sold. However, the market has gradually decreased since that time due decreased snow conditions in many areas.

In 2018 there were 124,786 snowmobiles sold worldwide with some 47,000 sold in Canada and 53,000 in USA. Canada sales were 44.4 thousand in 2016 and 44.2 thousand in 2017. There are some 1.2 million snowmobiles registered in the US and 600,000 in Canada. Approximately 30% of snowmobiles are "mountain sleds", the largest segment in sled sales.

The economic impact of snowmobiling globally is estimated to be around \$39 billion USD; \$26 billion in USA; \$8 billion in Canada. Snowmobiling sustains some 500,000 full time jobs in North America. Snowmobilers spend \$34 billion annually in direct spending, sustaining over 100,000 jobs in spin-off industries.

The main reason people snowmobile, according to a Montana State University study includes:

- To view scenery
- To be with friends
- To get away from usual demands
- To do something with family
- To be close with nature

Some 95% of snowmobilers consider it a family activity and most snowmobile owners are married with children.

There are estimated to be some 236,000 km of snowmobile trails in North America. In Canada, Ontario has 34,000 km, Quebec 32,400 km, BC 13,000 km, and Manitoba is fourth with 12,000 km of trails.

2.2.1 Manitoba Snowmobiling

Snoman Inc. (Snowmobilers of Manitoba Inc.) reported economic impact of snowmobiling Manitoba in 2013:

- \$300 million annual impact on the Manitoba economy;
- Over 900 jobs for residents of Manitoba;
- \$37 million in taxes collected for all governments annually;

In that year there were some 11,900 kilometres of trails in Manitoba, maintained by volunteers contributing some 77,700 hours annually through 52 Manitoba snowmobile clubs which have over \$5 million invested in equipment. In 2013 clubs spent \$1.94 million or \$161.67 per kilometre to maintain the trail systems in Manitoba. Manitoba has more kilometres of trails per capita than any other provincial or state jurisdiction in North America.

In 2013 there were 35,194 registered snowmobilers in Manitoba, an increase of 43% since 2010.

Finally, Snoman reported the following Manitoba user characteristics:

- 68% of Manitoba households have two or more members that participate in snowmobiling;
- 85% of snowmobilers ride more than 11 days a season;
- 92% ride more than 50 km per outing.
- Some 80-90% of riding takes place on the designated trail system.

2.3 Conclusion

Snowmobiling in North America faces a number of issues:

- Erosion of snowmobiling territory due to urbanization and environmental challenges;
- Erosion of territories with guaranteed snow;
- Incursions by ATV competition
- High costs of entry
- Fatigue among snowmobile volunteers who generally maintain trail.

Despite these significant challenges to the market, North America offers thousands of kilometres of groomed trails, and some areas continue to thrive as snowmobile destinations.

Northern Manitoba offers some important differentiating characteristics that respond to some of the above challenges:

- A long season with reliable snow conditions;
- An extensive trail system already in place, with a few minor connections to create an even more extensive system;
- A "wilderness" snowmobiling experience with long stretches of trail unencumbered by road crossings, fencing and other impediments;
- A robust snowmobile club system with a provincial organization (Snoman);
- Almost 36,000 registered snowmobilers in Manitoba alone, who spend some 342,000 days or more snowmobiling annually, represent the largest and nearest market for Northern Manitoba and
- A supportive marketing partner in Travel Manitoba.

These characteristics may place northern Manitoba in a position to expand its snowmobile markets in the future. As more southern snowmobile enthusiasts look for reliable snow, the answer may be in northern Manitoba snowmobile country.

3.0 VISION FOR NORTHERN SNOWMOBILE TOURISM

Participants in the November 15th session developed a high-level vision for Northern Manitoba as a snowmobile destination. Their vision described Northern Manitoba Snowmobile Country as they envision it in 2028 and beyond.

3.1 A High Quality, Integrated and Fully Connected Snowmobile System

- Trails are interconnected between communities from Gillam to Swan Valley.
- Iconic “bucket list” trails such as Gillam-Churchill are sought after by worldwide markets.
- The Boreal forest and pre-Cambrian shield, with a reliable and long snowmobile season, are a highlight of northern trails.
- Nodal areas provide high quality services, fuel, food, accommodation, retail as well as experience packaging. Nodes are identified and branded as jumping off points to snowmobiling in Northern Manitoba.
- Historic places of interest, and stopping points are interpreted along trails to enhance visitor understanding and appreciation of Northern Manitoba.
- The integrated trail system has the equipment, signing, maps, warm up shelters and emergency service provisions to create a high-quality experience.
- Local business grows as a result of community and regional growth of snowmobile tourism.
- Local entrepreneurs invest in snowmobile tourism.

3.2 Branding and Marketing

- Travel Manitoba works closely with industry to brand, position and market the North as a snowmobile destination.
- Northern Manitoba is celebrated and recognized in Canada and beyond as a high-quality snowmobile destination where one can experience the Canadian Boreal Forest and the Pre-Cambrian Shield.
- The Northern Manitoba Brand stands for reliable snow, a long snow season, wilderness snowmobiling with few impediments in trail riding, great northern hospitality and a fair price.
- Marketing from a central platform for northern tourism experiences ensures visitors have comprehensive information. Regional and local information, operator connects, mapping, calendars of events, nodal information, access to lodging, snowmobile services, retail and other services is provided from this central platform and within the nodal service areas.

3.3 Senior Government Alignment and Support

- The Provincial Tourism Strategy includes snowmobiling growth and development as a strategic priority.
- Government increasingly aligns policy and regulation to support snowmobile tourism while continuing to protect the environment.
- Treaty territories are respected, First Nations are engaged in working with the snowmobile industry to plan trail systems and experience the benefits of snowmobile tourism while ensuring Indigenous activities such as trapping are respected.
- Government Departments are aligned with and support snowmobile tourism. Safety, fire control and response, first responder and evacuation systems are developed in partnership with snowmobile clubs to ensure visitor safety.
- Federal Departments are engaged in support of northern snowmobile tourism. Funding departments such as Western Economic Diversification are engaged and supportive.
- Sponsorship is encouraged, and government funders match private investments in development.
- Volunteer organizations responsible for maintaining trail systems can access government funding in support of equipment, maintenance, and labour costs.

3.4 Governance

- A collaborative model incorporates local organizations, snowmobile clubs, and support organizations under a single voice for snowmobile tourism development and marketing in the north.
- Growth from the community level outward ensures strong community engagement and support

3.5 Long Term Outcome

- Canada and the world see Northern Manitoba as a highly competitive snowmobile destination uniquely branded on a wilderness experience

4.0 THE OPERATING ENVIRONMENT: SWOT ASSESSMENT FOR THE NORTHERN MANITOBA SNOWMOBILE DESTINATION

Strengths and weaknesses are usually considered from an *internal perspective*, considering the region's current inherent capacity. Weaknesses are usually things the region collectively can address and act on.

Opportunities and threats are concepts that are usually considered to be *external* and are often outside the direct control of the regional organization. While some of these elements can be addressed through indirect action of the organization, others are completely outside its reach.

The participants had the opportunity to address the SWOT in advance of the session, bringing their thoughts to the event. Collectively they developed the SWOT following in a collaborative process at the session.

4.1 Strengths

- Travel Manitoba has embraced the northern tourism opportunities and is working hard to market the North for tourism.
- Lots of deep snow and a much longer winter season than southern Manitoba.
- The snowmobile experience is a long-distance, wilderness experience with low traffic volumes that is different than other destinations.
- Good accommodation supply near the trails can be open in the winter to new markets who come to snowmobile.
- Snowmobile clubs which support trail development and maintenance in the region. The existing trails are extensive and are in good condition.
- There is great passion in the snowmobile community.
- There is a great deal of Crown land in the region. Trails with few fence or road crossings can be developed.
- Snowmobile trails are part of a Provincial Park System, with access to high-quality parks on key routes.

4.2 Weaknesses

- The Snopass is not online and does not permit access to short term passes readily. This is important to visitors who may be looking to purchase on a Saturday when insurance outlets are not typically open.
- The lack of willingness to change among people in power (regulators, permitting agencies etc) was considered a challenge.
- The lack of connectivity of trails was considered a major weakness in the present system.
- Tight budgets for clubs was considered an important weakness because the system relies on clubs to build and maintain quality trails in the region.
- Volunteer burnout of club members was also considered a key issue and barrier to success.
- Lack of (expensive) maintenance equipment in communities to support snowmobile tourism is a challenge.
- Economic and business issues were identified:
 - Lack of repair shops;
 - Lack of gas stations at critical locations;
 - Expensive to start a snowmobile business;
 - Cost to travel to the North as a barrier.
- Some local attitudes against snowmobile trails and against Snoman trails which require a Snopass are considered a challenge.
- Relationships between trappers and snowmobilers may be an issue in some areas.

4.3 Opportunities

- The opportunity to link the entire system by completing the trail system between Snow Lake and Cranberry Portage is one of the most important and critical opportunities.
- Tourism packages can be created to attract snowmobilers to northern Manitoba. Complementary packaged activities such as ice fishing can differentiate Northern Manitoba as a snowmobile destination.
- Guided trips can be provided within these packages or by individual operators.
- Sanctioned races bring competitors, their families, and support people to these races; many will return to experience regional snowmobile tourism.
- Reintroducing tourism rally events with this packaging will increase visitation to events and interest in subsequent visitation to the region.
- There is an opportunity to increase Snopass sales and support, and to build awareness of the economic benefits of snowmobile tourism to Manitoba and its regions.

- It is a good time to support snowmobile tourism, as regional and provincial economic development and tourism plans are under way.
- Social media is a low cost, effective way to message target markets; marketing from a strong platform for all snowmobile tourism activity in the region will be powerful.
- Importantly, this initiative provides an opportunity for Northerners to work together (as the North) to bring these ongoing benefits to the region.

4.4 Threats

- The lack of cell and internet service coverage was considered a threat as it increases the potential consequences of health issues, an accident or a breakdown on the very extensive, wilderness trails in the system.
- Provincial and Federal laws and regulations impacting development and access to snowmobile trails are a potential threat to success. Engagement of First Nations within the Treaty Five area before development is also important and may impact where trails may be placed. It is also important to respect registered traplines and access trails.
- Snowmobile trail safety is considered a threat due to the great wilderness distances between points, the limited communication in place, and the potential for inexperienced riders to be on these trails.
- Volunteer burnout and lack of funding for trail maintenance is a threat if we are successful in attracting more tourism users without addressing the volunteer burnout issue.
- Threats to the business potential of northern snowmobile tourism were also identified:
 - High equipment costs, start-up costs, and insurance may limit the number of suppliers to this market in the North;
 - Insurance for races may be expensive and difficult to acquire;
 - The cost of fuel may be an issue for northern snowmobile tourism;
 - The carbon tax may increase costs to Northerners while it is not impacting our US or overseas competition;
 - Changing US border crossing rules may threaten US snowmobile tourism visitation and
 - The rate of exchange for the Canadian dollar is a threat in as much as a strong increase in the Canadian dollar would significantly impact US visitation.
- General negative perception of snowmobiling as an activity that is harmful to the environment may threaten snowmobile tourism.
- Competition for trails by ATV users may also represent a threat to growth.
- Bad reviews on social media, whether environmental, safety or something different, could impact success.
- Communities in North Manitoba competing for the same resources or to advance their snowmobile tourism ahead of others may impact the potential for success.

4.5 Summary: Drivers of the Strategy

Participants addressed the Key Issues and Opportunities from among the SWOT as those few things that the strategy must address in the first five-year period.

4.5.1 Priority Issues

- Snopass is NOT online and short-term passes must be available so that snowmobile tourists can access them and be compliant.
- Lack of connectivity of trails is a major issue with must be addressed in the near term.
- Tight budgets for clubs is a challenge and the associated volunteer burnout are critical matters to address before growing the tourism business significantly.
- Cell and internet service and coverage represent a significant safety issue that must be addressed.
- Provincial, Federal and First Nations laws, policies and regulation affect development and access for snowmobile tourism. Close work with these organizations in planning and maintaining the snowmobile trail system in the North is critical to success.

4.5.2 Priority Opportunities

- The Snow Lake – Cranberry Portage connection must be built and maintained to complete the system.
- Snowmobile tourism packages must be developed to provide target markets with a unique and affordable snowmobile experience. Packages to rally events may be the first opportunity for packaging.
- Capitalizing on Travel Manitoba's support for and willingness to market Manitoba's North is an important opportunity to leverage marketing while building out the product.
- The opportunity to work together as the North in support of northern snowmobile tourism is presented by this initiative, and it may lead to further successful collaboration over time.

These items listed above are called Drivers of the Strategy because we judge them to be the most important opportunities to be leveraged or the most important barriers to be overcome. The Strategic Priorities and Key Results following may ultimately be measured against these issues and opportunities to determine if the strategy is on a successful track.

5.0 STRATEGIC PRIORITIES AND KEY RESULTS, 2019-2023

5.1 Strategic Priorities

Strategic Priorities focus the finite energy and resources of the regional participants on those issues/priorities that are **most critical** to the region's success. They are usually longer term. The participants identified five Strategic Priorities which will guide northern snowmobile development efforts in the period 2019-2023.

Strategic Priority #1: Tourism Infrastructure and Organization:

- a) *Ensure that infrastructure development and operations support a safe and high-quality snowmobile tourism experience.*
- b) *Continue to ensure direction and wayfinding systems are high-quality.*
- c) *Ensure organizations are identified and/or aligned to drive the strategy.*

Strategic Priority #2: Snowmobile Tourism Attractions:

Upgrade and expand the components of the snowmobile tourism experience along major routes and snowmobile destination areas.

Strategic Priority #3: Snowmobile Tourism Events:

Expand snowmobile events and create experiences to attract long haul tourism to these events.

Strategic Priority #4: Tourism Services and Hospitality:

Ensure that a full range of high-quality tourism services are available to snowmobile tourism visitors compiled on a single, accessible platform.

Strategic Priority #5: Tourism Marketing and Promotion:

Focus snowmobile tourism marketing and promotion on specific high-quality events and snowmobile tourism experiences that match target market demand.

Strategic Priorities are NOT listed in order of priority. ALL Strategic Priorities must be acted on for the destination to succeed.

5.2 Key Results

Key Results describe what the group will accomplish in the coming period. They are informed by the situation and the issues, and collectively they will ensure the Strategic Priority has been realized in the time period considered. Key Results are listed in order of priority under each Strategic Priority.

5.2.1 Strategic Priority #1: Tourism Infrastructure and Organization:

- a) *Ensure that infrastructure development and operations support a safe and high-quality snowmobile tourism experience.*
- b) *Continue to ensure direction and wayfinding systems are high-quality.*
- c) *Ensure organizations are identified and/or aligned to drive the strategy.*

Key Results

- **KR 1.1.** The Snowmobile Trail between Snow Lake and Cranberry Portage is planned and developed by December 2019.
- **KR 1.2.** Existing and newly developed trails are well maintained in a manner safe and suitable for tourism use.
- **KR 1.3.** Access to licenses and Snopass is improved with online access and short term passes available by November 2019.
- **KR 1.4.** Internet and cell phone coverage is developed or improved throughout snowmobile tourism areas in Northern Manitoba by December 2023.
- **KR 1.5.** Access to high quality tourism services (hotels, gas stations, warm-up shacks) near snowmobile trails is in place on critical tourism snowmobile trails and stopping places by December 2020.
- **KR 1.6.** Branded snowmobile signage on Highways 6 and 10 indicate available snowmobile services and trails by December 2020.
- **KR 1.7.** Organization, responsibilities and alignment of snowmobile tourism partners is in place by June, 2019.

5.2.2 Strategic Priority #2: Snowmobile Tourism Attractions:

Upgrade and expand the components of the snowmobile tourism experience along major routes and snowmobile destination areas.

Key Results

- **KR 2.1:** A resource is identified and engaged to lead in developing and improving snowmobile tourism attractions in the region.
- **KR 2.2:** Snowmobile tourism nodal communities develop a signature event (poker derby, cross country, rally etc.) and promote it collaboratively and consistently within the Northern Manitoba snowmobile tourism brand.

5.2.3 Strategic Priority #3: Snowmobile Tourism Events:

Expand snowmobile events and create experiences to attract long haul tourism to these events.

Key Results

- **KR 3.1:** The provincial snowmobile rally is re-invigorated and promoted for snowmobile tourism by October 2019 and thereafter.
- **KR 3.2:** Northern Manitoba snowmobile tourism hospitality is improved and part of our event brand by December 2020 and thereafter.

5.2.4 Strategic Priority #4: Tourism Services and Hospitality:

Ensure a full range of high-quality tourism services are available to snowmobile tourism visitors compiled on a single, accessible platform.

Key Results

- **KR 4.1:** The full range of high-quality tourism services available to snowmobile tourism visitors are compiled and available on a single platform by December 2020.

5.2.5 Strategic Priority #5: Tourism Marketing and Promotion:

Focus snowmobile tourism marketing and promotion on specific high-quality events and snowmobile tourism experiences that match target market demand.

Key Results

- **KR 5.1:** Northern Manitoba snowmobile tourism marketing targets two market segments with a refined program by December 2020.
- **KR 5.2:** A Northern Manitoba snowmobile tourism brand is developed by December 2021.

5.3 Recommendations & Conclusion

The development of Strategic Priorities and Key Results are an important responsibility of the founding group, as these two areas are what guide the organization and define its efforts.

In the tactical plan suggestions following, there is a reference to identify a resource (i.e. staff, or Northern Coordinator) to begin the process of carrying out the plan. In addition, there are several theme areas emerging from the Strategic Priorities and Key Results that are ready to be developed;

1. Infrastructure (maintenance and development)
2. Event Coordination
3. Product Development
4. Marketing Strategy

The tactics created will fall under one (or more in some cases) areas of development. It is recommended that a "Task Force Committee" from each of the four areas emerge to guide, manage and evaluate the suggested strategies and tactics. It is further recommended that each of the four Task Force Committees be populated with individuals from wide list of stakeholders who attended the summit and/or have been involved in some aspect of activities undertaken in the past. All the Task Force Committees will be resourced by the Northern Coordinator.



Following approval of the Snowmobile Tourism Plan, Community Futures North Central Development will continue to resource the project, steering it to Phase 2. This phase will commence with a proposal to CRED to assist with funding the Northern Coordinator's position and related costs associated with the plan. It should be further understood that the initial role of the Northern Coordinator will be to identify representation from the northern partners to create the

Task Force Committees. In addition, the success of further development in any of the four areas heavily relies on building the partnership capacity to ensure sustainability beyond CRED funding.

The next section identifies the Key Results for each Strategic Priority as identified by participants in the strategy session. A small group of tourism professionals from Travel Manitoba and Community Futures drafted initial achievable tactics which are included in the section following. Key Results are the **what** and strategies and tactics are the **how**.

6.0 STRATEGIES AND TACTICS FOR NORTHERN SNOWMOBILE TOURISM: 2019-2023

In the tables that follow, a template for developing tactical plans for each of the key result areas identified by the participants has been provided. Participants may wish to create a small group of the whole to prepare initial drafts these tactics. Tactics will evolve over time, with changes made by the group to better accomplish the Key Result. Specific completion dates, costs for individual tactics and other matters related to tactics will be addressed as the strategy is unfolded over the coming year and more.

The tactics will be reviewed annually as part of the strategic review process.

Northern Manitoba Snowmobile Tourism Strategy: 2019-2023: Tactical Plan			
Strategic Priority #1: Strategic Priority 1: Tourism Infrastructure and Organization:			
<ul style="list-style-type: none"> a) Ensure that infrastructure development and operations support a safe and high-quality snowmobile tourism experience. b) Continue to ensure direction and wayfinding systems are high-quality. c) Ensure organizations are identified and/or aligned to drive the strategy. 			
KR 1.1: The Snowmobile Trail between Snow Lake and Cranberry Portage is planned and developed by December 2019			
STRATEGIES AND TACTICS	Lead Role/ Support	Partners	Target
1. Plan and conduct a meeting to engage. Agree on direction and high-level content of plan, and the team of people who will do the plan.	Infrastructure Task Force supported by the Northern Coordinator	Northern Clubs Snoman Communities Trappers Assoc. MLOA Sustainable Development MB Hydro CKP	April 2019
2. Complete a plan for trail development with specific timelines and key action items (Who does what by when).			June 2019
3. Circulate plan for approval of stakeholders and increase engagement and support for development			Sept 2019
4. Secure funding for infrastructure costs based on requirements identified in the plan.			Sept 2019
5. Secure regulatory approval for the final plan if required.			Nov 2019

6. Mobilize volunteer support, and complete development of the trail.			Nov 2019
7. Celebrate opening and market the new trail connection and the snowmobile trail "system" in the north aggressively in target markets.			Jan 2020

Northern Manitoba Snowmobile Tourism Strategy: 2019-2023: Tactical Plan

Strategic Priority #1: Strategic Priority 1: Tourism Infrastructure and Organization:

- a) Ensure that infrastructure development and operations support a safe and high-quality snowmobile tourism experience.
- b) Continue to ensure direction and wayfinding systems are high-quality.
- c) Ensure organizations are identified and/or aligned to drive the strategy.

KR 1.2. Existing and newly developed trails are well maintained in a manner safe and suitable for tourism use.

STRATEGIES AND TACTICS	Lead Role/ Support	Partners	Target
1. Determine partnership with Snoman Northern Rep to 1. understand trail standards and ensure we are meeting them and 2. determine what resources we can provide to further assist.	Infrastructure Task Force supported by the Northern Coordinator	Northern Clubs Snoman Communities Sustainable Development	Mar 2019
2. Create a mechanism for riders to provide feedback on trail conditions.			Oct 2019
3. Create a plan to ensure snowmobile clubs are properly resourced for the work that needs to be done on trails.			Sep 2019
4. Facilitate coordination between snowmobile clubs on maintenance, sharing equipment (if required and possible).			Nov 2019/ ongoing
5. Evaluate results with feedback from users on a regular basis; adjust maintenance program accordingly.			Jan 2019/ ongoing

Northern Manitoba Snowmobile Tourism Strategy: 2019-2023: Tactical Plan

Strategic Priority #1: Strategic Priority 1: Tourism Infrastructure and Organization:

- a) Ensure that infrastructure development and operations support a safe and high-quality snowmobile tourism experience.
- b) Continue to ensure direction and wayfinding systems are high-quality.
- c) Ensure organizations are identified and/or aligned to drive the strategy.

KR 1.3. Access to licenses and Snopass is improved with online access and short term passes available by November 2019.

STRATEGIES AND TACTICS	Lead Role/ Support	Partners	Target
1. Advocate to and work with Snoman to create alternative access to Snopass.	Infrastructure Task Force supported by the Northern Coordinator	Northern Clubs Snoman Industry	Jul 2019
2. Working with Snopass, identify all partners and agencies that provide Snopass purchase services in each community.			Sep 2019
3. Link agency info to central platform created for Northern MB Snowmobile Tourism			Nov 2019
4. Create or improve accessible, short term snowmobile pass through Snoman			Nov 2019
5. Market and promote Snoman passes to target markets; promote licensing			Nov 2019 ongoing
6. Evaluate results and adjust program as necessary			Jan 2019 ongoing

Northern Manitoba Snowmobile Tourism Strategy: 2019-2023: Tactical Plan

Strategic Priority #1: Strategic Priority 1: Tourism Infrastructure and Organization:

- a) *Ensure that infrastructure development and operations support a safe and high-quality snowmobile tourism experience.*
- b) *Continue to ensure direction and wayfinding systems are high-quality.*
- c) *Ensure organizations are identified and/or aligned to drive the strategy.*

KR 1.4. Internet and cell phone coverage is developed or improved throughout snowmobile tourism areas in Northern Manitoba by December 2023.

STRATEGIES AND TACTICS	Lead Role/ Support	Partners	Target
1. Continued advocacy efforts for better coverage.	Infrastructure Task Force supported by the Northern Coordinator	Northern Clubs Snoman Communities Sustainable Development MB Hydro CKP	Mar 2019 ongoing
2. Identify partnerships to collaborate on advocacy; identify key safety issues for remote snowmobile experiences in Manitoba and communicate to providers and stakeholders.			Jan 2019
3. Consider merits of satellite accessed internet and cell services as they develop.			Mar 2019 ongoing
4. Promote accessible cell service to snowmobile market segments as this functionality is provided.			Jan 2021 ongoing

Northern Manitoba Snowmobile Tourism Strategy: 2019-2023: Tactical Plan

Strategic Priority #1: Strategic Priority 1: Tourism Infrastructure and Organization:

- a) Ensure that infrastructure development and operations support a safe and high-quality snowmobile tourism experience.
- b) Continue to ensure direction and wayfinding systems are high-quality.
- c) Ensure organizations are identified and/or aligned to drive the strategy.

KR 1.5. Access to high quality tourism services (hotels, gas stations, warm-up shacks) near snowmobile trails is in place on critical tourism snowmobile trails and stopping places by December 2020.

STRATEGIES AND TACTICS	Lead Role/ Support	Partners	Target
1. Stakeholders to identify gaps in current service offerings.	Infrastructure Task Force supported by the Northern Coordinator	Northern Clubs Snoman Communities Travel MB MLOA MTEC	Jun 2019
2. Stakeholders to identify priority tourism routes and nodes, and to brainstorm ways to fill gaps in critical nodal areas.			Jun 2019
3. Advocate for "full services" at strategic nodes on tourism map; encourage entrepreneurial development of gaps in services.			Dec 2019/ongoing
4. Promote nodal areas as full-service snowmobile stopping points			Sep 2019/ongoing
5. Work with MTEC to provide education for front-line staff; measure and improve tourism services and hospitality over time.			Sep 2019/ongoing
6. Evaluate results with snowmobile tourists, sharing with northern industry and support continuous improvement efforts.			Jan 2020/ongoing

Northern Manitoba Snowmobile Tourism Strategy: 2019-2023: Tactical Plan

Strategic Priority #1: Strategic Priority 1: Tourism Infrastructure and Organization:

- a) Ensure that infrastructure development and operations support a safe and high-quality snowmobile tourism experience.
- b) Continue to ensure direction and wayfinding systems are high-quality.
- c) Ensure organizations are identified and/or aligned to drive the strategy.

KR 1.6. Branded snowmobile signage on Highways 6 and 10 indicate available snowmobile services and trails by December 2020.

STRATEGIES AND TACTICS	Lead Role/ Support	Completed	Budget Implications
1. Stakeholders identify best locations and content for signage	Infrastructure Task Force supported by the Northern Coordinator		Dec 2019
2. Stakeholders develop logo, themes, messages for northern Manitoba snowmobile tourism and the application of graphic elements on signage. Support from Travel Manitoba to facilitate planning of brand etc.		Northern Clubs Snoman Communities	Sep 2019
3. Secure funding for signage		Travel MB MLOA MTEC	Sep 2019
4. Negotiate with Manitoba Infrastructure to confirm signage locations on Highways 6 and 10 enroute to North		CRED MB	Jan 2019
5. Fabricate and install snowmobile tourism signage		Infrastructure	Aug 2020
6. Evaluate results, gaps etc. and adjust plans accordingly			Jan 2022/ongoing

Northern Manitoba Snowmobile Tourism Strategy: 2019-2023: Tactical Plan

Strategic Priority #1: Strategic Priority 1: Tourism Infrastructure and Organization:

- a) Ensure that infrastructure development and operations support a safe and high-quality snowmobile tourism experience.
- b) Continue to ensure direction and wayfinding systems are high-quality.
- c) Ensure organizations are identified and/or aligned to drive the strategy.

KR 1.7. Organization, responsibilities and alignment of snowmobile tourism partners is in place by June, 2019.

STRATEGIES AND TACTICS	Lead Role/ Support	Partners	Budget Implications
1. Travel Manitoba leads in branding and marketing snowmobile tourism. Planning and designing the brand, logos, themes etc. occurs in collaboration with industry	<p>Marketing Task Force</p> <p>supported by the Northern Coordinator</p>	<p>Travel MB CF's Communities Northern Clubs</p>	Jun 2019
2. A comprehensive snowmobile tourism plan is prepared in conjunction with snowmobile stakeholders, facilitated by Community Futures partners in Northern Manitoba. Plan includes mapping of preferred tourism snowmobile trails, service nodes and stopping places.			Dec 2019
3. Northern partners promote hospitality and product development by local entrepreneurs, particularly along snowmobile tourism trails and nodal service sites and communities.			Dec 2019/ongoing
4. Snowmobile clubs access enhanced provincial funding to support their volunteer efforts in trail maintenance and improvement for snowmobile tourism.	<p>Infrastructure Task Force</p> <p>supported by the Northern Coordinator</p>	<p>Northern Clubs Snoman Communities CRED</p>	Dec 2019/ongoing

Northern Manitoba Snowmobile Tourism Strategy: 2019-2023: Tactical Plan

Strategic Priority #2: Snowmobile Tourism Attractions:

Upgrade and expand the components of the snowmobile tourism experience along major routes and snowmobile destination areas.

KR 2.1: A resource is identified and engaged to lead in developing and improving snowmobile tourism attractions in the region.

STRATEGIES AND TACTICS	Lead Role/ Support	Partners	Budget Implications
1. Assess range of northern programs and resources available to support a professional to lead this effort	CFNCD	CF's Travel MB Communities Northern Clubs	Feb 2019
2. Source funds to support a facilitation resource			Feb 2019
3. Work with partners to identify and attract a support resource; make the offer			Mar 2019
4. Onboarding of new resource			Mar 2019
5. Evaluate resource success on a regular basis			Mar 2021

Northern Manitoba Snowmobile Tourism Strategy: 2019-2023: Tactical Plan

Strategic Priority #2: Snowmobile Tourism Attractions:

Upgrade and expand the components of the snowmobile tourism experience along major routes and snowmobile destination areas.

KR 2.2: Snowmobile tourism nodal communities develop a signature event (poker derby, cross country, rally etc.) and promote it collaboratively and consistently within the Northern Manitoba snowmobile tourism brand.

STRATEGIES AND TACTICS	Lead Role/ Support	Partners	Target
<ol style="list-style-type: none"> Community committees struck with minimum 3 communities, determine: Terms of reference Event focus – identify individual events for 3 communities to deliver beginning 2020 season 	<p>Events Task Force</p> <p>supported by the Northern Coordinator</p>	<p>Communities Northern Clubs CF's</p>	<p>Mar 2019</p>
<ol style="list-style-type: none"> Brand developed in collaboration with Travel Manitoba development of overall Snowmobile tourism Brand. Brand guidelines Brand training 	<p>Marketing Task Force</p> <p>supported by the Northern Coordinator and Travel MB</p>	<p>Travel MB CF's Communities Northern Clubs</p>	<p>Jun 2019</p>
<ol style="list-style-type: none"> Fundraising to support events 	<p>Events Task Force</p> <p>supported by the Northern Coordinator</p>	<p>Northern Clubs CF's Communities</p>	<p>Mar 2020</p>
<ol style="list-style-type: none"> Deliver initial events 			<p>Dec 2020/ongoing</p>
<ol style="list-style-type: none"> Evaluate and expand initial events as warranted 			<p>Jan 2021/ongoing</p>

Northern Manitoba Snowmobile Tourism Strategy: 2019-2023: Tactical Plan

Strategic Priority #3: Snowmobile Tourism Events:

Expand snowmobile events and create experiences to attract long haul tourism to these events.

KR 3.1: The provincial snowmobile rally is re-invigorated and promoted for snowmobile tourism by October, 2019 and thereafter.

STRATEGIES AND TACTICS	Lead Role/ Support	Partners	Target
1. Committee struck including: CF, snowmobile club, businesses who would benefit, municipality, TMB North	<p>Events Task Force</p> <p>supported by the Northern Coordinator</p>	<p>Northern Clubs CF's Communities</p>	Jan 2019
2. Detailed planning of enhanced provincial rally			Mar 2019/ongoing
3. Implementation of rally plan; procurement, preparation etc.			Sep 2019
4. Execution of provincial rally			2021
5. Evaluate results; plan for next provincial rally			Mar 2021/ongoing

Northern Manitoba Snowmobile Tourism Strategy: 2019-2023: Tactical Plan

Strategic Priority #3: Snowmobile Tourism Events:

Expand snowmobile events and create experiences to attract long haul tourism to these events.

KR 3.2: Northern Manitoba snowmobile tourism hospitality is improved and part of our event brand by December 2020 and thereafter.

STRATEGIES AND TACTICS	Lead Role/ Support	Partners	Timelines
1. Initiate Snowmobile Friendly Community plans: <ul style="list-style-type: none"> • Review access points within the community, ensure businesses can be accessed by snowmobiles • Updating maps where necessary • Work with local chambers to encourage businesses to become snowmobile friendly (i.e.: designated parking, discounts, helmet racks, etc.) • Engage RCMP in support of community plans 	Events Task Force supported by the Northern Coordinator	Travel MB CF's Communities Northern Clubs RCMP MTEC	First Plan: Aug 2019 Second Plan: Aug 2020 Third Plan: Aug 2021
2. Conduct community engagement and support activities: <ul style="list-style-type: none"> • Safety Presentations – verbal and physical (safety clinics) • Youth presentations / rides 			Oct 2019 ongoing
3. Work with MTEC on hospitality/event training in key communities.			Dec 2020 ongoing
4. Evaluate and revise program as needed			Dec 2020 ongoing

Northern Manitoba Snowmobile Tourism Strategy: 2019-2023: Tactical Plan

Strategic Priority #4: Tourism Services and Hospitality:

Ensure that a full range of high-quality tourism services are available to snowmobile tourism visitors compiled on a single, accessible platform.

KR 4.1: The full range of high-quality tourism services available to snowmobile tourism visitors are compiled and available on a single platform by December 2020.

STRATEGIES AND TACTICS	Lead Role/ Support	Partners	Target
1. Identify and engage a northern “central point person” to complete community inventories and provide advice on required activities i.e. package development	<p align="center">Product Development Task Force</p> <p>supported by the Northern Coordinator</p>	<p align="center">CF's Travel MB Communities</p>	Mar 2019
2. Create a single line of “information flow” that links all communities/nodes to one single platform.			Mar 2019
3. Complete a comprehensive inventory of services available to snowmobile tourists at the community and resort/nodal level.			Sep 2019
4. Complete a Northern Snowmobile Adventure Map, available in digital and print formats, which identifies the services available to snowmobile tourists.			Oct 2019
5. Use brand recognition (a visual) at all participating service and hospitality sector businesses			ongoing

Northern Manitoba Snowmobile Tourism Strategy: 2019-2023: Tactical Plan

Strategic Priority #4: Tourism Services and Hospitality:

Ensure that a full range of high-quality tourism services are available to snowmobile tourism visitors compiled on a single, accessible platform.

KR 4.2: Snowmobile hospitality and service training and a snowmobile ambassador program is in place by December 2020.

STRATEGIES AND TACTICS	Lead Role/ Support	Partners	Budget Implications
1. Research other destinations and determine criteria for snowmobile ambassadors' program. Design a uniquely Manitoba program.	<p>Product Development Task Force</p> <p>supported by the Northern Coordinator</p>	<p>CF's Communities Travel MB Northern Clubs</p>	Sep 2019
2. Develop collateral, support materials for ambassadors; invite people to apply for ambassador role; train initial core of ambassadors.			Nov 2019
3. Launch of ambassador program and initial campaign in support of it			Jan 2020
4. Enhance, expand, revise program as input is received from ambassadors, communities, public and visitors.			Sep 2020
5. Formally evaluate ambassador program and revise as warranted.			Dec 2020

Northern Manitoba Snowmobile Tourism Strategy: 2019-2023: Tactical Plan

Strategic Priority #5: Tourism Marketing and Promotion:

Focus snowmobile tourism marketing and promotion on specific high-quality events and snowmobile tourism experiences that match target market demand.

KR 5.1: Northern Manitoba snowmobile tourism marketing targets two market segments with a refined program by December 2020.

STRATEGIES AND TACTICS	Lead Role/ Support	Partners	Target
1. Refine our understanding and ability to attract Segment #1: Males 25-55 who are avid snowmobilers with higher disposable income and who can be attracted through all months of the snowmobile season.	<p>Marketing Task Force</p> <p>supported by the Northern Coordinator and Travel MB</p>	<p>Travel MB CF's Communities Northern Clubs</p>	Sep 2019
2. Refine our understanding and ability to attract Segment #2: Families with children who can be attracted in the early and late months of the season.			Sep 2019
3. Confirm and research key geographic target markets – southern Manitoba, Saskatchewan, and specific markets of Winnipeg and Brandon.			Sep 2019
4. Prepare, execute and evaluate marketing programs for these target markets in social media, websites and through links with secondary sites.			Oct 2019
5. Evaluate overall results; revise approach and campaigns to achieve greater yield			Mar 2020/ ongoing

Northern Manitoba Snowmobile Tourism Strategy: 2019-2023: Tactical Plan

Strategic Priority #5: Tourism Marketing and Promotion:

Focus snowmobile tourism marketing and promotion on specific high-quality events and snowmobile tourism experiences that match target market demand.

KR 5.2: A Northern Manitoba snowmobile tourism Brand is developed by December 2021.

STRATEGIES AND TACTICS	Lead Role/ Support	Partners	Target
1. Research the key brand characteristics that will differentiate northern Manitoba's snowmobile experience from others and will resonate with key target markets. Secondary meeting with snowmobile clubs in the region to see what "makes us different" and Snoman. This could be done by telephone or survey; mine the material from the strategy, mine material from other strategies.	<p>Marketing Task Force</p> <p>supported by the Northern Coordinator and Travel MB</p>	<p>Travel MB CF's Communities Northern Clubs</p>	Sep 2019
2. In collaboration with the tourism industry, develop the Brand identity and associated Branding for northern Manitoba snowmobile tourism. Meet with snowmobile clubs and Snoman to focus on the brand development; hire branding company to develop brand.			Nov 2019
3. Create Apps, digital brand material, websites and links to secondary sites to promote the brand. Hire a developer or if there is a high school/college course available, determine if they can take on the development.			Jan 2020
4. Link Travel Manitoba to the snowmobile community through a subsite that links to Snoman, local Clubs, local Chambers of Commerce, lodges and communities.			Sep 2019/ongoing

ACRONYMS / DEFINITIONS:

CDC:	Community Development Corporation
CF:	Community Futures
CFDC:	Community Futures Development Corporation
CFNCD:	Community Futures North Central Development
CKP:	Canadian Kraft Paper
CRED:	Churchill Regional Economic Development Fund
FDC:	Flin Flon, Denare Beach, Creighton Economic Development Commission
KR:	Key Result
MLOA:	Manitoba Lodges and Outfitters
MTEC:	Manitoba Tourism Education Council
OCN:	Opaskwayak Cree Nation
RM:	Rural Municipality
SWOT:	Strengths, Weaknesses, Opportunities, Threats
WMC:	Western Management Consultants

Community Futures North Central Development: A regional, not-for-profit community development organization serving north central Manitoba (Thompson, Cross Lake, Norway House, Ilford, Pikwitonei, Nelson House, Nisichawayasihk Cree Nation, Tataskweyak Cree Nation, Norway House Cree Nation, Thicket Portage, Churchill Gillam, Wabowden, Fox Lake First Nation, War Lake First Nation, York Landing First Nation. Core funding provided by Western Economic Diversification, guided by a volunteer board of directors. www.northcentraldevelopment.ca

Community Futures Greenstone: A regional, not-for-profit community development organization serving Bakers Narrows, Channing, Flin Flon, Cranberry Portage, Sherridon and Snow Lake. Core funding provided by Western Economic Diversification, guided by a volunteer board of directors.

Community Futures Cedar Lake: A regional, not-for-profit community development organization serving the communities of Baden, Bellsite, Birch River, Chemawawin Cree, Dawson Bay, Grand Rapids, Kelsey, Mafeking, Mosakahiken Cree Nation, National Mills, Opaskwayak Cree Nation, Pelican Rapids, Ralls Island, Sapotaweyak Cree Nation, Umperville, Westgate, Youngs Point, Barrows, Big Eddy, Carrot Valley, Cormorant, Easterville, Grand Rapids First Nation, Lenswood, Moose Lake, Mountain, Novra, Overflowing River, Powell, Red Deer Lake, The Pas, Wanless and Wuskwi Sipiik First Nation. Core funding provided by Western Economic Diversification, guided by a volunteer board of directors.

Churchill Region Economic Development Fund: A \$7.3 million economic development fund supported entirely by the Government of Canada and delivered and administered by Community Futures Manitoba. www.cfmanitoba.ca/special-programs/cred/

Declaration of Northern Values: A document developed by northerners for the north as a shared vision of long-term prosperity. www.NorthernValues.ca

SnoMan Inc.: (Snowmobilers of Manitoba) a non-profit organization representing 52 member snowmobiling clubs that maintain and groom over 12,000 kms of Manitoba's trails.

www.snoman.mb.ca

SnoPass: Can currently be purchased at any Manitoba Public Insurance agent throughout the province. ALL users of SnoMan groomed, insured trails are required by law to have a current Snopass, including visitors to the region. Cost is \$150 for annual pass and \$75.50 for a 7-day pass.

Travel Manitoba: the province's public/private non-profit tourism marketing organization. TMB is a Crown corporation whose role is to provide leadership by collaborating with tourism businesses, communities, destination marketing orgs and governments. www.travelmanitoba.com

Thank you to the participants of the Northern Manitoba Snowmobile Summit for your time and dedication to this project.

Several individuals have continued to work with Community Futures North Central Development to successfully execute Phase 1 (the summit) and lead us to Phase 2. These individuals are:

Alan McLauchlan, Travel Manitoba
Becky Cianflone, Community Futures Greenstone
Cathy Fidierchuk, Community Futures Greenstone
Eve O'Leary, FDC Economic Development Commission
Gerard Lamontagne, Snow Lake Chamber of Commerce
Jim Sloboda, Snow Lake Sno-Drifters
Joe Cote, Community Futures Cedar Lake
Kelly Martens, Thompson Trailbreakers/Snoman Inc.
Kimberly Ballantyne, The Pas Community Development Corporation
Keisha Davis, City of Thompson
Lilian Tankard, Travel Manitoba
Richard Dean, Sustainable Development, Province of Manitoba