



Strategic Plan: 2027-2030

For the people and places that welcome Ohio travelers

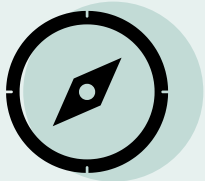


Ohio Travel
ASSOCIATION



MISSION STATEMENT:

OTA connects, educates, and empowers Ohio's travel economy to create strong visitor experiences, market effectively, lead resilient organizations, and grow the impact of travel in every Ohio community.



STRATEGIC POSITION:

OTA is the trusted coach, champion, connector, and catalyst for Ohio's travel economy, helping members navigate change, strengthen their marketing and leadership, and turn shared opportunities into meaningful results.

Guiding Values



Member
Focused



Practical
Value



Industry Lens



Partnership Over
Duplication



Mission-Aligned
Sustainability



Disciplined
Growth

Our Five Priority Areas

1



Member Value
and Participation

2



Industry
Intelligence and
Organizational
Capacity

3



Membership Growth
and Reach

4



Organizational
Sustainability

5



Collaboration,
Advocacy, and
Tourism
Impact



RUBY WINNERS 2025



OTA CLASS OF 2026

Priority Areas, Goals & Strategies

1



Member Value and Participation

GOAL

Deepen the value and engagement of people already connected to OTA. Make it easy for members to understand what OTA offers, find opportunities that matter to them, and get value from membership throughout the year.

STRATEGIES

- Offer tiered organizational memberships that give members clear value at every level of engagement and help more businesses participate.
- Strengthen onboarding and renewals so members can quickly access OTA's value and stay engaged.
- Make year-round OTA opportunities easier for members to find and use.
- Connect new leaders to OTA so they can build relationships, access resources, and accelerate their start in Ohio.
- Create clear pathways to OTA resources and opportunities for tourism professionals at every career stage.
- Give members practical tools to demonstrate the value of OTA participation to their organizations.

2



Industry Intelligence and Organizational Capacity

GOAL

Give tourism professionals the knowledge, tools, leadership support, and connections they need to make better decisions and build strong organizations.

STRATEGIES

- Make tourism careers and leadership development easier to navigate.
- Strengthen OTLA as the industry's premier leadership program for members.
- Expand practical management resources and peer learning members can use.
- Focus OTA's role in workforce education, professional development, and credentials that advance members' careers.
- Make governance resources easier for tourism organizations and boards to access and apply.
- Provide research and benchmarks members can use to understand trends and guide decisions.
- Help members use tourism data in conversations with key decision makers.
- Create a searchable hub for OTA tools, research, templates, and learning resources.

3



Membership Growth and Reach

GOAL

Bring new people, sectors, and organizations into OTA's network. Create more ways to connect, participate, and see value in membership.

STRATEGIES

- Expand OTA's reach across underrepresented tourism sectors, experience businesses, and visitor-economy partners to grow participation.
- Use EPIC, True NORTH, Heartland, RUBY Awards, America 250-Ohio Trails, peer networks, and partnerships as entry points.
- Guide organizations from participation to deeper involvement and membership.
- Use recognition, success stories, and member experiences to show OTA's value.
- Engage executives, marketers, sales, workforce leaders, and other priority audiences with relevant opportunities.
- Use regional meet-ups to build relationships, hear member needs, and connect tourism professionals with OTA.

4



Organizational Sustainability

GOAL

Keep OTA strong, adaptable, and financially sustainable so it can continue delivering meaningful value to members and Ohio's travel economy.

STRATEGIES

- Turn OTA knowledge and intellectual property into scalable revenue that increases member value.
- Strengthen proven programs with growth potential and member benefits.
- Package OTA expertise into repeatable services for members.
- Explore charitable funding that expands mission-aligned member support.
- Develop succession, continuity, and emergency plans to protect member services.
- Protect the knowledge, relationships, and intellectual property that support members.
- Maintain board continuity through leadership transitions.
- Require business cases and annual mission and financial reviews for member-serving programs.
- Prioritize scalable offerings and regularly decide what to grow, improve, partner on, pause, or discontinue for members and the mission.

5



Collaboration, Advocacy, and Tourism Impact

GOAL

Bring people and organizations together to improve Ohio's visitor experience, address opportunities and challenges, and strengthen the tourism industry's voice.

STRATEGIES

- Bring partners together around statewide opportunities for collective impact.
- Help destinations connect places, stories, experiences, and partners.
- Strengthen guest satisfaction through True NORTH and related support.
- Define OTA's role after 2027 for America 250-Ohio Trails.
- Maintain OTA's voice in state policy and administrative discussions.
- Elevate local issues with statewide impact.
- Equip members and boards for effective local advocacy.
- Coordinate statewide and legislative partners while avoiding duplication.