

Lake Superior North Shore Boater Market Readiness Plan



Prepared for: Ontario's Superior Country
Prepared by: Forrest Consulting

March 2024



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Project Overview

In Ontario's Superior Country, despite its location on the shores of the world's largest freshwater lake, Lake Superior, there are no organizations actively developing product or marketing boating along Lake Superior's Canadian North Shore. This is a missed opportunity.

To address this, Ontario's Superior Country recognized that there first needs to be a better understanding of what the Canadian North Shore currently offers the boating visitor, what gaps exist and how best to entice U.S. boaters to the region.

The organization called for proposals for the creation of a comprehensive Lake Superior North Shore Boater Market Readiness Plan. The plan that follows is to report on current North Shore facilities, services, and infrastructure (i.e., docking systems, gasoline, boat launches, attractions, experiences, etc.), as well as community/ attraction services (i.e., boat repairs, restaurants, grocery providers, etc.), identify gaps, and provide a roadmap to market-readiness, including timelines and costs, for filling these gaps. The plan encompasses communities along the coastal area from the Pigeon River border and east to Marathon, as well as the multiple on-water attractions such as Battle and Porphyry Islands.

Key activities that were to be undertaken for this project include:

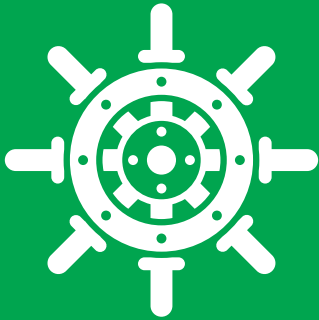
- Develop an asset inventory;
- Conduct research on potential boating markets, including US, Canadian and regional markets;
- Identify segments within those markets, and determine what their needs and wants are;
- Develop a SWOT analysis in terms of the region's ability to attract boaters;
- Identify the non-profits and volunteer organizations that operate on and along the water in the region, and develop a committee to steer this project, as well as future related endeavours for Superior Country to manage;
- Provide a checklist for the region identifying what gaps need to be filled, specifying how, when and approximate cost; and
- Complete a Boater Market Readiness Plan for the North Shore of Lake Superior within the region served by Ontario's Superior Country between Marathon and the Pigeon River border.



Document Review

The documents and articles that were reviewed in the development of this strategy included:

- 2020 Minnesota Recreational Boating Study, Minnesota Department of Natural Resources
- Destination Northern Ontario Boating Product Development Strategy 2019
- Lake Superior North Shore Tourism Strategy, B.C. Hughes
- Lake Superior National Marine Conservation Area: Visitor Experience Strategy, B.C. Hughes
- Lake Superior North Shore Cruise Ship Readiness Plan 2022, Forrest Consulting
- Rosspoint Marina Strategic Scoping Plan 2021, Ontario's Superior Country
- Rosspoint Marine Asset Management Plan 2023, FormStudio Architects
- Rosspoint Harbour Marina Strategic Plan 2023, Karen Jones Consulting
- The U.S. States with The Most Recreational Boats and Yachts per Capita, 2022, Infographics Archive
- Marina Strategy, Newfoundland and Labrador, Final Report 2007, Tract Consulting



Methodology

The goals of the project were:

To build stronger working partnerships between the smaller non-profit groups and the larger regional organizations (municipalities, Parks Canada, Destination Northern Ontario, and Destination Ontario).

Provide an actionable roadmap that can begin implementation by the spring of 2024.

The process followed in the methodology was informed by the goals of this study, and included:

- a. Inventory and assess existing marinas, parks, and communities with docking facilities in terms of market-readiness, quality, and capacity in Ontario's Superior Country.
- b. Develop a profile of existing and potential boating tourism demand in terms of both regional recreational boating activity and the U.S. South Shore of Lake Superior boater. This data was acquired through the implementation and analysis of a series of surveys that were undertaken with 57 U.S. South Shore boaters, 17 Northern Ontario boaters, 10 Northern Ontario marina operators, eight regional Destination Marketing Organizations (DMOs) and Economic

Development Officers (EDOs), other municipal staff and civic officials. Twenty-six key informant interviews were conducted. Data on existing tourism boaters was more difficult to acquire as few marinas in the region collect detailed information on the origin of their boaters, destination, size, and type of boat of their boating clientele, among other information.

- c. Prepare an action plan for the development of U.S. boating tourism in Ontario's Superior Country, which will identify specific administrative, product development and marketing initiatives to be undertaken by various stakeholders.

Steps

Inventory and assessment of marina facilities and services.

Surveys were completed by:

- Marina/waterfront facility operators
- DMOs
- EDOs
- Other municipal staff
- Civic officials

Supplemented by internet searches, internet and document reviews and consultant knowledge of sites.

Market-readiness assessment.

Outcomes/Findings

Levels of service and amenities are inconsistent.

There is little collection of detailed data on boaters being undertaken, making marketing planning difficult.

There could be much stronger collaboration among marinas and between marina managers and tourism officials.

Ability to offer amenities and services is limited by water depth, budgets, staffing/volunteers, municipal priorities.

Few marinas are market-ready or near market-ready but are still important.

Market Analysis.
 Survey of 57 U.S. South Shore of Lake Superior boaters.
 Review of Minnesota Department of Natural Resources boater survey results.
 Survey of 17 Northern Ontario boaters.
 Supplemented by internet searches, literature reviews, review of relevant studies.

South Shore Boater Survey: Majority of respondents represent an older, affluent demographic.
 Boat size is larger therefore higher yield.
 Lack of awareness of the region and concerns about border crossing and other rules and regulations the biggest barriers to exploring the region.
 Web searches most popular tool to research potential boating destination.
 Those who had explored the region by boat had a high level of satisfaction.
 75 % of respondents were interested in receiving information on Ontario's Superior Country.
 Minnesota Boater Survey:
 Minnesota boater survey supports findings of South Shore survey.
 Northern Ontario Boater Survey:
 Northern Ontario boater survey reveals positive feelings for Lake Superior North Shore boating and pride in what it offers.

Conduct key informant interviews.

Strong support expressed for having a regional boating tourism plan and for increased collaboration among tourism DMOs, EDOs, marina operator.
 Strong support as well for Ontario's Superior Country to play a coordinating role in developing and marketing boating tourism for the region with the input of a steering committee.
 Lack of fuel at strategic points such as Rosspport and Marathon cited as key obstacle in developing boating tourism as well as the poor state of the docks at Rosspport.
 Destination Ontario, Destination Northern Ontario and Lake Huron North Channel Marine Marketing Council recommended as partners/allies.

Conduct SWOT analysis and summarize responses. Marina operators, DMOs and EDOs participated in a SWOT analysis of their respective marinas.
 Destination Northern Ontario's boating plan SWOTT was also utilized

Observations on strength of the communities and their marinas focused more on the beauty and tranquility of the region itself. Lack of fuel and proper docking facilities cited as weaknesses. Many potential partnerships, events and product enhancements were suggested. Reliance on grants for staff, lack of staff, insurance costs, border crossing issues and other Canadian regulations and a luxury tax on boats recognized as threats.

<p>Best Practices and Lessons Learned Review: Silver Islet Harbour Association Lake Huron North Channel Marine Marketing Association Lake Superior Marina Marketing Association (Superior Boating) Blind River Marina</p>	<p>Key findings: need for a dedicated staff position (part-time) if possible and funds to undertake marketing and product development, importance of collecting data to measure marketing results, danger of volunteer burnout, need for succession planning</p>
<p>Recommend Administration Model</p>	<p>Most key informants were in favour of a centralized marketing and product development model, with Ontario's Superior Country as the lead. This model would be supported by an industry-based committee including marina representatives. It has been suggested that boaters from target markets also be included.</p>
<p>Set Priorities for Implementation and Implement</p> <p>Short-Term: Within One Year</p> <p>Medium-Term: Two to Five Years</p> <p>Long-Term: Beyond Five Years</p>	<p>Short Term:</p> <ul style="list-style-type: none"> Set up advisory team Develop routes and packages, focusing on the region from the U.S. border to Terrace Bay Develop boater data collection tool and begin to gather data Develop website and "Lake Superior Boating Tour or Canada's Superior Boating" brand Develop marina wayfinding plan Call for proposals to offer products and services at marinas Apply to funders as appropriate to support these initiatives Begin to work on developing partnerships as identified in plan Hold workshops and planning meetings Establish communications channels <p>Medium-Term:</p> <ul style="list-style-type: none"> Support redevelopment of Rosspoint Marina through funding applications, project management Develop marketing plan based on data collected Continue to enhance website and embark on social media campaigns Launch website Apply for funding for marina wayfinding plan and implement <p>Long-Term:</p> <ul style="list-style-type: none"> Continue to support Rosspoint project through funding applications, project Continue to enhance website Evaluate outcomes and adjust plans as required

1 STEP

Step One: Inventory and Assessment

Marina operators, economic development officers and tourism officials are valuable sources of information on the services and amenities that they offer to boating tourists, the origins of boaters using their marinas, their requirements and their impressions of the marina and the towns, cities, and regions as well as marketing to boaters and other topics.

All of these individuals within the Ontario's Superior Country region were surveyed and their responses are as follows:

The Municipality of Neebing

Contact: Erika Kromm, Clerk-Treasurer

There are eight boat launches in Neebing, and six are adjacent to Lake Superior: Little Pigeon Park (Little Pigeon Bay Road Boat Launch/ Parkette), Scent of the Pine Park (470 Memory Road Boat Launch/ Parkette), Seeker's Rest Park (Cottage Drive East Parkette), Shelter Shores Park (Margaret St. Boat Launch/ Parkette), Sturgeon Bay Boat Launch, and Little Trout Bay Conservation Area.



The boat launches along Lake Superior from top right to bottom left (Thunder Bay to the U.S. Border) are Margaret St. Boat Launch, Sturgeon Bay Boat Launch, Cottage Drive East Boat Launch, Little Trout Bay Conservation Area, Memory Road Boat launch, and Little Pigeon Bay Road Boat Launch. Oliver Lake Boat launch is in Scoble Ward, while Cloud Lake is in Crooks Ward. The maintenance, infrastructure and amenities at each boat launch areas follows:

Along the Bluffs Park (Cloud Lake Boat Launch/ Parkette)

- Boat launch; washroom; pavilion; picnic table; grassy area; parking
- Owned and maintained by the Municipality of Neebing.

Little Pigeon Park (Little Pigeon Bay Road Boat Launch/ Parkette)

- Boat launch; cobblestone beach; parking; washroom
- Owned and maintained by Neebing.

Scent of the Pine Park (Memory Road Boat Launch/ Parkette)

- Boat launch; parking
- Owned and maintained by Neebing.

Seeker's Rest Park (Cottage Drive East Parkette)

- Boat launch; parking
- Owned and maintained by Neebing.

Shelter Shores Park (Margaret St. Boat Launch/ Parkette)

- Boat launch; memorial bench; pavilion; washroom; shoreline; parking
- Owned and maintained by Neebing

Sturgeon Bay Boat Launch

- Boat launch; washroom; parking
- Owned by the Province and maintained by Neebing.

West Oliver Lake Boat Launch

- Boat launch; washroom; parking; grass/sandy area
- Owned and maintained by Neebing.

Little Trout Bay Conservation Area

- Boat launch; dock; washroom; pavilion; picnic table; hiking trails; parking
- Owned and maintained by the Lakehead Region Conservation Authority (LRCA).

There are also two scuba diving spots in Lake Superior that are only accessible by boat.

LEGEND

- Municipal Office - 4766 Highway 61
- Fire Hall with Emergency Helipad
- Fire Hall
- Landfill Site
- Cemetery - 103 Cloud River Road E
- Blake Community Hall
- Boat Launch
- Tourist Information Centre
- Canada/USA Border Crossing
- Conservation Park/ Hiking
 - Little Trout Bay Conservation Area
 - Proctor Township Wetland Conservation Reserve
 - Pearson River Provincial Park
 - Thompson Island Nature Reserve
 - Jones Island Nature Trail
 - Mark Mountain Trail Network
- Play Grounds
 - James' Memorial Park
 - All Other Memorial park
- Skating
 - Century Park Skate Hall
 - All Other Memorial Park
- BMX Pump Track
 - All Other Memorial Park
- Business in Neebing
 - Wheatland (Open Oct 1st - 273 Oliver Creek Road)
 - The Bakery on Boundary - 100 Boundary Drive W
 - Thresher Oak Crown Farm - 611 Boundary Drive W
 - Sun Diner - 18 Highway 608
 - Sun River Dairy - 81 Highway 608
 - Earl's Sweets Pastery - 4845 Highway 61
 - Joyce Scapato Design - 4405 Highway 61
 - Munitions Supply Store - 20 Carlson Road W
 - Muir Ridge Farm & Co - 20 Carlson Road S
 - Sunac Hill Condo's - 233 Cloud Lake Road
 - Benderlands Farm - 84 Oklaak Road
 - 1874 Historic Inn - 241 Oklaak Rd (Historic Center)
 - Beaver Tail Confectionery - 3053 Highway 61
 - Pikling Trillium Tavern - 250 Little Trout Bay Road

www.neebing.org

Facebook: Municipality of Neebing
Instagram: @municipalityofneebing

NEEBING
8000 YORK WARDEN RD.
18071 474-5331
4756 Highway 61
Neebing, ON
P7L 0B5



The City of Thunder Bay

Prince Arthur's Landing Marina

The Prince Arthurs's Landing Marina is a full-service facility located within the City of Thunder Bay's beautiful waterfront park. The park offers recreational activities, events and spectacular scenery including the iconic land formation, The Sleeping Giant. There are numerous art installations and sculptures in the park as well as the Baggage Building Art Centre, open year-round to showcase local artists and a variety of great dining experiences. Visitors and locals alike enjoy the "Live on the Waterfront" concerts every Wednesday night in the summer and, for the children, there's a skateboarding park and a splash pad.

Nearby is Thunder Bay North's downtown with restaurants, bars, shopping, attractions including City's large Finnish community in the Bay Street neighbourhood and more, an easy walk away via an overpass. Customs services are available in the park and lifts, repairs and marine supplies are available nearby.

Contact: Jeff Coull – Supervisor, Marina Park

Email Address: jeff.coull@thunderbay.ca

Phone: 807-630-1423

Mailing Address: 2200 Sleeping Giant Parkway, Thunder Bay P7A 0E7

GPS coordinates: 48.433779729873706, -89.21535543701287.

Entrance to main dock: Sleeping Giant Parkway

Chart #: CA573253/2314

Number of Slips: 265

Maximum Vessel LOA: 70 ft. on main dock

Maximum Slip Length: 70 ft.

Depth: Varies

Operating Season: May 15 to October 15



Services and Amenities

Service/Amenity	Onsite	Close to Site	Within 1K	Not Available
Overnight docking	✓			
Launch	✓			
Automobile and trailer parking	✓			
Gasoline	✓			
Diesel	✓			
Showers	✓			
Washrooms	✓			
Wi-fi	✓			
Trash disposal	✓			
Laundry	✓			
Water	✓			
Electricity (30 and 50 amp)	✓			
Pump outs	✓			
Ice	✓			
Repairs		✓		
Bait and tackle		✓		
Beach		✓		
Fitness centre		✓		
Medical facility		✓		
Pharmacy		✓		
Security	✓			
Propane		✓		
Liquor			✓	
Groceries		✓		
Bike rentals				✓

The City of Thunder Bay collects data on its boaters as follows: length of boat, type of fuel, length of stay at their facility, route (home port and destination), duration of trip.

SWOT Analysis

Strengths

- Numerous slips in a variety of sizes
- Fuel docks
- Large marina
- Hotels and restaurants in the area
- Numerous community events

Opportunities

- More water-related businesses could be added to the mix of amenities and services at the park
- Larger slips would accommodate the growing number of large boats on the water
- More marketing of what is available, a personalized marina website and information sessions would increase traffic.

Weaknesses

- No bike rentals

Threats

- Rising costs
- Aging boaters

The City of Thunder Bay issued a Request for Expressions of Interest in late January 2024, calling for submissions from a range of proponents including small businesses, artisans, vendors, tourism services, attractions, and products/services that are relevant and complementary to existing activities and amenities at Prince Arthur’s Landing. Proposals needed to demonstrate positive outcomes in areas such as employment, tourism, number of visitors and length of visit, shoulder season and

winter opportunities, and social, environmental, and economic impacts.

Identified gaps and potential areas of focus include:

- Shoulder seasons
- Rentals relevant to park users and amenities
- Tourism product, young/new entrepreneurs, local products (artisan, food, other)



The Municipality of Shuniah

Silver Harbour Conservation Area

Bordering Thunder Bay to the east is the Municipality of Shuniah, a rural bedroom community to Thunder Bay and a popular cottaging locale with 40 kilometres of Lake Superior's northern shoreline. The community is home to several amethyst mines.

Shuniah's Silver Harbor Conservation Area offers visitors a half kilometre of trails on 47 ha. of land and outstanding views of Lake Superior. Onsite parking is available as well as picnic tables, a barbeque, outdoor washroom facilities, a pavilion, and interpretive facilities along with two long and wide concrete boat launching ramps and three fixed courtesy docks.



The Village of Silver Islet

Silver Harbour Harbour

Silver Islet is the site of a historic silver mining operation on the north shore of Lake Superior that operated from 1867 – 1882. From the outset, the harbour area, including a timber wharf, crib, and rock break wall, assorted mine buildings and the general store, were the centre of the mining community. After the closure of the mine, Silver Islet became a tourism destination in the 1920's accessible only by ship, the original cruise industry on the northern Great Lakes. After a road was opened down the Sibley Peninsula that connected Silver Islet to the highway, it became a summer cottage area and the harbour and store continued to play a central role in the social and recreational activities of the summer residents.

The village has recently seen the revival of its harbour and, as one outcome, the area has become a popular destination for expedition cruise ships.

Silver Islet does not currently collect much data on their visitors, but they are willing to gather more information.

Marina Name: Silver Islet Harbour

Marina Contact Person and Title: Scott Cheadle, President, Silver Islet Harbour Association

Email Address: spcheadle@gmail.com

Phone: (807) 977-1665 Cell (807) 629-5156

Mailing Address: P.O. Box 21066 640 River St., Grandview Mall,
Thunder Bay ON P7A 8A7

GPS coordinates: 48.330587, -88.819572 48°19'50.1"N
88°49'10.5"W

Entrance to main dock: Back corner of Silver Islet General Store via Hwy. 587 at Silver Islet

Chart #: 2301 – Passage Island to Thunder Bay

Note: Silver Islet harbour features floating docks for slips, a shoreline boardwalk, a charter operators' dock, and the main dock inside and out for larger craft

Number of Slips: boardwalk, floating docks and charter dock – 36 slips
Main dock has 150 ft. open on the outside, 130 ft. on the inside

Maximum Vessel LOA: ~ 150 ft. on outside of main dock

Maximum Slip Length: 30 ft. (floating dock slips) or 62 ft. on the long side of the charter dock

Safe Havens: Tee Harbour, Porphyry Island, Middlebrun Bay, Little and Big Finlay Bays, #10 Lighthouse, Loon Harbour, Otter Cove

Operating Season: Mid-May to mid-October

Depth: Varied, typically > 2m, shallower at some spots within the harbour

Services and Amenities

Service/Amenity	Onsite	Close to Site	Within 1K	Not Available
Overnight docking	✓			
Launch	✓			
Automobile and trailer parking	✓ *			
Gasoline				✓
Diesel				✓
Showers				✓
Washrooms	✓			
Wi-fi	✓ **			
Trash disposal				✓
Laundry				✓
Water	✓ ***			
Electricity (30 and 50 amp)				✓
Pump outs				✓
Ice				✓
Repairs				✓
Bait and tackle				✓
Beach			✓	
Fitness centre				✓
Medical facility				✓
Pharmacy				✓
Security	✓ ****			
Propane				✓
Liquor				✓
Groceries	✓ *****			
Bike rentals				✓

*Space for trailers very limited

**By spring of 2024

***Lake Superior is generally potable

****Only on cruise ship visit days

*****Limited selection at SI Store

SWOT Analysis

Strengths

Only sheltered harbour between Thunder Bay and Red Rock, important access to the Lake Superior National Marine Conservation Area

Good capacity for visiting boaters for overnight mooring

Good water depth for larger vessels and keel boats within the harbour

Launch ramp with courtesy dock

Popular stop on the cruise ship itineraries

Slip capacity and ongoing cruise visits provide a sustaining revenue stream

Skilled volunteer base exists for developing and maintaining harbour facilities

Opportunities

Revenue could be increased with more overnight mooring from visitors

Further develop the scope for membership in SIHA to ensure a sufficient volunteer base

Further develop cooperative relationship with store owners/operators

Formalize relationship with Ontario's Superior Country

Events at the harbour, e.g., sailboat races, fish derbies, cookout fund raisers, music, etc. coordinated with store

Use the revenue stream to support hiring more help to maintain the harbour

Ensure the revenue stream supports annual contributions to a contingency fund for harbour maintenance

Weaknesses

Limited parking for vehicles, very limited for boat trailers, impacts potential launch fees

No power, pump out or fuel

Primitive washroom facilities (outhouses)

Limited physical space for further development of any onshore facilities

Overnight visitor numbers still limited since COVID

Volunteer base is mostly retired local boaters

The harbour is run by a not-for-profit corporation while the store is a privately owned business

Threats

Diminished volunteer base due to aging, limited intake of new volunteers to sustain the SIHA organization

Interruptions or cessation of cruise visits would cut revenue significantly

Any lakeside facility is vulnerable to storm and ice damage

The Town of Red Rock

Red Rock Marina

The Red Rock Marina is in the secure freshwater harbour of Nipigon Bay with deep water access from the Simpson Channel. Its break wall was built as an innovative demonstration project of the Lake Superior Programs office, integrating fish and wildlife habitat into standard break wall design.

Contacts and Positions: Ashley Davis, Community Development Officer
Bev Begin, Marina Site Supervisor

Phone: 807-886-2862, Marina/Gas kiosk 807-886-2106

Email Address: marina@redrocktownship.com

Radio: Channel frequency 68 (talking), 16 (emergency)

Season: May to October

www.redrocktownship.com/marina

Mailing Address: Township of Red Rock, 55 Salls St,
Red Rock ON POT2P0

GPS coordinates: 48.9458142

Entrance to main dock: 7 Park Road and 8 Park Road

Chart #: 2312

Number of Slips: 90

Maximum Vessel LOA: 90 to 100 feet

Maximum Slip Length: 38 feet (largest) but would put 90 or 100 foot at end of dock or at gas dock (can also overnight there)

Depth: 9 feet



Services and Amenities

Service/Amenity	Onsite	Close to Site	Within 1K	Not Available
Overnight docking	✓			
Launch	✓			
Automobile and trailer parking	✓			
Gasoline	✓			
Diesel	✓			
Showers	✓			
Washrooms	✓			
Wi-fi	✓			
Trash disposal	✓			
Laundry	✓			
Water	✓			
Electricity (30 and 50 amp)	✓			
Pump outs	✓			
Ice	✓			
Repairs				✓ *
Bait and tackle				✓
Beach				✓
Fitness centre			✓	
Medical facility				✓ **
Pharmacy				✓ **
Security	✓			
Propane	✓			
Liquor			✓	
Groceries			✓	
Bike rentals	✓ ***			

*Have names of some mechanics who work on boats

**In Nipigon

***Also have towing cart for rent

SWOT Analysis

Strengths

Have both types of fuel available
Water depth
Laundry facilities
Electric power
Pump out
Interpretive centre
Showers, toilets
LCBO within 1 km as well as groceries etc.
Propane
Scenery

Opportunities

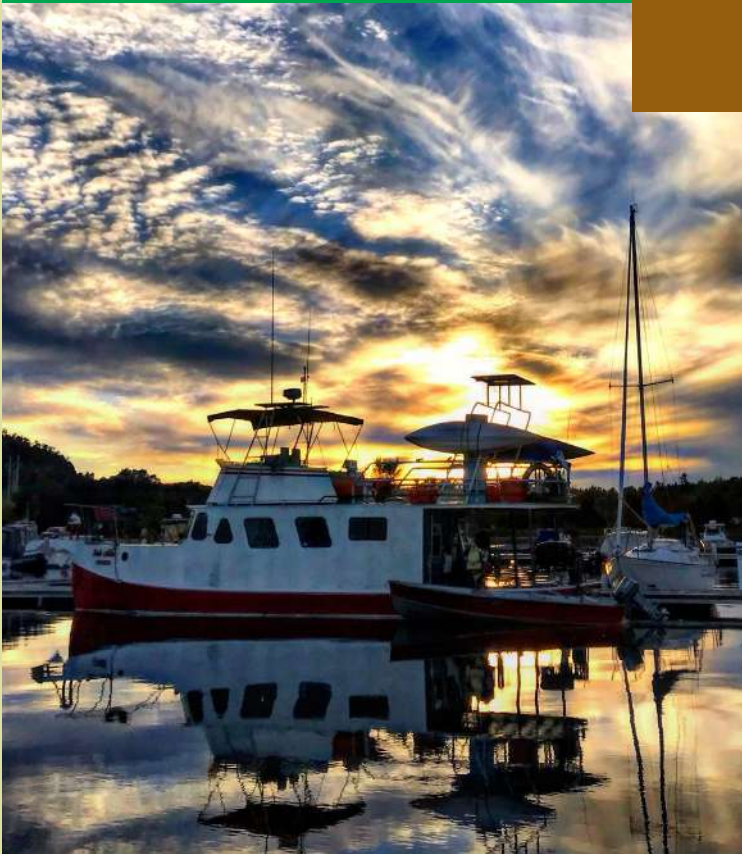
Repair service
Provision of bait and tackle
Development of a beach
Kayak rentals
Delivery service

Weaknesses

No bars
No repair services
Nowhere to buy repair materials and supplies
No fish cleaning station

Threats

Some boaters may not want to walk 1 km for supplies
Distance from hospital, pharmacy



Red Rock collects data on their boating visitors as follows: length of boat, length of stay, home port and destination. They do not collect information on duration of trip but would collect this and other information as required as well.

Town of Nipigon

Nipigon Marina

Marina Contact Person and Position: Shane Hardy, Public Works Superintendent

Email Address: shanehardy@nipigon.net

Phone: 807-887-3135 Ext. 228

Marina phone (seasonal): 807-887-3040

E-transfer: marina@nipigon.net

Mailing Address: 52 Front Street PO Box 160, Nipigon ON POT 2J0

GPS coordinates: 49.009907, -88.257846

Entrance to main dock: 2 Brennen Drive

Chart #: 2312

Season: June 1 to Labour Day

Number of Slips: 24 (Half of the main wharf is down. Once fixed we can have 32), 2nd finger dock (16) removed from service a few years ago. Total used to be 48.

Maximum Vessel LOA: Over 40' can be accommodated.

Maximum Slip Length: 60'

Depth: 16' with 12' at the dock.



Services and Amenities

Service/Amenity	Onsite	Close to Site	Within 1K	Not Available
Overnight docking	P			
Launch	✓			
Automobile and trailer parking	✓			
Gasoline				✓
Diesel	✓			
Showers				✓
Washrooms	✓			
Wi-fi	✓			
Trash disposal	✓			
Laundry				✓
Water	✓			
Electricity (30 and 50 amp)	✓			
Pump outs	✓			
Ice	✓			
Repairs				✓
Bait and tackle			✓	
Beach				✓
Fitness centre				✓
Medical facility				✓ *
Pharmacy			✓	
Security				✓
Propane				✓
Liquor		✓		
Groceries			✓	
Bike rentals				✓

*Hospital within 2K

Nipigon collects data on its boating visitors: length of boat, length of stay at the marina and home port. It does not collect data on destination and duration of trip but would collect this and other data as required to support the boating tourism plan.

SWOT Analysis

Strengths

All the amenities – laundry, liquor store, pharmacy, dentist, restaurants – all within walking distance

On site pump out, diesel etc.

River is beautiful and good for fishing.

"I crossed the 49th parallel" – furthest North port on Lake Superior.

Location within the LSMCA and upcoming \$37 million LSMCA administrative and visitor centre to be open to the public in 2026

Weaknesses

Condition of dock

No propane or gas

No attendant in June or September

Opportunities

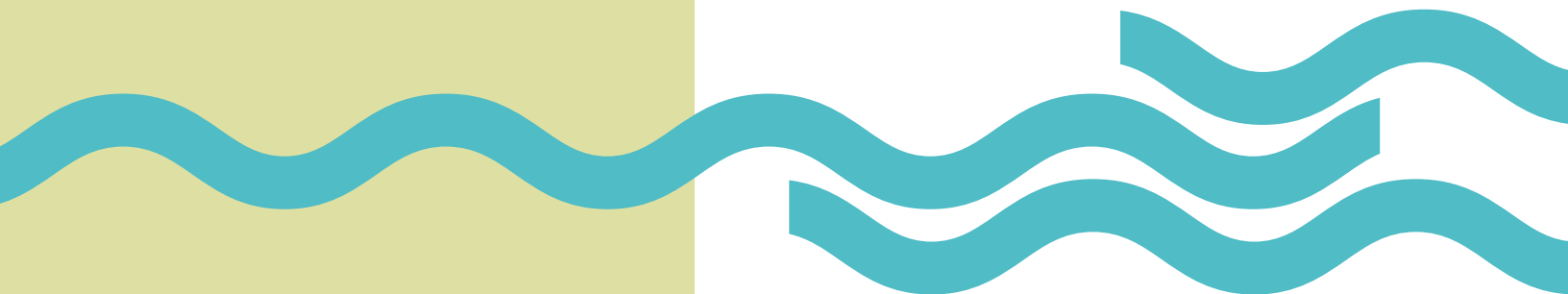
Kayak and voyageur canoe tours

Add propane and gas – plans to add gas one day.

Hosting the Sunora from Thunder Bay Yacht Club

Threats

Reliance on grants for staff



Nipigon is considering four repair options for rehabilitation/replacement of the Nipigon Marina

Option #1 - Raise deck and replace superstructure.

The Construction Cost Estimate (including engineering and contingency) for Option #1 is \$1,548,000.00 + HST.

Cost savings may be realized by salvaging the existing laminated timber deck. This would involve cutting the existing deck into manageable sections, salvaging, and provision custom hold down brackets.

The potential savings of re-using the timber deck is approximately \$150,000.00+ HST.

Further cost savings may be realized by salvaging undamaged lengths of structural steel stringers upon inspection and certification by an engineer. The potential steel savings is approximately \$120,000.00 + HST.

Option #2 - Raise deck, drive additional piles, and replace superstructure with precast concrete.

The Construction Cost Estimate (including engineering and contingency) for Option #2 is \$2,557,000.00 + HST.

Option #3 - Provide steel sheet piles around perimeter of wharf, backfill, and pour new concrete deck.

The Construction Cost Estimate (including engineering and contingency) for Option #3 is \$ 3,496,000.00 + HST.

Option #4 - Temporary repairs to allow some vessels to safely moor to the wharf. Installation of new fenders and supporting steel to account for the significant water surface fluctuations from Lake Superior.

Installation of a curb, cleats, and bollards. Re-installation of light standards, electrical power pedestals and sewage pump out station caps. There will be no raising of the deck in this option since it is temporary.

The Construction Cost Estimate (including engineering and contingency) for Option #3 is \$295,000.00 + HST.

Option #1 is deemed the most feasible option to rehabilitate the wharf. However, the timber deck will need to be replaced in 25 years. Periodic repairs and maintenance to the structural steel will be required due to ice forces and general vessel use. This type of construction is not as robust as a concrete solution.

Option #2 is the medium cost option to rehabilitate the wharf. The concrete deck is more robust than a structural steel stringer, timber deck solution. However, periodic repairs and maintenance will still be necessary due to ice forces and general vessel use. Option #2 is a 75-year solution.

Option #3 is the highest cost option to rehabilitate the wharf, but is also the most robust solution for this location. Repairs due to ice forces and general vessel use will be minimal. Option #3 is a 75-year solution.

Option #4 will allow for repairs to be done immediately and provide a smaller section of wharf for fueling of watercraft and mooring of vessels. No raising of the deck will be done in this option since it is only temporary. This option will require an engineer's representative to be on site to inspect the stringers and deck before re-installation. This will allow continued use of the wharf until a permanent option is selected, designed, and tendered.

Note that none of these option have as yet been approved by Nipigon town council

The Village of Rosspport

Rosspport Marina

The Village of Rosspport is located on one of the most protected harbours on Lake Superior and it overlooks the scenic Rosspport Islands, part of a huge archipelago within the Lake Superior National Marine Conservation Area. It has sometimes been described as the “Peggy’s Cove of the North”. Its population is approximately 65 people, and it is operated by a local services board.

The Rosspport Marina Non-Profit Inc. also known as the Rosspport Dock Committee (RDC) is a registered non-profit organization managed by a volunteer Board of Directors that consists of five voting members. The organization has adopted as its purpose “to establish, equip, maintain, operate, and conduct a marina for the use of the public including additional recreational facilities and commercial space buildings necessary and incidental to its use and operations.”

There is also a volunteer tourism board in Rosspport, the Rosspport Tourism Association (RTA).

In 2021, the RDC commissioned The Rosspport Marina Strategic Scoping Plan: A Three-Year Roadmap to Sustainable Operation and Site Development which was developed by Ontario’s Superior Country. The plan recommended the completion of a structural assessment of the Rosspport dock and boat launch. This was undertaken by JML Engineering of Thunder Bay and finalized in January 2022. The structural assessment revealed that the condition of the dock was “poor to very poor” and that it had reached the end of its functionality. As rehabilitation would come with a price tag of about half the cost of a full replacement, the RDC chose the option to work towards completely replacing the dock.

Next, a land asset management plan was developed by Form Architects in 2022. Its recommendations included construction of a new 6-metre-wide dock with the ability to accommodate vessels 46+ feet, a new fuel pump for mooring boaters, a new fuel tank, shower, and laundry facilities among other recommendations. The capital cost was estimated to be \$3.8 million.

Finally, the Rosspport Harbour Marina Strategic Plan was completed in 2023 by Karen Jones Consulting Inc. A survey of 57 locals and regional residents showed strong support for significant enhancements to the Rosspport Harbour Marina and the surrounding area and a willingness to return to the marina should these enhancements be undertaken. The key priorities were identified as:

New dock 80%
Fuel 61%
Additional parking 60%
Fish cleaning station 49%
Kayak docks 47%
Food/drink 45%

The plan recommends a phased approach to the marina enhancement project, with short- (one year), medium- (two year) and long-term priorities. In Phase 1 the demolition of the part of the dock that is decommissioned is recommended as well as fundraising and applying for grants.

That Rosspport is the key to being able to attract U.S. boaters to the North Shore of Lake Superior was mentioned frequently in both the key informant interviews and the survey of U.S. boaters. The repair of the dock and the need for fuel were the issues most frequently specified.

Marina Name: Rosspport Marina

Contact: Bill Collinson, Harbour Master, Catherine Collinson, Chair,
Rosspport Dock Committee

Email address: ccollinson@gmail.com Phone: 807-823-0883

Mailing address: 1 Dock Street, Rosspport, Ontario POT 2R0

GPS coordinates: N48o50.033'/W087o31.177'

Entrance to main dock: Dock Street

Chart #: 2312

Radio frequency: 16 during operating hours, after hours, VHF-68

Safe havens: Slate Islands, Kettle Rock, Lampton Cove, Lawrence Bay,
McGrevy Harbour, Pike's Bay, Horace Cove, Eight Foot Rock, Sunday
Harbour, Patterson Cove, Little Lake Harbour, Battle Island, Wilson
Island Beach, Quarry Island Inlet

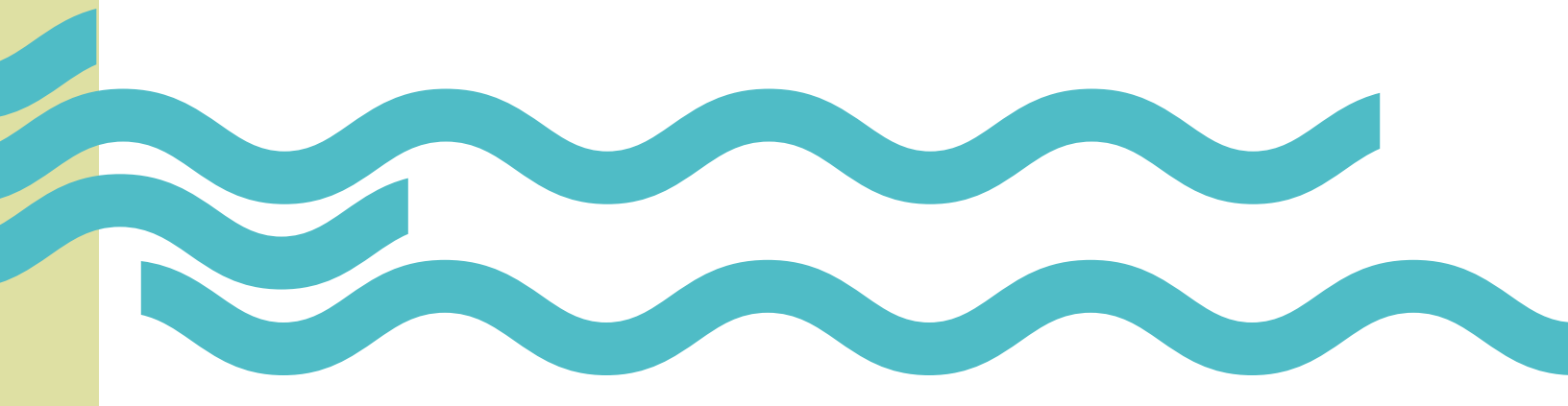
Season: June 1 - Labour Day

Number of slips: Docking for 4-5 boats depending on length

Maximum vessel LOA: 60'

Maximum slip length: 60'

Depth: 9' inside, 12' outside



Services and Amenities

Service/Amenity	Onsite	Close to Site	Within 1K	Not Available
Overnight docking	✓			
Launch	✓			
Automobile and trailer parking	✓ *	✓ *		
Gasoline				✓
Diesel				✓
Showers				✓
Washrooms		✓		
Wi-fi	✓			
Trash disposal	✓			
Laundry				✓
Water	✓			
Electricity (30 and 50 amp)	✓			
Pump outs	✓			
Ice	✓			
Repairs				✓
Bait and tackle				✓
Beach			✓	
Fitness centre				✓
Medical facility				✓
Pharmacy				✓
Security				✓
Propane				✓
Liquor				✓
Groceries				✓
Bike rentals				✓

*Limited



SWOT Analysis

Strengths

Deep, protected harbour surrounded by the Rosspoint Islands

Located within popular touring routes, including the Lake Superior Circle Tour and the Group of Seven Tour and proximity to Trans-Canada Highway allowing for road access

Launching, Wi-Fi, hydro, pump out and water are all current services available

Two seasonal summer students funded by the Canada Summer Jobs Program

Access point to Lake Superior National Marine Conservation Area

Unique water features including the Gunilda Shipwreck, Battle Island Lighthouse and nearby islands

World-class paddling and fishing destination

Access to hiking trails (Rosspoint Coastal Trail and Casque Isle Trail)

Cruise ship activity and interest in the region grew with visits to Battle Island Lighthouse in 2023

Historically an important community with a rich history with Lake Superior

Geographically located in a natural, sheltered deepwater harbour (only one available on the Canadian North Shore of Lake Superior)

Marina is well-used and a hub for boating activity for North Shore communities

Known destination to American boaters and tourists

High level of community commitment and involvement

Working towards sustainable development with the recent (2023) Marine Asset Management Plan

Weaknesses

Current dock in need of replacement immediately

Limited services: no fuel, limited parking, limited dock slips, no fish cleaning station

Volunteer burnout and lack of potentially new volunteers due to the small population

Limited capacity of volunteer board

Without a full-time paid staff member, everything falls to volunteers

Lack of local supplies makes trip planning difficult for both commercial and recreational boaters

Limited fuel and other essential services along the North Shore of Superior

Lack of wayfinding - maps, signage.

Community's attitude towards tourism and economic development can be negative

Extremely limited amenities for visitors to Rosspoint such as food, shopping

Businesses in the community are closing and not being replaced

By-laws and regulations can make it difficult for seasonal businesses to operate due to restrictions

Opportunities

Funding support available at all three levels (municipal, provincial, federal). - Can investigate provincial employee/summer student funding opportunities.

Can become a service hub for North Shore boaters (recreational and commercial)

Partnership opportunities available with Parks Canada, businesses (such as Sail Superior and S.A.N.D. Adventures) and launching point for Friends of Battle Island

Desire for cruise ship operators looking for on and offshore expedition opportunities. Have expressed interest in working with Rosspoint

Potential partnership opportunities with Pays Plat First Nation (funding, excursions)

Work more closely with surrounding community members and employers on utilizing dock facilities

Access to workforce and training support with Destination Northern Ontario (Tourism SkillsNet North) and Boating Ontario (Marine Personnel Training)

Perfect launching destination for on the water heritage and environmental programs done in partnership with Parks Canada and the LSMCA

Wayfinding opportunities to provide gateway signage, educational and interpretive signage and locational interpretive identifiers as water access points

Marina can become a hub of tourism economic activity if embraced by the community such as the LSB and residents

Food services opportunities such as a food truck to service boaters, residents, and visitors

Shared building creating synergies and new opportunities

Work with partners and stakeholders to advocate for funding to complete dock repairs/replacement

Advertising to ensure boating public is aware of services that are in place during transition to new dock

Threats

Insurance costs and liability concerns

Potential economic downturn

Changes in political landscape (luxury taxes on boats) and potential decreases in funding support

Environmental regulations for installation of services

Volunteer pool is limited and decreasing with a small population

Not enough revenue generated to cover expenses

Negative impacts of climate change (lake levels, temperature, invasive species, fires)

Rising costs of construction and materials

Costs of fuel

US exchange rate and border regulations

RDC currently depends heavily on summer students that are funded through current available federal funding programs that can become obsolete

Implement the Marine Asset Management Plan in a sustainable manner that is appropriate for board, residents, visitors, commercial operators and funding partners

Build trust with funders, governing bodies (Ministry of Natural Resources and Forestry and Department of Fisheries and Oceans) and regional community partners

Enhance visitor experience and safety considerations through signage and information while visiting Rosspoint Marina and the community

Create formalized branding and incorporate it into wayfinding efforts

Establish an online presence to act as a central point of contact and information sharing

As capacity increases, collaborate with tourism partners to participate in pan northern and regional marketing initiatives to expand reach and maximize return on investment

Enhance the visitor experience through development and diversification of products, experiences and programming to attract new visitors and encourage longer stays

Explore partnership opportunities with commercial operators and tourism stakeholders to further expand service and product offerings available to boaters and land-based visitors

Collaborate with partners to host community and fundraising events, competitions and programming

Rosspoint collects data as follows: length of boat, length of stay at the marina, route (home port and destination). They are willing to collect additional data as required.

Battle Island

Marina Contact Person and Position: Andre Nicol, President

Email Address: nicol@tbaytel.net

Phone: 807-345-7402

Mailing Address: The Friends of Battle Island Lighthouse 309A St.
Vincent Street Thunder Bay, Ontario P7A 3X8

GPS coordinates: Unknown

Entrance to main dock: via Lake Superior

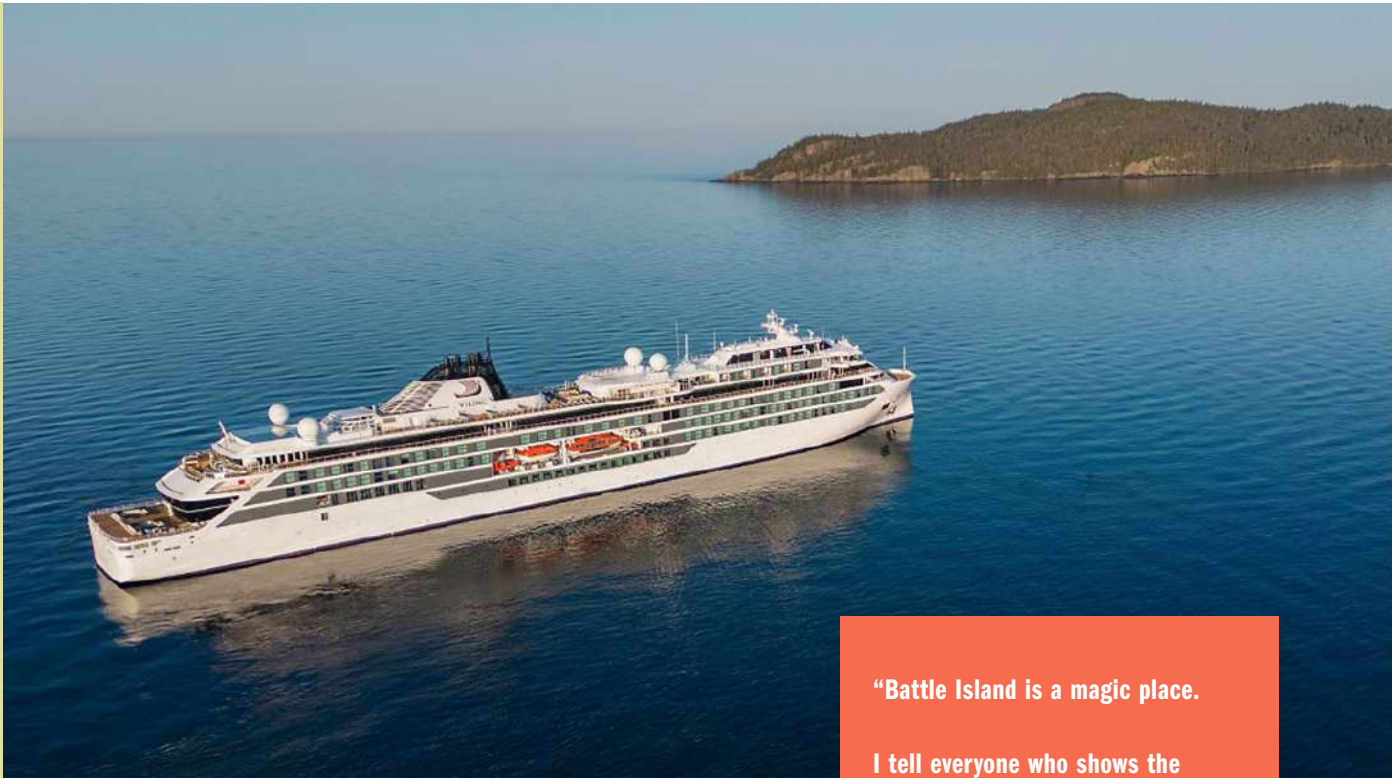
Chart #: 2301

Number of Slips: Two

Maximum Vessel LOA: 40 feet

Maximum Slip Length: 30 feet

Depth: 3-6 feet



“Battle Island is a magic place.

I tell everyone who shows the
remotest interest about it.

Quite unforgettable. I wish you and
all those involved every success
and thanks again.”

-2023 cruise ship passenger

Services and Amenities

Service/Amenity	Onsite	Close to Site	Within 1K	Not Available
Overnight docking	✓			
Launch				✓
Automobile and trailer parking				✓
Gasoline				✓
Diesel				✓
Showers				✓
Washrooms	✓ *			
Wi-fi	✓ **			
Trash disposal				✓
Laundry				✓
Water				✓
Electricity (30 and 50 amp)				✓ ****
Pump outs				✓
Ice				✓
Repairs				✓
Bait and tackle				✓
Beach	✓			
Fitness centre				✓
Medical facility				✓ *****
Pharmacy				✓
Security	✓ *****			
Propane				✓
Liquor			✓	
Groceries		✓		
Bike rentals				✓

*Two outhouses

**May be limited

***Not at dock

****Have helicopter pad

*****When cruise ships or volunteers are present



SWOT Analysis

Strengths

- Despite the lack of facilities, it is a very attractive visitor destination
- Iconic lighthouse
- Sheltered beach
- Spectacular scenery
- Close to Rosspoint

Weaknesses

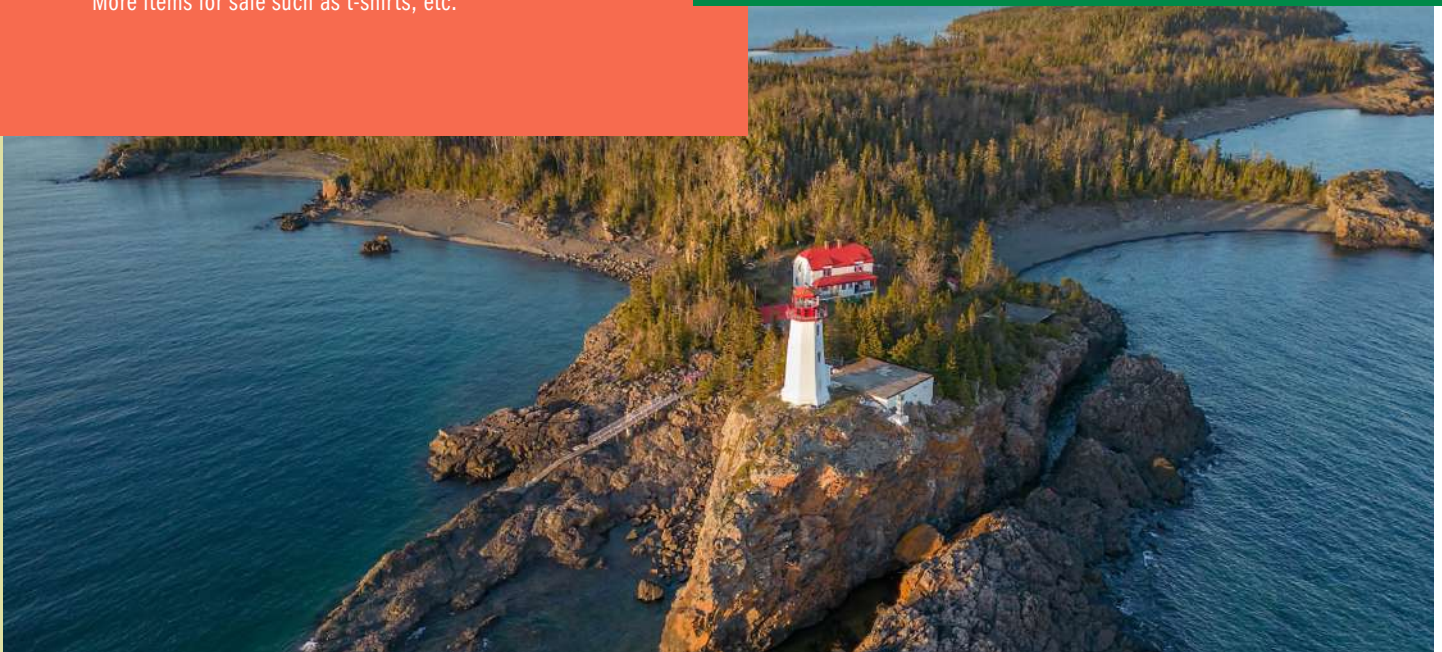
- No full-time staff
- Website needs to be redone

Opportunities

- Easier access to lighthouse
- Food services
- Target sailboats. They need less fuel and might spend more time touring around. Rough weather bothers them less and they need docking.
- Attract more group visits
- More items for sale such as t-shirts, etc.

Threats

- Volunteer burnout
- No succession plan
- No regular meetings, minutes etc.
- Weather – lake can be challenging to navigate



Porphyry Island

Porphyry Harbour Marina

Marina Contact and Position: Paul Morralee, Managing Director,
Canadian Lighthouses of Lake Superior

Email Address: Canadian.lighthouses@gmail.com

Phone: 807-472-5190

Marina Location: Porphyry Island, Black Bay

Mailing Address: N/A

GPS coordinates: 48.338833, -88.648394

Entrance to main dock: 48.349308, -88.640977

Chart #: 2301

Berth Capacity:

Number of Slips: 11 or 230 ft of available docking on four platforms.



Services and Amenities

Service/Amenity	Onsite	Close to Site	Within 1K	Not Available
Overnight docking	✓			
Launch				✓
Automobile and trailer parking				✓
Gasoline				✓
Diesel				✓
Showers	✓ *			
Washrooms	✓			
Wi-fi	✓			
Trash disposal				✓
Laundry				✓
Water				✓
Electricity (30 and 50 amp)				✓
Pump outs				✓
Ice				✓
Repairs				✓
Bait and tackle				✓
Beach				✓
Fitness centre				✓
Medical facility				✓
Pharmacy				✓
Security				✓
Propane				✓
Liquor				✓
Groceries				✓
Bike rentals	✓			

*Saunas

SWOT Analysis

Strengths

- Known to U.S. boaters, most take a direct route to the island
- Beautiful scenery, vistas
- Interpretive programming
- Artist in residence program
- Special events
- Meal service

Opportunities

- Work harder at telling our story by creating a narrative our potential US customers are looking for
- Learn from other isolated destinations about the services that they can provide
- Understand who we are attracting and why they would want to come north.
- Visitor surveys to understand likes and dislikes, motivators to visit
- Add revenue streams (more souvenirs, snacks, etc.)
- Promote as safe haven
- Attract more group visits (cruise ships, etc.)

Weaknesses

- Lack of services as not located on mainland
- Lack of ability to address service needs
- Not tied to mainland nor community services

Threats

- Distance from dock to lighthouse - might be too far for some
- Lake conditions can be hazardous



The Township of Terrace Bay

With its majestic views of Lake Superior, its picturesque Aguasabon Falls and Gorge and its impressive network of hiking trails, Terrace Bay is a popular spot for visitors and a source of pride for its residents. The beautifully upgraded Terrace Bay beach connects visitors to Lake Superior, Slate Islands Provincial Park and the Lake Superior National Marine Conservation Area.

Amenities include:

- Beach volleyball court
- Boat launch and docks (open from May to October; 3 ft. draft at the river mouth)
- Picnic tables
- RV- and boat-friendly parking lot
- Washrooms

- Wheelchair accessible kayak launch
- Pavilion
- Covered picnic area
- Boardwalk
- Parks Canada Red Chairs

Contact and Position: Luke Bedard, Community Services Supervisor, Township of Terrace Bay

Email Address: cds@terracebay.ca

Phone: 807-825-3315 x 7105

Mailing Address: P.O. Box 40, 1 Selkirk Avenue, Terrace Bay, ON POT 2W0

SWOT Analysis

Strengths

Brewery
 Golf course (rents clubs)
 Lighthouse
 Hospital
 Road access to downtown
 Wi-fi and washrooms
 Showers at recreation centre
 Pavilion
 Parks Canada gift shop
 Safe haven at Slate Islands

Weaknesses

No shuttles, no taxis
 Distance from downtown
 Lack of fuel

Opportunities

LSNMCA
 Casque Isles Trail will shuttle people from access point to access point if you ask
 Schreiber has Handi Transit – could that be used?
 Tours
 E-bike rental or use, bike and wagon like Red Rock
 Promote safe havens
 Fuel shuttles

Threats

Distance from downtown

Terrace Bay markets its waterfront on its website and through Superior Country.

The Town of Schreiber

Schreiber does not have any facilities or amenities for boaters.

The Town of Marathon

Marathon is looking at the feasibility of a commercial port and the construction of a break wall in the short term. Plans are also underway to construct a multi-million-dollar community centre. Boating tourism is a much lower priority.

Having said that, it does have some space for boats (3 slips) to dock plus a boat launch dock but there is no fuel on the property and boaters cannot overnight there.

Water depth at the dock is 8' and boats up to 20 feet in length can be accommodated. Bigger boats can anchor and access land using a smaller vessel. There is an illuminated parking lot for automobiles and

trailers. There are no showers, pump out, Wi-Fi or electricity and grey water only can be accommodated. There is a comfort station and fish cleaning station nearby in a sheltered area on the way to the launch, trash disposal and a nearby beach. A pharmacy and the hospital are about 2K away.

Marathon has almost completed construction of a new attraction, Pebble Beach Park, which affords great views of the waterfront via viewing platforms, a boardwalk and washrooms.



Step Two: Superior Country Marina Market-Readiness Assessment

The Marina Strategy Study Final Report prepared by Tract Consulting in 2007 for the Atlantic Canada Opportunities Agency (ACOA) described how to assess the state of market readiness of various marinas and ports in Newfoundland as follows:

Level 1 – Full-Service Marina

The full-service marina would be expected to have the highest standard of development and amenities relative to the other marinas. The criteria for a full-service marina would include, among other things:

- a. Secure and well-serviced docks, with floating docks for boats under 40 feet, and fixed docks for boats over 40 feet.
- b. Potable water and electrical power brought directly to the boat berth
- c. Local area internet network.
- d. An on-site building with washrooms, showers, laundry facilities, food and beverage service, and multi-purpose room.
- e. Landscaped site with outdoor sitting, recreational and children’s area.
- f. High level of on-site or nearby amenity including restaurant, pub, shopping, accommodations, and recreational facilities.
- g. A travel lift or some other means of lifting a boat out of the water on-site or close by, and with a lay down area.
- h. Fuel availability – either on-site or readily trucked to the marina.
- i. Access to mechanical and boat repair services in the community.
- j. Reasonable proximity to an airport.

Level 2 - Partial Service Marina

The degree of development for a Level 2 marina would not be as extensive as for L1, but still provide a reasonable level of service for its users:

- a. Secure and well-serviced docks, with floating docks for boats under 40 feet, and fixed docks for boats over 40 feet.
- b. Potable water and electrical power brought to the head of the dock.
- c. An on-site building with washrooms, shower, and laundry facilities.
- d. Landscaped site.
- e. Some nearby amenities.
- f. A lift-out service may not be on site but within a day’s sail.
- g. Fuel availability trucked to the marina
- h. Access to mechanical and boat repair services in the area

Level 3 - Basic Services

The report stated that for the most part these L3 ports would be located in smaller communities, with a small population base, that would find it difficult to provide more services in a self-sustainable manner.

However, having a lower level of service does not suggest that these ports/marinas are of less importance from a recreational boating tourist or strategic point of view.

It stated that these smaller ports are critical and have a strategic importance due to cruise times and distances. The development requirements for Level 3 ports / marinas are not very onerous:

- a. Provision of a safe docks and/or moorings with a reserved berth or space for visiting recreational boats.
- b. Availability of potable water.
- c. Attractive, organized site with some level of service and authority.



By these definitions, only Prince Arthur's Landing Marina in Thunder Bay can be considered a level 1 marina with Red Rock Marina between levels 1 and 2. Nipigon Marina (provided the necessary dock repairs are completed) would be a level two due to only having diesel fuel. All the other marinas reviewed and assessed for this report must be categorized as level 3.

Prince Arthur's Landing Marina is adjacent to the Waterfront District, which is home to dozens of shops, restaurants, bars, galleries and more. The marina can provide all the services boaters need plus the amenities and experience that they want. Nearby is the Alexander Henry Museum and the view of the Sleeping Giant is iconic.

Similarly, Red Rock has all the essential services and most of the "nice to have" services at the marina; however, it lacks a beach and a fish cleaning station and its liquor store, grocery store and other services are about a 1 km walk away. However, they do provide bicycle rentals with a cart to pull behind. Red Rock has beautiful scenery and excellent hiking trails

Rosspport Marina was frequently cited in surveys and interviews as being the "missing link" in attracting boating tourists to the Canadian side of Lake Superior due to cruise times and distances. A fuel stop for operators of motorized vessels is a major concern when thinking about travelling along Lake Superior's North Shore and Rosspport is viewed to be the logical spot to provide that service. Rosspport's dock, however, is in a state of great disrepair and its fuel tanks were shut down by the TSSA. Plans are in place to steer Rosspport back to having a viable marina operation, but considerable funds need to be accessed to do so.

Given its proximity to the Red Rock marina, Nipigon's marina is not in a strategic location in terms of providing fuel. However, given the upcoming \$37 million LSNMCA visitor centre which will be open in 2026 near the marina and the availability of restaurants, liquor, groceries and other amenities, it can become a popular destination for boaters, provided the necessary repairs to its docks are completed.

Silver Islet and Battle Island have become popular spots for visiting cruise ships. Although both lack many services, Silver Islet has a new marina and a refurbished historic general store which also has a "tearoom" style restaurant. It is a scenic village with proximity to the "Sea Lion" rock formation and Sleeping Giant Provincial Park. Silver Islet has developed a guidebook of nearby attractions such as the Slate Islands, Tee Harbour and the Silver Islet underwater mine shaft. Battle Island has spectacular scenery, a sandy beach and a lighthouse that is reminiscent of the one at Peggy's Cove in Nova Scotia. It has been called "a magical place".

Porphyry Island has seasonal residents who keep the site in good order and greet, provide interpretation, and serve meals to visitors. The island hosted some 200 boaters in 2023 and is said to be well known to U.S. boaters.

Marathon has a dock; however, boaters cannot overnight there. It could be a pleasant stop for boating visitors though with its pebble beach and new Pebble Beach Park, fish cleaning station and other amenities.

Terrace Bay has an attractive new waterfront development including a pavilion, Parks Canada store, washrooms, and boardwalk. Its sandy beach is very popular among residents and visitors alike.

Schreiber has no services for boaters.

Neebing has many boat launches, some with other amenities.

The above constitutes a significant mass of services, experiences, and attractions to warrant promoting Ontario's Superior Country marinas and docks as components of a "Lake Superior Boating Tour" which can expand over time as improvements are made to the marinas that need repairs and other site enhancements.

Neighbouring Marinas

North Channel Marina Tourism Council (NCMTC)

The NCMTC promotes itself as offering “the best freshwater boating in the world”. Its member marinas are as follows:

1. Bruce Mines Municipal Marina

Highway 17 East, Bruce Mines, ON P0R 1C0

705-785-3201

Marina - Town of Bruce Mines

Info@brucemines.ca (off season, attention Jamie Hunter, Administrative Assistant)

2. Boyle Marine

29 Water Street West, Little Current ON POP 1KK0

705-368-2239

www.boylemarine.com

lighthouse@boylemarine.com

3. Blind River Marine Park

1 Hagger Road, Blind River, ON P0R 1B0

705-227-0823

www.brmarinpark.ca/marina

Karen Bittner karen.bittner@blindriver.ca

4. Bay Street Marina (Township of Assiginack) - Now River Road Marina

Bay Road, Manitouwaning, ON POP 1N0

705-859-3700

www.assiginack.ca/services/marina/

smillette@assiginack.ca

5. Harbor Vue Marina

72 Ferguson's Road, Little Current, ON POP 1K0

705-368-3212

www.harborvue.ca

jill@harborvue.ca

6. Gore Bay Marina

Water Street, Gore Bay, ON POP 1H0

705-282-2906

705-282-2420 off season

www.gorebay.ca/discover/marina

Off season attention Marlene Witty, mwitty@gorebay.ca

7. Hilton Beach Marina

3130 Marks Street, Hilton Beach, ON P0R 1G0

705-246-2291

www.hiltonbeach.com/our-community/hilton-beach-marina/

jillian@hiltonbeach.com

8. Kagawong Municipal Marina

1808 Main St, Kagawong, ON POP 1J0

705-282-8800

www.billingstwp.ca/services/kagawong-municipal-marina/

Tiana Mills off season 705-282-2611 Ext. 225

tmills@billingstwp.ca

9. Killarney Mountain Lodge

3 Commissioner St., Killarney, ON P0M 2A0

1-800-461-1117

www.killarney.com

10. Killarney Public Dock

23 Channel St., Killarney, ON P0M 2A0

705-287-2424

www.municipalityofkillarney.ca/public-works/boat-launch-ramp

11. Little Wally's Dock Service

32 Water Street East, Little Current, ON POP 1K0

705-368-2370

12. Meldrum Bay Marina & Campground

25932 ON-540 Meldrum Bay, ON POP 1R0

705-283-3252

www.meldrumbaymarina.ca

13. Port of Little Current (Town of NEMI)

24 Water St E Little Current, ON POP 1K0

705-368-1725

www.townofnemi.on.ca/p/downtown-docks

14. Richards Landing Marina (Township of St. Joseph)

1140 Richards St. Richards Landing, ON P0R 1J0

705-246-0254 (summer) 705-246-2625 (fall)

www.stjosephstownship.com/recreation-and-leisure/marina/

15. Roberta Bondar Marina (City of Sault Ste. Marie)

65 Foster Dr. Sault Ste. Marie, ON P6A 5X6
705-759-5430 (summer) 705-759-5310 (fall)
www.saultstemarie.ca

16. Spanish Municipal Marina

40 Garnier Road, Spanish, ON POP 2A0
705-844-1077
www.townofspanish.com/spanish-municipal-marina/

17. Spider Bay Marina (Town of NEMI)

45 Water St W Little Current, ON POP 1K0
705-368-3148 (summer) 705-368-3500 (fall)
www.townofnemi.on.ca/p/spider-bay-marina

18. The Sportsman's Inn Resort and Marina

37 Channel St. Killarney, ON POM 2A0
1-800-461-1117
www.sportsmaninn.ca

Note that Thessalon Marina is not a member.

Algoma Country

Roberta Bondar Marina: 38 slips, maximum length 150', transient docks, shore power, 10' draft. Fuel Services: gas, diesel, pump-out. Repairs: engines www.saultstemarie.ca

Hilton Beach: 160 slips, maximum length 75', transient docks, shore power, 10' draft. Fuel Services: gas, diesel, propane, pump out. Repairs: boats, engines, trailers. Storage: outside. Yard Equipment: launching ramp www.hiltonbeach.com

Richards Landing: 72 docks, maximum length 100', transient docks, shore power, 8' draft. Fuel Services: gas, pump out www.stjoseph township.com/recreation-and-leisure/marina/

Bruce Mines: can accommodate up to 35 boats, max length 65', washrooms and showers. Fuel Services: gas, diesel, pump-out www.brucemines.ca

Thessalon: 40 docks, maximum length 96', transient docks, shore power, 10' draft. Fuel Services: gas, diesel, pump-out. Yard Equipment: launching ramp www.thessalon.ca

Blind River: 70 docks, transient docking, maximum length 100', shore power, 10' draft. Fuel Services: gas, diesel, pump-out. Yard Equipment: launch ramp and a 12-ton travel lift plus a boater's lounge, marina cafe, museum, gift shop, WiFi on docks. www.blindrivier.ca

Spanish: 127 docks, maximum length 80', transient docking, shore power and 5' draft. Fuel Services: gas, diesel, pump-out. Yard Equipment: launch ramp www.townofspanish.com

Wawa: 80 slips, maximum length 100', transient docks, shore power, 8' draft. Services: propane, pump-out. Repairs: boats and engines. Storage: outside. Yard Equipment: launching ramp, 5-ton forklift, 5-hydraulic trailer www.bucksmarina.com



Step Three: Market Analysis

In 2022, Infographics Archive published an article on the U.S. states with the most recreational boats and yachts per capita. **Minnesota led the way** with 143.6 boats per 1,000 people. This translates to over 800,000 boaters in the state.

In 2020, the Minnesota Department of Natural Resources (DNR) undertook statewide survey of 2,893 recreational boaters. The research objectives were:

- To measure boating activities on Minnesota waterways,
- To measure satisfaction levels with Minnesota boating services, and
- To understand opinions about boating management and boat and water safety topics.

The survey was conducted in two regions, Twin Cities Metro and Greater Minnesota, which were then split into three watercraft registration categories: motorized-only, non-motorized-only, and both motorized and nonmotorized, creating six specific respondent segments.

It was determined that the population number of Minnesota adult individuals who own registered motorized watercraft totals 451,275 with 168,534 coming from the Twin Cities Metro area and 282,741 from Greater Minnesota.

The survey yielded extensive information on the demographics and activities of Minnesota boaters.

Approximately three-fourths of the respondents were age 55 or older, and the majority (74%) were males. Nearly all (96%) respondents are white/ non-Hispanic. Most recreational boaters (87%) have some college education, and more than half (69%) have an annual household income of \$75,000 or more.

About two-thirds (62%) of the respondents have been boating for more than 30 years. About half of the respondents own at least one waterfront home. Of those who have one waterfront property, about 43% consider it to be a permanent home.

Respondents owned a variety of motorized and non-motorized watercraft and 59% owned more than one. About two-thirds (61%) owned more than one watercraft. 21% owned a motorized vessel of 20 feet or more in length, 35% owned 17- to 19-foot motorized boats and 34% owned a boat less than 17 feet.

Three quarters (75%) said boating is an important part of their life. Most (89%) of the recreational boaters said they go boating for rest and relaxation. However, about half (48%) say they go boating to catch/harvest fish.

When asked what services and amenities were important to them at a public boat launch they responded as follows:

Dock to aid launching/landing	79%
Toilets	54%
Large parking lot with many spaces	52%
Multiple launch lanes/ramps	40%
Map of the lake showing boating restrictions	27%
A place to put weeds/aquatic invasive species etc.	27%
Map of the lake showing water depths and hazards	24%
Lighting	24%
Paved parking lot	22%
Tools for cleaning weeds and aquatic invasive species	20%
Long launch lanes/ramps	18%
Emergency information	12%

The U.S. Boater Survey

As an important step in the development of this boating tourism plan, a survey to be completed and submitted electronically was distributed by way of marinas in upper Minnesota and Wisconsin. A prize was offered as an incentive and respondents were asked to indicate if they wished to receive more information on Ontario's Superior Country.

A total of 57 responses were received, yielding good information on boater habits, impressions of boating in the Canadian side of Lake Superior and other information. Boaters were required to have used a boat at least once in 2023 to be able to complete the survey.

Most respondents (91.23%) live on or near Lake Superior in the U.S. and 77.19% of them were older, particularly the 65+ demographic at 43.86%. Just 5.26% were under the age of 45.

This is an affluent group of boaters, with 49.12% having a household income of \$100,000 or more. Those who chose not to reveal their income totalled 19.30%. Only 5.26% of respondents had a household income of under \$50,000.

Motorized boats were the vessel of choice of 61.4%. The non-motorized vessels were mostly sailboats. 33.33% owned one boat with 22.81% each owning two or three. Most of the vessels were 36-45 feet with only 1.75% under 20 feet and 1.75% over 45 feet.

Just under 60% said that recreational boating is "extremely important" to them.

**"It's the best shoreline and
the most beautiful on Lake Superior."**

- U.S. boater, referring to the Canadian north shore

The most used method to search for information on possible boating destinations was the internet with 80.7% stating that they use Google or other online search engines and 66.67% perusing the websites of specific regions and communities. Print materials such as maps and brochures came in at 33.33% followed by social media at 26.32%.

Asked what services and amenities they value the most at marinas, 77.19% said they want to have washrooms available and 52.63% said they would be looking for diesel fuel while 45.61% said they would want access to gasoline. A map showing water depth, hazards, boating restrictions and attractions on the water was also a priority among 56.14%. As for amenities and service near the marina, most wanted access to restaurants (87.72%) and bars (50.88%).

More than half of respondents (57.89%) had boated on the Canadian side of Lake Superior and the experience received a score of 88.6/100. There were only two scores below 70, with the reasons cited as being distance and lack of safe havens.

Thunder Bay was the most popular spot to dock with 20 saying they had overnighted there, followed by Red Rock and Rosspoint at seven each.

The primary reason offered for boating on Lake Superior was relaxation at 28.07%, for the challenge at 19.3% and fishing at 19.3%.

When asked what distance they travel on Lake Superior on average each day, weather permitting, boaters offered a wide range of distances from five nautical miles or less (2) to 150 NM once a year or when travelling (2). The most common response, however, was 20-30 NM with 27 responses. Thirty to 50 days on the lake was the most frequently cited when asked how many days they spend boating on Lake Superior (25 responses).

Those who had not yet boated on the Canadian side of Lake Superior were asked to provide more information on what has been stopping them. Enhanced awareness as they did not know enough about the area was the most prevalent response at 40.35%, followed by concerns about crossing the border at 38.6% and needing more services such as fuel at 26.32%.

Considering that a lack of knowledge of the area was cited as the primary reason for not yet having boated in the area, the fact that a total of 44 respondents indicated that they would like to be provided with more information about Ontario's Superior Country is a positive indicator of the potential of this market.

Please see Appendix A for the complete set of survey responses.



The Northern Ontario Boater Survey

A survey of Northern Ontario boaters was also undertaken with 17 boaters responding, all of whom were over 18 years of age and had boated at least once in 2023. Nine of them live on or near Lake Superior in Thunder Bay and eight of them live on or near Lake Superior in Ontario's Sunset Country.

This was again an older, more affluent demographic, with 41% stating that they are 65 or older and 76% making \$100,000+.

Most (53%) own both motorized and non-motorized boats and 43% own just motorized.

Twenty-nine percent of the respondents own just one boat and 29% own two. Twenty four percent, however, own five or more boats.

When asked how important recreational boating is to them, they gave it a score of 85 out of 100.

As for how they search for information on boating destinations, 35% undertake Google or other internet searches while 29% said they rely on word of mouth and their own knowledge of the lake. This is an indication of a strong level of familiarity with the region and the Canadian side of the lake, especially since just 12% said they search the websites of communities and regions compared to 66.67% of the U.S. boaters surveyed.

Regarding service and amenities at the marina, 44% wanted docks and 16%, gasoline. Near the marina, they were primarily looking for restaurants.

Ninety-four percent had boated on the Canadian side, giving it a score of 83/100 as an experience. Lack of fuel was behind any lower scores. The most popular destination for overnighting was Rosspoint at 6, followed by Porphyry Island at 5 and Thunder Bay at 3. Two had overnighted at the Slate Islands and two at Thompson Island. Those who had not overnighted on the Canadian side said that the lack of knowledge of the availability of docks and the lack of public docks was what deterred them.

Seventy-one percent said they hadn't boated on the U.S. side, stating that it was too far, they prefer the Canadian side and they had weather concerns. Those who had boated on the U.S. side had stayed in Duluth (3) and at Isle Royale (2).

Thirty-two percent boat to rest and relax which 23% boat to socialize.

Weather permitting, their comfort level in terms of how far they boat a day was equally 50K (4) and 100K (4). The majority of them (5) boat 20-30 days/year.

See Appendix B for the detailed information.

Other Boater Data

Declining boat sales was mentioned as a threat in key informant interviews. This is supported by an article in Bloomberg in November 2023. It stated that U.S. boat sales, which had soared during the COVID pandemic, were estimated to reach a decade low in 2023. It attributed the slump to rampant inflation, borrowing costs and the rush to buy boats when consumers had more cash due to the pandemic and said that the downturn has been almost as swift as the upturn during COVID.

According to National Marine Manufacturers Association (NMMA) data, the industry was predicted sell the lowest level of new and used powerboats since 2011.

Red Rock Marina origin of visitors 2023:

Seasonal/Monthly Slips

Red Rock	11
Thunder Bay area	10
Other North Shore	5
Southern Ontario	2
Minnesota	1
Alberta	1
TOTAL	30

Daily/Short-Term Slips

Thunder Bay area	10
Minnesota	7
Algoma area	6
Other North Shore	5
Red Rock	4
Southern Ontario	3
Michigan	3
Wisconsin	1
South Dakota	1
Alberta	1
Vermont	1
Terrace Bay	1
Texas	1
TOTAL	44

Prince Arthur's Landing Marina (Thunder Bay) Visitor Data:

2023 - Boat % and Boat Size:

1-19.99 ft	5%
20-24.99ft	16%
25-29.99ft	28%
30-34.99ft	29%
35-39.99ft	14%
40-44.99ft	5%
45-89.99ft	3%

Total amount of boaters was 306.

85% of the boaters are seasonal slip holders.

In 2022 they had 7% more boaters in the water at a total of 326.

82% of this was seasonal boaters. They had more visitors/transients in 2022 than 2023.

Origin of many of these visitors in 2022/2023

Outside of Canada they had boaters from:

- Florida
- Wisconsin
- Michigan
- Minnesota
- Illinois

4 STEP

Step Four: Key Informant Interviews

A total of 26 key informants representing municipal and provincial governments, tourism organizations, boating club representatives, marina personnel, private sector business operators, etc. were interviewed.

Common Themes

Common themes that have emerged from the discussions are:

- Support for the development of a Superior Country Boating Tourism Plan and belief that the creation of the plan will assist in acquiring funding for implementation
- Support for an organization with sufficient budget to lead the development and marketing of boating tourism in Ontario's Superior Country
- Agreement that Ontario's Superior Country is the logical organization to play the lead role with the guidance of a boating tourism team
- Support for a centralized, up to date source of information for boaters (website)
- Reminders that U.S. boaters are concerned about crossing the border and along Lake Superior in Ontario's Superior Country
- Some recommendations to pursue sail boaters as they require less fuel and to also to target boats arriving by trailer
- Multiple possible partnerships identified: Destination Ontario (marketing, fam tours), Destination Northern Ontario (wayfinding, marketing), North Channel Marina Tourism Association (reciprocal marketing), Lake Superior National Marine Conservation Area, marinas and communities
- Porphyry Island and Battle Islands are boating destinations
- Possible funding sources identified: FedNor, NOHFC, Municipal Accommodations Tax (MAT)
- The marinas and the Canadian Lake Superior boating experience are not marketed adequately by the province, the regional organizations and the communities/marinas
- Concerns expressed about aging boaters, declining boat sales, U.S. luxury tax on boats over \$100,000



Step Five: SWOT Analysis

The respondents' observations on strength of the communities and their marinas focused more on the beauty and tranquility of the region itself.

Common Themes

Those with a large number of amenities and services at or near their marinas cited these as well as strengths but the common themes that emerged during the discussions on community and marina strengths were:

- Scenery
- Hiking trails (Casque Isles, Rossport Coastal Trail)
- Peace and quiet
- Lake Superior National Marine Conservation Area
- Volunteers and community commitment
- Beauty of the area
- World class paddling and fishing
- Crossing the 49th parallel
- Proximity to Trans Canada Highway
- Touring routes: Lake Superior Circle Tour, Group of Seven Tour
- On water and underwater attractions (silver mine shaft, Porphyry and Battle Islands, Slate Islands)
- Known to U.S. boaters

The lack of facilities, services and amenities needed or wanted by boaters was the common theme when discussing weaknesses.

These were:

- Lack of facilities: docks, parking, fuel, pump outs power, parking, groceries, restaurants, liquor, fish cleaning stations
- Lack of staffing
- Lack of shuttles, taxis
- Distance to acquire amenities and services
- Inadequate amount of marketing

Although community and volunteer support were cited as strengths, it was also mentioned that volunteers are aging and that some of them are becoming burned out. It was mentioned that the volunteer organizations need to do a better job at succession planning. The negative attitude of some locals regarding tourists was also mentioned.

The respondents cited numerous opportunities, many of them focused on the following:

- Establish partnerships (with Ontario's Superior Country, Friends of Battle Island, Pays Plat First Nation, Destination Northern Ontario, Lake Superior National Marine Conservation Area, private businesses (Sail Superior, S.A.N.D. Adventures), Silver Islet General Store
- Offer more overnight mooring
- Larger slips
- More marketing
- Campaigns to attract members and volunteers
- Events: fundraising, volunteer recruitment, competitions etc.
- More water-related and boater-related businesses: repair, tackle, liquor, food truck
- Delivery/shuttle
- Kayak and canoe tours
- Funding programs at all three levels of government, other programs – need to build trust
- Wayfinding
- Workforce and training support

Threats included reliance on grants for staff, lack of staff, insurance costs, border crossing issues and other Canadian regulations and a luxury tax on boats

For the complete SWOT analysis for each community, refer to the section on Inventory and Assessment, pages 6-35.

The Destination Northern Ontario Boating Product Development Strategy (2019) also included a SWOTT analysis which was undertaken by its Boating Product Development Team. Note that this SWOTT concerns all of Northern Ontario and includes Trends.

SWOT Analysis

Strengths

Area is large attraction

Diversified waterways

Big water, rivers, etc.

North Channel has a lot of services

No congestion vs. Southern Ontario

Clean water

Strong fisheries, recreation fishing

Availability of waterfront events that draw in visitors

Natural harbours

Some communities are offering waterfront services within walking distances

Fun programs such as successful and established 'passport' programs in existence

Opportunities

Marina in Marathon needed

Marinas that are run as a separate business go well, better than the ones run by municipalities

Outreach to municipalities needed (including councils, etc.)

Front line staff training (safe gas handling, boat handling, customer service)

Inventory of ramps and services, rentals for the North

Passport programs, partnerships with the US, getting peak season traffic.

Weaknesses

Lack of fuel. Nothing from Sault Ste. Marie to Nipigon

Marinas had to shut down due to Technical Standards and Safety Authority (TSSA) standards

Services are limited. Small harbours need mooring, docking services

Marinas are not filling slips

Marinas owned by municipalities can provide challenge depending on governance (councils)

Marinas need government facilities to keep them going.

Revenue losses at marinas

Short season

People (especially residents) don't want to pay for dock and parking fees

Information on depths at marina not readily available

Marina staff not trained

Services not very good, especially at municipally owned marinas.

Gasoline handling, boat handling, customer service.

Threats

Tariffs on new recreational boats

TSSA standards for gasoline infrastructure

Marinas need help to install/ update facilities, do not make enough money on gas to recoup costs

Aging population of boaters

The negative effects of the reciprocal and US tariffs on aluminum and steel.

Committee members identified the latest trends in boat touring.

These included:

- Boat rentals
- Packages
- Increase in sales of pontoon boats and other personal watercraft
- Bigger boats - requiring more services
- Accessible boater training and testing
- Rising prices
- Sail boating declining
- Boat shows continue to be important
- Wi-fi is expected and other amenities such as grocery stores, restaurants and liquor stores should be nearby



Step Six: Best Practices And Lessons Learned

The Silver Islet Harbour Development

At Silver Islet, time and weather eventually took a toll on the main dock and the break wall that protected the harbour.

The federal government assumed control of the harbour in the early 1950's and much needed repairs were made to the original timber wharf, and in the early 1960's repair work was also undertaken to place fresh armour rock on the break wall. However, the subsequent decades saw continued deterioration and by the late 1990's it was evident that the harbour would require a major refurbishment to remain a functioning facility. At about this time the federal government, through the auspices of the Dept. of Fisheries and Oceans, began divesting themselves of the many such harbours across Canadian coasts and waterways.

The divestiture program presented an opportunity to revive the harbour and turn management over to local stakeholders to continue offering access to and shelter from Lake Superior. The following outlines the chronology of that process and summarizes some of the key lessons and best practices that ultimately resulted in the thriving harbour that the public enjoys today at Silver Islet.

Chronology

Late summer, 2018 – The Silver Islet Campers Association (SICA) board of directors learns that the Federal Dept. of Fisheries and Oceans (DFO) is tendering engineering work for the refurbishment of the harbour at Silver Islet. The voting members of SICA support the project but decline to take direct responsibility for managing the harbour as this was outside the original mandate of the association.

November 2018 – A new non-profit corporation, the Silver Islet Harbour Association (SIHA), is formed with joint representation from SICA, the Silver Islet Yacht Club (SIYC) and the Canadian Lighthouses of Lake Superior (CLLS) as the primary stakeholders. DFO accepts SIHA as the recognized counterparty to the planned divestiture of the harbour property from the Crown to a non-profit representing the local stakeholders. The specific mandate of SIHA is to maintain and manage the harbour as a public facility on a fee-paying basis following the divestiture.

2019 – Ongoing negotiations between SIHA and DFO on the scope and particulars of the harbour reconstruction project culminate in an agreed plan to replace the original timber dock with a concrete and sheet piled wharf, rebuild the break wall, reposition the launch ramp and deploy a header dock along the inside of the break wall. Essentially DFO would enclose the harbour and SIHA would assume responsibility for the subsequent development of a marina within the harbour.

January 2020 – Tom Jones Construction begins the reconstruction project, interrupted in late spring by a Covid-related work stoppage, then resumed and completed by July 2020.

July 2020 – SIHA signs a short-term lease with DFO to manage the harbour until the divestiture process can be completed with Parliamentary approval.

Fall 2020 – SIHA secures funding from Destination Northern Ontario and Parks Canada to establish a strategic plan for the development and management of the harbour. Superior Country is contracted to manage the planning project involving a new property survey, a land asset management report, and a final strategic plan document.

June 18, 2021 – SIHA and DFO complete the divestiture process with a sales agreement to assume ownership of the harbour property with the provision to manage the facility with public access as it was prior to the divestiture.

November 2021 – SIHA is contacted by Viking Cruise Lines who express their interest in adding Silver Islet to their Great Lakes cruise itinerary.

December 2021 – SIHA secures its first funding from the Great Lakes Foundation, the charitable arm of the U.S. based Great Lakes Cruising Club, to help develop a marina capable of hosting its members for overnight mooring while visiting Canadian waters.

January 2022 – SIHA begins the regulatory process with Transport Canada to become certified as an Occasionally Used Marine Facility (OUMF) for the purposes of hosting cruise ship visits. The Silver Islet Harbour Cruise Ship Terminal (SIHCST) is approved to operate in March.

January – June 2022 - SIHA successfully secures funding from Parks Canada, Destination Northern Ontario, Northern Ontario Heritage Foundation Corporation, and the Thunder Bay Community Economic Development Commission to install signage, implement a security plan for handling the cruise arrivals and acquire and deploy floating docks to form a functional marina within the harbour.

May 27 – The first visit to the SIHCST by the Viking Octantis is marked by perfect weather, an auspicious start to this important component of the tourism industry along the North Shore.

June 29, 2022 – SIHA takes delivery of 17 floating dock sections to be deployed to provide secure mooring for 34 boats within the harbour.

October 2022 – The partnership between Destination Northern Ontario and SIHA wins the Tourism Industry Association of Ontario award in the Resiliency – Collaboration category.

March 2023 – SIHA is approved by Transport Canada for a second OUMF certification to expand capacity to 20 cruise ship visits annually.

June 22, 2023 – The Viking Polaris makes its first visit to Silver Islet harbour, joining her sister ship the Octantis on the Great Lakes cruise circuit.

October 14, 2023 – The last “legacy infrastructure” is removed from the shoreline, making room for the final two shore docks and anchor blocks to be deployed. When the floating docks go back in next spring (they are removed from the water for winter storage), the marina build out will have been substantially completed in two seasons.

Spring 2024 – A solar power system will be installed with a Starlink satellite Internet connection for wi-fi cell phone and e-transfer capability within the harbour area.

Keys to Success

The successful redevelopment of the Silver Islet harbour was the culmination of years of planning on the part of DFO and successive generations of SICA board directors representing the interests of the federal government and the local community respectively. In fact, the success of the enterprise required some key elements to sustain the project to completion. While every harbour has unique characteristics, any group hoping to emulate what was achieved at Silver Islet will likely have to address at least some of these important steps and challenges.

1. Seek Convergence of Interests – While it is possible to be successful pursuing a “stand alone” project, the best situation is when multiple parties have a joint interest in something mutually beneficial being achieved. The harbour at Silver Islet is a case in point. Parks Canada in developing an access plan for the Lake Superior National Marine Conservation Area (LSNMCA) has identified SI as a key aquatic access point. DFO had been working toward a harbour reconstruction project for years and ultimately the scheduling and budget converged in 2018. The project had the valuable support of our local Member of Parliament Minister Patty Hajdu. The tourism industry devastated by Covid lockdowns needed a kick start and public funding became available through multiple channels for the right kind of project. Finally, the advent of Viking Cruise Line vessels visiting the area brought significant support to facility and tourism operators in the Thunder Bay area including Silver Islet harbour and the iconic general store. In short, this project had the interest and the financial support of multiple parties at the municipal, provincial and federal levels, not to mention the boaters looking for a safe harbour since the original dock was condemned in 2013. Just about everyone wanted this project to succeed so all SIHA had to do was execute.

2. Create an organization – Whether the harbour is located within a municipality like Nipigon or Terrace Bay or an unorganized summer cottage community like Silver Islet, developing and managing a harbour will require ongoing effort spanning multiple skill sets. It is critical that local stakeholders have some skin in the game, and a harbour will need a “volunteer navy” of interested boaters prepared to play the various roles required. A not-for-profit corporation is one vehicle that is generally simple to set up in Ontario, has well established rules for functioning and gives all involved a voice and vote in how to regulate the harbour operations. One key area is the governance of the organization and the assorted regulatory requirements including financial reporting and tax filing. New legislation, the Ontario Nonprofit Corporations Act, provides a more rigorous framework for financial reporting particularly if public funding is involved.

Another key area covers the mechanical aspect of maintaining and operating a harbour. SIHA in particular benefits from a local boating community that helps define what is needed and has the assorted carpentry, welding, heavy equipment operation and other skills required to develop and maintain a harbour. Waves and ice are the perennial forces of nature that need to be faced. SIHA elected to use floating pontoon docks for their low environmental impact, durability, flexibility of deployment and can be lifted out of the water in the off season. Whatever the specifics, the organization needs to be able to muster a crew on an ongoing basis to handle the assorted tasks when they are required.

Perhaps the easiest aspect to overlook and the hardest to develop is a good succession strategy. A well-developed harbour should outlive the active interest of even the most ardent volunteer. The ongoing operations require the organization to develop a pipeline of new engaged members who can learn and ultimately lead the team for as long as the facility is to function.

3. Have a Plan – Every successful project starts with a well-developed plan. This serves several functions. It is the primary format for capturing and communicating the mandate and scope of an undertaking that has been agreed upon by the principals involved. It is the blueprint of the priorities and the steps, costs and skills needed to complete them. Perhaps most importantly, any project hoping to raise funding from the assorted federal, provincial and municipal programs will likely require a good plan to document the viability of the project. In some cases, funding is available for developing such a plan which is a key first step that helps projects get off to a sound start.

4. Scope Management – In the enthusiasm of a new project like a harbour, many wonderful ideas can be developed that while individually worth pursuing, collectively they could crush an organization. With a strategic plan and priorities established, it remains to only undertake at a given time what your volunteers or budget can sustain. Every item on which capital is invested represents some additional maintenance cost and effort into the future. While growth is often a mantra for a new business, taking on more than your organization can realistically handle will take a toll.

5. Budget is the Boss – The one crucial item that requires strict controls is how money is spent in relation to revenue accrued. Basic business but also the main reason projects fail is more goes out than came in. Some sound idea of both in the form of a budget is required. For SIHA, we initially model seasonal mooring revenues as the number of available slips by cost for the average length boat so the math is simple. For cruise arrivals, we agree a seasonal rate in advance with the cruise operator and have a schedule of visits so again the math is simple.

Against the expected revenue, the organization needs to have a timely picture of aggregate expenses which can be a challenge when multiple volunteers may be expensing items required for an ongoing project. Someone with good business skills and familiarity with accounting is invaluable, both for implementing a system for managing the incomings and outgoings but also to handle the regulatory financial reporting appropriate for the organization. Ideally the business practices are shaped to gather financial data at the granularity required for mandatory tax filings. Having a tax firm handle that professionally is in our experience a very worthwhile investment.

Blind River Marine Park

An influx of dollars from the province in the 1990s led to the development of several marinas along the North Channel, including in Blind River. The intent was to provide safe havens in multiple locations where users could stop for docking during inclement weather which would also promote local spending.

Like the other marinas in the area, Blind River undertook very little maintenance over the years on its marina and, by 2018, its dock was literally sinking into the lake and other assets were failing badly. The boardwalk was eroding into the harbour, boardwalk links (paths that lead to parking areas) had many trip hazards as high as 1", the sales kiosk (where fuel sales are processed) regularly had trip incidents, and gangways routinely shifted and were slippery due to rot and mildew.

The Town's Director of Facilities and Community Services, Karen Bitner, began to build the case for funds to resurrect the facility, including tallying the economic impact of the marina on the town so that funders would understand what would be lost without it. This included both job sustainability for permanent staff and job creation for students. She

also gathered data on boaters and did the groundwork so that the site would be "shovel ready" when grants were approved. In her applications, she leveraged the trails, wayfinding, and beach developments the town had invested when communicating with funders and highlighted the marina as the only place that people can camp. The marina park is positioned to funders as the travel information centre of the water highway and is just as important as the Travel Information Centre on the Trans Canada Highway.

This "bigger bubble" approach resonated well with funders and consequently, when funding became available more readily during COVID, Blind River managed to acquire \$500,000 from FedNor and \$500,000 from NOHFC.



The dock system that the town chose has a 55+ year lifespan and also avoids slip hazards caused by mildew and rot as the decking is made of an eco-friendly material that allows water to pass through and is easy to clean. This also helps with lake health as sunlight/rainwater can pass through, as well, there is no leaching of chemicals. The old wooden boardwalk has been replaced with one that is made of cement. The cement was sloped to ensure appropriate drainage and that the site would be prepared for 100-year-water-highs. Also, to prevent any future erosion risks, boulders and riprap was used to reinforce the entire harbour. In addition, there was a derelict windmill that was intended as another revenue generation tool but was not maintained and failed. The windmill and tower were removed and an accessible pavilion that overlooks Lake Huron was built on the massive cement foundation. This too was FedNor-funded.

The intent is to set up a reserve account for the eventual replacement of the marina. A bylaw passed by Blind River town council enables Bittner to access a set amount for future projects which she is allowed to leverage as long as they fit within the Town's Strategic Plan and Economic Development Strategy as well as Council's Vision Chart (a list that Town Council agrees on for their term of council, and staff progress items to completion) helping to ensure this ensures that grants with short application windows are not missed, as well, that media attention is not put on competitive opportunities that other communities may then apply for.

Typically, there is about \$400,000 to work with. This strategy has resulted in a cumulative average of the municipality contributing 19% of overall project costs. Bittner has a goal of keeping this contribution under 20%.

The town has also reconfigured its business model so that the museum and gift shop on the highway that did not see a lot of traffic other than travellers stopping to use the washrooms have now been moved to the marina. The municipality runs the shop seven days a week, offering locally made gift items that they take on consignment, snacks and water. The laundry facilities are very popular among boaters, cyclists, and cottagers. Wi-Fi and patio furniture also have lots of appeal to travellers including those travelling by water.

The site is also the only place in Blind River where tent camping is legally available. Cycling tenters can rent a spot for \$15 a night and they have access to showers and laundry. RVers or tired drivers are welcome to stop for \$35 a night (no hookups etc.); seasonal or weekly stays are not permitted to ensure this does not compete with KOA or other like campgrounds in the area.

Another key to the success of the marina operation is that it is a year-round focus for staff whereas numerous other marinas only have staff dedicated to them in the summer seas. An addition, they have developed in house a one stop portal for bookings www.brmarinepark.ca using simple software (Square Space). This is promoted via a billboard on the highway.



The museum and art gallery have year-round activities, and the shoulder season/winter/spring programming specifically draws locals and neighbouring community members to the shore. It ensures that locals are passionate about their waterfront and have buy-in for future needs and projects. This strategy has been successful as locals bring their family and friends who visit in the summer to the marine park for walks, art, shopping, picnics, and socializing.

The site is also popular with seniors and persons with disabilities. The recurring theme is that users feel safe. The fact that there are restrooms available is also appreciated.

North Channel Marine Tourism Council Inc. (NCMTC)

Interviewees:

Mary Bray, Advisor to the NCMTC (former Council Secretary)

Pam Lortie, Treasurer and Deputy Clerk, Town of Spanish

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The North Channel Marine Tourism Council Inc. (NCMTC) is a not-for-profit organization that promotes tourism and marine related activities of one of the most spectacular cruising grounds in the world – the North Channel and Manitoulin Island.

The North Channel Marine Tourism Council (NCMTC) represents its members from Killarney to Sault Ste. Marie, including Manitoulin, Cockburn and St. Joseph and Drummond Islands, with nine Director representatives from various communities.

Membership is open to organizations and commercial operations interested in tourism/recreational use of the North Channel and surrounding region, both on the water and land. Organizations include municipal governments, First Nations bands and local community non-profit groups, as well as marine and land-based tourism businesses.

Members receive the following benefits:

- Listing in North Channel Waterway brochure, available to all North Channel boaters, and distributed across the North Channel
- An opportunity to have their brochure in a promotional shopping bag, given to boaters when they register at a North Channel port-distributed by Roy Eaton, host, Cruisers Net-VHF Channel 71 out of Little Current
- Co-operative marketing opportunities
- Access to training for marina employees
- Inclusion in comprehensive website

- Sharing of information and statistics
- NCMTC newsletter
- Ongoing marketing opportunities
- NCMTC is a member of Boating Ontario, giving NCMTC a Province-wide voice
- Annual General Meeting and Conference usually held in April

Current (2023 – 2024) membership fees are:

Tier 1:	Municipal Marinas with dockage of 75 and over	\$1,000
Tier II:	Municipal Marinas with dockage up to 75	\$ 600
Tier III:	Private Sector marinas with Corporate Members	\$ 150
Tier IV:	Associate Tourism related non-voting Members	\$ 100

Since the pandemic, membership has been declining. Membership fees are used for marketing and to compensate the Town of Spanish for staff time allocated towards the coordinator/secretary function.

Goals and Objectives

1. To increase tourism and recreational use of the North Channel waterway
2. To retain the desirable and natural features of the North Channel
3. To promote and to provide input into tourism development and planning, by fostering relationships and researching funding sources at federal, provincial, and local levels
4. To provide benefits to the membership, including but not limited to training and marketing opportunities, a NCMTC web site, a NCMTC newsletter
5. To host an Annual General Meeting/Conference to share information and to discuss future marine tourism development plans and directions
6. To accept donations, gifts and bequests

Marketing

The NCMTC's marketing activities are guided by its marketing committee, currently chaired by Karen Bittner, Director of Facilities and Community Services, Blind River. As boaters are not currently surveyed regarding their reason for visiting, the committee is not aware of which tactics are most productive. The total annual budget is about \$4,500, and an annual marketing plan is prepared for board approval. Activities have included:

Print

Advertising in Scuttlebutt magazine out of Georgian Bay.

Advertising in Algoma and Northeastern Ontario Tourism guidebooks as well as memberships in these two organizations.

Electronic

Links to all partner marinas on website. Last year was the first year that they asked marinas how many hits they received from the links. They are also on Facebook but nobody is managing their presence.

Radio

Since 2009, North Channel boaters have been drawn into a community by means of Cruisers' Net, a morning VHF signal broadcast on Channel 71 daily in July and August beginning at 9 am.

Roy Eaton, a veteran North Channel sailor, was the instigator of this service and is also the voice behind the microphone who daily provides national and international news, relays important (sometimes urgent) messages to, among and from mariners, provides weather reports and more. Roy Eaton broadcasts from the second floor of the Anchor Inn Hotel in downtown Little Current and, on most days, he is surrounded by boaters in port who come up to say hello to him, and to one another, in person. Eaton receives thousands of call-ins each summer.

Promotions

A "pass around the anchor/buoy" promotion was undertaken for several years but no longer takes place. The marketing committee came up with a "taste of the Channel" concept as well, but it has not yet been undertaken.

Data Collection

NCMTC tries to impress upon its member marinas the importance of collecting information on their boaters in order to inform marketing decisions but data is rarely collected or at least provided to NCMTC.

Spanish collects statistics on its transient boaters, recording date of visits, length of stay, length of stay and boater origin.

North Channel Marine Tourism Council Best Practices/Lessons Learned

The North Channel Marine Tourism Council has operated since the 1980s, but membership has declined since the start of the pandemic. A key factor in this has been the inability for members to meet in person. To mitigate this, outreach to members is a priority. Their annual meeting used to take place at or near member marinas on a rotating basis and would include a "spotlight" on the host marina and social events.

Administration is provided by the Town of Spanish on a part time basis. At certain times, however, the workload is such that more hours are required, and this depends on the willingness of the staff person to go above and beyond the assigned time commitment. The position has moved to other Municipalities but ultimately it has come back to Spanish as it is able to provide the person hours required.

The council would like to build a stronger relationship with Ontario's Superior Country as the manager of the Lake Superior Circle Tour through reciprocal memberships and perhaps joint promotions. It would also like to be more strategic with its marketing, gathering more data on its boaters and making marketing decisions in a more informed way using this data.

Lake Superior Marina Marketing Association (Superior Boating)

The North of Superior Marina Marketing Association (“Superior Boating”) was formed in 1993 to promote the boating opportunities along the Canadian North Shore of Lake Superior. At the time, many of the communities had been developing their marinas and waterfronts as an opportunity to attract boaters.

The Association’s vision and objectives were:

- To support the development of a series of full-service marinas along the Canadian North Shore
- To establish a defined tourist destination for cruising
- To establish facilities providing access to Lake Superior from the land and from the lake to the land
- To encourage the business sector to provide support services for boaters
- To develop a series of Lake Superior havens and rest stops for boaters’ comfort and safety
- To provide a safety and training program for marina operators and staff
- To develop a self-supporting boating industry that will provide substantial economic benefit along the Canadian North Shore
- To establish a joint marketing effort involving communities, government, and private sector
- To establish a working relationship with the North Channel Marine Tourism Council and the Friends of the Trent-Severn Waterway Tourism Partnership for the exchange of ideas, information, co-op marketing, networking, and support.

The association website, which has not been updated in several years, lists 32 partners of the organization including the cities of Thunder Bay and Sault Ste. Marie, Provincial ministries, Parks Canada, private operators, Lake Superior North Shore towns and townships, Friends of the Trent Severn Waterway, the Lake Huron Marine Tourism Council and Ontario’s Superior Country, among others. The website provides details on marinas from Thunder Bay to Sault Ste. Marie; however, the information is out of date.

The association was founded by Brad Buck, the longtime owner of Buck’s Marina in Wawa. Buck operated the association as a volunteer.

Buck is supportive of both the development of a Superior Country boating tourism plan as well as having Superior Country play the lead role in the implementation of the plan. He cautions against shutting down Superior Boating entirely but rather having the two organizations work together. The key will be to provide “one stop” information to boaters.



Superior Boating had quite a few marinas as paid (\$100/year) members in the early days. Volunteers used to attend the Toronto and Minnesota boat shows and had a professionally designed booth.

With Ontario's Superior Country, Buck was trying to get a water-based Circle Tour off the ground efforts were halted due to the pandemic. A new website was underway but was not completed; however, the work is salvageable. There was also a passport program being developed but, again, it was not implemented. A "travelling anchor" promotion was also in the planning stages.

Buck calls the shutdown of the fueling operations at Nipigon, Rosspport, and Wawa as "the final straw" for the association. He is interested in supporting this initiative but as a private marina operator, he is not able to provide the level of effort that is required to sustain it.



Marketing to the U.S. Boater

Responses to the U.S. boater survey show that the internet is an extremely important tool when they search for a possible boating destination. 80.7% of them said that Google and other internet searches were how they investigated possible destinations and 66.67% of them said that the visiting websites of specific regions and communities was how they searched for information that would help them make the decision where to travel by boat. This was followed by print materials such as brochures and maps at 33.33%, social media at 26.32% and “other” (mostly word of mouth and cruising clubs and guides with the Great Lakes Cruising Club being most frequently cited at 28.07%).

Communities in Ontario’s Superior Country that have marinas and boat launches market to boaters in a variety of ways but overall, the marketing is minimal and quite fragmented.

In Neebing, they market their boat launches on their website and the Heart of the Continent website that is maintained by the Neebing administration. They also produce a brochure that shows all the locations of the boat launches within the municipality as well as provides details about them.

Tourism Thunder Bay undertakes a few specific and targeted initiatives to promote the Prince Arthur’s Landing Marina to recreational boaters. It is listed on their tourism site and in their magazines and they contribute or support content to boater magazines like Scuttlebutt. They have also done Powerboat tv in the past.

Given their collaborative relationship with the current marina supervisor, it is possible that new partnership opportunities in this regard will arise.

Red Rock produces a marina services rack card which is distributed around Lake Superior and advertises in the Lake Superior Circle Tour magazine and the Experience Thunder Bay guide. They feel that their marketing has been successful to some extent in that they have attracted boaters from out of the region.

Red Rock would like to market their marina more extensively, budget permitting.

Nipigon promotes their marina themselves.

Rosspport’s website is their main marketing tool. Word of mouth has been a good source of boaters in the past.

Porphyry Island undertake their own marketing.

Ontario’s Superior Country helps to promote Battle Island. Battle Island also has a website that needs updating.

Terrace Bay does not have a marina but does offer a boat launch. It advertises in partnership with Ontario’s Superior Country. If they saw an increase in U.S. boater traffic in the region, they would increase their marketing to attract these visitors to their community.

Schreiber does not have a marina or any facilities for boaters. On their website they promote their beach and Lake Superior charter boat companies.

Marathon promotes its boat launch on its website.

All of the DMO representatives and EDOs interviewed were in favour of the development of a central source of information for boaters in the form of a website. Most identified Ontario’s Superior Country as the logical entity to lead this initiative. All stated that they would agree to

keep their information current.

As websites are the primary sources of information for the U.S. boaters surveyed, until further data is gathered on boaters visiting the region, this should be the key marketing initiative. A full-page advertisement and/or article on boating in the region in Ontario's Superior Country's guidebooks should also be effective, given that 33.33% of the boaters responding to the survey still rely on print material when researching boating destinations. Other options that can be considered over time include:

Boater magazines

- Canadian Yachting
- Cruising World Magazine
- Good Old Boat Magazine
- GreatLakesBoating.com
- Lakeland Boating Magazine
- Sailing Breezes Magazine
- Great Lakes Scuttlebutt

Boat Shows

A participant or participants in the 2019 Destination Northern Ontario focus group on boating tourism stated that “boat shows are still important”, including the Minneapolis Boat Show. However, few if any destinations or regions are listed as exhibitors at the 2024 (January) show. There are some marina exhibitors. Organizers acknowledge that there has been a downturn in destination exhibitors.

The Toronto International Boat Show was mentioned in a key informant interview as still being a good way to promote boating.

www.minneapolisboatshow.com

www.torontoboatshow.com

Boating Television shows

WATER WAYS Television Show

Hosted by award-winning broadcaster and comedian, Steven J. Bull, WATER WAYS is a boating and lifestyle program designed specifically with boaters in mind. On the show, Bull travels to interesting locations, gets exclusive looks at boats, and talks with people along the journey.

It began online, then was aired on Global TV (in the province of Ontario), and as of December 26, 2022 (and until the end of June 2023) could be watched on Sportsman Channel Canada. The episodes can also be viewed on the WATER WAYS YouTube channel. U.S. episodes are being added.

Destination Northern Ontario offers a co-op program to enable partners to be featured in WATER WAYS for an affordable price through its powersports program. Key deliverables include a broadcast segment, written articles, a spread in WATER WAYS print magazine, blog posts, social media, an influencer video, seminars at the Toronto International Boat Show and media amplification tactics.

<https://waterways.show/>

U.S Boater Survey

Barriers to Boating on Canadian Side of Lake Superior and Recommendation on How to Address

<p>Issue</p> <p>Enhanced awareness-don't know enough about the area</p> <p>Ranking - 40.35%</p>	<p>Issue</p> <p>Concerns about border crossing</p> <p>Ranking - 40.35%</p>	<p>Issue</p> <p>More services such as fuel</p> <p>Ranking - 28.07%</p>	<p>Issue</p> <p>Concerns about safety</p> <p>Ranking - 8.77%</p>
<p><i>Recommendation</i></p> <p>Develop website and communicate with U.S. boaters who completed the survey who said they wanted information on Ontario's Superior Country about the launch</p> <p>Create Lake Superior Boating Tour/Canada's Superior Boating Facebook presence and group</p> <p>Promote in OSC guidebook(s) and assets</p> <p>Develop printed rack card with QR code leading to additional information for distribution to marinas and TICs around the lake</p> <p>Perception that it is desolate - promote the beauty</p> <p>Idea that it is remote - promote that this as an asset</p>	<p><i>Recommendation</i></p> <p>Make information on crossing the border by boat more prominent here and in other media: Border Crossing Information - Lake Superior Circle Tour - be sure to include other good information on this page though</p> <p>Make it clear that the only CBSA site in Ontario's Superior Country is in Thunder Bay rather than just directing them to the CBSA website with no link. For an American boater searching for information the list would be quite confusing as they likely would be searching by community name and not marina name.</p> <p>Telephone Reporting Site/Marine (TRS/M) Directory of CBSA Offices and Services Canada Border Services Agency (cbsa-asfc.gc.ca)</p>	<p><i>Recommendation</i></p> <p>Clearly identify locations for fuel</p> <p>Share information on plans to add fuelling stops as progress is made</p> <p>Address issue of pricing of fuel - complaints about high prices in Canada - spell out exchange rate with examples</p> <p>Develop itineraries around fuel stops - use cruise ship itineraries as starting point</p>	<p><i>Recommendation</i></p> <p>Identify safe harbours</p> <p>Provide tips for safely boating on Lake Superior</p>

Proposed Administrative Model

All of the DMOs, marina and economic development representatives surveyed were in favour of a centralized marketing and product development model, with Ontario's Superior Country as the lead. No other organization was suggested as the lead of this undertaking. This model would be supported by an industry-based committee including marina representatives. It has been suggested that boaters from target markets also be included.

The Terms of Reference for the team are proposed to be as follows:

Name

The committee will be known as the Superior Country Boating Tourism Advisory Team or "team" in this document.

Terms of Reference

The role of the Superior Country Boating Tourism Advisory Team members is to provide advice, comments, and recommendations to Ontario's Superior Country on boating tourism services, products, and initiatives to promote the region's boating tourism products and services. The committee will represent a variety of boating tourism stakeholders.

Scope

The team will:

- Assist staff in the implementation of the boating tourism strategic plan.
- Act as a sounding board for new boating tourism ideas and initiatives.
- Assist in gathering boating tourism-specific metrics and measurables.
- Act as boating tourism ambassadors and assist staff in educating, reaching out, and informing other boating tourism partners.
- Provide feedback for boating tourism campaigns and initiatives.
- Identify opportunities for new boating tourism initiatives for staff to explore.
- Serve as a stakeholder resource for staff to gain insight and advice from a boating tourism perspective.
- Identify new boating tourism partnership opportunities with other major stakeholders.

Final decision making will rest with the SC board of directors

Committee Composition

- The committee will be comprised of up to 10 members, two of whom will be Ontario's Superior Country staff. Other members should include marina staff (private sector and municipal), DMOs and EDOs from the regional communities that attract and serve boating tourists, and boaters.
- All members must be boating tourism stakeholders.
- Appointments will run for a four-year term.

Those interested in joining the team must apply by completing a brief application form with members being approved by the SC board of directors

Skills and Attributes

In the interest of putting together the best possible team, appointment of team members will center on the following attributes:

- A very good understanding of boating tourism at it pertains to the Ontario's Superior Country region and the region's current and future
- Good knowledge of the policies and regulations that impact boat tourism development.
- Track record of being involved in innovative boating tourism product development and marketing.

Committee Meetings

- The meetings will be chaired by the Executive Director, Ontario's Superior Country or their designate.
- Committee will meet virtually each quarter.
- The chair may call additional meetings if needed.
- Committee members will contribute time, knowledge, and expertise to assist Ontario's Superior Country to fulfil its mandate in implementing the boating tourism.

Priorities for Implementation

Short Term – Within One Year

1. Establish and Begin to Work with Advisory Team

Call for applications for members of the Ontario's Superior Country Boating Tourism Team. Review submissions and make recommendations to the SC board regarding team composition. Set meeting schedule. At first meeting review plan, confirm priorities.

2. Develop Suggested Boating Itineraries and Packages

Use/modify itineraries developed for cruise ships. Share these itineraries with U.S. boaters who indicated they wanted to receive more information from Superior Country. Include information on border crossings and other issues identified as barriers to travelling to the Canadian side of the lake in the document.

3. Begin Data Collection

All marina operators surveyed indicated that they would be willing to collect data/more data on their boaters.

Develop simple boater data collection survey including length of boat, type of fuel, length of stay at marina, route (home port and destination), duration of trip, trip goals, boater name and address, optional email address to receive updates and surveys, loaded onto an electronic device and loaned seasonally to marinas. Data flows to SC for analysis and sharing.

4. Develop Framework for SC “Lake Superior Boating Tour”/ “Canada’s Superior Boating” website.

Goal: Create a user-friendly and informative website dedicated to boating on the Lake Superior North Shore. Include detailed information about navigational routes, safe havens, border crossing, marinas, amenities, attractions, and local events.

Messaging: how to cross the border and other “know before you go” information for U.S. boaters; identify safe havens; in images, show mostly older boaters; speak of availability of restaurants and bars/ breweries, shopping, other amenities plus on water and under water attractions; share information on fishing. Develop branding that speaks to the Canadian side of Lake Superior.

5. Develop marina wayfinding plan

6. Call for proposals to offer products and services at marinas

7. Establish Communications Channels

Establish a community network where boaters can share real-time information, experiences, and updates about the conditions on Lake Superior.

Foster communication channels for boaters to connect with local authorities, fellow boaters, and relevant organizations.

8. Share boating plan with potential funders, municipal councils, local services boards.

9. Investigate opportunities to provide third party management to Rossport, potentially Nipigon and others on an as needed basis to access funding for their marinas.

10. Host workshops to identify partnerships and opportunities for alignment, host information sharing sessions.

Medium Term – Year Two to Year Five

Launch website:

Whether the site is a stand-alone site or an expanded section on the Superior Country websites, it should be possible to launch the site early in year two. The site needs to include a repository for marina information and information for boaters.

Investigate Opportunities for Collaboration with Boating Organizations and Initiate Collaboration:

The goal is to partner with boating associations, yacht clubs, and maritime organizations in the USA and other locations to promote the Ontario's Superior Country North Shore as a desirable boating destination.

Superior Country should also renew discussions with North Channel Marine Tourism Council about working together more closely to attract boaters to both regions and attend boating events and boat shows with partners to directly engage with boaters and the boating community and distribute promotional materials.

Longer Term – Five Years +

Moving forward, the priority should be to evaluate the program from a number of perspectives and make any necessary adjustments in the marketing plan and product development priorities. Supporting more on the water events and activities should also be considered.

As funds are required for marina development, support to these marinas should be provided if an agreement can be reached on a management agreement.

Stepping up marketing activities will go hand in hand with an increased focus on product development.

Funding for marina development, product development and marketing should also be a focus as should the planning and staging of a boating event, possibly focused on the opening of the Lake Superior National Marine Conservation Area's visitor centre.

Develop Marketing Plan

Based on data collected, develop marketing plan that continues to focus on electronic media but incorporates other media as appropriate.

Apply for funding for Marina Wayfinding Plan and implement plan

Priorities for Implementation

Short Term – Within One Year

Date Started/Notes

Date Completed/Notes

Task: Establish and begin to work with Advisory Team
Determine if members from outside the SC region would be advantageous.

Call for applications.

Review applicant submissions and make recommendations to the Superior Country board regarding team composition.

Advise members of their selection, review terms of reference

Set meeting schedule

Review plan with Team and confirm priorities

Share survey data with Team to begin to develop marketing strategies.

Task: Begin Data Collection

Develop simple boater data collection survey including length of boat, type of fuel, length of stay at marina, route (home port and destination), duration of trip, trip goals, boater name and address, optional email address to receive updates and surveys

Research and purchase instrument to best administer the survey

Develop agreements with marinas for use of survey instrument using DNO model

Deliver training to marinas on survey administration

Analyze data at the end of the boating season

Task: Develop Boating Itineraries

Use/modify itineraries developed for cruise ships

Share these itineraries with U.S. boaters who indicated they wanted to receive more information from Superior Country. Include information on border crossings and other issues identified as barriers to travelling to the Canadian side of the lake in the document

Date Started/Notes

Date Completed/Notes

Task: Develop Framework for Superior Country “Lake Superior Boating Tour”/ “Canada’s Superior Boating” website.

Review site name and purpose

Identify audience

Determine style

Access/produce high quality imagery

Determine how to optimize site for search engines and ensure intuitive navigation

Determine style, fonts, branding, SC brand alignment

Begin to develop content

Include central repository where marinas can enter and update their marina information

Enhance boating presence on existing SC website and promote

Task: Establish communications channels

Establish a network where boaters can share real-time information, experiences, and updates about the conditions on Lake Superior.

Foster communication channels for boaters to connect with local authorities, fellow boaters, and relevant organizations.

Establish calendar for communication with interested U.S. boaters

Identify champions of and influencers for boating in Ontario’s Superior Country for future promotions.

Develop social media calendar and begin to develop and post content.

Task: Share boating plan with potential funders and partners, municipal councils, Rosspport LSB, DMOs, EDOs, others as identified.

Develop power point presentation and handouts

Request to meet in person or virtually

Hold meetings

Address any feedback

Date Started/Notes

Date Completed/Notes

Task: Investigate opportunities to provide third party management to Rosspoint and potentially Nipigon to access funding for their marinas and report on activities.

Meet with Rosspoint Dock Committee to determine options and discuss needs, if any, with Nipigon

If agreement is reached, begin to develop and submit funding applications for first phase of marina redevelopment project

Task: Host workshops to identify partnerships and opportunities for alignment, host information sharing sessions.

Develop content for workshops and information sharing sessions, determine best delivery method

Identify appropriate participants.

Invite participants.

Deliver workshops and sessions

Task: Undertake limited marketing program

Focus on website development

Communicate with interested U.S. boaters (from survey)

Medium Term – Years Two to Four

Date Started/Notes

Date Completed/Notes

Task: Finalize and Launch Ontario's Superior Country Boating Website

Finalize content and images

Finalize repository of marina information and reach out to marinas with instructions on how to populate

Test site, adjust as required

Launch site

Task: Investigate Opportunities for Collaboration

Resume discussions with North Channel Marine Tourism Council about reciprocal memberships and joint promotions

Attend boating events and boat shows with partners to directly engage with the boating community, distribute promotional materials.

Task: Increase marketing

Based on data gathered and initial marketing activities undertaken in year one, finalize and implement marketing plan

Work with boating influencers

Look at options with Destination Ontario for marketing

Create print materials and distribute

Task: Plan, promote and stage boating event.

Work with boating team members to plan and stage event targeted at boaters and focused on new LSNMCA visitor centre.

Promote event to local, regional, U.S. and other boaters.

Task: Seek funders and partners

As required, assist marina operators in identifying and accessing funding to enhance product offering to boaters

Work with Destination Northern Ontario to identify opportunities for product development, investment attraction and marketing.

Task: Continue to develop products and experiences for boaters

Identify culinary experiences that can be showcased and promoted to boaters i.e., picnic baskets, food truck, ale trail, java journey etc.

Identify on the water touring experiences, develop map and promote.

Develop touring experiences and promote.

Reach out to entrepreneurs to offer products and services to boaters.

Long Term: Year Five and Beyond

Date Started/Notes

Date Completed/Notes

Task: As per the RosSPORT strategic plan, work with RosSPORT and other partners to develop and host on-the-water activities such as fishing tournaments, poker runs, etc.

Help to determine type(s) of events and assist in recruitment of volunteers and sponsors.

Assist in staging of event(s)

Evaluate

Task: Continue to provide ongoing support to access funds for those marina(s) with whom SC has entered into a third-party management agreement.

Apply for additional rounds of funding and identify possible new funding sources.

Task: Evaluate and Adjust

Work with marinas to track boating tourism numbers since implementation of the plan has begun.

Conduct a new survey to determine boater demographics, interests, etc.

Adjust marketing plan accordingly.

Funding Sources

FedNor Community Economic Development Program

All three of FedNor's goals for the Community Economic Development Program are applicable to potential marina development projects in Ontario's Superior Country.

- Increased community mobilization to identify and prioritize viable economic opportunities through enhanced decision-making and planning;
- Strengthened community economic competitiveness through implementation of identified priorities to diversify and stimulate business investment and growth in the short to medium-term (up to five years); and
- Enhanced collaboration among stakeholders to achieve shared regional economic development goals in the short- to medium-term (up to five years).

Eligible applicants are:

- Not-for-profit organizations in Northern Ontario, such as community economic development, Indigenous (First Nation/Métis/Inuit) and Francophone organizations, industry and business associations, networks, or alliances.
- Municipalities; municipal organizations; and First Nations in Northern Ontario.

Activities related to community economic development, including those that leverage key economic sectors, such as mining and forest industries, tourism, agri-food, information and communications technology, renewable energy and manufacturing are eligible.

Examples of eligible project activities include:

- Strategic and business planning, sector or industry analysis, feasibility, marketing and engineering studies, recovery plans, workforce attraction and retention strategies, community investment readiness plans, inventories of community assets and community profiles;
- Strengthening communities' economic foundations, including industrial and commercial assets and industrial/business parks, downtown revitalization, and waterfront development;

- Implementation of priority initiatives identified in economic development plans that demonstrate strong economic results; and
- Youth internships to assist with projects related to community economic and business development.

Eligible costs include all expenses directly related to the project and deemed reasonable and necessary for its execution.

Non-capital costs may include:

- fees for professional and technical services, including project implementation, engineering services;
- costs related to community engagement and planning, such as facilitation, rental of facility;
- costs related to producing and disseminating results of studies/plans;
- marketing costs, including design, promotional materials, advertising, product demonstrations and participation at trade shows; and
- travel expenses and labour costs.

Capital costs may include:

- servicing of industrial lands;
- waterfront development;
- leasehold improvements; and
- machinery, equipment, and technology.

Funding Conditions

- Generally, FedNor will support up to 33 percent of eligible capital and up to 50 percent of eligible non-capital costs.
- Eligible applicants are expected to contribute a minimum of 10 percent of project costs.
- For youth internships, FedNor will contribute up to 90 per cent to a maximum of \$35,000 per year for the eligible costs of salary and employee benefit expenses in a full-time position for the internship period of up to 18 months. FedNor will contribute up to 90 per cent to a maximum of \$5,000 towards eligible equipment costs and/or training activities to support the intern

Northern Ontario Heritage Fund

Rural Enhancement Funding Stream

<https://nohfc.ca/en/pages/programs/community-enhancement-program/rural-enhancement-funding-stream>

The Rural Enhancement Funding Stream is designed to support priorities of rural communities to contribute to healthy and strong communities.

Rural municipalities, Indigenous communities, not-for-profit organizations, and Local Services Boards having or serving a population of less than 30,000 are eligible.

Eligible projects include incremental improvements, repairs, and/or renovations to improve and extend the useful life of capital assets

including social and recreational facilities, municipal assets and community halls, that contribute to a healthy and vibrant community.

Applications will be evaluated using the following criteria:

- Identification and alignment with a planning process such as community or organizational plan
- How the project builds on and optimizes the capacity and efficiency of existing infrastructure
- Strength of project plan that identifies the technical, managerial, and financial capacity for implementing the project and sustaining the facility
- Applicant should demonstrate how an NOHFC investment is necessary to make the project viable

Funding is in the form of a conditional contribution, and will not exceed:

- For communities under 1,500 and Indigenous communities, up to 90% of total eligible costs to a maximum of \$200,000;
- For communities over 1,500, up to 75% of total eligible costs to a maximum of \$500,000.

Rural Economic Development (RED) Program Guidelines | ontario.ca

Rural Economic Development (RED) Program

Ontario's Rural Economic Development (RED) Program provides cost-share funding to support activities that create strong rural communities in Ontario and opens doors to rural economic development, by funding projects that:

- address barriers to economic development
- better position rural communities to attract or retain investment
- address labour force development challenges
- build rural community capacity to attract, retain and expand businesses
- renew community assets to drive economic development
- support economic growth through regional partnerships

The RED Program is application-based, and projects are selected using a competitive process.

Funding is available through two streams:

Economic Diversification and Competitiveness Stream

This stream supports a range of projects to better position rural communities to attract and retain jobs and investment, and to enhance economic growth.

The maximum provincial project support for eligible costs in the Economic Diversification and Competitiveness Stream is 50%, up to a maximum of \$150,000 per selected project.

Strategic Economic Infrastructure Stream

This stream focuses on economic infrastructure projects that improve physical community assets that have been identified as strategically important to the community.

The maximum provincial project support for eligible costs in the Strategic Economic Infrastructure Stream is 30%, up to a maximum of \$250,000 per selected project.

To be eligible to apply, an Applicant and Co-Applicants, if any, must be:

- a municipality
- a not-for-profit organization
- an Ontario Indigenous community or organization; or
- a Local Services Board

The Great Lakes Foundation

The Great Lakes Foundation (GLF) is an IRS 501(c)(3) charity. It is dedicated to preserving the richness of wilderness cruising areas of the Great Lakes, as well as fostering the art and culture of cruising. The Foundation has awarded more than \$318,212 in grants since 1993 to applicants that meet the Foundation's Grant Policy. Some of the supported projects have included breakwater construction, dredging, and university level research.

The Foundation's purposes include:

- Promoting marine safety through education and information about boating practices, harbors and anchorages in the Great Lakes
- Protecting and preserving wilderness areas associated with cruising
- Enhancing the appreciation of the Great Lakes and its unique boating opportunities by boaters and the general public
- Encouraging the study and preservation of the marine environment
- Supporting the development or repair of important marine infrastructure.

The project needs to show alignment with these purposes and describe any other anticipated benefits to boaters who cruise the Great Lakes.

Application form: Great Lakes Foundation Grant Application
(glclub.com)

Destination Northern Ontario

Destination Northern Ontario supports the tourism sector through targeted initiatives in product development, investment attraction, workforce development and industry training, and marketing. The region's robust partnership program supports collaborative initiatives that align with strategic priorities in marketing, strategic planning or implementation, wayfinding, tourism awareness, and tourism business supports.

Businesses and organizations should contact DNO. A senior staff member would be glad to discuss specific projects.
info@destinationnorthernontario.ca

Destination Ontario

Destination Ontario's Northern Ontario team works with Northern tourism stakeholders on programs focused on increasing visitation and spend from domestic, Manitoba, Quebec and U.S. travellers.

Destination Ontario's strategy focuses on two key traveller segments:

Core: Avids with a focus on outdoor adventure, powersports and touring, angling and hunting

Growth: Families looking for nature-based and lodge experiences, inspiring future avid travellers

Strong partnerships with Destination Northern Ontario, Northern destination marketing organizations, sector associations and individual tourism operators always have been and always will be the backbone of Destination Ontario's efforts to promote the North. The ongoing goal of working in collaboration is to coordinate strategies, ensure efficient and effective use of marketing resources, and maximize the impact of marketing efforts.

2023/2024 Powersports Co-op Program

Custom Content:

(1x) 16 min Broadcast Segment: Airing on Global TV in Fall 2023.

Partner will receive a minimum of 16-minutes of content highlighting the region's various features, tourism options, boating adventures and history.

Written Articles: Partner will receive a minimum of two written articles.

- a 4-page feature, including high-quality photos, in annual Water Ways print magazine distributed at Toronto Boat Show. This can be used by DO and partners for marketing purposes
- Article in partner publications Water Ways supplies content for (pending editorial schedules) including: BoatBlurb, Canadian Yachting, Power Boating Canada, Great Lakes Scuttlebutt.

Blog Posts: Partner will receive two blog posts. 1,000 words + photos/links for NorthernOntario.travel (Travel Idea/How To) and 750 words + photos/links for WaterWays.show (Top 10 List).

Social Media: Partner will receive at least two posts per day on @waterwaystv Instagram while filming, including checking-in/tagging local tour operators and live video updates. Partner will also receive a Youtube and Facebook feature full episodes, segments and value-added content.

Influencer: Partner will receive a stand-alone influencer video in both English and French.

Seminars: Partner will receive seminars and promotions at the Toronto Boat Show.

Usage Rights: All partners will receive rights to use any assets and collateral developed by Water Ways in perpetuity.

Media Amplification Tactics:

Broadcast Airing: Broadcast segment will be aired within “Water Ways” TVshow airing Saturday mornings across Global TV in the fall 2023. Past seasons have also run on Sportsman Channel Canada and are planned for Season 2.

Print: Articles to be featured with QR codes in the Water Ways full-colour print magazine which is distributed at the 2024 Toronto International Boat Show.

Paid Social Promotion: Paid social promotion across @waterwaystv on Facebook and Instagram to drive further amplification of content produced.

YouTube: Video to be featured on Water Ways TV YouTube Channel. Embedded video code provided to the partner for use on their own website.

Media Deliverables:

- 1,000,000 estimated broadcast impressions
- 764,800 Ontario households est. broadcast reach
- 25,000 Water Ways print circulation at the Toronto Boat Show
- TBD as per NorthernOntario.travel reach and WaterWays show launching in 2023.
- 32,400 est. social media impressions on Facebook and Instagram.
- 31,550 est. video views on YouTube and Facebook.
- 8,830+ est. impressions on Facebook, Instagram, and YouTube
- 10,000+ est. impressions on seminars promoted in Boat Show publications, website, social and announced during the show.
- Total: 1,188,766+ impressions across multiple platforms, all with third-party endorsement.

The cost of the co-op package is \$16,000 with Destination Ontario absorbing half of the cost (\$8,000).

Superior North CFDC

Partnership in Regional Development

Superior North CFDC reaches its goals by partnering with stakeholders involved in regional strategic planning and in projects leading to economic **diversification, job creation and tourism development.**

Business Development – Superior North Community Futures Development Corporation (sncfdc.org)

Canada Community Building Fund in Ontario

Program Overview

- Up-front, predictable long-term funding to help address local infrastructure priorities.
- Provides flexibility to pool, bank and borrow against funding.
- Administered through a bilateral agreement with the Government of Ontario, the Association of Municipalities of Ontario, (AMO), and the City of Toronto (Recipients).
- Funding for First Nations delivered by Indigenous Services Canada as part of the First Nations Infrastructure Fund.
- Delivers over \$816 million every year to 641 communities across the province. (Does not include funding to First Nations)

Eligible Recipients

- Local governments (municipalities and designated First Nations with local government status)
- Government of Ontario (if providing core municipal services in unincorporated areas, (ex: Local Roads Boards))
- Non-municipal entities (only with local government support or in unincorporated areas with Government of Ontario support)]
- Unorganized townships do not qualify

Eligible Projects include investments in community public infrastructure including tourism, recreation and capacity building.

Funding Process

Infrastructure Canada flows funds to Ontario recipients.

- Funds flow to AMO, who in turn flows funds to local governments to identify priorities and undertake projects.
- Funds flow to Toronto, who undertakes projects with the Toronto Transit Commission. All Toronto CCBF funds are currently spent on transit projects.
- Funds flow to the Province for Local Roads Boards (LRBs) in unincorporated areas. Together, they identify local priorities and the Province undertakes projects
- Recipients report financial activities annually and outcomes/results every five years to Infrastructure Canada.

Parks Canada – Lake Superior National Marine Conservation Area

Parks Canada has a General Class Grants and Contributions Program (GCGCP). Lake Superior NMCA's establishment contributes to the environmental, social, and economic health of Canadians, today and tomorrow. Many grants and contributions agreements have helped groups and stakeholders along the North shore and within the NMCA area, all in an effort to protect and conserve, grow tourism, enhance access to Lake Superior and/or improve visitor experiences. Funding may be available on a yearly basis. Requests for funding can be sent to amnlacsuperieur-lakesuperionmca@pc.gc.ca.


Appendix A U.S Boater Survey Results

Q1

**Are you an American boater aged 18 or older who used a boat at least once in 2023?
If “yes” please complete the survey. If “no” please do not complete the survey.**

Responses

Response	Count	Percentage
Yes	57	100%
No	0	
Total	57	

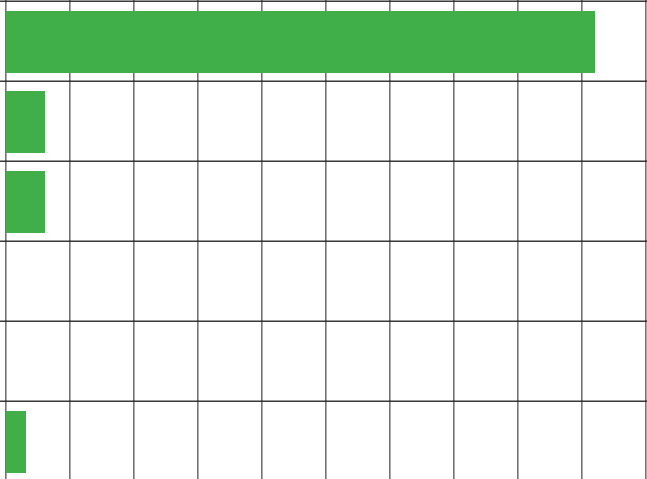


Q2

Where is your boat based?

Responses

Response	Count	Percentage
On or near Lake Superior in the U.S.	52	91.23%
Other Minnesota	2	3.51%
Other Wisconsin	2	3.51%
Other Michigan	0	0.00%
Rest of Midwest other	0	0.00%
Other (please specify)	1	1.75%
Total	57	

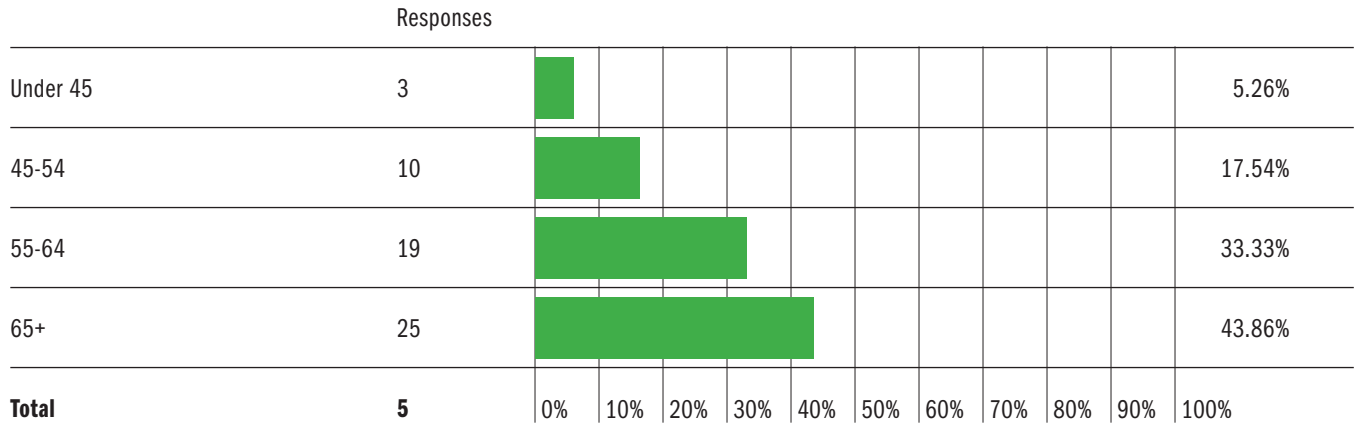


Other (please specify)

Full time cruisers...north in the summer, south in the winter.

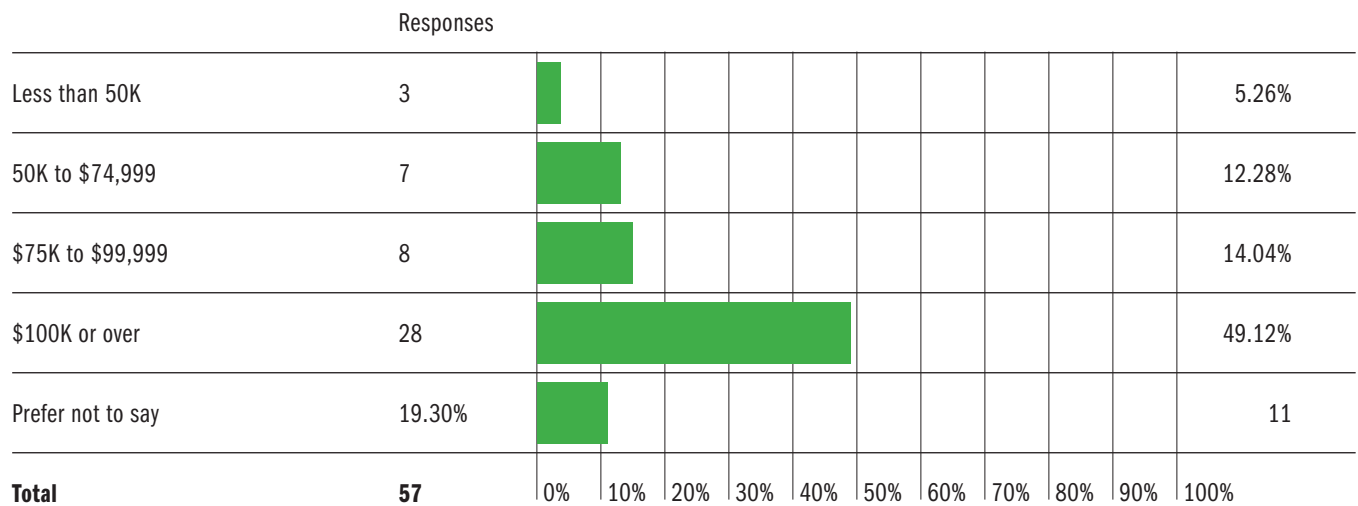
Q3

What is your age?



Q4

What is your approximate average household income?

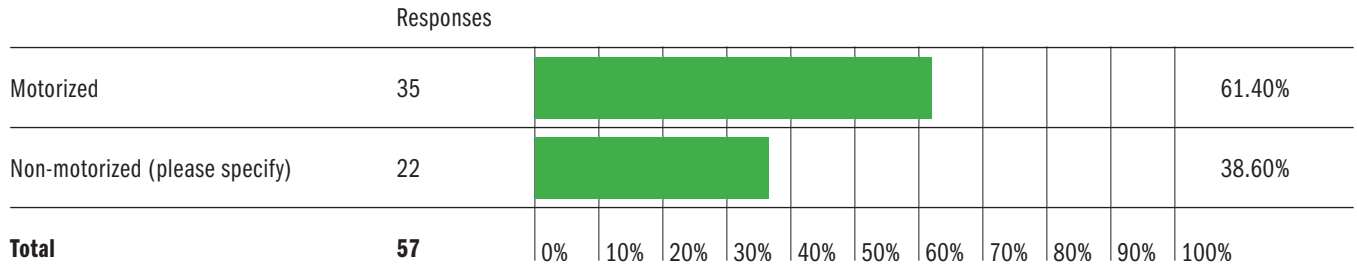


Demographics

- 77.19% are older, particularly 65+ bracket
- Almost 50% have household income of 100,000 or more

Q5

What kind of boat do you own?

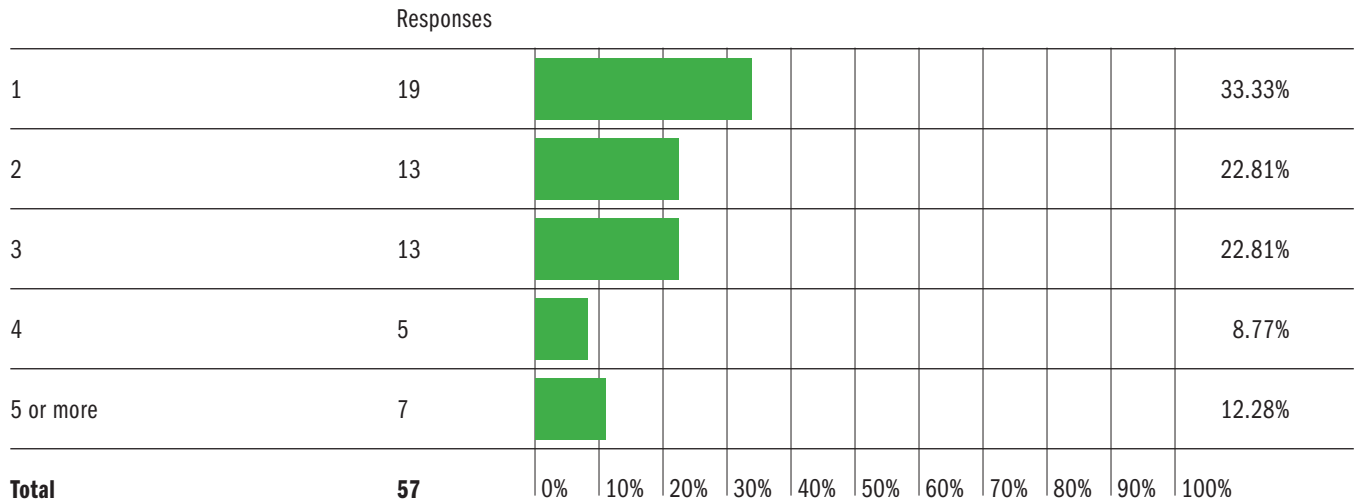


Non-Motorized (Please Specify)

- 1 Islander
- 2 Sailboat
- 3 Sailboat 33'
- 4 Sail with electric motor
- 5 sail
- 6 Sailboat
- 7 sailboat
- 8 Sailboat
- 9 Monohull sailboat
- 10 Sailboat with auxiliary power
- 11 Sailboat 34 foot
- 12 Sailboat w/motor (38 feet)
- 13 36ft sailboat
- 14 Sail w/motor
- 15 36 ft sail, canoe, 18 ft sail, kayak
- 16 Sail
- 17 Sailboat
- 18 Sailboat w/ motor
- 19 Sail
- 20 23' sailboat
- 21 Sailboat
- 22 J/30 sailboat

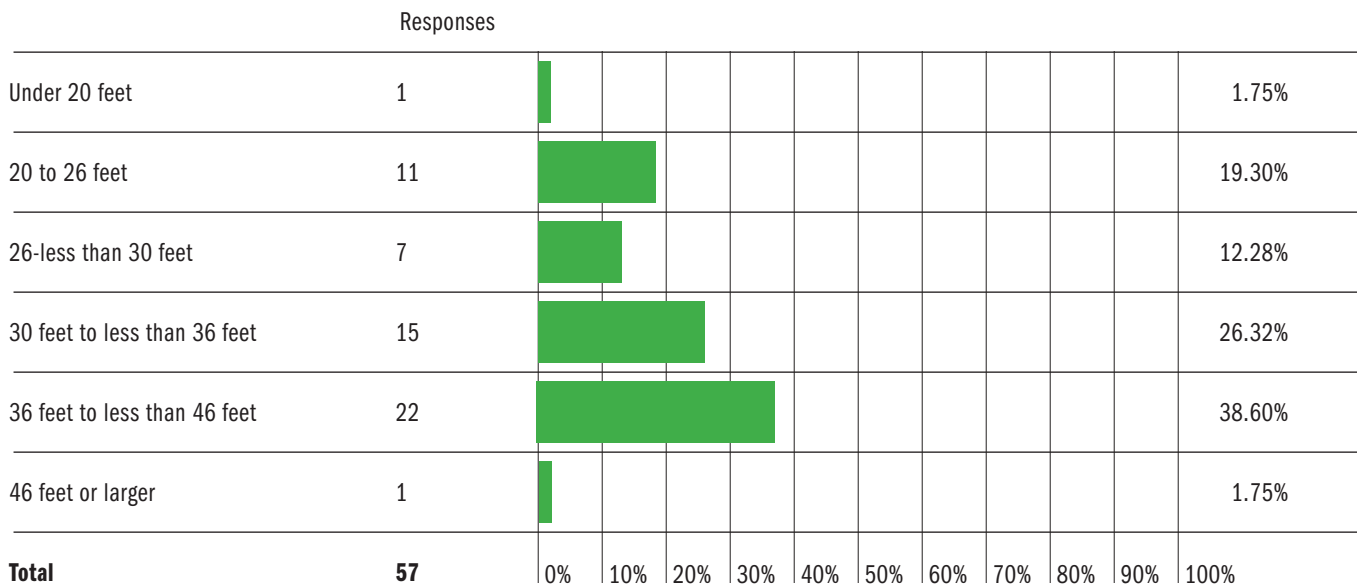
Q6

How many boats do you own?



Q7

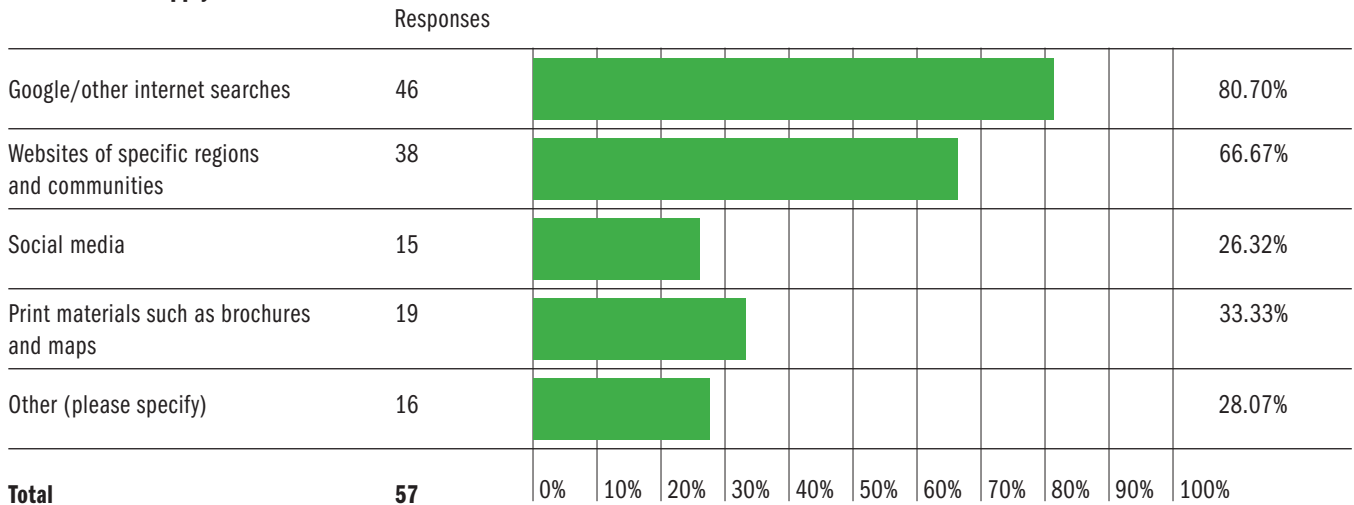
How big is your largest vessel?



Q9

How do you search for information on possible new boating destinations?

Select all that apply.



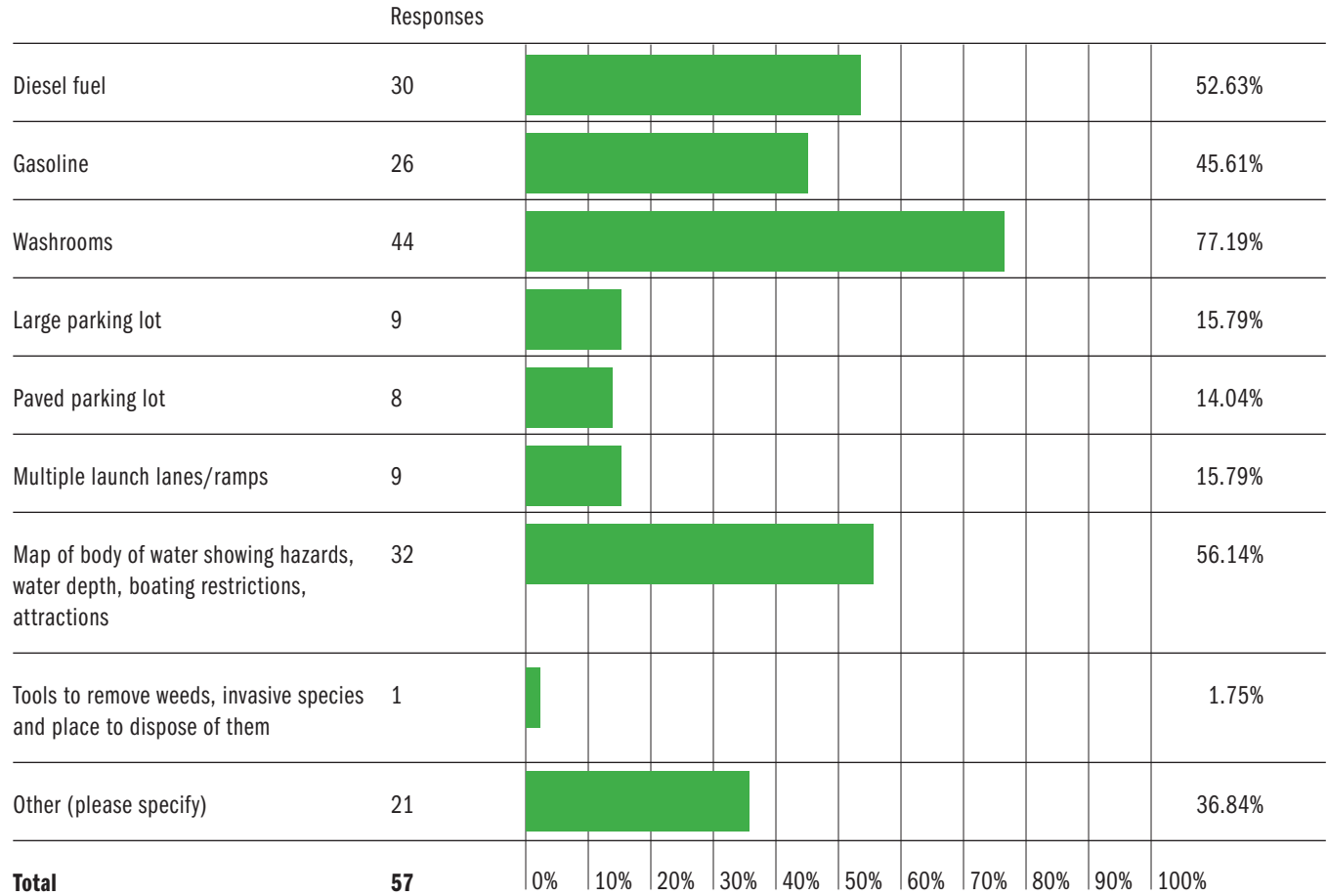
Other (Please Specify)

- 1 Marine navigational equipment aboard
- 2 Word of mouth
- 3 Other boaters
- 4 GLCC
- 5 Conversations with other boaters
- 6 Cruising Guides
- 7 Boating friends
- 8 Talking to other boaters
- 9 Great Lakes Cruising Club reports
- 10 Talking with other boaters
- 11 Friends / cruising clubs
- 12 Navionics
- 13 Crowd sourcing
- 14 Bonnie Dahl "Superior Way"
- 15 Word of mouth
- 16 Word of mouth

Q10

What marina services and amenities are important to you as a recreational boater?

Check all that apply.



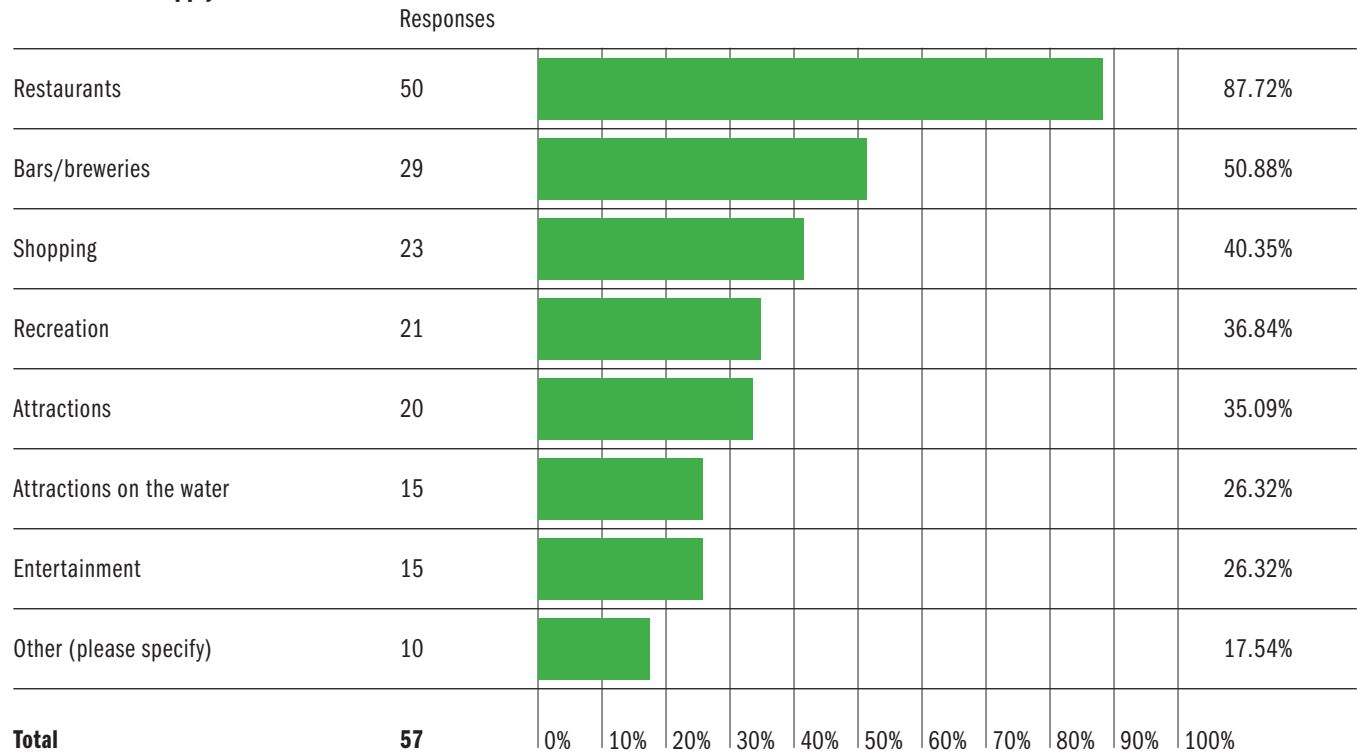
Other (Please Specify)

- | | |
|---|---|
| 1 Dockage, anchoring, restaurants close by, showers, pump out, mechanic | 12 Pump out |
| 2 Ice | 13 Amenities such as docking, groceries, restaurants, marine supplies, services, fuel, etc. |
| 3 Marina docking | 14 Pump out |
| 4 Showers | 15 Pump outs |
| 5 Safe harbor | 16 Slip location at the marina |
| 6 Pump out | 17 Pump out, electricity |
| 7 Dual 30 or 50A shore power | 18 Saunas |
| 8 Guest dock | 19 Pump out facility |
| 9 Weather protected | 20 Electric service, laundry |
| 10 Decent docks with reliable power | 21 Word of mouth from fellow boaters |
| 11 Wi-Fi/Internet, shore power | |

Q11

What services and amenities near the marina are important to you as a recreational boater?

Check all that apply.

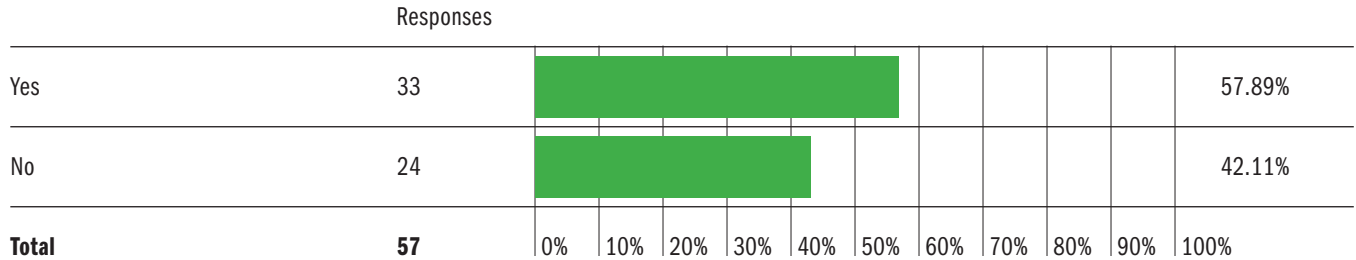


How Far and How Long?

- Majority 20-30 NM
- 30-50 days a year

Q12

Have you experienced boating on the Canadian side of Lake Superior?



Q13

If yes, how would you rate the experience and why? 1 is least enjoyable.

1	100	19	75
2	76	20	99
3	90	21	100
4	73	22	90
5	99	23	91
6	90	24	18
7	90	25	92
8	100	26	85
9	90	27	100
10	83	28	100
11	100	29	88
12	90	30	100
13	100	31	100
14	92	32	99
15	95	33	82
16	49		
17	92		
18	100		

Average Score: 88.6/100

Q14

If you scored less than 70 for the experience, please elaborate.

Responses

- 1 Too far to travel to
- 2 Love sailing in Canadian waters, but need enough time to sail that far
- 3 Lack of safe havens in case of weather
- 4 100%. Outstanding beauty and good fishing.
- 5 I scored high because we love Canada, but our biggest concern is getting fuel now that Rosspport can't provide it.
- 6 I had a Canadian registered boat at Red Rock marina for 14 years... I have spent many days from Slate islands to Isle Royale to Grand Marais. It's the best shoreline and most beautiful on Lake Superior

Q15

Where on the Canadian side of Lake Superior did you dock for one or more night?

Responses

- | | |
|--|---|
| 1 Thunder Bay, Sault Ste. Marie, Slates (anchoring) and more | 18 Thunder Bay |
| 2 Thunder Bay | 19 Islands from MN border to Pukaskwa |
| 3 Thunder Bay | 20 Thunder Bay, Silver Islet, and remote |
| 4 Thunder Bay to The Slate Islands | 21 Thunder Bay marina |
| 5 Thunder Bay | 22 Rosspport, Thunder Bay, Silver Islet, Red Rock. Anchored lots of other places. |
| 6 Rosspport Ontario | 23 Thunder Bay |
| 7 Thunder Bay | 24 COR Slip, Thompson Island |
| 8 Did not dock; sailed in Canadian waters | 25 Thunder Bay, Thompson Island, Rosspport, cpr |
| 9 Thunder Bay, Thompson Island | 26 Red Rock, Thunder Bay, Slates, Pukaskwa Provincial Park, Sault, Nipigon, Rosspport |
| 10 Thunder Bay | 27 Thunder Bay, Rosspport |
| 11 Thunder Bay, Rosspport, Red Rock, Nipigon, etc. | 28 Red Rock |
| 12 Trent Severn waterway. Thunder Bay | |
| 13 Red Rock, Rosspport | |
| 14 Thunder Bay | |
| 15 Thunder Bay, Red Rock and Rosspport | |
| 16 Red Rock | |
| 17 We've traveled from the Soo to Grand Marais, MN but we anchor | |

Q17

What distance do you travel on Lake Superior on average each day, weather permitting.

Responses	
2-10 NM:	18
15 NM:	1
20-30 NM:	27
40-50 NM:	14
60-75 NM:	4
90-100 NM:	1
150 NM:	2 (once a year; when travelling)

Q18

How many days on average do you boat on Lake Superior annually?

Responses	
1	60
2	May 1st-October 15th
3	60
4	40+
5	30
6	40
7	100
8	40 to 50
9	25
10	75
11	30
12	50
13	25
14	15
15	30
16	60
17	90 days
18	40
19	20
20	20
21	40
22	5
23	55
24	12
25	10
26	60-ish
27	50
28	45 days
29	25
30	50-60
31	45 days
32	30
33	10
34	30
35	30
36	20
37	from ice out to beginning of Oct., couple times/wk. for fun, couple 2-week trips /season
38	10
39	15 days
40	30
41	35

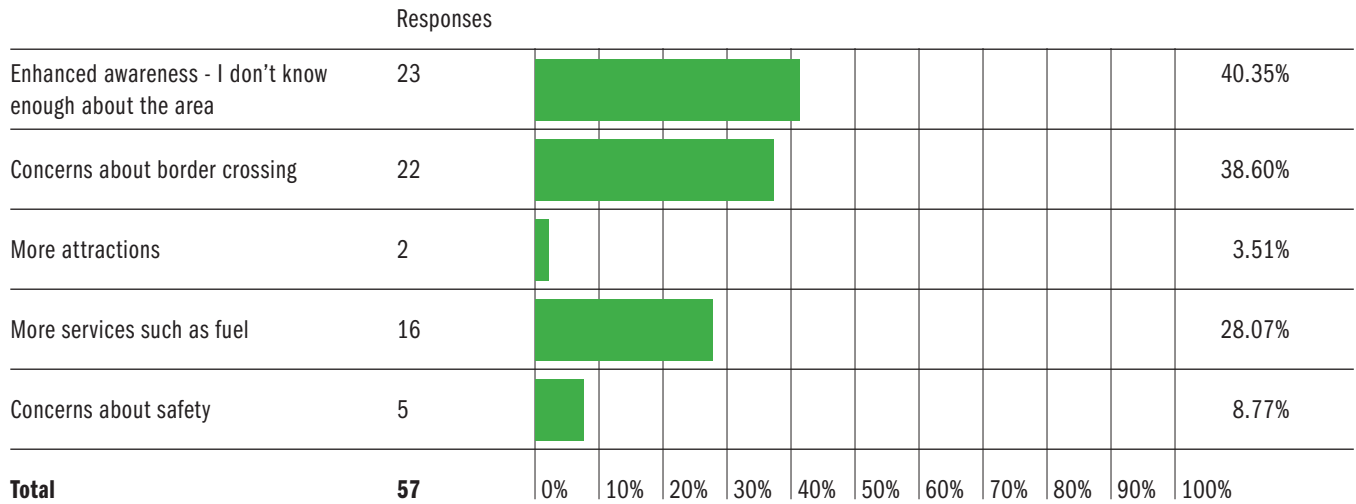
42	25	51	90
43	120	52	60
44	50	53	100-125
45	30	54	6
46	60 days	55	10
47	90	56	50
48	45 +	57	40
49	50		
50	60		

How Many Have Boated on Canadian Side and Why Some Had Not

- **57.89%** had visited and rated it very highly
- Those who hadn't cited lack of awareness (**40.35%**) and worries about border crossing (**38.60%**)

Q19

If you have not yet boated on the Canadian side of Lake Superior, what could be done to attract you to this region? Check all that apply.



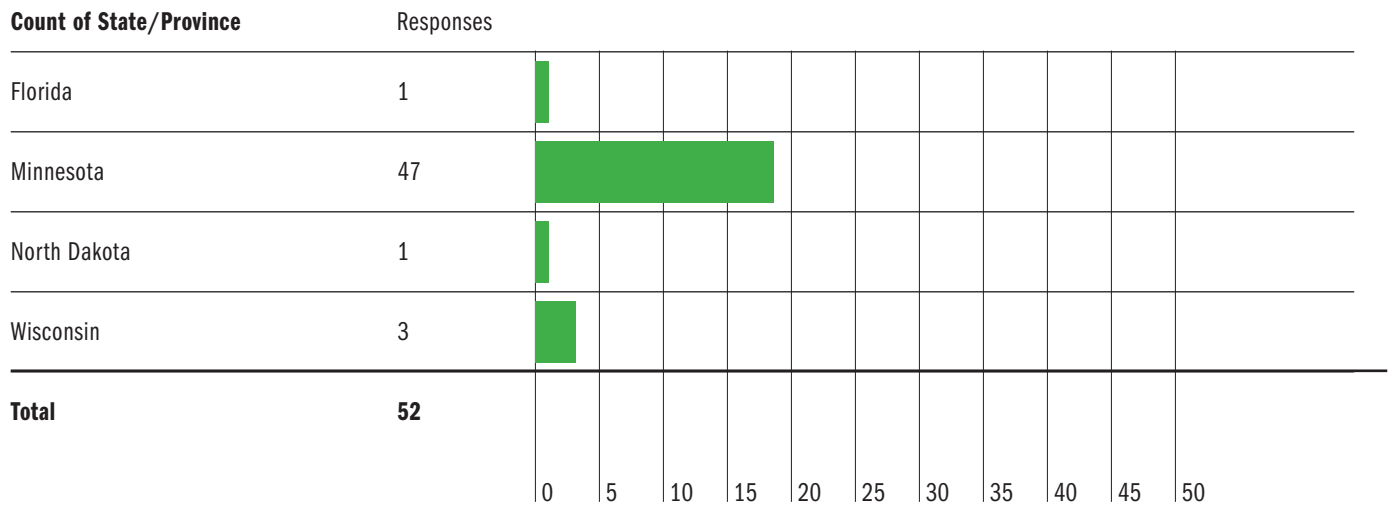
Other (Please Specify)

- 1 It's a sailboat - I need more vacation time
- 2 Attractiveness of the area for recreational boating, hiking, exploring, islands, beaches, dropping the hook, attractive places for overnight stays, and marinas in or close to cities.
- 3 Gas prices to come down :(
- 4 Let people with DWI into your country
- 5 Make the remote border crossing info easier to find and understand and get
- 6 Fuel, pump out, electricity in that order
- 7 Repair wharf at Rosspoint asap
- 8 Lower prices on all goods we need.... prices are ridiculous...
- 9 I need to retire and have more time to cruise in the summer
- 10 Large enough marina to accommodate our boat
- 11 Nothing... too far to go
- 12 Knowledge of different laws/rules
- 13 I like the quietness of remote sailing and don't recommend any additional boaters.
- 14 Let me bring my gun!
- 15 Distance between destinations/marinas, seems desolate, not aware of safe harbours

Q20

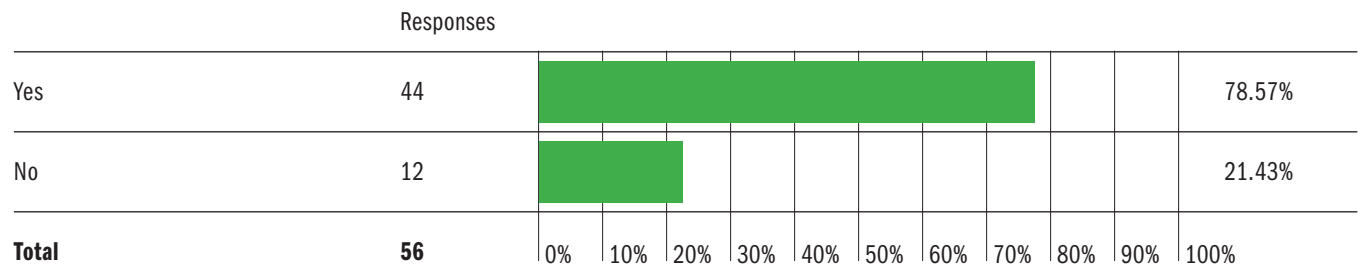
Please provide your contact information to be entered for the draw.

Answer Choices	Responses	
Name	100.00%	52
Company	0.00%	0
Address	96.15%	50
Address 2	21.15%	11
City/Town	96.15%	50
State/Province	96.15%	50
ZIP/Postal Code	96.15%	50
Country	94.23%	49
Email Address	100.00%	52



Q21

Would you like to receive visitor information from Ontario's Superior Country?



Appendix B Northern Ontario Boater Survey Results

Q1

Are you a Northern Ontario boater aged 18 or older who boated at least once in 2023?

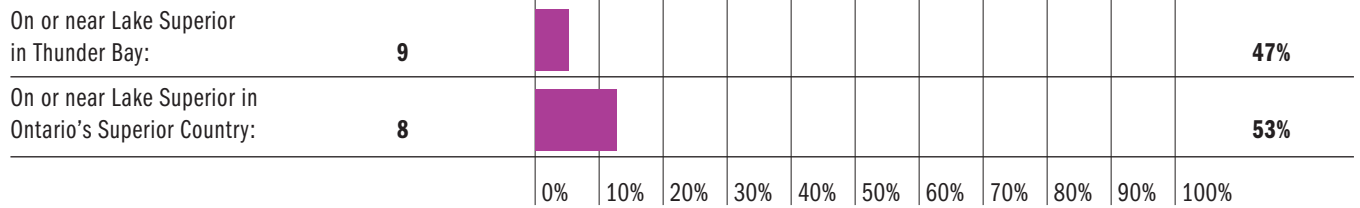
Responses

Yes: **17**

Q2

Where do you live?

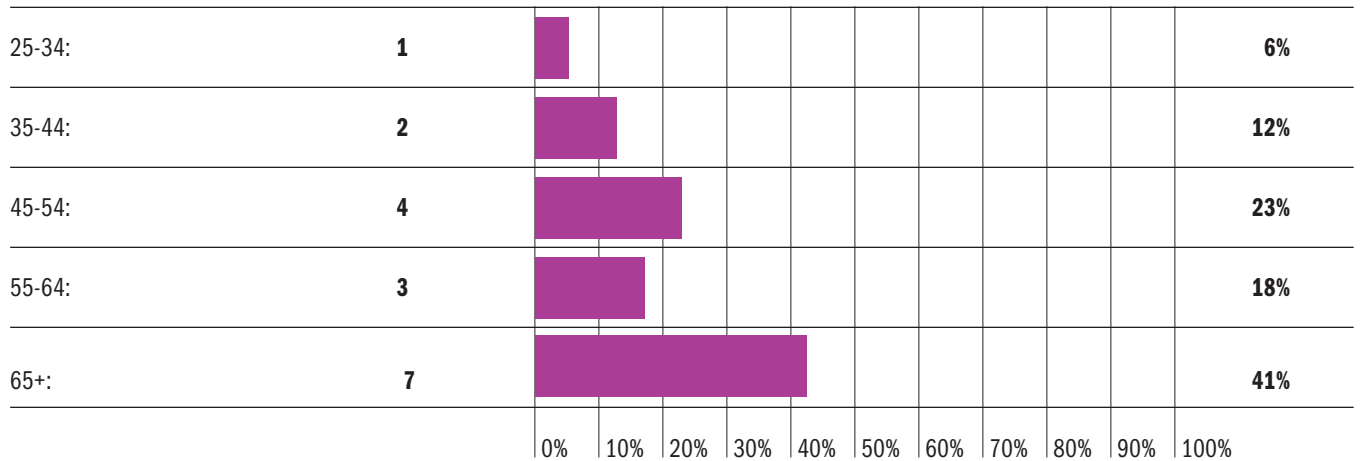
Responses



Q3

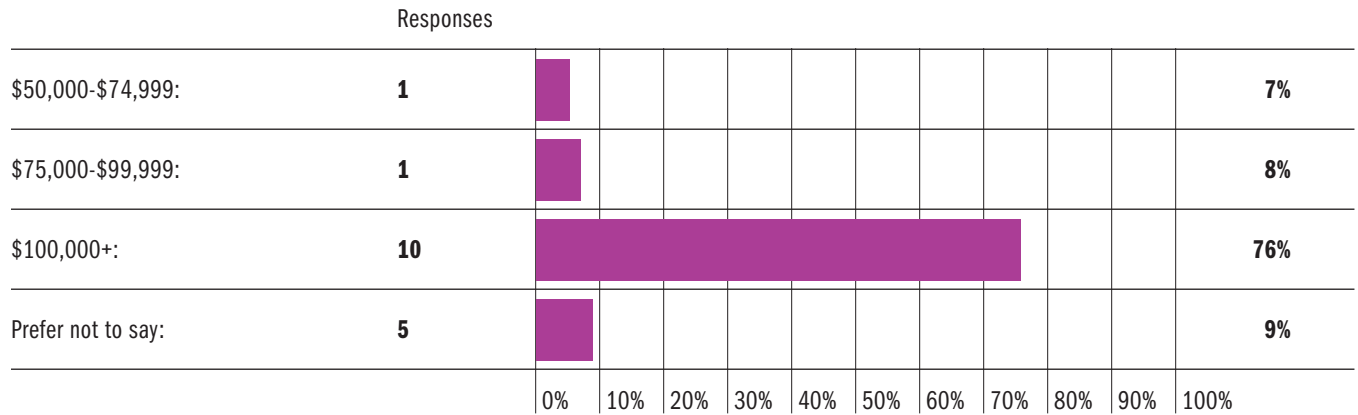
How old are you?

Responses



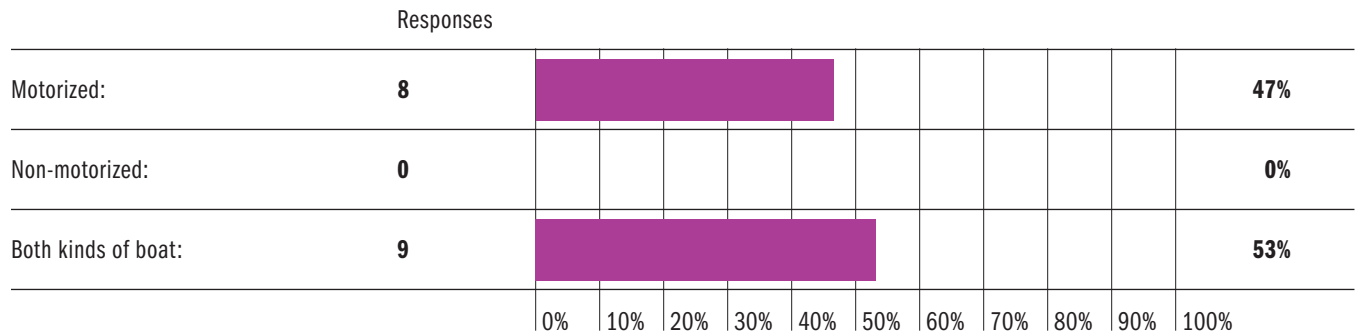
Q4

What is your approximate annual household income?



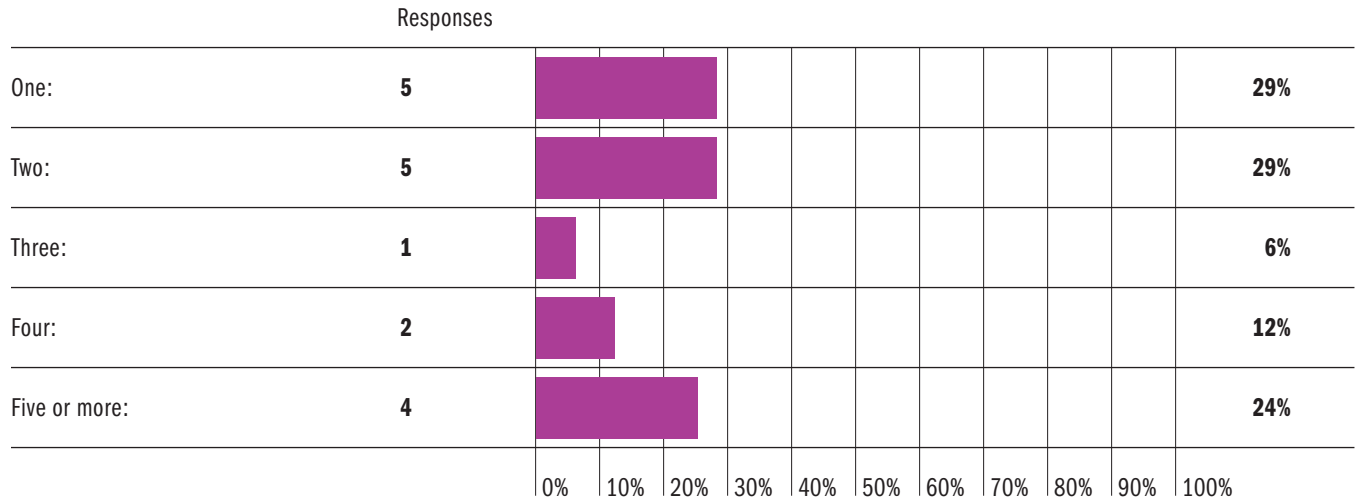
Q5

What type of boat do you own?



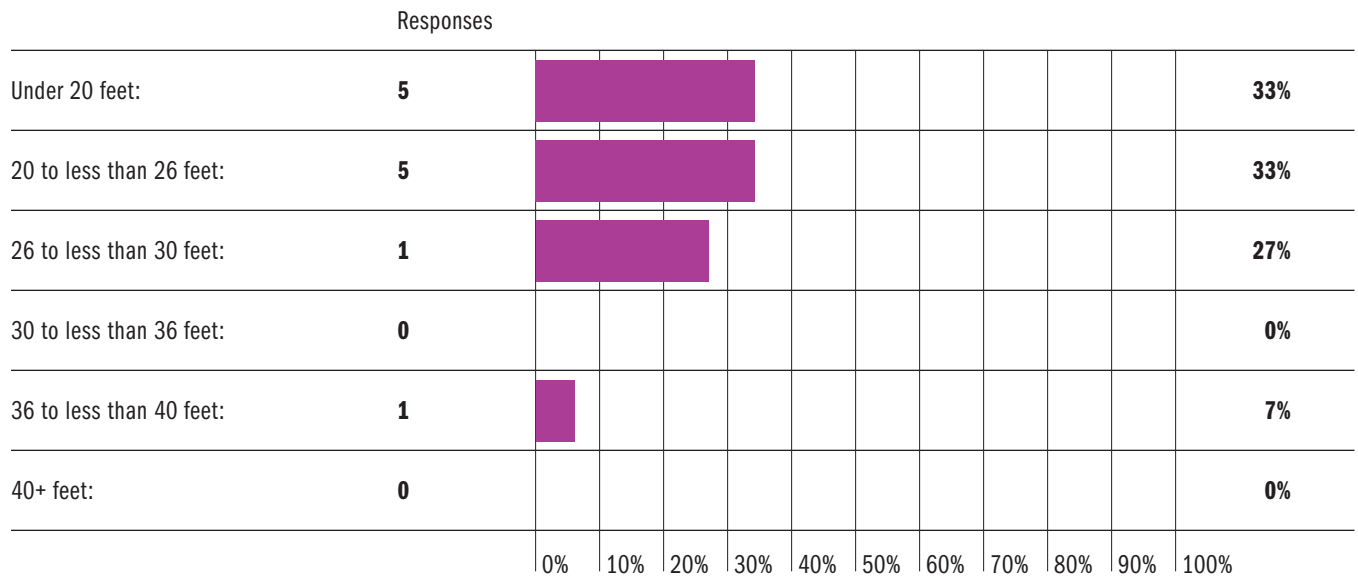
Q6

How many boats do you own?



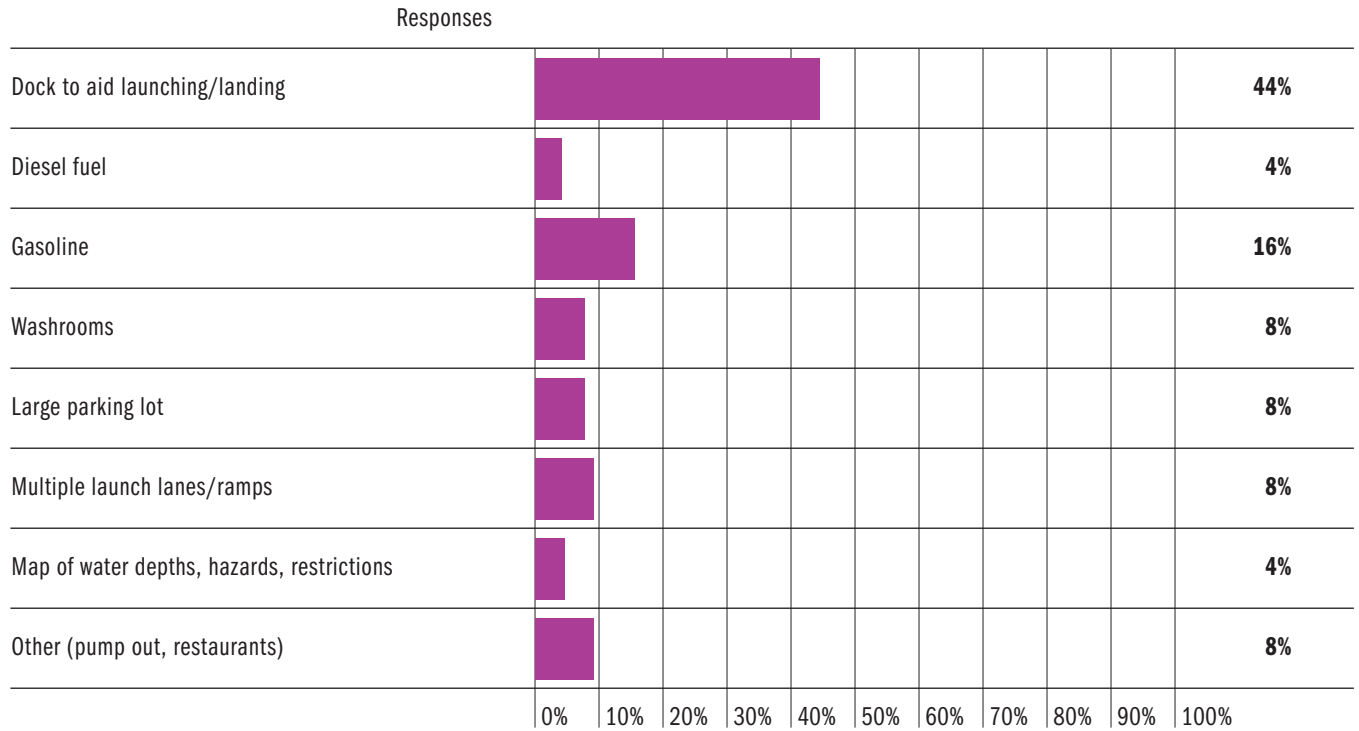
Q7

What is the size of your largest boat?



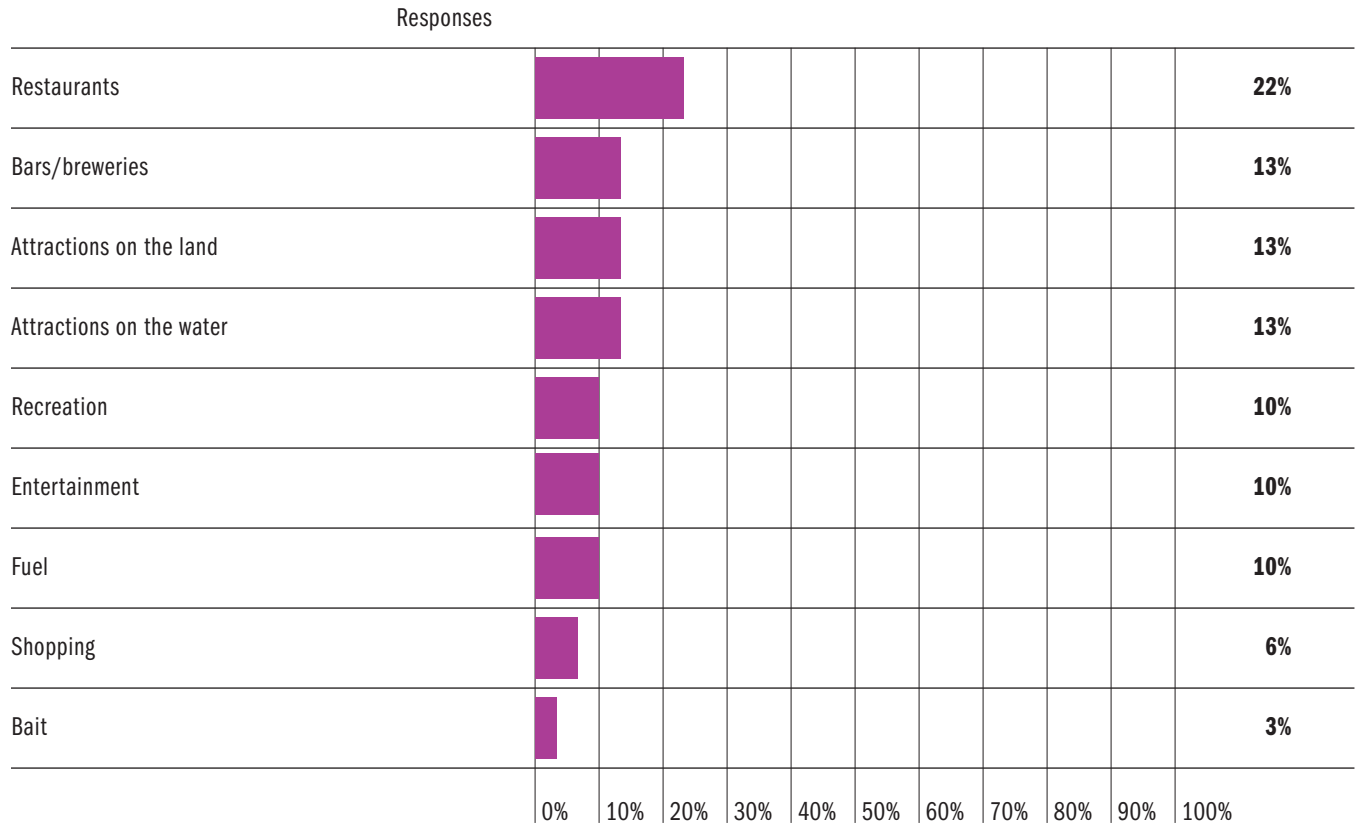
Q10

What are the most important marina services and amenities to you? Check all that apply.



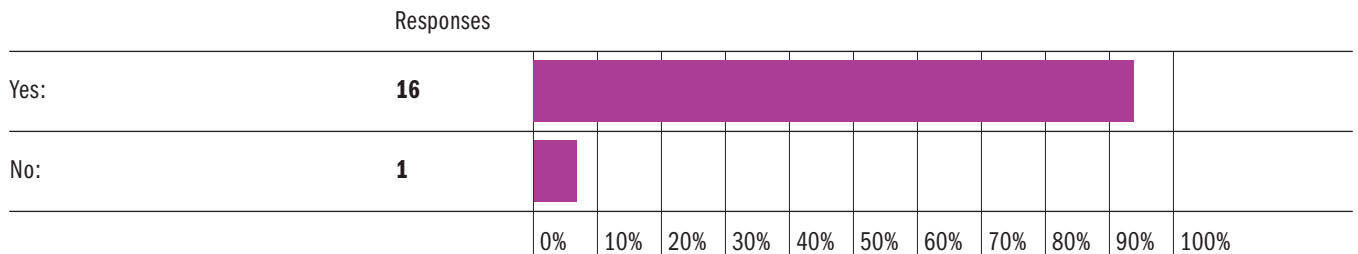
Q11

What are your most important services and amenities near the marina? Check all that apply.



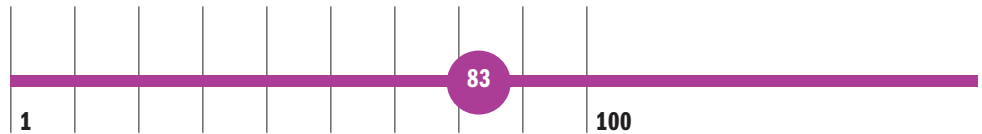
Q12

Have you boated on the Canadian side of Lake Superior?



Q13

If “yes” how would you rate it on a scale of 1-100, 1 being not at all enjoyable?



Q14

If lower than 60, why?

Lack of fuel

Q15

Where on the Canadian side of Lake Superior have you docked one or more nights?

Rosspoint:	6
Porphyry Island:	5
Thunder Bay:	3
Slate Islands:	2
Thompson Islands:	2

All others 1: Red Rock, Silver Islet, Buck’s Marina, Marathon, Otter Island Lighthouse, Batchewana Bay, Goulais Bay, Battle Island, CPR slips, St. Ignace Island, Gros Cap Marina, Roberta Bondar Marina, Little Trout Bay, Powder Island, Moffats, Sawyer’s Bay, Amethyst Harbour.

Q16

If you have not docked overnight on the Canadian side of Lake Superior, why not?

Lack of knowledge of availability of docks

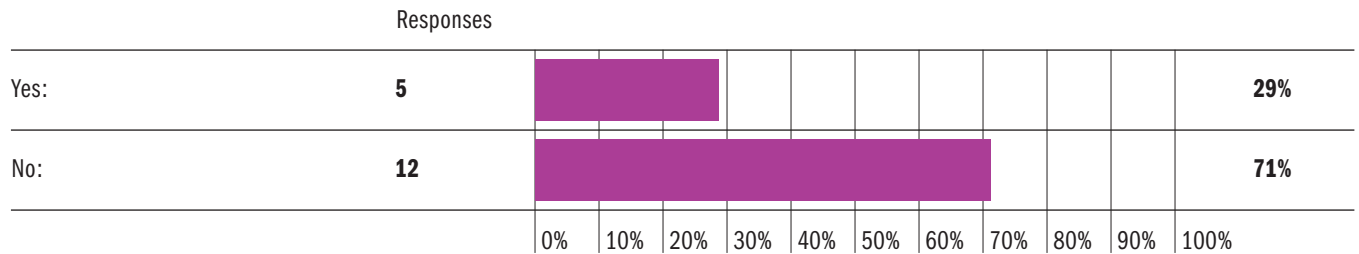
Not many public overnight docks

Overnight on the lake

Just a day trip for fishing

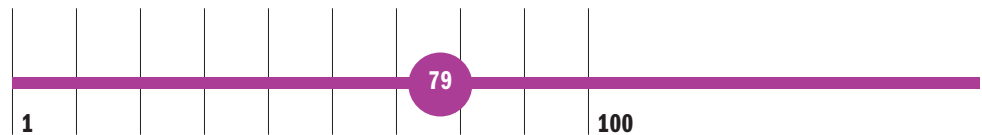
Q17

Have you boated on the U.S. side of Lake Superior?



Q18

If "yes", how would you rate the experience?



Q19

If below 60, please elaborate:

Too far to go

Q20

Where on the U.S. side have you overnighted?

Duluth	3
Isle Royale	2

Q21

If you haven't yet spent one or more nights on the U.S. side, why not?

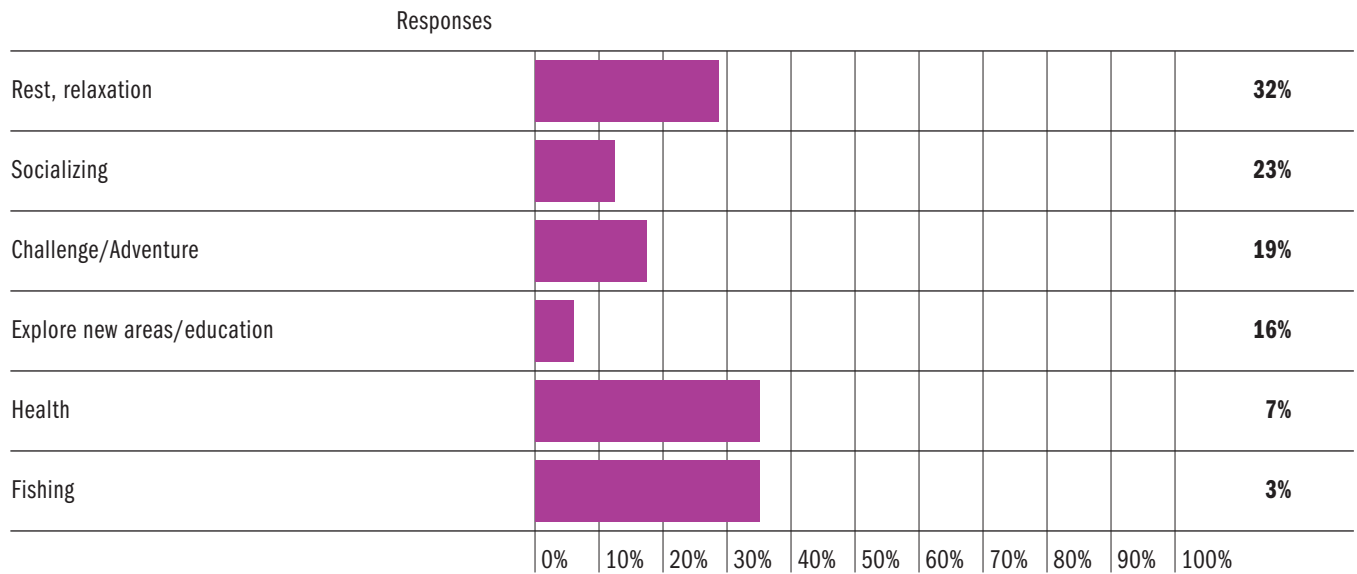
Too far

Prefer Canadian side

Weather concerns

Q22

What is your primary reason for boating on Lake Superior?



Q23

What distance are you comfortable boating per day, weather permitting?

10K:	1
20K:	2
30K:	1
50K:	4
60K:	1
50NM (92.6K):	1
100K:	4
80NM (148.16K):	1
150K:	1
100NM (185.2K):	1
Other: 6-8 hours	

Q24

How many days per year approximately do you boat on Lake Superior?

Less than 10:	1
10-20:	4
20-30:	5
30-40:	4
50-60:	2

Q25

If you have not yet boated on the Canadian side of Lake Superior, what could be done to attract you to this region?

More fuel:	2
More overnight docks:	1

Appendix C

List of Key Informants

1. Claude Aumont, Strategic Partnerships Coordinator, Destination Ontario
2. Rick Borean, Supervisor of Community Services, City of Sault Ste. Marie and marketing committee member, North Channel Tourism Council
3. Luke Bedard, Community Development Supervisor, Terrace Bay
4. Mary Bray, Advisor, North Channel Marine Tourism Council
5. Karen Bittner, Director of Facilities and Community Services, Town of Blind River and chair, NCMTCC marketing committee
6. Scott Cheadle, President, Silver Islet Harbour Association
7. Bill Collinson, Harbour Master, Village of Rosspoint
8. Cathy Collinson, Chair, Dock Committee, Village of Rosspoint
9. Manon Cuthbertson, Visitor Experience Manager, Lake Superior National Marine Conservation Area
10. Ashley Davis, Community Development Officer, Red Rock
11. Paul Dennis, Bylaw Enforcement/Property Standards Officer and Lake Superior boater, Terrace Bay
12. Dan Elliot, EDO, Town of Marathon
13. Jill Ferguson, General Manager, Ferguson's Marina
14. Greg Heroux, Owner, Captain, Sail Superior
15. and 16. Sandy and Jeff Korkola, co-owners, operators, Silver Islet General Store
17. Pam Lortie, CAO, Town of Spanish
18. Kim Dargavel, Finance and Special Projects Administrator, Schreiber
19. Kim Russo, Executive Director, Great Loop
20. Rick Layzell, CEO, Boating Ontario
21. Yvonne Murray, Office Manager, Great Lakes Cruising Club
22. David MacLachlan, Executive Director, Destination Northern Ontario
23. Dan McGrath, Town Councillor, Town of Schreiber and Lake Superior boater
24. Paul Morralee, Managing Director, Canadian Lighthouses of Lake Superior
25. Marc Paris, Works, Operations, Facilities and Parks Manager, Town of Marathon
26. Philip Townsend, webmaster, Rosspoint Tourism

Appendix D More Best Practices

From www.boatingindustry.com,
Building a Better Marina, February 1, 2014
“Marina industry leaders share their best practices”.

Master customer service/hospitality

Customer service is huge for businesses like marinas that exist to deliver experiences to customers that they wouldn't get elsewhere. RCR Yachts, with 125 deep-water slips and more than 150 moorings in New York, goes the extra mile to treat its customers like family.

“In our case we do not have fancy amenities, and we are surrounded by low-cost alternative marinas,” CEO Don Finkle said. “What we have found to work for us is treating our customers like part of the family. They are always stopping by to chat with our staff, drop off goodies for them and sometimes just to say hello. We also provide repair services that the others do not wish to deal with, and that has made permanent customers out of those who first came to us for work to be done.”

Determine your mission and vision

A few years ago, the staff at Herrington Harbour Marinas, with two locations in Maryland, decided it needed to redefine its mission and vision. Despite being in business for more than three decades, the marina knew it was time for a change and for the business to be redefined.

“You have to understand who you are, what you want to provide for people,” owner Steuart Chaney said. The marina's new vision is to become the best eco-lifestyle marina on the East Coast, and its mission is to treat every visitor as a personal guest.

Diversify

Marina Dock Age surveys its readers annually, and an item of note each year is how many profit centers marinas have. From small marinas to larger operations, offering a variety of places for customers to spend their money allows marinas to profit in more areas and to deliver a slew of services, Marina Dock Age editor Anna Townshend said. Added profit centers could include a ship's store, a pump out, a restaurant or a bar.

Offer access to modern amenities

Value-added amenities, along with great customer service, can differentiate one marina from the next. Oak Hill Marina, with 80 slips combined on Lake Minnewashta and East Okoboji Lake in Iowa, provides a gas grill for use, and leaves its bathroom and shower house open 24 hours a day to customers with a key code. “If you're coming to the lake and you choose to go out for supper afterwards and want to rinse off and go out to dinner afterwards, it's a huge convenience for them,” president and owner Phil Miklo said.

Roxie Comstock of Bellingham Marine has found a number of amenities are in demand from marina customers.

“Among the top amenities most important to boaters aside from ample power and water are access to Internet and cable TV at the slip and convenient sewage pump out also preferably at the slip,” she said.

Host events

Herrington Harbour, with two locations totaling 1,200 slips, hosts a variety of events, including dog swims, Independence Day celebrations, a St. Patty's Sock Burning Social, Memorial Day picnics and more.

“We have a lot of social events that are free to our slip holders, so we go to great efforts to provide parties where it's free food and drinks,” owner Steuart Chaney said. The parties are designed so marina users can meet each other, giving them added reasons to return to the docks.

Open marina activities to everyone

“A marina needs to be more than a place to keep a boat. It needs to be a place where everybody can come and have fun, not only boat owners,” said Bob Evans, manager of Dillon Marina in Dillon, Colo. When Evans was brought on board at the 296-slip marina, his primary task was to increase occupancy. To do so, Evans opened on-site activities to customers, locals, and tourists alike. Events that the marina has participated in include National Marina Day, a dog show, an air show, sunset sailing tours and championship regattas. At some events, non-boaters are welcome to ride boats for a small fee that goes to benefit a charity. The goal is to get them interested in boating, so they consider buying a boat and docking it at the marina. Evans has worked with area boat dealers to host in-water boat shows to make that a reality. “The thing we have at Dillon, it’s kind of the jewel of the town. The only reason people come there really in the summer is because of the marina,” Evans said.

Offer valet service

Oak Hill Marina provides a valet service to its marina patrons. Boaters who want to get on the water quickly call the dealership before arrival, and Oak Hill’s courtesy crew gets the boat to the dock, fills it with gas if necessary and fills the onboard cooler with ice. “It just gives them more time on the water, more time to enjoy with their family because the boat’s sitting at the bottom of the dock, so they jump in, and they go,” president and owner Phil Miklo said. If customers want, the courtesy crew will also return the boat to the slip.

Take care of the environment

Marinas are situated in the midst of nature, with docks sitting in the water, and facilities placed waterside. Because of that, Chaney says marinas should be mindful of their environment, so boaters have a place to enjoy their sport for years to come. When Herrington Harbour set out to become an eco-lifestyle marina, the business took that to heart in every aspect of its operation. “Basically, before making any decision, we look at the impact that it’s going to have on the environment,” Chaney reported. To that effect, Herrington Harbour created four acres of Spartina marshes, installed a system to recycle 100 percent of the wastewater at its wells, developed a No Discharge Zone at its bay, added no flush urinals, installed spill prevention devices at the fuel dock and more. The initiative not only created a more visually appealing

marina, but it also attracted wildlife to the area and impressed customers. “We believe that taking care of the environment is something that boaters will appreciate and relate to,” Chaney said.

Be mindful of marina design

Bellingham Marine helps marina owners develop every stage of their operation, from floating docks to dry stack storage systems, so the company knows how important design is.

“A well-designed marina with easy to navigate fairways, ample clear water space, full length finger piers, freeboard sized to the vessels accessing the docks and wide stable floating docks that are well maintained are characteristics of some of the world’s most successful marinas,” Comstock said. The company has found that floating docks with finger piers have become the preferred type of moorage for boaters.

Maintain fuel docks

“Every customer and visitor or transient visitor to the marina at one time or another makes a trip to the fuel dock, and in the past, the fuel dock is kind of a forgotten place in marina from a maintenance standpoint,” said Jerry Nessenson, president of ValvTect Petroleum Products. “A marina operator should be aware that that’s probably the first thing a boater sees when he comes up in the water is the fuel dock, and it can have a big impact on the image of the marina.”

Nessenson recommends that fuel dispensers should be clear of rust, spider webs and decals. Fuel dock staff should be trained to assist docking boaters and dressed appropriately in clean uniforms. Marina operators should also be cognizant of the quality and grade of the marina’s fuel, Nessenson said.

Remember to have fun

“Well, I don’t know if this is a big secret, but the key to success for marina operators is to remember rule No. 1: Boating is about having fun,” said Kevin Ketchum, owner of California Yacht Marina and president of the Marina Recreation Association. “A successful marina creates an environment where customers and staff have fun being around each other. Owners and executives need keep the stress part of the business to themselves – inwardly disciplined and enthusiastic about boating. Boating is innately enjoyable, and the best marina adds to the experience. It’s all about having fun!”

**From www.marinadockage.com,
Marinas Share Best Management Practices and Innovative
Ideas for Increased Profits and Efficiency,
June 15, 2020**

Boat Rentals

AT S&S Rentals in Lansing, Iowa, boat rentals make up the majority of the business' income, along with about 100 slips, fuel dock, pump out, winter storage and service. "Our bread and butter is our rental business; 90 percent of our overall revenue comes from that," said Blake Schoh, owner, S&S Rentals. The facility rents seven houseboats, four pontoon boats and two fishing boats. The houseboat rentals run in two blocks per week: Monday to Thursday and Friday to Sunday.

S&S Rentals in Lansing, Iowa, does the majority of its business in rentals, including seven houseboats. The marina has built a reputation for maintenance-free renting.

For customers who might not want to drive the vessels, S&S Rentals offers assisted rentals. "We'll take them out to the sand bar and get them secure; they don't have to worry about driving the boat, and we'll come get them," Schoh said. Dockside lodging is also available on the houseboats when they're not rented.

Probably about 50 percent of the facility's business is repeat customers, who get some special perks. They can arrive a day early and stay on the boat the night before, and they get a discount for prebooking trips for the following year.

"Boat rentals can sometimes get a bad rap because of bad equipment," Schoh said. S&S Rentals combats that image with stellar maintenance and upkeep. That means regular service, and "going through the boats with a fine-tooth comb" when it returns before the next customer arrives.

In a very rural area, the choices for fuel suppliers are limited, so the marina works with the city municipal marina to set competitive fuel prices for both. "We're paying the same price for fuel, so we work together to set a margin that we agree on," Schoh said. "We do a lot more fuel sales because of how much we put in the houseboats."

The marina aims for a 75-cent margin on a gallon of fuel. The price usually needs to vary +/- 10 cents for the marina to change customer prices, so it's not changing all the time. By watching prices in the spring, S&S Rentals stocks up when it sees a dip in prices and can get a better margin by buying early.

Transient Business

Harbor East Marina in Baltimore also caters to transient business. "We like to treat them like they are our annual slip holders," said Andrew Riina, general manager. One-third of the marina's slips are dedicated for annual slip holders. In 2019, the number of superyachts visiting the marina tripled in one year, a trend that the marina anticipates will continue.

The trendy Harbor East neighborhood has a lot to offer for city adventures, and it's all within view of the boat slips. Luxury boats also expect luxury service, which starts with high-touch customer service at Harbor East Marina. The customer touches start before they even arrive with monthly e-newsletters and communication about what to expect and what's going on in town. Everyone, from the highest levels of management to the dockhands, know what's available to boaters and can make recommendations. The downtown location is a natural sell to superyachts looking to make a short or long-term stay.

The marina prepares gift bags for new transient customers. It has information about the marina and about things to do in the area, and branded goodies like sunglasses, koozies or wine bottle openers. The marina also makes an annual custom publication, produced by Marinalife Magazine, about what's new at the marina and in the area.

Tropical Paradise

More than a decade ago, Karen Baker-Brcic, general manager of Alton Marina in Alton, Illinois, changed the image of the marina. The barebones white walls got not only a fresh coat of paint and color, but also elaborate murals that added to the tropical and nautical themes. Potted palm trees and flowers decorated the landscape, making it much more inviting.

The theme is backed by a full concierge service that serves boaters at the docks or at the pool. “The more they don’t have to worry about things, the more they would think of the marina as their place,” Baker-Brcic said. They bring food and supplies to the boat and pick up trash at the docks. Boaters can shop at the nautical boutique for trinkets and t-shirts, or eat at the deli, where they serve daily specials and frozen drinks; it all adds to the vacation feel.

**From www.boating.com,
Excerpts from Ten Ways to Boost Your Marina Business,
June 1, 2009**

Think PRD: That’s parking, restrooms and docks: These three areas of improvement are among the most popular due to the significant impact they can have on the customer experience and perception. Paved and lighted parking lots not only set your business apart from the pack, but they also make visiting your facility cleaner, easier and safer for customers. So do clean, functional, well-lighted restrooms and well-maintained docks.

Host more and better events: A great way to boost loyalty and add value to your slip holder’s experience is to enhance your events and add more. This can range from appreciation parties to educational events. The more opportunities you provide for customers to use their boats, interact with each other and your team, and enhance their boating lifestyle, the more likely they will be to continue as your customer and the less important price will become in future decisions.

For example, customers at Boats Inc. – based in Connecticut – have become accustomed to its annual King of the Dock event, a combination fishing tournament, themed costume party and cooking competition. Awards are given for the most fish, most creative costume, and tastiest dish.

The staff all wears red shirts – “Alton Marina Red,” Baker-Brcic calls it. “Red is associated with fun,” she said, and it makes the crew easy to identify. Each year everybody gets a new shirt and “crew” is printed on the back in a different arrangement.

Parties are a big part of the atmosphere and schedule. The Brcic Pavilion looks out over the Mississippi River. It seats about 60 people and hosts many events for the marina and is available for boaters. The season closes out with the biggest party of the year around Labor Day, hosting about 1,000 people. A 100-foot screen displays photos from all the events and time at the marina throughout the year. Local vendors sell food, and customers bring lawn chairs for the show and dancing. “People love to see themselves up on the big screen and the recap the season,” Baker-Brcic said.

Rethink your rates: When it comes to the rates marinas charge for dockage and other services, there is no scientific formula for what each market will bear. However, in a year like this, it’s an area marina operators should monitor closely.

There are three basic approaches marinas seem to be taking. The first is to lower rates in hopes of increasing business volume. For instance, Lynnhaven Marine successfully lowered its boat cleaning and power washing rates in an effort to generate more jobs. The company also lowered margins on gas to make boating more affordable.

The second is to raise rates in an effort to increase profitability. This is most effective when either the rates were below market average, or customers clearly perceive the marina’s added value. Boats Inc. raised dockage rates by \$10 per foot early this season in an effort to help the marina pay for a \$75,000-plus government-required system to collect and treat discharged water from its power wash station. That went over “like a cell phone ringing at a funeral,” according to owner Don MacKenzie. The marina quickly nixed the increase, sending out a letter of explanation to customers, which was well received.

The third is to introduce promotions and payment plans that make slip rental and other services more affordable. Boats Inc. has begun offering its slip rental customers the “Reel Deal” – which allows them to pay for slip rental and other services through term payments rather than a lump sum – and 82 percent have signed up for the program. Similarly, instead of requiring marina customers to make one big payment in the fall to reserve their slip for the next year, Castaway Marina has broken its schedule into four payments, which helps the marina keep cash flowing throughout the off-season.

Train, train, train: The leading companies in any industry know the importance of employee development, but when business is slow, it’s a particularly advantageous time to pursue training. Not only will you be better positioned to grab market share when things improve, you’ll also boost employee confidence and loyalty. Marina-specific training opportunities with organizations like the International Marina Institute should be considered, as well as courses offered by community colleges, trade associations and institutions like Dale Carnegie.

Give them what they want: It’s no surprise that one of the best ways to improve customer satisfaction and loyalty is to give them what they ask for. Of course, to do that, businesses need to regularly ask their customers how they can improve. Annual or quarterly written or e-mailed surveys are a popular option, as are comment boxes.

Go high tech: Despite the downturn, many marinas added high-tech offerings this year, including digital cable and Wi-Fi service. In fact, Boats Inc., which measures its customers’ Wi-Fi usage, says it has steadily increased. Last year, the marina also began offering its customers what it calls the “Captain’s Lounge,” an office with newspaper, computer, printer, fax, scanner, telephone, stocked refrigerator and coffee for their use.

It’s also a good time to consider Web site upgrades. Port Harbor Marine’s recent upgrades included the addition of a live Web cam at one of its marinas that prospective customers can use to get a glance at the facility and current customers can use to check on their boats. Each user gets a three-minute window in which they can control the camera. President Rob Soucy says it has become one of the Web site’s most popular features. The Portland, Maine-based company is considering adding another camera at one of its other marinas.

Appendix E Boating Near Silver Islet

(Note: Produced by Scott Cheadle, President, SIHA)



Silver Islet offers many wonderful boating destinations within about half an hour from the harbour.

There are also a few hazards boat handlers should be aware of. The following few slides will show some of the best day trip locations and outline a few of the main hazards to be on the lookout for.

Some of the best destinations are along shoreline within the boundaries of Sleeping Giant Provincial Park. These include:

Tee Harbour and Lehtinen's Bay to the SW - spectacular shoreline walks, easy landing on a sand beach on the east side for access, great views of the cliffs on the windward side of the Sleeping Giant

Trowbridge Light and the historic Silver Islet silver mine to the south - not recommended for landing but floating over the open mine shafts in a shallow draught boat is an eerie experience, 1250 ft. straight down!

Middlebrun Bay, and Little and Big Finlay Bays to the east - great sand beaches with barrier sandbars just offshore generally navigable with outboard motors trimmed up, always great for kayaking

Porphyry Island Light - great day hikes, black volcanic sand beach, tours available from Canadian Lighthouses of Lake Superior



- Lake Superior has a lot of open fetch and wind and waves can appear quite quickly. Waves could be described as being choppy with potentially large amplitudes and short wavelengths which can make boat handling a challenge, particularly when abeam to the desired direction of travel.
- The rocky shoreline can reflect waves from any direction so near shore waves can be chaotic.
- The prevailing wind direction can also change suddenly, so watch for upper level clouds moving in a different direction to lower level breezes.
- Keep your eyes peeled for fog banks, and if you hear a ship's fog horn, head for home fast.
- Apart from wind, waves and fog, the primary hazards are related to the local geology. NE-SW trending diabase dikes, near vertical walls of hard igneous rock, form most of the nearby shoreline and islands that generally feature shallow rock shoals and whalebacks off either end that can cause water depths to change from deep to less than a meter in just a few boat lengths. Lots of clearance recommended around the ends of islands and points and watch for changes in the colour of the water from dark blue to light green.
- To safely approach the harbour from the SW, enter the channel with the navigational markers on the main dock aligned.



Beyond the environs of Silver Islet, boating to the north east follows the outer shoreline of the Black Bay peninsula. This rugged stretch and the archipelago of islands offshore provides numerous hidey holes for anchoring or shore camping, depending of course on boat size, keel depth and weather conditions. Detailed charts and Google Earth coverage are recommended. A few of the more popular stops include:

- CLLS docks and anchorage at Porphyry Island
- The beach at #10 Light near Shaganash Is. is popular amongst kayakers for shore camping and is under development by CLLS
- Loon Harbour is well suited for boats of all sizes. A float through the narrow channel between Spain and Borden Islands is unforgettable.
- Otter Cove and the Shesheeb Bay area are suitable for boats of all sizes.











Ontario's Superior Country gratefully acknowledges that funding for the development of this plan was provided by Parks Canada - the Lake Superior National Marine Conservation Area