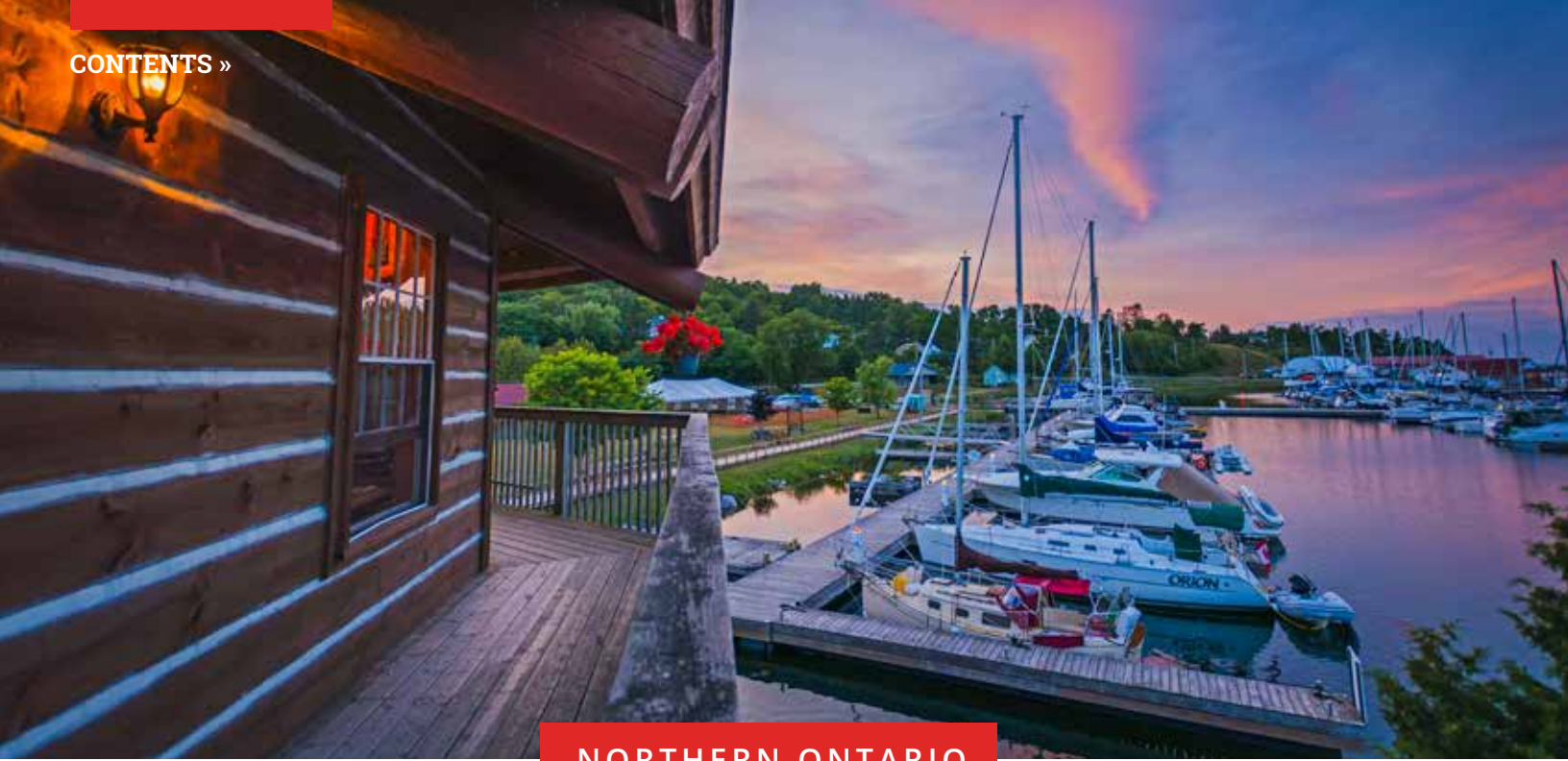


BOATING



**NORTHERN ONTARIO
BOATING PRODUCT
DEVELOPMENT
STRATEGY**





NORTHERN ONTARIO

Northern Ontario Boating Product Development Strategy

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Vision

Northern Ontario will be a unique and distinctive tourism destination wherein high-quality products and experiences resonate with consumers, entrepreneurship is valued, and tourism provides local, regional and global connections for the entire region.

Mission Statement

Destination Northern Ontario will take a leadership role to strategically guide and champion growth in Northern Ontario's tourism industry, through strong communication, collaboration and partnerships with industry.

Values

Destination Northern Ontario's Board is committed to focusing on the vision in an "innovative, results-based, effective and fiscally responsible manner, with a foundation of strong governance and management leadership." Destination Northern Ontario's Board also recognizes the following values as important aspects of the strategic plan:

- **Accountability**
- **Leadership**
- **Collaboration**
- **Integrity**
- **Transparency**
- **Innovation**
- **Teamwork**

Goals for Northern Ontario Tourism Sector

- Innovation and entrepreneurship are supported by research/educational tools
- Critical mass of high-quality products/ experiences are brought to market
- Realistic/sustainable tourism development (i.e., product-market match) is underway
- Streamlined services for operators are available

Destination Northern Ontario's Roles in achieving Sector Goals

- Leadership
- Communication
- Strategy
- Relationship-building
- Champion for industry growth (bringing the operator perspective to government)
- Professionalism (setting a standard of high quality for the industry)

Product Development Plan & Research

Destination Northern Ontario has taken a priority approach to research in the last five years and has focused its efforts by defining strategic priorities based on this research. This strategic approach has led DNO to focus on creating meaningful visitor experiences through both quality and culture shifts in the Northern Ontario tourism industry. This focus has led to a reallocation of resources, placing more effort on product development and moving resources from the more traditional marketing practices with the forethought of creating a stronger, more powerful tourism region in the long run.

Research summaries completed for DNO by Research Resolutions & Consulting provide a situation analysis with an in depth look at the market and its size in Northern Ontario.

The reports focus on the following areas:

- North American Motorcycle Tourists (2014)
- North American Hunters (2014)
- Attraction Tourists (2014)
- Festivals & Event Tourists (2014)
- Snowmobile Tourists (2014)
- High Yield Nature/Outdoors Tourists (2013)
- High Yield Anglers (2013)

When the above research reports are compared in the summary report *Overview of Tourism Opportunities for Northern Ontario*, the following findings are drawn¹:

- The outdoors is a salient if not core element in the lure of Northern Ontario for tourists in each segment.
- Many Canadian tourists are near locals who billet with friends and relatives, stay in their private cottages or in campgrounds in Northern Ontario. Conversely, American tourists in each segment tend to rely on paid roofed lodging during their stay.
- Some activities offered in Northern Ontario are more apt to be the reason for taking a trip whereas others tend to be one-of-many activities a tourist engages in during a trip driven by other purposes. Fishing, hunting and motorcycle touring are segments with strong motivational elements whereas festivals and events or attractions more commonly provide tourists with things to see and do on a trip taken to see friends and relatives or for general pleasure purposes.
- The physical realities of distance from major population centres, limited transportation corridors and climate restrict the size of potential markets for Northern Ontario.

¹ Research Resolutions & Consulting, Overview of Tourism Opportunities for Northern Ontario (RTO13), July 2014.

The *Northern Ontario Product Development Strategy*, also completed in 2014 examined not only current tourism products that were available, but also experiences that were under development and future product opportunities. It matched these experiences with priority markets to determine where Northern Ontario should focus its product development efforts in the coming years as follows:

PRIMARY FOCUS	SECONDARY FOCUS	TERTIARY FOCUS
Fishing	Motorcycle Touring	Boating/Great Lakes Cruising
Nature & Adventure	Hunting	ATV
Auto/RV Touring		Snowmobile
Gateways & Urban Communities		Indigenous

Recommendations in the report not only focused on the tourism experiences in Northern Ontario, but encouraged an administrative shift to focus more resources on product development and increasing the quality of available experiences.

As a result of recommendations in the *Product Development Strategy*, six Northern Ontario Product Development Committees were formed in 2015. These teams aid and advise Tourism Northern Ontario on the enhancement and development of their product area in Northern Ontario.

Boat Touring – the Current Context & Research Findings

Case Studies Ontario
& Across North America

Case Study Rideau Canal

The Rideau Canal is one of the greatest civil engineering works of the 19th century and is the oldest continuously operated canal in North America. The Rideau Canal and Waterway was designated a National Historic Site in 1926 and a Canadian Heritage River in 2000. In 2007, it was declared a World Heritage Site by the United Nations as it celebrated its 175th year of operation. It was recognized by UNESCO for its place in Canada's history and its amazing engineering feats, as well its beauty and importance to the area's development, both commercial and recreational. From Ottawa, Canada's capital city on the Ottawa River through the Saint Lawrence Kingston, Ontario onto Lake Ontario, the 202 km of the historic Rideau Waterway can be explored by boat, automobile, and

bicycle. The Rideau Waterway and its water-side towns constitute one of the most popular tourist and recreation areas in Ontario. The canal has 30+ launch ramps, 47 lock stations and more than 20 marinas along the route and over 1,091 km of shoreline.

Every year, tens of thousands of boats pass through its locks, and millions more visit its parks, beaches, and historical sites. The waterway, an engineering marvel and amazing achievement in 1826, is a series of rivers, lakes and wetlands connected by man-made canals and locks, which passes through the rock and forest of the Canadian Shield, farms, and small towns. The canal is maintained and operated by Parks Canada.

www.rideau-info.com/canal/index.html



Case Study North Channel Georgian Bay

The North Channel is the body of water along the north shore of Lake Huron and is bordered on the east by Georgian Bay and to the south mostly by Manitoulin Island. Manitoulin Island is really an extension of the Niagara Escarpment and it is here where limestone meets granite and provides for some very unusual geological formations. This is also true of the underwater world of the North Channel. The rock formations can rise so abruptly from the channel bottom that one can see depths change from 100 feet to waterline to over a distance of 10 yards.

The North Channel runs 113kms from Thessalon south to Killarney. At best, the Channel is 32 kms wide and at some points very narrow. There are 64 kms of beautiful cruising, with waters to the

east being a little more sheltered and easier to navigate, and the water to the west being more remote with some tricky locations to navigate. East or west, the anchorages are beautiful and plentiful. The area is popular with mid-June to mid-August as its peak season.

The towns are close enough at hand that provisioning is not a problem. Many of the towns or villages are charming and unique in character. Villages include Thessalon, Spanish, Gore Bay, West Bay, Little Current, Killarney, Drummond, Whitney Bay, De Tour Village, Bruce Mines, Hilton Beach and Richard's Landing. There are several boat charter companies with both sail and power fleets located in Gore Bay and Little Current.

www.thenorthchannel.ca



Photo: Little Current, Tiina Keranen, Destination Northern Ontario



Case Study Lake of the Woods / Kenora

Lake of the Woods is Ontario's second-largest inland lake, spanning 105 km from north to south, and 90 km from east to west with more than 14,000 islands and approximately 104,000 kilometers of shoreline, and has an average depth of 7.9 meters. It also reflects Canada's Precambrian Shield landscape with its dense forests, rocky, rugged landscape, and smooth, flowing rivers.

Boating is the top attraction for over 20,000 cottagers who are seasonal residents in the region. Over 93 per cent of cottagers participate in boating, and many launch their boats from Kenora and visit the city throughout the season to access services. Local marina operators estimate that there are approximately 8,000 to 10,000 powerboats and larger sailboats on the lake each summer in addition to hundreds of paddle boats and smaller vessels. About 1,000 boats are sold in the region each year, creating a large market for all types of boating-related services.

The City of Kenora is committed to the growth of a thriving boating sector, allocating over \$30 million over the past decade to create assets such as the Lake of the Woods Discovery Centre, a revitalized Harbourtown Centre and Whitecap Pavilion (a multi-purpose venue on the waterfront). A boating museum is planned. The local government is also an active partner for new investments, committing land and extending services to support business growth. The city's focus on being a premier boating destination has paid off with over \$61 million in private sector investment from 2005 to 2013, and significantly more planned for the future. A focused and aggressive marketing and branding strategy communicates to visitors that Kenora is North America's Premier Boating Destination, attracting a growing number of boaters to Kenora each year.

www.tourism.kenora.ca/adventures/boating



Photo: Grace Anne Il, Lake of the Woods, Destination Ontario

Current Provincial & National Context

- › About **43%** of adult Canadians (**12.4 million people**) participate in boating and **20%** (**6.0 million**) own a boat . Canada's core recreational boating industry, including manufacturers, stores, marinas, repair and maintenance shops, schools and boating clubs and various other related companies has direct revenues of about **\$4.9 billion** per year and directly employs about **45,000** people. The impact of the core recreational boating industry ripples out into the Canadian economy in many ways. Those revenues make a contribution to Canada's national economy (GDP) of about **\$5.6 billion** per year and are responsible for a total of approximately **75,000** jobs. Boaters in Canada spent **\$7.4 billion** while on boating trips. Canadians spend an average of **\$400 per trip**, while foreign visitors spend **\$2,750 per trip**.
- › In 2017, the Canadian recreational marine industry generated **\$2.3 billion**. The average cost of units sold was **\$50,000**, down **6.8%** from 2016. Large powerboats and sailboats generate about **40%** of total sales. Speedboats now account for **25%** of the Canadian market.
- › Total boat sales declined in 2017 by **2.5%**, but the number of units sold increased by **4.7%** to **39,000**. Outboard-powered boat sales increased by **4.3%**. Small aluminum fishing boat sales increased by **4.8%**, with an average selling price of **\$19,000**. These boats have **78.7%** of the outboard engine market. Aluminum pontoon boats continue to grow in popularity, increasing by **8.9%**. Personal watercraft sales increased by **12.8%**. Inboard wakeboard boat sales increased by **2.3%**, for a total of **\$255 million**, and now occupy **12.75%** of the entire boat market.
- › Engine sales in 2017 were **20%** higher compared to 2010 - **40,826** engines sold for a total of **\$321 million**. Engines being sold are also getting more powerful. The average power in 2010 was 46 horse power (hp), but by 2017, engines averaged 58 hp, with median power of 100 hp, and an average value of **\$7800**.

² National Marine Manufacturers Association Canada – The Economic Impact of Recreational Boating in Canada: 2016

Ontario | Current Provincial Context

- › About **40%** of Canada's recreation boating population is in Ontario.
- › **43%** of new boat sales and **46%** of used boat sales in Canada are in Ontario.
- › Marinas are most common in Ontario, with **almost half** of Canada's total contained in the province.
- › In terms of economic impact realized from recreational boating, Ontario businesses provide the greatest contribution with revenues of **\$4.0 billion** resulting in a GDP of **\$2.3 billion**.
- › Recreational boaters spend **\$2.35 billion** on goods and services in Ontario.

Regional Results Summary⁴

	REVENUES (\$000S)	GDP (\$000S)	EMPLOYMENT (FTE)	WAGES & SALARIES (\$000S)	TAXES & SUBSIDIES (\$000S)
Ontario	4,032,057	2,296,277	30,591	1,177,135	378,257
BC	2,217,984	1,252,279	16,944	669,020	182,516
Prairies	1,504,884	885,618	10,807	457,408	135,046
Quebec	1,821,512	915,295	12,960	475,452	135,642
National Total	10,015,510	\$5,598,201	75,434	\$2,906,627	\$868,353

What we know about recreational boaters in Canada :

- › Boaters are more likely to have access to a cottage, own other recreational vehicles, and travel, compared to non-boaters.
- › They are more likely to participate in fishing, camping, and swimming, compared to non-boaters.
- › They are more likely to seek physical challenge, solitude, and something different, compared to non-boaters.
- › They are more likely to read outdoor, science, and automobile magazines, compared to non-boaters.
- › They are more likely to be members of nature, sports, and community service clubs, compared to non-boaters.
- › They have a greater preference for undiscovered places, participate more in fitness programs, and have more energy, compared to non-boaters.
- › Boating trips tend to have more participants than non-boating trips, with an average of 2.8 people, compared to 2.2 for non-boating trips.
- › Boating trips tend to last longer than non-boating trips. For Canadians, the average is three nights for boating trips compared to 1 night for non-boating trips. For foreign visitors the durations are longer; the average is 16 nights for boating trips, compared to 10 nights for non-boating trips.

³ National Marine Manufacturers Association of Canada – Statistics

⁴ National Marine Manufacturers Association Canada – The Economic Impact of Recreational Boating in Canada: 2016

⁵ http://www.mtc.gov.on.ca/en/research/travel_activities/TAMS%202006%20Overview%20Canadian%20Report.pdf

The Case for Boat Touring in Northern Ontario

- The Northern Ontario Product Development Strategy lists boat touring as a product area for focus; however, the level of focus is identified as tertiary, indicating this product needs less investment due to the phase of product development or because the market potential is more narrow for Northern Ontario, than those in the primary focus areas. However, with the existence of several highly successful boat touring products/ programs in Northern Ontario, the sustained growth of the boating industry and interest in northern boating product it is timely that this sector is given the focus it deserves.
- The boating touring product is in direct alignment with DNO's 2017-2020 marketing strategy that includes touring as a priority area for marketing resources.
- The provincial marketing focus on avid consumers and travellers as connected with 'powersports' has led to substantial media and marketing attention in the promotion of boat touring tourism in Ontario.
- Northern Ontario has established successful boat touring product development initiatives that showcase the rugged beauty and endless waterway opportunities ranging from big lake experiences to extensive river systems.




Photo: Gore Bay, Tiina Keranen, Destination Northern Ontario

Boat Touring Work Plan for Northern Ontario

The following work plan has been developed from the input received from the Northern Ontario Boat Touring Product Committee. There are several steps required to further develop boating tourism in Northern Ontario.

Seven Steps to Develop Boat Touring in Northern Ontario:

01

02

03

04

05

06

07

STEP 1: Conduct Research

Although there are annual statistics available on recreation boating in Canada, it is important that more detailed market research on recreational boating activity in Northern Ontario is conducted. This will provide a better sense of the Northern Ontario context and scope of future product development and marketing efforts.

- The research needs to determine:
- The potential market size in terms of the number of visitors and potential spend for each type of boating experiences, e.g. breakdown of rental consumers (i.e., beginner to experienced, small vs Great Lakes boaters, etc.).
- The products available to match with the market and each product's current state of readiness or quality.
- The competitive factors to ensure that Northern Ontario can competitively entice visitors to partake in the experiences.



STEP 2: Best-in-Class Criteria

From the research and industry knowledge of the product team, a set of best-in-class criteria should be developed for Northern Ontario marina and boat rental operators who play critical roles in the boating tourism experience. From this best-in-class criteria, a self-assessment tool will be created and utilized as part of the Tourism Excellence North (TEN) training program.



STEP 3: Asset Inventory & Market-Readiness Assessment

It is recommended that the next step in the work plan for boat touring tourism in Northern Ontario is to complete an inventory of all the existing boating assets in Northern Ontario. This inventory will create an understanding of the product that exists in the region and allow for a more coordinated effort for regional development. Inventory should include:

- A review of Boating Ontario marina facilities listed for Northern Ontario
- Boat rentals in Northern Ontario
- Ramps /public access to waterways
- Boat retailers
- Boating training
- Boating events

Once the inventory has been completed, a market-readiness assessment of key Northern Ontario boat touring assets and opportunities will allow Destination Northern Ontario and the Northern Ontario Boat Touring Product Development Committee to choose best bet assets to focus efforts on.



STEP 4: Address Future Training Opportunities

To make the Northern Ontario boat touring experience exceptional, tourism assets that support the focus being pursued should be quality, market-ready establishments. Encouraging operators such as northern marina and rental operators, to partake in, in partnership with Boating Ontario and existing training programs (e.g. Clean Marine Program) that have been developed, the Tourism Excellence North self-assessments tools, Fast Track to Success and/or group learning training solutions will help to ensure operators are focused on the quality of their establishment and providing the best possible experience to travellers.



STEP 5: Identify Product Development Opportunities

Implementing product enhancements to make the assets fully market-ready takes time and money. Starting with the best bet operators, gaps in market-readiness should be addressed. Often during this stage partners are eager to jump into marketing. Ensuring the changes are implemented before marketing will ensure market-readiness.



STEP 6: Leverage Partnerships and Advocate for Investment Opportunities

It is essential that in order to improve and grow boat touring in Northern Ontario, Destination Northern Ontario continues to work with and support established boat touring tourism partners: Boating Ontario, North Channel Marine Tourism Council, North of Superior Marina Marketing Association and the City of Kenora.

In line with the development of key boat touring experiences in Northern Ontario, ongoing advocacy is needed in the following areas:

- To ensure the development and upkeep of infrastructure that supports boat touring experiences (i.e. availability of waterfront leases, access points, docks, marinas, back country camping/day use areas);
- To demonstrate the need for capital resources and reduce the 'red tape' to support upkeep of and development of supporting facilities, as well as expansion, upkeep and growth of small businesses;
- To shift requirements for capital funding from creating jobs to increasing visitation, increasing the quality of establishments and/or attracting new audiences.
- To promote careers in boating by showcasing the labour shortage and career availability and opportunities and assist in staff training to ensure the best in class experience for boating in Northern Ontario.
- To advocate for the protection and monitoring of the changes in water levels and its effects on boating.



STEP 7: Marketing and Communications

Once product development has been completed, the experiences can be marketed. Collateral such as photography and video may be needed. A boat touring marketing plan should outline tactics to be used to push the appropriate focused experiences to consumers. Care should be given to ensure that the tactics align with and leverage the provincial power sports tourism marketing efforts.

The Northern Portal (northernontario.travel) showcases boating as a product, and features many stories on key boating areas in Northern Ontario. This website will continue to play a large supportive role with future marketing efforts.



Photo: Little Current, Tiina Keranen, Destination Northern Ontario



SWOTT Analysis

In 2019 a boat touring focus group session was held with nine participants in attendance. Their input regarding questions posed about trends and opportunities were as follows:

What is the biggest shift you are seeing in boat touring?

- Ramps – access to the water is key (gather comprehensive list of ramps for Northern Ontario). More than just for the general public.
- Industry is talking about different ways to boat. Freedom and carefree boat clubs popular in south (e.g. Loopers - buying shares in boat).
- Looper Club, US-based. Community (Queens Cove Marina in Victoria Harbour - Robin). Loopers go about 50 miles a day. Engaging from dollars and cents tourism perspective (American market). Plan their routes, active socially (club). Affluent market. Mature audience. Trips are longer in length (up to several weeks). Start from warm areas in winter and work to Great Lakes in the summer months
- Personal Watercraft Rentals – a couple or family can rent a boat (boat rental article on Northern Portal is the most read article on the portal).
- Fear for those new in the industry on where to start (dock, boat, etc.).
- Pontoon boats are popular, as well as boards and tubes.
- Huge demand from younger families.
- Increase in boat size (Great Lakes). Less boaters but bigger boats. Dockage issues.
- Marinas went from many 25-35 foot docks to now 60 foot docks.
- Training and education – boatersskills.ca (Southern Ontario based). Needed in the industry.
- Electronic courses are accessible, not going through formal training. Download apps with maps and not getting in-person training.
- Pleasure Craft Operator Card required for Ontario boaters. Tests are done online.
- Personal water craft along with pontoon boat sales are higher. Growth in fibre glass outboard, fibre glass stern drive. Tow boats and ski boats are growing slowly. Sail boats are still soft. PWC 19.5%. Pontoon boats are the fastest growing boat sales, technology has increased in the last five years. Pontoon prices going up.
- Tariffs have greatly affected boat costs. 35-40% decrease in boat sales for 2019.
- Sail sector is in downturn. Might not be appealing to the next generation of buyers.
- Sailboats - buying used, people with the time. Not a high spending market.
- Rental market – rent for days, comes with rooms and accommodations (at camps). All-inclusive packaging with fishing.
- Care Free and Freedom Boat Clubs out of the US. Popular in the States. A couple of these clubs in Southern Ontario.
- WiFi standard, grocery stores, liquor stores and restaurants within walking distance. Municipalities looking at waterfronts need to embrace the boating communities with amenities. Access to repairs.
- Thunder Bay is short on slips.
- Need a marina in Marathon.
- Killarney has put in new docks. Has become a destination for Southern Ontario. Beautiful facility, nothing like it in the North.
- Big shift from transient to seasonal on the North Channel. Large demand for trailer boat docking.
- Bigger boats require more services.
- Welcoming transient boats into transient big boat marinas.
- Boat shows still important; Toronto and Minnesota shows important.

What is one new product or experience that Northern Ontario can deliver to attract boaters?

- › Rental product access and availability (bring weekenders up). Range of boat types (fishing, sailboat, etc.).
- › Program on North Channel, floating anchor (buoy), you signed it and shared on social media, pass along to someone else. Fun free thing for boaters to do.
- › Awareness of what is on this end of the lake. The Lake Superior Circle Tour Passport program.
- › Keep boating fun for users – passport programs, social media engagement.
- › Inventory for people to get information on boating in Northern Ontario.
- › Northern Portal plays large role in getting the word out there and sharing the inventory (including tourist camps).
- › Sharing Northern Ontario programs such as Lake Superior Passport program on Boating Ontario's website.
- › Poker Runs bring awareness and excitement to boating and the infrastructure.
- › Fishing tournaments, events that engage boaters that are affordable are important.
- › Events at the waterfront, music festivals bring in boaters.
- › Auto/RV touring visitors looking for on the water experiences.
- › Demand on the North shore of Lake Superior for paddle boats (kayaks, canoes, paddle boards).
- › Investigate the opportunity of hosting a Looper conference in Northern Ontario.



Photo: Gore Bay, Tiina Keranen, Destination Northern Ontario

Strengths

- Area is large attraction.
- Diversified waterways. Big water, river, 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.
- Lake of the Woods is well-established and known within the global boating community.

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.

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.

Threats

- Tariffs on new recreational boats.
- TSSA standards for gasoline infrastructure.
- Marinas need help to install/update facilities, do not make money on gas to recoup costs.
- Aging population of boaters.
- The negative effects of the reciprocal and US tariffs on aluminum and steel.

Boat Touring Product Development Committee

For all of its product development priorities, DNO created advisory groups or product development teams. For the boat touring team, the terms of reference are as follows:

The Destination Northern Ontario Boat Touring Product Team will provide assistance and advice to Tourism Northern Ontario's staff as they develop annual business plans and implement initiatives for boat tourism. Destination Northern Ontario recognizes the developments currently happening in boat touring and intend to provide appropriate support to ensure the continued development and enhancement of boat touring across all three sub-regions.

Purpose of the Boat Touring Product Team

The purpose of the Boat Touring Product Team is to provide advice to DNO through a process of discussion and analysis of the available research and ongoing development in boat touring across Northern Ontario. DNO will capitalize on members' knowledge of boat touring as a tourism product in Northern Ontario and utilize the feedback and advice to action this product niche. The team will focus on how to:

- Monitor the development of boat touring tourism with the perspective that community stakeholders and operators are needed for boat touring tourism.
- Use the current developments in boat tourism as models to recommend future undertakings that complement existing products.

Role

- The team members will share their collective wisdom on how to best approach boat touring tourism in the context outlined in the purpose above.
- They will also encourage activities that support boat touring as a tourism product that is complimentary and coordinates well with other product niches in a sustainable way.
- Input will flow from the working group to the DNO staff in the form of information, feedback, and recommendations which will be used to map the implementation of initiatives.
- Additionally, the Boat Touring Tourism Product Team will be instrumental in advising the DNO staff on the best avenues for focused community engagement and communication of critical information.
- Final decision-making authority rests with the DNO Board of Directors.

Skills & Attributes

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

- An above average understanding of the tourism landscape of Northern Ontario.
- A very good understanding the boating that will make excellent experiential offerings to the boating tourism niche.
- Good knowledge of federal, provincial and municipal policies and regulations that impact boat tourism development.
- Track record of being involved in innovative and sustainable tourism product development.

Boat Touring Product Development Committee Members:

NAME	ORGANIZATION
Mary Bray	Spanish Municipal Marina
Brad Buck	Buck's Marina
Rick Layzell	Boating Ontario
Claude Aumont	Destination Ontario
Dan Bevilacqua	Superior Country
Rob LaRue	Algoma Kinniwabi Travel Association
Bernadette Lindsay	Northeastern Ontario Tourism
Stan Ferguson	North Channel Tourism Council
George Stivrins	Georgian Bay Cruise Company



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