



NORTH ALGOMA RESOURCE-BASED REMOTE TOURISM OPERATORS STUDY

Final Report

Prepared for:



May 2016



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May 3, 2016

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Via email: david.maclachlan@tourismnorthernontario.com

RE: NORTH ALGOMA RESOURCE-BASED REMOTE TOURISM OPERATORS STUDY – Final Report

Dear Mr. MacLachlan:

In accordance with the terms of our engagement, CBRE Tourism & Leisure Group is pleased to submit the attached Final Report in conjunction with the North Algoma Resource-Based Remote Tourism Operators Study.

Resource-based tourism operators, including both accommodations and air services, are a key element of Northern Ontario's economy, and more specifically, the economy of North Algoma. These are operations that depend on their remoteness to provide a unique tourist experience that drives a significant amount of revenue from outside the region (predominantly the U.S.), and have a substantial economic impact on their surrounding communities. Within Wawa District, tourism operations are challenged to demonstrate their value against other major industries, such as forestry and mining. This study was commissioned to help define the economic impacts of these operations, as input for the CLUAH Project, and to provide clear indication of the importance of tourism to Northwest Algoma.



The subject study has quantified the importance of resource-based remote tourism operators in MNRF's Wawa District from an operational and capital spending perspective. The 16 North Algoma resource-based tourism operators participating in this study represent 86% of the bed inventory provided by NW Algoma remote tourism operations, and 72% of the total Algoma District's inventory. Approximately 2-in-every-3 of the current owners that participated in the subject study has been operating their respective properties for 20 to 70 years, while 1-in-3 has been in operation from 7 to 17 years. The length of ownership speaks to the sustainability of remote tourism as an economic driver for North Algoma.

In 2015, these 16 resource-based tourism operators **generated \$8.4 million in revenues over a 140 day operating season**, which translates into province-wide GDP generation of \$7 million in direct, and indirect impacts, with 97% (**\$6.7 million**) **retained in Algoma District**. On a direct and indirect basis, these operations **support 164 jobs in Ontario (140 jobs in Algoma District)**, through generating salaries and wages of \$3.8 million across the province. Furthermore, North Algoma's resource-based remote tourist lodges, outposts and air charter services benefit all levels of government, with 99% of Ontario's total **direct taxes (\$1.5 million)** benefiting Algoma District.

The value of incremental visitor spending on communities within Algoma District is more difficult to quantify. As identified by the respondents, about **90% of visitors stay overnight in White River or Wawa on the way to and from the host lodge or outpost**. At 6,887 guests staying at participating lodges and outposts in 2015, this equates to about 6,200 visitors spending money on accommodations, food and other supplies in surrounding communities. Assuming guests spend an additional night in White River or Wawa before flying into the remote lodge at an average spend of \$100 per person, this equates to an estimated **\$625,000 in additional spending by remote lodge guests at the local community level**.

Furthermore, Algoma Region benefits from the capital expenditure invested by remote tourist operators, as well as regular repairs and maintenance. An estimated 83% of major equipment, minor replacement parts, food products (fresh, frozen and sundry items), lumber and fuel are purchased from within Algoma District. Northwest Algoma is also a significant source of staffing for Algoma District and other parts of the Province. Approximately **86% of the lodge staff resides in Algoma District**, with a further 5% of the employees living in other parts of Northern Ontario, and 8% deriving from Southern Ontario. Lodges, outposts and air services in North Algoma help to support the employees who spend their salaries in their home communities. They also support graduates from dedicated educational programs, such as the Fish and Wildlife Program at Sir Sanford Fleming College, as well as local indigenous groups.



Previous research completed in 2005¹ on the value of remoteness to northern Ontario's fly-in resource-based tourism lodges, together with the subject study should be used as tools to design protection measures for resource-based tourist operators in Ontario's forest management planning process.

Yours very truly,

A handwritten signature in blue ink, appearing to read 'Fran Hohol'.

Fran Hohol
Senior Director
CBRE Limited
Tourism & Leisure Group

¹ L. Hunt, P. Boxall, J. Englin, W. Haider, Forest Harvesting, Resource-Based Tourism, and Remoteness, An Analysis of Northern Ontario's Sport Fishing Tourism, Canadian Journal Forest Research, Vol. 25, NRC Canada, 2005, pg. 401-409

TABLE OF CONTENTS

1.0	INTRODUCTION	1
1.1	Study Background	1
1.2	Study Scope and Work Program	2
2.0	OPERATOR AND FACILITY PROFILES	4
2.1	Introduction	4
2.2	Property Location and Age	4
2.3	Transportation for Guests	5
2.4	Size of Operations	5
2.5	Accommodation Profile	6
2.6	Lodge / Outpost Facilities and Guest Rentals	6
2.7	Food & Beverage	7
2.8	Summary	8
3.0	MARKET PERFORMANCE RESULTS	9
3.1	Operating Profile	9
3.2	Guest Segmentation	9

3.3	Summary.....	11
4.0	OPERATIONAL PERFORMANCE RESULTS	12
4.1	Remote-Based Tourism Lodge Operations - 2015	12
4.2	Growth in Lodge/Outpost Revenues Over 2014 Results.....	13
4.3	Air Charter Services – 2015.....	13
4.4	Summary.....	15
5.0	ANNUAL CAPITAL REINVESTMENT	16
5.1	Introduction.....	16
5.2	Total Capital Reinvestment	16
5.3	Capital Reinvestment to Enhance Visitor Experience	16
5.4	Historic Capital Upgrades	17
5.5	Summary.....	18
6.0	ECONOMIC VALUE OF REMOTE TOURISM OPERATIONS IN NORTH ALGOMA	19
6.1	Introduction.....	19
6.2	Estimating Economic Impacts.....	19
6.3	Economic Impact of North Algoma Resource-Based Remote Tourist Lodges, Outposts and Air Charter Operations, 2015	21
6.4	Economic Impact of Capital Upgrades and Reinvestment in Existing Remote Tourism Assets	22
6.4	Total Economic Impacts of North Algoma’s Resource-Based Remote Tourist Lodges, Outposts and Air Charter Services, 2015	23

7.0	FACTORS IN THE ONGOING SUCCESS OF RESOURCE-BASED REMOTE TOURISM OPERATORS	24
7.1	Introduction	25
7.2	Longevity & Quality	25
7.3	Remote Experience.....	25
7.4	Driver of U.S. Visitation	26
7.5	Economic Spinoff for Surrounding Communities	27
7.6	Summary of North Algoma Resource-Based Remote Tourism Operators Study Selling Feature.....	28
8.0	CHALLENGES AND POTENTIAL SOLUTIONS FOR NORTH ALGOMA TOURISM OPERATORS.....	30
9.0	NEXT STEPS.....	35

APPENDIX A: OPERATOR SURVEY TEMPLATE

APPENDIX B: MAP OF NORTH ALGOMA REMOTE TOURISM LODGES, AIR SERVICES, AND OUTPOSTS

1.0 INTRODUCTION

1.1 Study Background

Tourism Northern Ontario (TNO) is a not-for-profit organization that works to build a competitive and sustainable tourism industry in Northern Ontario (which includes sub-regions 13a, 13b and 13c). TNO has a core mandate with the Ontario Ministry of Tourism, Culture and Sport (MTCS) to undertake destination development initiatives in priority pillar areas. In accordance with recommendations from **TNO's Strategic Implementation Plan**, TNO is committed to building long-term relationships with industry partners and leveraging funding to support tourism operations across the Region.

One such group of industry partners are the remote lodges and air services that operate in the northwest quadrant of Algoma Region, within the Ministry of Natural Resources and Forestry (MNRF) Wawa District administrative boundary. MNRF is currently undertaking a Crown Land Use Atlas Harmonization (CLUAH) Project, and has assembled a CLUAH Project Team to “plan for the quality, diversity and reduction in potential conflict in recreational and industrial opportunities and to enhance and preserve biodiversity in the MNRF Wawa District.”²

The MNRF Wawa District, with participation and input from the public and a broad range of stakeholders, is reviewing existing land

use direction for unregulated provincial Crown lands and waters to help reduce access conflicts in other district planning processes. Wawa District consists of an area of approximately 4.7 million hectares, including the communities of: Wawa, White River, Manitouwadge, Dubreuilville, Hornepayne, Pic Moberg First Nation, Michipicoten First Nation, Missanabie Cree First Nation, Hornepayne Aboriginal community, Ojibways of the Pic River First Nation, Marathon, Hawk Junction, Caramat, Hillspport, Lochalsh, Oba and Goudreau.

Primary resource-based industries operating within Wawa District in North Algoma include: forestry, mining, tourism, and hydro-electric power generation.

Resource-based tourism operators, including both accommodations and air services, are a key element of Northern Ontario's economy, and more specifically, the economy of North Algoma. These are operations that depend on their remoteness to provide a unique tourist experience that drives a significant amount of revenue from outside the region (predominantly the U.S.), and have a substantial economic impact on their surrounding communities. Within Wawa District, tourism operations are challenged to demonstrate their value against other major industries, such as forestry and mining.

With TNO's Research, Product Development and Workforce Development / Industry Training goals in mind, TNO in association with Algoma Kinniwabi Travel Association (Algoma Country) and 16 remote operators in MNRF Wawa District, retained the services of CBRE Tourism & Leisure Group in January 2016 to develop a remote tourism study for operators located in the north-west quadrant of Algoma. This study will help define the economic impacts of these operations, as input for the CLUAH Project, and to provide clear indication of the importance of tourism to the area.

² *Environmental Registry, Policy Proposal Notice: Land Use Planning for All Provincial Unregulated Crown Lands and Waters in Wawa District (Dec 4, 2014).*

The objectives of this study have been to:

1. Look at the overall impact of remote-based tourism and estimate the total annual impact of these lodges/air services;
2. Document factors that contribute to a healthy remote-based tourism industry, including an assessment of needs and constraints specific to this region;
3. Document the challenges and potential challenges for these operators, and recommend solutions to these challenges;
4. Determine why this product is successful;
5. Identify specific recommendations in terms of product development that could be undertaken to maintain to increase visitation and yield; and
6. Address the issue of "loss of product" over time due to access and policies with the Ontario Ministry of Natural Resources and Forestry.

The results of this analysis are also being used as input into the 2016 Fixed Roof Accommodation Operator Survey for Algoma Country.

1.2 Study Scope and Work Program

In meeting the current study objectives, CBRE has undertaken the following tasks:

- Held a conference call with the Working Group to confirm the study objectives and contact details for each of the participating remote operators;
- Drafted a telephone survey template for the Working Group's approval (see Appendix A for Final Survey);
- Conducted telephone interviews with the following 16 remote-based tourism operators over the period of February 8 to April 2, 2016:

Type	Name of Operation	Contact
Fishing Lodge	Pine Portage Lodge	Betty McGie
Air Service	Watson's Skyways	Betty McGie
Fishing Lodge	Lodge 88	Terry Politz
Air Service & Fishing Outposts	White River Air Service 25	Dan MacLachlan
Fishing Lodge	Errington's Wilderness Island	Al Errington
Fishing Lodge	Buck Lake Wilderness Lodge 4	Shannon and John Richardson
Fishing Lodge	Watson's Windy Point Lodge	Richard & Robert Watson
Fishing Lodge	Agich's Kaby Kabins	Donna & Stewart Agich
Fishing Lodge	Watson's Kaby Lodge	Michel & Tom Watson
Fishing Lodge	PK Resorts: Granite Hill-Buck-Bingwood	Paul Smart
Fishing Outposts	Outpost Camps (Air Dale) 18	Jen & Martin Wearn
Fishing Lodge	Expeditions North Nagagami Lake Lodge Fly-In Fishing - Lake Nagagami, Ontario	David Zuhl
Fishing Lodge	Mar Mac Lodge	Ken Johnston
Fishing Lodge	Loch Island Lodge/Camp Lochalsh 5	Andy & Amy Wilson
Fishing Lodge	Garson's Fly-In Outposts Ltd.	Andrea Garson
Fishing Lodge	Timberwolf Lodge	Gary Wallace

- Prepared an analysis of the survey data, identifying operator and facility profiles, market performance results, operating performance results and annual capital reinvestment costs for the 16 participating operations in 2015³;
- Estimated the economic impacts of resource-based remote tourism operators in North Algoma in 2015, based on the operating performance and annual capital reinvestment data provided;
- Identified key factors in the ongoing success of resource-based remote tourism operations in North Algoma;
- Documented existing challenges for operators, and summarized potential solutions to ensure ongoing support for remote tourism operations; and
- Compiled all findings into the subject Final Report.

³ NOTE: this data has not been weighted to the entire inventory of fishing lodges, charter airlines and remote outposts in the North Algoma region overall

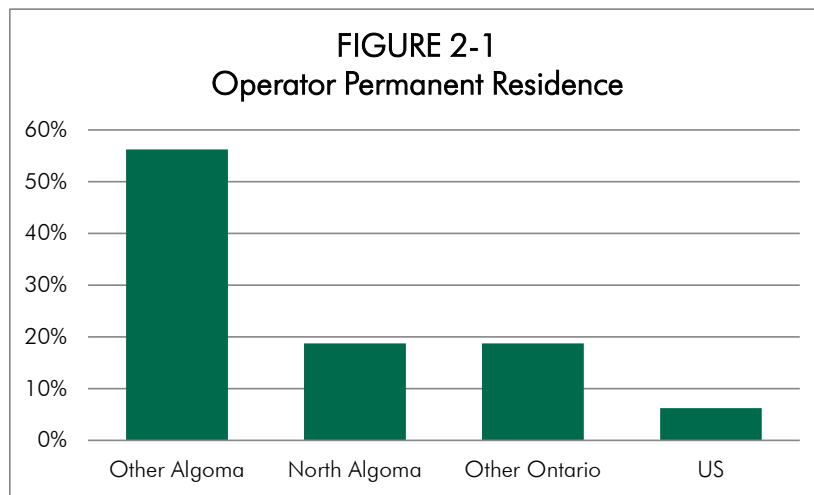
2.0 OPERATOR AND FACILITY PROFILES

2.1 Introduction

The 16 participants in the North Algoma Remote-Based Remote Tourism Operator survey consisted of: 13 Fishing Lodges, 2 Fishing Outposts and 1 Air Service without accommodations. The following section provides a profile of the operators themselves and the facilities that they manage.

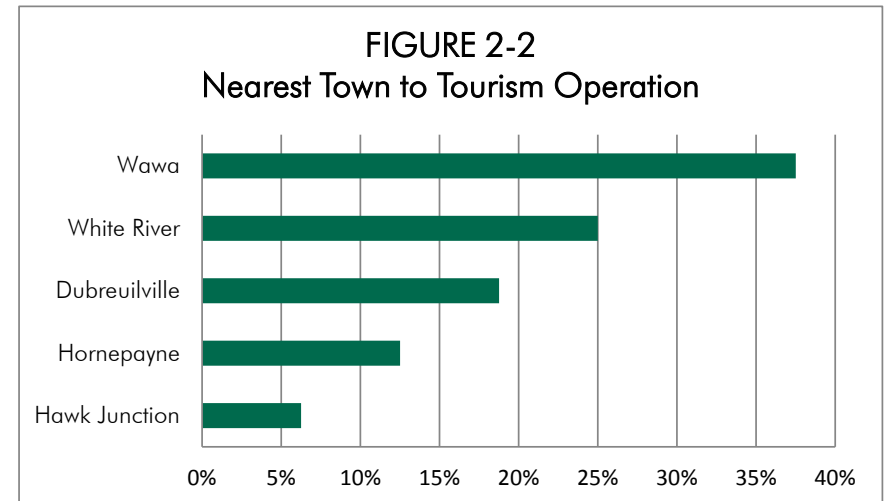
2.2 Property Location and Age

Over half (56%) of the proprietors permanently reside in other parts of Algoma (i.e., Sault Ste. Marie, Wawa, Batchawana Bay), while 19% live within North Algoma, 19% in other parts of Ontario, and 6% in the U.S.



The 16 operations themselves are distributed on lakes throughout Wawa District in North Algoma. As part of the western portion of MNR's Northeast Region, Wawa District is approximately 300 km wide by 400 km long at its farthest points (not including the waters of Lake Superior). A map of the location of all lodges, including their individual outposts, and air service bases, has been included in Appendix B.

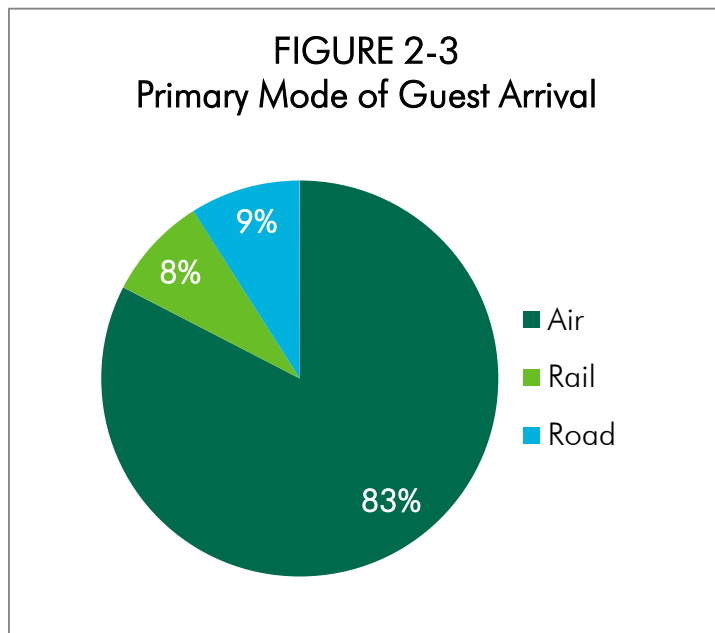
For 2-in-5 operations, Wawa is the nearest town, followed by White River (25%), Dubreuilville (19%) Hornepayne (13%) and Hawk Junction (6%).



The sample of North Algoma lodges and air services have been in business dating back to 1946 and up to 1986. Approximately 2-in-every-3 of the current owners that participated in the subject study has been operating their respective properties for 20 to 70 years, while 1-in-3 has been in operation from 7 to 17 years. The length of ownership speaks to the sustainability of remote tourism as an economic driver for North Algoma.

2.3 Transportation for Guests

Given their remoteness, the majority of guests (83%) flies directly into the lodge or outpost, or arrives by rail (8%), with only 9% of guests able to access the lodge by road. For several locations, travelers have the option of flying to the lodge and taking the train



out, while a very few operations are accessible by road.

Three major air services: White River Air, Watson’s Skyways and Hawk Air provide the majority of transportation needs for North Algoma remote tourism operators, while some operators charter flights through Hornepayne Seaplane Base. Guests who travel by rail board at White River, Sudbury, Chapleau or Missinabie, and are typically picked up by the lodge operator by boat.

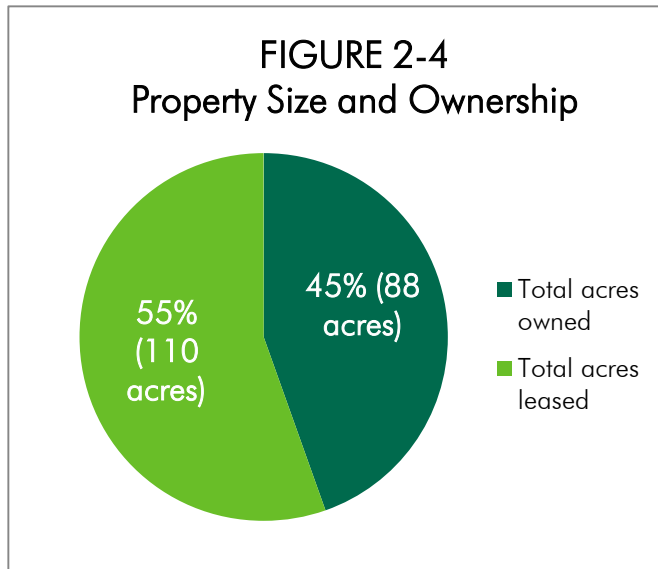
Many operators incur transportation costs before their guests arrive. These costs include fuel for transporting guests by boat, if required, and arranging for and/or purchasing air and rail tickets on behalf of their guests in advance.

2.4 Size of Operations

The 16 participating air services and lodges in the subject study occupy **253 acres of land**, for an average of **16 acres per property**.

Property sizes ranged from 2.5 to 40 acres per operation.

As shown in Figure 2-4, 55% of remote tourism operations are on leased land (110 acres), while 45% of acreage is owned outright (88 acres). Many tourism operators occupy a combination of both owned and leased land.



For those respondents who had detailed information, available Crown Lands accessible by guests to the respective properties in North Algoma totaled an estimated **140,000 acres**.

2.5 Accommodation Profile

The 15 remote lodge and outpost based properties surveyed offer cabin / cottage style accommodation, at either one main site or at remote outpost locations, with four properties featuring a main lodge with 2 to 8 suites.

Six of the properties feature outposts, totaling **55 outposts** overall, at an average of 3 outposts per operation in both 2014 and 2015. The maximum number of outposts per property was 25.

Table 2-1 shows the total number of beds and units available for the 15 lodges & outpost operators in 2015. As shown, a total of 973 beds were available at the 15 properties, averaging 65 beds per property, and ranging from 16 to 167 beds each. At 168 cabins and 24 guest rooms, the 15 properties yielded 192 available units, at an average of 5.1 beds per rental unit.

TABLE 2-1
North Algoma Remote Operator Accommodation Profile - 2015

	Total	Average
Beds Available	973	65
Unit Types		
Cottages / Cabins	168	11
Guest rooms in Lodge	24	2
Total Units	192	13
<i>Beds per Unit</i>	<i>5.07</i>	

Cabins and cottages made up 88% of all accommodation units in 2015, with respondents indicating a maximum of 28 cabins per property.

2.6 Lodge / Outpost Facilities and Guest Rentals

Excluding the air services, **80% of operators have dining rooms** on their main property, and **two-thirds have a retail operation** or store, predominantly selling bait, tackle, clothing, souvenirs, and sundry items. Remote outposts tend to be relatively sparse, with guests encouraged to bring their own food and bait.

Guest recreation rental equipment at remote tourism operations in North Algoma consist of both motorized and non-motorized boats. All fishing packages include access to at least one motorized boat

per group. At 494 motorized boats and 973 beds overall, this equates to **one motorized boat for every 2 beds**. An additional 99 non-motorized boats are available for guest use as part of guest packages, for a total of **593 guest recreation rental boats**, and an average of **37 boats per property**.

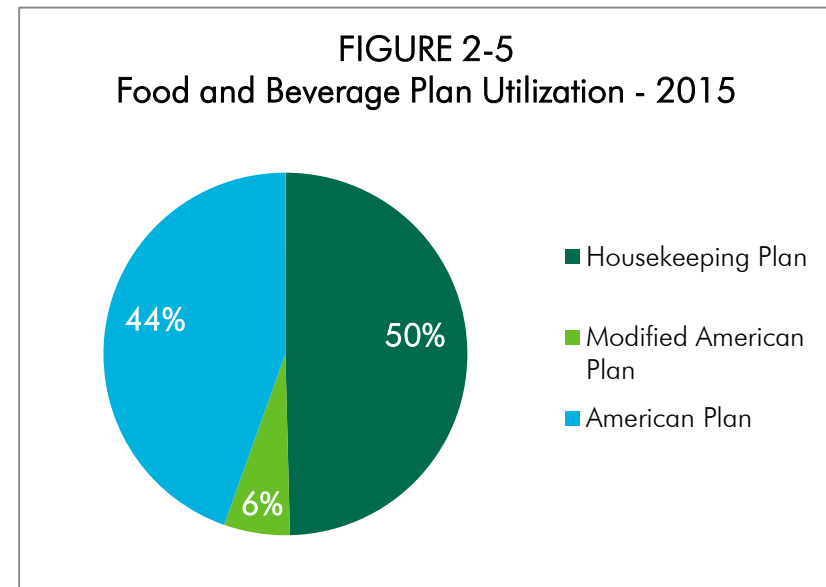
TABLE 2-2 North Algoma Remote Operator Property Equipment Profile		
Guest Recreation Rentals	Total	Average
Boats - motorized	494	33
Boats - other	99	6
Sub-total - Guest Equipment	593	37
Property Operation Equipment	Total	Average
Planes	9	1
Boats	31	2
Service Vehicles	17	1
ATVs / Snowmobiles	23	1
Golf Carts	10	1
Sub-Total - Operating Equipment	90	6
TOTAL - EQUIPMENT	683	43

The table above also shows that 90 recreational and service vehicles were also owned by the 16 survey respondents in 2015. This includes: planes, boats, vehicles (i.e. trucks), ATVs, snowmobiles and golf carts.

2.7 Food & Beverage

As mentioned, 80% of lodge and outpost operators have dining rooms on their main property. **Two-thirds of the lodge and outpost operators offer an American Plan** option, with three meals a day, and four of those ten operators also offer a Modified American Plan, with select meal options. All properties give guests the option of cooking their own meals (Housekeeping Plan).

When asked about the breakdown of guest utilization, accommodation operators indicated that 50% of guests take the Housekeeping plan, while 44% choose the American Plan option, as shown in Figure 2-5.



2.8 Summary

The 16 remote tourism operators located in the northwest quadrant of Algoma occupy 253 acres of land with access to 140,000 acres. These remote tourism operators comprise 15 lodges and 55 outposts, providing 973 beds and 593 recreational boats for guests to explore the many lakes in the region. Due to their remoteness, approximately 91% of guests must fly in to these lodges and outposts or access them by rail.

3.0 MARKET PERFORMANCE RESULTS

The following section provides an overview of the accommodation supply and demand performance for the 15 remote lodge and outpost operators that participated in the subject study.

3.1 Operating Profile

On average, remote tourism operators were open a total of **140 operating days** in 2015, as compared to 138 days in 2014.

For the 2015 operating season, the 15 lodge operators hosted a total of **6,887 guests**, for an average of **459 guests per property**. Of these guests, 83% arrived by air (5,689), 8% by rail (579) and 9% by road (619) (see Figure 2-3). Partly due to a favourable Canadian exchange rate for international visitors, the guest count to remote tourism lodges increased in 2015 by 8.3% over the 2014 operating season (6,359 guests).

Most properties offer a range of guest packages, typically running from 3 to 7 day stays. In 2015, guests at North Algoma lodges and outposts stayed an average of **5.6 nights**, up from an average of 5.5 nights in 2014.

The total number of beds at respondent properties declined from 981 in 2014 to 973 in 2015, as one property decommissioned 8 beds last year. Based on a fishing season of 128 days, and a 2 week hunting season with an allocation of 100 moose tags, the 15 lodge operators had a total of 130,900 available bed nights. In 2015, with 8 beds decommissioned balanced by a longer operating season (to 140 days), supply grew by 1% to reach **132,200 available bed nights** over the season.

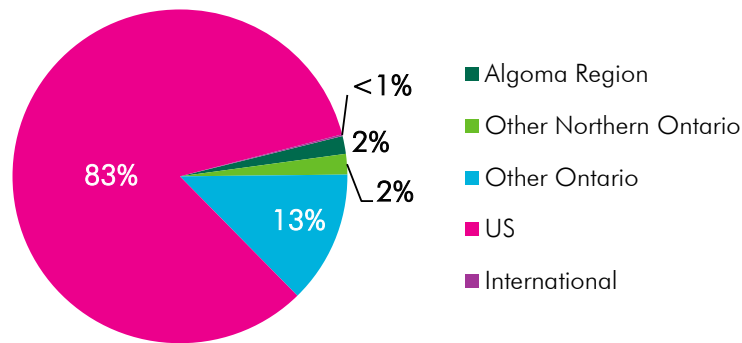
	2014	2015
Operating Days - Fishing Season	128	130
Operating Days - Hunting Season	9	9
Total Operating Days	138	140
Total Guests	6,359	6,887
Average Length of Stay (nights)	5.5	5.6
Total Beds	981	973
Estimated Moose Tags	100	100
Total Available Bed Nights	130,900	132,200
Total Bed Nights Sold	34,400	36,900
Seasonal Occupancy	26%	28%

Over the same 2014 to 2015 period, bed nights sold (demand) increased by 7.3%. With guests staying an average of 5.6 nights in North Algoma lodges and outposts, this equates to 36,900 bed nights sold, or a seasonal **occupancy of 28%**. In comparison to 2014, occupancy levels have increased by 2 percentage points.

3.2 Guest Segmentation

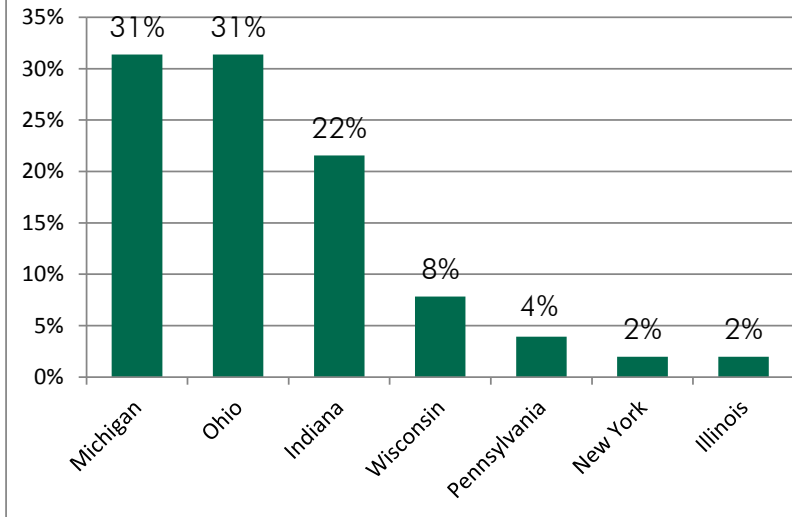
Overnight demand for lodges & outposts was further segmented by geographic origin by the respondents. As shown in Figure 3-1, 83% or 5,737 guests derived from the United States in 2015. Guests from within Algoma Region made up 2% of all guests (120), while a further 2% came from other parts of Northern Ontario (137), and 13% derived from other parts of Ontario (882 people). Less than 1% of all guests derived from International locations.

FIGURE 3-1
Guest Geographic Segmentation - 2015



For guests coming from the United States, respondents were asked to identify the Top 3 States of origin. Michigan and Ohio were identified as the Top 2 States by all respondents, representing 62% combined, followed by Indiana at 22%.

FIGURE 3-2
Top US States - Guest Origin



Respondents were further asked to identify the top 3 markets for visitor origin within Canada. All respondents identified markets within Ontario, with the GTA being the most prevalent at 32% of all responses. Southern Ontario (i.e. London, Guelph and Windsor) comprised a further 22%, followed by Sault Ste. Marie at 16% of guests.

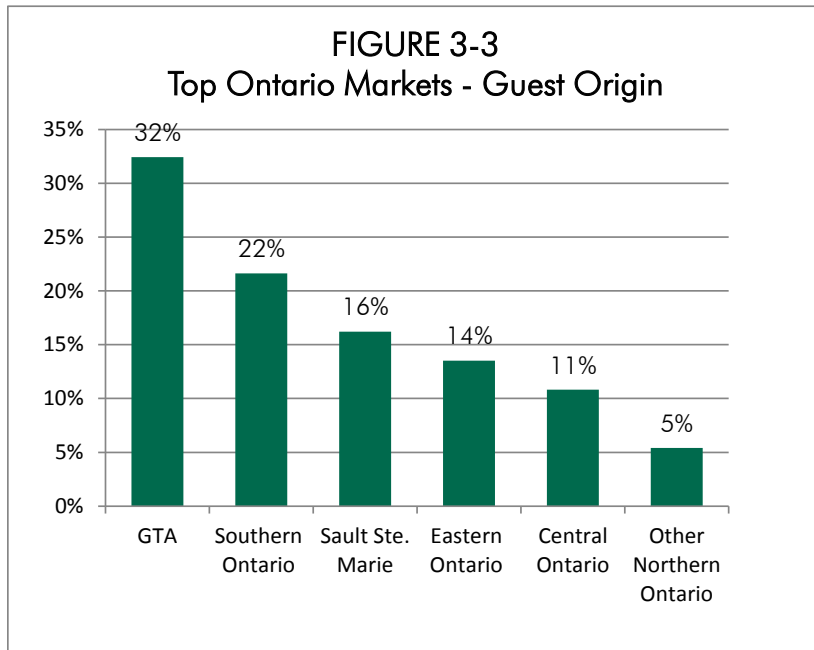
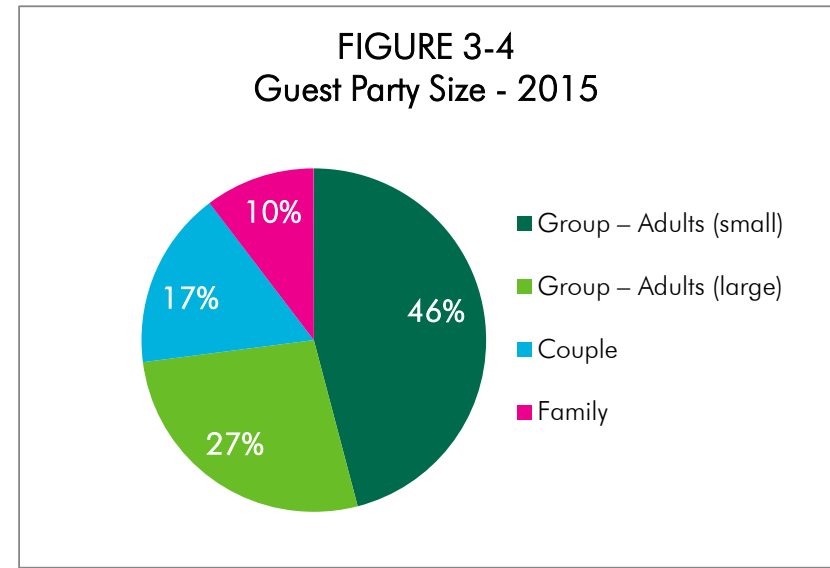


Figure 3-4 shows the typical party size of guests travelling to North Algoma remote tourist operations in 2015. As shown, the majority of guests arrived as part of a small group of less than 6 adults. Overall, respondents indicated that the **average adult group size was 4 people**. Large groups of 6 adults or more were the next most prevalent at 27% of guest travelling parties, followed by couples travelling together at 17% and families at 10%.



Of all visitors to North Algoma remote tourist operations in 2015, an estimated **81% were repeat visitors (5,558 guests)**. This speaks to the uniqueness of the experience offered at these operations, given the variety of other vacation options available for guests. At 81%, this would mean that an estimated **4,660 repeat guests were American**.

3.3 Summary

In 2015, the remote tourism lodge operators in North Algoma hosted just under 7,000 guests, the majority of which were Americans who have been coming to the area as small groups on a repeat basis, and see the value of the remote tourism experience offered by these operators.

4.0 OPERATIONAL PERFORMANCE RESULTS

In addition to general market and guest profile data, respondents were asked to provide details on the financial performance of their operations.

4.1 Remote-Based Tourism Lodge Operations - 2015

Table 4-1 presents the consolidated operating results for 15 remote based lodges and outpost operations in North Algoma for the 140 day operating season in 2015.

In 2015, the 15 lodge and outpost operators surveyed, hosted 6,887 guests, of which 83% were flown into the remote locations. As shown, the lodges generated **total revenues of \$7.2 Million in 2015**, for an average of \$7,420 per bed and **\$1,049 per guest**.

Of the total revenue, lodge accommodations represented \$4.1 Million (56%), followed by transportation costs to the lodge or outpost operator, which represented 24% of revenues at \$1.7 Million. Other sources of revenue included food and beverage, fuel, equipment rentals, retail, and guiding services which contributed a further \$1.4 Million in revenues for the lodge operators.

The cost of food and beverage served to guests totaled approximately \$462,000 in 2015, while guest transportation costs arranged by the lodge operator and paid to air charter services and rail providers totaled \$1.74 Million. Total cost of goods and services sold represented 30.5% of revenues. Fresh food supplies are typically purchased from grocery stores and suppliers in Wawa, White River, Dubreuilville, Hornepayne and Hearst, while frozen

TABLE 4-1 NORTH ALGOMA REMOTE-BASED TOURISM OPERATORS CONSOLIDATED OPERATING RESULTS - 2015					
	2015	Average \$ per Bed	Average \$ per Operator	Average \$ per Guest	
Lodge Operators	15				
Beds	973				
Available Beds	132,200				
Bed Nights Sold	36,900				
Occupancy Rate	28%				
Total Guests	6,887				
Guests Arriving by Air	5,689	83%			
Revenue per Guest	\$1,049				
REVENUE					
Accommodations	\$4,068,500	56.3%	\$4,180	\$271,200	\$591
Transportation	\$1,740,900	24.1%	\$1,790	\$116,100	\$253
Equipment Rental	\$245,200	3.4%	\$250	\$16,300	\$36
Fuel	\$341,700	4.7%	\$350	\$22,800	\$50
Food	\$398,100	5.5%	\$410	\$26,500	\$58
Alcohol	\$84,500	1.2%	\$90	\$5,600	\$12
Guides & Guiding Services	\$69,000	1.0%	\$70	\$4,600	\$10
Retail	\$194,000	2.7%	\$200	\$12,900	\$28
Other	\$81,500	1.1%	\$80	\$5,400	\$12
Total Revenue	\$7,223,400	100.0%	\$7,420	\$481,600	\$1,049
COST OF GOODS/SERVICES SOLD					
Food	\$416,200	104.5%	\$430	\$27,700	\$60
Alcohol	\$46,100	54.6%	\$50	\$3,100	\$7
Cost of Transportation	\$1,741,000	100.0%	\$1,790	\$116,100	\$253
Total Costs Of Goods/Services Sold	\$2,203,300	30.5%	\$2,260	\$146,900	\$320
TOTAL DEPARTMENTAL INCOME	\$5,020,100	69.5%	\$5,160	\$334,700	\$729
OTHER OPERATING EXPENSES					
Staff Payroll & Benefits	\$1,231,100	17.0%	\$1,270	\$82,100	\$179
Management fees / salaries	\$439,200	6.1%	\$450	\$29,300	\$64
Guest Supplies	\$173,800	2.4%	\$180	\$11,600	\$25
Office & General	\$231,900	3.2%	\$240	\$15,500	\$34
Sales & Marketing – during operating season	\$53,000	0.7%	\$50	\$3,500	\$8
Sales & Marketing – during off-season	\$240,500	3.3%	\$250	\$16,000	\$35
Transportation/Freight	\$154,000	2.1%	\$160	\$10,300	\$22
Utilities	\$239,700	3.3%	\$250	\$16,000	\$35
Fuel	\$402,000	5.6%	\$410	\$26,800	\$58
Repairs & Maintenance	\$338,600	4.7%	\$350	\$22,600	\$49
Building / Lease payments	\$210,200	2.9%	\$220	\$14,000	\$31
Insurance	\$216,800	3.0%	\$220	\$14,500	\$31
Property Taxes, Licenses and Permits	\$79,000	1.1%	\$80	\$5,300	\$11
Other (Bank charges, freight)	\$38,400	0.5%	\$40	\$2,600	\$6
Total Other Operating Expenses	\$4,048,200	56.0%	\$4,160	\$269,900	\$588
NET OPERATING INCOME	\$971,900	13.5%	\$1,000	\$64,800	\$141

Source: North Algoma Remote Tourism Lodge Operators Survey, CBRE

foods and sundry items purchased from suppliers in Wawa, White River, Sudbury, Thamesford and Barrie.

In terms of other operating expenses, salaries and benefits represents the largest operator cost at \$1.7 Million or 23% of revenues, for an average of \$111,400 per lodge. Other operating costs include fuel, general repairs and maintenance, building/lease payments, insurance, guest supplies, office and general administration including telecommunications, and transportation costs to bring in supplies and equipment totaled \$2.1 Million. In addition, just under \$300,000 was spend on Sales and Marketing costs related to attending trade shows and advertising, for an average of \$19,500 per lodge operator. In addition to cost of goods and services sold, each lodge operator incurred operating expenses in the order of just under \$270,000.

Lumber, fuel and bait supplies are purchased from suppliers in Heart, Hornepayne, Dubreuilville, Wawa, White River, and Sudbury. Parts for on-site equipment repairs are typically purchased through suppliers in Wawa and Sault Ste. Marie, with off-site outsourcing for boats, planes and other equipment contracted to service providers in Wawa, Hearst, Sault Ste. Marie, Espanola, Kapuskasing, North Bay, Hornepayne and Wallenstein.

The 15 remote lodge operators generated consolidated net operating income of \$972,000, which represents \$1,000 per available bed, \$65,000 per operator and \$141 per guest.

4.1.1 Lodge and Outpost Operator Staffing

The 15 remote-based tourism lodge and outpost operators surveyed in North Algoma generated 127.5 jobs, of which 92 jobs were paid

staff positions and 35.5 jobs were comprised of management/ownership team members.

TABLE 4-2 NORTH ALGOMA REMOTE-BASED TOURISM OPERATORS TOTAL JOBS - 2015	
Lodge Operators	15
Total Staff (Jobs)	92
Total Management / Ownership Team	35.5
Total Jobs	127.5

Source: North Algoma Remote Tourism Lodge Operators Survey, CBRE

Approximately **86% of the lodge staff resides in Algoma District**, including 20% from North Algoma communities of Hornepayne, Hawk Junction and White River, and 66% are from Sault Ste. Marie and Wawa. A further 5% of the employees live in other parts of Northern Ontario, 8% are from Southern Ontario, and 1 employee travels from New Brunswick for seasonal work at a North Algoma remote lodge.

4.2 Growth in Lodge/Outpost Revenues Over 2014 Results

Due to higher guest counts, total North Algoma remote-based lodge and outpost operation revenues in 2015 were up by 8% compared to 2014 operating results.

4.3 Air Charter Services – 2015

In order to get a more fulsome view of the impact of remote tourism industry on the rest of North Algoma’s economy, we have also included operating data from air service providers.

Because of their remote locations, the North Algoma lodges and outposts rely on a number of air charter services to fly in their guests, staff and supplies. The major Air Charter businesses that serve this area include: Watson’s Skyways, Hawk Air, and White Air among others. For the purposes of this analysis, we have estimated air transportation-related revenues in the order of just under \$2 Million to service the remote-based tourism operators. Approximately \$1.7 Million of these revenues are derived from guest transportation costs to the lodge, which are included in the package price, and paid by the lodge operator to the air charter service as cost of goods sold (refer to Table 4-1). The balance of air charter service revenues are derived through the transportation of freight, equipment and staff to the lodges.

While Table 4-1 provides the consolidated operating revenues and expenses for the lodge operators, Table 4-3 provides the consolidated operating expenses for the air charter services. In 2015, salaries and wages, fuel costs, repairs and maintenance of the equipment, insurance, and office and general expenses totaled an estimated \$1.6 Million for air charter services, thereby generating a net operating income of \$334,000.

TABLE 4-3 NORTH ALGOMA REMOTE-BASED TOURISM OPERATORS ESTIMATED AIR CHARTER SERVICES - 2015				
	2015		Average \$ per Bed	Average \$ per Guest
Beds	973			
Available Beds	132,200			
Bed Nights Sold	36,900			
Occupancy Rate	28%			
Total Air Passengers	6,426			
Revenue per Guest	\$306			
REVENUE				
Air Transportation to Lodges	\$1,966,000	99.9%	\$2,021	\$306
Other	\$2,000	0.1%	\$2	\$0
Total Revenue	\$1,968,000	100.0%	\$2,023	\$306
OPERATING EXPENSES				
Salaries & Wages	\$433,000	22.0%	\$445	\$67
Office/General	\$64,000	3.3%	\$66	\$10
Fuel	\$352,000	17.9%	\$362	\$55
Repairs & Maintenance	\$625,000	31.8%	\$642	\$97
Insurance	\$121,000	6.1%	\$124	\$19
Other	\$39,000	2.0%	\$40	\$6
Total Other Operating Expenses	\$1,634,000	83.0%	\$1,679	\$254
NET OPERATING INCOME	\$334,000	17.0%	\$343	\$52

Source: North Algoma Remote Tourism Lodge Operators Survey, CBRE

4.1.3 Air Charter Staffing Levels

Air Charter operations servicing the 15 remote-based tourism lodge and outpost operators surveyed in North Algoma generated 11.5 jobs, of which 8 jobs were paid contract positions and 3.5 jobs were comprised of management/ownership team members.

TABLE 4-5 NORTH ALGOMA REMOTE-BASED TOURISM OPERATORS LODGES AND AIR CHARTER SERVICES	
Total Operating Revenues	\$7,450,000
Total Operating Expenses	\$5,991,000
Net Operating Income	\$1,459,000
Total Staff (Jobs)	100
Total Management / Ownership Team	39
Total Jobs	139

Source: North Algoma Remote Tourism Lodge Operators Survey, CBRE

4.4 Summary

Based on the survey results, the North Algoma remote-based lodges and air charter services generated **\$7.45 Million in total revenues in 2015 or \$1,082 per guest**, with operating expenses of close to \$6 Million. These businesses support a total of **139 jobs** within the North Algoma Region.

5.0 ANNUAL CAPITAL REINVESTMENT

5.1 Introduction

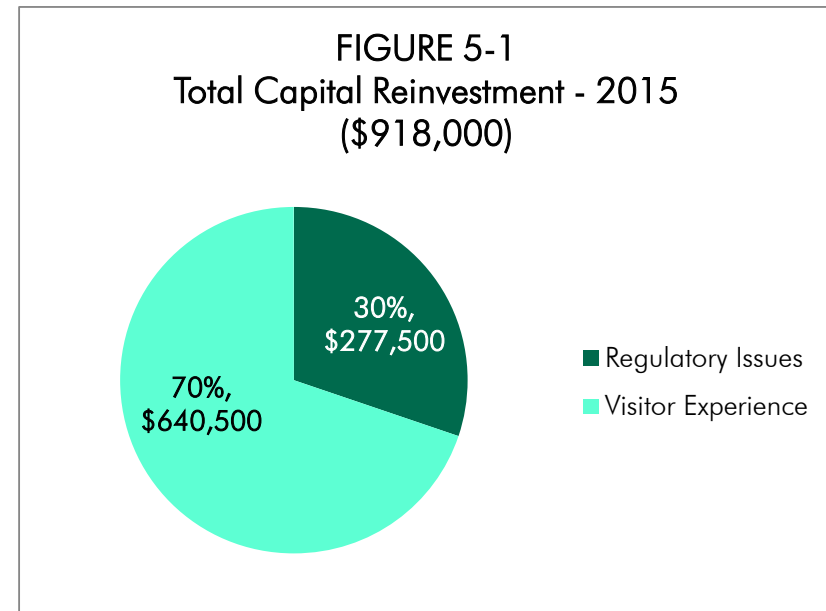
The following section provides an overview of the capital reinvestment that participating North Algoma lodges and air service operations have been making at their facilities. Capital spending on furniture, fixture and equipment costs was broken down to determine how much money is being spent on new purchases, as compared to major replacement parts. Respondents were also asked to identify what costs were incurred to address regulatory issues, as compared to money being spent to improve the visitor experience.

5.2 Total Capital Reinvestment

As shown in Figure 5-1, total capital reinvestment into the 16 participating remote lodges and air service operations reached **\$918,000 in 2015**. Of this total, 70% (\$640,500) was incurred by operators on improvements and construction, or on new and replacement equipment required to enhance the visitor experience. The remaining 30% (\$277,500) was spent addressing regulatory issues, such as water testing, septic improvements, or transportation safety.

This equates to an average of **\$57,400** in annual capital reinvestment per operator, of which \$17,300 relates to addressing regulatory issues, and \$40,100 is put towards enhancing the visitor experience.

Typical regulatory issues mentioned include: courier costs for water testing regulations, septic system enhancements to meet MOE policy requirements, and air safety upgrade requirements.



5.3 Capital Reinvestment to Enhance Visitor Experience

Table 5-1 provides a breakdown of capital costs incurred by respondent lodges by primary type of expense. As shown, of the total \$640,500 spent on enhancing the visitor experience, an estimated \$335,000 (52%) was spent on building, dock and site improvements, for an average of \$20,900 per operator during 2015. New operating and recreational equipment accounted for \$15,100 per operator on average (38% of capital costs) and each

operator spent an average of \$4,100 on replacement parts for operating and recreational equipment (10%).

TABLE 5-1 Breakdown of Capital Costs to Enhance Visitor Experience - 2015			
	Total \$	% of Total	Total \$ per Operator
Building / Dock / Site Improvements	\$334,700	52%	\$20,900
New Operating / Recreational Equipment	\$241,100	38%	\$15,100
Replacement Operating / Recreational Equipment	\$64,700	10%	\$4,100
Total Capital Costs - Property & Equipment	\$640,500	100%	\$40,100

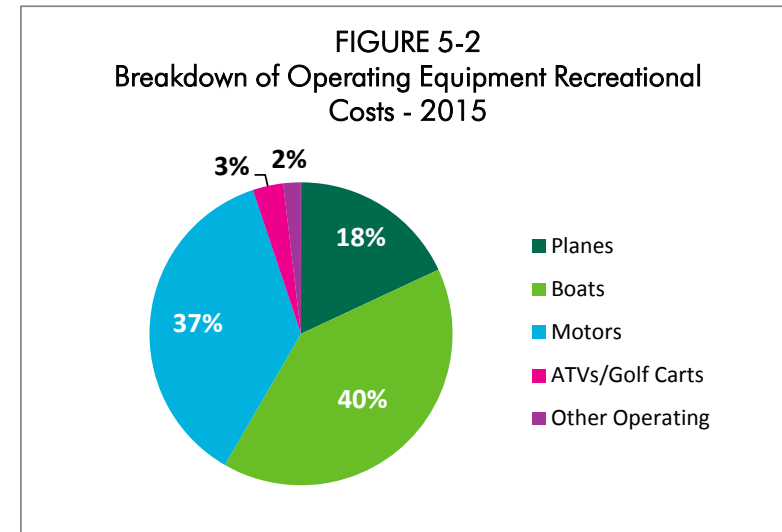


Figure 5-2 further shows the breakdown of investment into both new and replacement parts for operating and recreational requirement. As shown, new and replacement parts for boats and motors made up 77% of capital investment on equipment in 2015, for a total of \$215,700.

5.4 Historic Capital Upgrades

When asked when they made the last major capital upgrade, many properties indicated that they do so annually. **Over the 2005 to 2014 period, an additional \$1,340,000 was spent on capital investment** at North Algoma lodges, outposts and air service operations, for an average of \$167,500 per annum or \$10,500 per operator.

The following is a list of typical capital upgrades made by participating properties over the last 10 years:

- Dock improvements
- New electricity to all cabins
- Commercial water filtration system (4 pumps and 7 septic systems)

- Purchase of new motors
- Renovated inside of duplex to make it a 2-bedroom cabin,
- New kitchen
- Rebuilt cabins, added restaurant/kitchen over 4 years,
- New dock at one outpost,
- Improved BBQ area at lodge
- Addition to lodge and 2 cabins
- Closure of landfill (MOE requirement)
- New walk in cooler, boats, motors
- Upgrade to fuel storage tanks
- New wood stoves / tankless water heaters

A large upcoming source of reinvestment is the required septic upgrade from the MOE. Four of the 16 operators expect to spend up to \$200,000 each on upgrading their septic systems over the next 3 years.

5.5 Summary

According to the survey results, the North Algoma remote-based tourism lodges and air charter services spent \$918,000 on capital reinvestment in their businesses in 2015, or \$57,400 per operator. Of the total reinvestment, about 70% (\$640,500) was incurred by operators on improvements and construction (\$20,900 per operator), or on new and replacement equipment required to enhance the visitor experience. New equipment accounted for \$15,100 per operator on average, and each operator spent an average of \$4,100 on replacement parts for operating and recreational equipment. The remaining 30% of reinvestment in 2015 (\$277,500) was spent addressing regulatory issues, such as water testing, septic improvements, or transportation safety.

6.0 ECONOMIC VALUE OF REMOTE TOURISM OPERATIONS IN NORTH ALGOMA

6.1 Introduction

Money from North Algoma’s resource-based tourism lodge and air charter operations and capital expenditures ripple throughout the local and provincial economies. These expenditures generate economic activity including contributions to gross domestic product (GDP); jobs at the lodges and their suppliers; jobs in other sectors such as manufacturing, transportation and agriculture; and taxes.

The economic impacts of this spending have been calculated at three levels:

- Value Added Impacts
- Employment Impacts
- Revenue to Government

First, the economic impact of **operating expenditures** by North Algoma’s sample of remote tourism operations has been calculated for Algoma District, followed by **capital upgrades and reinvestment** in these existing assets. A summary for the total economic impact of operations, capital expenditures and capital improvements/reinvestment follows.

6.2 Estimating Economic Impacts

The business operating expenditures made by North Algoma’s resource-based remote tourist lodge, outpost and air charter sector, together with investments related to capital improvements and renovations affect every aspect of economic activity, but are

not a true measure of economic impact. This identifies only part of the effects of guest spending on the economy, which is illustrated by tracking the impact of operating and capital expenditures through the various sectors of the economy. For example, when a guest purchases food at one of the lodges as part of the package price (Initial Expenditures), it can be traced back through the wholesale, food and related industries, to the agricultural producers.

The initial expenditure will, firstly impact the front line businesses (**Direct Impact**). In this case, the lodge is the front line business. Direct Impacts are the effects associated with the “first round” of expenditures related to the activities under study. Using lodge operations as an example, “first round” expenditures include:

- Labour income paid to employees;
- Purchases of goods and services used in the operations (e.g. food and beverage supplies, fuel for the planes and boats, etc); and
- Sales and other indirect taxes paid to governments in conjunction with the above expenditures.

The remote lodge or outpost will create demands on its suppliers, and those suppliers will create demands on their suppliers, generating further income, employment and taxes (**Indirect Impact**). The supplier purchases materials, services and equipment to sustain the requirements generated by tourism expenditures in the lodges and outposts, and his/her purchases in turn give rise to employment, income and taxes in those industries supplying them, and so on.

This is not the end. Industries generate income and this is re-spent by households and businesses on consumption and investment, creating even more demands in the economy (**Induced Impacts**). All of this economic activity is in response to the original lodge or outpost guest expenditure – typically purchased as a package including accommodations, transportation, meals, and use of boat.

The same kind of economic activity can also be traced by **capital investment in expansions**, and reinvestment in existing assets to keep them current and competitive in the marketplace and to address regulatory requirements related to water, septic, fuel storage, transportation safety, etc.

The definition of Economic Impact refers to the employment and the value-added accruing to the residents of Algoma District, and at the provincial level. Employment impacts are measured in **jobs**. This includes full-time, part-time, seasonal employment, as well as both employed and self-employed.

Value-added (also referred to as Gross Domestic Product) measures the economic value created through the production of

goods and services and is one of the most commonly used indicators of economic activity. Value added impacts consist of the following:

- Labour income, which includes wages and salaries and supplementary labour income (benefits) to workers;
- Business income, which includes net before-tax income of unincorporated business and corporate business income before deductions for depreciation, interest and corporate income taxes; and
- Government income, which consists of indirect taxes as well as goods and services purchased from the government. Indirect taxes include taxes such as sales taxes and property taxes, but exclude personal income taxes and corporate income taxes.

The Economic Impacts presented in this study measure the **direct, indirect and induced impacts**.

6.3 Economic Impact of North Algoma Resource-Based Remote Tourist Lodges, Outposts and Air Charter Operations, 2015

Table 6-1 provides a summary of the economic impacts of expenditures related to the 15 resource-based remote tourist lodge and outpost operations in North Algoma and the related Air Charter Services providing fly-in access for their guests. Based on our analysis, 2015 revenues generated by North Algoma's lodges and air charter services reached a total of \$7.5 million (rounded).

Value Added Impacts

In 2015, the \$7.5 million in total revenues generated by the North Algoma operators surveyed translated specifically into an estimated \$5.6 million share of the Gross Domestic Product for Algoma District on a direct and indirect basis, with a further \$98,000 benefitting the balance of the province. An additional \$944,000 was seen in induced impacts through the re-spending of labour income and the profits generated by the direct and indirect businesses benefitting from these guest expenditures, of which \$0.90 of every \$1 was generated in Algoma District (\$843,000).

Therefore North Algoma operators participating in this study generate approximately \$6.4 million in GDP for Algoma District. The rest of the province benefits from these operators by about \$199,000 in GDP (direct, indirect and induced). When combined, the province-wide GDP contribution by these guest expenditures reached almost \$6.6 million in 2015.

Employment Impacts

Of the \$5.6 million in direct and indirect GDP for the province, an estimated total of \$3.6 million filtered down into total wages and salaries within the province. A total of \$3.5 million in wages and salaries was retained within Algoma District (98%), due to the lodge

	Operation Impacts			%
	Algoma District 2015	Rest of Province 2015	TOTAL 2015	
Total Revenue	\$7,472,000			
Gross Domestic Product (GDP)				
Direct	\$3,451,000	\$19,000	\$3,470,000	53%
Indirect	\$2,101,000	\$79,000	\$2,180,000	33%
Induced	\$843,000	\$101,000	\$944,000	14%
Total	\$6,395,000	\$199,000	\$6,594,000	100%
Labour Income				
Direct	\$2,130,000	\$13,000	\$2,143,000	51%
Indirect	\$1,424,000	\$55,000	\$1,479,000	35%
Induced	\$519,000	\$71,000	\$590,000	14%
Total	\$4,073,000	\$139,000	\$4,212,000	100%
Employment (Jobs)				
Direct	117	23	140	81%
Indirect	21	1	22	13%
Induced	9	1	10	6%
Total	147	25	172	100%
Direct Taxes				
Federal	\$823,000	\$4,000	\$827,000	60%
Provincial	\$466,000	\$3,000	\$469,000	34%
Municipal	\$84,000	\$0	\$84,000	6%
Total	\$1,373,000	\$7,000	\$1,380,000	100%
Total Taxes				
Federal	\$1,650,000	\$39,000	\$1,689,000	62%
Provincial	\$929,000	\$30,000	\$959,000	35%
Municipal	\$94,000	\$0	\$94,000	3%
Total	\$2,673,000	\$69,000	\$2,742,000	100%

Sources: CBRE Tourism & Leisure Group and OTMCS's TREIM Model

and air charter operations. The lodge-related induced spending contributed to a further \$590,000 in wages and salaries in the province, of which \$519,000 benefitted Algoma District (88%).

During 2015, Algoma District retained 85% (147 jobs) of the 172 total jobs created by North Algoma's resource-based lodging sector. Approximately 117 direct jobs, 21 indirect, and 9 induced jobs were generated in Algoma District as a result of labour income derived from lodge and air charter operations. Additionally, 25 jobs were created elsewhere in the province for a total of 172 jobs.

Revenues to Government

All levels of government benefited from operational revenue in 2015. The resource-based remote tourist lodges, outposts and air charter services in North Algoma generated \$827,000 in Federal government taxes, a further \$469,000 in Provincial Taxes and \$84,000 in Municipal Taxes (i.e., direct taxes) province-wide.

6.4 Economic Impact of Capital Upgrades and Reinvestment in Existing Remote Tourism Assets

The economic impact of capital upgrades and reinvestment in North Algoma's resource-based remote tourist lodges, outposts and air charter services is based on the survey results of \$918,000 in 2015. Of the total reinvestment, an estimated 51% was spent on the purchase of boats and motors and ATVs and golf carts as well as replacement parts for planes and boats.

Value Added Impacts

Annual capital upgrades and reinvestment in the lodges and air charter services surveyed contributed \$382,000 to provincial GDP with an estimated \$353,000 retained in Algoma District (see Table 6-2). Direct reinvestment in these businesses generated about \$247,000 in GDP and an additional \$106,000 in indirect and

induced GDP for Algoma District's economy. Other parts of Ontario benefited from approximately \$29,000 in GDP from capital reinvestments by the sector.

	Annual Capital Investment Impacts			%
	Algoma District 2015	Rest of Province 2015	TOTAL 2015	
Total Capital Spending - 2015	\$918,000			
Gross Domestic Product (GDP)				
Direct	\$247,000	\$6,000	\$253,000	66%
Indirect	\$42,000	\$12,000	\$54,000	14%
Induced	\$64,000	\$11,000	\$75,000	20%
Total	\$353,000	\$29,000	\$382,000	100%
Labour Income				
Direct	\$165,000	\$4,000	\$169,000	66%
Indirect	\$30,000	\$8,000	\$38,000	15%
Induced	\$41,000	\$8,000	\$49,000	19%
Total	\$236,000	\$20,000	\$256,000	100%
Employment (Jobs)				
Direct	2	0	2	67%
Indirect	0	0	0	0%
Induced	1	0	1	33%
Total	3	0	3	100%
Direct Taxes				
Federal	\$55,000	\$1,000	\$56,000	46%
Provincial	\$56,000	\$1,000	\$57,000	46%
Municipal	\$10,000	\$0	\$10,000	8%
Total	\$121,000	\$2,000	\$123,000	100%
Total Taxes				
Federal	\$85,000	\$5,000	\$90,000	51%
Provincial	\$73,000	\$4,000	\$77,000	43%
Municipal	\$11,000	\$0	\$11,000	6%
Total	\$169,000	\$9,000	\$178,000	100%

Sources: CBRE Tourism & Leisure Group and OMTCS's TREIM Model

Employment Impacts

As a result of annual capital upgrades by the resource-based lodging and air charter sector, approximately 3 jobs were generated in Algoma District. These jobs generated \$256,000 in wages and salaries across Ontario, with 92% of this amount (\$236,000) retained in Algoma.

6.5 Total Economic Impacts of North Algoma’s Resource-Based Remote Tourist Lodges, Outposts and Air Charter Services, 2015

Table 6-3 summarizes the total economic impacts produced by North Algoma’s resource-based remote tourist lodges, outposts and air charter services surveyed as a result of operations and reinvestment in capital upgrades and equipment.

In 2015, the sector generated **\$8.4 million in revenues**, which translates into province-wide GDP generation of \$7 million in direct, and indirect impacts, with 97% (\$6.7 million) retained in Algoma District. On a direct and indirect basis, **the industry supports 164 jobs in Ontario** (140 jobs in Algoma District), through generating salaries and wages of \$3.8 million across the province. Furthermore, North Algoma’s resource-based remote tourist lodges, outposts and air charter services benefit all levels of government, with 99% of Ontario’s total **direct taxes (\$1.5 million)** benefiting Algoma District.

The value of incremental visitor spending on communities within Algoma District is more difficult to quantify. As identified by the respondents, about **90% of visitors stay overnight in White River or Wawa on the way to and from the host lodge or outpost**. At 6,887 guests staying at participating lodges and outposts in 2015, this

equates to about 6,200 visitors spending money on accommodations, food and other supplies in surrounding communities. Assuming guests spend an additional night in White River or Wawa before flying into the remote lodge at an average spend of \$100 per person⁴, this equates to an estimated **\$625,000 in additional spending by remote lodge guests at the local community level**.

⁴ 2012 TRSC and ITS results, CD 57 Algoma, US Border per person spending, inflated by 2% per annum to 2015

TABLE 6-3
Economic Impacts of North Algoma Resource-Based Remote Tourism Operators- 2015
Lodges and Air Charter Services - OPERATIONS and CAPITAL REINVESTMENTS

	Operations and Capital Re-Investment Impacts			%
	Algoma District 2015	Rest of Province 2015	TOTAL 2015	
Total Spending - 2015	\$8,390,000			
Gross Domestic Product (GDP)				
Direct	\$3,698,000	\$25,000	\$3,723,000	53%
Indirect	\$2,143,000	\$91,000	\$2,234,000	32%
Induced	\$907,000	\$112,000	\$1,019,000	15%
Total	\$6,748,000	\$228,000	\$6,976,000	100%
Labour Income				
Direct	\$2,295,000	\$17,000	\$2,312,000	52%
Indirect	\$1,454,000	\$63,000	\$1,517,000	34%
Induced	\$560,000	\$79,000	\$639,000	14%
Total	\$4,309,000	\$159,000	\$4,468,000	100%
Employment (Jobs)				
Direct	119	23	142	81%
Indirect	21	1	22	13%
Induced	10	1	11	6%
Total	150	25	175	100%
Direct Taxes				
Federal	\$878,000	\$5,000	\$883,000	59%
Provincial	\$522,000	\$4,000	\$526,000	35%
Municipal	\$94,000	\$0	\$94,000	6%
Total	\$1,494,000	\$9,000	\$1,503,000	100%
Total Taxes				
Federal	\$1,735,000	\$44,000	\$1,779,000	61%
Provincial	\$1,002,000	\$34,000	\$1,036,000	35%
Municipal	\$105,000	\$0	\$105,000	4%
Total	\$2,842,000	\$78,000	\$2,920,000	100%

Sources: CBRE Tourism & Leisure Group and OMCTS's TREIM Model

7.0 FACTORS IN THE ONGOING SUCCESS OF RESOURCE-BASED REMOTE TOURISM OPERATORS

7.1 Introduction

In addition to asking about challenges, remote tourism operators were probed to consider what it is that makes tourism in Northern Algoma important.

In comparison to other parts of the province, there are fewer primary industries that are well-represented in Northern Ontario. Many Northern municipalities do not even consider tourism as a viable economic generator until they have been impacted financially (i.e. mill closure). In places like Sturgeon Falls, North Bay and Kenora, waterfront revitalization for the benefit of tourism has become a tool to help improve and diversify local economies. As one remote lodge operator indicated, “tourism, forestry and mining should be able to co-exist,” for the benefit of the entire region”.

Although the operations identified in this study are not directly located in their host communities, they have a significant impact on the closest towns. The following section provides highlights of those key elements that make remote tourist operations unique and why they continue to bring international and domestic visitors year over year.

7.2 Longevity & Quality

Current remote lodge owners have been operating their respective properties for an average of 29 years. The industry is made up of small family businesses that care about the product they offer.

In 2015, 81% of visitors to the respondent properties were repeat guests, suggesting that there is some element of authenticity and quality of outdoor experience that continues to resonate despite new properties and new experience types.

7.3 Remote Experience

The unique experience offered at lodges and outposts in Northwest Algoma is directly attributable to the remoteness of the facilities. Although there are many opportunities for high quality fishing in other parts of the world, it is a unique part of the North Algoma tourist experience for guests to be part of the wilderness; and visitors are willing to pay a premium to access remote tourist lakes where the fish resources have not depleted due to over fishing.

As is further discussed in Section 8, direct road access to remote lodges and outpost operations would not only reduce the authenticity of the remote experience, but would also have a negative impact on the fishing and vibrancy of the wilderness. Furthermore, direct access subjects operators to vandalism and theft during the off season and subsequent insurance cost increases, as these roads are typically not monitored.

A research paper completed in 2005 and published by the National Research Council⁵, states that:

Remoteness is one of the most important attributes to the resource-based tourism industry, whose clients seek a range of psychological benefits, such as solitude and escape, from a trip. Remoteness, or at least the absence of roads, also assists in shielding fish and wildlife populations from most recreational hunters and anglers (eg. Rempel et al. 1997; Gunn and Sein 2000). The greater abundance of fish and game in remote areas makes it easier for tourism operators to attract guests who are interested in hunting and fishing. Presumably, these guests should be willing to pay premiums for accessing more remote tourism sites. As a result, tourism operators should be interested in maintaining the remote experiences that provide a price premium.

The study contrasted the importance of different attributes (Facility Related attributes: eg. Availability of hot and cold running water showers; Package Price attributes: eg. Boats and fuel included in the package price; and Environmental attributes, eg. Extent of logging around the tourism destination water body), on three sport fishing tourism experiences at 54 sites that varied by their accessibility (1. Float plane; 2. Boat or Train; and 3. Automobile accessible sites). The resulting analysis predicted the estimated average price for the fly-in sites at \$921.45; which decreased by 34% to \$606.78 for

boat accessible sites, and by 51% to \$446.41 for road accessible sites. Based on these assumptions, it was estimated that the 54 fly-in accessible tourism sites would have generated \$3.34 Million in revenue for the year 2000, and that changes in their accessibility to boat accessible would have resulted in revenue of \$2.22 Million and conversion to road accessibility would reduce revenues further to \$1.63 Million.⁶

The study concluded that for the fly-in tourism product, the extent of logging had a negative effect on price that diminished further with greater amounts of logging. Therefore, the 2005 research together with the subject study should be used as tools to design protection measures for resource-based tourist operators in Ontario's forest management planning process.

7.4 Driver of U.S. Visitation

For many American visitors, there are no local options for open wilderness, thus the remote experience provided at Northwest Algoma lodges and outposts is of utmost value within a reasonable distance. Although these properties continue to draw visitors from across Ontario, and a small contingent of International interest, the vast **majority of visitors originate from the United States (83%)**, particularly residents of Michigan, Ohio and Indiana.

There are expectations on the part of many operators that despite a slight lag in recent years, with a weak Canadian dollar, U.S. tourism is expected to continue to grow this year.

⁵ L. Hunt, P. Boxall, J. Englin, W. Haider, Forest Harvesting, Resource-Based Tourism, and Remoteness, An Analysis of Northern Ontario's Sport Fishing Tourism, Canadian Journal Forest Research, Vol. 25, NRC Canada, 2005, pg. 401-409

⁶ Can. J. For. Research, Vol 25, 2005, pg 408

According to Statistics Canada TSRC and ITS data for 2012, 40% of all Pleasure visitors to North-Central Ontario (Region 13B) were U.S. residents (260,200 visitors). Furthermore, American overnight visitors from US Border States spent \$272 per person per overnight visit, as compared to visitors from Ontario, who averaged \$225 per person visit in 2012. Based on the results of this study, guest expenditures at remote tourism lodges are higher than the average, at \$1,049 per person visit in 2015.

Some Ontarians are reluctant to spend money on an experience that they feel they are entitled to without the cost. Providing a consistent and high quality experience that meets the interests and needs of U.S. visitors is of benefit to the entire region.

7.5 Economic Spinoff for Surrounding Communities

The subject study has quantified the importance of resource-based remote tourism operators in MNR's Wawa District from an operational and capital spending perspective. However, the value of incremental visitor spending on communities within Algoma District is more difficult to quantify.

As identified by the respondents, about **90% of visitors stay overnight in White River, Sault Ste. Marie or Wawa on the way to and from the host lodge or outpost.** At 6,887 guests staying at participating lodges and outposts in 2015, this equates to about 6,200 visitors spending money on accommodations, food and other supplies in surrounding communities. Assuming guests spend an additional night in White River or Wawa before flying into the

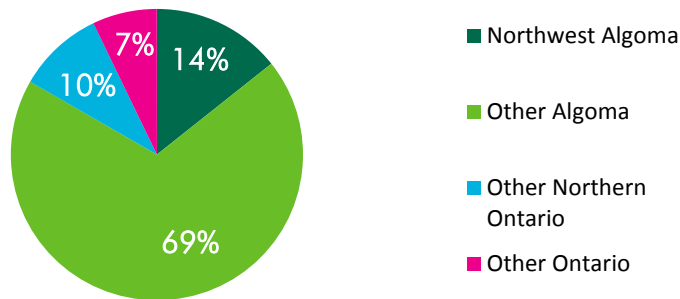
remote lodge at an average spend of \$100 per person per night⁷, this equates to an estimated **\$625,000 in additional spending by remote lodge guests at the local community level.**

For example, the Town of White River is host to the air service base (White River Air) that provides transportation for almost 50% of the lodges participating in this study. Guests of the participating lodges spent money at the local grocery store, motel, restaurants, and other retail establishments, which have helped to keep this community afloat. In a similar example, the closure of the mill in Hornepayne and subsequent closures of other retail and commercial establishments have had detrimental impacts on that community.

Furthermore, Algoma Region benefits from the capital expenditure invested by remote tourist operators, as well as regular repairs and maintenance. Figure 7-1 shows that 83% of major equipment, minor replacement parts, food products (fresh, frozen and sundry items), lumber and fuel are purchased from within Algoma District. The vast majority of supplies are purchased or repairs are made directly in the Town of Wawa.

⁷ 2012 TRSC and ITS results, CD 57 Algoma, US Border per person spending, inflated by 2% per annum to 2015

FIGURE 7-1
Source of Equipment and Supplies for
North Algoma Tourist Operations



As identified in Section 5, Northwest Algoma is also a significant source of staffing for Algoma District and other parts of the Province. Approximately **86% of the lodge staff resides in Algoma District**, with a further 5% of the employees living in other parts of Northern Ontario, and 8% deriving from Southern Ontario. Lodges, outposts and air services in North Algoma help to support the employees who spend their salaries in their home communities. They also support graduates from dedicated educational programs, such as the Fish and Wildlife Program at Sir Sanford Fleming College, as well as local indigenous groups.

7.6 Summary of North Algoma Resource-Based Remote Tourism Operators Study Selling Feature

The following exhibit highlights the key factors that make Northwest Algoma operations unique, and contribute to its ongoing success. This “word cloud” graphic gives greater prominence to words that appear more frequently in the survey results, and are reflective of the operators’ opinions. The prominence of the words “remoteness” “fishing” and “quality” are of particular distinction as the operators describe their own unique selling propositions.



8.0 CHALLENGES AND POTENTIAL SOLUTIONS FOR NORTH ALGOMA TOURISM OPERATORS

In addition to estimating the overall impacts of remote-based tourism and qualitatively describing its importance to the economy of Northern Ontario, it is important to consider the potential barriers to growth for the subject tourism operations. As such, one of the objectives of the subject study has been to document the unique challenges that resource-based remote tourism operators in North Algoma are facing and to consider potential solutions.

The 16 survey respondents identified a range of challenges due to a variety of factors, including: the seasonality and access to supplies in remote locations, pressures from Provincial policies and meeting government regulations, and other general economic concerns specific to Northern Ontario.

The following section provides a summary of challenges as identified by the respondent lodge and air charter operators, as well as potential solutions. These challenges and solutions have been grouped together into four general topic areas:

1. Ministry of Natural Resources and Forestry (MNRF) & Related Policies
2. Ministry of the Environment and Climate Change (MOE) & Related Policies
3. Transport Canada – Air Safety Directives
4. Northern Ontario Economic, Seasonality & Demographic Issues

It should be noted that the views expressed in this section of the report do not reflect the views and opinions of the consulting team.

The names of the individual participants are excluded to respect the privacy of the individuals and their opinions.

Although participants were also asked to comment on needs and constraints due to their location on Crown Lands, minimal issues were identified.

Major Challenges	Issues Under Discussion	Suggested Solutions
TOPIC #1 – Ministry of Natural Resources and Forestry (MNRF) & Related Policies		
Road Access to Lodges for Logging Companies & Related Implications	Logging companies want better road access, and are contracted by MNRF to build roads using government grants, but neither the logging companies nor MNRF seem to understand the potential ramifications to remote tourism establishments. Existing trails to designated remote tourism lakes are being used illegally and operators are considering selling their lodges. There is no forest management plan in place, and no accountability.	MNRF should not accept proposals for road development if they include access to lakes, or MNRF needs to gate the logging roads with card/key access.
	Road access to remote outposts goes against the quality of the experience, i.e. the remoteness itself. The experience is diminished if people are over-fishing/ vandalizing, etc. and operators pay additional costs related to security, repairing damages to their assets and insurance.	MNRF needs to educate the logging companies and public of the economic value of the remote tourism operations and their importance in protecting the long term sustainability of the lakes.
	The primary road being proposed will give access to all remote tourist lakes. Properties on Kabinakagami Lake are currently 30 miles from the nearest road. If the primary mill is closing, why do logging companies still need access to the roads?	MNRF needs to ensure a healthy perimeter around remote tourism lakes by creating forest management areas.
	Concerns about the loss of property due to new roads can impede operators from potential expansion, i.e. operators aren't building new cabins or recreational facilities because their land may be reclaimed.	MNRF should look to Quebec, Manitoba and BC for examples of good recreational land use planning.
	Different industries that are important to Northern Ontario should be able to co-exist, but "Fair Access" concept is misguided. Once you put in a road, you take away the selling feature (remoteness) and the long term sustainability of wildlife / lakes / fish all suffer.	MNRF could purchase the tourism outfitters affected by a new road and do a post mortem and see if they've ruined the lake and fish stock.
Limited MNRF Budgets and Staffing	ATV trails are being expanded and public make side trails to get to remote areas. Vandalism means increased insurance costs for operators.	Create a license with option to go to remote tourist lake - allows MNRF to track how much is spent at tourist outfitters & why remote lake access needs to be protected.
	Lack of MNRF enforcement re: illegal access in off-season. Due to limited budgets, there has been no MNRF officer in Hornepayne for the past 2 years and the Wawa office doesn't have manpower to	More enforcement and protection is required at local and regional level. The Province needs to address MNRF budget cuts and encourage more local officers,

Major Challenges	Issues Under Discussion	Suggested Solutions
	respond. MNRF officers are reactive, not proactive to calls regarding crime and vandalism, and management for Wawa office are located in Peterborough.	patrols, etc. Ensure remote tourism operators are on MNRF Planning Teams and Local Citizens Committees
Land Use Planning Issues	Lack of policies / strategies for recreational diversity, and improvements to the quality of recreation and fisheries, have an impact on land use planning. Limited understanding of impacts of logging on fish habitat, wildlife, flora and fauna.	Look at Manitoba and Quebec for best practices re: committed agencies, quality of fisheries, diversity of recreation. The Quebec model offers strong management and more control.
	MNRF ability to increase costs of land use permits (LUPs) required for each parcel of land on a given site has led some operators to consider disposing of their properties.	Operators may need to consider different revenue-generation tools for their land. MNRF should be advertising on their behalf.
Fish Conservation & Pressure on Lodge Operations	Lack of policies to protect remote-based recreation, and to ensure fisheries remain high quality.	If lakes continue to be protected, fishing will remain very good. Operators encouraged starting their own hatcheries.
	Lack of pressure for fish conservation – no policing; taking advantage of resources by increased access puts pressure on fish population Healthy fisheries depend on remoteness - need less road / ATV access for public and industry; MNRF too concerned about appeasing forestry companies.	Guidebooks should include information on remote tourist lakes, i.e., that these are not public lakes and there are regulations for using them.
	Each tourist camp has their own regulations (size of fish you can keep – limits of 4, with only one over 21" – under 28") – need MNRF to agree and not generalize regulations across the province	Need MNRF to agree and not generalize regulations across the province
Water Levels on Remote Tourism Lakes	When lakes are accessed by forest harvesting roads, they can be depleted within 5 years	Implement water and fish management systems, looking at best practices in other jurisdictions.
	The lower the water levels, the more boat damage (especially to motors), which means increased costs to the operators.	Government assistance for demonstrated reduction in lake levels – operators can track how many boats have been damaged.
Hunting Restrictions & Impacts on Guest Experience	In 2015, Ontario reduced moose tags for resident hunters by 15% across the province, and shortened the hunting season for moose calves in northern Ontario. In 2016, Ontario will also delay the start of the moose season by one week across much of northern Ontario (April 20 - May 31).	MNRF should promote more public input - listen to concerns of the operators and use this to make decisions. Better communication (give and take).

Major Challenges	Issues Under Discussion	Suggested Solutions
	MNRF brought back the spring bear hunt, which is good, but reduced the number of permits and strengthened cutbacks. Used to get as many tags as you could give out at sports shows.	Educate the public so that only regulated hunting can take place and the errors of some don't impact the rest (i.e. promote the fact that it's not right to kill a bear and leave it).
	Reduction in moose tags - requirements for non-residents is ridiculous, need to show proof of hunting experience; have to apply well in advance, and most can't navigate the MNRF website. Moving the seasons makes it difficult to fly people in.	MNRF should allow for more public input in due diligence, provide better education / make information more readily available for people (Especially Americans); make rates more prominent (website)
	Increased costs to maintain BMAs in order to bait every other day with less permits (increased price from \$1,800 to \$2,500 for week trip).	
TOPIC #2 - Ministry of the Environment (MOE) & Public Health Policies		
MOE Septic Policies	MOE policies regarding septic systems lack due diligence, and there appear to be more concerns with rule enforcement than good environmental practices.	Ensure proper consultation on implementing new policy direction.
	Septic system practicality; local systems being recommended are too expensive.	MOE should consider better systems being used in Alberta and BC, i.e.; Sludgehammer system is much cheaper and waste can be dumped in water.
	Big push on septic upgrades that don't make sense for seasonal businesses.	Province should consider different policies for different operations to account for revenue generating potential, guest usage and seasonality.
Public Health – Water Sampling Policies	Requirement to take water samples once/month - only have 48 hours to submit, and nearest commercial labs are 700km away - require flight and courier service to deliver to lab. (Not an issue for residential)	Allowances should be made if past history is good - decrease requirement for monthly sampling (i.e. once per season).
	Lots of companies trying to rip off operators when they went through Wawa public health.	NOTO offers a class on water testing - helped some operators to get better pricing.
TOPIC #3 - Transport Canada – Air Service Directives		
Fuel Related Issues	Cost of getting diesel, propane, and gas to the remote tourism outpost sites is very high and it is difficult to get storage containers to fly-in sites.	Potential cost sharing between air services.
Competition	There is a perception that some air services are overcharging lodge operators for fuel.	Consider a competition clause for air service providers.

Major Challenges	Issues Under Discussion	Suggested Solutions
TOPIC #4 - Northern Ontario Economic, Seasonality & Demographic Issues		
Financing Concerns	High interest rates on loans for small operators in N. Ontario (8.5% with Superior Credit Union) and inability to finance new capital improvements.	Government should back low to no interest financing for established tourism operators.
	Lack of support for small businesses to practice good environmental practices; Algoma Country and NOTO don't have the resources to help small businesses get grants; Only a few staff in MNM – Graham Campbell – mostly there to support mining. No budgets or permission to support the industry.	Need budget to support exports for remote operators AND access to expert advice on how to implement environmentally safe septic and water systems.
Municipal Interest in Nuclear Industry	Nuclear waste management - Town of Hornepayne agreed on 3 sites, one is less than 2km from P-K Resorts. Town is eager to take free money, but not thinking about the consequences.	Municipalities need to understand the economic impact of tourist operations.
Slow Recognition of Tourism as an Economic Generator	Provincial pressure on use of natural resources is adding to the growing division between tourism, forestry and mining, and is limiting development of local economies.	Tourism / forestry / mining should be able to co-exist. Need more economic impact studies. Have Northern Ontario students report on issues / find solutions to problems.
	Tourist operators are not being considered as having equal value as logging companies (1 company w/ 100 employees vs. 30 companies with 100 employees). Tourism is a sustainable industry. For many operators, revenues have been the same every year for 70 years. Forestry is not. Need better recognition of the industry re: employment, economic impact and tax generation.	Better recognition of industry re: employment, economic impact and tax generation. Biggest concern is the threat to tourism, due to lack of appreciation of what they do and economic spinoff they bring.
	Can't be dependent on MNRF to enforce value of tourism remoteness, as they have no budget.	Encourage operators to get backing from non-forestry related companies.
Recognition of the Importance of U.S. Visitors to Northern Ontario	North Algoma Tourist Operations are very dependent on the US market.	The government needs better U.S. Relations to understand the value of remote tourism operators.
Changing Demographics	Age - trying to find younger people interested in fishing to replace aging guest demographic.	Allow cottages on lakes that are designated remote tourist lakes to build construction revenue and lease tax.

9.0 NEXT STEPS

Resource-based remote tourism operators, including both accommodations and air services, are a key element of Northern Ontario's economy, and more specifically, the economy of North Algoma. These are operations that depend on their remoteness to provide a unique tourist experience that drives a significant amount of revenue from outside the region (predominantly the U.S.), and have a significant economic impact on their surrounding communities. Within Wawa District, tourism operations are competing to demonstrate their value against other major industries, such as forestry and mining.

The subject report points to the importance of remote tourism operations, their economic and social impacts on surrounding communities, factors in ensuring their ongoing success, as well as a list of operator challenges and potential solutions.

As next steps in this process, the Steering Committee may wish to consider the following:

- Recommend solutions to existing operator challenges, based on suggestions provided by survey respondents, and additional Steering Committee feedback;
- Identify specific recommendations in terms of product development that could be undertaken to maintain to increase visitation and yield;
- Address the issue of "loss of product" over time due to access and policies with the Ontario Ministry of Natural Resources and Forestry; and

- Utilize previous research together with the subject study, as tools to design protection measures for resource-based tourist operators in Ontario's forest management planning process.

APPENDIX A: OPERATOR SURVEY TEMPLATE

NORTH ALGOMA RESOURCE-BASED REMOTE TOURISM OPERATOR STUDY
Questionnaire for Discussion with CBRE Tourism & Leisure Group

1. What is your full name and title?
2. Where is your permanent full-time residence? (City / Town)
3. Please identify the name and primary address of your establishment.
4. When was the original property built?
5. For how many years have you been operating the establishment?
6. Please describe your proximity to the nearest town / urban centre, from your main lodge (if applicable) and all outpost locations.
7. How do guests typically access your property?
 - a. Fly-in
 - b. Rail access
 - c. Both air and rail
 - d. Other? (Please describe)
8. What costs (if any) do you incur before your guests arrive at your operation? (e.g., labour and fuel to meet guests, and other costs related to fly-in transportation, etc.)
9. Please describe your main selling feature / what makes people visit your operation?

10. Please describe the size of your operation overall:

- a. # of outposts
- b. Total acreage owned / leased for lodge and outposts
- c. Total available Crown Lands accessible as part of the visitor experience

11. Please describe your facility

- a. Total acres owned / leased
- b. Accommodation
 - i. # of beds (entire property)
 - ii. # of guest rooms (main lodge, if applicable)
 - iii. # of cabins / cottages
- c. Food & Beverage
- d. Retail
- e. Fuel service (# of pumps, etc.)
- f. Guest Recreation (rentals, etc.)
 - i. # of boats
 - ii. # of ATVs/snowmobiles
 - iii. Other (please describe)
- g. Other Property Equipment
 - i. # of planes
 - ii. # of boats (if not used for guest rentals)
 - iii. # of service vehicles
- h. Other (please describe)

12. Did the size or facilities at your property change in 2015? If yes, please describe by category (see Q#10).

13. What was the maximum guest capacity for your establishment in 2015? 2014?

14. What is the length of your operating season?

- a. 2015 – opening date, closing date
- b. 2014 – opening date, closing date

15. Approximately how many guests did you host in the past two years?
- 2015
 - 2014
16. If you charge a per person rate, please provide the total number of Bed Nights Sold at your establishment in 2014 and 2015.
17. If you charge a package / group rate, please provide the total number of occupied units at your establishment according to your preferred tracking mechanism for both 2014 and 2015:
- # of Cabin / Cottage Nights Sold
 - # of Outpost Nights Sold
18. Please provide your total revenues for the past 2 years (including relevant currency):
- 2014
 - 2015
19. Which of the following items does your operation typically include in the price you quote to customers?
- Accommodation
 - Transportation to/from your establishment (e.g., air carrier costs, train tickets)
 - Equipment rental /operation (e.g., boat and motor rentals)
 - Fuel
 - Food & Beverage/Meals
 - Guides / guiding services
 - Other Recreation
 - Other (please describe)
20. What was the breakdown of total revenues at your establishment in 2014 and 2015? (% or actual \$)
- Accommodation
 - Transportation to/from your establishment (e.g., air carrier costs, train tickets)
 - Equipment rental /operation (e.g. boat and motor rentals)
 - Fuel
 - Food & Beverage/Meals

- f. Guides / guiding services
 - g. Other Recreation
 - h. Retail
 - i. Other (please describe)
21. Do you offer an American Plan, or do you only offer housekeeping cottages / cabins?
22. If you offer an American Plan, what percentage of your customers used the American Plan in 2015?
23. What was the breakdown of total operating expenses at your operation in 2015? (% or actual \$)
- a. Staff Payroll & Benefits
 - b. Management fees / salaries
 - c. Cost of Food
 - d. Cost of Alcoholic Beverages
 - e. Guest Supplies
 - f. Office & General (office supplies, legal, accounting and professional fees, etc.)
 - g. Sales & Marketing – during operating season
 - h. Sales & Marketing – during off-season / when property is closed
 - i. Utilities (e.g., electricity, gas, steam, water, oil for generators, etc.)
 - j. Fuel (boats and aircraft)
 - k. Repairs & Maintenance – Building
 - l. Repairs & Maintenance – Equipment
 - m. Building / Lease payments
 - n. Insurance
 - o. Property Taxes, Licenses and Permits
24. What capital costs did you incur at your establishment in 2015 to address regulatory requirements?
- a. Water
 - b. Septic
 - c. Fuel (storage & dispensing)
 - d. Transportation Safety (aircraft)
 - e. Other (please describe)

25. What is the breakdown of capital / FF&E costs that you incurred at your establishment in 2015?

- a. Building improvements and related supplies/construction costs
- b. Dock improvements and related supplies/construction costs
- c. Site improvements and related supplies/construction costs
- d. Operating / Recreational Equipment (new purchases)
 - i. Planes
 - ii. Vehicles
 - iii. Boats
 - iv. ATV / golf carts
- e. Operating / Recreational Equipment (replacement parts)
 - v. Planes
 - vi. Vehicles
 - vii. Boats
 - viii. ATV / golf carts

26. If not 2015, in what year did you make your last major capital upgrades to the overall property?

27. Where do you typically purchase your equipment and related supplies?

28. Do you do most of your equipment repairs on-site? If not, where do you typically outsource maintenance services to?

29. How many staff do you employ (FT / PT / Seasonal)?

30. Where do your staff members reside permanently?

31. Are food and living arrangements at the lodge part of the staff salary?

32. How many people are part of your management team (excluding paid staff)? Please describe your ownership/management structure:
- Owner(s)
 - Managers (if different)
33. What was the percentage breakdown of guest origin at your establishment in 2015?
- Local (within 40km)
 - Other Algoma Region
 - Other Northern Ontario
 - Other Ontario
 - Other Canadian Provinces
 - US
 - International
34. Has this geographic mix changed over the past 2 years? Please describe.
35. What are the top 3 U.S. states currently visiting your establishment?
36. What are the top 3 Canadian cities / regional markets currently visiting your establishment?
37. What is the average length of stay at your establishment?
38. Please estimate the breakdown of typical group size in 2015:
- Single
 - Couple
 - Family
 - Group – Adults (small >6)
 - Group – Adults (large <6)
39. What is the typical adult group size?

40. What percentage of your business is repeat business?

41. Please describe any concerns or challenges you face, according to the following topic areas:

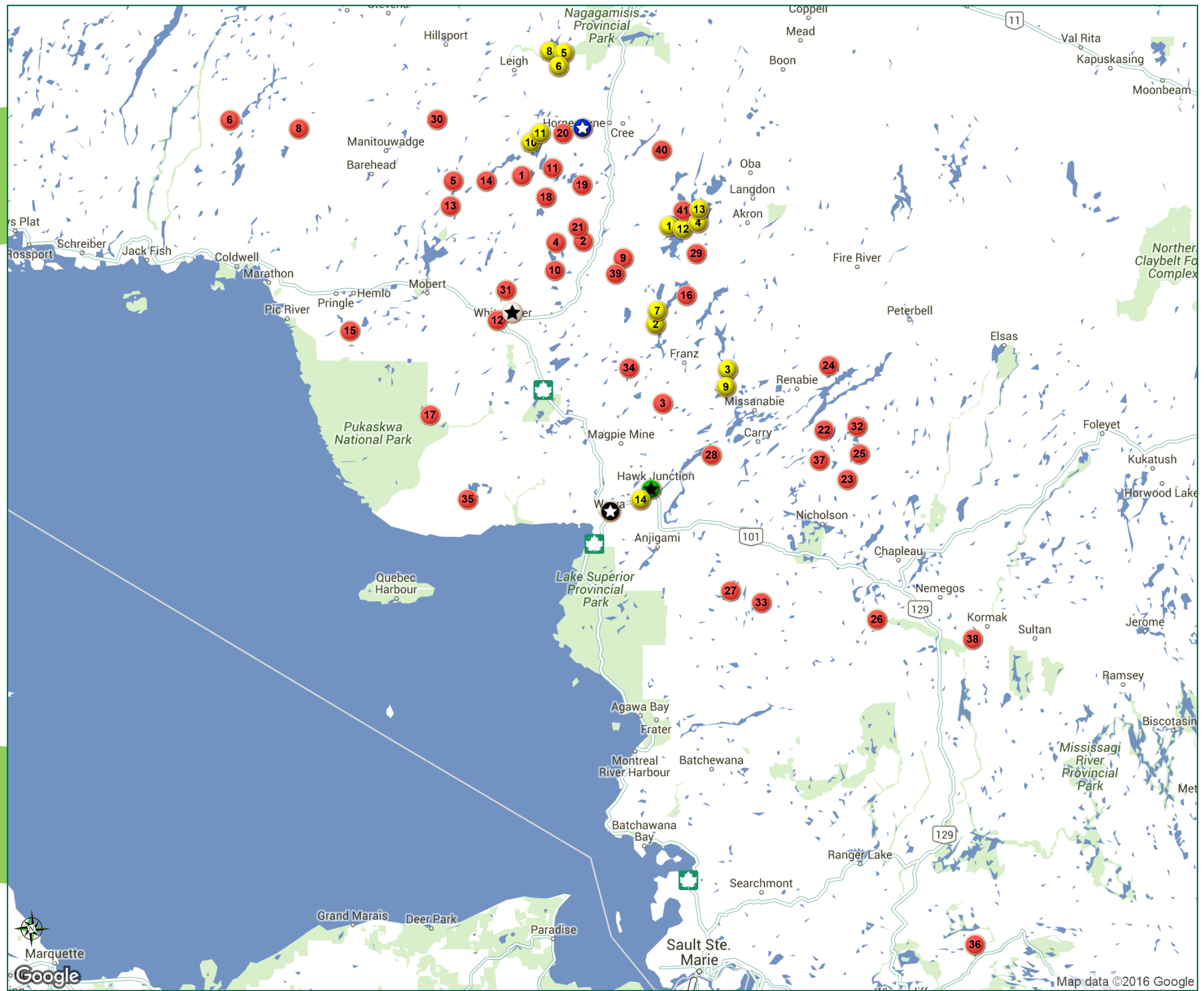
- a. MNR policy requirements
- b. MOE policy requirements
- c. Public Health policy requirements
- d. Transportation infrastructure
- e. Air / road access
- f. Air Service directives
- g. Water levels (if on lake / river, etc.)
- h. Fuel costs, storage & dispensing
- i. Fish conservation
- j. State of Canadian dollar
- k. Other (please describe)

42. Do you believe any of these challenges are related to your location on Crown Lands?

43. Do you have any suggestions for solutions to any of the challenges you face?

44. Why do you think that tourism in north-west Algoma is important – what makes your offering unique? Why is it successful?

APPENDIX B:
MAP OF NORTH ALGOMA REMOTE TOURISM LODGES, AIR SERVICES,
AND OUTPOSTS



- 1 Pine Portage Lodge
- 2 Lodge 88
- 3 Errington's Wilderness Island
- 4 Agich's Kaby Kabins
- 5 Timberwolf Lodge
- 6 Nagagami Lodge
- 7 Mar Mac Lodge
- 8 Expeditions North Lake Lodge
- 9 Loch Island Cabins & Lodge
- 10 PK Resorts Granite Hill, Buck, Bingwood
- 11 Buck Lake Wilderness Lodges
- 12 Watson's Windy Point Lodge
- 13 Watson's Kaby Lake Lodge
- 14 Air-Dale Totomenai Lodge
- 1 White River Air - Shekak Lake Outpost
- 2 White River Air - Gourlay Lake Outpost
- 3 White River Air - Pickle Lake Outpost
- 4 White River Air - Hambleton Lake Outpost
- 5 White River Air - Garnham Lake Outposts North and South
- 6 White River Air - Cornish Lake Outpost
- 8 White River Air - Solann Lake Outpost
- 9 White River Air Nameigos Outpost
- 10 White River Air - Dayohessarah Lake Outpost
- 11 White River Air - McCoy Lake Outpost
- 12 White River Air - Pike Lake Outpost
- 13 White River Air - Bulldozer Lake Outpost
- 14 White River Air - Jembi Lake Outpost
- 15 White River Air - Hayward Lake Outpost
- 16 White River Air - Merekeme Outpost
- 17 White River Air - Pinei Lake Outpost
- 18 Buck Wilderness Lake Outpost - White Owl Lake
- 19 Buck Wilderness Lake Outpost - Bayfield Lake
- 20 Buck Wilderness Lake Outpost - Buffalo Island Lake
- 21 Buck Wilderness Lake Outpost - Gourlay Lake
- 22 Air-Dale Outpost - Abbey Lake
- 23 Air-Dale Outpost - Anjigaming Lake
- 24 Air-Dale Outpost - Apisabigo Lake
- 25 Air-Dale Outpost - Cam Lake
- 26 Air-Dale Outpost - Crescent Lake
- 27 Air-Dale Outpost - Dave Lake
- 28 Air-Dale Outpost - Dingman Lake
- 29 Air-Dale Outpost - Ermine Lake
- 30 Air-Dale Outpost - Fred Lake
- 31 Air-Dale Outpost - John Lake
- 32 Air-Dale Outpost - Little Missinaibi Lake
- 33 Air-Dale Outpost - Mank Lake
- 34 Air-Dale Outpost - Medhurst Lake
- 35 Air-Dale Outpost - Missing Lake
- 36 Air-Dale Outpost - Narrow Lake
- 37 Air-Dale Outpost - Ribes Lake
- 38 Air-Dale Outpost - Tony Lake
- 39 Air-Dale Nameigos Outpost
- 40 Garson's Fly-in Outposts - Lascelles Lake
- 41 Garson's Fly-in Outposts - Little Kaby Lake
- ★ Watson's Skyways Airbase
- ★ White River Airbase
- 🌳 Hawk Air Airbase
- 🌊 Hornepayne Seaplane Airbase