

**TERRACE BAY TOURISM
DEVELOPMENT STRATEGY
PHASE II**

**FINAL REPORT
PREPARED BY:
THE PLANNING PARTNERSHIP
SEPTEMBER 1996
FILE NO. 1242**

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Terrace Bay Tourism Strategy (Lehman & Associates January 1990 - Status Report)
New Brunswick Adventure Marketing Sample

EXECUTIVE SUMMARY

This document is the final report of the Terrace Bay Tourism Development Strategy Phase II. It is intended to serve as the basis for Terrace Bay's tourism development initiatives for the next five years. This document very briefly summarizes the background information which formed the basis for the updated Tourism Strategy. The Strategy is then presented, followed by a chart outlining the initiatives the Study Team is suggesting.

Background

During the study process, the consultants analyzed three separate questionnaires, information provided by the NOTICE centre, and met with members of the Steering Committee. They also inventoried existing tourism-related facilities and toured the community on several occasions. Their findings are detailed in Sections 2 through 4 of the final report. Some of the conclusions are:

- There are a much greater number of tourists stopping in Terrace Bay;
- More of these tourists and the general tourism market are recreation-oriented than in the past;
- Today, more tourists are stopping only for washrooms or information - and thereby making brief, relatively unprofitable visits; and,
- Many desired facilities already exist, including trails, beaches, and accommodations, but could be improved or expanded.

In short, it was found that through the remarkable efforts of Council and the Tourism Committee the original strategy had been almost entirely implemented, and that these efforts are achieving the goal of increasing the number of tourists stopping in the community. The challenge remains to capitalize commercially on this success.

Strategy

The updated Strategy can be summarized in two points:

Continue to encourage more tourists to stop in Terrace Bay, and increase the length of time they spend there, by providing facilities to give them reasons to stop and stop longer;

Develop Terrace Bay as a destination for tourists through marketing of a broad variety of outdoor recreation opportunities in all seasons.

In the first study, tourism improvement was envisioned as a linear process, where public investment leads to an increase in tourists, leading to more spending, which in turn leads to private investment. In this decade, and in the early part of the twenty-first century, the process is likely to be cyclical rather than linear. Private investment in partnership with public investment will produce more tourists, and an increase in spending.

Implementation Plan

The Study Team recommends a three-phased plan to further tourism in Terrace Bay. These initiatives have been designed with the goals of the strategy in mind, but kept in context of the economic constraints which challenge such efforts at the present time. The chart below summarizes the initiatives, which are outlined in much more detail in the report.

PHASE I **1996-1998**

- Tourism Conference I
- Adventure Centre
- Improvements to Aguasabon Beach
- Improvements to Aguasabon Gorge
- Improvements to Centennial Park
- Improvements to Casque Isles Hiking Trail
- Continued support of snowmobile initiatives
- Signage/Footpath to Simcoe Plaza from the Tourism Centre
- Bus tour marketing
- Digital marketing

PHASE II **1998-2001**

- Slate Island Initiatives
- Bed and Breakfasts
- Mascot

PHASE III **2001+**

- Accommodation facilities
- Elder Hostel
- Tourism Conference II
- Cottage lots

The Township has progressed remarkably in its efforts to strengthen and promote the tourism industry in Terrace Bay. It is the hope of the Study Team that this document will allow the Township to continue to achieve this high degree of success in the years to come.

1.0 INTRODUCTION

This document is the final report of the Terrace Bay Tourism Development Strategy Phase II. It is intended to serve as the basis for Terrace Bay's tourism development initiatives for the next five years.

The first part of the report deals with the past and present, providing context for the new Strategy. It includes **Background** information on the Tourism Industry, the Study process, the previous Strategy, and discusses some of the aspects of the community itself and its beautiful natural setting. It details the remarkable **Progress** of the Township to date toward tourism enhancement in the community. Finally, it assesses the tourist trade through a **Market Analysis**, as measured through three separate questionnaires, information provided by the NOTICE centre, and personal contact by members of the Steering Committee and our firm.

The second part of the report deals with the future, providing the plan for Terrace Bay's tourism efforts in years to come. It outlines the new **Tourism Strategy**, which serves as a statement of the Township's approach to tourism enhancement. It then details an extensive **Implementation Plan** for the strategy, including a description of each initiative, and the responsibilities, financing, timing, and costs for each initiative. Finally, it includes some conclusions regarding the philosophy of implementation as a **Last Word**.

Terrace Bay has progressed remarkably in its efforts to strengthen and promote the tourism industry in the Township. It is the hope of the Study Team that this document will allow the Township to continue to achieve this high degree of success in the years to come.

2.0 BACKGROUND

2.1 THE TOURISM INDUSTRY

"Tourism" is a broad term which defies reduction to a definition. It is at heart an industry based on the attraction of visitors to a community and the concurrent introduction of outside spending in that community. The objective of tourism enhancement is to increase the amount of "new money" being brought into a community, through promoting both more visitors and more spending by those visitors.

Tourism in Northern Ontario has always been a major industry. The North's settlement experience has been driven and directed by the rise and fall of various resource extraction industries. The location and economic prosperity of communities was intrinsically tied to the supply and market feasibility of extracting raw materials, be it timber, pulpwood, iron ore, copper or gold. This has resulted in the settlement pattern we see today - 'communities surrounded by nothing', linked to each other and the economic heartland in the South by tenuous strips of rail bed or pavement.

Due to its seasonality, tourism can rarely entirely replace a year round industry such as mining. Its' presence and health can greatly lessen the effects of a major job loss - always a threat in a single industry community. It strengthens any economy, and acts as a marketing agent by raising the general profile of a community.

Tourism as an industry in the North has today more potential than ever before. As advances in travel and communications shrink the distances between major markets and remote locations, the number of people with potential access to northern vacations is increasing constantly. People continue to have more leisure time, and, as the baby boom enters middle age, more and more disposable time and income will likely be spent on tourism and recreation.

Attractions and regions that offer a variety of experiences for the family and/or opportunities for older couples and individuals (who are often part of a tour) will benefit from these trends.

2.2 TERRACE BAY

Terrace Bay is a community uniquely qualified to take advantage of the tourism business. The community is located at an ideal position for a rest stop on the Trans-Canada highway. The broad curve in the highway through town means traffic is already slowing down. Further, since Terrace Bay is several hundred kilometers from Thunder Bay, many motorists are looking for a rest stop.

Far and away the most important asset of the community for tourism is its natural setting. Terrace Bay's scenery and natural features are among the most spectacular in the North. Rugged hiking and snowmobile trails cut their way across the infamous North Shore. The Slate Islands, just offshore, were formed by the impact of a giant meteorite, and boast the southernmost herd of caribou in the world. The gorge and falls from the Aguasabon River, and the beach formed at its' mouth, offer spectacular recreational opportunities. The name "Terrace Bay" is itself derived from the natural history of the townsite - it stands on a series of level shelves terraced by stages of receding glacial Lake Superior (Lake Algonquin).

If the physical setting of Terrace Bay is conducive to tourism, then the economic situation is similarly promising. By virtue of the fact that many of the Township's residents have well paying jobs in resource, transportation and professional sectors - and in many cases, two salaries - many families in the

Township have a high personal income level. This means the community starts with a local market for recreational opportunities and attractions. Add to this the large transient tourist market on the highway, and there is an extensive pool of money already in or passing through the community.

Tourism by its nature is an industry of extensive linkages; that is, many businesses in a community benefit from the introduction of visitors for one reason or another. For example, a family that stops in Terrace Bay for the evening after visiting the Gorge is spending money at a hotel, but is also likely buying dinner at a restaurant, buying snacks at a foodstore, and gas for their car at the service station. Tourism is a lucrative business - when successful, it can have a snowball effect. Not only are many businesses in Terrace Bay able to benefit from the new dollars, but the growth of the community's reputation as a result of the increased tourism leads to additional visitors.

2.3 THE FIRST STRATEGY

Lehman & Associates were retained in 1988 to complete a Tourism Development Strategy for the Township of Terrace Bay. The detailed study was initiated at the request of the Township and was completed in January, 1990. It has served as the basis for Terrace Bay's subsequent efforts to attract additional tourists to the area.

There were two principle objectives identified by the plan, one for the short term, and the other for the long term. They were:

1. Short Term: To encourage more tourists to stop in Terrace Bay and increase the length of time they spend there;
2. Long Term: To develop Terrace Bay as a destination point for tourists from Ontario and the U.S.

These objectives were translated into a series of goals:

- establish a unique niche;
- expand your market share;
- attract more first time visitors and guests;
- draw tourists into the commercial core and down to the waterfront;
- extend the average length of stay;
- increase the average expenditure; and,
- use and build on what you are and what you have.

Detailed options were set out in the Plan which would allow Terrace Bay to pursue these goals in a feasible, coordinated manner.

3.0 PROGRESS

It is not possible to overstate the tremendous progress that has been made by the community in the development of new facilities that are of use to both residents and tourists. In our experience, there is simply no other community in Northern Ontario that has been as successful in the improvement of the quantity and quality of tourist and recreational facilities.

The construction of the Terrace Bay Tourist Welcome Centre, built through the provincial government's NOTICE program, is a major achievement. Coupled with the hiring of an Economic and Tourism Co-Ordinator, the Town has created both an attraction and an institution of use to tourists. Among other functions, the centre has monitored tourist traffic through Terrace Bay, providing some idea of the success of the Township in increasing tourism.

Some initiatives have not been entirely completed, either due to the limited funds available or for other reasons. Some initiatives are already complete to the point of generating tourism dollars - and need not necessarily go further. Others need more work before they become productive components of the Terrace Bay tourism industry. These efforts have been included in our Implementation Plan, at the end of this report.

3.1 STATUS REPORT ON PREVIOUS INITIATIVES

The chart on the following pages details the tourism and recreation enhancement initiatives which have been undertaken by the Township in the last five years. Please note that some initiatives listed here are not complete or could be expanded upon. If this is the case, we have included these projects in the Implementation Plan (Section 6).

TERRACE BAY TOURISM STRATEGY

LEHMAN & ASSOCIATES JANUARY 1990

STATUS REPORT

THE 1990 STRATEGY WAS A 5 YEAR PLAN WITH 3 DISTINCT OBJECTIVES:

1. TO IDENTIFY TOURIST RELATED OPPORTUNITIES.
2. TO DEVELOP A REALISTIC ACTION PLAN TO IMPLEMENT THE RECOMMENDATIONS OF THE STUDY.
3. TO SUBMIT AN APPLICATION UNDER THE NOTICE PROGRAM TO LEAD TO THE DEVELOPMENT OF A TOURIST INFORMATION CENTRE.

YEAR	PROJECT/ACTIVITY	STATUS	COST
1989-90	TOURISM DEVELOPMENT COMMITTEE	9 MEMBER TOURISM COMMITTEE STRUCK BY COUNCIL - OFFICIALLY IN 1992	
1992-93	TOURIST INFORMATION CENTRE AGUASABON GORGE	OFFICIALLY OPENED - AUGUST 30, 1991 AGUASABON GORGE & WATERFRONT STUDY BY MOORE/GEORGE & ASSOCIATES. COMPLETED JULY 1992 - GORGE DEVELOPMENT STARTED 1992 - ACCESS ROAD IMPROVED (PARTIALLY PAVED) - PARKING AREA IMPROVED	\$374,850.00 \$57,184.00 \$40,000.00
1992-93	AGUASABON GORGE	2 OBSERVATION DECKS ACCESSIBLE FROM 26 VEHICLE PARKING LOT VIA BOARDWALK (DISABLED FRIENDLY) <u>LINKS TO:</u> <ul style="list-style-type: none"> • CASQUE-ISLES HIKING TRAIL • SNOWMOBILE TRAIL • BIKING/WALKING TRAIL PROPOSED: 3RD OBSERVATION DECK TO BE INSTALLED. PROPOSED: PICNIC AREA/PERMANENT WASHROOMS TO BE DEVELOPED & INSTALLED.	\$390,510.00

YEAR	PROJECT/ACTIVITY	STATUS	COST
1992-93	AGUASABON BEACH	DEVELOPMENT TO DATE INCLUDES INSTALLATION OF PICNIC TABLES, PORT-A-PRIVY, DOCK REPAIRS. SHOAL REMOVED FROM RIVER MOUTH PLANS CALL FOR MARINA DEVELOPMENT IMPROVEMENTS TO BEACH AREA COMPLETED BY MOORE/GEORGE & ASSOCIATES PLANS INCLUDE: • PARK DEVELOPMENT • LANDSCAPING • CO-ORDINATED SIGNAGE • INTERPRETIVE PANELS	\$4,000.00 \$85,200.00 \$16,600.00
1992-93	HIGHWAY #17 CORRIDOR STUDY	SOME TREE PLANTING OCCURRED. (REFER TO COMMUNITY LANDSCAPING)	
1992-93	CENTENNIAL PARK	BENCHES, PICNIC TABLES, TRASH CANS	\$3,720.00
1993-95	LANDSCAPING	FOUNTAIN - REBUILD/REPLACE - 1996 BUDGET TREE PLANTING PROGRAM COMMUNITY WIDE TOWNSHIP PLANTED 200+ BETWEEN 1993-95	\$25,000.00 \$10,000.00
1992-95	DIRECTIONAL "WELCOME" SIGNAGE	LOCAL RESIDENTS HAVE PARTNERED TO PRIVATELY PLANT ANOTHER 50+ TREES 2 - "WELCOME" SIGNS 1 - "AGUASABON GORGE" LOCATION SIGN 2 - DIRECTIONAL SIGNS	\$2,000.00 \$43,320.00
1992-93	INTERPRETIVE SIGNAGE	5 - INTERPRETIVE, HISTORICAL PANELS AT VARIOUS LOCATIONS THROUGHOUT THE COMMUNITY. DEVELOPED BY GREGORY/GREGORY. 2 - AT GORGE 2 - AT TOURIST INFORMATION CENTRE 1 - SIMCOE PLAZA (COSTA'S)	\$40,000.00

YEAR	PROJECT/ACTIVITY	STATUS	COST
PHASE II 1990-93	PROMOTIONAL MATERIAL	<ul style="list-style-type: none"> B. SMITH & ASSOCIATES "LURE" BROCHURE B. SMITH & ASSOCIATES DEVELOPED STATIONARY PACKAGE & COMMUNITY MAP PARTNERED IN TOURISM VIDEO & ECONOMIC DEVELOPMENT VIDEO - 1993 PARTNERED WITH NORTH OF SUPERIOR MARINA MARKETING BROCHURE, SLIDE PRESENTATION, VIDEO 1994-95 	\$18,561.00 \$1,642.00 \$2,000.00 \$1,000.00
1990-95	CASQUE-ISLES HIKING TRAIL	DURING THIS PERIOD THE TOWNSHIP, WITH FUNDING SUPPORT THROUGH THE ENVIRONMENTAL YOUTH CORP PROGRAM HAS MAINTAINED, IMPROVED & MARKETED THIS UNIQUE 45 KM. TRAIL SYSTEM.	\$93,828.00
1990-93	SURVEY OF VISITORS	THE TOWNSHIP HAS NOT FOLLOWED UP ON THIS RECOMMENDATION. THE STAFF OF THE TOURIST CENTRE HAVE KEPT VISITOR STATISTICS AS REQUESTED AND AS A MEMBER OF THE NORTH OF SUPERIOR TOURISM ASSOC. ANNUAL VISITOR SUMMARIES INCLUDED WITH THIS PACKAGE.	
	INCREASE AND IMPROVE COMMUNITY AWARENESS	BOTH THE RECREATION/TOURISM/ECONOMIC DEVELOPMENT CO-ORDINATOR AND TOURISM/ECONOMIC DEVELOPMENT SUPERVISOR HAVE WORKED CLOSELY WITH VARIOUS COMMUNITY AND REGIONAL ORGANIZATIONS. THE TOWNSHIP OF TERRACE BAY AND THE PROVINCE OF ONTARIO ENTERED INTO A MEDA PROGRAM (OCT.93). THIS IS A 5 YEAR COMMITMENT. PROVINCIAL COMMITMENT: MUNICIPAL COMMITMENT:	\$341,000.00. (provincial) \$159,000.00 (township)
	LONG LAKE/AGUASABON RIVER	PARTICIPATED WITH GERALDTON, LONGLAC, SCHREIBER, SUPERIOR NORTH CFC & MNDM ON TOURISM POTENTIAL. STUDY CONDUCTED IN 1992 BY EDA COLLABORATIVE.	

YEAR	PROJECT/ACTIVITY	STATUS	COST
PHASE III 1993 +	REALIZE BUSINESS OPPORTUNITIES	WORKING WITH PRIVATE SECTOR IN RELOCATION, MARKETING & PROMOTION OF BUSINESSES AND OPPORTUNITIES.	
	PUMPHOUSE BEACH	AREA TOO SENSITIVE FOR ANY DEVELOPMENT. LOCAL RECREATIONAL USE, PERIODIC CLEAN UP.	
	INVESTIGATE OVERSEAS MARKETS	1992-93 ADVERTISED IN GERMAN PUBLICATION "CANADA JOURNAL"	\$1,400.00
1993-94	MEDA REPORT	AS PREVIOUSLY NOTED, THE TOWNSHIP AND PROVINCE ENTERED INTO A 5 YEAR PROGRAM. THE FOLLOWING IS A BRIEF SUMMARY OF THE PROJECTS UNDERTAKEN IN THE PAST 2 YEARS	
	NEW TOURISM STRATEGY	FIRST 5 YEAR PLAN TO BE REVIEWED & NEW 5 YEAR PROGRAM TO BE DEVELOPED. START DATE FALL 1995	\$9,000.00
	NORTH SUPERIOR MARINA MARKETING ASSOCIATION	DISCUSSED EARLIER. EXPECT TO EXPAND FROM 2 YEARS TO A 3RD YEAR. 3RD YEAR MEMBERSHIP FEE TO BE DETERMINED.	\$1,000.00
	NORTH SUPERIOR GOLF MARKETING PROGRAM	INITIATED BY TERRACE BAY. THIS PROGRAM HAS REGIONAL COMMITMENT. NEEDS TO BE KICKSTARTED. (NOSTA BROCHURE)	
1993-94	MEDA AGUASABON RIVER BOATER'S BEACON	THE AGUASABON RIVER MOUTH ACTS AS A HAVEN FOR LAKE SUPERIOR BOATERS. TO ENHANCE SAFE ACCESS THE TOWNSHIP PURCHASED A BEACON INSTALLED BY VOLUNTEER BOATERS.	\$2,000.00
	SNOWMOBILE CLUB	AS A RESULT OF THE PROVINCE'S SNOW TRACK PROGRAM, A TERRACE BAY-SCHREIBER CLUB WAS FORMED. THE CLUB HAS CUT TRAILS, PURCHASED A GROOMER AND BUILT 3 BRIDGES - BELOW HAYS LAKE DAM, BELOW AGUASABON GORGE & STEEL RIVER 35 KM EAST OF TERRACE BAY. THE TOWNSHIP HAS CONTRIBUTED LABOUR & EQUIPMENT	\$50,000.00
	TERRACE BAY SKI CLUB	<ul style="list-style-type: none"> TOWNSHIP FUNDED STUDY - 1987 PROVINCIAL SUPPORT RECEIVED 1994 SKI CLUB CONTRIBUTION (CASH/IN KIND) TOWNSHIP CONTRIBUTION (IN KIND) 	\$13,000.00 \$250,000.00 \$250,000.00
	AGUASABON GOLF CLUB	TOWNSHIP CONTRIBUTION (IN KIND) 1994	\$10,000.00

YEAR	PROJECT/ACTIVITY	STATUS	COST
1994-95	SNOWMOBILE CLUB	<ul style="list-style-type: none"> INSTALLED 2 BRIDGES - PRAIRIE RIVER 40 KM EAST OF TERRACE BAY & GRAVEL RIVER 77KM WEST OF TERRACE BAY PRODUCED TRAILS MAP MAINTENANCE BUILDING - TOWNSHIP COMMITMENT 	\$10,000.00
	TERRACE BAY SKI CLUB	TOWNSHIP CONTRIBUTION (IN KIND)	?
	AGUASABON GOLF CLUB	TOWNSHIP CONTRIBUTION (IN KIND)	\$15,000.00
	AGUASABON BOATER'S ASSOCIATION	FORMED AT THE REQUEST OF COUNCIL, ASSISTED BY TOWNSHIP STAFF, THIS GROUP DEALS WITH BOATER'S ISSUES. (SEE ATTACHED REPORT) CURRENTLY THEY HAVE SUBMITTED A PROPOSAL TO DEVELOP "HAVENS" ON THE SLATE ISLANDS (SEE ATTACHED PROPOSAL).	\$5,200.00
1995	"INVITATION" BROCHURE	11,200 BROCHURES WERE REPRINTED	\$7,530.00

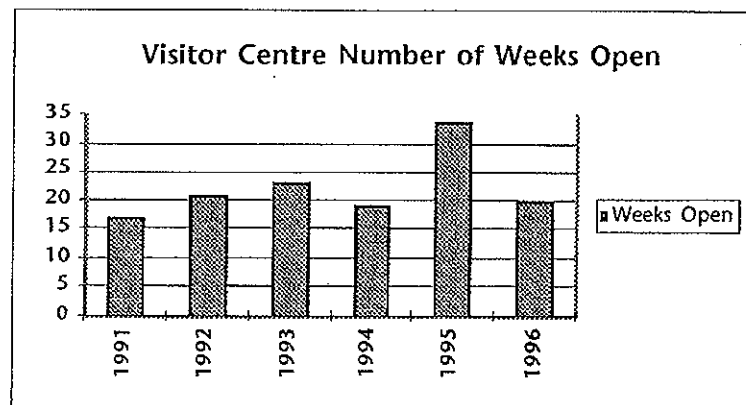
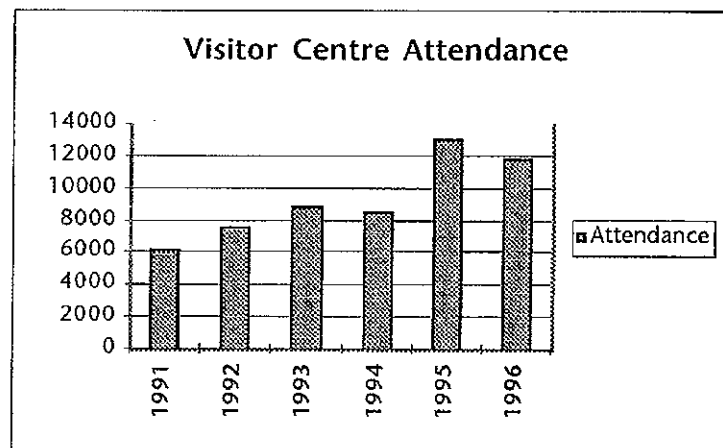
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4.0 MARKET ANALYSIS

We have undertaken a number of exercises designed to gain a better knowledge of the current tourist market in Terrace Bay, including three questionnaires and data provided by the Tourist Centre itself. This section summarizes the results of those exercises.

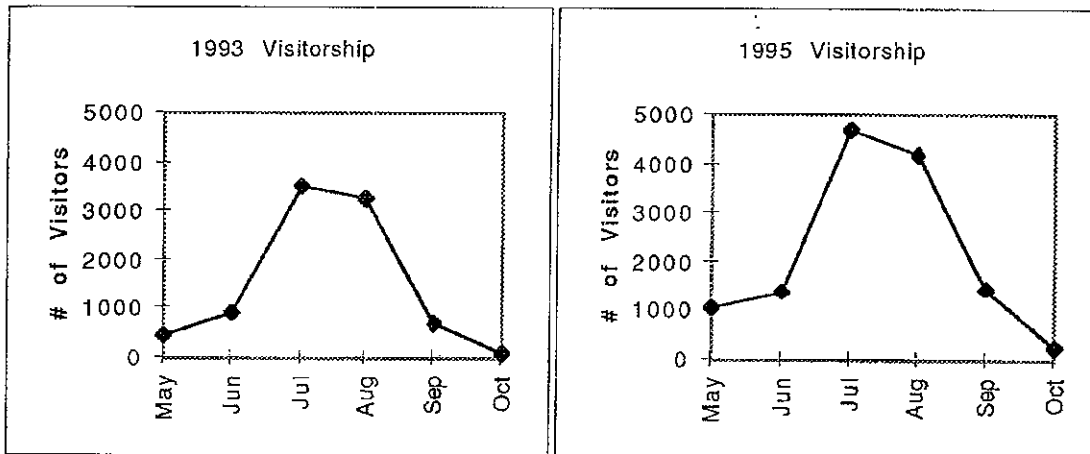
4.1 TOURISM: THE STATE OF THE INDUSTRY

Tourism in Terrace Bay is big business, and it's only getting bigger. Visitorship to the Tourist Centre in Terrace Bay has increased by some 800% since the first Tourism study in 1989.



Note: Visitorship to the centre in 1994 was hampered by road construction. Traditionally the visitor information centre operates from the May long weekend to the October long weekend.

The greatest number of visitors to the centre is in the summer months, with the peak period usually in late July of each year.



The overall increase in visitorship is not a result of increased vehicular traffic. It is the consequence of the availability of an attractive building, well signed, with adjacent parking, on a part of the highway where traffic has slowed down. Terrace Bay is apparently now catching the tourists - the challenge now is to capitalize on that success. Tourists are stopping, but it is yet uncertain the degree to which the local economy is benefiting from their presence.

4.2 STAKEHOLDERS' QUESTIONNAIRE

As part of the public consultation portion of the Study process, the Study Team contacted approximately fifty individuals connected with recreation in the North Shore area. These people included the heads of recreational associations, service clubs, church groups, and business organizations.

Generally, respondents indicated that general town maintenance and improvements to recreational facilities would likely generate more tourism. Maintenance was often referred to in the same context as cleanliness and business facade improvements. Some suggested that there was a need to market Terrace Bay to tourists before they arrived - this could include better signage on the highway. One respondent, who lives on Lakeview Drive, noted that he has seen lost tourists (including buses) looking for the beach on a number of occasions and wondered about better directional signs. The Township has erected improved signage to address this concern.

The natural beauty of the community's setting was often emphasized as a major asset of Terrace Bay. Many felt this asset should be promoted to its greatest possible extent.

On the wish list for recreational facilities were an indoor swimming pool and a marina, although some called for improvements to existing facilities such as the hiking trails and tennis courts. It's important to emphasize, however, that the sentiment was not unanimous - some felt tourism could be generated through other areas, and recreation money should be spent elsewhere. Many stakeholders felt that the community could benefit by linking the tourism industries in Schreiber and Rosspoint with the industry in Terrace Bay, working together to attract tourists to the North Shore.

It is important to note that the community already boasts impressive recreational facilities. Current initiatives, such as the murals on the recreational centre and Simcoe Plaza walls, speak to some of the responses to the questionnaire. It will be important in the future to maintain these facilities, while continuing to orient local recreational facilities to tourists.

In order to gauge local interest in facilities shared with tourists, the respondents were asked to rank selected outdoor recreation facilities on a scale from one to five (one being less important, five being more important). The results indicated an overall high level of importance for all recreational facilities (the average overall score was 3.90).

**TABLE 1 - Average Importance of
Selected Outdoor Recreation
Facilities (scale of 1 to 5)**

Walking / Bike Paths	4.41
Snowmobile Trails	4.17
Tree Planting	4.07
Tourist Center	3.88
Signage	3.78
Gorge Access	3.77
Hiking Trail	3.71
Interpretive Panels	3.39

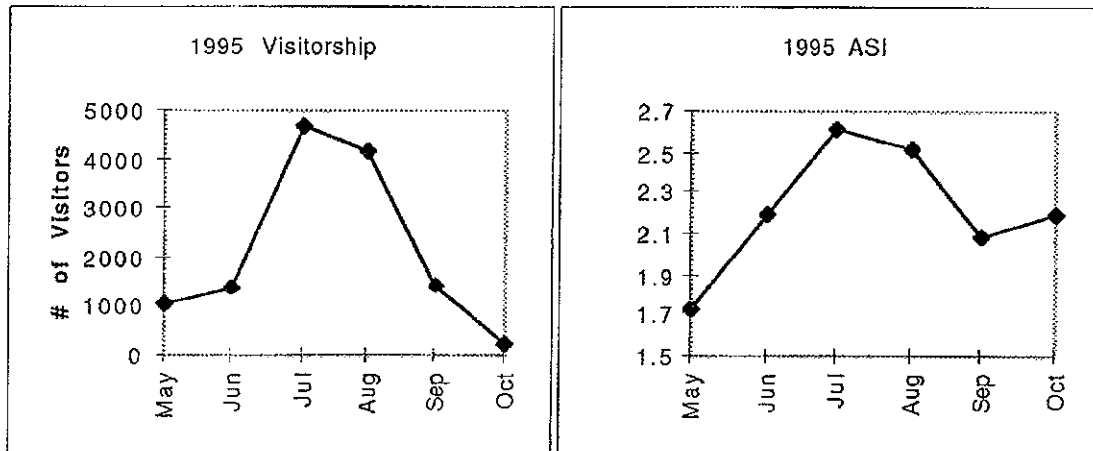
4.3 BUSINESS SURVEY

The Study team distributed a survey to approximately seventy businesses in Terrace Bay asking them to report, in a ratio amount, their month by month sales figures from the last several years. The intent was to investigate the link between visitorship to the Township by tourists and levels of commercial income.

Visitorship is measured simply by the number of people who visited the Tourism Information Centre in any given month. A measure of sales in Terrace Bay was devised called the ASI, for Average Sales Index. This ratio represents the average of the ratio of sales by a business in any given month to the lowest month of sales in that business in the last five years. Thus, if the ASI was

equal to 2.0 for the month of June, that indicates that on average, Terrace Bay businesses did twice as much business in June as they did in their lowest month in the last five years.

This index is not absolute, meaning that it does not reflect the actual dollar figures of sales. This makes it a better indication of general trends in business - it's not distorted by one business having a particularly good or bad month.



The low responses rate to the business survey means that conclusions must be general rather than specific. However, the degree of correspondence between the ASI and visitorship to the Tourism Centre is undeniably high. There is clearly a relationship between the number of tourists stopping in the community, and the sales figures of many businesses.

This may seem hardly a surprising conclusion when the business in question is a gas station, or a fast-food restaurant. Motorists stopping at the information centre are very likely to use the stop as an opportunity to refuel (or vice versa, a need for fuel produces a stop at the information centre). Other businesses including a sit-down restaurant, food store and hotel responded to the survey and have sales fluctuations that correspond to the visitorship to the tourism centre.

At the same time, the ASI has not increased by the same amount that visitorship has increased. The average ASI has increased since 1990, but the increase is well below what might have been expected with such a direct correspondence. This discrepancy is likely due to the large number of tourists who are stopping in Terrace Bay only to use the washroom, or obtain information.

It seems fair to conclude that:

- Tourists have a significant effect on the economy of Terrace Bay, but,

- This effect is not as great as it might be - efforts need to be made to promote spending in the community.

4.4 BREAKING DOWN THE TOURIST MARKET

A great deal of information about the tourist market in Terrace Bay can be gleaned from the surveys printed by the Aguasabon Chamber of Commerce and distributed at the tourism centre during the spring and summer of 1996.

AGUASABON CHAMBER OF COMMERCE TOURISM QUESTIONNAIRE RESPONSES

1. When did you decide to stop here?

Planning your Trip at Home	2	• Almost all visitors did not plan to stop in Terrace Bay
Yesterday	5	
Today	93	
Total	100	

2. What made you decide to stop here?

Beautiful Scenery	34	• The scenery and other attractions convinced 44% of respondents to stop.
Accommodations	2	
Dining	2	
Tourist Attraction	10	
Recreation	2	• The information centre with washrooms stopped an equal number.
Washrooms	27	
Information	16	
Other	7	
Total	100	

3. Have you stayed in this area before?

Yes	56
No	44
Total	100

4. How long are you staying in this area?

A Few Hours	43
1 Night	33
2 to 5 nights	21
Over 5 nights	3

Total 100

5. Ratings of Services %

Services	Excellent	Good	Poor
Accommodations	27	73	0
Restaurants	25	75	0
Recreation	75	25	0
Hospitality	87	13	0

6. Services Used (%)

	Used	Not Used
Accommodation	13	87
Restaurants	17	83
Recreation	3	97

What conclusions can be drawn from the responses? First, a large number of tourists visiting the centre are stopping on the spur of the moment, and almost no tourists are yet making Terrace Bay their end destination. Nearly half of the respondents gave "a few hours" as the length of time they were planning to stay. The large number of short stop visitors is reflected in the high ranking of "washrooms" on the list of reasons to stop, and the relatively low rate of usage of restaurants and recreation facilities.

An almost identical questionnaire was distributed during the summer season in 1989, but distribution methods were different, making comparing some data difficult. Some information, however, is not affected by the change in distribution methods, and yields some interesting results. More specifically:

- People are stopping for the scenery, tourist attractions, and for information much more often than in 1989;
- The rate of return visitors is much greater in 1996;
- Visitors are less satisfied with the quality of accommodation and restaurants than seven years ago. This may be partly as a result of higher expectations on the part of tourists;
- The quality of recreational facilities received a much higher ranking than in 1989; and,
- The hospitality of the community, which received high marks in 1989, received even higher marks in 1996 (86% of respondents felt the hospitality was 'excellent' - the highest ranking).

This information was compiled from tourist questionnaires developed by the Aguasabon Chamber of Commerce, and distributed by Mike Moore in June of 1996.

4.5 WHERE IS THE MARKET?

Terrace Bay currently has three roles as a centre for tourism.

- As an attraction for the local and regional market, a substantial and existing role;
- As a stopping place on the Highway, an increasingly important role; and,
- As a destination for tourists, an as-yet undeveloped role.

Local/Regional

The local market in Terrace Bay includes the communities of Schrieber, Jackfish, and Rossport, as well as the population of the Township itself. The major target in this market is the snowmobiler, but also includes all residents of the four communities - Terrace Bay's recreational opportunities are excellent, and can serve as an attraction.

Indeed, Terrace Bay has made substantial improvements in local recreation facilities over the past seven years. These facilities, while primarily built for and by local residents, offer an extraordinary opportunity to attract tourist-based business, both from nearby communities, and to the visitor from farther afield.

Stopping Place

Terrace Bay has succeeded in continuing to capture an increasing number of the transient motorists on Highway 17. A major reason for this is the success of the tourist information centre, which is giving more and more motorists a reason to stop. The success of the centre is obvious in the rise in the number of visitors to the Tourism Centre.

Getting motorists to stop is an important step. However, although motorists may be stopping in Terrace Bay, they are not necessarily spending money while they are there. The emphasis now must be on providing opportunities for tourism spending. In this role, Terrace Bay is a rest stop: a place to eat a meal, look around, let children play in the playground or on the beach. A variety of uses can promote this role - many through private partnerships.

Destination

The destination tourist market is a very lucrative one, and Terrace Bay has the potential to capture some of this market. Terrace Bay's stunning natural setting provides a unique opportunity for tourism. Several facilities already exist that utilize the natural setting, including the Aguasabon gorge and beach and the Casque-isles hiking and snowmobile trails. The Slate Islands also represent a

potential starting point for wilderness expeditions. It would be possible to market Terrace Bay as a starting point for wilderness expeditions: as a place to go to start an outdoor adventure.

The major difficulties to overcome are the distance to the market and the large number of intervening opportunities. Success in the destination market has occurred where or when the other opportunities are limited - such as by the availability of snow for snowmobiling or when a variety of experiences are sought.

Destination tourism will likely continue to be a slowly growing segment of the market. For success, marketing and promotion of this role will be of key importance. Such promotion could be conducted at the local, regional, provincial, national and the international level, and involve many partners.

Key to garnering a share of the destination market is establishing a reputation for a particular attraction or activity in the area. These attractions may be natural, such as the climate in southern Florida, or the mountains in Alberta, or may be created, such as the theatre in Stratford, Ontario. Terrace Bay's success as a centre for destination tourism will be dependent on the ability of the Township to establish a reputation for outdoor recreation.

4.6 CONCLUSIONS

Some conclusions can be made about the market:

- There are a much greater number of tourists stopping in Terrace Bay;
- More of these tourists and the general tourism market are recreation-oriented than in the past;
- Today, more tourists are stopping only for washrooms or information - and thereby making brief, relatively unprofitable visits; and,
- Many desired facilities already exist, including trails, beaches, and accommodations, but could be improved or expanded.

5.0 THE STRATEGY

Encourage more tourists to stop in Terrace Bay and increase the length of time they spend there;

Develop Terrace Bay as a destination point for tourists from Ontario and the U.S.

These were the goals of the original Tourism Strategy, and they are still relevant today. The community, as we have seen, is having a good deal of success with the first goal: many more people are stopping in Terrace Bay. These goals need to continue, but at the same time, the community can begin to realize the long-term goal of making Terrace Bay a destination. The updated Strategy can be summarized in two points:

Continue to encourage more tourists to stop in Terrace Bay, and increase the length of time they spend there, by providing facilities to give them reasons to stop and stop longer;

Develop Terrace Bay as a destination for tourists through marketing of a broad variety of outdoor recreation opportunities in all seasons.

In our original study, we envisioned tourism improvement as a linear process, where public investment leads to an increase in tourists, leading to more spending, which in turn leads to private investment. In this decade, and in the early part of the twenty-first century, the process is likely to be cyclical rather than linear. Private investment in partnership with public investment will produce more tourists, and an increase in spending. The extra spending will in turn produce an increase in private investment through forward, backward, and horizontal linkages, in concert with public financing. This relationship stresses the importance of public/private **partnerships**, which are likely to be the financial basis for the next stage of tourism development in Terrace Bay.

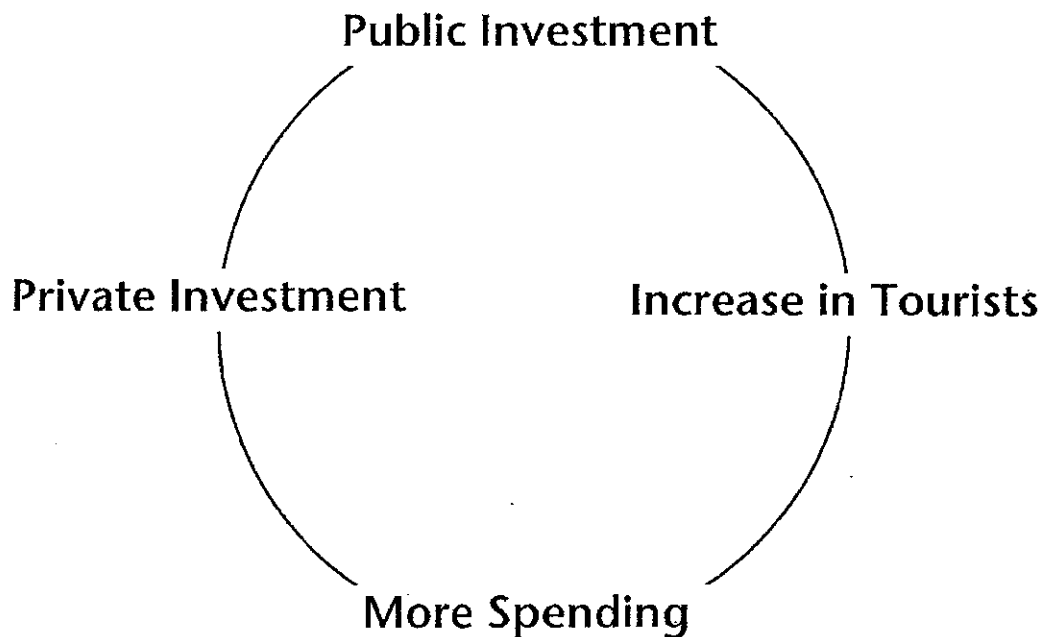
5.1 INCREASING/IMPROVING PARTNERSHIPS

The Township has been very successful in leveraging municipal funds to obtain access to provincial and federal funding. However, provincial funding is now much more scarce, and initiatives which might have been funded in the late 1980's are no longer supported financially by the Province. In a telephone conversation with a representative of the Ministry of Northern Development and Mines, it was determined that no funding will be forthcoming from the

Province for tourism or community development in the near future, with the exception of the Northern Ontario Heritage Fund. Guidelines for the spending of these funds will be available in the fall.

In the face of these severe cutbacks, partnerships will be a necessity, rather than an option, for tourism development. The Township has been successful in the past in using informal relationships with various recreational associations in the creation of a variety of new initiatives. These efforts include the Township's participation in the North of Superior Marina Marketing Association, which has returned funds to the Township and the Aguasabon Boater's Association, through the "Havens" project. The development of the economic development and tourism videos are another example.

The challenge in the future will be to use private sector funds as much as possible to leverage government funding. For this reason, the implementation section of this report will include a number of potential partnerships, both formal and informal, to implement the recommendations. Partnerships between private and public organizations also have the added benefit of building community will and shared objectives.



5.2 MARKETING

A key element to the success of the updated strategy, especially the wilderness expedition destination component, will be *aggressive* and *effective* marketing. There are two thrusts to this effort.

The first is to get more people to stay in Terrace Bay for longer periods of time, and to get them to spend more money while they are there. The visitor questionnaires tell us that the overwhelming majority of visitors make the decision to stop while travelling that day, which means they are not necessarily planning on spending time in the community. Terrace Bay must market its facilities in such a manner that more visitors will plan to stop, and more visitors who do stop will want to stay longer. This means better signs, walkways, advertising or sales; in short, more 'hooks' to get people interested in staying or looking around. We have suggested a number of initiatives toward this goal.

The second goal is to promote the adventure destination image and services. This goal can be marketed in a number of ways and at all scales - local, provincial, national, and international. It involves educating people about Terrace Bay and the area. An example of a community which has successfully garnered this type of business is Temagami, Ontario, where thousands of American and European tourists visit every summer to enjoy the 'untouched wilderness' of Lake Temagami and the surrounding region. Many visitors are drawn there because they have heard the community's name or reputation, and investigate it as a destination.

Current and past destination marketing initiatives have produced high-quality marketing literature, including the "Gem of the North Shore" theme pamphlets, and the tourism/economic development video. These initiatives are only as effective as their distribution, however - they must reach the market: the tourist. Additional themes and or attractions can be marketed in a similar manner, especially the concept of "adventure tourism". Terrace Bay's ruggedly beautiful scenery and extensive system of hiking and snowmobile trails should become known to tourists from around the province, and ultimately across the nation.

Marketing devices form a significant portion of the initiatives we have recommended in the next section.

6.0 IMPLEMENTATION PLAN

In considering potential tourism initiatives in Terrace Bay, the Study Team's intention was to produce ideas which met one or more of the following criteria, all of which are consistent with the draft Strategy:

- take greater advantage of the existing short-term market;
- extend the average length of stay;
- involve relatively low capital expenditures;
- be consistent with the growing role as a rest stop; and,
- the potential role of a wilderness excursion destination.

This implementation plan is organized into three phases. The first phase includes initiatives which can begin immediately, or have already begun and need to be continued. The second phase details initiatives which can occur soon, but need background work before commencing, or logically follow from Phase I initiatives. Phase III details long-term projects, or continuations of projects from earlier phases.

PHASE I 1996-1998

Tourism Conference I

Task:	Host a conference for stakeholders in the adventure experience tourism sector in the Rossport, Schreiber, Terrace Bay and Jackfish Lake area.
Responsibility:	Tourism Committee, Township, NOSTA
Financial Commitment:	Varies by scale. Likely \$5,000.
Funding Source:	Partnered with NOSTA, Township, Tourism Industry
Timing:	Fall/Winter 1997/98

The hosting of this kind of conference holds many potential benefits. It is the ideal setting to establish relationships between communities such as financial partnerships for tourism initiatives or shared recreational programs. It would provide an opportunity to get tourism operators from the area to get familiar with the strategy. It would also be an excellent opportunity to start implementing the Adventure Centre initiative.

Adventure Centre

Task:	Develop the NOTICE Centre into a launching point for wilderness trips
Responsibility:	Tourism Committee, especially Co-ordinator
Financial Commitment:	Minimal. Some advance funds may be required for marketing and set-up. It is suggested that the Co-ordinator be budgeted to visit an operating centre and meet with representatives to work out logistics.

Operating expenses should be recovered quickly by revenue.

Funding Source: Operating expenses: Primarily partnerships. Start-up expenses: Tourism Committee, Township,

Timing: Start-up: Immediately
Opening: 1998

Some small towns in New Brunswick have attracted large numbers of tourists through the construction and operation of "adventure centres" - buildings used as a staging point for adventure-type outdoor recreation activities. These activities could include hiking, kayaking, camping, canoeing, windsurfing, sailing, personal watercraft, hang-gliding, bungee jumping, and white water rafting. The centre operates as an information and supply centre for these sports, offering such services as equipment rental, guides and guidebooks, maps, radio communication, and instruction in equipment use.

Pat McKinney of the New Brunswick Economic Development Office has indicated that the Adventure Centres in that province have enjoyed a high level of success. There are two centres currently operating in the province, one in St. Andrews, and one in St. George. The centres function as starting points for guided tours of the surrounding area. In St. Andrews, tours include the nearby ocean sand dunes and grasslands. Activities include whalewatching, hiking, canoeing, glass-bottom boats, and boating.

In New Brunswick, the centres operate on a licensing basis. An agreement is signed between the Province and the individual operators, whereby the operators are obliged to meet provincial safety and operational standards, and pay a fee to the Province for marketing of the facility and the operator's particular service. A sample from the marketing brochure distributed by New Brunswick appears on the following pages. The packages are based out of the adventure centres and from nearby communities, and are promoted using an easy to read, attractive format.

This concept is consistent with the objectives of the Tourism Development Phase II Strategy in a number of ways. The concept takes advantage of Terrace Bay's natural beauty and rugged surroundings. The North of Superior area is internationally known for its spectacular wilderness setting, and this advantage can be used to market the area as a destination for adventure-seeking tourists. Second, the backward linkages from a project such as this are many and potentially lucrative. Adventure tourists will need local sources of supplies. Third, this kind of activity is already occurring on an informal basis at the NOTICE centre - Mike Moore currently makes some limited arrangements for equipment rental (such as canoes), and attempts to put tourists in contact with local services.

It is also probably the most flexible concept, with the greatest potential. It can build on the Phase II Strategy in many ways, and can be undertaken in stages

to alleviate risk and major financial commitment. Private outfitters could be introduced gradually, building on the existing market, and marketing through NOSTA and other organizations. If the Centre was successful, it could expand the number of tours and/or expeditions, through additional partnerships. The end result could be a year-round tourism centre, open for snowmobile and winter hiking expeditions, as well as a variety of summer activities. Initially, however, as in New Brunswick, the centre would likely only be open in the summer months.

The initial funding required for this initiative would not be substantial, and would be spread across several parties. The Tourism Centre would be responsible for co-ordination and regulation of the uses, including establishing standards and evaluating proposals from operators. The Township and NOSTA would assist with marketing the new uses - promoting Terrace Bay as a place to go to start an adventure. The private operators would supply capital in the form of contributions for marketing (essentially, they are buying the advertising service of the Township, the Tourism Centre, and NOSTA), and in the form of equipment for use by the tourists (adventurers). None of these commitments need be large. The service would support operations not only in Terrace Bay, but also in Schreiber and Rossport.

An example of the relationship could be as follows: A Terrace Bay resident with two kayaks is interested in making a business of kayak tours on the lake. He applies to the Tourism Centre for space as an operator, and is accepted under contract. The contract stipulates that the operator will supply six kayaks for rental, and that all clients will sign waivers before taking a tour. It also stipulates safety requirements determined by the Recreational Boaters Association of Canada, which he and his clients must obey. His kayak tours are then advertised in NOSTA brochures and in *Kayak Canada* magazine, for which he pays a fee of (for example) \$500 per season. People call the Centre, and he arranges tours with them for a preset price. A small portion of his revenue goes to the Tourism Centre for administration.

Implementing this initiative starts with a better understanding of the concept and logistics. For this reason, the tourism committee should undertake measures to link themselves with the New Brunswick Economic Development office and learn more about the operation of the Centres there. This could include a visit by one or more members of the committee to New Brunswick.

The Study Team has extensive experience in marketing new tourism initiatives and could also be used as a resource to assist in implementation. The North Shore Tourism Conference could also be used to open/market the centre.

ADVENTURES LEFT & RIGHT

Morning Noon or Night

Day Adventures Locator Map



Acadian Coastal Drive



Miramichi River Route



River Valley Scenic Drive



Fundy Coastal Drive



New Brunswick's
Appalachian Range

Day Adventure Packages numbers correspond to those on the map and also to those on the individual package descriptions on the following pages.

1. A Whale of a Good Time
2. Scenic Boat Tours (Whale and Bird-watching)
3. A Whale of a Tale
4. Sail a Schooner with Whales
5. Explore an Ocean Paradise
6. Sail with Whales
7. A Whale of an Adventure
8. Experience the Bay
9. Whale Search and Island Cruises
10. The Best of Summer
11. Guided Atlantic Salmon Fly Fishing on the Miramichi
12. An Angler's Dream Come True
13. "The Ultimate Smallmouth Experience"
14. A Fishing Adventure with a Tasty Ending!
15. Deep Sea Fishing
16. Acadian Adventures!
17. Voyageur Canoe Marine Adventure
18. A True Miramichi Canoeing Experience
19. The Miramichi Canoe/Barbeque Combo
20. Motorized Canoe Expedition
21. Paddler's Choice
22. Hartt Island River Adventure
23. Adventure Calling!
24. Escape to the Wilderness
25. Escape To The Sea
26. Catch the Thrill of the River and Sea
27. Fun, Fresh Air and Freedom
28. The St. Croix River Canoe & Barbeque
29. Tour the Fixed Link
30. Seals and Seabirds
31. Come Lobster Fishing With Us
32. River Adventures
33. Nature's Refuge
34. Discover Life in the Sea
35. "Sail the Tall Ship"
36. Scenic Sightseeing and History Cruise
37. St. John River Nature Cruises

38. A View from the Harbour
39. Reversing Falls Jet Boat Ride
40. The Goat Farm Tour
41. Great Miramichi Walk'n Cruise
42. Romancing the Forest
43. Historic River Town
44. Fundy Night Life
45. "White Caves" Adventure
46. Our Wild and Wonderful Wetlands
47. Paint the Town Green!
48. Adventures on Horseback
49. Saddle up for Adventure
50. The Catch of the Day!
51. Musical Dinner "Chez Ti-Toine"
52. "Travelling in Time"
53. Downeast Toetapping, Foot-Stomping Fun

54. A Whale of a Day at the New Brunswick Museum
55. Creative Flower Fun
56. The Candle Making Workshop
57. Creative Machine Knitting & Design Workshop
58. Old Fashioned Lifestyle for Modern Day Kids
59. Tiny Trotters Trail Driving
60. See Carquet by Bike
61. St. Andrews Heritage Bike Tour
62. Tour of the Covered Bridges
63. Gamebird Hunting Adventure of a Lifetime
64. Hikers Welcome!
65. Bird-watching for Beginners
66. Allow Us to Let You Down
67. Splash Into Summer Fun!

THIS MAP INDICATES GENERAL LOCATIONS ONLY.



SPRING:
packages in effect
Jan. 1 - May 31



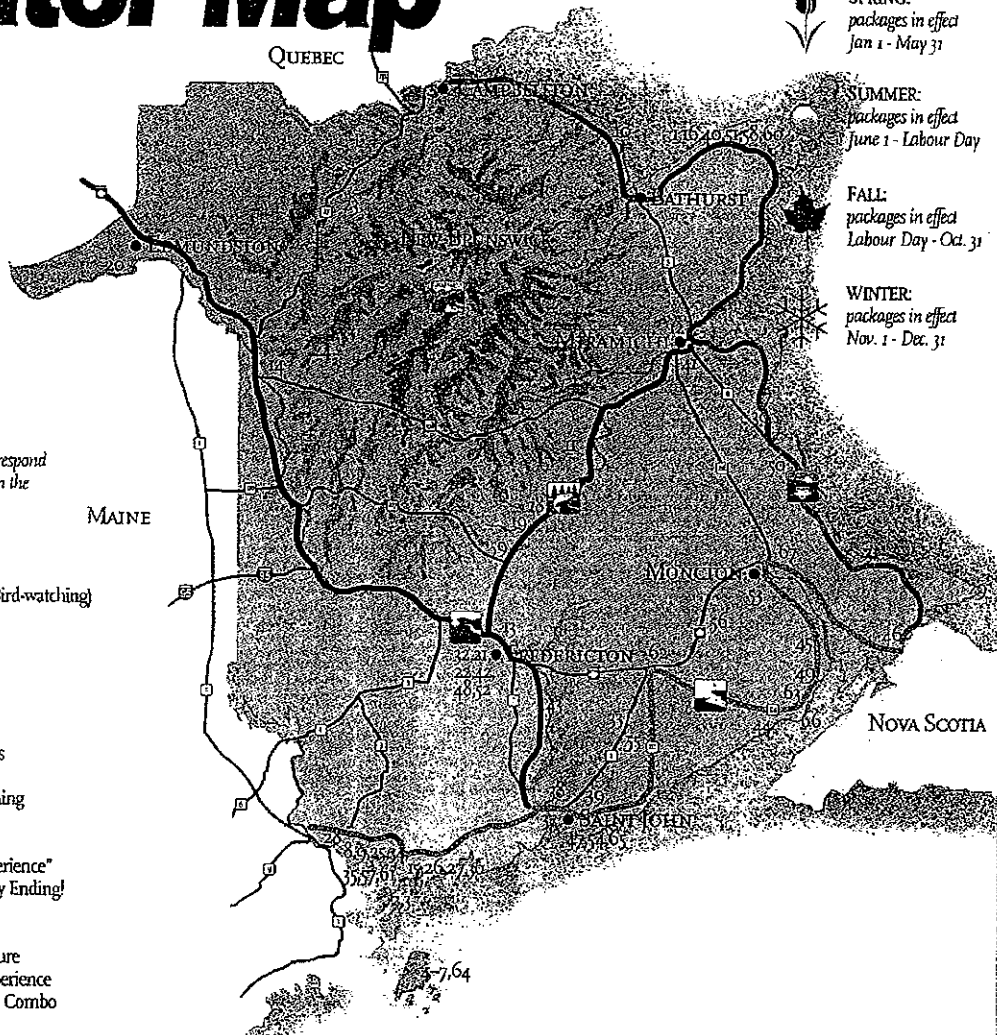
SUMMER:
packages in effect
June 1 - Labour Day



FALL:
packages in effect
Labour Day - Oct. 31



WINTER:
packages in effect
Nov. 1 - Dec. 31



ADVENTURES LEFT & RIGHT

Morning Noon or Night

Discover variety, beauty, action and
romance as you enjoy...

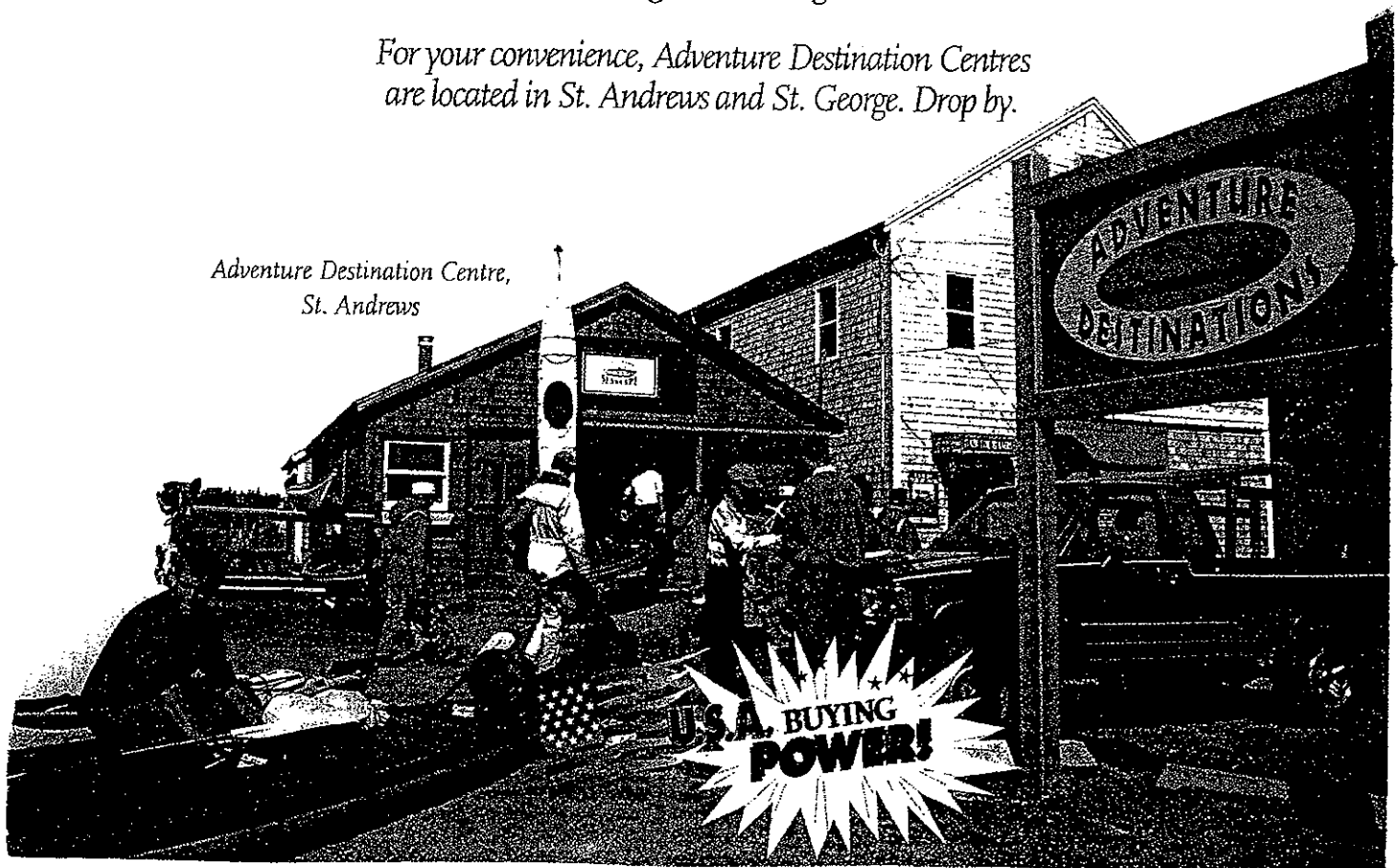
Whale-watching.....	A6
Fishing.....	A8
Canoeing/Kayaking.....	A10
Boat Tours.....	A13
Walking Tours/Interpretation.....	A16
Horseback Riding.....	A18
Historical/Cultural.....	A19
Arts/Crafts.....	A20
Children's Programs.....	A21
Other (Hiking/Bird-watching, Rappelling, Amusement Park, Biking, and More).....	A21

The choice is yours when you choose
New Brunswick "Day Adventures".

We have adventures to the left, adventures to the right...
adventures around every corner of New Brunswick, available
Morning Noon or Night!

For your convenience, Adventure Destination Centres
are located in St. Andrews and St. George. Drop by.

Adventure Destination Centre,
St. Andrews



Day Adventures Information 1 800 561-1112

To supplement information available through our participating points of sale and points of display call our toll-free number from within New Brunswick only, 1-800-561-1112. This number is exclusively dedicated to the Day Adventure Program and experts are on hand to assist you in choosing your Day Adventure.

CUSTOMER SERVICE

The Day Adventure Communication Centre is open May 1 to June 14, weekdays, 8:00 am - 5:00 pm; June 15 - October 9, weekdays 8:00 am - 8:00 pm and weekends 8:00 am - 5:00 pm. Personnel at the centre will assist you in product selection, in locating adventure operators, will receive comments and complaints and will arrange for Voucher Refunds where applicable.

PLEASE NOTE: Reservations cannot be made through the Communication Centre - only through individual Day Adventure operators or through participating sales outlets employing Day Adventure Coordinators.

RESERVATIONS

1. Make your reservation directly with the Day Adventure operators listing adventures in this catalogue.

IT IS RECOMMENDED THAT RESERVATIONS WITH DAY ADVENTURE OPERATORS BE MADE 24 HOURS IN ADVANCE OR MORE, DEPENDING ON THE POPULARITY OF THE ACTIVITY.

OR

2. Drop in to one of our participating point of sale locations. Day

Adventure Coordinators at these specially designated locations will assist you with purchasing and booking your Adventure. (See last page of this publication for a complete list of point of sale locations.)

PAYMENT

1. All Day Adventure operators listed in our catalogue accept cash; many accept major credit cards and all accept Day Adventure Vouchers.

OR

2. Purchase in advance your Day Adventure Vouchers after June 1 at the locations listed on the last page of this publication (availability may depend on location). Vouchers give you the flexibility to pay using major credit cards and to choose from a variety of adventures as you travel.

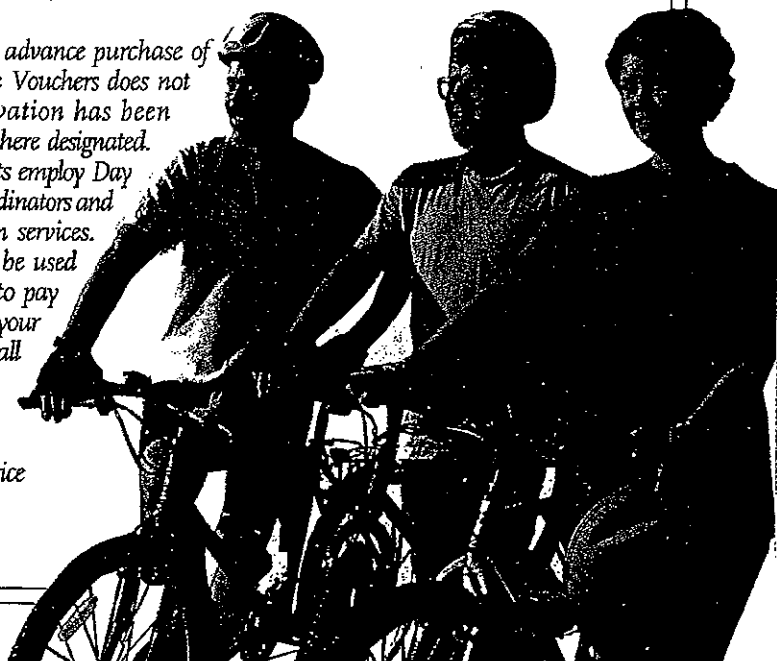
NOTE: The advance purchase of Day Adventure Vouchers does not mean a reservation has been made, except where designated. Most sales outlets employ Day Adventure Coordinators and offer reservation services. Vouchers may be used in lieu of cash to pay for all or part of your adventure. Not all operators give change for vouchers valued above the price of the activity.

REFUNDS

1. Individual operators conduct their own refund policies for services provided
2. In the case where Day Adventure Vouchers have not been redeemed for services, refunds can be obtained by writing:
Day Adventure
Communication Centre
Department of Economic
Development and Tourism
P.O. Box 6000
Fredericton, NB E3B 5H1
1-800-561-1112

PARTICIPATING POINT OF SALE LOCATIONS:

for a complete listing of
point of sale locations,
see last page of this publication.



ADVENTURES LEFT & RIGHT

Morning Noon or Night

Note to Whale-watchers

It would be difficult to travel to Grand Manan on the ferry, participate in a whale-watching tour and return to the mainland in one day. Accommodation reservations are strongly recommended. Also note that whale-watching tours are dependent on the weather. Cancellations, especially due to fog or sea conditions in the Bay of Fundy, can occur. Activities such as hiking, rock-hounding, bird-watching etc. are available as alternatives until tours are able to depart.

A Whale of a Good Time

\$50
per person



Conditions: Tours available 7 days a week, dependent on weather conditions. Departures at 9:30 a.m., 1:30 p.m. and 5:30 p.m. Minimum 6, maximum 24 persons. Method of payment: Cash, MasterCard, Visa, vouchers. Children 4 and under free. All taxes included. Tours leave from the Carrefour de la Mer in Caraquet. Tour break on the Gaspé coast where snack bar and restroom facilities are available.

\$50 PER ADULT
\$28 (5-12 YEARS) PER YOUTH
JUNE 15 - SEPTEMBER 30, 1996

Sea of
Adventure
Inc./Une Mer
d'aventures Inc.

Norman McCann or Guy Henry,
51-3 St-Pierre Boulevard East,
Caraquet, NB, E7W 1B6
Tel: (506) 727-2727 (in season)
toll-free: 1-800-704-1066
fax: (506) 727-2727

Price includes:
• 3-hour interpretive whale-watching excursion
• All safety equipment

**ADVENTURES
LEFT & RIGHT**
Morning Noon or Night

WHALE-WATCHING
Caraquet

Scenic Boat Tours (Whale-and Bird-watching)

\$30
per person



Family, friends, lovers and loners will discover first hand why the West Isles are called "Canada's Best Kept Secret". You'll view seabird colonies, seals, bald eagles, whales, lighthouses and fishermen - depending on their co-operation. This will be the best part of your vacation, and you'll come again!

Conditions: Reservations recommended. Departure times from Richardson Wharf, Deer Island in July and August are 9:30 a.m., 12:15 p.m., and 3:15 p.m. Departure time for June and September is 12:15 p.m. All taxes included. Method of payment: Cash, MasterCard, Visa, American Express and vouchers. Free ferry from Leide. Toll ferries from Campobello Island and Eastport, Maine U.S.A.

\$30 PER PERSON
(13 YEARS AND OVER)
\$15 PER CHILD (5 - 12 YEARS)
MID-JUNE TO
SEPTEMBER 30, 1996

Cline
Marine Inc.

Conrad Cline or Dale Barbeau,
Box 18, Leonardville,
Deer Island, NB, E0G 2G0
Tel: (506) 747-0114
toll-free: 1-800-567-5880,
fax: (506) 747-2287

Price includes:
• 2.5-hour fully narrated tour (September tours are longer duration)
• Cline Marine souvenir button
• Cartoons for children up to 5 years

**ADVENTURES
LEFT & RIGHT**
Morning Noon or Night

WHALE-WATCHING
Deer Island

A Whale of a Tale

\$25
per person



Sense the Bay of Fundy's wonders within 10 minutes of departure. Enjoy a personalized touch with a maximum of 5 adults aboard a traditional 19' working open boat. Experience close encounters with whales, porpoises, lighthouses, eagles, seabirds. Easy landing on a seabirds' nesting island in this unique eco region!

Conditions: Reservations required 24 hours in advance. Available daily - 11:00 a.m. departure. Please ask for additional departure times and weather conditions. Minimum 3, maximum 5 adults, family, parents and maximum 4 children. Method of payment: Cash, MasterCard, Visa or vouchers. Ask about our picnic on an island, beachcombing excursions and marine art lessons. VHF Radio - all safety equipment provided. Taxes included. Ferry crossing from Leide to Deer Island is free.

\$25 PER PERSON
\$75 PER FAMILY
JUNE 15 - SEPTEMBER 15, 1996

Sense the Sea
Jerome Andrews,
Leonardville, Deer Island, NB,
E0G 2G0
Tel: (506) 747-2310
fax: (506) 747-2310

Price includes:
• 1 1/2-hour boat tour
• Historical commentary by Deer Island's marine artist Jerome R. Andrews
• Non-alcoholic refreshments

**ADVENTURES
LEFT & RIGHT**
Morning Noon or Night

WHALE-WATCHING
Deer Island

ADVENTURES LEFT & RIGHT

Morning Noon or Night

Sail a Schooner with Whales

\$70
per person

See marine mammals such as the rare right whale and the playful humpback, aboard a traditionally-rigged schooner. Captain James Bates and the Schooner D'Sonoqua have been taking adventurers whale-watching for 25 years on both sides of the continent.



Conditions: Sail daily at 10:00 a.m. (subject to weather.) Departure point: North Head Fisherman's Wharf. Usual return time 5:00 p.m. Reservations advised and must be guaranteed with credit card or prepayment. Full refund on deposits up to 1 day before departure. Method of payment: Cash, Visa and vouchers. Maximum number of participants 20. All taxes included. Ask about our camping/sailing packages and group rates.

\$70 PER PERSON
\$35 PER CHILD
JULY 1 - SEPTEMBER 15, 1996

**Grand Manan
Sea-Land
Adventures Ltd.**

Eileen Christensen
or James Bates,
PO Box 86, Castalia,
Grand Manan Island, NB,
E0G 1L0
Tel: (506) 662-8997

Price includes:
• Full day (7 hours) at sea on a schooner
• Naturalist on board to provide interpretation
• Hot and cold lunch

**ADVENTURES
LEFT & RIGHT**
Morning Noon or Night

WHALE-WATCHING
Grand Manan



Explore an Ocean Paradise

\$36
per person

Grand Manan Island is a nature lovers' paradise, and there's no better way to discover its magic than by boat. We specialize in **WHALE-AND BIRD-WATCHING CRUISES**, plus **COASTAL SIGHT-SEEING!** Sail with us to the feeding grounds of the world's largest mammals to see such species as the minke, finback, humpback, and rare right whale. You'll cherish the experience for a lifetime.



Conditions: Daily tours 8:00 a.m. and 12:30 p.m., rain or shine. EXCEPTION: DENSE FOG OR STRONG WINDS. "Reservation suggested." MAXIMUM of 25 PASSENGERS. Ask about our special rates for seniors (\$32). Whale sightings guaranteed or fares refunded in full. Method of payment: Cash, MasterCard, Visa, American Express, traveller's cheques and vouchers. Canadian coast guard approved 40' by 16' red fiberglass vessel, canopy protection, washroom facilities. Departure from North Head Fisherman's Pier, GRAND MANAN ISLAND. 1-800-761-8112 for ferry crossing schedule to Grand Manan Island.

\$36 PER ADULT
\$22 PER CHILD
(12 YEARS AND UNDER)
JULY 1 - SEPTEMBER 15, 1996

**Island
Coast Boat
Tours Inc.**

Patricia Russell,
PO Box 59, Castalia,
Grand Manan Island, NB,
E0G 1L0
Tel: (506) 662-8101
Fax: (506) 662-8997

Price includes:
• 4-5-hour fully narrated whale-watching tour by Captain Dana Russell (21 years experience)
• Coffee

**ADVENTURES
LEFT & RIGHT**
Morning Noon or Night

WHALE-WATCHING
Grand Manan



Sail with Whales

\$45
per person

Step aboard a 100' traditionally rigged sailing ship to search the seas for the world's largest mammals. You'll encounter such species as the right whale, as well as humpback, finback and minke whales, porpoises, dolphins and a wide variety of sea birds. Let our expert staff make your adventure memorable.



Ocean Search

Marathon Inn,
PO Box 129,
Grand Manan, NB,
E0G 2M0
Tel: (506) 662-8488

Conditions: Sailing twice daily at 8:00 a.m. and 1:00 p.m., weather permitting. Reservations advised and must be guaranteed with credit card or prepayment. Full refund with 24 hours notice. Maximum number of participants 40. Method of payment: Cash, MasterCard, Visa, EnRoute, Diners Club and vouchers. Departs from North Head Fisherman's Wharf.

\$45 PER PERSON
\$30 PER CHILD (12 AND UNDER)
JUNE 15 - SEPTEMBER 15, 1996

Price includes:
• 1/2 day at sea (4 hours)
• Naturalist on board
• Snacks available
• Evening presentation with our naturalist

**ADVENTURES
LEFT & RIGHT**
Morning Noon or Night

WHALE-WATCHING
Grand Manan



A Whale of an Adventure

\$38
per person

Join Whale Cove Boat Tours for an exciting Bay of Fundy whale-watching tour, from the comfort of a 40-foot, canopy-protected, fully inspected vessel. You'll view humpback, finback, minke and rare right whales. There's a good chance you'll see other marine wildlife too - tuna, shark, seals and dolphins, as well as various species of seabirds.



**Whale Cove
Boat Tours**

Robert and Joan Brown,
PO Box 35, North Head,
Grand Manan, NB, E0G 2M0
Tel: (506) 662-8130

Conditions: 7 days a week, weather permitting. Departures 7:30 a.m. and 11:45 a.m. Cold refreshments, snacks, muffins, squares and film are available at additional cost. Money refunded if a whale is not sighted. Washroom facility. Departs North Head Fisherman's Pier. Maximum number of participants is 20. Method of payment: Cash, Visa, personal cheques, traveller's cheques and vouchers. All taxes included. Reservations are preferred. \$35/senior.

\$38 PER PERSON
\$22 PER CHILD
(6 - 12 YEARS), UNDER 6 FREE
JULY 7 - SEPTEMBER 7, 1996

Price includes:
• 4-5-hour guided tour
• Tea and coffee
• Sightings interpreted

**ADVENTURES
LEFT & RIGHT**
Morning Noon or Night

WHALE-WATCHING
Grand Manan



ADVENTURES LEFT & RIGHT

Morning Noon or Night

Experience the Bay

\$39⁹⁹
per person

Sit back and let your knowledgeable captain introduce you to the wonders of the Bay of Fundy. View whales, seals, porpoise and eagles from "Tide Runner I" a 24' Rigid Hulled Zodiac Hurricane. Excitement and safety form the backbone of our adventure. Don't miss this rare opportunity. "Come Experience the Bay!"



Fundy Tide Runners

Sandra Welch,
16 King Street,
St. Andrews, NB,
E0G 2X0
Tel: (506) 529-4481
fax: (506) 529-4933

Price includes:
• 2-hour boat tour
• Nature interpretation
• Safety suits supplied
• Wildlife sightings (whales)

Conditions: Reservations required and secured with a credit card. Four trips daily: 10:00 a.m. - 12:00 p.m., 1:00 p.m. - 3:00 p.m., 4:00 p.m. - 6:00 p.m. (evening tour \$39.99, 7:00 p.m. - 8:30 p.m.) Minimum age 3 years old. Maximum number of participants 12. Method of payment: Cash, MasterCard, Visa and vouchers. All taxes included. Departure from St. Andrews Wharf.

\$39.99 PER PERSON
\$19.99 PER CHILD
MAY 17 - OCTOBER 1, 1996



WHALE-WATCHING
St. Andrews

Whale Search and Island Cruises

from
\$39
per person

Whales, porpoises, seals, birds, rugged seascapes, the world's largest tides, samples of seafood... experience it all from the 42' high-speed catamaran "Quoddy Link". A cruise to stimulate all your senses. Watch, listen, feel and taste the Maritime way.



Quoddy Link Marine Inc.

Lisa Eldridge,
PO Box 124,
Beaver Harbour, NB,
E0G 1C0
Tel: (506) 529-2600

Price includes:
• 3-hour, fully narrated cruise through the Fundy Isles and into the Bay of Fundy
• Samples of seafood

Conditions: Reservations required and secured with credit card. Departure times July 1 - August 31, 10:00 a.m., 2:00 p.m. and 6:00 p.m. daily. Call for departure times during June and September. Minimum number of participants is 6. Cruises dependent on weather conditions. We recommend you call to confirm departures. No age limit or restrictions. All taxes included. Method of payment: Cash, MasterCard, Visa and vouchers. Departure from St. Andrews wharf.

FROM \$39 PER PERSON
MID-MAY - SEPTEMBER 30, 1996



WHALE-WATCHING
St. Andrews

The Best of Summer

\$15
per person

Savor the summer and enjoy the many faces of nature at Atlas Park. Catch a trout and barbecue it on the spot. Walk through nature (2.5 km of trails), take in the view from our observation tower, or have fun in a paddleboat. Our friendly guides will help you make the most of every moment.



Pointe-Verte Atlas Park

Suzanne Lapacé,
Box 89, 145 rue de la Gare,
Pointe-Verte, NB, E0B 2H0
Tel: (506) 783-3777 or 783-7973
fax: (506) 783-8950

Price includes:
• Trout fishing (line, bait, boat and life jacket)
• Trout dinner (served following the excursion)
• 30-minute paddleboat excursion
• Access to trails and observation tower
• Guide to assist you with activities on site

Conditions: Reservations preferred. From May 25 to June 16, weekends only. From June 17 - August 25, 7 days a week. Taxes included. \$150 includes one trout per person (if the trout are not biting, a scallop dinner will be served). We will also provide information about other activities in the Chaleur region. Method of payment: Cash, Visa, or vouchers.

\$15 PER ADULT
\$10 PER CHILD
MAY 25 - AUGUST 25, 1996



FISHING
Pointe-Verte

Guided Atlantic Salmon Fly Fishing on the Miramichi

from
\$150
per person

Experience the "Sport of Kings" at the exclusive Miramichi Gray Rapids Lodge, a bilingual 3-star Canada Select year round sporting resort, overlooking 4 private fishing pools on the main Southwest Miramichi.



Miramichi Gray Rapids Lodge Inc., Blackville, NB

Guy Smith,
326 MacDonald Avenue,
Oromocto, NB, E2V 1A7
Tel: (506) 357-9784
toll-free: 1-800-261-2330
Fax: (506) 357-9733

Price includes:
• Fly casting instruction
• Guided fly fishing for Atlantic salmon in private pools
• Fishing equipment
• Hardy noon meal and an evening shore lunch

Conditions: Reservations preferred 21 hours in advance. A 50% deposit (Visa), non-refundable is required. Guests must be in possession of salmon license. Non-resident licenses available on site. Method of payment: Cash, travellers' cheques, Visa and vouchers. Overnight accommodation available.

\$150 PER PERSON (DOUBLE)
\$180 PER PERSON (SINGLE)
MAY 2 - OCTOBER 15, 1996



FISHING
Blackville

Improvements to Beach Area

Task: Continue improving public facilities for residents and tourists

Responsibility: Township Council, Superior North Community Development Corporation

Financial Commitment: Details in the Waterfront Study, Page 18.

Funding Source: Heritage Fund. Other sources non-existent.

Timing: Ongoing

The only significant item from our original strategy that was not implemented was the improvements to the Aguasabon Beach area. This initiative has been thoroughly investigated by the Moore/George Study. We continue to feel that this could be a very positive initiative. Improving public facilities for residents and tourists will make the community more attractive to local residents, visiting residents from nearby communities, and be a major attraction for passing tourists. The community is Terrace Bay, after all - people are looking for the water.

The beach could be an attraction which will draw motorists off the highway, and could be marketed to bus tours as a stopping place. The beach would also be the site of several operations of the Adventure Centre, detailed on the next few pages.

Improvements to Aguasabon Gorge

Task: Continue to work towards completion of initiatives for the gorge as outlined in the Moore/George Gorge Concept Study. These include the 2nd observation deck, washrooms, picnic area, paving etc.

Responsibility: Township Council

Financial Commitment: Refer to Moore/George Study

Funding Source: Township, Heritage Fund

Timing: Ongoing

This project can continue to be developed as the Township has worked on it in the past. Consideration of an ongoing maintenance program should occur.

Improvements to Centennial Park

Task: Continue improvements to park as outlined in the Moore/George Highway 17 Corridor Study

Responsibility: Township Council, Service Clubs

Financial Commitment: Details in Study

Funding Source: Township Council, Heritage Fund

Timing: Ongoing

Tree planting and flower beds have begun. Fountain restoration is expected to be completed for the Summer of 1997. Additional landscaping and lighting can occur as funds are available.

Improvements to Casque Isles Hiking Trail

Task: Continue improving public facilities for residents and tourists

Responsibility: Township Council, Service Clubs, Volunteers

Financial Commitment: Minimal

Funding Source: MNR, Partnerships

Timing: Ongoing

The improvement and continued maintenance of hiking trails is an easy, low-cost method of creating an excellent outdoor recreation opportunity. The extension of a walking path from Terrace Bay Beach easterly to the Pumphouse Beach should be considered. By enhancing the natural path that currently exists with some brushing, minor bridging and creating some observation areas, the opportunity exists to take advantage of some readily accessible shoreline that would not only make for a great walking path but could attract photographers and landscape artists. Quality hiking trails (with good quality

maps) will also be an attraction for destination tourists interested in a wilderness experience, with stunning views.

Snowmobiling

Task:	Continue improving public facilities for residents and tourists Continue marketing and promotion with support of local club and businesses.
Responsibility:	Township Council, Snowmobile Club, Chamber of Commerce, Businesses
Financial Commitment:	As needed/specified
Funding Source:	Township Council, Ontario Federation Snowmobile Clubs, Lake Superior Family Snowgoers, Aguasabon Chamber of Commerce, Businesses
Timing:	Ongoing

The rationale behind this initiative is similar to the previous one. Already, a series of trails exist in the area, with direct links to services catering to snowmobilers, such as the motels. This network could be expanded inside the community, the trails dragged and maintained, and new trails cut in the surrounding area. By co-ordinating these efforts with marketing initiatives, Terrace Bay can work at drawing additional snowmobilers into the community, as well as improving conditions and providing new recreational opportunities for local residents.

Signage/Footpath

Task:	Bring more tourists from the Tourism Centre to the downtown
Responsibility:	Township, Council, Merchants
Financial Commitment:	Less than \$5,000.
Funding Source:	Partnership of Township and Merchants (matched funding suggested)

Timing: Immediately

Terrace Bay's downtown is greatly underutilized by stopover visitors. The problem is simple - people in the large Tourism Centre parking lot, or at the centre, are facing the backs of the stores in Simcoe Plaza. As a result, it is likely that many tourists miss the opportunity to visit the plaza, despite it being only a few hundred feet away. A concerted effort needs to be made by merchants and the Township to attract people to make this short walk. For example, a single large wooden gateway facing the tourism centre could be constructed. The gateway should be large enough to be eye-catching, and could be topped by a community emblem, mascot, or logo (such as a caribou or panel depicting a caribou).

Other potential initiatives which would serve this purpose would be the construction of a clearly defined walkway from the NOTICE centre to Simcoe Plaza. A theme would make this an attractive facility - such as using yellow cobblestone (the Yellow Brick Road), or painting caribou hoofprints on the pathway. Large outdoor murals are being painted on several walls in the community. This outdoor painting could be extended to the pathway to the downtown with murals on walls beside or facing the walkway.

Bus Tour Marketing

Task: Attract bus tours to Terrace Bay

Responsibility: Tourism Committee

Financial Commitment: Minimal

Funding Source: Township budget

Timing: Immediately

Tour buses are a significant component of the tourist market and represent a unique opportunity to receive a pre-planned, reliable source of tourists. Terrace Bay could market its tourism facilities, such as the beach and gorge, to bus tour companies as an attraction. Many of the uses suggested in the previous section, such as the Adventure Centre, Tourist Centre spin-offs, and Slate Island Eco-tours, are conducive to bus tour use as well.

Marketing Terrace Bay as a stopping point for bus tours primarily involves personal contact with tour operators by members of the tourism committee. Incentives to stop should be provided, such as low-cost food or accommodation. It would not be difficult to develop special promotions with bus tour companies to cross-promote businesses and attractions in Terrace Bay. For example, the A&W could offer food discounts with rounds of mini-golf, or with visits to the Gorge. By engaging in this sort of promotion, Terrace Bay is

marketing itself as a particular destination - *the* stopping place between Sault St. Marie and Thunder Bay.

Digital Marketing

Task:	Promote Terrace Bay through use of new information technology
Responsibility:	Bell Canada, Township, Tourism Committee
Financial Commitment:	Line improvements: As determined by Bell Web publication: \$300-500. Touch-tone mailbox hardware: Est. \$1,000.
Funding Source:	Committee budget, Adventure Centre revenues
Timing:	Line improvements, Website: Touch-tone information service: 1997

A major technological shortcoming of Terrace Bay is the lack of a digital phone service in the community. This effectively restricts the Tourism Centre from having a touch-tone phone line or any form of electronic connection, such as Internet access. As the Internet becomes more popular, the destination-oriented traveller is increasingly turning to electronic methods for tourist information and trip-planning.

A homepage for Terrace Bay on the Internet would cost less than \$500 to produce and would be a major marketing tool, both for net-surfers and as a reference (brochures could include the website address, with an e-mail address for requests). The popularity of the Web for personal use is growing at a geometric rate. As one example, Netscape Communications, Inc, posted a webpage offering downloadable copies of a new version of their popular web browser called Navigator. This page received *45 million* hits on the first day it was posted. When one considers that each of these hits is the equivalent of a digital phone call, the scope of the market becomes more obvious. A webpage would instantly expand the potential exposure of the Tourism Centre a thousandfold.

Touch-Tone can be used to provide tourism information on a toll-free line at all hours, also assisting greatly in trip planning. This form of marketing is likely to expand in future years. At the very least, a digital phone line is necessary to provide basic service to residents and an information line in the Tourism Centre.

A hardware attachment to the phone line to the tourism centre (a small box such as a StarTalk Mini) would allow callers to listen to menus and select topics from their touch-tone phone. Such a service is in common usage

around the province, and would be the ideal service for callers to the adventure centre.

PHASE II 1998-2001

Slate Island Initiatives

Task: Promote boat/walking tours of the Slate Islands
Responsibility: Tourism Committee, Township
Financial Commitment: Marketing brochure and distribution, \$10,000.
Funding Source: Township, Private Sector
Timing: 1998+

To quote the Park Management Plan, "the islands are very scenic, have excellent recreation potential, and display a fascinating history of human occupation and use". Among the attractions on the island are the southernmost herd of caribou on the continent, which thrive due to the absence of predators. Beaver also exist in extensive numbers. Subarctic alpine plants grow there due to the cooling effect of Lake Superior. Also, the existence of shatter cones has led to the theory that the islands are in fact a result of the central uplift cone following a meteorite impact. This theory has drawn interested researchers from as far away as NASA in Florida, and could be a major drawing point.

Ontario Regulations established the Slates as a Provincial Park in 1985. The Park Management Plan, approved in 1991, outlines a series of policies designed to promote tourism in an environmentally sensitive manner. Many of these policies are conducive to eco-tourism uses, and the Plan calls for the Ministry to produce Park information such as maps and interpretive panels.

The objective for Terrace Bay is to promote the Slates as a destination. Water taxis to the park, coupled with better monitoring of traffic, could make the Slates financially viable as an attraction. Five access points exist on the islands which can be used as landing spots for watercraft. Further, the Plan calls for "commercial facilities to service the park to be encouraged on the mainland." Tours of the island would make an excellent package for the Adventure Centre, especially considering the possibility of sighting caribou, or encountering rock remnants of a meteorite. A partnership with Parks Ontario to promote such uses seems a likely possibility, and could include the use of the Adventure Centre by the Ministry as a staging point for the Park (or for Park information).

Bed and Breakfasts

Task:	Introduce Bed and Breakfast style accommodation to the community
Responsibility:	Private Sector
Financial Commitment:	None
Funding Source:	n/a
Timing:	1998+

Bed and Breakfast accommodation serves a niche market that is currently being underserved. People staying at bed and breakfasts are more likely to be interested in an exclusive kind of holiday, with quiet, private accommodation. This market coincides with the anticipated visitors to the Adventure Centre, but also exists today. The key to successful bed-and-breakfast operations is marketing: making it known that such facilities exist in Terrace Bay, and they offer a pleasant accommodation experience. Start-up and operating costs for these facilities are not excessive, although a well-maintained building is a necessity. Start-up incentives from the Township could include shared marketing arrangements (such as inclusion in Terrace Bay tourism literature).

Mascot

Task:	Build oversize caribou as mascot for the town
Responsibility:	Tourism Committee
Financial Commitment:	\$10,000-\$25,000 less if constructed in-house.
Funding Source:	Township, partnership with the private sector
Timing:	2000

We have investigated the potential of the construction of a large-scale model of a caribou as a mascot for the Town. We like the name Terrace Bay Terry, (short for Terrance). A number of communities in North America have built oversize models of mascots as attention-grabbers for highway travellers. The idea is simply to get people to slow down and/or stop as they go through town. An example is the Wawa Canada Goose, which stands on a traffic

island on the Trans-Canada Highway, at the entrance to Wawa, Ontario. It is interesting to note that almost without exception, every European traveller who responded to our questionnaire stayed in Wawa the previous evening. Is it the bird?

This sort of use has been successful in Cobourg, Ontario, where the "Big Apple" restaurant and playland is a popular stopping point on Hwy. 401. It includes a restaurant (featuring, predictably, apple pie), a mini-golf course, a playground, and a picnic area. The mascot is a giant fiberglass apple, approximately 20' tall and easily visible from a distance on the highway. Similar facilities are also available in many locations where tourists stop for brief periods of time such, as the major ferry terminals in the Maritimes.

This could be either a Township-only initiative, or a partnership, which could be more feasible. The Township would share in the costs of construction with a private enterprise, which would pay back it's debt to the Township as revenue was generated from the accessory uses.

By stopping/slowing traffic the mascot could help bring more tourists into the community. The additional uses would extend the visit of the tourist and make longer, overnight stays more likely. Potential sites include Centennial Park and Simcoe Plaza. The mascot should be visible from the highway.

The timing is given as the year 2000 so as not to interfere with the current "Gem of the North Shore" marketing focus. The Caribou could also be a centrepiece for Terrace Bay's celebration of the turn of the millennium.

PHASE III 2001+

Accommodation Facilities

Task:	Construction of additional accommodation facilities
Responsibility:	Private entrepreneur
Financial Commitment:	Extensive. Based on scale of operation.
Funding Source:	Private
Timing:	2001+

Once the Adventure Centre begins generating destination tourism to Terrace Bay, additional accommodation facilities could become a possibility in the

community. A lodge, with waterfront access should be further investigated, especially if it doubled as a hunting/fishing snowmobile lodge.

Any initiative of this type would generate many local jobs, as well as acting as an attraction/destination in and of itself. A detailed feasibility study would be required.

Elder Hostel/Resort

Task: Conversion of existing senior's residence into an elder hostel

Responsibility: Owners, Private initiative, Township

Financial Commitment: Dependent on degree of renovation

Funding Source: Private

Timing: 2001+

The existing building represents an excellent location for a seniors-oriented resort or accommodation facility. This use could be linked to bus tours into Terrace Bay, and some of the activities available through the Adventure Centre and the Recreation Centre.

This would be a private initiative, although the Township could provide incentives to this use. It would likely be more economically feasible in the next decade as there will be a dramatic increase in the number of 60+ individuals, who are searching for active vacation opportunities. A detailed feasibility study would be required before proceeding with this initiative.

Tourism Conference II

Task: Host a second conference to promote the Adventure Centre Concept

Responsibility: Tourism Committee

Financial Commitment: Varies by scale of conference. Minimum \$3,000.

Funding Source: Partnered with NOSTA, Township, Merchants.

Timing: Summer 2001

This follow-up conference, three years after the first conference, would again serve as a major local event and networking opportunity. It would give Adventure Centre operators a chance to promote themselves and their services, and the Township a chance to promote the area. Additional contact with the tourism industry in the South (such as a Conference/Adventure Centre booth at the Toronto Sportsman's Show) could greatly assist raising the profile of the community in the South.

Develop Cottage Lots

Task:	Open lots to cottage development
Responsibility:	Township
Financial Commitment:	none
Funding Source:	n/a
Timing:	2001+

Lake Superior offers a unique cottaging opportunity, which could be an outgrowth of the Thunder Bay cottage market. The increase in leisure time among baby-boomers as they begin to retire may well open a market for new and unique cottaging opportunities.

7.0 LAST WORD

Terrace Bay has enjoyed remarkable success in expanding its tourism industry. The potential exists to both build on this market and to create new markets, which will continue to make tourism a vital and growing part of the community's economy. The challenge for the public sector - the Township, the Tourism Committee, the NOTICE Centre, and NOSTA - will be to work with the private sector in partnerships to complete initiatives which will be to the benefit of both parties. It is our hope that this relationship will go beyond the initiatives suggested in this study, to form the basis for a strong tourism industry in the years to come. Often it is community will that drives the expansion of a successful tourism industry.

The initiatives outlined in this study should be taken in every way as flexible. They have for the large part been selected because they are feasible in the face of receding government involvement in tourism enhancement and community improvement. More importantly, they are designed to build on the unique

assets the community already possesses. They should evolve with the needs and capabilities of the community.

Terrace Bay has unique qualities which can make it a destination, and has a wealth of existing recreational facilities which can be built upon. Few communities have ever enjoyed the success Terrace Bay has in increasing tourism in the community - and few have a future as bright with potential.

APPENDICES

Appendix 1	Terrace Bay Tourism Initiatives
Appendix II	Tourism Centre Visitor Statistics
Appendix III	Slate Island Provincial Park Management Plan Summary
Appendix IV	Excerpts from Moore George Report

Appendix I

Terrace Bay Tourism Initiatives

ADDITIONAL TOWNSHIP INITIATIVE

In 1992-93, the Township created the position of Tourism Co-ordinator (A Department Head Position). This position lasted less than 1 year at which time the Co-ordinator moved away. In 1994, the Township applied for, and received funding for a 5 year MEDA Program. The Tourism Department was combined with the Recreation Department. The Recreation Co-ordinator became the Recreation/Tourism/Economic Development Co-ordinator and a Tourism/Economic Development Supervisor was hired on a full time, annual contract basis.

The Township of Terrace Bay has assumed an active role in the development of tourism regionally. The Recreation/Tourism/Economic Development Co-ordinator sits on the Board of Directors of NOSTA (Region II OTAP), and the Tourism/Economic Development Supervisor sits on the Board of the Aguasabon Chamber of Commerce.

Appendix II

Tourism Centre Visitor Statistics

	MAY			JUNE			JULY			AUGUST			SEPTEMBER			OCTOBER			TOTAL	TOTAL PERCENT YEARLY CHANGE
	1st Half	2nd Half	Total	1st Half	2nd Half	Total	1st Half	2nd Half	Total	1st Half	2nd Half	Total	1st Half	2nd Half	Total	1st Half	2nd Half	Total		
1988						185			498			487			6				1176	
1989						350			433			339							1122	-4.59
1990							478	370	848	329	272	601							1449	29.14
1991			88	173	428	601	788	957	1745	2428	484	2912	637	265	902				6248	331.19
1992	36	438	474	290	645	935	1177	1436	2613	1351	1514	2865	227	502	729				7616	21.90
1993	185	290	475	304	591	895	1609	1891	3500	1703	1535	3238	453	252	705	114	114		8927	17.21
1994				465	1402	1867	1256	1609	2865	1013	1236	2249	816	555	1371	270	270		8622	-3.42
1995	636	456	1042	338	1079	1417	2280	2419	4699	2011	2203	4214	986	451	1437	249	249		13108	52.03
1996		279	279	850	1174	2024	1690	2347	4037	2062	1906	3968								

TERRACE BAY TOURIST INFORMATION CENTRE VISITOR STATISTICS

CANADA	1993 MAY 3 - OCT. 9	1994 JUNE 1 OCT. 10	%	1995 FEB. 23 - OCT. 8	%
Alberta	334	434	+ 30	662	+ 50
British Columbia	393	313	- 20	675	+115
Manitoba	403	393	- 2	742	+ 85
New Brunswick	89	33	- 62	89	+ 170
Newfoundland/Labrador	18	19	+ 5	45	+ 136
Northwest Territories	9	11	+ 22	12	+ 9
Nova Scotia	88	73	- 17	98	+ 34
Northwestern Ontario	1872	1531	-18	1888	+ 23
Ontario	2984	3194	+ 7	5407	+ 69
Prince Edward Island	14	9	- 36	22	+ 144
Quebec	287	384	+ 34	627	+ 63
Saskatchewan	153	170	+ 11	236	+ 39
Yukon	19	12	- 37	17	+ 42
TOTALS	6663	6576	- 1	10520	+ 60

TERRACE BAY TOURIST INFORMATION CENTRE VISITOR STATISTICS

UNITED STATES	1993 MAY 3 - OCT. 9	1994 JUNE 1 OCT. 10	%	1995 FEB. 23 - OCT. 8	%
Alabama	8	8	0	53	+ 563
Alaska	9	5	- 44	11	+ 120
Arizona	9	9	0	15	+ 66
Arkansas	0	8	+ 800	5	- 37
California	52	50	- 4	106	+ 112
Colorado	22	11	- 50	2	- 82
Connecticut	13	24	+ 85	8	- 66
Delaware	0	2	+ 200	0	- 200
District of Columbia	5	1	- 20	0	- 100
Florida	38	23	- 39	80	+ 248
Georgia	14	16	+ 14	11	- 31
Hawaii	2	0	- 200	4	+400
Idaho	2	6	+ 200	4	- 33
Illinois	98	88	- 10	92	+ 4
Indiana	51	47	- 8	87	+ 64
Iowa	44	33	- 25	32	- 3
Kansas	23	6	- 74	6	0
Kentucky	3	12	+ 300	11	- 8
Louisiana	6	1	-17	8	+ 700
Maine	7	7	0	23	+ 229
Maryland	8	21	+ 162	29	+ 38
Massachusetts	22	22	0	57	+ 159
Michigan	503	409	- 19	515	+ 26
Minnesota	256	287	+ 12	332	+ 16
Mississippi	2	2	0	4	+ 100
Missouri	19	16	- 16	35	+ 119
Montana	15	0	- 100	1	+ 300

UNITED STATES	1993 MAY 3 - OCT. 9	1994 JUNE 1 OCT. 10	%	1995 FEB. 23 - OCT. 8	%
Nebraska	9	7	- 22	7	0
Nevada	5	0	- 100	1	+ 100
New Hampshire	19	2	- 89	18	+ 800
New Jersey	20	12	- 40	25	+ 108
New Mexico	0	0	0	2	+ 200
New York	48	43	- 10	94	+ 119
North Carolina	65	20	- 69	15	- 20
North Dakota	12	9	- 25	10	+ 11
Ohio	80	110	+ 38	63	- 43
Oklahoma	13	12	- 8	9	- 25
Oregon	5	10	+ 100	20	+ 100
Pennsylvania	38	24	- 37	37	+ 54
Rhode Island	0	2	+ 200	4	+ 200
South Carolina	8	2	- 75	10	+ 400
South Dakota	1	3	+ 300	4	+ 33
Tennessee	4	9	+ 125	3	- 67
Texas	24	25	+ 4	33	+ 32
Utah	4	3	- 25	2	- 33
Vermont	8	12	+ 50	26	+ 117
Virginia	17	58	+ 241	27	- 53
Washington	10	13	+ 30	26	+ 100
West Virginia	5	4	- 20	10	+ 150
Wisconsin	316	215	- 32	285	+ 33
Wyoming	0	7	+ 700	0	- 700
TOTALS	1942	1716	- 12	2264	+ 32

TERRACE BAY TOURIST INFORMATION CENTRE VISITOR STATISTICS

FOREIGN COUNTRIES	1993 MAY 3 - OCT. 9	1994 JUNE 1 OCT. 10	%	1995 FEB. 23 - OCT. 8	%
Australia	26	24	- 8	28	+ 17
Austria	4	4	0	6	+ 50
Belgium	3	6	+ 100	6	0
Denmark	5	14	+ 180	3	- 79
England	54	45	- 17	42	- 7
Finland	3	3	0	5	+ 67
France	17	5	- 71	13	+ 160
Germany	98	86	- 12	89	+ 3
Italy	8	5	- 38	8	+ 60
Japan	18	13	- 28	9	- 31
Netherlands	21	26	+ 24	27	+ 4
Scotland	8	10	+ 25	5	- 50
Switzerland	29	22	- 24	24	+ 9
New Zealand	4	21	+ 425	9	- 57
Sweden	5	12	+ 140	1	- 8
Korea		2	+ 200	6	+ 200
Other	19	34	+ 80	45	+ 32
TOTALS	322	332	+ 3	326	- 2
GRAND TOTALS	8927	8624	- 3	13110	+ 52

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**Appendix III
Slate Island Provincial Park
Management Plan
Summary**

SLATE ISLANDS PROVINCIAL PARK MANAGEMENT PLAN - SUMMARY

Slate Islands Provincial Park is classified as a Natural Environment provincial park, and is located in Lake Superior within the Corporation of the Township of Terrace Bay, 13 kilometres southeast of the townsite. It encompasses 6570 hectares of land and waters including the waters of Lake Superior.

The Slate Islands were established in regulation as a provincial park in February 1985, after being recommended for park status in the Terrace Bay District Land Use Guidelines. The Slate Islands have long been recognized as possessing a simplified ecosystem with a unique assemblage of plant and animal species. Woodland caribou and beaver exist in high numbers without the natural influence of predators. The cooling effects of Lake Superior have provided a niche for relatively rare alpine plants. The rugged slopes and exposed bedrock display a complex geological history. The islands are very scenic, have excellent recreational potential and display a fascinating history of human occupation and use.

Park facilities have not yet been developed on the islands. At present the main recreational use of the Slate Islands is by local people and visitors to the region, who are boating, camping and fishing. The Slate Islands also harbour sailboats and cruisers. At present there are five structures located within the park without legal authority. The crown will take possession of the existing structures and if safe they will be converted to park shelters available to the general public for use as emergency shelters. When existing structures become unsafe or are no longer required for park purposes they will be removed and may be replaced with public shelters as funds and priorities permit.

Three zone types have been identified for the park. One nature reserve zone includes all the lands and the inland water bodies of Mortimer Island, except for the Lambton Cove Access Zone. No development is planned in this zone. The forces of nature will be allowed to function freely, particularly with respect to the wildlife ecology of the woodland caribou population. The other nature reserve zones include the Mud Lake Site on Patterson Island and the Leadman Islands. The Mud Lake Site protects an important caribou crossing area between two lakes, a research site and a caribou salt lick. The Leadman Islands protects a low-lying exposed island landscape and an avian nesting habitat. The natural environment zones include the waters of Lake Superior and most of Patterson Island and the remaining islands located within the park boundary. The natural environment zones will provide low to moderate intensity recreational opportunities, including hiking, back-country and shoreline camping and recreational boating and scenic viewing on Lake Superior. All recreational and other development will be carried out in such a manner as to minimize their effect on the natural and cultural resources.

Five access zones have been identified to provide areas for shelters, group camping, anchorages, docks, interpretive and visitor entry control structures. They will serve as staging areas to access the less developed interior of the islands. The old barge site will house the park office and staff accommodation.

Slate Islands will be managed according to provincial park policy. There will be no commercial extraction of the natural resources from within the park. The natural

resources will be managed to protect park values and for public health and safety. Research activities that contribute to the knowledge of the natural and cultural history and to park management will be encouraged. All research must be approved prior to commencement.

Sport fishing for lake trout constitutes the single greatest use of Slate Islands Provincial Park at the present time. The fishery will be managed to maintain the lake trout population and enhance the health of the fishery and the quality of the angling recreation.

Implementation of the management plan will involve resource protection, client services and the development of approved facilities. Implementation of the plan will be based on work program planning and funding. The intent is to provide a logical, ordered approach to guide the implementation of the park management plan over the 20 year planning period.

The general public and interest groups were invited to participate in the planning process. Open houses were conducted to receive comment on the Background Information and Optional Plans document as well as the Preliminary Management Plan. Comments at both stages were similar, people wished to see a minimal level of development, with a few amenities such as docks, anchorages, trails and primitive campsites. The management plan maintains and outlines the commitment to very little development, high quality unstructured outdoor recreation, and the continued existence of park shelters for emergency situations due to storms. The summary of public comment is available at the Terrace Bay District Office of the Ministry of Natural Resources.

Figure 4

SLATE ISLANDS PROVINCIAL PARK

Future Development

—•— Park Boundary

..... Hiking Trails

▲ Campsites

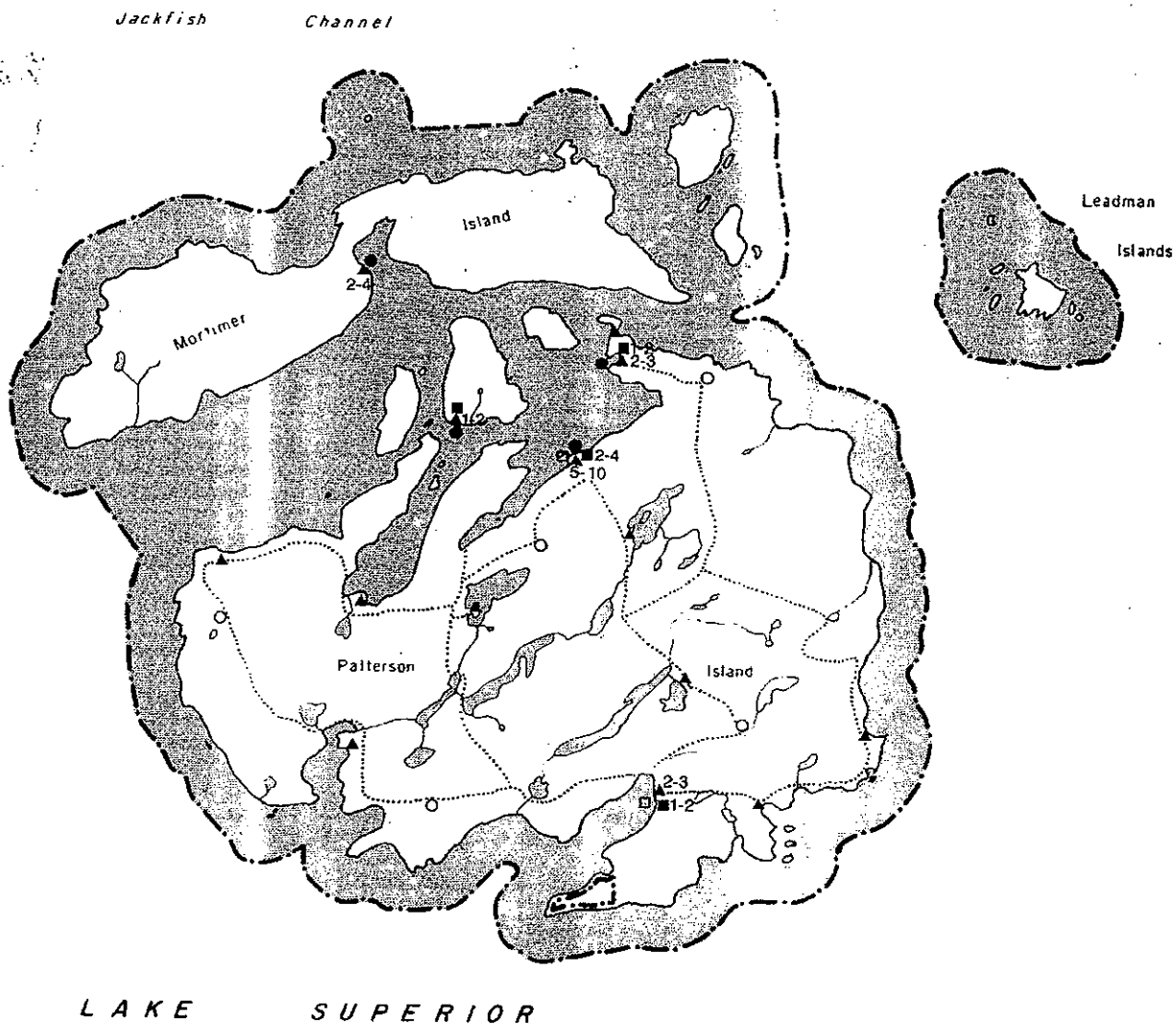
○ Scenic Lookout

□ Anchorage

● Dock

1-2 -number of shelters
or campsites planned
in Access Zones

■ Shelter



1 2 3 km



North

Appendix IV
Excerpts from Moore George Report