

SUPERIOR COUNTRY

Annual Report

2024-25



SuperiorCountry.ca



Superior
COUNTRY

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Welcome to Ontario's Superior Country

OUR MISSION

Superior Country's mission is to build and sustain a world class tourism destination for visitors by marketing the region, fostering relationships with members, and collaborating with partners.

OUR VISION

Our vision is to increase visitation to the region by being a leader in the tourism industry with innovative approaches that allow for heightened awareness about superior products and experience.

BACKGROUND

Ontario's Superior Country was first incorporated as a non-profit destination marketing organization in 1976. The organization is dependent on membership and advertising revenue to operate. The official boundary of Superior Country is from English River in the west to White River in the east and up North to include both Armstrong and Greenstone. Our diverse membership includes a variety of stakeholder partners including small and large communities, motels, full-service hotels, fishing/hunting lodges, guides, cottage rentals, bed & breakfasts, retail businesses, attractions, and more.

Superior Country markets the region within marketing pillars that align with our two largest partners, Destination Northern Ontario, and Destination Ontario. These pillars include Fish & Hunt, Touring, Nature & Adventure, and Culture & Heritage. A variety of different marketing tactics are utilized in each pillar including digital advertising, consumer touch (sport shows), print, television, and more.

Superior Country sets an operational budget prior to the beginning of each fiscal year and works within several financial and marketing key performance indicators. The efforts of the organization are governed by a board of directors that is appointed by the Superior Country membership.

Message from the Executive Director



The 2024–25 fiscal year marked an important period of growth, modernization, and expanded capacity for Superior Country. One of the year’s most significant accomplishments was the launch of our redesigned SuperiorCountry.ca website. Built to better serve both visitors and stakeholders, the new site features improved navigation, stronger visibility for

tourism partners, and a substantial expansion of content, including new sections for motorcycle, auto/RV, cycling, paddling, hiking, and more. To support transparency and year-round access, Superior Country also launched a new Resources Hub at SuperiorCountry.ca/resources, where stakeholders can access research, strategic plans, and detailed marketing reports.

This year also saw the addition of Amber Gionet, our new Marketing Assistant, whose design and digital marketing expertise has strengthened our ability to deliver high-quality campaigns and support our members.

Superior Country continues to align its marketing efforts with our four primary product pillars: Fish & Hunt, Touring, Nature & Adventure, and Culture & Heritage. Fish & Hunt remains our largest and most heavily invested pillar, supported through digital advertising, sport shows, and television marketing focused primarily on U.S. border-state audiences. This year, Superior Country further refined its reporting by breaking out the smaller campaigns that make up each pillar. These summaries, supported by QR codes within this report, provide stakeholders with direct access to detailed performance data.

From launching new products to expanding regional touring routes and advancing major initiatives under the Lake Superior North Shore Tourism Project, this past year demonstrated Superior Country’s continued commitment to strengthening the tourism landscape of Northwestern Ontario.

Sincerely,

A handwritten signature in black ink, appearing to read 'Dan Bevilacqua'.

Dan Bevilacqua
Executive Director, Superior Country



Superior Country Team



Dan Bevilacqua - Executive Director

Dan has served as the Executive Director of Superior Country since 2014. He is widely known for his passion and love for the region. Dan works tremendously hard to ensure that tourism stakeholders within the Superior Country region are well represented, advertised, and flourish as Superior Country members. In his free time Dan can be found fishing and camping. Dan came to the organization with an extensive background in marketing, customer services, multi-media, and sales.



Vicki Banning - Executive Assistant

Vicki has been the Executive Assistant for Superior Country since 2018. With a background rooted in tourism, accommodations, and customer service, she has been beneficial in her role. Born and raised in Nipigon, Vicki brings a profound understanding and appreciation of the region. She plays a key role in the day-to-day operations of the organization. Her contributions have been pivotal in several major projects.



Suzanne Kukko - North Shore Tourism Coordinator

Suzanne joined Superior Country in 2020 through the Lake Superior North Shore Tourism (LSNST) Project. She leads the implementation of the 2018 LSNST Strategy and has guided the development of key plans including Culinary, Group of Seven/Indigenous Group of Seven, Cruise Ship, and 2SLGBTQ+. Suzanne supports communities and businesses along the North Shore in expanding and modernizing their tourism offerings.



Amber Gionet - Marketing Assistant

Amber joined Superior Country in 2025 as the Marketing Assistant. With a background in graphic design, she brings creativity and a passion for showcasing the natural beauty of the North Shore. In her free time, she enjoys exploring local trails and capturing Lake Superior's scenic views through her camera lens. Amber's creativity and passion for the North Shore make her an invaluable addition to the Superior Country team.



Lake Superior Circle Tour Commission Sales

Linda Nervick - U.S. Sales and Distribution

Gordan Harris - Algoma District Sales



2024 - 25 Board of Directors

Ashley Davis (Chair)
Township of Red Rock

Brian Kukikka (Vice Chair)
Municipality of Neebing

Tammy Kushnier (Treasurer)
Ole's Adventure Resort

Stacy Moffat (Secretary)
Township of Terrace Bay

Lars Moffatt (Member at Large)
Township of Nipigon

Tim Lukinuk (Director/Past Chair)
Amethyst Mine Panorama

Kyle Vesio (Director)
Kashabowie River Resort

Bruce Hyer (Director)
Wabakimi Outfitters

Krista Cheeseman (Director)
Wilderness North

Fran Koning (Director)
Municipality of Greenstone

Adam Wood (Director)
Gray Wood Outfitters

Levina Collins (Director)
Paro

Clayson Morris (Director)
Cat Island Lodge

EX-OFFICIO BOARD MEMBERS

Sean Irwin
Northern Ontario Heritage Fund

Manon Cuthbertson
Parks Canada - LSNMCA

Karen Blackbourn
Parks Canada - Pukaskwa



Marketing Pillars

FISH & HUNT - TOURING - NATURE & ADVENTURE - CULTURE & HERITAGE



Superior Country's marketing efforts are focused on 4 primary product pillars that align with the province – Fish & Hunt, Touring, Nature & Adventure, and Culture & Heritage. Through existing and ongoing market research the organization identifies target markets within each pillar. The geographics, demographics, and interests of potential travelers vary between and within each product pillar.

Superior Country utilizes these understandings to develop annual tactical marketing plans for each product pillar while working toward the overall strategy of the organization – to increase visitation and numerical spend within the region. To achieve this goal Superior Country utilizes different advertising tactics within each of the pillars.



Fish & Hunt

The Fish & Hunt pillar remains Superior Country's most financially supported marketing focus, driving strong awareness for the region's world-class angling and hunting experiences. Efforts under this pillar include a mix of digital advertising, sport shows, and television campaigns, strategically aimed at reaching dedicated outdoor enthusiasts. Approximately 80% of the annual budget targets U.S. border states, with the remaining 20% focused on domestic markets. Superior Country places a strong emphasis on reaching avid fishing and hunting markets, while also promoting family fishing opportunities to help engage new audiences and counter an aging demographic. Featured products and experiences include lodges, remote outpost adventures, and guided fishing and hunting trips.

Fish & Hunt Digital Campaigns

Digital marketing for Fish & Hunt focuses on Meta advertising, primarily on Facebook, targeting both avid anglers and younger families. Campaigns drive traffic to landing pages listing fishing and hunting members, encouraging click-throughs to their websites. Content marketing, including blogs, supports engagement, while awareness campaigns highlight individual members and promote Member Map Orders and family fishing destinations.

OVERALL CAMPAIGN RESULTS

CLICKS

156K

IMPRESSIONS

11.3M

TOTAL
ENGAGEMENT

453K

Fish & Hunt Digital Campaigns



Avid Angling D.O. Partnership Campaign

With support from Destination Ontario and Destination Northern Ontario, Superior Country invested \$10,000 of its Fish & Hunt budget into this \$87,500 campaign. The initiative targeted avid anglers and directed online users to the Superior Country website to explore world-class fishing opportunities.



Fly-Fishing D.O. Partnership Campaign

A \$36,000 Destination Ontario campaign showcased Superior Country's fly-fishing opportunities, promoting related website pages and increasing awareness among passionate anglers seeking premier fishing destinations.



Family Fishing D.O. Partnership Campaign

Destination Ontario allocated \$31,000 to promote family fishing experiences across the Superior Country region, driving traffic to the family fishing pages on the Superior Country website and supporting the growth of this key audience segment.



Fish & Hunt Campaign

Superior Country's Fish & Hunt campaign used social media and content marketing to promote Member Map orders, encourage click-throughs to member websites, and highlight individual fishing members through targeted awareness ads.





Fish & Hunt Sport Shows

Superior Country debuted a new twenty-foot booth this year featuring a large regional map to attract attention and increase show traffic. The organization attended the Milwaukee and Chicago All Canada Shows, distributing Superior Country Member Maps and brochures for fishing and hunting members. At the Green Bay show, staff represented Destination Ontario, handing out regional guides for Superior Country, Sunset Country, Algoma Country, and Northeastern Ontario Tourism.

Superior Country also partners for broader guide distribution, providing our Member Map to Destination Ontario for the Toronto Sportsmen Show and in exchange for sharing Sunset Country guides at the shows we attend, they distribute Superior Country Member Maps at the shows they attend.

Superior Country Fish/Hunt Sport Show Results





THE CANADIAN EXPERIENCE (A LINDNER MEDIA PRODUCTION)

Superior Country partnered with Destination Northern Ontario, Destination Ontario, and Sunset Country to ensure Northern Ontario was represented within The Canadian Experience television program during the 2024–25 fiscal year. Through this partnership, Superior Country received significant benefits including television commercials, social media mentions and tags, digital assets, and three feature episodes showcasing fishing and hunting opportunities in the region.

- Wilderness North – Fly-In – Father & Son Fishing Episode
- Pine Portage Lodge – Fly-In – Fishing and Bear Hunting Episode
- Dog Lake Resort – Drive-In – Fishing Episode

THE NEW FLY FISHER

To increase awareness of fly-fishing opportunities within Superior Country, the organization collaborated with The New Fly Fisher to film two episodes in the region. These episodes highlighted unique fly-fishing experiences and destinations, helping to position Superior Country as a premier angling destination for avid and aspiring fly fishers alike.

- North Superior Outfitters – Boat-In
- Brace Lake Resort – Fly-In

DESTINATION ONTARIO TELEVISION

Superior Country thanks Destination Ontario for including the region in its television initiatives. During the 2024–25 fiscal year, three separate programs featured Superior Country, each filming an episode in the region. Superior Country assists with DO television initiatives where and when appropriate.

- New Fly Fisher – The Lodge at Red Rock
- Jay Siemens – Sugar Shack Ice Fishing
- Extreme Angler – Browns Clearwater West Lodge



Superior Touring

The Touring pillar continues to be a major driver of visitation to the region, with significant efforts dedicated to promoting the Lake Superior Circle Tour, a key attraction and core initiative of Superior Country. Marketing activities focus primarily on digital advertising and attendance at a key consumer travel show in Toronto. Target audiences include both U.S. border states and domestic markets. This year, Superior Country expanded its touring promotions to highlight additional experiences such as regional motorcycle routes, auto and RV touring, Lake Superior boating, and snowmobiling, all designed to showcase the freedom and scenic beauty of travel throughout Superior Country.

Touring Digital Campaigns

Touring campaigns use Meta advertising to reach a strong baby boomer audience. Digital ads direct users to the Lake Superior Circle Tour Trip Planner and mobile app, while additional promotions highlight regional routes and games, including the Ale Trail, Java Journey, and stamp collecting. Other campaigns focus on motorcycle routes, boating, and snowmobiling, leading visitors to landing pages showcasing these touring opportunities throughout the region.

OVERALL CAMPAIGN RESULTS

CLICKS

117K

IMPRESSIONS

5M

TOTAL
ENGAGEMENT

338K

Touring Digital Campaigns



Lake Superior Circle Tour Campaign

Superior Country dedicated a \$23,000 social media advertising budget to promote the Lake Superior Circle Tour. Campaign tactics included ads encouraging guide orders, blog-based content, app download promotions, and ads highlighting the Circle Tour Stamp Program. Within this overall spend, \$1,500 was allocated to promote the Lake Superior Ale Trail and an additional \$1,500 to advertise the Lake Superior Java Journey.



D. O. Motorcycling Partnership Campaign

Destination Ontario ran a \$35,000 motorcycling campaign promoting Superior Country's routes, showcasing scenic rides across the region, and driving traffic to related touring pages.



What a Ride Motorcycling Campaign

Partnering with Destination Ontario and Destination Northern Ontario, Superior Country leveraged \$4,000 through the North Shore Project into a \$16,000 media buy with What a Ride. The campaign featured multiple motorcycle routes, an article, and promotional content shared through social media.



Motorcycle Routes Campaign

Superior Country dedicated \$3,000 to promote several motorcycle touring routes throughout the region, encouraging motorcyclists to explore the open roads of Northern Ontario.





Waterfalls & Natural Wonders Campaign

Superior Country invested \$560 to promote its Chasing Waterfalls touring route and \$500 to promote the Natural Wonders route, inspiring visitors to discover some of the region's most stunning natural attractions.



Superior Boating Campaign

Through a \$1,000 "Test the Waters" campaign, Superior Country promoted Lake Superior boating experiences, featuring marinas, docks, and on-water attractions throughout the region to gather insights for future marketing.



What a Ride Snowmobiling Campaign

Superior Country leveraged \$1,250 from the North Shore Tourism Project into this \$16,000 media buy with What a Ride, promoting three regional snowmobile clubs through an article, videos, and social media advertising. The campaign was supported by partnerships with municipalities, DNO, and DO.



Snowmobile Clubs Campaign

A \$1,000 investment promoted regional snowmobile clubs and their trail networks, encouraging winter tourism and engagement with local snowmobile associations.





Touring Sport Shows

Through a partnership with Destination Ontario and other regional destinations, Superior Country attended the Toronto Outdoor Adventure Show within a dedicated Northern Ontario section. Our ten-foot booth was located inside this larger section, which featured multiple booths representing destinations from across Northern Ontario.

Superior Country's booth highlighted the Lake Superior Circle Tour with a large map that often filled the space, drawing strong visitor interest. Superior Country staff distributed the Lake Superior Circle Tour Adventure Guide.

Touring Sport Show Results

SHOWS
ATTENDED

1

GUIDES
DISTRIBUTED

1,232

CONSUMER
INTERACTIONS

2,500



Nature & Adventure

The Nature & Adventure pillar celebrates the incredible outdoor recreation opportunities that define the Superior Country experience. Marketing efforts under this category are primarily digital advertising campaigns directed toward domestic and U.S. border markets, encouraging visitors to explore the region's diverse natural attractions. Featured products include hiking, paddling, downhill and cross-country skiing, golfing, and visits to provincial and national parks, positioning Superior Country as a premier destination for outdoor enthusiasts seeking authentic wilderness adventures.

Nature & Adventure Digital Campaigns

Digital marketing for Nature & Adventure relies on Meta platforms to showcase outdoor recreation opportunities. Ads link to landing pages featuring multiple locations and activities, while carousel ads provide a visual overview of hiking, paddling, skiing, golfing, and provincial or national parks, helping users explore and plan their visits.

OVERALL CAMPAIGN RESULTS

CLICKS

58K

IMPRESSIONS

3.1M

TOTAL
ENGAGEMENT

88K

Nature & Adventure Digital Campaigns



Paddling & Cycling D.O. Partnership Campaign

In partnership with Destination Ontario, Superior Country participated in a \$50,000 paddling and cycling campaign that directed online users to corresponding pages on the Superior Country website, highlighting the region's exceptional trails and waterways.



Road Cycling Campaign

Superior Country invested \$1,500 to promote cycling trails developed in partnership with the Great Lakes Waterfront Trail, featuring new routes in Red Rock, Nipigon, Schreiber, Terrace Bay, Marathon, and Wawa.



Hiking Trails Campaign

With a \$1,000 investment, Superior Country promoted the region's extensive hiking trail network, running digital ads that linked directly to community and park trail pages as well as individual trail profiles.



Paddling Campaign

Through a \$1,000 advertising campaign, Superior Country highlighted the region's outstanding paddling destinations, linking online users to featured waterways and experiences.





Golfing Campaign

Primarily targeting domestic markets, Superior Country launched a \$3,000 advertising campaign to promote golf courses throughout the region. Tourism Thunder Bay, along with the Municipalities of Terrace Bay and Greenstone, partnered on this initiative through the purchase of social media marketing packages.



Parks Campaign

Superior Country launched a \$1,000 campaign promoting the many provincial and national parks across the region, encouraging Canadians to explore their own backyard.



Superior Downhill Skiing Campaign

Superior Country launched the “Ski the Superior 5” campaign with a \$3,000 investment to promote the region’s five ski hills through digital advertising. The campaign featured a dedicated landing page and individual ski hill profiles. Tourism Thunder Bay partnered through a social media marketing package.



Superior Cross-Country Skiing Campaign

A \$1,500 campaign showcased Superior Country’s extensive cross-country ski trails, directing visitors to online resources highlighting premier skiing experiences throughout the region.





The Culture & Heritage pillar highlights the stories, traditions, and creativity that shape the Superior Country region. While this area receives a smaller dedicated marketing budget, its products are often incorporated into campaigns promoting other pillars to enrich the overall visitor experience. Direct marketing focuses on digital advertising targeting domestic and U.S. border audiences, showcasing unique products such as culinary experiences, museums and galleries, Amethyst mining, and Indigenous cultural awareness initiatives. These efforts aim to connect visitors more deeply with the people, places, and history that make Superior Country truly distinctive.

Culture & Heritage Digital Campaigns

Culture & Heritage digital marketing emphasizes content marketing through blogs on Meta platforms, supplemented by paid campaigns directing visitors to landing pages featuring activities and stakeholder locations. Carousel ads guide users to specific cultural and heritage experiences, including culinary offerings, museums, Amethyst mining, and Indigenous cultural initiatives.

OVERALL CAMPAIGN RESULTS

CLICKS

40K

IMPRESSIONS

1.6M

TOTAL
ENGAGEMENT

122K

Culture & Heritage Digital Campaigns



Amethyst Mines Campaign

A \$1,000 campaign was dedicated to promoting amethyst mining experiences across the region, with a focus on raising awareness of Superior Country's member mines and stores.



2SLGBTQIA+ Campaign

Superior Country ran a targeted \$400 campaign promoting 2SLGBTQIA+ events in Thunder Bay as well as 2SLGBTQIA+ friendly businesses throughout the region. The campaign aimed to raise awareness and support inclusivity within the local tourism community while highlighting welcoming experiences for all visitors and will be expanded upon in future years.



Superior Picnics Campaign

Superior Country dedicated a \$1,000 advertising spend to promote the businesses and communities participating in the Superior Picnic Program. Digital ads directed users to the program landing page as well as individual community picnic profile pages, highlighting their Superior Picnic Tables and participating restaurants.





Do Something Delicious Campaign

Superior Country leveraged \$1,875 into the Do Something Delicious Campaign, resulting in the creation of an article by the Culinary Tourism Alliance of Ontario. The article was featured on their website and promoted through advertising support from Destination Ontario, helping to showcase the region's culinary tourism experiences and extend Superior Country's marketing reach beyond Northwestern Ontario.



Culinary Tourism Alliance Content Trip

Superior Country invested in a content trip with the Culinary Tourism Alliance of Ontario, inviting their team to explore the Superior Picnics and Superior Pie Path itineraries. The visit resulted in the creation of four blogs and five reels, along with multiple organic social media posts that directed audiences to the featured articles showcasing Superior Country's culinary offerings. The campaign also produced a substantial collection of high-quality digital assets, which have since been incorporated into Superior Country's web pages and blogs to further strengthen the promotion of the Superior Picnics and Superior Pie Path.



Superior Country Assets

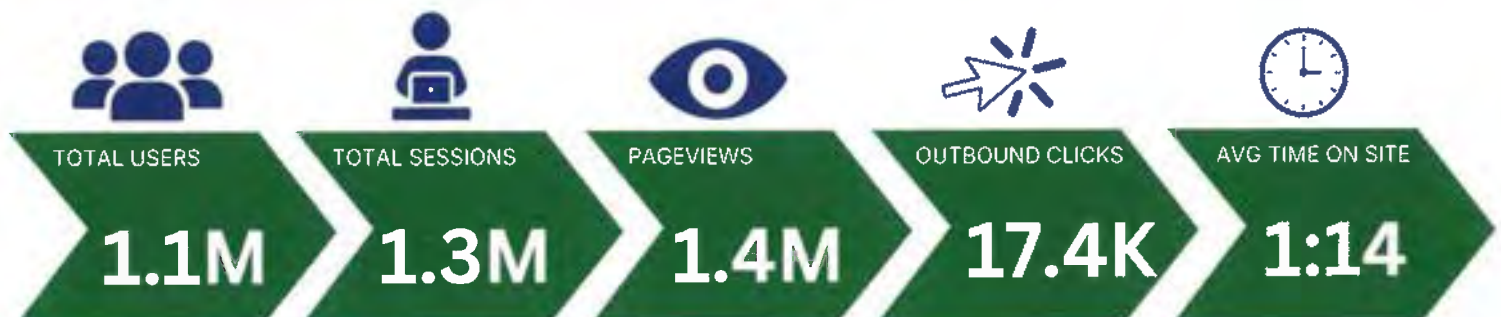
SuperiorCountry.ca

This year, Superior Country launched a brand-new website designed to better serve visitors and stakeholders alike. The primary goal of the new website is to generate more outbound clicks to stakeholder websites, supporting our members and regional tourism businesses through increased referral traffic. The site features an updated layout that enhances user experience, improves navigation, and strengthens the visibility of our tourism partners.



A new Resources section has been added, providing open access to various strategic plans, advertising reports, and other key documents for anyone interested in learning more about Superior Country's initiatives and industry insights. In addition, new Touring Routes and a dedicated 2SLGBTQIA+ section were created to reflect the diversity of travelers and to better showcase inclusive experiences throughout the region. These updates position SuperiorCountry.ca as both a visitor resource and a hub for tourism industry collaboration and transparency.

KEY PERFORMANCE INDICATORS





Member Map

The new Superior Country Member Map was introduced this year as the organization's main fulfillment piece, replacing the previous Superior Country Travel Guide. This fold-out map highlights Superior Country member businesses across the region, allowing travelers to easily visualize where accommodations, attractions, and experiences are located. Feedback from visitors has shown that travelers greatly appreciate having a physical map to reference while planning or during their journey.



The map is available for download or mail order through SuperiorCountry.ca and is also distributed at sport shows throughout the year. This ensures it reaches qualified and engaged travelers actively seeking to explore the region. By featuring member locations in a clear, easy-to-use format, the Member Map continues to serve the organization's goal of increasing awareness and referrals to tourism partners.

DISTRIBUTION

Distribution of the Travel Guide is limited to online orders and sport shows. This ensures that every copy gets into the hands of qualified potential travelers. In addition to the three sport shows Superior Country attended the Travel Guide was also distributed at multiple shows staffed by Sunset Country. Superior and Sunset exchanged guides to distribute at the shows they each attended. Superior Country Travel Guides were also sent to Destination Ontario for distribution at the Toronto Sportsman Show.

REFERRALS

When ordering a Member Map, travelers are encouraged to share their trip intentions and contact information. This allows Superior Country to generate referrals to its membership and ensure travelers receive information and inspiration directly from regional tourism operators.

KEY PERFORMANCE INDICATORS

ONLINE ORDERS

2,909

REFERRALS

1,287

SPORT SHOWS

4,100



Superior Country Social Media

Superior Country continues to maintain a strong presence across multiple social media platforms, including Facebook, Instagram, and TikTok. These channels are used to engage potential travelers, showcase regional experiences, and drive traffic to organizational websites. The organization continues to see the greatest return on investment from Meta advertising (Facebook and Instagram), which remains the primary focus for paid digital campaigns. Social media continues to serve as one of the most effective tools for awareness building, content promotion, and stakeholder support, helping to inspire travel to the region and strengthen the Superior Country brand online.

2024-25 SOCIAL MEDIA DATA



SUPERIOR COUNTRY FACEBOOK PAGE LIKES

20,518

SUPERIOR COUNTRY FACEBOOK ENGAGEMENT

341,569



SUPERIOR COUNTRY INSTAGRAM FOLLOWERS

2,852



SUPERIOR COUNTRY TIKTOK FOLLOWERS

273



LINKEDIN FOLLOWERS

248

Lake Superior Circle Tour

LakeSuperiorCircleTour.info

The Lake Superior Circle Tour website continues to promote the route as a world-class self-touring experience, guiding travelers through the many attractions, communities, and natural wonders surrounding Lake Superior. The primary goals of the website remain to generate Lake Superior Circle Tour Adventure Guide orders and to increase usage of the Trip Planner tool.

While overall users have seen a slight decline, the average time on site and outbound clicks have increased, indicating that visitors are more engaged with the content and making use of the site's resources to plan their trips. While outbound clicks to stakeholders remain a secondary goal, this increase demonstrates the site's ongoing effectiveness in supporting regional tourism partners.

KEY PERFORMANCE INDICATORS

USERS	460,759
SESSIONS	586,198
PAGE VIEWS	1 M
AVG TIME ON SITE	2:40
OUTBOUND CLICKS	37,677





Lake Superior Circle Tour Mobile App

The Lake Superior Circle Tour Mobile App continues to serve as a convenient Trip Planner for travelers exploring the Circle Tour route. Launched in September 2021, the app is available on both the Apple App Store and Google Play Store and is fully bilingual in English and French. Content on the app is pulled directly from LakeSuperiorCircleTour.info, including the same comprehensive listings and filtration system for attractions, accommodations, and activities.

This past fiscal year, Superior Country continued to monitor app usage and identified that iOS remains the preferred operating system among travelers in key Circle Tour markets. As a result, promotional efforts and advertising were primarily concentrated on Apple users to maximize engagement and app adoption. The app remains a key tool for providing travelers with accessible, on-the-go planning resources while supporting referrals to regional stakeholders.



KEY PERFORMANCE INDICATORS



5,566

APPLE DOWNLOADS



2,411

GOOGLE DOWNLOADS

Lake Superior Circle Tour Adventure Guide

The Lake Superior Circle Tour Adventure Guide continues to provide comprehensive information on communities and attractions around Lake Superior. Superior Country publishes and prints up to 80,000 copies annually. The guide includes valuable resources such as a campground list, maps, distance charts, border crossing information, and much more. It also highlights the Lake Superior Ale Trail, Lake Superior Java Journey, and the Lake Superior Stamp Program, which allows travelers to collect stamps around the lake to earn their Lake Superior Circle Tour Certificate.

DISTRIBUTION

The Adventure Guide is distributed free to travelers throughout the Lake Superior region. Print distribution is staggered from April to September to ensure copies reach active travelers and minimize waste. The guide is also available for online ordering with a small shipping and handling fee and may be distributed at sport shows when appropriate. In addition, travelers can access a digital version via the LakeSuperiorCircleTour.info website and mobile app.

REFERRALS

Travelers who order a printed Adventure Guide complete a short survey about their travel intentions. They are also given the option to share their contact information and responses with Circle Tour advertisers, allowing stakeholders around the lake to connect directly with potential visitors.

KEY PERFORMANCE INDICATORS

ONLINE ORDERS	4,017
REFERRALS	2,182
PRINT DISTRUBUTION	52,875
SPORT SHOWS	1,232





Lake Superior Circle Tour Social Media

Superior Country continues to maintain multiple social media channels specifically for the Lake Superior Circle Tour, including Facebook, Instagram, and TikTok. These platforms are used to engage potential travelers, share trip inspiration, and drive traffic to the Lake Superior Circle Tour website and mobile app.

Most paid digital advertising for the Circle Tour continues to run through social media, with Meta (Facebook and Instagram) remaining the primary platform due to its strong return on investment. The Lake Superior Circle Tour Facebook Group continues to grow in popularity and serves as a valuable resource for travelers, who share trip planning tips and experiences with one another. Stakeholders advertising in the Adventure Guide are encouraged to join the group and participate in these conversations to connect directly with potential visitors.

2024-25 SOCIAL MEDIA DATA

	FACEBOOK PAGE LIKES	49,455
	FACEBOOK PAGE ENGAGEMENT	168,943
	FACEBOOK GROUP FOLLOWERS	28,346
	FACEBOOK GROUP ENGAGEMENT	104,789
	INSTAGRAM FOLLOWERS	5,468
	TIKTOK FOLLOWERS	411



NorthernOntario.Travel

The NorthernOntario.Travel website, commonly referred to as the Northern Portal or “the portal,” was launched by Destination Northern Ontario in 2018. It features thousands of activity-based articles from across Northern Ontario and complements the websites of Superior Country and other regional destination marketing organizations.

Superior Country continues to contribute as a content provider, developing, publishing, and promoting articles on the portal. Through this content, Superior Country helps the portal fulfill its mission of educating consumers about the tourism experiences and products available throughout Northern Ontario, while also supporting regional collaboration and awareness-building for the broader tourism industry.



KEY PERFORMANCE INDICATORS

SESSIONS

169,200

OUTBOUND CLICKS

31,876

Superior Services

Superior Country offers a variety of services to generate revenue that strengthens the organization's financial position, ensuring we can continually expand on our core marketing initiatives. These services include marketing services, such as the sale of social media marketing and blog packages, as well as project management services, including managing cruise ship excursions and supporting communities in the implementation of the Municipal Accommodation Tax.

Social Media Marketing & Blog Packages

Social Media Marketing Packages through SuperiorCountry.ca and Blog Packages through LakeSuperiorCircleTour.info continue to be among the organization's most popular marketing services. Each package is available for \$1,000, with \$200 of that amount directly invested into advertising the corresponding article through a 7-day social media campaign.



Superior Skiing

Superior Country offers social media marketing packages to municipalities looking to leverage their marketing dollars into larger, more effective campaigns. Municipalities that purchased packages to promote ski hills saw articles created featuring their destinations, which ran in conjunction with Superior Country's broader Ski the Superior 5 campaign. This collaboration allowed participating ski hills to benefit from additional exposure and extended advertising reach.

SOCIAL MEDIA MARKETING PACKAGE



Superior Golfing

Superior Country offers the same marketing opportunity for golf tourism. Municipalities that purchased social media marketing packages saw their golf courses featured in dedicated articles and promotional content that complemented the organization's regional golf campaign, amplifying awareness and visitation.

SOCIAL MEDIA MARKETING PACKAGE



Individual Campaigns

Social media marketing packages through SuperiorCountry.ca and blog packages through LakeSuperiorCircleTour.info were also completed for individual businesses and municipalities throughout the year. Stakeholders who participated selected their preferred article topics and worked with Superior Country to determine the target markets for the associated advertising campaigns. Upon completion, each stakeholder received a detailed performance report outlining the results of their campaign.

SOCIAL MEDIA MARKETING PACKAGE



Moving Forward

Following the success of the Superior Skiing and Superior Golfing campaigns, Superior Country will expand this marketing service offering to include additional opportunities under the Nature & Adventure product pillar campaigns. This expansion will allow more members and communities to participate in collaborative regional marketing efforts that deliver measurable results.



Municipal Accommodation Tax

Although Superior Country is neither for nor against the implementation of a Municipal Accommodation Tax, we hope communities that choose to implement a MAT consider Superior Country as a potential arms-length non-profit tourism entity that is eligible to oversee 50% of a municipality's MAT dollars. Superior Country is currently working with both Terrace Bay and Nipigon in this respect. Upon being chosen to partner with a municipality, Superior Country staff develop terms of reference for a MAT steering committee. We then develop and report on marketing and tourism development initiatives within an annual budget set by the committee, working within key performance indicators governed by the committee. All decisions are made by the MAT steering committee, with guidance and recommendations from Superior Country.

Terrace Bay



In 2021, Superior Country was selected by the Township of Terrace Bay as the arms-length tourism entity to oversee 50% of their MAT dollars. Over the past four years, Superior Country has established a MAT Steering Committee, obtained funding for, and managed the development of a Five-Year Terrace Bay Tourism Marketing Plan, and designed and implemented a new dedicated tourism website and social media platforms. In 2025, Superior Country continues work through the implementation of the marketing plan, developing digital articles, developing promotional videos, and running many advertising campaigns to promote attractions, experiences, and events such as the Lighthouse Festival and Winterfest. All advertising initiatives are tracked against key performance indicators set by the Committee. Via recommendations from Superior Country, the Committee allotted dollars to support a new Terrace Bay event, Sunset Beats. The MAT Committee also continues to partner with the Township to assist in funding Terrace Bay's Wayfinding and Interpretation Projects.

PROJECT MANAGEMENT

Nipigon



In October of 2024, Superior Country was selected by the Township of Nipigon as the arms-length tourism entity to oversee 50% of their MAT dollars. Over the past year, Superior Country has developed terms of reference for, and established, a Nipigon MAT Committee. We obtained 50 cent dollars for, and are currently managing, the development of a Nipigon Tourism Marketing Plan to be completed in December 2025. This document will provide a roadmap for Nipigon's future marketing and development initiatives to be supported through the MAT, in partnership with the Township of Nipigon, and additional outside funding sources. Next month, Superior Country will be releasing an RFP for the development of a stand-alone Nipigon tourism website.

PROJECT MANAGEMENT

Cruise Ships

Over the past three years, Superior Country has played the lead role in attracting cruise ships to, and coordinating shore excursions in, the Lake Superior North Shore region. In 2025, the North Shore Tourism Coordinator travelled to Halifax to attend the Canada-New England Cruise Symposium. Along with Tourism Thunder Bay manager Paul Pepe, Suzanne met with several expedition cruise lines to promote the Lake Superior North Shore Inside Passage. This year, Superior Country also produced a public relations video about the importance of cruise development in the region, targeted to locals to encourage them to be welcoming to crew and passengers. We used the digital assets we obtained in 2024 to update our north shore cruise promotional brochures and developed a resource page on our website for cruise ship Shorex planners. Moving forward Superior Country is hoping to bring together partners on the Canadian side of Lake Superior in the development of a Canada's Lake Superior cruise brochure.

The following is a breakdown of expedition cruising in the Lake Superior North Shore Passage through the 2023, 2024 and 2025 seasons administered by Superior Country.

KPI's	2023 Season	2024 Season	2025 Season
# of Cruise Lines	Two: Viking and Hapag-Lloyd	Three: Viking, Hapag-Lloyd, Ponant	Two: Viking and Hapag-Lloyd
# of Guests Served	550	1,256	708
# of Locations Visited	One: Battle Island	Five: Battle Island, Silver Islet, Red Rock, Rossport, Terrace Bay.	Four: Terrace Bay, Schreiber, Nipigon, Red Rock.
Estimated Economic Impact	\$22,000	\$99,000	\$50,000

A scenic view of Lake Superior with a forested island in the foreground and distant mountains under a blue sky.

Lake Superior North Shore Tourism (LSNST) Project Update

The Lake Superior North Shore Tourism Project (LSNST Project) began in 2020 as a three-year, multi-partner initiative. Its primary mandate was to hire a Tourism Coordinator to implement the North Shore Tourism Strategy developed in 2018. The strategy identified significant gaps in the region's tourism sector, including a lack of alignment among stakeholders, funding and capacity challenges, limited understanding and support of regional tourism developments, and high turnover of staff in economic development roles.

In 2023, Superior Country secured renewed partnerships, allowing Phase II of the project to continue through November 2026. This phase includes a three-year contribution agreement with Parks Canada to support major product development and marketing initiatives. Additional funding is obtained on a case-by-case basis through various programs and partnerships. Phase II partners, in addition to Parks Canada, include Destination Northern Ontario, Superior North CFDC, and the municipalities of Dorion, Red Rock, Nipigon, Schreiber, Terrace Bay, Marathon, and Manitouwadge.

The following section summarizes the initiatives the Tourism Coordinator has been leading through the LSNST Project over the past year.



Motorized Trails



What a Ride Snowmobiling Campaign

Through the LSNST Project, Superior Country led a What a Ride snowmobiling media buy, partnering with the Marathon Snowkickers Club, Thunder Bay Adventure Trails Snowmobiling Club, Greenstone Snowmobiling Club, the Municipality of Greenstone, and Tourism Thunder Bay. The organization leveraged \$4,000 into a \$16,000 partnership with Destination Northern Ontario and Destination Ontario, resulting in club visits, the creation of an article and promotional videos, and a broad advertising campaign showcasing snowmobiling opportunities in the region. The campaign also generated numerous digital assets, which were used to create a comprehensive snowmobiling section on SuperiorCountry.ca and continue to support standalone campaigns promoting the region to both local and visiting enthusiasts.



Regional Snowmobiling Feasibility Study

To support winter tourism development and respond to renewed interest following the COVID-19 pandemic, Superior Country completed the Lake Superior Regional Snowmobiling Feasibility Study in March 2025. Funded through the LSNST Project in partnership with Destination Northern Ontario, the Thunder Bay MAT Fund, Superior North CFDC, the Terrace Bay MAT Committee, the Manitouwadge Economic Development Corporation, and the municipalities of Red Rock, Schreiber, Nipigon, and Neebing, the study identified issues that led to the dissolution of District 16, inventoried system gaps, and recommended three new routes: Manitouwadge to Caramat, Schreiber to Terrace Bay, and Neebing to Thunder Bay and Fort William First Nation. The Ontario Federation of Snowmobile Clubs did not participate and recently announced a reduction of approximately 4,500 km from their system for the 2025–26 season.



Non-Motorized Trails



Trails Network

The Tourism Coordinator continues to lead the North Shore Trails Network, which brings together municipal and trail organization representatives from across the North Shore. The network meets quarterly to share information, identify partnership opportunities, and explore potential projects.



Explore Magazine Marketing Partnership

To promote hiking trails, the North Shore Project participated in a marketing partnership with Explore Magazine, in collaboration with Destination Northern Ontario, Destination Ontario, Thunder Bay Tourism, and Sault Ste. Marie Tourism. Superior Country's campaign messaging, "Hike the Shores of Lake Superior," included a print advertisement in Explore Magazine as well as digital ads on their website and newsletters. Ads highlighted three of the region's most popular Lake Superior trails—the Top of the Giant, the Casque Isle Trail, and the Nipigon River Recreation Trail—but all directed users to Superior Country's hiking landing page featuring all trails in the region. Through the North Shore Project, Superior Country invested \$10,000, which was leveraged into an \$85,000 campaign. This initiative specifically targeted the Canadian market to capitalize on the growing trend of local travel.



Culinary



Superior Picnics

The Superior Picnic program, established in 2021, continued through the 2025 summer season. This year's marketing focused on six Superior Picnic communities, encouraging visitors to purchase a specific picnic meal from participating food operators. Meals were required to include a local ingredient, and participating businesses actively promoted the program. Eight businesses took part this season, with the coordinator providing customized posters and pocket maps linking each restaurant to its corresponding Superior Picnic spot.



Superior Pie Path

Through the LSNST Project, Superior Country developed a new culinary touring product, the Superior Pie Path. This journey takes pie lovers from Thunder Bay to Silver Islet, Nipigon, and Terrace Bay, offering fresh, in-season flavors along the way.



Culinary Tourism Alliance Promotions

Superior Country marketed both the Superior Pie Path and Superior Picnics in partnership with the Culinary Tourism Alliance of Ontario (CTA), leveraging their marketing packages: Do Something Delicious and a Content Trip. These campaigns also utilized funding from Destination Ontario and Destination Northern Ontario. Do Something Delicious produced an article promoting both offerings, which appeared on the Culinary Tourism Alliance website and was advertised through CTA social media channels. The Content Trip involved CTA visiting the region to experience the Superior Picnics and Pie Path itineraries, sharing content on their platforms, and generating a wealth of digital assets. Superior Country continues to use these assets to further promote the routes and build out their itineraries.



Boating



Lake Superior Boating Plan

In 2024, Superior Country completed the Lake Superior North Shore Boater Market Readiness Plan. The plan found that, despite the region's location on Lake Superior, no organizations were actively developing boating products or marketing the Canadian shore. It assesses current facilities, services, and infrastructure along the North Shore, from Pigeon River to Marathon, and identifies gaps, providing a roadmap with timelines and costs to achieve market readiness. The plan also considers on-water attractions such as Battle and Porphyry Islands.



Lake Superior Boating Advisory Committee

Following the recommendations of the boating plan, Superior Country, through the LSNST Project, established the Lake Superior Boating Advisory Committee. This committee works with Superior Country staff to identify and initiate product development, research, and marketing initiatives for the Superior Country section of Lake Superior.



Lake Superior Boating Routes

Under the guidance of the Boating Advisory Committee, Superior Country is developing two Lake Superior boating routes. The Rum Runners Route encourages U.S. boaters to travel from Isle Royale to Thunder Bay and Porphyry Island, tracing historic rum runner paths from Prohibition. Superior Country is collaborating with partners in Thunder Bay and Canadian Lighthouses of Lake Superior to develop experiences along this route. Additionally, a North Shore Route is being developed to guide boaters from the Rum Runners Route to other communities along the North Shore, expanding opportunities for exploration and tourism.



Cycling



Park & Ride Cycling Product

Superior Country continues to promote the Park & Ride itineraries developed through the Lake Superior expansion of the Great Lakes Waterfront Trail. Routes in Nipigon–Red Rock, Terrace Bay–Schreiber, Marathon, and Wawa, were mapped, signed, and launched in 2024. This past year, digital assets from 2024 were used to create a cycling web page highlighting these routes, detailing points of interest along each itinerary, and providing links to route maps.



Bike Repair Stations

In fall 2025, the LSNST coordinator developed and distributed a proposal to partner communities for the purchase of bike repair stations, planned for installation in spring 2026. Costs would be shared 50/50 between the LSNST Project and municipalities, with municipalities responsible for installation and maintenance. The stations will be branded to align with Superior Country's cycling promotions, supporting healthy communities while enhancing cycling tourism in the region.



Touring Routes



What a Ride Motorcycling Campaign

Through the LSNST Project, Superior Country contributed to a motorcycling familiarization tour with What a Ride, in partnership with Destination Northern Ontario and Destination Ontario. A \$4,000 investment was leveraged into a \$16,000 marketing campaign promoting motorcycling in the region. What a Ride visited the area, creating an article for their website (whataride.world) and multiple promotional videos. Superior Country also received videos and photos that were used to promote existing motorcycle routes and to develop a new route, The Top of Superior, stretching from Thunder Bay to Manitouwadge.



The Fit RV

Superior Country invested \$1,000 through the LSNST Project to leverage a \$63,000+ campaign with Fit RV, in partnership with Destination Ontario, Sunset Country, and Algoma Country. Fit RV spent three days and nights touring Superior Country, generating promotional blog articles, videos, and social media content. Their visit included cycling at Trowbridge and camping at Chippewa in Thunder Bay, exploring Nipigon attractions, hiking part of the Casque Isles while camping in Rainbow Falls Provincial Park, paddling with Parks Canada in Terrace Bay, and cycling in Marathon while camping at Penn Lake Campground. The campaign produced a wide variety of digital assets that Superior Country continues to use for promotion of the region's touring routes.



2SLGBTQIA+



2SLGBTQIA+ Strategy Implementation

In partnership with Destination Northern Ontario and Tourism Thunder Bay, Superior Country led the development of a 2SLGBTQIA+ Tourism Strategy and Plan, completed in 2023, to position the region as a welcoming destination for the 2SLGBTQIA+ community. Through the LSNST Project, implementation continued into 2025.

Initiatives this year included the creation of a 2SLGBTQIA+ section on the Superior Country website, featuring listings of community-friendly businesses, attractions, and experiences. Resources were also provided for both visitors and businesses, including the digital booklet *Tips to Successfully Welcome 2SLGBTQIA+ Guests to your Business/Community: Enhancing Customer Engagement & Loyalty*. Superior Country's Executive Director and Lake Superior North Shore Coordinator completed training through the Canadian Queer Chamber of Commerce and have delivered in-person and online Diversity and Inclusivity sessions to municipal employees, tourism businesses, and organizations.

These efforts have enabled Superior Country to integrate 2SLGBTQIA+ digital assets, products, and experiences across all its marketing product pillars, strengthening the region's inclusivity and outreach.



Thank You for Visiting Campaign

THANK YOU
for Visiting Us!



Welcoming U.S. Visitors

Superior Country developed the “Thank You for Visiting” Campaign in response to the current political climate and a desire to ensure that U.S. travelers felt genuinely welcomed throughout the region. While the organization continued its regular advertising efforts promoting Northwest Ontario as a tourism destination to both U.S. and Canadian audiences, this campaign focused on expressing gratitude to U.S. visitors already in the area. The goal was not only to make travelers feel appreciated, but also to encourage positive word-of-mouth about Canada as a welcoming and friendly destination.

The campaign included a thank-you video featuring mayors from across the region, Meta advertisements with appreciation-focused messaging, and the distribution of printed thank-you posters and cards, which local stakeholders personalized and handed out to visitors at their businesses. Radio ads also ran throughout the region, reminding community members of the economic importance of U.S. tourism and encouraging them to extend a warm welcome to all visitors. This project was completed through the North Shore project, in partnership with Tourism Thunder Bay.



Special Thanks

Members and Advertisers – Your support makes everything Superior Country does possible. The organization relies on revenues from memberships, advertising, and our services to maintain and develop marketing tools such as websites, travel guides, and more. Your contributions also enable Superior Country to secure additional marketing funds from Destination Northern Ontario and Destination Ontario, ensuring the organization remains a grassroots tourism leader.

Project Partners – Superior Country leads and participates in many marketing and product development projects. Numerous stakeholders, organizations, and communities contribute financially to these initiatives, notably in projects like the Lake Superior North Shore Project.

Lake Superior National Marine Conservation Area – The NMCA has been a vital partner, supporting Superior Country through financial contributions and strategic guidance on marketing and product development initiatives, including but not limited to the Lake Superior North Shore Project.

Destination Marketing Organizations – Superior Country continues to collaborate with Sunset Country, Algoma Country, and Northeastern Ontario Tourism. We extend special thanks to Sunset and Algoma for their ongoing support, guidance, and partnership.

Tourism Thunder Bay – Tourism Thunder Bay has been crucial in attracting cruise ships to the Canadian side of Lake Superior, enabling Superior Country to promote communities and attractions along the North Shore. They also frequently partner on familiarization tours and share key tourism information. Special thanks to Paul Pepe for his consistent communication and collaboration with Superior Country's Executive Director. The partnership with Thunder Bay, the region's largest city, is essential for sustaining and growing tourism in the region.

Destination Northern Ontario – Destination Northern Ontario provides tactical marketing dollars and partners on numerous campaigns and product development initiatives, which are critical to promoting and developing tourism across Superior Country.

Destination Ontario – Destination Ontario supports Superior Country's advertising efforts and runs campaigns that directly enhance the organization's ability to promote its members. They bring additional media opportunities to the region and provide valuable guidance through collaborative digital campaigns and advertising experiments.



**North of Superior Travel Association
Inc. Operating as Superior Country**

Financial Statements

NOTICE

The Balance Sheet, Income Statement and Statement of Retained Earnings have been completed as of March 31, 2025, for the North of Superior Travel Association Inc. operating as Superior Country from the records and other information provided by the association.

We certify that the statements of receipts and disbursements as well as assets and liabilities of the North of Superior Travel Association Inc. for the fiscal year ended March 31, 2025, are correct and that our examination of the books and records of the association included tests to ensure:

1. All cash receipts were correctly recorded.
2. All recorded vouchers were accurate and authentic.
3. All investment and similar assets which were reported actually exist.

AMB Accounting Services
(807) 623-4675
Oct 7, 2025

NORTH OF SUPERIOR TRAVEL ASSOCIATION INC

BALANCE SHEET

AS AT MARCH 31, 2025

ASSETS

CURRENT ASSETS

Square Point of Sale	25,331
Royal Bank of Canada	506,824
HST Receivable	14,075
Accounts Receivable	<u>168,223</u>
Total Current Assets	714,453

FIXED ASSETS - at cost

Total Fixed Assets	<u>0</u>
TOTAL ASSETS	<u>714,453</u> =====

LIABILITIES

Accounts Payable and Accrued Liabilities	106,252
Total Current Liabilities	106,252

RETAINED EARNINGS

Retained Earnings, start of year	559,979
Net Income	48,222
	<u>608,201</u>
Retained Earnings, end of year	<u>608,201</u>
TOTAL LIABILITIES & EQUITY	<u>714,453</u> =====

NORTH OF SUPERIOR TRAVEL ASSOCIATION INC

INCOME STATEMENT

FOR THE YEAR ENDED MARCH 31, 2025

INCOME	2024	2025
Revenues	831,629	800,728
GENERAL EXPENSES		
Advertising	135,959	155,591
Accounting	930	4,247
Business fees & Licenses	4,059	5,640
Courier & Postage	44,776	41,927
Insurance	1,825	1,736
Interest & Bank Charges	1,065	152
Legal Fees	410	0
Office Supplies	2,508	2,472
Office Expenses	8,535	8,878
Rent	0	208
Telephone	5,118	2,647
Travel & Accommodations	20,831	26,242
Meals	6,780	9,066
Training & Conferences	10,934	19,317
Cleaning	0	310
Professional Fees	150,489	182,747
Printing & Publishing Fees	52,068	61,703
Wages & Benefits	249,297	226,470
Event Catering	1,480	3,153
Total Expenses	697,064	752,506
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Net Income/Loss for the Period	134,565	48,222

NORTH OF SUPERIOR TRAVEL ASSOCIATION INC

NOTES TO FINANCIAL STATEMENTS

1) SUMMARY OF ACCOUNTING POLICIES

The financial statements are prepared in accordance with generally accepted accounting principles in Canada. These financial statements may not be in accordance with Canadian accounting standards for non-profit organizations.

2) NATURE OF OPERATIONS

North of Superior Travel Association Inc is a non-profit tourism association, incorporated without share capital in 1976 and is not subject to income taxes under the Income Tax Act (Canada). The association was formed to promote marketing tourism in the District of Thunder Bay and Northern Ontario, in general.

3) FINANCIAL POSITION

The North of Superior Travel Association Inc is currently in a very good financial position.

North of Superior

<u>Profitability</u>	2021	2022	2023	2024	2025	
Profit Margin	29.82%	5.33%	10.33%	16.19%	6.0%	
Return on Assets (investment)	48.20%	9.95%	16.98%	22.54%	6.75%	
<u>Asset Utilization</u>						
Total Asset Turnover	1.62 times	1.87 times	1.64 times	1.39 times	1.12 times	
<u>Liquidity</u>						
	2020	2021	2022	2023	2024	2025
Current Ratio	4.71	3.54	4.00	9.78	16.11	6.72
Quick Ration	3.00	2.81	3.04	7.40	13.95	6.59
<u>Debt Utilization</u>						
Debt to total assets	21.3%	28.98%	24.98%	10.23%	6.21%	14.87%

Profitability ratios allow measuring the ability of the organization to earn an adequate return on sales, total assets and invested capital. Many of the problems related to profitability can be explained by the ability to effectively employ its resources. A high profit margin indicates good cost control, whereas a high asset turnover demonstrates efficient use of the assets.

Asset utilization measures the speed at which a firm is utilizing its assets. This explains how rapidly a firm can turn over its assets. This relates to the balance sheet (assets) and income statement (income).

Liquidity allows one to measure the ability to pay off short-term obligations as they come due. The higher the ratio indicates a firm's good cash flow. A good cash flow for the current ratio is 2 and a good cash flow for the quick ratio is 1.

Debt utilization indicates to what extent debt is being used and the prudence with which it is being used. Calculation includes debt to total assets. A prudent range is 50% or less. One of the ways to benefit from an inflationary economy is through the utilization of heavy long-term debt enabling long-standing obligations to be repaid in inflated dollars with the passage of time.

4) WAGES & BENEFITS

Wages	164,964
Payroll Taxes	60,104
WSIB Total Wages &	1,402

Benefits	226,470

5) SCHEDULE OF REVENUES

	2024	2025
Lake Superior Circle Tour	188,910	192,990
Superior Country Regional Guide	24,800	29,700
Memberships	28,932	31,550
Superior Services	74,987	12,745
Merchandise Sales	6,715	0
NOHFC Intern Funding	17,500	17,500
DNO Tactical Marketing Dollars	155,000	165,000
DO Partnership Dollars	80,264	81,100
North Shore Project Funding and Partnership Contributions	178,512	96,500
Cruise Ship Revenues	33,667	83,444
Municipality Accommodation Tax	13,997	19,484
Miscellaneous Revenue	2,805	114
Partnership Contributions	25,540	70,601
	-----	-----
Total	831,629	800,728

