April 6, 2016

Dear [Redacted]

Re: Your request for access to information under Part II of the Access to Information and Protection of Privacy Act BCRD 10/2016

This is to confirm that on March 7, 2016, the Department of Business, Tourism, Culture and Rural Development received your request for access to the following records/information:

"The Department, formerly known as TCR, to provide any and all information with respect to the following: 1) A 2009/2010 Policy Directive and/or "Caribou Paper" relating to the Non-Resident Caribou Outfitters Allocation and/or Allocation process. 2) A 2009 paper and/or report of any nature concerning the "Reconstruction" of the Caribou Outfitting Industry, and in connection with the Outdoor Product Development Division of TCR. 3) Details and/or synopsis of a Big Game Management Plan meeting with respect to 2010/11 Moose and Caribou quotas, which took place on or about December 18, 2009. Response package to be provided in paper copy form, and mailed to the Applicant."

I am pleased to inform you that a decision has been made by the Deputy Minister (Acting) for the Department of Business, Tourism, Culture and Rural Development to provide access to some of the requested information.

Access to the some information contained has been refused in accordance with the following exception to disclosure, as specified in the Access to Information and Protection of Privacy Act (the Act):

**Section: 40(1)**

As required by 8(2) of the Act, we have severed information that is unable to be disclosed and have provided you with as much information as possible. I have provided electronic copies of the records.

Please be advised that you may appeal this decision and ask the Information and Privacy Commissioner to review the decision to provide partial access to the requested information, as set out in section 42 of the Act. A request to the Commissioner must be made in writing within 15 business days of the date of this
letter or within a longer period that may be allowed by the Commissioner. Your appeal should identify your concerns with the request and why you are submitting the appeal.

The appeal may be addressed to the Information and Privacy Commissioner is as follows:

Office of the Information and Privacy Commissioner
2 Canada Drive
P. O. Box 13004, Stn. A
St. John’s, NL. A1B 3V8

Telephone: (709) 729-6309
Toll-Free: 1-877-729-6309
Facsimile: (709) 729-6500

You may also appeal directly to the Supreme Court Trial Division within 15 business days after you receive the decision of the public body, pursuant to section 52 of the Act.

Please be advised that responsive records will be published following a 72 hour period after the response is sent electronically to you or five business days in the case where records are mailed to you. It is the goal to have the responsive records posted to the Office of Public Engagement's website within one business day following the applicable period of time. Please note that requests for personal information will not be posted online.

If you have any further questions, please contact me by telephone at 729-3356 or by email at wcomeau@gov.nl.ca.

Sincerely,

Wayne Comeau

ATIPP Coordinator

Enclosure
Disclosure harmful to personal privacy

40. (1) The head of a public body shall refuse to disclose personal information to an applicant where the disclosure would be an unreasonable invasion of a third party's personal privacy.
Sounds good Juanita ..but who is Nolan..
Cheers
Dan

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Mary,
3 agenda items

1. Development of a policy to require non-resident hunters to stay in the licenced camps of outfitters when hunting in Newfoundland and Labrador
   2. Use of unsold licenses – a policy where the allocations will stay on the camp, but the operator will have access to the number of licenses they have sold on a 3 year average and the remainder, minus 15% will go back for resident hunts.
   3. Nolan's decision on the draw.

JKR

Juanita Keel-Ryan
Director
Tourism Product Development
Department of Tourism, Culture and Recreation
P.O. Box 8700
St.John's, NL
A1B 4J6

Phone: 709-729-7613
Fax: 709-729-0474
Ohhhhhhh NLOA...now I get it...keep smiling.
Cheers
Dan

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Survey Take Two!

I have made many changes to the first draft. I think it best that you go through the entire survey again. This version has sequential numbering by section rather than just one continuous list. I am not yet sold on this new format.

Here are some specific things I would like you to look at when going through the survey:

Page 3 question 11. Do we need this as well as question 8 in the same section. I know there is a difference between competitive advantage and unique selling proposition, but do we need to get at both for our purposes? I think this is more a question for Rita and the BR&E aspect of the survey, but would like input from all. I would drop question 11 if possible.

Question 12 page 3. Many have asked for some kind of question about responding to inquiries. I don’t like the question I have there now, but you can get the gist of what I think we are looking for. If you don’t get something to me, I will be awake at 309am tomorrow thinking about it so suggestions are welcome.

Page 4 question 2. What categories need to be added or omitted from this list? Similarly questions 6 and 9 on page 5.

Page 6 question 15. Please suggest other areas of training that might be needed.

Page 8 question 9. Similar to the previous inquiry, what other categories of training could be added. These may be the same ones needed for page 6 question 15.

Page 10 Question 13. I would appreciate better wording for this question.

The survey is longer, but I think it is a better instrument.

Exit Stage Left.
Peter
A. GENERAL BUSINESS INFORMATION

1. Which best describes your outfitting operation?
   - ACTIVE OPERATION: OFFERING HUNTING AND/OR FISHING PACKAGES TO PAYING CLIENTS.
   - PRIVATE OPERATION: PACKAGES TO INVITED OR CORPORATE CLIENTS ONLY (NOT GENERAL PUBLIC).
   - INACTIVE OPERATION: (NOT CURRENTLY OFFERING ANY PACKAGES).
   - PERSONAL OPERATION: USED ONLY FOR HUNTING AND/OR FISHING WITH FAMILY AND FRIENDS.

2. How do your clients access your outfitting operation after arriving in the Province? Check all that apply.
   - DRIVE-IN
   - ATV / J5
   - FLY-IN
   - BOAT IN

3. What year did the outfitting operation you operate first open? __________

4. In what year did you personally begin managing the operation? __________

5. What is the legal form of your outfitting business? Choose one.
   - CORPORATION
   - PARTNERSHIP
   - SOLE PROPRIETORSHIP

6. How many lodges do you own/operate? __________

7. How many lodges did you open in 2009? __________

8. Please check which of the following you have for your outfitting business:
   - A PHONE NUMBER USED ONLY FOR YOUR OUTFITTING BUSINESS
   - A WEBSITE
   - AN EMAIL FOR YOUR OUTFITTING BUSINESS
   - HIGH SPEED INTERNET
   - A BROCHURE SHOWING YOUR HUNTING AND/OR FISHING PRODUCT
   - A PROMOTIONAL DVD
   - CELL PHONE COVERAGE AT YOUR MAIN LODGE
   - INTERNET ACCESS AT YOUR MAIN LODGE

9. In 2009, how many clients did you have for the following fishing experiences? If none write 0.
   - ATLANTIC SALMON __________
   - BROOK TROUT __________
   - ALL OTHER SPECIES OF FISH __________

10. If you do not offer a fishing product, how much interest do you have in offering summer angling?
    - GREAT DEAL OF INTEREST
    - SOME INTEREST
    - LITTLE INTEREST
    - NO INTEREST
    - NOT INTERESTED

11. In 2009, how many clients did you have for the following combo hunts? If none write 0.
    - MOOSE/CARIBOU/BEAR __________
    - MOOSE/BEAR __________
    - MOOSE/CARIBOU __________
    - CARIBOU/BEAR __________

12. In 2009, how many clients did you have for the following single hunts? If none write 0
    - MOOSE ONLY __________
    - SPRING BEAR __________
    - CARIBOU ONLY __________
    - FALL BEAR ONLY __________
B. MARKETING AND SALES

1. A marketing plan details actions to achieve marketing objectives. Do you have a marketing plan?
   ___YES ___NO ___NOT SURE

2. Do you actively look for market and/or trend information regarding outfitting?
   ___YES ___NO ___NOT SURE

3. About how many outfitting clients did you have in the 2008 outfitting season? _______ CLIENTS

4. About how many clients did you have in the 2009 outfitting season? _______ CLIENTS

5. About what percent of your clients are repeat visitors? _______

6. How do you identify your clients' needs? Select all that apply.
   ___CLIENT SURVEYS
   ___TRADE OR INDUSTRY PUBLICATIONS
   ___CLIENT COMMENTS CARDS
   ___MARKETING PUBLICATIONS
   ___CLIENT DATABASE
   ___INTERNET WEB SEARCH
   ___OTHER (PLEASE SPECIFY):

7. Which regions do you view as serious competition for your outfitting business? Check all that apply.
   ___QUEBEC
   ___ONTARIO
   ___NOVA SCOTIA / NEW BRUNSWICK
   ___WESTERN CANADA (MANITOBA WEST)
   ___CANADIAN TERRITORIES
   ___OTHER NEWFOUNDLAND AND LABRADOR OUTFITTERS
   ___ALASKA
   ___SOUTH AMERICA
   ___AFRICA
   ___SCANDINAVIA
   ___LOWER 48 STATES

   OTHER REGIONS YOU VIEW AS COMPETITION:

8. Competitive advantage is your strength(s) relative to your competition. What are the competitive advantages of your business? Select all that apply.
   ___PRICE
   ___TRANSPORTATION LINKS
   ___CUSTOMER SERVICE
   ___DIFFERENTIATION (BRANDING)
   ___PRODUCT VARIETY
   ___LOCATION
   ___I DO NOT HAVE ONE
   ___NOT SURE

   OTHER (PLEASE SPECIFY):

9. Do you offer clients pre/post tours with your outfitting packages? (e.g. culture/community tours)
   ___YES ___NO

10. How important is your ability to offer a variety of hunting/fishing packages to clients? e.g. combo hunts as well as single species hunts.
    ___VERY IMPORTANT ___SOMewhat IMPORTANT ___LITTLE IMPORTANCE ___ NOT AT ALL IMPORTANT ___ NOT IMPORTANT ___ NOT SURE
11. A unique selling proposition is an aspect of a service that differentiates it from similar services. Can you describe the unique selling proposition of your business?
   ____ YES  ____ NO  ____ NOT SURE

12. Do you guarantee a reply within a day of potential clients leaving a phone message?
   ____ YES  ____ NO  ____ NOT SURE

13. Which of the following are you currently a member? Select all that apply.
   ____ NLOA  ____ REGIONAL TOURIST ASSOCIATION
   ____ HNL  ____ DESTINATION MARKETING ORGANIZATION
   ____ OTHER ORGANIZATION WITH INTEREST IN MARKETING:

14. If your outfitting business has a web page, about how often do you update it?
   ____ I HAVE NEVER UPDATED MY WEBPAGE  ____ YEARLY  ____ MONTHLY  ____ WEEKLY

15. How do you set the price for your hunting and fishing packages? Select all that apply.
   ____ PREMIUM PRICING (ABOVE MARKET)  ____ COST PLUS PRICING (MARGIN)
   ____ ECONOMY PRICING (BELOW MARKET)  ____ NOT SURE
   ____ COMPETITIVE PRICING (AT MARKET)  ____ I WOULD LIKE MORE INFORMATION ON PRICE SETTING
   ____ OTHER (PLEASE SPECIFY):

   ____ PERIODICAL ADVERTISING (MAGAZINES)  ____ TRADE/CONSUMER SHOWS
   ____ WORD OF MOUTH  ____ FAMILIARIZATION (FAM) TOURS
   ____ RADIO ADVERTISING  ____ TRAVEL WRITERS
   ____ EMAIL  ____ HUNTING AND FISHING GUIDE
   ____ TV ADVERTISING  ____ BOOKING AGENTS
   ____ POINT OF SALE MATERIAL  ____ NEWSPAPERS
   ____ WEBSITE  ____ SPONSORSHIP
   ____ BUSINESS CARDS  ____ DO NOT KNOW
   ____ I WOULD LIKE MORE INFORMATION ON PROMOTING MY BUSINESS
   ____ OTHER (PLEASE SPECIFY):

17. How do you sell your outfitting product? Select all that apply.
   ____ DIRECT TO CUSTOMER  ____ DISTRIBUTOR(S)/WHOLESALER(S)
   ____ RETAILERS  ____ DO NOT KNOW
   ____ THIRD-PARTY AGENT/BROKER  ____ PARTNERSHIP/ALLIANCE
   ____ I WOULD LIKE MORE INFORMATION ON SELLING MY PRODUCT
   ____ OTHER (PLEASE SPECIFY):

18. From 2006 to 2009, what was your gross dollar sales trend?
   ____ INCREASING  ____ ABOUT THE SAME  ____ DECREASING  ____ UP AND DOWN  ____ NOT SURE
19. From 2006 to 2009, what was your net dollar sales trend?
   _ INCREASING     _ ABOUT THE SAME     _ DECREASING     _ UP AND DOWN     _ NOT SURE

20. What are your sales expectations for the 2010 season compared to the 2009 season?
   _ HIGHER     _ ABOUT THE SAME     _ LOWER     _ NOT SURE

21. In 2009, about how many clients did you have from each of the following markets? If none write ‘0’.
   ___ ATLANTIC CANADA    ___ NORTHEASTERN USA
   ___ QUEBEC    ___ MIDWESTERN USA
   ___ ONTARIO    ___ WESTERN USA
   ___ WESTERN CANADA    ___ SOUTHERN USA
   ___ EUROPE    ___ OTHER

22. If you could expand into one market, what would it be? __________________________

23. How interested are you in expanding your outfitting business into new markets?
   ___ VERY INTERESTED    ___ SOMEWHAT INTERESTED    ___ NOT VERY INTERESTED    ___ NOT AT ALL INTERESTED    ___ NOT SURE

C. HUMAN RESOURCES AND MANAGEMENT

1. A human resources plan includes strategies, plans and programs needed to attract, motivate, develop, reward and retain the best people to meet organizational goals and objectives. Does your business have a human resources plan?
   _ YES    _ NO    _ NOT SURE

2. How many in each of these categories do you employ full time or seasonally for your outfitting business?

   
<table>
<thead>
<tr>
<th>Category</th>
<th>FULLTIME</th>
<th>SEASONALLY</th>
</tr>
</thead>
<tbody>
<tr>
<td>GUIDE</td>
<td></td>
<td></td>
</tr>
<tr>
<td>COOK</td>
<td></td>
<td></td>
</tr>
<tr>
<td>CAMP HELPER</td>
<td></td>
<td></td>
</tr>
<tr>
<td>PILOT</td>
<td></td>
<td></td>
</tr>
<tr>
<td>CAMP MANAGER</td>
<td></td>
<td></td>
</tr>
<tr>
<td>OTHER</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

3. Since 2006, what has been the trend for your number of employees.
   _ INCREASED    _ STAYED THE SAME    _ DECREASED    _ NOT SURE

4. In 2010, do you expect your employment levels to increase, decrease or stay the same?
   _ INCREASE    _ STAY THE SAME    _ DECREASE    _ NOT SURE

5. How many employees do you anticipate replacing in the next three years? _____
6. Which specific positions do you anticipate being vacant in the next three years?
   ____ GUIDE
   ____ COOK
   ____ CAMP HELPER
   ____ PILOT
   ____ CAMP MANAGER

7. How many guides do you have in each of the following age categories?

<table>
<thead>
<tr>
<th>AGE CATEGORY</th>
<th>NUMBER OF GUIDES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Younger than 30 years old</td>
<td></td>
</tr>
<tr>
<td>30-40 years old</td>
<td></td>
</tr>
<tr>
<td>41-50 years old</td>
<td></td>
</tr>
<tr>
<td>51 and older</td>
<td></td>
</tr>
</tbody>
</table>

8. Overall, does your business have difficulty recruiting new employees?  
   ____ YES  ____ NO  ____ NOT SURE

9. For which specific positions do you have trouble recruiting new employees?
   ____ GUIDE
   ____ COOK
   ____ CAMP HELPER
   ____ PILOT
   ____ CAMP MANAGER
   ____ OTHER: PLEASE SPECIFY

10. How do you recruit new employees? Select all that apply.
    ____ NEWSPAPER ADVERTISEMENT
    ____ EMPLOYMENT AGENCY
    ____ INTERNET
    ____ CAREER FAIRS
    ____ RADIO ADVERTISEMENT
    ____ SCHOOL/COLLEGE
    ____ GOVERNMENT
    ____ PERSONAL/BUSINESS NETWORKS
    ____ WORD OF MOUTH
    ____ GOVERNMENT
    ____ DO NOT KNOW

    ____ I WOULD LIKE MORE INFORMATION ON RECRUITING NEW EMPLOYEES
    ____ OTHER (PLEASE SPECIFY):

11. Overall, does your business have difficulty retaining employees?  
    ____ YES  ____ NO  ____ NOT SURE

12. Which positions do you have trouble retaining employees? Select all that apply
    ____ GUIDE
    ____ COOK
    ____ CAMP HELPER
    ____ PILOTS
    ____ CAMP MANAGER

13. How are employee and management training needs determined for your business? Select all that apply.
    ____ EMPLOYEE SURVEY
    ____ MANAGEMENT DECISION
    ____ PERFORMANCE REVIEWS
    ____ DO NOT KNOW
    ____ MANDATORY REQUIREMENTS
    ____ EMPLOYEE REQUESTS

    ____ I WOULD LIKE MORE INFORMATION ON DETERMINING TRAINING NEEDS
    ____ OTHER: PLEASE SPECIFY

14. Do your employees require any training?  
    ____ YES  ____ NO  ____ NOT SURE
15. In which specific areas is training required?

<table>
<thead>
<tr>
<th>cooking</th>
<th>computer software</th>
</tr>
</thead>
<tbody>
<tr>
<td>guiding</td>
<td>customer service</td>
</tr>
</tbody>
</table>

16. In the past 5 years, what problems have you had recruiting employees? Select all that apply.

- SHORTAGE OF PEOPLE WANTING TO WORK IN OUTFITTING
- SHORTAGE OF APPLICANTS WITH GUIDING SKILLS
- SHORTAGE OF APPLICANTS WITH GOOD CUSTOMER SERVICE SKILLS
- CANNOT MEET WAGE EXPECTATIONS
- SEASONALITY OF OUTFITTING

D. OPERATIONS

1. How often do you arrange transportation for your clients from the airport to your lodge or fly in services?

   - ALWAYS
   - SOMETIMES
   - NEVER

2. Do you currently face major operational challenges with any of the following?

   - INVENTORY MANAGEMENT
   - PURCHASING
   - WORKPLACE HEALTH AND SAFETY
   - RESEARCH AND DEVELOPMENT
   - COMPUTER SOFTWARE, INTERNET AND/OR EMAIL
   - WEBSITE DEVELOPMENT
   - ELECTRONIC COMMERCE (INTERAC, CREDIT CARD, EFT, EDI)
   - TRANSPORTATION
   - OPERATIONAL PROCESS
   - LODGE INFRASTRUCTURE
   - AGING EQUIPMENT
   - OTHER (Please specify):

3. Does your organization participate in any of the following workplace health, safety and compensation programs? Select all that apply:

   - EARLY AND SAFE RETURN TO WORK
   - ST. JOHN AMBULANCE CERTIFICATION
   - OTHER (PLEASE SPECIFY):
E. CURRENT LOCATION

1. Do you have limitations with the following at any of your lodges? Check all that apply.

<table>
<thead>
<tr>
<th></th>
<th>YES</th>
<th>NO</th>
<th>NOT SURE</th>
</tr>
</thead>
<tbody>
<tr>
<td>A) SIZE</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>B) UTILITIES</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>C) PROPERTY TAXATION</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>D) GEOGRAPHIC LOCATION</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>E) BUILDING CONDITION</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>F) SERVICES/AMENITIES</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>G) CROWN LAND FEES</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>H) LAND FOR DEVELOPMENT</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>OTHER (PLEASE SPECIFY):</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

2. Do you currently use any “green” technology at your lodge? (E.g. solar or wind power, composting)
   ____ YES  ____ NO  ____ NOT SURE

3. How much interest do you have in having “green” technology at your lodge?
   ____ A GREAT DEAL  ____ SOME  ____ LITTLE  ____ NONE  ____ NOT SURE

F. FINANCE AND ACCOUNTING

1. On a scale of 1 to 10, rate your overall knowledge of financial reporting and accounting procedures. 1 represents little knowledge, 10 represents much knowledge.

<table>
<thead>
<tr>
<th>LITTLE KNOWLEDGE</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
<th>7</th>
<th>8</th>
<th>9</th>
<th>10</th>
<th>MUCH KNOWLEDGE</th>
</tr>
</thead>
</table>

2. Who is responsible for the financial reporting for your outfitting business? Select all that apply.
   ____ I DO IT MYSELF  ____ A PAID ACCOUNTANT

3. Does your outfitting business routinely use financial reports to assist in making business decisions?
   ____ YES  ____ NO  ____ NOT SURE

4. Does your outfitting business conduct regular financial planning?
   ____ YES  ____ NO  ____ NOT SURE

5. Does your outfitting business have a tax planning strategy?
   ____ YES  ____ NO  ____ NOT SURE

6. Do you currently face challenges with the following?

<table>
<thead>
<tr>
<th></th>
<th>YES</th>
<th>NO</th>
<th>NOT SURE</th>
</tr>
</thead>
<tbody>
<tr>
<td>A) DETERMINING YOUR WORKING CAPITAL POSITION</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>B) MANAGING YOUR CASH FLOW</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>C) LIQUIDITY (BALANCING DEBT AND EQUITY)</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>D) COLLECTING RECEIVABLES</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>E) PREPARING A PROPOSAL FOR FUNDING</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>F) SECURING SHORT-TERM LINE OF CREDIT</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>G) SECURING LONG-TERM FINANCIAL CAPITAL</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
</tbody>
</table>
G. FUTURE PLANS

1. A business plan is a written statement of business goals, why these are believed attainable, and a means for reaching the goals. Do you have a business plan to guide your outfitting operations?
   _YES _NO _NOT SURE

2. A succession plan has a process of identifying and preparing employees to replace other employees when they leave. It also plans for transfer of ownership. Does your business have a succession plan?
   _YES _NO _NOT SURE

3. What challenges do you anticipate for your outfitting business in the next 3 years? Select all that apply.
   _ACCESS TO CAPITAL _UNCERTAIN RESOURCE ALLOCATIONS (BIG GAME/FISH)
   _SEASONALITY _INTERNET SERVICES
   _ACCESS TO YOUR CAMPS _LACK OF QUALIFIED STAFF
   _GOVERNMENT REGULATIONS _INABILITY TO REACH NEW CUSTOMER MARKETS
   _PHYSICAL CONDITION OF YOUR OUTFITTING OPERATION
   OTHER, PLEASE SPECIFY OTHER CHALLENGES:

4. Within the next three years, which of the following do you plan to do? Choose one answer.
   _DOWNSIZE _RELOCATE _CLOSE _REMAIN THE SAME _EXPAND

5. If you plan to downsize, relocate or close, please write the reason.

6. If you plan to expand your business are you experiencing challenges with your plans?
   _YES _NO _NOT SURE

7. What assistance could help your business overcome challenges with its expansion plans?

8. If you would like to collaborate with other outfitters in the province, how would you like to do so. Select all that apply.
   _I AM NOT INTERESTED IN COLLABORATING WITH OTHER OUTFITTERS IN THE PROVINCE
   _INFORMAL BUSINESS NETWORKS _ASSOCIATION MEMBERSHIP
   _FORMAL BUSINESS NETWORKS _COOPERATIVES
   _JOINT VENTURES
9. How interested are you in receiving mentoring/training for you or your staff in each of the following areas.

<table>
<thead>
<tr>
<th>Area</th>
<th>Great deal of interest</th>
<th>Some interest</th>
<th>Little interest</th>
<th>No interest</th>
<th>Not sure</th>
</tr>
</thead>
<tbody>
<tr>
<td>A) BUSINESS MANAGEMENT</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>B) MARKETING AND SALES</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>C) FINANCE AND ACCOUNTING</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>D) HUMAN RESOURCES</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>E) WEBPAGE DESIGN</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>F) COOKING</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>G) GUIDING SKILLS</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>H) CUSTOMER SERVICE</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
</tbody>
</table>

OTHER AREAS, PLEASE NAME:

10. Rank the following methods of training/mentoring. Place a "1" next to your preferred method, 2 to second, 3 to third and 4 for least preferred method of training.

- ___ I DO NOT DESIRE ANY TRAINING OR MENTORING
- ___ WORKSHOP WITH OTHER OUTFITTERS
- ___ WORKSHOPS WITH OTHER PEOPLE IN TOURISM, NOT NECESSARILY OUTFITTING
- ___ ONE ON ONE CONSULTATIONS WITH A GOVERNMENT EXPERT
- ___ TRAINING OFFERED OVER THE INTERNET

11. Indicate which of the following activities you offer during your hunting and fishing seasons and outside these seasons.

<table>
<thead>
<tr>
<th>Activity</th>
<th>Offered during the summer/fall outfitting season</th>
<th>Offered during winter/spring when not guiding hunters or anglers</th>
</tr>
</thead>
<tbody>
<tr>
<td>A) ATVING (EXCLUDING SNOWMOBILING)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>B) BACKPACKING/HIKING TOURS</td>
<td></td>
<td></td>
</tr>
<tr>
<td>C) BICYCLING/MITAIN BIKEING</td>
<td></td>
<td></td>
</tr>
<tr>
<td>D) CANOEING OR KAYAKING</td>
<td></td>
<td></td>
</tr>
<tr>
<td>E) FLIGHT-SIGHT SEEING TOURS</td>
<td></td>
<td></td>
</tr>
<tr>
<td>F) ICE FISHING</td>
<td></td>
<td></td>
</tr>
<tr>
<td>G) GOLF</td>
<td></td>
<td></td>
</tr>
<tr>
<td>H) HORSEBACK RIDING</td>
<td></td>
<td></td>
</tr>
<tr>
<td>I) SKIING — DOWNHILL OR X-COUNTRY</td>
<td></td>
<td></td>
</tr>
<tr>
<td>J) SNOWMOBILING</td>
<td></td>
<td></td>
</tr>
<tr>
<td>K) SNOWSHOEING</td>
<td></td>
<td></td>
</tr>
<tr>
<td>L) TRAP SHOOTING</td>
<td></td>
<td></td>
</tr>
<tr>
<td>M) WHITE-WATER RAFTING</td>
<td></td>
<td></td>
</tr>
<tr>
<td>N) WILDLIFE WATCHING</td>
<td></td>
<td></td>
</tr>
<tr>
<td>O) SMALL GAME HUNTING</td>
<td></td>
<td></td>
</tr>
<tr>
<td>P) COYOTE HUNTING</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
12. If you do not offer the following, please indicate how much interest you have in diversifying into these activities:

<table>
<thead>
<tr>
<th>Activity</th>
<th>Great deal of interest</th>
<th>Some interest</th>
<th>Little interest</th>
<th>No interest</th>
<th>Not sure</th>
</tr>
</thead>
<tbody>
<tr>
<td>A) ATVING</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
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<tr>
<td>B) BACKPACKING/HIKING TOURS</td>
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<td>4</td>
<td>5</td>
</tr>
<tr>
<td>C) BICYCLING/MOUNTAIN BIKING</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
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13. Would you like follow-up discussions with a person trained in areas you have identified as problematic for your outfitting business on this survey?

___ YES     ___ NO     ___ NOT SURE

Thank you for completing your survey. If you have any additional comments, please write them here.
Hello all,
Here is a first draft of the survey. I have tried to edit the BR&E survey to fit the outfitting sector. I have also added questions related to diversification at the end of the survey.

Please review it for omissions, inaccuracies and uncertainties. If you catch a spelling mistake, please note it. I will be formatting it to fit a booklet, so don't worry about the format. I will add a short note to the beginning of the survey to remind respondents of the importance of the survey, confidentiality of their answers etc. I am writing the pre-notice letter for Mary to send out.

If possible, I would like your comments back by Monday afternoon. Time is ticking on this. Thanks.

Peter

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