

ECOTOURISM BEST PRACTICES
& FEASIBILITY STUDY

For

**The Community Opportunity & Innovation
Network, Ptbo. Inc.**

Project Supervisor

Professor Ray Dart

Presented By:

Lingling Liao

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EXECUTIVE SUMMARY

This report searches for the best practices that provide an overview of the market condition as well as guidelines for a successful Ecotourism business and assesses the feasibility of establishing an Ecotourism business in Peterborough area with connection to the Kawartha Highlands Signature Site. After surveying selected Ecotourism tour operators in Ontario, extensively reviewing related government, industry and media publications and studies, gathering opinions from diverse resources, examining the available tourism infrastructure, and analyzing both upsides and downsides in the internal and external environment, it has been concluded that the establishment of an Ecotourism business in Peterborough is a feasible idea. However, an economic feasibility analysis and some complementary analysis are necessary in the next step of research to further assure the viability of this concept when some important information is available. In this report, recommendations are also made on the future research direction of this subject.

INTRODUCTION

The purpose of this project is to explore the feasibility of an Eco-tourism enterprise in Peterborough with connection to Kawartha Highlands Signature Site. The whole study includes two major components: I) Searching the best practices used by successful Ecotourism tour operators in Ontario by seeking answers for three key questions: What are the best selling products? Who are the target customer markets? What are the most effective marketing methods? to gain comprehensive understanding of this sector. II) Generally assessing the feasibility of an Eco-tourism business with connection to the Kawartha Highlands Signature Site with the information attained. Initiated by COIN, the Community Opportunity & Innovation Network Inc., this study will further contribute to the Peterborough Ecotourism Development Project.

Before diving into the research details, let's surf on a brief introduction of Ecotourism and the general performance of this sector in the Ontario tourism industry first.

"Ecotourism is an enlightening nature travel experience that contributes to conservation of the ecosystem, while respecting the integrity of host communities" (Canadian Environmental Advisory Council 1992).

Ecotourism provides economic growth while protecting the natural environment and is in the spirit of appreciation, participation, and sensitivity. It maintains a low impact

on the natural environment, where tour use is sustainable over time without altering the resource or negatively affecting the experience. Eco-tours have a primary focus on visiting remote and relatively unaltered natural environments and provide direct benefit to the local economy and local inhabitants, thereby providing an incentive for local support and preservation of wild areas and wildlife habitat. Eco-tourists bring an educational emphasis and purposeful desire to learn about the natural and cultural history of the places they visit while the tour operators help fund the cost of policing their own activities through a formula to contribute to local non-profit efforts for environmental protection.

Ecotourism is one of the most dynamic sectors of the tourism industry. Recent studies have suggested that this sector is growing by an estimated 10% to 30% per annum (Wight 1998) or about two to five times faster than the background growth rate for tourism in general. As a result, Canada has seen a rapid proliferation in the number of businesses providing Ecotourism products and services.

In Ontario, Ecotourism is the fastest growing sector of the tourism industry as well, which attracts visitors from all over the world. Ecotourism is important to the economy of Ontario and provides a revenue in excess of twenty million dollars. The industry predicts that it will continue to boom in the coming years as people are more and more concerned about the conservation of natural and cultural environment. As my survey result suggests, the average growth rate of the Ecotourism business over the

previous year is 16%. Therefore, there are considerable new and exciting opportunities in the domestic as well as international marketplace for Ecotourism products. And COIN is considering the establishment of such an enterprise here in Peterborough.

A good market niche and a set of best practices in business operations are two of the most important factors to make the establishment and success of an Ecotourism enterprise feasible. In the following, the survey findings about best practices of Eco-tour operators in Ontario will be presented, the feasibility of the Ecotourism business's establishment will be assessed and recommendations will be made for future COIN research in this area.

BEST PRACTICES

Why Best Practices?

For an Ecotourism business to be viable and successful, the condition of the sector it will be in and how to make enough profits to sustain its growth are needed to be known. In another word, it has to have some knowledge about what are the selling products, who are the target customer markets, how it can effectively reach those target markets and what are some special issues needed attention in the future operations. The answers for those questions are the best practices that we have been searching for, which not only offer us an market overview of the Ecotourism sector in Ontario, but also help to gear the business toward the right direction and guide the future operations as well.

The best practices we focus on here are those that used extensively by exemplary and successful Ecotourism operators in Ontario. They have been shown to produce superior results, selected by a systematic process and judged as exemplary, good or successfully demonstrated. We believe that, studying, modifying and adopting them accordingly will be of great benefit in planning an Ecotourism enterprise.

How I Obtained the Information

Primary Research

The survey was conducted over a three-week period, from January 8th to 29th. It was provincial wide in scope. 25 sample tour operators are all from the Ecotourism sector

and the selection of them reflects an equal emphasis on every Ecotourism area (canoeing, hiking, kayaking, nature observation, winter activities, etc). The questionnaire was emailed to the tour operators one week in advanced and the telephone surveys followed up for those who didn't reply through email. 6 companies replied to the email survey and 9 responded to the telephone survey (60% responding rate). 2 tour operators refused to respond and the others can never be contacted for different reasons. Details about the questionnaire and survey responses are presented in appendix.

Secondary Research

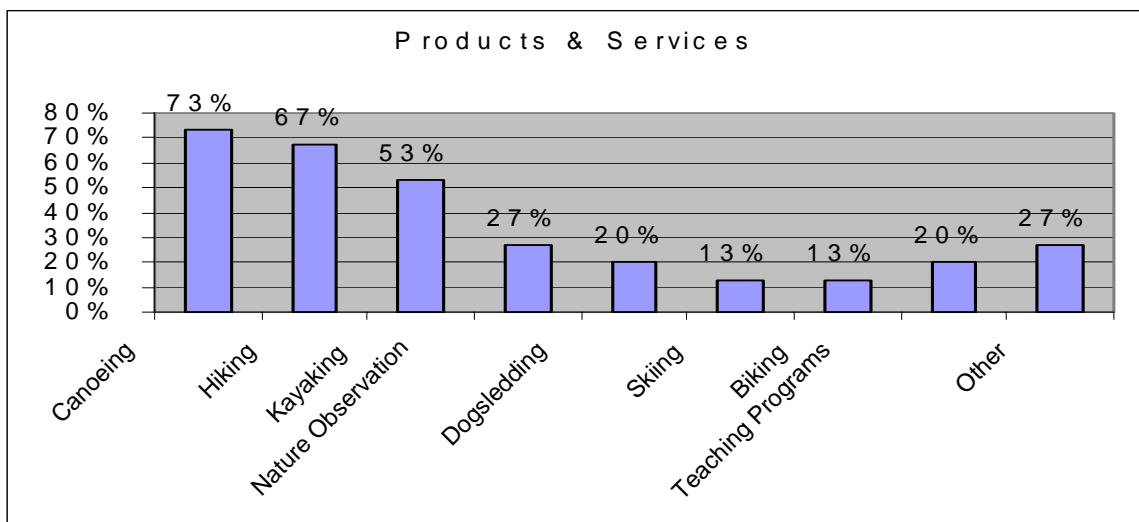
An extensive review of various government, industry and media publications pertaining to the Ecotourism sector provided a secondary source of information for the study. In addition, related studies were also reviewed to gather supplementary information on major issues and concerns. A detail bibliography of these publications is provided at the reference of this report.

What Does the Survey Tell Us?

To find out the best practices, we need to look for the answers of three questions: What Ecotourism products are selling? Who are the target customer markets and what are the most effective marketing methods?

❁ What Ecotourism products are selling?

Firstly, let's have a look at the products offered by those tour operators. 73% of the tour operators surveyed offer canoe trips, 67% offer hiking trips, 53% provide kayaking trips, and the followings are nature observation (27%), dogsledding (20%), and teaching programs (20%) (Chart 1). Most operators are focusing on summer activities, especially canoeing, hiking and kayaking. Also, 73% of the operators offering canoeing trips have been in business over seven years, 70% of those providing hiking trips have been operating over seven years as well, and 50% of those companies giving kayaking trips are over ten years old. It shows us that most of the Ecotourism veterans have canoeing, hiking, and kayaking or any single or combination of them in their products.



(Chart 1)

Secondly, the breakdown of estimate numbers of the customers served for individual products make some indications about the popular products as well. The

customer volume ranges for some major products in the companies are as following:
winter activities (30-1600), canoeing (20-1000), kayaking (10-100), hiking (10-50).

While the number of customers depends on the nature of the particular business, we can still see here, as a single product, canoeing attracts the most customers.

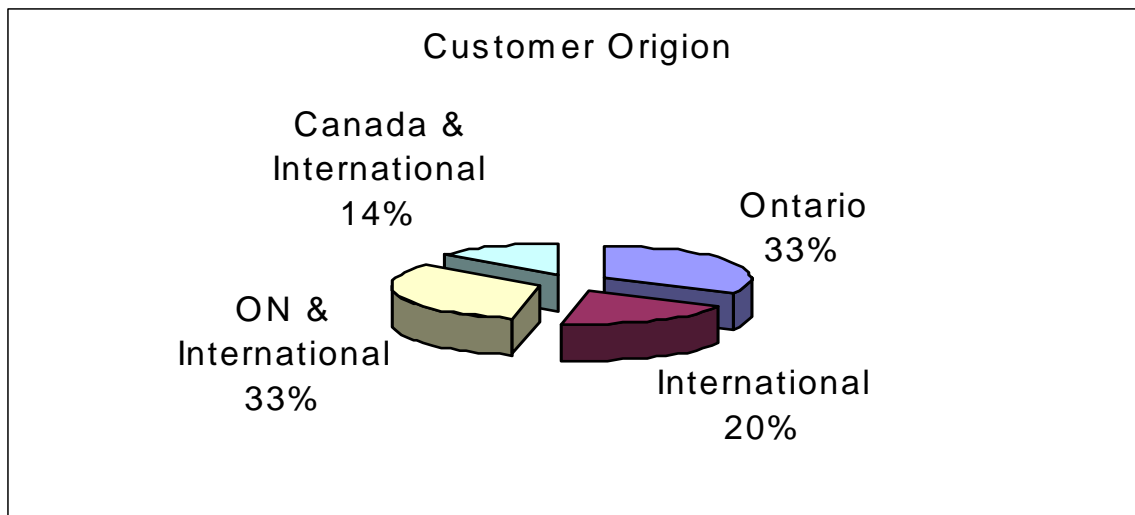
Thirdly, the findings in secondary research (CP, OT) also suggest that water-based activities and hiking are among the most popular activities in Ecotourism.

Therefore, it's quite obvious that canoeing trip is the most selling product in the Ontario market, and followed by hiking and kayaking trips.

❁ **Who are the target customer markets?**

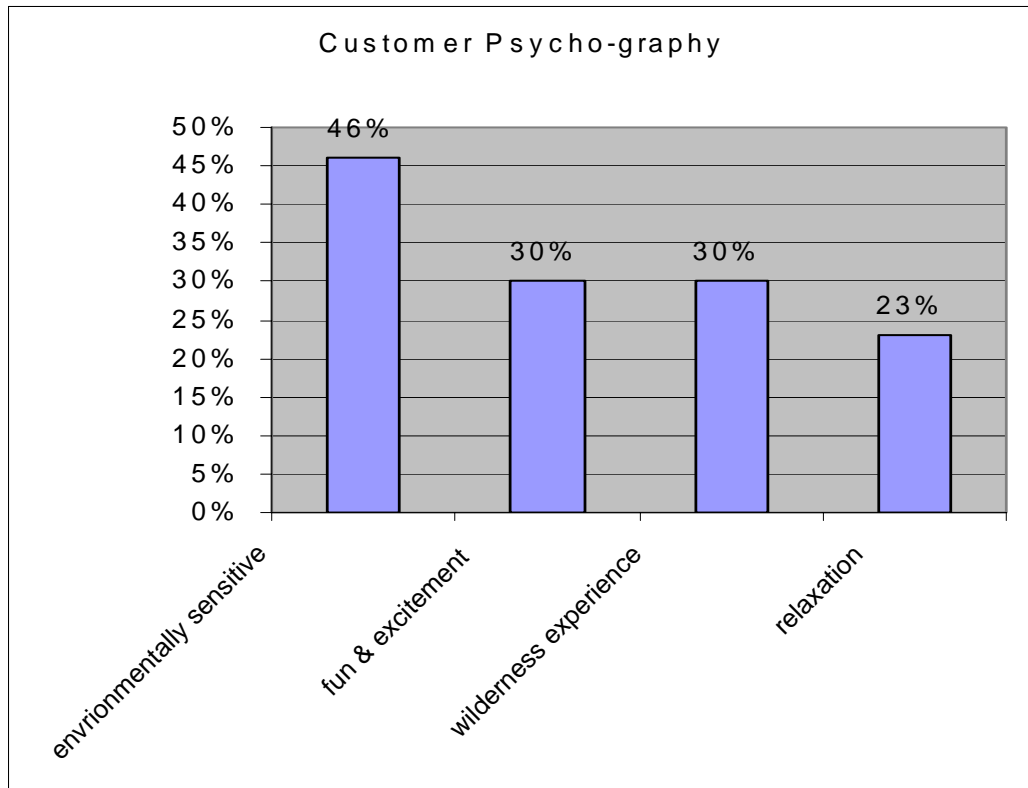
Most tour operators' customers are between age 30 and 60. A few of them have customers from all age groups. Economically, middle to high-income earners are the primary customers of 70% sample tour operators surveyed. Some companies also have customers from all income levels. The survey result doesn't provide too much information on the gender of target markets. However, the secondary research indicates that due to the gender preference, there might be more males than females in some activities such as snowmobiling, ice/rock climbing and canoeing or vice versa. Generally, the target markets contain an equal number of male and female tourists. Additionally, the demographic profile varies enormously with the activity. The more strenuous and risky activities appeal to younger tourists while some soft activities attract older people.

About 33% tour operators have customers mainly from Ontario, another 33% receive both Ontario and international customers, about 14% of the operators only focus on international tourists, especially the US market, and about 20% of them said that they have a balanced number of customers from domestic as well as international markets (Chart 2). Therefore, the primary source of target customer markets is Ontario, then followed by US and Europe.



(Chart 2)

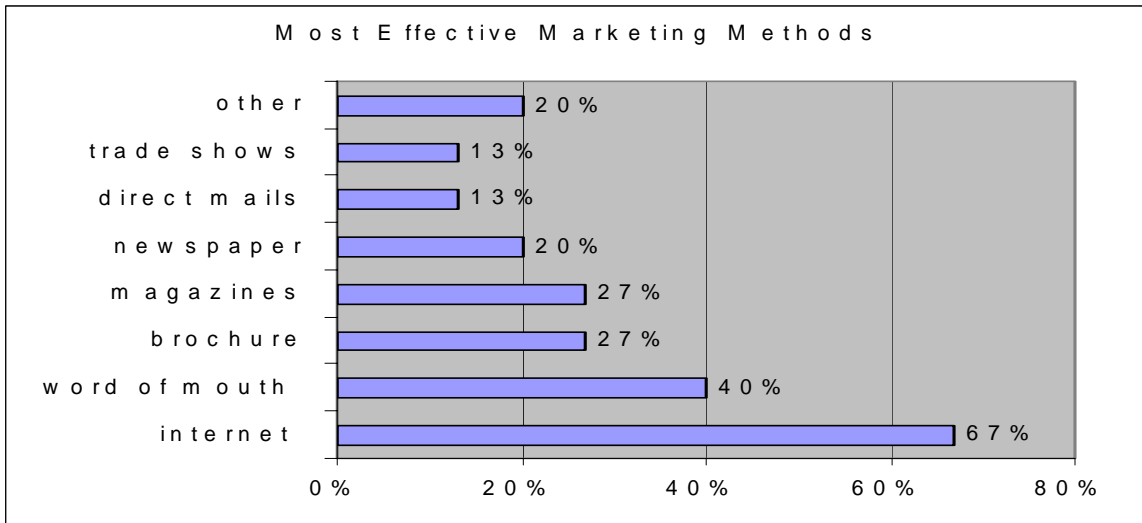
There are various reasons and motivations for the customers to choose certain products. According to the survey, most customers are environmentally sensitive (46% of the operators mentioned that) so that they tend to choose environmentally friendly products. Two major features frequently mentioned by the operators to attract customers are unique wilderness experience and fun and excitement. About 23% of the operators also pointed out that most customers come to the tours for relaxing and getting away from routines.



(Chart 3)

❁ **What are the most effective marketing methods?**

The most popular and effective marketing methods are Internet (67%), word of mouth (40%), magazines and brochure (27%)(Chart 4). All the tour operators surveyed listed one or more methods of advertising and about 73% of them use more than one method. It shows that a mix of effective marketing methods, for example, using Internet, word of mouth, brochure and magazines at the same time, will be the best way to reach the target markets and create demands.



(Chart 4)

On the whole, the best selling products are canoeing, hiking and kayaking trips. The target customer markets are middle to upper income earners between age 30 and 60, mainly from Ontario, who are environmentally sensitive and seeking wilderness experience or fun and excitement or relaxation (could be a combination of any). The most effective marketing methods are Internet, word of mouth, magazines and brochures.

In addition, the survey provides some useful information on the Ecotourism operations in Ontario, which is as following:

Among the tour operators surveyed, six are operating all year round, three operates in spring, summer and fall, another three operates in summer and fall, two are in summer and winter, and one company only does business during winter. It seems that

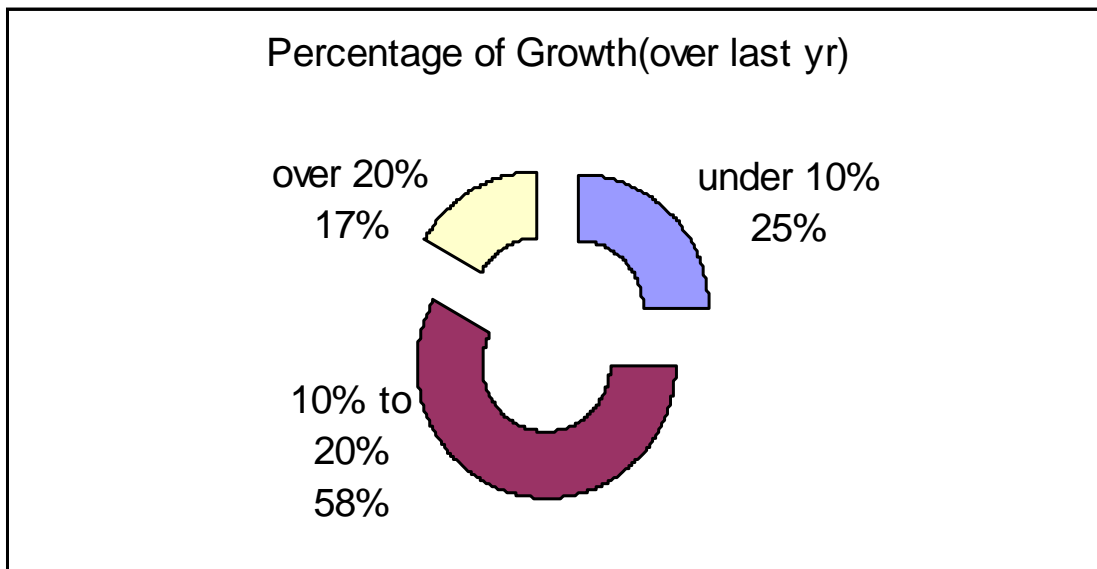
summer is the best time for the Ecotourism business in Ontario, during which 94% of the sample operators are running. Comparatively, winter is not a favorite time due to the nature of the products they offered or their operating locations. However, “Chocpaw Expeditions”, the oldest company in the sample, specializing in dogsledding tours and only operating in winter, has been in business for thirty years. Therefore, winter shouldn't be a tough time for Ecotourism business in Ontario, as long as we provide the right type of tour products with good quality. Also, a viable business should be able to operate in every season in order to exploit all the possible opportunities.

All sample operators offer their products in Ontario. Five of them also provide tours out of province. Two provide tours in Quebec and the other three bring customers to international destinations such as Mexico, Europe, Caribbean countries and so on. So, Ontario is still the main base of most tour operators' operations.

When asked about what kind of qualifications/certifications the owner or the staff hold, about 67% of the sample tour operators mentioned that they have some certifications such as Wilderness First Aid, ORCA, CPR, Bronze cross swimming minimum, and water rescue, etc. About 13% of the operators have owners or employees with diploma or degrees relating to outdoor tourism or ecology. This tells us that having the basic certifications such as Wilderness First Aid and ORCA is quite important for an Ecotourism business especially for tour operators who will bring the tourists around for

the activities. And most of the businesses tend to let experience speak. Meanwhile, more and more people with formal education in Ecotourism are entering this sector.

93% of the companies surveyed said that their sales are growing. The biggest percentage of sales growth is 60% and the smallest is 5%. Among those whose sales are growing, 17% have a growth rate over 20%, 58% have a growth rate between 10% and 20%, and the rest 25% of the operators have a growth rate under 10% (Chart 5). The average growth rate is 16%. Apparently, the market demand keeps growing over the previous year and most operators are very optimistic about their growth in the future.



(Chart 5)

FEASIBILITY ANALYSIS

With an understanding of the general condition and the best practices of the Ontario Ecotourism sector, we can now have a more comprehensive and practical analysis on the feasibility of an Ecotourism business in Peterborough. Firstly, let's look at the upsides for it in terms of tourism infrastructure, favorable market trend, community support and best practices.

This business will mainly base its operation around the Kawartha Highlands Signature Site---- the second of nine signature site projects launched under the *Living Legacy* banner, which is going to become a reality within two years. The scenic Kawartha Highlands, encompassing 35,318 hectares, will be the largest protected area in Ontario south of Algonquin Provincial Park. Situated along the southern edge of the Canadian Shield, this relatively undeveloped area has a lot of attractive natural features:

- Forests of hemlock, sugar maple, red oak, white pine and red maple growing on thin-soiled, bedrock hills and rugged ground moraine.
- Areas of rocky barrens with scrubby growth shrubs and young forests.
- Rugged bedrock landscape dotted with small lakes and wetlands.
- Significant wetlands along the shorelines containing uncommon eastern and southern plant species.

The undisturbed beauty of this area has drawn many visitors who have traditionally enjoy recreational activities such as hiking, canoeing, fishing, hunting, bird watching, skiing and snowmobiling. And these activities will continue in the new protected area. Only 50 kilometers north of Peterborough, Kawartha Highlands Signature Site offers an excellent Ecotourism infrastructure and unique market niche. Its natural features will enable the business to operate year round by providing the most selling products like canoeing, hiking and nature observation trips in summer and some popular winter activities. The close location will bring a lot of convenience and financial benefits (E.g. saving transportation costs) as well.

As suggested by the survey findings and literature research, a lot of the tourists are tired of the traditional vacation choices and are opting for trips involving nature wilderness or more “authentic” outdoor experience. Markets are becoming increasingly more environment conscious. They are concerned about resource constraints and other related socio-environmental problems and expressing strong support for environmentally friendly travel operators as well as products. The preferences of those interested in nature, adventure, and culture are becoming mainstreamed into more general markets. There is a desire for conservation, increased participatory experiences and programs, and accommodation and facilities which are representative of the experience. As this trend is expected to increase, Ecotourism activities will be even more popular in the future. The year 2002 has been declared the "International Year of Ecotourism" by the United

Nations. All these appear to be very favorable for such a business related to Kawartha Highlands, because conservation of nature environment is what it is featured about.

Besides the nature experience and environmental education for the Eco-tourists, a range of more long lasting benefits that go beyond the operator and visitor will be supplied by an Ecotourism business to the local community. Basing in Peterborough, it can bring in more tourists for the local attractions (E.g. canoe museum, farms, lift lot, etc), provide more customers for various local businesses, create employment for residents, generate funding for the protection of the conservation area and help with the development of local communities. As a result, the community will enthusiastically support the establishment and operation of this Ecotourism business, which is another favorable factor for it.

The last but not the least upside of this business is that it will be equipped with the best practices used by most successful tour operators in Ontario. They are the most up-to-date and appropriate ones because the natures of the Eco-businesses are quite similar in Ontario. By knowing the market condition and what to offer, to whom, how, and some other requirements in the sector, this business will be best prepared to enter the market and stay at the edge of competition.

Not everything is rosy. There are also some downsides for an Ecotourism business too, which are some uncertainties around the Kawartha Highlands Signature Site and the possible strong competition.

The Kawartha Highlands Signature Site is still in the process of planning. The protected area boundary hasn't been finalized, and the management policies along with the co-stewardship management of the area haven't been developed and implemented yet. There are both supporting and opposing opinions from the general public, especially the cottage residents living in that area. A local stakeholder committee has been set up to work with the ministry on these issues. As a result, there are still a lot of uncertainties on this topic and some of them might turn out to be obstacles for the Ecotourism operations in this area. For example, certain tourism activities might not be allowed in some areas because of the opposition from the cottage residents. If so, then the business will face limitations and miss some opportunities.

When the signature site is finally set up, lots of tourism activities are expected to be carried out around there, as it is in Algonquin Provincial Park right now. It is not surprising that a number of Ecotourism businesses similar to the one we are planning will be built to fight for their pieces of the pie. Moreover, some established businesses will expand their operations into this site as well, including the tour agencies in Peterborough and surrounding areas. In this case, the competition will be extremely strong and the

market might be saturated badly. Consequently, these factors will have negative impact on the business.

Above are the general analysis of the upsides and downsides for the establishment of an Ecotourism business in Peterborough connecting to the Kawartha Highlands. Despite the downsides mentioned, it is quite feasible for the establishment of such a business in Peterborough. Although the uncertainties might lead to difficulties and a lost of opportunities, it can still be complemented by designing attractive tour packages and good itineraries. To excel from the strong competition, the business needs to find a special position offering competitive advantages and follow a good marketing plan. These problems can be solved by appropriate management and planning. In addition, with a knowledge about the market condition and equipped with the best practices, this business should be able to stand firmly in the competition. Therefore, it is still feasible to set up an Ecotourism enterprise in Peterborough because of the advantages granted by the excellent tourism infrastructure, favorable trend for Ecotourism, strong community support and the guidance of best practices.

GENERAL RECOMMENDATIONS

Based on the information we have about the Ecotourism infrastructure and the market condition so far, I would like to make some recommendations concerning COIN's future research direction and a few issues on this Ecotourism business to which we need to pay further attention.

***H* Recommendation #1: Business model**

There are various models of business operation that this Ecotourism enterprise can take. It can be a tour operator, receptive tour operator, tour wholesaler, specialty agency or travel agency, etc. Taking into consideration of the available tourism resources, target markets and other relating issues, the first choice goes to the model of tour operator for which can lead to a match of the internal capability and external environment to the enterprise. Tour operators sell trips or package tours directly to the customers or travel agencies. They have their own professional guides to bring customers on the tours. Usually, the owner is the most experienced guide and the business tends to be small to medium size. Following are some advantages and disadvantages of this model.

Advantages:

- Located in Peterborough, the tour operator can stay focused on operations in Kawartha Highland area, which is the most appropriate thing to do in that it's just a new start-up Ecotourism business with little experience.

- A tour operator's small to medium size is relatively easy to operate and is more flexible in terms of detailed operation and the changes of environment.
- By selling trips to tour agencies, a tour operator will benefit from the promotion done by the tour agencies, which can save it advertising expenditure and create greater publicity effects.
- The best practices gathered from the survey fit it the most for which is based on tour operators mostly.

Disadvantages:

- Being a tour operator selling products directly to customers might be in direct competition with some established tourism businesses in Peterborough area.
However, one of the premises of building an Ecotourism enterprise is that it is not to compete directly with the local established businesses.
- A tour operator is quite labor-intensive and the quality of guides of the tours is very important. So, large investment is needed to recruit the best guides.

The second mode I would like to recommend is the tour wholesaler model, which mainly takes trips from different tour operators and put them in packages then sell them directly to customers or travel agencies. The advantages and disadvantages of this model are:

Advantages:

- A tour wholesaler doesn't need to focus too much on detailed operations. It doesn't need too many staffs and experienced tour guides, so that less investment is required to set up such a business.
- A tour wholesaler will not be in direct competition with the established tourism businesses in Peterborough because it focuses on packaging instead of guiding tours.

Disadvantages:

- It is a risky business because tour wholesalers have to plan and package tours at least one season in advance, while the market condition can change rapidly and throw a hit in the best of plans. They must fill all the seats and rooms planned in order to be profitable.
- The return is comparatively lower in that tour wholesalers are mainly living on commissions agreed by the tour operators when they sign the contract for package components. In the industry, it is usually 10%.

H Recommendation #2: Keep an eye on the uncertainties

In the future study of this issue, attentions should be paid to the uncertainties or downsides discussed in the feasibility analysis. Those undetermined factors such as the protected area boundary and the management policies of Kawartha Highlands Signature Site might have influential impact on the viability of the Ecotourism business if they don't turn out to be expected. Also, we should keep an eye on the emergence and

development of the competition around this area. Only when we have the newest information, can we set up and revise the plan according to the changes in external environment to avoid threats and exploit opportunities. When uncertainties become certainties, the final plan can be determined and put into operation quickly enough to grasp the momentum before the others do.

***H* Recommendation #3: Conduct an economic feasibility study**

It is recommended that a feasibility study focusing on the economic side of this enterprise and some complementary analysis be conducted after the business model is chosen and the uncertainties become certainties. I am not able to carry out the economic feasibility because which demands a determined business model and details of operation. Different models have different cost structures with different amounts of investment (E.g. tour operator---more investment, tour wholesaler---less investment), degree of labor intensity (E.g. tour operator---more staffs, tour wholesaler---less staffs), levels of expenditures and investment return (E.g. tour operator---more cost on labor and higher return, tour wholesaler---more cost on marketing and lower return of investment) and so on. Consequently, different business model may have different result in terms of the economic feasibility. Also, it is quite hard to find out the profit margin in this sector even though we know from the survey that the growth rate over the previous year is about 16% for tour operators in Ontario. Right now, some governmental tourism associations are doing research on this so we might be able to get information about the profit margin later on. Therefore, I think an economic feasibility study and some complementary

analysis are necessary in order to have a more precise, realistic and comprehensive understanding of the whole picture for this Ecotourism business.

***H* Recommendation #4: Business Plan**

If the economic feasibility turns out to be favorable, then setting up a business plan for this enterprise will be the next logical step. I would like to recommend that the business plan pay particular attention to its product design, marketing plan and promotion strategies for the reason that even with the advantages of close location and best practices, the business might not be able to stay competitively. The foreseeable competition is going to be keen and as mentioned before, to stay at the edge of it requires a lot more than just providing what everyone else is offering. That's why it is in great need of unique product design to differentiate itself, as well as a good marketing plan and effective promotion strategies to help with the penetration and development of market, specific or general.

CONCLUSION

Clearly, it is feasible to build an Ecotourism enterprise in Peterborough area with operations focusing on Kawartha Highlands Signature Site due to the unique market niche, excellent Ecotourism infrastructure, favorable trend, community support and the guidance of best practices. Although there are a few uncertainties, there is chance that they will not harm this business or even turn out to be of great use and benefit to it. So we do need to keep an eye on them and adopt contingent plans accordingly. The Ecotourism will continue to grow in the future, offering tremendous opportunities. And as long as a right business model is chosen, a good plan is set up, the operations are carried out carefully and efficiently, this enterprise can be viable and eventually successful. Therefore, even though the economic feasibility is unknown at present, I am still confident that it is a feasible way to go.

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Web Site

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<http://www.planeta.com/ecotravel/etour.html>

<http://www.canadatourism.com/>

<http://www.naturalretreat.com/conference/>

<http://www.gdrc.org/uem/eco-tour/eco-tour.html>

<http://www.ecotourism.org/tocfr.html>

<http://www.gov.ns.ca/dtc/>

<http://www.mnr.gov.on.ca/MNR/>

<http://www.ontarioslivinglegacy.com/kawartha.html>

<http://lorenz.mur.csu.edu.au/ecotour/EcoTrHme.html>

<http://www.green-travel.com/gtdef.htm>

<http://www.gov.on.ca/MBS/english/travel/#g>

APPENDIX

Survey Questionnaire

- How long has your company been operating in Ecotourism sector?
- In which seasons does your company operate?
- Where are your products offered geographically?
- Who are your primary customers? (Please classify them demographically, culturally, economically, and psycho-graphically.)
- What products do you offer? (E.g.: hiking, kayaking, canoeing, etc.)
- Can you provide an estimate number of customers served for each of the products you offer last year?
- What are your most effective methods of advertising your products to the targeted customers?
- What certification/qualification does your company and your staff hold?
- Is your sales growing? If yes, by what percentage over the previous year?

Survey List

Paddling Ontario Alliance (Canadian Wilderness Canoe Adventures)

Collingwood, ON

Tel: 705-444-7780 Fax: 705-446-2886

Email: POA@missinaibi.com

Web: www.paddlingontario.com

Eco-Explorations

Huntsville, ON

Tel/Fax: 705-788-2013

Email: explore@eco-explorations.com Web: www.eco-explorations.com

Near North Canoe Adventures

Tel: 1-866-226-6396/705-494-7270

Email: bgartner@efni.com

Timberrosa Wilderness Adventures Ltd.

Peterborough, ON

Tel: 705-748-5871

Email: timberro@nexicom.net

Quinte Conservation

Belleville, ON

Tel: 613-968-3434

Email: tsprague@bel.auracom.com

Canadian Wilderness Trips

Toronto, ON

Tel: 416-960-2298

Email: info@cdnwildernesstrips.com

Ottawa Outing Club & Travel Ottawa, ON

Tel: 613-729-0507

Email: dean@outingclub.com

Chocpaw Expeditions

South River, ON

Tel: 705-386-0344/1-800-336-9903

Email: chopaw@onlink.net

Esprit Rafting Adventure Inc.

Pembroke, ON

Tel: 819-683-3241/1-800-590-7238

Email: esprit@iosphere.net

Cantours

Toronto, ON

Tel: 416-925-1292/1-800-387-1014

Email: cantours@cantours.com

Rocks & Trees Travel

Pakenham, ON
Tel: 613-624-5752
Email: info@rocksandtrees.com

Alba Wilderness School

Lanark, ON
Tel: 613-259-3236/1-800-477-0423
Email: alba@magma.ca

Natural Outing Ltd.

Mansfield, ON
Tel: 705-434-0848/1-800-668-8911
Email: info@naturaloutings.com

Call of the Wild

Ad: Markham, ON
Tel: 1-800-776-9453/905-471-9453
Email: adventure@callofthewild.ca

Experience North

Ad: Marie, ON
Tel: 1-888-463-5957/705-254-3899
Email: adventure@callofthewild.ca

Voyageur Quest

Toronto, ON
Tel: 1-800-794-9660/416-486-3605
Email: info@voyageurquest.com

Smoothwater---Temagami's Ecotourism Specialist

Temagami, ON
Tel: 705-569-3539
Email: Temagami@onlink.net

Naturally Superior Adventures

Lake Superior, ON
Tel: 1-800-203-9092/705-856-2939
Email: dwells@onlink.net

Equinox Adventures

Toronto, ON
Tel: 1-800-785-8855/416-222-2223
Email: paul@equinoxadventures.com

Kawartha Kayaking

Peterborough, ON
Tel: 1-877-877-2735/416-229-0494

Black Feather---the Wilderness Adventure Company

Parry Sound, ON
Tel: 1-888-849-7668

Email: info@wildernessadventure.com

Boots Adventure Tours

Penelanguishene, ON

Tel: 1-888-68-BOOTS/705-549-1339

Email: bootsadventure@bootsadventure.com

Escape Tours

Toronto, ON

Tel: 1-866-607-4567/416-536-DIAL

Email: info@escapetours.org

Waves Kayaking Adventures

Tel: 1-800-281-9462/807-468-5377

Email: waves@voyageur.ca

Bruce Trail

Bruce County, ON

Tel: 1-800-268-3838/519-832-2020

Email: info@naturalretreat.com