Arctic Development
Library

Outfitter's Course Instructor's Manual
Date of Report: 1988
Author: Wes Werbowy - Wilderness Consultants
Catalogue Number: 11-41-4

11-41-4

OUTFITTER'S COURSE

INSTRUCTOR'S MANUAL

Department of Education

Created by:

Wes Werbowy
Wilderness Consultants
Box 1183
Fort Smith, N.W.T.

TABLE OF CONTENTS

1.0 INTRODUCTION:

The Outfitter's Course is designed to address the needs of the emerging entrepreneur. Focusing on a step-by-step progression from theory to business plan basics to hands-on business tips, it is intended to make the outfitter aware of the potentials and obligations of his position.

1.1 Manual Use:

The Instructors Manual and the Participant's Manual follow a parallel approach to the course delivery. It is not mandatory that the Instructor follow the sequence as developed; however, he needs to be aware that any changes will have to be made clear to the students so they will be able to follow his sequence in their manuals. The instructor should co-ordinate both manuals in his presentation, so the participants can identify their appropriate work instructions.

Course participants should be instructed to make notes for their own purposes beyond those indicated in their manuals.

2.0 Course Preparation:

Prior to course delivery, the instructor will familiarize himself with both the Instructor's Manual and the Participant's Manual. The necessary preparation will include the gathering of resource material as identified in the following list. This is encouraged to add more explanatory material if he feels it is needed.

EQUIPMENT:

Video Camera and accessories
V.C.R. playback unit, cables, and blank tape
T.V.

INSTRUCTOR'S REFERENCE TEXTS:

(a) Safety in Bear Country
(This is necessary for delivery of Module C, Unit 2. It can be obtained from Renewable Resources)

(b) Information Manual: Canada/Northwest Territories Economic Development Agreement. (This text can be obtained from the E.D.A. Secretariat)

VIDEOS:

(a) Garnetrackers Safaris to Botswana
(b) Power Selling: T. IA.
(c) Van's Camp: N.F.B.

CLASS SETS OF COURSE MATERIALS:

(a) From E.DA.: booklets - The New Canada/NWT Economic Development Agreement
pamphlets - Tourism Development

('b] From Worker's Compensation

Employer's Handbook
Worker's Handbook
Employer's Report of Accident forms
Employer's Subsequent Statement forms
Worker's Report of Accident forms
W. C.B. Provisional Assessment of Rates
Sample of Notice to Employers and Workers

(c) From R.C.M.P.:

booklets - Safe Boating Guide

(d) From Department of Communications:

-Radiotelephone Operator's Handbook
-examination sets

(e) From TravelArctic:

-examples of promotional material and displays
-various brochures

OTHER ITEMS REQUIRED:

MAPS:	5 Land Use Series (local area) 2 Topographic (local area)
CATALOGUES:	4 different outdoor-type (e.g. S.I.R., Le Baron, Wholesale Sports, The Bay]
VARIOUS:	-Outdoor magazines -Tourist brochures (package tours) -Bookkeeping Sheets (combined journal)

3.0 Method of Evaluation:

The evaluation of the course participants will be achieved by the following:

(a)	class participation	10%
(b)	class assignments	20%
(c)	Module tests and quizzes	40%
(d)	Final Exam	30%

Evaluation Pass Mark: 60?!

(a) class Participation: Since some of the course learning is inter-active (role-play, group work, etc.), this will contribute towards the overall student evaluation. Although this does lend itself to a subjective value. the following can be considered as a framework:

attendance	5%
over-all participation	3%
group contribution	2%

Since business-like attitudes are the focus of the course, the students should be made fully aware of their responsibilities towards punctuality and dependability. The instructor may wish to indicate this forcibly by suggesting termination if insufficient interest is shown.

Over-all participation refers to the level of interaction willingly displayed by the student. The hospitality dynamics of outfitting should make this evident.

Group contribution infers a willingness to contribute ideas in flee exchange.

(b) Class assignments: There are various assignments outlined within the manuals. The instructor may wish to use some or all of the suggestions, or improvise some of his own. In any case, the over-all marking scheme should be consistent with the aims of the lesson. The final totals of all or any of the assignments will represent 20% of the over-all evaluation.

(c) Module tests and quizzes: Although tests and quizzes are contained within the manual, the instructor has the freedom to develop others as an evaluation method. These w-ill contribute 40% of the total evaluation.

(d) Final exam: The exam itself represents only 30% of the total assessment: however, a failed exam will result in a fail on evaluation.

4.0 OUTFITTER'S COURSE EXAM

		Marks
(1)	There are 3 classes of outfitters available for hunting clients in the Territories. Identify each class and indicate their distinctive features.	(6)
	Tell which government department is responsible for licencing these outfitters.	(1)
(2)	List 5 items dealing with the Public Health regulations that an outfitter must consider in setting up a permanent tent camp.	(5)
(3)	List 3 government departments or officials who will be involved in the issuance of a building permit.	(3)
(4)	List 3 major problems in beginning a business.	(3)
(5)	What are the 4 steps that should be taken to begin an outfitting business? Explain each in a sentence or two.	(4)
(6)	What is the purpose of the initial proposal portion of your business plan?	(3)
(7)	Describe 5 parts of a business plan and explain what each attempts to do.	(1o)
(8)	Indicate how competition can affect an outfitting business. Give at least 2 positive and 2 negative effects.	(4)
(9)	Using the map provided by the instructor, indicate the exact latitude and longitude of the selected campsite.	(3)
(1o)	What 3 things are shown on a Balance Sheet? How would you show their relationship?	(4)
(11)	Define the following: (a) accumulated depreciation (b) accounts payable (c) Revenues (d) expenses	(4)
(12)	Billie North has completed his first year of business. Select and organize the following iterns and produce an income statement. Assume major items will have a life of 5 years.	(8)

2 Snowmachines @ 2,500.00 each	$5,000.00
1 Cooking tent	1,000.00
Salaries to Guides 5 @ 1,200.00	6,000.00
Gasoline	785.00
oil	175.00
Sparkplugs	27.(X)
Interest on bank loan	600.00
Withdrawals by Billie North	3,000.00
Revenues	24,500.00
Small tools	125.00
Food expenses	1,157.00

[13) List 3 forms of business organization and give a brief description of each. (3)

(14) What is a waiver form and. what is its purpose? (2)

[15) As a business, what is your first obligation to the Worker's Compensation Board? (2)

(16) Outline what is required of you if your employee is hurt on the job. (2)

(17) What is a package tour? Describe one benefit and one disadvantage for the outfitter. (3)

(18) Why is the initial meeting of the client by you or your employee a critical time? (3 considerations) (3)

(19) List 4 other possible contact times. (2)

(20) Suggest 3 basic guidelines for handling complaints. (3)

(21) What 2 ways would you suggest handling a drunk client? (2)

(22) What are some safety hazards at camp and how would you deal with them? (list 3) (3)

(23) What does H.E.L.P. stand for and how would you describe this position? (2)

(24) Suggest 3 waste disposal concepts to reduce bear problems in camp. (3)

[25) Describe the type of firearm, including sights, that you would recommend as a bear-protection arm for your camp. (2)

(26) If you have killed a bear in defense, what procedure is then required of you? (2)

(27) Explain the following radio phraseology:

1. ROGER

2. WILCO (3)

3. PAN PAN PAN

(28) List 3 considerations for choosing a campsite for an over-night stay. Explain each briefly. (3)

(29) Choose a travel method (boat, snowmachine, dogteam, etc.) and create a short list of items that should be included. (2)

4.0 OUTFITTER'S COURSE — EXAM

		Marks
(1)	There are 3 classes of outfitters available for hunting clients in the Territories. Identify each class and indicate their distinctive features.	(6)
	Tell which government department is responsible for licencing these outfitters.	(1)
(2)	List 5 items dealing with the Public Health regulations that an outfitter must consider in setting up a permanent tent camp.	(5)
(3)	List 3 government departments or officials who will be involved in the issuance of a building permit.	(3)
(4)	List 3 major problems in beginning a business.	(3)
(5)	What are the 4 steps that should be taken to begin an outfitting business? Explain each in a sentence or two.	(4)
(6)	What is the purpose of the initial proposal portion of your business plan?	(3)
(7)	Describe 5 parts of a business plan and explain what each attempts to do.	(lo)
(8)	Indicate how competition can affect an outfitting business. Give at least 2 positive and 2 negative effects.	(4)
(9)	Using the map provided by the instructor, indicate the exact latitude and longitude of the selected campsite.	(3)
(10)	What 3 things are shown on a Balance Sheet? How would you show their relationship?	(4)
(11)	Define the following: (a) accumulated depreciation (b) accounts payable (c) Revenues (d) expenses	(4)
(12)	Billie North has completed his first year of business. Select and organize the following items and produce an income statement. Assume major items will have a life of 5 years.	(8)

2 Snowmachines @ 2,500.00 each	$5,000.00
1 Cooking tent	1,000.00
Salaries to Guides 5 @ 1,200.00	6,000.00
Gasoline	785.(X)
oil	175.00
sparkplugs	27.00
Interest on bank loan	600.00
Withdrawals by Billie North	3,000.00
Revenues	24,500.00
Small tools	125.00
Food expenses	1,157.00

Question 11, Marks 4

Definitions (1 mark each)
See B, 3, 6 ff)

Question 12, Marks 8

The Income Statement may contain errors (-3 marks per error)
e.g. drawings are not an expense. Snowmachines
and tents can not show as full expenses.
Depreciation must be calculated on 5 year life.etc.

Question 13, Mar' 3

See B, 4, 1 (1 mark each)

Question 14, Marks 2

See B, 4, 2 (1 mark each)

Question 15, Marks 2

Registration (2 marks)

Question 16, Marks 2

See B, 4, 3
Responsibilities to first aid, proper forms etc.

Question 17, Marks 3

See B, 4, 4 (1 mark per concept)

Question 18, Marks 3

See C, 1, 1 (1 mark per consideration)

Question 19, Marks 2

See C, 1, 2 (1/2 mark each)

Question 20, Marks 3

See C, 1, 8 (1 mark each)

Quest-ion 21, Marks 2

See C, 1, 8 (1 mark each)

Question 22, Marks 3

See C, 2, 1 (1 mark each)

Question 23, Marks 2

See C.2,3 (1 mark per concept)

5.0 Outfitter's Course Exam Marking Guide:

The following is meant to act as a guide for marking the exam. The instructor will have to exercise his own judgement regarding other responses which have some relevance or appropriateness.

Question 1 Marks 7

"A",. "B" and "C" Outfitters	(1 mark each)
Description (see A,2,3)	(1 mark each)
Renewable Resources	(1 mark)

Question 2 Marks 5

See "Public Health Regulations" -any 5 appropriate responses	(1 mark each)

Question 3 Marks 3

Economic Development and Tourism Environmental Health Officer, Fire Marshal, Electrical Inspector	(any 3, 1 mark each)

Question 4 Marks 3

See B,1,2, any 3 of the 7 listed problems.	(1 mark each)

Question 5, Marks 4

See B,1,4	(1 mark each)

Question 6, Marks 3

See B, 2, 1	(1 mark each)

Question 7, Marks 10

See B,2,2, any50fthellparts	(1 mark each)
See Lessons 3-12 for descriptions	(1 mark each)

Question 8, Marks 4

See B,2,7 andA 1,5	(1 mark each)

Question 9, Marks 3

Dependant upon instructor selection and course location	(1 1/2 marks for each of latitude and longitude)

Question 10, Marks 4

See B, 3, 5	(1 mark each)
Assets = Liabilities+ Owner's Equity	(1 mark)

3.0 Method of Evaluation:

The evaluation of the course participants will be achieved by the following:

(a)	class participation	10%
(b)	class assignments	20%
(c)	Module tests and quizzes	40%
(d)	Final Exam	30%

Evaluation Pass Mark: 60%

(a) Class participation: Since some of the course learning is inter-active (role-play, group work, etc.). this will contribute towards the overall student evaluation. Although this does lend itself to a subjective value, the following can be considered as a framework:

attendance	5%
over-all participation	3%
group contribution	2%

Since business-like attitudes are the focus of the course, the students should be made fully aware of their responsibilities towards punctuality and dependability. The instructor may wish to indicate this forcibly by suggesting termination if insufficient interest is shown.

Over-all participation refers to the level of interaction willingly displayed by the student. The hospitality dynamics of outfitting should make this evident.

Group contribution infers a willingness to contribute ideas in free exchange.

(b) Class assignments: There are various assignments outlined within the manuals. The instructor may wish to use some or all of the suggestions, or improvise some of his own. In any case, the over-all marking scheme should be consistent with the aims of the lesson. The final totals of all or any of the assignments will represent 20% of the over-all evaluation.

(c) Module tests and quizzes: Although tests and quizzes are contained within the manual, the instructor has the freedom to develop others as an evaluation method. These will contribute 40% of the total evaluation.

(d) Final exam: The exam itself represents only 30% of the total assessment: however, a failed exam will result in a fail on evaluation.

Question 24, Marks 3

See "Safety in Bear Country, Chapter 5 Waste Disposal (1 mark each)

Question 25, Marks 2

See: Safety in Bear Country, Chapter 8

Question 26, Marks 2

See: Safety in Bear Country, Appendix "F"

Question 27, Marks 3

See: Radio Telephone Handbook (1 mark each)

Question 28, Marks 3

See C, 4, 5 (1 mark each)

Question 29, Marks 2

See C, 4, 4

MODULE A

UNIT 1: GUIDING AND OUTFITTING

LESSON	
1	Course Introduction
2	Defining "Guide and "Outfitter"
3	Becoming aware of various guide distinctions
4	Various outfitting forms and their considerations
5	Understanding Competition

UNIT 2: REGULATIONS AND LICENCING

1	Understanding the aims of licencing and regulations
2	Examining the regulations concerning guides
3	Examining the regulations concerning outfitters and big game hunting
4	Examining the regulations concerning other aspects of outfitting
5	Understanding the outfitting application process
6	Examining the regulations concerning tourist establishments
7	Understanding the Tourist Establishment application process
8	Examining the regulations governing health standards

MODULE B

UNIT 3: ACCOUNTABILITY

LESSON

UNIT 4: THE OUTFITTING PACKAGE

LESSON

MODULE B

UNIT 1: **THE OUTFITTING BUSINESS**

LESSON	
1	Assessing your personal profile
2	Getting a realistic view of business
3	Confronting initial costs and problems
4	Getting started

UNIT 2: THE BUSINESS PLAN

LESSON		
1		Preparing the initial proposal
2		Introduction to the business plan
3	(A)	Describing the business in general
4	(B)	Outlining the rationale for the business
5	(c)	Identifying the product or services offered
6	(D)	Identifying the Target Market and Promotional Concepts
7	(E)	Considering the competition
8	(F)	Ownership and management
9	(G)	Staffing requirements
10	(H)	Land, buildings and equipment
11	(1)	Special risks, problems and opportunities
12	(J)	Financing the business
1'3		E.D.A. funding agreements
14		The E.D.A. process

UNIT 3: COMMUNICATIONS

LESSON

1	The business telephone
2	The business letter
3	Verbal communications
4	Radio Operator's certificate

UNIT 4: FIELD NEEDS

LESSON

1	Identifying equipment needs
2	Travel considerations
3	Packing and cargoing
4	Transport equipment
5	Camp set-up and design
6	Cooking considerations

MODULE C

UNIT 1: THE PEOPLE BUSINESS

LESSON	
1	Hospitality concepts
2	More on hospitality and marketing
3	Case study
4	Hiring employees
5	Employer obligations
6	Business etiquette
7	Fulfilling training needs
8	Learning how to handle complaints

UNIT 2: SAFETY AWARENESS

LESSON	
1	Developing safety conscious attitudes
2	Case study
3	Survival rates and lifejacket types
4	Safety in Bear Country

UNIT 1: GUIDING AND OUTFITTING

LESSON	
1	Course Introduction
2	Defining “Guide and “Outfitter”
3	Becoming aware of various guide distinctions
4	Various outfitting forms and their considerations
5	Understanding Competition

Lesson 1

GUTDING AND OUTFITTING

you purcnas Presenting the Course Introduction

METHOD: Lecture

Point out to the students that their Participant Manuals contain information, work exercises and assignments dealing with the course. However, it IS their responsibility to make and include other notes which will be beneficial not only for course purposes but also in their own outfitting businesses.

The course material covers 3 information groupings called ______ These are further divided into . of information which are explained by the various Le s. Within the Participant manuals, the same divisions except specific instructions are in his as items.

The focus of this course involves those aspects of outfitting necessary to the business-like function of the enterprise. This does not attempt to address the hands-on needs of the those concerns are dealt with in the various Guide courses available.

Successful participants of this course receive information leading to a better understanding of business and communication basics. The latter aspect also involves the study necessary to obtain a radio operator's

Module A deals with the regulations and areas to an outfitting business. Module B contains the information needed in making realistic business appraisals, writing business plans, dealing with bookkeeping functions, and implementing business plans. Module C is called "The People Business." Being concerned with this, it covers the concerns of dealing with clients and employees, safety awareness, communication and specific field needs.

The course participants must be reminded to maintain a type of dual vision. Not only will they need to know the information in terms of their roles as outfitters, but also in view of their roles as potential employers.

SKILL: GUIDING AND OUTFITTING

OBJECTIVE: Defining the terms “Guide” and “Outfitter”

METHOD: Lecture and discussion

Begin the lecture with the concept that some confusion may exist in **determining** what the terms “guide” and “outfitter” mean.

Place the participants into small groups. Challenge each group to discuss between themselves their concepts of what constitutes a “guide” and an “outfitter”. Have them write down their definitions.

Re-examine the offered definitions in terms of the following:

Guide: - “A person who shows the way, leads, conducts or directs” (Gage Canadian Dictionary).

-“. ..a person who, for gain or profit, conducts, leads or directs park visitors while they are engaged in any of the activities described in Schedule l.” (Parks Canada).

● NOTE ALSO “An **association of guides** is a professional association of individuals engaged in the business of guiding. Ideally they will act as a form of ‘better business bureau’ . . . “(Parks Canada).

Outfitter: -“A person or company that provides outfits, such as dealing in camping supplies, a shop selling men’s clothing, etc.. .a guide and manager of an expedition such as a hunting or exploring party in the wilderness.” (Gage Canadian Dictionary).

-“.. means any individual or corporate body who provides equipment to be used in connection with an outdoor recreational activity or provides guides or guiding services or both. ” (Travel and Tourism Ordinance).

Possible areas of confusion:

(a) The dictionary definition of “outfitter” contains the term “guide”, as if they are synonymous,

(b) Parks Canada defines guide in terms of “business” and outfitting .

To resolve the confusion:

(a) “Guide” refers to an individual who acts as an employee **without supplying equipment to the activity at hand.**

(b) "Outfitter" refers to the supplier of equipment and/or guides.

SKILL: GUIDING AND OUTFITTING

OBJECTIVE: Becoming aware of various guide distinctions

METHOD: Lecture and discussion

Depending on the specific outdoor activity, different criteria are applied to guides.

HUNTING:

If a guide is hired to accompany a big-game hunter, the guide requires a licence issued to him by the Department of Renewable Resources in an "A", "B. or "C category, and he is bound by the regulations of that department. However, since Ducks and Geese are migratory birds and not classified as wildlife, any guide used to hunt these does not require a licence. Similarly, since sea mammals are controlled by the Department of Fisheries and Oceans. no licence is required by a guide in this form of hunting.

FISHING:

If the guide is hired to accompany a fisherman, the guide does not require a licence, but he is bound by Fisheries and Oceans regulations.

NON-CONSUMPTIVE ACTIVITIES:

Other activities not occurring within the boundaries of a Park, do not require a licence; however, the guide is bound by regulations administered through Economic Development and Tourism.

ACTIVITIES WITHIN PARK BOUNDARIES:

Licencing and control of guides is retained by Parks Canada.

SKILL: GUIDING AND Outfitting

OBJECTIVE: Determining various outfitting forms and their considerations

ITEMS REQUIRED: Various outdoor magazines and brochures

METHOD: Lecture and Discussion

The purpose of this lesson is twofold:

(1) To encourage the participant to realize the potential scope of outfitting;

(2) to make the participant aware of the inter-connection of business and regulation.

Have the class brainstorm all the different types of outfitting enterprises they can think of. Some of the potential responses might Include:

Hunting Outfitters	Kayaking Outfitters
Hiking Outfitters	Fishing Outfitters
Photo Safari Outfitters	River Tour Outfitters
Naturalist Lodges	Dog-Team Travel Outfitters
Equipment Rental	

Create small groups and assign some of the outfitting designations to each. Have them make a list of potential government departments, agencies, and legal considerations that will be involved by that form of outfitting. Determine what licences may be necessary also. Refer to Unit 2 for licencing information.

Some of the potential replies will include:

Department of Renewable Resources
Department of Economic Development and Tourism
Department of Indian And Northern Affairs
Workmen's Compensation Board
Department of Justice and Public Services
Parks Canada
National Building Code of Canada
Public Health Act
Fire Prevention Act
Travel and Tourism Act
Small Vessels Act

● NOTE: Be prepared to follow an interesting lead in explaining how a novel approach to outfitting may suit a particular area.

UNIT 2: REGULATIONS AND LICENCING

1. Understanding the aims of licencing and regulations
2. Examining the regulations concerning guides
3. Examining the regulations concerning outfitters and big game hunting
4. Examining the regulations concerning other aspects of outfitting
5. Understanding the outfitting application process
6. Examining the regulations concerning tourist establishments
7. Understanding the Tourist Establishment application process
8. Examining the regulations governing health standards .

SKILL: REGULATIONS AND LICENCING

OBJECTIVE: Understanding the aims of licencing and regulations

METHOD: Lecture and discussion

Initiate discussion by asking: 'What are regulations'?" and 'What are licences?"

During the responses, point out that although these iterns can be a source of frustration and it would be nice to dream of a perfect world with no need of either--licencing and regulations fulfill a necessary function.

Form the participants into groups and have each group list the positive aspects of licencing and regulations upon the tourism industry. Their collected responses should indicate that the aims of licencing and regulations are:

-to provide controls to ensure high quality tourism experiences.
-to protect the environment and local interests.
-to ensure all safety aspects are provided.
-to control the number of visitors using a specific resource.
-to provide an orderly development of the tourism industry.
-to provide the best economic benefits from the wise use of resources.
-to satisfy distant customers that facilities are of good quality.
-to identify those eligible for recognition by travel associations.
-to identify those eligible for possible grants, assistance, or training opportunities.

NOTE:

The term "regulation" refers to aspects of the law which are authorized by the Commissioner or Executive Members of the Assembly, and which can be changed by either of these.

Ordinances are those documents passed by the Legislative Assembly during formal sessions.

Module A Unit 2 Lesson 2

SKILL: REGULATIONS AND LICENCING

OBJECTIVE: Examining the regulations concerning guides

METHOD: Lecture and discussion

As an introduction, point out that an Outfitter's responsibilities includes the need to be aware of the regulations which affect his employees. Refer to Unit 1 Lesson 3 for licencing concepts.

The regulations and the Government Department responsible for their enforcement will be encountered as a function of various activities.

In each of the following regulations, explain the limitations imposed and the implication for the guide and the outfitter.

DEPARTMENT OF ECONOMIC DEVELOPMENT AND TOURISM

GUIDE EXEMPTION REGULATIONS

"1. These regulations may be cited as the Guide Exemption Regulations.

2. In these regulations, "guide" means a person who, for gain or reward, accompanies or assists another person in any outdoor recreational activity.

3. Until further notice by the Commissioner no person acting as a guide requires a licence.

4. These regulations do not apply to persons who require a licence under the Wildlife Ordinance."

DEPARTMENT OF RENEWABLE RESOURCES

WILDLIFE ORDINANCE

"No person shall, unless licenced to do so for money or money's worth, guide hunters while hunting big game or small game."

Module A Unit 2 Lesson 3

SKILL: REGULATIONS AND LICENCING

OBJECTIVE: Examining the regulations concerning Outfitters and Big Game Hunting

METHOD: Lecture and discussion (Use the regulations which follow as your lesson resources]

Discuss the regulations pertaining to class “A”, “B”. and “C” outfitting. Detail the points of relevance to the attending participants. Note specifically under “Outfitters - General” those parts 2, 5 and 6.

Depending on the interests of the participants, study in-depth that class of outfitting which deals with their potential.

The participant’s manuals contain the regulations required, and an assignment. They are to list the 6 main points that are to be followed by outfitters, in general.

OUTFITTERS - GENERAL

(1) The outfitter licence shall be subdivided into Class A, Class B and Class C outfitter licences.

(2) Every applicant shall submit to the Superintendent, together with his application for an outfitter licence,

(a) an accurate inventory of the equipment to be used in the outfitting business for which his application is made:

(b) Repealed.

(c) Repealed.

(d) evidence of his experience as an outfitter and of his ability to properly finance and manage the business:

(e) proof of compliance with the Workers' Compensation Act; and

(f) such other information relevant to the determination of the application as the Superintendent may require, and if the applicant is a corporation. it must also provide a certification of good standing from the Deputy Registrar of Companies, that is dated within one month of its application for an outfitter licence.

(3) No person shall hold more than one Class A or Class B outfitter licence or have any interest, right or title, whether direct or indirect, in or to any Class A or Class B outfitter licence of which he is not the holder.

(4) No person, other than a Hunters' and Trappers' Association, shall hold more than one Class C outfitter licence or have any interest, right or title, whether direct or indirect, in or to any Class C outfitter licence of which he is not the holder.

(5) Every outfitter shall

(a) maintain his outfitting equipment in good and serviceable condition:
(b) dispose of all garbage, waste and debris from any place used in connection with his operation by removal, burning or burial;
(c) provide, on request by the Superintendent, such information relating to

(i) big game killed by hunters outfitted by him; and

(ii) specimens from big game so killed as the Superintendent may require: and

(d) outfit only in the area specified in his licence.

(6) Every outfitter who has knowledge of an offence committed by a person outfitted by him against the Act or the regulations shall, within ten days after coming into knowledge of the offence, report the details of the offence to an officer. Amended by R-045-86 and R-058-86.

Class A Outfitters

(1) A Class A outfitter licence maybe granted to

(a) a natural person who, on the date of his application,

(i) is a Canadian citizen and

(ii) has attained the age of nineteen years; or

(b) a corporation that , on the date of its application.

(i) is registered or incorporated under the Companies Act; or

(ii) is a Hunters' and Trappers' Association that is registered under the Societies Act.

(2) Unless the Superintendent allows an extension of time, an applicant for a Class A outfitter licence must submit his application to the Superintendent not later than January 1 in the calendar year in which the outfitting is to take place.

[3) Subject to the Wildlife Open Seasons Regulations and Hunting and Possession of Wildlife Relations. the holder of a Class A outfitter licence may only outfit the holders of resident, non-resident and non-resident alien hunting licences in Zone E/ 1.

(4) Subject to the Act and these regulations. where

(a) a licenced outfitter is a natural person who. at the expiration of his outfitter licence, is living in the Territories and has lived there continuously for the two years immediately preceding that date; or

(b) a licensed outfitter is a corporation

[i] that is incorporated or registered under the Companies Act and, at the expiration of its outfitter's licence has been so incorporated or registered continuously for the two years immediately preceding that date; or

(ii) shareholders of which. representing at least 5 1°A of its share capital and voting power, are, at the expiration of its outfitter's licence,

(A) natural persons who are living in the Territories and have lived there continuously for the two years immediately preceding that date:

(B) corporations incorporated or registered under the Companies Act and have been so incorporated or registered continuously for the two years immediately preceding that date: or

(C) a combination of (A) and (B), the outfitter's licence shall be renewed for such continuous period that the aggregate period of his tenure of the licence under these regulations amounts to not less than ten years.

(5) Subject to subsection (3) every Class A outfitter licence expires December31 next following the date of its issue. Amended by R-045-86.

OUTFITTERS - GENERAL

cc The outfitter shall be subdivided into Class A, Class B and Class C outfitter

(2) Every applicant shall submit to the Superintendent, together with his application for an consid rable.

(a) accurate inventory of the equipment to be used of the outfitting business for which his application is made:

Repealed.

(c) Repealed.

(d) ur posit of res experience as an outfitter and of his ability to properly finance and manage the business:

(e) Of compliance with the Workers' Compensation . and

such other information relevant to the determination of the application as the Superintendent may require, and if the applicant is a corporation, it must also provide a certification of good standing from the Deputy Registrar of Companies, that is dated within one month of its application for an

(3) No person shall hold more than one Class A or Class B outfitter or have any interest, right or title, whether direct or in or to any Class A or Class B outfitter of which he is not the holder.

(4) No person, other than a Hunters' and shall hold more than one Class C or have any interest, right or whether direct or indirect, in or to any Class C outfitter of which he is not the holder.

(5) Every shall

(a) his outfitting equipment in good and condition:
(b) dispose of waste and debris from anv used in comection with operation-by burning or burial:
(c) provide, on request by the Superintendent, such information relating to

(i) big game killed by hunters by and

(ii) specimens from big game so killed as the Superintendent may require: and

(d) outfit only In the area in his

(6) Every who has knowledge of an committed by a person outfitted by him against the Act or the regulations shall, ten days after coming into knowledge of the report the details of the to an officer. Amended by R-045-86 and R-058-86.

(d) legislation respecting renewable resources in force in any other province, territory or elsewhere: or

(e) the Wildlife Act or the regulations made thereunder, as amended, within a period of two years prior to the date of his application for the outfitter licenced except where the Superintendent is of the opinion that the nature of the offence or the circumstances under which it was committed should not prevent the person from being issued a Class B outfitter licence. Amended by R-045-86.

Subject to the Wildlife Open Seasons Regulations and Hunting and Possession of Wildlife Reulations, Class B outfitter licences may be issued at the discretion of the Superintendent

(a) to any Hunters' and Trappers' Association for the purpose of outfitting. within the area they seine, the holders of hunting licences to hunt

(i) barren-ground grizzly bear;
(ii] black bear;
(ii) barren-ground caribou
(iii) wolf; and
(iv) wolverine: and

(b) to any other person for the purpose of outfitting the holders of hunting licences to hunt in Unit F

(i) barren-ground caribou
(ii) black bear;
(ii) wolf; and
(iii) wolverine.

(1) A maximum number of eight Class B outfitter licences maybe issued pursuant to section 1, to Hunters' and Trappers' Associations that seine communities in Unit F for the purpose of outfitting the holders of non-resident alien hunting licences.

(2) A minimum of ten barren-ground caribou commercial tags shall be allocated to each Hunters' and Trappers' Association that is issued a Class B outfitter licence for the purpose of outfitting the holders of non-resident and non-resident alien hunting licences.

(3) A maximum of two hundred barren-ground caribou commercial tags maybe issued under this section to eligible hunters in respect of all holders of Class B outfitter licences.

(4) Notwithstanding subsection (1) where less than eight Class B outfitter licences are issued to Hunters' and Trappers' Associations that serve communities in Unit F and at least ten barren-ground caribou commercial tags have not been allocated to such a Hunters' and Trappers' Association, the remaining Class B outfitter licences may be issued to general hunting licence holders who have been issued a general hunting licence pursuant to paragraph 17(l)(a) or (b) of the Act. Amended by R-045-86.

[1) A maximum of five Class B outfitter licences may be issued to persons eligible therefor, other than Hunters' and Trappers' Associations, for the purposes of outfitting the holders of non-resident and non-resident alien hunting licences in Unit F.

(2) A minimum of thirty barren-ground caribou commercial tags shall be allocated to each person who is issued a Class B outfitter licence under subsection (1).

Class B Outfitters

(1) A Class B Outfitter Licence maybe granted to

(a) a natural person who, at the date of his application,

(i) is a Canadian citizen;
(ii) has attained the age of nineteen years; and
(iii) is living in the Territories and has lived there continuously for the two years immediately preceding that date; or

(b) a corporation that, at the date of its application,

(i) is registered or incorporated under the Companies Act; or
(it) is a Hunters' and Trappers' Association that is registered under the Societies Act; and
(iii) the shareholders of which, representing at least 95% of its share capital and voting power, or members of which, representing at least 95% of its membership, are

(A) natural persons who are living in the Territories and have lived there continuously for the two year immediately preceding that date;

(B) corporations incorporated or registered under the Coronanies Act and have been so incorporated or registered continuously for the two years immediately preceding that date; or

(C) a combination of (A) and (B).

(2) Unless the Superintendent allows an extension of time, an applicant for a Class B outfitter licence must submit his application to the Superintendent not later than January 1 in the calendar year in which the outfitting is to take place.

(3) A corporation that applies for a Class B outfitter licence shall, upon request by the Superintendent, provide to the Superintendent

(a) the names arid complete addresses of each director;
(b) the names and complete addresses of each shareholder and
(c) proof satisfactory to the Superintendent that the corporation meets the requirements of subparagraph 12(l)(b) (iii).

(4) Where a corporation holds a Class B outfitter licence and subsequently ceases to meet the requirements of subparagraph 12(1)(b)(M). the licence of the corporation is thereupon suspended for thirty days and if the corporation does not meet the requirements of subparagraph 12(l)(b) (iii), prior to the expiration of such period, the licence shall be deemed to be cancelled at the expiration of such period.

(5) No person shall be issued a Class B outfitter licence who is convicted of an offence under

(a) the Fisheries Act (Canada) or the regulations made thereunder, as amended;
(b) the Migratorv Birds Convention Act (Canada) or the regulations made thereunder, as amended;
(c) the Game Export Act (Canada) or the regulations made thereunder, as amended:

SKILL: REGULATIONS AND **LICENCING**

OBJECTIVE: Examine the regulations concerning other aspects of outfitting.

(a) Travel and Outdoor Recreation
(b) Small Vessel Regulations

ITEMS **REQUIRED:** If possible, a representative of Economic Development may present the regulations dealing with Outdoor Recreation, while an RCMP officer could present the boating regulations. NOTE: the booklet "Safe Boating Guide" may be obtained from the R.C.M.P. office. (See Module C. Unit 2, Lesson 1).

METHOD: Lecture and discussion

(A) Travel and Outdoor Recreation Ordinance:

Identify the instances which may cause a licence to be revoked or refused. Deal with "Duties of an outfitter" and "Prohibitions" in detail.

(B) Small Vessel Regulations:

NOTE: See Also the Tourist Establishment Relations. Section 23,

Discuss the items required for the different boat lengths. Point out that this is the minimum requirement by law, and their own safety requirements should add to this base. (This can be combined with Module C, Unit 2. Lesson 1).

(3) A maximum of two hundred barren-ground caribou commercial tags maybe issued under this section to eligible hunters in respect of all holders of Class B outfitter licences. Amended by R-045-86.

Unissued barren-ground caribou commercial tags that have been allocated to a holder of a Class B outfitter licence shall not be allocated to another holder of a Class B outfitter licence. Amended by R-045-86.

Class B outfitter licences expire June 30 next following the date of issue.

Class C Outfitters

A Hunters' and Trappers' Association that is registered under the Societies Act may be issued a Class C outfitter licence for the hunting of polar bear or muskox by hunting licence holders.

Class C outfitter licences expire June 30 next following the date of issue.

REVISED REGULATIONS OF THE
NORTHWEST TERRITORIES, 1980

REGULATION No. 282

OUTFITTER'S REGULATIONS

Short title

1. These regulations may be cited as the *Outfitter's Regulations.*

Interpretation

2. In these regulations

(a) "certificate of identification" means a certificate of identification issued to an outfitter, his agent or any of his employees pursuant to section 13:

(b) "Ordinance" means the *Travel and Outdoor Recreation Ordinance;*

(c) "outfitter" means an individual or corporate body who is the holder of an outfitter's licence;

(d) "outfitter's licence" means a licence issued pursuant to section 6; and

(e) '*tourist officer" or ● 'officer" means a person appointed by the Commissioner pursuant to section 7 of the Ordinance to administer the Ordinance and regulations.

Application

3. (1) Subject to subsection (2), no person shall act as an outfitter or hold himself out to be an outfitter without an outfitter's licence issued pursuant to these regulations.

(2) Subject to subsection (3), an outfitter's licence is not required by a person who acts as an outfitter otherwise than by way of business or trade.

(3) Subsections (l) and (2) do not apply to a person who is the holder of an outfitter's licence issued under the provisions of the *Wildlife Ordinance.*

Outfitter's. licences

4. (1) Every application for an outfitter's licence or renewa thereof shall be made in Form 1 of the Schedule to an officer.

(2) Every application for a licence shall contain

(a) the name and address of the applicant:

(b) the location of his place of business and the area in which he intends to outfit:

(c) the type of service or equipment the applicant will make available to his clients;

(d) the name, address and position of each employee who may be employed in the applicant's outfitting business or service:

(e) the arrangements the applicant has made to insure and maintain insurance for the protection of his employees as required by the *Workers' Compensation Ordinance;*

(f) the quantity and total estimated value of the equipment to be used by his clients;

(g) where required, the arrangements the applicant has made for the transportation and accommodation of his clients: and

(h) an outline of the applicant's experience as an outfitter and his knowledge of the area in which he will engage in business.

5. Each application for an Outfitter's License shall be accompanied by the fee set out in the Schedule.

6. Where an application is approved, an officer shall issue an outfitter's licence in Form 2 of the Schedule subject to these regulations and such terms and conditions as are endorsed thereon.

7. An outfitter's licence authorizes the holder thereof. for gain to furnish to the public, equipment, transportation, guide services or related services in connection with angling, hunting. boating, canoeing, camping or other outdoor recreational activity.

8. An application for the renewal of an outfitter's licence shall be refused where

(a) there is reason to believe that the applicant has rendered or maintained unsatisfactory standards of service in respect of accommodation, transportation. equipment, guiding or other services to his clients; or

(b) the applicant has been convicted of an offence against

(i) the Ordinance or these regulations,

(ii) the *Wildlife Ordinance*, the *Forest Protection Ordinance*, the *Public Health Ordinance* or regulations made thereunder with respect to his outfitting business,

(iii) the *Fisheries Act* (Canada) or regulations, or

(iv) any other Ordinance or regulations thereunder except the *Forest Projection Ordinance.*

9. Where an outfitter fails to insure or maintain in force insurance for the protection of his employees as required by the *workers' Compensation Ordinance,* or fails to maintain satisfactory standards of service in respect to the accommodation, transportation, equipment, guiding or other service to his clients, or is convicted of an offence against

(a) the Ordinance or these regulations:

(b) the *Wildlife Ordinance,* the *Forest Protection Ordinance,* the *Public Health Ordinance,* the *Fire Protection Ordinance* or regulations made thereunder with respect to his outfitting business:

(c) the *Fisheries Act* (Canada) or regulations: or

(d) the *Archaeological Sites Regulations* made under the *Northwest Territories Act* (Canada) or the *Historical Resources Ordinance* or any regulations made thereunder,

his licence may be suspended or revoked notwithstanding that the violation existed at the time the licence was issued.

10. When his licence is suspended or revoked, an outfitter shall surrender his licence and all certificates of identification issued thereunder to an officer.

Duties of an outfitter

11. (1) Every outfitter shall keep a hard-covered register in which he shall record

(a) the name and home address of each client;

(b) the area through which each client will travel or intends to travel; and

(c) the type of service which he supplied to each client.

(2) An outfitter shall at the request of a tourist officer, produce for inspection his outfitter's licence or the register mentioned in subsection (1).

(3) Every outfitter shall at all reasonable times, upon request permit a tourist officer to inspect his accommodation and equipment used in his business as an outfitter.

(4) Every outfitter shall display his outfitter's licence at his place of business.

12. (1) Every outfitter shall take strict precautions to ensure the protection and preservation of the natural, historic and pre-historic resources from waste, pollution or damage.

(2) Every outfitter shall report forthwith to the appropriate authority any violation by his clients of the *Travel and Outdoor Recreation Ordinance,* the *Wildlife Ordinance,* the *Forest Prelection Ordinance,* regulations made pursuant to those Ordinances. the *Fisheries Act* (Canada) or regulations, the *Archaeological Sites Regulations* made pursuant to the *Northwest Territories Act* (Canada) or the *Historical Resources Ordinance* or any regulations made thereunder.

Certificates of identification

13. Every outfitter, his employee or agent shall, while engaged in the business of outfitting in the field away from the place of business of the outfitter, carry on his person a certificate of identification issued upon application therefor by an officer in Form 3 of the Schedule certifying that he is an outfitter or is an employee or agent of an outfitter.

Expiry

14. Every outfitter's licence or certificate of identification, unless earlier revoked, expires on 3 l st March following the date of issue.

Prohibitions

15. No person who is not the holder of an outfitter's licence shall act, advertise or hold himself out to be an outfitter.

16. No outfitter shall

(a) permit his clients to participate in any fishing activity within 40 shoreline kilometres of a tourist establishment that caters primarily to sports fishing or within 8.05 shoreline kilometres of an outpost camp;

(b) store equipment in a place other than that for which his licence was issued;

(c) provide a conveyance or equipment to another person that is unsafe, unsanitary or in a poor state of repair; or

(d) publish or cause to be published an advertisement respecting the outfitter's services that contains statements, illustrations or photographs that purport to be true but are untrue, deceptive or misleading or are intentionally so worded or arranged that they are misleading or deceptive.

SMALL VESSEL REGULATIONS

The following represents the minimum equipment required by law:

(a) Vessels up to 5.5 m in length

One approved lifejacket, PFD or life-saving cushion for each person on board.

Two oars with rowlocks or two paddles.

One Class B-1 fire extinguisher - Required if the vessel has an inboard motor or fixed fuel tank or heating or cooking appliance that bums liquid or gasoline fuel

Lights must comply with "Collision Regulations" if permanently fitted.

Some type of sound signalling device.

(b) Vessels 5.5 to 8 m in length

One approved lifejacket or PFD for each person on board.

'IWO oars with rowlocks or two paddles, or one anchor with 15 m (minimum) chain, cable or rope.

One bailer *or one* manual pump.

One Class B-1 fire extinguisher - if vessel is power driven or has cooking or heating appliance that burns liquid or gaseous fuel.

Lights must comply with "Collision Regulations" if permanently fitted.

Some type of sound signaling device.

An approved lifesaving cushion or a buoyant heaving line (recommended length minimum 15 m) or buoy 508, 610 or 762 mm in diameter.

Six approved flares:
-three A, B or C types and
-three A, B or C or D types
NOTE - these flares are not required if the vessel is:

-engaged in or preparing for racing competition and has no sleeping accommodation, or
-operating exclusively in a river, canal or lake in which the boat can never be more than 1.6 km from shore, or
-propelled solely by oars or paddles.

(c) Vessels 8 to 12 m in length

One approved lifejacket or PFD for each person on board.

One anchor with 15 m (minimum) chain, cable or rope.

One bailer and one manual bilge pump.

One Class B-II fire extinguisher - if vessel is power driven or has a cooking or heating appliance that burns liquid or gaseous fuel.

Lights must comply with "Collision Regulations."

Sound device must comply with "Collision Regulations."

One approved life ring buoy 610 or 762 mm in diameter.

Not less than 15 m of buoyant line.

Twelve approved flares:

-six A, B, or C types, and
-six A, B, C, or Dtypes.

SKILL: REGULATIONS AND LICENCING

OBJECTIVE: Understanding the Outfitting Application Process

ITEMS **REQUIRED:** Sample application forms (See Participant's workbook)

METHOD: Review Section 4 "Outfitter's licences" in the previous lesson, and the Outfitting Application Process in this lesson.

There are several steps required to correctly process the outfitter's application. The Department of Economic Development and Tourism requires the following:

(1) Name and address of the applicant.

(2) Location of his place of business and the area in which he intends to outfit.

(3) The type of service or equipment the applicant will make available to his client.

(4) Name, address and position of each employee who may be employed in the applicant's outfitting service.

(5) The arrangements the applicant has made to insure and maintain insurance for the protection of his employees as required by W.C.B.

(6) The quantity and total estimated value of the equipment to be used in the service.

(7) Arrangements the applicant has made for the transportation and accommodation of his clients.

(8) Outline of the applicant's experience as an outfitter and his knowledge of the area in which he plans to operate.

Discuss the applicability of the next section: The Outfitting Application Process to the business interests of the participants.

Finally, use the following form in order to familiarize the participants with the application process.

THE OUTFITTING APPLICATION PROCESS

A. SUBMIT A WRITTEN PROPOSAL outlining the nature, extent and likely impact of your proposed operation and containing all of the following information:

- the results of any relevant consultations between yourself (the applicant) and any potentially interested/ affected parties;

- the intended seasons of operation;

- the initial guest capacity - the maximum number of guests to be outfitted at any one time:

- plans for any future expansion:

- the intended point of purchase of supplies (food, fuel, equipment, etc.);

- the departure and collection place(s) for guests:

- the likely number of employees and the numbers of permanent, seasonal, Northwest Territories resident and non-resident employees;

- a description of services to be offered:

- the intended area of operation which must be clearly defined and justified;

- any opportunities for local participation in the development and/or operation of the services to be offered;

- an assessment of the economic effect on nearby communities and the Northwest Territories that will result from the proposed outfitting operation;

- the amount of unserviced demand for your proposed outfitting offering that is not presently being offered to the consumer

- an assessment of the operation's impact on traditional and/or current uses of the land in question, and:

- an assessment of the Impact on the physical environment of the area required by the proposed operation;

- the relevant experience, names and places of residence of the operation's owner(s) and manager(s).

The proposal does not need to contain the financial feasibility of the proposed outfitting operation or any marketing data.

B. A map with routes indicating all aspects of your proposed area(s) of operation. The scale of map you use should show recognizable geographical characteristics so you can clearly indicate on it, as well as in writing the starting and ending points of proposed routes (i.e. starting point: the headwaters of the Thelon river) as well as proposed campsites [overnight stops).

C. Once your proposal has been reviewed, you may be required to obtain a letter of support from the local and/or area council as your proposed area(s) of operation may infringe on their traditional privilege to hunt and trap.

D. All businesses are required to be registered and in good standing with Company Registries and Workers' Compensation.

Further information can be obtained by writing to the following:

Workers' Compensation Board of N.W.T.
Box 8888
Yellowknife, NWT
X1A 2R3

Company Registries
Department of Justice and Public Semites
Government of N.W.T.
Box 1320
Yellowknife, NWT
XIA 2L9

E. Once the above is complete. you can submit an Application for an Outfitter's Licence, a cheque for the appropriate amount and proof of registration with Workers' Compensation and Company Registries.

OUTFITTER'S REGULATIONS - AMENDMENT DATED May 14, 1979

APPLICATION FOR AN OUTFITTER'S LICENCE

The undersigned applies for an Outfitter's Licence and makes the following statements in support of the application: (PLEASE PRINT)

1. The name of the Outfitter is:

2. The office of the business is located at:

The mailing address is:

3. The area of operation will be:

4. Equipment or service to be supplied will be:

5. Persons who may be employed in connection with this licence are:

NAME OF EMPLOYEE	ADDRESS	POSITION

6. Worker's Compensation is in effect:

Account number

7. Equipment with an estimated value of $__________ available to clients consists of

8. Transportation for clients, where required, has been arranged with:

9. Accommodation for clients, where required, has been arranged with:

10. Previous Licence Number

11. Remittance of $______________ enclosed, for the fee. (Cheque or money order made payable to the Government of the Northwest Territories)

(Fee $75.00 for residents; $225.00 for non-residents)

12. My experience and/or expertise as an Outfitter and my knowledge of the area in which I intend to operate as an Outfitter is outlined as follows.

Dated this day of ,19

Signature:

Name and address of applicant

NOTE:

The Outfitter Regulations published under the authority of the Ordinance Respecting Travel Tourist Establishment and Outdoor Regulations contain several sections which specifically direct the outfitter to comply with other Government regulations published by the Govemrnent of Canada and the Government of the Northwest Territories and listed in the Outfitter's Regulations.

Outfitter's Licences are not transferable.

On renewal applications, any changes from the previous year's licence must be authorized by a Tourist Officer.

See the following page for the addresses and phone numbers of each Region's Tourism Officer. The completed form should be addressed to the appropriate Regional Office.

------------------------------PLEASE DO NOT WRITE BELOW THIS LINE -----------------------

File Number:

____

DEPARTMENT OF ECONOMIC DEVELOPMENT AND TOURISM

FORT SMITH REGION (403) 872-7238

Box 390, Fort Smith, NWT, XOE OPO
(Fort Smith, Fort Resolution, Fort Providence, Hay River)

DEH CHO REGION (403) 695-7230

Box 240, Fort Simpson, NWT, XOE ONO
(Fort Simpson, Nahanni Butte, Jean Marie, Fort Liard, Trout Lake, Wrigley)

NORTH SLAVE REGION (403) 920-8966

Nova Building, Box 1320, Yellowknife, NWT, X1A 2L9
(Snowdrift, Detah, Fort Rae)

INUVIK REGION (403) 979-7321

Bag #1, Inuvik, NWT, XOE OTO
(Inuvik, Norman Wells, Fort Norman, Colville Lake, Fort McPherson, Fort Good Hope, Fort Franklin, Tutoyaktuk)

BAFFIN REGION (819) 979-6026

Iqaluit, NWT, XOA OHO
(Iqaluit, Igloolik, Hull Beach, Arctic Bay, Nanasivik, Pond Inlet, Clyde River, Resolute Bay, Grise Fiord. Pangnirtung, Broughton Island, Cape Dorset, Lake Harbour, Sanikiluag)

KEEWATIN REGION (819) 645-2346

Rankin Inlet, NWT, XOE OGO
(Rankin Inlet, Baker Lake, Eskimo Point, Chesterfield Inlet, Whale Cove, Coral Harbour)

KITIKMEOT REGION (403) 983-2158

Cambridge Bay, NWT, XOE OCO
(Cambridge Bay, Coppermine, Holman, Spence Bay, Pelly Bay, Gjoa Haven)

Module A Unit 2 Lesson 6

SKILL: REGULATIONS AND LICENCING

OBJECTIVE: An examination of Tourist Establishment Regulations

ITEMS **REQUIRED:** These regulations may be presented by a representative of Economic Development and Tourism

METHOD: Lecture and discussion

Outfitters may only provide sleeping accommodation in portable facilities. These tents or structures must be taken down after their intended use has been completed. If an outfitter wishes to establish a permanent camp or lodge, he must follow the Tourist Establishment Regulations.

Detail the interpretation of the regulations and examine fully: licences, (issuance, cancellation, and transfer), operating requirements, and prohibitions.

TOURIST ESTABLISHMENT REGULATIONS

The following excerpts from the Travel and Tourism Act will be of interest to those using these Regulations:

Interpretation

"tourist establishment"

"tourist establishment" means

(i) any premises or boat that provides sleeping accommodation,

(ii) any campsite equipped for the supplying of water or electricity or the disposal of garbage or sewage, or

(iii) any picnic area. bathing area or recreation area

for the traveling public or persons engaging in outdoor recreational activities, but does not include a private cottage or residence;

Authority of tourism officer

Where a tourism officer has reason to believe that a person is carrying on an operation in contravention of the Ordinance or the regulations. he may at any reasonable time enter, examine and make inquiries for any purpose relating to the enforcement of this Ordinance or the regulations.

Right to appeal

Any person aggrieved by a decision or order of a tourism officer with respect to licensing may appeal to the Executive Member and the decision of the Executive Member is final.

TOURIST ESTABLISHMENT REGULATIONS

Short Title

1. These regulation may be cited as the Tourist Establishment Regulations.

Interpretation

2. In these regulation
   (a) "building permit" means a permit issued pursuant to subsection 3(2) of the Act;
   (b) "cabin establishment'" means 2 or more cabins or cottages for rent, where each cabin or cottage is an individual, self-contained and permanent building;
   (c) "camping establishment"' means land which may be occupied by trailers, truck campers, mobile homes or tents;
   (d) "'employee" means a person who is employed in a tourist establishment;
   (e) "guest"' means a person who is accommodated in a tourist establishment and includes all members of his party;
   (f) "hotel" means a single permanent building, or 2 or more interconnected buildings containing multiple rental units, that are connected by halls, stairs or elevators to a main lobby and office, and includes a motor hotel;
   (g) "licence" means a valid and subsisting licence to operate a tourist establishment issued pursuant to subsection 3(1) of the Act;
   (h) "lodge" means a single permanent building or 2 or more permanent buildings used for the accommodation of guests and associated with a specific outdoor activity;
   (i) "'motel" means one or more buildings which contain 2 or more rental units;
   (j) Repealed
   (k) "'operator" means a person or a corporate body who either by himself or by his agent operates a tourist establishment;
   (1) Repealed
   (m) "outpost camp'" means a camp operated in conjunction with a tourist establishment in which guests of the main tourist establishment may be accommodated, which is remote from the base of operations and is accessible by means other than a public highway;

. ../2

(n) "tent camp" means a semi-permanent camp providing accommodation in tents, tent frames or similar structures for recreational purposes, which is remote and is accessible by means other than a public highway, but does not include an outpost camp;
(o) "tourist home" means a private home or dwelling in which a room or rooms are offered for rent to the traveling and vacationing public; and
(P) "tourist officer" and "officer" means a tourism officer.

Application

3. (1) Subject to subsection (2), these regulations apply to all tourist establishments in the Northwest Territories.

(2) These regulations do not apply to a tourist establishment that is located in a municipality or in a Development Area, as designated in the Area Development Act and regulations thereunder, in respect of which there are regulations governing the construction, moving or alteration of tourist establishments.

PART I

PERMITS AND LICENCES

Classes of tourist establishments

4. The following classes of tourist establishments are established:
(a) cabin establishment;
(b) camping establishment;
(c) hotel;
(d) lodge;
(e) motel;
(f) outpost camp;
(g) tent camp; and
(h) tourist home.

5. (1) Every application for a building permit shall be made in Form 1 of Schedule B to an officer and accompanied by the fee set out in Schedule A.

(2) An application for a building permit shall be supported by

.../3

(a) plans and specifications of the proposed building, structure, grounds and facilities showing the proposed design and layout in sufficient detail to indicate the manner in which the work is to be executed;
(b) details of water and sewage service;
(c) a plan or topographic map of the area showing the exact location of the building site; and
(d) any other information required by Form 1 of Schedule B.

5.1.(1) An applicant, as a part "of an application for a building permit, shall submit to the officer a written proposal that is suitable for public distribution and contains the information required by Schedule C, except where
(a) the application is in respect of a class of tourist establishment referred to in paragraph 4(c), (e) or (h); or
(b) the officer is satisfied that the application is for repairs or minor structural alterations only.

(2) Unless the officer is of the opinion that the application should be rejected because the tourist establishment will not meet the requirements of subsections 7(1) or 9(2), the officer shall send the proposal, by double registered mail or by personal service, to
(a) persons or groups who, in the opinion of the officer, may be affected by the proposal together with a request for comments; and
(b) a group that represents aboriginal interests in the area affected by the tourist establishment together with a notice to that group that it may sponsor the submission of an alternate application for a building permit.

(3) The officer shall notify the persons and groups that a person has only thirty days from the receipt of the proposal to comment or submit an alternate proposal, as the case may be.

(4) An applicant who intends to submit an alternate application as a result of a notice referred to in paragraph (2)(b) shall submit to the officer, as a part of the application, a written proposal that is suitable for public distribution and contains the information required by Schedule C, within thirty days from the time when the group referred to in paragraph (2)(b) received the original proposal.

(5) The officer shall consider any comments on the original proposal received by him within thirty days from the time when the person or group making the comment received the original proposal.

(6) The officer shall consider any alternate proposal received by him pursuant to subsection (4) within thirty days from the time when the group referred to in paragraph (2)(b) received the original proposal.

(7) Where the officer is of the opinion that the alternate application differa from the original application in a material respect, the officer shall , prior to making a decision under section 7,

. ../4

(a) send the alternate proposal, by double registered mail or by personal service, to persons or groups who, in the opinion of the officer, may be affected by the proposal;
(b) notify the persons or groups that they have thirty days from the receipt of the alternate proposal to comment on it; and
(c) consider any comments received by him within the thirty days referred to in paragraph (b).

6. Every tourist establishment that is constructed, erected, altered, removed or occupied must comply with the National Building Code of Canada, the Public Health Act, the Fire Prevention Act and any regulations made under those Acts.

7. (1) Subject to these regulations, an officer may cause a building permit in Form 2 of Schedule B to be issued to an applicant who has submitted a complete application and the proper fee, if he is satisfied that the tourist establishment will
(a) not have an adverse effect on the environment;
(b) be well designed; and
(c) benefit the local economy.

(2) Subject to section 10.1, where there are competing applications that meet the requirements of subsection (l), the officer shall cause a building permit to be issued to the applicant whose proposed tourist establishment will result in the most eonomic benefit to the local economy.

(3) An officer shall notify as soon as practicable, by double registered mail or by personal service, the applicant and the persons or groups referred to in subsection 5.1(2) of his decision.

7.1.(1) A person who holds a building permit shall comply with these regulations and any terms and conditions the officer may impose and have endorsed on the building permit.

(2) A building permit expires two years from the date of its issue, unless a shorter period of time is specified in the building permit.

Licences

8. Repealed.

9. (1) An application for a licence must be in Form 3 of Schedule B and accompanied by the annual licence fee set out in Schedule A.

(2) Subject to these regulations, an officer may cause a licence to be issued to an applicant who has submitted a complete application and the annual licence fee, if he is satisfied that-
(a) the applicant is capable of providing high quality services to his clients,

(b) the proposed tourist establishment will be operated in a way that is compatible with the traditional and current uses of the proposed area of operation,
(c) the proposed tourist establishment and its operation will not have an adverse effect on the environment,
(d) the proposed tourist establishment will benefit the local economy, and
(e) the proposed tourist establishment is well designed.

(3) An officer may impose on a licence such terms and conditions as the officer deems necessary to ensure that
(a) the tourist establishment is operated in a way that is compatible with the traditional and current uses of the proposed area of operation; and
(b) the tourist establishment and its operation will not have an adverse effect on the environment.

(4) The licence must be endorsed with any term or condition to which the licence is subject.

(5) A licence shall be in Form 4 of Schedule B.

10. An officer may refuse to issue, renew or transfer a licence for a tourist establishment, if the tourist establishment does not comply with this Act and the regulations or any other Act or regulations applicable to such tourist establishment.

10.1. The solicitation of alternate applications for building permits and any issuance of a building permit or a licence as a result, pursuant to sections 5.1 to 9, form part of an affirmative action program for the amelioration of the conditions of local aboriginal persons through the provision of economic opportunities.

11. The licence granted for an outpost camp may not be renewed where
(a) a licence is granted to a main tourist establishment in the vicinity of the outpost camp; or
(b) the continued operation of the outpost camp is detrimental to the protection and preservation of the natural, historic or prehistoric resources of the area in which the outpost camp is located.

12. When a licence has been refused, suspended or cancelled, the applicant shall be notified immediately, by double registered mail or by personal service, in writing of the reasons for such action.

13. (1) Unless earlier cancelled, a licence,
(a) issued in 1985 or preceding years, expires on March 31 following the date of its issue; and
(b) issued in 1986 or subsequent years, expires on December 31 following the date of its issue.

(2) An operator is responsible for renewing his licence before his current licence expires.

. ../6

(3) To renew his licence, an operator shall submit an application in Form 3 of Schedule B to an officer.

(4) Where an operator does not renew his licence and remains unlicensed for a year, any further application he makes for a licence shall be treated by an officer in the same manner as an application for a building permit referred to in subsection 5.1(1).

Cancellation or suspension

14. (1) Where an operator
- (a) fails to insure or maintain in force insurance for the protection of his employees as required by the Workers' Compensation Act, or
- (b) is convicted of an offence relating to his tourist establishment against
  - (i) the Act or these regulations,
  - (ii) the Public Health Act, the Fire Prevention Act, the Wildlife Act or regulation made under those Acts, or
  - (iii) the Fisheries Act (Canada) or regulations made under that Act,

his licence may be cancelled by an officer, notwithstanding that the violation existed at the time the licence was issued.

(2) An officer shall not cancel a licence without giving an operator notice and an opportunity to respond.

14.1.(1) If as a result of an examination or inquiry an officer is of the opinion that the tourist establishment is in contravention of the provisions of the Act or these regulations or is unsafe, the officer may suspend the licence for such time as the contravention or unsafe condition continues for a maximum of three days.

(2) The Minister may designate an officer, other than the officer who made the original decision pursuant to subsection (1), to have authority to extend the suspension for such period of time as that officer sees fit.

(3) The officer referred to in subsection (2) shall not extend the suspension without giving the operator notice and an opportunity to respond.

Transfer of licence

15. (1) Where the ownership of a tourist establishment is transferred or assigned, the person to whom ownership has passed shall immediately apply to an officer in writing for the transfer of the licence.

. ../7

(2) Such application shall
(a) set out the name and address of the new owner, and
(b) be accompanied by the transfer fee set out in Schedule A.

(3) The new owner shall obtain from the former owner the guest register and all records required to be maintained by these regulations for a period of at least one year prior to the change of ownership.

(4) The former owner of a tourist establishment that is transferred or assigned shall
(a) transfer the guest register and all records required to be maintained under these regulations extending back to at least one year before the change of ownership, and
(b) forthwith notify an officer of the transfer and of the name and address of the new owner.

15.1. An appeal made pursuant to section 10 of the Act from the decision of an officer respecting a building permit shall be made within thirty days of the appellant's receipt of the notice of the decision.

PART II

GENERAL

Operating requirements

16. (1) Every operator shall maintain a register at his tourist establishment, except outpost camps, in which shall be registered all guests, motor vehicles, trailers or private aircraft accommodated at his establishment.

(2) An operator shall ensure that every guest of his tourist establishment enters in the register his name and home address.

(3) The operator shall enter in the register
(a) the date of arrival and departure of each guest; and
(b) the name or number of the rental unit occupied by each guest.

(4) No operator shall
(a) enter in the register or knowingly permit to be entered in the register any information he reasonably suspects to be false; or
(b) accommodate guests in his tourist establishment in excess of the maximum guest capacity set out in his licence.

. ../8

(5) No guest of a tourist establishment shall enter or cause to be entered false information in the register.

(6) All entries in the register shall be preserved for a period of one year from the date of entry therein.

17. An operator shall
(a) display his licence in a conspicuous place in the tourist establishment,
(b) display upon each rental unit a distinctive number, letter or name, and
(c) keep posted in every room of a hotel or motel used for sleeping accommodation and at the registration desk a notice specifying the room rates charged, including the lowest and highest rates for single and multiple occupancy.

18. An operator shall, at the request of an officer, produce for inspection any register, licence or notice required by the Act or regulations pertaining to tourist establishments.

19. (1) Every operator shall keep at least one competent adult in attendance at his tourist establishment at all times when guests are accommodated or may reasonably be expected to be accommodated in the tourist establishment.

(2) Subsection (1) does not apply to a cabin establishment that consists of individual buildings equipped with light housekeeping facilities.

20. Every operator shall maintain the grounds of his tourist establishment in an orderly and tidy manner and free from litter.

21. Every operator shall construct and maintain in good repair, on the grounds of his tourist establishment, such roads, lanes or paths as are necessary to permit the safe and convenient movement of motor vehicles and pedestrians.

22. An operator shall
(a) provide an operative fire extinguisher of a type and in the number approved by the Fire Marshal or a local assistant and keep them in conspicuous well-marked places;
(b) not permit a guest or employee
  (i) to light or build a fire except in equipment provided by the operator or in a place he designates, or
  (ii) to cook food except in a place designated for this purpose;
(c) display or post signs and instructions informing guests and employees of the location of all exits; and
(d) ensure that all heating equipment complies with the standards set by the Canadian Standards Association.

Water craft

23. Where an operator maintains a tourist establishment that supplies boats, canoes, outboard motors or other water craft for the use of guests, or where he transports his guests by water craft he shall

(a) keep such boats, canoes, outboard motors or other water craft in a clean and safe operating condition;
(b) comply with the Canadian Shipping Act and Small Vessel Regulations (Canada); and
(c) maintain in proper repair all wharves, docks, landing places or boat houses situated on or used in conjunction with hia tourist establishment.

Communications

24. Every tourist establishment shall be equipped with reliable communications equipment as may be required to make contact with a transportation centre in the event of an emergency.

Tent camps and outpost camps

25. Every tent camp or outpost camp shall be equipped with

(a) a 4 day supply of emergency rations for each person accommodated in the camp,
(b) a supply of matches in waterproof containers,
(c) a fire extinguisher containing approximately but not less than 1.13 kg of ABC rated dry chemical for each unit in the camp,
(d) a shovel and hand fire pump for each 2 units in the camp, and
(e) a signal flare kit containing instructions for use in the event of an emergency.

26. An operator of a tent camp or outpost camp shall have a competent adult in the camp when guests are accommodated.

27. No operator shall permit more than 16 persons to be accommodated in an outpost camp at any one time.

Prohibitions

28. (1) No person shall promote or cause to be promoted a tourist establishment for which a licence has not been issued,

. ../10

(2) No person shall publish or cause to be published an advertisement respecting a tourist establishment that contains statements, illustrations or photographs that purport to be the truth but are untrue, deceptive or misleading or are Intentionally so worded or arranged that they are misleading or deceptive.

Inspection

29. (1) A tourist officer may, at a reasonable time of the day or night
(a) enter and inspect any tourist establishment, and
(b) make such examination and inquiry as are necessary to ascertain if the operator is complying with
(i) the Act and these regulations, and
(ii) any other Act, regulation or by-law applicable to that tourist establishment.

(2) During an inspection a tourist officer may be accompanied by a duly qualified medical practitioner, a building inspector, a health officer, a fire inspector or a peace officer.

SCHEDULE A

FEES (Sections 5, 9 and 15)

	1986	1987	1988	1989 and subsequent years
1. Annual licence to operate a tourist establishment where maximum guest capacity is				
(a) 15 guests or less	$ 70	$ 85	$ 90	$ 95
(b) 16 to 24 guests	110	130	135	140
(C) 25 to 34 guests	300	200	210	220
(d) 35 to 44 guesta	300	300	315	330

SCHEDULE A (Cent'd)

	1986	1987	1988	1989 and subsequent years
(e) 45 to 54 guests	$300	$450	$470	$495
(f) 55 guests or more	300	600	635	675
2. Annual licence for each outpost camp	$ 30	s 35	$ 40	$ 45
3. Transfer of licence	$ 35	.$ 40	$ 45	$ 50
4. Building Permits				
(a) value of work less than $50,000	$100	$120	$125	$130
(b) value of work $50,000 and over	$300	$120 plus 0.1% of the estimated value of the work over $50,000	$125 plus 0.1% of the estimated value of the work over $50,000	$130 plus 0.1% of the estimated value of the work over $50,000

5. For 1987 only, a transitional annual licence fee equal to 75 per cent of the annual fee may be paid for tourist establishments previously licensed until March 31, 1987.

SCHEDULE B

FORM 1 (Ss. 5(1) & 9(2))

APPLICATION FOR A BUILDING PERMIT

The undersigned applies for a permit to construct a tourist establishment .... or to make additions .... or structural alterations .... to the following classification: Lodge .... outpost Camp .... Cabin Establishment .... Camping Establishment .... Hotel .... Motel .... Tourist Home .... Other .... and in support of this makes the following statements:

FORM 1 (Cent'd)

1. Name of proposed establishment is . . . .
The postal address of the establishment is . . . .

2. The proposed establishment is to be situated at . . . .
The latitude and longitude are . . . .° . . . . 'N.
. . . .° . . . .'W.
If the proposed establishment is not a municipality or settlement give the name of the nearest one: . . . .
. . . .
If the proposed establishment is on surveyed land give:
Parcel . . . . Lot . . . . Block . . . . Plan . . . .

3. The site is on: Crown Lease, Federal or N.W.T. . . . .
Privately owned . . . . Muncipal . . . . land.

4. (a) The owner/owners are or will be registered with the Government of the Northwest Territories as: Limited Company . . . .
Co-operative . . . . Partnership . . . . Sole proprietorship
. . . .
(b) Name . . . .
Address . . . .

5. The names, titles and addresses of the president and managing director, or of the 2 senior partners or of the prioprietor are/is or will be . . . . . .
. . . .

6. Construction is planned to begin on . . . . to be completed by
. . . .

7. The tourist establishment will be built to accommodate . . . . persons.

8. The following documents to support this application are attached in five (5) copies:
   (a) structural plans, including fire safety equipment;
   (b) building specifications;
   (c) details of water supply, grey water disposal, sewage disposal, garbage disposal, petroleum fuel storage, fuel distribution locations used for refilling boats, aircraft, etc.;
   (d) topographical map, municipal plan, or plan showing exact location of site or sites;
   (e) sketch plan of building site or sites.

9. Remittance of $ . . . . is enclosed for the fee in accordance with Schedule A.
(Cheque or money order made payable to the Goverment of the Northwest Territories.)
Dated this . . . . day of . . . . 19 . . . . .

. . . .
(Signature)

Name and address of applicant: . . . .

. . ./13

FORM 2 (Subsection 7(1))

BUILDING PERMIT

(To erect or construct a tourist establishment or to make additions or structural alterations to a tourist establishment.)

Permit number . . . .

Under the Travel and Tourism Act and the regulations and subject to the limitations thereof, ...
is permitted

1. to erect or construct a tourist establishment,

2. to make additions to a tourist establishment,

3. to make structural alterations to a tourist establishment, of the . . . . class, located at . . . . in the Northwest Territories.

This permit expires on . . . . 19 . . . . .
Issued this . . . . day of . . . . 9 . . . . .

TERMS AND CONDITIONS:
. . . .
. . . .
. . . .
. . . .

. . . .
(Permit - Issuer)

. . . .
(Address)

FORM 3 (ss. 9(1) & 13(3))

APPLICATION FOR A TOURIST ESTABLISHMENT LICENCE

The undersigned applies for a licence for a tourist establishment and in support of this application makes the following statements:

1. The classification of the establishment, as authorized by Building Permit No. . . . . is:
Lodge . . . . Outpost Camp . . . . Cabin Establishment . . . .
Camping Establishment . . . . Hotel . . . . Motel . . . .
Tourist Home . . . . Other . . . .

. . ./14

FORM 3 (Cont'd)

2. The establishment is known as . . . .
The postal address of the establishment is . . . .

3. The establishment is situated at . . . .
The latitude and longitude are . . . .° . . . .'N.
. . . .° . . . .'W.

4. (a) The owner/owners are or will be registered with the Government of the Northwest Territories as: Limited Company . . . .
Co-operative . . . . Partnership . . . . Sole proprietorship . . . .
(b) Name . . . .
Address . . . .
(c) The names, titles and addresses of the president and managing director, or of the 2 senior partners or of the proprietor are/is or will be . . . .
. . . .

5. The resident manager or person who will be responsible for and in charge of the establishment while it is in operation is . . . .
. . . .

6. The establishment was last licensed under the name of . . . .
Licence Number . . . .

7. During the licence period the establishment will be operated continuously . . . .
or from . . . . to . . . .

8. Guest capacity: a . . . . person establishment, as authorized by Building Permit No. . . . .

9. Workers' Compensation Insurance is in effect: Account No. . . . .

10. Arrangements have been made for the transportation of guests from . . . . to the establishment and return.

11. Remittance of $ . . . . enclosed for the fee in accordance with Schedule A.
(Cheque or money order made payable to the Government of the Northwest Territories.)

Dated this . . . . day of . . . . , 19 . . . . .

. . . .
(Signature)

Name and address of applicant: . . . .

. . ./15

FORM 4 (Subsection 9(5))

TOURIST ESTABLISHMENT LICENCE

Subject to the Travel and Tourism Act, the regulations and any terms or conditions endorsed on this licence,

....
(Name of company, etc.)

....
(Address of company, etc.)

is licensed as ....
(Name of establishment)

a ....
(Type of establishment)

of .... maximum guest capacity

at .... in the Northwest Territories.
(Lake, location, etc.)

TERMS AND CONDITIONS:
....
....
....
....

This licence expires December 31, 19 . . . . .

Licence Number ....

....
(Licence - Issuer)

....
(Date)

THIS LICENCE MUST BE KEPT POSTED CONSPICUOUSLY AT THE TOURIST ESTABLISHMENT.

SCHEDULE C (Section 5.1)

1. A proposal must contain the following information:
   (a) the intended seasons of operation;
   (b) the length of season of operation;
   (c) the maximum guest capacity and size of the tourist establishment;

. ../16

SKILL: REGULATIONS AND **LICENCING**

OBJECTIVE: Understanding the Tourist Establishment Application Process

ITEMS **REQUIRED:**

Application for a Tourist Establishment Licence (See Form 3 of the previous lesson).
Application for a Building Permit (See Form 1 of the previous lesson)
The Tourist Establishment Application Process (See resource material following
Procedure for Applying for a NWT "Sport-fishing" or "Naturalist Lodge" Tourist Establishment Licence. (See resource material following.

Note: this also contains a time-lapse schedule for this process.

These are also contained in the participant's workbook.

METHOD: Lecture, discussion and role-play.

Divide the class into groups and have each group select a Tourist Establishment scenario. Have each one submit a proposal.

This process may be lengthy and complicated depending upon the , existence of alternate candidates for the intended area of operation.

There may be as many as 4 distinct points of view operating, These could be summarized as

1. The initial applicant;
2. The Department of Economic Development and Tourism:
3. Other groups which need to be consulted:
4. An alternate applicant who requests the same area.

Outline the responsibilities of each of the above and show the potential time frame involved. Finally, assign each group the task of developing their own proposal.

Alternate Treatment

A potential exercise could involve two groups placed in competition for the same area, while one group represents the local consulted fractions, and the final body represents Economic Development. This would take good planning to put into role-play: however, it could provide a beneficial microcosm to explain the process.

THE TOURIST ESTABLISHMENT APPLICATION PROCESS

The following steps are required:

Resource Assessment - Sport Fishing

If your proposal excludes sport fishing, you can skip this step.

If you are proposing a sport fishing operation, the first step is to request an assessment on the lake's guest bed capacity. The Department of Economic Development and Tourism (E.D. and T.), together with the federal Department of Fisheries and Oceans, will set a maximum limit on your proposed facility's guest bed capacity. If you feel the capacity is large enough for a viable operation, you may wish to proceed to the next step. Please note that the limits in no way indicate the quality of fishing; the research required to indicate quality is entirely up to you.

Availability of Land

You must obtain a lease or title to the site before E.D. and T. can issue a building permit. In most cases, land outside of communities is federal crown land and may not be purchased, but you may be able to obtain a lease for the land. To check the status or to make application for a lease, contact the following office:

Land Resources
Indian and Northern Affairs Canada
P. o. Box 1500
Yellowknife, NWT
X1A 2R3

Please note that in the case of a lease (and subject to availability), one would not be issued until such time as E. D. and T. is prepared to issue a building permit and requests Land Resources to do so. Regardless, you must still begin the lease application process early in the tourist establishment application process.

Written Proposal [Consultation Process]

Initially, E. D. and T. will require a written proposal that is suitable for public distribution and contains the necessary information. Your proposal should reflect the lake's guest bed capacity, and the availability of land.

Upon review, E. D. and T. may then forward your written proposal (Section C) to any person(s) or group (s) who may be affected by your proposed operation, as well as to a group that represents aboriginal interests. The steps are outlined in Section 5.1, of the regulations.

Application

If the licencing process is to be continued after comments have been received, you then submit a completed application that consists of the following

A An Application for a Building Permit along with a cheque for the appropriate amount (fee schedule in the Tourist Establishment Regulations). Please note that obtaining a building permit and the building permit process must also be followed to licence an existing facility as a tourist establishment;

and five (5) copies of each of the following:

B. Plans and specifications of the proposed building, structure, grounds and facilities showing the proposed design and layout in sufficient detail to indicate the manner in which the work is to be executed (structural plans to include fire safety equipment and specifications to include the type of materials proposed to be used, i.e. xx gauge wire, specific type panelling, etc.);

C. Details of water supply. grey water disposal, sewage disposal, garbage disposal, petroleum fuel storage, fuel distribution locations used for refilling boats, aircraft. etc.;

D. A topographical map. municipal plan, or plan showing exact location of site or sites;

E. A sketch plan of building site or sites

Upon review of your complete application, and subject to the acceptance that your proposal will meet or exceed the criteria as outlined in section 7.(1) of the Tourist Establishment Regulations. The E. D. and T. may then submit your building plans and specifications, etc., to the offices of the Environmental Health Officer, the Fire Marshall and, if so required, the Electrical Inspector. Their offices will approve or set conditions for approval of the plans as provided for under the Travel and Tourism Act. Once their approvals are received, E.D. and T. can issue a building permit to *cover a* period of up to a maximum of two (2) years.

All businesses are required to be registered and in good standing with Company Registries and Compensation. Further information can be obtained by writing to these agencies:

Workers' Compensation Board of the NWT
Box 8888
Yellowknife, NWT
XIA 2R3

Company Registries
Department of Justice and Public Services
Government of the NWT
Box 1320
Yellowknife, NWT
XIA 2L9

Once the construction is complete and E. D. and T. has received your Application for a Tourist Establishment Licence (along with the appropriate fee), and proof of Registries, then an on-site inspection is carried out as provided for under the act. If your facility passes the inspection, you will be issued a Tourist Establishment Licence.

Within this process there are several checks and balances which ensure consideration of aboriginal interests, the existing resources, and the integrity of the tourism industry in the Northwest Territories.

PROCEDURE FOR APPLYING FOR AN NWT "SPORTFISHING" OR "NATURAL1ST LODGE' TOURIST ESTABLISHMENT LICENCE

MAXIMUM LAPSED TIME FROM START OF PROCES[S]

1.0 Obligations of Applicant

1.1 The applicant is to formally apply to the Federal Government for a land lease and to inform the Department of Economic Development and Tourism of his/her application for land. Although the Federal Government will not approve a land lease at this early stage in the process, they will provide the applicant with an assessment of the availability of the land for leasing. and formally register the applicant's interest in the lands. This is accomplished by contacting:

Land Resources
Indian and Northern Affairs Canada
P. o. Box 1500
Yellowknife, NWT
X1A 2R3

1.2 For sport fishing establishments, the applicant is to formally request the Department of Economic Development and Tourism to provide an assessment of the "number of guest bed nights" that the fish stocks Within his proposed area of operations can support. This procedure involves the federal Department of Fisheries and Oceans. If the capacity is large enough, the next step can be taken.

1.3 The applicant is to provide a written "proposal", outlining the nature, extent and likely impact of his proposed operation, to the Department of Economic Development and Tourism. The written "proposal" should be suitable for public distribution, and it must contain all of the following information: Day 1

(See Schedule C of the previous lesson)

-the results of any relevant consultations between the applicant and potentially interested/ affected parties:

-intended season(s) of operation,

-length of season of operation;

-initial guest capacity/size of facility;

-plans for future expansion:

-intended point of purchase of supplies (food, fuel, etc.):

-departure/collection point of guests;

-likely number of employees (permanent and seasonal). N.W.T. and non-resident;

-description of service(s) to be offered;

-intended area of operation:

-the availability of the lands for lease from DIAND;

-the fishery stock, "guest bed night" assessment;

-opportunities for local participation in the development/operation of the facility:

-an assessment of the economic effect on nearby communities, and the balance of the N.W.T. attributable to the proposed operation,

-an assessment of the impact on the physical environment of the area required by the proposed operation;

-an assessment of the operation's impact on traditional and/or current uses of the land in question; and,

-the relevant experience , names, and place of residence of the operation's owner(s) and manager(s).

NOTE: Only a general description of the proposed business development and operation plans is requested: financial feasibility and project marketing data is not to be included. Postpone the drafting of complete building plans etc., until your proposal clears the consultation process.

1.4 "Approval in principle" by the Department of Economic Development and Tourism will permit the applicant to proceed with the development and operation of his tourism establishment, only if: Day 90

1.4.1 the Department indicates in writing to the applicant that no alternate application is under active consideration by the Department of Economic Development and Tourism; Day 130

1.4.2 the applicant receives an approved building permit, and initiates construction on site on the tourism establishment. within three hundred sixty (360) days of receipt of the notification referred to in 1.4.1 above; Day 490

1.4.3 the applicant completes construction of the tourism establishment, and is ready for operation, within three hundred sixty (360) days of receipt of an approved building permit: and, Day 850

1.4.4 at the Regional Tourism Officer's discretion, the period of time (following receipt of an approved building permit) made available to complete construction of the facility and make it ready for operation, can be extended by an additional 360 days. Day 1210

1.5 The applicant must request a final on-site building inspection by the appropriate officials, through the Department of Economic Development and Tourism. Subject to the outcome of that inspection, the establishment will be licensed for operation, providing that the Application for a Tourist Establishment Licence (along with the appropriate fee), and proof of registration with Workers' Compensation and Company Registries has been received. Day 1210

All businesses are required to be registered and in good standing with Company Registries and Workers' Compensation. Further information can be obtained by writing to these agencies:

Workers' Compensation Board of the NWT
Box 8888
Yellowknife, NWT, XIA 2R3

Company Registries
Department of Justice & Public Semites
Government of the N.W.T.
Box 1320
Yellowknife, NWI", XIA 2L9

1.6 At the discretion of the Department of Economic Development and Tourism, failure to comply with the above schedule can result in withdrawal of all GNWT permits and/or approvals.

2.0 Obligations of the Department of Economic Development and Tourism

2.1 The Department, through its *Regional* **staff will inform** potentially interested groups of the process for licensing new tourism establishments.

2.2 The Department, through its Regional Staff, will consult with interested groups concerning the principles to be used by the Department in identifying:

-"potentially affected regional and/or community groups" to provide comments on new tourist establishment proposals (refer 2.5);

-the one group that will be provided with an opportunity to support an "alternate proposal" (refer 2.9).

It Is suggested that if there is a local community group which has a specific mandate for strengthening the community's economic health (e.g. band/community economic development corporation/committee, community tourism board/committee etc.), then that group be given the opportunity to identify an alternate applicant that would be interested and capable of submitting an alternate proposal.

2.3 On the request of the applicant. the Regional Tourism Officer will consult with Department of Fisheries and Oceans to establish the number of "guest bed nights" that the fish stocks within the applicant's proposed area of operations can support.

2.4 On request of the applicant, the Regional Tourism Officer will identify the one group that will be provided with an opportunity to support an "alternate proposal" (refer 2.9).

2.5 The Department of Economic Development and Tourism will circulate the applicant's written "proposal" to potentially affected regional and/or community groups (hamlet/band councils, hunters and trappers associations etc.). Day 1

2.6 Written comments on the proposal are to be submitted by the consulted groups to the Department of Economic Development and Tourism within sixty (60) days of their receipts of the "proposal". Day 60

If no written comments are received concerning the proposal within 60 days, it will be assumed that the consulted groups have no concerns that they wish to register with the Department concerning, the proposal.

2.7 Within thirty (30) days of the conclusion of the end of the end of the 60 day consultation period, the Department of Economic Development and Tourism will give/deny "approval in principle" to the proposed operation, based on an assessment of all the information contained in the proposal, and a review of all comments received from the consulted groups. Day 90

2.8 The Department of Economic Development and Tourism will forward in writing to the consulted groups and the applicant, the decision reached ("approval in principle/non-approval") within thirty (30) days of the end of the 60 day consultation period. The rationale for the decision will be included. Day 90

2.9 Upon "approval in principle" of the applicant's proposal, the Department of Economic Development and Tourism will formally request the one pre-selected group (refer 2.2) whether or not they wish to support an "alternate proposal". If the original applicant included in his written proposal a written letter of support for his proposal from the pre-selected group, then steps 2.9,2.10,2.11 and 2.12 will be by-passed. Day 90

2.10 The pre-selected group will have thirty (30) days to identify in writing to the Department the name and address of an "alternate applicant" that they support to develop a tourism establishment for the same area as that requested by the original applicant. Day 120

2.11 The Department of Economic Development and Tourism will forward notice in writing to the original applicant within forty (40) days of his "approval in principle", if there is/is not an alternate supported proposal under consideration for his proposed area of operations. Day 130

2.12 If notice has been forwarded to the original applicant of an alternate proposal, then the Department of Economic Development and Tourism will inform the original applicant in writing within one hundred eighty (180) days of his approval in principle, whether or not the alternate proposal received Departmental approval in principle. Day 270

3.0 <u>Obligations of the Supported Alternate Applicant</u>

3.1	The pm-selected group (refer 2.2) will have thirty (30) days to identify in writing to the Department of Economic Development and Tourism the name and address of the alternate proponent that they support to develop a tourist establishment for the same area as that requested by the original applicant.	Day 120
3.2	When an alternate supported proposal is put forward to the Department for review, then the following schedule must be adhered to:	
3.2.1	A complete written "proposal" (consistent with item 1.3) must be delivered by the alternate proponent to the Department of Economic Development and Tourism within sixty (60 days)	Day 180
3.2.2	The Department of Economic Development and Tourism will forward the alternate proposal to the "potentially affected regional and/ or community groups "(refer to 2.2) for their review.	Day 180
3.2.3	The consulted groups will have sixty (60) days to forward their comments to the Department of Economic Development and Tourism.	Day 240
3.2.4	The Department, based on a review of the alternate proposal and any received comments from *the* consulted groups. will deny-approve-in-principle the alternate supported application within 30 days.	Day 270
3.2.5	The Department of Economic Development and Tourism will forward in writing to the consulted groups and the applicant, the decision reached (approval in principle/non-approval) within thirty (30) days of the end of the 60 day consultation period. The rationale for the decision will be included.	Day 270
3.3	"Approved-in-principle" alternate applications will be subject to the following conditions:	
3.3.1	building permits must be approved and on-site construction on the tourism establishment initiated within three hundred sixty (360) days of the Department of Economic Development and Tourism's approval-in-principle;	Day 630
3.3.2	construction of the tourism establishment must be complete and the facility ready for operation, within three hundred sixty (360) days of receipt of an approved building permit;	Day 990
3.3.3	at the Regional Tourism Officer's discretion the period of time available to complete construction of the facility and to make it ready for operation. can be extended by an additional 360 days and,	Day 1350
3.3.4	an on-site inspection of the completed facility by the appropriate officials must be requested. through the Department of Economic Development and Tourism. Subject to the outcome of that inspection, the establishment will be licensed for operation.	Day 1350

3.4 At the discretion of the Department of Economic Development and Tourism, failure to comply with the above schedule can result in withdrawal of all GNWT permits and/or approvals.

3.5 Failure by the proponent of an alternate supported proposal to obtain any of the required approvals/permits, or to meet the approval schedule, will result in immediate approval for the original applicant to proceed with his proposal.

SKILL: REGULATIONS AND LICENCING

OBJECTIVE: Examining the regulations governing health standards

METHOD: Discussion

Refer to the Public Health regulations contained in the participant's manual. Review those aspects pertinent to tourist establishments.

Notice the directions under "application", "approval". "Inspection" and "Closure" in Part 1.

Detail the items dealing with:

-Water supply
-Toilet conveniences
-Garbage handling
-Tent camps
-Food handling
-Washing
-Construction requirements

PUBLIC HEALTH
397 - 68
10/10/68
Commissioner
Yellowknife

Amended by: 248-71, 281-72, 325-79

The undersigned, pursuant to the Public Health Ordinance, orders as follows:

1. The attached Regulations Respecting the Health Standards of Tourist Accommodation are hereby made and established.

REGULATIONS GOVERNING THE HEALTH STANDARDS OF TOURIST ACCOMMODATION

1. These regulations may be cited as the Tourist Accommodation Health Regulations.

Interpretation

2. In these regulations

(a) "approval" means approval in writing by the Chief Medical Health Officer of the Territories, or his authorized representative;

(b) "bathroom" means a room that contains a bathtub or shower, a flush toilet and a washbasin;

(c) "bedding" means mattresses, blankets, sheets, pillow cases and sleeping bags;

(d) "Chief Medical Health Officer" means the person who is appointed Chief Medical Health Officer of the Territories under the Public-Health Ordinance;

(e) "guest" means the person who is accommodated in a tourist establishment, and includes all members of his party;

(f) "employee" means a person who is employed in a tourist establishment;

(9) "operator" means d person or corporate body who either by himself or by his agent operates a tourist establishment;

(h) "Ordinance" means Public Health Ordinance;

(i) "outfitter" means the holder of an outfitter's licence issued under the Outfitter's Regulations made pursuant to the Travel and Outdoor Recreation Ordinance;

(j) "privy" means a toilet which is not connected to a sewerage system;

(k) "semi-private bathroom" means a bathroom adjacent to, and communicating with, each of 2 rental units and for the exclusive use of the guests occupying them;

(1) "tourist establishment" means any premises where public lodging is provided for remuneration and includes the following classification:

(i) "cabin establishment" means 2 or more cabins or cottages which are rental units in individual permanent buildings;

(ii) "camping establishment" means land which may be occupied by trailers, mobile homes or tents;

(iii) "hotel" means a single permanent building, or 2 or more inter-connected buildings containing multiple rental units, that are connected by halls, stairs or elevators to a main lobby and office, and includes a motor hotel;

(iv) "motel" means one or more buildings which contain 2 or more rental units;

(v) "tourist home" means a private home or dwelling in which there are 2 or more rooms for rent to the traveling or vacationing public;

(vi) "tent camp" means a semi-permanent camp providing accommodation in tents, tent frames or similar structures which is remote and is accessible only by means other than a public highway;

(m) "tourist officer" means the officer or officers appointed by the Commissioner pursuant to section 7 of the Travel and Outdoor Recreation Ordinance;

(n) "washroom" means a room that contains a flush toilet and a washbasin.

PART I

APPLICATION, APPROVAL, INSPECTION AND CLOSURE

Application

3. These regulations shall apply to all tourist establishments as defined in these regulations.

Approval

4. Written approval of plans must be obtained from the Chief Medical Health Officer before construction, or before making structural alteration or addition to a tourist establishment. Full details of water and sewage services must accompany the plans.

Inspection

5. (1) A Medical Health Officer, Health Officer or tourist officer may, at any reasonable time, enter any tourist establishment and examine the premises and anything therein that is used in connection with the operation thereof.

(2) Where in the opinion of a Medical Health Officer, Health Officer or tourist officer any provision of these regulations is not being observed, he may make such recommendations or issue such directions as he deems to be necessary in that connection.

(3) Where an operator fails to comply with these regulations, a Medical Health Officer, Health Officer or tourist officer shall make, or cause to be made, a report to the Chief Medical Health Officer and shall furnish a copy of the report to the operator specifying the violation of the regulations, together with recommendations for their correction.

Closure

6. (1) Where a Medical Health Officer or Health Officer finds that any condition exists in any tourist establishment that is or

may become dangerous to health or may hinder in any manner the prevention, mitigation or suppression of disease, the Medical Health Officer or Health Officer may order that tourist establishment be closed until the condition has been rectified, and the said tourist establishment shall be closed forthwith.

(2) As soon as practicable after issuing the order, the Medical Health Officer or Health Officer, shall give either in person or by registered mail written notice thereof to the operator, together with the reasons for the closing.

(3) Where the operator of the tourist establishment considers the order of closure to be unjustified, he may appeal in writing to the Commissioner within 7 days of receipt of notice of the closing.

(4) Upon receipt of the appeal, the Commissioner shall consider it, and may make or cause to be made such inspections and hear such representations as he deems advisable.

(5) The Commissioner may affirm, amend or rescind the order of closure.

PART II

PUBLIC HEALTH AND SAFETY

Location and drainage

7. Buildings used either wholly or partly for living accommodation for guests or staff shall be located on dry and well-drained sites.

Water supply

8. (1) Where a public water supply approved by the Chief Medical Health Officer is available, or can be made available, such supply shall be used exclusively.

(2) A private water supply" may be used where conditions as stated in subsection (1) do not exist but the source of water, method of treatment, transmission and storage shall be subject to the approval of the Chief Medical Health Officer.

(3) The rate supply shall be sufficient to meet peak demand and where the water is piped, the pressure must be not less than 140 kPa at peak demand periods.

(4) The use of common drinking cups is prohibited.

(5) Where there is available for use a source of water that is not fit for drinking it shall be clearly marked by prominent signs containing the words "NOT FIT FOR ORINKING" in bold letters not less than 15 mm high.

Construction requirements

9. (1) Every tourist establishment other than a tent camp shall be so constructed that it is free from any condition that is dangerous to health.

(2) A rental unit in any establishment other than a tent camp shall have

(a) for 1 occupdnt, a minimum floor area of 9 m^2 of clear living space;

(b) for 2 occupants, a minimum floor area of 13.5 m^2 of clear living space.;

(c) for a maximum of 4 occupants, a minimum floor area of 21 m^2 of clear living space; and

(d) for each additional person over the age of 12 who can be accommodated on a regular basis in a rental unit, an additional 9 m^2 of clear living space,

exclusive of porch,. bathroom and closet areas,

(3) The installation of temporary bedding is prohibited in a rental unit designated for occupancy by one person.

(4) Persons over the age of 12 may utilize temporary bedding in a rental unit designated for occupancy by 2 or more persons for a period of not. more than 3 consecutive days.

(5) Any part of the floor area having a clear height of less than 1.4 m shall not be considered in computing the required floor space per occupant referred to in subsection (2).

(6) A bedroom in a tourist establishment other than a tent camp shall have a minimum ceiling height of 2.3 m over at least 50% of the required floor area per occupant.

(7) A bedroom in a tourist establishment shall

(a) have widows that have an aggregate unobstructed glass area of not less than 5% of the floor area of the room served, but in no case less than 750 mm in any dimension; and

(b) be ventilated by-natural or mechanical means, but the opening for natural ventilation shall consist of at least 0.2 m^2 of unobstructed area for each bedroom.

(8) The interior walls and-ceiling of all permanent buildings shall be finished so that the walls may be kept in a thoroughly clean condition.

(9) Where logs, log siding or log slabs are used, they shall be peeled and coated with varnish or another insect-repellent finish.

(10) Where rental units adjoin each other under a common roof, the adjoining wall, walls, floors or ceilings must be so constructed that there will be sound transmission loss of 50 dB.

(11) No room in a basement shall be used as a sleeping room for guests or staff unless the floor is less than 1.2 m below grade level and unless the room is lighted by natural lighting admitted through windows which can be opened to provide adequate ventilation.

Toilet conveniences, plumbing, sewage disposal

10. (1) A room which contains a toilet shall have an openable window area equivalent to not less than 5% of the floor area or else mechanical ventilation of sufficient capacity to provide outside air to the room at the rate of 16.5 dm^3/s per flush" toilet or urinal, or otherwise according to the plumbing requirements of the National Building Code.

(2) here shall be handwashing facilities convenient to every toilet or privy which shall consist of a basin, an adequate supply of soap and water, and paper or other disposable towels.

(3) Flush toilets, sinks, basins, showers and bathtubs shall be connected either to a public sewage system or a sewage system which is approved by the Chief Medical Health Officer.

(4) Every bathroom for use by guests shall have a flush toilet, a basin and either a bathtub or a shower bath, all of which shall be properly installed and operable.

(5) Where a toilet or privy, other than a semi-private bathroom, may be used by guests in common, the facilities shall be separate facilities for each sex with separate approaches clearly marked as to sex.

(6) Where common toilet facilities are provided, the number shall be one for each sex for 7 rental units, and one for each sex for each additional 7 rental units or fraction thereof.

(7) Where a toilet or privy has more than one flush toilet or privy seat, as the case may be, there shall be partitions between them so constructed that complete privacy is maintained.

(8) A privy shall be located no closer thdn 8 m and not more than 25 m from the nearest occupied building.

(9) A privy shall have smooth, painted walls, both outside and inside, and a smooth floor.

(10) Wooden seats shall be smooth, enameled and provided with a self-closing, hinged cover.

(11) Both the building and the pit enclosure of a privy shall be fly-proof.

(12) A urinal shall he provided in a privy which is specified for men.

(13) The pit of a privy shall be vented to a roof opening which shall be a minimum of 150 mm higher than the highest point. on the roof.

(14) A screened vent of no less than 0.1 m^2 for each privy seat shall be provided in the wall or door and the vent shall hdVe a removable cover which may be closed during inclement weather.

(15) Natural lighting shall be provided in a privy by means of either a translucent roof or frosted glass windows.

(16) A privy shall be illuminated artificially after sundown.

(17) A metal urine deflector shall be provided to direct urine into the pit.

(18) The door shall be made self-closing.

(19) The pit contents shall be sprinkled daily, and more often if necessary, with hydrated lime, lye, wood ashes or some other odour-reducing material.

(20) Each privy shall be properly supplied with toilet tissue.

Garbage

11. (1) Fly-proof metal garbage containers shall be provided in convenient places and in sufficient numbers to ensure that sanitary conditions are maintained.

(2) Where there is *no* municipal garbage removal service, the operator shall dispose of garbage, waste and refuse by either incineration or burial in such manner as will not create a nuisance or pollute water.

(3) Guests shall place garbage, waste and refuse in such garbage containers or" other places as the operator designates.

Maintenance

12. (1) All buildings, furniture and equipment related to the health requirements of the guests and employees shall be maintained in a clean and sanitary condition.

(2) Every rental unit shall be satisfactorily cleaned after each change of occupancy.

(3) The windows of rental units in motels and hotels shall be adequately screened to ensure privacy and during the summer months screening shall be adequate to reduce natural lighting within the 'room to an intensity which will not interfere with the sleep of the occupants.

(4) Where bedding is provided, it shall be kept in a clean sanitary condition and clean sheets, pillow cases and towels shall be provided for each new guest, or at least weekly if an occupant remains for more than 1 week.

(5) A first-aid kit containing splints, bandages and whatever medicines are deemed to be advisable by the Medical Health Officer or Health Officer in view of the remoteness of the tourist establishment from a hospital or other facilities where medical aid is available should be readily available for and accessible to guests and employees. ,

Camping establishments

13. (1) There shall be a space of at least 2.4 m between every tent or every building or between any tent and any building and also between any. tent or building and any property line bounding the camp.

(2) Each camping lot shall have a minimum area of 111 m^2 with a frontage of 9 m, and the boundaries shall be clearly defined.

(3) Table tops shall be smooth and easily cleaned.

(4) There shall be a garbage can with a *cover* located within 5 m of each table.

(5) There shall be a sewer outlet or a soakage pit with a fly-proof cover for wash water reasonably accessible from each table.

Tent camp

14. Each tent camp shall have

(a) a wood floor in each tent which shall be at least 100 mm above the ground surface;

(b) adequate screening for all vents or openings;

(c) a suitable mattress or air mattress;

(d) where bedding is provided, sleeping bags with removable clean liners or blankets with clean sheets and pillow cases;

(e) an adequate first-aid kit and first-aid manual and such emergency drugs as the Chief Medical Officer may direct.

PUBLIC HEALTH
317
04/09/57
Commissioner
Ottawa

Amended by: 19-?3, 261-79

Pursuant to the provisions of the Public Health Ordinance, the Regulations for the Control of Communicable Diseases, the Regulations Governing the Sanitation of Eating and Drinking Places, the Regulations Respecting General Sanitation under the Public Health Ordinance, and the Regulations Respecting the Sanitation of Camps, annexed hereto are made and established.

REGULATIONS RESPECTING THE SANITATION OF CAMPS

Short title

1. These regulations may be cited as the Camp Sanitation Regulations.

Interpretation

2. In these regulations

(a) "adequate" means adequate in the opinion of a Health Officer;

(b) "building" includes tent or other suitable enclosure,

(c) "camp" means a camp as defined in section 12 of the Public Health Ordinance and includes the sleeping, kitchen, dining and recreation quarters and facilities thereof and-the areas between and adjoining the same but does not include a camp of less than 10 occupants,

(d) "medical quarters" means any building or enclosure used as a first aid station or hospital;

(e) "operate", used in relation to a camp, means to own, establish, operate, or maintain or cause to be established, operated or maintained, a camp, or to manage or to be in charge of a camp; and

(f) "waste disposal ground" means a waste disposal ground that complies with the requirements of the General Sanitation Regulations.

3. Every person who operates a camp shall furnish the Commissioner-during the operation of the camp with whatever information the Commissioner may require in respect thereto.

4. (1) No person shall operate a camp unless it is maintained in a sanitary condition and, without limiting the generality of the foregoing, unless

(a) it is located on a sanitary site;

(b) the drainage thereof is arranged so as to prevent pollution of any water supply, lake, stream or other water course;

(c) it is situated, except with the approval of a Health Officer, at a distance of not less than 30 m from any water supply, lake, stream or other water course;

(d) it is clear of weeds, underbrush and tall grass;

(e) it is sufficiently spacious to prevent overcrowding and is constructed so as to permit adequate cleansing and disinfecting;

(f) it is kept in a good state of repair and cleanliness, and the floors of the sleeping, kitchen, dining, medical and recreation quarters thereof are swept once a day and scrubbed once a week and where there is no floor, the ground surface is swept daily;

(9) it is Provided with

(i) an adequate water supply, including a safe drinking water supply protected from contamination,

(ii) a heating system that shall, in cold weather, maintain in the sleeping, kitchen, dining, medical and recreation quarters when occupied a temperature of at least 18°C during the night,

(iii) ablution and latrine facilities that comply with subsection (2), and

(iv) adequate refuse and garbage receptacles which have tight-fitting covers; and

(h) it otherwise complies with or meets in all respect the requirements of these regulations.

(2) Ablution and latrine facilities for camps shall be furnished on the following scale:

(a) flush toilets in the following ratio:
1 toilet for 1 to 5 men,
2 toilets for 6 to 10 men,
3 toilets for 11 to 15 men,
with the addition of 1 toilet for each 15 men thereafter;

(b) urinals in the ratio of 1 per 25 men,

(c) a wash basin of stainless steel, porcelain or its equivalent in the ratio of 1 per 5 men with 1 mirror over each basin; and

(d) individual shower units with non-slip flooring together with adjacent dressing cubicles in the ratio of 1 to 11 men,

(3) The ablution and latrine facilities shall be cleaned daily by members of the camp staff. Washrooms and toilets shall be part of the same building that houses the sleeping quarters of the men for which the ablution and latrine facilities are supplied. Adequate supplies of paper towels, toilet tissue and individual drinking cups shall be supplied in washrooms.

Sleeping and medical quarters

5. Subject to section 6, no person shall operate a camp unless the sleeping and medical quarters of such camp, including sleeping and medical quarters provided in tents, have

(a) a minimum of 4.6 m^2 of floor space for each occupant;

(b) a minimum of 11 m^3 of air space for each occupant;

(c) a separate bed or bunk with a clean pall iasse or mattress for each occupant;

(d) windows or ventilation flaps that can be opened;

(e) means of roof ventilation that can permit continuous circulation of air;

(f) every exterior opening designed or situated so as to protect the occupants against draughts, and covered with adequate pest, insect or vermin proof screen or netting; and

(9) a floor that is elevated 380 mm at least from the ground and that is double boarded or built so as to allow no cracks, and is made of smooth finish to permit easy cleaning and scrubbing.

6. Where tents are used as sleeping or medical quarters in a camp, the person who operates the camp shall locate such tents on dry, well drained ground, and in winter he shall provide the tents with a floor that complies with paragraph 5(g) and protect the walls thereof with impervious. material extending 900 mm above the floor.

7. No person who operates a camp shall permit the use of double tier bunks for sleeping in the camp unless the interior walls extend at least 2.4 m above the floor level.

General washing facilities

8. No person shall operate a camp unless it is provided with ample washing facilities 'that include'

(a) an adequate supply of hot water and an adequate number of wash basins and showers for the personal use of the occupants;

(b) an adequate number of wash basins in the kitchen for the use of the personnel employed in the kitchen and dining quarters;

(c) an adequate number " of-receptacles in the kitchen for dishwashing; and

(d) adequate facilities for the washing of clothes.

9. Every person employed in a camp shall provide his own towel and other toilet articles unless provided by the operator.

10. No person shall make available or use common or roller towels in a camp.

Kitchen and dining quarters

11. No person shall operate a camp unless

(a) a building or other enclosure is provided for use as kitchen and dining quarters either combined together or not, and subject to paragraph (b), such building or enclosure is separate and apart from any other building or enclosure used as sleeping quarters;

(b) the sleeping quarters of the personnel employed in the kitchen and dining quarters are separated from the kitchen and dining quarters where it is more practicable that the sleeping quarters be located in the same building or enclosure;

(c) the kitchen and dining quarters are provided with windows or ventilation flaps sufficient to give adequate light and ventilation;

(d) every exterior opening of the kitchen and dining quarters is protected with adequate pest, insect or vermin proof screen or netting;

(e) the non-perishable food supplies are stored in adequate containers kept in an orderly manner and under sanitary conditions in a screened and vermin proof room or enclosure separate from the kitchen or dining quarters; and

(f) perishable food supplies are stored in a cool place properly protected against flies and in such a way as to prevent possible spoilage or contamination.

12. No person shall sleep or permit any other person to sleep in the kitchen or dining quarters of a camp except in sleeping quarters provided therefor pursuant to paragraph 11(b).

Dishwashing

13. No person shall Operate d camp unless all dishes, glasses, cutlery and other containers or utensils used in the camp for the storage, preparation or serving of food or drink are, before being used again, cleaned thoroughly, in the following order:

(a) by washing in d warm detergent solution that is capable of removing grease and food particles (maintained at a temperature of at least 44°C and not more than 60°C), then

(b) by rinsing in clear water, then

(c) by immersion in boiling water, and then

(d) by allowing them to drain.

14. No person employed in the kitchen or dining quarters of a camp shall dry with a towel any dishes, glasses, cutlery or other containers or utensils used at any time in the preparation or serving of food or drink.

Food handlers

15.(1) No person who operates a camp shall employ or permit to be employed in the camp ds a cook, waiter or dishwasher, or in any other capacity in the preparation or serving of food or drink, any person whom he knows or suspects to be suffering from a communicable disease.

(2) No shall work in a camp as a cook, waiter or dlshwasher, or in any other capacity in the preparation or serving of food or drink, where such person knows or suspects himself to be suffering from a communicable disease.

16. Every person who is employed in d camp as a cook, waiter or dishwasher or in any other capacity in the preparation or serving of food or drink, shall, in the performance of his work,

(a) present a clean and tidy appearance;

(b) wear washable outer garments;

(c) use all reasonable means to avoid direct contact with food or drink;

(d) keep his hands and arms clean at all times while engaged in handling food or drink or drinking utensils or equipment; and

(e) submit himself to such medical examination as a Health Officer may require.

Latrines

17* Subject to subparagraph 4(l) (g) (iii), every person who operates a camp shall, in addition,

(a) remove daily from the latrines or urinals waste paper, litter or other refuse;

(b) make available at all times in the latrines an adequate supply of toilet paper;

(c) provide adequate urinals which comply with the General Sanitation Regulations, located conveniently near sleeping quarters in the camp;

(d) at regular intervals, cover the excreta with an adequate layer of sand or earth, or empty the latrine pits or trenches and remove the excreta to a waste disposal ground; and

(e) maintain latrines and urinals in a sanitary condition at all times.

Refuse and garbage disposal

18. Every person who operates a camp shall place all refuse and garbage from kitchen, dining, sleeping and recreation quarters and storage space, in tightly covered receptacles, and

(a) remove daily the refuse and garbage to appropriate trenches and cover it with earth or sand; or

(b) remove such refuse or garbage to a waste disposal ground; or

(c) otherwise dispose of it in an adequate manner.

Communicable disease

19. Where a person in a camp is suffering or is suspected of suffering from a communicable disease, the person who operates the camp shall

(a) when possible, cause such person to be isolated immediately in a suitable building or enclosure and treated until removed to a hospital;

(b) cause such person to be removed to a hospital as soon as possible;

(c) immediately cause to be taken every precautionary measure to prevent the spread of the disease in the camp; and

(d) notify a Health Officer of the occurrence and of the precautionary measures taken.

20. Where a person dies in any camp, the person who operates the camp shall immediately notify a Health Officer of the death and of the cause thereof if known, and shall immediately cause to be taken such precautionary measures as may be necessary to protect the health of the other occupants of the camp.

General

21. Every person who operates a camp shall

(a) take adequate measures to prevent the infestation of clothing, bedding, bunks and other parts of the camp with lice, bedbugs, cockroaches or disease carrying insects, and

(b) keep available in the camp an adequate supply of disinfectants.

22. Where in his opinion any camp is unfit for human habitation, the Commissioner may, upon the recommendation of a Health Officer, order such camp to be vacated, and upon the expiration of such time as may be fixed by the Commissioner, no person shall occupy the camp or cause or permit the camp to be occupied until it is made fit for human habitation.

23. No person shall

(a) expectorate, urinate, defecate, bathe, wash or cleanse any portion of his person, or wash or cleanse any clothing or material, in or near, or do any other act which may pollute or render unfit for human use, any water supply, lake, stream or other water course from which water is drawn or used for human consumption or ablution purposes in a camp; or

(b) cause or permit in or upon or in the vicinity of any camp the deposit or accumulation of any garbage, manure, filth, boxes, paper or other refuse, or anything that constitutes or may constitute an insanitary condition; or that may facilitate the propagation of vermin or create any fire hazard, or that may otherwise be dangerous to the public health.

24. (1) Every person who finds the carcass of a dead animal in or near a camp shall notify the owner of such animal and the owner shall, within 12 hours, cause such carcass to be disposed of in an adequate manner.

(2) Where there is no owner or the owner is unknown, the person who finds the carcass shall notify the person in charge of the camp and such person shall cause the carcass to be disposed of in accordance with subsection (l).

25.(1) A Health Officer may, in the carrying out of his duties, direct that any matter or thing relevant to the enforcement of these regulations be done when in his opinion this is necessary for the preservation of health and the mitigation of disease in any camp.

(2) Every person who operates a camp shall

(a) exercise the necessary supervision to ensure that the camp complies with these regulations, and

(b) where no provision is made by these regulations with respect to any insanitary condition that may occur in the camp, take whatever action that the Health Officer may deem advisable to direct for the preservation of health and the mitigation of disease.

26. Every person who operates a camp shall, upon the closing of the camp, cause all garbage and rubbish to be collected and buried, privy pits and latrine trenches to be covered with earth to a depth of at least 300 mm and the grounds and buildings or enclosures of the camp to be left in a clean and sanitary condition.

27. The sanitary requirements of these regulations prescribed for a camp shall, to the extent that compliance with such requirements is feasible,. also be applicable to the work, construction or enterprise with respect to which the camp is operated.

28. Every person who operates a camp shall post in a conspicuous place in the camp a copy of Part II of the Public Health Ordinance and of these regulations.

29. The person who operates a camp shall be deemed to have violated these regulations where the camp does not comply in any respect with the requirements thereof.

PUBLIC HEALTH 04/09/57
318
04/09/57
Commissioner
Ottawa

REGULATIONS FOR THE CONTROL OF COMMUNICABLE DISEASES

Short title

1. These regulations may be cited as the Communicable Diseases Regulations.

Interpretation

2. In these regulations

(a) "carrier" means a person who harbours and disseminates the specific micro-organisms of any communicable disease;

(b) "Chief Medical Health Officer" means the Medical Health Officer designated by the Commissioner to act as Chief Medical Health Officer,

(c) "contact" means a person or animal known to have been in association with a person or animal infected with a communicable disease and is presumed to have been exposed to infection therefrom;

(d) "place of isolation" means a sanatorium, clinic, lockup, gaol, reformatory or other place designated by the Medical Health Officer for the purpose of sections 12, 14 dnd 15; and

(e) "specific control measures" mean the control measures for a communicable disease that are prescribed for such diseases in the latest edition of the Official Report of the American Public Health Association for the Control of Communicable Diseases.

Notification and treatment.

3* Every person who believes or has reason to believe that. he is infected with a communicable disease,

(a) shall notify as soon as possible the nearest medical practitioner or Medical Health Officer by the quickest means available; and

(b) shall place himself under the care of, undergo the treatment and follow the course of action prescribed therefor by the medical practitioner or Medical Health Officer.

4. Every person who believes or- has reason to believe or to suspect that another person is infected or has died from a communicable disease shall notify the nearest Medical Health officer of such fact by the quickest means available and provide him with any further information that such officer may require.

5. (1) Every medical practitioner who has reason to believe or suspect that one of his patients is infected with a communicable disease shall advise such patient, any persons attending him, and any known contacts or carriers, to adopt the specific control measures for such disease and shall give them the necessary instructions therefor.

(2) Where concurrent or terminal disinfection is prescribed by the specific control measures for a communicable disease, such disinfection shall be carried out as indicated by one or more of the methods listed in Schedule A.

(3) Every medical practitioner shall notify a Medical Health Officer immediately of the action taken pursuant to this section and shall give him any further information that such officer may require.

The handling of food

6. No carrier, contact or person infected with a communicable disease shall prepare, handle or serve any food or drink intended for sale or distribution to any person other than a member of his immediate- household, unless written authorization therefor is obtained from a Medical Health Officer.

7. Where any milk, cream, butter, cheese or other dairy product is produced, processed or handled on a farm or in a dairy where a person infected with a communicable disease is living and in the opinion of a Medical Health Officer such product may have been infected with the disease, such dairy products shall be pasteurized or destroyed.

8. No person shall sell, transport or deliver any milk, cream, butter, cheese or other dairy product that is produced, processed or handled on a farm or In d dairy where a person infected with a communicable disease is living, and 110 person shall remove such product from such farm or dairy except that a Medical Health Officer may, by written authorization, permit the removal, sale, transport or delivery of such product if he is satisfied that

(a) the product has not been, at any time during the course of such disease, in the building where the person infected with the disease lived;

(b) the product has not been handled by anyone who, during the course of such disease, has entered the building where the person infected with the disease is living, or who has come into contact with any person living in such building;

(c) the facilities for the producing, processing or handling of such product, including utensils, water and water supply and sewage disposal system, are separate and apart from those of

PUBLIC HEALTH
319
04/09/57
Commissioner
Ottawa

Amended by: 375-64, 17-71, 261-79

REGULATIONS GOVERNING THE SANITATION OF EATING OR DRINKING PLACES

Short title

1. These regulations may be cited as the Eating or Drinking Places Regulations.

Interpretation

2. In these regulations

(a) "approved" means approved in writing by a Health Officer;

(b) "common use" means the use of an article or thing by more than one person without its being thoroughly cleansed and sterilized after each use;

(c) "eating or drinking place" means any place, boat or vehicle where food or drink is prepared, cooked, stored, or served, with or without charge, 'except a private home;

(d) "employee" means a person who

(i) is employed in an eating or drinking place, and

(ii) handles or comes in contact with any utensil or with food during its preparation, service or storage;

(e) "operator" means a person who by himself or his agent owns or operates an eating or drinking place;

(f) "single service container" means a container or utensil that is to be used once only and then discarded; and

(9) "vermin" means rats, mice, cockroaches, flies, bedbugs and any other similar animals or insects.

Application

3. These regulations apply to all eating or drinking places except an eating or drinking place

(a) that operates for a period of 2 weeks or less in any 12 month period in connection with any fair, carnival, circus, sports day, public exhibition or similar gathering, and

(i) serves food or drink prepared and served in a manner satisfactory to a Health Officer,

(ii) serves beverages in original sealed containers or, except in the case of milk, in single service containers filled from covered containers equipped with a faucet or pouring device satisfactory to a Health Officer,

(iii) serves food in single service containers; and

(b) that operates for a period in excess of 2 weeks in any 12 month period, if all food and drink is served in original sealed containers.

4. No person shall operate an eating or drinking place except an eating or drinking place referred to in section 3, unless such

eating or drinking place meets with the requirements of these regulations.

Inspection

5. (1) A Health Officer may, at any reasonable time, enter any eating or drinking place and examine the premises and anything therein contained that is used in connection with the operation thereof.

(2) Where in the opinion of a Health Officer any provision of these regulations is not being observed, he may make such recommendations or issue such directions as are necessary in that connection.

(3) Where an operator upon the request of a Health Officer fails to bring the operation of his place within the provisions of the regulations or otherwise fails to observe any of the requirements thereof, a Health Officer shall make or cause to be made a report to the Commissioner and shall in such case furnish to the operator a copy of such report.

(4) A report by a Health Officer shall specify the manner by which the regulations have been violated together with a recommendation.

(5) In any eating or drinking place a Health Officer may, for laboratory examination, as often as he deems necessary,

(a) take a sample of any food or drink;

(b) swab dishes, glasses, cutlery or utensils; or

(c) take samples of wash water.

6. At the request of an operator,

(a) a Health Officer shall examine an eating or drinking place and everything contained therein; and

(b) if the Health Officer is satisfied that these regulations have been complied with, he shall issue to the operator a certificate to that effect.

Closing

7. (1) Notwithstanding section 5, where a local board or a Health Officer finds that any condition exists in any eating or drinking place that is or may become dangerous to health or may hinder in any manner the prevention, mitigation or suppression of disease, the local board or a Health Officer may order such eating or drinking place to be closed from the date of such order until the condition has been rectified, and the said eating or drinking place shall be closed forthwith.

(2) As soon as practicable after issuing the order, the local board or a Health Officer shall give written notice thereof to the operator, together with the reasons for the closing.

(3) Where the owner or operator of the eating or drinking place considers the order of closure to be unjustified he may, within 7 days of receipt of notice of the order, appeal in writing to the Commissioner.

(4) The Commissioner, upon receipt of the appeal, shall consider it and may make such inspections and hear such representations as he deems advisable.

(5) The Commissioner. may, in his discretion, affirm, amend or rescind the order of closure and the decision of the Commissioner is final.

Construction

8. Every eating or drinking place shall be so constructed that
(a) it is free from every condition that may
  (i) be dangerous to health,
  (ii) injuriously affect the sanitary operation of the place,
  (iii) injuriously affect the wholesomeness of the food or drink prepared, served or stored therein, or
  (iv) cause disgust;
(b) the floors and floor-coverings are tight, smooth and non-absorbent in rooms where
  (i) food is prepared, served or stored,
  (ii) utensils are washed, or
  (iii) washing and toilet fixtures are located;
(c) the walls and ceilings of the rooms and passageways may be readily cleaned and maintained in good condition;
(d) all rooms and passageways are well-lighted and ventilated;
(e) no toilet-room opens directly into any room used for the preparation or storage of food, and the toilet-rooms are fitted with full-length self-closing doors;
(f) all openings to the outside are screened or fitted with devices to repell or prevent the entrance of vermin; and
(9) any room where food is cooked is provided with adequate means for the escape to the exterior of the building of smoke, gases and odours.

Sanitary facilities

9. Every eating or drinking place shall, to the satisfaction of a Health Officer, be provided with
(a) an adequate supply of water;
(b) an adequate number of toilets and urinals, or where no pressure water system is available, an adequate number of sanitary privies, chemical closets or other means for the disposal of human excreta for the use of the public, the operator and employees;
(c) separate handwashing facilities for the public and the employees;
(d) notices, posted in each room in which there is a toilet, directing employees to clean their hands thoroughly after using the toilet and before commencing or resuming their work; and
(e) a Sufficient number of garbage or refuse containers of water-tight construction made of non-absorbent material and provided with close-fitting covers.

10. Every toilet room and every place where handwashing facilities are provided for the operator, employees or the public in any eating or drinking place, shall be
(a) conveniently located and easily accessible;
(b) without direct access to any room in which food is prepared or stored;

(c) equipped with full-length self-closing doors;
(d) free from any condition which may cause disgust;
(e) equipped with adequate lighting, either natural or artificial (of a rating of not less than 100 lx); and
(f) equipped with adequate ventilation and facilities for the removal of odour, to the satisfaction of a Health Officer.

11. Handwashing facilities provided in any eating or drinking place shall consist of
(a) a basin;
(b) an adequate supply of water;
(c) a constant supply of soap in a suitable container or dispenser; and
(d) an adequate supply of clean towels for the use of each person using the handwashing facilities and a suitable receptacle for used towels and waste material.

12. No person shall provide a single or roller towel for common use.

13. Notwithstanding paragraph n(d), any apparatus for drying the hands may be substituted for an adequate supply of clean towels, where such apparatus is approved by a Health Officer.

Equipment

14. Every eating or drinking place shall be provided with
(a) equipment and facilities for the cleansing and sterilizing of utensils, including an. ample supply of hot and cold water, as follows:
   (i) mechanical equipment so designed and operated that all utensils are adequately cleaned and sterilized, or
   (ii) manual equipment consisting of at least 3 sinks or containers of non-corroding metal or porcelain of sufficient size to ensure thorough cleansing and sterilizing, and draining racks of non-corrodible materials;
(b) suitable racks, cabinets, shelves or drawers for the safe storage of food, placed not less than 250 mm above the floor, for protection against contamination;
(c) adequate refrigerated space for the safe storage of perishable food or drink, provided with removable racks or trays and maintained at a temperature not higher than 10°C;
(d) unless electric refrigeration is used, a means to discharge waste water from refrigerated equipment into an open sink or drain properly trapped and sewer connected, except that where sewer connections are not available a clean and adequate water-tight drip pan may be used; and
(e) suitable enclosed racks and shelves or drawers for the storage of crockery, cutlery and other containers or utensils used for the preparation, cooking, serving or storage of food or drink, or used in eating or drinking, and placed not less than 250 mm above the floor, for protection against contamination.

15. Every item of furniture and equipment, and every utensil and apparatus used in the preparation, cooking, storage, serving or consumption of food or drink, shall be

(a) so designed and constructed as to be easily cleaned;
(b) of sound and tight construction and in good repair; and
(c) free of breaks, corrosion, open seams, cracks and chipped places.

16. Where drinking fountains are used in any eating or drinking place they shall be of an approved angle jet type.

17. No cask, water cooler or other receptacle shall be used for storing or supplying drinking water to the public or to the operator or to employees unless

(a) it is covered and protected so as to prevent persons from dipping the water therefrom or contaminating the water, or
(b) it is equipped with a faucet or other suitable device for drawing water.

Maintenance

18. All furniture, equipment and appliances in any room in which food is prepared, served or stored shall be

(a) so constructed and arranged as to permit thorough cleansing, and
(b) maintained in a clean and sanitary condition.

19. All wash basins and toilet facilities shall be washed and treated with a suitable disinfecting solution at least once in every 24 hours and more often if necessary and shall be maintained in a sanitary condition.

20. Every room where food is prepared, cooked, served or stored shall be kept free from materials and equipment not regularly used in that room.

21. No person shall

(a) use any room where food is prepared, cooked, served or stored for sleeping purposes, or
(b) permit any live animal, live bird or live fowl in any room in which food is prepared.

22. In every eating or drinking place,

(a) all food and drink brought into the premises shall be clean. wholesome and free from spoilage;
(b) no prepared food shall be stored in direct contact with shelves or walls;
(c) food or drink which is readily susceptible to spoiling and the action of toxin-producing organisms shall be kept under refrigeration;
(d) all food and drink shall be so prepared as to be safe for human consumption;
(e) all food or drink served to any person and not consumed by him shall not thereafter be served in any form as human food but shall be discarded;

(f) fresh milk shall be served in or from
   (i) the original sealed container, or
   (ii) the original sealed container equipped with an automatic dispensing device;

(g) only ice from a source approved by a Health Officer shall be used for any use in an eating or drinking place and such ice shall be handled at all times in a sanitary manner;

(h) single service containers and utensils, cones and straws shall be covered or kept in such manner and place as to prevent contamination;

(i) single *service* containers shall be used only once;

(j) no drinking glass, cup *or* other utensil shall be provided for common use by the public,

(k) table-cloths, napkins and serviettes used shall be clean and in good condition;

(l) no napkin or serviette shall be used at any time unless it has been laundered prior to each use;

(m) cloths and towels used for washing, drying or polishing utensils shall be
   (i) of suitable material,
   (ii) in good condition,
   (iii) clean, and
   (iv) used for no other purpose;

(n) garbage or waste shall be placed forthwith in suitable containers which shall be removed from the premises as often as may be necessary to maintain a sanitary condition;

(o) garbage containers shall be kept in such a place and manner as to preclude odours; and

(p) garbage containers shall be washed at intervals frequently enough to prevent any insanitary condition.

Cleansing and storage of containers and utensils

23. Subject to sections 25 and 26, except in the case of a single service container or utensil, every dish, glass or utensil which is used by any person in consuming food or drink, shall after each use be washed, rinsed and sterilized as herein provided and stored in such a manner as will prevent its contamination.

24. Where manual equipment is used for the cleansing and sterilizing of dishes, glasses or utensils, they shall be

(a) washed in the first sink, containing detergent solution which is
   (i) capable of removing grease and food particles, and
   (ii) maintained at a warm temperature, (at least 44°C and not more-than 60°C);

(b) rinsed in the second sink in warm clean water; and

(c) sterilized in the third sink by immersion
   (i) in boiling water, or
   (ii) for at least 2 minutes in a warm chlorine solution of not less than 100 mg/L available chlorine, or
   (iii) for at least 2 minutes in a warm solution containing a quaternary ammonium compound having a strength of at least 200 mg/L.

25. (1) Where mechanical equipment is used for the cleansing and sterilizing of dishes, glasses or utensils, they shall be

(a) washed in a detergent solution which is

(i) capable of removing grease and food particles, and

(ii) maintained at a warm temperature (at least 44°C and not more than 60°C); and

(b) rinsed in clean water at a temperature of at least 77°C for at least 2 minutes, but where the temperature exceeds 77°C the time may be reduced, providing bacterial results comply with the standards referred to" in section 26.

(2) Mechanical equipment shall be equipped with thermostatic control of the temperature of the rinse water and thermometers in both the wash and rinse water lines and in such locations as are readily visible.

26. The cleansing and sterilizing of utensils shall meet recognized public health standards, and the plate count shall not exceed 100 bacteria per utensil when tested in accordance with the standard plate test, utilizing the swab technique.

27. Where any chemical is used in the sterilization of utensils,

(a) the operator shall use suitable testing equipment and shall make tests often enough to ensure that the correct amount of chemical is in the solution used, and

(b) the sterilizing solution shall be completely changed often enough to prevent soiling of the utensils.

Health of employees

28. No operator shall permit an employee to enter his eating or drinking place or engage in "the preparation, cooking, storage or serving of food or drink during such time as he has cause to believe or suspect that such employee has a communicable disease or that such disease exists in the employee's place of residence.

29. Every employee who believes or suspects that he has a communicable disease or that such disease exists in his place of residence shall notify a Health Officer of his belief or suspicion forthwith and shall refrain thereafter from handling or preparing food or drink until a Health Officer is satisfied that the said employee is free from any communicable disease.

30. Every operator and every employee of every eating or drinking place shall

(a) be clean;

(b) use all reasonable means to avoid contact directly with food or drink;

(c) wear clean, washable garments and keep his hands clean at all times while engaged in handling food, drink, utensils or equipment; and

(d) submit to such medical examination and tests as a Health Officer may require.

31. No carrier, contact or person infected with a communicable disease or having a disgusting condition shall prepare, serve or handle any food or drink intended for sale.

Module A Quiz

		TRUE	FALSE
(1)	A guide does not need a guiding licence to act as a guide for your guests who are goose hunting.	( )	( )
(2)	A guide does not need a guiding licence to act as a guide for your guests who are fishing.	( )	( )
(3)	A guide does not need a guiding licence to act as a guide for your guests who are caribou hunting.	( )	( )
(4)	A guide does not need a guiding licence to act as a guide within the boundaries of a Park	( )	( )
(5)	Class A outfitters may only outfit in Zone E/1.	( )	( )
(6)	Class B outfitters do not need to be residents of the NWT.	( )	( )
(7)	Class B outfitter licences are applicable for hunting muskox.	( )	( )
(8)	Persons holding Class B outfitting licences may only allow their clients to hunt in Unit F.	( )	( )
(9)	Only Class C outfitters may outfit for polar bear hunting.	( )	( )
(10)	An outfitter who establishes a tent camp which remains after his clients leave requires a Tourist Establishment licence.	( )	( )

Module A Quiz Answers

(1) True

(2) True

(31 False

(4) False

(5) True

(6) False

(7) False

(8) True

(9) True

(lo) True

MODULE B

UNIT 1: THE OUTFITTING BUSINESS

LESSON	
1	Assessing your personal profile
2	Getting a realistic view of business
3	Confronting initial costs and problems
4	Getting started

SKILL:	TBE OUTFITTING BUSINESS
OBJECTIVE:	Assessing your personal profile
METHOD:	Quiz, lecture and discussion

Before a person begins an attempt at business they should realistically appraise their attributes. Point out to the participants, that unrealistic expectations are guarantees of business failure: and. unless they identify their strengths and weaknesses, they are not being business-like about the potential venture.

The following quiz is contained in the Participant's manual. There is no need to make the comments part of the class discussion, unless a participant wishes to do so. Point out that this exercise is simply food for thought and perhaps a basis on which to obtain professional advice.

In the self-rating section, the participant should objectively evaluate his own responses. If his scores are low in several areas. he will have to reconsider his approach to a self-run business.

PERSONAL APPRAISAL

PERSONAL PHILOSPHY

In a few sentences, mite what you see as your goal in life.

STRONG POINTS

List at least three personality traits that you feel support you in obtaining your goal.

1.

2.

3.

WEARER POINTS

Now judge what three things in your personal make-up work against you.

1.

2.

3.

Rate yourself in the following:	Disagree				Agree
1. I am willing to work long hours.	1	2	3	4	5
2. I have previous business experience.	1	2	3	4	5
3. My family is supportive of my venture.	1	2	3	4	5
4. I am comfortable in dealing with people.	1	2	3	4	5
5. I enjoy planning ahead.	1	2	3	4	5
6. I like risk	1	2	3	4	5
7. 'I wish to grow and challenge larger firms.	1	2	3	4	5
8. I have other sources of income to support my business for up to 5 years.	1	2	3	4	5
9. I feel I have good management abilities.	1	2	3	4	5
10. I have good health.	1	2	3	4	5

Module B Unit 1 Lesson 2

SKILL: THE OUTFITTING BUSINESS

OBJECTIVE: Getting a realistic view of business

METHOD: Lecture and discussion

In order to underline the risks inherent in the world of business, a light-hearted approach may result in some positive introspection. The following is a suggested introduction:

<u>LAS VEGAS ANYONE</u>

(1) Have YOU ever considered playing "Russian Roulette" for a $1.000.00 prize?

(2) Are you willing to bet everything you own on one flip of a coin?

(3) Would you put $20,000.00 on one game of "Blackjack"?

Normally, the questions above get a "NO" answer. Yet. if you ask someone:

'Would you like to own your own outfitting business?" you often get a smile and a happy nod.

<u>LET'S LOOK AT THE ODDS</u>

If you refuse playing Russian Roulette, you turn down an 80% chance of getting $1,000.00. If you don't flip the coin, you let a 50°A chance of winning go by; you may be wise in ignoring the Blackjack table, since your odds of collecting are about 30%.

So- why are you thinking about being in business? Your chance of success is about O. 70A. In other words, the worst of the earlier bets is still 43 times better than gambling on your own success in business. Do you also realize that 85% of new small businesses@ <u>not</u> make a profit in their 1st year'?

<u>WHAT ARE SOME OF THE PROBLEMS?</u>

(Develop these ideas to suit the class requirements)

(1) Lack of a business plan.
(2) Lack of experience.
(3) Lack of money.
(4) Too much capital put into fixed assets.
(5) Taking too much cash out of the business for yourself.
(6) Unplanned expansion.
(7) Wrong attitudes.

This discussion should highlight the fact that <u>over 90% of all new businesses fail in the first 5 years!</u>

In many cases, this failure was a result of poor business planning, insufficient skills. or insufficient funds. The successful outfitter is an entrepreneur who understands the need for careful planning.

Items 3, 4, and 5 should be stressed as a major fault area. Remember that fixed assets are a deductible expense and should be acquired through borrowed funds rather than personal. However, not all businesses fail: those that succeed do so because of a number of factors. Many of these reflect upon the management ability of the entrepreneur.

Discuss the following points and have the students compare these to their own personal appraisal.

THE SUCCESSFUL SIDE

Characteristics of successful small business managers

1. an ability to formulate a business plan,
2. a great sense of independence,
3. a strong sense of enterprise,
4. a consideration of personal and family requirements,
5. an appreciation of the value of time,
6. a limited formal education,
7. a desire for quick and solid results.

Personal requirements for success:

1. a measure of self-discipline and self confidence,
2. a sensitively to internal and external changes,
3. an ability to react quickly to those changes,
4. accurate and useful operating information,
5. effective use of human resources,
6. sufficient investment capital at a reasonable rate,
7. effective handling of government laws, rules, regulations,
8. efficient handling of time and records,
9. an ability to control expenses and economize.

Finally, discuss the dual aspects of starting and running a business: i.e., the functions of the initial “entrepreneur” qualities compared to the day-to-day “manager” requirements.

THE ENTREPRENEUR AND THE MANAGER

An entrepreneur is the "first-gear" of a business: he starts it from scratch. It takes a person with nerve and daring to do this. Often, the entrepreneur is a gambler - he'll risk everything on his vision - and he'll do it immediately. He's not interested in paper-work, rules, or fiddly details. He's a pioneer.

The manager is a more cautious type of fellow. He keeps the business running in its day to day routine. Much of his time may be devoted to details concerning government paper-work and keeping track of records.

DISCUSS 10N

1. What are the good/bad points of each?
2. Which category more aptly describes you?
3. How does "change" affect both types?
4. How are each necessary for various growth periods of the business?
5. How can you prepare yourself to fit both roles?

NOTE

This last point will bridge the gap for the more tedious "number crunching" of subsequent lessons.

Module B Unit 1 Lesson 3

SKILL: THE OUTFITTING BUSINESS

OBJECTIVE: Confronting initial costs and problems

METHOD: Lecture, discussion. and group activity.

OPTION **1:**

Divide the class up into groups of 3 or 4 participants. Inform each group that they are to come up with an outfitting scenario. Appoint 1 person in each to be the idea gatherer. Encourage the detailing of a rather elaborate rough plan.

This lesson is critical to the processes involved in the majority of the course. since much of the course material hinges on the actual problems encountered in starting and running a business.

ALTERNATIVE:

By questioning, determine if some of the participants already have a firm plan in mind. If so, they may prefer to work alone on their own projects, and use the course work as a real-Me problem-solver to start their own outfitting business. Adapt the course style to suit the needs of the participants.

Use the outfitting scenario determined in either of the above, to progress to the next stage: explore the costs involved, by making a list of required materials.

The main elements that should surface from this lesson are:

(1) What approximate costs are involved?

(2) How many people are needed to make the enterprise work?

(3) What skills will these people require?

Discuss the implications of these in terms of the necessities of obtaining funding and the needs for managing trained staff. This now sets the scene for the entry to the business plan.

ITEM		COST
Vehicles (Type and number)		
Tents or buildings		
other equipment: -	cooking items	
	-communications	
	-furnishings	
	-other machinery	
	-basic inventory	

OTHER START-UP COSTS

Licence fees
Advertising
Legal Fees
Insurance
Fuel costs
Initial wages
Travel Costs
Other costs: (use participant suggestions)
[e.g.) phone
office
interest
repairs.

TOT'

Note that this is not a part of the proposal or business plan, simply preliminary idea gathering.

SKILL: THE OUTFITTING BUSINESS

OBJECTIVE: Getting started

METHOD: Lecture and discussion

Using the previous lesson, or a suggested outfitting scenario, detail the basic steps required in getting started. This will act as a framework for much of the course material.

STEP 1: The **Registry Office**

First you require a name for your enterprise. This requires communication with the Registry Office to assure that you have not chosen a name already in use.

STEP 2: **The** Workmen's Compensation **Board**

You will also be required to register with the Worker's Compensation Board. Even if you intend to be the only worker and don't wish coverage as the sole proprietor, you still are required to register.

STEP 3: The Business Plan Outline (Initial Reposal)

Send your completed application for the Outfitter's Licence, the necessary maps, letters of support and an outline of your business plan to Economic Development and Tourism. Once this has been accepted, the more detailed plan will be required to secure funding and other considerations. (See Module B Unit 2 Lesson 1)

STEP 4 The Detailed Business **Plan**

Among other things, this will include a written explanation of the business in general, as well as detail the rationale, sources, target market, promotion, competition, ownership, staffing, financing etc.

Depending upon whether you intend to create an outfitting or a tourist establishment business, steps 3 and 4 will vary in length and complexity. The time structure should be seen as approaching 2 years from initial idea to completed response.

Step 3 and 4 are covered in detail in Unit 2, lessons 1-12. For a checklist format, see Unit 2, Lesson 13.

UNIT 2: THE BUSINESS PLAN

LESSON

SKILL: THE BUSINESS PLAN

OBJECTIVE: The initial proposal

METHOD: Lecture and discussion

This initial proposal, (The Business Plan Outline: Step 3 in Unit 1 Lesson 4), does 3 things:

(1) It allows a broad outline plan without getting bogged down in detail;

(2) it gives an indication of the feasibility of the enterprise;

(3) it gives substance to your ideas and allows others to give serious consideration.

Use the scenario developed in Module B, Unit 1, Lesson 3, or another suggested plan. These may or may not require tourist establishment considerations. however, the following outline form includes building considerations.

Place the participants in groups and have them produce an initial proposal for the selected enterprise. Include the following:

Location:

1. Provide a map and indicate the location of your base, outposts (if any) and projected area of operation.

2. Research the status of the land. Find out if *any* land-use restrictions apply.

Market Potential:

(1) Give a brief description of your package offering.

(2) What is the demand for your proposed service, and is it increasing or decreasing?

(3) What competition exists in this area? What is the status of that business and how will you compete?

(4) What type of clientele will you cater to? Where are they located and how do you intend to reach this market?

(5) Considering the services offered, how many weeks per year will you be able to operate?

(6) What infra-structure is in place or will be required to service your clients?

Type of Facilities and Equipment Required:

1. What type of facility do you need? Can you think of other options?
2. How many guests will you handle at one time?
3. How much will the equipment cost? How will it be transported?
4. What are construction costs of your facility?
5. What materials costs are involved? Include transportation costs.
6. Consider the impact of regulations and the costs of compliance.

Employees:

1. How many people will your service employ?
2. What skills or training will be required?
3. What wage rates are you considering? What about benefits like travel and accommodation?
4. Will you require a bookkeeper?

Capital Costs:

(1) What start-up costs are involved?
(2) What inventory is required; i.e. food, fuel. spare parts?
(3) Do YOU have access to funds for these expenses?

Prices:

1. How much do you need to charge for your service? Take into consideration the cost recovery required in the previous sections.
2. How does this compare with similar competition?
3. Does your price show a reasonable profit margin?

Financing

(1) How much of the required funds will you contribute?

(2) How much financing do you need?

(3) What are some possible sources of financing?

(4) Examine the costs of borrowing, and see how these affect your cashflow and your pricing structure.

After detailing this lesson, allow sufficient class-time for the completion of the assignment. Be prepared to coach each group through the steps involved. This will act as a microcosm of the more complex actual Business Plan which follows.

Module B Unit 2 Lesson 2

SKILL: THE BUSINESS PIAN

OBJECTIVE: Introduction to the business plan

METHOD: Lecture and illustration

Introduction:

Developing a business plan that will attract professional venture investors and the financial commitment of governments is a challenge. Your business plan Is a vital sales tool. Before risking their funds, banks and governments will want to satisfy themselves that you have thought through your plan carefully and that you and your partners have enough skills and experience in your chosen business area to manage effectively, seize opportunities, solve problems, and make profits. These prospective backers always insist on reviewing your business proposal before considering any investment seriously. Therefore, your plan must be well prepared and very persuasive in showing the potential of your company. It should cover all major issues with enough detail to allow the lender to reach a decision. There is no one perfect plan: yours will reflect your own needs. However the remainder of this unit presents a basic working model.

A business plan describes in detail:

a) the business in general

b) the rationale for the business

c) the product or services offered

d) the target market

e) competition

f) ownership and management

g) staffing

h) land, camps, equipment, etc.

i) special risks, problems, opportunities

j) other iterns relevant to the business plan

k) financing of the business

Before submitting the financial plan to the lending institutions, it is recommended that you have it reviewed carefully by a competent, independent person to determine weaknesses or determine areas that have been overlooked and need more attention.

Remember that the Business Plan is a blueprint of your tourist outfitting business: it is intended to produce firm commitments from lenders or supporters---in effect, it is your best sales pitch.

Earlier, your initial proposal identified that you have a workable concept. Now, you must identify every detail that proves success is possible. Be aware that a competent business plan wffl involve a consultant. However, don't expect him to supply a neatly finished package with no work on your part. You will have to be involved in all stages and you will be responsible for presenting and explaining your plans, so you will have to know it well.

The following lessons will examine each portion of the Business Plan.

SKILL: THE BUSINESS PLAN

OBJECTIVE: Describing the business in general

METHOD: Lecture and discussion.

Refer to Lesson 2 and indicate that the format of the business plan indicated contains eleven headings (A to K). These will be examined in order, in the following lessons. Allow sufficient time for the handling of questions from the participants.

Although "A" is handled and positioned first, in reality it is written last and seines as an executive summary: precise details are given in later sections.

(A) The Business in General.

This is the introduction to your plan and should:

1- Describe the kind of business. Give details concerning the type of operation (outpost, lodge etc.)

2. -Outline the operating area. Refer to a topographic map (a Land-use series is very helpful] to show the entire operating area you intend to use. Briefly refer to aspects that will affect the operation. A later section, "H will deal with the details of these and other similar items.

3.- Describe the size of the business [hunt per season, or guest-bed capacity). Justify briefly:

-the size of the business
-the needs for future expansion
-the effect on game and fish supplies

4. - Describe the services offered (briefly, since this is covered in detail later).

5.- Estimate the total cost of the project, (again, a brief review of what will be shown later).

6.- Estimate the time (weeks? months? years?) to get the business into operation.

Don't forget, this section serves as an introduction and a summary of your entire plan. To be on the safe side, keep the headings in mind as you explore the details of the other sections. Then, when you've completed your research, mite this section.

Module B Unit 2 Lesson 4

SKILL THE BUSINESS PIAN

OBJECTIVE: **(B)** Outlining the rationale for the business

METHOD: Lecture and discussion

The rationale is the 'Why?" of the project. In other words, you must convince your potential supporters that this is a good idea and that your goals are productive.

This may be a brief section, but it should cover at least:

1. A statement addressing why the business is being undertaken at this particular time and place:

2. A summary of the business goals. What are the financial rewards and lifestyle advantages? How does this benefit others in the area?

SKILL: THE BUSINESS PLAN

OBJECTIVE (C) Identifying the product or services offered.

METHOD Lecture and discussion

This is a more detailed section that contains at least the following 10 points.

1) What main products and services will be offered? Then you must determine the costs of providing the products and services, as well as their likely selling prices. (Remember that selling prices must always exceed costs.)

2) How will your product or service be packaged? (See Package Tour ideas in Unit 3).

3) How will your service be advertised? Are there any unique aspects about your company that can be used to promote it.? (See Marketing ideas in Unit 3).

4) Are your products or services resource consumptive or non-consumptive?

5) Do your products and services complement each other?

6) Do these products and services make sense in this location at this time?

7) How will you price your services? Most people base it on a reasonable profit and on prices charged by the competition.

8) How will your products and services compare with those offered by the competition? You must consider local competition as well as national and international competition. List some by mme. size, and share of market.

9) Will your services fill the needs of your customer, and the target market?

10) Are your services fully competitive as to price, promotion, location and quality?

Relate these items to the specific needs of the participants, and show them how to incorporate these concepts into their own business planning.

Module B Unit 2 Lesson 6

SKILL: THE BUSINESS PLAN

OBJECTIVE: (D) Identifying the target market and promotional concepts

METHOD: Lecture and discussion

In order to develop your business plan, you will have to identify who will be interested in your service. Some of the information you will need can be obtained from government departments like Economic Development and Tourism, or from the Industry representatives like the T. I.A., or your Zone representatives. However, don't expect to walk in and have things handed to you. You'll have to prepare a list of information you will require for your plan. Some suggestions are given below.

1. Identify the markets to be targeted. That is: Who will your customers be? Where will they come from? What is their income range?

2. Identify <u>specific</u> target markets (or, have you only identified some vague geographic area?)

3. Research the market. Facts and figures should be available to show the market size and probable market share.

4. Consider whether the demand for your proposed services are increasing or decreasing.

5. Decide if the proposed management has experience in working with the target market.

6. The proposed target market should be familiar with the proposed products and service: or, these products and services will have to be promoted differently to make the target market aware of them.

Discuss these ideas and other methods of marketing.

Once you've identified your market, you then must show how you intend to access it. If you are a new outfitter, you won't have the luxury of return customers, so you will have to reach out and attract new ones.

You will have to consider several avenues and show how these are incorporated into your overall business plan. *Some* of the areas to be covered will be:

1. Identifying methods of promoting to the proposed target market. Will you use brochures, mailing lists, or direct contacts?

2. Identifying promotional channels to be used. (professional marketing agents or you?)

3. Estimating the proposed marketing budget and ensure adequate financing is available to undertake this marketing program.

4. Estimating the number of clients who will be attracted to the business by this marketing plan in each of the next five years.

5. Remember that the promotional plan should be appropriate for the target market and for the proposed products and services.

SKILL: THE BUSINESS PIAN

OBJECTIVE: (E) Considering the ***competition***

METHOD: Lecture and discussion

By determining the strength and the activity of your competitors, you will develop a clear view of what your company must contend with. This portion of your plan will address several avenues; some of these are listed below.

1) The competition for the target market includes both the local competitors, that are in a similar business close to you, as well as competitors in the same business in areas hundreds of miles away.

2) Determine whether the competition Is larger or smaller than your business, and the effect that the competition will have on your sales.

3) It would be wise to find out whether your competition intend to spend more, or less money on advertising than you will, and the effect this will have on your business.

4) Your competition is similar to an opponent: therefore it would be wise to consider the main strengths and weaknesses of your competitors. Areas to consider are: - marketing ability. financial strength, location and the quality of management.

5) A prudent business person would also consider the trend in competition, that is, “Does it appear that competition is increasing or deceasing?”

6) Finally, consider whether or not your competitors appear to be making a profit in this industry, and if they are not, reconsider the rationale for entering this field, or explain why you expect to succeed.

You might want to consider presenting a table of comparison regarding price and service to show the differences between you and some of your major competitors.

Module

SKILL: THE BUSINESS PLAN

(F) Ownership management

METHOD: Lecture and discussion

This section of the business plan will be of primary interest to many potential supporters. It can significantly influence decisions, and should be considered carefully. Often, the success of a business rests heavily on the skills of the management,

Decisions will also have to be made regarding the legal forms of business available, and what their advantages and disadvantages are. This is treated separately in Module B, Unit 4.

only 3 years the annual dep

1. :s inclu who will own the business (names and percentage of ownership).

2. Identify the main management figures within the business will be and area of responsibility).

3. Describe managements' background (experience and education: include personal references if possible).

4. nt areas of management expertise should be covered in the management team (operations, personnel, marketing, finance and administration). Mamgement should be experienced in this ost of business or in a clearly related type of business. If this is not the case, you will have to indicate how you intend to access the required expertise.

TBE BUSINESS PLAN

(G)

METHOD: Lecture and discussion

Determined by the size and nature of your business, staffing requirements will vary greatly. Perhaps, the criteria of creating employment within an area will be of prime importance in considering the financing of your plan. Several ideas will have to be explored. For example:

1. the number of employees the business will require.

2. Describe the jobs these people will perform (guides, camp helpers, cooks, etc.) .

3. Describe the skills required of your employees. (You should consider if people with these skills are available in the area).

4. Identify the wage rates and benefits you will pay. Also, will you pay by the hour or on some other basis?

5. You should also consider if you will provide accommodations and meal for the

SKILL: THE BUSINESS PLAN

Knowledge t te the Financial a and Equipment

ITEMS urther rese Sample Topographic and Land Use Maps

METHOD: and discussion

LAND:

Using the topographic and Land Use series of maps, have the outfitters locate a potential base area and describe in terms of latitude and longitude.

Several items will have to be addressed in this portion of the plan.

1. What land is required? Show the site locations of the base and outposts. Have you allowed for future growth?

2. Which areas are considered to be the prime hunting or fishing locations? Will your operation threaten the reproductive ______ of the area?

3. Is the land available? Consider present kind claim directions, existing trap lines, other conflicting areas of operation, or migratory concerns,

4. Give [illegible] about the geography, vegetation, soil conditions, and even the prevailing wind directions. (This may influence aircraft accessibility).

5. Prepare site plans for the base camp and outposts. Indicate any obstacles that have to be overcome and work involved in preparation of the site.

BUILDINGS:

1. Decide on the type of building required. Will you be using tent-frames or more substantial buildings? Are there any regulations which may affect your plans?

2. Include detailed working drawings and specifications for the required buildings. Give measurements and positions on the site plans.

3. What provisions have you made for sewage, water or electrical systems? Will these coincide with the requirements set out in the regulations.

EQUIPMENT:

List all the necessary equipment purchases. This includes service equipment: stoves, freezer units, kitchen equipment, furniture and lighting equipment. Operating equipment would include: boats. motors, snowmachines, sleds, etc. Give your reasons for the choices made, based on the expected operating conditions.

Finally the outfitter should be able to estimate the probability of cost over-runs in the areas of camps and equipment, and be able to handle these problems if they do arise.

Module **B Unit 2 Lesson 11**

SKILL: THE BUSINESS PLAN

OBJECTIVE: **(I) Special** Risks, problems and opportunities

METHOD: Lecture and discussion

The **outfitter** must identify any special risks. any special problems, and any unusual opportunities presented by this project. Care should be taken in addressing these items in the business plan. The lender may already be aware of the special risks and problems. You may want to address these risks in such a manner as to ease any concerns the lender may have. However, be balanced in your presentation, and state the downside of the business.

Using input from the participants, create a list of potential "downside" items, and show how these can be addressed.

THE BUSINESS PLAN

guide durin ribou hunting season, he
ate the financial and op

METHOD: Lecture and discussion

Impress upon the [illegible] that they maybe presenting a plan to a number of agencies in order to obtain financing assistance. In many cases, this section will be regarded as the financing proposal which will attempt to encourage investment in an idea. This is the main selling tool used in raising money.

Its other functions include:

-making the outfitter face reality in the facts of the business.
-letting the outfitter know, along with the projections, how much money is needed, and at what stages.
-presenting a professional impression of the outfitter and his company to others.

Outfitters should consider these basic points to determine their financing needs.

1) How much money is required for capital expenditures to get your business on its feet?

2) Exactly when will this money be required?

3) Precisely, where will this money come from, and what are the terms of repayment?

4) How much money are you personally going to contribute?

5) Will you require the services of a bookkeeper?

6) Monthly and annual projections may be required for the first several years of business, to determine both your financing needs, and a repayment schedule.

Designing the Financing Portion

The previous sections outline the descriptive part of a business plan. The financing section of the business plan should show:

(a) any personal investment,

(b) capital assets and related long terms loans, and

(c) operating loan requirements.

The business plan should be supported by detailed income and cashflow projections as demonstrated by the Case Study, (Exhibit 1 and Exhibit 2 respectively). Take care to avoid underestimating the funds required: it is better to be on the positive side, since funds not required can be repaid immediately. Underestimating the financial needs of a new business is a common failure; by the time the shortfall is identified it is often too late to stop the project. Situations of this nature require a major reorganization of business plans and additional funds may be very costly.

Perhaps the best method to illustrate how to prepare income and cashflow projections is by the use of a Case Study example.

NOTE:

Indicate that this example is for study purposes only and does not pretend to be an accurate estimate of a caribou hunting scenario.

CASE STUDY

Billie North has recently formed ABC Outfitters, a sole proprietorship for the purpose of developing a profitable outfitting business. Due to Billie's previous experience as a guide during the caribou hunting season, he feels he has developed the necessary knowledge to estimate the financial and operational requirements of a caribou outfitting business. He will now develop a six year business plan.

Billie has researched the market, and after talking to owners of similar operations, he feels he can attract 15 hunters in year 1, 20 hunters in year 2 and 30 hunters in year 3. Further research indicates that his business could attract 45 hunters in year 4 and 60 hunters in years 5 and 6. He will accommodate 5 hunters per hunt in year 1, 2 and 3, 9 hunters per hunt in year 4 and 10 hunters per hunt in years 5 and 6. Market conditions dictate a selling price of $3,400.00 per hunter.

He has estimated his capital requirements (land, camp and equipment):

-there is no charge for available land.

-assets are estimated to have a useful life of three years at which time they will be scrapped.

Asset requirements for years 1 to 3 are as follows:

-seven snowmachines with sleds at a cost of $3,600.00 each or $25,200.00 total. Because the machines will last only 3 years the annual depreciation expense in years 1 to 3 will be $8,400.00.

-seven fully equipped tents including frames at a cost of $1,500.00 each or $10,500.00 total. The tents will last only 3 years; therefore, the annual depreciation expense in year 1 to 3 will be $3,500.00.

-three chains saws at a cost of $450.00 each or $1,350.00 total. The annual depreciation expense in years 1 to 3 will be $1,000.00.

Asset requirements for years 4 to 6 are as follows

-fifteen snow-machines with sleds at a cost of $3,600.00 each or $54,000.00 total. The annual depreciation expense in years 4 to 6 will be $18,000.00.

-fourteen fully equipped tents including frames at a cost of $1,500.00 each or $21,000.00 total. The annual depreciation expense in years 4 to 6 will be $7,000.00.

-six chain saws at a cost of $450.00 each or $2,700.00 total. The annual depreciation expense in years 4 to 6 will be $900.00.

-four two way radios at a cost of $1,500.00 each or $6,000.00 total. The annual depreciation expense in years 4 to 6 will be $2,000.00.

FIXED EXPENSES

The above fixed asset depreciation charges are shown in chart format in Exhibit 1.

You will also notice that other fixed overhead expenses have been listed for each year on this chart. These expenses represent Billie's estimates of the following annual expenses that are fixed in nature:

-insurance

-telephone

-offIce rent to band

-hunt co-ordinator

-interest to the bank at 12%

-advertising costs for brochures and trade shows

VARIABLE EXPENSES

Expenses such as wages, food, gas. ofl, repairs, and hotel expense are called variable expenses because they increase as the number of hunters increase. These expenses have also been listed by year on the business pkm chart. An explanation as to how he arrived at these figures given below.

EXPLANATION OF VARIABLE COSTS FOR YEARS 1, 2, AND 3

Wages

wage expenses are based on a 5 day hunt as follows:

5guidesx$100. perday	= $500. per day	x5 days	=	$2500.00
2 helpers x $60 per day	= $120 per day	x5days	=	$ 600.00
1 cook x $100 per day	= $100 per day	x 5 days	=	$ 500.00

wage cost per hunt = $3600.00

NOTE:

there are 3 hunts in year 1,4 hunts in year 2, and six hunts in year 3.

Gas, oil and repairs

Billie has estimated that gas, oil, and repairs for the snowmachines will average $1,300.00 per hunt in years 1,2 and 3.

Food

Food cost is $25 per day per person. In years 1, 2 and 3, there will be 13 people per hunt per day

5 hunters
5 guides
2 helpers
1 cook

13

Therefore the food cost per hunt is 13x25x 5 = $1.625.00.

n of Variable costs

-the per remain unchanged in years 4, 5 and 6.
-again wage expense is based on a 5 day hunt.
-in year 4 there will be:

9 guides
4 helpers
1 cook

-in years 5 and 6 there be:

10 guides
5 helpers
1 cook

and

Billie has estimated that oil and for the will average $2,600.00 hunt.

Food cost is $25 per day per person

-in year 4 there are 23 people per hunt per

9 hunters
9
4 helpers
1 cook

23

Therefore the food cost per hunt year 4 is 23 x 25 x 5 = $2,875.00

-in years 5 and 6 there will be 26 people per hunt per day

10
10 guides
5 helpers
1 cook
----- --
26

therefore the food cost per hunt is 26 x 25 x 5 = $3.250.00.

Using Exhibit 1 and Exhibit 2, show how these concepts can result in a representation suitable for the business plan.

Module age our guides to t

THE BUSINESS PLAN

mployment, mo A Funding Agreements

ITEMS

sed either

Information Manual: Canada/Northwest Territories Economic Development Agreement
-class set of booklets: The New Economic Development Agreement
-class set pamphlets: Tourism Development
ch wou representative. if possible, to present new developments

orward to

Lecture and discussion

Review the history and purpose of the (See: Information manual, page 3). Briefly discuss the “eligibility criteria” and the “Instructions to Applicants” pages 13-23.

Relate how the plan is a vital step in the process to obtaining necessary funding. Compare the Business Plan outline to the following suggested Checklist.

Checklist

1. Resume of business

(a)

-when it was founded and by whom
-why started
-outline of how arrived at its present status, the business today and its future direction
-financing history. special items

Corporate Structure and Ownership

-details of incorporation, partnership, subsequent amendments regarding amalgamations or reorganizations
-descriptions of related, associated companies
-list of principal shareholders
-highlights of any agreements (options, right of first refusal or buy-sell agreements)

2. Resume of Principals and Key Employees

-each of: owners, officers, directors and employees
-organization chart
-biographies of key personnel, including educational background, experience and reasons for value to business
-management contracts in existence
-key man insurance coverage in effect

3. Production and Operating Details

-description of product or service
-analysis of economic factors affecting industry and company marketing plan objectives
-growth compared to industry/competitors
-description of property, plant and equipment:

-number. location
-size/capacity
-original cost and net book value
-appraised or estimated fair market value
-age and condition
-depreciation, repair and maintenance policy
-if any fixed assets are leased, details of lease terms and conditions
-insurance coverage
-discuss capacities and historical production values
-outline source of raw materials, suppliers
-present schematic flow diagram of production process--supplemented by photographs of important stages of production
-history of employees' levels, turnover/experience, union/non-union status, method of remuneration
-contracts and commitments in effect and proposed

4. Business Goals

-one year specific goals such as gross sales, profit margins, share of market, new store opening, new product, etc.
-long term goals such as return on investment, business net worth. sale of business
-sales forecast
-assumptions made in developing the forecast
-monthly forecast for coming year (sales volume in units and dollars)
-annual sales forecast for following 2-4 years
-steps to accomplish this year's goals

5. Historical Financial Information

-Financial statements for the past 3 to 5 years and, if possible, comparative balance sheets, statements of income and retained earnings and the statement of changes in financial position covering the period presented (eg. 5 years' income statements presented on one page).

-Include comments regarding industry anomalies, extraordinary and non-typical transactions.

-If the latest financial statement available more than a few months consideration should be given to providing a 'year-to-date" (latest month end) financial statement. The of financial statement will depend on the particular situation.

-Aging of accounts receivable including comments on collectability, aging of accounts payable and analysis of inventory list by major as of the latest month end period and a schedule of debt.

6. Financial Projections

-Sales forecasts: units and prices, indicating major customer. Relate forecast to market information previously given under the production and operating details.
-Forecasted income statements: indicating sales, cost of sales, selling, general and administrative expenses, pre-tax profits and after-tax profits. Be sure to include interest expense of new
-Projected cash flow statements: indicate the source of funds and uses of funds. Also be sure to include new financing proceeds and subsequent repayments.
-Pro-forma balance sheets.
-All forecasts and projections must in all inventories, cost of sales, sales, receipts, disbursements, etc.
-AU projections should be prepared for at least the next year. The cash projections should be presented on a monthly basis. Consideration should be given to the preparation of projections for a further few years. These projections would be on a quarterly basis.

7. Other Considerations

-personal financial statements
-copy of leases, mortgages, appraisals
-insurance coverage on business
-disclosure of owner's remuneration
-non-arm's length transactions

SKILL: THE BUSINESS PLAN

OBJECTIVE: Understanding the E. DA. Process

ITEMS REQUIRED: *(Same as* Lesson *13)*

METHOD: Lecture and Discussion

NOTE: Either consult with an E.D.A. representative prior to course delivery, or arrange for a representative to present this portion. The agreement structure may include changes from time to time.

Review the management structure of the Agreement [pages 7- 11), Information Manual).

In order to process his request for funding, the outfitter will follow these steps:

STEP 1: Create a Business Plan

STEP 2: Reach a funding decision. (How much money is needed, and for what purpose...e.g. Marketing).

STEP *3:* Discuss this with the Economic Development Officer of his area.

STEP 4: Present a Basic Marketing Plan (See example, May 10, 1988 following this section).

STEP 5: Submit this to the same officer as in step 3.

The Economic Development Officer will submit this to the E.D.A. Secretariat. If a problem arises: - The E.D.A. Secretariat will directly contact the applicant.

IF NO PROBLEM ARISES: The Management group meeting, representatives of Economic Development and Indian and Northern Affairs, will discuss and vote on the proposal.

IF THE PROPOSAL IS REJECTED: The outfitter will receive a letter explaining why.

IF THE PROPOSAL IS ACCEPTED: It then requires authorization of the Regional Economic Development and Tourism Office.

This whole process should be complete within 5 weeks. Remember that “Banking Day” is August 15, so your request must be accepted for brochures etc., with sufficient lead time.

STEP *6: The* Outfitter signs the Contribution Agreement. This supplies funds on a scheduled variable percentage basis.

STEP 7: Accountable Advance Received. The Outfitter may wish to obtain a bank overdraft to accommodate the need of immediate funds.

STEP 8: Submission of Expenses: Send the receipts to Economic D envelopment and Tourism.

*NOTE: You can 'c c claim Interest on the possible ve tne o] in Step 7, and you maybe required to wait 2 to 3 weeks before receiving the re tne for the submitted amount.

STEP 9: YOUR small co IS IN THE ran At this point the mployme is obligated to resolve his debts and pay the bank interest any) with his own funds.

Check with the Economic Development Officer of your area :: see if any updated information is required in the above steps.

NOTE: Use the following letter dated May 10, 1988, and the _______ Activities to show the type of detail required in this step.

SAMPLE APPLICATION

May 10, 1988

E. D. A Secretariat,
2nd Floor, Medical Building
NWT

Dear Sirs:

Attached is an application and related background information for the EDA private sector marketing incentives program. Company X is a territorially registered company with majority shares marketing package tour and sport hunting activities to the specialized Canadian, and overseas market. Company X was formed in 1985.

Our objective is to further expand bookings based upon our established business as efficiently and cost effectively as possible.

Company X now is responsible for the marketing and booking of tours and hunts in the During its last year of operations -1987- tours and hunts booked by Company X were based. The combination of marketing resources in Southern Canada and the T. as well as U. S. Contacts for the convenience of our large U. S. market has already resulted in very positive results. During the year 1987 Company X has generated roughly $250,000 worth of business for the N. W. T. This is comprised of over 48 hunts for caribou, polar bear and grizzly bear and 38 package tours for nature and wildlife, dog sledding. and back packing.

Our peak season is in the months of August and September. For our hunts, we hire qualified outfitters and work in conjunction with the local Hunters and Trappers Associations. We hire qualified guides for our package tours which are organized from our T. office.

Out of a total of roughly *$250,000* generated by our trips here in the Northwest Territories, we estimate approximately 90% of that amount stays in the Northwest Territories. This would be for expenditures such as guides, air charters, food, other staff, hardware and supplies, insurance, freight. fuel, repairs, rentals. etc.

Our estimated $250,000 in total revenue does not include spin-offs our clientele customers who often stopover in major prior to starting their tour or hunt spending money in hotels, restaurants, craft stores etc.

We also encourage our guides to bring furs or crafts that their wives may have made to sell at the camps and on the tours. This has been quite successful.

Although our employment with hunting and guiding is seasonal employment, it can be most valuable from a number of points of view. Wages are very good and tips can be considerable. Guides also have the option of making additional money from the sale of crafts. On hunts, staff share the available caribou meat which is used either in the camp or used as dry meat and sent home for consumption in Yellowknife or the small communities. Part time or seasonal employment allows time for other interests, i.e. trapping, etc.

We at Company X feel that if given the opportunity as a result of increased support which would allow us to do the following programs, we would expect in excess of $400,000 gross revenue for the N.W.T. during the year 1988. We look forward to your positive response.

Sincerely,

President
Company X

MARKETING B unit ES PLAN

1. For the following detailed marketing program for the upcoming year, the only assistance that we have received or will receive is for the one major package tour show. No other marketing assistance has been applied for.

2. the attached is our "ideal" marketing sufficient funding is available. For example, we have already printed a black and white newsletter, but **as** yet cannot proceed with a new full brochure because we are restricted in terms of budget. Many of the items as listed in the attached application will not proceed if we do not get outside assistance.

3. Money spent for these programs to date has come out of cash flow, i.e. we have to book people and get a deposit before we can spend additional monies on marketing programs.

4. We do not consider **that any** of the market that we do book in the States or in Europe would cause as In most cases is new business. Also, because of the incredible of the hunt market primarily outside of Canada, we feel we are making little or no disruption in marketplace. Competition to our facilities not in the Northwest Territories but mainly in Alaska, the Yukon, Arctic Quebec and Labrador, Newfoundland and the northwestern States.

5. of our hunts are licensed and operated under the of the Department of Renewable Resources who specific tags for species that are taken. In cases the usable meat brought back to camp or the closest community and fully utilized.

All of our package tours are organized through our regional office. It is our policy to hire local. qualified guides and outfitters.

In summary, our 1988 planned marketing program includes the following:

magazine advertising	$10,500
literature and show aids	14,800
shows	22,800
media	4,105
mail	
om	-

Based *on* **the bu** of *$58,705 we* request the contribution of $10,000.00 for Company

he creditcNG ecomes the LIABI

1.

The goal of "Company for 1988 is to produce $350,000 worth of business the N.W.T. specific goals are to expand our hunt and package tour sales. The hunt sales are targeted at 5 clients for polar bear. 15 for 55 for caribou, 3 for grizzly. The package tour sales are targeted at 25 nature and wildlife, 10 10 kayaking and 15 backpacking.

2. The Product or OUNTA

AU of our hunts Bal tours are hosted in the We feel our products are different from our competition because of quality. One of our managers is present on Le of the hunts and one of our employees accompanies tours. We work directly the local guides or outfitters and the Hunters and 'lYappers Associations and also directly with the client. In this way we can any as they arise directly with both parties ensuring the highest possible

The

Our touring clients consider themselves adventure and are generally well-to-do Canadians or Americans, well traveled and looking for an unusual experience. These clients are , Canada, approximately the United States; 30%; and various other countries for the remainder.

Because of the wide variety of hunts and tours offered, we have a wide range of clientele. For example, a lower priced caribou sport hunt will appeal to the middle class American or Canadian while the more LIA polar bear hunt can only attract the very, well-to-do, internationally traveled sport hunter. For package tours, the less expensive kayak and packing tours appeals to the sports minded, middle class American or Canadian while the higher priced nature tours attracts a well-to-do traveler.

4. d

If attached application is successful and we do obtain the required dollars for our marketing program as outlined, we would expect generating between $350,000 and $400,000 in revenues for the 1988.

5. Consumer Shows

There are many shows and presentations as listed that we would hope to attend if some is available. Please see the attachments, Schedule 1988 Magazine Schedule 2- 1988 Literature: and Schedule 3- Tentative Show Schedule, 1988. The Tentative Show Schedule 1988 indicates date, location, show, representative where possible, and estimated costs.

Results will be measured in of serious interest shown at the shows. Each guest booked with Company X gets a questionnaire allowing us to find out how he found out about our and why he/she booked with us. The trend the last number of years with shows is that very few deposits are taken at the show the , however, we can tell quite quickly the Interest of the people and can usually tell how many of these people may follow up and actually book with a paid deposit. The main determining factor which tells us which shows to attend are based on past successes, where the most aggressive competitors are promoting, or shows that are specific areas where we have been getting a great deal of actual bookings.

6.

refer to Schedule 1- 1988 Magazine Advertisements. Also see one example of our 1988 full page ad.

7.

Please refer to Schedule 21988 Literature. which details our brochure, hunt planner, price and reference lists, special photo enlargements, slides, etc.

8. Audio Visual File or

Also see Schedule 2-1988 Literature, which includes slides. will be a complete slide presentation showing the facilities and details of each hunt and tour that we offer. The script not yet completed will be brief and to the point as we must hold the viewer's attention for the approximate 15 or 20 duration of the slide show. Intended audiences will be any of the smaller shows, audiences that are limited in number.

9. Public

We have combined the cost of any public relations, i.e. press releases, media presentations, meetings with specific people, as part of our show schedule. The same is true of press releases and printed announcements.

10. Media

Please see Schedule 4 Details of Travel Writers, Broadcasters, Photographers or Agents.

11. Direct Mail

See Schedule #5.

UNIT 3: ACCOUNTABILITY

LESSON	
	introduction to accounting
2	The income statement
3	Expenses revisited
4	Creating a sample income statement
5	The balance sheet
6	Creating a sample balance sheet
7	The link between the income statement and the balance sheet
8	Comprehension tests
9	Workbook exercise
10	Keeping records
11	Double-entry bookkeeping
12	Combined journal - case study

Module B Unit 3 Lesson 1

SKILL: **ACCOUNTABILITY**

OBJECTIVE: Introduction to accounting

METHOD: Lecture, *discussion* and illustration

NOTE: - The purpose of this section is to impress upon the participants the need for accountability. If they are not prepared to do this function in their business, they must hire someone who can.

INSTRUCTORS NOTE: - The sections dealing with Financial matters are printed for the most part, as they appear in the participant's manual.

This has resulted in a change of tone for the following lessons; however, this is meant to aid the instructor when student questions refer to specific iterns in their texts.

ACCOUNTING- A MANAGEMENT TOOL

The following are the kinds of comments made by outfitters

- accounting information helps me to determine the selling price of my hunts in order to make a profit

- without accounting it would be impossible for me to foresee my financial needs for my business

- with financial records it is much easier for outfitters like me to obtain bank loans and government grants

ACCOUNTING - THE LANGUAGE OF BUSINESS

Accounting is said to be the language of business in that it is the means "through which business people like outfitters . hunters and guides"communicate and show the results of one year's operation to lending institutions.

What is the purpose of accounting in the management of a business?

For the guide or outfitter it does three things:

1. It records your business transactions.
2. It groups similar transactions together.
3. And at the end of the year it reports all transactions in financial statements which tell what the business has done for the whole year.

The Income Statement

METHOD: Lecture and discussion

The INCOME STATEMENT is 'the ... of your business'.

The ... question put by an outfitter to his accountant is, how much money or profit have I made? This money or profit is also called .. INCOME'.

An important purpose of accounting is to determine the NET INCOME of a business for one year.

If the business is not profitable, then you must discover ways to make it profitable or close the business.

DEFINING THE INCOME STATEMENT

The income statement usually covers a period of one year for a business.

A business can choose any date for a year end but most use December 31 as a year end. A year end is a cut-off date, the end of the business cycle and the date of measurement. On this date match expenses against revenues to determine if we have made money, profit, or NET INCOME.

REVENUES include ... of the money paid to a guide or outfitter by his customers. For example if , paid you $700 to outfit me for a ... you would record the $700 as revenue.

EXPENSES are all of the money paid out by a guide or to his business. For example, money paid out for gasoline, spark plugs, oil, repairs. ammunition and small tools are all

REVENUE . . EXPENSES EQUAL ... INCOME

SUMMARY

The income statement is a statement of REVENUE and EXPENSES that covers a one year period ending December 31st or your chosen year end.

Module B Unit 3 Lesson 3

SKILL ACCOUNTABILITY

OBJECTIVE: Expenses Revisited

METHOD Lecture and discussion

Expenses include those amounts of money paid out during the year for items such as gasoline, oil. sparkplugs, ammunition, advertising, food used on the hunt, repairs and small tools. These items are all items that are used up or consumed completely during the year.

However, what about money paid out by the outfitter for major items, such as a tent, a snowmachine, a cabin, an expensive rifle, or any other item that lasts for many years? These items are not expenses! They are called ASSETS and we will talk about them later. . .

SUMMARY

Expenses include only money paid out on the smaller items used or consumed completely in one year such as gas, oil, spark plugs, ammunition, repairs, small tools, dog food and food for clients during the hunt. Other expenses include money paid out for services received during the year such as advertising, accounting and legal fees, rent, and interest on loans.

Here is a list of expenses common to guides and outfitters:

- gasoline. oil and sparkplugs
- ammunition
- small tools (costing less than $100)
- repairs
- food for dogs
- food for clients
- salaries and wages paid to helpers and guides
- office supplies, postage and telephone
- heat, light and water
- equipment rentals
- transportation for clients
- advertising and promotion
- licences
- insurance
- accounting and legal fees
- interest on loans
- depreciation on assets
- business and other taxes

Brain-storm the participants for more expense items. Be sure that they understand the concept of expenses versus assets.

Creating a sample Income Statement

Using the following format as an example, have the participants create an income statement for their own (imaginary) business. Later, in Module B, Unit 3, Lesson 9 they will be called upon to produce an exercise version.

The following is an example of an INCOME STATEMENT

INCOME STATEMENT
for the year ending December 31, 1987

EXPENSES	
Gasoline	
oil	499
sparkplugs	RS'
Ammunition	
Small tools	27
food	1012
Food for clients	4017
Salaries and wages	
Depreciation	
Interest on bank loan	tnt
	32,859
	$17,341

Some ideas for reinforcement and discussion are included below. Press the participants to suggest anything that is not yet clear to them.

INCOME STATEMENT NOTES

DEPRECIATION EXPENSE

Depreciation expense is related to items such as a cabin, a snowmachine, a tent or an expensive rifle. Compared to other items that you buy, these items have in common the fact that they last for more than one year. Because they last for more than one year, their full cost cannot be deducted in the year of purchase. Instead . the cost of the item is divided by its expected useful life to arrive at an annual DEPRECIATION EXPENSE.

For example, if you purchased a snowmachine for $5000 and you believe the estimated useful life of the snowmachine is 5 years, the depreciation expense each year would be $5000 divided by 5 years or $1000.

SALARIES AND WAGES

Salaries and wages on the income statement never include amounts paid to the proprietor. The NET INCOME represents the proprietor's earnings for income tax purposes.

SKILL: **ACCOUNTABILITY**

OBJECTIVE: The Balance Sheet

METHOD: Lecture and Discussion

The BALANCE SHEET is a SNAP SHOT of the business at a point in time -usually at the year end. It is a financial statement that shows what your business owns (ASSETS) and the amounts or bills that it owes (LIABILITIES). It also shows what proportion of the assets are owned by the Proprietor (OWNER'S EQUITYI

Therefore, the BALANCE SHEET shows three things:

1. What your business owns	ASSETS
	=
2. What your business owes	LIABILITIES
	+
3. What portion of assets the proprietor owns	OWNERS' EQUITY

THE BALANCE SHEET EQUATION

The total of all assets will always be equal to the total of liabilities plus owner's equity.

ASSETS = LIABILITIES+ OWNERS EQUITY

Assets acquired by a business come from two sources:

1. from creditors (when you purchase an asset on credit)

2. from the owner (when you provide assets of your own to start the business)

We can then conclude that the assets of a business are financed by

creditors and/or the owners. That portion of the assets offset by the creditors becomes the LIABILITY of the business and that portion of the assets paid for by the owners is called OWNER'S EQUITY. This brings us back to the balance sheet equation:

ASSETS = LIABILITIES + OWNER'S EQUITY

SKILL: ACCOUNTABILITY

accounts pay Creating a sample balance sheet

METHOD: Lecture and discussion

Using the example below as a format, have the participants create a sample balance sheet. Later. in Lesson 9, they will be required to complete a exercise as a review.

The following is an example of a Balance Sheet:

ABC late, uns al
BALANCE SHEET
as at December 31, 1987

ASSETS		
Current assets		
		13,626.00
receivable		
Inventory		Equ

		17.126
Fixed assets		
Guiding equipment		15,200
cabin		7,500

		22,700
Less: Accumulated depreciation		3,415

		19,285

	$	36,411
LIABILITIES		
Current liabilities		
term debt - current portion		5,000

Long term debt		
Equipment loans payable net of current portion		15,000
OWNER'S EQUITY		
Opening balance		
Plus: Net income for the year		17,341
Owner's withdrawals during the year		11,430

		13,411

AND **OWNERS**		36,411

ADDITIONAL BALANCE SHEET DEFINITIONS

ACCOUNTS RECEIVABLE
An accounts receivable represents an amount owing to your business in exchange for a service performed or for goods sold. Accounts receivable are usually due in thirty days. Because they are converted into cash within thirty days they are classified as a current asset.

For example if I used your services on a hunt and promised to pay you $500 for your services later, the amount I owe you is an accounts receivable.

INVENTORY
The Hudson's Bay store keeps large amounts of goods on hand to sell to its customers. In accounting language these amounts kept on hand are called INVENTORY. On a much smaller scale Eskimo artists, hunters, and trappers will accumulate INVENTORIES of their goods for resale.

ACCUMULATED DEPRECIATION
Accumulated depreciation represents the sum of the depreciation charged in the financial periods that have gone by since the fixed asset was bought. For example assume you purchased a snowmachine for $5000, and you believed the snowmachine would last you for five years. Each year depreciation expense would be $1000.

In year 1 accumulated depreciation = 1000.

In year 2 accumulated depreciation= 2000.

In year 3 accumulated depreciation= 3000.

In year 4 accumulated depreciation= 4000.

In year 5 accumulated depreciation= 5000.

In year 6 there will be no depreciation expense because the full cost of the snowmachine has been deducted from revenue at $1000 per year for five years.

ACCOUNTS PAYABLE

Accounts payable are amounts owed to others for purchases made on credit and are due within one year. Accounts payable are classified as current liabilities. For example if you purchase supplies on account, the amount that you owe the Hudson's Bay store is called an accounts payable.

LONG TERM DEBT

Long term debt is amounts owing which will take you longer than one year to repay. For example consider the $5000 snowmachine you purchased on credit. If $1000 is payable within one year of the Balance Sheet date, this amount is the current portion of long term debt; but the amount owing beyond one year is long term debt and is $4000.

OWNER'S WITHDRAWALS

Recall that the owner's investment in his business is called Owner's Equity. For example, this occurs when a proprietor contributes fixed assets and /or cash to his business. Owner's withdrawals occur when the owner takes cash and/or other assets from the business for personal use.

SKILL: ACCOUNTABILITY

OBJECTIVE: Understanding the link between the Income Statement and the Balance Sheet

METHOD: Lecture and discussion

Have the participants examine the format of both the Balance Sheet and the Income Statement.

Review the function of the Balance Sheet: i.e. the relationship of assets and liabilities to capital [owner's equity). Show also, that any increase in net income increases owner's equity; whereas, any drawings decrease this amount.

Net income or loss is reflected in both the balance sheet and the Income Statement.

Use the diagram to explain this relationship.

BALANCE SHEET			
Assets			
Current assets	$16000		
Long term assets	52000		
Total assets		68000	
Liabilities			
Current liabilities	10000		
Long-term liabilites	15000		
Total liabilities		25000	INCOME STATEMENT
Owner's equity			Revenues $82000
Opening balance	1000O		Expenses 49000
Plus: Net income for the period	33000		Net income for the period $33000
Total owner's equity	43000		
Total liabilities and owner's equity	$68000		

What is the important link between the income statement and the balance sheet?

Net income or loss is the essential link between the income statement and the balance sheet

SKILL **ACCOUNTABILITY**

OBJECTIVE: Testing comprehension

METHOD: Quiz of True-False and Multiple Choice

Much of the previous material may be new to the participants--Administer the following tests to assess the level of comprehension. Use the results to decide on the amount of review necessary.

The solutions for the following tests are given here.

<u>TEST 1</u>

You've gained a lot of information in this lesson. Now we will take some time to check your understanding.

	True	False
1. Accounting supplies financial information that can help the owner of a business to increase profits	[1	[1
2. By writing the balance sheet equation in the following manner: Assets - Liabilities = Owner's Equity we are identifying that portion of the assets that belongs to the owner.	[ ]	[1
3. The balance sheet covers a period of twelve months whereas the income statement presents a picture of the business at a given date.	[1	[1
4. Net income or net loss is the link between the balance sheet and the Income statement.	[1	[1
5. Revenues and expenses appear on the Income Statement.	[1	[1
6. "Assets, liabilities and owner's equity appear on the " Balance Sheet.	[1	[ ]
7. Net income from the Income Statement increases Owner's Equity on the Balance Sheet.	[1	[ ]
8. Long term liabilities are debts which you expect to repay within one year.	[1	[1
9. Current liabilities are due greater than one year from the Balance Sheet date.	[1	[ ]
10. Current assets include cash and accounts receivable.	[ ]	[1

TEST 2

Classify the following items according to their financial statement presentation:

		ASSETS	LIABILITIES	OWNER'S EQUITY	REVENUE	EXPENSES
1.	Cash	[1	[1	[1	[1	[1
2.	Accounts receivable	[1	[1	[1	[1	[1
3.	Inventory	[1	[1	[1	[1	[1
4.	Salaries & wages	[1	[1	[1	[1	[1
5.	Guiding service fees	[1	[1	[1	[1	[1
6.	Depreciation	[1	[1	[1	[1	[1
7.	Cabin	[1	[1	[1	[1	[1
8.	Bank loan	[1	[ ]	[1	[1	[1
9.	oil	[1	[1	[1	[1	[1
10.	Rifle costing $500	[1	[1	[1	[1	[1
11.	Food for client	[1	[1	[1	[1	[1
12.	Owner's investment	[1	[1	[ ]	[1	II
13.	Accounting fee	[1	[1	[1	[1	[1
14.	Ammunition	[ ]	[1	[ ]	[1	[1
15.	Tent	[1	[1	[1	[1	[1

SOLUTIONS TEST 1

1. TRUE
2. TRUE
3. FALSE
4. TRUE
5. TRUE
6. TRUE
7. TRUE
8. FALSE
9. FALSE
10. TRUE

SOLUTIONS: TEST 2

1. Assets
2. Assets
3. Assets
4. Expense
5. Revenue
6. Expense
7. Asset
8. Liability
9. Expense
10. Asset
11. Expense
12. Owner's equity
13. Expense
14. Expense
15. Asset

Module B Unit 3 Lesson 9

SKILL: **ACCOUNTABILITY**

OBJECTIVE: Workbook Exercise

METHOD: Exercise presentation

As a review, have the students complete the ABC Outfitters exercise in the participants' manuals. Use the correct format following to check their work.

EXERCISE

ABC outfitters

Billie is the owner of ABC OUTFITTERS. It is one month after his financial year ended December 31.1987. Billie has asked you to help him prepare his financial statements. He has provided you with the following information.

From this information prepare financial statements for the year ended "December 31.1987."

- Revenue from guiding services was $68000.

- Billie paid his guides a total of $1400 per month for each of the 12 months

- The receipts for his food supplies total $5600

- Fuel and oil for his snowmachines total $3500

- Advertising costs were $1800

- He rented an airplane to transport his clients at a cost of $4560 for the year

- Insurance on equipment was $600,and accounting expense was $800

- Interest on his bank loan was $600

- Billie has calculated his depreciation expense to be $7000

- Repairs to equipment was $1800

YOU SHOULD NOW PREPARE THE INCOME STATEMENT (SEE DOCUMENT A)

In relation to the Balance Sheet. at December31, 1987 Billie's records showed:

- ABC OUTFITTERS had cash of $6940 and accounts receivable of $2800

- Fixed assets included snowmachines costing $17000 and other outfitting equipment costing $8000

- Since Billie started the business January 1, 1987 the accumulated depreciation equals the depreciation expense for the year

- The current liabilities are a bank loan of $16000 and accounts payable of $3800

- To start the business Billie contributed $3000 of equipment which is his owner's equity at present: during the year Billie withdrew $20000 cash for personal expenses

NOW PREPARE THE BALANCE SHEET (SEE DOCUMENT B)

DOCUMENT A

ABC outfitters
INCOME STATEMENT
for the period ending Deeember31, 1987

Revenue	$	
Expenses		
Salaries and wages		
Food supplies		
Fuel and oil		
Advertising		
Rental of airplane		
Insurance		
Accounting and legal fees		
Interest on loan		
Equipment repairs		
Depredation		

Net Income	$	--------------

DOCUMENT B

ABC OUTFITTERS
BALANCE SHEET
as at December 31, 1987

ASSETS	
Current Assets	
Cash	$
Accounts receivable	------------
Total current assets	
Fixed assets	
Snowmachines	
Outfitting equipment	-------------
Less: accumulated depreciation	-------------
Total long term assets	-------------
Total assets	$ -------------
LIABILITIES	
Current liabilities	$
Bank loan	
Accounts payable	-------------
Total current liabilities	
OWNER'S EQUITY	
Owner's investment	
Plus: Net income	-------------
Less: withdrawals	-------------
Total owner's equity	-------------
Total liabilities and owner's equity	$ -------------

SOLUTION DOCUMENT A

ABC OUTFITTERS
INCOME STATEMENT
for the period ending December 31, 1987

Revenue	$	68,000
Expenses		
Salaries and wages		16,600
Food supplies		5,600
Fuel and oil		3,500
Advertising		1,600
Rental of airplane		4,560
Insurance		600
Amounting and legal fees		800
Interest on loan		600
Equipment repairs		1.600
Depreciation		7.000

		43.060

Net Income	$	24,940
		=======

SOLUTION **DOCUMENT B**

ABC OUTFITTERS
BALANCE SHEET
as at December 31, 1937

ASSETS		
Current Assets		
Cash	$	6,940
Accounts receivable		2,800
Total current assets		9,740
Fixed assets		
Snowmachines		17*000
Outfitting equipment		8,000
		25,000
Less: accumulated depreciation		7,000
Total long term assets		18,000
Total assets	$	27,740
LIABILITIES		
Current liabilities		
Bank loan	$	16,000
Accounts payable		3,800
Total current liabilities		19,800
OWNER'S EQUITY		
Owner's investment		3,000
Plus: Net income		24,940
		27,940
Less withdrawals		20,000
Total owner's equity		7,940
Total liabilities and owner's equity	$	27,740

Module B Unit 3 Lesson 10

SKILL: ACCOUNTABILITY

OBJECTIVE: Keeping your business records

METHOD: Lecture. discussion and illustration

As an outfitter, you will be involved in a number of different business transactions every day. A business transaction is any exchange of one value for another such as the payment of money for bullets or the receipt of money for your guiding service.

Bookkeeping consists of:

1. keeping the proof that a transaction took place such as a receipt or a cheque; proof such as receipts and cancelled cheques are called SOURCE DOCUMENTS.

2. recording these activities in a book of account called a COMBINED JOURNAL. (It is called a combined journal because it combines various special journals that are used by large corporations or organizations.)

Therefore, the bookkeeper uses two tools to record business transactions:

1. THE SOURCE DOCUMENTS
2. THE COMBINED JOURNAL

As a businessman, you should write your transactions into the combined journal on a daily basis and maintain your receipts and cancelled cheques and any other source documents or proof. These source documents are very important to your business and should be kept in order by date in a clean, safe and dry place.
You, as the bookkeeper, will accumulate during the year all of your business transactions in the combined journal. These results will be totalled and will enable your accountant to prepare financial statements such as the Income Statement and the Balance Sheet.

It is important to maintain the business's COMBINED JOURNAL.

The COMBINED JOURNAL is an accounting record which summarizes all of your business transactions in one place.

Module B Unit 3 Lesson 11

SKILL: ACCOUNTABILITY

OBJECTIVE: Double-entry Bookkeeping

METHOD: Lecture and discussion

DOUBLE-ENTRY BOOKKEEPING

All businesses use double-entry bookkeeping. When using this system every number is written down twice. The system is based on your bank account.

Here are two examples:

Example 1

For example, an increase in your bank account of $500 is also an increase in revenue of $500. Therefore, when you earn $500 you would enter the amount twice - once to increase your bank account and once to increase revenue.

Example 2

When you purchase supplies for $600, your bank decreases by $600 and supplies increase by $600. Again there would be two entries - one to decrease the bank and one to increase supplies expense.

AN EXAMPLE USING THE COMBINED JOURNAL

You will now be shown how to record your daily business transactions into a combined journal using double-entry bookkeeping.

Assume these are your business transactions for the month of April 1987.

ABC OUTFITTERS

April 1	Purchased $500 worth of supplies from Hudson's Bay Company; paid by cheque #214
April 3	Sold guide services to John White for $800 cash.
April 7	Paid $200 cash for ammunition at Hudson's Bay Company.
April 9	Purchased $300 worth of gas and oil at Husky Oil; paid by cheque #215
April 27	Received $900 cheque from Wes Werbowy for guiding services completed to-day.
April 30	Owner withdraws $400 cash for personal use,

EXPLANATIONS TO THE COMBINED JOURNAL - SEE DOCUMENT C

The following factors support the use of this journal.

1. The use of cash for most transactions requires the presentation of two columns for this account. The '+' column is used to record the receipt of funds as shown with the $800 cash received from John White. The '-' column IS used to record the payments made in cash as shown with the $200 cash payment to Hudson's Bay Company for ammunition.

2. The bank column functions the same way as the cash column. The '+' column is used to record the receipt of cheques from clients thereby increasing the bank account; this is shown with a $900 cheque received from Wes Werbowy. The '-' column Is used to record the payments made by cheque as shown with the $500 cheque paid to Hudson's Bay Company for supplies.

3. Please note that each transaction is recorded with two entries as explained below.
   - the April 1 purchase of supplies at Hudson's Bay Company decreases the bank by $500 and increases supplies expense by $500.
   - the April 3 cash payment by the client John White increases cash by $500 and increases revenue by $500.
   - the April 7$200 cash payment to Hudson's Bay Company for ammunition decreases cash by $200 and increases ammunition expense by $200.
   - the April 9$300 purchase of oil and gas from Hudson's Bay Compaq paid for by cheque #215 decreases the bank by $300 and increases oil and gas expense by $300.
   - the April 27 cheque received from Wes Werbowy increases the bank by $900 and increases revenue by $900.
   - the April 30 owner withdrawal of $400 decreases cash by $400 and increases owner's withdrawals by $400.

   The above explains the term DOUBLE ENTRY BOOKKEEPING.

4. AS you can see special columns are used to record transactions that occur frequently.

5. At the end of each month all columns of the combined journal are added and the balancing of '+'s and '-' is verified.

Document C

...evenue	Supplies Expense	Ammunition Expense	Gas Expense	Owners Withdrawal
	500.00			
800.00				
		200.00		
			20.00	
900.00				
				400.00
1700.00	500.00	200.00	20.00	400.00

HOW TO DO IT

When making an entry in the combined journal

1. - write down the date as shown wtth the April 1 entry

2. - from the source document, write down a brief description of the transaction on one line of the combination journal; for example, the name of the supplier

3. - write down your business's cheque #

4. - record the increase or decrease in cash or bank On the same line, record the increase in revenue if you have received a cheque, or the increase in an expense if you are making a payment

5. - note that the amount is written twice on the same line

6. - this is double-entry bookkeeping which allows you to balance the combined journal at the end of each month. When you balance it, you prove that amounts received and paid equal the amounts added to revenue and expense columns m your journal.

YOU HAVE NOW BEEN INTRODUCED TO DOUBLE-ENTRY BOOKKEEPING.

Module B Unit 3 Lesson 12

SKILL: **ACCOUNTABILITY**

OBJECTIVE: The Combined Journal

METHOD: A CASE STUDY

For this case we will assume that all cash is maintained in the bank. The following are the transactions for ABC OUTFITTERS for the month of November 1987.

November 1	Memorandum entry - bank balance carry forward is $980.50.
November 2	Received $6000 guiding revenue from a new client.
November 6	Paid $185.00 to The Bay for food for client with cheque#307.
November 9	Paid $350,00 to La Rouge Fuel Ltd. with cheque #308 to buy heating oil for outfitting cabin.
November 12	Deposited $480.00 of guiding revenue into the bank.
November 15	Paid guide Philipe Smith $401.98 for wages with cheque #309.
November 16	Paid Norm's Stationery $48.16 with cheque #310 for office supplies.
November 16	Paid NorthWest Telephone $64.20 for the telephone bill with cheque #311.
November 18	Received $1200.00 from client.
November 21	Paid $250.00 to Lakeside Esso with cheque #312 for skidoo gas and oil.
November 21	Paid the Co-op $112.50 for ammunition with cheque #313.
November 23	Paid Joe's Commercial Aviation $1600.00 with cheque #314 for transporting clients.
November 25	Received $395.00 from client.
November 27	Paid $450.00 with cheque #315 for advertising in the Hunter's Digest.
November 28	Paid Harold Bent $80.00 with cheque #316 for legal advice.
November 30	Paid Philipe Smith $401.98 with cheque #317.
November 30	Paid Receiver General $89.09 for source deductions with cheque # 318.

QUESTION

Record the above transactions for ABC Outfitters in the combined journal (Document D). Then, add all the columns of the journal and verify if the journal balances.

Check your answer with Document E.

Combined Journal For
ABC Outfitters

Document E

1987	Description of Transaction	#	+	−	Balance	Guiding Revenue	Client Food	Heat Light	Guide Wages	Skidoo Fuel	Ammu	Client Travel	Miscellaneous Am	Desc
Nov 1	Bank Balance Forward				980.50									
Nov 2	Guiding Revenue		6000.00		6980.50	6000.00								
Nov 6	The Bay	307		195.00	6785.50		185.00							
Nov 9	La Rouse Fuel Ltd	308		350.00	6445.50			350.00						
Nov 12	Guiding Revenue	—	480.00		6925.50	480								
Nov 15	Philipe Smith	309		401.—	6523.—				401.98					
Nov 16	Norns Stationery	310		48.16	6475.36								48.16	Office Supplies
Nov 16	North West Telephone	311		64.20	6411.16								64.20	
Nov 18	Guiding Revenue	—	1200.00		7611.16	00.00								
Nov 21	Lakeside Esso	312		250.00	7361.16					250.00				
Nov 21	The Co-op	313		112.—	7248.—						112.—			
Nov 23	Joes Commercial Aviation	314		1600.00	5648.66							1600.00		
Nov 25	venue													
Nov 27	Hunters Digest	315		450.00	5593.66								450.00	Advertising
Nov 28	Harold Bent Legal Clinic	316		80.00	5513.66								80.00	Legal Expense
Nov 30	Philipe Smith	317		401.—	5111.—				401.—					
Nov 30	Receiver General of Canada	318		89.09	5022.59				89.09					
	Totals		8075.00	4032.41		8075.00	185.00	350.00	893.05	250.00	112.50	1600.00	642.36	

STEP-BY-STEP EXPLANATION TO COMBINED JOURNAL SOLUTION
(SEE DOCUMENT E)

Line 1	"Bank balance brought forward from October31, 1987 is a"memorandum and is only recorded once. The purpose of this column is to provide the owner with his up-to-date bank balance and may not always be used in the combined journal.
Line 3	This entry increases the bank balance by $6000.00 and increases revenue by $6000.00.
Line 5	This entry decreases the bank balance by $185.00 and increases client food expense by $185.00.
Line 7	The cheque written to La Rouge for heating fuel will decrease the bank by $350.00 and increase heat and light expense by $350.00.
Line 9	Guiding revenue will always increase the bank; in this transaction the bank is increased by $480.00 and revenue is increased by $480.00.
Line 11	Wages paid to Philipe Smith decreased the bank by $401.98 and increased wages expense by $401.98.
Line 13	The cheque to Norm's Stationery will decrease the bank by$48. 16 and increase office supplies expense by $48.16.
Line 15	Paying NorthWest Telephone will decrease the bank by $64.20 and increase telephone expense by $64.20.
Line 17	Depositing guiding revenue into the bank increases the bank by $1200.00 and increases revenue by $1200.00.
Line 19	Payment to Lakeside Esso for skidoo fuel decreases the bank by $250.00 and increases skidoo fuel expense by $250.00.
Line 21	The cheque to the Co-op for ammunition decreases the bank by $112.50 and increases ammunition expense by $112.50.
Line 23	Payment to Joe's Commercial Aviation decreases the bank by $1600.00 and increases client travel by $1600.00.
Line 25	Depositing guiding revenue into the bank increases both the bank and guiding revenue by $395.00.
Line 27	Payment to Hunter's Digest decreases the bank by $450.00 and increases advertising expense by $450.00.
Line 29	Payment of legal expenses to Harold Bent decreases the bank by $80.00 and increases legal expenses by $450.00.

Line 31 Payment of wages to Philipe Smith will decrease the bank by $401.98 and increase guide wages by $40 1.98.

Line 33 "Payment to the Receiver General represents taxes, UIC and " CPP deducted from Philipe's wages as well as your contributions to UIC and CPP. (Payroll is discussed elsewhere.) This payment decreases the bank by $89.09 and increases wage expense by $89.09.

TOTALS LINE Add all columns.

Please note : To ensure that the entries into the COMBINED JOURNAL are correct this sheet must be balanced as explained below.

Balancing the combined journal:

1 - The total of the '+' side of the bank must equal the total of revenue.

2 - The total of the '-' side of the bank must equal the total of all expense columns added together, that is from client food expense thru' to miscellaneous expense.

UNIT 4: THE OUTFITTING PACKAGE

LESSON

1	Forms of business organization
2	Insurance
3	Workers' Compensation Board
4	Package tour concepts
5	Designing a package tour
6	Determining a price
7	procurement and supply
8	Marketing
9	Promotional methods

SKILL: THE **OUTFITTING** PACKAGE

OBJECTIVE: Forms of Business Organization:

METHOD: Lecture and discussion

Introduce this topic when consideration is being given to the initial stages of business planning. The Outfitter will have to decide on the form that his business will take. Each contains various advantages and dfsadvantages which will impact on the Out.fitter.

Basically, there are 3 forms of business organization:

1. The sole proprietorship
2. The Partnership
3. The Corporation

Each of these will be examined separately: however, each has similarities in the need to obey Territorial laws and municipal regulations like registration, and licences.

The Sole Proprietorship

This is the simplest form of business organization, a single person in business for himself. Ask the participants to suggest some advantages and disadvantages in this form. The list of ideas would resemble the following:

ADVANTAGES:

-simple, informal and inexpensive - anyone can begin a business.
-the owner is free to make all decisions.
-all profits are directed to the owner.
-as a rule, subject to fewer government regulations than partnerships and corporations.

DISADVANTAGES:

-the owner is personally liable for all business debts. (Unlimited liability).
-the owner must assume all risks.
-the owner is taxed at the same rate as individual taxpayers. (This may be beneficial at lower income rates).
-restricted to his own credit standing when financing.
-responsible for any tort committed by an employee. during the course of employment.

The Partnership

Often two friends will decide to begin an outfitting venture: this may not always be the best idea. Their friendship may be based on their similarities: and in a partnership, this eliminates the advantage brought in by a partner with differing background strengths.

Ultimately, a partnership is a more complex form of business involving 2 or more people. The more common form, the General Partnership, has the same unlimited liabilities as a sole proprietorship. A Limited Partnership allows for some limited liabilities for partners that do not actively manage the company.

It is important to know that a partnership relationship can be implied by the conduct of the parties even though no part ership was intended, and, as in all partnerships, each partner is responsible for thenother, and has the authority to bind the others in contracts with outsiders. This can be vitally important and can result in disastrous consequences.

It is also interesting to note that when a partner, without consent of the other partners carries on a similar business competing with the firm, he must account and pay over to the firm all profits made by him in that business. This can be varied, but he must have the consent of his partners to do otherwise.

Discuss the implications of partnership and have the participants draw up a list of advantages and disadvantages.

ADVANTAGES:

-basically simple and inexpensive form of business organization.
-decisions are shared: different points of view can be used.
-more of a credit base for funding.
-others to share the work load.
-limited regulations.

DISADVANTAGES :

-all parties in a general partnership have unlimited liability.
-each partner is responsible for any liabilities or contracts due to the action of any partner, even if unaware of the actions of that partner.
-all profits are shared amongst the partners.
-each partner is taxed at the same rate as individual taxpayers.
-disagreements between partners may cause difficulties.

The Corporation

The terms "Corporation" or "Incorporated Company" or "Limited Company" are used to identify a form of business organization that has its own existence. In effect, it is legally considered to be a separate "person".

This status can only be achieved under an act of the Federal Parliament or a Provincial or Territorial Legislative Assembly. The process is an involved one that calls for the expertise of a Lawyer. Not only is it an expensive form of business to begin with, but also one bound by the needs for shareholder meetings, etc.

Discuss the potentials of incorporation. The results should contain the following ideas.

ADVANTAGES;

-limited liability, unless personal guarantee given.
-availability of the small business deduction which can reduce the basic federal tax rate.
-a spouse can be employed by the corporation: this can provide income-splitting as well as allowing eligibility for government benefits.
-has its own entity, so the death of a shareholder doesn't cease the continuity of the company.

DISADVANTAGE ES:

-expensive to formulate.
-business losses can only apply to the company's income of prior or later years: whereas an Individual can set the loss against other personal income.
-most expensive way to run a business.
-more formal record-keeping requirements.
-actions restricted by the definitions within its charter.
-funding attempts may be difficult unless personal guarantees are given.

Module B Unit 4 lesson 2

SKILL	THE OUTFITTING PACKAGE
OBJECTIVE:	Insurance Concerns
ITEMS **REQUIRED:**	If possible, a resource person from the T.I.A. or Economic Development
METHOD:	Lecture and discussion

Discuss the cost of doing business with regard to the need for insurance. Deliver the following information and use the suggested questions as a format.

<u>What Is Liability Insurance ?</u>

Liability is a legal term meaning that you could be held responsible for any of your actions or failure to act and for the results of your actions or inaction if the person who was injured decides to sue You. You could be held legally liable for both property damage and/or bodily injury.

When purchasing Liability Insurance or Comprehensive General Liability as it is commonly known. one is protecting an individual or business from legal suits brought against them as a result of negligence. Negligence has various degrees of seriousness, ranging from ordinary negligence to gross negligence.

When faced with a legal action resulting from what is alleged to be negligence on behalf of a business operator, the amount of compensation requested can be very high indeed. The legal fees alone, without taking into consideration the actual court award, can cripple or destroy a business overnight. Imagine having many years of hard work go down the drain as a result of a law suit .

In many cases when you purchase Liability Insurance you are basically purchasing legal fees coverage. A legal suit may be totally groundless but that does not mean that you do not have to defend it in a court of law. Legal expenses in a lawsuit can sometimes amount to thousands of dollars.

In outfitting, this concept covers a great deal of territory. For example, if your employee failed to choose a safe spot for beaching a boat, and your client slipped and fell on the rocks, you may be held responsible in a suit.

What Is Property Insurance ?

Property Insurance is protecting a company's or individual's physical assets from loss, damage or destruction. The main purpose of purchasing insurance, whether it be Liability or other forms of insurance, is to protect the individual or business from a peril which might disrupt or for that matter destroy the business operation.

Just as a lawsuit can cripple a business, a fire can have the same dramatic effect. Someone might spend years saving money to build a home or to start a business and without insurance a fire can destroy a lifetime of work.

Why Do I Need Insurance ?

It is only good business practice to purchase Liability Insurance particularly if your business involves dealing with the public heavily or supplying a service or product to the public. When purchasing any type of Insurance, whether it be Liability or Property Insurance, you are basically protecting your investment.

Another very important reason for carrying insurance besides the protecting of one's investment, is it's requirement by lending or banking institutions when borrowing money. Most of us realize that one of the first questions asked by a banker when applying for a loan on any tangible asset, is whether or not insurance coverage is carried. The bank requires this insurance in order to protect their loan to you. Without insurance on a building on which there is a bank loan and the building is destroyed by fire. not only would the individual lose their building, but they would still have to pay back the bank loan.

The purchasing of insurance is extremely important and simply good business practice. Insurance is one of those items which is not appreciated until it is needed. While a lawsuit or fire is a traumatic experience for one to go through, it be comes extremely so when one realizes that no insurance coverage exists for the situation at hand.

If you own a home or own a business, insurance is the only way you can be protected against certain accidents or disasters. Insurance allows for a relatively normal continuance of business after an insured loss.

The Benefits Of Insurance .

While the benefits of carrying insurance are numerous, the following points must be appreciated as having the most impact.

1. Insurance protects one's investment, whether it be from third party sources such as legal suits or the disaster of a fire.

2. Insurance enhances the business image of a company when insurance coverage is in place at the time of applying for a business loan.

3. With proper insurance in place, the business owner is allowed some peace of mind knowing his or her business is protected.

4. Where insurance is sometimes described as a necessary evil, it is in fact only good business and a necessary part of one's overall business plan.

5. Insurance provides your present and potential clients with confidence that you run a good operation and that they have some form of recourse in the event of a mishap.

6. As is the case with lending institutions, the trend in business today is for individuals or companies to only deal with other individuals or companies who carry insurance. This practice protects both parties in the event of a loss.

What about Waiver Forms?

A waiver form is not a replacement for insurance nor does it absolve the outfitter from the responsibilities of exercising care and safety considerations. What it does do is explain to the client that there is an element of risk in the activity. By signing the waiver the client states that they understand the terms and conditions of your activity. This can also be incorporated into a release form which can accomplish several different functions:

-it places reasonable responsibilities upon the client.
-it assures you that the client is in proper health for the activity.
-it can be structured to give you the rights to use promotional photos.
-it can act as an information base for client files.

The form can be drafted to suit your company's purposes. Using the following sample, add or change the style to suit your business.

APPLICATION AND RELEASE

NAME: ________________________ DATE: ____________

ADDRESS: ________________________ PHONE: ____________

POSTAL CODE: ________________________

WEAPON CHOICE ________________________ TYPE: ____________

PLEASE READ CAREFULLY

I fully understand that this outdoor activity involves certain risks and dangers. I hereby assume all risks and will hold ________________ harmless from and defend them against any and all liability actions, causes of actions, suits, debts, demands and claims of every kind and nature whatsoever which I now have to which may hereafter arise out of or in connection with my trip or any other activities arranged for me by ________________ and its agents or associates. This agreement shall serve as a release and assumption of risk for myself, and my heirs, administrators, executors, and for all members of my family including any minors accompany me.

As a condition for acceptance, I certify that I am in good health and prepared to undertake the outdoor recreational activities presented by ________________ I also give my permission to use any and all pictures in which I may appear for publicity, promotion, and advertising.

I have read, understand and agree to the above conditions.

signature of Applicant: ________________________

witnessed by: ________________________

In case of emergency, notify:

NAME: ________________________ RELATIONSHIP: ____________

PHONE NO. ________________________

ADDRESS ________________________

No. Street City State Zip Code

Payment in full received by ________________________

Module B Unit 4 Lesson 3

SKILL: THE OUTFITTING PACKAGE

OBJECTIVE: Workers Compensation Board (TV. C. B.)

ITEMS
REQUIRED:

If possible, a resource person from W.C.B. to address the participants
-1 class set of each:
Employer Handbook on Worker's Compensation and Worker's Information Handbook
-1 class set samples of:
(a) Employers report of accident
('b) Employers subsequent statement
(c) Workers Report of Accident
(d) Notice to Employers and Workers
(d W.C.B. provisional assessment of rates

INSTRUCTOR*S
NOTE:

This lesson will require the distribution of sample forms to the participants. Obtain the required materials from the W.C.B. office, and present these after your introductory lecture.

Student instructions appear in the Participant's Manual, Module B. Unit 4. Item 5.

METHOD: Lecture, display and discussion

(a) Employer Handbook on Worker's Compensation

Using this resource. describe the general intent of the theory. Indicate clearly that: "every employer is required to establish an account with the board whether workers are employed on a regular. casual, or contract basis. " Other topics to be included should, at least, be:

-Claims liability (page 9)
-Persons automatically covered (page 10)
-Persons not automatically covered (page 10)
-How can coverage be obtained? (page 10)
-General assessment information. (page 11)
-Claims (page 13)

In dealing with the last topic, have the participants fill out the Employer's sample forms for a suggested accident scene.

APPLICATION AND RELEASE

NAME: ______________________________ DATE: ______________

ADDRESS: ______________________________ PHONE: ______________

POSTAL CODE: ______________________________

WEAPON CHOICE ______________________________ TYPE: ______________

PLEASE READ CAREFULLY

I fully understand that this outdoor activity involves certain risks and dangers. I hereby assume all risks and will hold ____________________ harmless from and defend them against any and all liability actions, causes of actions, suits, debts, demands and claims of every kind and nature whatsoever which I now have to which may hereafter arise out of or in connection with my trip or any other activities arranged for me by ______________________ and its agents or associates. This agreement shall seine as a release and assumption of risk for myself, and my heirs, administrators, executors, and for all members of my family including any minors accompany me.

As a condition for acceptance, I certify that I am in good health and prepared to undertake the outdoor recreational activities presented by ____________________ I also give my permission to use any and all pictures in which I may appear for publicity, promotion, and advertising.

I have read. understand and agree to the above conditions.

signature of Applicant: ______________________________

Witnessed by: ______________________________

In case of emergency, notify:

NAME: ______________________________ RELATIONSHIP: ______________

PHONE NO. ______________________________

ADDRESS: ______________________________

No. Street City State Zip Code

Payment in full received by ______________________________

(b) Workers Information Handbook

Using this booklet. cover fully those aspects beginning with "claims" (page 7- 19).

Remind the participants that as prospective employers, they may be required to inform the worker of his potential obligations and benefits under W.C.B.

Using the sample 'Workers report of accident" have the students fill out the required form.

(c) Notice to Employers and Workers

Review the steps needed and the time parameters required for the submission of reports. Note that the Employer is responsible for the provision of first aid.

(d) Classification of Industries and Provisional Assessment Rates

Discuss the differing rates per $100.00 of assessable payroll. For example, Outfitters and guides fall under classification 15. This shows a rate of $2.50 in 1988.

SKILL: THE OUTFITTING PACKAGE

OBJECTIVE: Package Tour concepts

ITEMS **REQUIRED:** Sample brochures which give examples of package tours

METHOD: Lecture and discussion

PACKAGED TOUR

This is a preplanned, organized travel experience consisting of several and separate elements operated over a fixed itinerary and time frame.

These programs may encompass a wide spectrum of interests and activities but must contain at least one night's confirmed accommodation and any two of the following components:

-Air transportation
-Surface transportation
-Local transfer
-Sightseeing or guide services
-Meals and/or entertainment

Realistically, from an external sales and marketing point of view, the basic requirements are:

-accommodation
-transfer
-sightseeing

Basically, the Outfitter charges one price to the client and the outfitter is then responsible for paying the other businesses involved.

Packaged tour sales are especially attractive to travel agents for their ease of sale and the increased commission they can earn from the air transportation as well as the ground component.

PRINCIPAL TYPES OF PACKAGED TOURS

Group Inclusive Tour (G.I.T.)

As the title indicates, an operation specifically tailored to accommodate a number of participants with similar interests.

This type of tour product is often used to service lengthy itineraries using a mixture of services, transportation, accommodations and attractions.

Based on their duration and areas of operation, they fall into three distinct categories which are:

- Escorted
- Hosted
- Unescorted

As the Outfitter offering this service, you must remember to state clearly what is included in the total price and what the client will be responsible for beyond that.

Special Interest Tours (S.I.T.)

A rapidly expanding segment of the tourist market is being serviced by this category of tour designations. Its composition and operation is very similar to that of the G. I.T., but is is almost always applied to small dedicated groups.

Principal areas of application refer to established outdoor activities which emphasize client participation such as:

- Fishing
- Hunting
- Trail riding
- Canoeing and river rafting

In addition, the greatest increase in market growth has been recorded in non-consumptive pursuits, notably

- Environmental study groups
- Wildlife observation
- Historic and cultural programs
- Photographic safaris

Discuss some of the benefits of tour packages for both the consumer and the operator. The class responses should include some of the following:

Consumer benefits:

-social contacts of group travel
-peace of mind (assurance of safety, quality and hassle-free arrangements)
-cost savings
-security in dealing with a specialist who pledges his reputation on the outcome

Outfitter benefits:

-easier marketing potentials
-advanced bookings can relate to better cash flow, camp set-up and advanced purchasing and staffing considerations
-potential of lower prices to remain competitive
-more contacts available through tour wholesalers and agencies

Some disadvantages are also possible; the tourist is faced with an inflexible schedule, while the outfitter may suffer from group cancellations. This may cause further repercussions if the outfitter had made firm commitments to other area suppliers.

The partnerships between Product suppliers and their sales agents, e.g., receptive Operators, Wholesalers and Travel Agents. require a clear and concise understanding of the financial and operational terms of reference. Discuss the following definitions:

ROLE CONCERNS

TOUR OPERATOR: The Individual who runs his or her operation such as a river cruise or town tour. This person assumes full responsibility for the day to day operation of the attraction.

RECEPTIVE oPERATOR: The travel industry principal who co-ordinates and contracts for the variety of services involved in a tour package. In general, these organizations are located in the region Within which the programs operate and assume the role of broker between the product supplier (Tour operator) and the external industry sales outlets

TOUR WHOLESALER: The tour wholesaler plans, packages and promotes the sale of the product in his region of operation. Traditionally, the wholesaler markets his offerings through retail travel agents by means of a brochure and pays a commission to the selling agent.

TRAVEL AGENT: A travel agency sells a multitude of travel services to its clientele. It acts as a middleman between the supplier and the individual traveler.

A travel agent's services are free to the user. They earn commissions from the suppliers.

It is extremely important that product suppliers concentrate their marketing efforts through co-operative programs involving receptive operators and tour wholesalers.

Financial Concerns

GROSS: The whole or total amount charged for a product or service. This is accepted to be the maximum normal selling price. Travel industry partners expect a commission deducted at source, ranging from 10% to 25% of this figure.

NET: A fixed and agreed amount at which a product supplier will deliver a service to various industry partners. Again. this will reflect a minimum discount of at least 10% of the gross rate.

NET/NET: A term Increasingly used to absolutely convey the non-commissionable, non-negotiable cost of a product or service.

OVERRIDE: A supplementary commission paid over and above the agreed net rate. Usually, this applies to a contracted volume of business delivered over a fixed period and is used as an incentive to stimulate sales. Current rates of override commissions are established at 2 1/2% over net and based on performance.

RETROACTIVE COMMISSION: An amount paid following the completion of a contract and based on a volume of business in excess of the original agreement. The terms of settlement are negotiable but generally follow the pattern adopted by the override system.

SKILL: THE OUTFITTING PACKAGE

OBJECTIVE: Designing a package tour

METHOD: Lecture, discussion, and assignment

A part of the process will involve identifying the local resources and deciding what interest group can be accommodated. as well as producing a potential tour.

STEP 1: Evaluate your potential

Have the participants grouped by interest areas or do the following invent ory singularly regarding their personal aspirations.

(a) List the natural, cultural and historic resources of the area.
(b) List the possible packages that could be made available.
(c) List the equipment and infrastructure required to make the package work
(d) Itemize the skills required and inventory those that could benefit the package.

STEP 2: Re-evaluate the package in light of the demands of the target group.

Are you catering to adventure tourists or to study groups?

Discuss the relative profile of each target group.

e.g. Adventure tourist

-usually in good physical shape
-willing to accept certain levels of perceived risk and hardship
-usually high income eamers/professional backgrounds

study groups

-normally older
-may be more sedentary
-usually prefer more amenities

Consider other possibilities like birders, hikers etc. This interaction (Step 2 and Step 1) will not only shape your perceived package, but will be necessary in determining your marketing approach.

STEP 3: Estimate market opportunity

(a) Contact the local zone manager to receive current market data.
(b) Consider your potential share of the market, and decide if the number is sufficient to warrant an attempt.

STEP 4: Create a basic itinerary

(a) Decide on a tour duration

-3 to 5 days is an average length, in exceptional cases, a 7-10 day is possible.

(b) Prepare the framework

-using Step 1, create the framework of the tour
-add the "extras" , e.g. meeting local people, attending cultural events, shopping for arts and crafts.

(c) Fit in the necessities:

-airport arrival time
-transportation to community
-hotel accommodation/meals
-land transportation
-accommodation and meals on the land
-return to community
-accommodation and meals as necessary
-debriefing and visiting
-airport delivery
-departure gift
-contingency plan in case of delayed flight

ASSIGNMENT

Using the foregoing information, have the participants create a 5 day tour package. The daily itinerary should contain daily divisions of activities and approximate times. Relate to the reality of the situation by having the participants include known aircraft arrival and departure times.

(d) Double-check the details:

Outfitters dealing with Tour Wholesales should provide clear and concise information on all conditions effecting the provision of their product. These should be communicated in written form and provide the following information

-a thorough description of what the program consists of.
-all ingredients of the offer should be listed and it should be noted whether or not they are actually included in the price quoted.
-a list of exact arrival and departure dates and times.
-an indication of what periods the prices are quoted.
-a clear description of payment procedures, e.g. deposit requirements, final payments, cancellation procedures and charges.
-a clear description of reservation and booking procedures.
-the pricing, such as single room charges, should be spelled out.
-an indication whether the prices are net or gross.
-an indication of commission structure if required.
-waiver inclusion outlining responsibflities.
-insurance - any specific insurance requirements must be detailed exactly.

SKILL: THE OUTFITTING PACKAGE

OBJECTWE Determining a price

INSTRUCTOR'S NOTE

This lesson and the previous lesson are reflected as required assignments in the Participant's Manual, Items 10 and 9, respectively. These assignments will be handed in to the instructor for evaluation. The marking scheme will reflect the requirements of the specific class mix (i.e. considering the potentials of translation, etc.). However, these will be graded and recorded within the percentages outlined in the introduction of this manual.

METHOD: Lecture, discussion and assignment

Certain price aspects will be fixed. while others can be marked up. For example, airfare and accommodation rates are regarded as fixed while other variable costs can act as a mark-up base. However, even the fixed costs can yield a profit return since these services can usually be purchased at a group discount, for example:

-Hotel accommodation and food is often supplied at a 15-20% discount for group rates. The Outfitter may opt to pass 5- 10% of this back to the customer.

-Airlines will attach a variable discount, dependent upon group size (10% mark-up possible).

For the purpose of this lesson. identify the extraneous costs which are incurred in reality, but will not be involved in this basic exercise. The participants will be expected to include some of these concepts in their business plan in Module B Unit 2. These consist of various expenses like:

- -Insurance and trip insurance
- -Maintenance and repairs
- -Advertising and promotion (including travel)
- -Office expenses
- -Various other costs - accounting, legal, fees and dues etc.

Other cost considerations to be included could be:

(a) Air **travel:** the outfitter must decide where his package begins.

(b) Accommodation and food: calculate both in-town and on-the-land costs.

(c) Other transportation: include taxi expense as well as on-the-land transportation.

(d) Supplies: consider the base cost of fuel. food and consumables. It maybe necessary to draw up a 5 day menu plan and cost it out as part of the exercise.

(e) Wages: how many employees are needed? What wages are required, and what total cost is involved?

(f) Commissions: Dependant upon the method of marketing and promotion, this will vary from 10°A to 20%.

(g) **Equipment use** or **amortization:** What equipment is being used? Decide a cost on the basis of rental expense or a 3 to 5 year amortization cost.

ASSIGNMENT

Using the previous plan as a basis, calculate the totals of the fixed and marked-up costs. Do this first for a NET/NET figure and show how this will relate to the ultimate GROSS rate. Keep in mind that southern wholesalers will expect up to a 20% commission; if you intend a 20% profit, it must include the cost of doing business.

Find the minimum number of tourists required to make the package viable.

Module B Unit 4 Lesson 7

SKILL: THE OUTFITTING PACKAGE

OBJECTIVE: Procurement and Supply

ITEMS REQUIRED: At least 3 or 4 different outdoor catalogues

METHOD: Lecture, discussion and assignment

Create a list of basic outdoor necessities from participant suggestions. This list could include:

-coleman stoves (specify a total number)
-lanterns (specify a total number)
-tents (specify a size, type and number)
-cooking equipment (specify items and numbers)
-rifle (specify exact make)
-floater coats (specify type and numbers)
-compasses (specify type and numbers)
-boots [specify type and numbers)
-etc. (specify type and numbers)

Place the participants into 3 groups. Each group will use the catalogues in rotation, identifying the item and the costs from each of the sources. At the completion of the exercise, have the participants:

(a) find the lowest total price possible [various sources)

(b) find the highest total price possible (various sources)

(c) find the total price if ordered from only a single source supplier

(d) identify the total savings possible with comparison shopping. Show this also as a percentage figure.

The participants should realize that profitability not only vanes with the price of their package tours, but also with their incurred expenses. Relate the concept of comparison shopping with good management; and the time used in searching for the “best deals” can be profitable.

Module B Unit 4 Lesson 8

SKILL: THE OUTFITTING PACKAGE

OBJECTIVE: Marketing

ITEMS **REQUIRED:** If possible, a representative of Economic Development or the Tourist Industry to explain current Marketing trends

METHOD: Lecture and discussion

Marketing is determining the needs and wants of different customer groups. The outfitter will want to deliver the product in such a way as to satisfy his clients. The plan to achieve this includes:

-Market Assessment
-Setting Market Objectives
-Development of a plan of action
-Deciding on a promotional budget
-Getting performance feedback

The following lesson is intended to yield a broad awareness of marketing. Interested outfitters should be encouraged to seek marketing advice.

(a) Market Assessment

who are your potential customers? Decide on the basis of your package, who would likely be interested.

develop a profile: income level? home area? age? When are they free to travel? Why do they go to your competition?

who are your competitors? What products do they offer? What is their price range? What is their success?

what restrictions affect your package? Seasons? Government restrictions? Land-use restrictions?

Develop the line of questioning to evolve a concept of Market Assessment.

(b) Setting Market **Objectives:**

How many customers have you had in the past year? If you are a new outfitter, how many clients can you reasonably expect to handle in your first year? What percentage increase of clientele can you handle? What is a reasonable growth figure? Is a 30% occupancy rate realistic for early businesses?

Guide the responses to gain an appreciation of realistic goals.

(c) Developing a Plan of **Action:**

How does your product relate to your client's wishes? Are you producing something that is less than or better than your client's desires? How can you make your package "extra-appealing"? Are you trying to attract more clients, or are you trying to increase your package length?

What is Your package price? Are you exceeding your customer's economic profile? Are your prices competitive? What is your average daily rate?

How are you going to promote your business? Will you use sportshows? Magazine advertisements? Mailing lists? How will you best reach your target audience?

(d) **Deciding** on a promotional **budget:**

What are your objectives: what can you afford? Are you capable of expending as much or more than your competition? How can you achieve the best effect per dollar spent? What other options are available? What does it all add up to per client gained? Is this affordable?

(e) **Getting** performance **feedback:**

Did you achieve Your goals? If not, why not? Where did your actual clients come from? How many were a direct result of shows? Advertisements? Other promoters? Which methods could you increase? eliminate? Which method was the most cost efficient?

Examine over-all costs. As a rule of thumb, an outfitter should consider 10 to 20% of his projected revenue as funds for marketing and promotion.

SKILL: THE OUTFITTING PACKAGE

OBJECTIVE: Promotional methods

ITEMS **REQUIRED:** If possible, a representative of Economic Development or the Tourism Industry

METHOD: Lecture and discussion

Promotion and advertising are components of Marketing. As an outfitter, you will have to decide what aspects of advertising will best seine your needs and your budget. Advertising is an expensive part of marketing, and you can't rely on a "shot-gun" effect with limited funds. Not only must you consider how you will advertise, but also when.

Discuss the considerations and cost restraints involved in the following areas of advertising.

L **Advertisements:** Magazine ads, Newspaper ads---

-consider the target market--which magazine? newspaper?
-detail some expected costs (magazine $250.00 and up;) newspapers ($40.00 and up)
-how will you design the ad? Will it appeal to your target group?

2. Brochures, Information pamphlets and Business cards:

-business card design and costs (avoid gaudy cards)

Information pamphlet--

-used as an addition to the brochure or,
-inexpensive alternative to brochures($60.00 and up)
-prepared yearly with latest prices, attractions, information
-this category could also cover reference letters from satisfied clients

Brochure costs and structure. (Black and white $1,500.00 and up) Colour ($2,500.00 and up). Professional help should be sought for brochure design.

-outline the need for carefully chosen photos
-will the photos appeal to the target audience?
-text should be attractively brief.
-use the information pamphlets to quote prices.

3. Mailing Lists. These can be obtained as a random sampling type at low or no cost from Economic Development or the Zone representatives. Other more specific lists can be purchased, but these tend to be costly. In order to use this method, you require a form-type of letter and a brochure, and/or information pamphlet. Consider the cost per mailing.

4. Sportsmen's Shows: Some successful outfitters rely almost exclusively on show bookings. This can be a productive method; but not all shows are equivalent in effect. Which most suits your target group? Where is it located? When is it displayed? What are the costs involved? What about a promotional video? Photos? Display? Can you close sales?

5. Direct contacts: This includes travel and outdoor writers and editors, or representatives of various outdoor clubs. Be cautious in agreeing to host an outdoor writer; since you are paying for his trip, be sure of his credibility. Get a written commitment from the magazine publisher that the article will be printed .

6. Follow-up leads: Don't delay responding to any mail or telephone request. Keep the names and addresses of all contacts and begin your own mall list.

Try to get photos of your guests. Select those that reveal a happy time and include this in a Christmas card to that individual. Later, prompt a reply by sending a short letter with your new information pamphlet. Refresh your memory with details from his waiver/ acceptance form and refer to this as you invite him back. e.g. "Greetings, Wayne, I hope you're keeping your Ruger 30-06 ready for this coming season's hunt. I'll bet Bill is thinking of the trophy you got last year.. ."

Avoid a distant or form-letter approach. If you know the man, respond in that way. Send the message that you'd like to see him again. (See also Module C: Communications).

Other Advertising Options:

Imperative advertising

A co-op advertising programme brings together individual operators, and/or tourism associations and government partners, to share the benefits and the costs of advertising in order to increase their market share.

Joint promotions of this type are particularly effective in tourism marketing because the "product" being sold consists of a group of related parts - a destination, transportation, accommodation, food service and attraction/ events - all of which are usually provided by different operators.

In addition, a prograrnme of this nature helps an individual operator or Zone Association reach more potential tourists with an advertising message, and is an extremely cost-efficient method of marketing.

There are two methods of joint promotion which are particularly applicable to TravelArctic, the Zone Associations, and to individual operators in the Northwest Territories. They are:

a) Co-op Advertisement:
Where two or more 'closely-related tourism operators and/or Zone Associations advertise in a single advertisement.

b) Tie-in Advertising:
Involves a planned placement of individual or co-op ads by TravelArctic, operators and/or Zone Associations in the same issue of a publication.

The following options outline how these co-operative advertising methods can work for NWT operators and Zone Associations:

OPTION 1

Two or more operators may wish to group together in a co-op advertisement for a publication which will also be carrying a TravelArctic and/or Zone ad. This combines the methods of both co-op and tie-in advertising.

Operators may be grouped together because they offer similar or complimentary tourism products. which match those featured in the TravelArctic or Zone ad.

Operators may also be grouped together in an ad because they offer complimentary tourism products in the same tourism Zone.

Most importantly. operators who group together should be advertised in publications which best address their own target market of tourists.

The advantages of co-op and tie-in advertising are as follows:

i) Increased Exposure

Readers of the publications are not only attracted to the large, double-page-spread TravelArctic advertisement, for example, but are directed to the operators' co-op ad(s) as well. For example, when such a co-op ad is placed in the same publication as a TravelArctic ad, a sentence can be printed at the bottom of the TravelArctic ad telling readers to turn to the operators' ad for more information. Therefore, one key benefit is that the many readers exposed to the larger TravelArctic ads are also exposed to the smaller, operator or Zone Association ads. This can be co-ordinated with the publications by the advertising agency of the Zone Association, or of TravelArctic.

ii) Cost Savings - Advertising Rates/Design Costs

By advertising in the same publications as TravelArctic and/or the Zone Associations, operators can take advantage of discounted advertising rates in that publication (frequency discounts). These rates can be achieved because of a rate contract, negotiated by Tourism Canada with some publications, which also applies to all TravelArctic, Zone Associations and NWT operator's advertising in those publications.

Operators will also find this a cost-effective method of advertising because the cost of space for the ad will be shared between the co-op partners. The costs of designing and producing the ad itself can also be shared. Cost-sharing arrangements in co-op projects can be negotiated on a case-by-case basis by the partners involved.

OPTION 2

Operators may wish to group together with their Zone Association in a co-op advertisement. This ad can be placed in publications which also carry the TravelArctic message, or in any other publications in which the Zone Association advertises alone. This document Includes a Media Plan for your Zone Association, listing the selection of publications and indicating which magazines will also include TravelArctic advertising.

Operators, and Zone Associations can, once again, benefit from increased exposure and cost savings by advertising with TravelArctic in a publication. While discounted advertising rates would not be available from publications that do not include TravelArctic advertising, operators and the Zone Association can still share media placement and ad design costs. This represents a cost-effective option for the operator or Zone which might normally incur these costs alone.

OPTION 3

Budget permitting, an operator or Zone Association may wish to place their own, individual advertisements in publications in which TravelArctic also advertises. For some. however, participating in a co-op ad with other operators (Option 1) is more affordable as costs are shared.

Again, both the exposure benefits and rate savings apply to this Option.

HOW TO PANTICIPATE

STEP ONE

If you are interested in participating in the Co-Operative Programme, contact your local Tourism Zone Association Manager (see listing below).

Big River	Cheryl Hirst	(403) 874-2422
Western Arctic	Alice Barton	(403) 979-3756
Northern Frontier	Barry Stoneman	(403) 873-3131
Baffin	Frank Pearce	(819) 979-6551
Arctic Coast	Pat Thagard	(403) 983-2224
Keewatin	Gina Rowe	(819) 645-2618

The Zone Manager will work closely with the Zone Association's advertising agency to perform the following functions:

a) Determine how many operators in the Zone wish to j oin the programrne;

b) Determine how each operator wants to participate - in a co-op ad with other operators: in a co-op ad with the Zone Association: or, Individually, by placing ads in the same publications as TravelArctic or the Zone Associations;

c) Assist in grouping together operators for co-op ads;

d) Inform operators of media placement costs for the co-op ads and how they can be shared between all partners involved:

e) Inform operators of ad production costs and how they can be shared between all partners;

f) Collect from operators a cheque for funds required for the project and collect any design material required for ad production (ie. logos);

g) Prepare ad designs and reserve media space:

h) Assist in measuring results of the co-operative advertising.

STEP TWO

The Zone Manager will give you a sign-up form where you can see the various options and costs involved in co-op advertising. Fill out the form according to which magazines you are interested in and what your advertising budget is.

Be certain to check the order deadlines for each publication to ensure that there will be time to organize your involvement in the Co-op programme. Return the form to the Zone Manager.

STEP THREE

Once your Zone Manager has grouped yourself and other advertisers together for a co-op ad, they will develop an ad design and work with you to decide what your segment of it will say and look like.

Once that is determined, you will be informed as to what your share of the magazine space and ad design will cost. You will be required to send a cheque to the Zone Manager for those costs before the project begins. You may also be required to provide your operation's logo for the ad.

Your Zone Manager will also inform you as to when you will be required to approve the final ad design before it is published. Make yourself available at that time to ensure that your advertisement is produced on time, and to your specifications.

STEP FOUR

Once your advertisement is placed and published in a magazine, be sure to update your Zone Manager concerning the responses you receive directly from your ad. This regular contact is important to evaluating the Programrne and planning for future initiatives.

If you require any additional information on the programrne, contact your local Zone Association Manager directly.

NOTE:-

Discuss also the EDA funding available for Promotion (See Module B, Unit 2, Lesson 14).

UNIT 1: THE PEOPLE BUSINESS

LESSON

1	Hospitality concepts
2	More on hospitality and marketing
3	Case study
4	Hiring employees
5	Employer obligations
6	Business etiquette
7	Fulfilling training needs
8	Learning how to handle complaints

Module C Unit 1 Lesson 1

SKILL: THE PEOPLE BUSINESS

OBJECTIVE: Hospitality concepts

ITEMS REQUIRED: Video camera, recorder and T.V.

METHOD: Discussion and Role Play

Note: Emphasize that these concepts refer to the outfitter or his representative(employee).

Ask the participants the following question

'What is the most critical time in the whole range from marketing your product to saying good-bye to your guest'?"

Discuss the various responses and lead to the most appropriate answer: "The moment you meet your guest."

Why is this a crucial point?

-this moment sets the guests' opinion of you.
-this moment brings reality into the fantasy of the guest's expectations.
-this moment is significant in setting the tone for the rest of the experience.

No two people are the same, yet the tendency is to group individuals under the term 'Tourist" and stereotype them. The outfitter dealing with specific people.

Expand the concepts

What does the guest see when he looks at you or your employee?

-Are your clothes sending the right message?

-Are you properly groomed? What about hair, nails. teeth? Are you smiling?

What does the guest smell when he meets you?

-Stale cigarette smoke or booze-breath from the night before isn't a positive image.

-How many days have you worn the same shirt?

What does the guest feel in your handshake and personality?

-Is he truly welcomed. or are you seeing him as an inconvenience in an already too-busy day?

-Is your handshake firm and confident, or weak and hurried?

-Are you radiating hospitality and confidence or sending signals of discomfort and awkwardness?

The effects of this initial meeting can not be over-emphaslzed. Your attitude, or that of your employee will set the stage for:

-trust, or the lack of it.
-enthusiasm, or the beginnings of doubt.
-a return customer, or one just happy to leave.
-a psychological acceptance or rejection of your credibility and authority.

KEYNOTE THE IMPORTANT STEPS:

1. BE ON TIME.

2. IDENTIFY YOURSELF.

3. GREET YOUR GUESTS WITH SINCERE WARMTH. (SMILE!!)

4. GIVE A FIRM HANDSHAKE AND DIRECT EYE CONTACT.

5. REMEMBER THEIR NAMES BY

   -concentrating on the person
   -looking at their face
   -paying close attention to get the name correctly
   -repeating the name
   -trying to associate the name with a mnemonic device
   -writing it down at the first chance

6. TAKE CONTROL IMMEDIATELY

   -subtly, by body posture or touch
   -by directing their actions
   -by asking questions

During the meeting phase, the outfitter should ask what the client's main interests are. He should also find out if there is any medical problem or specific diet needs.

At this point, the outfitter should give a brief outline of what his intentions are and ask if the client has any requests or questions.

This is also a good time to check the client's equipment. Should he be wearing rubber boots? Did he bring mitts, rain-gear, or whatever will be appropriate?

Role Play:

Using the video camera to record the gestures and styles, have the participants take turns meeting multiple "guests" coming to their outfitting establishment. Be prepared to correct and change behavioral patterns. but do so with tact.

Module C Unit 1 Lesson 2

SKILL: THE PEOPLE BUSINESS

OBJECTIVE: More on Hospitality and Marketing

ITEMS **REQUIRED:** Sample TravelArctic materials - promotional display catalogues

METHOD: Lecture, discussion and display

Discuss Hospitality concepts in relation to the marketing approach and over-all business attitude.

Hospitality and marketing can be linked prior to the guests arrival, and during and after his departure. Discuss how this can be achieved. Some of the suggestions are included below.

Pre-arrival contacts. Before the client leaves home, your concern for his well-being and positive frame of mind can be reinforced. Contacts either by phone or mail can re-assure him of his choice in outfitters. "Cognitive dissonance" refers to the feelings of doubt experienced after a major decision to purchase. This is a normal consumer reaction which you can turn to a positive aspect by pre-trip contacts. A early mailing can contain a "gift" like a T-shirt, cap, or personalized pack, or other promotional item which seines a dual purpose--the suggestion of extended hospitality and the benefits of promotion. Other items might include information pamphlets on TravelArctic brochures to further describe the area as well as prepare your clients.

Pre-departure contacts. Don't just leave your guest "hanging". After the event and prior to his departure, take time to talk to him. Relive some of the experiences and pave the way for a return booking.

Departure contact. This is as important as the initial greeting. Friendly smiles, warm handshakes and hospitality continued to take-off is a strong bonding combination. How about a departure gift? A TravelArctic certificate or a small handmade item is not costly but it is very effective.

Post departure contact. Christmas cards are timely reminders for re-booking. This is more effective if a personalized note and the client's photo are contained. A month or so later, a cheery follow-up note with the new rate sheets and information pamphlet may get you a re-booking, or at least a referral to a friend. Keep the tone hospitable and friendly.

Hospitality awareness can never be allowed to take second place **in** your business:

-you may be tired.
-you may be overwhelmed,
-you may be frustrated.

None of **this** must ever be communicated to your guest or your **staff.**

Smile--project a hospitable, professional image. Remember that you are also a role model to your employees.

Use this lesson as a **framework** to brainstorm other ideas the participants might wish to add.

SKILL: THE PEOPLE BUSINESS

OBJECTIVE: Case Study

ITEMS REQUIRED: NFB film/video Van's Camp

METHOD Case Study and discussion.

Prepare the students with an introduction to Van's Camp. This is a real-life look at a fishing-lodge operation, in which not everything goes according to plan. Prior to viewing, have the participants read the list of questions that relate to the film.

After showing the film, give the participant's time to complete their notes.

Discuss the relevance of their response.

Questions on Van's Camp:

1. What is the initial attitude of the fishermen before they leave home?

2. Describe Van's hospitality skills in greeting his guests.

3. What strengths does Van display as a manager?

4. What areas of management weakness are apparent in Van's personality? Which is the area of greatest difficulty?

5. Describe the employer-employee communication.

6. Is Van an effective "boss"? What areas of strength and weakness do you see?

7. Does the attitude of the fishermen change while at the camp?

8. How does Van's business look through the eyes of his employees?

9. Is Van's philosophy of business reflected in his employees?

10. What would you suggest to improve Van's Camp? What safety improvements are needed?

Module **C Unit 1 Lesson 4**

SKILL: **THE PEOPLE BUSINESS**

OBJECTIVE: Hiring Employees

METHOD: Lecture, Discussion and assignment

At some point you will realize you can't do **everything** yourself. In deciding on whether you are ready to expand YOU business, consider all of those jobs you **dislike,** and get someone who likes that sort of thing to do it. **You** do what you do best. For example, you might need part-time help **like:**

- a bookkeeper
-an accountant
-a **secretary**

Or, you might need full time help like:

-guides
-cooks
-laborers

In either case you **will** have to decide exactly what you want done.

Good management is the art of getting things done through people.

In order to do this:

(1) Create a job description. Once this step is complete, decide on the terms of employment and the wages: **then:**

(2) Create a contract. The contract is a simple basis of agreement that indicates:

-the job description
-the terms of employment
-the wages and pay period
-other items (accommodation, food, sick leave etc.)
-the date
-both parties' signatures

Armed with this knowledge, **recruit** suitable candidates for the positions by direct contact or advertisements. In some cases this **will** lead to:

(3) The interview Discuss your expectations: you may wish to have a list of questions handy. (References? etc.) Indicate your guidelines. Make certain that the prospective employee understands **his** obligations and his expected department towards other staff and your clients.

Finally, before you hire an employee--remember, he will **represent** you. Choose the best you can.

ASSIGNMENT:

Have the participants suggest a possible list of employee categories. Divide the class into small groups and assign one or two categories to each group.

Have each group:

(a) create a job description
(b) create a contract

SKILL: THE PEOPLE BUSINESS

OBJECTIVE: Employer Obligations

METHOD: Lecture and discussion

NOTE: It is beyond the scope of this course to detail payroll, needs in bookkeeping; however, the outfitter must be aware of his obligations to do so.

As an employer, you are required to deduct certain amounts from your employee's wages.

These deductions are:

-Unemployment Insurance premiums
-Canada Pension Plan premiums
-Personal Income Tax

These deductions must be remitted to the Receiver General by the 15th of the month following the issuance of the employee's cheque. The employer must also submit an additional amount with respect to unemployment insurance premiums and Canada pension plan contributions. The required forms and instructions are available at the Post Office.

You will also require an Employer's Account number which is obtained from Revenue Canada.

Between December31st and February 28th, you are also required to give all employees a T4 form which shows wages, C.P.P. contributions, U.I.C. contributions and income taxes deducted. Copies must also be sent to the Revenue Canada at this time.

The obligations for W. C.B. have been covered in Module B Unit 4 Lesson 3.

Module c unit 1 Lesson 6

SKILL: THE PEOPLE BUSINESS

OBJECTWE Business Etiquette

METHOD: Lecture and discussion

Discuss the following concepts.

Many outfitting businesses start as a one-man operation; however, as they grow, these businesses soon come to depend on staff to share the workload.

In order to build mutual respect between employer and employee these suggestions are applicable.

Remember simple courtesies. Show your staff the same consideration that you give your clients. “Please” “Thank you” “Good morning” etc. help set a positive note.

Be aware of your role-model image. You set the standards by your own actions. Do you dress appropriately? Do you use profanity? Are you punctual?

Communicate. Keep everyone informed of relevant information. Tell them what you expect about company policy and procedures. Don’t play favourites--this leads to poor morale.

Give Praise. Build up your employee’s confidence. Positive strokes go a long way in behavior modification.

Criticize privately. Don’t criticize an employee in sight of others. Focus on the item, not on personal attack. Remember that you wish to change the behavior, not just vent your frustration. Encourage initiative and a learning from errors.

Delegate work. Remember this isn’t a one man show anymore. Free up your time for valuable guest interaction.

Decorum. Be friendly and open, but keep a professional distance. You are the boss, not a buddy.

SKILL: THE PEOPLE BUSINESS

OBJECTIVE: Fulfilling training needs.

ITEMS REQUIRED: A list of relevant courses and seminars which will be available to the course participants

METHOD: Lecture and discussion

AS an entrepreneur, the outfitter realizes the benefits of appropriate training for personal or staff development. Various government departments and local organizations can present the required training opportunity.

If guides are a requirement of the operation, then the outfitter should be aware of the opportunities provided by the various guide courses:

Level 1 Guide course: This is a 3 week intensive course which stresses the role of professionalism, hospitality, and safety in guiding. Successful graduates receive a badge and a First Aid certificate. They are then allowed to attend the next level of training.

There are three Level 2 courses: each deals with a specific area of specialization. Depending upon the needs of the outfitter, his employee could be encouraged to attend any or all of the Level 2 offerings:

Level 2 Big Game Guiding coUrse: AU of those aspects expected in a hunting guide are contained in this course. Firearms safety, C.P.R., Trophy estimation and measurement, taping and meat handling are just a few of the areas of study.

Level 2 Sport Fishing Guide Course: Fishermen who expect a guide to be able to respond to the needs of either trolling, casting or fly fishing styles, will benefit from a guide who graduated from this course. Water safety, proper boat handling, catch-and-release methods, as well as succulent shore lunch preparation, are some of the elements covered.

Level 2 Interpretive Guide course: An extensive 4 week curriculum stresses the knowledge and attitude required in non-consumptive guiding. Area history, geology, botany. bird and plant identification, and interpretive methods are the subject matter involved.

If the outfitting venture doesn't require guides, other courses are available that would suit specialized needs. Here's a few:

Tourism and Hospitality Seminars
Consumer Show Sales Training Seminars
Package Tour Development Seminars
Management and Entrepreneurial training

Module C Unit 1 Lesson 8

SKILL: THE PEOPLE BUSINESS

OBJECTIVE: Learning how to handle complaints

ITEMS REQUIRED: Video camera and accessories

METHOD: Lecture, discussion and role play

Dealing with people can become difficult. Complaints must be dealt with, and hopefully in a way that resolves the problem and retains a returning guest.

Two stages are possible: the simple complaint, or the emotional outburst. Usually the latter is linked with alcohol consumption.

Basic Guidelines for Handling complaints

DONT TAKE IT PERSONALLY

1. Never argue with a client.
2. Don't try to defend mistakes or blame others.
3. When something is wrong--admit it--right away. Correct it cheerfully.

Basic Guidelines for Handling Drunks

1. Be friendly, insistent.
2. Never tell them they're drunk
3. Ignore the negative aspects of their behavior.
4. Deal with the immediate problem. Remember Most people have mood changes when drunk and will respond to your mood. Be friendly and they'll want to be nice back

Guidelines for Handling Belligerent People

This is a rare situation; but fortunately, it does occur.

1. Keep your self control.

-be polite
-resist the tendency to fight back
-realize that the attack is probably not really an attack on you personally, but that the tension and aggression probably comes from someplace else
-keep calm, cool and quiet in voice and body

2. Explain briefly what your position is.

-stick to the facts, try to avoid dealing with feelings
-repeat your position calmly

3. Try to divert the person's attention to some other topic which is less upsetting to him.

4. Think about possible escape routes if the person appears violent.

5. If necessary, back off quietly and go for help.

Role Play:

Discuss the guidelines and incorporate these into the role play. Create a scene where an Outfitter has to respond to complains from any of the above categories, using 1 or more participants as disgruntled "guests".

UNIT 2: SAFETY AWARENESS

LESSON

1	Developing safety conscious attitudes
2	Case study
3	Survival rates and lifejacket types
4	Safety in Bear Country

Module C Unit 2 Lesson 1

SKILL: Safety Awareness

OBJECTIVE: Developing safety-conscious attitudes.

METHOD: Lecture and discussion

An outfitter's prime responsibility is for the safety of his client. This means instructing your employees to act as your safety representatives. Your guide must never assume that his client knows procedures that the guide may take for granted. For example, the simple act of getting into a boat may be hazardous to someone who is not familiar with proper procedure.

Indicate that the guide must orient his thinking to assume that his client is almost child-like in his need for being supervised. In many cases, this will be correct. This is not to imply that tourists are stupid--however, they are out of their normal element and they rely on the guide for direction.

Instruct your guide that he must never feel shy about giving directions where safety is concerned: prevent a potential disaster by guiding his activities. Show your employees the proper way for a guest to get into a boat--the correct way to cast his line, point his rifle or handle the knife or axe.

Always double-think your clients. Pretend that they are going out of their way to hurt your employees and themselves. Watch them constantly--but do so in a friendly and courteous manner. This is not perceived as an insult by your clients rather a measure of your concern for their safety.

Question 1: Ask the outfitters to suggest a list of possible safety hazards.

suggestions:

-jumping into or out of a boat

-standing up in excitement to land a fish

-poor casting techniques that cause hooks to become hazardous to the boat occupants

-animal hazards

-fire hazards--smoking near fuel

-sickness - due to contaminated food or water caused by poor hygiene practices

Question 2: Ask the outfitters what they can do to eliminate hazards in their own operation.

Suggestions:

-good maintenance on boats or skidoos

-tidy clean boats

-survival equipment and extra food

-first aid kit and knowledge of its use

-watching fires carefully

-clean camp area

-good hygiene practices

-telling the client what is expected of his actions

-having access to communications equipment

Safety is always the first consideration. If a guest complains about a restriction, patiently inform him that the purpose of his trip is pleasure, and your purpose is to make sure he gets home to talk about it.

*The booklet "Safe Boating Guide" can be obtained from Transport Canada along with their "Alert Boater's kit". Given enough lead time, the local R.C.M.P. detachment can obtain these and an officer maybe available as a guest speaker.

Module **C Unit 2 Lesson 2**

SKILL: SAFETY AWARENESS

OBJECTWE Case Study

METHOD: Case Study and discussion

<u>CASE STUDY #l</u>

Location Great Bear Lake

Scene:

A guide (19 years old) and two clients (man and wife about 60 years old) set out for a day's fishing on Great Bear Lake. It was an unusually warm August day, nearly 80 degrees F, so the guide wore blue jeans, a T-shirt and a jean jacket. His two clients wore close-fitting rain suits. Besides the seat cushions, there were no life saving items, emergency equipment or extra jackets.

A strong wind came up so that the return to the lodge was not possible. A cold, wet night followed in which the temperature dropped to 36 degrees F. The boaters put in at an island, along With several other guides and their clients. By morning, the storm had not quit but there was definite pressure to return to the lodge.

Three boats started out. No "buddy-system" was used, and the last boat turned over while traveling across a reef. For the first fifteen minutes, the three clung to the boat. By the twenty minute point the guide slipped from view. The two tourists washed ashore ten minutes later.

The guide drowned--the two guests survived.

Questions:

1. Where did the problem begin?
2. How could this be prevented?
3. Suggest some items that should always be carded. .
4. Do you think the guide's age is part of.the problem? Why or why not?
5. What influenced the guide's decision to leave the island?
6. Why did the guide have less strength than his older clients?
7. Suggest ways in which <u>You</u> would have done things

CASE STUDY #2

Location: Baker Lake

Scene:

A 51 year old sport fisherman was impatient with several delays and the last few days of bad weather. He was determined to catch "the big one" before he left so he asked his guide (approximately 55 years old) to take him into a dangerous stretch of rapids in order to fish. The older guide refused, saying it was too risky. The SPort fisherman then went to another canoe and asked another guide (24 years old) to take him into the rapids. Five people were in the freighter canoe when it capsized. Three who were wearing life-j ackets survived the near-freezing water; the guide and the older sport fisherman did not have theirs on, although the jackets were in the boat.

Results

Two drowned--three saved,

Questions:

1. where did the problem begin?
2. HOw could this be prevented?

CASE STUDY #3

For subsequent case studies, have the outfitters relate similar personal experiences in which they have an involvement. Have them tell about items they've heard or seen in which safety has been compromised. After the facts are given, have the group discuss how things could be made safer.

Have the outfitters create a list of items that should be carried in their boats.

This list should include at least:

- life jacket for each person
- 2 paddles
- bailing can
- first aid kit
- tool kit
- extra rope
- landing net
- motor safety chain
- good boat plug

2. Have the outfitters describe the safe boat handling and loading that they would demand of their employees.

This should include:

- boat and motor handling in rough water or fast water

- loading practices in number of people and amount of cargo

- proper handling of the boat while landing a trophy fish

Remember, a client is not normally "at home" in a boat. In fact, this might be his first time in one. Leave nothing to chance where his safety is concerned.

Module c Unit 2 Lesson 3

SKILL: SAFETY AWARENESS

OBJECTWE. Examining survival rates compared to Lifejacket types

METHOD: Lecture and discussion

Often clients object to lifejackets by saying that the water in the Territories is so cold that their survival is unlikely anyway. Unfortunately, many guides continue to belive this myth also.

The truth is that hypothermia does occur, but at a much slower rate in a protected person.

The normal body-core temperature is 98.6 degrees F (37 degrees C.) If this lowers by only 10 degrees the person usually becomes unconscious (89.6 degrees For 32 degrees C). A further lowering of body core temperature can result in death.

Assuming a water temperature of 50 degrees F (10 degrees C) a person's chances for survival depends upon the type of flotation device he has.

example:

WITHOUT FLOATATION	SURVIVAL TIME
Drownproofing	1.5 hours
Treading water	2.0 hours

WITH FLOATATION	SURVIVAL TIME
swimming slowly	2.0 hours
Holding still	2.7 hours
• H.E.L.P.	4.0 hours
Huddle	4.0 hours
FLOATATION JACKET	7.0 hours
COVERALL TYPE	10. O+hours

Swimming creates a 35°A faster heat loss, while drownproofing increases this to 82%. Both the huddling and the H. E.L.P. increase survival time by 50%. The colder the water, the shorter the survival time, but in each case protection counts!

* Heat Escape Lessening Posture: This refers to a fetal position to stop heat loss from groin and armpits.

DISCUSS THE NECESSITIES OF LIFEJACKET RULES.

SKILL: SAFETY AWARENESS

OBJECTIVE: Safety in Beax Country

ITEMS **REQUIRED:** Safety in Bear Country A Reference Manual; M. Bromley, 1985, Renewable Resources

The text "Safetv in Bear Countrv" is to be used and presented to the participants.

INSTRUCTOR'S NOTE: Review the text and determine the specific sections which are relevant to the participant group. Devise your lesson plans to accommodate these needs.

A suggested format would be the following:

Introduction (Chapter 1)

Bear Biology (Chapter 2) Deal with the specific bear(s) indigenous to the area.

Bear Behavior (Chapter 3) Specifically, deal with reactions to human encounters. threat displays, and the problem bear.

Avoiding Bear Problems (Chapter 4) Emphasize those precautions necessary when traveling or within camp.

Camp Design and Maintenance (Chapter 5) Food preparation, storage, and waste disposal should be the focus.

Bear Detection and Bear Deterrent Methods (Chapter 6 and 7) These should be selected to maintain relevance to the specific group.

Appendix A, Examples of Human-Bear Conflicts and Appendix F, Instructions for Handling a Defense -Killed Bear. should be discussed in class.

i

UNIT 3: COMMUNICATIONS

LESSON

1	The business telephone
2	The business letter
3	Verbal communications
4	Radio Operator's certificate

Module C Unit 3 Lesson 1

SKILL:	COMMUNICATIONS
OBJECTIVE:	The business telephone
ITEMS **REQUIRED:**	Video and accessories
METHOD:	Discussion and role play

Discuss with the participants the importance of properly presenting their business on the telephone. If it is a beginning business, family members should be coached in how to respond to potential client calls: later, employees **will** need instruction.

On the telephone you <u>are</u> the company. The way you handle the caller on the telephone will determine the impression that the caller has of you and your organization. Your company is judged by the voice that speaks for it over the phone.

Avoid sloppy or lazy initial responses like 'Yeah" or 'What do you want'?". Remember, any call is a **potential** customer. Be sure your phone is answered with this in mind.

FIVE QUALITIES OF A GOOD TELEPHONE VOICE

1. Alertness - be wide awake, alert and interested in what the caller has to say.

2. Expressiveness - use your voice to carry your personality over the phone.

3. Naturalness - use a vocabulary and tone of voice which truly expresses your personality.

4. Pleasantness - a pleasant and friendly voice on the telephone conveys a positive, friendly image.

5. Distinctiveness - a clear, easily understood voice over the telephone encourages the caller to do business with your establishment.

Discuss the positive business aspect of a separate line for your outfitting business. Don't let this number lapse. Remember that your advertising is only useful if your clients can reach you.

RECEIVING A CALL

1. Answer promptly. This builds a reputation of efficiency for you and your company,

2. Identify yourself and the establishment.

3. Remember to speak distinctly.

-keep the receiver 1/2" to 1" away from your mouth.

4. Be friendly.

-use the caller's name.
-be as helpful and informative as possible.

5. Keep a pen, paper and calendar handy to the phone.

-get the caller's name and number as soon as possible. This way in case you are accidently cut off, you can initiate the call.

6. Keep your promises.

-follow up on any promise you make over the phone.
-a reputation of reliability and trustworthiness will result.

Say 'Thank you" and 'You're welcome."

-courtesy on the telephone means courtesy in your business dealings.

Smile when you are talking on the phone.

-it is very difficult to sound miserable with a smile on your face. SMILE.

7. Let the caller hangup first.

-wait for the customer to say good-bye.
-thank him for calling.
-hang Up gently.

Role Play

A role play situation can be initiated in which a simulated telephone conversation is produced. A prospective client calls the outfitter and wants to book a trip with him. The client has a specific holiday schedule (i.e. Saturday to Saturday) and he wants the maximum length of stay possible in this time. What can the outfitter arrange?

Items of concern

a) Was the outfitter courteous, congenial?

b) Did he receive the client's name, address and telephone number?

c) Are the proposed dates possible?

d) Did he make allowance for aircraft arrival/departure times?

e) Was there any reference to cost, deposit, accommodation, or travel arrangements?

f) Was there a positive attempt to "sell" the hunt?

g) Was there any doubt about arrangements, or did the conversation have a positive professional tone?

(h) What suggestions could be made to make this a better contact?

Module C Unit 3 Lesson 2

SKILL: COMMUNICATION

OBJECTIVE: The business letter

INSTRUCTOR'S NOTE: Show the structure of the business letter. See also Module C. Unit 4. Lesson 1.

METHOD: Lecture and discussion

Introduce the concept that the letter is the outfitter's representative. The receiver will judge the company on the visual appearance of the letter, as well as its contents. It is important that the prospective client receive a favorable impression.

Create a response scenario, either by using the construct of the previous lesson (i.e. acknowledging the telephone booking) or by the need to answer a series of prospective client questions. (See Also Module C Unit 4 Lesson 1). Have the outfitters suggest some typical questions:

e.g. What is the success ratio of the hunts? How long has the outfitter been in business? What type of clothing should be worn? etc.

Depending on the specific class make-up, be prepared to:

-Draw up a business letter format.

-Show how to structure the responses.

-Suggest improved grammatical construction.

The outfitter should be aware that the demands of letter writing may become very time consuming. At this point of his development, he should consider the purchase of a word-processing computer. This will handle the mail-merge aspects, as well as keep customer records. If a purchase is not feasible, perhaps the outfitter can contract this service to a capable person.

Assignment: Have the participants create a response to a client request. Collect, correct, and give creative criticism. This is identified in the Participant's Manual Module C, Unit 3, Item 2.

SKILL: COMMUNICATION

OBJECTIVE: Verbal Communication

ITEMS REQUIRED: Video camera and accessories/T.IA Video tape on Power Selling

METHOD: Discussion and Role Play

An outfitter has to be a salesman in order to promote his business. This maybe put to the test at a Sportsman's how or on a one to one meeting With a potential customer. He will have to describe his offerings with enthusiasm and sincerity. Then, he must take the initiative to "close the sale". (See T. IA. Video).

Using the role play method, have the participants practice "selling" their establishment. This can be structured as a Sportsman's Show booth or a simple meeting. Each participant can take his turn, while the others act as interested on-lookers or questioning potential clients.

Emphasize the following points:

-Look friendly and smile.

-Speak clearly, loudly enough, and in a sincere unhurried fashion.

-Use eye contact to advantage.

-Obtain the customer's name and mailing address.

-Point out the "special" advantages of his operation.

-Be prepared to tactfully handle any question.

The outfitter should be prepared for at least the following questions:

-Tell me about the type of country you are in?

-Where do you operate?

-What kinds of animals or fish are in that area?

-How do I get there from Toronto?

-How many people can you handle in a week?

-How many years have you been outfitting?

-What should I bring with me?

-Can you give me a better rate if I bring 3 other guests?

The outfitter should be cautioned against "over-selling", or unethical misrepresentation. Remember also that your answers must be consistent. At a Sportshow, for instance, a prospective client might hang back out of notice, just to hear what you'll say to 3 or 4 different people. He may make up his mind without ever talking to you!

Module C Unit 3 Lesson 4

SKILL: COMMUNICATION

OBJECTIVE: Fulfilling the requirements for a radio operators licence

ITEMS REQUIRED: Radiotelephone Operator handbook [class set) -if possible, a representative from Department of Communications

METHOD: Lecture and discussion

The "bush radio" is a potential life-line in the North. The outfitter should have a Restricted Radio Operators Certificate in order to professionally and confidently use his licensed radio. This segment of the course will present the requirements leading up to the examination for the certificate.

The contents of the Radiotelephone Operator Handbook will form the structure of this part of the Outfitter's Course. These are:

Regulations (pages 1 -4)

Procedures (pages 6-19)

Distress Communications (pages 20-26)

Urgency Communications (pages 27-29)

Safety Communications (pages 29- 30)

Typical Exam questions

Frequencies in Common use)
)
Care and Maintenance of Lead) appendix
Acid Batteries)

Begin with the Phonetic spelling alphabet; complete with the administered Department of Communications Examination.

Phonetic Spelling Alphabet

The spelling alphabet is to be used to identify letters when spelling out words, names, abbreviations and call signs in voice communications.

Letter to Identified	Identifying Word	● Spoken as:
A	Alfa	AL FAH
B	Bravo	**BRAH** VOH
c	Charlie	CHAR LEE (or **SHAR** Lee)
D	Delta	DELL **TAH**
E	Echo	**ECK OH**
F	Foxtrot	**FOKS** TROT
G	Golf	**GOLF**
H	Hotel	HOH **TELL**
I	India	**IN** DEE AH
J	Juliett	**JEW LEE ETT**
K	Kilo	**KEY LOH**
L	Lima	**LEE MAH**
M	Mike	MIKE
N	November	NOVEMBER
o	Oscar	0ss CAH
P	Papa	PAH **PAH**
Q	Quebec	KEH BECK
R	Romeo	ROW ME OP
s	Sierra	SEE AIR **RAH**
T	Tango	TANG GO
u	Uniform	YOU NEE FORM (or 00 NEE FORM)
v	Victor	**VIK TAH**
w	Whiskey	**WISS KEY**
x	X-ray	**ECKS** RAY
Y	Yankee	YANG KEY
z	Zulu	**ZOO LOO**

The syllables to be emphasized are in bold face type.

Transmission of Numbers

All numbers except "whole thousands" should be transmitted by pronouncing each digit separately. 'Whole thousands" should be transmitted by pronouncing each digit in the number of thousands followed by the word "thousand.

Examples:

Number	Transmitted as
10	One zero
75	Seven five
100	One zero zero
583	Five eight three
5000	Five thousand
5800	Five eight zero zero
11000	One one thousand
25000	Two five thousand
38143	Three eight one four three

Procedure Words and Phases

While it is not practical to lay down a precise phraseology for all radiotelephone procedures, the following words and phases should be used where applicable. Words and phrases such as "OK', REPEAT', "HOW IS THAT' etc.., or slang expressions should not be used.

ACKNOWLEDGE	Let me know that you have received and understood this message.
AFFIRMATIVE	Yes, or permission granted.
BREAK	I hereby indicate the separation between portions of the message. (To be used where there is no clear distinction between the text and other portions of the message.)
CONFIRM	My version is.. .1s that correct?
CORRECTION	An error has been made in this transmission (message indicated) The correct version is . . . .
GO AHEAD	Proceed with your message
HOW DO YOU READ	Self-explanatory
I SAY AGAIN	Self-explanatory (use instead of "I repeat").
NEGATIVE	No, or permission not granted or that is not correct, or I do not agree.
OVER	My transmission is ended, and I expect a response from you.
OUT	Conversation is ended and no response is expected.
CHANNEL	Change to Channel. ..before proceeding.
READ BACK	Repeat all of this message back to me exactly as received, after I have given OVER (Do not use the word "repeat").
ROGER	I have received all of your last transmission.
ROGER NUMBER	I have received your message number...
SAY AGAIN	Self-explanatory (Do not use the word "repeat").
THAT IS CORRECT	Self-explanatory.
VERIFY	Check coding, check text with originator and send correct version.
WILCO	Your instructions received, understood, and will be complied with.
WORDS TWICE	(a) As a request: Communication is difficult. please send each word twice. (b) As Information: Since communication is difficult, I will send each word twice.

UNIT 4: FIELD NEEDS

LESSON

1	Identifying equipment needs
2	Travel considerations
3	Packing and cargoing
4	Transport equipment
5	Camp set-up and design
6	Cooking considerations

Module C Unit 4 Lesson 1

SKILL: FIELD NEEDS

OBJECTIVE: Identifying Equipment Needs

METHOD: Lecture, Discussion and Assignment

NOTE: - This lesson may be used in conjunction with Module B Unit 2, Business Plan or Unit 4, needs in procuring and supply.

Pre-planning IS the key to a successful outfitting operation. This is an evident necessity in planning for the purchase or rental of equipment. The outfitter has to know what items in what quantities will be needed for his activity.

Either, by using the business plan worked out in Module B, or by a suggested package tour concept, have the outfitters develop a check list of equipment needs. This should take into account:

-the specific season for the activity.
-the method of travel required.
-the number of guests to be accommodated.
-the number of guides needed.

Once the scene has firmly been grasped, have each participant create a list of needed items and quantities. This should be specific in nature. For example, it is not sufficient to simply list "tents". The participant should identify the number and size needed for the activity.

This list should be organized into various headings:

-Travel Equipment

-Camp Equipment

-Cooking Equipment

-First Aid And Safety Equipment

-Personal Equipment

added to this is one final category which can be used in the letter-writing exercise in Module C Unit 3 Lesson 2:

-SUGGESTED LIST OF CLIENT'S EQUIPMENT

Discuss the suggested lists to ensure that each participant has the benefit of his classmate's ideas also.

Module C Unit 4 Lesson 2

SKILL: FIELD NEEDS

OBJECTIVE: Travel Considerations ,

METHOD: Lecture, Discussion and Role Play Option, (Part 2)

PART 1: LOAD CAPACITY

Once the mode of travel is decided upon, the ultimate load to be carried must be considered. For example, if a fly-in activity is considered, what type of aircraft is available and how does this affect the cost of your service. Will the trip require two 185 trips or one Beaver load? Are both types available? Will you require a Twin Otter? Your decision will be based on judging your client's equipment (always guess too much and you'll be closer to the truth) and understanding the amount of groceries and equipment you will be responsible for. Weight alone is not the criteria; bulk must also be considered, as well as party size and seating possibilities.

Whether plane, boat, dog-team, skidoo or Komatik are considered, the problem remains the same: What is needed to carry this load?

You must be restricted to essentials, yet you can't leave necessities behind. Check your client's gear for unnecessary items.

In a discussion format, brainstorm possible solutions to various party sizes and transport problems relevant to the area's activity.

PART 2 INFORMING YOUR CLIENT

The client should be made to feel at ease in an unfamiliar travel situation.

The outfitter will be expected to have expertise in the handling of his equipment. However, it should be assumed that the client may have no knowledge whatever of this mode of transport. For reasons of safety and client comfort, the outfitter must make the effort to assess the client's familiarity with the travel method.

Dog-team or Komatik may be strange and frightening to someone unaccustomed to them. The outfitter should take the time to explain what to expect and familiarize the client with the methods. This not only promotes safety, it also acts as a bonding agent between the outfitter and client.

Using role play, some of these concepts can be displayed.

SKILL: FIELD NEEDS

OBJECTIVE: Packing and cargoing

METHOD: Lecture and discussion

Two major considerations faced by an outfitter involve the packing of equipment (both camp and client articles) and the safe handling of some items.

Your attempts at a good outfitting package could be frustrated by trying to accommodate your client's poorly packed or unnecessary items. This is especially true if various travel means are needed (e.g. aircraft and canoe). Nothing is more dismaying than seeing a client arrive with suitcases, or worse. plastic bags filled with items.

PART 1: CONTAINER DESIGN

Solve the problem by designing a container to suit *your* transportation needs. This may be a simple wooden box, a duffle bag, or a rubberized waterproof pack

For example, if a canvas pack of Wood's #1 dimensions would be the ideal for your packing needs, and in your opinion, sufficient space for necessary personal gear--here's a useful idea:

USE PROMOTION AND CONVENIENCE - Design the pack with your company's name and logo on it. Send this as a pre-trip gift to your client, along with the list of suggested items he requires (Module C Unit 4 Lesson 1). State that his load portion must fit the container. Since the cost of the pack can be included in the trip, the pack not only gives "free" promotion whenever it is used, but it gives you hassle-free cargo handling.

Brainstorm the outfitters for other container ideas.

PART 2 SAFE HANDLING

This section has 2 considerations:

(a) The safe handling of breakable goods.

(b) The safe handling and transportation of dangerous goods.

(a) The safe handling of breakable goods

Nothing puts a darnper on a client's trip faster than the breakage or mishandling of his cameras, firearms, or other expensive or fragile equipment.

The outfitter should consider

-containers for safe travel. This could be in the form of PELICAN waterproof camera cases for his guest's use, or hard-shell rifle cases to protect valuables.

-clearly cautioning employees to handle such luggage carefully; and, if handling a pack, to ask "Are there *any cameras* or breakables in here?"

Discuss other options the outfitters may have used.

(b) Dangerous goods transportation

The outfitter will have to be aware of the implications of the Transportation of Dangerous Goods Regulations (T.D.G.) when air carriers are required. It is beyond the scope of this course to identify all these requirements; however, the outfitter will have to determine his own needs and clear these with the air carrier in advance, in case documentation is required.

"TRANSPORTATION OF DANGEROUS GOODS"

The following summary includes the categories of Exemptions and Consumer Commodities that maybe useful in determining the necessary steps to be taken

If the TDG regulations are used, the following is a summary of requirements specifically related **to** transport by air, and should be read in conjunction with the accompanying information piece that outlines basic responsibilities regardless of the mode of transport.

Where the TDG regulations are **silent, all other** existing regulations continue to apply.

Exemptions

When using the TDG regulations, **certain** consignments of dangerous goods may be partially or totally exempt from the regulations.

The regulations do not apply to the transport of:

-an unserviceable or damaged tire assembly. if the tire is completely deflated:

-a serviceable tire if the tire is not inflated beyond its rated maximum pressure; and

-certain wheelchairs that are transported as checked baggage (Section 2. 10)

The regulations do not apply to fuel oil, gas oil, gasoline, kerosene, isopropranol and aviation fuel that is contained in tanks or containers that:

-are not larger than 220 L;

-provide a level of safety equivalent to that set out in the Regulations for the Transportation of Dangerous Commodities by Rail; and

-are marked with the primary classification of the dangerous goods and which bear an orientation label (this side up).

The carrier may only take advantage of this exemption if the aircraft is a class 4 or class 7 commercial or private cargo aircraft; the pilot-in-command or his or here representative supervises loading; the compartment containing the dangerous goods is well ventilated: smoking is prohibited on the aircraft: and the local authority at the place of take-off is notified that dangerous goods will be transported.

consumer Commodities

The regulations define consumer commodities as dangerous goods that are "packaged and distributed in a quantity and concentration intended or suitable for sale through retail sales agencies for consumption by individuals for the purposes of personal care or household use. " Consumer commodities also include control products referred to in the Pest Control Products Regulations Act and drugs referred to in the Food and Drugs Act. but not wet or alkali batteries, battery fluid. any nitrocellulose based product (other than a cosmetic), any pyrophoric substance, starting fluid. explosives (except for safety explosives) or fire extinguishers.

The TDG regulations provide a significant exemption for consignments of certain consumer commodities by air under certain conditions.

This exemption applies to all consumer commodities except those included in Class 4 (Flammable solids, substances liable to spontaneous combustion, and substances that on contact with water emit flammable gases) and in Class 8 (Corrosives).

Documentation (Part IV). Safety Marks (Park V), Safety Standards I Part VI), Safety Requirements (Parts VII and VII), and training and reporting (Part IX) do not apply when transporting consumer commodities by air to, from or between “sparsely settled areas” in Canada (as defined in the Sparsely Settled Areas Order issued by Transport Canada). This exemption applies only when the consumer commodities are:

-marked with the words “CONSUMER COMMODITY’ or "BIENS DE CONSUMMATION” and, if in the liquid form, the orientation (“this side up”) label;

-transported on aircraft operated on a Class 4 or 7 commercial air service or registered under the Aeronautics Act as a private aircraft and

-loaded under the supervision of the pilot-in-command or his or her representative.

Module C Unit 4 Lesson 4

SKILL: FIELD NEEDS

OBJECTMU Transport Equipment; Handling and Maintenance

METHOD: Lecture and discussion

Incorporate the experience of the participants into a free exchange of ideas regarding equipment handling and maintenance. This may include tips on "how to" trouble-shoot equipment, to suggestions of how to handle boats or snowmachines in difficult conditions. Some outfitters will have hands-on experience as outfitters: others may not. The discussion should include relevant points for the outfitter to suggest to his employees.

Some of the points covered should include:

BOATS:

1. Boat Handling: by discussion with experienced outfitters, bring out suggestions for handling the boat in rough or fast water, or while landing a trophy fish.

2. Boat Equipment: by discussion or question, create a list of items that should be available as boat accessories..

3. .Motor and Equipment: by discussion and question develop an awareness of motor requirements. This could begin with fuel considerations, basic installation of the motor on the boat and operating procedure.

This should involve at least:

Fuel - mixture, handling, storage, safety

Installation - centering, safety chain, tilt angle

Operation - pre-run check, prop check, starter cord condition, shear pins

Maintenance - spark plug gap, extra plugs, lower unit lubrication, tool kit check.

SNOW MACHINES:

1. Snowmachine Handling and Maintenance: by initiating discussion on snowmachine handling, bring out the safety requirements. The outfitter must be made aware to check his client for frost bite or injury. 'navel in the buddy system is to be encouraged to supply aid in case of emergency.

A list should be prepared to show the minimum requirements, including at least:

- types of clothing and safety equipment
- tools and spare parts (belts, plugs, chains)
- extra rope
- basic maintenance procedures

2. KOMATIK use: discuss safety warnings to the guest (i.e., on pack ice, exercise care that his legs don't get caught under the runners).

Also mention frequent checks, since due to the noise of the motor, the outfitter can't hear if the guest yells from the back of the Komatik.

The outfitter accepts responsibility for his client. He must be certain his equipment is in top shape and in full readiness before the arrival of the guest.

Module C Unit 4 Lesson 5

SKILL: FIELD NEEDS

OBJECTIVE: Camp set-up and design

METHOD: Lecture and discussion

INSTRUCTOR'S **NOTE:**

The term "guide" will apply to an out.fitter acting as such, or to the outfitter's employee.

Beyond the necessities of shelter, access to water and freedom from insects, the guide could base his decision for a campsite on other inputs. Given a choice between traditionally used campsites and new locations, the guide should attempt the new location. This minimizes visible garbage in the area and also reduces the possibilities of conflict with traditional users. The choice should also offer a scenic view if possible, and should be reached without overtaxing the client. Two or three extra hours on a Komatik or in a boat may dull the edge of appreciation for the location.

Possible sites and alternate sites should be kept in mind in case of poor weather or slow travel conditions.

The needs of a guided event are at times different from simply living on the land. The client's comfort and his impression of his surroundings must be taken into consideration.

It is essential that the camp-site be well organized.

Below the tree line, this could include an organization that aids early-morning cooking in low light conditions. The grub-box and cooking equipment should be readied the night before so that little time is wasted in searching for cooking items.

Spring time above the tree line makes light less of a consideration: however, a well organized camp set up reflects upon a guide's professionalism.

In discussion, bring out suggestions from the outfitters which would result in maximum convenience for both themselves and their guests.

Suggest possible scenarios. Should a guide have his own tent or should he stay with his guests? What amenities can be constructed to enhance a longer stay? What privy construction will be required? How does the guide intend to deal with garbage?

An optional treatment would be to examine the situational necessities of a Tourist Establishment. If the participants are interested in this avenue, have them design the layout for their establishment. Refer to the Health and Outfitter Regulations for required distances between shorelines and waste control considerations.

Module **C Unit 4 Lesson 6**

SKILL: FIELD NEEDS

OBJECTIVE: Cooking considerations

METHOD: Lecture and discussion

The requirement of feeding your clients will necessitate good menu planning as well as camp and field cooking.

(A) If necessary, review the methods of menu planning. This should include:

1. An awareness of the need for advanced planning.

2. Development of a system in judging food allotments, i.e. avoid unnecessary waste yet have an ample supply.

3. Understanding the need for an extra day or two's rations in case of bad weather.

Discussion

-the need for balanced planned meals

-the need for variety in cooking

-how to develop food estimates with the aid of a menu planner

-the possibilities for pre-packaging meals in order to reduce weight or waste

(B) Basic Camp Cooking should also be discussed so the outfitter realizes what is required of his employees. This is even more important if the guides act as camp cooks also.

1. Cleanliness: The guide must not only wash his hands before touching food, he must make it obvious to his guest that he has done so. Keep fingernails short and clean. Scald utensils after washing.

2. Traditional foods: Discuss the difference between traditional foods and what the guest's expectations might be. A good method to introduce food to the guest is to ask him if he is interested in trying some.

3. Procedures: Explain proper procedures for cooking traditional and non-traditional food under camp conditions.

Plan the sequence so that all items are cooked at the same time. Since potatoes take longer than fish to cook, start those first, then tend to filleting.

4. Cooking variety: Use different methods to add variation to the meals.

(a) Frying: avoid frying too often. If you must, then use paper plates or paper towels to absorb excess grease.

[b) Boiling: this adds newness to many fish recipes. If you are boiling meat, save the juice to make soup.

(c) Stewing: a clutch oven is a welcome method of cooking. Put all the ingredients in one pot over a low heat and allow to cook slowly for several hours.

(d) Broiling: use a wire grill or green stick. Meat or fish taste very good this way. Be careful not to bum the meal. Keep it back from the flames.

(e) Steaming: fish can be put in aluminum foil on a grill for a change of taste.

(f) Baking: a clutch oven or a reflector oven can be used for this. Biscuits, bread, bannock and meat or fish can be cooked this way.

A well-executed field lunch should be a highlight in the day's activities. It not only serves its obvious function, but it acts as a time of rapport between guide and client. As such, these important considerations should be observed.

1. **Location:** A scenic location should be chosen. Do not frequent overly-popular **areas since the** possibility of careless garbage handling may degrade the experience. Keep the wind in mind when you seek your place.

2. Timing Besides the natural lunch time occurrence, a time might be chosen by the guide because of weather consideration or a lull in hunting activity. It can also be employed when clients show signs of fatigue or boredom.

3. Presentation: The guide must not only wash his hands, he should make it obvious that he is accomplishing this: then, he can begin to prepare the food. Plan the sequence so that all items are cooked at the same time. Since potatoes take longer to cook, start those first, then tend to the rest of the meal.

4. Completion: Dishes carefully washed and put away, and the grub-box's contents readied for the next meal. All garbage is to be picked up. Do not rush your clients or take too long--use your observation of their behaviour to set your timing. Finally, make a last check of the area to see that no one has forgotten a camera or sunglasses.

Assignment: Have the **participants design a grub-box to fit** their needs. Using class interaction, create a list of contents that could be included.

For example, the following list might be the contents of a grub-box suitable for a guide and 3 or 5 guests:

-grill or

-Coleman stove and extra fuel

-striker or lighting device

-6 sets of knife, fork, teaspoon, tablespoon, plates, cups. bowls

-1 butcher knife

-1 paring knife

-can opener

-spatula

-large serving spoon

-frying pans (cast iron) (2 sizes)

-set of nesting pots

-coffee pot

-clutch oven (optional)

-paper towels and j-cloths, tin foil

-detergent

-oven mitt or leather glove

-scouring pad

-small bar of soap

-large garbage bags

-toilet paper

Some food items that should be contained are:

-peanut butter. jam (honey)

-2 lb. can of flour and baking powder

-sugar, coffee, tea and canned milk

-salt, pepper and other spices (garlic salt, chili powder)

-cooking oil or-lard and margarine

-lemon

-beans (canned)

-canned meat

-rice

-canned sweet creamed com

-onions, dried soups

Module C Quiz

		TRUE	FALSE
(1)	As an employer, you are required to deduct Unemployment Insurance premiums from your employees.	( )	( )
(2)	There is little use for a lifejacket, because the water in the NWT IS too cold.	( )	( )
(3)	A female bear with cubs, surprised at close range is more likely to attack than flee.	( )	( )
(4)	The wearing of cosmetics or perfumes may attract bears.	( )	( )
(5)	A cluster of small tents may make a bear feel surrounded and could result in it charging.	( )	( )
(6)	How you answer the phone in a Northern business will indicate your level of professionalism to the caller.	( )	( )
(7)	In radio use, "Apple" refers to the letter "A".	( )	( )
(8)	"May-Day" is the signal for an extreme emergency.	( )	( )
(9)	To end a transmission, you should say "Over and Out."	( )	( )
(lo)	The 'Transportation of Dangerous Goods Regulations" do not apply to outfitters.	( )	( )

Answers to Module C Quiz

(1) True

(2) False

(3) True

(4) True

(5) True

(6) True

(7) False

(8) True

(9) False

(lo) False

Module B Unit 3 Lesson 8

SKILL **ACCOUNTABILITY**

OBJECTIVE: Testing comprehension

METHOD: Quiz of True-False and Multiple Choice

Much of the previous material may be new to the participants--Administer the following tests to assess the level of comprehension. Use the results to decide on the amount of review necessary.

The solutions for the following tests are given here.

TEST 1

You've gained a lot of information in this lesson. Now we will take some time to check your understanding.

	True	False
1. Accounting supplies financial information that can help the owner of a business to increase profits	[1	[1
2. By writing the balance sheet equation in the following manner: Assets - Liabilities = Owner's Equity we are identifying that portion of the assets that belongs to the owner.	[ ]	[1
3. The balance sheet covers a period of twelve months whereas the income statement presents a picture of the business at a given date.	[1	[1
4. Net income or net loss is the link between the balance sheet and the Income statement.	[1	[1
5. Revenues and expenses appear on the Income Statement.	[1	[1
6. "Assets, liabilities and owner's equity appear on the " Balance Sheet.	[1	[ ]
7. Net income from the Income Statement increases Owner's Equity on the Balance Sheet.	[1	[ ]
8. Long term liabilities are debts which you expect to repay within one year.	[1	[1
9. Current liabilities are due greater than one year from the Balance Sheet date.	[1	[ ]
10. Current assets include cash and accounts receivable.	[ ]	[1

TEST 2

Classify the following items according to their financial statement presentation:

		ASSETS	LIABILITIES	OWNER'S EQUITY	REVENUE	EXPENSES
1.	Cash	[1	[1	[1	[1	[1
2.	Accounts receivable	[1	[1	[1	[1	[1
3.	Inventory	[1	[1	[1	[1	[1
4.	Salaries & wages	[1	[1	[1	[1	[1
5.	Guiding service fees	[1	[1	[1	[1	[1
6.	Depreciation	[1	[1	[1	[1	[1
7.	Cabin	[1	[1	[1	[1	[1
8.	Bank loan	[1	[ ]	[1	[1	[1
9.	oil	[1	[1	[1	[1	[1
10.	Rifle costing $500	[1	[1	[1	[1	[1
11.	Food for client	[1	[1	[1	[1	[1
12.	Owner's investment	[1	[1	[ ]	[1	I I
13.	Accounting fee	[1	[1	[1	[1	[1
14.	Ammunition	[ ]	[1	[ ]	[1	[1
15.	Tent	[1	[1	[1	[1	[1

SOLUTIONS TEST 1

1. TRUE
2. TRUE
3. FALSE
4. TRUE
5. TRUE
6. TRUE
7. TRUE
8. FALSE
9. FALSE
10. TRUE

SOLUTIONS: TEST 2

1. Assets
2. Assets
3. Assets
4. Expense
5. Revenue
6. Expense
7. Asset
8. Liability
9. Expense
10. Asset
11. Expense
12. Owner's equity
13. Expense
14. Expense
15. Asset

Module B Unit 3 Lesson 9

SKILL: **ACCOUNTABILITY**

OBJECTIVE: Workbook Exercise

METHOD: Exercise presentation

As a review, have the students complete the ABC Outfitters exercise in the participants' manuals. Use the correct format following to check their work.

EXERCISE

ABC outfitters

Billie is the owner of ABC OUTFITTERS. It is one month after his financial year ended December 31.1987. Billie has asked you to help him prepare his financial statements. He has provided you with the following information.

From this information prepare financial statements for the year ended "December 31.1987."

- Revenue from guiding services was $68000.

- Billie paid his guides a total of $1400 per month for each of the 12 months

- The receipts for his food supplies total $5600

- Fuel and oil for his snowmachines total $3500

- Advertising costs were $1800

- He rented an airplane to transport his clients at a cost of $4560 for the year

- Insurance on equipment was $600,and accounting expense was $800

- Interest on his bank loan was $600

- Billie has calculated his depreciation expense to be $7000

- Repairs to equipment was $1800

YOU SHOULD NOW PREPARE THE INCOME STATEMENT (SEE DOCUMENT A)

In relation to the Balance Sheet. at December31, 1987 Billie's records showed:

- ABC OUTFITTERS had cash of $6940 and accounts receivable of $2800

- Fixed assets included snowmachines costing $17000 and other outfitting equipment costing $8000

- Since Billie started the business January 1, 1987 the accumulated depreciation equals the depreciation expense for the year

- The current liabilities are a bank loan of $16000 and accounts payable of $3800

- To start the business Billie contributed $3000 of equipment which is his owner's equity at present: during the year Billie withdrew $20000 cash for personal expenses

NOW PREPARE THE BALANCE SHEET (SEE DOCUMENT B)

DOCUMENT A

ABC outfitters
INCOME STATEMENT
for the period ending Deeember31, 1987

Revenue	$	
Expenses		
Salaries and wages		
Food supplies		
Fuel and oil		
Advertising		
Rental of airplane		
Insurance		
Accounting and legal fees		
Interest on loan		
Equipment repairs		
Depredation		

Net Income	$	--------------

DOCUMENT B

ABC OUTFITTERS
BALANCE SHEET
as at December 31, 1987

ASSETS	
Current Assets	
Cash	$
Accounts receivable	------------
Total current assets	
Fixed assets	
Snowmachines	
Outfitting equipment	-------------
Less: accumulated depreciation	-------------
Total long term assets	-------------
Total assets	$ -------------
LIABILITIES	
Current liabilities	$
Bank loan	
Accounts payable	-------------
Total current liabilities	
OWNER'S EQUITY	
Owner's investment	
Plus: Net income	-------------
Less: withdrawals	-------------
Total owner's equity	-------------
Total liabilities and owner's equity	$ -------------

SOLUTION DOCUMENT A

ABC OUTFITTERS
INCOME STATEMENT
for the period ending December 31, 1987

Revenue	$	68,000
Expenses		
Salaries and wages		16,600
Food supplies		5,600
Fuel and oil		3,500
Advertising		1,600
Rental of airplane		4,560
Insurance		600
Amounting and legal fees		800
Interest on loan		600
Equipment repairs		1.600
Depreciation		7.000

		43.060

Net Income	$	24,940
		=======

SOLUTION **DOCUMENT B**

ABC OUTFITTERS
BALANCE SHEET
as at December 31, 1937

ASSETS		
Current Assets		
Cash	$	6,940
Accounts receivable		2,800
Total current assets		9,740
Fixed assets		
Snowmachines		17*000
Outfitting equipment		8,000
		25,000
Less: accumulated depreciation		7,000
Total long term assets		18,000
Total assets	$	27,740
LIABILITIES		
Current liabilities		
Bank loan	$	16,000
Accounts payable		3,800
Total current liabilities		19,800
OWNER'S EQUITY		
Owner's investment		3,000
Plus: Net income		24,940
		27,940
Less withdrawals		20,000
Total owner's equity		7,940
Total liabilities and owner's equity	$	27,740

Module B Unit 3 Lesson 10

SKILL: ACCOUNTABILITY

OBJECTIVE: Keeping your business records

METHOD: Lecture. discussion and illustration

As an outfitter, you will be involved in a number of different business transactions every day. A business transaction is any exchange of one value for another such as the payment of money for bullets or the receipt of money for your guiding service.

Bookkeeping consists of:

1. keeping the proof that a transaction took place such as a receipt or a cheque; proof such as receipts and cancelled cheques are called SOURCE DOCUMENTS.

2. recording these activities in a book of account called a COMBINED JOURNAL. (It is called a combined journal because it combines various special journals that are used by large corporations or organizations.)

Therefore, the bookkeeper uses two tools to record business transactions:

1. THE SOURCE DOCUMENTS
2. THE COMBINED JOURNAL

As a businessman, you should write your transactions into the combined journal on a daily basis and maintain your receipts and cancelled cheques and any other source documents or proof. These source documents are very important to your business and should be kept in order by date in a clean, safe and dry place.
You, as the bookkeeper, will accumulate during the year all of your business transactions in the combined journal. These results will be totalled and will enable your accountant to prepare financial statements such as the Income Statement and the Balance Sheet.

It is important to maintain the business's COMBINED JOURNAL.

The COMBINED JOURNAL is an accounting record which summarizes all of your business transactions in one place.

Module B Unit 3 Lesson 11

SKILL: ACCOUNTABILITY

OBJECTIVE: Double-entry Bookkeeping

METHOD: Lecture and discussion

DOUBLE-ENTRY BOOKKEEPING

All businesses use double-entry bookkeeping. When using this system every number is written down twice. The system is based on your bank account.

Here are two examples:

Example 1

For example, an increase in your bank account of $500 is also an increase in revenue of $500. Therefore, when you earn $500 you would enter the amount twice - once to increase your bank account and once to increase revenue.

Example 2

When you purchase supplies for $600, your bank decreases by $600 and supplies increase by $600. Again there would be two entries - one to decrease the bank and one to increase supplies expense.

AN EXAMPLE USING THE COMBINED JOURNAL

You will now be shown how to record your daily business transactions into a combined journal using double-entry bookkeeping.

Assume these are your business transactions for the month of April 1987.

ABC OUTFITTERS

April 1	Purchased $500 worth of supplies from Hudson's Bay Company; paid by cheque #214
April 3	Sold guide services to John White for $800 cash.
April 7	Paid $200 cash for ammunition at Hudson's Bay Company.
April 9	Purchased $300 worth of gas and oil at Husky Oil; paid by cheque #215
April 27	Received $900 cheque from Wes Werbowy for guiding services completed to-day.
April 30	Owner withdraws $400 cash for personal use,

EXPLANATIONS TO THE COMBINED JOURNAL - SEE DOCUMENT C

The following factors support the use of this journal.

1. The use of cash for most transactions requires the presentation of two columns for this account. The '+' column is used to record the receipt of funds as shown with the $800 cash received from John White. The '-' column IS used to record the payments made in cash as shown with the $200 cash payment to Hudson's Bay Company for ammunition.

2. The bank column functions the same way as the cash column. The '+' column is used to record the receipt of cheques from clients thereby increasing the bank account; this is shown with a $900 cheque received from Wes Werbowy. The '-' column Is used to record the payments made by cheque as shown with the $500 cheque paid to Hudson's Bay Company for supplies.

3. Please note that each transaction is recorded with two entries as explained below.
   - the April 1 purchase of supplies at Hudson's Bay Company decreases the bank by $500 and increases supplies expense by $500.
   - the April 3 cash payment by the client John White increases cash by $500 and increases revenue by $500.
   - the April 7$200 cash payment to Hudson's Bay Company for ammunition decreases cash by $200 and increases ammunition expense by $200.
   - the April 9$300 purchase of oil and gas from Hudson's Bay Compaq paid for by cheque #215 decreases the bank by $300 and increases oil and gas expense by $300.
   - the April 27 cheque received from Wes Werbowy increases the bank by $900 and increases revenue by $900.
   - the April 30 owner withdrawal of $400 decreases cash by $400 and increases owner's withdrawals by $400.

   The above explains the term DOUBLE ENTRY BOOKKEEPING.

4. AS you can see special columns are used to record transactions that occur frequently.

5. At the end of each month all columns of the combined journal are added and the balancing of '+'s and '-' is verified.

DOCUMENT C

REVENUE	SUPPLIES EXPENSE	AMMUNITION EXPENSE	GAS EXPENSE	OWNERS WITHDRAWAL
	500.00			
800.00				
		200.00		
			00.00	
900.00				
				400.00
1700.00	500.00	200.00	20.00	400.00

HOW TO DO IT

When making an entry in the combined journal

1. - write down the date as shown wtth the April 1 entry

2. - from the source document, write down a brief description of the transaction on one line of the combination journal; for example, the name of the supplier

3. - write down your business's cheque #

4. - record the increase or decrease in cash or bank On the same line, record the increase in revenue if you have received a cheque, or the increase in an expense if you are making a payment

5. - note that the amount is written twice on the same line

6. - this is double-entry bookkeeping which allows you to balance the combined journal at the end of each month. When you balance it, you prove that amounts received and paid equal the amounts added to revenue and expense columns m your journal.

YOU HAVE NOW BEEN INTRODUCED TO DOUBLE-ENTRY BOOKKEEPING.

SKILL: **ACCOUNTABILITY**

OBJECTIVE: The Combined Journal

METHOD: A CASE STUDY

For this case we will assume that all cash is maintained in the bank. The following are the transactions for ABC OUTFITTERS for the month of November 1987.

November 1	Memorandum entry - bank balance carry forward is $980.50.
November 2	Received $6000 guiding revenue from a new client.
November 6	Paid $185.00 to The Bay for food for client with cheque#307.
November 9	Paid $350,00 to La Rouge Fuel Ltd. with cheque #308 to buy heating oil for outfitting cabin.
November 12	Deposited $480.00 of guiding revenue into the bank.
November 15	Paid guide Philipe Smith $401.98 for wages with cheque #309.
November 16	Paid Norm's Stationery $48.16 with cheque #310 for office supplies.
November 16	Paid NorthWest Telephone $64.20 for the telephone bill with cheque #311.
November 18	Received $1200.00 from client.
November 21	Paid $250.00 to Lakeside Esso with cheque #312 for skidoo gas and oil.
November 21	Paid the Co-op $112.50 for ammunition with cheque #313.
November 23	Paid Joe's Commercial Aviation $1600.00 with cheque #314 for transporting clients.
November 25	Received $395.00 from client.
November 27	Paid $450.00 with cheque #315 for advertising in the Hunter's Digest.
November 28	Paid Harold Bent $80.00 with cheque #316 for legal advice.
November 30	Paid Philipe Smith $401.98 with cheque #317.
November 30	Paid Receiver General $89.09 for source deductions with cheque # 318.

QUESTION

Record the above transactions for ABC Outfitters in the combined journal (Document D). Then, add all the columns of the journal and verify if the journal balances.

Check your answer with Document E.

Combined Journal For
ABC Outfitters

1987	Description of Transaction	#	+	−	Balance	Guiding Revenue	Client Food	Heat Light	Guide Wages	Skidoo Fuel	Ammunition	Client Travel	Miscellaneous Amt	Desc.
Nov 1	Bank Balance Forward				980.50									
Nov 2	Guiding Revenue		6000.00		6980.50	6000.00								
Nov 6	The Bay	307		185.00	6795.50		185.00							
Nov 9	La Rouse Fuel Ltd	308		350.00	6445.50			350.00						
Nov 12	Guiding Revenue	—	480.00		6925.50	480								
Nov 15	Philipe Smith	309		401.98	6523.52				401.98					
Nov 16	Norms Stationery	310		48.16	6475.36								48.16	Office Supplies
Nov 16	North West Telephone	311		64.20	6411.16								64.20	
Nov 18	Guiding Revenue	—	1200.00		7611.16	1200.00								
Nov 21	Lakeside Esso	312		250.00	7361.16					250.00				
Nov 21	The Co-op	313		112.50	7248.66						112.50			
Nov 23	Joes Commercial Aviation	314		1600.00	5648.66							1600.00		
Nov 25	Revenue													
Nov 27	Hunters Digest	315		450.00	5593.66								450.00	Advertising
Nov 28	Harold Bent Legal Clinic	316		80.00	5513.66								80.00	Legal Expense
Nov 30	Philipe Smith	317		401.07	5111.59				401.07					
Nov 30	Receiver General of Canada	318		89.09	5022.59				89.09					
	Totals		8075.00	4032.91		8075.00	185.00	350.00	893.05	250.00	112.50	1600.00	642.36	

STEP-BY-STEP EXPLANATION TO COMBINED JOURNAL SOLUTION
(SEE DOCUMENT E)

Line 1	"Bank balance brought forward from October31, 1987 is a"memorandum and is only recorded once. The purpose of this column is to provide the owner with his up-to-date bank balance and may not always be used in the combined journal.
Line 3	This entry increases the bank balance by $6000.00 and increases revenue by $6000.00.
Line 5	This entry decreases the bank balance by $185.00 and increases client food expense by $185.00.
Line 7	The cheque written to La Rouge for heating fuel will decrease the bank by $350.00 and increase heat and light expense by $350.00.
Line 9	Guiding revenue will always increase the bank; in this transaction the bank is increased by $480.00 and revenue IS increased by $480.00.
Line 11	Wages paid to Philipe Smith decreased the bank by $401.98 and increased wages expense by $401.98.
Line 13	The cheque to Norm's Stationery will decrease the bank by$48. 16 and increase office supplies expense by $48.16.
Line 15	Paying NorthWest Telephone will decrease the bank by $64.20 and increase telephone expense by $64.20.
Line 17	Depositing guiding revenue into the bank increases the bank by $1200.00 and increases revenue by $1200.00.
Line 19	Payment to Lakeside Esso for skidoo fuel decreases the bank by $250.00 and increases skidoo fuel expense by $250.00.
Line 21	The cheque to the Co-op for ammunition decreases the bank by $112.50 and increases ammunition expense by $112.50.
Line 23	Payment to Joe's Commercial Aviation decreases the bank by $1600.00 and increases client travel by $1600.00.
Line 25	Depositing guiding revenue into the bank increases both the bank and guiding revenue by $395.00.
Line 27	Payment to Hunter's Digest decreases the bank by $450.00 and increases advertising expense by $450.00.
Line 29	Payment of legal expenses to Harold Bent decreases the bank by $80.00 and increases legal expenses by $450.00.

Line 31 Payment of wages to Philipe Smith will decrease the bank by $401.98 and increase guide wages by $40 1.98.

Line 33 "Payment to the Receiver General represents taxes, UIC and " CPP deducted from Philipe's wages as well as your contributions to UIC and CPP. (Payroll is discussed elsewhere.) This payment decreases the bank by $89.09 and increases wage expense by $89.09.

TOTALS LINE Add all columns.

Please note : To ensure that the entries into the COMBINED JOURNAL are correct this sheet must be balanced as explained below.

Balancing the combined journal:

1 - The total of the '+' side of the bank must equal the total of revenue.

2 - The total of the '-' side of the bank must equal the total of all expense columns added together, that IS from client food expense thru' to miscellaneous expense.

UNIT 4: THE OUTFITTING PACKAGE

LESSON

1	Forms of business organization
2	Insurance
3	Workers' Compensation Board
4	Package tour concepts
5	Designing a package tour
6	Determining a price
7	procurement and supply
8	Marketing
9	Promotional methods

SKILL: THE **OUTFITTING** PACKAGE

OBJECTIVE: Forms of Business Organization:

METHOD: Lecture and discussion

Introduce this topic when consideration is being given to the initial stages of business planning. The Outfitter will have to decide on the form that his business will take. Each contains various advantages and dfsadvantages which will impact on the Out.fitter.

Basically, there are 3 forms of business organization:

1. The sole proprietorship
2. The Partnership
3. The Corporation

Each of these will be examined separately: however, each has similarities in the need to obey Territorial laws and municipal regulations like registration, and licences.

The Sole Proprietorship

This is the simplest form of business organization, a single person in business for himself. Ask the participants to suggest some advantages and disadvantages in this form. The list of ideas would resemble the following:

ADVANTAGES:

-simple, informal and inexpensive - anyone can begin a business.
-the owner is free to make all decisions.
-all profits are directed to the owner.
-as a rule, subject to fewer government regulations than partnerships and corporations.

DISADVANTAGES:

-the owner is personally liable for all business debts. (Unlimited liability).
-the owner must assume all risks.
-the owner is taxed at the same rate as individual taxpayers. (This may be beneficial at lower income rates).
-restricted to his own credit standing when financing.
-responsible for any tort committed by an employee. during the course of employment.

The Partnership

Often two friends will decide to begin an outfitting venture: this may not always be the best idea. Their friendship may be based on their similarities: and in a partnership, this eliminates the advantage brought in by a partner with differing background strengths.

Ultimately, a partnership is a more complex form of business involving 2 or more people. The more common form, the General Partnership, has the same unlimited liabilities as a sole proprietorship. A Limited Partnership allows for some limited liabilities for partners that do not actively manage the company.

It is important to know that a partnership relationship can be implied by the conduct of the parties even though no part ership was intended, and, as in all partnerships, each partner is responsible for thenother, and has the authority to bind the others in contracts with outsiders. This can be vitally important and can result in disastrous consequences.

It is also interesting to note that when a partner, without consent of the other partners carries on a similar business competing with the firm, he must account and pay over to the firm all profits made by him in that business. This can be varied, but he must have the consent of his partners to do otherwise.

Discuss the implications of partnership and have the participants draw up a list of advantages and disadvantages.

ADVANTAGES:

-basically simple and inexpensive form of business organization.
-decisions are shared: different points of view can be used.
-more of a credit base for funding.
-others to share the work load.
-limited regulations.

DISADVANTAGES :

-all parties in a general partnership have unlimited liability.
-each partner is responsible for any liabilities or contracts due to the action of any partner, even if unaware of the actions of that partner.
-all profits are shared amongst the partners.
-each partner is taxed at the same rate as individual taxpayers.
-disagreements between partners may cause difficulties.

The Corporation

The terms “Corporation” or “Incorporated Company” or “Limited Company” are used to identify a form of business organization that has its own existence. In effect, it is legally considered to be a separate “person”.

This status can only be achieved under an act of the Federal Parliament or a Provincial or Territorial Legislative Assembly. The process is an involved one that calls for the expertise of a Lawyer. Not only is it an expensive form of business to begin with, but also one bound by the needs for shareholder meetings, etc.

Discuss the potentials of incorporation. The results should contain the following ideas.

ADVANTAGES;

-limited liability, unless personal guarantee given.
-availability of the small business deduction which can reduce the basic federal tax rate.
-a spouse can be employed by the corporation: this can provide income-splitting as well as allowing eligibility for government benefits.
-has its own entity, so the death of a shareholder doesn't cease the continuity of the company.

DISADVANTAGE ES:

-expensive to formulate.
-business losses can only apply to the company's income of prior or later years: whereas an Individual can set the loss against other personal income.
-most expensive way to run a business.
-more formal record-keeping requirements.
-actions restricted by the definitions within its charter.
-funding attempts may be difficult unless personal guarantees are given.

SKILL THE OUTFITTING PACKAGE

OBJECTIVE: Insurance Concerns

ITEMS
REQUIRED: If possible, a resource person from the T.I.A. or Economic Development

METHOD: Lecture and discussion

Discuss the cost of doing business with regard to the need for insurance. Deliver the following information and use the suggested questions as a format.

What Is Liability Insurance ?

Liability is a legal term meaning that you could be held responsible for any of your actions or failure to act and for the results of your actions or inaction if the person who was injured decides to sue You. You could be held legally liable for both property damage and/or bodily injury.

When purchasing Liability Insurance or Comprehensive General Liability as it is commonly known. one is protecting an individual or business from legal suits brought against them as a result of negligence. Negligence has various degrees of seriousness, ranging from ordinary negligence to gross negligence.

When faced with a legal action resulting from what is alleged to be negligence on behalf of a business operator, the amount of compensation requested can be very high indeed. The legal fees alone, without taking into consideration the actual court award, can cripple or destroy a business overnight. Imagine having many years of hard work go down the drain as a result of a law suit .

In many cases when you purchase Liability Insurance you are basically purchasing legal fees coverage. A legal suit may be totally groundless but that does not mean that you do not have to defend it in a court of law. Legal expenses in a lawsuit can sometimes amount to thousands of dollars.

In outfitting, this concept covers a great deal of territory. For example, if your employee failed to choose a safe spot for beaching a boat, and your client slipped and fell on the rocks, you may be held responsible in a suit.

What Is Property Insurance ?

Property Insurance is protecting a company's or individual's physical assets from loss, damage or destruction. The main purpose of purchasing insurance, whether it be Liability or other forms of insurance, is to protect the individual or business from a peril which might disrupt or for that matter destroy the business operation.

Just as a lawsuit can cripple a business, a fire can have the same dramatic effect. Someone might spend years saving money to build a home or to start a business and without insurance a fire can destroy a lifetime of work.

Why Do I Need Insurance ?

It is only good business practice to purchase Liability Insurance particularly if your business involves dealing with the public heavily or supplying a service or product to the public. When purchasing any type of Insurance, whether it be Liability or Property Insurance, you are basically protecting your investment.

Another very important reason for carrying insurance besides the protecting of one's investment, is it's requirement by lending or banking institutions when borrowing money. Most of us realize that one of the first questions asked by a banker when applying for a loan on any tangible asset, is whether or not insurance coverage is carried. The bank requires this insurance in order to protect their loan to you. Without insurance on a building on which there is a bank loan and the building is destroyed by fire. not only would the individual lose their building, but they would still have to pay back the bank loan.

The purchasing of insurance is extremely important and simply good business practice. Insurance is one of those items which is not appreciated until it is needed. While a lawsuit or fire is a traumatic experience for one to go through, it be comes extremely so when one realizes that no insurance coverage exists for the situation at hand.

If you own a home or own a business, insurance is the only way you can be protected against certain accidents or disasters. Insurance allows for a relatively normal continuance of business after an insured loss.

The Benefits Of Insurance .

While the benefits of carrying insurance are numerous, the following points must be appreciated as having the most impact.

1. Insurance protects one's investment, whether it be from third party sources such as legal suits or the disaster of a fire.

2. Insurance enhances the business image of a company when insurance coverage is in place at the time of applying for a business loan.

3. With proper insurance in place, the business owner is allowed some peace of mind knowing his or her business is protected.

4. Where insurance is sometimes described as a necessary evil, it is in fact only good business and a necessary part of one's overall business plan.

5. Insurance provides your present and potential clients with confidence that you run a good operation and that they have some form of recourse in the event of a mishap.

6. As is the case with lending institutions, the trend in business today is for individuals or companies to only deal with other individuals or companies who carry insurance. This practice protects both parties in the event of a loss.

What about Waiver Forms?

A waiver form is not a replacement for insurance nor does it absolve the outfitter from the responsibilities of exercising care and safety considerations. What it does do is explain to the client that there is an element of risk in the activity. By signing the waiver the client states that they understand the terms and conditions of your activity. This can also be incorporated into a release form which can accomplish several different functions:

-it places reasonable responsibilities upon the client.
-it assures you that the client is in proper health for the activity.
-it can be structured to give you the rights to use promotional photos.
-it can act as an information base for client files.

The form can be drafted to suit your company's purposes. Using the following sample, add or change the style to suit your business.

APPLICATION AND RELEASE

NAME:______________________________ DATE:______________

ADDRESS:______________________________ PHONE:______________

POSTAL CODE:______________________________

WEAPON CHOICE______________________________ TYPE:______________

PLEASE READ CAREFULLY

I fully understand that this outdoor activity involves certain risks and dangers. I hereby assume all risks and will hold ______________________ harmless from and defend them against any and all liability actions, causes of actions, suits, debts, demands and claims of every kind and nature whatsoever which I now have to which may hereafter arise out of or in connection with my trip or any other activities arranged for me by ______________________ and its agents or associates. This agreement shall serve as a release and assumption of risk for myself, and my heirs, administrators, executors, and for all members of my family including any minors accompany me.

As a condition for acceptance, I certify that I am in good health and prepared to undertake the outdoor recreational activities presented by ______________________ I also give my permission to use any and all pictures in which I may appear for publicity, promotion, and advertising.

I have read, understand and agree to the above conditions.

signature of Applicant:______________________________

witnessed by:______________________________

In case of emergency, notify:

NAME:______________________________ RELATIONSHIP:______________

PHONE NO.______________________________

ADDRESS____

No. Street City State Zip Code

Payment in full received by______________________________

Module B Unit 4 Lesson 3

SKILL: THE OUTFITTING PACKAGE

OBJECTIVE: Workers Compensation Board (TV. C. B.)

ITEMS
REQUIRED:

If possible, a resource person from W.C.B. to address the participants
-1 class set of each:
Employer Handbook on Worker's Compensation and Worker's Information Handbook
-1 class set samples of:
(a) Employers report of accident
('b) Employers subsequent statement
(c) Workers Report of Accident
(d) Notice to Employers and Workers
(d W.C.B. provisional assessment of rates

INSTRUCTOR*S
NOTE:

This lesson will require the distribution of sample forms to the participants. Obtain the required materials from the W.C.B. office, and present these <u>after</u> your introductory lecture.

Student instructions appear in the Participant's Manual, <u>Module B. Unit 4. Item 5.</u>

METHOD: Lecture, display and discussion

(a) <u>**Employer** Handbook on Worker's **Compensation**</u>

Using this resource. describe the general intent of the theory. Indicate clearly that: "every employer is required to establish an account with the board whether workers are employed on a regular. casual, or contract basis. " Other topics to be included should, at least, be:

-Claims liability (page 9)
-Persons automatically covered (page 10)
-Persons <u>not</u> automatically covered (page 10)
-How can coverage be obtained? (page 10)
-General assessment information. (page 11)
-Claims (page 13)

In dealing with the last topic, have the participants fill out the Employer's sample forms for a suggested accident scene.

APPLICATION AND RELEASE

NAME: ______________________ DATE: ______________

ADDRESS: ______________________ PHONE: ______________

POSTAL CODE: ______________________

WEAPON CHOICE ______________________ TYPE: ______________

PLEASE READ CAREFULLY

I fully understand that this outdoor activity involves certain risks and dangers. I hereby assume all risks and will hold ______________ harmless from and defend them against any and all liability actions, causes of actions, suits, debts, demands and claims of every kind and nature whatsoever which I now have to which may hereafter arise out of or in connection with my trip or any other activities arranged for me by ______________ and its agents or associates. This agreement shall seine as a release and assumption of risk for myself, and my heirs, administrators, executors, and for all members of my family including any minors accompany me.

As a condition for acceptance, I certify that I am in good health and prepared to undertake the outdoor recreational activities presented by ______________ I also give my permission to use any and all pictures in which I may appear for publicity, promotion, and advertising.

I have read. understand and agree to the above conditions.

signature of Applicant: ______________________

Witnessed by: ______________________

In case of emergency, notify:

NAME: ______________________ RELATIONSHIP: ______________

PHONE NO. ______________________

ADDRESS: ______________________

No. Street City State Zip Code

Payment in full received by ______________________

(b) Workers Information Handbook

Using this booklet. cover fully those aspects beginning with "claims" (page 7- 19).

Remind the participants that as prospective employers, they may be required to inform the worker of his potential obligations and benefits under W.C.B.

Using the sample 'Workers report of accident" have the students fill out the required form.

(c) Notice to Employers and Workers

Review the steps needed and the time parameters required for the submission of reports. Note that the Employer is responsible for the provision of first aid.

(d) Classification of Industries and Provisional Assessment Rates

Discuss the differing rates per $100.00 of assessable payroll. For example, Outfitters and guides fall under classification 15. This shows a rate of $2.50 in 1988.

SKILL: THE OUTFITTING PACKAGE

OBJECTIVE: Package Tour concepts

ITEMS **REQUIRED:** Sample brochures which give examples of package tours

METHOD: Lecture and discussion

PACKAGED TOUR

This is a preplanned, organized travel experience consisting of several and separate elements operated over a fixed itinerary and time frame.

These programs may encompass a wide spectrum of interests and activities but must contain at least one night's confirmed accommodation and any two of the following components:

-Air transportation
-Surface transportation
-Local transfer
-Sightseeing or guide services
-Meals and/or entertainment

Realistically, from an external sales and marketing point of view, the basic requirements are:

-accommodation
-transfer
-sightseeing

Basically, the Outfitter charges one price to the client and the outfitter is then responsible for paying the other businesses involved.

Packaged tour sales are especially attractive to travel agents for their ease of sale and the increased commission they can earn from the air transportation as well as the ground component.

PRINCIPAL TYPES OF PACKAGED TOURS

Group Inclusive Tour (G.I.T.)

As the title indicates, an operation specifically tailored to accommodate a number of participants with similar interests.

This type of tour product is often used to service lengthy itineraries using a mixture of services, transportation, accommodations and attractions.

Based on their duration and areas of operation, they fall into three distinct categories which are:

- Escorted
- Hosted
- Unescorted

As the Outfitter offering this service, you must remember to state clearly what is included in the total price and what the client will be responsible for beyond that.

Special Interest Tours (S.I.T.)

A rapidly expanding segment of the tourist market is being serviced by this category of tour designations. Its composition and operation is very similar to that of the G. I.T., but is is almost always applied to small dedicated groups.

Principal areas of application refer to established outdoor activities which emphasize client participation such as:

- Fishing
- Hunting
- Trail riding
- Canoeing and river rafting

In addition, the greatest increase in market growth has been recorded in non-consumptive pursuits, notably

- Environmental study groups
- Wildlife observation
- Historic and cultural programs
- Photographic safaris

Discuss some of the benefits of tour packages for both the consumer and the operator. The class responses should include some of the following:

Consumer benefits:

-social contacts of group travel
-peace of mind (assurance of safety, quality and hassle-free arrangements)
-cost savings
-security in dealing with a specialist who pledges his reputation on the outcome

Outfitter benefits:

-easier marketing potentials
-advanced bookings can relate to better cash flow, camp set-up and advanced purchasing and staffing considerations
-potential of lower prices to remain competitive
-more contacts available through tour wholesalers and agencies

Some disadvantages are also possible; the tourist is faced with an inflexible schedule, while the outfitter may suffer from group cancellations. This may cause further repercussions if the outfitter had made firm commitments to other area suppliers.

The partnerships between Product suppliers and their sales agents, e.g., receptive Operators, Wholesalers and Travel Agents. require a clear and concise understanding of the financial and operational terms of reference. Discuss the following definitions:

ROLE CONCERNS

TOUR OPERATOR: The Individual who runs his or her operation such as a river cruise or town tour. This person assumes full responsibility for the day to day operation of the attraction.

RECEPTIVE oPERATOR: The travel industry principal who co-ordinates and contracts for the variety of services involved in a tour package. In general, these organizations are located in the region Within which the programs operate and assume the role of broker between the product supplier (Tour operator) and the external industry sales outlets

TOUR WHOLESALER: The tour wholesaler plans, packages and promotes the sale of the product in his region of operation. Traditionally, the wholesaler markets his offerings through retail travel agents by means of a brochure and pays a commission to the selling agent.

TRAVEL AGENT: A travel agency sells a multitude of travel services to its clientele. It acts as a middleman between the supplier and the individual traveler.

A travel agent's services are free to the user. They earn commissions from the suppliers.

It is extremely important that product suppliers concentrate their marketing efforts through co-operative programs involving receptive operators and tour wholesalers.

Financial Concerns

GROSS: The whole or total amount charged for a product or service. This is accepted to be the maximum normal selling price. Travel industry partners expect a commission deducted at source, ranging from 10% to 25% of this figure.

NET: A fixed and agreed amount at which a product supplier will deliver a service to various industry partners. Again. this will reflect a minimum discount of at least 10% of the gross rate.

NET/NET: A term Increasingly used to absolutely convey the non-commissionable, non-negotiable cost of a product or service.

OVERRIDE: A supplementary commission paid over and above the agreed net rate. Usually, this applies to a contracted volume of business delivered over a fixed period and is used as an incentive to stimulate sales. Current rates of override commissions are established at 2 1/2% over net and based on performance.

RETROACTIVE cOMMISSION: An amount paid following the completion of a contract and based on a volume of business in excess of the original agreement. The terms of settlement are negotiable but generally follow the pattern adopted by the override system.

SKILL: THE OUTFITTING PACKAGE

OBJECTIVE: Designing a package tour

METHOD: Lecture, discussion, and assignment

A part of the process will involve identifying the local resources and deciding what interest group can be accommodated. as well as producing a potential tour.

STEP 1: Evaluate your potential

Have the participants grouped by interest areas or do the following invent ory singularly regarding their personal aspirations.

(a) List the natural, cultural and historic resources of the area.
(b) List the possible packages that could be made available.
(c) List the equipment and infrastructure required to make the package work
(d) Itemize the skills required and inventory those that could benefit the package.

STEP 2: Re-evaluate the package in light of the demands of the target group.

Are you catering to adventure tourists or to study groups?

Discuss the relative profile of each target group.

e.g. Adventure tourist

-usually in good physical shape
-willing to accept certain levels of perceived risk and hardship
-usually high income eamers/professional backgrounds

study groups

-normally older
-may be more sedentary
-usually prefer more amenities

Consider other possibilities like birders, hikers etc. This interaction (Step 2 and Step 1) will not only shape your perceived package, but will be necessary in determining your marketing approach.

STEP 3: Estimate market opportunity

(a) Contact the local zone manager to receive current market data.
(b) Consider your potential share of the market, and decide if the number is sufficient to warrant an attempt.

STEP 4: Create a basic itinerary

(a) Decide on a tour duration

-3 to 5 days is an average length, in exceptional cases, a 7-10 day is possible.

(b) Prepare the framework

-using Step 1, create the framework of the tour
-add the “extras” , e.g. meeting local people, attending cultural events, shopping for arts and crafts.

(c) Fit in the necessities:

-airport arrival time
-transportation to community
-hotel accommodation/meals
-land transportation
-accommodation and meals on the land
-return to community
-accommodation and meals as necessary
-debriefing and visiting
-airport delivery
-departure gift
-contingency plan in case of delayed flight

ASSIGNMENT

Using the foregoing information, have the participants create a 5 day tour package. The daily itinerary should contain daily divisions of activities and approximate times. Relate to the reality of the situation by having the participants include known aircraft arrival and departure times.

(d) Double-check the details:

Outfitters dealing with Tour Wholesales should provide clear and concise information on all conditions effecting the provision of their product. These should be communicated in written form and provide the following information

-a thorough description of what the program consists of.
-all ingredients of the offer should be listed and it should be noted whether or not they are actually included in the price quoted.
-a list of exact arrival and departure dates and times.
-an indication of what periods the prices are quoted.
-a clear description of payment procedures, e.g. deposit requirements, final payments, cancellation procedures and charges.
-a clear description of reservation and booking procedures.
-the pricing, such as single room charges, should be spelled out.
-an indication whether the prices are net or gross.
-an indication of commission structure if required.
-waiver inclusion outlining responsibflities.
-insurance - any specific insurance requirements must be detailed exactly.

SKILL: THE OUTFITTING PACKAGE

OBJECTWE Determining a price

INSTRUCTOR'S NOTE

This lesson and the previous lesson are reflected as required assignments in the Participant's Manual, Items 10 and 9, respectively. These assignments will be handed in to the instructor for evaluation. The marking scheme will reflect the requirements of the specific class mix (i.e. considering the potentials of translation, etc.). However, these will be graded and recorded within the percentages outlined in the introduction of this manual.

METHOD: Lecture, discussion and assignment

Certain price aspects will be fixed. while others can be marked up. For example, airfare and accommodation rates are regarded as fixed while other variable costs can act as a mark-up base. However, even the fixed costs can yield a profit return since these services can usually be purchased at a group discount, for example:

-Hotel accommodation and food is often supplied at a 15-20% discount for group rates. The Outfitter may opt to pass 5- 10% of this back to the customer.

-Airlines will attach a variable discount, dependent upon group size (10% mark-up possible).

For the purpose of this lesson. identify the extraneous costs which are incurred in reality, but will not be involved in this basic exercise. The participants will be expected to include some of these concepts in their business plan in Module B Unit 2. These consist of various expenses like:

-Insurance and trip insurance
-Maintenance and repairs
-Advertising and promotion (including travel)
-Office expenses
-Various other costs - accounting, legal, fees and dues etc.

Other cost considerations to be included could be:

(a) Air **travel:** the outfitter must decide where his package begins.

(b) Accommodation and food: calculate both in-town and on-the-land costs.

(c) Other transportation: include taxi expense as well as on-the-land transportation.

(d) Supplies: consider the base cost of fuel. food and consumables. It maybe necessary to draw up a 5 day menu plan and cost it out as part of the exercise.

(e) Wages: how many employees are needed? What wages are required, and what total cost is involved?

(f) Commissions: Dependant upon the method of marketing and promotion, this will vary from 10°A to 20%.

(g) **Equipment use** or **amortization:** What equipment is being used? Decide a cost on the basis of rental expense or a 3 to 5 year amortization cost.

AssIGNMENT

Using the previous plan as a basis, calculate the totals of the fixed and marked-up costs. Do this first for a NET/NET figure and show how this will relate to the ultimate GROSS rate. Keep in mind that southern wholesalers will expect up to a 20% commission; if you intend a 20% profit, it must include the cost of doing business.

Find the minimum number of tourists required to make the package viable.

Module B Unit 4 Lesson 7

SKILL: THE OUTFITTING PACKAGE

OBJECTIVE: Procurement and Supply

ITEMS REQUIRED: At least 3 or 4 different outdoor catalogues

METHOD: Lecture, discussion and assignment

Create a list of basic outdoor necessities from participant suggestions. This list could include:

-coleman stoves (specify a total number)
-lanterns (specify a total number)
-tents (specify a size, type and number)
-cooking equipment (specify items and numbers)
-rifle (specify exact make)
-floater coats (specify type and numbers)
-compasses (specify type and numbers)
-boots [specify type and numbers)
-etc. (specify type and numbers)

Place the participants into 3 groups. Each group will use the catalogues in rotation, identifying the item and the costs from each of the sources. At the completion of the exercise, have the participants:

(a) find the lowest total price possible [various sources)

(b) find the highest total price possible (various sources)

(c) find the total price if ordered from only a single source supplier

(d) identify the total savings possible with comparison shopping. Show this also as a percentage figure.

The participants should realize that profitability not only vanes with the price of their package tours, but also with their incurred expenses. Relate the concept of comparison shopping with good management; and the time used in searching for the "best deals" can be profitable.

Module B Unit 4 Lesson 8

SKILL: THE OUTFITTING PACKAGE

OBJECTIVE: Marketing

ITEMS REQUIRED: If possible, a representative of Economic Development or the Tourist Industry to explain current Marketing trends

METHOD: Lecture and discussion

Marketing is determining the needs and wants of different customer groups. The outfitter will want to deliver the product in such a way as to satisfy his clients. The plan to achieve this includes:

-Market Assessment
-Setting Market Objectives
-Development of a plan of action
-Deciding on a promotional budget
-Getting performance feedback

The following lesson is intended to yield a broad awareness of marketing. Interested outfitters should be encouraged to seek marketing advice.

(a) Market Assessment

who are your potential customers? Decide on the basis of your package, who would likely be interested.

develop a profile: income level? home area? age? When are they free to travel? Why do they go to your competition?

who are your competitors? What products do they offer? What is their price range? What is their success?

what restrictions affect your package? Seasons? Government restrictions? Land-use restrictions?

Develop the line of questioning to evolve a concept of Market Assessment.

(b) Setting Market **Objectives:**

How many customers have you had in the past year? If you are a new outfitter, how many clients can you reasonably expect to handle in your first year? What percentage increase of clientele can you handle? What is a reasonable growth figure? Is a 30% occupancy rate realistic for early businesses?

Guide the responses to gain an appreciation of realistic goals.

(c) Developing a Plan of **Action:**

How does your product relate to your client's wishes? Are you producing something that is less than or better than your client's desires? How can you make your package "extra-appealing"? Are you trying to attract more clients, or are you trying to increase your package length?

What is Your package price? Are you exceeding your customer's economic profile? Are your prices competitive? What is your average daily rate?

How are you going to promote your business? Will you use sportshows? Magazine advertisements? Mailing lists? How will you best reach your target audience?

(d) **Deciding** on a promotional **budget:**

What are your objectives: what can you afford? Are you capable of expending as much or more than your competition? How can you achieve the best effect per dollar spent? What other options are available? What does it all add up to per client gained? Is this affordable?

(e) **Getting** performance **feedback:**

Did you achieve Your goals? If not, why not? Where did your actual clients come from? How many were a direct result of shows? Advertisements? Other promoters? Which methods could you increase? eliminate? Which method was the most cost efficient?

Examine over-all costs. As a rule of thumb, an outfitter should consider 10 to 20% of his projected revenue as funds for marketing and promotion.

Module B Unit 4 Lesson 9

SKILL: THE OUTFITTING PACKAGE

OBJECTIVE: Promotional methods

ITEMS **REQUIRED:** If possible, a representative of Economic Development or the Tourism Industry

METHOD: Lecture and discussion

Promotion and advertising are components of Marketing. As an outfitter, you will have to decide what aspects of advertising will best seine your needs and your budget. Advertising is an expensive part of marketing, and you can't rely on a "shot-gun" effect with limited funds. Not only must you consider <u>how</u> you will advertise, but also <u>when.</u>

Discuss the considerations and cost restraints involved in the following areas of advertising.

L **Advertisements:** Magazine ads, Newspaper ads---

-consider the target market--which magazine? newspaper?
-detail some expected costs (magazine $250.00 and up;)
newspapers ($40.00 and up)
-how will you design the ad? Will it appeal to your target group?

2. Brochures, Information pamphlets and Business cards:

-business card design and costs (avoid gaudy cards)

Information pamphlet--

-used as an addition to the brochure or,
-inexpensive alternative to brochures($60.00 and up)
-prepared yearly with latest prices, attractions, information
-this category could also cover reference letters from satisfied clients

Brochure costs and structure. (Black and white $1,500.00 and up) Colour ($2,500.00 and up). Professional help should be sought for brochure design.

-outline the need for carefully chosen photos
-will the photos appeal to the target audience?
-text should be attractively brief.
-use the information pamphlets to quote prices.

3. Mailing Lists. These can be obtained as a random sampling type at low or no cost from Economic Development or the Zone representatives. Other more specific lists can be purchased, but these tend to be costly. In order to use this method, you require a form-type of letter and a brochure, and/or information pamphlet. Consider the cost per mailing.

4. Sportsmen's Shows: Some successful outfitters rely almost exclusively on show bookings. This can be a productive method; but not all shows are equivalent in effect. Which most suits your target group? Where is it located? When is it displayed? What are the costs involved? What about a promotional video? Photos? Display? Can you close sales?

5. Direct contacts: This includes travel and outdoor writers and editors, or representatives of various outdoor clubs. Be cautious in agreeing to host an outdoor writer; since you are paying for his trip, be sure of his credibility. Get a written commitment from the magazine publisher that the article will be printed .

6. Follow-up leads: Don't delay responding to any mail or telephone request. Keep the names and addresses of all contacts and begin your own mall list.

Try to get photos of your guests. Select those that reveal a happy time and include this in a Christmas card to that individual. Later, prompt a reply by sending a short letter with your new information pamphlet. Refresh your memory with details from his waiver/ acceptance form and refer to this as you invite him back. e.g. "Greetings, Wayne, I hope you're keeping your Ruger 30-06 ready for this coming season's hunt. I'll bet Bill is thinking of the trophy you got last year.. ."

Avoid a distant or form-letter approach. If you know the man, respond in that way. Send the message that you'd like to see him again. (See also Module C: Communications).

Other Advertising Options:

Imperative advertising

A co-op advertising programme brings together individual operators, and/or tourism associations and government partners, to share the benefits and the costs of advertising in order to increase their market share.

Joint promotions of this type are particularly effective in tourism marketing because the "product" being sold consists of a group of related parts - a destination, transportation, accommodation, food service and attraction/ events - all of which are usually provided by different operators.

In addition, a prograrnme of this nature helps an individual operator or Zone Association reach more potential tourists with an advertising message, and is an extremely cost-efficient method of marketing.

There are two methods of joint promotion which are particularly applicable to TravelArctic, the Zone Associations, and to individual operators in the Northwest Territories. They are:

a) Co-op Advertisement:
Where two or more 'closely-related tourism operators and/or Zone Associations advertise in a single advertisement.

b) Tie-in Advertising:
Involves a planned placement of individual or co-op ads by TravelArctic, operators and/or Zone Associations in the same issue of a publication.

The following options outline how these co-operative advertising methods can work for NWT operators and Zone Associations:

OPTION 1

Two or more operators may wish to group together in a co-op advertisement for a publication which will also be carrying a TravelArctic and/or Zone ad. This combines the methods of both co-op and tie-in advertising.

Operators may be grouped together because they offer similar or complimentary tourism products. which match those featured in the TravelArctic or Zone ad.

Operators may also be grouped together in an ad because they offer complimentary tourism products in the same tourism Zone.

Most importantly. operators who group together should be advertised in publications which best address their own target market of tourists.

The advantages of co-op and tie-in advertising are as follows:

i) Increased Exposure

Readers of the publications are not only attracted to the large, double-page-spread TravelArctic advertisement, for example, but are directed to the operators' co-op ad(s) as well. For example, when such a co-op ad is placed in the same publication as a TravelArctic ad, a sentence can be printed at the bottom of the TravelArctic ad telling readers to turn to the operators' ad for more information. Therefore, one key benefit is that the many readers exposed to the larger TravelArctic ads are also exposed to the smaller, operator or Zone Association ads. This can be co-ordinated with the publications by the advertising agency of the Zone Association, or of TravelArctic.

ii) Cost Savings - Advertising Rates/Design Costs

By advertising in the same publications as TravelArctic and/or the Zone Associations, operators can take advantage of discounted advertising rates in that publication (frequency discounts). These rates can be achieved because of a rate contract, negotiated by Tourism Canada with some publications, which also applies to all TravelArctic, Zone Associations and NWT operator's advertising in those publications.

Operators will also find this a cost-effective method of advertising because the cost of space for the ad will be shared between the co-op partners. The costs of designing and producing the ad itself can also be shared. Cost-sharing arrangements in co-op projects can be negotiated on a case-by-case basis by the partners involved.

OPTION 2

Operators may wish to group together with their Zone Association in a co-op advertisement. This ad can be placed in publications which also carry the TravelArctic message, or in any other publications in which the Zone Association advertises alone. This document Includes a Media Plan for your Zone Association, listing the selection of publications and indicating which magazines will also include TravelArctic advertising.

Operators, and Zone Associations can, once again, benefit from increased exposure and cost savings by advertising with TravelArctic in a publication. While discounted advertising rates would not be available from publications that do not include TravelArctic advertising, operators and the Zone Association can still share media placement and ad design costs. This represents a cost-effective option for the operator or Zone which might normally incur these costs alone.

OPTION 3

Budget permitting, an operator or Zone Association may wish to place their own, individual advertisements in publications in which TravelArctic also advertises. For some. however, participating in a co-op ad with other operators (Option 1) is more affordable as costs are shared.

Again, both the exposure benefits and rate savings apply to this Option.

HOW TO PANTICIPATE

STEP ONE

If you are interested in participating in the Co-Operative Programme. contact your local Tourism Zone Association Manager (see listing below).

Big River	Cheryl Hirst	(403) 874-2422
Western Arctic	Alice Barton	(403) 979-3756
Northern Frontier	Barry Stoneman	(403) 873-3131
Baffin	Frank Pearce	(819) 979-6551
Arctic Coast	Pat Thagard	(403) 983-2224
Keewatin	Gina Rowe	(819) 645-2618

The Zone Manager will work closely with the Zone Association's advertising agency to perform the following functions:

a) Determine how many operators in the Zone wish to j oin the programrne;

b) Determine how each operator wants to participate - in a co-op ad with other operators: in a co-op ad with the Zone Association: or, Individually, by placing ads in the same publications as TravelArctic or the Zone Associations;

c) Assist in grouping together operators for co-op ads;

d) Inform operators of media placement costs for the co-op ads and how they can be shared between all partners involved:

e) Inform operators of ad production costs and how they can be shared between all partners;

f) Collect from operators a cheque for funds required for the project and collect any design material required for ad production (ie. logos);

g) Prepare ad designs and reserve media space:

h) Assist in measuring results of the co-operative advertising.

STEP TWO

The Zone Manager will give you a sign-up form where you can see the various options and costs involved in co-op advertising. Fill out the form according to which magazines you are interested in and what your advertising budget is.

Be certain to check the order deadlines for each publication to ensure that there will be time to organize your involvement in the Co-op programme. Return the form to the Zone Manager.

STEP THREE

Once your Zone Manager has grouped yourself and other advertisers together for a co-op ad, they will develop an ad design and work with you to decide what your segment of it will say and look like.

Once that is determined, you will be informed as to what your share of the magazine space and ad design will cost. You will be required to send a cheque to the Zone Manager for those costs before the project begins. You may also be required to provide your operation's logo for the ad.

Your Zone Manager will also inform you as to when you will be required to approve the final ad design before it is published. Make yourself available at that time to ensure that your advertisement is produced on time, and to your specifications.

STEP FOUR

Once your advertisement is placed and published in a magazine, be sure to update your Zone Manager concerning the responses you receive directly from your ad. This regular contact is important to evaluating the Programrne and planning for future initiatives.

If you require any additional information on the programrne, contact your local Zone Association Manager directly.

NOTE:-

Discuss also the EDA funding available for Promotion (See Module B, Unit 2, Lesson 14).

UNIT 1: THE PEOPLE BUSINESS

LESSON

SKILL: THE PEOPLE BUSINESS

OBJECTIVE: Hospitality concepts

ITEMS REQUIRED: Video camera, recorder and T.V.

METHOD: Discussion and Role Play

Note: Emphasize that these concepts refer to the outfitter or his representative(employee).

Ask the participants the following question

'What is the most critical time in the whole range from marketing your product to saying good-bye to your guest'?"

Discuss the various responses and lead to the most appropriate answer: "The moment you meet your guest."

Why is this a crucial point?

-this moment sets the guests' opinion of you.
-this moment brings reality into the fantasy of the guest's expectations.
-this moment is significant in setting the tone for the rest of the experience.

No two people are the same, yet the tendency is to group individuals under the term 'Tourist" and stereotype them. The outfitter dealing with specific people.

Expand the concepts

What does the guest see when he looks at you or your employee?

-Are your clothes sending the right message?

-Are you properly groomed? What about hair, nails. teeth? Are you smiling?

What does the guest smell when he meets you?

-Stale cigarette smoke or booze-breath from the night before isn't a positive image.

-How many days have you worn the same shirt?

What does the guest feel in your handshake and personality?

-Is he truly welcomed. or are you seeing him as an inconvenience in an already too-busy day?

-Is your handshake firm and confident, or weak and hurried?

-Are you radiating hospitality and confidence or sending signals of discomfort and awkwardness?

The effects of this initial meeting can not be over-emphaslzed. Your attitude, or that of your employee will set the stage for:

-trust, or the lack of it.
-enthusiasm, or the beginnings of doubt.
-a return customer, or one just happy to leave.
-a psychological acceptance or rejection of your credibility and authority.

KEYNOTE THE IMPORTANT STEPS:

1. BE ON TIME.

2. IDENTIFY YOURSELF.

3. GREET YOUR GUESTS WITH SINCERE WARMTH. (SMILE!!)

4. GIVE A FIRM HANDSHAKE AND DIRECT EYE CONTACT.

5. REMEMBER THEIR NAMES BY

   -concentrating on the person
   -looking at their face
   -paying close attention to get the name correctly
   -repeating the name
   -trying to associate the name with a mnemonic device
   -writing it down at the first chance

6. TAKE CONTROL IMMEDIATELY

   -subtly, by body posture or touch
   -by directing their actions
   -by asking questions

During the meeting phase, the outfitter should ask what the client's main interests are. He should also find out if there is any medical problem or specific diet needs.

At this point, the outfitter should give a brief outline of what his intentions are and ask if the client has any requests or questions.

This is also a good time to check the client's equipment. Should he be wearing rubber boots? Did he bring mitts, rain-gear, or whatever will be appropriate?

Role Play:

Using the video camera to record the gestures and styles, have the participants take turns meeting multiple "guests" coming to their outfitting establishment. Be prepared to correct and change behavioral patterns. but do so with tact.

SKILL: THE PEOPLE BUSINESS

OBJECTIVE: More on Hospitality and Marketing

ITEMS **REQUIRED:** Sample TravelArctic materials - promotional display catalogues

METHOD: Lecture, discussion and display

Discuss Hospitality concepts in relation to the marketing approach and over-all business attitude.

Hospitality and marketing can be linked prior to the guests arrival, and during and after his departure. Discuss how this can be achieved. Some of the suggestions are included below.

Pre-arrival contacts. Before the client leaves home, your concern for his well-being and positive frame of mind can be reinforced. Contacts either by phone or mail can re-assure him of his choice in outfitters. "Cognitive dissonance" refers to the feelings of doubt experienced after a major decision to purchase. This is a normal consumer reaction which you can turn to a positive aspect by pre-trip contacts. A early mailing can contain a "gift" like a T-shirt, cap, or personalized pack, or other promotional item which seines a dual purpose--the suggestion of extended hospitality and the benefits of promotion. Other items might include information pamphlets on TravelArctic brochures to further describe the area as well as prepare your clients.

Pre-departure contacts. Don't just leave your guest "hanging". After the event and prior to his departure, take time to talk to him. Relive some of the experiences and pave the way for a return booking.

Departure contact. This is as important as the initial greeting. Friendly smiles, warm handshakes and hospitality continued to take-off is a strong bonding combination. How about a departure gift? A TravelArctic certificate or a small handmade item is not costly but it is very effective.

Post departure contact. Christmas cards are timely reminders for re-booking. This is more effective if a personalized note and the client's photo are contained. A month or so later, a cheery follow-up note with the new rate sheets and information pamphlet may get you a re-booking, or at least a referral to a friend. Keep the tone hospitable and friendly.

Hospitality awareness can never be allowed to take second place **in** your business:

-you may be tired.
-you may be overwhelmed,
-you may be frustrated.

None of this must ever be communicated to your guest or your staff.

Smile--project a hospitable, professional image. Remember that you are also a role model to your employees.

Use this lesson as a framework to brainstorm other ideas the participants might wish to add.

SKILL: THE PEOPLE BUSINESS

OBJECTIVE: Case Study

ITEMS REQUIRED: NFB film / video Van's Camp

METHOD Case Study and discussion.

Prepare the students with an introduction to Van's Camp. This is a real-life Iook at a fishing-lodge operation, in which not everything goes according to plan. Prior to viewing, have the participants read the list of questions that relate to the film.

After showing the film, give the participant's time to complete their notes.

Discuss the relevance of their response.

Questions on Van's Camp:

1. What is the initial attitude of the fishermen before they leave home?

2. Describe Van's hospitality skills in greeting his guests.

3. What strengths does Van display as a manager?

4. What areas of management weakness are apparent in Van's personality? Which is the area of greatest difficulty?

5. Describe the employer-employee communication.

6. Is Van an effective "boss"? What areas of strength and weakness do you see?

7. Does the attitude of the fishermen change while at the camp?

8. How does Van's business Iook through the eyes of his employees?

9. Is Van's philosophy of business reflected in his employees?

10. What would you suggest to improve Van's Camp? What safety improvements are needed?

Module **C Unit 1 Lesson 4**

SKILL: **THE PEOPLE BUSINESS**

OBJECTIVE: Hiring Employees

METHOD: Lecture, Discussion and assignment

At some point you will realize you can't do **everything** yourself. In deciding on whether you are ready to expand YOU business, consider all of those jobs you **dislike,** and get someone who likes that sort of thing to do it. **You** do what you do best. For example, you might need part-time help **like:**

- a bookkeeper
-an accountant
-a **secretary**

Or, you might need full time help like:

-guides
-cooks
-laborers

In either case you **will** have to decide exactly what you want done.

Good management is the art of getting things done through people.

In order to do this:

(1) Create a job description. Once this step is complete, decide on the terms of employment and the wages: **then:**

(2) Create a contract. The contract is a simple basis of agreement that indicates:

-the job description
-the terms of employment
-the wages and pay period
-other items (accommodation, food, sick leave etc.)
-the date
-both parties' signatures

Armed with this knowledge, **recruit** suitable candidates for the positions by direct contact or advertisements. In some cases this **will** lead to:

(3) The interview Discuss your expectations: you may wish to have a list of questions handy. (References? etc.) Indicate your guidelines. Make certain that the prospective employee understands **his** obligations and his expected department towards other staff and your clients.

Finally, before you hire an employee--remember, he will **represent** you. Choose the best you can.

ASSIGNMENT:

Have the participants suggest a possible list of employee categories. Divide the class into small groups and assign one or two categories to each group.

Have each group:

(a) create a job description
(b) create a contract

SKILL: THE PEOPLE BUSINESS

OBJECTIVE: Employer Obligations

METHOD: Lecture and discussion

NOTE: It is beyond the scope of this course to detail payroll, needs in bookkeeping; however, the outfitter must be aware of his obligations to do so.

As an employer, you are required to deduct certain amounts from your employee's wages.

These deductions are:

-Unemployment Insurance premiums
-Canada Pension Plan premiums
-Personal Income Tax

These deductions must be remitted to the Receiver General by the 15th of the month following the issuance of the employee's cheque. The employer must also submit an additional amount with respect to unemployment insurance premiums and Canada pension plan contributions. The required forms and instructions are available at the Post Office.

You will also require an Employer's Account number which is obtained from Revenue Canada.

Between December31st and February 28th, you are also required to give all employees a T4 form which shows wages, C.P.P. contributions, U.I.C. contributions and income taxes deducted. Copies must also be sent to the Revenue Canada at this time.

The obligations for W. C.B. have been covered in Module B Unit 4 Lesson 3.

SKILL: **THE PEOPLE** BUSINESS

OBJECTWE Business Etiquette

METHOD: Lecture and discussion

Discuss the following concepts.

Many outfitting businesses start as a one-man operation; however, as they grow, these businesses soon come to depend on staff to share the workload.

In order to build mutual respect between employer and employee these suggestions are applicable.

Remember simple courtesies. Show your staff the same consideration that you give your clients. “Please” “Thank you” “Good morning” etc. help set a positive note.

Be aware of your role-model image. You set the standards by your own actions. Do you dress appropriately? Do you use profanity? Are you punctual?

Communicate. Keep everyone informed of relevant information. Tell them what you expect about company policy and procedures. Don’t play favourites--this leads to poor morale.

Give Praise. Build up your employee’s confidence. Positive strokes go a long way in behavior modification.

Criticize privately. Don’t criticize an employee in sight of others. Focus on the item, not on personal attack. Remember that you wish to change the behavior, not just vent your frustration. Encourage initiative and a learning from errors.

Delegate work. Remember this isn’t a one man show anymore. Free up your time for valuable guest interaction.

Decorum. Be friendly and open, but keep a professional distance. You are the boss, not a buddy.

SKILL: THE PEOPLE BUSINESS

OBJECTIVE: Fulfilling training needs.

ITEMS REQUIRED: A list of relevant courses and seminars which will be available to the course participants

METHOD: Lecture and discussion

AS an entrepreneur, the outfitter realizes the benefits of appropriate training for personal or staff development. Various government departments and local organizations can present the required training opportunity.

If guides are a requirement of the operation, then the outfitter should be aware of the opportunities provided by the various guide courses:

Level 1 Guide course: This is a 3 week intensive course which stresses the role of professionalism, hospitality, and safety in guiding. Successful graduates receive a badge and a First Aid certificate. They are then allowed to attend the next level of training.

There are three Level 2 courses: each deals with a specific area of specialization. Depending upon the needs of the outfitter, his employee could be encouraged to attend any or all of the Level 2 offerings:

Level 2 Big Game Guiding coUrse: AU of those aspects expected in a hunting guide are contained in this course. Firearms safety, C.P.R., Trophy estimation and measurement, taping and meat handling are just a few of the areas of study.

Level 2 Sport Fishing Guide Course: Fishermen who expect a guide to be able to respond to the needs of either trolling, casting or fly fishing styles, will benefit from a guide who graduated from this course. Water safety, proper boat handling, catch-and-release methods, as well as succulent shore lunch preparation, are some of the elements covered.

Level 2 Interpretive Guide course: An extensive 4 week curriculum stresses the knowledge and attitude required in non-consumptive guiding. Area history, geology, botany. bird and plant identification, and interpretive methods are the subject matter involved.

If the outfitting venture doesn't require guides, other courses are available that would suit specialized needs. Here's a few:

Tourism and Hospitality Seminars
Consumer Show Sales Training Seminars
Package Tour Development Seminars
Management and Entrepreneurial training

Module C Unit 1 Lesson 8

SKILL: THE PEOPLE BUSINESS

OBJECTIVE: Learning how to handle complaints

ITEMS REQUIRED: Video camera and accessories

METHOD: Lecture, discussion and role play

Dealing with people can become difficult. Complaints must be dealt with, and hopefully in a way that resolves the problem and retains a returning guest.

Two stages are possible: the simple complaint, or the emotional outburst. Usually the latter is linked with alcohol consumption.

<u>Basic Guidelines for Handling complaints</u>

DONT TAKE IT PERSONALLY

1. Never argue with a client.
2. Don't try to defend mistakes or blame others.
3. When something is wrong--admit it--right away. Correct it cheerfully.

<u>Basic Guidelines for Handling Drunks</u>

1. Be friendly, insistent.
2. Never tell them they're drunk
3. Ignore the negative aspects of their behavior.
4. Deal with the immediate problem. Remember Most people have mood changes when drunk and will respond to your mood. Be friendly and they'll want to be nice back

Guidelines for Handling Belligerent People

This is a rare situation; but fortunately, it does occur.

1. Keep your self control.

-be polite
-resist the tendency to fight back
-realize that the attack is probably not really an attack on you personally, but that the tension and aggression probably comes from someplace else
-keep calm, cool and quiet in voice and body

2. Explain briefly what your position is.

-stick to the facts, try to avoid dealing with feelings
-repeat your position calmly

3. Try to divert the person's attention to some other topic which is less upsetting to him.

4. Think about possible escape routes if the person appears violent.

5. If necessary, back off quietly and go for help.

Role Play:

Discuss the guidelines and incorporate these into the role play. Create a scene where an Outfitter has to respond to complains from any of the above categories, using 1 or more participants as disgruntled "guests".

UNIT 2: SAFETY AWARENESS

LESSON

1	Developing safety conscious attitudes
2	Case study
3	Survival rates and lifejacket types
4	Safety in Bear Country

SKILL: Safety Awareness

OBJECTIVE: Developing safety-conscious attitudes.

METHOD: Lecture and discussion

An outfitter's **prime** responsibility **is** for the **safety** of his client. This means instructing your employees to act as your safety representatives. Your guide must never assume that his client knows procedures that the guide may take for granted. For example, the simple act of getting into a boat may be hazardous to someone who is not familiar with proper procedure.

Indicate that the guide must orient his thinking to assume that his client is almost child-like in his need for being **supervised.** In many cases, this will be correct. This is not to imply that tourists are stupid--however, they are out of their normal element and they rely on the guide for direction.

Instruct your guide that he must never feel shy about giving directions where **safety** is concerned: prevent a potential disaster by guiding his activities. Show your employees the proper way for a guest to get into a boat--the correct way to cast his line, point his **rifle** or handle the knife or axe.

Always **double-think** your clients. Pretend that they are going out of their way to hurt your employees and themselves. Watch them constantly--but do so in a friendly and courteous manner. This is not perceived as an insult by your clients rather a measure of your concern for their safety.

Question 1: Ask the outfitters to suggest a list of possible safety hazards.

suggestions:

-jumping into or out of a boat

-standing up in excitement to land a fish

-poor casting techniques that cause hooks to become hazardous to the boat occupants

-animal hazards

-fire hazards--smoking near fuel

-sickness - due to contaminated food or water caused by poor hygiene practices

Question 2: Ask the outfitters what they can do to eliminate hazards in their own operation.

Suggestions:

-good maintenance on boats or skidoos

-tidy clean boats

-survival equipment and extra food

-first aid kit and knowledge of its use

-watching fires carefully

-clean camp area

-good hygiene practices

-telling the client what is expected of his actions

-having access to communications equipment

Safety is always the first consideration. If a guest complains about a restriction, patiently inform him that the purpose of his trip is pleasure, and your purpose is to make sure he gets home to talk about it.

*The booklet "Safe Boating Guide" can be obtained from Transport Canada along with their "Alert Boater's kit". Given enough lead time, the local R.C.M.P. detachment can obtain these and an officer maybe available as a guest speaker.

Module **C Unit 2 Lesson 2**

SKILL: SAFETY AWARENESS

OBJECTWE Case Study

METHOD: Case Study and discussion

CASE STUDY #l

Location Great Bear Lake

Scene:

A guide (19 years old) and two clients (man and wife about 60 years old) set out for a day's fishing on Great Bear Lake. It was an unusually warm August day, nearly 80 degrees F, so the guide wore blue jeans, a T-shirt and a jean jacket. His two clients wore close-fitting rain suits. Besides the seat cushions, there were no life saving items, emergency equipment or extra jackets.

A strong wind came up so that the return to the lodge was not possible. A cold, wet night followed in which the temperature dropped to 36 degrees F. The boaters put in at an island, along With several other guides and their clients. By morning, the storm had not quit but there was definite pressure to return to the lodge.

Three boats started out. No "buddy-system" was used, and the last boat turned over while traveling across a reef. For the first fifteen minutes, the three clung to the boat. By the twenty minute point the guide slipped from view. The two tourists washed ashore ten minutes later.

The guide drowned--the two guests survived.

Questions:

1. Where did the problem begin?
2. How could this be prevented?
3. Suggest some items that should always be carded. .
4. Do you think the guide's age is part of.the problem? Why or why not?
5. What influenced the guide's decision to leave the island?
6. Why did the guide have less strength than his older clients?
7. Suggest ways in which You would have done things

CASE STUDY #2

Location: Baker Lake

Scene:

A 51 year old sport fisherman was impatient with several delays and the last few days of bad weather. He was determined to catch "the big one" before he left so he asked his guide (approximately 55 years old) to take him into a dangerous stretch of rapids in order to fish. The older guide refused, saying it was too risky. The SPort fisherman then went to another canoe and asked another guide (24 years old) to take him into the rapids. Five people were in the freighter canoe when it capsized. Three who were wearing life-j ackets survived the near-freezing water; the guide and the older sport fisherman did not have theirs on, although the jackets were in the boat.

Results

Two drowned--three saved,

Questions:

1. where did the problem begin?
2. HOW could this be prevented?

CASE STUDY #3

For subsequent case studies, have the outfitters relate similar personal experiences in which they have an involvement. Have them tell about items they've heard or seen in which safety has been compromised. After the facts are given, have the group discuss how things could be made safer.

Have the outfitters create a list of items that should be carried in their boats.

This list should include at least:

- life jacket for each person
- 2 paddles
- bailing can
- first aid kit
- tool kit
- extra rope
- landing net
- motor safety chain
- good boat plug

2. Have the outfitters describe the safe boat handling and loading that they would demand of their employees.

This should include:

-boat and motor handling in rough water or fast water

-loading practices in number of people and amount of cargo

-proper handling of the boat while landing a trophy fish

Remember, a client is not normally "at home" in a boat. In fact, this might be his first time in one. Leave nothing to chance where his safety is concerned.

Module c Unit 2 Lesson 3

SKILL: SAFETY AWARENESS

OBJECTWE. Examining survival rates compared to Lifejacket types

METHOD: Lecture and discussion

Often clients object to lifejackets by saying that the water in the Territories is so cold that their survival is unlikely anyway. Unfortunately, many guides continue to belive this myth also.

The truth is that hypothermia does occur, but at a much slower rate in a protected person.

The normal body-core temperature is 98.6 degrees F (37 degrees C.) If this lowers by only 10 degrees the person usually becomes unconscious (89.6 degrees For 32 degrees C). A further lowering of body core temperature can result in death.

Assuming a water temperature of 50 degrees F (10 degrees C) a person's chances for survival depends upon the type of flotation device he has.

example:

WITHOUT FLOATATION	SURVIVAL TIME
Drownproofing	1.5 hours
Treading water	2.0 hours

WITH FLOATATION	SURVIVAL TIME
swimming slowly	2.0 hours
Holding still	2.7 hours
• H.E.L.P.	4.0 hours
Huddle	4.0 hours
FLOATATION JACKET	7.0 hours
COVERALL TYPE	10. O+hours

Swimming creates a 35°A faster heat loss, while drownproofing increases this to 82%. Both the huddling and the H. E.L.P. increase survival time by 50%. The colder the water, the shorter the survival time, but in each case protection counts!

* Heat Escape Lessening Posture: This refers to a fetal position to stop heat loss from groin and armpits.

DISCUSS THE NECESSITIES OF LIFEJACKET RULES.

SKILL: SAFETY AWARENESS

OBJECTIVE: Safety in Beax Country

ITEMS REQUIRED: Safety in Bear Country A Reference Manual; M. Bromley, 1985, Renewable Resources

The text "Safety in Bear Country" is to be used and presented to the participants.

INSTRUCTOR'S NOTE: Review the text and determine the specific sections which are relevant to the participant group. Devise your lesson plans to accommodate these needs.

A suggested format would be the following:

Introduction (Chapter 1)

Bear Biology (Chapter 2) Deal with the specific bear(s) indigenous to the area.

Bear Behavior (Chapter 3) Specifically, deal with reactions to human encounters. threat displays, and the problem bear.

Avoiding Bear Problems (Chapter 4) Emphasize those precautions necessary when traveling or within camp.

Camp Design and Maintenance (Chapter 5) Food preparation, storage, and waste disposal should be the focus.

Bear Detection and Bear Deterrent Methods (Chapter 6 and 7) These should be selected to maintain relevance to the specific group.

Appendix A, Examples of Human-Bear Conflicts and Appendix F, Instructions for Handling a Defense -Killed Bear. should be discussed in class.

i

UNIT 3: COMMUNICATIONS

Module C Unit 3 Lesson 1

SKILL: COMMUNICATIONS

OBJECTIVE: The business telephone

ITEMS **REQUIRED:** Video and accessories

METHOD: Discussion and role play

Discuss with the participants the importance of properly presenting their business on the telephone. If it is a beginning business, family members should be coached in how to respond to potential client calls: later, employees **will** need instruction.

On the telephone you <u>are</u> the company. The way you handle the caller on the telephone will determine the impression that the caller has of you and your organization. Your company is judged by the voice that speaks for it over the phone.

Avoid sloppy or lazy initial responses like 'Yeah" or 'What do you want'?". Remember, any call is a **potential** customer. Be sure your phone is answered with this in mind.

FIVE QUALITIES OF A GOOD TELEPHONE VOICE

1. Alertness - be wide awake, alert and interested in what the caller has to say.

2. Expressiveness - use your voice to carry your personality over the phone.

3. Naturalness - use a vocabulary and tone of voice which truly expresses your personality.

4. Pleasantness - a pleasant and friendly voice on the telephone conveys a positive, friendly image.

5. Distinctiveness - a clear, easily understood voice over the telephone encourages the caller to do business with your establishment.

Discuss the positive business aspect of a separate line for your outfitting business. Don't let this number lapse. Remember that your advertising is only useful if your clients can reach you.

RECEIVING A CALL

1. Answer promptly. This builds a reputation of efficiency for you and your company,

2. Identify yourself and the establishment.

3. Remember to speak distinctly.

-keep the receiver 1/2" to 1" away from your mouth.

4. Be friendly.

-use the caller's name.
-be as helpful and informative as possible.

5. Keep a pen, paper and calendar handy to the phone.

-get the caller's name and number as soon as possible. This way in case you are accidently cut off, you can initiate the call.

6. Keep your promises.

-follow up on any promise you make over the phone.
-a reputation of reliability and trustworthiness will result.

Say 'Thank you" and 'You're welcome."

-courtesy on the telephone means courtesy in your business dealings.

Smile when you are talking on the phone.

-it is very difficult to sound miserable with a smile on your face. SMILE.

7. Let the caller hangup first.

-wait for the customer to say good-bye.
-thank him for calling.
-hang Up gently.

Role Plav

A role play situation can be initiated in which a simulated telephone conversation is produced. A prospective client calls the outfitter and wants to book a trip with him. The client has a specific holiday schedule (i.e. Saturday to Saturday) and he wants the maximum length of stay possible in this time. What can the outfitter arrange?

Items of concern

a) Was the outfitter courteous, congenial?

b) Did he receive the client's name, address and telephone number?

c) Are the proposed dates possible?

d) Did he make allowance for aircraft arrival/departure times?

e) Was there any reference to cost, deposit, accommodation, or travel arrangements?

f) Was there a positive attempt to "sell" the hunt?

g) Was there any doubt about arrangements, or did the conversation have a positive professional tone?

(h) What suggestions could be made to make this a better contact?

Module C Unit 3 Lesson 2

SKILL: COMMUNICATION

OBJECTIVE: The business letter

INSTRUCTOR'S NOTE: Show the structure of the business letter. See also Module C. Unit 4. Lesson 1.

METHOD: Lecture and discussion

Introduce the concept that the letter is the outfitter's representative. The receiver will judge the company on the visual appearance of the letter, as well as its contents. It is important that the prospective client receive a favorable impression.

Create a response scenario, either by using the construct of the previous lesson (i.e. acknowledging the telephone booking) or by the need to answer a series of prospective client questions. (See Also Module C Unit 4 Lesson 1). Have the outfitters suggest some typical questions:

e.g. What is the success ratio of the hunts? How long has the outfitter been in business? What type of clothing should be worn? etc.

Depending on the specific class make-up, be prepared to:

-Draw up a business letter format.

-Show how to structure the responses.

-Suggest improved grammatical construction.

The outfitter should be aware that the demands of letter writing may become very time consuming. At this point of his development, he should consider the purchase of a word-processing computer. This will handle the mail-merge aspects, as well as keep customer records. If a purchase is not feasible, perhaps the outfitter can contract this service to a capable person.

Assignment: Have the participants create a response to a client request. Collect, correct, and give creative criticism. This is identified in the Participant's Manual Module C, Unit 3, Item 2.

Module C Unit 3 Lesson 3

SKILL: COMMUNICATION

OBJECTIVE: Verbal Communication

ITEMS **REQUIRED:** Video camera and accessories/T.IA Video tape on Power Selling

METHOD: Discussion and Role Play

An outfitter has to be a salesman in order to promote his business. This maybe put to the test at a Sportsman's how or on a one to one meeting With a potential customer. He will have to describe his offerings with enthusiasm and sincerity. Then, he must take the initiative to "close the sale". (See T. IA. Video).

Using the role play method, have the participants practice "selling" their establishment. This can be structured as a Sportsman's Show booth or a simple meeting. Each participant can take his turn, while the others act as interested on-lookers or questioning potential clients.

Emphasize the following points:

-Look friendly and smile.

-Speak clearly, loudly enough, and in a sincere unhurried fashion.

-Use eye contact to advantage.

-Obtain the customer's name and mailing address.

-Point out the "special" advantages of his operation.

-Be prepared to tactfully handle any question.

The outfitter should be prepared for at least the following questions:

-Tell me about the type of country you are in?

-Where do you operate?

-What kinds of animals or fish are in that area?

-How do I get there from Toronto?

-How many people can you handle in a week?

-How many years have you been outfitting?

-What should I bring with me?

-Can you give me a better rate if I bring 3 other guests?

The outfitter should be cautioned against "over-selling", or unethical misrepresentation. Remember also that your answers must be consistent. At a Sportshow, for instance, a prospective client might hang back out of notice, just to hear what you'll say to 3 or 4 different people. He may make up his mind without ever talking to you!

Module C Unit 3 Lesson 4

SKILL: COMMUNICATION

OBJECTIVE: Fulfilling the requirements for a radio operators licence

ITEMS **REQUIRED:** Radiotelephone Operator handbook [class set)
-if possible, a representative from Department of Communications

METHOD: Lecture and discussion

The "bush radio" is a potential life-line in the North. The outfitter should have a Restricted Radio Operators Certificate in order to professionally and confidently use his licensed radio. This segment of the course will present the requirements leading up to the examination for the certificate.

The contents of the Radiotelephone Operator Handbook will form the structure of this part of the Outfitter's Course. These are:

Regulations (pages 1 -4)

Procedures (pages 6-19)

Distress Communications (pages 20-26)

Urgency Communications (pages 27-29)

Safety Communications (pages 29- 30)

Typical Exam questions

Frequencies in Common use)
)
Care and Maintenance of Lead) appendix
Acid Batteries)

Begin with the Phonetic spelling alphabet; complete with the administered Department of Communications Examination.

Phonetic Spelling Alphabet

The spelling alphabet is to be used to identify letters when spelling out words, names, abbreviations and call signs in voice communications.

Letter to Identified	Identifying Word	Spoken as:
A	Alfa	AL FAH
B	Bravo	**BRAH** VOH
c	Charlie	CHAR LEE (or **SHAR** Lee)
D	Delta	DELL **TAH**
E	Echo	**ECK OH**
F	Foxtrot	**FOKS** TROT
G	Golf	**GOLF**
H	Hotel	HOH **TELL**
I	India	**IN** DEE AH
J	Juliett	**JEW LEE ETT**
K	Kilo	**KEY LOH**
L	Lima	**LEE MAH**
M	Mike	MIKE
N	November	NOVEMBER
o	Oscar	0ss CAH
P	Papa	PAH **PAH**
Q	Quebec	KEH BECK
R	Romeo	ROW ME OP
s	Sierra	SEE AIR **RAH**
T	Tango	TANG GO
u	Uniform	YOU NEE FORM (or 00 NEE FORM)
v	Victor	**VIK TAH**
w	Whiskey	**WISS KEY**
x	X-ray	**ECKS** RAY
Y	Yankee	YANG KEY
z	Zulu	**ZOO LOO**

The syllables to be emphasized are in bold face type.

Transmission of Numbers

All numbers except "whole thousands" should be transmitted by pronouncing each digit separately. 'Whole thousands" should be transmitted by pronouncing each digit in the number of thousands followed by the word "thousand.

Examples:

Number	Transmitted as
10	One zero
75	Seven five
100	One zero zero
583	Five eight three
5000	Five thousand
5800	Five eight zero zero
11000	One one thousand
25000	Two five thousand
38143	Three eight one four three

Procedure Words and Phases

While it is not practical to lay down a precise phraseology for all radiotelephone procedures, the following words and phases should be used where applicable. Words and phrases such as “OK’, REPEAT’, “HOW IS THAT’ etc.., or slang expressions should not be used.

ACKNOWLEDGE	Let me know that you have received and understood this message.
AFFIRMATIVE	Yes, or permission granted.
BREAK	I hereby indicate the separation between portions of the message. (To be used where there is no clear distinction between the text and other portions of the message.)
CONFIRM	My version is.. .1s that correct?
CORRECTION	An error has been made in this transmission (message indicated) The correct version is . . . .
GO AHEAD	Proceed with your message
HOW DO YOU READ	Self-explanatory
I SAY AGAIN	Self-explanatory (use instead of “I repeat”).
NEGATIVE	No, or permission not granted or that is not correct, or I do not agree.
OVER	My transmission is ended, and I expect a response from you.
OUT	Conversation is ended and no response is expected.
CHANNEL	Change to Channel. ..before proceeding.
READ BACK	Repeat all of this message back to me exactly as received, after I have given OVER (Do not use the word “repeat”).
ROGER	I have received all of your last transmission.
ROGER NUMBER	I have received your message number...
SAY AGAIN	Self-explanatory (Do not use the word “repeat”).
THAT IS CORRECT	Self-explanatory.
VERIFY	Check coding, check text with originator and send correct version.
WILCO	Your instructions received, understood, and will be complied with.
WORDS TWICE	(a) As a request: Communication is difficult. please send each word twice. (b) As Information: Since communication is difficult, I will send each word twice.

UNIT 4: FIELD NEEDS

LESSON	
1	Identifying equipment needs
2	Travel considerations
3	Packing and cargoing
4	Transport equipment
5	Camp set-up and design
6	Cooking considerations

Module C Unit 4 Lesson 1

SKILL:	FIELD NEEDS
OBJECTIVE:	Identifying Equipment Needs
METHOD:	Lecture, Discussion and Assignment

NOTE: - This lesson may be used in conjunction with Module B Unit 2, Business Plan or Unit 4, needs in procuring and supply.

Pre-planning IS the key to a successful outfitting operation. This is an evident necessity in planning for the purchase or rental of equipment. The outfitter has to know what items in what quantities will be needed for his activity.

Either, by using the business plan worked out in Module B, or by a suggested package tour concept, have the outfitters develop a check list of equipment needs. This should take into account:

-the specific season for the activity.
-the method of travel required.
-the number of guests to be accommodated.
-the number of guides needed.

Once the scene has firmly been grasped, have each participant create a list of needed items and quantities. This should be specific in nature. For example, it is not sufficient to simply list "tents". The participant should identify the number and size needed for the activity.

This list should be organized into various headings:

-Travel Equipment

-Camp Equipment

-Cooking Equipment

-First Aid And Safety Equipment

-Personal Equipment

added to this is one final category which can be used in the letter-writing exercise in Module C Unit 3 Lesson 2:

-SUGGESTED LIST OF CLIENT'S EQUIPMENT

Discuss the suggested lists to ensure that each participant has the benefit of his classmate's ideas also.

Module **C Unit 4 Lesson 2**

SKILL: FIELD NEEDS

OBJECTIVE: Travel Considerations ,

METHOD: Lecture, Discussion and Role Play Option, (Part 2)

PART 1: **LOAD** CAPACITY

Once the mode of travel is decided upon, the ultimate load to be carried must be considered. For example, if a fly-in activity is considered, what type of aircraft is available and how does this affect the cost of your service. Will the trip require two 185 trips or one Beaver load? Are both types available? Will you require a Twin Otter? Your decision will be based on judging your client's equipment (always guess too much and you'll be closer to the truth) and understanding the amount of groceries and equipment you will be responsible for. Weight alone is not the criteria; bulk must also be considered, as well as party size and seating possibilities.

Whether plane, boat, dog-team, skidoo or Komatik are considered, the problem remains the same: What is needed to carry this load?

You must be restricted to essentials, yet you can't leave necessities behind. Check your client's gear for unnecessary items.

In a discussion format, brainstorm possible solutions to various party sizes and transport problems relevant to the area's activity.

PART 2 INFORMING YOUR CLIENT

The client should be made to feel at ease in an unfamiliar travel situation.

The outfitter will be expected to have expertise in the handling of his equipment. However, it should be assumed that the client may have no knowledge whatever of this mode of transport. For reasons of safety and client comfort, the outfitter must make the effort to assess the client's familiarity with the travel method.

Dog-team or Komatik may be strange and frightening to someone unaccustomed to them. The outfitter should take the time to explain what to expect and familiarize the client with the methods. This not only promotes safety, it also acts as a bonding agent between the outfitter and client.

Using role play, some of these concepts can be displayed.

Module C Unit 4 Lesson 3

SKILL: FIELD NEEDS

OBJECTIVE: Packing and cargoing

METHOD: Lecture and discussion

Two major considerations faced by an outfitter involve the packing of equipment (both camp and client articles) and the safe handling of some items.

Your attempts at a good outfitting package could be frustrated by trying to accommodate your client's poorly packed or unnecessary items. This is especially true if various travel means are needed (e.g. aircraft and canoe). Nothing is more dismaying than seeing a client arrive with suitcases, or worse. plastic bags filled with items.

PART 1: CONTAINER DESIGN

Solve the problem by designing a container to suit *your* transportation needs. This may be a simple wooden box, a duffle bag, or a rubberized waterproof pack

For example, if a canvas pack of Wood's #1 dimensions would be the ideal for your packing needs, and in your opinion, sufficient space for necessary personal gear--here's a useful idea:

USE PROMOTION AND CONVENIENCE - Design the pack with your company's name and logo on it. Send this as a pre-trip gift to your client, along with the list of suggested items he requires (Module C Unit 4 Lesson 1). State that his load portion must fit the container. Since the cost of the pack can be included in the trip, the pack not only gives "free" promotion whenever it is used, but it gives you hassle-free cargo handling.

Brainstorm the outfitters for other container ideas.

PART 2 SAFE HANDLING

This section has 2 considerations:

(a) The safe handling of breakable goods.

(b) The safe handling and transportation of dangerous goods.

(a) The safe handling of breakable goods

Nothing puts a darnper on a client's trip faster than the breakage or mishandling of his cameras, firearms, or other expensive or fragile equipment.

The outfitter should consider

-containers for safe travel. This could be in the form of PELICAN waterproof camera cases for his guest's use, or hard-shell rifle cases to protect valuables.

-clearly cautioning employees to handle such luggage carefully; and, if handling a pack, to ask "Are there *any cameras* or breakables in here?"

Discuss other options the outfitters may have used.

(b) Dangerous goods transportation

The outfitter will have to be aware of the implications of the Transportation of Dangerous Goods Regulations (T.D.G.) when air carriers are required. It is beyond the scope of this course to identify all these requirements; however, the outfitter will have to determine his own needs and clear these with the air carrier in advance, in case documentation is required.

“TRANSPORTATION OF DANGEROUS GOODS”

The following summary includes the categories of Exemptions and Consumer Commodities that maybe useful in determining the necessary steps to be taken

If the TDG regulations are used, the following is a summary of requirements specifically related to transport by air, and should be read in conjunction with the accompanying information piece that outlines basic responsibilities regardless of the mode of transport.

Where the TDG regulations are silent, all other existing regulations continue to apply.

Exemptions

When using the TDG regulations, certain consignments of dangerous goods may be partially or totally exempt from the regulations.

The regulations do not apply to the transport of:

-an unserviceable or damaged tire assembly. if the tire is completely deflated:

-a serviceable tire if the tire is not inflated beyond its rated maximum pressure; and

-certain wheelchairs that are transported as checked baggage (Section 2. 10)

The regulations do not apply to fuel oil, gas oil, gasoline, kerosene, isopropranol and aviation fuel that is contained in tanks or containers that:

-are not larger than 220 L;

-provide a level of safety equivalent to that set out in the Regulations for the Transportation of Dangerous Commodities by Rail; and

-are marked with the primary classification of the dangerous goods and which bear an orientation label (this side up).

The carrier may only take advantage of this exemption if the aircraft is a class 4 or class 7 commercial or private cargo aircraft; the pilot-in-command or his or here representative supervises loading; the compartment containing the dangerous goods is well ventilated: smoking is prohibited on the aircraft: and the local authority at the place of take-off is notified that dangerous goods will be transported.

consumer Commodities

The regulations define consumer commodities as dangerous goods that are “packaged and distributed in a quantity and concentration intended or suitable for sale through retail sales agencies for consumption by individuals for the purposes of personal care or household use. “ Consumer commodities also include control products referred to in the Pest Control Products Regulations Act and drugs referred to in the Food and Drugs Act. but not wet or alkali batteries, battery fluid. any nitrocellulose based product (other than a cosmetic), any pyrophoric substance, starting fluid. explosives (except for safety explosives) or fire extinguishers.

The TDG regulations provide a significant exemption for consignments of certain consumer commodities by air under certain conditions.

This exemption applies to all consumer commodities except those included in Class 4 (Flammable solids, substances liable to spontaneous combustion, and substances that on contact with water emit flammable gases) and in Class 8 (Corrosives).

Documentation (Part IV). Safety Marks (Park V), Safety Standards I Part VI), Safety Requirements (Parts VII and VII), and training and reporting (Part IX) do not apply when transporting consumer commodities by air to, from or between "sparsely settled areas" in Canada (as defined in the Sparsely Settled Areas Order issued by Transport Canada). This exemption applies only when the consumer commodities are:

-marked with the words "CONSUMER COMMODITY' or "BIENS DE CONSUMMATION" and, if in the liquid form, the orientation ("this side up") label;

-transported on aircraft operated on a Class 4 or 7 commercial air service or registered under the Aeronautics Act as a private aircraft and

-loaded under the supervision of the pilot-in-command or his or her representative.

Module C Unit 4 Lesson 4

SKILL: FIELD NEEDS

OBJECTMU Transport Equipment; Handling and Maintenance

METHOD: Lecture and discussion

Incorporate the experience of the participants into a free exchange of ideas regarding equipment handling and maintenance. This may include tips on "how to" trouble-shoot equipment, to suggestions of how to handle boats or snowmachines in difficult conditions. Some outfitters will have hands-on experience as outfitters: others may not. The discussion should include relevant points for the outfitter to suggest to his employees.

Some of the points covered should include:

BOATS:

1. Boat Handling: by discussion with experienced outfitters, bring out suggestions for handling the boat in rough or fast water, or while landing a trophy fish.

2. Boat Equipment: by discussion or question, create a list of items that should be available as boat accessories..

3. .Motor and Equipment: by discussion and question develop an awareness of motor requirements. This could begin with fuel considerations, basic installation of the motor on the boat and operating procedure.

This should involve at least:

Fuel - mixture, handling, storage, safety

Installation - centering, safety chain, tilt angle

Operation - pre-run check, prop check, starter cord condition, shear pins

Maintenance - spark plug gap, extra plugs, lower unit lubrication, tool kit check.

SNOW MACHINES:

1. Snowmachine Handling and Maintenance: by initiating discussion on snowmachine handling, bring out the safety requirements. The outfitter must be made aware to check his client for frost bite or injury. 'navel in the buddy system is to be encouraged to supply aid in case of emergency.

A list should be prepared to show the minimum requirements, including at least:

- types of clothing and safety equipment
- tools and spare parts (belts, plugs, chains)
- extra rope
- basic maintenance procedures

2. KOMATIK use: discuss safety warnings to the guest (i.e., on pack ice, exercise care that his legs don't get caught under the runners).

Also mention frequent checks, since due to the noise of the motor, the outfitter can't hear if the guest yells from the back of the Komatik.

The outfitter accepts responsibility for his client. He must be certain his equipment is in top shape and in full readiness before the arrival of the guest.

Module C Unit 4 Lesson 5

SKILL: FIELD NEEDS

OBJECTIVE: Camp set-up and design

METHOD: Lecture and discussion

INSTRUCTOR'S **NOTE:**

The term "guide" will apply to an out.fitter acting as such, or to the outfitter's employee.

Beyond the necessities of shelter, access to water and freedom from insects, the guide could base his decision for a campsite on other inputs. Given a choice between traditionally used campsites and new locations, the guide should attempt the new location. This minimizes visible garbage in the area and also reduces the possibilities of conflict with traditional users. The choice should also offer a scenic view if possible, and should be reached without overtaxing the client. Two or three extra hours on a Komatik or in a boat may dull the edge of appreciation for the location.

Possible sites and alternate sites should be kept in mind in case of poor weather or slow travel conditions.

The needs of a guided event are at times different from simply living on the land. The client's comfort and his impression of his surroundings must be taken into consideration.

It is essential that the camp-site be well organized.

Below the tree line, this could include an organization that aids early-morning cooking in low light conditions. The grub-box and cooking equipment should be readied the night before so that little time is wasted in searching for cooking items.

Spring time above the tree line makes light less of a consideration: however, a well organized camp set up reflects upon a guide's professionalism.

In discussion, bring out suggestions from the outfitters which would result in maximum convenience for both themselves and their guests.

Suggest possible scenarios. Should a guide have his own tent or should he stay with his guests? What amenities can be constructed to enhance a longer stay? What privy construction will be required? How does the guide intend to deal with garbage?

An optional treatment would be to examine the situational necessities of a Tourist Establishment. If the participants are interested in this avenue, have them design the layout for their establishment. Refer to the Health and Outfitter Regulations for required distances between shorelines and waste control considerations.

Module C Unit 4 Lesson 6

SKILL: FIELD NEEDS

OBJECTIVE: Cooking considerations

METHOD: Lecture and discussion

The requirement of feeding your clients will necessitate good menu planning as well as camp and field cooking.

(A) If necessary, review the methods of menu planning. This should include:

1. An awareness of the need for advanced planning.

2. Development of a system in judging food allotments, i.e. avoid unnecessary waste yet have an ample supply.

3. Understanding the need for an extra day or two's rations in case of bad weather.

Discussion

-the need for balanced planned meals

-the need for variety in cooking

-how to develop food estimates with the aid of a menu planner

-the possibilities for pre-packaging meals in order to reduce weight or waste

(B) Basic Camp Cooking should also be discussed so the outfitter realizes what is required of his employees. This is even more important if the guides act as camp cooks also.

1. Cleanliness: The guide must not only wash his hands before touching food, he must make it obvious to his guest that he has done so. Keep fingernails short and clean. Scald utensils after washing.

2. Traditional foods: Discuss the difference between traditional foods and what the guest's expectations might be. A good method to introduce food to the guest is to ask him if he is interested in trying some.

3. Procedures: Explain proper procedures for cooking traditional and non-traditional food under camp conditions.

Plan the sequence so that all items are cooked at the same time. Since potatoes take longer than fish to cook, start those first, then tend to filleting.

4. Cooking variety: Use different methods to add variation to the meals.

(a) Frying: avoid frying too often. If you must, then use paper plates or paper towels to absorb excess grease.

[b) Boiling: this adds newness to many fish recipes. If you are boiling meat, save the juice to make soup.

(c) Stewing: a clutch oven is a welcome method of cooking. Put all the ingredients in one pot over a low heat and allow to cook slowly for several hours.

(d) Broiling: use a wire grill or green stick. Meat or fish taste very good this way. Be careful not to bum the meal. Keep it back from the flames.

(e) Steaming: fish can be put in aluminum foil on a grill for a change of taste.

(f) Baking: a clutch oven or a reflector oven can be used for this. Biscuits, bread, bannock and meat or fish can be cooked this way.

A well-executed field lunch should be a highlight in the day's activities. It not only serves its obvious function, but it acts as a time of rapport between guide and client. As such, these important considerations should be observed.

1. **Location:** A scenic location should be chosen. Do not frequent overly-popular **areas since the** possibility of careless garbage handling may degrade the experience. Keep the wind in mind when you seek your place.

2. Timing Besides the natural lunch time occurrence, a time might be chosen by the guide because of weather consideration or a lull in hunting activity. It can also be employed when clients show signs of fatigue or boredom.

3. Presentation: The guide must not only wash his hands, he should make it obvious that he is accomplishing this: then, he can begin to prepare the food. Plan the sequence so that all items are cooked at the same time. Since potatoes take longer to cook, start those first, then tend to the rest of the meal.

4. Completion: Dishes carefully washed and put away, and the grub-box's contents readied for the next meal. All garbage is to be picked up. Do not rush your clients or take too long--use your observation of their behaviour to set your timing. Finally, make a last check of the area to see that no one has forgotten a camera or sunglasses.

Assignment: Have the **participants design a grub-box to fit** their needs. Using class interaction, create a list of contents that could be included.

For example, the following list might be the contents of a grub-box suitable for a guide and 3 or 5 guests:

-grill or

-Coleman stove and extra fuel

-striker or lighting device

-6 sets of knife, fork, teaspoon, tablespoon, plates, cups. bowls

-1 butcher knife

-1 paring knife

-can opener

-spatula

-large serving spoon

-frying pans (cast iron) (2 sizes)

-set of nesting pots

-coffee pot

-clutch oven (optional)

-paper towels and j-cloths, tin foil

-detergent

-oven mitt or leather glove

-scouring pad

-small bar of soap

-large garbage bags

-toilet paper

Some food items that should be contained are:

-peanut butter. jam (honey)

-2 lb. can of flour and baking powder

-sugar, coffee, tea and canned milk

-salt, pepper and other spices (garlic salt, chili powder)

-cooking oil or-lard and margarine

-lemon

-beans (canned)

-canned meat

-rice

-canned sweet creamed com

-onions, dried soups

Module C Quiz

		TRUE	FALSE
(1)	As an employer, you are required to deduct Unemployment Insurance premiums from your employees.	( )	( )
(2)	There is little use for a lifejacket, because the water in the NWT IS too cold.	( )	( )
(3)	A female bear with cubs, surprised at close range is more likely to attack than flee.	( )	( )
(4)	The wearing of cosmetics or perfumes may attract bears.	( )	( )
(5)	A cluster of small tents may make a bear feel surrounded and could result in it charging.	( )	( )
(6)	How you answer the phone in a Northern business will indicate your level of professionalism to the caller.	( )	( )
(7)	In radio use, "Apple" refers to the letter "A".	( )	( )
(8)	"May-Day" is the signal for an extreme emergency.	( )	( )
(9)	To end a transmission, you should say "Over and Out."	( )	( )
(lo)	The 'Transportation of Dangerous Goods Regulations" do not apply to outfitters.	( )	( )

Answers to Module C Quiz

(1) True

(2) False

(3) True

(4) True

(5) True

(6) True

(7) False

(8) True

(9) False

(lo) False