

Arctic Development

ESTABLISHING A TOURIST OUTFITTING BUSINESS

FEDERAL GOVERNMENT TOURISM

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CANADA - INDIAN AND ESKIMO AFFAIRS

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**ESTABLISHING A TOURIST OUTFITTING
BUSINESS**

Sector: Tourism

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establishing a
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Introduction

Tourism contributes some five billion dollars annually to the Canadian economy. The country's travel industry comprises thousands of facilities including over 20,000 hotels, lodges, resorts and motels. It employs over 270,000 Canadians directly and gives indirect employment to one-half million more.

Tourist outfitting is already an important part of the travel industry but Canada is a big country and there is still good potential for the development of tourist outfitting enterprises in many remote areas, including lands inhabited by Indian people.

At present, Canadian Indians operate over sixty, independent tourist outfitting camps and resorts in various locations. They range from salmon fishing camps in Nova Scotia, goose-hunting, moose-hunting and fishing camps in Quebec and Ontario, to big-game hunting in remote regions of the Yukon and British Columbia.

This handbook is intended to provide prospective Indian entrepreneurs with an informative, workable tool to assist them in developing tourist outfitting enterprises both on and off reserve lands. It will provide an understanding of what a tourist outfitting business is, an outline of the role of the outfitter, and an insight into the business and the expectations and responsibilities that will be encountered.



The Tourist Outfitter

Tourist outfitting demands a special type of individual. Successful outfitters are hosts, employers and business executives. They must combine abilities as organizers, managers and technicians. Above all, they must be able to communicate with people from all walks of life. Although tourist outfitting is a seasonal business, the operating season involves long working hours, constant attention to problems and the making of prompt decisions. The off-season, although less demanding, still requires strict attention to business in preparation for the next year.

The Host

As hosts the outfitters' first responsibility is to their guests and they must provide the services advertised, ensuring these meet or surpass the expectations of the most discriminating client. The client usually makes his/her choice based on the advertising that promotes the enterprise, and has the right to expect that these services be provided. Good service is itself an excellent form of advertising and satisfied clients are more likely to return and to recommend the outfit to others.

The good host provides accommodations that are clean, bright and comfortably furnished, and meet or surpass minimum standards required by regulations. If meals are served, they will be varied and wholesome, cooked and served under sanitary conditions in a pleasant atmosphere. Hosts will cater to their clients' preference in foods and provide special diet items where required.

Successful outfitters also ensure that equipment for guests is always ready in advance and that spares are readily available in the event of a breakdown. They know that their staff will extend prompt, courteous and friendly service, and they will be prepared to fulfill their role as host and to establish a friendly association with guests at appropriate times. It is particularly important to meet guests on arrival, get them quickly settled and acquainted with staff, and be present when guests are leaving at the end of their stay. A conscientious host strives to provide as much comfort and convenience as possible.

The Employer

As employers the outfitters will select staff who are courteous and can do the job well. They will explain the duties and responsibilities of the job and what is expected of the employee. A good understanding at the beginning will prevent problems arising later. Good service by the staff is essential to a successful business.

To obtain the goodwill of their staff, good outfitters will provide proper working conditions, pay better than minimum wages and provide good accommodations and meals where these are needed. Their staff will get regulated days off and be provided with other reasonable benefits to secure their goodwill and cooperation. In some areas, language can be a problem, so their staff should have a working knowledge of English, and in some cases French. Employers will constantly monitor staff activity to identify problems before they become critical and will hold regular staff meetings and provide in-service training as required.

The Businessman/Woman

The maintenance of proper records and accounts is an essential factor in the successful operation of a small business. While record-keeping itself will not ensure success, it provides the basis for determining the source and amount of revenues and disbursements, for determining the costs of services and supplies, and it discloses faults in the operation so these can be remedied before they become critical.

Successful outfitters will become familiar with their records systems and review them regularly to enable them to operate the business effectively and profitably. They will consider taking business management courses during the off-season to improve management capability and to improve operating procedures.

Choosing the Type of Outfit

Tourist outfitting might best be defined as that part of the tourist industry providing accommodations, facilities, equipment and services to tourists engaged primarily in the pursuit of sports hunting, fishing and other directly related activities. Tourist outfitting should *not* be confused with commercial recreation where hunting and fishing are incidental to other primary activities.

A wide range of facilities and services constitute tourist outfitting and guiding, provided at headquarters camps, outpost camps, or through specialized services and equipment. Various types of tourist outfitting and guiding operations are described below.

American Plan Camp

The American Plan Camp caters to anglers and hunters, offering lounge, meal and dining-room service, with lodge, cabin, cottage or motel style sleeping accommodations at a headquarters camp; boats, motors, guides and other services are provided. There may also be outpost camps. This type of operation usually offers a package plan covering all provisions and services for an established fee. In a remote area, the plan may include charter air-service from a mainline terminal.

Housekeeping Cottage Camp

The Housekeeping Cottage Camp offers self-contained housekeeping accommodations where guests provide their own supplies, prepare meals and do housekeeping, but otherwise receive facilities and services comparable to an American Plan Camp. These operations may also offer a store or commissary for guests, outpost camps and guiding services, and a package plan including charter air-service where applicable.

Mobile Outfitters

Mobile Outfitters provide horses, dogs, boats, canoes or vehicles for travel and specialize in big game hunting, wilderness fishing or camera safaris where guests will use tents or outpost camps. Some operate from base camps providing fishing or other activities. They usually offer an all-inclusive package plan covering all facilities, equipment and services, possibly including air-service from a mainline terminal.

Outfitting Depot

The Outfitting Depot, usually located on the edge of canoe route country, rents canoes, motors and camp equipment, and offers supplies and guide services. Depots may also rent outpost cabins, placed at strategic locations enroute, or serve as supply depots for organized guide centres. Similar operations may be located in mountain trail country and offer saddle-and pack-horses and equipment for trail riders.

Guiding Centres

Guiding Centres are usually operated by organized guides or an independent guide/outfitter employing other guides. They cater to individuals or small groups in areas where game and fish are widely dispersed and the establishment of a headquarters camp is not practicable. Outpost camps may be used to accommodate guests, otherwise tents are used. These centres provide facilities for coordinating advertising and promotion of guide service, conduct correspondence, and book guests as a central service for the independent guides. This kind of operation may lend itself to better utilization of traplines and provide opportunities for year-round income and employment where resources are capable of sustaining tourist interest.

Independent Guides

The Independent Guide is a one-person enterprise, providing guide/outfitter services for hunting and fishing, and usually catering to one or two guests at a time, making private arrangements with guests for services. This is a convenient operation for trappers who use their traplines during the off-season.

Note

Variations of two or more of these operations may be combined in one enterprise to take full advantage of the resources available in a given area.

Choosing the Organization Structure

There are four basic business organizations in use in Canada: corporations, cooperatives, partnerships and sole proprietorships. Each has its own advantages and disadvantages. Briefly, the four systems are as follows:

Corporations (Companies)

This form of business organization is established primarily for the benefit of investor-owners. Shareholder liabilities are limited to their individual investment in the corporation and owning shares does not constitute any personal liability. Operational responsibility is vested in a manager and is exercised within the scope of policies established by a board of directors. Profit is usually distributed to the shareholders according to the size of their investment.

Cooperatives

Cooperatives are business organizations established, owned and operated by the people who use their services or produce the goods and services sold. They are governed by all members on an equal basis. Co-op members contract for a specified number of shares (capital stock) and the liability of members is limited to the unpaid portions of share subscriptions. Profits may be distributed to members according to their use of the cooperative business or their input into the production of the goods and services sold.

Partnership

An arrangement whereby two or more persons conduct a business on a personal agreement basis is called a partnership. Each partner is personally liable for all debts, losses and errors of judgement within the partnership. Expansion capital is limited to the financial ability of the partners. A partnership is automatically dissolved when one partner leaves or dies.

Sole Proprietorship

This is by far the easiest and most independent type of business formation for the individual. It also offers the least protection, since the businessman is responsible for everything that happens in that business, including financial or other liabilities.

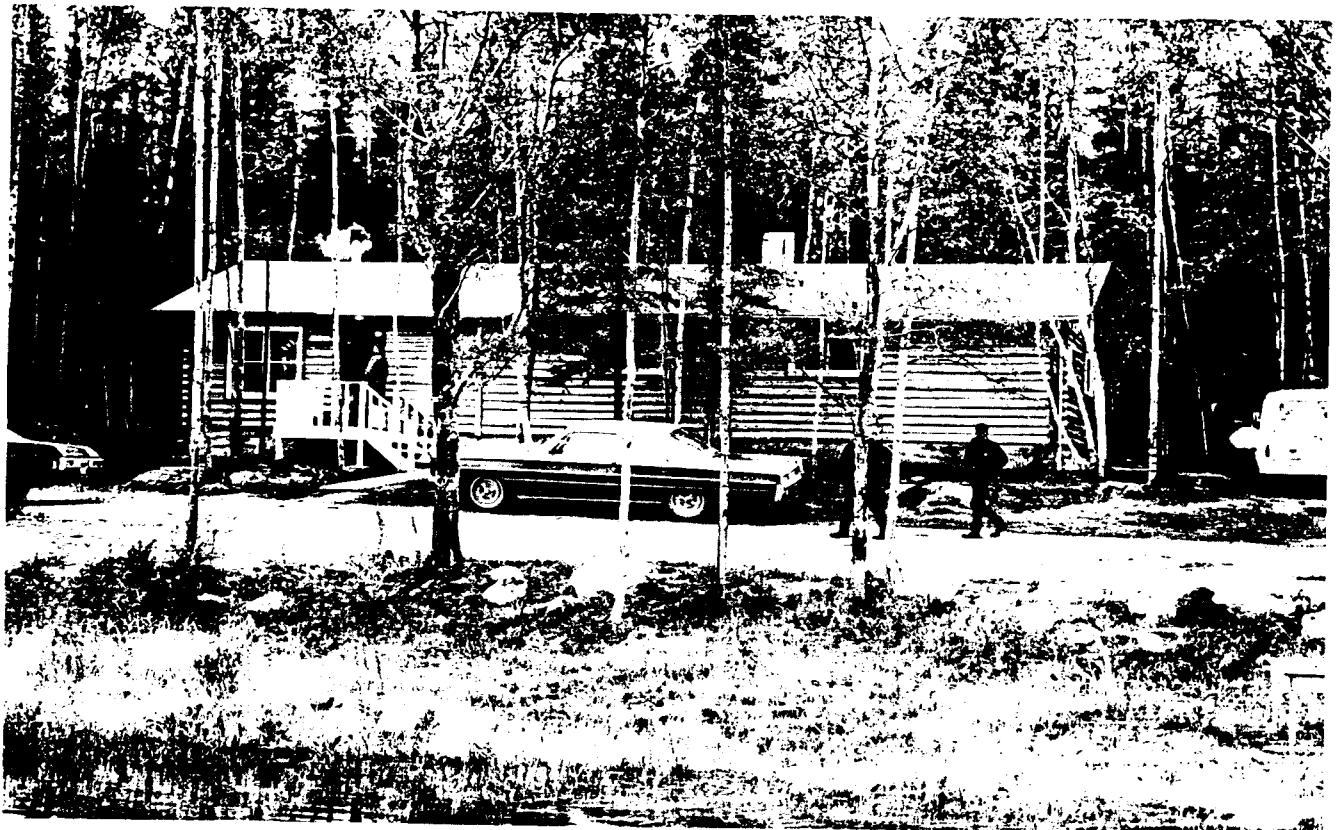
The first two types of organization require a process called "incorporation" and operations must conform to certain legislation established to protect the interests of investors. The majority of tourist outfitting enterprises are sole proprietorship or partnership organizations, primarily because of the nature of their operations. Corporations and cooperatives might be considered for a Band Council-operated enterprise.

Selecting a Tourist Outfitting Area



Since tourist outfitting caters primarily to anglers and hunters the location must provide the necessary natural resources including game, fish and other attractions. Prospective outfitters will probably be familiar with the area they select; if not, they must carefully survey the area to ensure it can provide the resources needed to support a commercial establishment.

General knowledge of an area should be supported by further investigation and research into its long-term potential. Maps, preferably large scale topographical maps, are available from the Department of Energy, Mines and Resources or most provincial and regional resource agencies. The area in question should be clearly defined, outlining the total proposed operating area and identifying potential sites for location of the main headquarters camp. Having precisely defined the area, the following information should be secured.



Resources

What natural features of the area can be exploited? Assess all lakes, rivers, streams and adjacent land areas to determine their characteristics, productivity and the best means of exploiting them. What type of equipment will be required? What game and fish species are available which will be of primary and secondary interest as an attraction to sportsmen? In assessing these resources, consider their attractiveness, abundance, quality and size, their nature and habits, seasonal availability and migratory patterns. Consider also the renewable capacity of the resource, its location in relation to potential headquarters and outpost camps, and the possible vulnerability of certain species to over-exploitation too near the camp.

Repeat business will depend on the success of visiting hunters and anglers. The areas chosen by the outfitter must therefore provide sufficient game and fish to guarantee a consistently satisfactory level of success from season to season over the long-term.



Location of Headquarters and Outpost Camp Sites

The characteristics of the site itself are of paramount importance, including drainage, depth of soil, size, vegetation cover, and how it best lends itself to use as a base camp. A high, dry location is best providing it affords easy access to water. It should have sheltered mooring for boats and ready access to hunting and fishing locations. If the operation is accessible only by air, a sheltered approach for landing and taxiing airplanes must be available. The site, if on a large lake, should not be exposed to strong winds and should provide some sheltered fishing areas nearby.

The outfitter might select a main campsite which offers outstanding scenery and hiking potential, or provides access to canoe routes that can be exploited in addition to game and fish resources. The base camp should be established some distance from the richest game and fish reserves to avoid over exploitation through too-easy access. These opportunities might best be utilized from an outpost camp providing a highlight to a hunting or fishing vacation while permitting the outfitter an opportunity to manage and husband the available resources.

Availability of the Area

Is the land available for tourist outfitting activities? Information on existing land-use and status can be obtained through the provincial department responsible for administering Crown lands. Advice on restrictions and regulations that might apply in areas available for development for tourist outfitting can usually be secured from the same source. Information respecting federal lands and Indian reserves should be obtained from the appropriate federal department or the Band Council concerned. It is usually wise to investigate alternative sites in the event that a change in location may be necessary before actual construction of a camp commences.

Accessibility

The tourist outfitting establishment should be located in an accessible area to aid in development and construction, to attract potential customers and provide ready access to supplies and services. It should not be close enough to populated areas so that local inhabitants compete with guests for the same resources. The area chosen should be remote enough that its resources are utilized almost exclusively, if not entirely, by the outfitter's clients.

Seasonal weather and climatic conditions may have a bearing on accessibility and may curtail the length of the operating season. Extended ice cover in the spring and early fall storms or persistent fogs can seriously impair operations that rely solely on air transportation.

Transportation

If the area is close to an existing highway, is the cost of constructing a road into the camp warranted? Is such an undertaking economically feasible from the viewpoint of cost compared to air transportation, soil conditions, terrain, etc.? Is any financial assistance available for this type of construction? If air transportation is the only feasible alternative, determine the nearest settlement from which satisfactory service can be obtained and investigate costs, reliability, types of aircraft available and what alternatives may exist.

Size and Type of Operation

What size and type of operation can best utilize the available resources? In considering this, and looking ahead several seasons, it is important to stay within realistic bounds. An establishment that starts on a modest scale can be expanded as success and the growth of clientele dictates. A modest beginning will also allow the outfitter to gain experience as his business grows.

Other factors may influence the decision. If the area is readily accessible from a major town or city, a housekeeping cottage camp, an outfitting depot and guide centre, or some combination of facilities may prove to be more economically feasible.

Looking at Other Considerations

The success of any business rests not just on the shoulders of its owner and management. There are others who must be depended on for services. There are rules to be observed and licensing authorities to collaborate with.

Transportation

In the case of a fly-in camp it will be necessary to negotiate with, and secure commitments from, air carriers for charter services. They will assume responsibility for transporting materials and guests to and from the tourist outfitting camp. Make certain the company you intend doing business with is reputable and reliable. Once convinced, secure tentative contractual arrangements stipulating all services to be rendered and fees to be charged. Remember that reliable transportation is the mainstay of a smooth-running operation.

Communications

The outfitter must have means of communicating with the nearest settlement in emergency situations and for contacting suppliers and clients. In most remote areas telephone communication is unavailable. This necessitates the use of a two-way radio system which allows the outfitter to contact an agent who can conduct business such as acquiring necessary goods, services and equipment as well as provide necessary services for in-coming and departing guests. Radio equipment must be either rented or purchased. If bought, the owner must obtain permission from the Department of Transport to operate it. An alternative is to include radio service in the contract with the air carrier who provides air charter service, or make other arrangements to use an established radio service.

Mail

There must be a local mailing address. If the outfitter does not have a fixed address at the nearest settlement he should get a post office box or make arrangements to have mail sent in care of the air-carrier who provides charter service. While most bookings are made during the off-season, some reservation information will be requested year-round, thus mail service to the main camp is essential.

supply

Often there may be no established service in the nearest settlement to handle arriving and departing guests, obtain and deliver supplies, and conduct business for an outfitter. If there is no one to rely on to handle these matters at the settlement, make arrangements with the air-carrier or a local taxi company. In some areas a group of outfitters may utilize the services of a coordinator who will provide these services on a contract basis. Where two or more Indian outfitters are operating out of one community, they should explore the prospects of developing joint contract services.

Licensing

The licensing authority that controls and regulates the growth and quality of tourist establishments is the appropriate Department of Tourism. Regulations must be complied with to qualify for a Permit to Establish and Licenceto Operate a tourist establishment. The Permit to Establish is required for the development of new facilities, expansion of existing facilities, renovation, and moving facilities from one site to another. Where this involves the leasing of Crown Lands submit an application for a lease, accompanied by lease fees, to the agency or department responsible for Crown Lands administration. A Permit to Establish will not be issued until the leasing arrangement has been approved.

If there is no reason to oppose the development of a tourist outfitting establishment in the chosen area, the Department of Tourism will provide the necessary application forms and regulations applicable to the project. Every application must meet the approval of the environmental protection agencies, Crown Lands and administration and natural resources departments in the respective province or territory. Where public roads are being accessed by private roads, permission must be obtained from the department of transport or highways. An on site inspection of the area may also be necessary.

Sewage Disposal

Safe disposal of sewage can cause difficult problems. Of all the disposal units, a septic tank system is preferred because it permits the use of flush toilets and running water. It is advisable to have the septic tank sewage system installed by a professional since mistakes made in the initial installation can be troublesome and costly.

Other, less desirable, methods are the chemical toilet and the privy. The latter may be necessary at some-outpost camps.

Note

The improper disposal of sewage can foul the air, pollute the soil and endanger the drinking water, thus every sewage disposal system must comply with government regulations. Advice and assistance should be secured from the Plumbing Inspection Branch of the Provincial Department of Labour.

Water Supply

Before water can be used for consumption by staff and guests a sample of the water to be used must be submitted to a Department of Health Laboratory for bacteriological examination. Tourist outfitters will be required to maintain a file containing all water examination reports sent to them by the Department of Health laboratory. Information on necessary water treatment can be obtained from the Department of Health.

Note

There are regulations in most, if not all provinces, which require the outfitter to install a chlorination unit in the water system or otherwise provide a safe water supply. This should be considered a must by any competent outfitter.

Electric Power

There are several models of electric generating sets available to meet the needs of a tourist outfitting establishment. All vary in size and output. Your specific needs will be determined by the size of the operation and on the basis of daily hours required. In drafting the floor plans of buildings, include positions of electrical outlets and overhead lighting fixtures. As a general rule of thumb, allow 100 watts per electrical outlet. The lodge kitchen will likely use gas ranges and ovens as well as propane gas refrigeration units, this being the cheapest method for constantly running equipment. Presumably the electric generator will be used in the early hours of the morning and for a few hours each night when guests will want to relax and read.

A 10 kilowatt generator should be adequate to meet the needs of a lodge with four sleeping cabins with overhead lights and electrical outlets. The 15 kilowatt generator should be adequate to service the electrical needs of a lodge and 10 cabins with overhead lighting and electric outlets in each.

Note

It is important that advice be sought before purchasing the generator for your camp. An electrician should specify your requirements and supervise the installation of all electrical equipment.



Preparing the Initial Development Proposal

Drawing up an initial development proposal does two things: it permits planning the enterprise in broad outline without getting immersed in detail; it provides, on paper, some indication of the viability of the enterprise for those asked to give financial or other help. To start, make up a flow chart of activities similar to that in Figure 1. Use a two-year time frame: do not try to accomplish the impossible in one year.

It is important to keep in mind that you are, in fact, selling your ideas. Whether or not they will receive serious consideration will depend on the quality of the presentation, your knowledge and understanding of the tourist outfitting business and the area chosen for your operation.

Use the following checklist to answer the most important questions.

Location

1. Where will the proposed outfit be established? Provide a map to show the location of the main camp and the area of operation. (See Figure 2.)
2. What is the status of the land? Check out the availability and status of the land, land use restrictions, regulations on purchase and lease, and legal implications, with the appropriate provincial, territorial and regional agencies.

Market Potential

1. What is the market potential for the proposed area?
2. Who will your customers be?
3. From where do they come?
4. What services will they expect?
5. Are reliable sources of materials and personnel available?
6. Is the demand for your proposed services increasing or decreasing?
7. Where is your nearest competitor located? How successful has his business been to date? How will your business be more competitive and attractive?

8. What facilities and back-up services are available to guarantee easy access to your site?
9. What are your seasonal limitations?
10. How many weeks a year are your services in demand? This would be determined by length of open season on game or fish species you propose to exploit, climatic limitations, customer preferences and seasonal demand.

Prices

1. What are the prices charged by your competitors?
2. What price do you propose?
3. What will these prices include?
4. What price structure do you need to operate profitably? Show how these prices relate to the cost of goods and services to be provided.

Production Costs

1. What will building materials for your enterprise cost? (Include lumber, hardware, roofing materials, foundation materials, electric power, pumping and sewage systems, equipment and furnishings.)
2. What are the construction costs?
3. What regulatory authorities will you have to deal with? What are the regulations you will have to adhere to? What will be the impact of these regulations in terms of cost?

Materials

1. What materials do you require?
2. Will the buildings be of log, lumber, or prefab construction?
3. What materials are most readily available in the area?
4. How do you propose to transport materials to the site?
5. At what cost?
6. How reliable are your sources of materials?
7. What is their quality?
8. What alternatives are available?

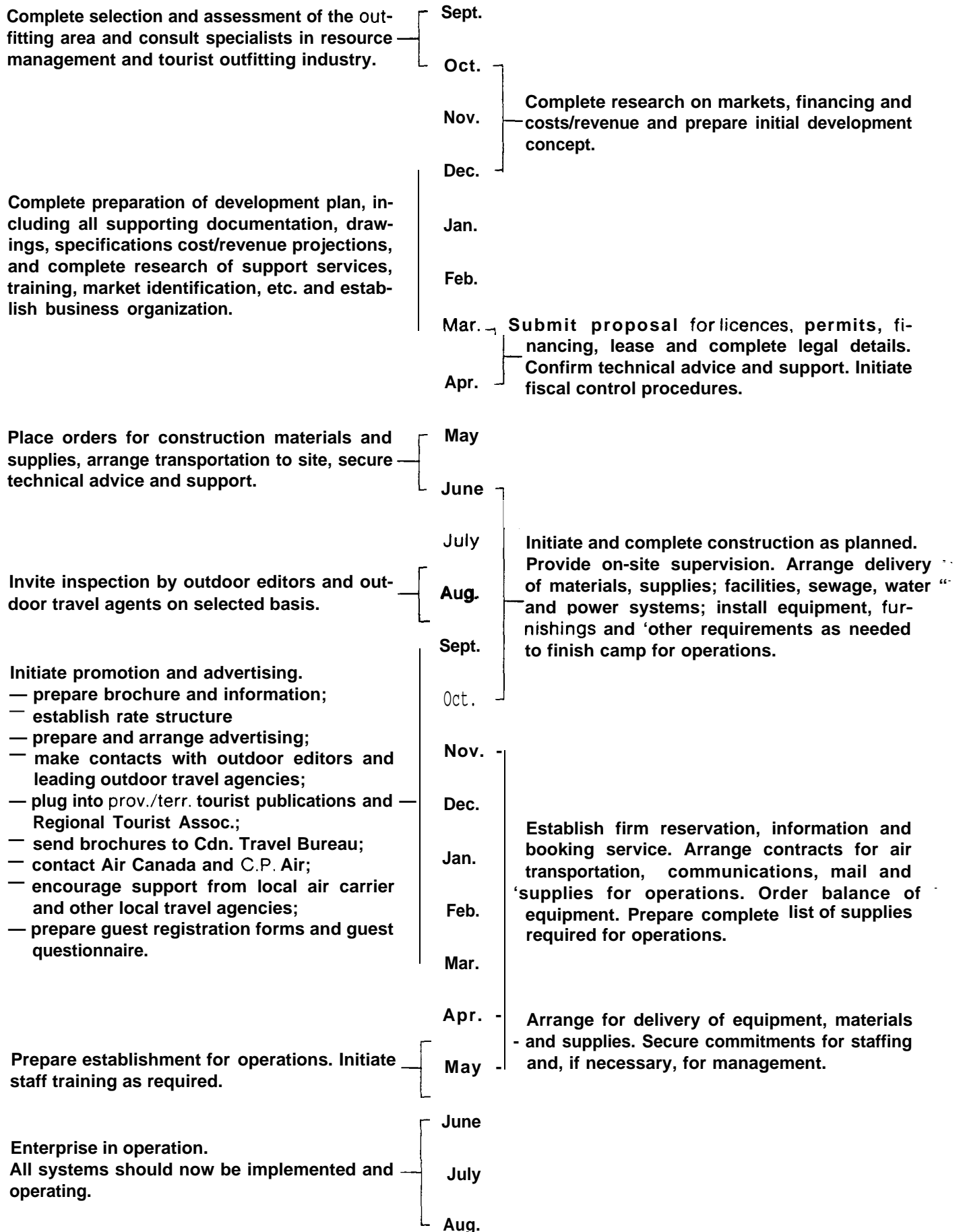


Figure 1. Flow Chart of Activities

Facilities and Equipment

- 1. What is the proposed guest capacity of your establishment?**
- 2. What facilities do you require? What alternatives are there?**
- 3. What are the costs of facilities and equipment?**
- 4. Where do you intend to get equipment?**

Employees ,

- 1. How many employees will you require?**
- 2. For what purposes?**
- 3. What skills will be required of your employees?**
- 4. Are there people with these skills available in the area?**
- 5. Can the skills be taught and are there training facilities available? Have you explored the availability of technical training services?**
- 6. What wage rates and benefits will you pay?**
- 7. Will you pay by the hour or on some other basis?**
- 8. Will you also provide accommodations? Staff quarters, meal service, etc.?**

Financing

- 1. How much financing will you require?**
- 2. What sources of financing do you propose to use? What are the terms of repayment?**
- 3. How much are you personally contributing? What form of record keeping system will you use? Will you require the services of a book-keeper?**

Working Capital

- 1. What materials will you have to keep in inventory, e.g. foods, fuels, expendable?**
- 2. What is the amount of accounts receivable you can expect to have on your books at any one time?**
- 3. What are your payment terms, i.e. cash, deposit?**
- 4. What are the payment terms of your suppliers?**
- 5. Is working capital support available if you need it?**



Getting Technical Advice and Help

Your best source of technical advice and support is the local office of the Department of Indian Affairs. They will put you in touch with Economic Development Staff in your region or help you get in touch with one or more specialized agencies. The more important of these are described below.

Department of Indian and Northern Affairs

The Economic Development Branch administers a Tourist Outfitting and Guiding Program that assists Indians in establishing themselves in sports hunting and fishing activities by providing training, financial, technical and managerial advice. The Branch also provides business management and financial assistance to Indian businessmen under the Indian Economic Development Fund.

Department of Regional Economic Expansion

Contact your local or regional office of this department to see if your business qualifies for business assistance under any of the following programs:

- Agricultural and Rural Development Act (Special ARDA)
- Fund for Rural Economic Development (FRED)
- Regional Development Incentives Act (RDIA)

Federal Business Development Bank

This is a newly established organization, incorporating the former Industrial Development Bank with other federal government programs such as Counseling Assistance to Small Enterprises (C. A. S.E.), to provide a broader spectrum of services to small and medium-sized businesses that need help to expand or modernize their facilities. The Bank also assists in establishing new businesses, provides money in the form of loans, usually secured by buildings and equipment, and provides other forms of technical, managerial and financial advice and guidance.

Department of Veteran's Affairs

Experts from the Veteran's Land Administration can help the Indian Borrower in the appraisal of his real estate (land, etc.). To arrange for this assistance, call your local representative of the Department of Indian and Northern Affairs.

Canadian Executive Service Overseas (CESO)

Canadian Executive Service Overseas is a non-profit organization managed by a group of Canadian business leaders. The service provides retired Canadian businessmen and technical staff to advise and guide entrepreneurs in the establishment of new business enterprises or to resolve problems which may exceed their experience. The service may be obtained through the Department of Indian Affairs and Northern Development (Economic Development Branch).

Provincial Agencies

Most provincial Departments of Trade and Industry offer a variety of technical and business counselling as part of their program.

Obtaining Financial Assistance

In Canada, the eight chartered banks are the primary source of short term loans. These are made available as working capital for purchasing inventory, carrying accounts receivable, and meeting payrolls and other expenses. In some cases banks will provide intermediate-term loans, 'loans for 1-15 years' requiring the borrower to pledge a part of his assets (usually a mortgage on land, buildings and/or equipment).

Government Financing Agencies

There are also a number of federal and provincial agencies through which loans or guarantees can be obtained. Any one of the following may be approached, if thought appropriate to your type of business.

Federal Business Development Bank

FBDB encourages industrial development by providing capital assistance in particular to small and medium-sized business operations unable to borrow elsewhere under reasonable terms and conditions.

Loans are secured by a mortgage or first charge on fixed assets. Before the Bank extends a loan it will first satisfy itself that your proposal is sound, that the business is capably managed, and that a reasonable amount is either already, or about to be, invested in the business by persons other than the FBDB.

Small Business Loans Act

This Act increases the availability of credit from the chartered banks to existing small businesses in Canada, to assist them in carrying out capital improvements. The loans are under Federal Government guarantee, and are extended to business operations whose gross annual revenue during the fiscal year of application does not exceed \$500,000. Repayment periods may be up to 10 years. Guarantee of the loan by the Federal Government usually reduces the interest rate from prevailing levels, which vary. Security may take the form of a mortgage upon real or personal property.

Applications for SBLA loan guarantees can be addressed to the manager of any branch of any Canadian chartered bank.

Department of Regional Economic Expansion

Under the Regional Development Incentives Act the Department of Regional Economic Expansion provides loan guarantees in designated regions for new commercial enterprises. The Act allows for two different types of guarantees: in the first type, DREE will share in any losses up to a proportion not to exceed 90 per cent of the loan; the second type involves a guarantee of a straight dollar amount. To qualify for the guarantee of a loan, the enterprise must be brought into production by December 31, 1976, and the loan must not exceed 80 per cent of the capital costs required.

Indian Economic Development Fund

1. The I. E. D. F. assists Indian people to establish and expand viable business enterprises by providing financial and business management assistance. Funding is available in the form of loans, grants or contributions and guaranteed loans.

2. The approval level for the various components is delegated to different levels of administration, i.e.;

Loans: The Regional Directors General have the delegated authority to approve loans to any single venture as follows:

Maritimes, Quebec, Ontario, Manitoba, Saskatchewan, Alberta and British Columbia up to a limit of \$200,000, the Yukon – \$75,000 and the N.W.T. – \$25,000.

The Director, Economic Development, Operations may approve in an amount up to \$500,000.00. Over the one-half million dollar mark, approval is vested in the Treasury Board and must be supported by a Treasury Board Submission.

Grants and Contributions: The authority to approve grants and contributions is also delegated. All Regions except the Yukon (\$10,000) and the N.W.T. (\$5,000) have \$25,000 authority.

The Director, Economic Development, Operations may approve up to the \$155,000. The A.D. M. up to \$250,000 and the Minister for amounts exceeding \$250,000.

Guaranteed Loans: The authority to approve guaranteed loans, as well as borrowings from institutional lenders, is vested in the Department of Finance.

Alberta

The Alberta Commercial Corporation is a Crown Corporation providing financial assistance to industries in Alberta. Loans may be made to the tourist industry in the province, including accommodation, recreation, campground and trailer park facilities.

Terms and conditions of loans are determined by the Corporation. Loans are made available where capital, although required, could not be obtained from conventional lenders under reasonable terms and conditions. The interest rate is subject to change by the Corporation. Security is required for all loans, but this may include the personal guarantees of the principals.

Saskatchewan

The Saskatchewan Economic Development Corporation (SEDCO) provides financial assistance to industry in the province, including loans to the travel industry, and in particular for accommodation establishments in areas where, according to the Corporation, conventional financing is not available. Loans will be extended to applicants whose projects will significantly benefit tourism in the province. SEDCO loans must usually be repaid over an 8-10 year period. Interest rates of the Corporation are closely tied to those of the chartered banks and fluctuate accordingly. Security usually takes the form of a first mortgage charge on fixed assets, in addition to the personal guarantees of the principals.

Manitoba

The Manitoba Development Fund (MDF) promotes Manitoba's industrial development by providing capital assistance to existing or proposed business operations. Loans are made available in cases where financing would not otherwise be available under reasonable terms and conditions. Generally speaking, the MDF provides 50 per cent of the capital required for expansion, with no ceiling on

the amount of any individual loan, and a repayment period of between two and ten years. In some cases this period can be extended up to 20 years. In addition to the borrower's equity investment, security in the form of real property or chattel mortgage is usually required by the Fund. Interest rates charged to borrowers are not fixed, but generally rest one per cent above the existing bank rate.

Ontario

Financial assistance to business operations in the province, including the travel industry, is offered by the Ontario Development Corporation (ODC), a provincial Crown Corporation. Those applying for loans must satisfy the Corporation as to the viability of the proposed operation. Those who are eligible for financial assistance under other government programs or from conventional lenders may not apply. The ODC's term-financing programs offer loans to the travel industry, including loans for modernization and expansion facilities. The maximum repayment period is 20 years. Interest rates vary.

British Columbia

Under a special ARDA (Agriculture and Rural Development Act) program for British Columbia, the Department of Regional Economic Expansion cooperates with the Provincial government and status and non-status Indian organizations of British Columbia to provide people of Indian ancestry with new and better opportunities to improve their economic circumstances. This program provides substantial district cash grants, training and other assistance to projects that will open up new jobs, increase incomes and improve living conditions for status and non-status native people living in rural areas of the province.

Quebec

At the present time, the province of Quebec has no lending authority able to provide assistance to the travel industry. However, assistance has been granted to Indian entrepreneurs under DREE's Special ARDA Program — similar to that program in British Columbia.



New Brunswick

In collaboration with the Department of Regional Economic Expansion, the province operates an ARDA Business Development program whose objectives are:

1. To assist Indians in the establishment, expansion, or modernization of commercial undertakings.
2. To assist Indians in the development of primary producing activities.
3. To provide counseling, training and related services.
4. To acquire non-Indian lands where necessary for the purpose of the program.

Grants and contributions may be provided to individual Indian people, Band Councils, Indian communities, corporations or Indian cooperatives. To be considered, a project must either provide opportunities for employment of Indian people, or have a direct effect on increasing the employability of Indian people. The project may be located in any area of the Province of New Brunswick where there is a demonstrated need.

Applicants must show that the project will create an acceptable income, and that the project is of sufficient viability so as to have a potential for job expansion. Applicants must demonstrate that at least two-thirds of those to be employed are Indian people, and that adequate provision has been made for them in regard to counseling, training and other such adjustment measures as may be necessary.

Nova Scotia

The Industrial Loan Fund provides guaranteed loans to certain industries in the province in order that they may acquire land, buildings, equipment, or replace working capital used for this purpose. Borrowers must satisfy the Loan Board as to the soundness of the operation, and that the economy of the province will benefit from the borrower's proposal.

Loans to the travel industry are now extended for periods up to 20 years. Among the various business operations eligible are hotels, motels, tourist cottages and cabins, camp and trailer sites, picnic grounds, marinas, and where there is a need, restaurants and recreation services.

The ILB, in lending to the accommodation sector, presently requires the borrower to have 25 per cent equity. The amount of any loan will not exceed 75 per cent of the current appraised value of land, buildings or equipment taken as security by the Board. The interest rate on loans is subject to changes by the provincial government.

Prince Edward Island

A Crown corporation, the Prince Edward Island Lending Authority, provides financial assistance to various industries in the province, including tourism. One of its functions involves the guarantee of credit extended to borrowers by other lenders, such as banks, in addition to making direct loans from its own funds. Borrowers are required to put up an equity of 40 per cent. Interest rates vary. The Lending Authority will make loans available to the accommodation section, and also to restaurants, and recreational services. Minimum security to be provided will be in the form of a personal guarantee on the part of the approved borrower, and a lien against a part of the borrower's assets.

Yukon Territory

The Yukon Territory Small Business Loans program provides capital assistance to the travel industry. Small business enterprises qualify for loans under this program. Loans are extended for the purpose of financing the purchase, installation, improvement or modernization of equipment or premises. Credit will be advanced only to applicants who are unable to obtain financial assistance at reasonable terms and conditions from other sources. Interest rates fluctuate. Generally, the rate follows closely that established by the Federal Business Development Bank.

Northwest Territories

The Northwest Territories has available to business operations a Small Businesses Loan Fund. Applications are considered only after applicants have attempted to acquire capital from other lending institutions, and have been unsuccessful due to lack of reasonable terms and conditions. Security for the repayment of loans is determined by the Territorial Commissioner.

Preparing the Final Development Plan

With the decision made to establish the enterprise, all investigations have been favorable, financing arranged and a business organization established, the point has now been reached where proposals must be developed into firm plans. Commitments must replace concepts. A development plan must now be prepared that represents the blueprint of the tourist outfitting establishment.

Establishment

Operating Area

Outline on a topographical map the entire operating area you propose to utilize, showing site locations for base and outpost camps, portages and pertinent information (such as direction of prevailing wind, vegetation and soil conditions) that will affect the operation. Show the areas considered prime hunting or fishing locations.

Site Plans

Prepare site plans of base camp and outpost camp locations. The plans should describe the topography of the sites, indicating all obstacles which need to be overcome. They should describe all preparatory work needed, such as clearing, rock-removal, levelling and other landscaping requirements. The site plan should show the location of the lodge, sleeping cabins (or housekeeping cottages), utility buildings, pumping station, sewage disposal system, compost area and docks. Discuss alternatives to the layout of the site and state reasons for the one selected and show area allocated for possible future expansion.

In the case of outpost camps little provision need be made for expansion. These can be placed at various locations that will provide variety for the guests and access to new fishing or hunting experiences. However, the outfitter should attempt to limit activity in the more vulnerable game and fish locations as they represent a bank of sorts, and should be protected to guarantee long-term supply and to avoid over exploitation.

Buildings

Provide detailed working drawings and specifications for lodge, cabins, utility buildings and docks. Some sample drawings are given at the end of this

handbook. Include measurements, details of materials and equipment, and floor plans and elevations.

Service Equipment

Provide drawings and specifications for such service equipment as sewage, water, electrical systems and relate these to the site plan. A variety of different systems can be used in remote areas. In choosing such equipment, take into account their capacity in relation to operating requirements based on the size of operation and the life expectancy of the units.

Operating and Service Equipment

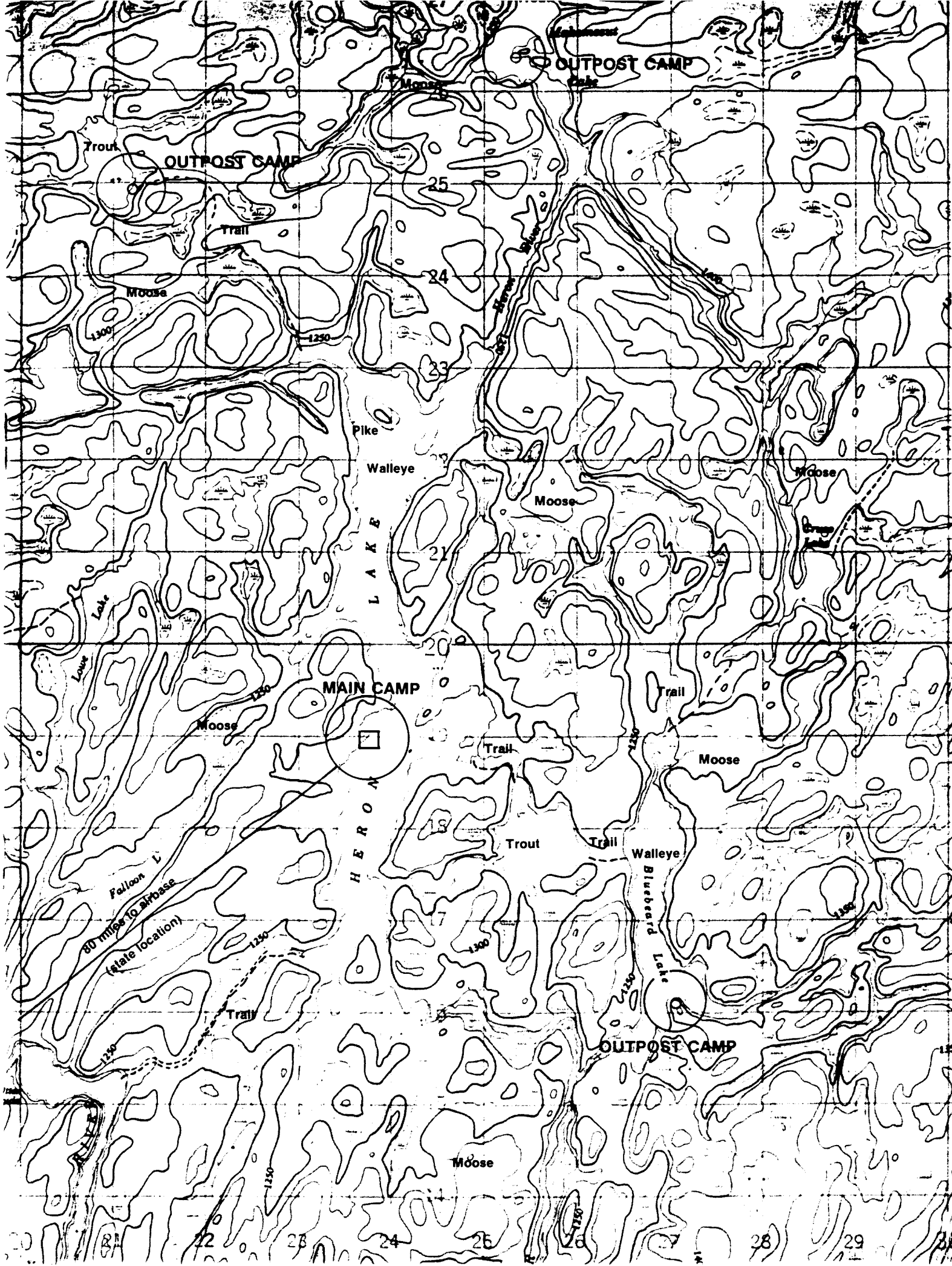
List all operating and service equipment that must be purchased. Service equipment will include refrigerators, ranges and ovens, freezer units, kitchen appliances, lighting fixtures and heating units plus furnishings such as beds, tables and chairs, desks and other furnishings. List boats, motors and canoes to show the capacity and durability of each, including paddles, oars, safety gear, fire extinguishers and other requirements. State the reason for the choices made, based on expected operating conditions.

Remember that large open lakes will need bigger motors and larger boats. Indicate who your intended supplier will be, as well as the prices quoted. Include the purchase of spare rifles, rods, reels, landing nets, decoys, etc., which could be supplied in case of loss or damage to guests equipment, or which may be needed in special situations. Compile a list of all equipment required with unit and total costs included.

Operating

Initial Size

Justify the size of the operation on the basis of the availability and renewable capacity of the available resources and the identified market potential. Include an explanation of services to be provided to guests. Prove the need for such services and the capability to deliver them on the basis of staff and facilities.



Operating Methods

Explain the operating method and procedures to be employed. State the form of accounting system to be used, who will assume responsibility for book-keeping, whether someone will be hired for this work or be provided by management. If any unusual innovations are to be introduced, explain and justify them. An example of this may be a heron rookery; a favourite feeding area for moose to which guests will be taken on request; or a side-trip for speckled trout or grayling fishing which may involve an extra charter.

Cost/Revenue Projections

Capital Costs

List all costs expected to be encountered including land purchases (where applicable), buildings, facilities, equipment, furnishings and appliances, plus the costs of labour, materials, equipment rental, site preparation and landscaping. (See Figure 3).

Depreciation

Depreciation is a method of calculating the cost of plant and equipment used in producing current output. Thus, depreciation cost is estimated according to the life of the asset and its actual (historical) cost.

Depreciation allows an organization to allocate over its productive life, the actual cost of an asset — and to calculate profit accordingly. It is not intended to provide funds for replacement. It is a deduction from profits to account for the plant and equipment which were worn out in production.

The rate of depreciation is expressed as a percentage of book value, or depreciated book value, based on the anticipated rate of consumption on the useful life of an asset. For example, Buildings: useful life of 20 years — depreciation rate — 5 per cent.

Equipment: useful life of 10 years — depreciation rate — 10 per cent

Equipment, furnishings, appliances: useful life of 5 years — depreciation rate — 20 per cent.

Other items may be assigned higher rates of depreciation of 35 per cent and items such as cutlery, linen, utensils might be termed consumables have an anticipated life of only one to two years.

Calculate your depreciation costs. Obtain allowable rates of depreciation from an accountant. Remember these must be observed for tax deduction purposes.

Figure 3. Sample Revenue Projection

When assessing the revenue potential of a proposed tourist outfitting enterprise consideration must be given to guest capacity, length of operating season, periods of maximum and minimum demand, and the package, or daily rate to be charged. These factors must be confirmed before a projection can be made and initially must necessarily be based on certain assumptions. e.g.

- Guest Capacity — 24 persons.
- Operating season June 1 to September 13 — 15 weeks (105 days).
- Camp fees are \$70.00/day or \$490.00/week.
- Occupancy rate
 - 4 weeks — June 1 to June 28: 100 per cent.
 - 6 weeks — June 29 to Aug. 9: 50 per cent.
 - 5 weeks — Aug. 9 to Sept. 13: 75 per cent.

Therefore revenue from camp services will be:

(a)	$4 \times 24 \times 490 =$	\$47,040.00
(b)	$6 \times 12 \times 490 =$	35,280.00
(c)	$5 \times 18 \times 490 =$	44,100.00
Total Camp Revenue —		\$726,420.00

The revenue projection should also take into account other sources of income such as over cost charges for transport, sale of handicraft, confectionery, fishing supplies and miscellaneous.

Assuming a six passenger aircraft charter to camp costs \$240. return, if filled each way the cost per guest for two trips — in and out — would be \$40.00. Extra flights are required at the beginning and end of season and these must be covered as well as empty seats for no-show guests, thus actual charges to the guests may be higher than \$40.00.

Therefore, revenue from guest transport might be:

(a)	$24 \times 50 = 1,200 \times 4 =$	\$4,800.00
(b)	$12 \times 50 = 600 \times 6 =$	3,600.00
(c)	$18 \times 50 = 900 \times 5 =$	4,500.00
Total Transport Revenue —		\$12,900.00

Assume revenue from other sales averages \$10.00 per guest x 258 =	2,580.00
Total revenue from all sources is projected to be	\$141,900.00

Operating Costs

Estimate all expenditures that will be encountered in the operation of the business or all expenditures made to secure revenue, including salaries and supplies: consumable items, such as tools, etc., transport: repair and maintenance: advertising and promotion; communications and office supplies.

Profitability or Economic feasibility

A development proposal is not complete without a clear indication that the proposed enterprise is economically feasible. To demonstrate anticipated profitability, relate costs to revenues and establish what extra remains as a return on investment. This can be accomplished by developing a projected balance sheet for the business which will also serve as the initial budget, using the cost and revenue projections already stated. (See Figure 4.) When operations have begun, a monthly balance sheet will need to be completed, based on actual cost/revenues, as a check on profitability.

Cash Flow Projection

In developing a business it is necessary to know when funds (cash) are needed to operate effectively and to relate this need to the flow of revenues in order to determine when seasonal financing is required. This is important if the funds must be borrowed because of interest charges on borrowed financing. It applies equally to mortgage funds used for construction and purchase of capital assets as does for seasonal financing. Prepare a cash flow projection as shown in the example in Figure 5.

Financial Arrangements

Summarize all the other elements of the plan including capital assets, markets and market production of services and staffing. This will demonstrate whether the enterprise is a dream or an integrated, attainable projection worthy of financial backing. A well prepared financial plan will identify:

- (a) the source of funds in terms of timing, amount, cost and repayment.
- (b) the use of funds in terms of timing, amount and return.

Take care to avoid underestimating the funds required: it is best to err on the plus side rather than on the minus side. Funds not required or used do not carry interest. Underestimating the financial needs of a new business is a common failure and often when the short-fall is finally identified, expenditures have reached a point of no return. Situations of this nature require a major reorganization of financial plans and additional funds may be very costly.

Figure 4. Sample Projected Balance Sheet

Source of Revenue									
1. Camp service fees from 258 guests.		\$125,420.							
2. Transport charges		12,900.							
3. Sundry Sales		<u>2,580.</u>							
<i>Total</i>						\$ 140,900.			
Operating Costs:									
1. Salaries & Wages									
— Manager, clerk, etc.		\$7,500.							
— Camp staff — cook, waitresses etc.		11,000.							
— Guide service, etc.		19,350.							
2. Office supplies, services, postage, etc.		420.							
3. Telephone and telegraph		680.							
4. Travel and auto expenses (management and staff)		2,800.							
5. Heat, light and water (camp fuel, cooking etc.)		4,500.							
6. Food and other con- sumables supplies		12,000.							
7. Gas and oil (watercraft)		7,500.							
8. Repair and maintenance		2,500.							
9. Equipment rentals (radio etc.)		400.							
10. Transportation (guests and supplies)		10,320.							
11. Promotion and advertising		10,000.							
12. Licences, lease fees, etc.		1,200.							
13. Insurance		1,100.							
14. Legal and audit fees etc.		<u>700.</u>							
<i>Total Operations</i>									91,970.
<i>Gross Profit</i>									<u>48,930.</u>
15. Depreciation		6,720.							
16. Interest on borrowed money (\$72,000)		7,200.							
17. Payment on mortgage		7,200.							
18. Business and other taxes		2,800.							
19. Purchase of equipment		<u>1,600.</u>							
		25,520							25,520
<i>Net Profit</i>									<u>\$23,410.</u>

Figure 5. Sample Cash Flow Projection

Projected Requirements for Capital Financing (\$000)					1975n6									
Purpose	Apr.	May	Jun.	Jul.	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Total	
Equipment (const)	—	2.0	2.0	2.0	2.0	2.0	—	—	—	—	—	—	10.0	
Materials & Supplies	5.0	10.0	7.5	2.5	2.5	2.5	—	—	—	—	—	—	30.0	
Facilities	—	—	5.0	5.0	5.0	—	5.0	—	—	—	—	—	20.0	
Furnishings	—	—	—	—	—	—	5.0	—	—	—	—	5.0	10.0	
Appliances	—	—	—	—	—	—	—	—	—	—	—	4.0	4.0	
Equipment (ops)	—	2.0	—	—	—	—	—	—	—	—	—	8.0	10.0	
TOTAL	5.0	14.0	14.5	9.5	9.5	4.5	10.0	—	—	—	—	17.0	84.0	
Projected Requirements for Operating Fund (\$000) and anticipated flow of Revenue					1975/76									
Purpose	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Jul.	Aug.	Sept.	Total	
Promotion & Advertising	2.5	1.0	1.0	2.0	2.5	0.5	0.5	—	—	—	—	—	10.0	
Supplies & Service	—	—	—	—	—	—	—	5.0	15.0	12.0	5.0	1.0	38.0	
Salaries & Wages	—	—	—	—	—	—	—	2.0	10.0	10.0	8.0	8.0	38.0	
Sundry & Misc.	—	.5	.5	1.0	.5	1.0	1.0	1.5	—	—	—	—	6.0	
Sub-Total	2.5	1.5	1.5	3.0	3.0	1.5	1.5	8.5	25.0	22.0	13.0	9.0	92.0	
Revenues	—	—	—	—	—	—	—	—	46.0	30.0	31.8	17.6	125.4	
TOTAL	2.5	1.5	1.5	3.0	3.0	3.0	1.5	8.5	21.0	8.0	18.8	8.6	33.4	
Accumulated	(2.5)	(4.0)	(5.5)	(8.5)	(11.5)	(13.0)	(14.5)	(23.0)	(2.0)	7.0	24.8	33.4	33.8	

The above example indicates that revenues will be sufficient from July, 1975 to cover operating costs and in subsequent months a free balance will be achieved. A portion of this balance would be set aside to cover operating costs for the period from September to May in the following year, shown above at 423,000.'

Designing the Financing Package

The financing package should show:

- (a) personal investment (part of which may consist of a grant).
- (b) capital assets (construction, equipment etc.) — long term loans.
- (c) operating requirements — short-term loans usually recoverable from current revenues.

Support it by detailed cash flow and income projections, provided on a monthly basis, covering the first 24 months and quarterly projections for the next three years. Make these estimates as realistic as possible, particularly if they include provision for expansion of services or accommodations.

Prepare pro-forma balance sheets for the next five years to demonstrate anticipated growth in costs and revenues related to business volume and other factors. Calculate costs as fixed components and variable components, and compute the “break-even” point to indicate targets for growth. Anticipated revenues should be shown according to source.

Provide complete description of bookkeeping and accounting procedures. Describe the management of, and accounting for, fixed assets including policies governing capitalization, maintenance and depreciation.

Describe the proposed application of government assistance or grants, showing how these funds will be used to reduce operating expenses, for reduction of capital assets costs, or to secure management.

Before the financial plan is submitted to the lending agency, it is useful to have it reviewed carefully by competent independent parties to determine weaknesses or detect areas which have been glossed over and need more attention. They should confirm that the plan adequately demonstrates:

- (a) management capability
- (b) realistic market identification and marketing strategy
- (c) sufficient funds for long-term activity
- (d) technical feasibility of product
- (e) staffing adequate to deliver the product

Constructing a financial plan is, for most people, a time consuming, expensive, frustrating and demoralizing experience. The entrepreneur must, however, be prepared to sell his proposal and subsequently his services. Become fully familiar with the financial plan, rehearse your presentation and be prepared and persistent once confident it is a good plan.

Note

If necessary, secure competent professional assistance. Be prepared to demonstrate your own commitment to the enterprise before expecting others to supply high-risk capital. If possible, recruit support for your proposal from prospective customers or others knowledgeable in the industry.

Submitting the Plan

Make several copies of the plan for distribution to those agencies to be approached for technical assistance and financing; include:

- (a) for personal records and future reference (2 copies)
- (b) legal and audit representatives (2 copies)
- (c) licensing and Crown Land administration agencies (2 copies)
- (d) technical assistance and training agencies (2 copies)
- (e) financial lending agency or agencies (2 copies each)
- (f) spare copies for miscellaneous use (2 copies).



Putting the Plan Into Operation

The moment will arrive when you know that all your hard work and careful planning has paid off. Your proposal has met with approval, all licences and permits have come through, financing is arranged. It is time to put the total plan into operation.

Fiscal Control

Now is the time to make sure that you are in a position to control your finances — mainly outgoing expenditures at this stage. Too much emphasis cannot be placed on the importance of a sound and continuing fiscal control of the business. Sound financial management is reflected in well kept, up-to-date bookkeeping procedures. Be absolutely certain that you understand the nature of your financial obligations and have arranged repayment terms so they coincide with income capabilities. Make certain you have obtained enough financing to ensure against unexpected developments. Consult business services officials to ensure that you have not overlooked any important matters.

Note

If you do not plan to employ a competent bookkeeper and intend to handle this task yourself you would be well advised to take a bookkeeping course.

As a minimum, keep an Accounts Payable Register, a General Journal, Recording Register and Cash Receipts Register. Use a Petty Cash Book to record minor disbursements. The General Ledger will include a separate account for each asset, liability, capital account, income account and expense account. Totals are posted in the ledger from each of the books of original entry at the end of each month.

Profit and Loss Statements will need to be prepared monthly to provide regular information as to the margin of profit which the business is currently earning, and the trend of such profits.

The Department of Indian Affairs and Northern Development has prepared a number of booklets to help Indian businessmen establish and keep adequate records. They can be obtained from your local Indian Affairs Office.

- Indian Economic Development Fund.
- Your Own Business Why Not?
- Your Own Business Can You Manage?
- Your Own Business Why Keep Records?

Construction

Prepare the site for construction. Clearing may have to be done to prepare for foundations of buildings and for the installation of water and sewage systems. The services of an engineer are advised so that the system is installed properly. Get commitments from suppliers and make the necessary arrangements to have materials and equipment delivered to the site. Confirm dates for delivery and the starting dates for workers. Make certain all workers are familiar with the construction work for which they are hired.

Reservations, Bookings and Information

Establish a dependable service, covering both in- and off season enquiries from guests and potential customers. If good communications are not available at your home, arrange to have these services provided by a dependable person with access to telephone, telegraph and mail services.

Some outfitters find it convenient to share the services of a booking agent who provides the service for a set fee or as a percentage of the package price. Outfitters also contract with outdoor travel agents who serve as agents in certain geographical areas, do promotion, and charge a percentage on the business generated, usually about 10 per cent. Before choosing the services of outdoor travel agents, investigate the reputation and dependability of the individual or agency.

Deposits on Reservations

It is customary to require a cash deposit to confirm a reservation, which can be a set amount or a percentage: in either case it will amount to 20 to 25 per cent of the package price. The conditions relating to the return of deposits for cancelled reservations must be made known to the customer. Deposits can only be used as revenue once the holding period has expired. Arrange to have customer registration forms and questionnaires prepared and printed. Keep the registration forms for bookkeeping purposes and as a mailing list for future reference. Questionnaires are a valuable source of information and feedback on the quality of your operation, based on the opinions of those who have used your services.

Promoting and Advertising the Outfit

Marketing is an essential function of any business. In developing your proposal you will have identified the market potential. To establish the size of the market, it is necessary to determine the rate of growth and demand related to the type of facility and service being offered and the income level of clients. It is also useful to determine the anticipated gap in services available and the origin of inquiries received from potential customers.

Provincial and territorial tourist promotion and development agencies are usually the best source of information. Regional tourist associations are another and, if such an organization is active in the area, you should seriously consider becoming an active member. The purchase of a carefully selected and well organized mailing list might also be considered but should be done only after seeking competent advice. Such lists are also made available by some provinces and usually consist of names of people who have made inquiries in previous years.

Initial Promotion

It is often said that the best form of advertising is a satisfied customer. However, the new outfitter cannot afford to depend on developing his business in this way. He must reach out and secure his first customers and his approach to this must include the use of several tools to ensure sufficient coverage of the market. There are a number of methods he can use.

Brochures

Brochures are among the most popular methods of advertising and an excellent way of providing information in a concise and attractive format. The brochure should contain carefully selected photographs portraying the resources available, the scenery, the accommodations and the services provided. The text should be informative, describing the location of the enterprise, the accommodations, facilities, services and staff. It should describe the fishing, hunting, geography and any special attractions. It should instruct the potential customer what they should bring with them and what the camp provides. In the case of a fly-in operation, any restriction on weight of baggage should be noted. The brochure should *not* quote rates.

The material for the brochure should be assembled and ready for publication by the time construction has progressed enough to permit good photographs. Photographs of one or two trophy fish, the scenery and other attractions should be included.

Advertising

Effective advertising must be directed at the potential customer, therefore it must cover a selected geographical area and be aimed at the financial and interest level of the people you want to reach. Advertising placed in good quality outdoor publications, with good circulation in your market area, should bring enquiries that can be followed up with a letter and brochure. Small ads placed in daily newspapers in your market area may also prove useful, particularly if you can follow these up with a mention in the outdoor column of the paper. The new outfitter should seek advice on what is best for his purposes.

Mail Lists

A great variety of mailing lists are available for purchase but they are usually costly and most are not selective enough to meet the outfitter's purpose. Consideration might be given, however, to lists of professional people in a given geographical area. An individual can develop his own list by securing telephone or business directories for a given area of interest and compiling the names and addresses of people most likely to respond.

Direct Contacts

Try to establish direct contacts with prominent outdoor writers, outdoor editors and leading outdoor travel agencies to acquaint them with your facilities and services. Invite selected, reputable writers to visit you, but — make sure the writer has a firm commitment to publish the article he proposes to write. You might have a writer visit the camp late in the construction phase to have a favorable article appear before the opening. In each case you will be expected to pay for the visit so plan the arrangements carefully and ensure the services are such that they will not warrant unfavorable criticism. In the case of a fly-in camp, the local aircarrier might be approached to provide free transportation to and from the camp.

In any case keep the outdoor editors and travel agents informed of progress in construction, etc. Information on names and addresses of reputable outdoor people should be readily available from provincial promotion sources.

Sportsmen's Shows

Many outfitters depend extensively on attendance at selected sportsmen's shows to secure a major part of their business, while others feel the shows have limited potential. Success depends on the kind of facilities being promoted, their location in relation to the show and, to some extent, on the nature of supplementary activities engaged in at the shows. To secure maximum benefits, contact local radio and T.V. people, outdoor writers and outdoor travel agencies within the show's area of influence.

Follow-up

Two kinds of follow-up action are required. First — all enquiries should be promptly dealt with through brochures, information pamphlets or personal letters. Although you may not be successful in getting the individual the first season, don't write him off; put his name on a list for future reference and follow-up sometime late in the fall. He may come next season.

The second type of follow-up is for guests who have been to your camp and who may come again if you show you are still interested in them. Send them a Christmas card and follow up early in the new year with a note and the rate structures for the coming season. Invite them back.

Information Pamphlets

These should be prepared each year, early in the fall, to provide the latest information on facilities, services, attractions and the rate structures to apply the next season. They are inexpensive to produce and should accompany each brochure. The pamphlet can be printed each year, while the brochure can serve several seasons. It saves money this way and can quickly respond to any change in costs of transportation, etc.

Budgeting for Promotion and Advertising

The costs of good promotion and advertising must be included in the budget. It can be an expensive item. As a rule it should represent from 10 to 15 per cent of the camp's revenue. For instance, revenues of \$150,000 may require promotion, advertising and agents fees of \$15,000 to \$20,000, and will depend on the level of repeat business compared to new business which must be generated. Initial promotion and advertising costs for a new enterprise will likely be higher than in subsequent years, if good service and satisfied customers secures continuing clientele.



Opening Day Check List

All preparations are made, construction is finished, the season is starting. Are you ready? Use the following check-list to make sure nothing goes wrong.

Fiscal Control

1. Bookkeeping and accounting systems ready.
2. Ledgers, statement sheets and balance sheets on hand.

Support Services

1. Final contractual agreements made covering such support services as transportation, supply, communications, mail and customer services.
2. Contracts filed for quick and easy reference.
3. Arrangements made to keep contractors advised of your needs or any change in schedules, etc.

Camp Staff

1. Competent staff chosen.
2. Job descriptions posted for each employee or group outlining the duties and functions to be performed, remuneration and provisions which have been made for accommodation and meals.
3. Guidelines posted covering the relationship to be maintained between customers and staff making certain that each employee understands his or her obligations and the constraints which apply to customer-staff relationship.

Registration Forms and Questionnaires

1. Forms on hand so that registration can be handled quickly, with the least inconvenience to the guest, so they can become quickly settled into camp and begin activities unhampered by details.
2. Guides and equipment assigned.

Meal Services

1. Menus prepared.
2. Meals to be properly prepared by the staff and served in an attractive manner.
3. In-service supervision and training arranged to ensure sanitary food preparation and handling.
4. All supplies on hand in sufficient quantities.

Guides

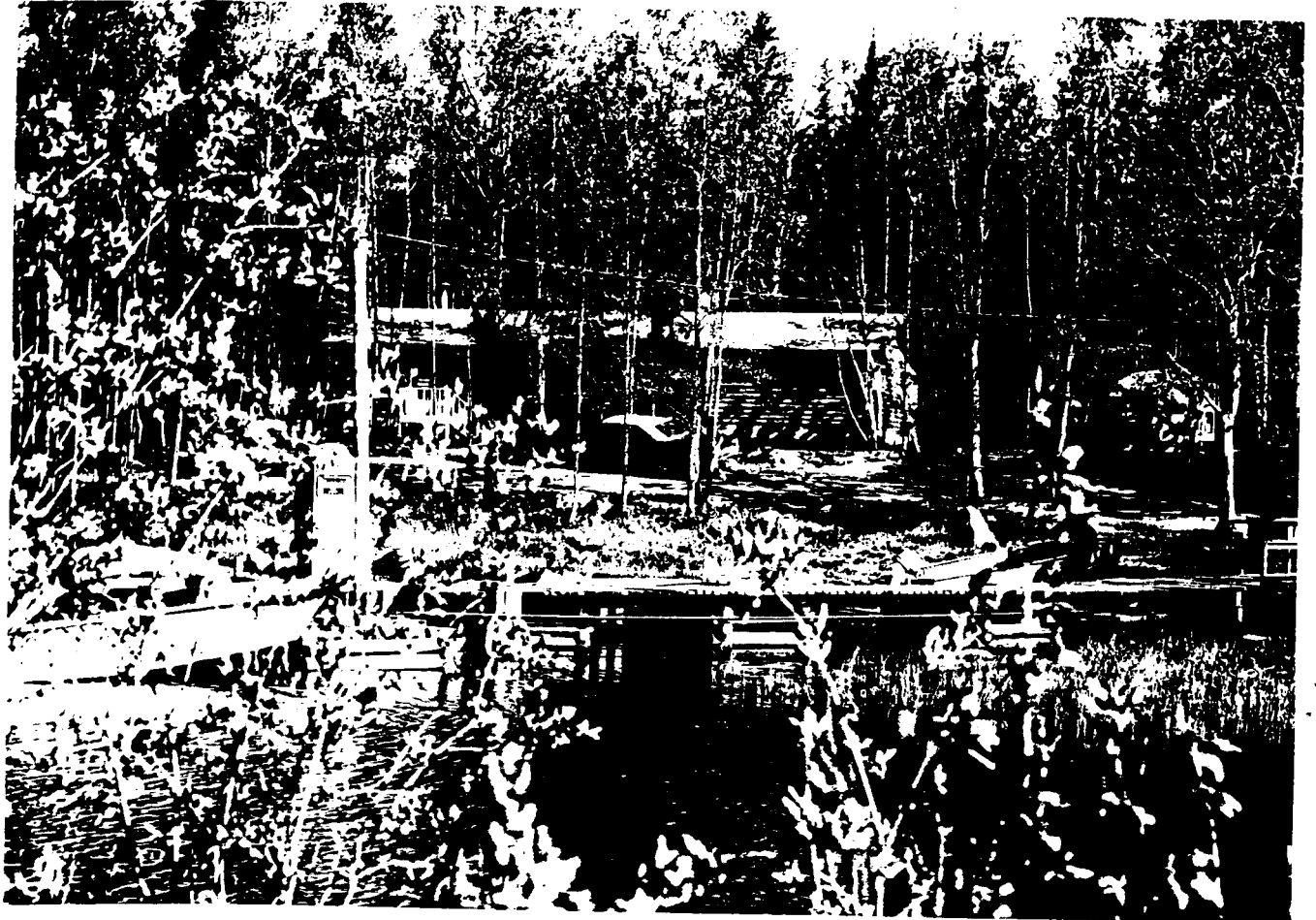
1. Guides trained and knowledgeable on the subjects of guiding, including firearm and small craft safety.
2. Chief guide appointed who is expert in the dressing of game and fish, able to prepare outdoor meals such as shore lunches, and when at an outpost camp, prepare all meals.
3. Chief guide instructed to control guide activities and provide instructions as needed.

Buildings and Facilities

1. Prepared for occupancy.
2. Cleaned and equipped with the necessary linen, etc. and with adequate means of maintenance available.
3. Showers and toilets in working order and available for immediate use.
4. Adequate provision made for the disposal of all trash and garbage.
5. An incinerator located in a safe location to avoid fire hazards and odours.
6. Arrangements for other refuse to be transported, some distance from camp for burial to avoid attracting bears into camp and to eliminate a fly problem.
7. Proper receptacles for refuse provided in each cabin, the lodge and dock area.

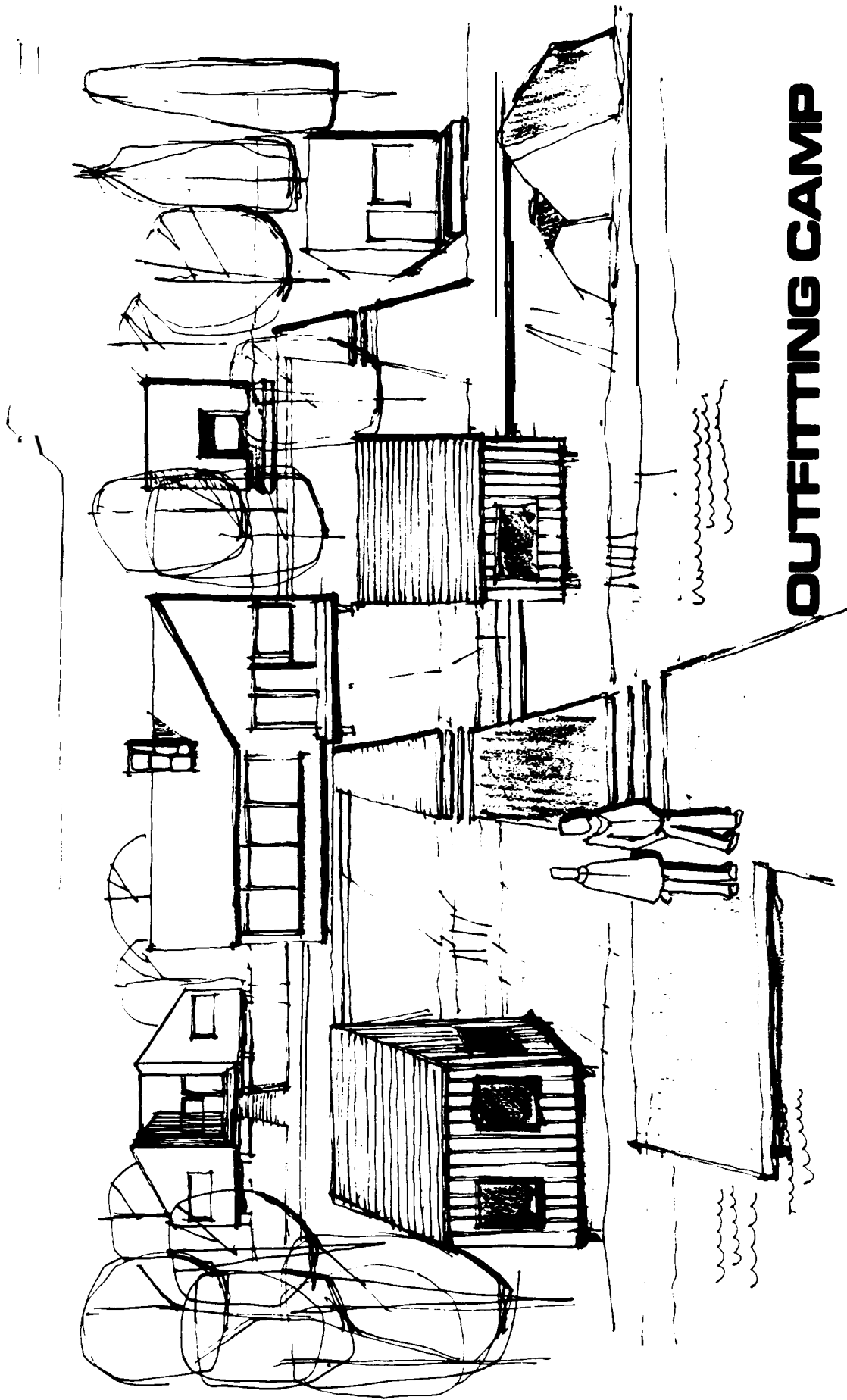
Safety Equipment

1. Fire extinguishers installed in appropriate places.
2. Life jackets, paddles and oars placed in the boats along with other related safety equipment.
3. Gas, oil and other supplies readily available to the guides as required and procedures established for recording their use.

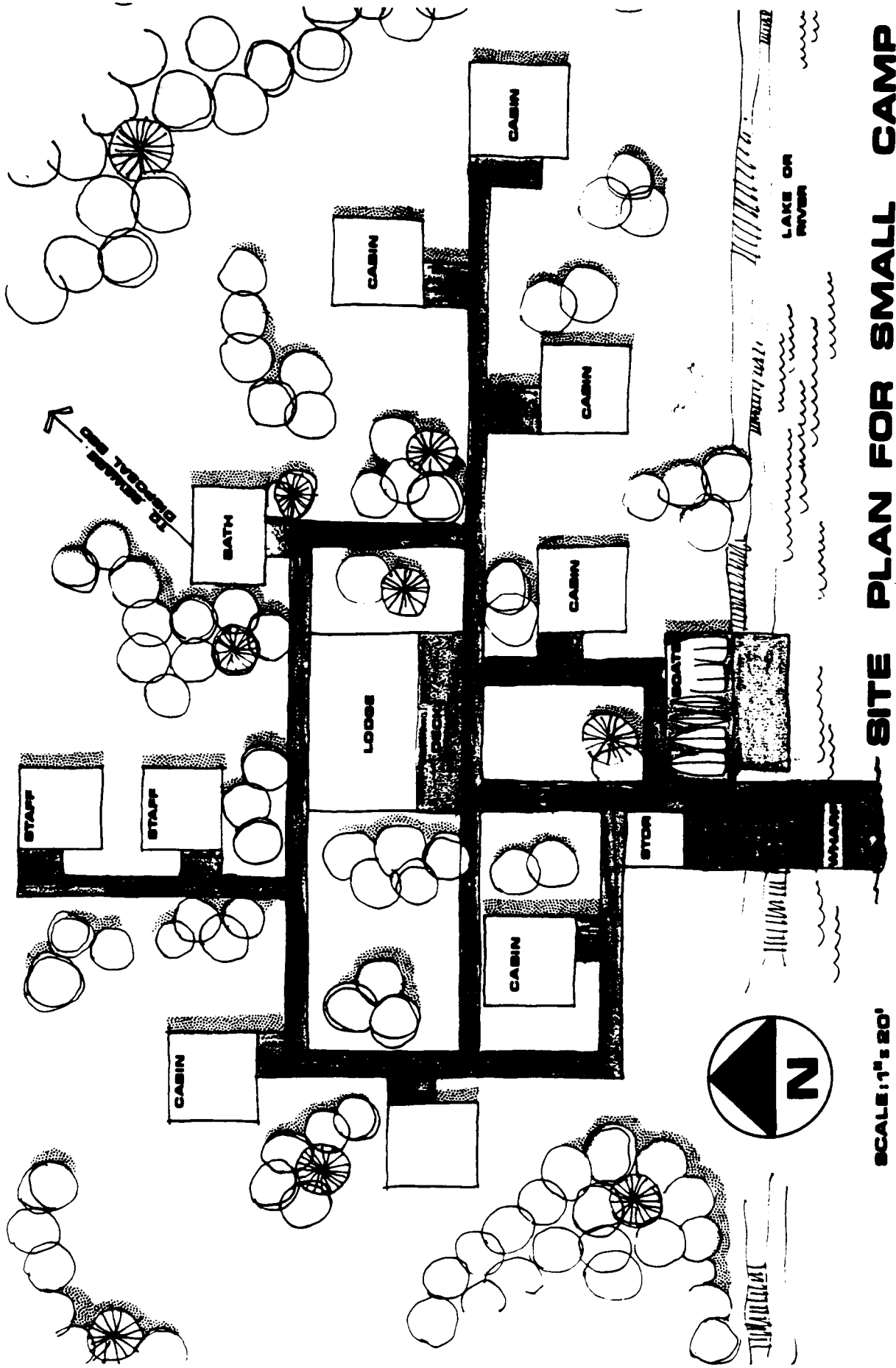


Illustrations and Plans



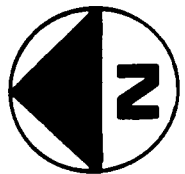


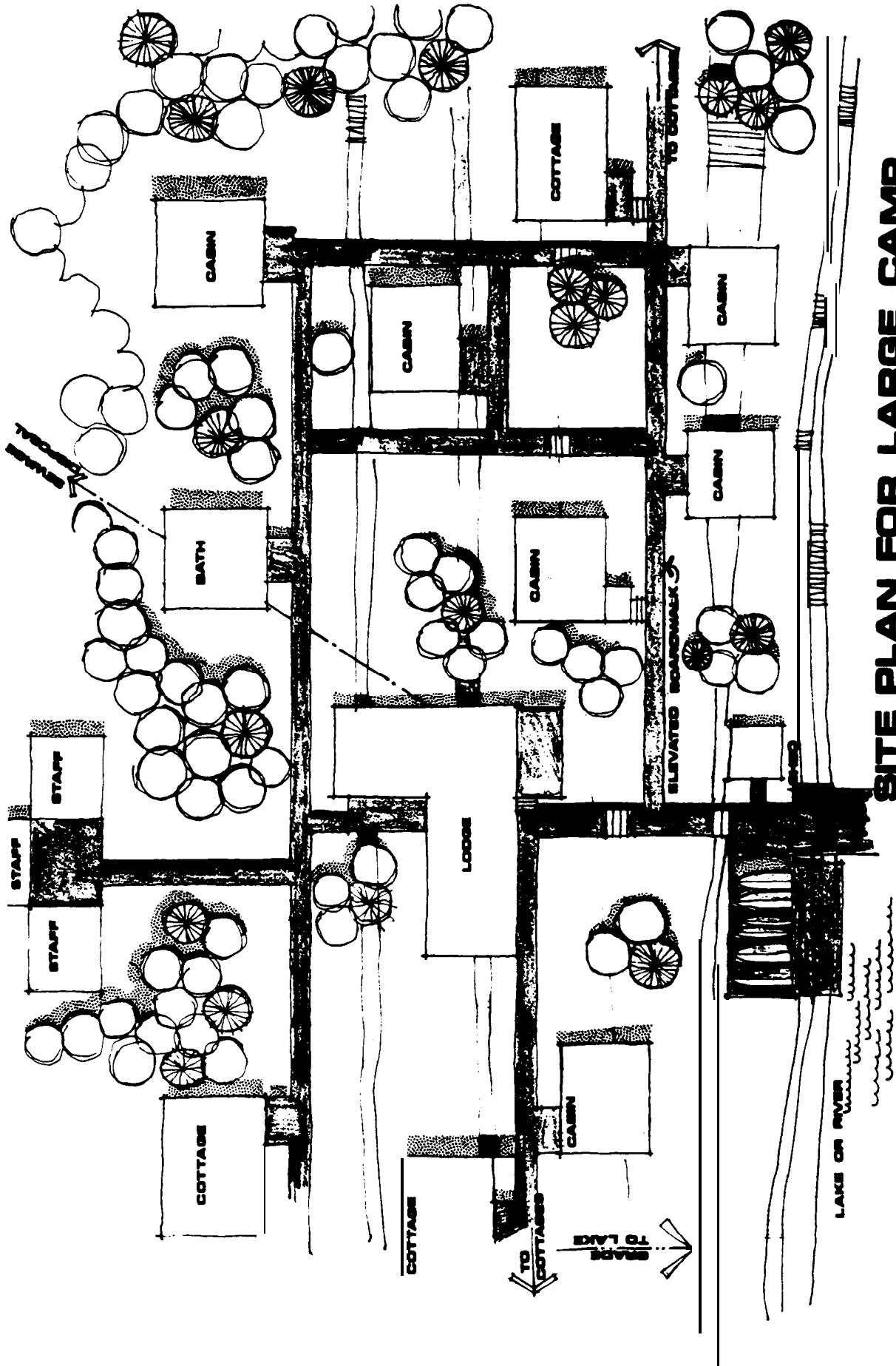
OUTFITTING CAMP



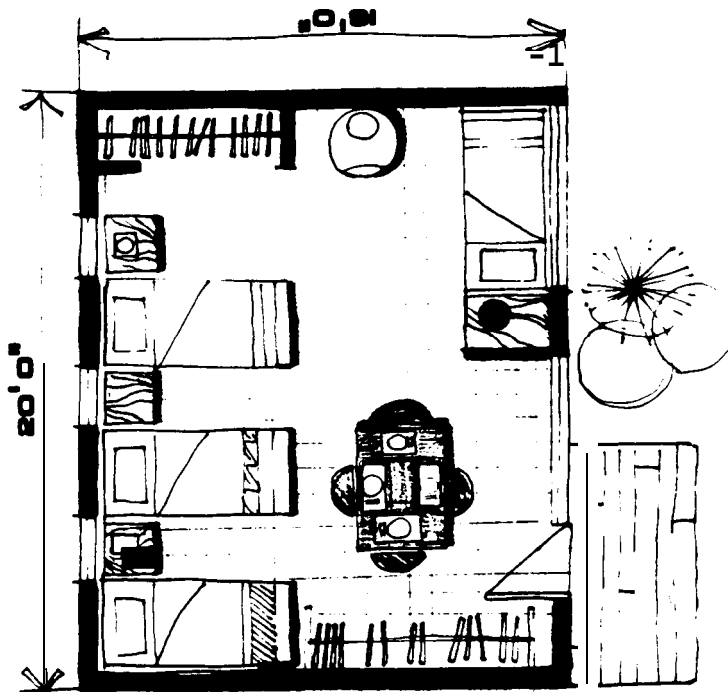
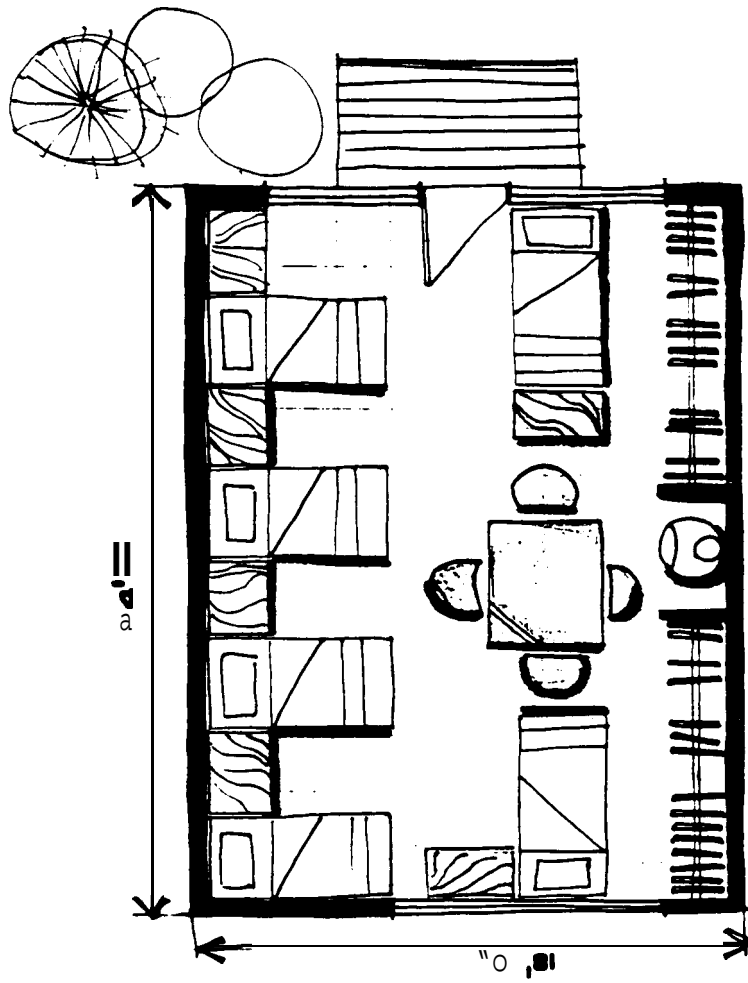
SITE PLAN FOR SMALL CAMP

SCALE: 1" = 20'





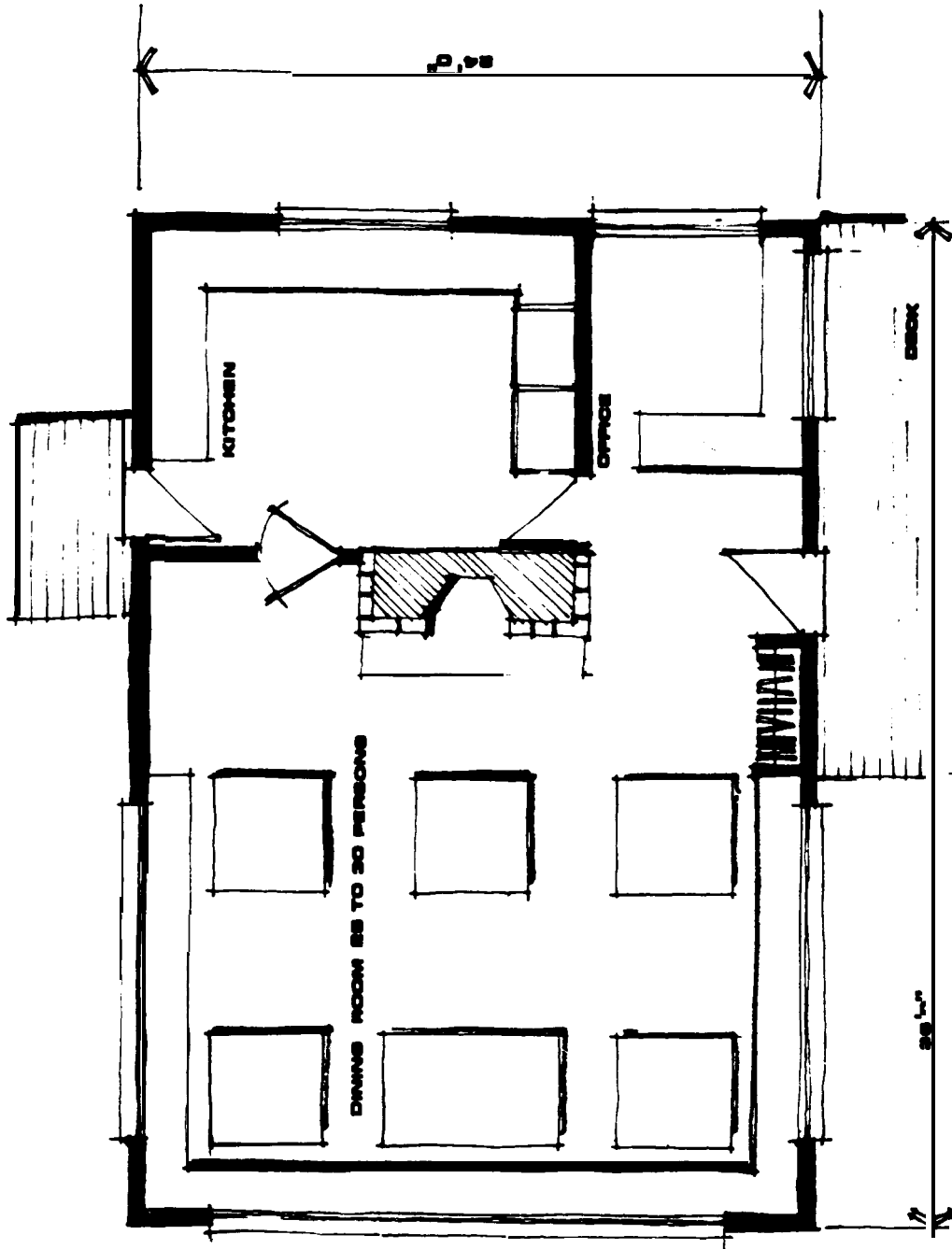
SITE PLAN FOR LARGE CAMP



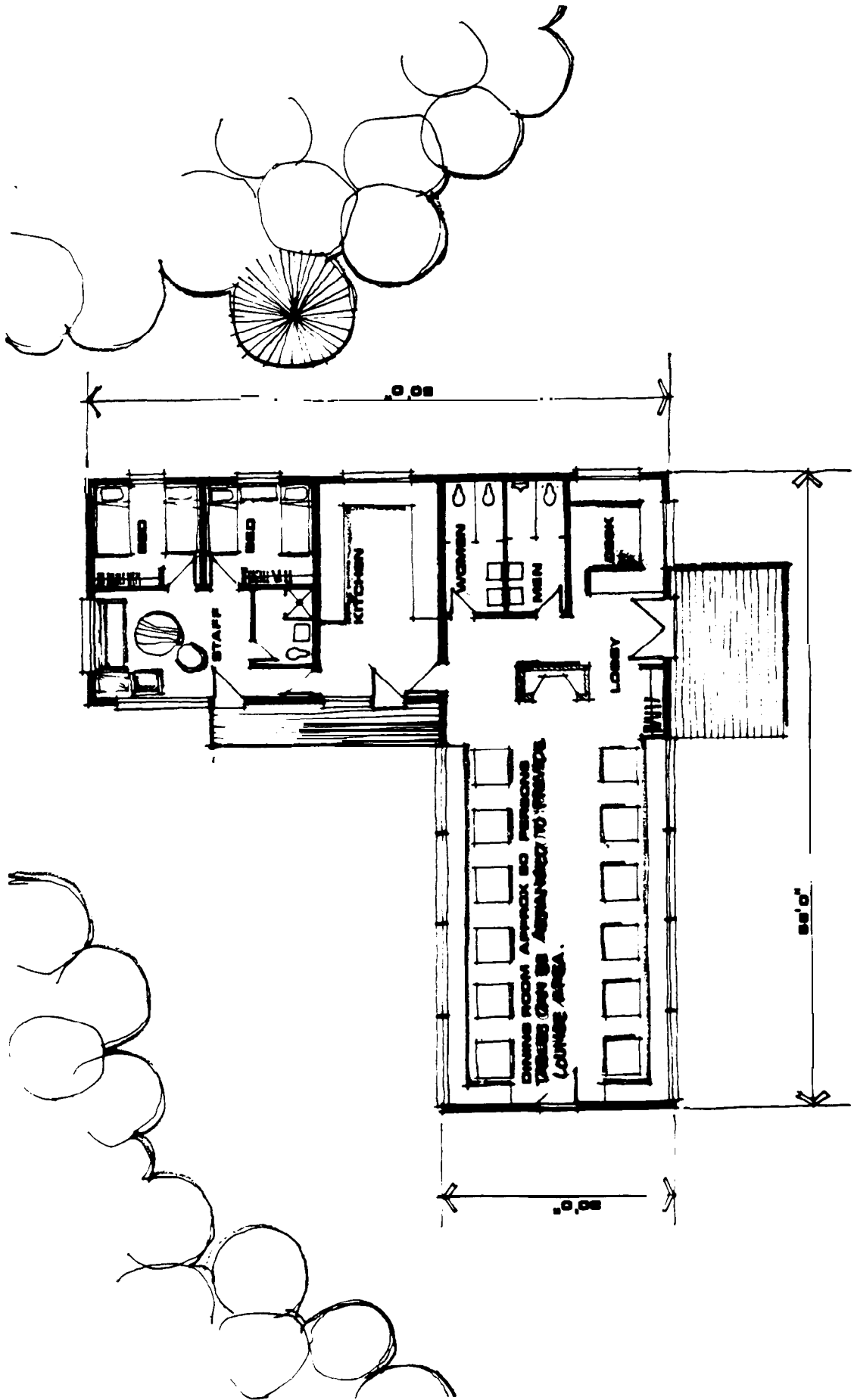
4 PERSON SLEEPING CABIN

4 PERSON SLEEPING CABIN

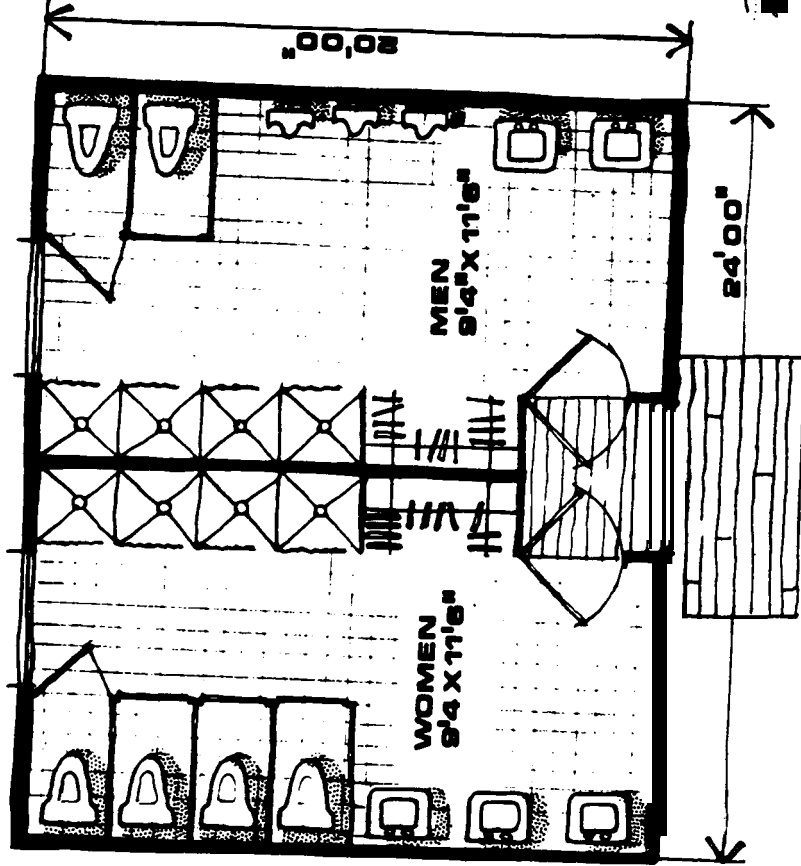
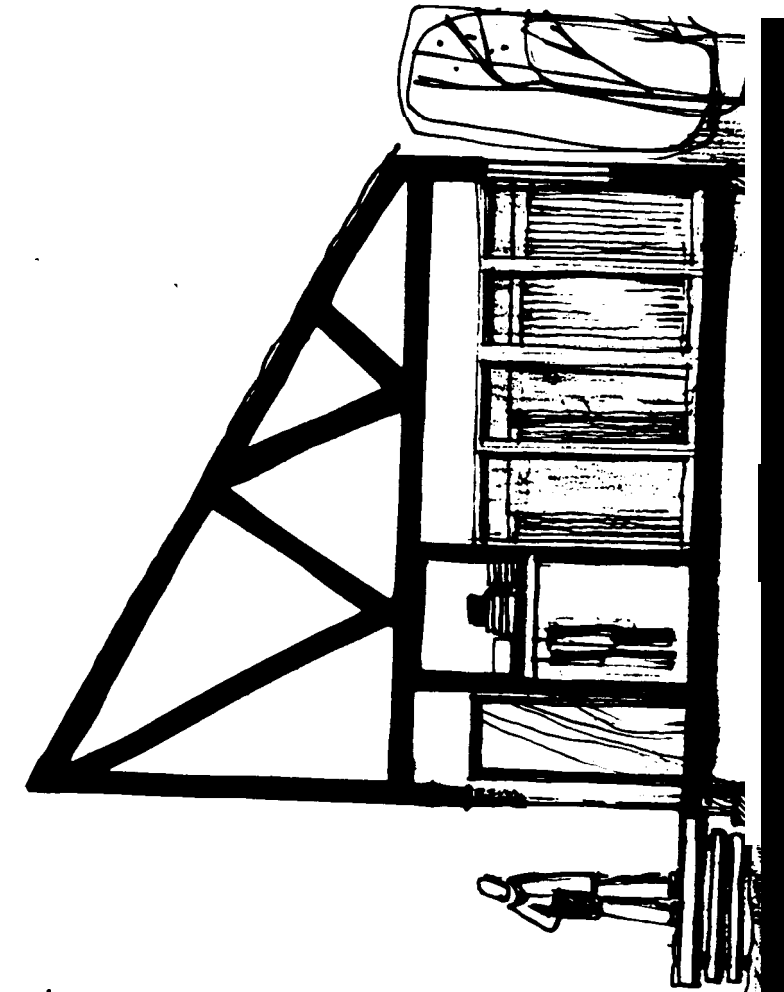
scale : 1/4" = 1'0"



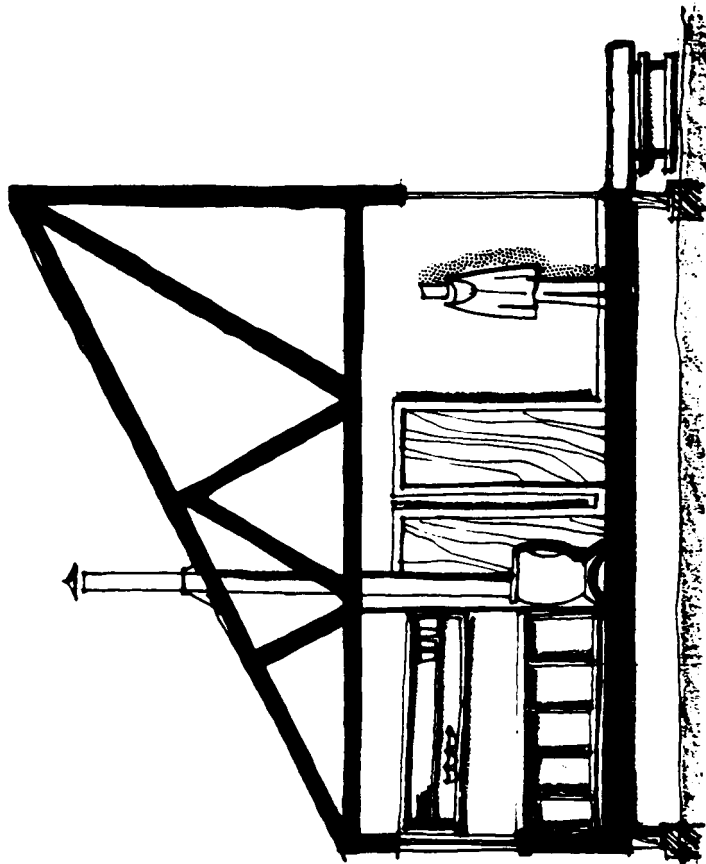
FLOOR PLAN - SMALL LODGE scale: 1/4" = 1'0"



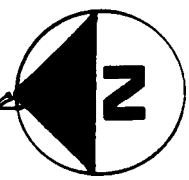
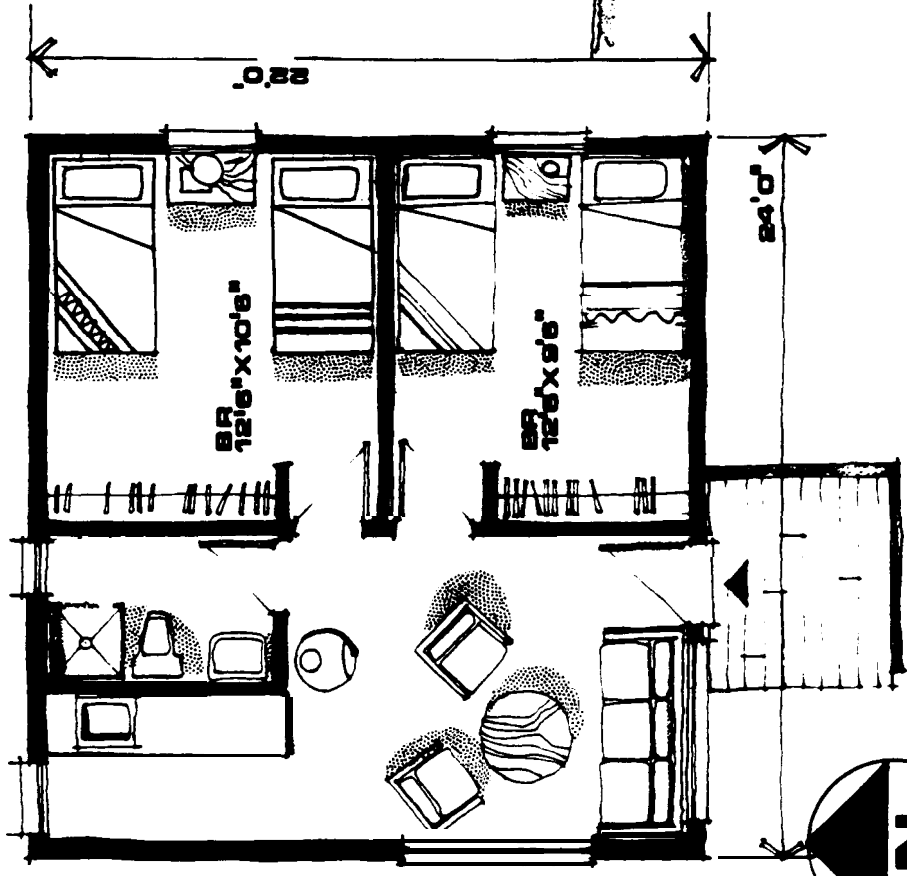
L4 09 W LODGE scale: 1/8" = 1'0"



BATHHOUSE PLAN
 SCALE: 1/4" = 1'



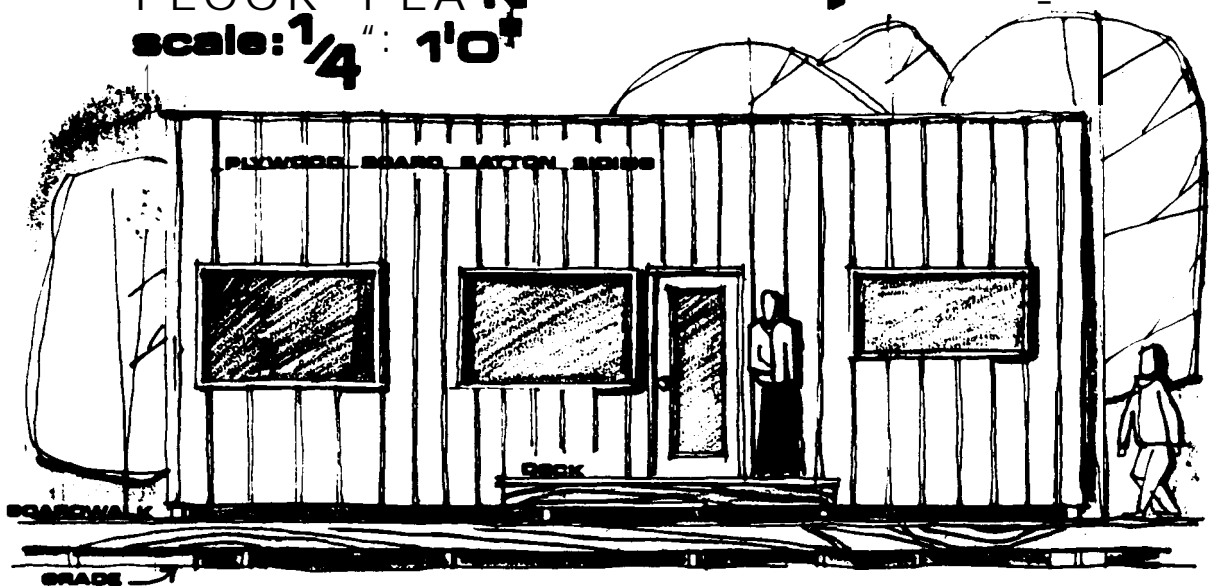
4 MAN COTTAGE



FLOOR PLAN
SCALE: 1/4" = 1'



FLOOR PLAN N
 scale: $\frac{1}{4}'' = 1'0''$



FRONT ELEVATION
 scale: $\frac{1}{4}'' = 1'0''$

6 MAN COTTAGE