

**Arctic Development**

**MENI DENE LODGE - OPERATIONAL STRATEGY**

**NWT GENERAL- TOURISM**

**Tourism**

**Plans/Strategies**

**1990**

**QAIIVIK LTD/JMC CONSULTANTS**

**11-8-93**

Sector: Tourism

11-8-93

Plans/Strategies

↳ Mary S.

Please file with Qaiivvik Ltd  
Jamie Contract

↳ For your  
- For your  
- Success - For  
LIBRARY? )

Jamie  
Am 26/96

Meni Dene Lodge

- Jamie  
Am 24/96

**Operational Strategy**

May 1990

books - please  
put in the library.  
Thanks  
Samy

24/08/96

prepared by:

**QAIIVVIK LTD**

and

**JMC CONSULTANTS**

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TOURISM DEVELOPMENT MANAGEMENT PROMOTION

May 29, 1990

Mr. Alex Nitsiza,  
Chairman,

Mr. John Ivey,  
Manager,  
Meni Dene Co-operative,  
Lac La Martre,

Re: Meni Dene Lodge Operational Strategy

Dear Sirs,

Enclosed please find ten copies of the Meni Dene Lodge operational Strategy. These are 'final' copies for your use. Your comments during our meetings have been incorporated into the final report. Due to the expressed urgent need for **this strategy** we have **completed this** project a number of weeks ahead of schedule.

The recommendations and policies **are of** particular concern in this report as they deal with personnel and operational guidelines for the 1990 operating season. These recommendations and policies should be discussed with "the Board of Directors and staff and approved/alterd prior to this years operating season.

As' the successful consultants **chosen to** do this work, we have enjoyed working on this project, learning more about the Lodge and meeting everyone involved. We feel very strongly that our work should not stop here. The **Co-op** has the opportunity to proceed with funding applications seeking government contributions for this year's costs of setting up and operating the new camp site. To complete these applications a feasibility study on the Lodge, full business plan and 1991 marketing plan is needed.

our **completed Operational Strategy can form the basis for much** of this work. If the-necessary **funding could** be arranged, we would be prepared to initiate this work **immediately**.



**QAIIVVIK** Limited

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TOURISM DEVELOPMENT MANAGEMENT PROMOTION

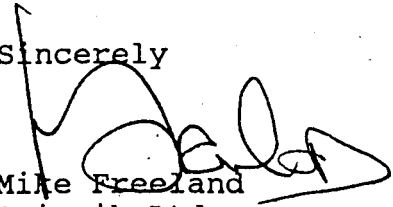
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Additional tasks we can provide include:

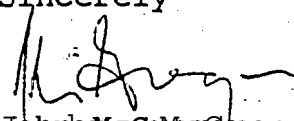
- \* building permit application
- \* land lease application
- \* tourism licence application
- \* contact with additional high quality booking agents, travel writers and professional photographers
- \* applications to Economic Development and Tourism, CAEDs, INAC, and EDA for **various** contribution programs available to the Lodge/camp
- \* development of a 3 year marketing plan **including** advertising, brochures, trade shows, public relations, media contact, booking agents, etc.

We look forward to discussing the strategy and these future work items with you at our meetings in Lac La Martre.

Sincerely

  
Mike Freeland  
Qaiivvik Ltd

Sincerely

  
John McGregor  
JMC Consultants

**Meni Dene Lodge  
Operational Strategy**

**Executive Summary:**

In our evaluation of the Lodge and **camp**, the following points are in our opinion the **major** problems facing the Co-op :

- A. Need for inventory control.
- B. Need for clear lines of communication and understanding of roles and responsibilities of all staff and directors.
- c. Need for ongoing business plan to follow including a major marketing component.
- D. Need for financial controls.
- E. Need for quality on-going management

Each of the above items have been addressed in our operational strategy and a detailed list of recommendations for the Lodge is included in this section.

It is our feeling that the Lodge and Lac La Martre has very good tourism potential. This potential has to be managed and marketed properly for the **Co-op** and the community to see the benefits. A minimum of \$30,000 in wages and \$10,000 in local purchases can be generated into the community during a three month operating season if the Lodge is successfully operated.

In our meetings with the **Co-op** directors and Lodge staff we **felt** there was a lot of pride in seeing this Lodge continue operations. It is for this reason that we have generated some of our recommendations aimed at ensuring the ongoing supply of trophy fish. For **this Lodge to** succeed the whole community must play a part.

We do not feel at this time that the Lodge operations can be separated completely from the **Co-op**'s other businesses. **We** have recommended combining the Hotel and Lodge Manager's positions for next year. We **strongly** feel the complete operations of the **Co-op** should be examined to achieve the optimum balance, coordination, effectiveness and efficiency of staff.

In conclusion, we feel that if the recommendations are followed in this report, the Lodge should have a smooth operation this season and be in excellent shape for the future.

**Recommendations:**

These recommendations and the suggested policies should be translated and must be discussed and approved by the board before implementing. **As** the operation continues, more guidelines may be needed and some may be altered or deleted from the list.

**We recommend the following:**

Inventory

Improve the inventory control systems. An inventory log book is supplied showing the date purchased, cost, supplier, amount of use and regular maintenance carried out on each piece of equipment. (See instructions for use of log book).

Identify all equipment, tools, motors, life jackets, etc. with a non-tear off sticker or bright spray paint with the Meni-Dene logo. Boats, motors, and cabins should be numbered.

Sell and write off the obsolete equipment. The equipment listed on the May 1, 1990 balance sheet has to be identified. If this is not possible, then the equipment presently on hand before this year's purchases should be given an approximate value and the difference from the book value should be adjusted.

Old unreliable equipment that cannot be used for parts should be sold in the community and the proceeds used to reduce the book value on the balance sheet.

Sell locally outboards Suzuki 25 (2), Mercury 20 (2) and Mercury 9.9 with tanks and hoses. Only one make of outboard should be kept at the lodge in the future.

Keep old props to be remachined and balanced (about \$55 ea. versus new cost of \$80 - \$120 ea.)

All equipment for the tent camp should be accounted for, thoroughly cleaned and stored on site in the Westeel Roscoe storage unit and double securely locked. As inventory control has been a **major** problem, especially when returning camp equipment to Lac La Martre each fall, this can alleviate much of that problem.

At the close of the season to ensure that all equipment is included in the updated inventory log book a detailed inventory should be taken. This should also be repeated at the beginning of the season. As per the recommended job descriptions, the camp manager should be responsible for **Clemy** Island equipment and the lodge manager be responsible for in-town lodge equipment and storage and security.

### Personnel

That a bonus of \$\_\_\_\_\_ be given to staff staying the full period of their agreed work **period**.

That a "**main** guide" (assistant camp manager) be chosen and paid additional dollars per day. He would act as a guide/management liaison for scheduling, problems, assignment of guest/guides, etc.

That any gas used from the camp for personal use of guides in their own boats will be charged at \$\_\_\_\_\_ per gallon (to cover cost, transportation and handling).

That guides and other staff be compensated for their experience, reliability, level of satisfaction of their guests and for having taken guiding, St. John's ambulance and other upgrading courses. A graded compensation package is recommended.

That Guides be assigned by the Camp manager the same boat, motor and equipment for the full season and be personally responsible for the equipment they use.

For this summer's operation we recommend renaming the lodge manager's position to camp manager. This would eliminate the confusion over the lodge being located in the community and being run by the hotel manager.

A budget for the camp manager should be set and a bonus system implemented to the manager as an incentive for good performance.

A business-plan and overall **Co-op manpower review** is needed. This is necessary in **order to access any government funding** and to confirm whether a full time Hotel/ Lodge/ Camp manager is required. We anticipate that the addition of another full time position could improve efficiencies of the **three** operations and may result in upwards of **\$100,000 plus** in increased sales in 1991.



That guides be encouraged and assisted to take level 1 and 2 of the guide training course, St. John's first aid courses, and other upgrading courses.

That copies of the Federal Fisheries tape on the proper handling of fish be obtained and shown to guests as part of the introduction to the camp.

That all guest/staff suggestions or complaints be directed to the camp manager.

That copies of 'Forestrics' translated tapes of bush safety, first aid and emergency procedures be obtained and reviewed by staff. Staff and management should meet with Lac La Martre's emergency response team to discuss emergency procedures. (See enclosed emergency procedures).

### Operations

That a lodge/camp fishing management program be discussed and possibly include **"catch and release"** policies; **barbless** hooks; proper methods of fish handling, a "fish diary" program; and reduced possession limits; this should be decided on by October 1 and should be detailed in the new brochure.

Consider fishing (and promoting of) different species at certain times of the year - potential for Arctic **grayling**, northern pike and walleye should be looked at as well as trout.

The operating policies and job descriptions drafted be translated and discussed with Board and staff members and changes made if required and adopted. All staff should sign for agreeing to these policies and to the duties and remuneration listed on the job description.

The marketing plan drafted for this summer be implemented. (See marketing section).

The **Dept. of Fisheries** and Oceans should be **requested** to reduce **fishing limits** on the lake to a **maximum** of **two fish** (one of which can be a trophy). A **request** should also be forwarded to the **Dept. of Economic Development** and Tourism to **designate the area a Travel Development Area**. This would limit the **NWT** residents venturing onto the Lake and can also be **tied** to the **marketing** of the Lodge.

That consideration be given to having management of the Camp having some degree of ownership and financial stake in the operation either through a management agreement based on a % of sales or profits or through a joint venture.

### Financial

That separate filing systems be set up for both **Clemy** Island Camp and the Lodge.

Isolate Lodge/ Hotel/ Camp expenses and revenues. At present the telephone, office, travel and manager's expenses are not kept separate from the **Co-op's** other expenses. It would also appear that items taken from the store or from the freezer are not always recorded.

We recommend that the lodge be operated as part of the hotel. This would eliminate the need for two kitchens as lodge guests in the community could be fed in the hotel. The lodge would act as hotel accommodation overflow and as a conference centre.

Advances and complete deposits must be received from guests booked directly or via agents. It is vital that these complete deposits be received prior to arrival of guests. Agents contracted to market the lodge must follow this procedure.

That the agent guidelines developed in this report be implemented immediately.

Capitalize the cost of the new camp set up. The labour, lumber, travel, and equipment needed to run the new camp should be identified and capitalized. This will **ensure** a more realistic balance sheet in showing the value of this asset and will also reduce the operating expenses for this year.

### **Background and History:**

The Meni Dene Lodge was opened in June 1987 and consisted of a Lodge with cooking and dining facilities and lounge area with a fireplace and TV, a trailer with twelve beds in six rooms, a washroom/shower building, a storage building and an arts and crafts outlet. Picnic tables, a screened porch, and an old kayak complement the outside of the facilities.

All of the buildings are located on the waterfront in the centre of the community. A long dock from where the boats are launched is directly in front of the Lodge.

**Due** to the size of the Lake and the distance needed to travel to arrive at many good fishing spots (approx. 45min to 1 hour) a tent 'camp was set up at Big Sky. The facilities here included tent frames, outhouses, and a dining cabin.

The Big Sky tent camp, while preferred by most guests due to its proximity to good fishing, was facing the prevailing winds and was never properly set up to meet the fire, health, and safety regulations. Numerous licensing citations were received regarding this tent camp.

In 1987, the Lodge had a loss of \$10,000 on \$117,000 of sales. One of the major reasons for this loss was the cost of air charters to the tent camp and Yellowknife as part of the opening promotion. A booking agent relationship with Canada North Expeditions was also set up at this time.

In **1988**, the Lodge had losses of \$184,586 based on sales of \$159,893. At this point the Lodge had uncontrolled expenses as the costs of air charters, repairs and maintenance, food purchases, office expenses and wages soared. A plane was purchased and this was used for many purposes besides the operation of the Lodge.

In 1989, the operations of the Lodge were curtailed as a result of the disastrous 1988 season. The Big Sky tent camp was not used and there were few full fare guests booked into the lodge. Two convention/meetings were held at the Lodge that boosted sales and a new manager was hired. A loss of \$4,051 on \$114,594 sales occurred in 1989.

In its three years of operation the **Meni** Dene Lodge had **lost** \$198,000. This problem of viability, and the problems of lack of good management, unclear roles and **responsibilities**, a poor tent camp site, no marketing plan, and no inventory controls, have **all** hindered the Lodge from realizing its full potential.

The Meni Dene **Co-op** was also experiencing financial difficulty at this time and as a result of a refinancing plan entered into, the airplane was sold and ACL took over the management of the Co-op. A decision was made to operate the Lodge for the 1990 season and to relocate the tent camp. As little marketing had taken place during the winter it was understood that the 1990 operations would be more of a holding operation and a complete business and marketing plan would be drawn up by the fall for implementation next winter.

**Qaiivvik** Ltd. and JMC Consultants were hired by the Department of Economic Development and Tourism, to prepare for the 1990 operational season a site plan for the new site, an existing and needed equipment list, an operating budget, operating policies and job descriptions, and a marketing plan for the summer. These items form the body of this report that follows this section.

**Study Approach:**

On April 30, May 1 & 2, the team of Mike Freeland from Qaiwik Ltd and John McGregor from JMC Consultants visited the community of Lac La Martre to discuss the Meni Dene Lodge Operational Strategy.

On the first evening we met with the Chairman of the Co-op, and the Chief Lac La Martre Band as well as the Co-op manager, the Lodge Manager, and two former camp guides. Discussions were held on the location of the new camp site as well as the past problems, required new policies, responsibilities and job descriptions.

The next day, Mike Freeland, the Lodge Manager, and two **guides** left to review possible camp sites out on the lake. John McGregor spent time in the community with the **Co-op** manager reviewing the financial performance of the Lodge and reviewing the equipment on hand and proposed operating procedures.

Draft site plans and material lists were prepared and forwarded to the **Co-op** enabling the **Co-op** to proceed with the urgent summer camp plans. Tourism, fire, safety, and health officials were consulted to give feedback on the draft site plan.

A meeting was held in **Yellowknife** on May 9th with the Co-op manager to discuss the progress being made on this report. On May 24th and 25th, the Consultants together with the Regional Tourism **Officer, Co-op Manager, Co-op** Board of Directors, and Lodge Manager, met in Lac La Martre to discuss the draft report. **All comments** from this meeting were included in the final report.

**As part** of this project the Consultants also prepared for the Lodge a 'booking book' with dates and spaces for both lodge and camp bookings, charter **details etc.**, and an 'inventory log' showing equipment, date purchased, cost, supplier, maintenance, and use.

## Organization

### Structure:

The Meni Dene Lodge **is** a **separate limited** company 100% owned by the **Meni Dene** Co-operative.

The **Co-op** is part of the co-operative organization in the NWT and **is wholly** owned by the residents of Lac La Martre.

In March of 1989, the Lac La Martre **Co-op** entered into a management **agreement** with Arctic **Co-operatives** Limited (**ACL**) to provide management services **for** the **co-operative**. As part of these services ACL recruits and hires management, provides centralized bookkeeping services, assists in purchasing, and provides loans for inventory.

Due to this management agreement, the manager of the Co-op reports to both ACL and the Board of Directors. As ACL is based in Winnipeg and is primarily concerned with the financial viability of the **Co-op**, this can lead to difficulties especially if new board members are unaware of the role ACL plays in the running of the Co-op.

The current manager of the **Co-op**, John **Ivey**, has been educating the Board on the role of ACL and he feels his primary responsibility is to the Board of the Directors of the Co-op. Mr. Ivey is supportive of **ACL's** involvement in the restructuring of the **Co-op** which saved the **Co-op** from bankruptcy, and he feels that ACL has not interfered unduly in the internal operations of the Co-op.

All community residents over the age of 18 can vote or run for Directors of the Co-op. Elections are **held** once a year and appointments are for one year. Seven directors are elected and they select from their ranks a Chairperson.

Structure:

After the membership have elected a Board of Directors, these Directors along with ACL select a manager. The manager is responsible for the operations of the Hotel, Lodge, and Store. Each of these three operations are separate limited companies, with both the Hotel and Lodge having their own managers. The managers of the Hotel and Lodge report to the manager of the **Co-op** and are hired by the **Co-op** manager and the Board of Directors.

The Directors of the **Co-op** are responsible for the long term planning for the Lodge as well as the evaluation of the Manager. The Directors must approve **all** operating policies and budgets set for the Lodge, but are not involved in any direct way with the operations of the Lodge.

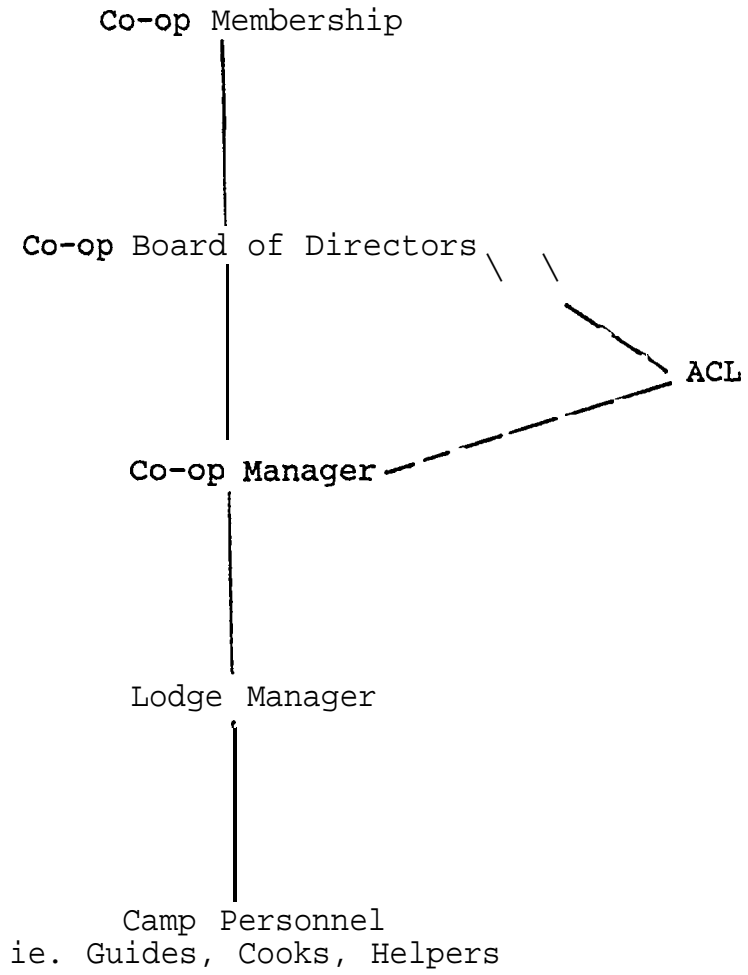
The Lodge manager hires his own guides, cooks, and helpers and is responsible for all personnel matters of the Lodge. The Lodge manager is in charge of all supplies and equipment, guest public relations, enforcement of all operating policies, and the overall day to day operations of the Camp. Financial aspects of the Camp are handled by the **Co-op** manager and an operating budget for the Lodge manager to follow will be set. The **Camp** manager is responsible for opening and closing the Camp site and for all inventory control.

As the Camp site is located outside of the community, guests staying in the Lodge itself during the summer season will be the responsibility of the **Co-op** and Hotel managers.

To assist in the understanding of the roles and responsibilities of each staff member, detailed job descriptions for the Lodge manager, guides, cooks, directors, and camp attendant follow this section.

EXISTING

Meni Dene Lodge Organization Chart

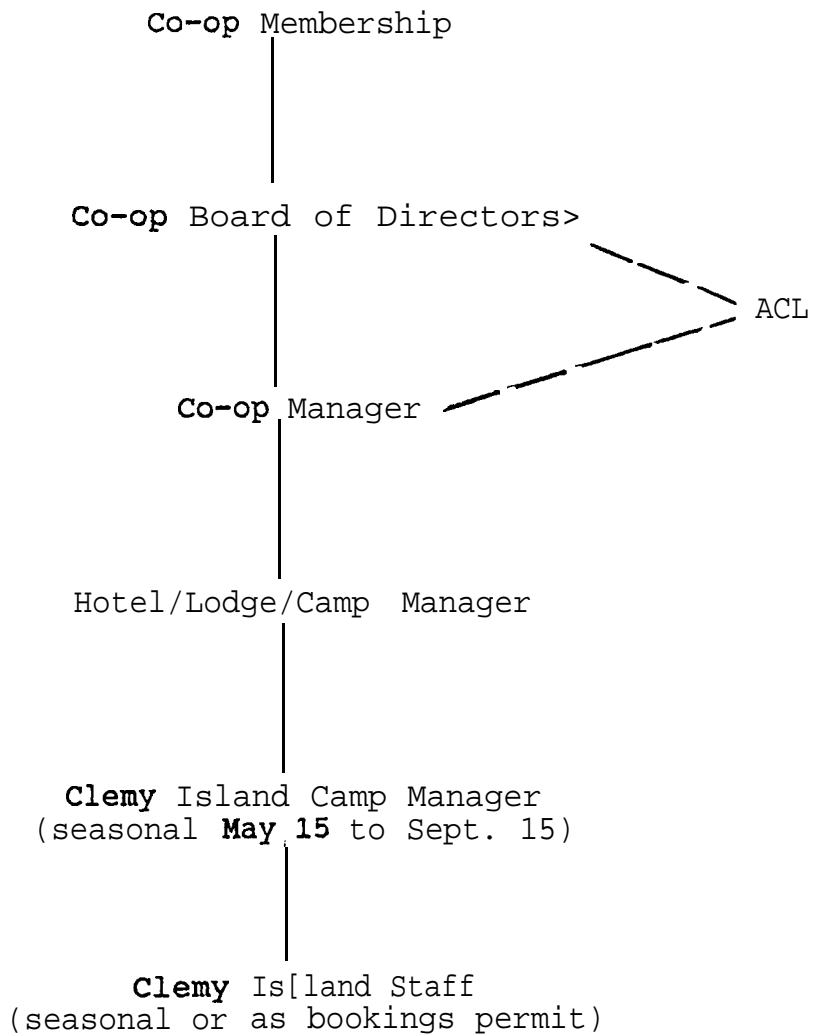




Proposed Organization Chart

Meni Dene Lodge

(not for use in 1990 operating season)



## Job Descriptions

### Introduction:

Much of the confusion in the past over roles and areas of responsibilities at the Lodge, has resulted in operational problems. The Directors, not knowing their role fully, have at times undertaken part of the role of Co-op manager or Camp manager. The Camp manager has not been fully accountable for his actions, and the lines of authority between the **Co-op** manager and Camp manager have not been clear. Much too heavy a burden has been placed on the **Co-op** Manager, who during late spring/early summer can spend up to 50% of his time on the day-to-day operations of the Lodge and Camp.

Job descriptions should be reviewed and agreed on, first by the Board, then by each staff member. Staff should sign an acknowledgement of their individual job description, terms and rates of employment.

For the 1990 season we suggest 1 person cover the position of "**Lodge** Manager" and "Camp Manager" with support as needed by the **Co-op** Manager.

For the 1991 season, beginning the fall of 1990, we suggest a new position be created - that of a **full** time "**Hotel/Lodge/Camp** Manager". A more detailed evaluation of the total **Co-op** operations including a job description for the hotel manager and cook would likely substantiate this. An additional **full** time position would bring added efficiency to both the hotel and the lodge-camp operations both of which require year-round attention. The "Hotel/Lodge/Camp Manager" would report to the **Co-op** manager. Hotel cooks and various staff as well as **Clemy** Island camp manager would report to this new position.

Described next are detailed job descriptions for the:

- BOARD OF DIRECTORS (relating only to Lodge and Camp)
- CO-OP** MANAGER (relating to Lodge and camp only)
- LODGE MANAGER, (includes Hotel) full-time
- CAMP MANAGER (**Clemy** Island), seasonal
- CAMP STAFF - guides
- (seasonal) - cook
- camp attendant cook's helper

A position of "main guide" to act as a liaison between management and staff **at the** camp may be considered.

BOARD OF DIRECTORS

Responsible to the membership.  
Hire and evaluate the **Co-op** Manager  
Review and approve the policies and yearly business plan  
for the Lodge/camp.  
Sets operating budget **and** reviews financial performance of  
the Lodge

CO-OP MANAGER

(in terms of lodge and camp only  
and in addition to other hotel responsibilities)

- Reports to the **Co-op** board of directors.
- Oversees the full time "**lodge manager**" and the seasonal "camp manager" positions and evaluates their performance.
- Responsible for all financial transactions (in and out) for the lodge and camp operations.
- Hires full time lodge/camp manager and seasonal camp manager.
- Updates the annual "**business plan**", discusses with the board and then with the lodge manager, with particular emphasis to ensure that the marketing component is on track.
- Ensures lodge operating policies are reviewed and passed by the board before the season begins.
- Sets operating budget for the lodge/camp.

LODGE MANAGER (full time Fall 1990)

- Reports to the **Co-op** manager.
- Responsible for the overall lodge operation in Lac La Martre including well being and satisfaction of guests.  
Works with the hotel manager (and/or **Co-op** manager) to co-ordinate both lodge and hotel conference or overflow guests and tent camp guests.
- Responsible on a year round basis for the total lodge operation and for the tent camp operation during the off season (September 15 to June 1) duties of which to include but aren't limited to:
  - the update and implementation of a lodge/camp business plan (including operations, organization, development and expansion, marketing, and financial).
  - prime responsibilities within these categories are marketing, client correspondence and booking, land leases and tourism **licences**, staff training, staff hiring, access to various funding programs.
- Opens the lodge for operation.  
Maintains a cost effective and efficient operation.
- Greet guests, introduces them to staff and lodge and in summary is totally responsible for the safety, comfort and well-being of guests while at the lodge.
- Ensures all equipment serviced, maintained and in good working order.  
Keeps a running inventory of food, fuel, parts, **cleaning** material and orders resupply in adequate time. See inventory log book.
- Maintains a guest list, inventory **control sheet**, **booking** schedule, daily log, guest questionnaires, "fish diary" program, employees hours of work and suggested **list** of improvements and relays the same to **Co-op** manager.  
Reviews operating policies with staff including emergency procedures.  
Accounts for all lodge inventory at season end, **cleans, dries**, updates inventory log, stores, securely lock and keys returned to lodge manager.
- Gives advice, supervision, and training where possible.  
Completes a year end report with recommendations.  
Has radio communication with the camp manager on a daily scheduled basis and orders food and supplies - co-ordinates guests and aircraft for both lodge and the camp.
- Receives trophy fish and expedites to taxidermist via **Yellowknife** agent.
- Implements the "marketing **plan**" including responding quickly to all inquiries, booking guests, arranging travel ventures, FAM trips, and liaison with booking agent.
- Summarizes all guest questionnaire results for **Co-op** manager and board.

CAMP MANAGER ( CLEMY ISLAND CAMP )

- Reports **to Co-op** manager (1990). For 1991 reports **to** the Hotel/Lodge Manager.

Responsible for the maintenance/upkeep of camp and equipment.

- Opens the camp and makes it ready for operation.

- Puts together-operating inventory (**i.e.** food, fuel, boats, motors) and upkeep of inventory log book.

- Services and completes tune up and ongoing preventative maintenance of boats, motors, generators and all equipment.

- **Hires, with advice** from the **Co-op** manager, the **appropriate** personnel for the operation of the camp **i.e. guides, cooks, general help.**

- Sets up a menu plan **in conjunction with** the cook and a food ordering **system.**

- Maintains a cost effective and **efficient** operation.

- Responsible for public relations with the guests.

- Greets guests, introduces them to staff and camp and in summary is totally responsible for the safety, comfort and well-being of guests while at the camp.

- Supervises all camp staff.

Responsible **for** daily scheduled radio contact with **lodge** manager in Lac La Martre, co-ordinates planes, supplies, guests and staff.

- Keeps a running inventory of food, fuel, parts, cleaning material and orders resupply in adequate time.

- Maintains a guest list, inventory control sheet, booking schedule, daily log, guest questionnaires, "fish diary" program, employee hours of work and suggested list of improvements and relays same to **Co-op** manager.

Orders food orders from cook and checks deliveries to order

Reviews operating policies with staff including emergency procedures.

Accounts for all inventory at season end, cleans, **drys,** updates inventory log, stores in silo, securely locks and returns keys to **Co-op** manager.

Ensures camp staff complete their tasks as per their agreed job description and under agreed camp **policy.**

- Undertakes all "**camp** attendant - cooks helper" tasks when less than eight guests in camp.

- Ensures trophy fish prepared and **labelled** by guides; expedites to **Co-op** manager and further to taxidermists.

Must always know where guides are going for the day.

- Any other duties as assigned by the Hotel/Lodge/Camp Manager.

completes performance appraisals on all staff and gives a copy to the staff member and keeps one on file

- receives and is responsible for all staff and guests suggestions and complaints. Should discuss with staff how to handle problem guests.

CAMP GUIDES

- Guides report to the camp manager.
- Each guide is responsible for up to 2 - 3 guests.
- Responsible for taking care of assigned boats, motors and equipment belonging to the camp and to supply personal equipment as laid out below.
- Prepares a shore lunch for their guests, cleans up their dishes and keeps them in good order in the boat boxes.
- In slack times, guides are expected to help in camp maintenance, fixing up their boats and other camp work as directed by the camp manager.
- Helps unload planes, then meets and talks with guests.
- Breakfasts at 6:30 a.m. before the guests, packs shore lunch, gear and has boats ready about 7:30 to 8:00 a.m.
- Returns back to camp around 5:30 p.m., has supper at 6:00 and gets ready for next day. Boats should be cleaned and fish fillets or trophies **labelled** and put in freezer.
- Guides will be assigned a specific numbered boat, motor, boat box and contents and limited spare parts.
- At the end of each day guides are responsible for mixing fuel for the next day, cleaning boat and boat box, preparing guests' fish, label, box and put in freezer.
- Guides will be paid agreed amount plus food and transportation from Lac La Martre to camp. They may **also** receive tips from guests **if** they are **doing** a good job, but should **remember** that not every guest **gives tips**.
- All **guides** should **bring** their own smokes, treats, and personal needs **with** them.
- Wears **life** preserver and ensures **guests informed of** operating policies.
- Understands and discusses with camp manager emergency procedures.
- Informs camp manager if any policies not being followed.
- Any other duties as assigned by Camp Manager.
- All boat boxes in addition to shore lunches to include guides personal list (see next section), as well as axe, spare gas line, props, pins, tools, map, flashlight, tarp or large tent, first aid kit, rope, pike **jaw** spreaders, fish scale.
- Must be willing to complete guide training and first aid courses
- Guides must be willing to stay at the **Clemy** Island Camp for the full term of their work.
- Refers all complaints and suggestions to the Camp Manager
  
- A position of 'main guide' would include the above plus additional responsibility of liaison between management and guides, direction to guides ie. who fishes where, and checking of equipment.

List of suggested things for guides to provide:

alarm clock  
personal clothing, rain gear and rubber boots  
gloves  
binoculars or spotting scope (optional)  
life preserver, floater coat or floater suit (must be worn )  
good fish filleting knife and stone  
good large flashlight, spare battery and bulb  
radio (optional)  
any other camping gear you like to use on the country or in boats.  
parka, wool hat, mittens, good warm clothing for late season  
small tool kit for outboards  
**Muskol**, bug jacket  
sleeping bag  
axe  
maps



CAMP COOK

- Reports to camp manager.
- Plans menu in conjunction with camp manager.
- Gives camp manager food orders as required and in time to order for next plane.
- Keeps an on-going inventory of food supplies.
- Cooks for all guests and staff and periodic "drop in" guests (i.e., inspectors, etc.)
- Prepares meals for set hours: Staff breakfast, **6:30**; Guest breakfast, **7:00**; Lunch, **12:00** may be limited as most guests on the lake and shore lunch prepared by guides; Dinner, **6:00**.
- Keeps kitchen/dining area clean at all times.
- Provides fresh baked goods, bread, **bannock**, pies, cookies, cake, coffee tea.
- Co-ordinates with **guides'** shore lunch supplies.
- Operates efficiently so wastage and spoilage is at a minimum.
- Gives direction to **cook's** helper when eight or more guests.
- Any other duties as assigned by Camp Manager.

CAMP ATTENDANT/COOK ' S HELPER

- Reports to camp manager.
- Generally helps cook and/or guides and **camp manager** where required with camp operation.
- Burns and packages garbage for return to Lac La Martre.
- Everyday camp clean-up, paper, camp in order.
- Delivers freight/baggage to/from planes.
- Completes various carpentry/construction, general camp chores, fire wood, etc.
- Cleans outhouses daily.
- Removes fish guts to island daily.
- Sets up camp fire/barbecue.
- Sweeps clean all tent frames and outhouses and silo daily.
- Refills lamp and heater fuel daily plus maintenance of same.
- Prepares (sleeping bags) and linen ready for new guests.
- Dries, folds and stores laundry - old sheets, linens, towels, etc. in camp.
- Relays cleaning supplies needed, etc. to manager.
- If less than eight guests "**camp manager**" does these tasks; if eight or more then this is a full-time position.
- Assists cook in all preparation of meals and cleanup as requested (i.e. peeling vegetables, setting the table, dishes, shore lunches, baking, serving, checking inventory, etc.)
- Any other duties as assigned by Camp Manager.

SITE EVALUATION

- As some guests were booked at the camp for June 15, we felt the selection of a new tent camp site was critical.
- Our criteria' for site selection included:
  - water levels for safe float plane landing, boat travel and docking
  - timing of spring breakup in camp vicinity
  - prevailing winds
  - access to good fishing, both in good and bad weather
  - soil conditions and ground cover
  - potential forest fire danger or bear harassment
  - acceptable area for ease of construction and grey water drainage
  - room for expansion
  - historical and traditional cultural considerations
  - availability of firewood and log timbers for tent frame bases and docks
  - Proximity to Lac La Martre; being too close to the community can be a detriment due to local fishing traffic and pressure and staff wanting to frequently return to Lac La Martre
  - access to drinking water
  - Southern (maximum sunlight) exposure
  - Mosquito/black fly problems - amount of brushing needed
- We reviewed a map of Lac La Martre with a couple of the main guides, Co-op manager, new lodge manager, and discussed possible sites.
- Traveling by snowmobile we inspected the old site at "Big Sky" and took inventory of tent frames and wood. We then travelled to Clemy Island and spent 4 - 5 hours evaluating the island in general and the preferred site. We also had a first-hand look at other areas including "Big Island" and a number of islands between "Big Island" and Lac La Martre.
- The Grandin River mouth site at the north end of Lac La Martre was not considered at this time primarily due to distance from the community - this however may be considered as a second campsite in the future.
- We recommended the site on Clemy Island, which was suggested to us as the community's first choice.
- Although we travelled on the ice and could not first-hand tell of float plane or boat access and water depths, we received positive feedback from a number of local people who have used the Clemy site for years.
- All other site selection criteria are generally positive at Clemy including two main considerations. A) if heavy winds and rough water prevail guests can still do some fishing and B) float planes should be able to land there in most any conditions or weather direction.

MENI DENE CAMP - CLEMY ISLANDLAC LA MARTREGENERAL NOTES TO SITE PLAN:

A minimum of 5 **lbs.** ABC dry chemical fire extinguisher at each sleeping tent mounted on wall brackets.

Minimum of 10 lb. ABC dry chemical fire extinguisher in kitchen, shower tent and by fuel storage and storage silo mounted on wall brackets.

1 fire pump and "forestry" type fire hose 250' long situated centrally in camp.

"Exit" signs over all tent frame exit doors.

Outhouses frame 2x4 and ply construction. Two coats porch and floor enamel paint walls and floor. Toilet seat with cover. Vented and screened. 5'x6' pit, or as deep as possible, below outhouse - cribbed. Latched door.

All tent frames 2"x10" floor and 2"x4" wall studs construction with 3/8" ply sides 6' high and 1/2" ply floor on 16" **centres**. Canvas cover and rain tarps on **all** tent frames. Tent frame floor is minimum 100 mm from ground.

Coleman camps for lighting with roof heat reflector.

Plastic windows in some tents with velcro fasteners.

All tent frames 100'+ from high water mark. (See site layout plan.)

Outhouses approximately 25' - 75' from closest tent frame.

Battery operated smoke detectors in kitchen, silo and sleeping tent frames.

Kerosun type oil space heaters in all tent frames except kitchen dining.

Minimum 16" from tent walls and other clearances as per approved manufacturer's specifications.

Wooden slat/grate outside of each tent frame door.

Metal frame double bunks and foam mattresses. Guests provide own bedding.

Pumped water from lake away from boat refuel area through garden hose to hot water tank - (propane) to three sinks and shower in shower unit and triple sink **in kitchen**. On demand pump supply system, battery (**12v**) operated.

Battery charged by portable generator - gas powered. Electrical water pump and water storage tank "in line" with battery powered demand pump for peak periods only (6 - 8am. and 6 - 8pm.). Approved electrical connections from water pump to generator with breaker switch. Installed by qualified electrical contractor.

Kitchen with propane stove and fridge each connected separately with copper hose to 100 lb. propane strapped securely to outside of tent frame.

**Shower** unit with propane freezer and propane hot water tank each connected separately with copper hose to 100 lb. propane strapped securely to outside of tent frame.

Propane fittings installed by licensed gas fitter and "soap" tested.

All structures minimum 20' apart.

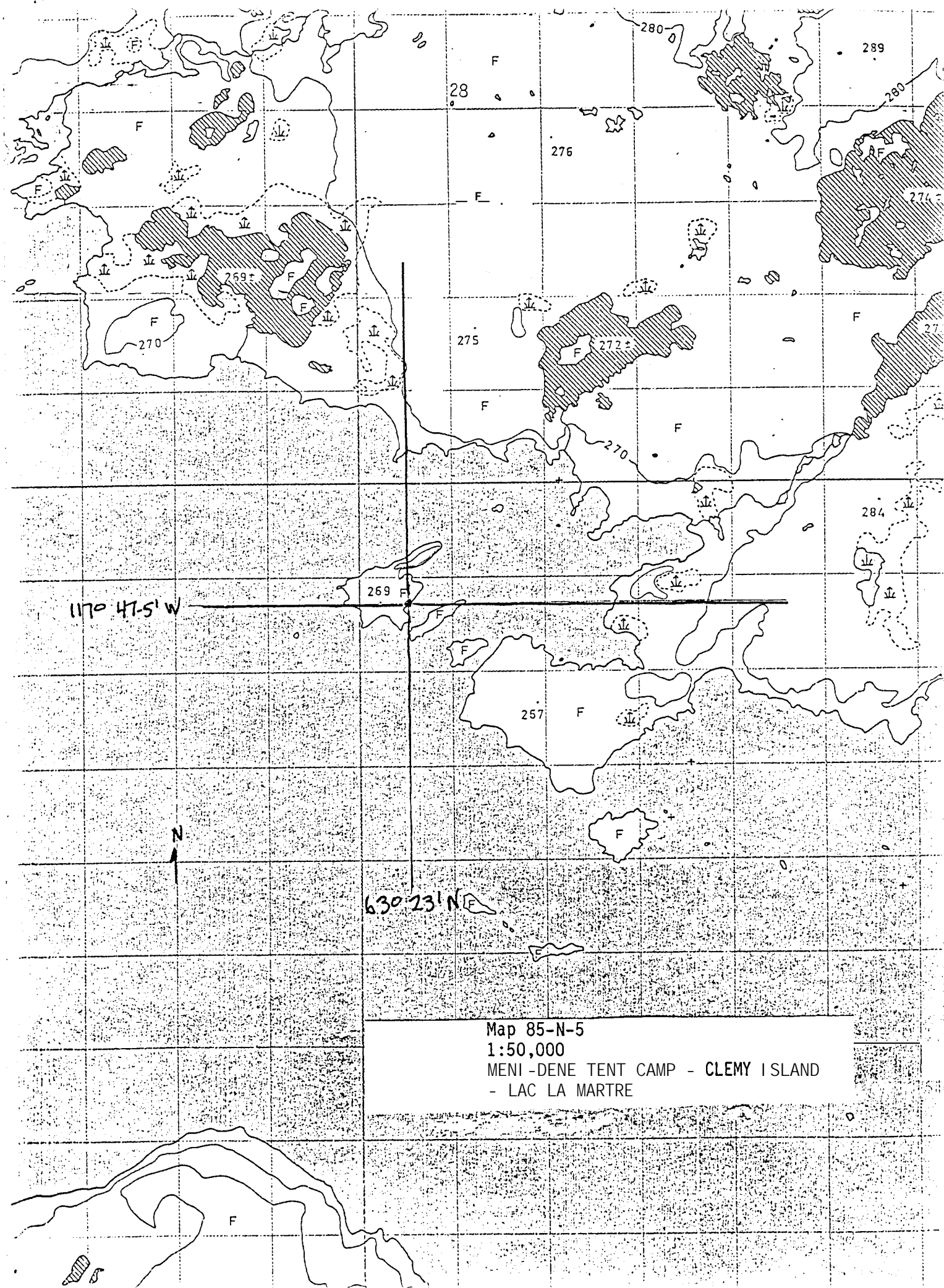
Grey water through flexible hose to leaching pit behind shower unit. Leaching pit cribbed and filled with sand and rocks - approximately 3' deep and 6'x6' in area.

Triple stainless steel sinks in kitchen. All table tops and counters/shelves two coats white porch and floor paint. (No lead paint.)

Garbage burn area on applied lease area as indicated but minimum 100' from main camp. Garbage separated. **Burnables** to 45 gal. vented burn barrel with grate top. Burned only on calm days. One 10 lb. ABC extinguisher close to burn area and access to "fire" hose and pump. Unburned garbage shipped back to Lac La **Martre** and taken to dump to ensure a **clean** camp and less attractive to bears.

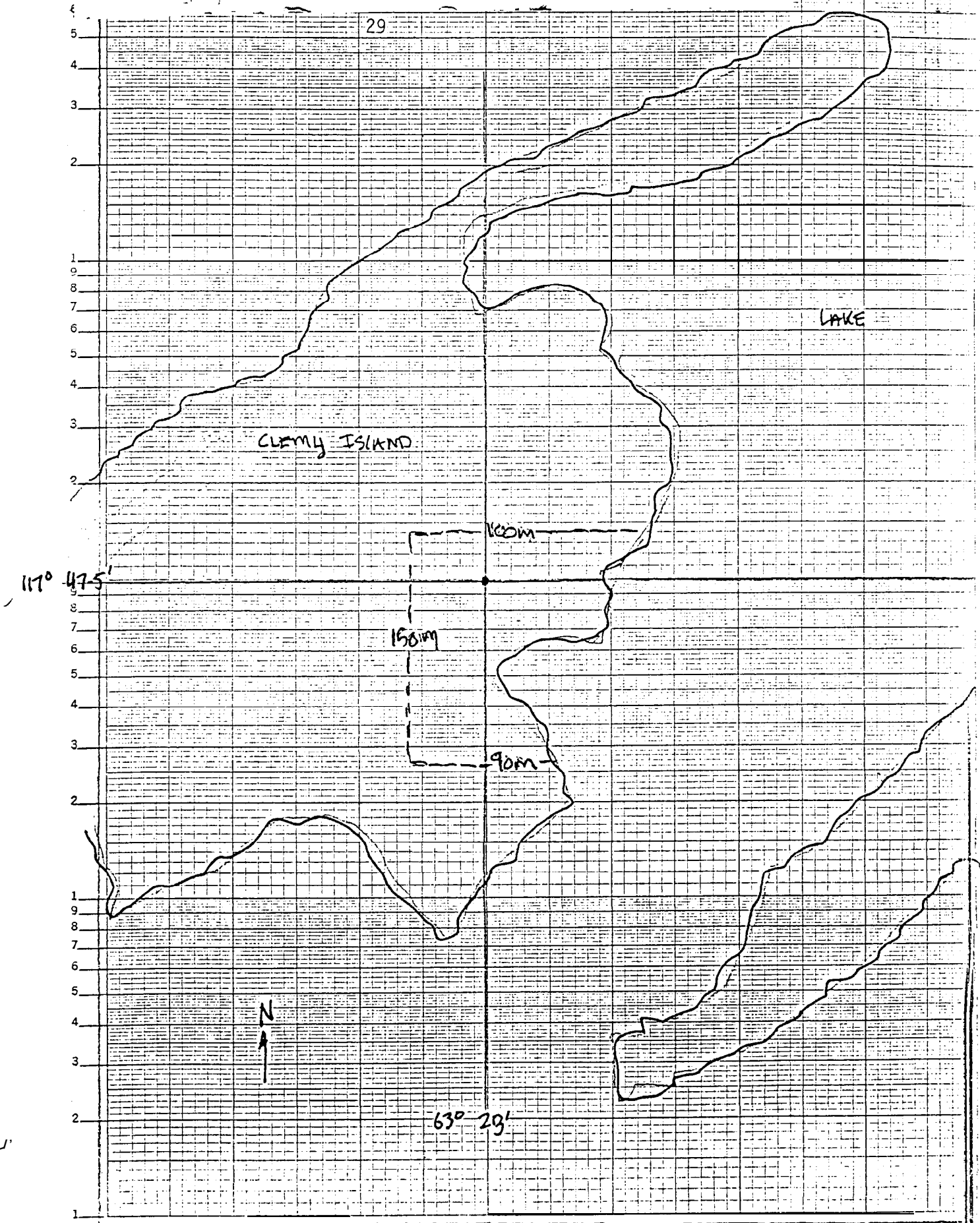
All tent frames numbered or "named".

- No smoking sign by fuel area. 5 gal. fill/mix containers and 45 gal. barrels - grounded with lead wires when being refueled.
- 14' "Westeel Roscoe" steel grain storage silo erected on 2"x10" framing and 3/4" ply and floor painted; used for storage and mechanical.
- A 4'x8' fish cleaning table with 2 coats porch and floor paint and, screened in. Fish guts to separate island.
- Radio contact from all camp via private frequency 4441, airline companies frequencies +5031. SBX11-A, JAP JSB-20 and/or CX25 radios at camp and base office in Lac La Martre.
- All tent frames 12x15 except dining tent at 16'x36' and shower unit at 16'x24'.
- First aid kits in all boat boxes. Large first aid kit and manual in kitchen/dining tent.  
Fly proof metal garbage cans with lids; 3 large in kitchen/dining, one in shower unit and 1 each small in all other tent frames.
- Propane hot water tank vented with approved stack through insulated ring to outside. Tent # 8, 9 and 10 guides own tents on plywood floor base.
- Flat building area - generally rock with little soil cover near lake which increases away from the waterline to depths of 6'-8' plus; mixture good soil, sand, gravel. Area brushed.
- Fibreglass or PVC/plastic water storage tank - 200 gal. on interior of tent frame to prevent early September freezing.



Map 85-N-5  
1:50,000  
MENI-DENE TENT CAMP - CLEMY ISLAND  
- LAC LA MARTRE

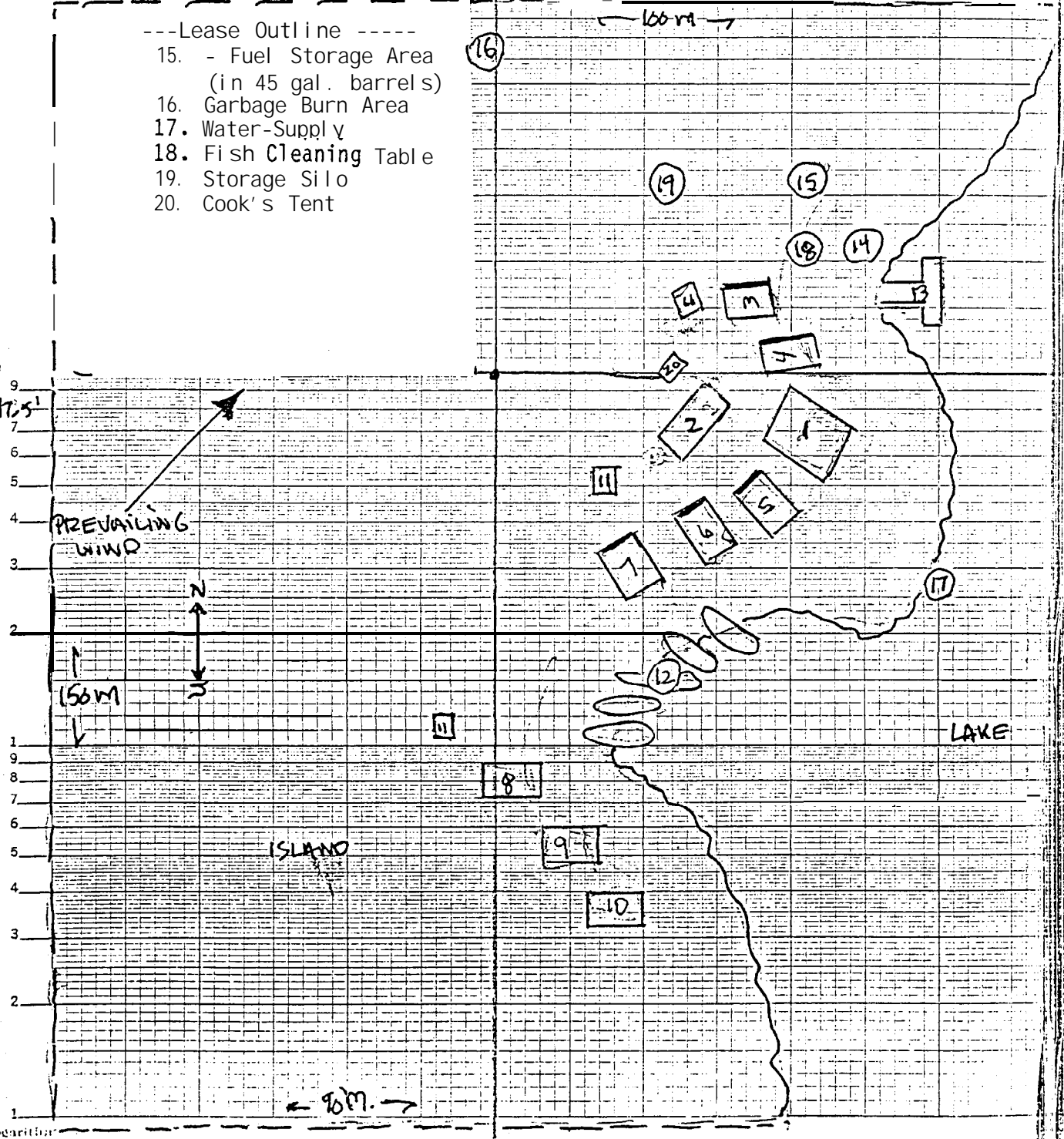
1:5,000 approx.  
- MENI-DENE TENT CAMP - CLEMY ISLAND - LAC LA MARTRE  
- Approximate lease area

MEN I-DENE TENT CAMP - CLEMY ISLAND - LAC LA MARTRE  
SITE PLAN

- 1:500 approximately
- 1. -Cook Dining Tent
  - 2. Shower/Storage
  - 3. Guest Tent
  - 4. Guest Tent
  - 5. Guest Tent
  - 6. Guest Tent
  - 7. Manager's Tent
  - 8, 9, 10 Guides Tents
  - 11. Outhouses
  - 12. Boat Slip Area
  - 13. Plane Dock
  - 14. Fuel Mix Platform

- Lease Outline ---
- 15. - Fuel Storage Area (in 45 gal. barrels)
  - 16. Garbage Burn Area
  - 17. Water-Supply
  - 18. Fish Cleaning Table
  - 19. Storage Silo
  - 20. Cook's Tent



Semi-Logarithmic  
1 Cycle x 10 to the left



Scale 1" = 4'

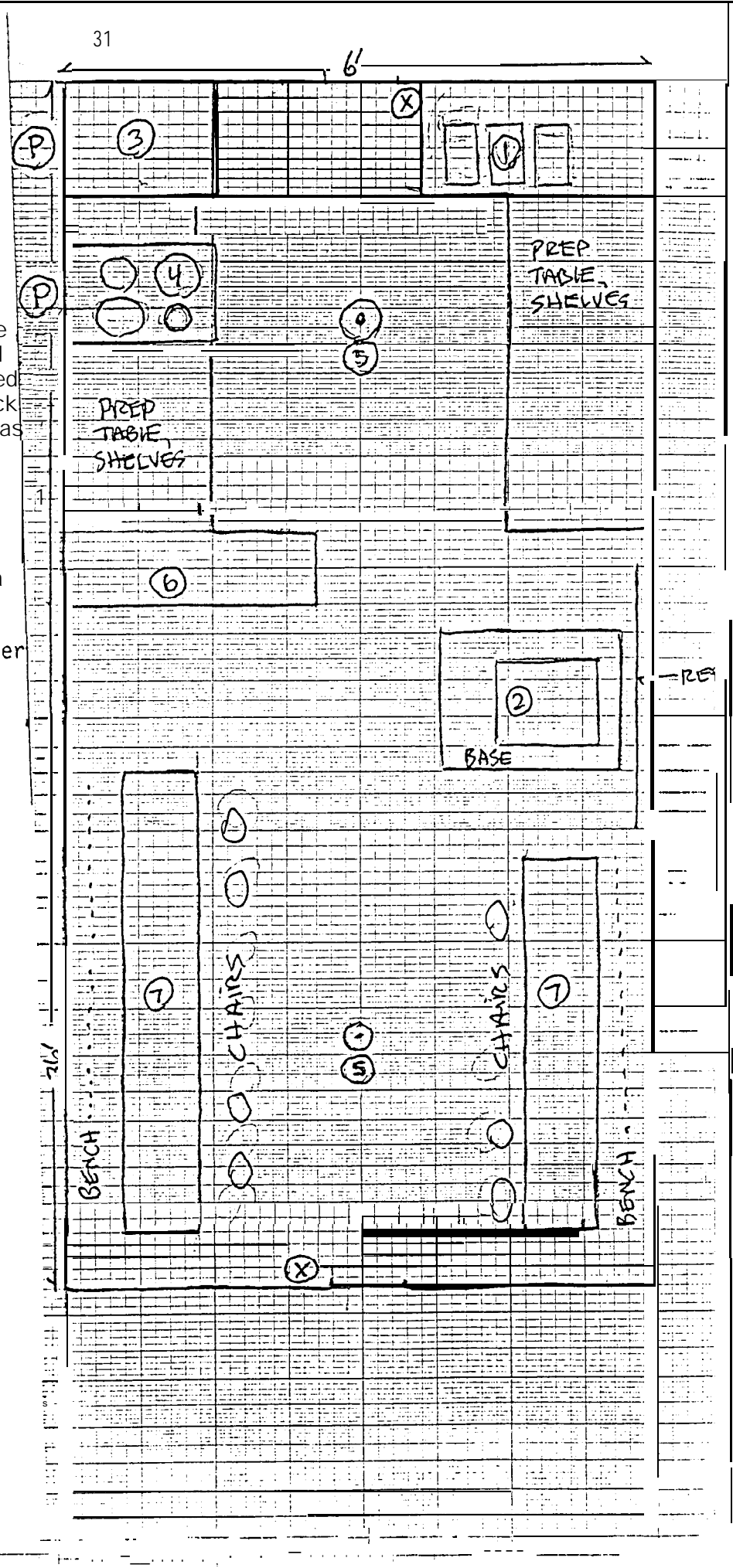
#1 COOK TENT/DINING AREA

See "General"

16'x36' x6' tent frame  
canvas on 2'x4' walls  
tables & shelves 2 coats  
high gloss lead free paint &  
Mac Tac cover.

- 1. Triple Stainless Steel Sink
- 2. Approved Kent wood stove with damper, insulated pipe, roof cap, tin covered base over drywall on brick or rock legs and backing as stove specs.
- 3. Propane fridge
- 4. Propane stove/oven
- 5. Battery powered smoke detectors
- 6. Maps and display area
- 7. Table

- (X) 10 lb. ABC fire extinguisher
- (O) log Beam - Post
- P 100 lb. propane tanks

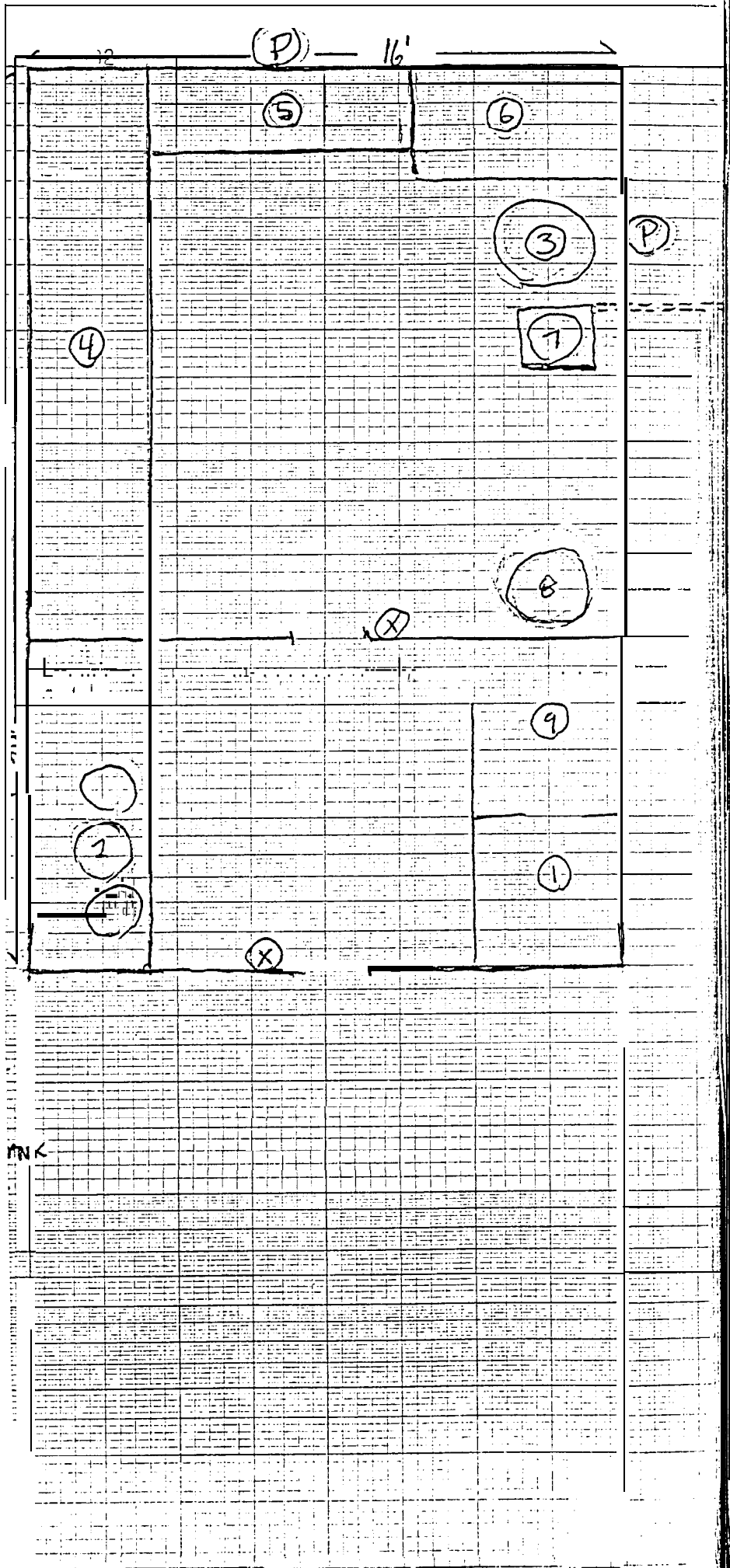


Scale 1"=4'

#2 SHOWER/STORAGE

- See "General" 'x24' tent frame

1. Painted, washable steel shower unit
2. Sinks
3. Propane h/w tank vented to outside
  - Water source lake to battery charged trailer type pump through garden hose to h/w tank. 110 volt pump and storage tank (optional) for peak demand only. Water lines to shower, sinks in this unit and triple sink in kitchen. Pipes inside PVC 3" pipe between two tent frames.
4. Dry Storage
5. Propane Freezer
6. Water Storage Tank (optional)
7. 110 V Water Pump (peak use only)
  - Power Cord - all weather to generator
8. Electric Washing Machine
- (P) - 100 lb. Propane Tank securely strapped.
- (X) - 5 lb. ABC Fire Extinguisher
9. Change Area



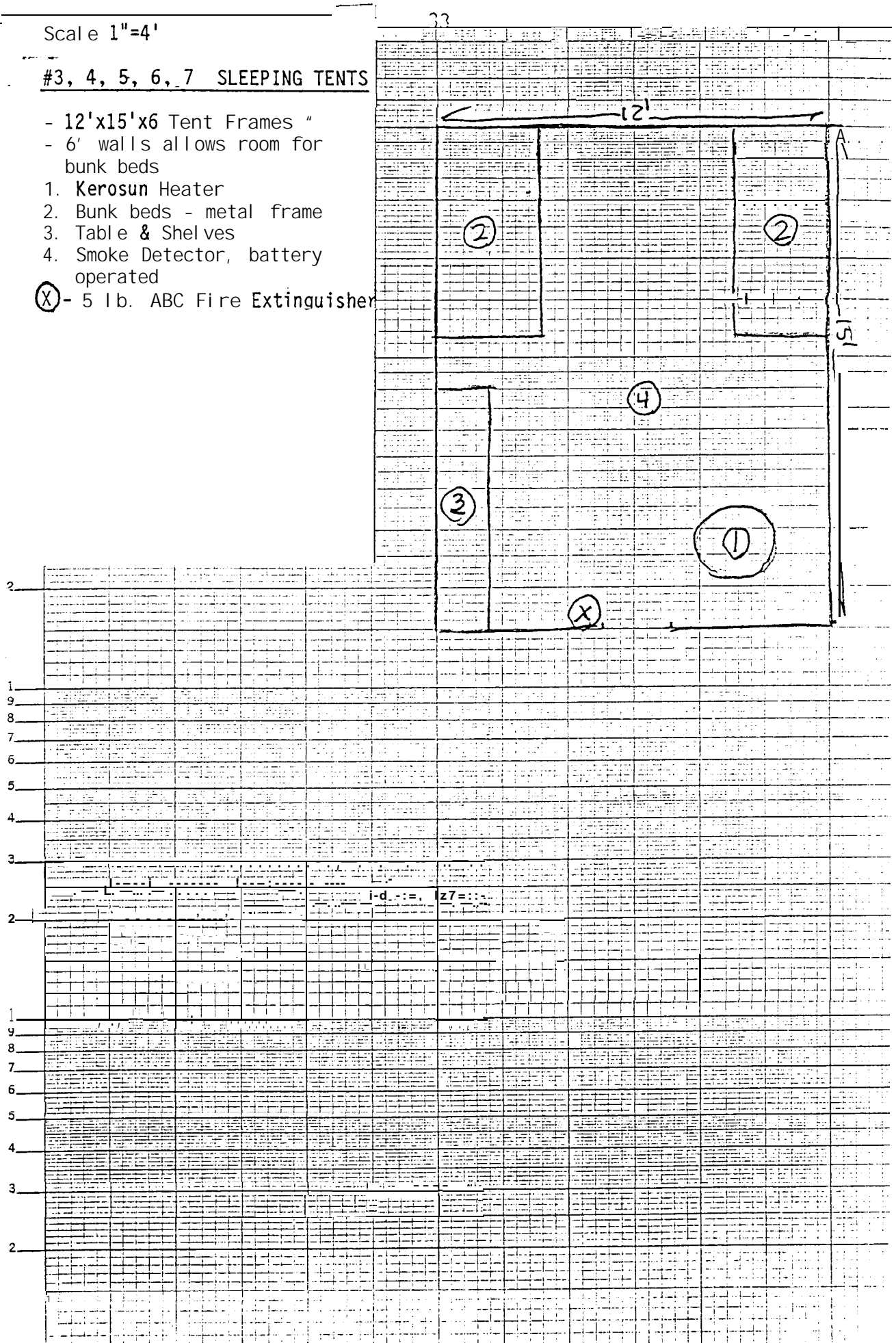
Scale 1"=4'

#3, 4, 5, 6, 7 SLEEPING TENTS

- 12'x15'x6 Tent Frames "
- 6' walls allows room for bunk beds

1. Kerosun Heater
2. Bunk beds - metal frame
3. Table & Shelves
4. Smoke Detector, battery operated

(X) - 5 lb. ABC Fire Extinguisher

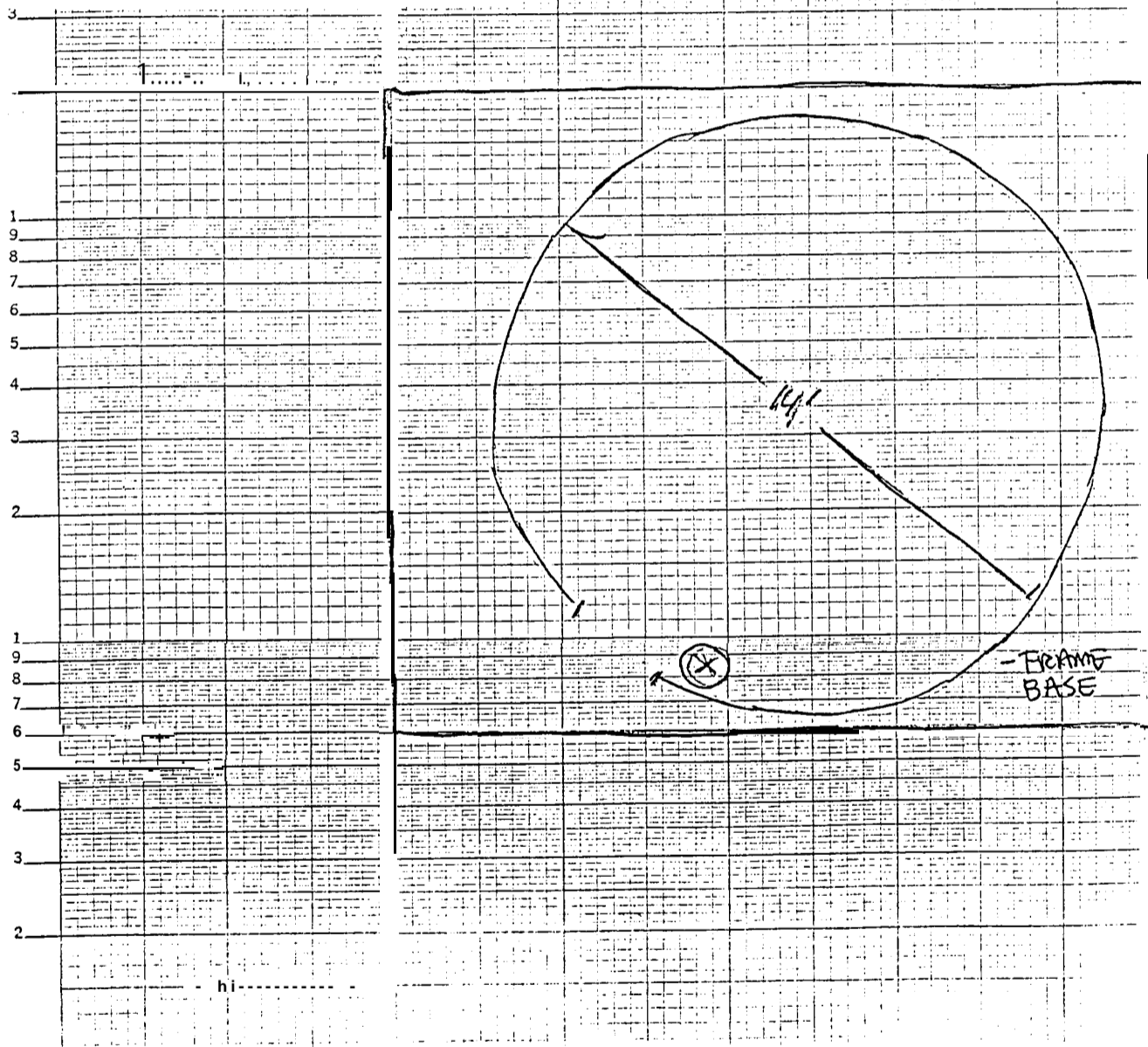


Seal e 1"=4

#19 STORAGE SILO

- See General
- 14' Diameter Westeel Roscoe (grain storage type) all steel unit.
- Floor 2"x10" 16" centres
- 5/8 ply floor, painted
- 2"x4"x ply shelves painted
- (X) - 5 lb. ABC Fire Extinguisher

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## INTRODUCTION

### CAMP MATERIALS AND EQUIPMENT LIST

In conjunction with the camp manager we completed an inventory of recent purchases, tent frames, etc. at "Big Sky" camp; and all available equipment at the Lodge or in Lac La Martre relating to the camp.

A detailed site plan (attached) was completed and a required materials and equipment list for the new camp was detailed in two categories:

- A. existing equipment
- B. needed equipment and cost estimates.

- Equipment needing repairs includes all outboard motors, water pumps, boats, nets, and generator. Some damaged props can be rebuilt, and **re-used** or **sold** locally if not compatible with new motors; new spares such as 20 hp Mercury props should be sold locally.

Fire extinguishers refilled and checked; radios checked and new frequencies and recoils added; shore lunch boxes repaired.

Total equipment costs were estimated at \$44,813. Optional equipment (not essential this year - but recommended) totals \$26,420. Total costs, less optional are \$18,393.

Major considerations when compiling the "Site Plan" and "Materials and Equipment" were:

1. initial cost and transportation
2. simplicity of construction
3. simplicity of repairs or replacement (i.e. water system propane system, common outboard motors)
4. safety
5. insurance
6. the assumption that for the "no noise" factor and for simplicity of regulations (fire safety) that the generator be used only to charge the batteries for the water system and that no electrical wiring is needed

The water, electrical and propane system should be hooked up by a licenced tradesman.

CLEMY ISLAND MATERIALS AND EQUIPMENT LIST

(MAY 8, 1990)

TENT CAMP (12 guest)

	<u>Item</u>	<u>Approx. Price</u>	<u>On Hand</u>	<u>To Be Purchased</u>
1	Shower & Dry Storage Tent 16x24x6		X	
5	Guest Tents 12x15x5		X	
2	Tents 8 x 10 staff		X	
1	Cook/dining 16x36 army tent (cook, dining)		X	
1	Propane Fridge		X	
1	Propane Stove		X	
1	Propane Freezer		X	
1	(optional) Westeel Roscoe storage unit 14' diameter with shipping to Lac La Martre	\$4,000		X
1	storage unit floor 2x10 and 5/8 flooring and shelving for storage unit	\$1,000		X
7	18 boats		X	
7	20-25-30 hp Johnson, Evinrude or Yamaha motors - long shaft with tanks and hoses		X	
7	(optional) 7 hp or 9.9 Johnson, Evinrude or Yamaha back up or trolling motor with tanks and hoses and freight @ \$1,800 x 7 =	\$12,600		X
2	Large clear white tarps @ \$175 =	\$350		X
6	Clear white tarps @ \$70 =	\$420		X
10	5 gal. cans with lids		X	X (caps)
12	Paddles		X 13	
12	Moulded boat seats	\$35	11	1
12	Life jackets		X	
6	Spare Props 20-25-30 hp	\$630		
4	Spare Props 8 or 9.9 hp (optional)	\$320		
	Various pins, spare plugs	\$200		X
12	Nets, large		X	
6	Nets (small grayling)			
2	Water pumps (heavy duty)		X	
1	200' Fire Hose & Brass Nozzle in 50' lengths @ \$125 ea. =	\$500		X
3	5 lb. ABC Fire Extinguishers @ \$70	\$210		
4	10 lb. ABC Fire Extinguishers @ \$90	\$360		X
2	Portable Hand Pump Water Type Fire Extinguisher @ \$200	\$400		X
12	3" Heavy Core Foamies (guests) @ \$30	\$180	6	6
9	3" Single Foamies (staff) @ \$30	\$180	3	6
8	Bunk Beds (8 x 2 people = 6)		X	
5	Lumber, hand-built beds		X	
250'	Rope, assorted uses	\$150		X
6	Boat Boxes (wooden) each to contain one cast iron fry pan, 2 pots, 1 tea/coffee pot, spatula, 3 sets knives, forks, spoons, cups, plates, bowls, salt & pepper shakers, flare guns, tarp, filet knives, can openers, first aid kit, @ \$200 =	\$1,200		X

	Item	37	Approx. Price	On Hand	To Be Purchased
12	Pillows		\$150		X
24	Pillow Cases		\$100		X
12	Sleeping Bags (used as covers)			X	
12	Wool Blankets			X	
12	Bed covers			X	
1	Hand Wobble Gas Pump		\$200		X
1	Grease Gun			X	
1	Ringer Washing Machine, electric		\$600		X
1	Propane Hot Water Tank		\$500		X
1	Triple Stainless Steel Kitchen Sink		\$350		X
3	Bathroom Sinks @ \$100		\$300		X
1	Basic Steel Shower Stall with Fixtures and Curtain		\$450		X
6	100 lb. Propane Tanks			X	
15	Chairs @ \$75		\$375		X
4	Large Garbage Cans @ \$30		\$120		X
7	Small or Medium Garbage Cans		\$140		X
3	Brooms and Dust Pans		\$50		X
4	Toilet Seats @ \$20		\$80		X
	Assorted Camp Tools - Hammer, Saw, 3/8 Drill & Bits, Square, 50' Tape, Level, Wrenches, Socket Set, Screwdrivers, Skill Saw and Spare Blades, Tool Box		\$750	X	X
6	Fish Scales @ \$50		\$300		X
8	Coleman Lanterns @ \$70		\$560		X
	Spare Mantles, and Globes		\$50		X
12	Sets Rain/Foul Weather Gear			X	
6	Shore Lunch Boxes "			X	
	- Complete kitchenware for 25 including melmac plates, soup bowls, mugs, glasses, utensils, 3 large perk coffee pots, 2 tea pots, 4 trays, 4 muffin trays, 4 cookie trays, 3 non-stick large fry pans, 6 assorted pots, 4 juice containers, 1 grater, 2 spatulas, 3 carving/slicing knives, 1 hand beater, 1 strainer, 1 roller, 2 labels, 2 serving spoons, 2 tongs, 2 large mixing bowls, 6 pie plates, 2 can openers, 6 S&P shakers, etc.		\$2,000		X
2	Trailer type on demand Water Pumps @ \$129		\$258		X
	200' Heavy Duty Garden Hose		\$200		X
2	Heavy Duty Marine Type 12 Volt Batteries @ \$190		\$380		X
1	12 Volt Battery Charger @ \$125		\$125		X
	Assorted connections as per water system		\$300		X
	Assorted connections as per propane system from 100 lb. propane cylinders to propane fridge, freezer and stove		\$600		X
	Additional labour - storage unit setup - propane and water system		\$2,000		X
5	Kerosun Heaters, Omni 105 @ \$3350 ea.		\$1,800		X
6	Welded Dock T-Plates (to tie up planes)		\$100		X
7	Battery Operated Smoke Detectors @ \$20		\$140		X

	Item	38	Approx. Price	On Hand	To Be Purchased
1	Kent Woodstove with window and approved chimney and base for same		\$1,300		X
10	Gal. Porch and Floor Paint @ \$40/gal.		\$480		X
1	Portable Generator			X	
	Various Misc. i.e., "Exit" and "No Smoking" signs, door hinges & latches, screen, plasticized maps of the lake		\$500		
2	Radios (base) @ \$3,000 ea. with separate camp channel plus N.W.T. telephone channel, 1-2 airline frequencies and 5031 local frequency. Complete with frequency crystals and aerials (optional and dependant on reparability of existing aerials)		\$6,000		
1	Large Camp First Aid Kit		\$150		
		TOTAL	<u>\$44,813</u>		

Of the above list, these are optional:

- Steel silo, base and construction \$7,000
- 2 new radios, \$3,000 ea. \$6,000
- 7 trolling and backup motors \$12,600
- 4 spare props \$320
- Heavy duty Fire Hose \$600

OPTIONAL \$26,420

TOTAL TO BE PURCHASED LESS OPTIONAL \$18,393



Camp Set-Up Schedule & Costs

Week 1 one trip to complete the site layout and four trips to take lumber to the site have been completed, the total actual costs for labour, gas, oil, food, machine rental, and parts were \$3,800.

to dismantle the old camp site and clear the new one, 8 men for three days at \$150 a day plus gas is proposed for a total cost of \$3,800.

Week 2 to transport the materials, outhouses, picnic tables etc. from the old site to the new one will take three men 1 day and three charters trips for a total cost of \$2,300.

Week 3 to construct the new camp site will take 8 men 7 days at \$125 day plus gas and will take a plumber 2 days at \$40 an hour for a total cost of \$7,600.

Week 4 to complete the painting, hookups, and fine tuning one maintenance /security person for 14 days would be kept at the site, paint and nails etc. would also be supplied for a total cost of \$2,500.

Total Estimated Camp Set Up Costs \$20,000.00

### Instructions for Use of the Inventory Log Book

It is the responsibility of the Lodge Manager to ensure that all equipment for the Lodge and Tent Camp is listed in the Inventory Log Book and is clearly marked as belonging to the Co-op .

The Log Book should be updated whenever purchases are received, equipment is given maintenance or sold, during opening and closing of the Lodge and Camp, and during annual inventory counts.

Separate sections should be set up for each major category of equipment and should contain the following details:

- \* description of item
- \* serial #
- \* date purchased
- \* supplier
- \* cost
- \* dates of maintenance carried out
- \* date of annual inspection
- \* estimate of annual use of the equipment
- \* estimate of condition of equipment
- \* date sold
- \* sales price

Categories of Equipment can be adjusted and should include:

- \* outboard motors
- \* generators and water pumps
- \* paddles
- \* nets
- \* life preservers
- \* boat boxes
- \* boats
- \* props and spare parts
- \* fire extinguishers
- \* boat seats
- \* tents
- \* sleeping Bags
- \* linen
- \* cooking & dining utensils
- \* appliances
- \* rain gear
- \* garbage cans
- \* tent platforms
- \* picnic tables
- \* beds, tables, and chairs
- \* other

The Inventory Log Book should be kept in a secure location.

MARKETING PLAN (Summer 1990) `

In light of the minimal marketing activity over the fall/winter of 1989-90 and assuming that a full marketing strategy will be in place by the fall of 1990, below are listed considerations for immediate implementation as a summer 1990 marketing plan.

A. That a GUEST QUESTIONNAIRE (see attached) be completed by all lodge and camp guests this season and that a summary of the comments be tabulated by the Co-op manager and be made available to the board. Action should then be taken, based on the reasonable comments received.

B. The camp should not rely solely on BOOKING "AGENTS" for business. Part of the recommended role of the new position - hotel/lodge camp manager is to actively promote all three facilities and based on a 3-year marketing strategy only part of which would be a booking agent relationship. Additional quality booking agents should be encouraged to visit and in future book for the camp.

C. That a written "BOOKING AGENT AGREEMENT" be put in place with Bill Tait, Canada North Expeditions, and with other qualified and interested booking agents. (See enclosed Booking Agent Responsibilities/Relationship) .

D. That PHOTOS (SLIDES AND PRINTS) AND GUEST TESTIMONIALS , and written material be gathered over the summer from past guests, booking agents, co-op files, writers and photographers.

E. That PROFESSIONAL PHOTOGRAPHERS be given a specific LIST OF REQUIRED PHOTOS of the lodge, camp and Lac La Martre. We suggest \$1,000 be budgeted for this as well as soliciting assistance from Travel Arctic, Department of Economic Development and Tourism, Northern Frontier Visitors' Association, and Department of Culture and Communications, who employ photographers or other sources to provide professional photographic services. **Specific photos** with release forms for individuals whose photos are taken include:

Lodge - interior and exterior of building; view from community and from the lake; people in front of fireplace; **clean**, fully equipped boats lined up on beach in front of lodge; guests dining with window view to lake in background.

Camp (after completion) - overall camp view from lake and from low flying airplane; cooking dining tent with cook and fresh baked **bannock**, pies, etc. ; **guides and guests** in **fully** equipped clean boat: guests and **guide with fish** ready to release - with various species - lake trout, northern pike, **grayling; fly fishing.**

community - arts/crafts; log buildings with **people; smoke** houses (teepees); drying fish or caribou; **hotel interior** and exterior **with people; hotel bedrooms and dining area;** guest, guide and fish in front of sign.

F. That during summer of 1990, quality, proven SPORTS/TRAVEL WRITERS, WHOLESALERS AND AGENTS be hosted to review the product, and in turn to promote and or write about the "fishing" product in Lac La Martre. We recommend hosting two to three professional writers and two to **three** agents wholesalers based on input from **Travel Arctic, Northern Frontier Visitors' Association,** and your existing booking agent. This should only be done after the **new camp is** completed to approved standards and when their **trip is** guaranteed to be a quality positive experience. - Writers for magazines such as Peterson's Fishing, **Fly Fishing, Sports Afield, "Up Here", Northwest Explorer (N. W.T. Air)** are recommended.

G. That for this SUMMER INQUIRIES AND BOOKINGS be the responsibility of one person, the camp manger when in town or the **Co-op** manager when the camp manager is out. Inquiries should be answered with standard **replies** and brochures available for distribution. Records should be kept of all inquiries and responses.

H. Based on these price comparisons below we find the older, long established "**top** quality" **full** service lodges with comfortable frame buildings such as **Plummers,** are less expensive than Meni-Dene which offer tent frame accommodations and variable service. We RECOMMEND LOWERING THE PRICE FOR 91 (and possibly 90) and **strive** to **get more volume** which in turn makes more efficient use of **facilities** and manpower. **Meni-Dene** should not expect to compete, at **least** for a number of years **with** the quality of accommodations and service as offered by other lodges such as **Brickers** and **Plummers.**

Comparative all inclusive sport fishing packages from Yellowknife 1990 (in U.S. \$) are:

	<u>5 Day</u>	<u>7 Day</u>
Plummers Great Slave Lake Lodge	1,145	1,945
MacKay Lake Lodge	1,575	2,100
Frontier Fishing Lodge (Snowdrift)	N/A	1,990
Meni-Dene	1,375	1,925

I. That by September 15, 1990, all past photos; recent (summer 1990) professionally t'aken photographs and updated written information including 1991 prices; and a rough idea of brochure layout be given to various Yellowknife firms to quote on layout and production of a NEW FULL COLOUR BROCHURE as part of a 3-year marketing strategy. Quotes should be reviewed and go ahead given by October 1 with new brochures to be ready by November 15.

J. Initiated, with the federal Department of Fisheries, a camp/lodge "FISH DIARY PROGRAM" should be initiated. This program can be administered by the camp manager with input from federal Fisheries who will keep track of all sport fishing data, i.e., location of catch, numbers of each species caught and/or released, size, decreased fish, etc. Data will then be valuable for both future fish management and marketing needs. Contact: George Low, Department of Fisheries and Oceans, Hay River.

K. That AIRLINES with scheduled flights to Lac La Martre (Ptarmigan and Latham Island) be approached to discuss special rates, packages from Yellowknife, freight subsidies, and in general how to co-operate further for mutual benefit.

L. That a CAMP/LODGE STAFF PHOTO be taken and be part of a brochure, as a framed blow up with names indicated and to be placed in the camp, lodge and hotel with smaller copies for each staff member.

M. That a SIGN: 4'x8' OR 8'x16', colour, professionally done, with the camp name be put at Clemy in a position so that guests can be photographed with the sign, camp and lake in background.

N. That 1989/90 magazine ADS that were coded BE ASSESSED TO DETERMINE RESPONSE in total numbers and in actual bookings.

o. That serious consideration be **given to the need for a LONG TERM LODGE/CAMP (and possibly hotel) MARKETING STRATEGY** and corresponding budget. Ideally **this** should be completed by October 1, 1990.

p. That the Meni Dene Lodge General Information Package as presented to guests arriving at the Lodge be updated and include:

- guests and **guides** to wear **lifejackets**  
due to **the** dangers of **inclement** weather and the **indepth** knowledge the **guides** have of **the** lake, **guides will decide** when **it is safe to fish** and when **to travel** on the lake
- **fish** conservation measures are in effect **to** maintain the valuable **fish** resources forever and **guests** should consult the Camp Manager regarding **these** policies
  - guests not to provide **ant** alcohol to the staff
  - guests to refer **all** suggestions or complaints to the Camp Manager
- that although staff hunting or **fishing is not** allowed **while guiding**, it is an integral part of **traditional** Dene lifestyle and should be respected

GUEST QUESTIONNAIRE:

Dear Sportsman:

We thank you for having chosen Lac La Martre for your recent holiday. As this is the first year for our new tent camp and as we continually strive to improve our facilities and services at our Meni Dene Lodge and camp, we look forward to your comments and suggestions. If you can take a minute or two to check (X) the appropriate line or fill in the blanks and return this questionnaire to our manager or drop it in the suggestion box at the camp or Meni Dene Lodge, it will be much appreciated.

1. Did you fish at a) Main lodge in Lac La Martre? \_\_\_\_\_  
 or b) Clemy Island camp? \_\_\_\_\_

Date: \_\_\_\_\_

2. Where did you hear about Lac La Martre? Friends Newspaper ads  
 Magazine ads Radio ads Articles Other

Explain briefly \_\_\_\_\_

3. Did you find your trip somewhat as expected after receiving information?  
 Yes \_\_\_ No \_\_\_

4. List, in priority, (1st being your main interest) why you visited Lac La Martre? Hiking \_\_\_ Boating \_\_\_ Fishing \_\_\_ Canoeing \_\_\_ Bird  
 Watching/Animals/Flowers \_\_\_ Relaxing \_\_\_ Community and Culture \_\_\_ Arts and  
 Crafts \_\_\_ Historical \_\_\_

5. What is your evaluation on the following? Excellent Good Fair Unacceptable
- |                              |       |       |       |       |
|------------------------------|-------|-------|-------|-------|
| - Camp Facilities            | _____ | _____ | _____ | _____ |
| - Transport to and from camp | _____ | _____ | _____ | _____ |
| - Food                       | _____ | _____ | _____ | _____ |
| - Fishing                    | _____ | _____ | _____ | _____ |
| - Guides                     | _____ | _____ | _____ | _____ |
| - cook                       | _____ | _____ | _____ | _____ |
| - Manager                    | _____ | _____ | _____ | _____ |
| - Other Staff                | _____ | _____ | _____ | _____ |

6. What are the three main changes/alterations you wish to see which would make your stay more comfortable at our camp/lodge?

1. \_\_\_\_\_  
 2. \_\_\_\_\_  
 3. \_\_\_\_\_

What are the three main features of our camp/lodge you appreciate most?

- 1. \_\_\_\_\_
- 2. \_\_\_\_\_
- 3. \_\_\_\_\_

7. Other Comments: \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

8. Would you be willing to have your name used as a reference? Yes \_\_\_ No \_\_\_

9. Do you know friends or business associates who may be interested in receiving more information about our camp/lodge?

Name: \_\_\_\_\_ Name: \_\_\_\_\_ Name: \_\_\_\_\_

Address: \_\_\_\_\_ Address: \_\_\_\_\_ Address: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Phone #: \_\_\_\_\_ Phone #: \_\_\_\_\_ Phone #: \_\_\_\_\_

Fax #: \_\_\_\_\_ Fax #: \_\_\_\_\_ Fax #: \_\_\_\_\_

We thank you for your time in answering the questionnaire - please return it (signed or unsigned) to the manager on-site or to the suggestion box.

Your name: \_\_\_\_\_

Address: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Phone: (h) \_\_\_\_\_ (w) \_\_\_\_\_ Fax: \_\_\_\_\_

Thank you. Good fishing ... and we look forward to hosting you again in Lac La Martre.

\_\_\_\_\_ Co-op Manager



BOOKING AGENT RESPONSIBILITIES/RELATIONSHIP

Due to existing difficulties being encountered and to improve efficiencies and lines of communication we are suggesting the following guidelines be implemented immediately.

Agent to discuss with the lodge manager the overall "lodge/camp marketing plan" and who is actually responsible for what.

The Co-op will confirm space at the camp or lodge on receipt of 1/3 deposit of total per person less 15% standard commission retained by the booking agent.

The balance of 2/3 to be received by the Co-op 10 days before departure.

Standard commission to agents is 15% of gross.

We do not suggest an exclusive with any agent as we believe none could guarantee capacity occupancy.

If a booking agent arranges for a specific travel writer, the agent may expect only his name/address on the written article.

Magazine coverage should be guaranteed, if possible by the magazine before bringing a writer.

In general the lodge/camp may be responsible for:

provide updated brochures, price costs and information for the following year by November 15.

provide copy of colour brochure, photos and marketing aids to the booking agent.

Provide a certain number of brochures with a "blank" address space for agent's name, phone and address.

to host, at no charge, a limited number of quality, professional, proven, travel writers, agents, photographers, film crews, on the advice and agreement with booking agents, consultants and Travel Arctic.

In general the booking agent may be responsible for:

using the brochure and various marketing tools to sell spaces at the camp and lodge.

Make suggestions to and co-operate with Meni-Dene re. marketing ideas, etc.

INSTRUCTIONS FOR THE USE OF BOOKING BOOK

- Kept by phone where reservations made.
- Lodge manager keeps up to date.
- All information for bookings A) **Clemy** Island Camp  
B) Lodge in Lac La Martre  
by week or **day**  
booking by tent frame - **Clemy** camp or by group at lodge.  
charter sked flight (guest arrival times).  
staff at each location listed.  
room for more information i.e.,: fuel needs, food orders needed on which  
day, etc.
- Camp manager to have an updated copy of this.  
Dates extended in book to end of season and for following year.  
Brochure, booking rates, and information kept with this book.

## Meni Dene Lodge

## Operating Budget 1990

SALES :	'50 Customers @ \$330 day x 7 days	115,500
	(max sales possible \$277K or 120 customers)	10,400
	less commissions ( 30 guests @ 15%)	47,600
	less cost of Goods Sold (\$136 day/guest)	<u>57,500</u>
GROSS MARGIN:		15,000
EXPENSES:	Salaries Camp Manager (\$3K x,5 mths)	8,500
	Salaries Co-op Mgr (50% Of time x 5 mths)	2,500
	Telephone	125
	Insurance (Co-operatots \$250K + \$1m. liab.)	4,000
	Advertising	500
	Licences	500
	Travel	5,000
	Repairs & Maintenance	4,000
	Benefits (WCB, UIC, CPP)	1,000
	Office Supplies	14,875
	Interest Expenses (1/4 of \$425K @ 14%)	1,200
	Depreciation Lodge (\$12K @ 10 Yr)	19,000
	Depreciation Equipment (\$57K @3 Yr)	19,600
	Depreciation Camp (\$98K @ 5 yr)	<u>95,800</u>
TOTAL EXPENSES:		(38,300)
PROFIT (LOSS) FOR PERIOD		

## BALANCE SHEET

ASSETS :	Buildings (not owned)	0
	Trailer	12,041
	Boats & Motors	57,000
	Tent Camp & Equipment	98,466
Total Assets:		<u>167,507</u>
LIABILITIES:	Share Capital	100
	Due to Affiliated Company (Co-op)	370,118
	Retained Earnings (deficit)	<u>(202,711)</u>
Total Liabilities & Members Equity		167,507

Attachment to Financial Statements

Meni Dene Lodge  
1990 Summer Operations

Cost of **Goods** Sold:

Cost per Guest per Day

<u>Guides:</u>	\$80 day for 2 guests	= \$40 day
<u>Gas &amp; Oil:</u>	10 gal per boat per day / 2 guests	= \$20 day
<u>Airfare:</u>	YK return, \$130 / 7 days	= \$18 day
<u>Food :</u>	\$30 day per guest	= \$30 day
<u>Charter to Site:</u>	\$225 / 8 guests / 7 days	= \$ 4 day
<u>Cook:</u>	\$10 hr x 10 hr day / 8 guests ave.	= \$13 day
<u>Propane:</u>	\$700 season / 50 guests / 7 days (stove, freezers, hot water heater)	= \$ 2 day
<u>Freight to Site:</u>	Yk charter \$1450 (propane)	
	LLM Charters (gas and food resupply) 5 @ \$225	
	total \$2575 \ 50 guests / 7 days	= \$ 7 day
<u>Gas &amp; Kerosene:</u>	(heaters, lights, generator) 5 gal day / 8 guests	= \$ 2 day
Total :		=\$136 day

**Notes:** no costs factored in for **handyman** nor **camp** attendant if more than 8 guests at the camp at one **time**, these additional costs will be incurred

a generator will be **used minimally at site** to recharge batteries and washing machine

any guests staying at the lodge in the community will be fed at the hotel and the hotel will claim the revenue and cover the expenses

**Notes to Balance Sheet and Financial Projections**

- Equipment:** Purchases to date of approximately \$60,000, and \$44,813 in purchases to be made were added on to the May 1/90 book value of \$32,609. The May 1/90 book value should be compared to the existing equipment list prepared for this study and missing and inoperable equipment written off. Part of this equipment is listed under Boats & Motors and part under Tent Camp.
- Cash:** As all purchases are being made using Co-op working capital, these amounts have been added to the May 1/90 balance of \$218,108 due to affiliated companies.
- Tent Camp:** This figure on the balance sheet represents the **remaining** book value (\$3466) of the **Big Sky** tent camp added on to the **costs** of the new **Clemy** tent camp. Various **picnic** tables, outhouses, and lumber **were** moved from the old to the new site.
- Lodge:** The ownership of **the** Lodge **is** presently being transferred from the Band to the Co-op. When **this** transfer **is** complete a nominal figure will be added to the Balance sheet.
- Debt:** At present the Lodge has no debt but for purposes of these statements as the Lodge has one quarter of the assets, one quarter of the debt has been factored into interest expenses
- Sales:** A price of **\$275** US a day or **\$330** Cdn has been used in promoting sales at the Lodge for the 1990 season. This rate is competitive and comparable to other rates being charged by other lodges. The price includes transportation to and from **Yellowknife**.
- Breakeven:** For the 1990 operating season 75 **full paying** guests are needed to breakeven. In 1989 there were 125 guests however all of these guests were not paying the full rate.
- Historical:** The Lodge has been operating since 1987 however the 1987 statements were considered to be inaccurate. In 1988 the Lodge expenses were out of control as evidenced by the purchase of an airplane. In 1989 the Lodge did not operate a tent camp, so in all three years of operation there is no real historical expenditure or revenue patterns to rely on.

## Policies

### Introduction:

In the past, operations of the Lodge have been made more difficult through misunderstandings resulting from lack of policies or conflicting policies implemented by transient Camp managers. We suggest the draft policies included here be discussed by the management and the Directors prior to the season's operations. All staff should then be made aware of these policies.

Listed next are 11 draft policies for consideration. We assume **as** the season progresses that additional policies will be discussed and agreed upon by the board and management and some existing policies altered.

1. All staff to review their translated job description, and camp/lodge policies, understand, agree to, and sign an employee agreement including. terms, wages, numbers of days, etc. before starting work.
2. That the lodge in Lac La **Martre** act primarily as a conference centre base and as overflow for hotel guests; all meals when possible will be in the hotel. All fishing guests will be primarily hosted at "**Clemy** Island tent camp".
3. The Camp manager is to do only minor motor repairs and regular maintenance. Tearing down an outboard bottom end or leg should be left to an outboard motor mechanic. Bringing a qualified mechanic from **Yellowknife** to spend 2 days repairing or checking all motors **may** be more cost efficient than sending motors out to **Yellowknife**.
4. All future outboard purchases to be same model and size to achieve compatibility of motors and parts. We suggest Johnson/Evinrude 25 or 30 hp as they are available via the **Co-op** and are easy to work on. Yamaha 25 or 30 hp is our second choice. Within 2 - 3 years all main motors should be a common brand of 30 hp using the same prop size and pitch.
5. Guides and other staff where applicable are to provide their own equipment. (See suggested list on guides job description) .

6. Boats, **motors**, gas or any other lodge camp equipment is not to be used for personal use of staff.
7. No personal fishing or hunting by staff is allowed while working.
8. If prop damage, motor or boat damage occurs too frequently according to the camp manager, repair costs may be deducted from guides wages.
9. If a guest wishes to fish after dinner in the boat, it must be with the agreement of the manager. Guests will pay the guide directly at \$\_\_\_\_\_ per hour. Maximum evening fishing will be 3 hours.
10. No consumption or possession of beer, wine or alcohol will be allowed by any staff.
- 11\* Daily communication should be maintained between the camp and the lodge.

EMERGENCY PROCEDURES

Camp manager and all staff should discuss and be familiar with emergency equipment, its location and how to use it: radio; fire extinguishers; "fire" hose and pumps; portable back-pack fire pumps; first aid kit, and camp bear gun.

Potential camp emergencies and procedures must be discussed with all staff and agreed on prior to season opening. All staff should be familiar with the **contents** of the first aid-kits.

**Emergencies** may include:

1. boat overturned, missing guide and/or guests
2. guests returning to camp with extremely cold/hypothermia
3. fire in one of camp tent frames
4. forest fire in general area
5. guest or staff heart attack, caught with fish hook, cut with axe, overexposure to sun, etc.
6. outboard motor quits, boat stranded
7. aircraft accident
8. bear harassment.
9. heavy winds

**Procedures** may include:

1. All people out of immediate danger - away from crash site
  - search party
  - away from fire
2. Provide immediate medical attention.
3. Call for help (other staff at camp; community by radio).
4. Prevent further damage (put out fire).
5. Assess reasons for emergency and how to prevent in future.



Guest Guidelines

In order to make your stay as **enjoyable** as possible, the following **guidelines** are **recommended** for your 'stay at Clemy Camp:

Please **find** out about our **fish conservation policies** and adhere **to** these policies.

Please wear a life preserver at **all** times while out on the lake.

Please when the weather is bad, let the guides' decide when it is safe to travel on the lake.

Please do not give any alcohol to the staff.

Fishing hours are **8:00 AM** to **5:00 PM**. Evening fishing can be arranged between the guides and the Camp Manager at extra expense.

For safety purposes all guests must be accompanied by a guide when fishing or traveling by boat. No more than two guests per boat are allowed.

**All** suggestions or complaints should be referred to the Camp Manager.

Although staff hunting and fishing **is** not allowed while at work, it is an integral part of traditional Dene lifestyle and should be respected.