

TRAINER'S MANUAL

MODULE 5

**Promotes Quality and Safety in all
Business Operations**

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How to Use this Manual

This manual provides an outline of topics associated with the SMART principle: *Promotes Quality and Safety in all Business Operations*. A variety of reference materials are listed for each topic such as literature, websites, and audio-visuals. These are suggestions of relevant and more detailed information from which the Trainer may draw, according to what he/she feels is appropriate. Ideally, Trainers and Participants will continue to update the list as new sources become available. The module also incorporates numerous “real life” examples – testimonials and first person accounts – which illustrate how other northern tourism operators make quality and safety priorities for their business. It is hoped that this collection of practical examples will also continue to grow.

This manual is not a textbook. It is a compilation of resources from which a Trainer may choose, with the aim of giving tourism operators, or their employees practical advice applicable to their businesses. We have made an effort to include examples from both Europe and North America, which means that occasionally there is a repetition of ideas. It is not anticipated that any Trainer will use all of the materials but, instead, will be guided by the characteristics of their group, such as:

- experience in the tourism industry
- educational level
- language abilities
- age
- homogeneity of the group
- tourism sector in which the participants work
- the time available for the workshop.

Each section of this manual offers a few suggestions of learning exercises, such as: guided group discussions, field trips, research projects and so on. The Trainer may wish to use these ideas or he/she may have favorite training methods of his/her own.

The intention of the SMART training program is to provide advice that is, to a large extent, supported by the experiences of exemplary northern operators. It is expected that the Trainer will have significant experience in training (rather than teaching) as well as field experience in a related tourism sector.

TRAINER'S GUIDE**MODULE 5****Promotes Quality and Safety in all Business Operations****Introduction**

Providing a 'quality' as well as a safe experience is an important aspect of any tourism business. When a client seeks out sustainable tourism operators, quality and safety are not simply desirable – they are expected! Additionally, the Arctic environment presents certain dangers for the novice. It is up to you, as the tour operator or facility manager, to ensure that your guests do not suffer from avoidable hazards or discomfort. It is also up to you to know how to handle emergencies in a rigorous climate where southern-type facilities may not be available. This Module requires not only the use of the materials provided, but also technical skills training from the appropriate authorities.

1. Quality

Many aspects of quality tourism service are provided in mainstream tourism courses and so are not covered under this program. Below are a few important examples:

1. Good administrative and financial management:

- Keeping guest reservations and registrations in good order;
- Creating guest profiles - extra service for repeat customers;
- Management of deposits; deposit and refund policy in place.

2. Preparation for client arrivals:

- Housekeeping items, bedding, towels are clean and of good quality;
- Accommodation rooms are clean and inviting.

1.1 Learning Objectives

- Learning ways to provide personal service which will enhance the quality of the Arctic visitors' experience;
- Understanding how to relate the quality of your product to the visitors' understanding of sustainable tourism;
- Understanding that the cost of Arctic tourism packages (however unavoidable) creates certain visitor expectations regarding quality;

- Learning to appreciate that for many visitors, a vacation in the Arctic is ‘the trip of a lifetime’;
- Relating product quality to comfort and safety issues (dealt with in more depth in Topic 2 – Safety)

1.2 Suggested Training Method

- Other modules in this SMART program - such as Module 2 and Module 6 provide additional material that will contribute to Topic 1 - Quality.
- **Individual Project:** Create a sample pre-trip information package (evening project after class).
- **Group Sharing:** Under ‘Providing value for money’ we have ‘Attention to details’. What are your suggestions for ‘Attention to details’? Have you been on a tour where the operator took especial attention to details? What were they? Did they enhance your experience?
- **Case Study:** On a camping trip the weather turns very bad. You find you must ‘hunker down’ for the night and wait out the storm. You see two of your clients are looking very nervous. How would you calm them down while still making sure that everyone was safe?
- **Group Discussion:** In whichever type of business you are involved – Bed and Breakfast, outfitter, lodge owner, etc (or the type of business you plan to be involved in, in the future) – how could you make sure your clients would feel that they ‘got their money’s worth’?
- **Group Debate:** In terms of sustainable tourism, how would you define ‘quality’? Why is quality essential to sustainability?

1.3 Training Resources

1.3.1 Print Material:

See: **Characteristics of Arctic Tourism**, Appendix 4.

BUNDGAARD, Maureen. *Cruise Ship Visits: A Handbook for your Community*, Nunavut Tourism, 2004.

Many of the resources used throughout the SMART training series explicitly or implicitly provide advice on developing quality tourism. Some of these are:

ABORIGINAL TOURISM TEAM CANADA. *Business Planning Guide: Checklist for Success*. Canadian Tourism Human Resource Council, Ottawa, 1999[?]

EAGLES, Paul F, Stephen F. McCool and Christopher D. Haynes. *Sustainable Tourism in Protected Areas: Guidelines for Planning and Management*, World Commission Protected Areas (WCPA) , IUCN – The World Conservation Union, Madrid, 2002.

MEHTA, Hitesh, Ana L. Baez and Paul O’Loughlin. *International Ecotourism Guidelines*, The International Ecotourism Society, Burlington, Vermont, 2002.

PATTERSEN, Carol. *The Business of Ecotourism*, Second Edition. Kalahari Management, Inc. Explorers Guide Publishing, Rhinelander, Wisconsin, 2002.

RICHARDS, Greg and Derek R. Hall (Eds), *Tourism and Sustainable Community Development*, Routledge Advances in Tourism, 7, Routledge, 2000.

WEARING, Stephen and John Neil. *Ecotourism: Impacts, Potentials and Possibilities*, Chapter 6. Linking Conservation and Communities: Community Benefits and Social Costs, Butterworth Heinemann, Oxford, 1999.

WOOD, Megan Epler, “The Components of Successful Ecotourism”; “Ecotourism Hosts and Guests”, *Ecotourism: Principles, Practices & Policies for Sustainability*, United Nations Environment Programme, Paris Cedex 15, France/The International Ecotourism Society, Burlington, VT, 2002, pp. 33-55.

1.4 Commentary and ‘Good Practices’

Quality

The concept of *quality* takes on a special meaning in the Arctic. Reaching many of our northern destinations often requires significant time as well as expensive travel. In the clients’ view, the high price of Arctic vacations must be justified by suitably high quality service. Additionally, the tourism market’s view of sustainable tourism (or ecotourism) is that quality is implicit in the label.

Operators must try to meet this demand in regions where infrastructure is limited, training may be lacking, and costs of doing business are often excessive. In this situation, *quality* is most successfully provided in the person-to-person interactions of operators, staff and guests. Thoughtfulness and concern for guests’ enjoyment, comfort and safety go a long way to providing what visitors will view as *quality*.

Quoted from: “Fishing Lords”, Tuomas Ollikainen, CEO, Finland in *Laatutoni* Magazine, 2005, MEK www.mek.fi

“Keeping up a steady quality requires continuously listening to the customer and developing products towards a desired direction.”

“For future markets we need well developed, competitive and differentiated products. From the point of view of development it is important to recognize the changing forces and changing customers’ needs that affect fishing tourism and we need to be able to find the product solutions, how the needs can be met.”

“Lapland’s tourism strategy states that taking care of high quality of tourism services is especially important. The customer has to be valued and his expectations for a trip to Lapland should always try to be exceeded.”

“Travellers who come to the area, overnight and eat at the destination also often engage in different activities like husky, reindeer and snowmobile programs according to their own interests. In that case, the quality between the partners as a whole is important [as well as each component part].”

“When one is choosing a travel destination, he or she rarely decides to go with a certain company. [in Finland] Often travellers [simply] choose a destination. It is not enough that the network of tourism actors that serves the traveller is functioning and of good quality, but also that other actors in the region have a commitment to producing memorable quality experiences. From how the whole system functions together, the service image of the travel destination is born.”

Susanna Jänkälä, The Employment and Economic Centre of Lapland, Finland.

1.4.1 Preparation for Client Arrivals in the Arctic:

Preparation for an Arctic vacation very often begins well in advance of the trip. Visitors may start by doing some research on the destination for themselves. When clients book with a specific operator, the pre-trip information sent out can go a long way to ensuring that the visitor experience will be a success.

Examples of pre-trip information *for the client*:

- What kind of clothing clients should bring (and what not to bring);
- What other supplies are needed and whether additional/outer clothing, camping gear will be supplied or not;
- The health services that are available and if medical insurance is required;
- What weather to expect for the time of year;
- Flights can be delayed in the Arctic – ensure visitors have flexibility in their southern connections;
- Delays can occur – be sure to let your clients know that they should bring sufficient medication if required;
- What kinds of foods will be provided;
- Money and credit card services available locally;
- Sample prices of local goods (usually higher than in the south);
- Special legislation affecting the trip (e.g. no alcohol allowed);
- Special cultural norms; Cultural issues are also dealt with in more detail in Module 6.

Pre-trip information *about the clients*:

Information is also needed by the operator, and he/she should enquire into matters, such as the following, well before of the client's arrival.

- Handicaps;
- Allergies to food and other kinds of allergies;
- Special health issues;
- Language issues.

Operator is well prepared:

It should go without saying, but sadly, not every Arctic operator ensures that he/she is completely prepared prior to the visitors' arrival. The information requested from clients as noted above, will assist the operator in making any special arrangements such as those related to equipment or food ahead of time. Sustainable tourism operators will make sure that *all* aspects of their operation are ready for their guests. In the Arctic, this is usually doubly important since supplies, equipment and mechanical parts may not be available locally. Not being prepared can mean delayed starts and lengthy (boring) down time for your guests. Just a few examples are:

- Equipment clean and in good repair: In a harsh environment failure of equipment is not only lost time, it can spell disaster;
- Adequate fuel on hand and machines (such as snowmobiles, if they are being used) fueled up;
- Visitor schedules reviewed: when will they be arriving; when do they have to leave; plans to meet the clients at the airport, train station, if they are arriving by public transport;
- Spare clothing on hand – just in case – since sometimes visitors don't pay sufficient attention to this advice before they leave;
- Rooms in hotels/B&B's/home-stays are clean and inviting;
- Of course, liability insurance and a risk management plan in place (as will be discussed in Topic 2).

Simple but important!

Business tip from **Wilderness Tours, Ontario**

Never run out of food – this is one element of adventure tourism you can control!

Adventure Travel and Ecotourism Best Practices Tour 2000, The Economic Planning Group of Canada on behalf of The Canadian Tourism Commission, July, 2000

1.4.2 Providing Value for Money

As mentioned earlier, *quality* in the Arctic means providing service which, will justify the high cost paid by many of our visitors:

- Meeting the baseline requirements is essential: providing the product as advertised
- Meeting or preferably, exceeding expectations
- Awareness of value-added opportunities (which benefit both the client and the operator)
- Superior person-to-person service
- Ensuring cultural authenticity
- A prepared back-up plan for 'weathered-out' conditions (so that visitors will *still* have a quality experience)
- Maintaining a checklist for supplies and gear
- Attention to details, details, details!

Excursion Mauricie, Québec

Adventure Travel and Ecotourism Best Practices Tour 2000, The Economic Planning Group of Canada on behalf of The Canadian Tourism Commission, July, 2000

One example of catering to every detail is providing complementary client transfer from client accommodations to the adventure departure point. Excursion Mauricie offers this service and finds that clients perceive this to be a personalized, easy to use, and added-

value service. In fact, they find that when the transportation component is taken care of, the product is more accessible and the client faces one less constraint to purchase your product.

An Arctic ‘must’ is having alternate plans or programming available for guests when weather shuts down your planned activities – and this is a frequent enough problem at northern destinations:

Québec Hors-Circuits and Excursion Mauricie are two operators that have planned adaptations ready for when inclement weather strikes. When the Saguenay Fjord is too rough to warrant a zodiac trip, Québec Hors-Circuits offers alternatives such as guided hiking with geological interpretation of the Fjord. Excursion Mauricie takes advantage of inclement weather by focusing on unique interpretation, e.g. the beautiful scent of conifers in the rain, foggy and mysterious landscapes, and creative photography.

“Even rain becomes a source of pleasure and amusement for our clients! In rainy weather we ensure guests enjoy their adventure experience by: providing guests with complete equipment including spare rain gear; encouraging clients to test their limits by motivating them to succeed and enjoy the difference of doing the activity in the rain; [and] having a positive attitude to help see and appreciate the place in another light.”

Quoted from: *Adventure Travel and Ecotourism Best Practices Tour 2000*, The Economic Planning Group of Canada on behalf of The Canadian Tourism Commission, July, 2000

Uncommon Journeys, Yukon Territory, Canada

“It is absolutely clear that the higher the quality of the product – the higher the margin. Particularly in the north – low volume means a need for high quality and but also high revenue. High end for us is not ‘luxury’ – that isn’t why guests come. [Distinguish the difference between *quality* and *luxury*.] Service is the difference. Our cabins are rustic but clean. Clothes are new and warm. We never give guests anything that we wouldn’t wear, eat or use. Authenticity of the experience is essential. Our overhead is enormously high but we make [very significantly higher] profit than operations that try to do it “on the cheap”.

1.4.3 Seeing to Clients' Comfort

Seeing to your clients' comfort is essential to good service. It is often the small details that make a difference to the visitor.

We were staying at a Bed & Breakfast in Pangnirtung. Unfortunately, our flight was cancelled and we had to turn back from the airport. Our host at the B&B felt really sorry for us though, so he borrowed some extra TV's so we could have TV in our room (normally there was just one television in the lounge). We rented some movies for the night, which our host promised to take back for us. Then he cooked us a nice fresh dinner of country food – caribou and char.

Sekayi Pswarayi
Nunavut Tourism

There are several aspects to 'comfort' and the operator needs to be aware of all of these.

- **Physical comfort:** For example, in a harsh climate, care needs to be taken that guests are adequately clothed (pre-trip information); the tour operator should bring along extra clothes anyway.
- **Emotional comfort:** In an unfamiliar, remote, and sometimes dangerous environment, guests' sense of isolation and (real or perceived) danger needs to be taken into account.
- **Beware of assumptions:** Don't assume your clients know the things you do about traveling in the Arctic. Encourage them to ask questions and don't make them feel foolish for asking something you think 'everybody should know'.
- **Cleanliness** (as best as it can be achieved on the land) is always important.
- **Pampering:** A small store of chocolate (or other sweets) can pamper a few clients who may have a 'sweet tooth' but it also gives an energy boost when needed.
- **Have a sense of humour** – especially when problems crop up (BUT be sensitive to clients real concerns).

Comments (Exerpts) from a client travelling with Polar Sea Adventures, Pond Inlet, Nunavut (See Appendix 3 for the complete letter.)

Traveling with Dave Reid & Polar Sea Adventures was a pleasure because the company prioritized safety and comfort of its clients at all times. This included: ...Bringing along extra gear for clients, including hats, jackets and mitts, in the event that we were cold and many of us utilized this equipment. This also included putting hot water bottles in our sleeping bags at night a very welcome treat. ... Making provisions for those clients who have dietary restrictions. As a vegetarian I was well taken care of and was never made to

feel that my diet was an encumbrance. ...Showing care and concern for everyone on the trip, Dave took time to look into our eyes and make sure we were warm, comfortable and that our needs were met. For example, when he made the decision to stay an extra night, he cleared it with each one of us individually, ensuring that none of us had a problem with it.

1.4.4 Selling a ‘Dream’

- Trips to the Arctic are often a ‘trip of a lifetime’. What memories do you want your clients to take home?
- The Arctic is viewed as pristine, having ‘mystique’, unique. Does your product live up to this image?

Selling and delivering a dream means:

- Understanding what your visitors’ motivations for coming to this area;
- Even though you may have down this tour ‘a hundred times’ it is likely the first and perhaps the last time your client will have an opportunity to see the Arctic. Sharing their enthusiasm for their ‘dream’ is very important.

Anishinabe Experience, Golden Lake, Ontario

Adventure Travel and Ecotourism Best Practices Tour 2000, The Economic Planning Group of Canada on behalf of The Canadian Tourism Commission, July, 2000

Upon arrival, we meet and greet our guests. We discuss what they are interested in experiencing. This allows flexibility, and a personal contact that makes them feel special – the experience is personalized just for them. We want our guests to feel like they are at home, meeting new friends, learning a new culture, experiencing traditions, and being part of a community.

Québec Hors-Circuits

Quoted from: *Adventure Travel and Ecotourism Best Practices Tour 2000*, The Economic Planning Group of Canada on behalf of The Canadian Tourism Commission, July, 2000

Québec Hors-Circuits spends considerable effort in hiring, training and motivating their guides. The company strives to hire guides that have a unique and diverse set of qualifications – skills and knowledge bases that are diverse and that complement one another. For example, if the company requires a guide to provide snowmobiling trips, they ensure the guide not only is an expert in snowmobiling, but that the guide also has a knowledge of the region and the surrounding environment, as well as good understanding of outdoor activities.

1.4.5 Courtesy at All Times

- The Arctic’s climate sometimes means cancelled flights, and changed plans. Can you deliver this information in a courteous and sensitive manner?
- The ‘customer is always right’ when it comes to *courteous service*. Nevertheless, the tour leader is in charge; doing what he or she says can save lives. Can you be courteous but firm? (We can’t go out today, the water is too rough.) Courtesy is always important even when you need to say ‘no’ or be firm with your guests for the sake of their safety. Professionalism can be demonstrated in many ways such as:
 - Handling special needs clients and emergencies with confidence, skill and sensitivity;
 - Going the extra mile to be helpful;
 - Establishing the tour leader’s authority from the beginning; advising visitors what conditions might be encountered (a pre-trip talk).

1.4.6 Punctuality and Responsibility

- Arriving when you said you will; getting trips started when you promised is extremely important to the quality of the trip.
- Sometimes problems (such as unexpected mechanical problems) can delay a start – BUT if you have done your pre-trip preparation (as discussed above) this should rarely happen.

Throughout these modules we have tried to provide good examples that operators can use as models. Sometimes, though, examples of poor behaviour remind us of ‘*what not to do*’. The following are several quotes from an actual communication with a tour operator. We won’t say where this community is or mention any names. But the example is instructive nevertheless.

Name of operator withheld:

“The biggest problem dealing with ...guides is the lack of accountability and responsibility. We have found it next to impossible to confirm exact guide names in advance and even when confirmed have found situations where they are traveling in other communities upon our arrival. Basic information like the town being out of oil or needing critical snowmobile parts to fix a machine is never communicated We have to deal with this problem by always sending up a member of our staff one week in advance of our intended departure date to ensure things are organized. We regularly need to find new guides, order rush parts from the south and generally make basic arrangements that ideally should already be done.”

“We have had problems in the past with guides trying to renegotiate their salaries once out on the land with a group....We have had guides who don’t want to get up in the mornings... We have also worked with a small number of guides who have gone the extra mile and come through over and above expectations while others we have to be very careful how much we expect of them for fear that they’ll get up and leave if asked to do too much.”

Adventure Travel and Ecotourism Best Practices Tour 2000, The Economic Planning Group of Canada on behalf of The Canadian Tourism Commission, July, 2000

More from Quebec Hors-Circuits and Excursion Mauricie

Both operators have found that to be able to successfully offer alternative programs, you have to extensively know your region and have alternative routes and experiences available to your guests. This can require you to have alternative guides and equipment available on short notice, and entails other logistical considerations.

The primary benefit of being able to offer alternative experiences is that you will still generate revenue, and if you can provide a quality alternative experience that satisfies your clients, they may return at another time to participate in the experience they were originally seeking.

1.4.7 On-going Quality

It is important to remember that delivering quality is an on-going process. A business never reaches the point where it can simply ‘coast’ on a good reputation, since quality services will not keep up with new trends and demands in tourism. There are always competitors who are willing to do a better job than you do. A program for ‘continuous improvement’ can include:

- Surveying customer satisfaction on a regular basis;
- Responding to customer feedback;
- Following up/debriefing accidents, failures, complaints in order to learn from them;
- Keeping a data base of past customers and keeping in contact with them;
- Continuing to define your customer in terms of geographic, socio-economic and psychographic factors;
- Maintaining a cooperative relationship with other local businesses and tourism operators;
- Keeping up to date on new products in the marketplace;
- Continuing to review and update your products; making innovative changes;
- Maintaining positive relations with your community – a quality experience for your client begins with feeling welcome.

Kairosmaja, Lapland, Finland

“We have always felt it important to hire staff locally, because in this way they can commit themselves to the values and operations of our company. The customers appreciate this. The permanent staff is mostly employed year-round and some additional help is hired during peak seasons. It is important to take care of the staff, as it reflects on the customer service. We purchase some local products like fish, potatoes, berries and souvenirs.”

1.4.8 Some Final Thoughts on Quality

Quality is not an easy concept to define since it may have different meanings to different people. Southern destinations may stress quality in the infrastructure as well as in service. We are used to rating systems such as one, two, three, and four star hotels. Other times, quality might be seen in fine bed linens or gourmet meals.

Northern tourism operators do not always have *quality* available in these terms – although they are certainly encouraged to operate with the best quality equipment they can afford – camping gear, snowmobiles, winter clothing, healthy meals. Quality is then best expressed through the personal service and caring that is provided to guests. The Arctic is a spectacular, exotic destination which provides a quality experience all on its own. The other SMART training modules in this series have encouraged behaviour that will certainly add to the visitor experience in our northern regions:

- Contributing economically to the community so that tourists are appreciated in your area;
- Respecting local culture and customs so that misunderstandings rarely occur between tourists and residents;
- Respecting the environment so that it retains its pristine beauty for the visitors of today and those of the future;
- Respecting the wildlife so that it remains sustainable;
- Enhancing tourist experiences by providing ways to learn about both nature and the local culture.

If all of the ideas presented in this module are practiced by your business, it is unlikely you will have guests who leave feeling they have not had a ‘quality’ experience.

2. Safety

2.1 Learning Objectives

- Understand the importance of Risk Management Planning; be able to identify the essential components of a Risk Management Plan;
- Understand the need for insurance; different kinds of insurance; how insurance rates are set;
- Understand the risks of the Arctic environment: hypothermia (what are the symptoms, how to treat hypothermia), super-chilled sea water, ice conditions;
- Know the cautions you should provide to Arctic visitors: dangers of sunburn even when it's cold; getting enough sleep under a 24-hour sun; use of sunglasses to avoid snow-blindness;
- Be thoroughly familiar with local and regional health and safety regulations.

2.2 Suggested Training Method

Topic 2 offers comments and discussions on a variety of *Safety* topics, however, it is essential to recognize that technical safety training which is required for many Arctic tourism businesses, needs to be taught by competent and authorized specialists.*

- **Presentation:** Ideally, a specialist in risk management will be available to provide a seminar on this subject. If not, the several sources listed in the Resource List and the notes contained in this module should assist in the preparation of a model Risk Management Plan. (**Individual or group project**)
- **Third Party Training Provider:** First Aid or Wilderness First Aid as appropriate is expected, but will be delivered by a third-party provider. (North America: Certification by St. John's Ambulance);
- **Third Party Training Provider:** The specific technical training listed below should be included *where it is appropriate* to the business, and delivered by third-party providers; for example:
 - Small boat safety (North America: Department of Transport)
 - Small engine repair
 - Safety with wildlife (Parks, or Forestry Service, or Department of Environment.

*Some regions may be fortunate enough to have SMART trainers with some of the qualifications noted above.

2.3 Training Resources

2.3.1 Print Materials

Canadian Tourism Commission: *Risk Management Guide for Tourism Operators*, prepared by Paul Fitzgerald, RM Solutions, Ottawa, 2003.

Cloutier, Ross. *Legal Liability and Risk Management in Adventure Tourism*, Bhudak Consultants Ltd., Kamloops, British Columbia, 2000.

Nunavut Tourism. *The Arctic Paddler* [currently in production] Eric Landry McNair and Michael Mifflin.

Safety in Bear Country. Government of the Northwest Territories. Brochure.

Sharing the Responsibility for Safety. Parks Canada and Nunavut Territorial Parks. Brochure.

Stipanuk, David M. *Hospitality Facilities Management and Design*, Second Edition, Educational Institute, American Hotel & Lodging Association, Lansing, Michigan, 2002. (general operational safety)

World Tourism Organization. *Sustainable Tourism in Protected Areas: Guidelines for Planning and Management*, Madrid, 2002,.

2.3.2 Video

Safe Travel in Nunavut, Parks Canada

Staying Safe in Bear Country: Yukon Workers Compensation, Health and Safety Board, Magic Lantern Communications. [M. Bundgaard has a copy; other copies may be difficult to find.]

2.3.3 Websites

<http://www.nunavutparks.com>

See materials on Transport Canada Marine Safety at <http://www.tc.gc.ca/marinesafety/menu.htm>

2.3.4 Legislation in Finland

- Valtioneuvoston asetus pelastustoimesta (787/2003). Pelastustoimi. Available on the internet: www.pelastustoimi.net (rescue legislation)
- Valmismatkalaki (28.11.1994/1079). Available on the internet: www.finlex.fi

- (package tour legislation)
- Terveysturvallisuuslaki. (763/1994). Available on the internet: www.finlex.fi (health protection legislation)
- Laki kulutustavaroiden ja kuluttajapalvelusten turvallisuudesta (30.1.2004/75). Available on the internet: www.finlex.fi (Product Safety Act).

2.3.5 Other Sources from Finland

- MONO (Matkailun Ohjelmapalvelujen normisto) / Tourism program service norms <http://www.keyeast.imatra.fi/normisto/> Includes guidelines for tourism related:
 - Snowmobiling
 - Nature recreation /moving in nature (summer/winter) and cross country skiing
 - Adventure and experience activities
 - Riding and biking
 - Water activities
 - Fishing

2.3.6 Contacts for first aid training - Canada

St. John Ambulance 867-873-5658 (Yellowknife)

St. John Ambulance 867-979-2700 (Iqaluit)

See also Appendix Two

2.4 Commentary and ‘Good Practices’

Safety

2.4.1 Safety, Standards and Quality Service

In nations around the world, governments have the responsibility not only for their country’s economic health, but also for the overall good of citizens and visitors. Most jurisdictions will have various types of legislations covering public health and safety, environmental health and so on. Private operators and organizations representing the private sector, on the other hand, have a primary concern for the sustained economic viability of their industry. For this reason, there is always a balancing act between the needs of industry and the needs of the general population. Sustainable tourism operators frequently develop and adopt self-imposed standards, which will protect both shared resources and the reputation of the industry from abuse by private sector members who may not have the industry and the public’s best interests in mind. In addition, self-regulated standards open up training opportunities and work towards ‘raising the industry bar’.

‘Industry standards’ are normally voluntary and cannot be legally enforced (except where the requirement is also named in tourism legislation). Adhering to self-regulated tourism standards may be a condition of membership in certain organizations, certification or labeling as under the Sustainable Arctic Tourism name, or a condition of being advertised by a particular industry association.

Legislation varies from one country to another and even from one province/territory or state to another. Legislation generally deals with the *minimum requirements* expected of a responsible tourism industry. Some examples of tourism-related legislation are:

- Travel and Tourism Act & Regulations
- Health Regulations for Hospitality Operations
- Regulations for Food Service Operations
- Fire Safety
- Firearms Safety
- Wildlife Act
- Parks Act and Regulations
- Environmental Regulations
- Fishing Regulations

It is expected that sustainable tourism operators will, as a minimum, be aware of, and abide by the local tourism safety regulations. These are available from government agencies, licensing authorities and are also frequently posted on the internet.

The following is a sample of government safety regulations (imposed through the licensing process):

Current licensing requirements: Travel & Tourism Act, Tourism Establishment Regulations, Nunavut

Regarding fire safety:

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

Regarding communications and more about fire safety:

- 29.** A tent camp or outpost camp shall be equipped with
- a) a four day supply of emergency rations for each person accommodated in the camp;
 - b) a supply of matches in waterproof containers;
 - c) a fire extinguisher containing approximately but not less than 1.13 kg of ABC rated dry chemical for each unit in the camp;
 - d) a shovel and hand fire pump for each two units in the camp; and
 - e) a signal flare kit containing instructions for use in the event of an emergency

Additional legislation covers matters such as food handling, ventilation in rooms, maximum capacities and so on.

2.4.2 Some stories from our northern operators and ‘partners in safety’:

North Baffin Operator

Quality will always sell. Lessons need to be learned from other parts of the world. It is a continuous process; we learn something every year. It is important that someone is always in charge to make and maintain decisions that relate to visitors’ safety. Sometimes this is difficult for Inuit people as they find it difficult to say ‘no’.

Wilderness Tours, Ontario

Adventure Travel and Ecotourism Best Practices Tour 2000, The Economic Planning Group of Canada on behalf of The Canadian Tourism Commission, July, 2000

We live in very litigious times where no one wants to be responsible for their actions. Even if someone trips because they do not watch where they are going, they want you to pay for any injury or inconvenience caused by the injury. Notwithstanding operating a professional program is the single most important aspect of risk management... A close second is victim care at the accident scene and continuous follow up. We instituted this program about ten years ago. ... Since then we have had [no lawyer letters] concerning river accidents. We have a few “slip and fall” lawsuits only because we have not been as diligent about them mistakenly thinking they posed no threat.

Safety Precautions in the Arctic

[Adapted from Guidelines of the International Association of Antarctic Tour Operators, website <http://www.iaato.org> - and experiences of northern travelers

- Know your capabilities and *the capabilities of your clients*, the dangers which the Arctic environment poses, and act accordingly. Safety should be built into all activities. Consider for examples the dangers of traveling on the sea ice, “jumping” broad cracks in the ice with snowmobile and sled (qamutiik). (Although many northerners ‘jump’ ice cracks as a matter of routine, it is not an experience normally offered to visitors, unless it is necessary during spring travel.)
- Avoid approaching icebergs, particularly floating in open water, as they can overturn. Do not walk on glaciers or large snow fields without the proper equipment and experience; there is a danger of falling into hidden crevasses.
- Bring adequate clothing and spares for all eventualities.
- Travel through the Arctic is often remote from rescue services. Sound planning can reduce risks while quality equipment and trained personnel increase both self-sufficiency and chances of survival in emergency situations. Your planned itinerary should be known by others. There should always be someone in town or back at your lodge/main camp when guests are on out-trips – in order to take emergency radio calls.
- Be properly prepared and vigilant of your guests so that neither serious frostbite nor hypothermia occurs. BUT know how to recognize the symptoms and how to treat both frostbite and hypothermia out on the land should it happen.

Butterfly Tours (Coastal British Columbia) says:

“Our tour guides allow us to provide safe wilderness experiences that are intimate and challenging. Some of the unique qualities that our guides can provide to clients are:

- Guides with 20 years experience sea kayaking and guiding in Gwaii Haanas;
- Tours led by the most experienced sea kayak guide in the park;
- Proven ability to effectively teach wilderness kayaking skills;
- Intimate familiarity with the area and its inhabitants.”

Snow Games of Lapland, Finland

The company implemented a Quality, Safety and Environment system for their operation three years ago. Since then, all operations have been documented and subsequently used as corporate guidelines for training staff. For example, operational guidelines include daily measurements in the consumption of oil and fuel for snowmobile safaris.

Details of accidents are recorded and monitored. Both oral and written feedback from clients are used to evaluate service.

Activities and trips are well prepared beforehand. When service is good and things work well, the client feedback is positive. The customer is provided with information before the trip (through tour operators or on the internet) regarding local weather, what to wear, rules for driving snowmobiles. On location, before the safari begins, customers are briefed again on the same topics. The quality system has worked well and is a selling point for prospective clients. Risk analysis is carried out for each different product category.

Uncommon Journeys, Yukon Territory, Canada

Our company is well known for its safety practices – we adhere to Outward Bound standards. Our business involves dog team trips with guests driving their own sled and team. We therefore take a huge amount of time after their arrival on “how to dogsled”. Guests can be a little anxious. The first night is like a ‘Mushing 101’. we spend time instructing and letting clients know what they can expect the next day. We also explain the physics of mushing – why we wait a certain running. In the morning we repeat the information over again.

We operate with a low guide to client ratio – never more than three guests for each guide. On the trail there is a guide in front and one at the back. Our trails have a progression, starting with easy logging trails and then they gradually narrow down to finally a single winding track. Clients start with about six well-trained dogs, but some can be un-hooked in difficult sections so that the guests always feel in control. In six years we have never had a serious injury.

Excursion Mauricie, Québec

Adventure Travel and Ecotourism Best Practices Tour 2000, The Economic Planning Group of Canada on behalf of The Canadian Tourism Commission, July, 2000

When catering to a family, we typically place children in the canoe with the guide. The guide oversees the safety of canoeing, entertains the children, and tells them about the flora and fauna at an age-appropriate level. The parents then have the opportunity to paddle on their own in a second canoe. This allows them a much deeper appreciation of nature and the experience and ensures they relax and enjoy their surroundings, while the guide oversees the children's experience.

Naturupplevelser i Lappland, Sweden – Safety Practices

The absolutely most important way to achieve high quality and safety is planning. I can see the whole arrangement in front of me, from the guest sitting at home thinking about what he/she wants to experience, to the follow-up when the guest is at home again. Then I'm going through the arrangement itself, day by day, and thinking of everything that will happen – and what can happen. One day is devoted to going through every arrangement with staff members.

....Advance information is important when you arrange hunting. On one hand, there are lots of licenses that have to be applied for – and that takes time. On the other hand, I inform the client about what kind of rules and regulations are in force regarding the handling of weapons and hunting in Sweden. I have memos which the guests have to sign to show that they have understood what it is about. Then if something happens, the hunting leader doesn't have that kind of responsibility. Those memos should be written in a language which the guest can understand.

The week before the guest comes, I call them to make sure they have all the permissions they need so the guest won't miss any hunting day because of that. The guest feels extra safe when he knows that I as the organizer care about him. I also send my guests a list of equipment and a list with information about doctors, dentist etc. Just so they will know that there is a service network even though they are in the wilderness. I also ask the guest to inform me about special dietary needs.

Nunavut Lodge Owner – West Hudson Bay

Because of the natural hazards of hiking through Nunavut wilderness, and the large population of polar bears in the Wager Bay area, visitors are never allowed to venture out on their own without being accompanied by a member of the company – that is, a Nunavut resident who is aware of local conditions and safety issues. Order is always maintained in water-based activities. Local guides are given responsibility for the safety of their clients and will not go out in dangerous conditions even at the urging of the clients.

The Department of the Environment (formerly the Department of Sustainable Development), Government of Nunavut, provides safety information regarding Arctic Wildlife at this website: <http://www.nunavutparks.com>

Some excerpts follow. There is much additional and important information on the website.

Wildlife Safety

As a rule, keep your distance and avoid contact with all wildlife. It is illegal to touch, feed or entice wildlife in Nunavut. Contact the Government of Nunavut, Department of Sustainable Development Wildlife Division for information about fishing and hunting in Nunavut.

Grizzly bears are found on mainland Nunavut from the east coast of Hudson Bay across the barrens. You should take the same safety precautions in these parts of Nunavut as you would in any bear country. For general grizzly bear safety information contact the Government of Northwest Territories Resources, Wildlife and Economic Development Department. For Nunavut Parks specific grizzly bear information contact the Nunavut Department of Sustainable Development Parks and Tourism or Wildlife Division.

Muskoxen, particularly if they are lone bulls, have been known to charge and gore people when threatened. Walrus and whales can be aggressive and can easily capsize a boat. Rabies is present throughout Nunavut, especially in foxes but also in wolves. Birds and wildlife will scavenge food, garbage and caches that are not secure.

Polar Bears: When you travel in Nunavut you are in polar bear country. Polar bears are among the largest carnivores in the world. They are strong, fast and agile on ice, land, as well as in water. The best way to be safe is to avoid them.

You may encounter a polar bear by chance or because it is attracted to your activity. Polar bears are curious and may investigate any strange object, smell or noise. Always stay calm and assess the situation. Each encounter with a polar bear is unique. Good judgment, common sense and familiarity with polar bear behaviour are important.

Consider hiring a local guide if you are uncertain about your ability to deal with polar bears. Educate yourself about the area where you plan to travel. Contact the Nunavut Department of Sustainable Development Parks and Tourism or Wildlife Division for more information. Find out where and when polar bears have been observed and avoid those areas. Know the types of areas bears use at different times of years. Get information about bear feeding areas and den sites so that you can avoid them. Pre-plan, rehearse and know what to do for different bear encounter scenarios. Report all encounters, sightings, tracks and other bear signs to Nunavut Parks Staff or Community Wildlife Officers as soon as possible

Safety Rules for Tourists

- Polar bears, walrus, and muskox are all potentially dangerous and must always be treated with respect. Ensure that you or your group carries guns or other scaring devices in polar bear areas.
- Sled dogs are working animals. Don't feed or caress them. Dogs and Arctic foxes may also carry rabies.
- Hiking over ice and glaciers demands specific skills in use of ropes, crampons, ice axes and other safety equipment. Trained guides should be employed.
- If you go on a trip alone or with others be sure that local authorities know about your itinerary.
- Be aware of weather conditions, and be prepared for weather that changes suddenly from pleasant to dangerous. Avoid becoming too cold, tired or wet.
- Basic equipment, even for short excursions, includes warm clothes, sturdy footwear, gloves, a hat and windproof outer garments. A map, emergency rations such as chocolate, and a basic first aid kit are also essential.

[Code of Conduct for Arctic Tourists, WWF International Arctic Programme]

Suggestions for Four-wheel drivers from Total Escape (California, U.S.)

- Stay on trails or designated dirt roads.
- Be prepared! Bring along enough gas, water, clothes & food in case you get stranded. Be prepared to hike out if necessary.
- Bring flashlights, water and food at all times.

See more on www.totalescape.com

Let people know where you're going....

Provide local authorities with your itinerary for safety reasons as well as to be sure that you are complying with local regulations. It is important to brief all clients and staff on the dangers of wildlife encounters particularly encounters with bears.

[Code of Conduct for Tour Operators in the Arctic, WWF International Arctic Programme]

Safety with fires – Advice from Total Escape, California, U.S.

- Build campfires in designated rings ONLY!
- If you must build a new rock ring, follow the guide on [FireSafe](#)
- Gather wood for fuel -- use only down wood
- Never burn plastics or other toxic materials in campfires
- Tossing beer bottle caps into a campfire only litters the site for future campers
- While glass bottle smelting is a real treat among boys at night, which one is actually gonna get their hands dirty & clean up broken glass outta the campfire the following morning?
- Always douse campfire with water completely when breaking camp

www.totalescape.com

A Hotel manager in Northern Finland:

Safety – what is it?

“Safety in the hotel operations consists of 2 things: customer safety and personnel safety. For the customer, safety means that the customer *feels as comfortable as possible* so that he/she does not have to worry about any external factor outside his/her visiting purpose. The customer does not notice the safety issues or problems, because they are well taken care of in advance. It is important that the customer feels him/herself safe. For the staff it means that they have a good working environment and they do not have to fear any accidents, injuries etc. *Safety is a part of quality*. A product or a service cannot be of good quality if safety is not handled well. Safety was already a part of our business idea and handling it well enables us to have certain clientele, international firms and high officials etc.”

Safety in marketing and sales

“Safety is a marketing and sales asset. It promotes business, but it has to be marketed in a very discreet way. The hotel does not directly sell “safety” to the tourists. The retail dealers and the tour operators, who bring their customers to the destination, are ensured about good safety. It is easier to sell the product when safety issues are well taken care of (fire safety, personnel safety, hygiene, food hygiene). It also has to show on the outside to

the customer. Safety is a common interest for the whole destination. In practise, things have gone well in the region. If someone asks the hotel staff to recommend a program service, they only recommend those, who they know that are safe. On the other hand, if the program service providers that act as tour operators demand for safety, they bring their customers to this hotel. This is another important point of view in the sales operations.”

How is safety ensured?

“In the hotel there is supervision equipment (camera supervision and access control). The rooms have safes; the rooms have peepholes and safety locks in the doors. Risks are eliminated by training staff and by using technology. All the materials in the rooms have been handled to the highest class of fire safety. The rooms have safety guidelines for the customers, for example concerning fire safety and other emergencies. All the evacuation routes are marked. ...**Often for example international firms who send their employees on a trip, before they make their final reservations they send a safety checklist that the hotel must fill out and return.** Often they send their safety specialist to check the place out, to see whether the details in the document match and to familiarize with the rescue plan, the technology and the staff skills. The checklists come from countries like Japan, USA and Europe. “

Safety manager of a DMC and program service company In Northern Finland:

Safety and Quality

“Safety is an important issue for our company. It is a part of the enterprise culture and it is also important for the sales and marketing. Safety is built inside the company’s systems, in the internal operations. It is looked at in a holistic way. This includes creating operation models, training and preparation of the staff and the whole operation of the company. Safety isn’t directly marketed to the tourist; it is something that the customer takes for granted.

Foreign tour operators often come to check out places before they send their customers. The customers notice in the long run that it is safe, when things work well. It is not enough that a company makes a safety plan; things have to function in the real life. Safety has to function in all the important processes of the company and it has to show outside to the customer. We operate according to a quality system and it includes all the necessary safety issues, for example guides’ and sales department’s operation directives, fire inspections and staff trainings.

There is a feedback reporting included in the quality system. For example accidents and other abnormal activities, deficiencies and customer complaints are reported there. The information can be reviewed afterwards to see whether there were corrections made based on the reports. The quality manager delegates the feedback within the company to

the person whom it concerns (safety manager, sales and marketing, maintenance service etc). The guides have also a reporting duty.”

Customer’s safety ‘process’ in the destination

“Safety has to be thought of holistically, in the destination and in the company. The customer uses many other services in the region like transportation, accommodation, dining etc. and program services are only one element. All the customers can look for information on the company’s website. The tour operator receives information that concerns them, when they are making the offer. After booking the trip, the customer receives information concerning the activities and their safety in the location (snowmobiling rules, driving license regulations, alcohol laws, how to dress in cold, weather etc). The safety process for customer continues as he/she arrives to the destination, uses transportation to the hotel and engages in activities etc. Program services are only one element in that process. The guides are responsible for the reception of the clients and they have signs and wear certain clothes that the customers can notice them. Customers receive different kinds of safety information depending on the type of safari they are going to attend. For snowmobiling, they receive a lecture about safety and snowmobiling, the rules and behaviour, signs etc.

Staff preparedness for safety

“In the training, all the guides get a manual that includes all the important safety matters and a feedback report. Training issues include for example first aid skills, directives in different circumstances in emergency cases and accidents, dressing-up in cold. In cases of accidents, there are guidelines how to act from the beginning to the end. (How to act in an emergency, first aid, call for help, insurances, after treatment etc.) The operation models in the company have to be developed for different environments.”

2.4.3 Risk Management Planning

All Arctic tourism businesses (in fact all tourism businesses) should develop their own risk management plan. Such a plan involves identifying and analyzing all possible risks (physical, financial) and stating how those risks will be dealt with – how much risk is acceptable to the business, who will be responsible for managing risk, what amount of risk the client is accepting and how do they acknowledge that acceptance, emergency plans and much more. The sources listed under *Training Resources* provide essential information regarding preparation of a Risk Management Plan. These sources should be consulted during completion of this Module – or alternatively, arrangements made for an expert in the field to provide a special presentation on the topic.

Excerpt from Ross Cloutier. *Legal Liability and Risk Management in Adventure Tourism*, Bhudak Consultants Ltd., Kamloops, British Columbia, 2000, p. 105

Note: Copyright requirements for use.

As outdoor professionals, we have focused a lot of attention on the development our skills. The more obvious technical skills such as climbing, paddling and biking are of

great importance. As well, strong interpersonal skills such as counseling, facilitation and conflict resolution are essential to anyone professionally involved in this industry. Risk management is yet another area of competence that needs to be added to a person's tick list of outdoor skills. Risk-management thinking is actually nothing new. The best programs have been doing it for years without knowing what it was called. Good risk management ties together all the highly diverse components of outdoor education/recreation and complements the whole.

While any effective risk-management procedure has many purposes, the reduction of injuries being perhaps the most obvious, the issue of personal integrity and craftsmanship is also important. Good risk management is satisfying and rewarding – and integrity is reason enough for doing anything. **Will Leverette**

**Some comments on Risk Management from World Tourism Organization:
*Sustainable Tourism in protected Areas: Guidelines for Planning and Management, Madrid, 2004.***

“All outdoor recreation involves some level of risk. ...Visitor risk management is the systematic identification, analysis and control of the broad range of visitor risks. ... A *risk*, in the broadest sense, involves exposure to an unintentional event or situation that can cause a loss. ...*Foresight* is essential in risk management because, by being proactive, it is possible to reduce the level of risk. ...only through thoughtful action can an organisation reduce the probability of a risk and limit its negative consequences.”

The book, *Legal Liability and Risk Management in Adventure Tourism*, by Ross Cloutier, referenced above, provides detailed and easily understandable advice on preparing your Risk Management Plan. It is, of course, too lengthy to include here but trainers and learners should make use of this resource in particular.

The World Tourism Organization's *Sustainable Tourism in protected Areas: Guidelines for Planning and Management*, includes a succinct 'Guidelines for the Risk Management Process' (adapted from ANZECC), page 78.

The main points outlined in these 'Guidelines' may be summarized as follows:

1. Begin by identifying all the risks associated with the area or activity that is being engaged in. Make a record of these risks and from that record, develop a checklist to accompany your inspection of the area. Talk to visitors to enhance your understanding of the risks.
2. Secondly, assess the level of each risk by considering exposure, probability and consequences. What is the likelihood of this event occurring? Have your control measures eliminated or sufficiently reduced the risk?

3. Managing the risks involves deciding on what the appropriate control measure should be, or could be. Eliminating? (e.g. don't do the activity) Transferring the risk? (e.g. liability insurance or waivers), Reducing the probability? (i.e. less likelihood that the event will occur) Reducing the impact? (i.e. the consequences of the event are less severe) Accepting the risk?
4. Monitor and review your Risk Management Plan. Have your control measures been effective? Monitor effectiveness by regular assessment and documentation. Return to (1). Have all the risks been identified? Have new risks arisen?

The following is an example of *just one aspect* of risk management – use of a waiver:

**Delaney v. Cascade River Holidays Ltd.
(November 27, 1981)**

This case involved the death by drowning of a paying participant on a white-water rafting expedition on the Fraser River, BC. Prior to the start of the trip and payment of his fee, Delaney was made aware that a liability waiver would require his signature. He signed the 'standard liability release' which included a 'disclaimer clause' and an 'agreement'. Those who did not sign were not permitted to participate. The release in this entirety read as follows:

STANDARD LIABILITY RELEASE

Trip Name: 2 Day Fraser

Trip NO: C10

Trip Date: May 5-6 1979

Disclaimer Clause: Cascade River Holidays Ltd. Is not responsible for any loss or damage suffered by any person either in traveling to the location of the trip, before, during or after the trip, for any reason whatsoever including negligence on the part of the company, its agents or servants.

Agreement: I agree to assume all risks involved in taking the trip including traveling before and after, and agree to pay the cost of an emergency evacuation of my person and belongings that may become necessary. I agree to Cascade River Holidays Ltd., its agents and servants relieving themselves of all liability for losses and damages of all and every descriptions. I acknowledge having read this Liability release and I am of the full age and my acceptance of the above disclaimer clause by my signature and seal. (Parents or Guardians please sign for minors)

The raft overturned, Delaney drowned, and his widow brought suit on behalf of herself and her three children, alleging breach of contract on the grounds of transporting her husband safely, negligence in the navigation of the raft, and the use of suitable life jackets.

The court ruled there was no negligence in the navigation of the raft and therefore the defendant was not liable. There was negligence in not providing adequate life jackets.

“However, the liability release’ in the present case, formed part of a valid contract between the deceased and the corporate defendant, and was supported by valid consideration. Having signed it, the deceased was prima facie bound by its contents...In the present case, the language of the ‘liability release’ was clear and unequivocal and the agreement when read as a whole must be taken to exclude liability for fundamental breach. The plaintiff’s actions must accordingly be dismissed in their entirety.”

In this case where the waiver excluding liability was upheld, Delaney had read, acknowledged and signed the waiver, a form of contract, of his own free will.

Quoted from:

Susan F. Goodman, ED.D. (Humer College) and Ian McGregor, Ph. D. McGregor and Associates *Legal Liability & Risk Management; A Resource Manual for Professionals & Students in the Sport, Recreation and Leisure Fields*, 2nd Edition, 1997. Copyright by Risk Management Associates.

2.4.4 Reliability of Waivers

The reliability of a Waiver can change from year to year and many cases have been brought to court since the preceding example. The extent to which a waiver protects a company in the case of a lawsuit has become increasingly complex. Additional factors include (but are not limited to) the following examples:

- How and when was the Waiver administered? (Did the client understand the risk? Did he/she feel coerced in any way? Did the client have ample time to decide whether or not he/she was willing to accept risk?)
- In the case of a lawsuit, where will the case be heard – in the country of the tour operator or the country of the plaintiff?

Most operators now make use of a lawyer to prepare an adequate Waiver for them.

2.4.5 A Final Word on Safety

As was pointed out at this beginning of this section on *Safety*, it is important to remember that this program can only outline a number of safety issues which affect Arctic tourism businesses. Operators should refer to the appropriate authorities for specific technical skills such as: wilderness first aid, small boat safety (in Arctic waters), waiver/release writing and such matters. There are many mainstream courses in hospitality and tourism training which deal with the technical safety measures required by fixed-roof hospitality facilities and food and beverage operations. These types of courses are beyond the scope of the SMART training modules. It is hoped that this module has increased northern operators' awareness of the importance of safety as a principle of sustainable tourism, and has encouraged them to seek whatever further technical training is appropriate to their business.

APPENDIX 1: Training Tips

Each Topic in this module lists suggested training methods. Experienced trainers will have their own inventory of training methods they have used in the past. The choice of workshop delivery styles will, of course, be dependent upon a number of factors, including:

- Age of participants
- Educational level
- Linguistic skills
- Experience in the tourism industry
- Homogeneity of the group
- Tourism sector represented
- What part of the Arctic the participants are in (trees? roads? towns? tundra?)
- and perhaps even gender of the group

The following are suggested workshop/training techniques. It is hoped that trainers will share their ideas and experiences so that additional training methods may be included in the SMART Trainers' Manuals:

- Individual Projects, including research projects
- Guided Group Discussions
- Debate over a controversial issue
- Brainstorming session
- Break-out groups
- Guest presenters
- Role Play
- Case Studies
- Field Trips
- Video resources
- Using visual resources (such as murals or posters) to generate discussion, interpretation, or role plays
- Panel of presenters
- Demonstrations (trainers or participants)
- Games
- Hand-outs, pre-course study materials

APPENDIX 2: Information on Wilderness First Aid for Northern Canada

I suggest that you list two numbers:

St. John Ambulance 867-873-5658 (Yellowknife)

St. John Ambulance 867-979-2700 (Iqaluit)

Both of these numbers are also in the phone book.

We both fall under the same organizational umbrella and the office in Iqaluit isn't an 'official' office. A lot of similar work is done as far as setting up courses goes from the Iqaluit location, but the official office is in Yellowknife. The Council actually spans both territories with one office.

What happens when you call the Iqaluit number is that you talk to an answering machine and the message gets emailed to me and I call people back. However, this saves my home number from constantly ringing.

The other reason for listing both is that for places like Cam Bay and Kugluktuk for example, it is easier and cheaper to fly an instructor in from Yellowknife, than Iqaluit, as the flight needs to go through YK anyway.

I don't recommend listing specific instructor names. We have two wilderness instructors in Nunavut. One has a temporary residence at my house being his best fixed number. The other instructor does not want her phone number posted. Also, instructors change as people come and go. Having a general number for people call will eliminate the frustration of hearing 'this number is not in service'

I hope this makes sense and will still suit your purposes.

Let me know if you have any other questions or need more information.

Joscelyn Bona
Government of Nunavut

APPENDIX 3: A Client writes about Polar Sea Adventures

Hi Kira*

Glad you liked my article. Here's what I put together about Polar Sea Adventures. Keep in touch and come visit me,

Love

Lauren

Polar Sea Adventures:

Traveling with Dave Reid & Polar Sea Adventures was a pleasure because the company prioritized safety and comfort of its clients at all times. This included:

Bringing along an Inuit guide and relying on his expert knowledge of the area and the thickness of the ice before traveling in any direction. Considering that we clients knew nothing about this, having Sam along and relying on his judgment in addition to Dave, was a comfort as there was no second-guessing decisions in an area where one bad decision can be fatal.

Pre-empting clients needs by, for example, having regular tea and coffee breaks to warm up. Also having delicious extra food for clients, such as brownies, cookies, chocolate, etc. to make our snacks that much more enjoyable.

The toilet: as clients we knew there would be no toilet and for many visitors to the Arctic this is a source of concern. Dave, however, packed a full tent just for use as the lavatory, bringing along a portable camping toilet and educating all of us on how to use it hygienically and with as little impact to the environment as possible. In this way, he created a toilet that was private, hygienic and comfortable an important facet of the trip that he clearly thought out well ahead.

Bringing along extra gear for clients, including hats, jackets and mitts, in the event that we were cold and many of us utilized this equipment. This also included putting hot water bottles in our sleeping bags at night a very welcome treat.

Using extra thick foam pads for our mattresses. These durable pads doubled as comfortable seating in the komatik, on a ride that would otherwise have been very much bumpier.

Making provisions for those clients who have dietary restrictions. As a vegetarian I was well taken care of and was never made to feel that my diet was an encumbrance.

Ensuring that there were more supplies than we required. For example, Dave was equipped for extra time on the ice (in terms of food, fuel, etc), and as it happened, we spent an extra night and had more than enough provisions thanks to his good planning.

Showing care and concern for everyone on the trip, Dave took time to look into our eyes and make sure we were warm, comfortable and that our needs were met. For example, when he made the decision to stay an extra night, he cleared it with each one of us individually, ensuring that none of us had a problem with it.

Knowledge of the area: Dave clearly had a thorough knowledge of the area, the wildlife, the birds, and the Inuit, and was able to answer questions intelligently and articulately.

*Kira Peña is the Adventure and Ecotourism Sector Specialist at Nunavut Tourism.

APPENDIX 4: Characteristics of Arctic Tourism

<i>Characteristics of Arctic Tourism</i>		
Environment and Climate		
CHARACTERISTICS	IMPACTS	TRAINING NEEDS
Highly seasonal, extreme weather	Short season, limited revenue generating season	Value-added for increased revenue
Weather undependable, sometimes life-threatening	Special clothing and equipment	Programming to mitigate delays/cancellations
Location remote	Limited access to healthcare, emergency response	High level of training in first aid, emergency / contingency plans; risk management plan
Ground conditions (permafrost NO)	Affects construction and operation of facilities	Low impact infrastructure; technical knowledge of waste management and minimizing.
Slow growing flora, environment delicate	Land quickly damaged, but slow to recover	Use of vehicles; no trace camping; alternate transportation
Fauna unique but often widely spread	Wildlife viewing may be seasonal, not always easy to find	Programming with hard-to-find wildlife (<i>e.g. know habits, habitat of wildlife; alternate activities related to wildlife; provide guests with realistic expectations; program not solely based on viewing one type of wildlife</i>)
	Often stressed by excessive human activity	Recognizing signs of stress; establishing wildlife viewing guidelines
Working on and around sub-zero waters	Hypothermia can set in within a few minutes for people falling overboard, overturned boats, etc.	Superior safety equipment, survival suites (Kakivak is doing research on this area)
Infrastructure		
CHARACTERISTICS	IMPACTS	TRAINING NEEDS
Many communities remote	High construction costs	Providing high quality service to justify high cost of tourism products
Transportation links may be limited	Public transportation expensive, sometimes	Learning to program according to airline

	infrequent, limited options	schedules, fall-back programs
Community infrastructure may be limited	Accommodations limited and sometimes substandard (not corresponding to high-end clientele)	Providing quality service in simple facilities; operators working with local accommodations providers
Costs of building and maintaining infrastructure high	Forces high cost tourism products	Options such as B&B's, hospitality meals / meals with local residents
Limited local building material	Infrastructure materials virtually all imported	Learning about environmentally friendly alternatives
Environmentally friendly products not available and not widely accepted		Educating local population; creative construction solutions
Communications problems in remote areas	Interruptions in (esp. electronic) communications	Training in electronic communications
	Missed business opportunities	Training in back-up communication plans
Socio-Economics		
CHARACTERISTICS	IMPACTS	TRAINING NEEDS
Most Arctic areas are remote areas of developed countries	Have higher expectations regarding income than under-developed countries	Service levels must be high to justify high-cost products; visitor expectations
Populations more sparse than in southern areas	Large labour force may not be available	Benefits to communities besides jobs
Educational levels on average lower than urban areas	Business and tourism skills often lacking	Doing business in the Arctic; Resources available; Marketing the Arctic; Branding AST
Limited access to training / educational facilities (and trainers)	Training programs are costly and challenging to design / deliver; training facilities/infrastructure limited	Development of varied training mechanisms / "road-shows"
Cost of living / cost of doing business high	Passed on through pricing of products	Pricing (relating pricing to product/ actual costs)
Culture		
CHARACTERISTICS	IMPACTS	TRAINING NEEDS
Usually differs significantly from urban areas	Requires cross-cultural sensitivity by trainers, tourism operators and visitor education	Cross-cultural training for operators and cultural learning for visitors
Local languages and	Local operators may have	Language training, tourism

dialects different from mainstream	difficulty communicating with international travellers	terms
May have different world view	Misunderstandings may occur between visitors, local operators and local residents	Communication between tourism business and other residents
Closer relationship with the land	Visitors need to learn new inter-action with the land; operators need to respect the land	Promoting mutual respect between visitors and residents