



**Service
Regulations**
and
**Information for
Employes**

ISSUED BY THE
Glacier Park Hotel Company

OPERATING

Glacier Park Hotel, Many-Glacier
Hotel and Two Medicine, Cut Bank,
St. Mary, Going-to-the-Sun, Sperry
Glacier, Granite Park and Belton
Chalets *in*

GLACIER NATIONAL PARK

GLACIER NATIONAL PARK, remarkable for its sixty living glaciers, its numerous lakes and waterfalls, its gigantic massed peaks and precipices, was established by an Act of Congress in 1910 and since that time it has gained immense popularity as an outing place for vacationists from all over the world. It is situated on the main line of the Great Northern Railway in northwestern Montana.

Quite as necessary as the scenic glories of our National Parks is the human element represented in them in the hotel, camping and transportation service which is provided for the comfort and enjoyment of visitors. The hotel service in Glacier National Park is provided by the Glacier Park Hotel Company, operating under a contract with the Government. It has not only provided a system of modern hotels, comfortable camps and tepees, but it has developed an ideal of service which it hopes may be as great a cause for satisfaction to the traveler as the natural beauty of the Park itself.

The maintenance of this service ideal, however, is dependent to a large extent upon the character, training and adaptability of the four hundred or more employes who are engaged each season to assist the Hotel Company in providing cheer and comfort for its guests.

The purpose of this booklet is to familiarize those who are engaged for service in the Park with the Hotel Company's ideal of service and to put into the hands of employes and those seeking employment in the Park, such information as will assure their co-operation in our effort to please our guests.

H. A. NOBLE, Manager,
Glacier Park Hotel Company.



The Glacier Park Hotel Forest Lobby

To All Employes

OUR service ideal is not difficult or impossible of attainment. It is a necessary factor in our business which you must understand and live up to as long as you are in our service. Remember, therefore, that our National Parks belong to all the people. They are public recreation centers. Visitors to the parks are their proprietors. This proprietorship is centralized in a department of the Government, the National Parks Service Bureau. In Glacier National Park we are commissioned by this centralized authority of the people to provide entertainment, hospitality, cheer, wholesome meals, comfortable beds, information and facilities for exploration and a healthy homelike environment to that ever increasing portion of the public that is harkening to the call, "See America First."

The ideal of this organization is, therefore, to do all that we are commissioned to do to please and satisfy our guests, to perform every act of service quickly, quietly, cheerfully and courteously and to let no guest depart feeling that everything and more was not done to make his visit with us something to look back upon with pleasure.

The attainment of this ideal depends largely upon you—whether or not you enter into the spirit of our service; whether or not you understand and are capable and willing to perform the duties which are your part in our organization; whether or not you realize with us that our guests are pleased or displeased with us according as you please or displease them and whether or not you appreciate the confidence and responsibility we place in you.

Each season brings to the park many new employes, some of whom have not theretofore experienced the satisfaction which comes of having given pleasant and courteous service, which to the traveler means true hospitality. If you are a new employe make a special effort to get into the spirit of our service as quickly as possible. Do this by promptly and efficiently executing the orders of the head of the department in which you work. This is important—the department head knows our service requirements thoroughly; we expect him to be fair and courteous in his management of the employes in his charge but in a temporary

organization, such as ours is, new employes are likely to find conditions somewhat different than they have been accustomed to in previous employments and we bespeak for our managers and department heads your co-operation and your patience, especially at the beginning of the season, so that misunderstanding and chaos may be avoided and that you may help along the system, which within a surprisingly short time and in spite of difficulties, will be working as smoothly as an organization of veterans.

Familiarize yourself as quickly as possible with all the features of the house in which you are employed; with the particular duties which are assigned to you and keep constantly in mind the general service regulations which you are expected to observe if you are to accomplish your part in the attainment of our service ideal. These regulations are as follows:

1. Courtesy is the basis of good service. In all matters, whether you are on or off duty, the first principle of good service is politeness to guests. This is an excellent rule to keep in mind also in your conduct toward fellow employes and subordinates—uniform good service cannot be given to patrons by employes who meet with discourtesy from fellow employes. Mistakes will be made in other matters by the most efficient and they can be remedied but no excuse will be accepted for a discourteous remark or attitude toward a guest.
2. Unnecessary noise is prohibited. Quietness is a large part of efficiency and if you are a good hotel employe you will be unobtrusive and inconspicuous except when you are wanted. Loud talking, whistling and unnecessary conversations between employes on duty are prohibited. Conversations with guests should be limited to business as far as courtesy will permit.
3. Personal cleanliness and neatness is, of course, expected. If you wear a uniform see that it is kept neat and clean—have it pressed frequently and do not wear it away from the hotel while you are off duty. Keep your shoes brushed and polished. Do not wear flashy or conspicuous clothing of any kind.
4. Do not tell your personal troubles to guests. Remember they are in the park for a good time and that it is both bad form and bad business to annoy them with details or difficulties met with in the performance of your duties. Always speak well of your own hotel or camp and have a good word to say of the other places in the park. Should you hear complaints regarding the place where you work or concerning other hotels or camps in the park, make mental notes of them and report them at the first opportunity to your superior officer. Such matters should never be confided to other employes, guides, chauffeurs or employes of other concessioners. They are intimate hotel matters and should not be discussed with outsiders.
5. The management desires that every request of a guest be granted except where it conflicts with a rule of the house. If you are unable to grant a request for this reason, explain why you are unable to do so—if the explanation does not satisfy do not argue the question no matter how well satisfied you are that your interpretation is correct and that the rule is justified. In such cases refer the guest to the manager or the head of your department.
6. You are allowed to accept "tips" but always thank the giver politely and remember that any abuse of this privilege is severely dealt with. No explanation will be acceptable for showing one guest less consideration and courtesy than



Tourists Come Here to Enjoy Themselves and are not Interested in Hearing of Your Troubles

- another, regardless of whether your efforts to please have been rewarded or not. Many guests are glad to recompense employes with a "tip" but the best way to get it is to give no indication that you want it and to earn it by giving good service.
7. The telephones are for business only. Do not use them for personal or private conversations.
8. Always report for duty on time, or better still, a few minutes early. If you are detained from duty on account of illness or other sufficient reason, notify the head of your department or the manager as promptly as possible. Messages of this kind should be delivered to no one else. Do not change the hours of your watches even for a day without permission from the head of your department. Always use the employe's entrances and exits and stairways and do not loiter about any part of the hotel when you are off duty. The lobby, porches and grill rooms are provided for guests who pay for this service and employes of the Hotel Company or of other concessioners are not permitted to use them except by permission of the Manager.
9. The living quarters furnished employes are comfortable and it must be remembered that these quarters are the homes of employes while they are in the park. You are expected to assist in every way possible to maintain order and cleanliness in and around your living quarters. The use of profane or foul language, unnecessary noise or boisterousness in the dormitories or untidiness in the disposition of rubbish, etc., and disrespect for the rights and privileges of fellow employes are causes for dismissal from the service. Indulgence in any of these offences indicates lack of good breeding or a proper understanding of the meaning of manly conduct.
10. The use of intoxicating liquors by employes or gambling on the premises of the hotel company or in the park in any form is prohibited both by the Hotel Company rules and the Government park regulations. The use of tobacco while on duty in the hotels is forbidden.

To Camp Managers, Clerks, Cashiers and Transportation Agents

Knowing the policy of the Glacier Park Hotel Company and the ideal of service which we wish you to uphold, your attitude toward guests should be plain.

You cannot, however, *assume* this attitude. It must not be an imitation. Daily contact over a long period of time with all manner of dispositions and a natural, sincere and straightforward gracious manner, as well as a thorough technical knowledge of your work, are the things necessary in you to gain the confidence of the people with whom you transact business. When you can inspire in a guest the feeling that makes him *know you are giving him the best you have*, that a certain reservation is *actually made*, that his baggage *will be up in ten minutes*, that his itinerary is a *good one*, that you are sincerely glad he enjoyed his visit in the park and wish him a pleasant homeward journey—because you have told him so—then we will feel that you are properly representing us.

In addition to the natural aptitude that makes it possible for you to represent us in this way you should know the park. Study our rate circulars and other advertising literature. Learn the names and locations of mountains and lakes and trails and be able to point out and direct attention to the particular beauties and points of interest in the immediate vicinity of the hotel or camp where you are located.

Our Transportation Department is maintained for the purpose of imparting information to guests, assisting them in the arrangement of tours, running down complaints, making reservations, etc., and where possible guests should be directed to representatives of this department in matters of this kind, but intelligent interest and a desire to be of assistance should be shown on the part of those outside of this department who come into contact with the public.

When a guest comes to you with a complaint or a suggestion you should listen patiently and without delay remedy the condition complained of, if possible. If the matter is outside of your department or jurisdiction, report it at once to your superior officer. In no case should a complaint be "side-stepped" or passed along if the remedy is in your power.

Cashiers will not be permitted to enter into disputes with guests regarding rates or charges. Disputes of this kind should promptly be referred to the Clerk or Manager.

A good point to remember in handling complaints is this: Treat them according to the guest's estimation of their importance—not yours—and talk to your man face to face. Don't dispute over a desk or counter. If you do, you are at a distinct disadvantage. Disputes across a hotel counter are undignified and displeasing to guests who may be listening. When it is not possible to refer the matter to the manager on the floor, you can take the edge off the contention and dignify the dispute with the remark, "Just a minute, sir, I will be right with you to talk over the trouble;" then step out from behind the counter and settle it to the guest's satisfaction. In this way you show that you are willing to give the matter time and attention, which is half settling the trouble.

In the management of employes who may be under your direction there is one thing you are explicitly instructed not to tolerate—that is unbecoming conduct or discourtesy in the presence of guests. Employes guilty of this must be promptly reported at the General Office and they will no less promptly be dismissed from the service. Know too, that undignified familiarity with employes under your direction is given its true estimation by the employes themselves. Most of them are thoroughly appreciative of the old proverb, "Familiarity breeds contempt."

The Park is administered by Government employes who are representatives of the National Parks Service in Washington. It is expected that at all times our employes will maintain a proper and respectful attitude toward Government Officials. Prompt compliance with instructions and requests of Government



Our Waitresses Take Pride in the Appearance of Their Tables—Supplying Them Daily with Fresh Wild Flowers

Representatives is ordered and employes are not permitted to enter into arguments or disputes with Rangers or other Government men. If disputes arise they should be referred promptly to the General Office and where requests are made by Government Employes, which may be in conflict with the general rules laid down by the Hotel Company for the conduct of its business, they should be complied with and then reported immediately to the General Manager of the Hotel Company.

To Waitresses

Personal neatness, quiet, kindly and prompt attention to the wants of guests will make you successful in your work.

You cannot be too particular in the matter of neatness and cleanliness—look particularly to your hands and nails. Have your hair arranged so that you will not have to touch it during the time you are on duty.

Take pride in the appearance of your tables. Provide them daily with fresh wild flowers which you will find in profusion not far from any hotel in the park at which you are employed.

Reset tables should always have a fresh appearance.

Familiarize yourself with the menu before meals and train yourself to catch orders and remember them without having them repeated.

Bring in exactly what is ordered—no more and no less. To bring more is evidence that you are inattentive and wasteful. To bring less shows you to be careless and forgetful.

Before removing dishes for the next course when guests have apparently finished say, in a pleasant tone, "Have you finished, please?"

When a guest has apparently enjoyed some particular dish and you are removing china ask, as you are taking the particular dish, if you may serve him or her more.



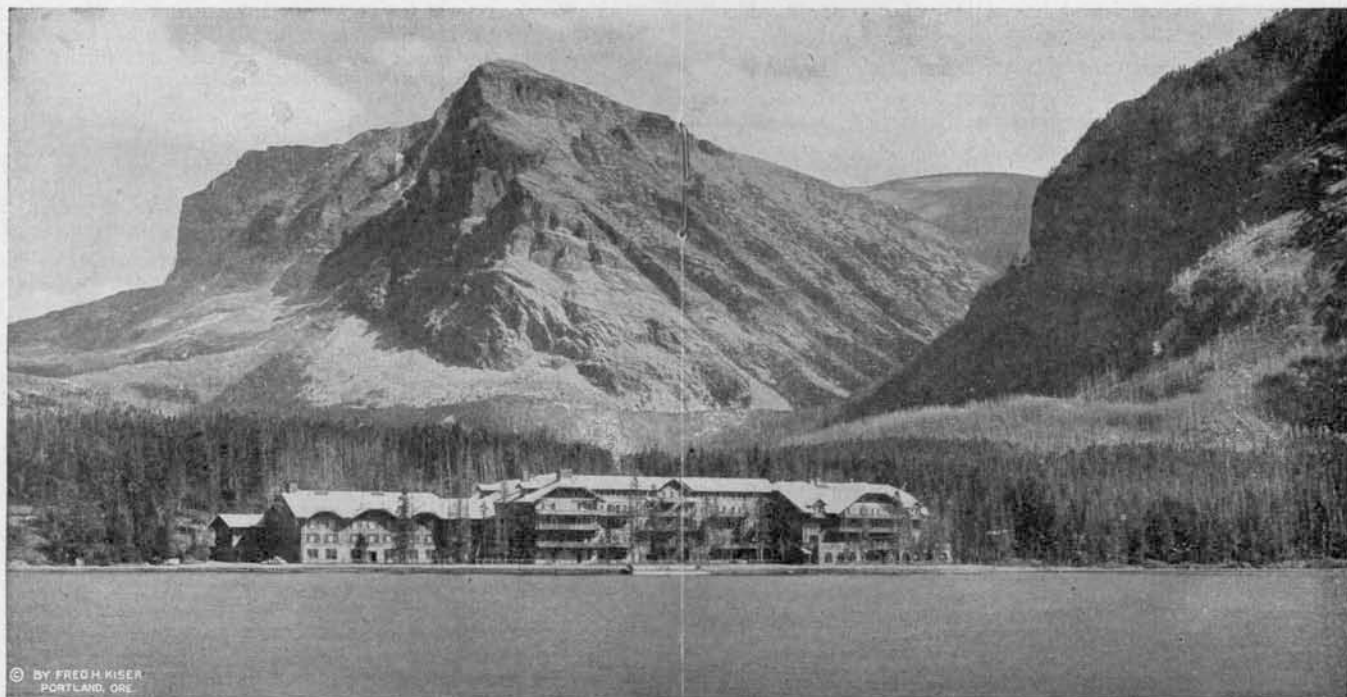
Glacier Park Hotel—at Glacier Park Station, the Eastern Entrance—Accommodates 400 Guests

If you hear expressions of dissatisfaction with the food report them to the Head Waitress promptly.

Do not leave your station except to fill orders or when requested to do so by the Head Waitress.

Remain standing as long as there is a guest at your station or work to be done.

Work for harmony in the dining room and kitchen and strive to please to the extent that your guests will ask to have you serve them again.



Many Glacier Hotel—On Lake McDermott, Reached via a 55-mile Scenic Automobile Highway—Accommodates 400 Guests

To Bellboys and Porters

You, as well as the clerks at the desk, are in a position to make first and therefore lasting impressions upon guests—let this impression be that you are working heart and soul with the house in its effort to be helpful to guests.

Be quiet, orderly on the bench and when you are "front" stand with arms folded and at attention. Be alert to serve wherever possible—watch the entrances. Step outside quickly on the arrival of cars, open car doors and assist guests to alight. Arrivals should be relieved of their hand baggage at the entrance with a polite, "May I take your bag?"

When rooming a guest the Clerk will ask you to take Mr. Jones or whatever the guest's name is, to room number so-and-so. Be alert to catch the name and use it if you have occasion to address the guest. This is a good and an easy way to make a guest feel at home and to let him know that we are interested in his welfare.

In rooming a guest, unlock the door, push it open and let him precede you into the room (except at night when you will precede to turn on the lights), set the luggage on the luggage stand and if it is strapped loosen the straps. Offer to raise the windows or at night to lower the shades. Turn on the light in the bath room and before leaving ask politely if there is anything further you can do. If not, leave QUICKLY.

If the room is in order and the guest satisfied report an O. K. to the Clerk. If an unfavorable remark is made regarding the room, report it to the Clerk. If you room a guest without baggage report the fact.

If you are asked a question and are unable to answer it, be particular to see that the information is furnished promptly through the Clerk.

When receiving orders from a guest, the Clerk or the Telephone Operator, give careful attention so that you will understand thoroughly what is wanted.

Never carry telegrams, cards or messages in your pocket.

Never leave the hotel on an errand for yourself or a guest without obtaining permission from the Clerk.

Always stand up and give close attention when spoken to by a guest or an officer of the house.

Never allow a guest to put on his coat in your presence without offering to assist, or to pick up anything he may drop.

When called upon to take clothes or laundry to the valet or the laundry, see that a valet or laundry list accompanies the package and that the guest's name and room number are plainly written on the list.

When guests ask to be directed to such places as the newsstand, grill room or plunge, do not point out such places but go with them to the place desired.

Bellboys and porters are required to keep the lobbies in order. The sweeping, dusting and putting furniture in order is done late in the evening and early in the morning. Absolute quietness is insisted upon in the performance of this detail so that guests will not be disturbed.

Remember that true courtesy is exactly the opposite of familiarity. In your conversations with guests allow them to lead and do not extend such conversations longer than necessary.

Be cheerful, willing and polite.

These are small matters, but in a hotel it is the little things, which are sometimes not noticed, which go to make perfection in service.

To Telephone Operators

Your contact with guests over the telephone gives you an excellent opportunity for expression of our policy toward guests. You are the voice of the hotel in which you serve. Next to the desk the switchboard, properly handled, is the most important medium in a hotel, through which to express kindly interest and give satisfaction. The hotel speaks to its guests through you oftener than in any other way.

If you have cultivated the attributes of a true lady, your voice over the telephone will be all that we or our guests desire, you will be attentive to calls and under the most pressing circumstances you will find it easy to control your temper and to express a willingness to be helpful.

You should train yourself to get messages without having them repeated.

Do not visit with bellboys, clerks or cashiers and limit your conversations over the telephone at all times to business.

Never leave your board unattended—if it is necessary to leave the board be sure that the "buzz key" is in and let the Clerk know you are leaving.

Answer calls with the name of the hotel. Do not use the word "Central" or "Operator."

In speaking to guests, use their names, thus—"Yes, Mrs. Brown" or "We are unable to locate Mr. Jones."

Familiarize yourself thoroughly with the toll rates on messages outside the hotel and the records used in connection with their transmission and the transmission of telegrams.

A great many Western Union telegrams are handled over our telephone lines in the Park—the transmission of these telegrams is an important part of your work. Most painstaking care should be given to this detail and the special instructions issued governing the handling of telegrams and outside messages should be carefully studied and complied with.

Information for Applicants

The Glacier Park Hotel Company offers summer employment in Glacier Park to approximately four hundred persons in positions as classified below:

Managerial:

Hotel Managers and Camp Managers.

Clerical Service:

Accountants, Hotel Cashiers, Camp Cashiers, General Office Clerks, Room Clerks and Assistants, Mail Clerks, Commissary Clerks, News Stand, Curio and Souvenir Salesmen and Salesladies, Information Clerks and Tourist Agents, Stenographers (male preferred) and Telephone Operators.

Food Service:

Stewards, Kitchen Storekeepers, Chefs, all classes of Cooks, Bakers, Butchers, Pantry Girls and Assistants, Kitchen Porters, machine and hand Dishwashers, Potwashers, Vegetable Girls, Kitchen Firemen, Yardmen, Waitresses and Bussboys.

Room Service:

Housekeepers, Linen Room Women, Seamstresses, Chambermaids, Cleaning Women, Employe Dormitory Matrons, Housemen and Cleaning Porters.

Baggage and Other Service:

Head Porters, Baggage Porters, Camp Porters, Bellboys, Bootblacks, Barbers, Bartenders, Soda Fountain Attendants, Plunge Bath Attendants and Boatmen.

Laundry Service:

Laundry Foremen, Washers, Sorters and Markers, Shakers, Mangle Girls and Hand Ironers.

Mechanical Service Engineers (must have first-class and second-class Montana license), Electricians, Firemen, Gardeners, General Mechanics, Auto Truck Drivers, Carpenters and Laborers.

Guides and Chauffeurs The automobile and saddle horse concessions in Glacier National Park are held by the Glacier Park Transportation Company and the Park Saddle Horse Company. Applications received by us for positions as guides or chauffeurs are referred to the above companies.

When and Where to Apply The headquarters of the Glacier Park Hotel Company from November to May, inclusive, are at Room 1030 Great Northern Railway Building, St. Paul, Minn. Applications are received at this address. The various hotel and camp organizations are not completed until May 1st or 15th and it is impossible to definitely assure applicants of employment until the organization work is complete or nearly so. Old employes are given preference. Others are selected according to their general qualifications.

Salaries Compensation is based on a schedule made up and approved annually by the officers of the Hotel Company. Salaries in the various occupations are practically the same as offered in similar positions in other hotels where board and room are furnished without charge.

Term of Employment A few employes, such as mechanics, laborers, etc., are sent to the Park as early as May 15th or June 1st. Others are taken on between June 15th and July 1st, as business demands a maximum force only during July and August and the first part of September. The average term of employment is ten weeks.

Transportation Most of the employes of the Hotel Company are recruited from St. Paul, Minneapolis, Portland, Seattle, and Spokane or from points near these cities. As a rule the Hotel Company does not furnish free transportation to the Park. It is not necessary, however, for the employe to advance money for his or her transportation from any of the above mentioned cities. Employes are notified in due time when they will be expected to leave for the Park and they are furnished with transportation requests which will be honored by the City Ticket Agents of the Great Northern Railway in any of the above mentioned cities with transportation to the Park, which is good on the day and train specified on the transportation request. The value of transportation furnished in this way is charged against the employe and is deducted from wages or salary to become due during the first two months of service; half being deducted from the first month's wages and the remainder from the second month's wages. The value of transportation furnished is equal to the one-way fare from the city where the transportation is furnished to Glacier Park Station.

Employes who well and faithfully perform their duties as long as the Hotel Company shall desire their service and who are not discharged for cause, other than the necessity for reduction of forces, are furnished free return transportation to the city from which they were furnished going transportation.

In the case of employes who do not intend returning to the point from which they were transported and desire to go elsewhere the Hotel Company will not furnish transportation away from the Park.

Persons living in cities nearer to Glacier Park than to St. Paul, Minneapolis, Seattle, Portland or Spokane, and who are engaged for service in Glacier Park must pay their own fare to and from



The Mountain Side of Going-to-the-Sun Chalets

the Park. If they are in cities on the Great Northern Railway they can purchase round trip summer tourist tickets to the Park or they can have the option of securing their transportation on Glacier Park Hotel Company requests on the Great Northern Agent in their home cities, having the value of same charged to them and deducted from amounts to become due them as wages.

Transportation orders cover rail transportation only, and all other incidental expenses, such as sleeping car transportation, meals, etc., must be paid for by the employes themselves.

The only instances where transportation is furnished on any other basis than that outlined above is in the case of extra employes engaged for short service terms or in the case of employes engaged for special work or for positions requiring special technical training.

Travel in the Park The Hotel Company does not employ persons seeking a change of climate or those whose sole desire in seeking employment is to see the Park. During the season, while business is heavy, employes are not transferred from one hotel or camp to another unless it is desirable from a service standpoint to make such changes. Employes leaving the employ of the Hotel Company at one hotel or camp will not be re-employed at another Park station. However, such employes as have remained in the service as long as they have been needed and who have given satisfactory service are permitted to tour the Park, during the latter part of the season when tourist traffic is light, at reduced rates for accommodations.

Recreation Hiking and horseback riding are the principal recreations indulged in by employes. Picnic parties and dances are given occasionally with permission of the management and under the direction of chaperones.

Mail Persons engaged for service in the Park should instruct relatives and friends to address them in care of the Glacier Park Hotel Company, Glacier Park, Mont., **Department E.**

Baggage Persons engaged for service in the Park should, before leaving, see that their baggage is properly tagged with their names. Upon arrival at Glacier Park they will report at once to the General Office of the Hotel Company. Those engaged for service at the Many-Glacier Hotel or in the interior of the Park should, where possible, take all of their belongings in suit cases as it is not in accordance with the policy of the hotel company to transport trunks into the interior of the Park.

Living Quarters During the term of employment employes are furnished board and room without charge. At the large hotels employes are housed in dormitories. Rooms, beds, etc., are kept clean and comfortable. Each dormitory is equipped with tub and shower bath. Separate dormitories are furnished for men and women. At the camps employes are furnished rooms in the chalets. Employes' meals at the hotels are served in an employes' dining room which is operated on the cafeteria plan. Employes' meals in the camps are served family style at an employes' table.

Clothing Employes are advised to bring to the Park with them heavier clothing than is usually worn in summer weather as the climate is cool, especially during the early and later parts of the season.

Uniforms The following classifications of employes are uniformed while on duty: Waitresses, Check Girls, Maids, Bellmen and Porters. Special instructions are given to applicants when they are engaged for service as to the kind of uniforms and costumes required and as to how they may be obtained.

Medical Attention In case of sickness employes are cared for by a doctor and nurses employed by the Glacier Park Employes' Hospital Association. All employes automatically become members of the Association on entering the service of the Hotel Company and a monthly fee is deducted from the wage or salary of each employe which is used to defray the expenses of the doctor and nurses. Fees are nominal, ranging from fifty cents (50c.) to one dollar and twenty-five cents (\$1.25) per month and deductions are made in accordance with a schedule based on the employes' rate of pay. From employes working temporarily or for a period less than a full month deductions are made on a per diem basis, the total amount deducted not to exceed the maximum monthly amount provided for. Employes



A Dining Room at One of the Chalets

are not entitled to full hospital benefit unless full deductions have been made under the various classifications.

Medical and surgical service is furnished free to all employes of the Hotel Company at, or who come to, Glacier Park Hotel, Many-Glacier Hotel, St. Mary's and Going-to-the-Sun Camps; and hospital service is furnished such employes when needed at Kalispell, Mont., the employes, however, to pay their own transportation to and from Glacier Park to Kalispell. Doctors will visit employes at other camps than those above named at a small charge per mile, mileage being computed on the shortest line between the place at which the patient is visited, and the nearest point at which free treatment is given.

All medical and surgical supplies are furnished employes without charge.

Treatment of chronic or infectious diseases among employes is not included under the provisions of the contract between the Doctors and the Hospital Association.

To Employes of Other Concessioners

In the interests of all who come to Glacier National Park, the co-operation of guides, chauffeurs and others in the employ of other concessioners operating in Glacier Park, in the observance of the same rules and regulations as we have set forth for the guidance of our own employes in their conduct toward guests, will be required and appreciated. The hotel lobbies, porches, grill rooms, sun parlors, etc., are for the use of guests only. Employes are not permitted the use of them.

THE GLACIER PARK HOTEL COMPANY.

Commission of Conservation
CANADA

COMMITTEE ON FORESTS

Fire Protection in Dominion Parks

BY

J. B. HARKIN

Commissioner of Dominion Parks

Reprinted from the Seventh Annual Report of the
Commission of Conservation

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FIRE protection in the forests in Dominion parks is undoubtedly one of the most serious problems confronting the parks organization. I intend, however, to deal with only two aspects of our fire work and not with our general fire work, which is much the same everywhere.

During the past year our special activities in fire protective work have related chiefly to the development of a portable gasolene fire engine for putting out fires when they occur; and to a campaign of education calculated to prevent the starting of fires.

Portable Fire Engine for Forest Fires In regard to the engine I think it needs no argument to convince anyone that the surest way of putting fire out is to apply water. In forest fire fighting it is well-known, especially in a mountainous country, very little can be accomplished with buckets. It is a physical impossibility for men to carry water under fire conditions for any length of time, and it is equally true that usually when a man has climbed up a rough hillside with a bucket of water there is very little water left in the pail when he reaches the fire. It is the experience of nearly all who have been concerned in forest protection that most of the big fires are what are called secondary fires.

As a rule fires are discovered early enough to permit of their being isolated in a small area. The usual practice is to then have a body of men to watch the fire to prevent it spreading from the burning logs, tumps and humus of the segregated area.

Very often a big wind storm comes up, carries the fire forward, despite the efforts of the watchmen, and a conflagration is the result. It was figured that if water could be got on such a confined area quickly and in quantity we could remove one of the most serious forest menaces. It was this that led us to figure on a portable gasolene fire engine.

It is obvious that light weight and high power are essential. A great deal of time and thought was given the subject. We were fortunate in securing the co-operation in this work of Mr. H. C. Johnston,

of the Railway Commission Fire branch, whose mechanical aptitude and varied experience in fire fighting and fire equipment proved invaluable. One engine was completed last spring. Its weight stripped is 118 lbs.; equipped with solid oak base, etc., for work 143 lbs. The engine is rated 6 H.P. It delivers 20 gallons of water per minute through 1,500 feet of hose. Assuming that it would take one man with a bucket 10 minutes to deliver 10 quarts of water at a fire you will see that this engine will do the work of 80 men. And of course do it at insignificant cost. The outfit is provided with parallel handle bars by which two men can carry it anywhere.

There are narrow gauge trucks by which engine and hose can be taken by horse-power over the better trails. The engine in its field tests has exceeded our expectations. There were no forest fires of any significance last season in Rocky Mountains park (where the engine was placed), but it was tried out in connection with the burning of large brush piles. Let me read you some extracts from reports in this connection. Mr. H. E. Sibbald, Chief Fire and Game Warden, who was in charge of the engine part of the time, reported as follows:

"The engine enabled us to burn the brush in large piles within a clearing of 40 feet in very dry weather without scorching the standing trees; also enabled us to keep fire from spreading along the ground and entirely extinguishing fires before leaving in the evening. Not one fire started up after being put out. We carried the water in one instance over a steep hill 200 feet high and along clearing for 600 feet, the gauge showing a pressure of from 85 to 90 lbs. This enabled us, by holding the nozzle close to the edge of the fire, to make a ditch from four to six inches deep all round the fire from the force of the water. This will relieve us of digging a trench round a fire, as it is through the hidden roots that fires always get away."

Mr. C. Phillips, Fire Warden, who continued in charge of the engine, wrote:

"The whole apparatus was given a very fair four-day test at the Alien detention camp at Castle mountain last month, while the aliens were burning large piles of brush and small timber, and the pump undoubtedly kept the fire within the required area.

"Water was taken from the river and pumped through 800 feet of hose to points where required, varying from 5 to 150 feet above the water level. A pressure of 90 lbs. was obtained at the outlet of the pump, and a stream of water was thrown about 40 feet at the nozzle."

At a test in Ottawa, the engine was taken to the foot of the locks, and, while the engine was not working as well as it should, through an unfortunate mistake in the mixing of the gasolene and oil, it worked steadily and pumped water 173 feet vertically to the top of Parliament hill. An engine of that kind, that can be taken any place in the mountains, by man-power if necessary, should be of great value in extinguishing fires which are guarded, and possibly, may be of great use in direct fire fighting. The intention is to use a battery of engines. One engine would pump through 1,500 feet of hose to a readily portable canvas basin, and a second unit would pump from that on. We might require a good many units, because we are never sure of having water close to a fire. The installation is not expensive; were it so it would be useless to consider it. The engine cost \$210, the hose \$165, or a total cost of \$375. By ordering in quantity we could no doubt secure a considerable reduction in these prices.

**Use of Aliens
in Clearing
Work**

The Forests Committee of the Conservation Commission last year called attention to the desirability of removing inflammable material in the woods on Government lands outside of the railway right-of-way. We have made a beginning in that regard. I doubt whether we could have done anything under ordinary circumstances, because the wages of laboring men are three dollars a day in the West. We were fortunate, however, in having a camp of interned aliens engaged on road construction there, and, as the road ran parallel and close to the railway, we had them do a considerable amount of clearing along the railway tracks outside the right-of-way.

This cleared portion appealed so much to us that we extended it to our own roads. We had the aliens clean fifty feet on each side of the roads and they also trimmed off the trees. The improvement in appearance was such that, if we can ever get money for it, we intend to construct all our roads in that way. Incidentally, we protected our forest from fire. These roads are now being largely used by automobiles and carriages, and cigar and cigarette stubs and matches are carelessly thrown to the side; if there were debris there fires would likely be started.

**Co-operation by
Private Interests
in Fire
Prevention**

Another feature of our work has been a campaign of education. We have devoted a good deal of attention to it and we hope we have secured some results. It has cost practically nothing, and will, we believe, contribute to the education of the public on fire prevention. Practically there are only two kinds of fires, so far as our parks

are concerned at any rate, those arising from human causes and those caused by lightning. We cannot prevent fires that are caused by lightning, but those of human origin are nearly always the result of ignorance or carelessness. Not one fire in ten thousand is started deliberately. It is simply another case of not knowing it was loaded—because the necessity for care is not realized. It is obvious that education is a first necessity. That has been said this morning and I presume, has been said for years. Those who have studied the psychology of it appear to be agreed that the way to influence the public is to use affirmation and iteration. This policy we have adopted.

Another factor in this campaign of education is the tremendous influence of habit. It is admitted that we are creatures of habit. Habit is at once our strength and our weakness, and we should, therefore, develop careful habits in regard to fires. With this object in view, we started our educational work with match boxes. We figured that, in the final analysis, practically all fires originate from matches and, therefore, that a match box would be a good medium of education. We took the matter up with the match companies of Canada, and they all agreed to put a fire warning notice on their match boxes. They had to change their labels, and they did it entirely at their own expense, because they thought the cause a good one. On every match box put out in Canada, except perhaps, a few safety match boxes, there is a fire warning notice. That means that nobody can take up a match box without seeing this notice, and we hope, by the process of affirmation and reiteration, to influence every man to some extent. On this notice, and all other notices which we arranged for later on, we had at the bottom, "Printed at the request of the Dominion Government," as we thought the man who, at his own expense, was carrying on this work, was entitled to that credit; we also considered it would add weight to the notice itself. So of the millions and millions of match boxes turned out in Canada to-day, practically every one bears a fire warning notice.

The match companies putting on the notices are: Eddy Co., Hull; Canadian Match Co., Drummondville, Que.; Dominion Match Co., Deseronto, Ont.; Eureka Match Co., Halifax, N.S.

Our object, of course, is to reach the people who are most likely to cause fires. It occurred to us that the hunters who go into the woods in the autumn were likely to cause fires; so we made the suggestion to the ammunition people that they insert a fire warning notice in each of their packages of ammunition. There are two companies in Canada manufacturing ammunition, the Remington Arms-Union Metallic Co.,

and Dominion, and both immediately agreed to put this notice in; the result is that every box of shells has a fire warning notice. Both of these firms went to a great deal of expense in getting out these notices. The Dominion people got out a nicely lithographed notice, showing a picture of a forest fire, with birds, moose, and various animals fleeing before the fire. It also contains a direct appeal to the sportsmen:—"The Canadian forests are your hunting grounds; will you not help to preserve them?" That is an appeal to selfishness. We try to induce the hunter to be careful of fire in order to preserve his own game. On the backs of the notices are the ordinary fire warnings about throwing away lighted matches, cigar stubs, etc., special attention being directed to camp fires, with a final injunction that a little extra care may save thousands of dollars, and innumerable birds and animals.

The Remington people have, on their own initiative, extended the campaign. They were much pleased with the original proposition because game preservation means a great deal to ammunition companies.

The greater portion of the sales of the ammunition people really is for hunting, not for trap shooting or the other sports with a rifle or shot gun, and it is therefore of vital importance to them to leave nothing undone to protect the game.

To extend the educational campaign the Remington people issued their ammunition box fire notice in the form of a poster stamp. This they furnish in quantity free to dealers for sticking on all parcels containing sporting goods. They thus reach the man who may start a fire, the man who may go into the woods. They also spread the gospel of care with fire by having a write up of their own efforts published in the trade papers and many of the newspapers. The ammunition companies have carried on this campaign entirely at their own expense.

Reaching the Campers

Another class of people liable to cause fires are those who live in tents, either for recreational or other purposes. An appeal was made to tent manufacturers to insert a fire warning notice in every tent, so that a man living in a tent would, the first thing in the morning, see a notice: "Be careful of fires," and every time he entered the tent he would have the benefit of the iteration of that notice. The result is that nearly all the tent companies are inserting the fire warning notice, at their own expense, in every tent turned out. The notice is printed on a cloth label and sewn into the tents. This entails some expense but the tent manufacturers are satisfied that it is good business for them

to help protect the forests, as there would be fewer tents used if the forests were to any serious extent destroyed.

The following companies are affixing the notice in their tents: Bromley & Hague, Winnipeg; Edmonton Tent & Mattress Co., Edmonton; Finnie & Murray, Winnipeg; Grant, Holden, Graham, Ottawa; Robert Soper Tent Co., Hamilton; T. T. Turner & Sons, Peterborough; Edw. Lipsett Co., Vancouver; D. Pike & Co., Toronto; Smart-Woods, Ltd., Ottawa. Others intend placing notices next spring.

Educating the Woodman to be Careful Educating the man who goes into the woods and works with an axe was next undertaken. We had a special axe label printed and H. Walters & Sons, axe manufacturers, of Hull, Que., undertook to have a label attached to every axe they made. The label is on thin paper, the same as is used for their own labels and they say it will stay on almost as long as the axe lasts. The label contains a picture of a forest fire and the motto: "No work for the axeman if the forests are destroyed by fire. Save them by extinguishing camp fires, cigar and cigarette butts, and live ashes from pipes." This should influence the man working with his axe in the woods and induce him to be more careful with fire.

Many who use a telephone directory occasionally go into the woods, so we asked the Bell Telephone Co., to give us some space in their directory. We always ask for these things free and we get them. In the Bell Telephone book there is half a page of fire warning notice, which they have inserted entirely at their own expense.

Co-operation of Railways The work already outlined, although started to benefit parks primarily, related to fire education in general, but the educational campaign was also carried on in other ways with special reference to the parks. The tourist and the railway are the two sources of danger in the parks.

The machinery developed by Mr. Clyde Leavitt, of the Commission of Conservation, for dealing with railway-caused fires is so effective that the railway-fire is no longer the thread-suspended sword it used to be. However, while developing our educational campaign, it occurred to us we might help a little by making an appeal to the railway-men who cause the fires—the men on the engines; consequently we arranged with the Canadian Pacific and the Grand Trunk Pacific for the posting of a card in the cab of every engine operating through the parks with the following legend:

SAVE THE FORESTS

ENGINEMEN: If the forests throughout the mountainous Dominion Parks through which this railway runs are destroyed by fire, passenger traffic will decrease, fewer trains will be operated and you may be out of employment. Help the Dominion Parks Branch to protect the forests by exercising the utmost possible care with the fire apparatus on this locomotive.

J. B. HARKIN

Commissioner of Dominion Parks

Educating the
Tourist
Regarding Fire

To reach the tourist we naturally sought the co-operation of the railway companies.

The first step taken was to ask the companies to post fire notices in their coaches and to print notices on the time cards and on their dining-car menu cards. All the railways responded promptly. No doubt these various notices are now familiar to all of you. To further emphasize the warning, arrangements were made with the Canadian Pacific hotel department that a suitable fire warning notice should be printed on the menu cards of all the company's hotels in the parks. In addition, we printed an attractive card notice and had one hung in every guest room in every hotel in the parks. The card was worded as follows:

SAVE THE FOREST

You are within a NATIONAL PARK and you are no doubt impressed with the grandeur of the scenery and delighted with the evergreen forests. These are beautiful to-day, but may be desolate to-morrow unless you are careful in the use of fire. Your camp-fire, lighted match, cigar, cigarette, or the live ashes of your pipe may destroy many square miles of trees, shrubs, flowers, ferns, bird nests, and other interesting things. Therefore be careful with fire in the woods.

J. B. HARKIN

Commissioner of Dominion Parks

This card, in addition, was freely distributed in restaurants, stores and places of business in the parks. There are a number of moving picture houses in the parks and to these special fire slides were supplied and arrangements made that they should be displayed at no cost to the Department at all performances.

Practically all visitors to the parks do a good deal of driving or horse-back riding. Consequently we had two types of attractive

metal fire notices prepared; one was attached to the reins of all livery saddle ponies in such a position that the rider could not grasp the reins without noticing it, the other was attached to the dashboard and the backs of seats of all livery rigs in order that every one driving would have the notice constantly before him. The notice on the carriages reads:

SAVE THE FOREST

Do not throw burning matches, cigar and cigarette butts or live ashes of pipes from this vehicle.

The notice on the reins reads:

SAVE THE FOREST

Do not throw burning matches, cigar and cigarette butts or live ashes on the road side.

Of course, in addition to these various schemes, we also followed the usual practice of having poster notices distributed on all roads and trails in the parks so that no one could even walk around without learning the gospel of fire protection. For this purpose we used a special enamelled metal sheet in several colors and bearing a picture of a forest fire calculated to arrest attention.

We printed fire warning notices on our Parks Office stationery and at our request most of the hotels and business places in the parks also did so.

**Fire Protection
Constantly
Before the
Visitor**

In this campaign in the parks, it seems to me, we carried out a pretty complete campaign of affirmation and iteration. Fire protection was taught to the tourist from the time he began thinking of his trip, because he got it in his time card, he got it in the railway coach and in the dining car at every meal; he got it on the hotel menus and in the shops; he got it riding, driving, walking; in the picture shows; also when writing home, because it was on most of the hotel writing paper; and, finally, he got it when he went to bed. It may be that a campaign of this kind may almost drive him, in desperation, to set fires. At least that has been suggested, but it is a chance that we have to take.

**Mechanical
Equipment
Essential**

In the campaign outlined above, there are two or three points which it would be well to act on. Efficiency, in connection with fire fighting, can be promoted by paying more attention to mechanical means for fire protection purposes. So far as carrying on a campaign of education is concerned, our experience has been that the business

men of Canada have sufficient interest in fire protection and forest protection to co-operate at their own expense in carrying on a campaign of education. Acting on lines something like these, where you utilize as media various articles in constant and tremendous circulation, you have an opportunity of reaching almost everybody in the country, and, of course, the great advantage is that such a campaign does not call for the expenditure of large sums of money.



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