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CRUISE EXCELLENCE

TRAINING ★ TOURS ★ DISCOVERY

2026 Pierside Operations Team Handbook

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I. INTRODUCTION

A. AQUILA'S VISION, MISSION & CULTURE

Aquila's Vision:
An Aquilafied cruise industry ecosystem in our own community, and in communities around the world, which is a thriving and sustainable engine for prosperity. The fun and energized Aquila Team continues to grow and be recognized as leaders in our industry by creating moving experiences with integrity.

Aquila's Mission:
To ignite the spirit of discovery. Aquila is committed to exceeding our client expectations and ensuring growth by creating moving experiences.

Aquila's Culture:
Aquila prides itself on being the best and providing memorable experiences for our guests. We always strive for excellence when delivering our shore excursion programs. We are a company that cares about doing the right thing. We believe in creating an environment of diversity and community engagement where our team can flourish.

Our culture embraces all backgrounds and is committed to creating safe spaces for our team regardless of what we look like, where we come from, or who we love. We look for reliable, confident, and like-minded individuals to join our team who will come together so that we can reach our shared goals of excellence and "Aquilafying" the world!

B. CONTACT LIST FOR AQUILA TEAM MEMBERS

Team Member	Responsibilities	Cell Phone	E-Mail Address
Danielle Timmons	Partner Owner, Vice President – Tour Operations, Cruise Manager & Transportation Manager	506-639-0168	cruisemanager@aquilatours.com danielle@aquilatours.com
Sam MacVey	Cruise Manager & Human Resources Manager	506-647-1890	cruisemanager@aquilatours.com sam@aquilatours.com
Trina Forrest	Cruise Manager & Supplier Manager	506-651-2949	cruisemanager@aquilatours.com trina@aquilatours.com
Kelsey Phinney	Cruise Manager & Charter Manager **(on maternity leave for 2026)**	506-721-1988	kelsey@aquilatours.com
Angela Samson	Sustainability, CE Coordinator, Cruise Manager (acting Charter Manager)	416-908-3444	angela@aquilatours.com
Barb McAloon	Cruise Manager	506-470-1054	barb@aquilatours.com
Lori Patterson	Accounting/All Payroll Inquires	506-643-1107	lori@aquilatours.com
Jennifer Hay	Inventory Manager	-	jennifer@aquilatours.com
Yessika Veliz	Office Manager/HR Support	-	yessika@aquilatours.com
Beth Hatt	Partner Owner, Fearless Leader, President	-	beth@cruiseexcellence.com
Melanie Colpitts	Partner Owner, Vice President - Cruise Excellence	506-636-2127	melanie@aquilatours.com
Ambra Attus	Director of Impact, Growth & Development, Cruise Excellence	-	ambra@cruiseexcellence.com

Email contacts for Pierside:

tourguide@aquilatours.com – Schedule availability, conflicts, training, and tour information. This address is for information related to Tour Guide and Pierside Human Resources.
cruisemanager@aquilatours.com – For any information regarding a ship the night before or call your Cruise Manager.
lori@aquilatours.com – ALL inquiries related to payroll.

II. PIERSIDE TEAM OVERVIEW

A. STRUCTURE OF THE PIERSIDE TEAM

Our Pierside team is made up of various roles: Cruise Managers, Pier Managers, Sales Team, Transport Team, and Assists. Each of these roles is vital in our successful delivery of an excellent shore excursion program to our cruise clients. It is important to note that while each of these roles can be clearly defined with their individual responsibilities, each Aquila team member is tasked with working towards our common goal: delivering excellence for our clients. This may mean filling in any necessary gaps, especially on our busy multiple ship days.

It is the duty of the Cruise Managers and Human Resources Manager to ensure that all roles are filled and that the Pierside Operations Team delivers excellent service to both cruise line clients and tour guests.

B. JOB DESCRIPTIONS:

Cruise Manager

Aquila employs energetic team members for our Full-time Cruise Managers, with emphasis on the months of September and October. This role is diverse and fast-paced and will include the management of shore excursion operations.

Cruise Managers are required to be on-site for cruise ships when they call on Saint John. Their role includes a great deal of organization and preparation beforehand to confirm transportation, suppliers and guides, as well as on-site dispatching of tours, problem solving, end-of-day reporting, and more.

This position revolves around the cruise ship schedule during the season, which sometimes involves early mornings, evenings and weekends. Cruise Managers are required to be on call and accessible by phone and e-mail during the cruise season.

The following skills make a good Cruise Manager:

- Project Management, Human Resource Management, and Risk Management experience
- Knowledge of and enthusiasm to sell Saint John & the Bay of Fundy as a travel destination
- Knowledge of the cruise markets
- Organizational skills and detail-oriented
- Communication skills, able to work with suppliers and partners
- Conflict and stress management

- Calmness and quick thinking
- Strong decision-making skills
- Time Management
- Leadership skills
- Flexibility to work a variety of shifts, including evenings and weekends
- Fun and energized
- Willingness to learn and grow
- Ability to work under pressure, meet deadlines, and handle multiple tasks
- Strong computer literacy including Microsoft Office applications

Pier Manager

Aquila employs energetic team members for our seasonal Pier Managers, with emphasis on the months of September and October. This role is diverse and fast-paced and will include the execution of shore excursion operations.

Pier Managers are occasionally required to be on-site and the role includes a great deal of organization as they assist Cruise Manager during daily operations. This role includes supervision of cruise operations and assuming the responsibilities of Cruise Managers while they are not present at the pier.

The following skills make a good Pier Manager:

- Knowledge of and enthusiasm to sell Saint John & the Bay of Fundy as a travel destination
- Organizational skills and detail-oriented
- Communication skills, able to work with Pierside, Drivers, and Tour Guides
- Conflict and stress management
- Calmness and quick thinking
- Strong decision-making skills
- Time Management
- Supervisory skills
- Flexibility to work a variety of shifts, including evenings and weekends
- Fun and energized

Sales Team Member

Aquila employs energetic team members for our sales team on cruise ship days, especially for the months of September and October. This role is diverse and fast-paced, and will include greeting guests, checking tickets, selling tours, tracking sales, communicating and providing information to cruise ship guests.

Sales team members can expect extended periods of standing, walking, communicating by walkie-talkie and in person. This position is fast-paced, especially during the morning rush, and requires accuracy, customer service and on-the-spot problem solving.

This position revolves around the cruise ship schedule, which sometimes involves early mornings, evenings and/or weekends. Shifts range anywhere from 5 to 9 hours, with varying times throughout the day typically between as early as 6:30am, and as late as 8:00pm.

The following attributes make a good Sales team member:

- Friendly, pleasant and caring disposition
- Lively and enthusiastic
- Knowledge of the key attractions and other pertinent information of the place being visited
- Good interpersonal relations and able to work in a team
- Good organizational and multitasking skills
- Strong communication skills

Transport Team Member

Aquila employs energetic team members for our transportation team on cruise ship days, especially for the months of September and October. This role is diverse and fast-paced, and will include loading buses, counting tickets, dispatching tours and providing information to cruise ship guests.

Transportation team members can expect extended periods of standing, walking, getting on and off buses, communicating by walkie-talkie and in person. This position is fast-paced, especially during the morning rush, and requires accuracy, customer service and on-the-spot problem solving.

This position revolves around the cruise ship schedule, which sometimes involves early mornings, evenings and/or weekends. Shifts range anywhere from 5 to 11 hours, with varying times throughout the day typically between as early as 6:00am, and as late as 9:00pm.

The following attributes make a good Transport team member:

- Friendly, pleasant and caring disposition
- Strong organizational and multitasking skills
- On the spot problem solving skills
- Calm and efficient under pressure
- Good interpersonal relations and able to work in a team
- Strong communication skills

Pierside Assistance

In addition to our Sales & Transport Team, Aquila will occasionally require additional assistance for various roles. The general assist position includes (but is not limited to) the following tasks:

- General assistance to the Cruise Manager
- Counting and recording ticket counts (number of adults/children and departure times)
- Announcing tours
- Holding signs and helping with directing passenger traffic flow
- Dispatching walking tours
- Calling suppliers on behalf of Cruise Manager
- Checking in buses and guides
- Help with set up and/or tear down of booth
- Tour evaluation
- Cruise supplies preparation (ex. maple candies)

III. RESPONSIBILITIES OF A PIERSIDE TEAM MEMBER

A. CRUISE MANAGER

- Management of operations of shore excursion programs. Includes daily operations, on-site tour dispatching, confirming suppliers, invoicing, and maintaining relationship with cruise line representatives, etc.
- Handle bookings and confirmations from both suppliers and clients, completing accountings forms and cruise invoices. Correspond with suppliers regarding cruise calls, including booking dates and times, confirming, answering questions, etc. Organize supplies, tour forms, and materials in preparation for each cruise ship day and other cruise preparations.
- Organizing dispatch, assigning tour guides to buses. Assisting guest traffic flow at the pier and answering questions, contacting suppliers with counts. Be knowledgeable about various tours and their variation by cruise line and deliver information to guests on key attractions, features, and any inclusions involved with the tour.
- Handling onsite emergency situations, incidents, and difficult situations (ex. bus breakdowns). Resolve any guest complaint(s) to best of our ability. Never promise or imply a refund.
- Assist in the development and costing of cruise programs, prepare proposals, and special group contracts. Build relationships with cruise line executives, shore excursion managers, guides, pierside team and suppliers.
- Demonstrate respectful and equitable treatment of all guests regardless of background including but not limited to those represented by culture, race, sex, age, physical abilities, sexual orientation, gender identity, neurodiversity, political affiliation, and socioeconomic status.

B. PIER MANAGER

- Check the Cruise Manager e-mail the night before your scheduled Cruise Ship date and check in at pier at least 1 hour 15 minutes prior to first tour departure time (or as designated in night before e-mail from Cruise Manager).
- Assisting Cruise Manager with management of operations of shore excursion programs. Includes daily operations, on-site tour dispatching, confirming suppliers, invoicing, and maintaining relationship with cruise line representatives, etc.
- Organizing dispatch, assigning tour guides to buses. Assisting guest traffic flow at the pier and answering questions, contacting suppliers with counts. Be knowledgeable about various tours and their variation by cruise line and deliver information to guests on key attractions, features, and any inclusions involved with the tour.
- Handling onsite emergency situations, incidents, and difficult situations (ex. bus breakdowns). Resolve any guest complaint(s) to best of our ability. Never promise or imply a refund.
- Build relationships with shore excursion managers, guides, pierside team and suppliers.
- Demonstrate respectful and equitable treatment of all guests regardless of background including but not limited to those represented by culture, race, sex, age, physical abilities, sexual orientation, gender identity, neurodiversity, political affiliation, and socioeconomic status.

C. SALES TEAM MEMBER

Working alone or in a team of two, our sales team is responsible for managing our sales booths inside the terminal on cruise days:

- Check the Cruise Manager e-mail the night before your scheduled Cruise Ship date and check in at pier at least 45 minutes prior to first tour departure time (or as designated in night before e-mail from Cruise Manager).
- Set up sales booth and complete daily paperwork including tracking forms. Process guest information and provide them with ticket. Record sales and track progress throughout the day, communicating updates with the Sales Team, Cruise Manager, and Transport Team. Complete Pierside Sales Reports with total sales for the day. Track inventory of Sales Booth, complete supplies checklist.
- Sales Team Members should stay at (or close to) the sales desk to greet guests. Assist with various types of requests (sales requests, mobility requests, general information, etc). Be knowledgeable about various tours and their variation by cruise line and deliver information to guests on key attractions, features, and any inclusions involved with the tour.
- If a guest approaches the desk with concerns or complaints, never promise or imply a refund to a guest's complaint, if you cannot resolve the complaint. Advise Cruise Manager of any guest complaint(s) or issue(s) and ask Cruise Manager to speak with guest.
- Demonstrate respectful and equitable treatment of all guests regardless of background including but not limited to those represented by culture, race, sex, age, physical abilities, sexual orientation, gender identity, neurodiversity, political affiliation, and socioeconomic status.
- Saving front seats is done by the Transport Team. If a guest comes to the sales booth to request a front seat, please communicate with Cruise Manager.

D. TRANSPORT TEAM MEMBER:

Working in a team of 2-4 people, our transportation team is responsible for the smooth dispatch of approximately 20-30 buses per day. While many duties occur simultaneously, some of the duties include:

Before Buses Arrive

- Arrive 15-30 minutes before buses scheduled to arrive
- One transport person at the gate finding out where bus is going and directing to the slot number
- One transport person gets details from driver as buses arrive
- Let Cruise Manager know when a bus is parked & ready for the guide
- Let Cruise Manager know if a bus is not here 45 minutes prior

When Buses Arrive

- As every bus pulls in, write down driver name & bus number. Check the following with the driver:
    - Which tour they're doing. Make sure they know their full day plan.
    - Ask if AC & mic are working
    - Ask if there are any seats facing backwards
    - Ask if they know Aquila's driver expectations
- If a bus or trolley does not have a stool, get one from inside
- If not time for them to be at the pier yet, get name & cell phone before you send them away. Tell them to park nearby and you'll call when ready, or tell them what time to come back.
- If they are parked, ask them to turn off their bus until they start boarding (no idle policy)

Tickets & Dispatch

- Check and count tickets and confirm with Tour Guide. Put all tickets face up and in the same direction.

- Confirm number with Cruise Manager and that you can send bus. Let them know how many you have onboard.
- Keep track of various buses as one transport team member may load multiple buses at one time.
- When you send the bus, write number of tickets, guide name & departure time on tickets.
- If it's raining, guides can load guests and collect tickets onboard instead of outside.

Mobility Issues

- Reserve front seats on every bus (two signs covering four seats as a general rule). If we have to make room in a front seat for a late guest with mobility issues, a technique that works well is to ask everyone on that side to move back one seat.
- When a guest leaves a wheelchair, scooter or stroller on the pier, tag it with their name, cabin number, and tour. Bring it inside so it's safely behind sales desk.

Other

- Check the Cruise Manager e-mail the night before your scheduled Cruise Ship date.
- Check in at Pier at least 1 hour prior to first tour departure time (or as designated in night before e-mail from Cruise Manager).
- Communicating updates with the Sales Team, Cruise Manager and Transport Team.
- Demonstrates respectful and equitable treatment of all guests regardless of background including but not limited to those represented by culture, race, sex, age, physical abilities, sexual orientation, gender identity, neurodiversity, political affiliation, and socioeconomic status.
- Mobile Phones should be on **silent/vibrate mode**. Cell phones are useful in the case of an emergency or to call up buses waiting for a parking spot; however, personal calls may not be made or taken during pier dispatch operations.

IV. RESPONSIBILITIES OF AQUILA

A. HUMAN RESOURCES MANAGER

Samantha MacVey will be handling Human Resources for the Aquila Team for this season with support from Yessika Veliz. In relation to the pierside operations team, job responsibilities for Human Resources Manager are hiring, training, scheduling, evaluation, feedback, and handling suggestions and or concerns.

B. CRUISE MANAGERS

Danielle Timmons, Samantha MacVey, Trina Forrest, Angela Samson, and Barb McAloon will be Aquila's Cruise Managers this season. Kelsey Phinney remains a Cruise Manager but is on maternity leave in 2026.

In relation to tour guides, job responsibilities for Cruise Managers are ensuring smooth delivery pier side for all cruise programs. There will be occasional assistance from Pier Managers from time to time in this regard.

C. PAYROLL

Lori Patterson is responsible for all payroll. If you have **ANY** payroll related questions, please contact her directly. Also, she is responsible for collecting all TD1 Forms, preparing ROE's, and issuing T4's. If you have

questions about these documents, they can also go to Lori – however Aquila cannot advise you on how to complete your TD1 Forms. That must be discussed with your financial advisor.

D. COMMUNICATION

- There will be a pre-season meeting held in the Spring each year depending on when the first cruise ship arrives
- There will be a mid-season meeting/check-in August
- There are two additional pierside specific meetings per season, one in the Spring and one in August
- End of Season Wrap Up
- Winter E-Newsletter

V. DRESS CODE POLICY

All Pierside Operations Team Members will be issued one (1) Aquila Name Badge, (1) one Aquila issued Port Pass, (1) one branded polo shirt, and one (1) Saint John Port Parking Pass. If it is lost, a new name badge or parking pass can be issued by Aquila (as they are mandatory); however, the cost of the name badge will be deducted from the guide's next pay (approximately $10 per name badge and $40 per Port Parking Pass).

Minimum Standards for Sales Uniforms (must have):

- Comfortable, appropriate shoes (closed toe, sneakers are acceptable as long as they are clean and in good condition)
- Aquila Vest or Polo Shirt (white, navy, or black long sleeve under if needed)
- Dark dress or professional work pants (navy or black)
- Aquila Name Badge and Aquila Issued Port Pass must be visible at all times, worn on outer layer
- Yellow ball cap (optional)

Minimum Standards for Transport Uniforms (must have):

- Comfortable, appropriate shoes (closed toe, sneakers are acceptable as long as they are clean and in good condition)
- Aquila Polo Shirt
- Dark dress pants
- Aquila Windbreaker (optional for weather)
- Aquila Winter Jacket (optional for weather)
- Aquila Hat (Yellow ball cap or navy toque, yellow toque optional)
- Aquila Name Badge and Aquila Issued Port Pass must be visible at all times, worn on outer layer
- Safety Vest

VI. WORKING AT THE CRUISE TERMINALS

It is important to note that during our cruise season, our work with the cruise ships takes place on Port Saint John property. Aquila Pierside Operations Team Members must always follow the rules and regulations of the Port Saint John officials and be respectful of their staff. Aquila Cruise Managers will ensure that Aquila staff are aware of these rules and if any issues arise they should be brought to the Cruise Manager immediately. Some examples include but are not limited to:

- Following the **NO IDLE** policy for all Aquila vehicles (motorcoaches or Trolleys). Drivers are permitted to turn on their buses/trolleys on only 10 minutes before guests are embarking and should turn them off as soon as guests have disembarked.
- Ensure any vehicle leaks are addressed immediately. Oil spill supplies are provided at each terminal for any oil leaks. It is critical that oil spill powder is cleaned up at the end of the day and disposed of in the onsite blue bins. Oil spill supplies should be brought back inside the terminal at the end of the day.
- Aquila is required to complete a Spill Report each day, which is then submitted to Port Saint John. Major spills should be reported and cleaned up immediately.
- All Transport team members **MUST** wear orange reflective vests.
- Encourage all Aquila guests to follow the blue sidewalk, both when boarding tours and when disembarking a bus.
- All team members (pierside, guides, drivers, etc) must watch the Port Saint John's safety orientation video and complete the questionnaire prior to the season.
- There are QR code stickers located throughout port property. If you see something (non-emergency) that is a safety, security, or environmental concern, you can use the QR code to report it. You can provide your name, but it is not mandatory. Alternatively, you can advise your Cruise Manager who can make the report on your behalf.

On cruise days, there are multiple operators who share the space inside the terminal, including the bus parking spaces. We are expected to always respect all operators but not to assist them with their own operations. Our Cruise Managers will make every effort to acquire a list of bus spaces needed from other tour operators to provide to the Transport Team so that the parking lot can be effectively shared. If guests are not on one of our shore excursions, we can politely guide them to their designated operator.

We are not permitted to load or spot buses for other companies or accept any tickets that belong to another operator. We are also not responsible for buses of other companies idling or for guests who are not on one of our excursions walking into the parking lot. If a guest is looking for an independent tour operator, we can politely guide them to the exits and inform them they will most likely find their operator outside the terminal on Water Street.

If any member of our staff encounters an issue with any other tour operator (independent or contracted) or Port Saint John employee, they should immediately bring the issue to their Cruise Manager. Pierside Operations Team Members should **not** be reporting issues directly to Port Security or Port Saint John employees.

VII. SAFETY, SECURITY & RISK MANAGEMENT

*All Aquila safety and security procedures are detailed in the official **Safety, Security & Risk Management Policy**. While this section highlights key information relevant to the Pierside Operations Team, it does not replace the full policy. Pierside Team Members are responsible for reviewing and understanding the complete policy on the resource website to ensure they are always fully informed and compliant.*

A. FIRST AID & CPR TRAINING

In our ongoing effort to deliver excellence and take our risk management to even greater heights, Aquila has a First Aid & CPR training policy. Aquila will cover the cost of ensuring that all of our Aquila Guides and Aquila Drivers are certified in CPR & First Aid. **This is optional for Aquila Pierside Team members**. The cost of this First Aid course will only be covered once team members have finished one complete cruise season and will be returning for a second season. Confirmation of certification is provided directly to Aquila from Connecting First Aid; however, if we do not have your certificate on file, we will ask that you provide a copy or photo to Aquila.

Aquila will pay for the course **once every three years**; however, not for the time it takes. We have made arrangements with Connecting First Aid Solutions, and you may book your course directly with them, indicating that you are with Aquila. This will now require approval from Aquila, so eligible team members are provided to Connecting First Aid on a list.

Connecting First Aid - Janice Crilley-Mason
Phone: 506-608-1192
training@connectingfirstaid.ca

Canadian Law states that if an employer has paid for your CPR & First Aid Training, that while you are at work, you are obligated to use your training if a situation comes up. If you are not at work, you are not obligated to use your training.

First Aid Kits: Aquila has a First Aid kit at the tour booth & in the office. The buses and trolleys are all equipped with First Aid kits. We have small travel-size First Aid kits for guides to take on walking tours. We are working on educating our suppliers to ensure that they all have a standard First Aid kit on their premises. If at any point you have questions or concerns about First Aid Kits, please tell your Cruise Manager or Human Resources Manager

B. HANDLING INCIDENTS AT THE TERMINAL – PIERSIDE TEAM'S ROLE

The Pierside Operations Team could be the first ones with knowledge about an incident happening at the terminal, so you play a key role in safety and security of both our guests and our team.

Incident Response (Pierside)

- Always remain calm when an incident occurs.
- Ensure passengers gather in a safe location away from traffic or other hazards if they evacuate the vehicle (follow lead of Port Saint John at the pier and use the Muster Station). Keep passengers from wandering away from safe area.
- Stress traffic safety for coach and for passengers when they are exiting the coach. Your priority is to assist all people affected by the situation. Tend to individual(s) as best you can. Don't move injured people unless they are in danger. Never search passengers for identification. Only emergency personnel can do this.
- In the event of an issue with a motorcoach - stop the vehicle and assess damage. If possible, check for injuries and hazards (risk of fire, hazardous materials, gas, glass, fire, water).

Incident Communication

- Call (or ask your driver to) for emergency assistance if necessary (police, fire, ambulance). If unsure about whether emergency services are necessary, or if guests is refusing though it is clear they are needed, it is better to be safer and call 911. Guest(s) will then be assessed and advised by medical professionals. Provide precise information as to your location (address and name of terminal/parking lot, etc).
- Call (or ask your driver to) Aquila at the numbers provided in your tour packet. Provide them with; your name, vehicle involved, location, injuries, extent of damage and the details of the accident. Keep the communication line open with Aquila. Do not hang up. If an emergency situation (or in the event a Cruise Manager doesn't answer), you can call the daily emergency response contact directly.
- Write down names, phone numbers & insurance information of all drivers involved. Write down the names and phone numbers of all witnesses, including passengers.
- Share information with drivers of other vehicles involved.

Media

- You are authorized to discuss accident circumstances with Aquila and law enforcement officers **ONLY**. You are not to speculate about causes or who was at fault. Never admit blame for the accident.
- If a reporter asks for information, simply state: "A company representative will be available to answer your questions shortly." Avoid making negative comments like "I'm not authorized to talk to you" because that will only generate more media interest and pressure for information from you.
- There are many phone numbers associated with Aquila. It is company policy to refer media inquiries to the company's designated media spokesperson (**Beth Hatt, Melanie Colpitts or Danielle Timmons**).

C. HANDLING INCIDENTS AT THE TERMINAL: AQUILA'S ROLE

- Ensure that the team member calling in is kept calm and reassured. Cruise Manager or Emergency Response Contact will gather information of incident including:
    - Who is involved?
    - What happened?
    - Where did it happen?
    - When did it happen?
- Aquila will send assistance right away for onsite team members (if necessary). This will be the daily assigned Emergency Contact (Beth, Melanie, Danielle, or occasionally a Cruise Manager)
- Aquila has a full crisis management plan in place that comes into effect depending on the degree needed based on the situation. If required, the Emergency Contact assigned will take over scene, accompany individual(s) to the hospital or assist in returning them to this ship.
- Aquila has processes in place for the protocols & procedures for various foreseeable risks, such as ships with illness on board; operating boat tours under windy and/or rainy conditions; etc. These are in line with what the cruise lines expect from their Tour Operators.

D. HEALTH CANADA ILLNESS ADVISORIES

As we navigate this season, there may be times when ships arrive in our port operating at a heightened level of health protocols for reasons including, but not limited to, Norovirus or COVID-19. They may be

issued a colour coded illness advisory – Yellow, Orange, or Red – from Health Canada. We hope this does not occur, but it is a possibility we need to be prepared for. In this case, Aquila would continue to follow the highest health and safety standards, while following additional recommendations from both Health Canada and the Cruise Lines.

On these days our process includes advising everyone on our Aquila Team (Tour Guides, Drivers, and Pierside) prior to the cruise day of the situation. We will clarify what specific protocols we have been advised to follow such as additional sanitization. A sample of some possible additional protocols on days with Illness Advisories would be:

- In some cases, there may be cruise line representatives involved in sanitization of the tour buses before guests embark. Buses may be provided with additional supplies from Cruise Lines (usually provided in form of a "Quick Response Kit").
- Passengers who report nausea or illness whilst on tour should be escorted off the bus or to an area away from the group and provided alternative transportation back to the ship. Tour Guides would contact their Cruise Manager who will arrange transportation with the Port Agent.
- Cruise Manager should be informed as soon as possible of the names & cabin numbers of any passengers who are ill on tour.

As part of regulatory oversight, Health Canada may conduct inspections or evaluations of our tours to ensure compliance with health and safety standards. These evaluations may occur without prior notice, and team members should always be prepared to demonstrate adherence to established protocols.

VIII. SUSTAINABILITY & RESPONSIBLE TOURISM

Aquila is committed to sustainable operations and responsible tourism, striving to minimize environmental impact while supporting the communities we work in. Our full ***Sustainability Policy*** *on the resource website outlines our commitment, goals, and practices related to these efforts. While this section highlights key sustainability initiatives relevant to Pierside Operations Team Members, it does not replace the complete policy. Pierside are responsible for reviewing and understanding the full policy.*

A. GSTC CERTIFICATION & ADDITIONAL TRAINING

Aquila is actively pursuing certification with the Global Sustainable Tourism Council (GSTC) as part of our ongoing commitment to sustainability. As we continue this journey, we encourage all team members to deepen their knowledge and engagement. Team members who are interested in additional training opportunities can access online learning by contacting **Yessika Véliz, HR Support**.

B. TRAVELERS' PLEDGE

Aquila Pierside Operations Team Members can help to ensure our tour operations have minimal environmental impact, while supporting our local culture. You can inform guests during the tour about our Travelers' Pledge (see below).



IX. SCHEDULING & WAGES

A. SCHEDULING PROCESS

- Tentative Schedules will be released for each month.
- All Pierside Operation Team Members are required to provide the Human Resources Manager with their requested times off for the summer by **June 5th, 2026** and for the fall season by **July 31st, 2026**. (Or earlier if you know in advance). Requests for time off AFTER a monthly schedule is released are not permitted, unless for medical reasons or in the case of emergency.
- Aquila depends on all our team members for double and triple ship days. Please avoid scheduling appointments or vacation for any multiple ship days.

It is noted that for the cruise industry, it is challenging as the office only receives final numbers the day/night before arrival. Aquila will do its utmost to have Cruise Manager admin e-mail sent by 5:00pm the day before a ship arrives and earlier if possible.

B. PAY SCALE

Cruise Programs – Sales
Pay Scale for our Sales team members is paid at a flat rate of either half days or full days. A half day is anything 4 hours or less and a full day is 4 hours or more. The Sales team shift begins 45 minutes before the first tour departs and generally ends when the last tour departs. These times may vary depending on the tour schedule and all team members should confirm with Cruise Manager before leaving the terminal. Pay rates will be provided at the start of every season by the Human Resources Manager (Sam) or Payroll Manager (Lori).

Cruise Programs – Transport
Pay Scale for our Transport Team is paid at a flat rate of either Transport Short or Transport Long. Unless otherwise indicated by the Cruise Manager, Transport Short begins one hour before the first tour departs and ends after the second rush of the day. Transport Long begins one hour before the first tour departs and ends once the last tour has returned at the end of the day. These times may vary depending on the tour schedule and all team members should confirm with Cruise Manager before leaving the terminal. Pay rates will be provided at the start of every season by the Human Resources Manager (Sam) or Payroll Manager (Lori).

Meetings and Pierside Assistance (Rush)
Pierside Operations Team Members will be paid $18/hour for any meetings they are asked to attend or additional pierside specific training opportunities (required, not optional training). Pierside Team Members will not be paid if they volunteer to participate in a forum, evaluation, shadowing, or optional training.

In addition, occasional pierside team members who fill in as a "rush" shift will be paid hourly for the number of hours worked. These rush positions could include (but not limited to) Transport or Assist. A rush shift will be outlined in the Cruise Manager's e-mail with designated time and role required but will generally be for 1-2 hours during the first or second rush of the day.

- Any changes in your personal contact information must be communicated to the Human Resources Manager right away. (Please note if you have off-season contact information that is different, it is helpful for Aquila to have this as well).
- Should your CPP status change, please advise Lori right away. Ensure you complete and submit to payroll both the Provincial and Federal TD1 forms as soon as possible, to ensure the proper deductions are being processed.
- Please note that ROE's will be issued to all team members after the end of the cruise season (typically November) by the Payroll Manager (Lori). T4 slips will be issued to all team members by the filing date the following year (typically end of February).

C. CANCELLATIONS

Due to the unpredictable nature of the cruise industry, Aquila may require cancelling team members on occasion. While this rarely occurs with our Pierside Operations Team, it is a possibility and requires our team to be flexible. For instance, if a ship changes their itinerary due to weather they may cancel their call to Saint John. Aquila will make every effort to contact any affected team members as soon as any changes occur.

X. PROBATIONARY PERIOD FOR NEW TEAM MEMBERS

We are so excited that you have joined our Aquila Team – we pride ourselves on being a group of dedicated and hard-working people that build our Aquila spirit. We hope that working with Aquila will be a rewarding and enjoyable experience. As our industry is so unique, working with Aquila requires a higher level of flexibility than other positions. Training for pierside positions generally happens on cruise days throughout the lighter summer season.

During your first cruise season, all new team members are placed on a trial or probationary period. This period allows you to assess your readiness and lets Aquila evaluate progress and confirm that a team member has the right skills and flexibility. This period is approximately six months, depending on the cruise schedule, and ends once the team member has completed their first cruise season.

XI. PRIVACY LEGISLATION

In regulation with the privacy act, all personal information Aquila has on file for its team members is kept confidential and will not be given out without permission from the individual. Aquila will not sell any information to any company.

XII. WORKSAFE NB

- www.worksafenb.ca
- An employee incident report must be completed and provided to Aquila within 24 hours of the incident in order for the incident to be eligible under WorkSafe NB.
- All WorkSafe NB inquiries should be directed to the Cruise Manager or Human Resources Manager.
- The WorkSafe NB Application for Workers' Compensation Benefits can be found and completed online at: https://www.worksafenb.ca/media/61299/application-for-workers-compensation-benefits.pdf.

XIII: AQUILA TEAM RESOURCE WEBSITE

Aquila will be hosting our Aquila Team Resources on our website so that we can keep the team updated effectively, deliver better experiences to our guests, and work towards our goals of environmental responsibility and sustainability.

Whether you're a seasoned team member or just starting your journey with us, this is your go-to spot for resources, support, and the latest updates to help you deliver truly Aquilamazing experiences. These files will be kept as up to date as possible and will be available for download.

All Aquila resources are confidential and password protected. Our resources are not to be shared with anyone outside of our company for any reason unless given explicit permission by the Human Resources Manager. Please do not share this link or password.

https://cruiseexcellence.com/aquila-team-resources/
Password: HighTides2026

XIV. COMPANY POLICIES AND GUIDELINES

To ensure a safe, respectful, and responsible workplace, our company maintains key policies. As mentioned in the handbook, our full policies are designed to provide clear expectations and guidance for all team members. They currently include:

- Sustainability Policy
- Safety, Security & Risk Management Policy
- Human Resources Policy
- Harassment and Disciplinary Policy
- Smoking, Drug, and Alcohol Policy
- Safety Briefings Policy
- First Aid Policy
- Bus Spotting Policy *(for Pierside Transport)*
- Handling Hot Topics Guidelines
- Private Tours – Notes for Guides
- Tips for Working with a Translator

To view all policies and guidelines, visit Aquila's Resource Website at:
https://cruiseexcellence.com/aquila-policies-guidelines/

It is essential that all Aquila Team Members review and adhere to these guidelines to support a positive and compliant work environment. As new policies are created or updated, they will be added to the resource website. For any questions or clarifications, please reach out to your Human Resources Manager (Sam).

XV. CONFIDENTIALITY

As an Aquila Pierside Operations Team member, you are a key part of our team, and we will provide you with all necessary materials to provide an excellent and memorable experience to our cruise clients. We understand that from time to time our team members supplement their Aquila employment with various other tourism positions outside of our company. We understand and support our team with other opportunities that may arise, but we do ask that our pierside team members are available on cruise ship days for Aquila first unless previously discussed with the Human Resources Manager.

We also ask if you are considering additional positions to please advise us so that we can ensure there is no conflict - working with another tour operator who works with the cruise industry is considered a direct conflict, though outbound tour operators who do **NOT** work with cruise may be permitted depending on the situation. If you are unsure about any supplemental work, please don't hesitate to ask your Human Resources Manager.

Under **no** circumstances are any Aquila materials or documents to be shared with any other individual or organizations outside of our company. This includes the History Manual, Team Member Handbooks, Tour Packets and Master Tour Documents, and all other documentation included on the Aquila Team Resource website.

ADDENDUM A

SALES TEAM BEST PRACTICES

Sales Booth # 1

- Responsible for managing inventory and selling tickets
- Set up sales booth #1 with tickets, brochures, walkies, signage, paperwork, etc.
- Liaise with Cruise Manager and Shore Excursion Manager to update tour counts
- Ask the Shore Excursion Manager for the updated sales sheet with current pricing, or at least confirm pricing with them
- Assist Cruise Manager with tracking arrival of guides for their tours
- Liaise with sales booth #2 for all pierside sales and ensure current counts are maintained
- Liaise with the Transport Team with updated final numbers and sales throughout the day
- Make changes to tickets as necessary (i.e. missed tours, change in tour time, wrong ticket, etc). If there is a price difference, write price on the back of the ticket and have the guest sign it.
- Tracking and calculating all sales made throughout the day
- Complete the end-of-day sales tracking sheet from both booths and give to Cruise Manager
- Complete Pierside Supplies checklist and give to Cruise Manager

Sales Booth # 2

- Responsible for selling tickets and liaising with Booth #1
- Set up sales booth #2 with tickets, brochures, walkies, signage, paperwork, etc.
- Liaise with Booth #1 to ensure you have updated tour counts & current pricing
- Liaise with Booth #1 as sales are achieved to ensure they have current counts
- Make changes to tickets as necessary (i.e. missed tours, change in tour time, wrong ticket). If there is a price difference, write price on the back of the ticket and have the guest sign it.
- Tracking and calculating all sales made throughout the day
- Complete end of day sales tracking sheet and give to Booth #1

Preparation

- Make sure you are set up and ready to go before guests start disembarking. This includes tickets, brochures, walkies, signage, paperwork, plenty of supplies, etc.
- Liaise with the other tour booth to organize the tours you will be selling, make a sales plan, and set walkie channels (do not use cell phones).
- Once at your booth, do a walkie check. (Booth #1 has two walkies for Sales & Transport; Booth #2 has 1 walkie for Sales)
- Wear appropriate Aquila wear, including name badge and comfortable footwear

Sales Pitch

- Always greet the guest with a warm welcome and smile! ☺
- Engage the guests about what they are looking to do (i.e. Do you have tickets on a tour already? Is there something particular you are interested in?).

- Be knowledgeable about each tour and know the differences between cruise lines (i.e. variances in Top 10, Highlights, etc.). We welcome you to hop on a tour at any time (if space is available) to help you learn.
- Practice your Sales Pitch on the main tours (Trolley and Highlights). You want to sound engaging and sincere, but you also want a succinct "elevator pitch" that is clear and concise, while at the same time gets them interested the tour. For example:

  Our trolley tour is an hour and 15 minute tour that shows you all of the best sites of Saint John including the Reversing Falls Rapids, where you'll stop for about 15 minutes. Your guide will explain this phenomenon to you, and you'll have a chance to get off the trolley and explore, get some photos, before hopping back on to continue on your tour. Your tour ends at the City Market, where you can get off and explore and return to the ship on your own – it's an easy stroll, about 5-minutes all downhill – or you can stay right in your seat and they will bring you right back to the ship.
- Know the tides for the tours you are selling. This can be helpful if you have a guest wavering about buying the tour – but if it is not exact or if we over-sell it, we can get in trouble with complaints – so use this technique cautiously.
- Answer all questions about the tours for guests, and go ahead and give directions or recommendations; however, be sure to send them along to the Port Saint John Welcome Crew for more in-depth information. If it is busy and the guests are not looking for tours, don't hesitate to politely send them directly to the Port Saint John Welcome Crew.

Key Messages: Make it Positive!

- When asked if our trolley tour is "Hop On, Hop Off", you can say *"No, your trolley and driver/guide stays with you for the whole tour, and it waits for you during your stop at Reversing Falls – but it does give you the option to disembark at the market and make the easy stroll back to the ship on your own, or you can stay right in your seat and the trolley will bring you right back to the ship."*
- When being asked about the tides, **NEVER** say there is a bad time to see the Reversing Rapids. Always put a positive spin on high, low or slack tide. Say things like "*Great question…there is no bad time to see the falls. At low tide, you see the powerful rapids and whirlpools in motion. At high tide, you see the river flowing backwards because of the force of the tides. At slack tide, you are seeing the time when the reversal is taking place, and it only happens twice a day – a rare event!*"
- Trolley Facts:
  - San Francisco-style motorized trolleys that are covered & heated (fall) and that have windows that open (summer). They are not air-conditioned.
  - Our guides give a full commentary about the rich history of our city with fun facts and stories along the way.
  - Our Trolley Tour starts at the terminal and ends in the heart of the city at the City Market, and it's an easy 5-minute stroll downhill from there to your ship. Or you can stay in your seat and it will bring you right back to the ship! When it's the last trolley of the day, there may not be a drop-off option, especially if the return is close to all aboard.
  - Trolleys **cannot** accommodate wheelchairs, walkers or strollers; however, we are happy to tag them and store them behind our desk and meet the returning trolley with it.

More Sales Best Practices

- When selling any tours, but particularly the trolley, always try to sell as many tickets as possible per departure, in order of departure. Once a tour has departed, there is no more opportunity to fill those seats! Once we get within 5 minutes of a tour's departure time, start moving onto the next departure time available (so that we're not holding buses past departure time)
- If a guest is really interested in a sold-out departure, standby is an option. Get the guests' information and keep them near you, and advise Transport that you have X guests on standby. They will advise what the options are. When offering "standby" options to guests for sold out tours, only do **one group per departure (max 2-4 guests).** Sales 2 should send possible standby guests to Sales 1 so that it is all managed in one spot.
- Liaise with the other booth to manage selling tickets in the easiest and most efficient way. If there are whole departures to sell, for example, you may want to each take half to sell and then start liaising on the walkie once those are sold.
- If you get front seat requests, advise them that the front seats have reserved signs on them. The Transport Team manages the signs that are based on an honour system. If they need more of a guarantee or are a large group, advise your Cruise Manager.
- Never put down the competition. Instead, share the highlights and benefits of taking one of our tours.

ADDENDUM B

TRANSPORT TEAM BEST PRACTICES

Before Buses Arrive

- Reflective Vests & Sunscreen! ☺
- Assign slot numbers before buses arrive. Minicoaches or Accessible Transit work well in spot "0".
- Arrive 15-30 minutes before buses are scheduled to arrive to get updated dispatch, assign slot numbers and check in with Cruise Manager
- Check with other contracted tour operators what time their buses are coming and how many, so we can coordinate on the parking lot assignments.
- One transport person at the gate finding out where bus is going and directing to the slot number
- Assign certain tours or slots to each transport person
- Let Cruise Manager know when a bus is parked & ready for the guide.
- Let Cruise Manager know if a bus is not here 45 minutes prior. Remind Cruise Manager if a bus is not here 35-40 minutes prior.

When Buses Arrive

- As every bus pulls in, write down driver name & bus number. Check the following with the driver:
    - Which tour they're doing. Make sure they know their full day plan.
    - Ask if AC, mic & bathroom are working
    - Ask if driver knows Aquila's Driver Expectations
    - Ask if there are any seats facing backwards
    - Does the bus have the number of seats that we confirmed?
    - If raining, are windows leaking? We may be able to put reserved signs on wet seats so guests don't sit there.
    - If a bus or trolley does not have a stool, get one from inside terminal
- If not time for them to be at the pier yet, get name & cell phone before you send them away. Tell them to park in either the DJCT parking lot or in the Lower Cove parking lot and you'll call when ready or tell them what time to come back.
- Once parked, ensure drivers turn off the bus (no idle policy).
- Buses are strictly forbidden from being parked on Water Street in front of the Harbourfront condos.

Tours with Multiple Buses at One Departure Time

- Have one Transport person responsible for all multi-load buses, if possible. Transport Team should have a conversation **before guests arrive** about who is going to load which buses to minimize confusion. Transport Team should be spread out, and all members should be actively assisting in loading buses.
- Unless the Cruise Manager says otherwise, multi-load several buses at once. For example, if there are four St. Martins buses, start loading the first three immediately, and then the fourth shortly after.
- **Transport Long** should park multi-load buses together in parking spots. Where possible have buses move up to be closer to the terminal **when time allows**. Transport Long will decide if and when to move buses.
- Manage non-full buses between Cruise Manager & Transport Team (ie. if 70 guests on 2 buses, aim for 35 on each). Let tour guides know roughly how many you will be putting on their bus so they can keep track while loading.

Tickets & Dispatch

- Guide to collect tickets & driver to hold sign
- When guide thinks they have everyone, get them to count guests and Transport Team recounts tickets. **Tickets should all be face up and in the same direction.** Transport Team should be checking for tour name, departure time, and tour codes when counting tickets to ensure guests are on the correct tour.
- When finished counting, ask tour guide how many guests they have before you tell them how many tickets you have.
- If the ticket count matches the head count, check with Cruise Manager if you can send bus. Let them know how many you have onboard.
- When you send the bus, write on the back of ticket pile (or on dispatch for ticketless):
    - number of tickets
    - guide name
    - departure time of bus
- If it's raining, guides can load guests and collect tickets onboard instead of outside.

Other

- When you send a bus, it's a good practice to confirm out loud to guide and driver "*You're good to go with 50 guests as soon as your spotter is ready."* That way, the last thing they hear is how many guests they have and they're reminded not to leave without being spotted.
- All buses must be spotted by an Aquila team member when backing up, whether with guests onboard or at the end of the day. Bus Spotting guidelines included in this Handbook. Only **one** team member should be spotting buses at a time unless scheduled or the spotter asks for assistance. This minimizes multiple buses moving in the parking lot at the same time for safety.
- Clean up spills (oil, fluids, etc) immediately and then report to your Cruise Manager. If it's raining, it's important to do this immediately to prevent the spill from running into the harbour or drain. Daily Spill Reports must be completed. Spill powder should be disposed of in blue bins every day.
- Port Saint John has advised that idling buses is not permitted for more than 10 minutes before guests are boarding. If possible, buses should remain off until guests start boarding prior to departure. If a bus cannot turn off, then have that bus wait at DJCT or Lower Cove until closer to departure time.
- If a driver, guide, or guest is having a problem that can't be resolved quickly, call the Cruise Manager out to handle it. "meet me at the door" or "meet me at the bus" works well and is discreet.
- If you are inside and need to talk to your Cruise Manager in private, please say "Can I talk to you about the Fort Howe schedule?"

Mobility Issues

- We reserve the front two seats on each bus using the front seat reserve signs. Occasionally we may reserve more than the front two seats depending on cruise line requests. If no one needs them, the sign can be removed just prior to departure. Messaging, if required, can simply be *"this reserved seat wasn't required, so if someone would like to move up, the seat is available."*
- If we have to make additional room in a front seat for a late guest with mobility issues, a technique that works well is to ask everyone on that side to move back one seat.
- When a guest leaves a wheelchair, scooter or stroller on the pier, tag it with their name, cabin number, and tour. Bring it inside so it's safely behind sales desk. Make a note to come back and get it just before bus is due back. Ensure you have luggage tags in your clipboard for this.
- Wheelchairs, walkers & strollers do not fit on the trolleys.

- We appreciate the excellent service and care our transport team gives our guests, but we do not want any injuries to our team from lifting wheelchairs or scooters or guests onto the buses.

Cruise Manager Responsibilities with Regards to Transport Team

- Cruise Managers will conduct an in-person Transport Huddle at the start of **every** cruise day with Transport Team.
- Cruise Managers will put bus numbers on dispatch whenever possible.
- If there is information about special cases (large groups, tour shadows, pre-boarding, buses switching, etc.), Cruise Manager will put note at the bottom of dispatch.
- Cruise Manager will ask for updates when needed (during heavy rush, will only ask if they need to know something specific).
- Cruise Manager will work to ensure proper communication on walkies (including if it's raining and difficult for transport to hear). Cruise Manager will respond quickly to questions when possible if they are not in a conversation with Shore Excursion Onboard Team or a guest (**please be patient with each other**).
- Cruise Manager will ensure there are enough copies of the dispatch printed (extras if it's raining).
- If we have guests in the terminal who look like they need a pre-board, Cruise Manager will check in with Transport before sending them out early for pre-boarding.

ADDENDUM C

Aquila Bus Spotting Policy

Spotter Responsibilities:

- Spotters are to wear safety vests at all times. Traffic wands are provided as an option.
- Conduct a "circle of safety" and survey the backing area and all other sides of the vehicle checking for hazards. Communicate any observed hazards to the driver.
- Spotters should stand at least 10 ft off to the back and driver side of the bus in line with the driver's side mirror. You must be able to see (1) the full side of the bus, (2) the full back bumper, and (3) the driver in their side mirror.
- Establish visual and verbal contact with the driver and continue "eye to eye" contact; actually look at the driver's face in the mirror to make "eye to eye". When backing, continue "eye to eye" contact in the rear-view mirror at all times. If you can't see the driver's face in the mirror, the driver can't see you.
- Stop the driver if any hazards are observed or if you are uncertain of the direction that the driver is maneuvering.
- The spotter shall use hand signals to indicate it is safe for movement in a certain direction. Verbal commands alone are not adequate.
- The spotter must be able to see **BOTH SIDES** of the bumper of the bus while it is backing up (i.e. should not be standing beside one side of the bus, but rather to the back and side of the back bumper).
- The spotter is responsible for adjusting their position as they back up with the unit to ensure that they are walking safely.
- If the bus is moving too quickly for the spotter to keep sure footing and/or assess the area behind them as they walk backward, the spotter needs to motion the driver to stop, then the spotter can reposition or go to the door to instruct the driver.
- We must spot buses when they leave at the beginning and end of their tour
- Be mindful of other tour operators' buses and when they're leaving (we never spot another companies' buses). If you notice other tour operators not spotting their buses, please report to Cruise Manager.
- If the spotter is occupied at one end of the parking lot and another bus needs spotting, they can ask for assistance from other Transport Team members but as a general rule **only one** team member should be spotting buses for safety reasons.

Driver's Responsibilities:

- If the driver has the advantage of a window, open it completely so that the spotter may be heard.
- Make visual contact with the spotter. If you cannot hear the spotter or see the spotter in the rear-view mirror or window, do not back up.
- When backing the vehicle, the driver and spotter must establish and continue eye contact, in the mirror. The driver must frequently glance at the other mirror, as well, to watch for hazards. Make visual contact with the spotter. If you cannot see or hear the spotter, **do not back up**.
- The driver shall immediately stop if he or she loses sight of the spotter and shall stop, put the park brake on, and exit the vehicle to establish the spotter's location.
- The spotter shall use approved hand signals to indicate it is safe for movement in a certain direction. Verbal commands alone are not adequate.

Hand Signals for Spotters



Point at the driver and gain eye contact.

BACKWARD



Then bend both arms repeatedly toward head and chest, and then extend.

EMERGENCY STOP



Start with hands clasped over head Extend downward repeatedly until vehicle stops.

STOP



Cross both arms above head.

ADDENDUM D

AQUILA
★ CENTER FOR CRUISE EXCELLENCE ★

SPILL REPORT FOR PORT SAINT JOHN

Date: _____

Ship: _____

Pier (circle one): Marco Polo Diamond Jubilee Long Wharf

Name of person who completed report: _____

Number of minor spills today: _____

Number of major spills today: _____

Were any of the spills near the onsite drains? (circle one) **YES** **NO**

Were photos taken of major spills? (circle one) **YES** **NO**

Was Absorb-All used to clean up all spills and then disposed of properly? (circle one) **YES** **NO**

Please provide more detail on any major spills reported and action taken:

_____

_____

_____

_____

_____

_____

_____

ADDENDUM E

BEST PRACTICES: ASSIST ROLE

- Before or when you arrive, familiarize yourself with the dispatch, tour codes, group numbers, meet times, departure times, A and B departures, etc.
- Normally, we start loading a departure about 10-15 mins before departure time but only when the Cruise Manager says we're ready to load, no matter what time it is.
- Keep yourself aware of what's happening around you and be pro-active. Keep track of what's boarding and where we are on the dispatch.
- Stand with your signs far enough away from the door that guests will stay seated and won't crowd or line up at the exit door.
- Always have a dispatch and a walkie-talkie with you, so you know what we're loading.
- When announcing, start loudly with something like "Good morning everyone, can I have your attention please?" to get the room to quiet down. Use the megaphone if you need to. Always check with the Cruise Manager before announcing tours.
- When doing tour announcements, you can use words like "exit the doors behind me, turn right and follow the blue sidewalk".
- Pay special attention time to tour codes (particularly A & B departures and tour departure times).
- Some cruise lines (RCCL, NCL, etc) print the meet time, not the departure time. Guests think it's the departure time and always think were running late, so we correct them in a friendly way.
- When guests ask about a front seat, tell them there are reserved signs on the front seats of every bus for that purpose and they can take those seats when they board.
- You will be there to answer lots of questions (when do I go outside? When do we board? Am I in the right place?).
- If people show up very early for their tour, encourage them to visit the 506 Container Village while they wait.
- If someone asks about the Hop On Hop Off, we direct them to the Ambassatours booth – do not try to help them figure out their ticket or direct them to go outside. If it is for another contracted operator (Maritime Travel or Global) we also direct the guest to that operator's desk.
- If someone has a private tour ticket (full size piece of paper for someone like Tours by Local), kindly advise that all private tours gather outside the cruise terminal on Water Street.

ADDENDUM F

BEST PRACTICES: WALKIES & MEGAPHONES

Communication on Walkies

- Ensure your walkie is on the right channel, and your headset's microphone is at your mouth (if applicable).
- Press the button and hold while speaking. **Pause a beat before beginning to speak** so your message is not cut off, and release immediately when you are finished speaking.
- When communicating a message via walkie:
    - Ensure that the line is clear and that someone else isn't waiting for an answer.
    - Begin with your name and then the person you want to reach. Say that part twice. For example, "Jen to Danielle, Jen to Danielle".
    - Wait for the response: "Go ahead, Jen".
    - Proceed with your message. i.e. "I have 18 people on Hopewell, 18 on Hopewell"
- Keep all messages as clear and concise as possible. For example: "I have all 42 guests on Hopewell, can I send?" "Yes, send Hopewell with 42 guests." The walkie is for communicating **quickly and efficiently**, but not for conversations or resolving issues.
- If there is an issue to resolve or communication needs to be more involved, use the walkie to arrange to meet the person that you need to communicate with. "Jen to Danielle, Jen to Danielle", "Go ahead, Jen", "Can you meet me at the door?"
- If there is an issue pierside with a driver, guide, or guest and the problem can't be resolved quickly, call the Cruise Manager to handle it. Again, "meet me at the door" or "meet me at the bus" works well and is discreet.
- Make sure all other communication between teammates has stopped before taking your turn. Please don't speak over someone else if it can be helped.
- During a busy time please acknowledge that you heard the message, and if you're too busy, at least acknowledge the response. "Jen to Danielle, Jen to Danielle" "Stand by Jen". Then, as soon as Danielle is free, "Danielle to Jen, Danielle to Jen, Go ahead."
- Always have your volume turned up high when possible to hear all communication. Keep your walkies near or on you at all times.
- Be mindful that walkies could be on and overheard anywhere in the terminal, by the shore excursion team, by guests, by anyone. Choose your words carefully.

Communication on Megaphones

- Megaphones are used inside the terminal to direct guests when tours are loading, especially during peak times.

- Megaphones are very challenging to hear in the terminals. Acoustics, high noise levels, and the age of our guests all contribute to this.
- When delivering a message by megaphone, please:
    - **Speak slowly and clearly**
    - **Use as few words as possible**
    - **Keep tone neutral and almost monotone.**
    - If you feel like a freak, you've got it.
- For Example: "Now Boarding. Tour NB03. Trolley Round Saint John at 10:30. 10:30 Trolley Now Boarding." If you need to, add "please head out the doors, turn right, follow the blue sidewalk."
- After the announcement has been made by megaphone, put it down and repeat the message over and over as guests walk by you. If the terminal is full, you can also walk through the crowd repeating the announcement.
- When doing a final call, use the same techniques. Even though the terminal may be more empty and there may be less noise, the acoustics still make the megaphone challenging.
- For example: "Final Call for NB03 Trolley Tour at 10:30. 10:30 Trolley Tour, this is the Final Boarding Call."
- Start with "Good Morning" or "Good Afternoon". This gets their attention and lets the room quiet without the guests missing anything. Pause for a beat between "Good Morning" and your announcement. This gives them time to tune in to what you are about to say.

ADDENDUM G: AQUILA'S SHORE EXCURSIONS

ACCESSIBLE SAINT JOHN CITY SIGHTS

This tour uses an accessible mini coach equipped with a motorized wheelchair lift, and traces over 400 years of history of Canada's oldest incorporated city. As your guide takes you past prominent landmarks and historic buildings, you'll be introduced to the many fascinating personalities and events that made Saint John the greatest little city in the east! Your first stop at Wolastoq Park, is a great place to survey the harbor. Next, you'll stop to view the famous Reversing Falls Rapids at Fallsview Park, touted as the sight no one should miss on a visit to Saint John. From the bluffs, your guide will explain that twice daily the powerful tides of the Bay of Fundy rise faster than the river can empty. When this happens, the mighty tides push the river water upstream, causing the rapids to run in the opposite direction and the Saint John River to flow backwards. You'll continue past Fort Howe, which sits atop a cliff and has fine views of the harbor below. You'll have approximately 20 minutes to explore the Old City Market and chat with the vendors before reboarding your coach and returning to the ship.

Duration: 2.5 hours

BANNOCK & BONFIRE: STORIES OF THE WOLASTOQ

Gather next to one of Canada's natural marvels, where the highest tides in the world converge with the longest river in New Brunswick. Within Canada's oldest incorporated city, which predates Canada by over 80 years, a fire burns to tell the history and stories of the land that are themselves the origins of Canada as we know it. Witness the breathtaking power of Mother Earth as she tries to empty the beautiful and bountiful river into the Bay of Fundy and then watching as the Bay of Fundy pushes back in an endless cycle thousands of years old. When both forces sit in perfect balance and the Wolastoq give you quiet pause to ponder the stories of the land you are standing on, take a breath as you try to hear the echoes of voices of thousands of generations that called this place home. This land was originally known as "the place of the sea taking the land" and was traditionally a meeting place of many nations. Open your mind, sip on a tea that was harvested locally, roast some Bannock (a symbol of cultural resilience) over the open flame, and be taken on a journey into time immemorial itself, and back again.

Duration: 2.5 Hours

BAY OF FUNDY AND THE FUNDY TRAIL

Dramatic coastlines, spectacular views, and captivating tides will draw you into the beauty of the Bay of Fundy. You'll depart Saint John and watch the changing scenes of the unspoiled countryside and ocean views along your scenic route to the Fundy Trail Parkway. During the scenic drive to St. Martins, your local guide will entertain you with fascinating folklore about the village, including the thriving shipbuilding era of bygone days. Stop along the way in the charming fishing village of St Martins. Upon arrival, stop at the harbor and witness the effects of the extreme high and low tides of the Bay of Fundy. This area is a favorite with artists, with its lighthouse, 2 covered bridges, lobster traps and fishing boats creating a charming scene. Stroll over the covered bridge and explore this working harbor.

Continue your scenic drive to the Fundy Trail Parkway. You'll make 2 photo stops on your way to Long Beach. Enjoy some free time at Long Beach to explore and learn more about the Bay of Fundy tides. Following your time at Long beach, visit the Interpretation Centre and Gift Shop, and if you're feeling brave, take a walk on the suspension bridge over Big Salmon River! Next you'll drive to the St. Martins Sea Caves &

Beach, where time and tides have carved echoing caves in the sandstone cliffs. Enjoy a walk along the beach and a light lunch of delicious seafood chowder at the beach restaurant. As you return to Saint John, you'll stop at Fallsview Park to see the unique Reversing Falls Rapids phenomenon, where twice daily the powerful Bay of Fundy tides cause the Saint John River to reverse upon itself and flow backwards.

Note: There is an alternate menu for those who don't eat seafood. Walking on the beaches and at the Sea Caves is over very rocky terrain and is at your discretion. The interior of the Sea Caves are only accessible at low tide, but they can be viewed from the beach at any time. The order of sights may vary depending on the tide schedule of the day.

Duration: 7 hours

BAY OF FUNDY WHALE AND WILDLIFE WATCHING

Set sail on the Bay of Fundy for an unforgettable whale and wildlife watching tour. With interpretation by a Marine Biologist, you will find this expedition to be an excellent discovery of the marine life found among the world's highest tides. Travel about 90 minutes to St. Andrews, a charming resort town on the Bay of Fundy, and board your catamaran. Sail among islands and passages where tidal currents are strong, and watch for eagles and seabirds, as well as seals and porpoise, who take advantage of these rich feeding areas. Then, enter the open Bay of Fundy to watch for whales. In this area of the Bay, the huge Finback and smaller Minke whales are the most common from late June to October, with the popular Humpbacks generally arriving in late summer. Following your expedition, you'll have time to explore St. Andrews with its quaint shops and restaurants before returning to Saint John. Please remember that the Bay of Fundy is a wild and natural environment and the wildlife within travel and feed on their own schedule. While we do have a 90-100% success rate of sighting whales, they cannot be guaranteed.

Note: *There are 50 steps to board the whale watching boat. Please dress in layers with warm clothing and raingear, as there can be a significant temperature drop on the open Bay of Fundy.*

Duration: 7 hours

DALI & DECADENCE AT BEAVERBROOK ART GALLERY

Experience an exclusive experience in the Irving Currie Gallery, where culinary luxury meets artistic brilliance. This tour features a private viewing of Salvador Dalí's celebrated works, guided by the Beaverbrook Gallery's Dalí expert.

After a drive to New Brunswick's capital city of Fredericton, you'll visit the Beaverbrook Art Gallery. Your artistic experience is paired with a tasting menu of New Brunswick's finest delicacies, including world-class Acadian sturgeon caviar, lobster, and smoked salmon. Enjoy champagne alongside this seafood-inspired feast in an elegant and intimate setting, perfect for lovers of fine art and fine dining. Non seafood and vegetarian options are available.

This experience includes 75-90 minutes driving each way. Along the drive, your tour guide will bring the region to life with fascinating history, captivating stories and expert narration.

Duration: 5 Hours

HARBOUR PASSAGE & PLACE FORT LA TOUR WALKING TOUR
Place Fort La Tour, a National Historic Site of Canada, sits at the mouth of the Saint John River. Learn the story of Charles de Saint-Etienne de La Tour, how the Fort became one of the earliest fur trade points between the French and the indigenous people, and the tragic story of his wife's defense of the Fort in his absence while under siege from his rival. Lady La Tour is a true Canadian heroine.

On this tour we invite you to travel back in time with us to the 1600's and experience life at that time, complete with Palisade, Bastion, and Blacksmith Forge, all nestled amongst replica fort buildings.

- Savour a delicious homemade biscuit with local Crosby's molasses! A family-owned company, Crosby's has been headquartered in Saint John since the 1800's. You'll love this sweet treat that locals have been enjoying for over 200 years.
- Learn the history of our incredible city all from the perspective of the waterfront.
- Your expert interpreter will help you imagine what day-to-day life at the Fort was like.

Duration: 2.0 hours

HISTORY IN STONE WALKING TOUR
Walk along two of Saint John's most notable streets: Germain Street, one of the city's most elegant residential streets, and Prince William Street, former heart of the business and financial community. You'll get up close to many fine architectural structures and discover fascinating details such as ornate carvings, exquisite stained glass, wrought iron fences, and fascinating gargoyles. Strolling through Historic Trinity Royal, Saint John's Heritage Area, you'll see the three churches along Germain Street for which the area is named and stop to admire one of them. You'll also enjoy a cone of locally-made ice cream and explore the Old City Market, where an eye-opening variety of fresh seafood, vegetables, and crafts are for sale. In addition to fascinating folklore and beautiful architecture, this tour provides an excellent opportunity to chat with locals.

Duration: 2 Hours

HIKE AND PADDLE AT ROCKWOOD PARK
Get back to nature and spend an adventurous day in the park! Join us on this half-day excursion to Rockwood Park and experience this urban oasis in the heart of Saint John as you hike and paddle. On this excursion you will experience the pristine forests, sparkling lakes, lush green fields and numerous types of birds and animals that are found within Rockwood Park. Hike along a wooded trail around Lily Lake and then paddle on Lily Lake in your choice of a kayak or canoe. This excursion includes transportation to and from the park.

Duration: 3 hours

HOPEWELL ROCKS – TIDAL DISCOVERY
Experience the World's Highest Tides as you explore a World Class Attraction, and a UNESCO designated Biosphere Reserve. Sit back and relax in your motor coach while you travel along the picturesque Fundy Coastal Drive to Hopewell Rocks. Your local guide will delight you with both facts and folklore surrounding the Bay of Fundy's coastal communities. Ride through the Fundy National Park, where you can often spot various bird species and even an occasional moose. Then, get ready to discover

Hopewell Rocks – the icon of New Brunswick. Here, you'll see the famous flowerpot rocks created by the clash of continents, carved by melting glaciers, and then sculpted by the highest tides in the world. Your guide will explain how twice daily one hundred billion tons of water creates tides that can rise up to 50 feet. Enjoy a buffet or picnic-style lunch after exploring this fascinating Tidal Discovery Site. Relax as you journey back to your ship viewing the scenic New Brunswick countryside along the way. ***Note:*** *Tidal activity cannot be guaranteed. Guests must be able to walk approximately 300 yards over pebbled and wet surfaces, and maneuver approximately 100 steps*.

Duration: 7 hours

INDIGENOUS STORYTELLING WALK

Discover the local history of the Wolastoq and Mi'kmaq peoples from a unique Indigenous point of view while meandering along the harbor towards where it joins with the Beautiful River - Wolastoq.
Led by your Indigenous interpreter as you stroll along Harbour Passage, you'll walk along a historical portage route, pass by known archeological sites, and become acquainted with the timeless wisdom of our ancestors. Learn how stewardship of the earth should look in a modern world, while respecting and celebrating the traditions of the past, through the eyes of traditional and modern artisans and artists, as well as the stories that bind our cultures together. Prior to the landing of European settlers in what is now called New Brunswick, thriving cultures existed for thousands of years which lived in harmony with the land and the life that resided on it. Survival on this land depended on ingenuity and knowledge wrought from a sometimes harsh and unforgiving environment. Passed down through the generations were the spoken teachings that served as lessons to the younger generations to ensure their survival into the future. Despite today's world of modern conveniences and industrialization, respect and protection of the land is a way of life still followed today in every aboriginal community across Canada. Join us on this Indigenous Storytelling Walk to hear the stories, learn the history, and gain an understanding from your Indigenous Interpreter.

- This is a walking tour along harbour passage
- Indigenous interpreter (guide)
- Includes memento for each guest

Duration: 2 hours

IRVING NATURE PARK HIKE

The Bay of Fundy boasts the highest tides in the world and one of the earth's richest marine eco-systems. Learn about this fascinating system on a nature walk at the Irving Nature Park, a haven of winding roads, nature trails and rugged coastline teeming with birds, wildlife and harbor seals. Following your naturalist guides, embark on a walk that will reveal to you the richness of intertidal life, the flora and fauna found within an Acadian Forest, and a breathtaking coastline with a wonderful coastal habitat. During your walk, which lasts approximately 90 minutes, you'll stop at a covered picnic area to enjoy a refreshment and to soak in the scenery. You'll find it hard to believe you're only moments from the center of town! This excursion also features a visit to the Reversing Falls Rapids, where the mighty Bay of Fundy meets the St. John River, and as the tides rise, force the river to reverse direction and flow upstream.

Duration: 3 Hours

KAYAK ADVENTURE AND BEACH
This fully guided kayaking tour is a perfect blend of adventure and learning, along the shores of the historic Saint John River. Learn basic paddling strokes and technique before venturing on the historic Saint John River in a stable 2-person kayak. As you paddle along the shoreline, you will experience the diverse natural environment and wildlife that surround you in the calm, sheltered waters of the river. (No white water is encountered). You'll explore hidden coves and keep a lookout for eagles, hawks, osprey, harbor seals and ducks. Photo opportunities abound as you pause to view breathtaking landscapes & local wildlife including an active bald eagles nest. Following your kayak tour, enjoy an hour of free time at Dominion Park Beach to swim, sunbathe and relax. There are changing facilities onsite.

Duration: 4 hours

MAPLE SUGAR SHACK & BRUNCH
Join us for the ultimate Canadian experience! Meet your local guide pier-side, and hear all about the history of Saint John as you travel through the city, and out to the New Brunswick countryside. Cross the Kennebecasis River on one of the few remaining cable ferries in New Brunswick. Take in the sights and stories of the Kingston Peninsula, home to Elmhurst Outdoors, a small family-run maple sugar farm.

Tag along on an enlightening Maple Sugar Bush tour, to a present-day Maple Sugar Shack. Informative displays will take you back in time to the beginning of maple sugaring by native North Americans, then onward in history to the early settlers, and from there, to the mid-1900's and the present. Following your guided tour, you'll return to the lodge for home-made pancakes, sausage, and of course, all kinds of pure maple syrup! To round out a perfect day, you'll be treated to an age-old tradition of maple taffy on snow!

Duration: 3.5 hours

MOOSEHEAD BREWERY TOUR
This tour is a fun and fascinating visit to Canada's oldest independent brewery, home of the world-famous Moosehead beer. Your guided tour of this modern facility will show you how the popular beer is brewed, bottled and shipped for export around the world. Explore Moosehead's historic brewery; learn more about their rich history; and sample award winning beers fresh from their aging tanks. The tour gets you up close and personal with their brewing process and their state-of-the-art package line.

The Moosehead Brewery, solely located in Saint John, New Brunswick. Operates with values that have been safely guarded by the same family for 150 years. Their journey began in 1867 and despite obstacles-devastating fires, prohibition, the Great Depression, two world wars, complete destruction in 1917, Moosehead continues to be one of the most resilient and respected Canadian companies. Driven by a passion for beer, and bolstered by dedicated employees and strong family leadership, Moosehead is proud to call themselves Canada's oldest independent brewery.
Duration: 2.5 hours

SAINT JOHN FOR FOODIES
Embark on a tour designed by foodies for foodies, as you experience the colorful sights, exciting sounds and tantalizing smells teeming from the Saint John City Market. An icon of Saint John and a favorite among visitors and locals alike, this hotspot for delicious, local food brings to life the city's illustrious history,

vibrant culture and remarkable cuisine. Set out on foot alongside an informative and friendly guide, strolling through the heart of the city and stopping to taste one of Canada's iconic treats, the Beaver Tail. Upon arrival at the oldest city market in Canada you'll enjoy a complete and colorful market experience. Hear stories about the market's history and how it has served as the heart of the community, while standing by its original wrought-iron gates. On your guided stroll around the market, you'll visit a shopkeeper to sample some local delicacies from the nearby Bay of Fundy. Then you will walk to our Foodie District for another sampling in a unique Saint John venue.

Duration: 2.5-3 hours (varies by cruise line)

SAINT JOHN HIGHLIGHTS TOUR

Saint John history is evident in its weather-worn look, passing the tests of salt air, sea winds, and a devastating fire. As your guide takes you past prominent landmarks and historic buildings, you'll be introduced to many fascinating personalities and events that occurred to make Saint John the greatest little city in the east! Visit the Reversing Falls Rapids, where the mighty Bay of Fundy causes the Saint John River to reverse direction and flow upstream. Stop to explore the Old City Market, where you will delight in the vibrant sights and sounds and chat with the locals. See the Carleton Martello Tower, one of sixteen constructed in Canada during the early years of the nineteenth century, and one of the few remaining. View the port of Saint John against the beauty of the Bay of Fundy from Fort Howe lookout. Discover close to four hundred years of history in the heart of Canada's oldest incorporated city, and experience a delightful blend of past and present.

Duration: 2 Hours

SCENIC ST. ANDREWS & LUNCH AT MINISTERS ISLAND

Your tour begins as you board your transportation for a 90-minute coastal drive to the quaint seaside town of St. Andrews-by-the-Sea. En route you'll pass through Fallsview Park where the mighty St. John River meets the powerful tides of the Bay of Fundy, creating the renowned Reversing Rapids. The Bay of Fundy is an UNESCO Biosphere Reserve, UNESCO's conservation and sustainable development arm for areas that have terrestrial and coastal marine ecosystems. After a photo stop at the rapids, you'll depart for St. Andrews. Upon arriving in St Andrews, you'll take a once-in-a-lifetime drive across the ocean floor to Ministers Island, which is only accessible at low tide.

Cross the ocean floor into a world that is rich in distinctive natural and marine surroundings, cultures and histories. For many centuries the island was the seasonal home of the Passamaquoddy indigenous people. In 1777, the island took on a new identity as Loyalists from the United States moved north to escape the American Revolutionary War. During your tour of the island, imagine life on the sprawling summer estate of an American railroad visionary, who united Canada by completing the railway from coast to coast in 1885. You'll be amazed by the massive and recently restored Maxwell designed barn, once the heart of an innovative agricultural operation. Explore the spectacular 50-room summer cottage which reflects Van Horne's appreciation of art, music, entertainment and the finer things in life. Discover the panoramic views of Passamaquoddy Bay from the iconic Bathhouse. After your tour & light lunch on Ministers Island, you'll enjoy an orientation tour of the Town of St. Andrews and then some free time to explore and browse the charming shops and boutiques housed in the historic buildings along Water Street. On your return drive to the ship, make a photo stop at Fallsview Park where the mighty Saint John River meets the powerful tides of the Bay of Fundy, creating the renowned Reversing Rapids. The Bay of Fundy is

an UNESCO Biosphere Reserve, UNESCO's conservation and sustainable development arm for areas that have terrestrial and coastal marine ecosystems.

Duration: 6.5 hours

ST. MARTINS & THE BAY OF FUNDY

Less than an hour away from Saint John, perched on the shores of the Bay of Fundy, is the picturesque fishing village of St. Martins, a beautiful window through which to take a peek at life in New Brunswick, and a UNESCO designated Biosphere Reserve. During the scenic drive to St. Martins, your local guide will entertain you with fascinating folklore about the village, including the thriving shipbuilding era of bygone days. Upon arrival, stop at the harbour and witness the effects of the extreme high and low tides of the Bay of Fundy. This area is a favorite with artists, with its lighthouse, lobster traps and fishing boats creating a charming scene. There are also some unique gift shops here for you to browse, if you choose. Next, visit the beach, where time and tides have carved echoing caves in the sandstone cliffs. Enjoy a walk along the beach and a lunch of seafood chowder at the beach restaurant. Following your visit, return to the ship with lots of memories as souvenirs of your wonderful day.

Duration: 5 Hours

TOP 10 - SAINT JOHN & THE BAY OF FUNDY

If you want to see and do it all in one day, this is the tour for you! Combining the best of the region's rich history and heritage with the natural beauty of the world-famous Bay of Fundy, this tour features the Top 10 things to see and do in Saint John and the Bay of Fundy. Discover the favourites of locals and visitors alike, including:

- The World-Famous Reversing Falls Rapids
- A Bay of Fundy Fishing Village with a Working Harbour
- A Bay of Fundy Beach & Sea Caves
- Scenic Vistas of the Bay of Fundy Shoreline
- Charming Covered Bridges
- The Vibrant Saint John City Market
- Rich Military History at the Carleton Martello Tower National Historic Site
- Victorian Architecture of the Historic District
- Moosehead Beer at an Irish Pub

Duration: 7 hours

TRADITIONAL HIGH TEA & HISTORICAL WALKING TOUR

Head out with your guide on a walk to learn and observe Saint John's rich English heritage present: Victorian architecture, streets named with a royal twist and our very own King Square. Walk by locations of significance in the historic Trinity Royal District and get an insider's view of the iconic Trinity Church.

Following your walk, you will be escorted to the prestigious Union Club to partake in a British tradition. Feast on a traditional High Tea: tea or coffee, assorted sandwiches, scones with clotted cream, assorted jams and an assortment of sweets.

Duration: 2.5 hours

TROLLEY 'ROUND SAINT JOHN
See all of the highlights of Saint John by motorized trolley, similar to the century-old streetcars, and enjoy the entertaining narrative by your driver-guide, who brings Saint John's history and culture to life. Stop to visit the Reversing Falls Rapids, where the Bay of Fundy tides battle with the St John River. At low tide, the River rushes into the Bay in a series of fantastic rapids and whirlpools, and at high tide, the Bay forces the River to reverse direction and flow backwards. No matter which stage of the tide cycle you see, you'll be fascinated by this unique phenomenon. Onboard the trolley, hear the stories behind the unique architecture of the historic district. View the port of Saint John and your cruise ship against the beauty of the Bay of Fundy as you drive along Fort Howe lookout. Discover 400 years of history and culture in Canada's oldest incorporated city, and experience a delightful blend of past and present. Your tour ends at the Old City Market, in the heart of Saint John. Disembark and explore at your leisure, as you are within a 3 block radius of Saint John's top attractions.

Duration: 1.25 hours

WHALE WATCHING BY ZODIAC
Set sail on the Bay of Fundy for an unforgettable whale and wildlife watching tour onboard an exhilarating zodiac boat. There is no bench seating and all guests have their own chair with Seaspension shock absorbance. You will find this expedition to be an excellent discovery of the marine life found among the world's highest tides. Travel about 75 minutes to St. Andrews, a charming resort town on the Bay of Fundy, and board your whale-watching zodiac boat. Sail among islands and passages where tidal currents are strong, and watch for eagles and seabirds, as well as seals and porpoise, who take advantage of these rich feeding areas. Then, enter the open Bay of Fundy to watch for whales. In this area of the Bay, the huge Finback and smaller Minke whales are the most common from late June to October, with the popular Humpbacks generally arriving in late summer. Following your expedition, you'll have time to explore St. Andrews with its quaint shops and restaurants before returning to Saint John. Please remember that the Bay of Fundy is a wild and natural environment and the wildlife within, travel and feed on their own schedule. While we do have a 90-100% success rate of sighting whales, they cannot be guaranteed.

Note: *There are 50 steps to board the whale watching boat. Please dress in layers with warm clothing and raingear, as there can be a significant temperature drop on the open Bay of Fundy. All guests will be fitted with flotation suits at the boat operator office.*

Duration: 7 hours

YIP CIDER SIP AND SEA
Embark on a beautiful drive through the scenic countryside with its rolling hills and stunning views. Cross the mighty Saint John River on a cable ferry as your guide regales you with tales of the past.
Arrive at Yip Cider, a working cidery and tasting room, where you will hear from a third-generation member of the Mackay Family. Discover how their apple orchard and cider production has grown from his grandfather, Yip, pressing apples in the basement of the original barn to the modernized production facility used today.

Delight in tasting one of the many unique flavors of Yip Cider, proudly made with 100% New Brunswick apples. Relax in the tasting room or venture onto the outdoor patio with breathtaking views of the Saint John River. Enjoy a stroll to the river's edge along the wilderness trail before returning to your ship. Enjoy a beautiful drive through the countryside and across the Saint John River on a cable ferry as your guide provides commentary enroute to the newly built Yip Cider production facility and tasting room.

- Tour of the production room with a refreshing sample of Yip's Original Cider.
- Relax in the tasting room while enjoying a variety of Cider samples.
- Marvel in the pristine views of the Saint John River or take a stroll around the property.

Duration: 3.5 hours

WHISKY & WEE BITES

Following a short walk to Hopscotch Whisky Bar, you'll meet your Whisky Ambassador. This Whisky expert will lead you through the tasting process, educating you about whisky, while enhancing your appreciation for the spirit. Throughout the tasting, guests will be guided through each whisky's unique story, flavor notes, and production process while enjoying a carefully curated selection of appetizers to compliment the experience. Guests can enjoy this tasting in the cozy, welcoming atmosphere of The Tartan Room at Hopscotch Whisky Bar. The building was built after the Great Saint John Fire of 1877 and beautifully renovated to incorporate the old brick and beams with the new modern feel, and is a venue known for its passion for Whisky and dedication to creating memorable experiences. Whether you're a seasoned Whisky lover or new to the world of Scotch, this tasting of Scottish Highland whiskies promises an unforgettable journey through Scotland's Whisky-making heritage. Indulge in rich flavors and aromas, while enjoying the warm, inviting atmosphere of a true Highland experience in the company of fellow whisky enthusiasts.
Note: This is a walking tour. Hopscotch Whisky Bar is approximately ¼ mile from the ship.

Duration: 2.5 Hours

NEW FOR 2026

Details coming soon, check resource website for Master Tour Documents:

- E-Bike through Saint John
- Golf at the Algonquin
- Kingsbrae Garden with High Tea at the Algonquin
- Sailing on the Kennebecasis
- Urban Insider: Saint John Like a Local

ADDENDUM H

RESPONDING TO EMERGENCIES

Responding effectively to emergencies is a critical skill for a Tour Guide. These are the steps you should follow when responding to emergencies.

- ✓ **Assess the Situation**
  - Determine the nature of the emergency
  - Assess the situation
  - Remain calm
  - Reassure guests

- ✓ **Take Appropriate Action**
  - Take action appropriate to the nature of the emergency
  - Be decisive
  - Act quickly

- ✓ **Report to your Employer**
  - Report the emergency to Aquila
  - Provide details on the emergency and any steps you have taken
  - Follow direction for next steps

- ✓ **Stay in Control**
  - Remain calm and in control
  - Keep your guests calm
  - Ensure everyone is accounted for
  - Keep your guests together

- ✓ **Direct the Media**
  - Do not engage the media
  - Keep your guests away from media
  - Kindly direct them to Aquila's Media Contacts (Beth, Melanie, or Danielle)

- ✓ **Document the Incident**
  - Complete an incident report
  - Include detailed facts, such as the nature of the incident, the emergency procedures followed, and the names and addresses of any witnesses.

ADDENDUM I: SAMPLE INCIDENT REPORT FORM

I. Tour Operator Information

Tour Operator Name **AQUILA TOURS**	
Address **10 ST. JAMES STREET SAINT JOHN NB E2L 1T9 CANADA**	
Contact Name **BETH KELLY HATT**	Phone **506-633-1224**
Tour Guide Name	Bus or Boat Driver Name

II. Incident Information

Cruise Ship	
Tour Name	
Port	
Date of Incident	Time of Incident AM PM
Physical Location of Incident (name & full address)	

III. Passenger Information

First Name	**Last Name**	
Address (including country):		
Home Phone	Cell Phone	Other
CABIN #	Date of Birth	Gender

IV. Incident Details

Type of Incident (please circle):	Illness	Incident	Injury	Death	Other:
What was the passenger doing just before the incident occurred? (Describe the activity)					
What happened? (Tell how the incident occurred)					
Where did the incident occur? (hotel lobby, cross walk, bus #, rail car #, etc.)					
What was the incident? (Explain part of body affected and how it was affected - be more specific than "hurt," "pain," or "sore." Examples: "strained back," " burn on right hand."					
What object or substance directly harmed the passenger? (Examples: "concrete floor," "chlorine" - if machine, specify part)					
In your opinion, has corrective action been taken?					
Is follow-up required: No Yes	If yes, by whom				
Is the illness chronic? No Yes					
If an illness, list dates, times, locations and the foods consumed within the past 48 hours					

V. Treatment

Was medical assistance offered? No Yes	**If yes, when**
Were authorities contacted? (police, fire, ambulance) No Yes	If yes, when
Was a report number provided? No Yes	If yes, report #
Were photographs taken? No Yes	If yes, by whom and date
Was treatment given? No Yes	**Did Passenger refuse treatment? No Yes (If yes, please sign medical referral below)**
Minor on-site first aid? No Yes	Minor treatment in clinic or hospital? No Yes
Emergency evacuation / emergency room? No Yes	Hospitalization for more than 24 hours? No Yes
In the case of death of Passenger, date death occurred	
Name & Address of treating physician	
Name & Address of treating hospital/clinic: □ Saint John Regional Hospital □ St. Joseph's Hospital □ Charlotte County Hospital (St. Stephen) □ Other:	
Name, Address & Phone # of witness(s) to the incident	

VI. Shoreside Medical Treatment Referral

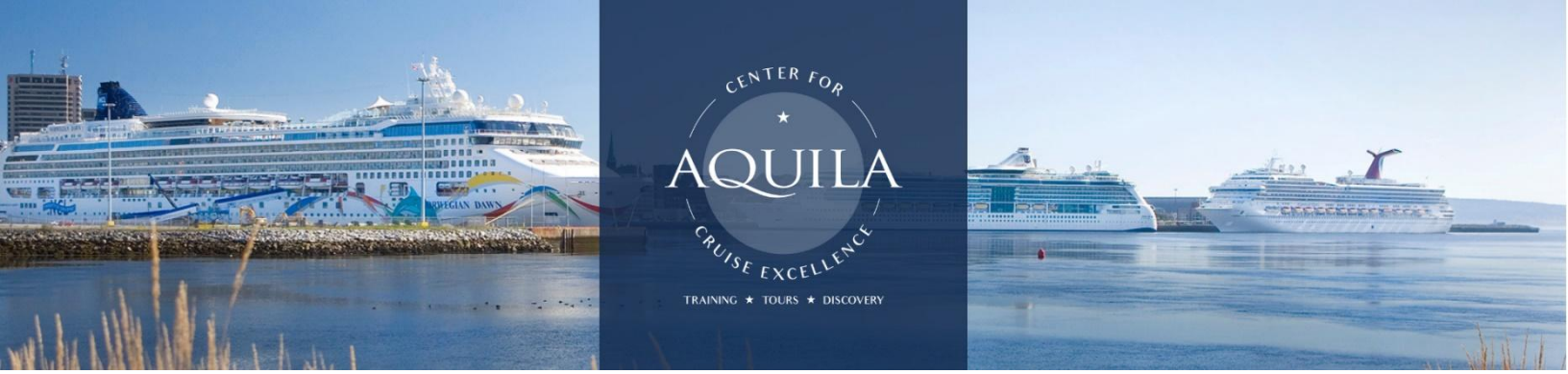
If passenger has refused treatment, please sign:

I, _____, refuse medical care and/or to be taken to a local shoreside medical facility for any and all injuries/medical conditions which may have arose while participating on the above named tour on the date above.

Guest Signature: _____ Cabin #: _____

VII. Additional Details / Signature

Further details / explanation. Provide a narrative describing the events leading up to the incident, the actual incident, injuries sustained and further action, if any, required.	
Completed by	Date Completed
Cruise Passenger Signature	
Witness Signature (witness to the signature)	



Acknowledgement of this *Pierside Operations Team Handbook* and our company policies is now done electronically, via our pre-season check in form.

This must be completed no later than June 19th, 2026.

Pierside Operations Team Members can visit the following link:

2026 Pierside Cruise Season Check-In - https://forms.office.com/r/vENZuMrHwH

By completing this online form, you will certify that you have read and understood the **2026 Aquila Pierside Handbook** and all relevant Aquila policies and guidelines, and that you have also been provided with names and phone numbers of those people authorized to speak on behalf of Aquila Tours Inc:

- Sustainability Policy
- Safety, Security & Risk Management Policy
- Human Resources Policy
- Harassment and Disciplinary Policy
- Smoking, Drug, and Alcohol Policy
- Safety Briefings Policy
- First Aid Policy
- Guidelines for Handling Hot Topics
- Guidelines for Private Tours
- Guidelines for Working with a Translator or Interpreter
- Bus Spotting Policy (*Transport Team Only*)