



Lead Chef Reference Manual

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Welcome to CMH! Due to the uniqueness of our vast operation, please consider this manual your training guide to service standards, expectations, and job descriptions.

The fact that you have been chosen to join this distinct group of adventure tourism professionals means that you play an integral role in the creation of one of the finest backcountry experiences in the world. It is our goal to ensure that CMH is known not only for its Heli-skiing and Heli-hiking but also for its hospitality program, which you are now a part of.

We are expecting you to bring your personality, creativity, knowledge, and professionalism with you to work every day to ensure that every guest has an exceptional experience.

It is important to us at CMH that you are given the tools and support you need to succeed in this business. We are not only committed to creating memories for our external guests, but for you, our internal guests as well.

We want our team to feel motivated, inspired, and healthy so that we can maintain a level of excellence that is unparalleled in our industry. If at any time you feel as though you are lacking information or skills that you need to better your performance, please take the time to communicate and we will do our best to fulfill your request.

We are excited to have you join the CMH family, a company that is devoted to creating unforgettable experiences for every single guest, every single time.

Your team:

Randy Luft - CMH Culinary Manager rluft@cmhheli.com

Sarah Palmer – Culinary Purchasing Manager SPalmer@cmhheli.com

Alan Fraser – Director of Hospitality afraser@cmhheli.com



OUR VISION

To be recognized as the world leader of guided mountain experiences - by our guests, our employees, our partners and our communities.

OUR MISSION

We guide you through life-changing mountain experiences.

OUR VALUES

SAFETY AS A CORNERSTONE

Safety is a priority in every aspect of our business and is everyone's responsibility, including our guests. While we recognize that there is a residual risk in the places we operate and the activities we do, our goal is for everyone to return home safe - every day.

WE SHARE OUR PASSION - EVERY DAY

Our passion for being in the mountains is infectious. We are proud to work hard for CMH, collectively creating exceptional experiences for our guests and each other.

WE ALWAYS ACT WITH INTEGRITY

We treat each other, our guests & everyone with whom we interact with mutual respect. Even though we may not always agree, we communicate candidly and we don't hide from the truth. We all own both our successes and our failures.

WE WORK AS A TEAM

None of us is as smart as all of us. From our hub and spoke model between Banff and the lodges - to the way in which we live, host and guide our guests in the field, we rely on one another to do our best work, together.

WE AIM FOR BEST

Never satisfied with "good enough" - we are always looking for better ways to do what we do... and a good idea can come from anyone, anywhere, and at any time.

WE BALANCE OUR FISCAL, SOCIAL AND ENVIRONMENTAL RESPONSIBILITIES

Our stewardship of the environment, commitment to people, and the profitability of our business will ensure a sustainable future for our company and the economic and social well-being of the communities in which we live, work and play.

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LEAD CHEF BASIC DAILY TIME LINE

Time	Duty
6:15 – 7:00am	Turn on equipment and exhaust fan
	Put on water for soup and tea
	Start breakfast meats (bacon, sausage or both depending on the lodge)
	Check dietary list for any special breakfast requests
7:00 – 7:45am	Fill soup and tea containers (preheat with hot water first)
	Start breakfast starch (potato/sweet potato) or sweet (French toast, pancakes, crepes, waffles)
	Cook eggs and vegetarian/vegan option (i.e.. scrambled tofu, tempeh)
7:55	All items should be ready for service
8:00	Breakfast Service begins, start on next round of eggs/pancakes etc
8:30	Staff Breakfast (have fresh product for staff)
9:00	Start preparing for dinner – consult with rest of culinary team about the menu
9:30	Have dinner menu written out for bartender including dietary. Add items to prep list
9:30-11:30	Regular day - Continue with dinner prep. Exchange day – Work on hot buffet items for guest and staff lunch
11:30 – 12:30	Lodge dependent – Hospitality staff to help with simple prep tasks
12:30pm	Lodge Lunch (Staff & Guests that have come in early from the field). If there is a Lunch In (All Guests and Staff) you may need to have some hot items ready.
1:00	Break
5:00	Return to kitchen for last minute dinner prep
6:15	Start plating cold appetizer
6:45	Pre-Dinner Meeting
6:55	Start plating hot appetizer
7:00	Dinner begins!
7:25	Be ready to begin plating of main course. Communicate with Expeditor for timing.
7:45	All guests and staff should be served main course. Be ready if seconds are needed. Bartenders, alpine, culinary staff may need to be set aside.
8:15	Clean your station and set up what you need to be prepared for the morning

EXCHANGE DAY

Whether you are leaving, arriving, or bridging tours today is an exceptionally hectic day. While every lodge has different exchange times, there will still be breakfast, lunch and dinner and the incoming and outgoing staff must work together to ensure that all meals go smoothly. Breakfast on exchange day will be business as usual but may be 15 minutes earlier. Lunch is usually served as a buffet, either to outgoing or incoming guests depending on the guest exchange time. Dinner will be prepped and planned by the outgoing chef and prepared by the incoming chef. As always, good communication is key. You will often have some time to speak personally with your cross shift, but not always. Make sure you have a good communication system between all culinary staff.

BUFFET STANDARDS

The chef will be responsible for all hot items for Exchange Day Buffet and possibly an item or two for staff lunch if it is separate. Making extra product throughout the week to be used for the buffet will make your Exchange Day a lot less hectic. It may be helpful to prepare vegetarian dishes to which meat can be added later, either before or during service. Items you may create for the buffet include:

Soups:	May be made fresh or use a soup from earlier in the week, or frozen from a previous tour. Stews and chowders are also great options.
Pasta:	Could be a prepared dish such as lasagna or alfredo. You may choose to provide plain pasta where guests can add their own choice of sauces and/or meat.
Casseroles:	Cottage/Shepherd's pie, veggie casserole – be creative with your leftovers.
Curries and Stir Frys:	East Indian, Thai, Red, Vietnamese, Traditional Chinese, Korean etc.
Meats:	Can be standalone such as sausages, chicken breast, burgers, ribs or may be the focus or a more complicated dish such as veal scaloppini. As well may be provided to add to a vegetarian dish.
Seafood:	Hot side of salmon, Stews or Chowders, shrimp or scallops. Cold seafood dishes may also be included on the buffet.

Note: In addition to contributing on Exchange Day, the chef may be required to provide hot dishes for the Lunch In Buffet, when guests have lunch at the lodge due to poor conditions. See the CMH Culinary Manual for more details.

HANDOFF

If you are leaving, you must have the incoming Chef with that evening's appetizer.

(Simple to plate), protein. A good choice is chicken, prepped vegetable, and starch.

Breakfast items (potato and meat) should be thawed, prepped and ready to go.

Please ensure your station and fridge area are clean and organized. Leave the other Chef a detailed note if you are leaving food (sauces etc) for them to use, especially if they contain allergens. Leave details about any food you would like included in the next order.

BREAKFAST STANDARDS

The chef will be responsible for all hot items for breakfast service. These include:

Hot cereal:	Vary between oats, Sunnyboy/Red River and cream of wheat. Hot cereals should be prepared with water and best to keep plain without any spices.
Meat:	Vary between bacon, ham, sausages, and back bacon.
Eggs:	Must be served daily and should vary every day including scrambled, soft boiled and fried. You may also choose to prepare Eggs Benedict, breakfast sandwiches, breakfast burritos or a frittata.
Starch:	Daily choice of either a savory or sweet starch product. Regular or sweet potato can be prepared in a variety of ways as a breakfast accompaniment. Several times a week you can provide a sweet option instead such as pancakes, French toast, crepes, or waffles. On these days the Pastry Chef will not provide a baked good so ensure you communicate.
Vegetarian/Vegan:	Due to the increase in number of alternate diets you may need to provide a tofu scramble, tempeh and/or protein substitutes.
Other:	Depending on the week, you may want to provide options to accommodate our international guests, for example miso soup and rice or addition of a small charcuterie board

DINNER STANDARDS

This is the most “remembered” meal of the day and in many cases the entire trip. This is your time to showcase your talents and blow our guests away. Our clientele is used to dining at high end restaurants and have high expectations. They come for the skiing, but the food plays a critical role in the entire lodge experience and is one of the many reasons they keep coming back to CMH.

Keep in mind that you are feeding guests and staff who are participating in strenuous activity daily and must be fueled appropriately. As well CMH provides only one option for main course (minus special requests) and care must be taken to try to please everyone with one dish.

A few things to consider:

- There should be 2-3 vegetables served at each dinner.
- Starches need to be varied daily and even consider a meal with no starch.
- Combine heavy meals with lighter apps or the opposite.

MENU PLANNING

The weekly menu will be created with input from all members of the culinary team. Variety and balance in the menu should be introduced not only through food items, but also in methods of preparation, texture, color, form, and shape of food. You must use your knowledge of foods and must also be able to plan and visualize interesting combinations. Your portion control determines the number of leftovers you will have to deal with.

The availability of certain foods will vary with the season. Maximum use should be made of perishable foods when they are in season. During this time, they are usually at their peak of quality, at their lowest cost.

ORDERING

You will build your weekly order on the kitchen tablet using a preloaded spreadsheet. Tabs are provided for a variety of suppliers and include produce, milk, fish, meat, and dry goods. For other purchases like paper or cleaning supplies, please use the blank inventory order form or speak to your Lodge Manager. Each lodge will receive their order on a specific day of the week. Depending on your lodge it can be between 3 days and one week between sending your order and receiving it.

For **AD, GO, MO, GL, RE, KO**. YOUR REGULAR ORDER SHOULD BE SENT TO BANFF BY **9 AM MONDAY MORNING**. For **BU, BB, PH, CA, VA** YOUR REGULAR ORDER SHOULD BE SENT TO BANFF BY **9 AM FRIDAY MORNING**.

For **AD, GO, MO, GL, RE**. ADD ON ITEMS CAN BE PLACED WEDNESDAY BEFORE **10 AM**. For **BU, BB, PH, CA, VA** ADD ON ITEMS CAN BE PLACED MONDAY BEFORE **10 AM**

Careful planning and supervision of your food is necessary to bring cost savings, while at the same time providing the best possible service to our guests. In our situation we define between two categories of purchasing, **Perishable ordering**, and **inventory ordering**.

Perishable ordering includes all perishable goods as well as dairy. Sometimes price and quality change rather quickly in the produce market. If there is a significant change in quality or price of the ordered goods you will be informed and supplied with an alternative when possible. Expect this to happen and ensure you are covered at your respective lodge. As well, the availability of certain foods will vary with the season. Maximum use should be made of perishable foods when they are in season. During this time, they are usually at their peak of quality, at their lowest cost. If you are ordering produce out of season, there is a good chance you won't always get what you prefer, or the quality may be poor.

Inventory ordering includes all your staples and shelf stable products such as meat, canned goods, flour. For inventory items, the Food Buyer will check market availability and price at the Banff office. If, for example, you order Beef tenderloin, and the price goes up 40% from the previous order the office will inform you of the inflated price and will provide you with a substitute. This will be the same if the product is not available. The price for staples will not vary a great deal during the season, though availability may be a problem.

Keep in mind that between ordering and delivery there is a significant delay, so do not wait until you are down to your last box of something to place an order. Supplier delays, special order items, ordering mistakes and product damage/spoilage will also affect product availability. Maintaining inventory and organizing your general menu plan weeks ahead of time in addition to clear communication with the rest of the culinary team is extremely important so that the products you would like are ordered and available.

Remember that you will be ordering for your cross shift, and vice versa, so it is important that you communicate with each other about your expectations for on hand product.

Orders will contain input from the culinary team, bar team and Lodge Management so it is imperative that there is communication between all people involved. In the winter, helicopter weight limits may be an issue and certain orders will need to be spread out over several weeks.

CULINARY MEETINGS

It is the Lead Chefs responsibility to organize and lead weekly culinary meetings with the kitchen team. At this meeting weekly menus, dietary and special requests can be discussed as well as communication within the team in regard to equipment, communication and any challenges that may have arisen and need to be discussed. The lead Chef is also responsible for communicating with the Lodge manager to make sure that any issues or needs are addressed.

DIETARY NEEDS

You will have the master copy in the tablet as well as a report for each tour from your Lodge Manager. Some guests are vegetarian, and some have religious beliefs or have food preference & allergies. You should accommodate these requests to the best of your ability. Make sure you talk to the guest "in person" and find out exactly his/her dietary needs are.

Make a general announcement at dinner on the first night, inviting guests to let the kitchen know if they have any specific food requirements.

Please forward any special food requests that are not on the printed list to the Lodge Manager so that they can update the guest profile before they leave the lodge.

DEALING WITH LAST MINUTE GUEST REQUESTS

Sometimes you will have little notice that you will need to provide an alternate meal. If you ensure that you always have a selection of thawed protein in the fridge, you will always be prepared.

DEALING WITH LAST MINUTE "LUNCH IN"

Although lunches are the responsibility of the First Cook, sometimes the culinary team will have as little as a half an hour's notice from the lead guide that everybody will be in for lunch. In this case the whole culinary team is expected to assist the First Cook if it is needed. It may be expected that you serve more than just the sandwiches; there should be something hot, prepare a couple of salads, make some soup or pasta and ask the Pastry Chef to defrost some sweets.

MEAL TIPS AND TRICKS FOR 60 PEOPLE

BREAKFAST

- 4 trays of bacon per day or 5kg
- 2.5kg or one bag of sausages
- scrambled egg uses about 90 eggs or 6 liters.
- boiled eggs use about 60 eggs.
- Fried eggs are popular prepare 70 eggs and have more that can be done.
- 3-liter hot cereal 1:3
- 15-liter chopped potatoes for breakfast
- French toast 4-5 French loaves and 30 eggs and a liter and a half of cream

HELI LUNCH

- 12 liters hot soup, fresh is always preferred.
- 10 liters hot tea, into plastic Cambro. 4 tea bags, 180 ml sugar, 180 ml honey.

DINNER

QUANTITIES AND PORTION SIZE

The following are suggested guidelines for portion sizes in our situation.

Soups	250ml
Sauce	50ml
Fish	150gr - 180gr
Beef	180gr - 210gr
Roast beef	210gr
Veal/Pork	150gr -180gr
Lamb leg (no bone)	150gr -180gr
Lamb rack	210gr or 3 bones
Chicken breasts	180gr or 1 breast
Cornish game	1/2 Cornish game
Chicken	4 servings per Chicken
Pasta/Rice	50gr dry
Potatoes	150gr peeled
Vegetables	110gr prepared

GENERAL TIPS AND TRICKS

- Balance your prep needs and difficulty levels so that your work/life balance is at a manageable level.
- Pull your proteins a few days in advance.
- Save any seafood and fish leftovers for a pasta or chowder for Exchange Day Lunch
- Turn roast beef scraps and mashed potatoes into Shepherd's pie.
- Keep all your beef trimming for exchange day stew.
- Use Thursday soup for Saturday dinner app (always gluten free vegan)
- Fill pots of water for tea and soup before you leave the kitchen for the night.