

## Relevant Experience:

### *Strategic Planning for Economic Development and Tourism*

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TCI is a Canadian management-consulting firm formed in 1992 with offices in Ontario and British Columbia. TCI specializes in:

- strategic planning
- economic development strategy
- public policy development and evaluation
- financial analysis
- feasibility assessments
- business plans
- due diligence reviews
- market research and market plan development
- social and economic impact assessment

...in all economic sectors, but with a particular specialty in projects involving tourism, recreation, historical, heritage, and cultural elements. The firm has a long record of working with economic development agencies, destination marketing organizations, labour market groups, downtown business associations, chambers of commerce, industry associations, developers, private industry and all levels of government. TCI team members have worked across Canada and beyond: in the US, in Europe, in the Caribbean, and in Asia.

Selected examples of TCI's projects follow:

## Recent Relevant Experience

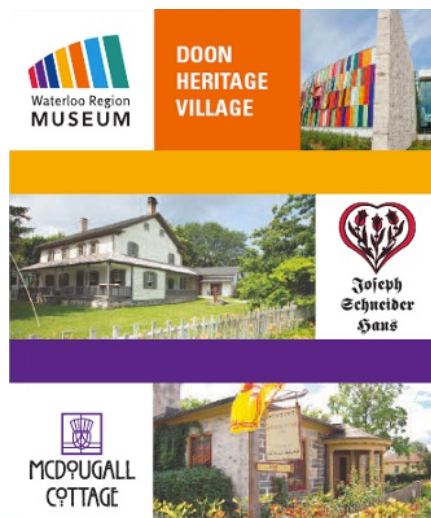


### **Auckland (New Zealand) War Memorial Museum (2013)**

This institution, the major museum of New Zealand, was undergoing a strategic plan and redevelopment study in order to continue to provide services to residents of the country, as well as to visitors. A central question was whether the museum could continue to offer free admission to residents (while a major charge was levied on tourists) or whether some sort of admission fee would be charged to residents. TCI worked with the Director of Business Development in putting together a business case to support the imposition of a modest resident fee.

### **Region of Waterloo Cultural Sites Program Review (2013)**

TCI undertook a review of the Region of Waterloo's Cultural Sites Program, which administers three museums: The Waterloo Region Museum, Joseph Schneider Haus, and the McDougall Cottage in Cambridge. The review involved first the development of an evaluation framework, and then the collection of data from various sources to apply to the framework. Data was obtained from personal interviews, a staff survey, visitor surveys, and a general statistically representative 'omnibus' survey of the residents of the Region. Based upon this input, plus the consultant's expertise in the museum field, various recommendations for improving efficiency, effectiveness and improving risk management were made and implemented.



### **Town of Greater Napanee Arts, Culture & Heritage Strategy - 2013**

In association with the St. Clements Group, TCI prepared an arts, culture and heritage strategy for the Town of Greater Napanee. This project involved a very intensive consultation process including a public survey, a business survey, interviews, workshop sessions and an open house.

### **Liberty Entertainment Group, Casa Loma Operating Plan (2013)**

In developing their proposal to the City of Toronto to become the preferred operator of Casa Loma, the Liberty Entertainment Group retained TCI to help them develop their operating plan for the 'heritage attraction component' of the operation. (The City of Toronto's requirement was that Casa Loma be run both as an events venue as well as a heritage attraction.) Our work entailed the development of an innovative interpretive, exhibits and programming plan, as well as an estimate of the impact of that plan on attendance to the heritage attraction element of the overall operating plan.





**HERITAGE CANADA FOUNDATION**  
The National Trust for Canada®

### **Main Street Revitalization Plans, Wolseley and Indian Head, Saskatchewan - 2013**

The Heritage Canada Foundation (HCF) advises the Government of Saskatchewan on the overall structure and implementation of its provincial Main Street program. TCI was asked by the HCF to assist two communities, Wolseley and Indian Head (where the show *Little Mosque on the Prairie* was shot), to assist on various aspects of the market assessment and financial viability of certain historic redevelopment projects (e.g. the Opera House / Theatre revitalization in Indian Head and the Courthouse / Town Hall project in Wolseley. Our advice was used to advance the progress on these and various other projects in the community.



*Main Street, Wolseley*



### **Unimin Property (Midland) Master Plan Study (2013)**

This project was the development of a Master Plan for the Unimin site, a 40+ acre industrial property on Midland's waterfront. Unimin was ceasing operations on the site and intended to sell the property; this Master Plan was undertaken by the Town to determine the types of redevelopment that would be suitable and to develop a plan that would guide future investors and developers who would purchase all or part of the site. Working with The Planning Partnership, TCI's role was to undertake an economic overview of the types of development that would be desirable and economically sustainable.

### **The Canadian Canoe Museum Expansion and Relocation Study - 2013**

The Canadian Canoe Museum (CCM) is located in an industrial area in the north end of Peterborough. The purpose of this project was to develop a strategy for the Museum to relocate and expand into larger premises in the downtown and located in the waterfront. With Reich + Petch Architects and KCI Fundraisers we developed a strategy for the museum to accomplish this key goal.



*The CANADIAN CANOE MUSEUM*  
*Le MUSÉE CANADIEN du CANOT*



### **RTO 12 (Explorer's Edge) Strategic Plan - 2011**

For the recently formed RTO 12 organization (later known as Explorers' Edge) TCI Management Consultants developed a strategic plan of action for the organization. This was based upon an intensive consultation process involving depth interviews with key industry participants and stakeholders, focus groups and workshops, and open house sessions. The final plan developed and adopted was to guide the activities and resource allocation of the organization over the next 3 – 5 year period.



### **Town of Huntsville Arts, Culture & Heritage Strategy - 2010**

TCI prepared an arts, culture and heritage strategy for the Town of Huntsville as one of several studies following from an overall strategic plan undertaken for the Town. This project involved a very intensive consultation process including a public survey, a business survey, interviews, workshop sessions and an open house. The strategy was adopted by the municipality in 2011 and has been used to guide the policies and activities of the Town with respect to arts, culture and heritage activities since that time.



### **Woodchester Villa (Bracebridge) Revitalization Study - 2012**

In association with Golder Associates, TCI participated in the development of a revitalization plan for Woodchester Villa, one of the oldest buildings in Bracebridge and a key underutilized asset of the community. The detailed plan contained initiatives for the repair and revitalization of the site, in order to accommodate more community use and visitor interest. TCI's role was to examine the business case and community cost elements of the overall plan.



*Woodchester Villa, Bracebridge*



### **Town of Nipigon Waterfront Revitalization Study - 2012**

TCI participated as the economic consultants in a larger consortium that was developing a revitalization plan for the Nipigon waterfront. This was done within the context of Nipigon being designated as a major focal point within the designated Lake Superior North Shore National Marine Conservation Area. The plan incorporated public and private sector elements in an overall strategy to encourage greater use of this key community asset. The plan was developed based upon extensive public input, but tempered with a realistic market assessment of the possibilities and options available to the Town. A number of opportunities were assessed, and those that had the greatest potential carried forward into the plan.

## Recent Relevant Experience

### **Downtown Magnetawan Revitalization Study - 2012**

In association with Planning Alliance, TCI participated in the development of a revitalization plan for the Village of Magnetawan, after a devastating fire swept the area in the summer of 2011. TCI's role was to examine the market potential for various types of activities that could be supportable by the permanent resident and summer seasonal population. TCI also examined various funding sources for revitalization activities.



### **Town of Bracebridge Community Improvement Plan - 2012**

In association with Zelinka Priamo, Planners, TCI undertook the development of a Community Improvement Plan for the Town, based upon the new possibilities to use CIPs as economic development and revitalization tools (rather than simply 'beautification'). TCI participated in the community consultation process (part of which involved the development of a community survey) as well as the formulation of the underlying strategy for the plan, and its implementation. The Town adopted the strategy in the summer of 2012.

### **Conservation Halton Master Planning Study - 2010**

With the EDA Collaborative, landscape architects, TCI participated in the development of detailed master plans for five conservation areas: Hilton Falls; Rattlesnake Point; Glenorchy; Crawford Lake; and Mt. Nemo. TCI's role in the process was to assess market trends and estimate attendance at each of these conservation areas (under the various master plan scenarios developed) and then to assess the financial implications (costs and revenues) of each. We also undertook an economic impact assessment of the current operation of the authority.



### **Huron County Economic Opportunities Study - 2010**

TCI Management Consultants led a large-scale assessment of economic opportunities and preparation of an economic development strategy for the County of Huron. This involved an intensive consultation process with industry associations, municipal councils (9 in total throughout the County) and key businesses. A detailed strategy was recommended and adopted by County Council in 2010.

## Recent Relevant Experience

### **Credit Valley Conservation Authority Master Plans - 2012**

In association with Schollen & Company, TCI was involved in the development of master plans for four conservation areas: Ken Whillans; Terra Cotta; Belfountain; and Island Lake. TCI's role was to participate in the planning process, estimate attendance, and determine the financial impact of the final master plans developed upon the Authority.



### **RTO 1 (Ontario's Southwest) Port Opportunities Study - 2011**

TCI participated in a study (with Millier Dickenson Blais and the Planning Partnership) of waterfront and port-based tourism development opportunities in the RTO 1 area. TCI's role was to visit each of the port communities, identify and assess opportunities, and recommend ways and means of implementing and realizing them.

### **RTO 4 Strategic Planning Study - 2010**

Working in association with Millier Dickenson Blais, TCI participated in the development of an overall strategic plan for the RTO 4 area, which stretches from Guelph to Goderich in southern Ontario. The assignment involved a series of workshop sessions across the region to obtain input, and then the development of a strategic plan to realize and capitalize upon the opportunities identified. The plan was adopted by the organization and is being implemented.



### **South Central Ontario Region (SCOR) Strategic Plan and Web Site Development - 2010**

With GGA Management Consultants, TCI undertook two projects for the SCOR region of southern Ontario; first was to develop a strategic plan for the organization, based upon a realistic assessment of the types of development opportunities and strengths facing the region; and the second was the development of a web portal with various services for entrepreneurs and fledgling new businesses throughout the area.

## Recent Relevant Experience

**Toronto International Film Festival Economic Impact Assessment - 2010**

TCI was commissioned by the Toronto International Film Festival (TIFF) to assess the entire economic impact of the Festival over a year of operations. This involved interviews with delegates and visitors to the festival, and included the expenditure in the City by companies hosting various events during the time of the Festival. It also looked at the value of deals made in the industry, and the portion of those deals that resulted in expenditure in Canada. The total impact upon the Greater Toronto Region and the province overall was estimated using the provincial TREIM model.



## Georgina Water Centre - 2012

This project involves the assessment of various initiatives that might comprise a “Water Centre” located in Georgina Township, but having satellite facilities and activities distributed around Lake Simcoe. At this stage the project is assessing various opportunities for a water centre to become involved in initiatives related to research, education and innovation around the use and abuse of water. TCI’s role, working with J. Johnston & Associates (prime), is to assess the merits and viability of various initiatives associated with the Centre.

## Northumberland County Labour Market Gap Assessment - 2011

Working in conjunction with GGA Management Consultants, TCI was involved in a labour market assessment for Northumberland County. This involved a large-scale survey of employers, and well as current and potential employees in the County, in order to identify gaps and shortages in the labour market pool. Various strategies for addressing these gaps and developing the skilled workforce the County needs were developed.



**RCMP Heritage Centre Future Options Study - 2011**

TCI led a team of consultants to examine future options for the governance and operation of the RCMP Heritage Centre in Regina, as a means to surmount various organizational and operational difficulties that had been challenging the enterprise since its beginning. Some thirteen alternatives were identified and assessed; a preferred option was endorsed by the Steering Committee and is currently under discussion within the highest echelons of the Force.





## Recent Relevant Experience

### **Wascana Centre Authority Governance Review - 2012**

TCI is working in association with Conroy Ross Associates in the development of a governance strategy for the Wascana Centre, the major provincial parkland area in the heart of Regina, housing the legislature, the Saskatchewan Museum, the Mackenzie Art Gallery and other major cultural assets. TCI's role is the benchmarking assessment – to look at the best practices of other major urban parkland areas in strategy and governance, and incorporate these into a new plan for the Wascana Centre's next 50 years.



### **Ontario Media Development Corporation Magazine Fund Review - 2012**



This project involved a review of the OMDC's Magazine Fund, with a view to determining whether the Fund was meeting its stated objectives of increasing industry profitability and encouraging the use of new technologies and platforms. The project involved an extensive review of Fund recipients, interviews with participating magazines, and workshop sessions. The Fund was reviewed favorably, and a number of suggestions for improvements were incorporated into the revised offering of the program.

### **Worldwide Short Film Festival Economic Impact Assessment - 2012**

This project involved the assessment of the economic impact of the Worldwide Short Film Festival, a program offered by the Canadian Film Centre (CFC). The project involved an extensive survey of the audience at the 2011 Festival (in June) plus a smaller survey of visitors to a series of monthly film events held during the year. The total impact upon the Greater Toronto Region and the province overall was estimated using the provincial TREIM model.



### **Stratford Shakespeare Festival Archives Study - 2011**

TCI was commissioned by the Stratford Shakespeare Festival to undertake a strategic plan to guide its extensive archives collections and operations. Part of this project was to assess in a preliminary way, the feasibility of the potential to turn its archives operation into an attraction for visitors to the Festival.

## Recent Relevant Experience

### **Summerside, PEI, Cultural Plan - 2012**

This project involved the development of Summerside's first-ever cultural strategy. The project involved a survey of residents and the business community, as well as interviews, focus groups and public meetings. Benchmarking with other communities that were successful in the development and execution of their own cultural strategies was also undertaken. The final plan developed was adopted in principle by Council in the spring of 2012 and is currently in the process of being implemented.



### **Windsor Cultural Strategy - 2011**

TCI developed a cultural strategy for the City of Windsor, based upon a widespread community consultation program. In addition to this, a key input to the plan developed was a cultural mapping component that located the City's key arts, cultural and heritage assets. Another key input to the strategy developed was a detailed benchmarking and best practice identification of other municipalities that had undertaken the development of a cultural plan. The strategy developed was adopted by the City in the fall of 2011.



### **Cambridge Cultural Strategy - 2010**

TCI created a cultural strategy for the City of Cambridge in 2010. This was developed based on an intensive public consultation process involving surveys, focus groups and interviews with the cultural representatives of the community. The final plan developed was adopted by Council in the fall of 2010 and has been used to influence culture investment in the City since that time.



### **Region of Waterloo Cultural Mapping Study - 2011**

In association with Spectrum Associates, TCI developed an approach to cultural mapping for the region of Waterloo. This approach was used in the development of a cultural information and mapping data base, that was then used to develop a portal for arts culture and heritage information throughout the Region. This database was then used to influence arts culture and heritage development activities throughout the Region of Waterloo.

### **Ontario Museum Association Strategic Plan - 2010**

TCI developed a strategic plan for the Ontario Museum Association that was based upon a review of museum trends across North America as well as a survey of member museums. Several workshop sessions were held with the Board and the final plan developed was adopted by the Association in the Fall of 2010. See ***Reinforcing Relevance:***

<http://museumsontario.com/en/27.html>



### **Architectural Conservancy of Ontario Strategic Plan - 2012**

TCI developed a strategic plan for the ACO. This was based on an extensive member survey as well as a survey of branches across the province. Several workshops sessions were held with the strategic planning committee of the board to develop and refine the plan, which was adopted in the spring of 2012.

### **Lethbridge Downtown (Heart of Our City) Marketing Plan - 2012**

TCI worked with the St. Clements Group, communications consultants, in the development of a marketing plan for Lethbridge's downtown (Heart of Our City) area that had been the subject of a previous Master Planning exercise. The plan recommended an events-based strategy, including a *First Friday* event to stimulate interest and participation in the downtown area.



### **Lunenburg Heritage Sustainability Strategy - 2010**

TCI led a consortium of consultants in the development of a Heritage Sustainability Strategy for Lunenburg, Nova Scotia, a UNESCO-designated World Heritage Site. The strategy explored ways and means of preserving Lunenburg's unique history and heritage, while at the same time ensuring that the town remained a viable commercial area, and was able to function as a sustainable tourist attraction. The project also resulted in the updating of the Town's Heritage By-Law, which governed the types of development and property improvements that were sanctioned in the heritage area.

## Recent Relevant Experience

### **Timmins Branding Strategy - 2012**

TCI was part of a team led by the St. Clements Group involved with the development of a new brand identity for the City of Timmins. The purpose of the work was to develop a deep understanding of the fundamental story of Timmins as a community, and then to create messages for various audiences – visitors, investors, new residents, existing residents – that expressed that understanding in positive ways that were meaningful to each of those target audiences. The brand was then expressed in terms of logo, a slogan, and visual identifiers. The project was highly consultative, involving workshop sessions, an intensive social media campaign, a community survey, etc.



### **Halton Region Museum – Long Range Strategic Planning Project - 2012**

For the Halton Region Museum we undertook a short-term planning study for the museum that examined operations over the next five years. We also examined a longer-term strategy over the next 30 year period, the contemplative a new location and home for the museum operation. This study was undertaken with Reich + Petch international, architects.

### **Sudbury Art Gallery Economic Impact Study - 2012**

The longer-term plan for the Art Gallery of Sudbury is to become the Franklin Carmichael Art Gallery, and relocate into downtown Sudbury (from its current location just outside the downtown core). This project involved an assessment of the economic impact of such a move. It considered not only the construction and operation of the new gallery, but also its catalytic effect in stimulating new economic activity (e.g. restaurants, shops, hotels etc.), and the positive impact on the brand and image of Sudbury as a desirable location to visit, live and invest.



*A Northern Lake, Franklin Carmichael*



*Artist's Rendering, the Rемаi Art Gallery of Saskatchewan*

### **Remai Art Gallery of Saskatchewan - 2012**

For the Remai Art Gallery of Saskatchewan (formerly the Mendel Art Gallery in Saskatoon) we conducted an admission price study. The key issue here was whether or not to continue the free admission price policy of the old Mendel Art Gallery upon the relocation and expansion of the collection into the new Remai Art Gallery facility. Several scenarios were examined and a free admission price with a charge for special exhibitions policy was recommended.



### **Osgoode Township Museum Strategic Plan - 2012**

This project involves the development of a long-range plan for the Osgoode Township historical Society Museum. Working with Commonwealth Historic Management, we developed a plan to look at the development of the site, including a heritage gardens component, over the next five years. The plan was based upon member input (through an online survey) as well as interviews with staff, Board members and key stakeholders.



### **Pinhey's Point Historic Site Development Plan - 2012**

Working with Commonwealth Historic Management, we developed a long-term development plan for the Pinhey's Point Historic Site in western Ottawa. This 88-acre site was underutilized and unappreciated by the city residents, and part of this plan was to encourage greater awareness and use of the site, as well as to ensure that the story of Horace Pinhey (one of the early English gentleman settlers in the area) was better told. Also, the historic structures on the site were in some jeopardy, and the plan also addressed remedial and protective measures.

### **Pierre Berton Discovery Centre (City of Vaughan) - 2012**

In consortium with +VG architects, we undertook a feasibility and planning study for the Pierre Berton Discovery Centre, located in the village of Kleinberg in the City of Vaughan. The basic concept was to take the old United Church in the village, add to it, and convert it to a Discovery Centre as well as community centre for the growing population in the Kleinberg Area. TCI's role in this project was to undertake the review the market and determine likely attendance, assess financial feasibility, and examine the economic impact associated with the development.



### **Old Town Toronto Interpretive Plan - 2010**

Working with Commonwealth Historic Resource Management, we undertook the development of an interpretive plan for the old town Toronto area. (This is the area that was the historic core of the original city of York, and the beginnings of the city of Toronto.) TCI's role was to assist with the strategic planning of interpretive elements (kiosks, interpretive panels, electronic and social media, tours, etc.) and then undertake an economic and business case assessment of the implementation of the plan.

## Recent Relevant Experience

### **Fort York National Historic Site Planning Study - 2006**

For the City of Toronto, TCI led a consortium of architects, designers and planners to develop an overall strategy for the future development of the Fort York National Historic Site. The project involved extensive consultation with staff, volunteers (Friends) and various stakeholder groups. A Visitor Centre, which is currently in the process of being developed, was a key element of the plan.



### **Canadian Film Centre Campus Development Plan - 2009**

With Commonwealth Historic Resource Management, TCI was involved in the preparation of a development plan for the Canadian Film Center (CFC). The CFC is located at the former EP Taylor home on north Bayview Avenue in Toronto, an historic site. Part of the job involved the development of a Commemorative Integrity Statement for the building and site, as well as ensuring that restoration and new development on the site (to accommodate a growing and expanding film program) was historically appropriate and contextual.

### **The Banff Centre Strategic Plan - 2007**

TCI participated in a project with Joan Johnston & Associates that developed a strategic plan for the Banff Centre. The plan involved extensive consultation with Board members and key staff, as well as a benchmarking assessment of other arts-related organizations in terms of how they were responding to market demands and financial challenges. The plan developed was accepted by the Board and is being used as the basis for the development of the institution.



### **Director's Guild of Canada Strategic Plan - 2008**

With Joan Johnston & Associates, TCI participated in the development of a strategic plan for the Director's Guild of Canada. TCI's role was to undertake an intensive survey of members (at all levels in the organization) and to identify members' concerns and perception of opportunity for the organization.

## Recent Relevant Experience

### **City of Kitchener Community Investment Strategy - 2009**

We worked closely with City of Kitchener staff in the development of a **community investment strategy**, which basically was to develop a new policy for the City governing how and why it allocated public monies to community organizations. The approach re-vamped the applications process, and developed consistent, transparent, objective and measurable criteria that determined who got funded and why. The basic philosophy underlying this process was to look at the return to the community, in primarily non-financial ways, for funds invested in the groups' operations. This approach fundamentally changed how the City allocated community funds.



### **Western Canada Aviation Museum Expansion Study - 2009**

Working with Reich + Petch architects, we undertook an expansion study for the Western Canada Aviation Museum in Winnipeg, Manitoba. The intention was for the new museum operation to move into the old Winnipeg airport facility, once the airport moved into a new terminal that was being constructed. However, due to economic recession, and various other factors affecting the availability of the old terminal building (for which no use has yet been found), the plan was not realized.

### **Canadian Bushplane Heritage Centre Business Plan - 2009**

With Reich + Petch Architects we undertook a financial planning study for the Canadian Bushplane Heritage Centre in Sault Ste. Marie, Ontario. This project involved extensive consultation sessions with the Board in order to develop a business plan that would ensure the financial sustainability of the enterprise through a particularly difficult time. The plan, relying upon program development, additional exhibitions, membership expansion and a greater and more strategic fundraising effort, was adopted. At present, the Centre is still operational.



### **Art Gallery of Algoma – Animation Gallery - 2006**

The Art Gallery of Algoma had recently acquired a major collection of animation cels and drawings from a major Canadian production (Dave Einstein's **Super Dave**). The Gallery was contemplating opening a major new wing devoted to animation art, using this collection as the core of the exhibit. However, our work showed that the idea, while an interesting and strategic addition to the Gallery's offering overall, would not attract the fundraising and market interest to ensure its overall sustainability, and so the idea was not pursued.

## Recent Relevant Experience

### ***Town of Ajax Economic Development Strategy - 2009***

Working with the firm of Millier Dickenson Blais, we prepared an economic development plan for the Town of Ajax. TCI's role in particular was to look at tourism development possibilities for the Town, and to ensure that the strategy developed incorporated realistic possibilities for this sector. The plan was based upon extensive interviews with key stakeholders in the community, including business owners and managers, politicians, municipal staff, and community group representatives.



<http://www.brantford.ca/govt/projects/waterfrontmasterplan/Pages/default.aspx>

### ***City of Brantford Waterfront Development Plan - 2010***

With The Planning Partnership, TCI participated in the preparation of a waterfront development plan for the City of Brantford. The Grand River, which flows through the heart of the City, had long been an underutilized asset in the community; the basis purpose of this plan was to bring the river back into prominence and celebrate it as a key community benefit. Trails, parks, access points, and riverfront economic activities were main focal points of the plan. As well as participate as a team member in the public consultation process, TCI's role was to examine the market and financial implication of various development options that formed parts of the plan.

### ***Port Dover Waterfront Improvement Plan - 2004***

This project was to develop a waterfront and downtown revitalization strategy for Port Dover, on the north shore of Lake Erie. Working with The Planning Partnership, TCI's role in this project was to assist in the public consultation process and examine the economic and financial dimensions of various public and private sector development opportunities proposed. The result of the work was a Master Plan designed to guide future public investment in the waterfront and downtown areas.



### ***Gallery Lambton Gallery Expansion Plan - 2008***

TCI led a project (with Reich + Petch, Architects) to look at various expansion options for Gallery Lambton, the County art gallery located in Sarnia, Ontario. We examined several alternative locations throughout the County (13 in all) and recommended a small 'feasible set' of preferred alternatives. We also looked at the design and program implications of expansion, as well as the market and financial consequences. One of the location options identified has since been selected (in downtown Sarnia) and will be the location of the new Judith and Norman ALIX Art Gallery.



### **Region of Waterloo Museum - 2009**

TCI led a team with Reich + Petch Architects to undertake a planning and feasibility study for the new Waterloo Region Museum. The study was based upon an extensive interview and consultation program. Various alternative sites were examined, and the current site (at Doon Heritage Crossroads in Kitchener) was recommended. The study also looked at market, financial and economic impact considerations of the new facility. Regional Council voted to proceed with the development on the strength of the Report, and the new museum facility was opened in 2011.



### **Toronto Aerospace Museum Planning Study - 2008**

With Reich + Petch Architects we undertook a planning and design study for the (old) Toronto Aerospace Museum (now re-branded as the Canadian Air and Space Museum) located in Downsview Park in Toronto. This was being done at the time of a major project to create a replica of the **Avro Arrow**, which was to be a key and iconic exhibit. Part of the project also involved a review of the lease terms between the Museum Board and that Downsview Park, with a view to renegotiating on terms that would enable the Museum operation to carry on in the Park facilities.

### **Chatham Cultural Centre Planning Study - 2007**

TCI undertook a review of the Chatham Cultural Centre, a three-part facility operated by the Municipality of Chatham-Kent, and consisting of the Thames Art Gallery, the Kiwanis Theatre, and the Chatham-Kent Museum. The project was to examine options for new space and expansion of the facility, as well as the development of recommendations regarding new programs and activities to respond to the changing demographic composition of the community. The plan developed was adopted by Council and is in the process of being implemented.



### **Wasaga Beach Waterfront Development Plan - 2010**

With Baird Sampson Neuert, TCI participated in the development of a revitalization strategy for Beach Areas 1 and 2 (the prime waterfront areas in the community). TCI's role was to assist with the public consultation and input phase of the work, which consisted of public meetings, a community survey, a business survey and a tourist survey. This input helped to shape the types of activities and facilities recommended to be part of the beach development strategy; the plan was since adopted by Council and is currently being implemented.

## Recent Relevant Experience

### **CBC Socio-Economic Impact Study - 2004**

In association with Ernst & Young, TCI undertook an evaluation of the social, cultural and economic benefits of the Canadian Broadcasting Corporation (CBC). The project involved depth interviews with notable Canadians in order to obtain their perspectives (Order of Canada winners were surveyed for this) as well as a detailed document and literature review to obtain insights regarding impacts. A comprehensive impact framework was developed for social and cultural impacts. (Economic impacts were assessed by means of standard economic impact models.) The results of this assessment were used to position CBC in the most recent round of Canadian Radio and Television Commission (CRTC) hearings.



### **Ontario Provincial Police (OPP) Museum Study - 2007**

In association with Reich + Petch Architects, TCI was involved in a planning study for a police museum facility as part of the new OPP complex in Orillia, Ontario. The project involved the development of programs and services to be offered by the museum facility (primarily for the Force, secondarily for the general public) and an examination of the space requirements and financial implications of the museum operation.

### **Mirvish Entertainment – The Lion King Economic Impact Study - 2007**

TCI undertook an economic impact assessment of the operations of **The Lion King**, a major musical show in downtown Toronto (at the Mirvish-owned Princess of Wales Theatre). The purpose was to demonstrate the overall magnitude and significance of the event upon the community and province, in order to potentially reduce the amount of entertainment tax being requested of the Mirvish organization. The project involved a detailed review of audience statistics, as well as the use of the provincial economic impact model to estimate the total impact of the event over its run, in terms of additional expenditure in the City, associated jobs and labour income, and taxes.



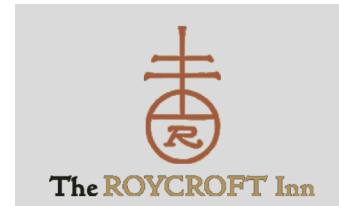
### **Harrisburg, PA, Heritage Strategy - 2006**

In association with the US-based National Trust for Historic Preservation (NTHP), we undertook a heritage development strategy for the capital city of Pennsylvania. The project involved the development of both a strategic investment plan for the City (to better develop and promote its heritage assets to residents and visitors alike) but also a wide-ranging interpretive plan for existing heritage resources, using a variety of media.

## Recent Relevant Experience

### **Roycroft Inn Diagnostic Review - 2010**

TCI worked as part of a team with Millier Dickenson Blais to undertake a review of the current operations of the Roycroft Inn, a nationally-designated historic site in East Aurora, just outside of Buffalo, NY. (The Inn was associated with Roycrofters, an early 20<sup>th</sup>-Century arts and crafts movement started by Elbert Hubbard.) The purpose of this review was to determine whether the Inn could become financially self-sustaining or even a net contributor to the revitalization of the entire Roycroft Campus (a series of workshop buildings associated with Hubbard).



### **Beavermead Campground (Peterborough) Operational Review - 2011**

The City of Peterborough operates the Beavermead Campground, on the shore of Little Lake in the heart of the City. The purpose of this review was to determine whether the operation of the campground had: a) the potential to be financially profitable or at least break-even; and b) generated any significant economic impact upon the rest of the City. TCI's role in working with The Planning Partnership was to conduct a survey of both City residents as well as campers, and to undertake the appropriate financial analysis. On the basis of this work, showing positive benefits and potential of the operation, the City decided to retain and invest in (i.e. expand) the campground.

### **Little Lake (Peterborough) Master Plan - 2010**

Working with The Planning Partnership, TCI helped develop a Master Plan for the lands adjacent to Little Lake in the middle of the City of Peterborough. TCI participated in the interviews and public information sessions, and undertook market and financial analysis on some of the public improvement aspects of the plan. The plan was adopted by City Council in late 2010. See: [http://www.peterborough.ca/Business/Studies/Little\\_Lake\\_Master\\_Plan\\_-\\_Project\\_Summary/Final\\_Report.htm](http://www.peterborough.ca/Business/Studies/Little_Lake_Master_Plan_-_Project_Summary/Final_Report.htm)



### **Watson's Mill (Manotick) Planning Study - 2007**

With Commonwealth Historic Resource Management, we prepared a development plan for the Watson's Mill property, located on the Rideau Canal (a World Heritage Site). Our role was to assist with the interviews and examine the market and financial aspects of the development plan prepared for the site.

## Recent Relevant Experience

### **St. Thomas Railway Depot Restoration Project - 2005**

TCI was part of a team (led by Commonwealth Historic Resource Management) that developed a restoration and re-use plan for the old (1871) railway depot building in St. Thomas, Ontario. The plan was adopted by the municipality and community groups, and restoration efforts are now well underway. In the last few years, several events and activities have been held in the facility.



### **Ontario Ministry of Tourism Investment Attraction Strategy - 2011**



We assisted in the preparation of a Tourism Investment Strategy for the (then) Ontario Ministry of Tourism, with a strong emphasis upon Foreign Direct Investment (FDI). The project involved extensive interviews with recent large-scale tourism investors in the province as well as comparisons with other benchmark jurisdictions that were demonstrably successful in their tourism investment attraction efforts. The strategy developed was accepted by the Ministry and has been used to help guide their efforts in attracting investment to the province.

### **Coleman Collieries Historic Restoration Plan (Crowsnest Pass) - 2008**

In association with Western Management Consultants and Reich + Petch Architects, TCI participated in the development of a plan for the restoration and interpretation of the historic collieries in the old town of Coleman (now part of the municipality of Crowsnest Pass). The site was the last coal mining operation in Alberta to close (1983) and is now a National Historic Site. TCI's role was to examine the market, financial feasibility and economic impact implications of developing the site as an attraction. A key issue throughout the process was what use to make of the old (and potentially dangerous) collierie building.



### **City of Toronto Archives Strategy - 2011**

TCI led a consortium to develop a strategic plan for the City of Toronto Archives facility, located near Dupont and Spadina in the Annex area of Toronto. The plan involved extensive consultation with community groups and stakeholders, and resulted in a series of recommendations regarding the role and purpose of the civic archives function; the types of records collected (with particular emphasis upon digital records); the physical use of space; operations; community outreach; etc. The plan was adopted by the city and folded into their overall records management strategy.





## Recent Relevant Experience

### **Toronto 2015 World's Fair Bid - 2008**

TCI participated as part of a team with Steven Staples, du Toit architects, and others, to investigate the feasibility of a Toronto bid for the 2015 world's fair. The project had a very large scope including competitive intelligence gathering on other cities bidding, site location, site planning, transportation infrastructure development, etc. There was also a large public input component to the work. TCI's role in the project was to assess the market and attendance prospects, examine economic feasibility (i.e. costs and revenues incurred) and assess the economic and social/cultural impact of the event. (However, Toronto City Council ultimately decided not to proceed aggressively with the bid. The Fair was ultimately awarded to Milan, Italy.)



### **Kitchener Special Events Policy - 2009**

Working with The St. Clements Group, TCI was involved in the development of a special events policy for the City of Kitchener. The project involved intensive discussions with community groups and organizations that worked with the City to mount various special events, festivals and celebrations. The purpose was to develop a consistent policy determining which events would be supported and why, and to develop a protocol around how such support was to be provided.

### **Bow Lake Wind Farm Cultural and Heritage Impact Assessment - 2012**

Working with Commonwealth Historic Resource Management, TCI undertook a cultural and heritage impact assessment of the proposed Bow Lake Wind Farm in Algoma, just north of Sault Ste. Marie. (This was an area that had been featured in several Group of Seven paintings, and there was some concern that wind towers would ruin the original views that had been put on canvas by Group members. There was also concern that windmills would ruin the pristine quality of the tourist and visitor experience in the area.) Our work concluded that there would in fact be minimal impact with this one development, but if there was to be a proliferation of wind farm developments, the quality of the cultural landscape could be severely compromised.



### **Ottawa Public Library New Central Library Facility - 2007**

TCI was involved with Commonwealth Historic Resource Management in a planning and feasibility study for a new central library facility in Ottawa. Part of the project involved an assessment of other major new library facilities in other North American cities (Seattle, Washington, etc.) in terms of how they had planned their facilities and why. Ultimately, as a result of economic downturn, the project has not yet proceeded.

## Recent Relevant Experience

### **Niagara Parks Commission Agency Review - 2008**

As part of an overall review of certain of its agencies, the Ontario Ministry of Tourism commissioned TCI and GGA Management Consultants to undertake an assessment of the current operations and future sustainability of the Niagara Parks Commission. The project involved meetings with the staff and Board, an extensive review of background materials, and comparisons with similar operations. The review resulted in some recommendations for improved performance (although not many – the operation generates a financial surplus and conveys significant economic benefit to the region).



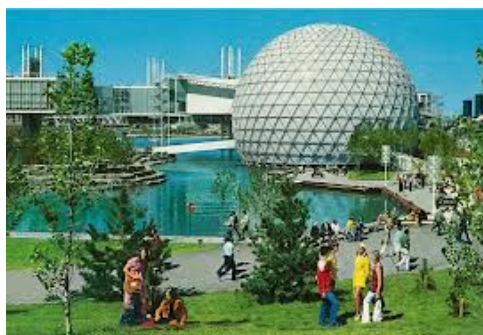
### **Sainte-Marie Among the Hurons Agency Review - 2008**

As part of an overall review of certain of its agencies, the Ontario Ministry of Tourism commissioned TCI and GGA Management Consultants to undertake an assessment of the current operations and future sustainability of Saint Marie Among the Hurons in Midland, Ontario. The project involved an on-site assessment, meetings with the staff and an extensive review of background materials. The review resulted in several recommendations for improved performance, several of which have since been implemented.



### **Fort William Historical Park Agency Review - 2008**

As part of an overall review of certain of its agencies, the Ontario Ministry of Tourism commissioned TCI and GGA Management Consultants to undertake an assessment of the current operations and future sustainability of Fort William Historical Park in Thunder Bay, Ontario. The project involved an extensive review of background materials. The review resulted in several recommendations for improved performance, several of which have since been implemented.



### **Ontario Place Agency Review - 2008**

With GGA Management Consultants, TCI undertook a review of Ontario Place to determine its role and significance as a necessary agency of the Ontario government. The review concluded that the operation did not meet a compelling need, and that there might be 'higher and better' uses for the property. Several scenarios were explored, and the costs and benefits of each examined. The Ontario Government has since undertaken a course of action to look at these.

## Recent Relevant Experience

### **Agawa Canyon Tour Train – Algoma Central Railway (ACR)**

#### **Revitalization Plan - 2009**

TCI participated with Reich + Petch in the development of a revitalization plan for the ACR's **Agawa Canyon Train Tour**. The plan involved obtaining new passenger rail cars, refurbishment of these (including GPS-triggered interpretive devices), improved programming and refreshed site amenities at the Canyon stop itself. TCI's role was to examine the financial implications and return-on-investment associated with the revitalization plan. Based upon this work, ACR proceeded with the renovations and the Tour has been successfully revitalized.



#### **Exhibition Place Strategic Plan - 2009**

TCI participated with the Planning Partnership in a strategic planning study for Exhibition Place in the City of Toronto. (Exhibition Place is the venue where major events such as the Canadian National Exhibition, the Sportsman's Show and the Royal Canadian Winter Fair are held.) The work involved several strategy sessions with the Board of Governors to prepare a plan to guide the physical evolution of the grounds as well as the programs and activities of the operation. The plan was adopted by the Board and used to guide future activities of the enterprise.

### **Toronto Aquarium - 2008**

TCI participated with The Planning Partnership in an assessment of the feasibility of an aquarium operation at Exhibition Place in Toronto. The project consisted of an initial market assessment to demonstrate the viability of an aquarium operation in the City, and then using this information as part of a tender package to solicit interest from major aquarium operators (e.g. Ripley's). While considerable interest was expressed, the Board of Governors of Exhibition Place ultimately decided not to proceed with such an operation on the grounds of Exhibition Place. Since the study, however, Ripley's is proceeding with an operation in Toronto, at the base of the CN Tower.

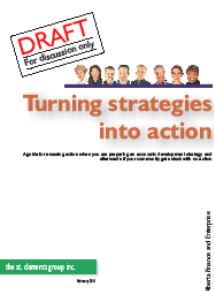


#### **Calgary Regional Partnership Strategic Plan - 2008**

With Millier Dickenson Blais, TCI participated in the development of a strategic economic development plan for the Calgary Regional Partnership, a federation of 15 municipalities centred on the City of Calgary. TCI's role was to participate in the initial interviews and workshops, as well as to help in the formulation of the plan that was ultimately developed.

### **Downtown Oakville Strategic Review - 2010**

TCI facilitated a series of workshop sessions with residents and stakeholders as part of the development of the Downtown Oakville Strategic Action Plan. A survey of businesses (through the BIA) and residents was also undertaken as part of the work. The results were used to develop a strategic action plan for the Town, which then guided subsequent municipal efforts in the downtown in a variety of ways.



### **Turning Strategies Into Action – Alberta Finance & Enterprise - 2011**

Working with The St. Clements Group, TCI developed a workbook on how to move from 'strategy' to 'action' in community development, for the Alberta Ministry of Finance and Enterprise. The workbook identified common problems with the implementation of community action plans, identified some of the underlying causes, and proposed remedial action. A 'train the trainers' manual was also prepared to assist the Ministry in rolling out the workbook and its techniques to municipal and community audiences throughout the province.

### **Centennial Park (Toronto) Planning Study - 2005**

Working with The Planning Partnership, TCI participated in a master planning study for Centennial Park in western Toronto (Etobicoke). The project involved public meetings and stakeholder interviews. As well as participate as team members in the project overall, TCI's specific role was to examine the rationale for, and performance of, private lease holders on the property (e.g. go-kart operations, golf, etc.). Various recommendations regarding the types of leases and consistency of terms were made and adopted by the City, as was the overall plan for the park.



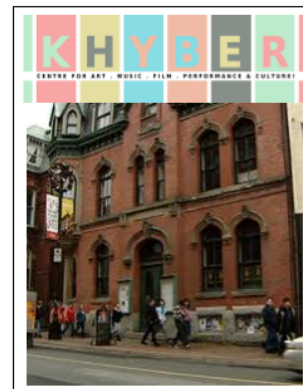
### **Beamsville Fairgrounds Planning Study - 2005**

Working with The Planning Partnership, TCI participated in a master planning study for the Beamsville Fairgrounds located in the municipality of Lincoln (in the Niagara Peninsula). Various options for redevelopment of the park, as well as new recreational facilities, were developed and assessed. TCI's role was to examine the market and financial viability of the various redevelopment options, as well as to assess the economic and social impact of these upon the overall community.



### **1588 Barrington St., Halifax, Utilization Options Study - 2011**

TCI was retained by the City of Halifax to undertake an assessment of various utilization options for the historic 'Khyber Arts Building' located at 1588 Barrington Street. Long regarded as a key cultural asset in the downtown and to the City overall, the building had been operated unsuccessfully by the Khyber Arts Society. The City wanted to take a fresh look at the full range of management and utilizations, keeping the building in the City's ownership and using it for cultural activities of some sort. We developed a series of options and undertook a rigorous assessment of the financial costs and risks of each to the City. The work was not to result in recommendations, but just to provide Council with objective information upon which to make future decisions.

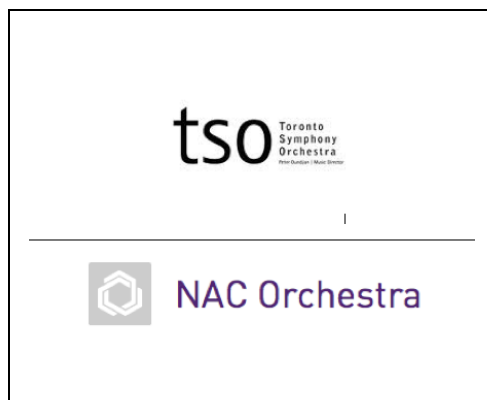


### **Downsview Park Master Plan - 2006**

With The Planning Partnership, TCI developed a master plan for Downsview Park, Canada first 'urban national park'. The project involved interviews with staff and a planning session with the Board. TCI's role in the project was to assist in the facilitation of workshops as well as to assess the financial and operational implications of development.

### **CAA North and East Ontario Strategic Planning Process - 2003**

TCI undertook the development of a strategic plan for the North & East Ontario Division of the Canadian Automobile Association (CAA - NEO). The project involved a survey of members, detailed staff interviews, a review of operations of other CAA chapters, and several facilitated Board retreats. The plan developed was adopted by the organizations, and used to guide policy and operations throughout the first decade of the new century.



### **Project Niagara – Summer Music Festival – 2006 - 2009**

TCI was involved in a major feasibility study for a summer music festival in Niagara Region that was to be sponsored by two major Canadian orchestras – the Toronto Symphony Orchestra (TSO) and the National Arts Centre Orchestra (NACO). The projects involved site selection, facility design, detailed market assessment, financial feasibility, and economic impact. The site ultimately selected was in Niagara-on-the-Lake, and the process involved extensive public consultation. Ultimately due to capital cost considerations and some local opposition (noise concerns), the project did not proceed.

## Recent Relevant Experience

### **Niagara Falls History Museum - 2009**

The former Lundy's Lane Museum (now the Niagara Falls History Museum) commissioned TCI to undertake a planning study of opportunities to revitalize and expand the museum, located adjacent to the Lundy's Lane Historic Battlefield in Niagara Falls, Ontario. (This project was being undertaken in anticipation of the upcoming War of 1812 Bicentennial.) The project involved stakeholder and staff interviews, as well as several sessions with the Board to assess strategic options and determine a preferred course of action. This plan ultimately resulted in an expansion and re-branding of the facility.



### **St. Catharines Museum – Welland Canals Centre**

The St. Catharines Museum and Welland Canals Centre, located at Lock 3 on the Welland Canal in St. Catharines, retained TCI to undertake an assessment of various operational and financial options to increase revenues. A variety of revenue-generation options were identified and assessed, and various recommendations presented for consideration.

### **Leaskdale Manse Revitalization Study - 2012**

With Commonwealth Historic Resource Management, TCI undertook a restoration and interpretive plan development study for this historic home of Lucy Maud Montgomery, located in Uxbridge, Ontario. The client was jointly the Town of Uxbridge and the Lucy Maud Montgomery Society of Ontario, who owned the building. TCI's role in the project was to undertake a financial and economic impact assessment of the restoration plan developed. Various interviews and workshops were undertaken as part of the assessment. The plan developed was adopted and is being used to guide improvements to the property, exhibits and interpretive program.



*Leaskdale Manse, Uxbridge*

### **Lakefield Memorial Hall - 2007**

For the municipality of Smith-Ennismore-Lakefield, we assessed utilization options and possibilities for the historic Memorial Hall building in downtown Lakefield. A variety of commercial and community use options were identified through an extensive public consultation process involving surveys of residents and the very large number of tourists to the area. As well, key stakeholders and interest groups were interviewed as part of the process. A community-use option with some commercial activities on the ground floor was recommended; this is the course the community has pursued after some necessary building improvements and restoration has taken place.



## Recent Relevant Experience

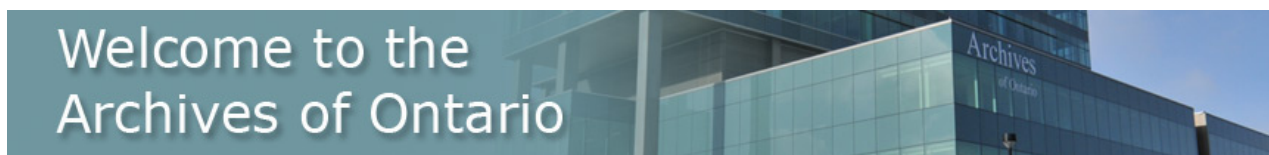
### **St. Marys Downtown Development Strategy - 2005**

TCI participated with a team of consultants to develop a revitalization strategy for the Town of St. Marys, Ontario. The project involved meetings with stakeholders (municipal staff and councilors, key businesses, representatives of interest groups, etc.) and a public meeting to generate ideas and suggestion for downtown improvement. Based upon this input a plan was developed and adopted by staff as a guide to future revitalization actions.



### **Centre Wellington Economic Development Strategy - 2008**

For the Township of Centre Wellington (the municipality north of Guelph that contains the picturesque villages of Elora and Fergus) TCI undertook the development of an economic development strategy. The project involved an extensive interview program with business representatives and stakeholders, as well as several focus groups with key sectors of the economy. The plan was adopted by Council in the fall of 2008.



### **Archives of Ontario: Revenue Generation Study (2006) and Relocation Study (2008)**

For the Archives of Ontario TCI undertook two projects: the first, an assessment of revenue generation opportunities and the appropriateness of these to the operation, and the second a review of alternative locations for the overall operation. This second study ultimately resulted in the Archives' relocation out of their downtown Queen's Park area premises to their current location at York University.

### **Country of Oxford Economic Development Organization Review - 2008**

With GGA Management Consultants we undertook an organization review of the County's approach to economic development. The work involved interviews with key stakeholders (including the economic development departments in the lower tier municipalities, key businesses, etc.). A key element of the strategy was to define the working relationship between the County (upper tier) level and the lower tiers, and to determine who should do what for optimal efficiency. The recommendations helped define the appropriate role for the County, which is now being implemented.



## Recent Relevant Experience

### **Downtown Whitby Strategic Plan - 2001**

TCI was retained by the Town of Whitby to help in the development of a strategic plan for improvements to the old downtown area. Through surveys of residents and downtown businesses, four working task forces were established, each dealing with a specific aspect of the strategy. TCI's role was to work with these task forces and assist them where required. A final workshop session was held where the task forces reported and the final strategy developed. The plan was ultimately adopted by Council as a guide to future downtown improvements.



### **Parkwood National Historic Site Marketing Plan – 2003**

TCI in association with the St. Clements Group prepared a marketing and communication strategy for Parkwood National Historic Site in Oshawa, the estate of RS McLaughlin (the founder of General Motors of Canada). The project involved staff and Board interviews, and an assessment of the marketing approaches of other major historic home attractions.

### **Thunder Bay Film Study - 2010**

Working with bain smith, a Thunder Bay-based consulting firm, TCI undertook a planning study for a more aggressive approach to trying to develop the film industry in the City. Various programs of activity were assessed, and the possibility of establishing a film commission was also examined. The current size and significance of the film industry in the City was also measured. Based on the findings, it was recommended that the City continue to be responsive to film opportunities when they arise, but not adopt a highly expensive pro-active stance to the industry, and not establish a separate film commission.



**Downtown Revitalization (DR)**

### **Ontario Ministry of Agriculture, Food and Rural Affairs – Development of Web-Based Tools for Downtown Revitalization - 2007**

TCI was retained by OMAFRA to develop a series of tools and collateral information to help small rural communities in Ontario with various aspects of downtown revitalization. Tools relating to business opportunity identification; community surveying; expenditure leakage assessment; and economic impact assessment were developed. The information was made available on-line as well as through OMAFRA regional staff.



## Recent Relevant Experience

### **Canadian Open Old Time Fiddle Championship Repositioning Plan - 2005**

TCI worked with the Rotary Club of Shelburne, the organization behind the longstanding Canadian Old Time Fiddle Championship, to identify ways and means to re-position and re-brand the event, to make it even more appealing to a broader market. The project also looked at the facilities and organization behind the festival and made several recommendations for change. Most recommendations were adopted and the Festival has been enjoying a growing and younger audience since the study.



### **Town of Shelburne Economic Development Strategy - 2006**

TCI was retained by the Economic Development Committee of the Town of Shelburne to prepare an economic development strategy. The project entailed background research, a business survey, and several workshop sessions with the Committee to identify and agree upon strategic directions. The plan developed was endorsed by the Committee and Council and used to guide subsequent economic development efforts in the community. After the project, TCI played a longer-term advisory role to the Committee on various matters relating to implementation.

### **Sheppard West Business Improvement Area (BIA) Strategic Plan - 2007**

TCI undertook the development of a strategic plan for the Sheppard East Village BIA. The project involved a review and assessment of the market surrounding the Village, and then detailed personal interviews with key businesses and Board members. Two workshop sessions were held with the Board to develop the plan which was then adopted and implemented.

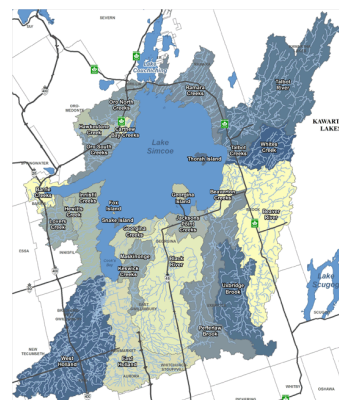


### **Powassan Observatory Attraction Study - 2004**

With Stan Lawlor & Associates out of North Bay, TCI undertook a feasibility study for an outdoor astronomy observatory on a property outside the built-up area of Powassan in northern Ontario. The availability of guaranteed dark sky free from light pollution was a key feature and attraction of the enterprise. TCI's role was to identify the market and financial implications of the development. Unfortunately, the study showed that the market for the attraction would not be sufficient to cover the capital and operating costs entailed.

### **Lake Simcoe Watershed Multi-Use Recreation Study -2012**

With the EDA Collaborative Inc. and Dillon Consulting, TCI participated in a large-scale study of current and expected future recreational patterns in the Lake Simcoe watershed, and their anticipated impact on the quality of the water and land. TCI undertook an inventory of municipal and other recreational initiatives throughout the study area (some 19 municipalities were either wholly or partially in the watershed) and developed projections of anticipated future demand in this regard. Various policy-related recommendations were made relating to regulatory mechanisms, educational activities, municipal policies, and actions that various provincial government ministries, bodies and agencies might undertake in order to effect positive change. The project was spearheaded by the Ontario Ministry of the Environment leading a multi-disciplinary steering group.



### **Lake Superior Place Concept Study – 2009**

Working with bain smith Consulting out of Thunder Bay, TCI participated in a planning and feasibility study for Lake Superior Place, a proposed multiple-use cultural facility located on the former Pool 6 grain elevator site on the waterfront. The concept consisted of a science museum / discovery centre devoted to the history and science of Lake Superior, a 'creative commons' where locally-produced arts and crafts could be sold, a restaurant with a scenic vista overlooking the lake, office space for community groups, and perhaps the University (Lakehead) or community college (Confederation College) locating classroom space or research facilities there. Despite the analysis showing that the concept could be economically sustainable (assuming no repayment of capital for the facility), the concept was put on temporary hold due to economic downturn.

### **The Canadian Institute: Strategic Planning in the Public Sector - 2009**

Jon Linton, Director of TCI, spoke on *Understanding Social and Demographic Trends and their Impacts on Strategic Planning in the Public Sector* at a **Canadian Institute** forum held in Toronto in November of 2009. The overall topic of the symposium was "Public Sector Strategic Planning". There were approximately 150 people in attendance at the session.



## Recent Relevant Experience

### **Barbados Concorde Experience Feasibility Study (2007)**

Barbados was a regularly-scheduled destination for the British Airways Concorde supersonic jet, and thousands of tourists entered the country each year through its portals. To commemorate this era (from 1977 to 2003) the Government of the Barbados has developed at Grantley Adams International Airport a Concorde exhibit and experience, where tourists can now experience the look and feel of that time. TCI, in association with Reich + Petch Architects, were involved in a feasibility study that examined the markets for and likely utilization of a facility devoted to this experience. The exhibit opened to the public in 2007.

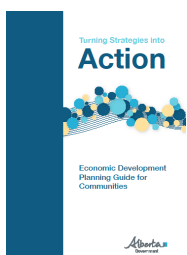


### **Hippo Tours Market Assessment Study (2010)**

This project involved an assessment of the market and economic feasibility of starting a 'Hippo Tours' operation in British Columbia. (The operation was already an established success in Toronto, and the purpose of this assessment was to determine the viability of a similar operation in the Vancouver / Victoria marketplace. The operating parameters of the Toronto operation were used in determining market size and profitability of a BC-based operation as well as review of similar and competing operations in that market area. As a result of this work, the Hippos operation is expanding to Victoria in 2013.

### **Kakabeka Falls Highway Bypass Impact Study (2012)**

The village of Kakabeka Falls, in the Municipality of Oliver Paipoonge just outside of Thunder Bay, Ontario, was facing the eventual construction of a bypass of Highway 17 (which currently goes right through the village, bringing all the tourism flow to the retail and service businesses in the community). The purpose of this project was to assess the impact of this eventual bypass, as well as develop a strategy to best position the village as an attractive destination so that when the bypass was eventually constructed, the village would still attract the visitor market.



### **Turning Strategies Into Action (2012)**

Working with the St. Clements Group, TCI was involved in the development of a 'how to' guide for communities that had developed a strategic plan (or other major municipal policy) but who were 'stuck' in terms of implementing it. The guide identified common problems with implementation, and suggested solutions and courses of action for each. The client was the Province of Alberta; since publication, the guide has had quite widespread use. See a copy at:

<http://eae.alberta.ca/media/328376/turning-strategies-into-action.pdf>