

**Arctic Development
Library**

**Integrated Manitoba - Keewatin Tourism
Products, Development & Marketing Strategy**

Date of Report: 1983

Author: Marshall Maklin Monaghan

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December 5, 1983

11-33-33
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Mr. **R.S.** Bridge
Director of Marketing
Travel Manitoba
Department of Business Development and Tourism
7-155 **Carlton**, Street
Winnipeg, Manitoba
R3C 0V8

Dear Mr. Bridge

Re: Proposal to Undertake the integrated Manitoba - **Keewatin** Tourism
Products, Development **and** Marketing Strategy

With this letter we are pleased to submit three (3) copies of our proposal to prepare an Integrated Manitoba-Keewatin Tourism Products, Development and **Marketing** Strategy.

Our proposal is based upon your Terms of Reference coupled with an extensive knowledge of the tourism industry and the experience of members of our team in the tourism industry of Manitoba and the Canadian north.

Our proposal provides a description of our methodology, project experience, fees, timing and qualifications to undertake the assignment. As suggested in your Terms of Reference, we have integrated the study processes of this study with the **Keewatin** Destination Zone Tourism Development and Marketing Strategy project in a way which optimizes cost savings and use of the products of the latter study. Our fee schedule and suggested timing in particular, reflect this high level of integration with the **Keewatin** Study.

We are prepared to undertake this **assignment** for \$24325, including \$7630 for disbursements, providing for 51 man-days of professional and technical consulting services.

We would welcome the opportunity to discuss these fee estimates and the level of effort proposed to reflect your specific objectives and requirements prior to the signing of a formal contract. Our costs are realistic and based on our experience in similar tourism planning studies.

The undersigned will be assigned to the project as Project Manager. Mr. French recently completed a number of major planning assignments in the tourism industry, including The Tourism Master Plan for the **Regional Municipality of Sudbury** and the Muskoka Tourism Study. Mr. French was **responsible for the** Manitoba Tourism Strategy and the **Pangnirtung** Community Tourism Pilot Project, N. W. T., and participated in the Baffin Regional Tourism Planning Project.

continued on page two

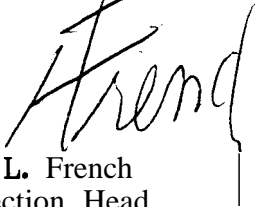
Mr. Gardiner, Project **Co-ordinator**, is a Manitoba planner with extensive experience in working with native people and with sensitive environmental issues.

We believe that after reviewing our submission, you will agree that the experience and , diversification of our team are well-suited to the assignment.

We look forward to the opportunity of undertaking this challenging assignment. Please do not hesitate to call if we can provide any further clarification respecting our proposal.

Yours very truly,

MARSHALL MACKIN MONAGHAN LIMITED



H.L. French
Section Head
Recreation, Tourism and Resource Planning
Planning Division

HLF/w/p
encls.

cc: Ms. M. Bundgaard
Regional Tourism Officer
Government of the Northwest Territories
Rankin Inlet, N.W.T.
XOE OGO

INTEGRATED MANITOBA-KEEWATIN TOURISM PRODUCTS,
DEVELOPMENT AND MARKETING STRATEGY

Prepared For:
Travel Manitoba

Prepared By:
Marshall ~~Macklin Monaghan~~ Limited
Biglow, Gardner Planning Office

December 1983
X157-B

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1. INTRODUCTION

This proposal has been developed in response to an invitation to tender for the "Integrated Manitoba-Keewatin Tourism Products, Development and Marketing Strategy" for Travel Manitoba. We have developed our work program after careful review of your Terms of Reference and discussions of the study intent with Mr. R.S. Bridge, Director of Marketing, Travel Manitoba, and drawing on our past tourism planning experience across Canada and more specifically in Manitoba and the Northwest Territories.

We wish to state Marshall Macklin Monaghan Limited is committed to a corporate philosophy of providing its clients with a high standard of innovative work based upon comprehensive research and analysis accomplished within specific time schedules and at reasonable cost.

If awarded this assignment, we wish to assure the Selection Committee that this philosophy will govern our performance. In addition, we wish to emphasize that the professional reputation of Marshall Macklin Monaghan as, in fact, any consulting firm, is established and maintained on the basis of performance of excellent, cost effective work regardless of the size or complexity of the project. We pride ourselves on providing personalized services to our clients.

2. INTERPRETATION OF YOUR STUDY REQUIREMENTS

Prior to the preparation of our proposal for the Tourism Development and Marketing Study we undertook to **establish** a clear understanding of your study requirements. This was accomplished through a review of your Terms of Reference in association with our team's knowledge of the tourism industry in Manitoba and the Northwest Territories.

The interpretation of your requirements formed the basis of our approach and methodology which is designed to accomplish your primary study objectives as detailed in the Terms of Reference.

If we are awarded this assignment our first task will be the review of these requirements with the Steering Committee to ensure **an** overall group **consensus** on the products to be produced.

The following is our interpretation of your key study requirements:

1. You require a set of guidelines which will optimize opportunities for the integrated development of the tourism industries of Manitoba and the **Keewatin**.
2. You require and the study must provide an action-oriented tourism development program for the Government of Manitoba and the private sector which:
 - o identifies and establishes the feasibility of new Manitoba-Keewatin vacation packages;
 - o establishes Churchill as a major destination and dispersal point for both northern Manitoba and **Keewatin** vacations;
 - o enhances Winnipeg's role as the gateway to northern Manitoba and the Northwest Territories;
 - o increases the awareness and appreciation of the tourism opportunities afforded by Keewatin-Manitoba co-operative tourism product development and marketing efforts; and

- o facilitates co-operative Keewatin-Manitoba product development and marketing efforts.
3. You require the identification of specific new integrated development/investment opportunities that can be realistically implemented. These opportunities must:
- o be market driven and supportive of existing development;
 - o be financially viable (providing adequate return on investment);
 - o build upon existing resource strengths and remedy plant weaknesses while recognizing new opportunities; and
 - o be harmonious with the Character, aspirations and potential of northern Manitoba and the **Keewatin**, their residents and local tourism operators/associations.
4. You require a strategy which will act as a catalyst to unite private and public sector support for tourism industry development. In this regard, our work should include:
- o **an** assessment of public and private sector agencies and community groups involved or having the potential to become involved in the tourism industry, taking into account their plans and objectives;
 - o initiation of the action **plan**, as appropriate, prior to completion of the project by identifying certain opportunities early in the study and providing initial implementation direction to tourism operators and organizations in Manitoba and the **Keewatin**: (to enable early application to programs such as IRDP or programs under the Manitoba G. D.A., etc.)
5. You require an implementation program which recognizes such factors as:
- o differences between the "**north**" and the "**south**" in terms of culture, expectations, attitudes, levels of service, sophistication, skills, etc.

(Certain of these differences can, with appropriate marketing and development, be turned into some of the greatest attributes of the north in terms of tourist attractability.)

- o constraints posed by the natural environment, the existing transportation system, existing/potential land use conflicts, policy and legislative controls, etc.
- o the impact of societal trends (i.e. attitudes, demographic changes, leisure trends, national and international economics, etc.) on travel to northern Canadian destinations and participation in “northern” activities (e.g. wilderness touring, fishing, hunting, survival training, etc.)
- o the availability of and conditions attached to government funding programs at the territorial, provincial and federal level.
- o finally, you require an assessment of the costs of strategy implementation as well as an evaluation of the benefits that will accrue to all those involved in these co-operative efforts.

In summary, you require a detailed implementation program and schedule that specifies what action or developments should be initiated, at what time and by whom. This implementation program and schedule will form the foundation for successive capital development and works programs, promotional strategies, and industry organization.

With this understanding of your study requirements we would like to introduce you to our team’s qualifications to meet these requirements.

3. QUALIFICATION HIGHLIGHTS

To assist the Selection Committee. in choosing the most appropriate consulting team to undertake this assignment, we have detailed below what we feel might be your consultant selection criteria. We have indicated the qualifications of our team to fulfill these criteria.

We invite you to compare our qualifications with those of our competitors and encourage the Committee to contact those references found at the end of this section.

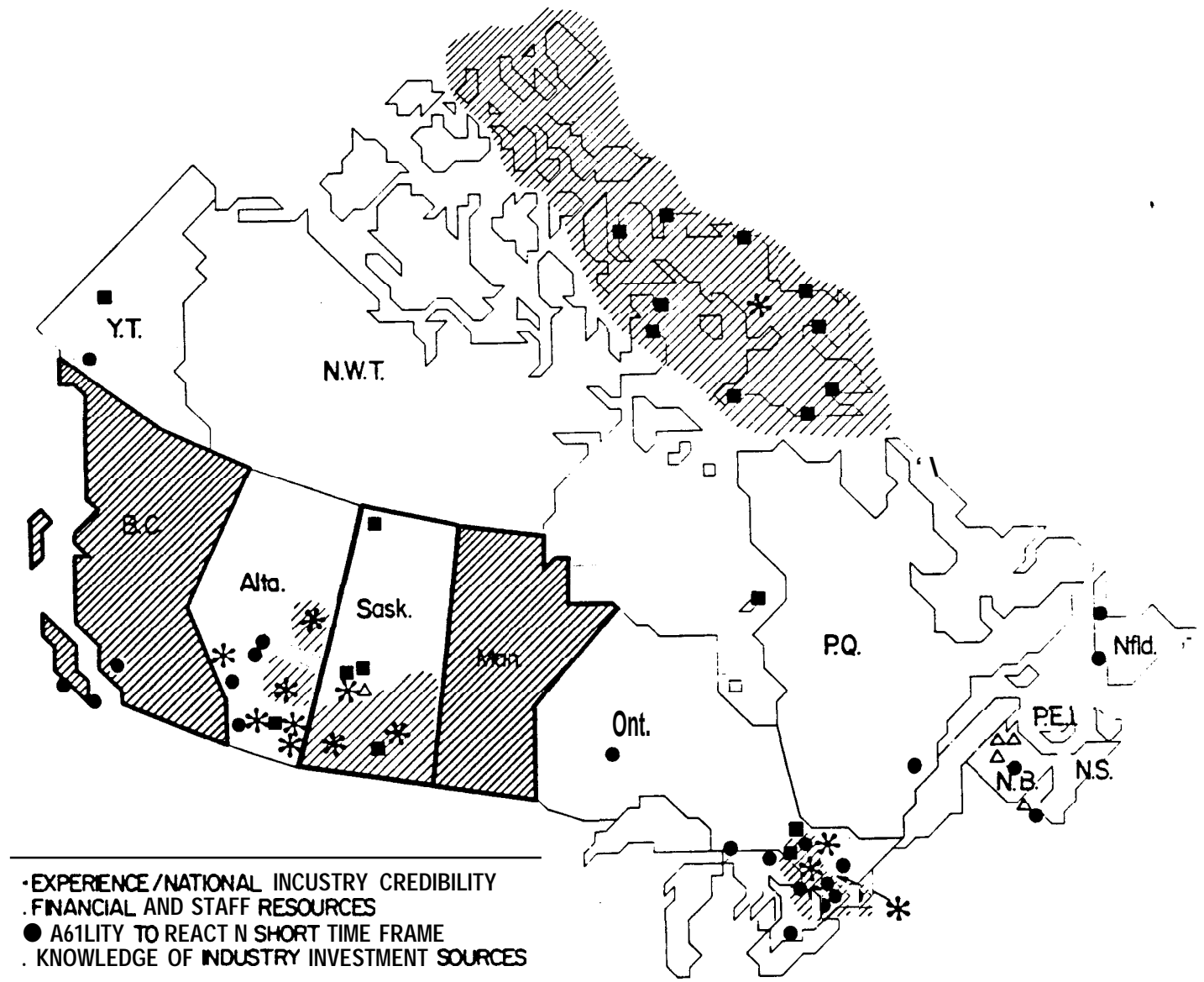
1. National Experience and Exposure to the Tourism Industry

On the basis of our National and Provincial experience and exposure to the tourism industry we are able to offer to our clients three key elements not available through our competitors.

- a) creative and **innovative** approaches to tourism **industry** planning, development and marketing;
- b) value-for-money in terms of professional consulting services offered. With our knowledge of the industry we are able to provide our clients with a more cost-effective, comprehensive product, one which is directed at the **"real issues" confronting the industry; and**
- c) **a** Professional **commitment to the** continued growth and health of the industry. The tourism industry is 'our group% only business.

The following map graphically indicates our national tourism planning experience, including:

- o B.C. Provincial Tourism Strategy and nine separate Regional Tourism Development Plans
- o Cold Lake Bonnevillie Regional Tourism **Plan**, Alberta
- o Dawson City Tourism Development Strategy, Yukon



Recent Tourism Related Projects

Legend

-  Provincial Tourism Strategies Including Regional Development Plans
-  Regional Tourism Development Plans
-  Municipal Tourism Development Plans
-  Planning/Design Implementation Projects
-  Tourism Destination projects

- o Battle River Regional Tourism Development Plan, Alberta
- o Southwestern Saskatchewan Regional Tourism Plan
- o Saskatchewan Provincial Tourism Development Strategy

Our national experience has provided us with a detailed understanding of the market context within which the integrated Manitoba-Keewatin tourism strategy must be developed and implemented.

2. **Extensive** Tourism Project Experience in the Northwest Territories

Members of our team were instrumental in developing the techniques and approaches required for successful tourism development planning in the Northwest Territories. Our experience includes:

- o Baffin Regional Tourism Planning Project and twelve separate community tourism development plans including:

Resolute Bay	Igloolik
Pond Inlet	Hall Beach
Clyde River	Frobisher Bay
Broughton	Grise Fiord
Arctic Bay	Lake Harbour
Cape Dorset	Sanikiluaq

- o Pangiirtung Community Pilot Tourism Study
- o Concept Development, NWT Pavilion Expo 86.
- o Mackenzie Valley Regional Plan Appraisal, (D. I. A. N. D.)

3. Extensive **Knowledge** of the Manitoba Tourism Industry

We prepared tourism strategies for the Province of Manitoba which identified private and public sector investment opportunities within a series of tourism development areas, corridors and service **centres**. We **also prepared guidelines** for the upgrading of the existing accommodation plant, provided selection criteria against which applications for provincial government financial assistance

can be evaluated, identified delivery mechanisms necessary for the implementation of development strategies and developed a marketing plan for the province based on destination areas and tourism corridors. As part of the same study, we prepared tourism development strategies for the Northern Manitoba Tourism Development Region and the Churchill Tourism Development Region. We also looked at the role of Winnipeg as a gateway to other parts of the province. As a result of this study, we are extremely knowledgeable about the tourism industry throughout Manitoba — its strengths, its weaknesses, its potential and the political, societal, environmental and market context within which it must be developed.

4. Knowledge of Community Tourism Planning Requirements, Marketing Techniques and Assessment

Our experience at the community tourism planning level has provided our team with detailed knowledge of the specific issues and problems confronting the delivery of tourism services; techniques for improving community image and awareness of tourism and the means of developing practical implementation strategies for tourism industry development. Representative studies that have been completed or are underway include:

- o An Action Strategy for Tourism Development: Prince Edward County
- o An Action Strategy For Tourism Development: Thunder Bay
- o Tourism Master Plan: Regional Municipality of Sudbury
- o Muskoka Economic Opportunity Study: Tourism Sector
- o Cornwall Tourism Development Strategy
- o Town of Kenora Waterfront Redevelopment Plan

In total, these studies have included in-depth personal interviews with over 200 major operators of attractions and accommodation establishments.

5. Proven Experience in Realistic Feasibility and Marketing Assessment

Your selected consultant must have proven experience in feasibility assessments. Our team members have been involved in a wide variety of projects for which we have provided a “realistic” assessment of financial feasibility and economic benefits as demonstrated by the following representative sample:

- o Lakeshore Lodge Concept Development and Feasibility Study
Sandbanks Provincial Park, Ontario
 - 0 Cape Dorset-Frobisher Bay Boat Tour
 - 0 **Pangnirtung** Hotel Feasibility Assessment
 - 0 Typical Outfitter Package, Financial Assessment; **Igloolik**
 - 0 Natural and Heritage Culture Tours, Cape Dorset
 - 0 Yukon Steam Train Feasibility Study
 - 0 Numerous hotel **and** attraction feasibility studies
6. Proven Experience in the Assessment of **The Training** Needs of the Hospitality Sector

Members of our team have directed several studies which specifically entailed the development of tourism industry training programs. Examples include:

- o **Baffin** Regional Tourism Planning Project: Assessment of Adult Training Needs for the Tourism Industry

- 0 Georgian College: Assessment of the School of Tourism and its ability to service tourism industry training needs

7. Knowledge of the Investment Community

- 0 Our private and public sector clients presently number over 4000 represent a significant portion of the development and investment industry in Canada

- 0 We have been successful in focussing many of our development clients' interest on tourism developments including:

Lakeshore Lodge Resort Master Plan

Sudbury Regional Tourism Plan Development Opportunities

Eastbourne Shores Resort/Retirement Community, Ontario

Talisman Resort Redevelopment Plan, Ontario

Globe Theatre Theme Attraction, B.C.

Parry Sound Waterfront, Ontario

8. Commitment to Tourism Development **in** the Canadian North

We strongly believe in the growth potential of tourism development in the Canadian north. Our staff are both personally and professionally committed to sensitive development which reflects local aspirations. The following letters of reference attest to this fact.

9. Ability to Deliver "**Action-Oriented** Programs"

We pride ourselves on delivering to our clients practical "action-oriented" plans and programs which recognize the realities of the marketplace.

IN SUMMARY, WE OFFER A CONSULTING TEAM THAT HAS WORKED TOGETHER FOR A NUMBER OF YEARS ON A VARIETY OF ASSIGNMENTS; A TEAM THAT IS FULLY CONVERSANT WITH NORTHERN CONDITIONS; AS WELL AS THE **MANITOBA** TOURISM INDUSTRY; AND A TEAM THAT HAS **DEVELOPED** A METHODOLOGY WHICH HAS BEEN **DESCRIBED** BY OUR CLIENTS AS "A PROVEN APPROACH TO THE DEVELOPMENT OF A CREATIVE **PRODUCT**".



October 15, 1982

Mr. Kees Verberg,
Head, Recreation,
Tourism & Resource Planning,
Marshall, Macklin, Monaghan,
275 Duncan Mill Road,
Don Mills, Ontario
M3B 2Y1

Re: Baffin Regional Tourism Planning Project

With the Regional Tourism Planning Project now complete I would like to express, on behalf of the Department, our satisfaction with the work accomplished by your firm. As you are no doubt aware, this project posed challenges beyond those usually encountered in tourism planning. Most noteworthy was the cross-cultural setting in the Baffin and the attendant problems in communication and involvement of the communities in the planning process. Also the logistical problems posed by the vast geographical areas and the time constraints were additional factors complicating this exercise.

In spite of these difficulties we feel that Marshall Macklin Monaghan adopted an intelligent, comprehensive and sensitive approach and these qualities are demonstrated in the final products submitted by your firm. The regional strategy, individual community plans and the background research have placed our Department in a much stronger position to provide leadership to the communities in the upcoming years. Of primary importance too, is the fact that the communities now have plans which largely reflect their own development aspirations.

In closing I would like to add that we would have no hesitation in recommending your firm for future projects of this nature.

Yours truly,

Robert Trudeau,
Regional Superintendent.

May 25, 1982

Mr. L.A. Kentridge,
Vice President,
Marshall Macklin Monaghan Limited,
275 Duncan Mill Road,
Don Mills, Ontario.

Dear Mr. Kentridge:

I wish to bring to your attention the results of our analysis of the performance of your Recreation and Environmental Planning Division in fulfilling their requirements under the **Pangnirtung** Community based tourism contract.

Both my Regional and Headquarters Officers who had responsibility for directing the contract, were most impressed with the professionalism which your staff displayed while carrying out their project duties in the Community and the overall quality of the final project report. The rapport which H. French established with Community residents, was a major factor in the Council's prompt endorsement of the project conclusions.

It is refreshing to review consultant recommendations which are both realistic and affordable. The target completion dates were met, and the study budget adhered to.

As a final note, the reputation of Marshall Macklin Monaghan, the quality of the final report and associated audio-visual programme, - and the efforts of B. Longden - helped immeasurably when we requested C.G.O.T. assistance in implementing the various study conclusions.

Sincerely,



Rod Morrison,
Deputy Minister,
Economic Development
and Tourism.

4. PROJECT TEAM

4.1 Project Staff

Staff selected **to contribute to this** project have been chosen for their individual , specialized knowledge in the field of:

- o Tourism development planning
- o Market investigations
- o Financial feasibility/economic impact analysis
- o Public consultation techniques
- o Project management

All staff to be assigned to the project have previously worked in the Northwest Territories on the planning and implementation elements of the **Pangnirtung** and Baffin Region projects, and several, including the Project Manager, were involved in the Manitoba Tourism Development Strategy.

In addition, for the assignment, we have chosen to associate with the Manitoba planning firm, Biglow, Gardiner Planning Office.

4.2 Project Organization

The following section summarizes the various reporting relationships and levels of responsibility of the people assigned to the project.

Mr. **H.L.** French will be assigned **as** the Project Manager responsible for the day to day client contact on the project and the overall project management. Mr. French is Chief of the Tourism, Recreation and Resource Planning Group.

In addition to his role as Project Director for the **Pangnirtung** Community Pilot Project, Mr. French has recently completed a number of major tourism development and marketing assignments:

- o Tourism Master Plan for the Regional Municipality of **Sudbury**.
- o An Action Strategy for Tourism Development: Prince Edward County.
- o An Action Strategy for Tourism Development: Thunder Bay
- o **Muskoka** Economic Opportunity Study.
- o Saskatchewan Tourism Strategy.

o Georgian College School of Tourism Training Facility Study.

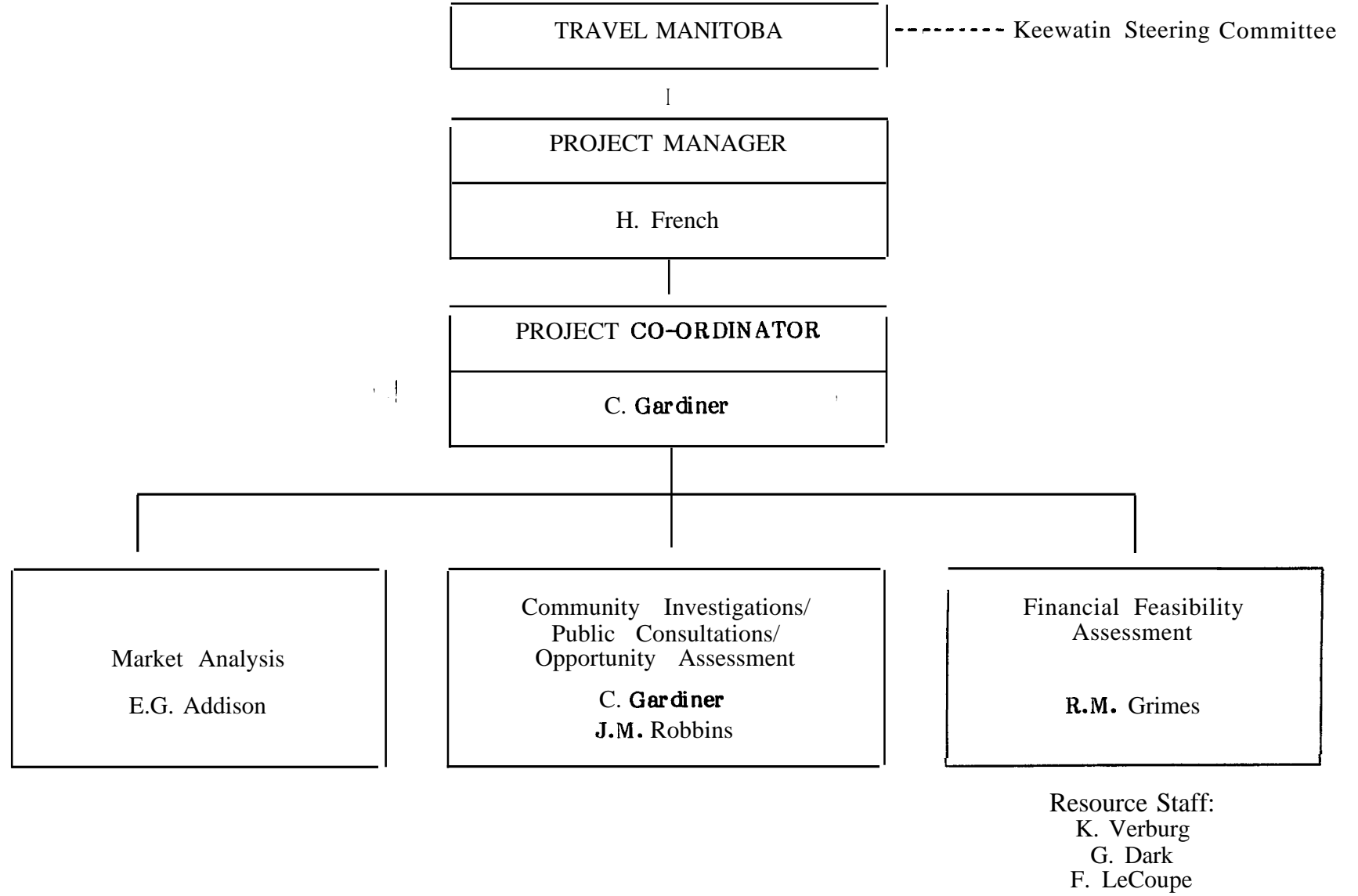
Professional staff from Biglow, **Gardiner** Planning Office will be assigned to the project to assist in the community based assessment of tourism opportunities including all public consultation components. Their involvement will also , facilitate data collection.

The following chart indicates the project organization and reporting relationships of key people assigned to the project. Our team structure is sufficiently flexible to meet your project needs and expectations.

We offer experienced, senior level commitment to the study.

The resumes of key team members **are found in the following pages.**

FIGURE 1
PROJECT ORGANIZATION





KERS VERBURG, M.C.L.P.
Manager, Tourism and Recreation Planning,
and Landscape Architecture
Associate

EDUCATION

1960 Diploma, **Landscape Architecture**, Ontario Agricultural College, Guelph, Ontario
1964 **B.Sc.** Agriculture, University of Toronto, Ontario
1964 **B.Sc., Landscape Horticulture**, University of Toronto, Ontario
1966 **M. Sc. Resource Planning**, University of Guelph, Ontario
1970 Certificate, Audio-Visual Communication, University of Wyoming
1972 **Ph.D. Planning** (Candidate), University of British Columbia

RELEVANT PROJECT EXPERIENCE

Project **Director**, **Baffin** Region Tourism Strategy end Community Tourism Development Plan.

Project Director for preparation of a Comprehensive Community Development Plan, a Tourism Development Plan and a Downtown Development Plan for Dawson City, Yukon.

Provided **co-ordination** and project direction for recreation end historic resource preservation studies in the Yukon.

Project **Co-ordinator** for the **Collingwood-Midland-Orillia** Tourism Study, Ontario.

Project Director for the Tourism end Recreation Master **Plan** for the Fishing Lakes Region of the **Qu'Appelle** Valley, Saskatchewan.

Project **Co-ordinator**, Saskatchewan Tourism Strategy.

Reject Coordinator, Tourism Development Strategy for the City of Cornwall.

Project Director **for the** concept development end facility design for a major tourist attraction in the City of **Pert Alberni**, British Columbia.

Project **Director** on the analysis of impacts of **tourism** end recreation developments on the resort town of Regina Beach, Saskatchewan.

OTHER PROJECT EXPERIENCE

Reject **Director** for the concept development end economic evaluation of a major tourism/recreation attraction in **Giza, Egypt**.

Reject **Director** for the comparative evaluation of the programs, facilities and **organization** of nature **centres** and natural history museums throughout Canada and the United **States**.

Analyzed existing information on the **use** of **and** impact upon recreational **lands** in the **development** of guidelines for **managing** recreation **lands**, while **under** contract to Parks **Canada**.

Evaluated the **objectives**, scope and methodology of a **study** of Urbanization, Recreation end Leisure, end their application to the Gulf **Islands**.

Project **Director** for the conceptual planning, theme development and **interpretive** programming for **Lord Chamberlain's** Playground a major theme attraction near Victoria, **British** Columbia.

Kees Verburg (continued)

Project Director, preparation of an Interpretive Plan for **ashe** Buffalo Jump, a World Heritage Site.

Project Director, research into the application of **land-use** controls to **preserve** heritage **resources** of national significance.

PROFESSIONAL BACKGROUND

1979- date MARSHALL **MACKLIN MONAGHAN LIMITED**

Manager, Tourism and Recreation Planning and **Landscape Architecture** (1981 - date)

Responsible for organizing, **co-ordinating** and evaluating both tourism and recreation planning and landscape architecture studies, supporting investigations including resource inventories, tourism infrastructure analysis, concept planning and facility design, as well as the preparation of comprehensive strategies for integrated resource planning and management.

Chief Tourism and Recreation **Planner** (1979 - 1981)

Responsible for **organizing** and **co-ordinating** all park planning studies including natural and historic parks and resources, tourism studies and resort investigations and in participating in inter-disciplinary land use and environmental studies.

1974-1979 **Parks Canada**

Head Regional Planner

Responsible for the organization, co-ordination and direction of all tourism, recreation and feasibility studies carried out under agreements for recreation and conservation; the organization and direction of master plan developments for townsites and visitor service centres; the development and **co-ordination** of all regional analysis and park integration studies; and the organization and co-ordination of **land-use** capability studies.

1969-1974 **Consultant**

Provided consulting services on tourism, recreation and park planning projects for the private and public sector including such organizations as the Colorado State University, Navajo Indian Council, Aardvark Environmental **Centre**, Municipality of Delta, Parks Canada and the University of British Columbia. Provided advice and experience on **land-use** capability assessment to other firms and consultants.



HARRY L. FRENCH
Chief, Recreation, Tourism and Rewires
Planning Department
Associate

EDUCATION

- 1977 E. SC. Forestry, University of Toronto, Ontario
- 1973 M.Sc., University of Guelph, Centre for Resource Development, Ontario

RELEVANT PROJECT EXPERIENCE

Project Manager, Tourism Master Plan Study for the Regional Municipality of Sudbury. The Master Plan provides guidelines for the development of a tourism infrastructure supportive of and complementary to the multi-million dollar Science North development.

Project Manager, Action Strategy for Future Tourism Development, City of Thunder Bay. This program involved tourism market and resource analysis directed towards identifying specific tourism development opportunities, within and adjacent to the municipality. Recommendations were presented in organization structure and marketing programs.

Project Manager, Tourism Development Master Plan, County of Prince Edward, Ontario. This study provided an assessment of the County's tourism strengths and weaknesses. An assessment was made of current tourism economic impact and an overall realistic implementation program formulated to direct future tourism development and marketing efforts in their rural area.

Project Manager, Tourism Development Study, Sibley Provincial Park, Ontario. The major direction of the study included the identification of a tourism development proposal which would maximize the economic benefits of the Park to the tourism industry. Over fifteen individual tourism market segments were analyzed and recommendations prepared for developments which were evaluated as achievable.

Project Manager for the Muskoka Economic Opportunity Study, Tourism Sector. This project evaluated the contribution of tourism to the district economy, and identified tourism related opportunities with special emphasis on the development of innovative forms of accommodation which respond to the problems of seasonality. This assignment included extensive interviews with major resort operators.

Project Manager responsible for the design and cost components of a major Trade and Recreation Complex in Niagara Falls, Ontario. This assignment included the assessment of the financial feasibility of developing an off-season tourism attraction associated with three major downtown hotel developments. The intent of the project was to define alternative means to increase yearly occupancy of the hotel establishments.

Project Manager for the Historic Lakeshore Lodge Resort Project, an undertaking which looked into development alternatives for a historic resort complex, examining the market, environmental, financial and structural implication and feasibility of each. One of the alternatives evaluated as part of this study included the development of a heritage country inn.

Project Director, Community Based Tourism Study in Pangnirtung, N.W.T. This study, in Canada's Arctic, was designed to develop a conceptual plan, identify investment opportunities of a tourism nature and evaluate social and economic impact on an isolated Inuit community in Canada's Eastern Arctic. A major component of the project involved developing and carrying out various mechanisms for the effective involvement of the community in the study.

Project Team Member, Baffin Region Tourism Development Strategy. The project, through a program of resource and market analysis in association with community input, set overall tourism development goals and opportunities for the Region.



Harry L. French (Continued)

Team member, Town of Huntsville Culture and Recreation Master Planning Study. **This** project was designed to provide long-term direction to Huntsville for the delivery of cultural and leisure services based upon an analysis of community wants and the **Town's** fiscal ability to provide services. A community **needs** assessment was carried out through an extensive public involvement program.

Project Manager, **Kitchener** Auditorium Master Plan and Feasibility Study. Based upon a market and resource analysis, this study was designed to develop plan alternatives for a major recreation/leisure complex in the City of **Kitchener**. An important component of the project involved extensive public consultation.

Chief, Recreation, Tourism and Resource **Planning**. Responsible for the preparation of the Nanticoke Recreation Study, **Sarnia** Municipal Parks, Ajax Parks and Open Space Standards, and Elliot Lake Parks and Open Space **Standards**.

Team member, **Collingwood-Midland-Orillia** Tourism **Zone** Study designed to develop **zonal** tourism strategies for tourism development. Responsible for the public participation program development and implementation.

Participation in a number of master planning efforts for Ontario and Alberta parks containing significant historical and archaeological resources and supporting extensive interpretive programs.

Participated in and provided policy direction for regional studies of Prince Edward Island's North Shore for the development of a National Seashore with a tourism and resource management perspective. Responsible for policy formulation for historical and natural **resource** development.

Project Manager responsible for the preparation of interim guidelines and park master plan for Dinosaur Provincial Park nominated for inclusion on the UNESCO World Heritage List. This internationally renowned and scientifically important area is now a World Heritage Site dedicated to all nations for their benefit, education and enjoyment.

Supervisor of Planning and Special Studies, **co-ordinated** Prince Edward Island Historic Resources Study which culminated in the selection **of three** sites for detailed historical study and the preparation of detailed interpretive programs for these sites.

Project Manager for selected projects within the Alberta Government's **Kananaskis** Country Program. Responsibilities included all phases of planning and implementation of park related projects, including budget control **and** construction supervision.

PROFESSIONAL BACKGROUND

1979- date	MARSHALL MACKLIN MONAGHAN LIMITED Chief, Recreation, Tourism and Resource Planning Department Responsible for co-ordinating various components of tourism and recreation related programs.
1976-1979	Alberta Parks Head, Master Planning Group, Southern Alberta Project Manager, Kananaskis country, responsible for project implementation , park planning, policy formulation, public participation programs.



ELIZABETH ADDISON
Project Planner

EDUCATION

1971 B.A. Urban Geography, University of Toronto, Ontario
1977 **B.L.A.**, University of Toronto, Ontario

RELEVANT PROJECT EXPERIENCE

Project **co-ordinator** of initial phases of the **Baffin** Regional Tourism planning Project, **N.W.T.** Responsible **for** co-ordination **of data** collection and analysis, and preparation **of** community tourism development strategies. **This project** involved extensive public participation during a **six** week field program as well as the preparation of an unusual audio-visual community education program.

Member of the planning team **for the** preparation of the **Dawson** City Tourism Strategy **Community** Development Plan and Downtown Physical Development Plan. **This** project included administration of an extensive public participation program which ensured that proposed future development is supported by **local residents**. A thorough financial analysis will **ensure** that the City is capable **of supporting** recommended **facilities**, services and programs.

Tourism **Resource** planner **participating in** the Tourism and Recreation **Master** Plan for the **Fishing Lakes Area of the Qu'Appelle Valley for the** Saskatchewan Department of Tourism and Renewable **Resources**.

Participated in an Inventory and analysis **of existing** and potential tourism **and** recreation resources **within** the **Collingwood-Midland-Orillia** Tourism Zone for the Ontario Ministry of Industry and Tourism.

Team member, Historic **Lakeshore Lodge** Development **Concept** and Feasibility Study. **This study** evaluated the environmental, policy, market and financial implications and feasibility of **●** number of resort development alternatives at Lakeshore Lodge, an undertaking directed towards the preservation **of this** important historic site **in** the stimulation **of the local** economy.

Team member, **Tourism Master** Plan **study for the** Regional Municipality of **Sudbury**, **participating** in an extensive resource evaluation and **industry** participation program.

Team member, Cornwall Tourism Development Strategy, participating in a case study analysis of North American cities that have developed viable tourism industries.

Prepared Development **Options for the** Northwest Territories Pavilion **● t Expo** 86, a policy **●** dvisory paper **for the** Cabinet **of the G.N.W.T.** regard@ territorial participation at Expo 86, Vancouver.

Participated **in** the presentation of the Perry Sound Waterfront Development Plan, providing detailed **guidelines** for the transformation of this **urban** waterfront area into **a** major tourist attraction and **community** recreation area.

Team member, **Montserrat** Resort Development Feasibility **Assessment**.



Elizabeth Addison (continued)

prepared recreational development **scenarios** for **Leitchcroft** Farms, Toronto. **scenarios suggested a** variety of **recreational** facilities and programs within the context of an equestrian theme compatible with existing recreational facilities

Member of **design** team for the redevelopment of the Riverdale Zoo, Toronto, now a children's **farm** aimed primarily at local **inner-city** children.

presented **design** alternatives **for** a bicycle path on **Yonge** Street, in downtown Toronto.

Designed open space and park system for **Charleswood** Housing Project in Winnipeg, Manitoba,

Supervised forestry and edible **biota** inventory of lands surrounding **four** proposed generating station sites in **southern** Ontario.

Member of the study team **investigating** the environmental impact of a medium capacity rapid transit system in the City of Hamilton.

Undertook tree surveys and development application surveys in southern Ontario.

PROFESSIONAL BACKGROUND

1978- date **MARSHALL MACKLIN MONAGHAN LIMITED**

Project Planner

Responsible for tourism and recreation resource research, management strategies, and conceptual and master planning.

1978 urban **Development** and **Enviroplanning** Limited

Landscape Architect

Engaged **in** recreational **research** and park design for projects in Southern Ontario.

1977-1978 **Haigis - MacNabb - DeLew Limited, Ottawa**

Landscape Architect

ASSOCIATIONS

Associate Member of the Ontario **Association** of Landscape Architects



J. MICHAEL BOBBIN & P. Ag.
Project Planner

EDUCATION

1979 B.Sc. (Agr.), Resources Management, University of Guelph, Ontario

RELEVANT PROJECT EXPERIENCE

Field planner involved in the **Baffin** Regional Tourism Study in Canada's **Eastern** Arctic. **Responsible for** community involvement **programs**, tourism development opportunity evaluation, and the formulation of **tourism** development plans for the communities of Hall Beech, **Igloolik**, Resolute Bay and **Grise** Fiord.

Responsible **for** interviewing and selecting a suitable individual to co-ordinate a tourism development program in the **Inuit** Community of **Grise** Fiord. This assignment was undertaken for the Gnsé **Fiord** Eskimo Co-operative.

Involved in the **preparation** of a conceptual **tourism** development **plan for the hamlet of Pangnirtung, N.W.T.** This study was designed to develop a conceptual plan, identify investment opportunities of a **tourism** nature, and evaluate social and economic impact on an isolated **Inuit** community in Canada's Eastern Arctic. A major component of the project involved developing and carrying **out** an effective community involvement process.

Project planner responsible for the Big Trout Lake Arena/Recreation Hall Complex Feasibility Study. **This assignment** involved an extensive community involvement program, detailed financial feasibility analysis, site selection and funding application assistance. (Big Trout Lake is a fly-in access native community in **northwestern** Ontario.

Participated in the **resource** appraisal for the Mackenzie Valley District, **N.W.T.**, intended to enable the development of a **-regional** plan in the overall context of **establishing** a comprehensive program **of** land **use** planning in the North.

Member **of the planning** team **for** the Sibley provincial Park **Tourism** Development Study. The major emphasis of the **study** was to assess the role **of** Sibley Park in the regional tourism industry and to propose ways of **maximizing** economic benefits from **tourism** in the park.

Project Planner involved in the **Thunder** Bay Action Strategy for Tourism Development. This assignment involved an extensive public **consultation** program involving accommodation operators, attraction operators, and tourism agencies and organisations.

Team Member on the **Muskoka** Economic Opportunity Study; **Tourism Sector.** The intent of this project was to evaluate the contribution of tourism to the economy and to identify tourism related development opportunities with a special emphasis on the development of innovative forms of accommodation to extend the **seasonal** tourism **industry.**

Team Member on the Mount Mansfield Ski Area **Business** Development Study. Responsible for the physical site analysis and master plan development.

OTHER PROJECT EXPERIENCE

Team Member, Town of Harrow Culture and Recreation **Master Plan**, responsible **for** the **inventory** component of the study and **various** components of the **public** involvement program.

Member of the planning team **for** the **Kitchener** Auditorium **Master Plan and** Feasibility Study. Based upon a market and **resource analysis**, **this** study was designed **to** develop planning **alternatives** for a major recreation/leisure complex in the City of **Kitchener.**



J. Michael Robbins (continued)

Has undertaken or participated in specialized project areas, such as:

Soil Survey and Analysis

- **Eramosa** Township Site Soil Survey and Analysis, Ontario
- Cedar Mountain Proposed Residential Development Site Soil Survey and Analysis, Ontario
- Mont **Farlagne** Ski Hill Soil Analysis, New Brunswick

Agricultural **Resource** Inventories and Analyses

- Nsnoose Bsy Settlement Plan, Vancouver Island, **B.C.**
- Shsw Hill - Deep Bay Settlement Plan, Vancouver Island, **B.C.**
- Squamish Settlement Plan, **B.C.**
- **Collingwood** - Midland - **Orillia** Tourism Study, Ontario

Agricultural Soil Capability Analyses

- Talisman Resort Proposed Residential Development site, Ontario
- **Palgrave** Estates (Mount Wolfe) Proposed Residential Development Site, Ontario
- **Shur-Gain Farm** Potential Development Site, Ontario

Environmental Analyses

- **Samac** Community Site Environmental **Assessment**
- Yukon Steam Train Feasibility Study Environmental Assessment
- Pine Valley Property Environmental Analysis
- U. **T.D.C.** Hamilton Rapid Transit System Environmental Assessment
- Environmental Impact **Assessment** Component of **Pangnirtung** Community Planning Study, **N.W.T.**
- Environmental Impact Assessment for Tourism Development in **Canadas** Eastern Arctic, **N.W.T.**

PROFESSIONAL BACKGROUND

1979 - date **MARSHALL MACKLIN MONAGHAN LIMITED**

Project planner

Involved in recreational and environmental inventories, analysis and master planning for recreation and tourism development and resource management strategies. Also involved in market **analysis** and financial feasibility components of major tourism/recreation assignments.

1979 **Cansult** Limited

Environmental **Inspector**

Inspector on the storm and sanitary sewer pipeline contract, Riyadh, Saudi Arabia.

ASSOCIATIONS

Ontario Institute of **Agrologists**
Agricultural Institute of Canada
Canadian Ski Coaches Federation



GEORGE F. DARK, O.A.L.A., C.S.L.A.
Project Landscape Architect

EDUCATION

1976 Dipl. L. A. T. Ryerson Polytechnical Institute, Toronto, Ontario
1978 B. LA. University of Guelph, Ontario

RELEVANT PROJECT EXPERIENCE

Community Field Planner for four arctic communities of Cape Dorset Lake Harbour, Frobisher Bay and Sanikiluaq during the Baffin Regional Tourism Planning Project. Involvement included an extensive field session during the arctic winter to collect community- and area-based data on tourism resources and potential. Emphasis was placed on creating awareness and understanding of the economic benefits of the tourism industry within the communities.

Landscape Architect for the Waterfront Master Plan, the City of Campbellton. The master plan covers two kilometres of the City's waterfront and includes a tourism centre, civic plaza, motel, marina, parklands, baseball complex, and four-lane riverside boulevard. Subsequent work includes the detailed conceptual design and site planning of 14 of the identified projects within the master plan.

Project Landscape Architect involved in the preparation of alternative site development plans for the Lakeshore Lodge Feasibility Study.

Reject Manager for Lighting Concepts for the Fortification Walls and Old Town, Quebec City, Quebec. A nighttime design study.

Reject Landscape Architect and Site Planner for the Sherwood Forest Shopping Village, Mississauga, which received an Ontario Association of Landscape Architects honour award in 1982.

Landscape Architect for Huntington Golf Club Estate Lot Development Plan including the retrofit of an 18-hole golf course around 50 estate development lots.

Site Planner involved in the conceptual development of a convention centre, restaurant, hotel and golf course at Mapleridge Inn, Maple, north of Toronto, Ontario.

participated in the conceptual development of a plan for revitalization of downtown Guelph. The project required community involvement sessions in order to incorporate citizens' ideas and concerns into the planning process.

Participated in master planning and detailed landscape design of the Manakhah Street Mall, Medinah, Saudi Arabia, developed to create a pedestrian mall and gardens leading up to the Prophet's Mosque.

Conducted meetings with ratepayers and interest groups to conceptualize development potential of a site on Lake Ontario. Work included graphic presentation of concept development, identification of development opportunities, zoning redesignation, landscape plan for marina, lakeshore boardwalk, integration with adjacent parklands, and space sharing.

Landscape Architect for conceptual development plans for the Al Mazaar Palace, Riyadh, Saudi Arabia.

Landscape Architect for Sherwood Forest Subdivision Park and Open Space System.



KEES VERBURG, M.C.L.P.
Manager, **Tourism** and Recreation **Planning**,
and **Landscape** Architecture
Associate

EDUCATION

1960 Diploma, **Landscape** Architecture, Ontario Agricultural College, **Guelph**, Ontario
1964 **B.Sc.** Agriculture, University of Toronto, Ontario
1964 **B.Sc., Landscape Horticulture**, University of Toronto, Ontario
1966 **M.Sc.** Resource Planning, University of **Guelph**, Ontario
1970 **Certificate**, Audio-Visual Communication, University of Wyoming
1972 Ph.D. Planning (Candidate), University of British Columbia

RELEVANT PROJECT EXPERIENCE

Project Director, Baffin Region Tourism Strategy and Community Tourism Development Plan.

Project Director for preparation of a Comprehensive Community Development Plan, a Tourism Development Plan and a Downtown Development Plan for Dawson City, Yukon.

Provided co-ordination and project direction for recreation and historic resource preservation studies in the Yukon.

Project **Co-ordinator** for the **Collingwood-Midland-Orillia** Tourism Study, Ontario.

Project Director for the Tourism and Recreation Master Plan for the Fishing Lakes Region of the **Qu'Appelle** Valley, Saskatchewan.

Project Co-ordinator, Saskatchewan Tourism Strategy.

Reject **Co-ordinator**, Tourism Development Strategy for the City of Cornwall.

Project Director for the concept development and facility design for a major tourist attraction in the City of Port **Alberni**, British Columbia.

Project Director on the analysis 'of *impacts* of tourism and recreation developments on the **resort** town of Regina Beach, Saskatchewan.

OTHER PROJECT EXPERIENCE

Project **Director** for the concept development and economic evaluation of a major tourism/recreation attraction in **Giza**, Egypt.

Reject **Director** for the comparative evaluation of the programs, **facilities** and organization of nature **centres** and **natural history museums** throughout Canada and the United States.

Analyzed existing information on the **use** of and impact upon recreational **lands** in the **development of guidelines** for managing recreation **lands**, while under contract to **Parks Canada**.

Evaluated the objective% scope and methodology of a study of Urbanization, Recreation and Leisure, and **their** application to the **Gulf Island%**

Project Director **for the conceptual** planning, theme development and interpretive programming **for Lord** Chamberlain's **Playground**: a major theme attraction near Victoria, **British** Columbia.



Kees Verburg (continued)

Project Director, preparation of **an** Interpretive Plan for Head-Smashed-In **Buffalo** Jump, a World Heritage Site.

Project Director, research into the supplication of lend-me controls to **preserve** heritage **resources** of national significance.

PROFESSIONAL BACKGROUND

1979- date MAESHALL **MACKLIN** MONAGHAN LIMITED

Manager, Tourism and Recreation Planning end Landscape Architecture (1981 - date)

Responsible for organizing, **co-ordinating** end evaluating both tourism and recreation planning and landscape architecture studies, supporting investigations including resource inventories, tourism infrastructure analysis, concept planning and facility design, as well as the preparation of comprehensive strategies for integrated resource planning and management.

Chief Tourism end Recreation **Planner** (1979 - 1981)

Responsible for organizing and **co-ordinating** all park planning studies including natural and historic parks and resources, tourism studies and resort investigations and in participating in inter-disciplinary land use and environmental studies.

1974-1979 **Parks Canada**

Head Regional Planner

Responsible for the organization, co-ordination and direction of all tourism, recreation end feasibility studies carried out under agreements for recreation and conservation; the organization and direction of **master plan developments** for townsites and visitor service **centres**; the development and **co-ordination** of all regional analysis and park integration studies; and the organization and co-ordination of land-use capability studies.

1969-1974 **Consultant**

Provided consulting services on tourism, recreation and park planning projects for the private and public sector including such organizations as the Colorado State University, Navajo Indian Council, Aardvark Environmental **Centre**, Municipality of Delta, Parks Canada and the University of British Columbia. **Provided** advice **and** experience on lend-use capability assessment to other firms and consultants.



HARRY L. FRENCH
Chief, Recreation, Tourism and Resource
Department
Associate

EDUCATION

- 1977 **B.Sc. Forestry**, University of **Toronto**, Ontario
- 1973 **M.Sc.**, University of **Guelph**, Centre **for Resource** Development, Ontario

RELEVANT PROJECT EXPERIENCE

Project Manager, Tourism Master Plan Study for the Regional Municipality of **Sudbury**. The Master Plan **provides** guidelines for “the development of a tourism infrastructure supportive of and complementary to the multi-million dollar Science North development.

Project Manager, Action Strategy for Future Tourism Development, City of **Thunder Bay**. This program involved tourism market and resource analysis directed **towards identifying** specific tourism development opportunities, within and adjacent to the municipality. Recommendations **were** presented in organization structure and marketing programs.

Project Manager, Tourism Development Master Plan, County of Prince Edward, Ontario. **This** study provided an **assessment** of the County’s tourism strengths and weaknesses. An assessment was made of current tourism economic impact and an overall realistic implementation **program formulated** to **direct** future **tourism** development and marketing efforts in their rural area.

Project Manager, Tourism Development Study, Sibley provincial Park, Ontario. **The** major direction of the study **included** the identification **of** a tourism development proposal which would maximize the economic benefits of the Park to the tourism industry. Over fifteen individual tourism market segments were analyzed and recommendations prepared for developments which **were** evaluated as achievable.

Project Manager for the **Muskoka** Economic Opportunity Study, Tourism Sector. This project evaluated the contribution of tourism to the district economy, and identified tourism related opportunities with special **emphasis on** the development of innovative forms **of** accommodation which **respond** to the problems of **seasonality**. **This** assignment included **extensive interviews** with major **resort** operators.

Project Manager **responsible for** the design and cost components of a major Trade and Recreation Complex in Niagara Falls, Ontario. This assignment included the assessment of the financial feasibility of developing an off-season **tourism** attraction associated with three major downtown hotel developments. The intent **of the project was to define** alternative **means** to increase yearly occupancy of the hotel establishments.

Project Manager for the Historic **Lakeshore** Lodge **Resort Project, an undertaking** which looked into development **alternatives for a historic resort complex, examining the** market, **environmental**, financial and structural implications and feasibility of each. One of the alternatives evaluated as part of this study included **the development of a heritage** country inn.

Project Director, Community **Based** Tourism Study in **Pangnirtung, N.W.T.** **This** study, in Canada’s Arctic, **was** designed to develop a conceptual **plan**, identify **investment** opportunities of a **tourism** nature and evaluate social and economic **impact on an isolated Inuit community** in Canada’s Eastern Arctic. A major component of the project involved **developing and** carrying out various mechanisms **for the** effective involvement of the community in the study.

Project Team Member, Eaffin Region Tourism Development Strategy. **The project**, through a program of **resource** and market analysis in association with community **input**, set overall tourism development goals and opportunities **for the** Region.



Harry L. French (Continued)

Team member, Town of Huntsville Culture and Recreation Master Planning Study. **This** project was designed to provide long-term direction to Huntsville for the delivery of cultural and leisure services based **upon** an analysis of community wants and the **Town's** fiscal ability to provide services. A community **needs** assessment was carried out through an extensive public involvement program.

Project Manager, **Kitchener** Auditorium Master Plan and Feasibility Study. Based upon a market and resource analysis, this study **was** designed to develop plan alternatives for a major recreation/leisure complex in the City of **Kitchener**. An important component of the project involved extensive public consultation.

Chief, Recreation, Tourism and Resource Planning. Responsible for the preparation of the Nanticoke Recreation Study, **Sarnia** Municipal Parks, Ajax **Parks** end Open Space Standards, end Elliot Lake Parks and Open Space **Standards**.

Team member, **Collingwood-Midland-Orillia** Tourism Zone Study designed to develop **zonal** tourism strategies for tourism development. Responsible for the public participation program development and implementation.

Participation in a number of master planning efforts for Ontario end Alberta perks containing significant historical and archaeological **resources** and supporting extensive interpretive programs.

Participated in and provided policy direction for regional studies of Prince Edward Island's North Shore for the development of a National Seashore with a tourism and resource management perspective. Responsible for policy formulation **for** historical and natural resource development.

“Project Manager responsible for the preparation of interim guidelines and park master plan for Dinosaur **Provincial** Park nominated for inclusion on the UNESCO World Heritage List. This internationally renowned and scientifically important area is now a World Heritage Site dedicated to all nations for their benefit, education and enjoyment.

Supervisor of Planning end Special Studies, **co-ordinated** Prince Edward Island Historic Resources Study which culminated in the selection **of** three sites for detailed historical study and the preparation of detailed interpretive programs for these **sites**.

Project Manager for selected projects within the Alberta Government's **Kananaskis** Country Program. Responsibilities **included all** phases of **planning** end implementation of park related projects, including budget control and construction supervision.

PROFESSIONAL BACKGROUND

1979- date	MARSHALL MACKLIN MONAGHAN LIMITED Chief, Recreation, Tourism and Resource Planning Department Responsible for co-ordinating various components of tourism and recreation related programs.
1976-1979	Alberta Parks Head, Master Planning Group, Southern Alberta Project Manager, Kananaskis Country , responsible for project implementation, park planning, policy formulation, public participation programs.



ELIZABETH ADDISON
Project Planner

EDUCATION

1971 **B.A.** Urban Geography, University of **Toronto**, Ontario
1977 B. L. A., University of Toronto, Ontario

RELEVANT PROJECT EXPERIENCE

Project **co-ordinator** of initial phases of the **Baffin** Regional Tourism Planning **Project, N.W.T.** **Responsible** for **co-ordination** of data collection and analysis, and preparation of community tourism development strategies. **This** project involved extensive public participation during a **six** week field program as well as the preparation of an unusual audio-visual community education program.

Member of the planning team for the preparation of the **Dawson** City Tourism Strategy Community Development Plan and Downtown Physical Development Plan. **This** project included administration of an extensive public participation program which ensured that proposed future development is supported by 100% residents. A thorough financial analysis will **ensure** that the City **is** capable of *supporting* recommended facilities, services and programs.

Tourism **Resource** Planner **participating in** the Tourism and Recreation Master Plan for the **Fishing Lakes** Area of the **Qu'Appelle Valley for the Saskatchewan** Department of Tourism and Renewable Resources.

Participated **in** an inventory and analysis of existing and potential tourism and recreation resources within the **Collingwood-Midland-Orillia** Tourism Zone for the Ontario Ministry of Industry and Tourism.

Team member, Historic lakeshore Lodge Development Concept and Feasibility Study. **This** study evaluated the environmental, policy, market and financial implications and feasibility of **●** number of resort development alternatives at **Lakeshore** Lodge, an undertaking directed towards the preservation of this **important** historic site **in** the stimulation of the local economy.

Team member, **Tourism** Master-Plan study for the Regional Municipality of **Sudbury**, participating in an extensive **resource** evaluation and industry participation program.

Team member, Cornwall Tourism **Development** Strategy, participating in a case study analysis of North American cities that have developed viable tourism industries.

Repared Development **Options** for the Northwest **Territories** Pavilion at **Expo 86**, a policy advisory **paper for the Cabinet of the G.N.W.T. regarding** territorial participation at **Expo 86**, Vancouver.

Participated in the presentation of the Parry Sound Waterfront Development Plan, providing detailed guidelines **for** the transformation of this urban waterfront area into a **major tourist** **●** traction and community recreation area.

Tasm member, **Montserrat Resort** Development Feasibility Assessment.



Elizabeth Addison (continued)

Prepared recreational development scenarios for **Leitchcroft** Farms, Toronto. scenarios **suggested** a variety of recreational facilities and programs within the context of an equestrian theme compatible with existing recreational facilities.

Member of design team for the redevelopment of the **Riverdale** Zoo, Toronto, now a children's farm aimed primarily at local **inner-city** children.

Presented design **alternatives** for a bicycle path on Yonge Street, in downtown Toronto.

Designed open space and park **system** for **Charleswood Housing** Rejeat in Winnipeg, Manitoba.

Supervised forestry and edible **biota** inventory of **lands** surrounding **four** proposed generating station sites in southern Ontario.

Member of the study team investigating the environmental impact of a medium capacity rapid transit system in the City of Hamilton.

Undertook tree surveys and development application surveys in southern Ontario.

PROFESSIONAL BACKGROUND

1978- date **MARSHALL MACKLIN MONAGHAN LIMITED**

Project Planner

Responsible for tourism and recreation resource research, management **strategies, and** conceptual and master planning.

1978 **urban Development and Enviroplanning Limited**

Landscape Architect

Engaged in recreational research and park design for projects in Southern Ontario.

1977-1978 **Haigis - MacNabb - DeLuw Limited, Ottawa**

Landscape Architect

ASSOCIATIONS

Associate Member of the Ontario Association of Landscape Architects



J. MICHAEL ROBBINS, P.Ag.
Project Planner

EDUCATION

1979 B. SC. (Agr.), Resources Management, University of Guelph, Ontario

RELEVANT PROJECT EXPERIENCE

Field planner involved in the **Baffin** Regional Tourism Study in **Canada's Eastern** Arctic. Responsible for community involvement programs, tourism development opportunity evaluation, and the formulation of tourism development plans for the **communities** of **Hall Beach, Igloolik, Resolute Bay** and **Grise** Fiord.

Responsible for interviewing and selecting a suitable individual to co-ordinate a tourism development program in the **Inuit** Community of **Grise** Fiord. This assignment was undertaken **for** the **Grise** Fiord Eskimo **Co-operative**.

Involved in the preparation of a conceptual tourism development plan for the hamlet of **Pangnirtung, N.W.T.** This study was designed to develop a conceptual plan, identify investment opportunities of a **tourism** nature, and evaluate social and economic impact on an isolated **Inuit** community in Canada's Eastern Arctic. A major component of the project involved developing and carrying out an effective community involvement process.

Project Planner responsible for the **Big** Trout Lake Arena/Recreation Hall Complex Feasibility Study. **This assignment** involved an extensive community involvement program, detailed financial feasibility analysis, site selection and **funding** application assistance. (**Big** Trout Lake is a fly-in access native community in northwestern Ontario).

Participated in the **resource** appraisal for the Mackenzie Valley District, **N.W.T.**, intended to enable the **development** of a **regional** plan in the overall context of **establishing** a comprehensive program of land use planning in the North.

Member of the planning team **for** the Sibley Provincial Park Tourism Development Study. **The** major emphasis of the study was to assess the role of Sibley Park in the regional tourism industry and to propose ways of **maximizing** economic benefits from tourism in the park.

Project Planner involved in the **Thunder Bay Action Strategy** for Tourism Development. This assignment involved an extensive public consultation **program** involving accommodation operators, attraction operators, and tourism **agencies** and organizations.

Team Member on the **Muskoka** Economic Opportunity Study; Tourism Sector. **The** intent of **this** project was to evaluate the contribution of tourism to the economy and to identify **tourism** related development opportunities with a special emphasis on the **development** of innovative forms of accommodation to extend the seasonal tourism **industry**.

Team Member on the Mount Mansfield Ski Area Business Development Study. **Responsible for** the physical site analysis and master plan development.

OTHER PROJECT EXPERIENCE

Team Member, Town of Harrow Culture and Recreation **Master Plan**, responsible **for** the inventory component of the study and **various** components of the **public** involvement program.

Member of the planning team **for** the **Kitchener** Auditorium **Master Plan and** Feasibility Study. **Based** upon a market and resource analysis, this study was designed to develop planning alternatives **for** a **major** recreation/leisure complex in the City of **Kitchener**.



J. Michael Robbins (continued)

Has undertaken or participated in specialized project areas, such as:

Soil Survey and Analysis

- **Eramosa** Township Site Soil Survey and Analysis, Ontario
- Cedar Mountain Proposed Residential Development Site Soil Survey and Analysis, Ontario
- Mont **Farlagne** Ski Hill Soil Analysis, New Brunswick

Agricultural Resource Inventories and Analyses

- Nenoose Bay Settlement **Plan**, Vancouver Island, K.C.
- Shaw Hill - Deep Bay Settlement Plan, Vancouver Island, B.C.
- **Squamish** Settlement Plan, B.C.
- **Collingwood** - Midland - **Orillia** Tourism Study, Ontario

Agricultural Soil Capability Analyses

- Talisman Resort Proposed **Residential** Development site, Ontario
- **Palgrave** Estates (Mount Wolfe) **Proposed** Residential Development Site, Ontario
- **Shur-Gain** Farm Potential Development Site, Ontario

Environmental Analyses

- **Samac** Community Site Environmental Assessment
- Yukon Steam Train Feasibility Study Environmental **Assessment**
- Pine Valley Property Environmental Analysis
- U. **T.D.C.** Hamilton Rapid Transit System Environmental Assessment
- **Environmental** Impact Assessment **Component** of Pangnirtung Community Planning Study, **N.W.T.**
- Environmental Impact **Assessment** for Tourism Development in **Canada's Eastern** Arctic, **N.W.T.**

PROFESSIONAL BACKGROUND

1979- date **MARSHALL MACKLIN MONAGHAN LIMITED**

Project planner

Involved in recreational and environmental inventories, analysis and master planning for recreation and tourism development and **resource** management strategies. Also involved in market analysis and financial feasibility components of major tourism/recreation assignments.

1979 **Cansult** Limited

Environmental Inspector

Inspector on the storm and sanitary **sewer** pipeline contract, Riyadh, Saudi Arabia.

ASSOCIATIONS

Ontario Institute of **Agrologists**
Agricultural Institute of Canada
Canadian Ski Coaches Federation



Marshall Macklin Monaghan

GEORGE F. DARK, O.A.L.A., C.S.L.A.
Project Landscape Architect

EDUCATION

1976 **Dipl. L.A.T.** Ryerson **Polytechnical** Institute, Toronto, Ontario
1978 **B.L.A.** University of **Guelph**, Ontario

RELEVANT PROJECT EXPERIENCE

Community Field Planner for four arctic communities of Cape **Dorset** Lake Herbour, **Frobisher** Eey and **Sanikiluaq** during the **Baffin** Regional Tourism planning Project. Involvement included an extensive field session during the arctic winter to collect community- end **area-based** data on tourism resources end **potential**. Emphasis was placed on creating awareness and understanding of the economic benefits of the tourism industry within the communities.

Landscape Architect for the Waterfront Master Plan, the City of **Campbellton**. The master plan covers two **kilometres** of the City's waterfront end includes a tourism **centre**, civic plaza, motel, marina, parklands, baseball complex, end four-lane riverside boulevard. Subsequent work includes the detailed conceptual design and site planning of 14 of the identified projects within the master plan.

Project Landscape Architect involved in the preparation of alternative site development plans for the **Lakeshore Lodge** Feasibility Study.

Project Manager for Lighting Concepts for the Fortification Walls and Old Town, Quebec City, Quebec. A **nitetime** design study.

Project Landscape Architect end Site Planner for the Sherwood Forest Shopping Village, **Mississauga**, which received an Ontario Association of Landscape Architects **honour** award in 1982.

Landscape Architect for Huntington Golf Club Estate Lot Development Plan including the retrofit of an Is-hole golf **course** around 50 estate development **lots**.

Site Planner involved in the conceptual development of a convention **centre**, restaurant, hotel end golf course at Mapleridge Inn, Maple, north of Toronto, Ontario.

participated in the conceptual development of a plan for revitalization of downtown **Guelph**. The project required community involvement sessions in order to incorporate citizens' ideas and concerns into the planning process.

Participated in master planning end detailed landscape design of the **Manakhah** Street Mall, Medinah, Saudi Arabia, developed to create a pedestrian mall **and** gardens leading up to the **Prophet's Mosque**.

Conducted meetings with ratepayers end **interest** groups to conceptualize development potential of a site on Lake Ontario. Work included graphic **presentation** of **concept** development, identification of development opportunities, zoning redesignation, landscape plan for marina, lakeshore boardwalk, integration with adjacent parklands, end space sharing.

Landscape Architect for **conceptual** development plans for the Al Mazaar Palace, **Riyadh**, Saudi Arabia.

Landscape Architect for Sherwood **Forest** Subdivision Park and Open space System.



Marshall **Macklin Monaghan**

FRANCINE LECOUBE
Project Planner

EDUCATION

1979 **B.A.** Geography, Laurentian University, **Sudbury**, Ontario
1983 **M.A.** Regional Planning and Resource Development, University of Waterloo,
Waterloo, Ontario

RELEVANT PROJECT EXPERIENCE

Planning Team Member for the preparation of of the Tourism Development Study for Sibley Provincial Park. This project involved intensive analysis of ten tourism market segments while in conjunction with an assessment **of park services**, it resulted in specific tourism development recommendations for the Park.

Team member, Prince Edward County Tourism Strategy. Participated in market analysis of selected (15) target groups with the intent of defining a future tourism development strategy for this **municipality**.

Team member, Action Tourism Strategy for Thunder Bay. Participated in the analysis of the local resident market with emphasis on tourism and recreation **activities**. The market analysis was a key factor in the determination **of** tourism development opportunities and the required organizational structure.

Team member, City **of** Hamilton Culture and Recreation Master Plan. Prepared and distributed questionnaire and met with a variety **of** culture, recreation and business groups.

As part of graduate thesis, examined economic implications of tourism in Barbados. Major focus on analysis **of** international markets and on time sharing phenomenon.

Participated in an Economic Impact Analysis of the China Exhibit at the Ontario Science **Centre** to provide data on revenue generated in the City of Toronto by the exhibit.

Office Manager, Bromont Ski **Centre**, Eastern Townships, **Quebec**.

PROFESSIONAL BACKGROUND

1983-date **MARSHALL MACKLIN MONAGHAN LIMITED**

Project Planner

Responsible for tourism and recreation resource research, management strategies and market analyses.

COLIN A. GARDINER, MSc. , MCIP.



EDUCATION:

MSc. IN PARK AND RECREATION PLANNING,
COLLEGE OF FOREST RESOURCES,
UNIVERSITY OF WASHINGTON, SEATTLE, WA,
1975

B.A. (HONOURS) IN PHYSICAL GEOGRAPHY,
UNIVERSITY OF WINNIPEG,
1973

SUMMARY OF EXPERIENCE -

COLIN GARDINER IS A PLANNER WITH MORE THAN EIGHT YEARS' CONSULTING EXPERIENCE ON PROJECTS INVOLVING COMMUNITY PLANNING, REGIONAL & RESOURCE PLANNING, LAND DEVELOPMENT AND RELATED PROJECT MANAGEMENT,

IN THE FIELD OF COMMUNITY PLANNING, HE HAS BEEN RESPONSIBLE FOR THE PREPARATION OF COMMUNITY DEVELOPMENT AND OFFICIAL PLANS, NEIGHBORHOOD RENEWAL (N, I, P,) STUDIES, ZONING BY-LAWS PLUS COMMUNITY-WIDE PARK AND RECREATION MASTER PLANS, IN THE FIELD OF REGIONAL AND RESOURCE PLANNING, HE HAS PREPARED BASIC PLANNING STATEMENTS, ENVIRONMENTAL ASSESSMENTS, SITE SELECTION AND SUITABILITY ANALYSES, PARK AND TOURISM DEVELOPMENT MASTER PLANS PLUS LAND ANNEXATION SUBMISSIONS, HE HAS PARTICIPATED IN NUMEROUS RESIDENTIAL, INDUSTRIAL AND COTTAGE LOT DEVELOPMENTS AND HAS BEEN INVOLVED IN THE HEAD OFFICE COORDINATION AND MANAGEMENT OF LOCAL AND WEST AFRICAN PLANNING AND ENGINEERING PROJECTS,

PROFESSIONAL RECORD

- 1983/PRESENT SENIOR PARTNER AND CHIEF PLANNER,
BIGLOW GARDINER PLANNING OFFICE.
- 1982- 1983 COMMUNITY PLANNER UNDER CONTRACT TO THE
DEPT. OF INDIAN AFFAIRS AND NORTHERN
DEVELOPMENT, MANITOBA REGION,
- 1979- 1982 SENIOR PLANNER, W. L. WARDROP & ASSOC. LTD,
- 1980- 1981 UNIVERSITY LECTURER UNDER CONTRACT TO THE
UNIVERSITY OF WINNIPEG, RESPONSIBLE FOR
3RD YEAR COURSE - "PRINCIPLES OF RECREATION
LAND USE PLANNING,"

**BIGLOW
GARDINER
PLANNING OFFICE**

PREPARATION OF A COMMUNITY AND RESERVE DEVELOPMENT PLAN FOR THE LAKE ST. MARTIN BAND (I.R. No, 49 & 49A), THE PROPOSED LAND - USE PLAN AND 5 YEAR CAPITAL IMPROVEMENTS PROGRAM FOCUSED PRIMARILY ON THE PHYSICAL ASPECTS OF COMMUNITY DEVELOPMENT, AND IN PARTICULAR ON SITE SELECTION AND CONCEPT PLANS FOR NEW HOUSING CONSTRUCTION, (PRIME CONSULTANT) .

PREPARATION OF A CONCEPTUAL PLAN OF SUBDIVISION FOR A 43.7 HA (108 A C,) SITE IN THE CHARLESWOOD AREA OF WINNIPEG, THE PRELIMINARY SKETCH PLAN PROVIDES FOR ALL SINGLE FAMILY HOUSING AND FEATURES A 2 HA (5 A C,) STORM WATER RETENTION POND. THE PLAN WAS PREPARED FOR W.L. WARDROP & ASSOC. LTD. ON BEHALF OF ONE OF MANITOBA'S MOST PRESTIGIOUS CUSTOM HOME BUILDERS,

PREPARATION OF A SUITABLE BASE MAP OF THE FOX LAKE RESERVE TOWNSITE NORTH OF GILLAM, MANITOBA, THIS PROJECT INVOLVED A FIELD SURVEY TO TIE IN EXISTING ROADS AND BUILDINGS, THE DRAFTING OF A NEW COMMUNITY BASE MAP AND THE DEVELOPMENT OF A CONCEPTUAL PLAN OF SUBDIVISION TO BE USED IMMEDIATELY FOR THE IMPROVEMENT OF EXISTING ROADS AND DRAINAGE. AND ULTIMATELY FOR THE CONSTRUCTION OF UP TO 30 NEW HOMES. (PRIME CONSULTANT)

EVALUATION OF ALTERNATE SITES FOR RE - DEVELOPMENT OF A COMMUNITY CORE AREA FOR THE MUSKEG LAKE INDIAN RESERVE IN SASKATCHEWAN, A CONCEPTUAL PLAN OF SUBDIVISION WAS PREPARED WHICH FEATURED 57 SERVICED LOTS TO BE DEVELOPED IN TWO STAGES, (SUB CONSULTANT TO P.M. ASSOCIATES LTD. OF WINNIPEG)

EVALUATION OF ALTERNATE SITES AND PREPARATION OF CONCEPTUAL PLANS OF SUBDIVISION FOR FUTURE HOUSING DEVELOPMENT FOR THE RED GUT RESERVE (NICICKOUSEMENECANING BAND) IN NORTHWEST ONTARIO , (SUB CONSULTANT TO W. L. WARDROP & ASSOC. LTD. OF THUNDER BAY)

MEMBER OF THE FIELD CREW WHICH COLLECTED SAMPLES AND SURVEYED THE LOCATIONS OF POTENTIAL GRAVEL RESOURCES TO BE USED IN AIRPORT RUNWAY IMPROVEMENTS. THE FIELD INVESTIGATIONS WERE UNDERTAKEN IN THE HUDSON BAY INNUIT COMMUNITY OF CHESTERFIELD INLET, (SUB CONSULTANT TO TRIDENT INTERNATIONAL OF WINNIPEG)

**BIGLOW
GARDINER
PLANNING OFFICE**

1922 - 1983: COMMUNITY PLANNER, MANITOBA REGION,
DEPARTMENT OF INDIAN AFFAIRS AND
NORTHERN DEVELOPMENT (DIAND).

INITIATED AND MONITORED AIR PHOTO TERRAIN ANALYSES AND
COMMUNITY DEVELOPMENT PLANNING STUDIES UNDERTAKEN BY
consultants ON BEHALF OF NUMEROUS MANITOBA BANDS. PROJECT
INVOLVEMENT INCLUDED MEETINGS WITH BAND CHIEFS, MEMBERS
OF COUNCIL AND LOCAL PLANNING CO-ORDINATORS; DRAFTING OF
SUITABLE TERMS OF REFERENCE, WORK PLANS AND CONTRIBUTION
AGREEMENTS; AND PROVIDING COMMENTS ON FINAL STUDY REPORTS
FOR CONSIDERATION BY BAND LEADERS,

BANDS WHICH WERE DEALT WITH DURING THIS PERIOD INCLUDED THE
FOLLOWING;

LAKE ST, MARTIN	BROKENHEAD
CROSS LAKE	CHEMAWAWIN
GOD'S RIVER	FAIR FORD
WATERHEN	MOOSE LAKE
NELSON HOUSE	CRANE RIVER
PINE CREEK	

POPLAR ESTATES - REDESIGN OF AN EXISTING PLAN OF Subdivision FROM SMALL, FULLY SERVICED LOTS, TO A LARGE-LOT LAYOUT USING ALTERNATE SERVICING (WELLS AND PUMP OUT TANKS), LOCATED IN STEINBACH, THE PROPERTY ENCOMPASSES 29 HA (72 AC.),

STERLAKE FORGING - ALSO IN STEINBACH, PREPARATION OF CONCEPT PLANS FOR A 41 HA (102 AC) INDUSTRIAL PARK.

WINNIPEG INDUSTRIAL PARK - LOCATED IN ST. BONIFACE, THIS PROJECT INVOLVED THE Preparation OF Alternative CONCEPT PLANS FOR SUBDIVIDING THE SWIFTS MEATS PROPERTY FOR INDUSTRIAL AND COMMERCIAL USE, WHILE RETAINING A NUMBER OF THE EXISTING MEAT PACKING BUILDINGS ON THEIR OWN INDIVIDUAL LOTS.

EVALUATION OF 16 ALTERNATE SITES IN KENORA, ONTARIO, FOR THE SELECTION OF ONE TO BE DEVELOPED FOR A PROPOSED NEW POLICE STATIONS



KATHRYN G. GARDINER, B.A.

EDUCATION:

B.A. (GOLD MEDALIST) IN PHYSICAL GEOGRAPHY
UNIVERSITY OF **WINNIPEG** - 1972

DIPLOMA IN ARCHITECTURAL DRAFTING
MANITOBA INSTITUTE OF TECHNOLOGY - 1967

SUMMARY OF EXPERIENCE

KATHRYN GARDINER IS A PLANNER AND RESEARCH ASSISTANT, RESPONSIBLE FOR THE COLLECTION AND ANALYSIS OF RESOURCE INFORMATION RELATING TO COMMUNITY & REGIONAL PLANNING PROJECTS, SHE IS ALSO RESPONSIBLE FOR THE PREPARATION OF ALL MAPS AND GRAPHICS USED IN PLANNING REPORTS AND PUBLIC PRESENTATIONS,

PROFESSIONAL RECORD

- 1982/PRESENT , PARTNER, OFFICE MANAGER & PROJECT PLANNER
BIGLOW **GARDINER** PLANNING OFFICE,
- 1981- 1982 . SELF-EMPLOYED HAND **DRAFTSMAN** UNDER THE NAME OF
"KATHRYN'S KEEPSAKES ."
- 1973- 1981 . ASSISTANT BUYER AND **COMPUTER** TERMINAL
OPERATOR FOR **THE** HEAD OFFICE ORGANIZATIONS
OF SEVERAL LARGE WHOLESALE/RETAIL **COMPANIES.**
- 1972- 1973 , DRAFTSWOMAN, RESPONSIBLE FOR DRAFTING OF **SITE**
PLANS, ROAD SURVEYS AND **COMPUTER** PLOTTING OF
LEGAL SURVEYS FOR A MANITOBA LAND SURVEYOR,
- 1972 . PLANNING RESEARCHER ON A FEDERALLY-FUNDED
PROGRAM TO DEVELOP STREET MAPS OF THE **WINNIPEG**
CORE AREA FOR USE BY THE VISUALLY IMPAIRED,

AFFILIATIONS

- MEMBER, THE ROYAL CANADIAN GEOGRAPHICAL SOCIETY
- MEMBER, DUCKS UNLIMITED -

**BIGLOW
GARDINER
PLANNING OFFICE**

5. GENERAL APPROACH AND METHODOLOGY

Our methodology is divided into three phases, containing fourteen basic tasks. Phase I comprises the assembly and review of background data, much of which will be taken directly from the **Keewatin** Tourism Study, **and** the identification of tourism opportunities in northern Manitoba and the **Keewatin**. During Phase II, we will analyze the ability of existing and potential markets to support various kinds of tourism packages based on the collective resource opportunities of northern Manitoba and the **Keewatin**. Following client approval of Phase I components, Phase III entails the completion of an implementation plan suggesting marketing strategies and identifying roles and responsibilities, phasing, organizational requirements, training requirements, infrastructure requirements, and supporting funding programs. This final phase also sees the identification of economic benefits resulting from implementation of the recommended programs.

At the conclusion of Phase I and II, short interim reports suitable for general public distribution will be submitted detailing findings and conclusions to-date.

At the completion of Phase III, a technical document containing the findings, analyses, conclusions and recommendations of the entire study will be submitted. A concise summary report suitable for general public distribution will also be prepared at this time.

The end of each study phase constitutes a decision point at which time the products of that phase must be reviewed and revised as required. As indicated in Figure 1, client-consultant meetings will be held at these study "milestones."

Following is a brief description of the tasks undertaken in each phase of the Study. This work program is graphically presented in Figure 2.

We wish to clearly state that we are flexible and are willing to make changes to the methodology proposed here at the contract negotiation stage.

Figure 2
PROPOSED **WORK** PROGRAM

TIMING PHASE 1984	TASK	PUBLIC MEETINGS AND CLIENT CONSULTATION
I		
	Notification of Award	
1. Jan. 21	Start-up Workshop	Workshop with representatives from Travel Manitoba, other members of the steering committee and possibly members of the Keewatin Steering Committee
2. Mar. 15	Background Data Collection	
3. May 31	Analysis of Manitoba-Keewatin Tourism Opportunities	Meeting with client/steering committee
II		
4. July 15	Preliminary Market Analysis	
5. Oct. 31	Development of Vacation Packages	Meeting with client/steering committee. Public presentation
III		
6. Nov. 30	Implementation Strategy	
7. Nov. 30	Co-operative Marketing Strategy	
8. Dec. 15	Identification of Costs and Benefits of Strategy Implementation	
9. Jan. 15	Preparation of Final Report	Public presentation.

PHASE I

Task 1: Start-Up Workshop

Objective

To confirm, clarify **and/or** modify the study work program as required and obtain approval on the various study products to be produced.

Approach

1.1 Organize a one- or two-day project workshop to be attended by key consulting team members, representatives from Travel Manitoba, other members of the project steering committee and **possibly** members of the **Keewatin** Steering Committee. If it is deemed by the client to be advantageous, this workshop can be held jointly with the Start-Up Workshop for the **Keewatin** Tourism Study in Rankin Inlet or Baker Lake; or it can be held independently in Winnipeg or Churchill.

The basic purpose of this workshop is to obtain a consensus as to the type of products to be produced and the level of effort/detail required for various investigations. More specifically, this workshop will result in:

- o confirmation of an approval work program.
- o confirmation of timing and integration with **Keewatin** Tourism Strategy.
- o confirmation of public consultation Strategy, including the geographic boundaries of the study area and specific Manitoba communities to be involved.
- o clarification of the roles and reporting relationships of study team members, Travel Manitoba, and other review agencies.
- o clarification of the role of the **Keewatin** Steering Committee.
- o identification of office space requirements and translation services (if required).

- o definition of specific issues and concerns which must be addressed.
- o finalization of contractual arrangements and payment procedures.
- o organization of logistical consideration and establishment of community, , industry and government contacts.
- o finalization of specific **target** markets to be investigated.

Task 2: Background Data Collection

Objective

To obtain a clear understanding of the opportunities for, and constraints to, co-operative tourism product development and marketing efforts by Manitoba and the **Keewatin**.

Approach

- 2.1 Assemble and review all relevant studies and reports respecting tourism in northern Manitoba and travel to northern destinations from Winnipeg.
- 2.2 Assemble and review all relevant data obtained in the course of the **Keewatin** Tourism Study, including:
 - o the nature of tourism resources in the **Keewatin**.
 - o existing tourism activity, infrastructure and tour offerings/packages.
 - o public attitudes, objectives, concerns.
 - o public sector funding/assistance programs.
 - o existing transportation systems/schedules.
 - o environmental conditions/constraints.
 - o municipal, territorial and federal policy/legislative context.
 - o other factors, issues, etc.

Most of the **Keewatin** related data will be generated by the **Keewatin** study.

- 2.3 Assemble and review all relevant secondary source data related to tourism development in northern Manitoba, including:
 - o the nature of tourism resources.
 - o existing tourism activity, infrastructure and tour offerings/packages.
 - o public sector funding/assistance **programs**.
 - o existing transportation systems/schedules.

- o environmental conditions/constraints (e.g. **climate**, sustainable yields, natural **hazzards**, etc.).
- o municipal, provincial and federal **policy** statements, plans, studies and other documents.
- o other factors, issues, etc.

Special attention will be devoted to the review of public sector policy, goals and objectives related to the tourism industry, as well as the nature of existing public sector assistance programs. We will identify eligibility, form and method of support, eligibility criteria, etc. in sufficient detail to enable us to ensure that the development and marketing opportunities identified within the study reflect or can make use of all current forms of financial support available including IRDP, GDA, and subsidiary tourism agreements.

Task 3: Analysis of **Manitoba-Keewatin** Tourism Opportunities

Objective

To obtain a clear understanding of the opportunities and constraints associated with the co-operative development of tourism in Manitoba and Keewatin.

Approach

This task marks the beginning of a public consultation process which calls for fact finding visits to Churchill, Lynn Lake and other northern Manitoba communities with air connections to Winnipeg and/or the Northwest Territories, as well as interviews with leading northern tourism operators (i.e., operators of fish camps or hunting camps, outfitters, rental agencies, charter companies and others with significant interests in tourism in northern Manitoba). These operators may be based in the north or in southern Manitoba. Specific components of this task include the following:

- 3.1 Visit Churchill, Lynn Lake and other air-connected northern Manitoba communities to determine interest in/concerns about tourism development, to assess the potential for tourism development in terms of resources (natural, physical, historical, cultural, manpower) and to evaluate the nature of existing tourism activity.

Budget limitations for this study mean that a considerable amount of preliminary work will have to be done in the communities visited prior to the arrival of the consultant representative. The **individual(s)** responsible for tourism development or a member(s) of the local/regional **tourism** association will have to:

- o inform the community of the nature of the study, the purpose of the study, the potential benefits of tourism.
- o advertise the public meeting and generate interest in it.
- o arrange for a meeting of the Municipal Council which will be encouraged to establish a policy related to its support for tourism development.
- o assemble as much data as possible regarding specific tourism attractions, infrastructure, etc.

The tourism consultant visiting the community will be responsible for:

- o conducting a public meeting.
 - o speaking to Council.
 - o speaking to local individuals interested in some aspect of the tourism industry.
 - o collecting additional data as required.
- 3.2 Conduct interviews with tourism **operators** (based in northern or southern Manitoba) with interests in northern tourism. Obtain information on their current activities, plans, current markets and other relevant data.
- 3.3 Based upon the results of community visits, operator interviews **and** data obtained during the **Keewatin** tourism study, evaluate the strengths and weaknesses of both northern Manitoba and the **Keewatin** in terms of their existing and potential ability to attract tourists.
- 3.4 Identify common or compatible resources/tourism opportunities in each of these regions.
- 3.5 Prepare one hundred (100) copies of a short interim report suitable for general public distribution. This report will contain a summary of study activities and **findings** to date as well as an indication of the components of Phase II.
- 3.6** Conduct a meeting with the client/steering committee to discuss:
- o findings to date, and
 - o necessity of revisions to the workprogra^m of Phase II.
- 3.7 Participate in the public presentation of the interim report.

PHASE II

Task 4: Preliminary Market Analysis

Objective:

To define the extent and characteristics (i.e., origin, activity preferences, interests, demographic characteristics, etc.) of existing and potential markets for **Manitoba-Keewatin** tour packages and northern travel out of Winnipeg.

Approach:

4.1 Define the extent and characteristics (i.e., origin, activity preferences, demographic characteristics, etc.) of existing markets for travel experiences in northern Manitoba and **Keewatin through** an examination of a variety of data sources:

- o Canadian Travel Survey
- o CGOT data
- o Manitoba and **N.W.T.** border crossing/travel surveys
- o interviews with tour wholesalers **and** retailers
- o interviews with tourism operators.

4.2 **Assess** the implications of general socio-economic **and** leisure/travel trends on travel within the study area. Factors considered in this investigation of national and international trends are: —.

- o economic conditions
- o societal trends - i.e. changes in attitudes, interests, and priorities
- o demographic trends
- o propensity to travel within specific market areas
- o impact of energy costs and availability
- o general leisure trends
- o other considerations.

This information is readily available from a variety of secondary sources, and much will already have been assembled as part of the **Keewatin** Study.

- 4.3 Evaluate the strength and characteristics of selected target markets for **Manitoba-Keewatin** travel packages. These target markets might include the fishing **market**, the hunting market, **the** general touring market, the historic attractions/culture market, the wilderness experience market, the survival skills market, or any of a number of others to be agreed upon at the initial workshop , session.

Each of these market groups will be investigated with respect to its present size and growth potential as indicated by trends in the marketplace and other indicators; the ability of the study **area's** resources to attract that market within the context of other competing destinations where the same activity(s) could be enjoyed; and its characteristics in terms of origin, age, occupation, requirements, etc.

Information about the strength and characteristics of these potential target groups is available from a wide number of sources including:

- o Canadian Travel Survey
- o Other Statistics Canada surveys (e.g. recreational equipment ownership)
- o U.S. travel surveys (e.g. Neilson Leisure Activity Survey, U.S. Census Bureau% Travel Survey, National Parks Surveys, etc.
- o **C.G.O.T.** data
- o Data available from Travel Manitoba and **N.W.T.** Department of Tourism and Economic Development
- o Interviews with tour wholesalers, retailers, operators, airlines, outfitters
- o Published journals, travel and recreation periodicals.

Again, much of this data will have been assembled for the Keewatin Study and can be directly applied to the Integrated **Manitoba-Keewatin** Study. Furthermore, we will be able to draw upon our extensive knowledge of markets for northern travel acquired through our work in the Baffin region and Yukon.

Task 5: Development of Vacation Packages

Objective:

To define five feasible summer season and two feasible shoulder season Manitoba- , Northwest Territories vacation packages.

Approach:

This will be an iterative process whereby test vacation packages based upon the findings of previous tasks are prepared, tested in the marketplace, and evaluated for financial feasibility. Unless all of the initial test packages are proved to be feasible and marketable, the process will have to be repeated until the required number of high potential tour opportunities are developed.

- 5.1 Develop at least 5 summer season and 2 shoulder season integrated vacation packages detailed in terms of:
 - o type of tour (i.e., wilderness, resource consumptive, general touring, etc.)
 - o itinerary, length, season, activities
 - o target market
 - o requirements - resources, staff, **infrastructural**, services, equipment
 - o order-of-magnitude cost
 - o problems/constraints which must be overcome.

These packages will be described only-to the level of detail necessary to assess their market strength and financial feasibility.

- 5.2 Determine the market strength of sample tour packages developed in 5.1 through extensive consultation with a knowledgeable representative of the private sector. These consultations will include, as a minimum:
 - o those wholesalers who operate in Manitoba or the Northwest Territories and currently carry products similar to those proposed as potential "Manitoba-Northwest Territories vacation packages";
 - o six (6) international wholesalers **that** operate in likely market areas and who might be interested in carrying Manitoba-Northwest Territories packages; and

o the leading ground operators in the Keewatin and Manitoba.

The list of wholesalers and ground operators to be consulted will be developed in consultation with Travel Manitoba and G. N.W.T.

5.3 Evaluate the financial feasibility of sample tour packages which have been identified **as** being marketable in step 5.2. The following two tables illustrate the type of analysis that will be carried out for selected tour packages. These 10-year pro **formas** are taken from the **Baffin** Regional Tourism Planning Project.

Those tour packages that have been identified as being financially feasible and marketable will be further detailed at the implementation stage in Phase III.

5.4 Prepare one hundred (100) copies of a short interim report suitable for general public distribution. This report will contain a summary of study activities and findings to date as well as an indication of the components of Phase III.

5.5 Conduct a meeting with the client/steering committee to confirm acceptance of conclusions to date and to revise the work program for Phase III as required.

5.6 Participate in the public presentation of the interim report.

FIGURE NO. 6

FRIBISHER BAY - LAKE HARBOUR - CAPE DORSET BOAT TOUR

FEASIBILITY ANALYSIS (\$000's)

	<u>1983</u>	<u>1984</u>	<u>1985</u>	<u>1986</u>	<u>1987</u>	<u>1988</u>	<u>1989</u>	<u>1990</u>	<u>1991</u>	<u>1992</u>
<u>Revenue</u>	192.0	211.2	232.3	255.6	281.1	309.2	340.1	374.2	411.6	452.7
<u>Operating Expenses</u>										
<u>Uses</u>	21.0	23.1	25.	28.0	30.7	33.8	37.2	40.9	45.0	49.5
Food Crew & Passengers	36.4	40.0	44.0	48.4	53.3	58.7	64.5	70.9	78.0	85.8
Insurance	25.0	27.5	30.3	33.3	36.6	40.3	44.3	48.7	53.6	58.9
Disbursements in Frobisher Bay/Cape Dorset	15.6	17.2	18.9	20.8	22.8	25.1	27.6	30.4	33.4	36.8
Fuel	<u>23.4</u>	<u>26.9</u>	<u>30.9</u>	<u>25.6</u>	<u>40.9</u>	<u>47.1</u>	<u>54.1</u>	<u>62.2</u>	<u>71.6</u>	<u>82.3</u>
<u>Total Operating Expenses</u>	121.4	134.7	149.5	166.1	184.3	205.0	227.7	253.1	281.6	313.3
Reserve For Maintenance/Repair										
<u>Total Operating Expenses</u>	25.0	27.5	30.3	33.3	36.6	40.3	44.3	48.7	53.6	58.9
<u>Net Income Before Debt Service and Taxes</u>	45.6	49.0	52.5	56.2	60.2	63.9	68.1	72.4	76.4	80.5

FIGURE NO. 8
FISH CAMP (HALL BEACH)
FEASIBILITY ANALYSIS (\$000's)

	<u>1983</u>	<u>1984</u>	<u>1985</u>	<u>1986</u>	<u>1987</u>	<u>1988</u>	<u>1989</u>	<u>1990</u>	<u>1991</u>	<u>1992</u>
Revenue	108.0	118.8	130.6	143.8	158.1	173.9	191.3	210.5	231.5	254.7
Expenses										
Staff Costs	10.7	11.8	12.9	14.2	15.7	17.2	19.0	20.9	22.9	25.2
Food	16.1	17.6	19.5	21.4	23.6	25.9	28.5	31.4	34.5	38.0
Airplane Rental	22.8	25.1	27.6	30.3	33.4	36.7	40.4	44.4	48.9	53.8
Supplies/Equipment	5.0	5.5	6.1	6.7	7.3	8.1	8.9	9.7	10.7	11.8
Promotion	2.0	2.2	2.4	2.7	2.9	3.2	3.5	3.9	4.3	4.7
Insurance/Fees	5.0	5.5	6.1	6.7	7.3	8.1	8.9	9.7	10.7	11.8
Repairs/Maintenance	5.0	5.5	6.1	6.7	7.3	8.1	8.9	9.7	10.7	11.8
Total Operating Expenses	66.6	73.3	80.7	88.7	97.5	107.3	118.1	129.7	142.7	157.1
Debt Service & Taxes	41.4	45.5	49.9	55.1	60.6	66.6	73.2	80.8	88.8	97.6
Debt Service	8.2	8.2	8.2	8.2	8.2	8.2	8.2	8.2	8.2	8.2
Income Before Taxes	33.2	37.3	41.7	46.9	52.4	58.4	65.0	72.6	80.6	89.4

Task 6: Implementation Strategy

Objective:

To prepare strategies for product development and marketing of each of the recommended tour packages as well as overall strategies applicable to all northern travel within and through Manitoba. Emphasize the role of Winnipeg as a gateway to the north and the role of Churchill as a major tourism destination and dispersal point for both northern Manitoba and Keewatin vacationers.

Approach:

6.1 Prepare product development and marketing guidelines for each of the recommended tour packages. These guidelines will detail the following:

- o **infrastructural** requirements and associated costs
- o staffing requirements and associated training programs
- o implementation schedule/timing
- o applicable funding/assistance programs (e.g. E. D.A., G. D.A., I. R. D.P., etc.)
- o target market
- o appropriate marketing techniques
- o lead agency
- o roles and responsibilities for implementation components (i.e., **infrastructural** development, -staff training, marketing/promotion, transportation, administration, etc.)
- o means of enhancing **Winnipeg's "gateway"** role as part of specific packages
- o means of enhancing the role of Churchill as a destination and dispersal point as part of specific packages.

6.2 Prepare overall implementation guidelines applicable to **all** suggested tour packages as well as to other northern travel within and out of Manitoba. These guidelines will include:

- o general infrastructure requirements and associated costs (e.g., airport improvements, infrastructure requirements at Winnipeg and/or Churchill, etc.)

0 other opportunities enhancing the prescribed roles of Wimipeg and Churchill.

Task 7: **Co-operative** Marketing Strategy

Objective:

To prepare an overall marketing strategy to facilitate the effective promotion of , suggested packages and other vacation opportunities to the target markets identified.

Approach:

- 7.1 Prepare a five year marketing strategy detailing regional themes and methods of presenting/selling the identified tourism products to the market-place. The marketing strategy will include:
 - o Methods of promotion and media (**trade** magazines, trade show attendance, etc.)
 - o Budget considerations by sector responsibility
 - o Co-operative marketing opportunities
 - o Innovative marketing strategies required for specialty tourism markets
 - o Timing and phasing for marketing programs
 - o Level of detail for promotion material

An example of the type of product resulting from this task is presented in the following pages.

EXHIBIT 6-4

TOURISM MASTER PLAN
 REGIONAL MUNICIPALITY OF SUDBURY
 SUMMARY TABLE
 MARKETING PLAN
 (1983 Dollars)

Marketing Program	Year I	Year II	Year III	Year IV
1. Press/Public Relations	10 000	10 000	0 000	0 000
2. Photography	5 000	5 000	4 000	5 000
3. Display	-	-	16 000	5 000
4. A/V Presentation	-	-	20 000	5 000
5. Mailing	5	5 000	6 000	10 000
6. Technical Services	3	3 000	5 000	5 000
7. Graphics	10	0 000	-	-
8. Stationery	10 000	10 000	3 000	3 000
9. Visitors Guide/Lure Brochure	50 *	50 000	60 000	80 000
10. Economic Lure	-	3 000	-	3 000
11. Press Kits	-	2 000	1 000	2 000
12. Fact Sheets	-	3 000	3 000	3 000
13. Posters	5 000	5 000	5 000	7 000
14. Counter Cards	5	5 000	2 500	2 000
15. Tour Operators/Travel Agents Brochures	-	3 500	500	5 000

* Costs to be substantially offset through advertising revenues.

EXHIBIT 6-4

TOURISM MASTER PLAN
REGIONAL MUNICIPALITY OF **SUDBURY**

SUMMARY TABLE
MARKETING PLAN
(1983 Dollars)

Marketing Program		Year I	Year II	Year III	Year IV
16.	Agency	25 000	25 000	30 000	35 000
17.	Media				
	Newspaper Production		4 000	5 000	6 000
	Space		32 000	38 000	50 000
	Insert (Space)	7 000	7 000		20 000
	Television Production			8 000	16 000
	Space			11 000	50 000
	Radio Production			3 000	3 000
	Space			10 000	20 000
	Magazines Production		5 000	5 000	5 000
	Space		32 975	45 000	55 000
	Outdoor Boards Production			8 000	9 000
	Space			15 000	20 000
		<u>135000</u>	<u>220295</u>	<u>337 000</u>	<u>435 000</u>

Task 8: Identification of Costs and Benefits of Strategy Implementation

Objective:

To estimate the costs of product development and marketing for each of the project , partners (i.e., public sector funding agencies and governments, and private sector operators and agents). Evaluate the benefits accruing to all concerned as a result of strategy implementation. Benefits will be examined in terms of jobs as well as revenue.

Approach:

- 8.1 Prepare a summary of the costs of recommended strategy components to each participant.
- 8.2 Prepare an estimate of the expected economic impact of the plan on all those affected and including employment (by type), revenues generated, and spin-offs from the development of community infrastructure **and** services.

Following is an example of this type of analysis, prepared for the Baffin Regional Tourism Planning Project.

F GURE NO 9

SUMMARY OF COSTS/EMPLOYMENT OF DEVELOPMENT PROPOSALS

Community	Capital Cost (Average)	O & M Costs (Annual)	Direct Revenues (Annual)	Jobs Created Construction Man-Years of Jobs	Jobs Created Operation Full-Time	Economic Spin-off Annual Construction o & M	Remarks
	1982 Dollars	1982 Dollars	1982 Dollars	1982 Dollars	1982 Dollars	1982 Dollars	
1. Frobisher Bay	2 873 000	409 800	69 200	26 50-60	2 19-22	1 040 000	Regional Tourism Centre will not return operating costs. Boat/camping tours/trips break even with variable allowances for sales and capital repayment.
2. Resolute Bay	852 500	154 200	216 000	8 15-20	2 6-8	320 000	Accommodation services partial return on capital Other commercial ventures break even with no return on capital.
3. Pangnirtung	2 500 000	364 000	418 000	5 50-75	6 18-20	1 000 000	Accommodation and tour sectors allow for partial repayment of capital investment. Cultural and infrastructure projects generate little or no revenue per se but are required for the revenue generating project.
4. Lake Harbour	974 000	296 300	273 500	7.5 15-20	4 12-14	300 000	Accommodation services: no return on investment Boat/camping tours break even with variable allowances for operators salary and capital repayment.
5. Grise Fiord	515 000	29 600	21 500	5 10-15	0 5-7	200 000	Accommodation services: no return on investment Tours break even. All other programs do not return O & M costs.
6. Pond Inlet	1 312 600	285 600	386 600	12.5 20-25	3 18-20	500 000	Accommodation services: partial return on investment: coffee shop and tours break even with variable allowances for operator's salaries.
7. Arctic Bay	725 000	225 740	214 400	6 15-20	1 20-25	240 000	Museum does not return operating costs, transient centre and tours break even with variable allowances for operators' salaries and capital repayment. Hotel: no return on investment.

Task 9: Preparation of a Final Report

Objectives:

To prepare a technical document and project summary documents.

Approach:

9.1 Prepare twenty (20) copies of a technical document detailing:

- o a study process;
- o nature of investigations (i.e., individuals/agencies/businesses interviewed/consulted);
- o assumptions used;
- o rationale for the proposed strategies; and
- o other information required to fully document work on the various project tasks*

9.2 Prepare one hundred and fifty (150) copies of a summary document suitable for general public distribution. This summary report will include illustrations (e.g., plans, sketches and charts) as well as written text documenting the nature of study findings and recommendations.

This document will not only be a summary of the study, it should also be a report which is utilized to present to investors, the public and private sector tour wholesalers, the tourism **potential** of identified vacation packages and opportunities.

9.3 Participate in the public presentation of the final project summary report.

6.1 Fees

We are prepared to undertake this assignment as outlined in this proposal for a total fee of \$24325. This fee is based on 51 man-days of professional and technical consulting services and includes \$7630 for disbursements. Our fees, as shown in Figure 3, are broken down according to major Phases described in our proposed methodology. Figure 4 indicates the man-day allocation and corresponding fees. A further breakdown of disbursement costs is provided in Figure 5.

These fees and disbursements are based on the assumption that much of the information gathered for the **Keewatin** Tourism Strategy will be applicable to the study at hand and that a number of cost economies can be realized through combined field work, market research, resource inventories and other tasks common to both projects. Disbursements are also based on the assumption that public meetings held at the end of each phase will be held in the same community as the client/consultant meeting, and that 3 out of 4 meetings (the initial workshop, one interim meeting and the final presentation) will be scheduled to coincide with meetings to be held for the **Keewatin** project for which the Project Manager and other members of the study team will be traveling through Manitoba.

We would propose to adjust the work program and fee estimate during the contract negotiation stage to reflect specific requirements and budget restrictions, as necessary, if selected to undertake the work.

Regular billings are submitted monthly, on a percentage complete basis, for costs incurred during the previous period and are due and payable within thirty (30) days thereafter. Interest is charged at a rate of 2% per month on all accounts outstanding for more than thirty (30) days.

FIGURE 3
SUMMARY OF FEES BY PHASE

Task	Fees
I	\$5645
II	5 4 2 5
III	<u>5 6 2 5</u>
TOTAL	\$16695

FIGURE 4
SUMMARY OF MAN-DAY ALLOCATION

	Per Diem		Total Allocation
	Rates	Man-Days	
H.L. French	\$525	8	4200
C. Gardiner	270	22	5940
J.M. Robbins	305	4	1220
E.G. Addison	305	2	610
R.M. Grimes	- . 525	5	2 625
Technical Staff	210	10	<u>2100</u>
TOTAL:		51	\$16695

FIGURE 5
SUMMARY OF DISBURSEMENT COSTS

Airfares

Round trip through Gillan-Churchill-Lynn Lake from Winnipeg	\$ 525
2 return airfares to Toronto from Winnipeg	910
1 return airfare to Winnipeg for 1 meeting that does not coincide with Keewatin meetings	455

Meals & Accommodation

12 days in the communities	\$1440
2 days in Toronto - (strategy sessions, etc.)	200
4 days for meetings (Winnipeg or Churchill)	400

Printing & Miscellaneous

Printing	\$ 3 000
Community expenses (flyers/translation etc.)	400
Misc. - phone calls, mail, etc.	<u>300</u>

TOTAL **\$ 7 630**

6.2 Timing

We are prepared to commence negotiations on contractual conditions immediately upon formal notification of award. However, since it has been our experience that the signing of formal contracts may take some time, we would , therefore be prepared to commence work on the project within ten days of receipt of a letter of intent.

Our proposed schedule is intended to allow for and, in fact, facilitate the integration of the Manitoba-Keewatin project with the **Keewatin** project such that important data gathering and market analysis components can be carried out simultaneously. The schedule suggested for the Integrated **Manitoba-Keewatin** Tourism Products, Development and Marketing Strategy is shown in Figure 1- Proposed Work Program. --

As indicated in Figure 2, our proposed scheduling provides for a rather lengthy project time frame. This is necessary due to **the** need **to** integrate this study with the **Keewatin** Project in order to realize cost and **labour** economies and to benefit from the knowledge gained through the **Keewatin** Project.

Figure 2**PROPOSED WORK PROGRAM**

	TIMING PHASE 1984	TASK	PUBLIC MEETINGS AND CLIENT CONSULTATION
	I	Notification of Award	
1.	Jan. 21	Start-up Workshop	Workshop with representatives from Travel Manitoba, other members of the steering committee and possibly members of the Keewatin Steering Committee
2.	Mar. 15	Background Data Collection	
3.	May 31	Analysis of Manitoba-Keewatin Tourism Opportunities	Meeting with client/steering committee
	II		
4.	July 15	Preliminary Market Analysis	
5.	Oct. 31	Development of Vacation Packages	Meeting with client/steering committee. Public presentation
	III		
6.	Nov. 30	Implementation Strategy	
7.	Nov. 30	Co-operative Marketing Strategy	
8.	Dec. 15	Identification of Costs and Benefits of Strategy Implementation	
9.	Jan. 15	Preparation of Final Report	Public presentation.

7. THE CONSULTANTS AND RELATED EXPERIENCE

7.1 **Marshall Macklin Monaghan** Limited

Marshall **Macklin Monaghan**, established in 1952 and incorporated in Ontario and Alberta, is a privately held Canadian company, owned and managed by its practitioners, offering comprehensive consulting services to government and private sector clients across Canada and overseas. Sixteen principals and sixty associates share in the overall management of a practice that currently numbers 500 personnel, of whom one-third are registered professionals. Each principal serves a senior management role in a major area of activity, responsible for the many specialized services headed by associates who are recognized leaders in their respective areas of expertise.

Marshall **Macklin Monaghan** provides a multi-disciplinary consulting service. Over the past three decades this has been developed to respond actively to changing environments and to the changing needs of clients. The basic philosophy of the company is to produce quality work, on time and within budget. The success of this approach is confirmed by the firm's rapidly growing list of satisfied clients and a corresponding high incidence of repeat and referral business.

In keeping with the firm's objective" to develop comprehensive consulting capabilities to meet the ever-changing needs of the market, Marshall **Macklin Monaghan** merged with Fodor Engineering, a well-established Toronto based consulting engineering firm, to ~~add~~ **significant** capabilities in mechanical, electrical and industrial engineering. Marshall **Macklin Monaghan** also **acquired** a substantial interest in CEP Consultants Ltd., a consulting practice specializing in the broad area of urban development, located in Calgary. Most recently, Marshall **Macklin Monaghan** Gas and Process Limited was established to serve the oil and gas industries in Canada and through **Cansult** overseas.

International assignments, carried out by Marshall **Macklin Monaghan** and through its affiliate, **Cansult**, in which the firm has majority ownership, have been undertaken in the Caribbean, Africa, the Middle East, India and the Far East. The export of a full range of professional services to the world market presents a unique opportunity for the firm to provide North American capabilities and experience on world-wide projects, at the same time gaining

knowledge in adapting to vastly different social, environmental and cultural conditions. The combined resources to serve the Canadian and international markets total 900.

Assignments in Canada have been carried out in every Province and Territory. Offices are located in Toronto, Edmonton, Calgary and Vancouver to serve major centres of activity. Additional local offices have been established **as** required to serve local or project needs, currently in **Kitchener**, Burlington, **Mississauga**, Whitby, and Elliot Lake.

The nature of most assignments undertaken by Marshall **Macklin Monaghan** necessitates the provision, in one organization, of a wide range of disciplines to comprehensively serve the needs of the client. The traditional disciplinary skills include ENGINEERING, in the fields of municipal, environmental, water resources, structural, transportation, traffic, mechanical, electrical, industrial and construction; SURVEYING, in the fields of legal, geodetic, **photogrammetric**, **hydrographic** and applied; PLANNING, in the fields **of** urban development, municipal, regional, economic, transportation, environmental and resource, tourism and recreation, urban design and landscape architecture. In addition, inter-disciplinary skills include project management, environmental assessment, market and economic analysis and computer sciences utilizing an in-house Digital VAX 11/780 computer.

Principal Fields of Activity

Marshall **Macklin Monaghan** Limited **provides** expertise to both government and private clients in the following areas:

Planning

- o Urban Development Planning
- o Municipal Planning
- o Regional Planning
- o Economic Planning
- o Environmental and Resource Planning
- o Tourism and Recreation Planning
- o Urban Design
- o Landscape Architecture

Engineering

- o Municipal Engineering
- 0 Environmental Engineering
- 0 Water Resources Engineering
- 0 Transportation Engineering
- 0 Transportation Planning
- 0 Traffic Engineering
- 0 Structural Engineering
- 0 Mechanical Engineering
- 0 Electrical Engineering
- 0 Industrial Engineering
- 0 Construction Engineering
- 0 Computer Systems Applications -

Surveying

- o Legal Surveying
- o Geodetic Surveying
- o Mapping and Photogrammetric Surveying
- o Hydrographic Surveying
- o Applied Surveying

Recreation, Tourism and Resource Planning Group

The Recreation, Tourism and Resource Planning Group within the Planning Division of Marshall **Macklin** Monaghan is a nationally recognized team of professionals. Staff members have worked on complex assignments in every Canadian province and territory.

Utilizing an interdisciplinary team approach, the Group provides clients with project solutions that are based on an integrated evaluation of social, political, economic and physical conditions. The Group utilizes the talents of landscape architects, economists, engineers, ecologists, and transportation, recreation and tourism planners.

The Recreation, Tourism and Resource Planning Group has been involved specifically with tourism/recreation planning, impact and feasibility assessments, market analysis, futures forecast studies and environmental resource inventories and analysis for approximately 17 years. During that time it has built up an impressive record through the satisfaction of its clientele.

Range of Services

The Recreation, Tourism and Resource Planning Group provides consulting services for the planning and development of national and international tourism and related recreation resource projects. These services range from national and international tourist trends and forecasts to regional and national tourist development plans and infrastructure requirements.

The firm provides technical advice and assistance in the following areas:

- o Strategy planning
- o Economics and development of the international tourist trade
- o Tourism trends and forecast studies
- o Employment, investment and market analyses
- o Resource evaluation studies
- o Financial feasibility assessment

Project descriptions found at the back of this proposal indicate the breadth of our experience on similar/related tourism planning projects.

INTRODUCTION TO THE BIGLOW GARDINER PLANNING OFFICE

WE ARE A WINNIPEG-BASED CONSULTING FIRM AND OFFER A WIDE RANGE OF LAND USE PLANNING AND RELATED PROJECT MANAGEMENT SERVICES, THESE SERVICES ENCOMPASS COMMUNITY, REGIONAL AND RESOURCE PLANNING, AS WELL AS VARIOUS ASPECTS OF RESIDENTIAL, INDUSTRIAL AND RECREATIONAL LAND DEVELOPMENT,

WE ARE SMALL - INTENTIONALLY SO. AT A TIME WHEN ALL LEVELS OF GOVERNMENT AS WELL AS PRIVATE INDUSTRY ARE HAVING TO DEAL WITH INCREASINGLY URGENT AND COMPLEX PLANNING ISSUES WITH DECREASING STAFF AND BUDGETS, WE ARE ABLE TO OFFER A HIGHLY PERSONALIZED, COST-EFFECTIVE CONSULTING SERVICE WITH A UNIQUELY HIGH RATE OF PROJECT INVOLVEMENT BY SENIOR, EXPERIENCED PLANNERS AND SUPPORT PERSONNEL, -

VIRTUALLY ALL OF THE PROJECTS DESCRIBED IN THE FOLLOWING SECTIONS REQUIRED VARYING DEGREES OF TECHNICAL INPUT FROM AT LEAST ONE DISCIPLINE OTHER THAN PLANNING, WE BOTH RECGNIZE THE NEED FOR, AND ARE QUITE EXPERIENCED IN THE ASSEMBLY AND CO-ORDINATION OF MULTIDISCIPLINARY TEAMS OF SPECIALISTS FOR PARTICULAR TYPES OF STUDIES, TO THIS END, WE HAVE ESTABLISHED EXCELLENT WORKING RELATIONSHIPS, BOTH AS PRIME CONTRACTOR AND AS SUBCONSULTANT, WITH A NUMBER OF KEY INDIVIDUALS AND SMALL CONSULTING FIRMS IN THE FIELDS OF ECONOMICS, MUNICIPAL AND GEOTECHNICAL ENGINEERING, WILDLIFE BIOLOGY, ARCHAEOLOGY AND LANDSCAPE ARCHITECTURE. ALL ARE WELL RESPECTED IN THEIR FIELDS AND IN MANY CASES ARE ALREADY KNOWN TO PROSPECTIVE CLIENTS,

THE FOLLOWING SECTIONS CONTAIN AN OUTLINE OF THE BASIC TYPES OF PLANNING PROJECTS WHICH CAN BE UNDERTAKEN BY THE BIGLOW GARDINER PLANNING OFFICE, THIS IS ACCOMPANIED BY A NUMBER OF SELECTED PROJECT BRIEFS FOR ILLUSTRATION, A MORE COMPLETE LISTING OF PROJECT EXPERIENCE FOLLOWS. WITH THE RÉSUMÉS OF KEY PLANNING PERSONNEL,

**BIGLOW
GARDINER
PLANNING OFFICE**

Planning Capabilities

REGIONAL & RESOURCE PLANNING

SITE SELECTIONS, RESOURCE EVALUATIONS, MASTER PLAN PREPARATIONS & FEASIBILITY ANALYSES FOR:

PUBLIC/Private PARKS & CAMPGROUNDS

TOURIST RESORTS

COTTAGE DEVELOPMENTS

NATIVE LAND CLAIM ENTITLEMENTS

NEW TOWNSITE STUDIES

REGIONAL RESOURCE EVALUATIONS & LAND USE PLANS

ENVIRONMENTAL IMPACT ASSESSMENTS

COMMUNITY PLANNING

INVOLVEMENT WITH BOTH URBAN AND RURAL AREA COMMUNITIES
FOR THE PREPARATION OF:

RESERVE & CORE AREA DEVELOPMENT PLANS FOR INDIAN,
MÉTIS & INUIT COMMUNITIES

OFFICIAL (DEVELOPMENT) PLANS FOR RURAL MUNICIPALITIES,
TOWNS & CITIES

RESTRICTED AREA (ZONING) BY-LAWS

URBAN RENEWAL & NEIGHBORHOOD IMPROVEMENT PLANS

COMMUNITY-WIDE PARK & RECREATION MASTER PLANS

SITE SELECTIONS & FEASIBILITY ANALYSES FOR PUBLIC
ARENAS, POOLS, MUNICIPAL OFFICES, ETC.

URBAN/RURAL FRINGE SECONDARY PLANS & ANNEXATION
APPLICATIONS

- NEIGHBORHOOD SECTOR PLANS

ALSO:

ON-GOING PLANNING ADVISORY SERVICES TO CITIES,
TOWNS, & RURAL MUNICIPALITIES

EXPERT WITNESS AT MUNICIPAL, TRANSPORT & OTHER
BOARD HEARINGS

ATTENDANCE & PRESENTATION-S AT COUNCIL, COMMITTEE
& PUBLIC MEETINGS

LAND DEVELOPMENT

PRELIMINARY FEASIBILITY STUDIES, SITE EVALUATIONS,
ALTERNATIVE CONCEPT PLANS, DETAILED SUBDIVISION
DESIGNS AND APPLICATION SUBMISSIONS FOR :

LOW DENSITY, FULLY SERVICED RESIDENTIAL HOUSING
MEDIUM TO HIGH DENSITY, MIXED RESIDENTIAL DEVELOPMENT
MOBILE HOME PARKS & SUBDIVISIONS
INDUSTRIAL PARKS
LARGE LOT RURAL RESIDENTIAL HOUSING
COTTAGE LOT SUBDIVISIONS

ALSO:

CLIENT LIASON WITH APPROVING AUTHORITIES
PRESENTATIONS TO COUNCILS
PREPARATION OF DEVELOPMENT AGREEMENTS

PROJECT MANAGEMENT

CO-ORDINATION OF MULTI-DISCIPLINARY PROJECTS INVOLVING
LAND USE PLANNERS, ECONOMISTS, MUNICIPAL & GEOTECHNICAL
ENGINEERS, LANDSCAPE ARCHITECTS, AS WELL AS STRUCTURAL,
MECHANICAL & ELECTRICAL DISCIPLINES FOR:

RESIDENTIAL, INDUSTRIAL & COMMERCIAL LAND DEVELOPMENT

COMMUNITY & REGIONAL PLANNING

FACILITY FEASIBILITY STUDIES

PARK & RECREATION PLANNING



Marshall Macklin Monaghan

BAFFIN REGIONAL PLANNING PROJECT

Northwest Territories Department of Economic Development and Tourism

The object of this project was to recommend solutions for a number of developmental problems in the Eastern Arctic by providing a blueprint for resource development.

The project was also to serve as an educational tool to stimulate interest and gain the full participation of native residents in development activity. Consequently, on-site investigations and personal contact with key individuals in and around each community were extremely important.

The study area encompasses the High Arctic Islands, Melville Peninsula, the eastern half of Hudson Bay, **Baffin** Island, and thirteen of the major communities within this region. Mapping and documentation of the **biophysical** resources throughout the study area with specific emphasis upon those resources within a 50 km radius of the major communities were undertaken. Following the identification of resource opportunities, recommendations were made for the integrated development of these opportunities within the context of the existing northern social structure.

Implementation of our recommendations will provide local residents with substantial economic and **social** "benefits without exceeding social and environmental carrying capacities.



Marshall Macklin Monaghan

**BAFFIN REGIONAL TOURISM PLANNING PROJECT -
EDUCATION AND VOCATIONAL TRAINING STUDY**

Northwest Territories Department of Economic Development and Tourism

This complementary study to the Regional Tourism Planning Project investigated the need for tourism related education and skill training programs in the **Baffin** Region, and suggested mechanisms for the improved delivery of necessary training services.

Following a thorough inventory of existing adult vocational and management training programs provided by the Government of the Northwest Territories, an evaluation was made of the **existing** and potential capability of available programs and facilities to satisfy the training requirements of the tourism industry.

The resultant report suggested programs and mechanisms for improving or modifying existing programs to make them more responsive to tourism related training requirements, and indicated the nature, location, scale and cost of necessary additional training programs.

Recommendations were based, to a great extent, on an understanding of the characteristics of the northern **labour** force and the unique problems experienced by northern training programs as derived from interviews with regional and local educators, employment **councillors**, **local** business officials and businessmen and relevant government officials.

DESTINATION MANITOBA - TOURISM DEVELOPMENT STRATEGY

PROJECT: MANITOBA TOURISM DEVELOPMENT GUIDELINES

LOCATION: PROVINCE OF MANITOBA

CLIENT : MANITOBA DEPARTMENT OF ECONOMIC DEVELOPMENT AND
TOURISM

PERIOD: 1980

DESCRIPTION: A TOURISM DEVELOPMENT STRATEGY FOR MANITOBA WAS
REQUIRED TO GUIDE THE IMPLEMENTATION OF THE
CANADA-MANITOBA TOURISM SUBSIDIARY AGREEMENT .
AS A BASIS FOR THE **PLAN**, VARIOUS ASPECTS OF
TOURISM DEVELOPMENT WERE ANALYZED, SUCH AS
NATURAL, CULTURAL AND HISTORICAL RESOURCES;
MARKETING FACTORS; EXISTING AND PROPOSED
ACCOMMODATION FACILITIES; **DESTINATION AREAS;**
AND FUTURE TRENDS IN LEISURE ACTIVITIES,

INVOLVMENT : AS SENIOR PLANNER WITH W, L, **WARDROP & ASSOC. LTD.**
WAS RESPONSIBLE FOR EVALUATING EACH OF THE
22 BIOPHYSICAL LANDSCAPE UNITS WITHIN THE
PROVINCE **IN TERMS OF** NATURAL AND MAN-MADE
RESOURCE **ATTRACTIONS** . SPECIAL **EMPHASIS** WAS
PLACED ON UNIQUE LANDSCAPE AND WATER FEATURES,
WILDLIFE AND FISHERIES RESOURCES, PLUS MAN-MADE
ATTRACTIONS, SERVICES AND TRANSPORTATION
FACILITIES,



Marshall Macklin Monaghan

COMMUNITY-BASED TOURISM PILOT PROJECT, PANGNIRTUNG
Northwest Territories Department of Economic Development and Tourism

Our firm undertook to prepare a community-based tourism plan for this northern community.

The intent of the study was to formulate a conceptual development plan which would be within the capability of the community to implement. Further, it **was** intended that the process of developing the plan be an educational one for the community: one in which the nature of tourism, its benefits and costs were clearly outlined and understood.

Within the context of a 'learn/observe/experience' tourism experience, the conceptual development plan attempts to minimize infrastructure requirements, strengthen local business, and create job opportunities for local residents.

The final plan and process is being utilized as a guide for the planning of community based tourism in other northern communities.



Marshall Macklin Monaghan

FROBISHER BAY COMMUNITY STUDY

Government of Northwest Territories

Frobisher Bay, a community of approximately 2500 people, is located 2048 kilometres north of Montreal.

As part of the Baffin Regional Tourism Planning Project, we held meetings with residents, business groups and individuals, which produced ideas and concerns that will be synthesized into a tourism development plan for **Frobisher** Bay.

Because of its status as a government and transportation centre, the concept plan will include attractions and programs geared to providing visitors with the level of activities required for a longer stay in the community.





Marshall Macklin Monaghan

CAPE DORSET COMMUNITY STUDY

Government of Northwest Territories (1982)

Located on **Dorset** Island, off the Foxe Peninsula, and home to the famous West **Baffin Eskimo Co-op**, Cape **Dorset** is known the world over for its contemporary **Inuit** art and sculpture in soapstone. The area is also rich in archaeological sites of past **Dorset** and **Thule** cultures.

The **Inuit** of Cape **Dorset** are interested in developing their tourism potential and have a feel for the necessary hospitality required to do so. Part of the **Baffin** Regional Tourism Plan, the concept development plan for Cape **Dorset** will emphasize the cultural aspects of the community assisted by trips on the land to various historical sites.



RESOLUTE BAY COMMUNITY PLAN
Government of Northwest Territories (1982)

Resolute Bay currently functions as the key transportation, communications, and administrative centre in the High Arctic Islands. As a result, the community has a large **non-Inuit** population and does not fit the southerners' perceptions of a traditional northern **Inuit** community. The major tourism attractions are located in areas distant from the community, such as those around the outpost camps. Consequently, tourism development potential around the community is limited.

Resolute Bay has direct connections to both eastern and western Canada, via Edmonton and Montreal, and relatively well-developed infrastructure (i.e. hotels). The tourism development we proposed, as part of the **Baffin** Regional Tourism Plan, is to further develop Resolute Bay as a jump-off terminus point for High Arctic and other **Baffin** Region tours. This will require the upgrading and expansion of certain tourism services, such as outfitting, transportation and local handicraft production, geared towards large numbers of tourists on a short term basis.



IGLOOLIK TOURISM PLAN

Government of Northwest Territories (1982)

The area around **Igloolik**, on the Melville Peninsula, provides a record of unbroken **Inuit** habitation since approximately 2000 B.C. The numerous historical/archaeological sites provide the major attraction to this rather bleak landscape. Another major attraction is the abundant wildlife resource with large populations of birds, walrus, seals and caribou.

These resources are felt to be strong enough to develop **Igloolik** as a Destination Community where tourists would be attracted to spend an extended length of time. As part of the Baffin Regional Tourism Plan, we suggested the major theme for developing tourism opportunities should reflect the areas rich archaeological history, with the abundant wildlife resource providing a secondary theme.

Recommended development opportunities include dog team trips to visit the archaeological sites, bird watching tours and interpretive boat tours.



GRISE FJORD TOURISM PLAN

Government of Northwest Territories (1982)

Grise Fjord, on the southern coast of Ellesmere Island, is the northern most civilian community in Canada. In 1979 the settlement had its first exposure to packaged tourism by playing host to several tour groups traveling to the North Pole. The past few years have seen a dramatic increase in tourism activity with further development of "**Polar**" tours and sports hunts for polar bear and muskox.

It is felt that, in addition to its function as a short-term **stop-off** point for north-bound tours, the **Grise** Fjord area has potential for certain activities which provide opportunity for developing long-term land-based tour packages.

Major development opportunities include cross-country skiing, ski touring, hiking, wildlife viewing (muskox, whales, polar bear), sports hunting and scenic boat and snowmobile tours. Our tourism development plan, part of the **Baffin** Regional Tourism Plan suggested that the packaging and programming of both short- and long-term tours be emphasized, with the community functioning as the destination area core.



Marshall Macklin Monaghan

HUDSON'S BAY LOWLANDS COMMUNITY AND RESOURCE PLANNING
Province of Manitoba

Part of a comprehensive Tourism Development Strategy and situated within the Hudson% Bay Lowlands **planning** region, Churchill contains significant natural and historic resources. The community development plan was limited by access, climate and costs associated with the northern isolated situation of Churchill and surrounding communities.

Resource analysis, **socio-economic** inventories and community plans were prepared which considered extensive wildlife viewing resources, national Historic Park and reconstruction sites, and regular air/rail services. Recommendations with respect to planning -programs were made to each community considering the lack of amenities and support infrastructure.



Marshall Macklin Monaghan

TOURISM DEVELOPMENT PLAN

Manitoba Government

The **toursim** strategies recently prepared for **the** Province of Manitoba will serve as a framework to guide the implementation of programs under the Canada-Manitoba Subsidiary Agreement for Tourism Development.

Specific objectives of this undertaking are to identify destination areas and tourism development corridors within the province, to identify private and public sector investment opportunities for these destination areas, corridors and service **centres**; to provide guiding concepts for tourism development by designating appropriate themes for destination areas; to develop a detailed strategy to guide the implementation of the Rural Tourism Industry Incentives Program; to assess and provide guidelines for the upgrading of the existing accommodation plans; and to formulate recommendations that will direct funding to development opportunities and provide selection criteria against which applications for financial assistance can be evaluated.

In addition, the study identified the delivery mechanisms necessary for the implementation of development strategies and developed a marketing plan for the province, based on destination areas and tourism corridors.



Marshall Macklin Monaghan

COMMUNITY AND RESOURCE PLANNING

Province of Manitoba

As part of a comprehensive Tourism Development Strategy for Manitoba, we prepared an inventory of socioeconomic and resource-based data on the northern Manitoba communities of **Flin Flon/Mandy Mine/Lynn Lake** and Norman Tourism Region. Due to the expanse of boreal forest, the range of potential tourism and recreation resources was limited.

However, tremendous lake/river resources were identified and associated with water-based activities such as fishing, canoeing and wilderness camping. Local tourist attractions and recreation resources for each community were considered in the overall community plan. Establishment of planning standards and needs for the promotion of each community took into account minimal access and the lack of physical resources generally associated with these isolated communities.



Marshall Macklin Monaghan

RIDING MOUNTAIN NATIONAL PARK, MANITOBA

Parks Canada

The assignment for the redevelopment of the townsite called for extensive discussions with local cottage and vacation home owners to resolve complex issues related to the intensive recreational use of this area within the National Park.

X705-A-70

CITY OF PORTAGE LA PRAIRIE - 5 YEAR PARKS & RECREATION
MASTER PLAN

PROJECT: COMMUNITY-WIDE 5 YEAR PARKS & RECREATION
MASTER PLAN

LOCATION: CITY OF PORTAGE LA PRAIRIE (POP. 12, 000)

CLIENT : PORTAGE RECREATION COMMISSION

PERIOD: 1978

DESCRIPTION: PREPARATION OF GUIDELINES AND POLICIES FOR
THE PLANNING AND DEVELOPMENT OF COMMUNITY-
WIDE RECREATION FACILITIES AND PROGRAMS
THE RECOMMENDATIONS WERE BASED UPON KEY
ISSUES AND CONCERNS AND WERE FORMULATED
WITH A REGARD TO THE FINANCIAL STATUS OF THE
COMMUNITY IN TERMS OF ITS CAPABILITY TO
FUND MAJOR CAPITAL PROJECTS OVER THE LIFE
SPAN OF THE MASTER PLAN. PUBLIC INPUT WAS
OBTAINED THROUGH EXTENSIVE GROUP INTERVIEWS,
NEWSPAPER AND HANDOUT QUESTIONNAIRE SURVEYS
AND PUBLIC MEETINGS,

INVOLVEMENT: AS COMMUNITY AND RECREATION PLANNER WITH
THE UMA GROUP, WAS RESPONSIBLE FOR ALL
ASPECTS OF THE STUDY.



Marshall Macklin Monaghan

THE **DAWSON** CITY COMMUNITY AND TOURISM DEVELOPMENT PLAN
Yukon Territorial Government

Under the Canada-Yukon Tourism Agreement, **Dawson** City was designated a Tourism Destination Area; and its historical, archaeological and cultural resources were to be developed to encourage tourists to explore the northern Yukon. So that the town's tourism resources would be integrated with other economic sectors of the community, it was necessary to prepare an overall community plan.

Once the community plan had been completed, a comprehensive two-part tourism planning program was undertaken to make sure that development would complement the historic character of **Dawson** City while optimizing the potential economic return to the tourism industry, the City, and the Yukon Territorial Government.

After the Comprehensive Tourism Development Plan was accepted, a plan was produced which was specifically directed at downtown **Dawson**, where a number of historic resources are located. Design guidelines, development recommendations and control **mechanisms** were prepared to retain and enhance the historic atmosphere.

Extensive public participation **programs** premitted residents and business interests to express opinions, preferences, concerns and aspirations. A 'Working Group, consisting of a number of local people, carried out tasks related to data collection and organization, and a Steering Committee, consisting of representatives of local, territorial and federal agencies and organizations, provided overall direction.



Marshall Macklin Monaghan

FISHING LAKES TOURISM AND RECREATION MASTER PLAN

Saskatchewan Government

Tourism and recreation strategies proposed for the Fishing Lakes area in this master plan reflect the optimum development potential and existing resources within the context of existing and anticipated market demands, and competing or complementary regional tourism and recreation opportunities.

The Fishing Lakes area has traditionally been a day trip and weekend destination for residents of the **Qu'Appelle** Valley Basin which includes Regina and Moose Jaw. The resources for water based recreation, which forms the basis of the area's popularity, are already developed almost to capacity. At the same time, other resources with high capability or potential for land based recreation and historical or **biophysical** interpretation remain largely undeveloped, often ignored and increasingly threatened by agricultural practices and expansion, cottage and urban development and incompatible recreational uses.

The implementation of proposals contained in the master plan will improve the quality of life for the residents of nearby cities through the provision of a variety of high quality recreation and leisure opportunities while improving the quality of life of Fishing Lakes residents through the stimulation of their economy without significant degradation of the area's natural, historical and cultural resources.



Marshall Macklin Monaghan

BATTLE RIVER TOURISM STUDY
Alberta Tourism and **Small** Business

The primary purpose of the Battle River Tourism Study was to inventory and evaluate, through a detailed feasibility analysis, specific opportunities and constraints related to the orderly and systematic development of the tourism industry in the Battle River Destination Area.

To this end, special emphasis was placed on the examination of regional infrastructure and the existing tourism and recreation plant in order to identify optional locations, modifications, - improvements and additions required to permit or assist in the development of identified tourism and recreation opportunities.



Marshall Macklin Monaghan

PROVINCIAL TOURISM STRATEGY

British Columbia Government

This assignment represents the most comprehensive tourism/leisure planning project undertaken in Canada, and resulted in a province-wide development strategy for the **short-** and long-term growth of British Columbia travel industry.

Our report provided a creative planning framework for the future growth of tourism, and identified investment and development opportunities in the private and public sectors over a 20 year-horizon.

The provincial strategy established a policy to guide the comprehensive studies and preparation of development strategies for nine designated Tourism Regions within the province.

We prepared the strategy from the approach of viewing tourism as a system of elements with an integrated hierarchical structure. By respecting the integrity of the system, complementary rather than competitive relationships are established among provincial and regional priorities.

The development strategy recognizes societal trends that influence tourism development - changes in **lifestyle**, the energy crisis, world economics, and new patterns in demographic profiles.



REGIONAL TOURISM PLAN
Southwestern British Columbia

This region offers the urban and cultural advantages of Vancouver, myriads of islands and indented coastline of the Strait of **Georgia**, the Fraser River's landscapes, and the Pacific and Cascade Mountains. Because of the large number of local, U.S. and international tourists who could be attracted to the area, plus the diversity of marine and terrestrial resources) a market orientation was recommended. By broadening the market appeal of specific resources, the economic benefits of tourism could be dispersed throughout the region.

Development proposals were directed towards the expansion and further development of major destination attractions, facilities and outdoor/marine resort recreation areas. Designated scenic drives and tourist orientation **centres** were recommended to strengthen the linkages within and among the two provincial destination areas (Vancouver and Whistler), the regional and local tourism service **centres** and their surrounding destination resorts, events, attractions and special features.



VANCOUVER ISLAND REGIONAL TOURISM PLAN
British Columbia Government

This 49000 square kilometre region in the extreme southwest of the Province, includes the islands in the Strait of Georgia and a wilderness portion of the mainland. The home of British Columbia's famous rainforests, the area abounds in mountainous terrain, fjord coastlines, ocean beaches, inland lakes and pastoral landscapes.

In developing a tourism plan for the Region, which is close to major markets, we decided to employ a **resource-oriented** approach; and planned a strategy that would benefit from the abundant and complex array of terrestrial and marine resources. Our strategy viewed the capability of particular resources as a determinant for the location and intensity of future development. It also sought to relieve the heavy development pressures on the Victoria area by drawing tourists to the other attractions on the Island and mainland.

The Region has enormous potential and our proposals were directed towards the developing new or expanding selected destination resort communities and service **centres** on a three and four season basis. Given the diversified resource base, and the strong existing regional and provincial markets, the plan and proposals provided a framework to realize the array of specialty market development opportunities. **We strongly** recommended tourism programs which would appeal to international, U. S., **interprovincial** and provincial markets.



TOURISM PLAN

Kootenay Boundary Region, British Columbia

This region of 32000 sq. km adjacent to the Canada-United States border shares its other boundaries with major tourist destination regions. Therefore, the region has not been under severe pressure for tourism development and has many uncompromised natural resources. It is composed mainly of high rugged mountain terrain bisected by long valleys with lakes and rivers.

Given the lack of major tourism infrastructure and the comparative distance from major markets, a conservator_orientation was recommended. Under this approach, the high quality resources will be preserved until competing regions are developed to their resource capacity and market potential.

The intent for the five- to twenty-year horizon is to develop facilities in designated areas to complement existing and proposed facilities, events and attractions, essentially for regional and local markets.

Key development proposals were recommended to enhance regional destination areas focussed on **Slocon** Lake and Nelson, and regional and local tourist **centres**; establish a series of Regional Loop Tours; establish regional heritage, wildlife and Hydro attractions; and broaden the outdoor recreational opportunities by expanding facilities in appropriate locations.



REGIONAL TOURISM PLAN

Okanagan-Similkameen, British Columbia

The dominant feature of this 30000 sq. km region is the long narrow **Okanagan** Lake basin, bordered by highlands and rolling upland plateaux. The alpine heights and settings of the Cascade Mountains in the southwest provide a stark contrast.

With a hot, sunny summer climate and an abundance of water-based resources, the region has traditionally had a strong summer tourism season, especially in the lower **Okanagan** Lake area.

A resource-conserver orientation approach was taken to guide future tourism growth. The development intent is to preserve the resources and expand tourism into the shoulder seasons, while diversifying the opportunities and activities. As well, tourism in the less developed areas should be strengthened.

Development proposals were designed to enhance the urban centres of Osoyoos, Penticton, **Kelowna** and Vernon as foci of the regional tourism destination areas. Specific proposals were made to establish and/or expand major regional heritage attractions and wilderness/outdoor recreational activities with extended or four season potential.



**TOURISM MASTER PLAN FOR THE REGIONAL MUNICIPALITY OF
SUDBURY**

Sudbury Regional Development Corporation

The basic objectives of this Tourism **Master** Plan Study are to develop a tourism plan which reflects and portrays the uniqueness and character of the Regional Municipality of **Sudbury**; to develop an "action-oriented" tourism development program; to identify specific development opportunities; and to provide direction on the development of an overall tourism marketing and promotional strategy.

A key objective of the study is to identify specific development opportunities to create employment and enterprise by encouraging joint private and public sector investment in the industry. In this regard through an overview of existing resource and market characteristics in conjunction with an industry consultation program, the study will identify a realistic range of preliminary regional development opportunities. Following a market viability assessment of the identified regional development opportunities, detailed feasibility assessments will be undertaken for the "high interest" development opportunities.

On the basis of the financial feasibility assessment of the select opportunities, private developers/investors **will** be introduced to the projects to determine interest and perceptions in order to help identify the degree of incentive required to attract private sector investment.

The final step will be to develop a series of guidelines directed towards developing a marketing strategy for the project.



TOURISM DEVELOPMENT STRATEGY STUDY

City of Cornwall and Area

The City of Cornwall has for a number of years been attempting to diversify its economy by developing a viable and self-sustaining tourism industry. Past efforts to create a major focal point around which the tourism industry would grow have been unsuccessful, and the need for a re-examination of alternative strategies became apparent.

In response to this situation, our firm was retained by the City to determine why past efforts had failed; to evaluate alternative means of developing a strong tourism industry; and to make recommendations for an appropriate strategy. Alternatives examined included the development of a major tourism attraction, development of a small scale unique attraction or attractions, improvement and/or expansion of existing attractions, development of a series of events and festivals, and improved marketing of existing and improved attractions and events.

As part of our investigations, we undertook a survey of municipalities similar to Cornwall which have attempted to develop successful tourism industries. Fifteen case studies were developed from municipalities across North America to illustrate the success or failure of various approaches. These case studies provided us with valuable information as to the preconditions for success or failure of tourism development strategies at the municipal level.



MUSKOKA ECONOMIC OPPORTUNITY STUDY, TOURISM SECTOR

District Municipality of **Muskoka**, Ontario

The basic objectives of the **Muskoka** Economic Opportunity Study, Tourism Sector were to evaluate the contribution of the tourism industry to the District economy; to identify tourism development opportunities; and to prepare a strategy for the expansion of economic activity in the tourism industry.

This study was heavily oriented towards the development of innovative forms of roofed accommodation especially those which minimize **infrastructural** costs in recognition of the problems of **seasonality**. Investigations in this area included the identification of potential and existing entrepreneurs, a review and assessment of current marketing practices, a review of trends and new developments in the roofed accommodation sector, an 'evaluation of the merits of new forms of roofed accommodation, and an inventory of applicable incentives and assistance programs.

The end product of the study was a documented course of action which outlines for both short and long term horizons, specific development opportunities that should be utilized to stimulate the growth and development of the tourism industry in the District Municipality of **Muskoka**.



Marshall Macklin Monaghan

GEORGIAN COLLEGE SCHOOL OF TOURISM STUDY

Georgian College of **Applied** Arts and Technology

This assignment involved the development of a strategy for the future use and management of the Kempenfelt **Centre** which presently functions as a Government training **centre**. It is proposed that the **Centre** be expanded and developed to a level where it could be utilized as a commercial college-run resort, functioning as a student training institute.

An important component of this project was a review of other Provincial and Territorial objectives, existing programs and future plans for tourism **industry-**related training as well as documentation of their training requirement deficiencies.

In order to identify development options we identified other select institutions in North America and overseas who utilize **instructor-supervised** student industry co-operative programs as a means of training prior to post-graduate job placement.

The final report will provide recommendations on operational and management programs for the **centre** and will detail a development, planning and management program for the preferred recommendations.



Marshall Macklin Monaghan

TOURISM DEVELOPMENT STUDY, SIBLEY PROVINCIAL PARK
Ontario **Ministry** of Natural Resources

Our firm was contracted by the Ministry to undertake a tourism development study for Sibley Provincial Park, a 243.4 square kilometre natural environment park located 60 kilometres from Thunder Bay, in view of the perceived tourism potential of the park. The study intent was to assess the role of the park in the regional tourism industry and to propose ways of maximizing economic benefits from tourism in the park. The study included the following major components:

- Assessment of resource capability in and adjacent to the park
- Detailed market analysis including an assessment of existing markets and the identification of potential market segments and their respective characteristics and requirements.
- Survey of Thunder Bay residents' attitudes towards the future development of the park.
- Comparative analysis of similar parks in the U.S. and Canada and documentation of their strengths/weaknesses and successes/failures.
- Development of an **overall** conceptual plan for the park to ensure maximum tourism economic benefits and to achieve a realistic mix of **public and** private sector involvement.
- Implementation program and action plan for the approved concept detailing site development plans, financial feasibility assessment, marketing strategies, an investment strategy and the implication on the existing park master plan.



AN ACTION STRATEGY FOR TOURISM DEVELOPMENT:
CITY OF THUNDER BAY
The Corporation of the City of Thunder Bay

The basic objective of this assignment, undertaken for the City of Thunder Bay, is to produce an action strategy for tourism development to achieve both short term results, as well as lay the ground work for long term sustained growth of the City's tourism economy. **The** approach taken on this study reflects several key principles as follows:

- To develop a highly practical development plan emphasizing affordable opportunities which will succeed in the City of Thunder Bay.
- Solutions or strategies proposed must be based on strong local knowledge of the area and consultation with all interested groups.
- Opportunities must be identified which build upon the current state of development, rather than conflicting with it.
- Any new development proposals must be selected using criteria which ensure that strong negative impacts on existing successful developments will not be **prevalent**, so that new development does not occur at the expense of existing **enterprises**.

The final product of the study will be a detailed implementation program and schedule that specifies what action or developments should be initiated, at what time, and by whom. **This** implementation program and schedule will form the foundation for successive capital development and works programs, promotional strategies and industry organization.



Marshall Macklin Monaghan

COLLINGWOOD-MIDLAND-ORILLIA, ONTARIO

Tourism Development Strategy

This comprehensive tourism development plan will guide the actions of both public and private sectors in the development of complementary tourism opportunities within the **Collingwood-Midland-Orillia** Tourism Development Zone in southern Ontario.

Recommendations for the type, location and management of tourism **facilities and** services most beneficial to local, regional and provincial populations were developed within the context of existing tourism and recreation resources including natural, historical, and cultural resources as well as tourism facilities and services; existing user profiles and activity patterns; existing development controls; and projected market characteristics.

A major component of this project was a public and private sector participation program designed to give municipal officials, business interests and local interests groups meaningful opportunities to present and obtain feedback on their goals, concerns and expectations for the development of the tourism industry within the planning area.



Marshall Macklin Monaghan

AN ACTION STRATEGY FOR **TOURISM** DEVELOPMENT:
COUNTY OF PRINCE EDWARD

The Corporation of the County of Prince Edward

Due to its relative isolation from major markets, the County of Prince Edward has been passed over by the industrial development which characterizes so much of the Lake Ontario shoreline, and, as a result, has been able to retain its pastoral and predominantly agricultural ambience.

Over the years the number of visitors to the County has increased to the point that there is now a major tourism industry, which provides seasonal and **full-time** job opportunities for numerous County residents. The Corporation of the County of Prince Edward, in recognition of the tremendous tourism potential offered by the wealth of natural, historical, cultural and outdoor/recreational resources, retained our firm to undertake a tourism master planning study for the County.

The final product of this interesting assignment will be an “action-oriented” tourism development plan comprised of an ongoing public tourism awareness program, an industry organization plan, a marketing plan; and identification **and** preliminary assessment of viable development opportunities and an ongoing implementation program.



Marshall Macklin Monaghan

LAKESHORE LODGE RESORT FEASIBILITY STUDY
Ontario Ministry of Industry and Tourism (1982)

Lakeshore Lodge is an historical resort near the Sandbanks Provincial Park in Prince Edward County. We were commissioned to assess the financial feasibility of redeveloping the lodge to a major four-season resort.

The study included initial market analysis, followed by concept development, detailed programming, the production of a resort master plan, assessment of the economic impact of the development in Prince Edward County, and a detailed financial assessment of the **future** viability of the resort development.



COMMUNITY PLAN AND LAND ENTITLEMENT

Saulteaux Indian Band, Saskatchewan

The **Saulteaux** Band **was** recently granted the rights to over 40500 acres of crown land in Saskatchewan. At that time, the Band required a development plan for the existing reserves which totalled over 6000 hectares.

Our firm was retained to prepare a development plan for the reserve, including a plan for the central area and identification of land suitable for land entitlement. Of particular concern were social **problems**, economic development opportunities, community input to the process, the preparation of a practical planning document, and selection of high potential **lands** for entitlement.

The Plan was formulated by involving a multi-disciplinary team of specialists in sociology, environmental and recreation planning, airphoto interpretation, community and regional planning and land use economy to prepare options for growth, and a comprehensive plan for 5 and 15 year time frames.

Economic opportunities on the easterly reserve landing and on the entitlement lands were identified, and the financial viability of each was discussed.



Marshall Macklin Monaghan

**COMMUNITY PLANNING AND HOUSING INFRASTRUCTURE
SERVICING FEASIBILITY STUDY**

Cat Lake

Marshall **Macklin Monaghan** is currently undertaking a **Community** Planning and Infrastructure **Servicing** Feasibility Study for Cat Lake Reserve, a Community of approximately 400 persons.

The purpose of the Study is to develop a Community Plan that is to guide the development of the Community in the next 20 years. An integral part of this Study is to identify and recommend a cost-effective servicing system that is compatible with the size, location environment and lifestyles of the Community and that it is acceptable to the Band.





Marshall Macklin Monaghan

COMMUNITY AND CAPITAL PLANNING STUDY

Kingfisher Lake

Our firm has recently been engaged to undertake a Community and Capital Planning Study for the Reserve located approximately 350 **kilometres** northeast of Sioux Lookout. The Study **will** identify and evaluate alternative servicing strategies for the Community and **develop** alternative Community Plans that will accommodate the future needs of the Community for at **least** 20 years.

Important to the success of the Study is ensuring that the alternatives are sensitive to the needs and **priorities** of the Band, that they are cost-effective and implementable.





COMMUNITY AND CAPITAL PLANNING STUDY

Big Trout Lake

Marshall **Macklin Monaghan** recently completed a Community and Capital **Planning** Study for the Big **Trout Lake Indian Band**. **The Study** identified **all** reasonable cost-effective alternatives and the capital, operating **and** maintenance costs to improve the basic services within the Community to a level which is appropriate to and compatible with the size, location, environment and Lifestyles in the Community.

A member of the Big Trout Lake Band was appointed to the Study Team to ensure Community involvement. The Study Team made numerous trips to the Community to ensure that the needs of the Community **were** properly addressed in the Study.

Several projects **that** were identified in this Study are currently in various stages of implementation. These include a maintenance garage and works yard, a water supply and distribution system, a sewage disposal system an arena and a school expansion.





Marshall Macklin Monaghan

SCHOOL SITE ANALYSTS AND CAPITAL PLANNING **STUDY**

Wapekeka (Angling Lake)

Our firm is currently finalizing a School Site Analysis and a Capital Planning Study for the **Wapekeka** Indian Band. The Capital. **Planning** Study will identify all reasonable cost-effective alternatives and the capital, operating **and** maintenance cost requirements to improve the basic community services within the Community. All alternatives identified will be appropriate to and compatible with the needs of the Community. Long-term residential and industrial development strategies will be examined. The School Site Analysis will select a school site and identify appropriate and cost-effective systems to service the new school.

To ensure Community involvement, a member of the **Wapekeka** Band has been appointed to the Study Team. The Study Team will make several trips to the Community to ensure that the needs of the Community are properly addressed.



Marshall Macklin Monaghan

COMMUNITY PLANNING AND CAPITAL FEASIBILITY STUDY, FORT
SEVERN, ONTARIO

Indian and Northern Affairs Canada

Our firm is currently undertaking a Community Planning and Capital Feasibility Study for the Fort **Severn** Indian Band. The study will identify all reasonable cost-effective alternatives and the capital, operating and maintenance cost requirements to improve basic community services to a level which will be appropriate to and compatible with the size, environment, location and lifestyles of the Community.

To ensure Community involvement in the study, a member of the Fort **Severn** Band has been named to the Study Team.



Marshall Macklin Monaghan

NORTH COAST TRIBAL COUNCIL CHATHAM DEVELOPMENT PROJECT

Marshall Macklin Monaghan was engaged by the NCTC in Prince Rupert to develop a project on a one acre parcel owned by the group on the waterfront of Prince Rupert. The project which has both a tourism component and a strong commercial component with residential and commercial uses involved the following: — market studies, costing and financial feasibility. Various means of capitalization were explored and the most appropriate recommended. Organization recommendations included job descriptions for the major company functions.



**MOOSE FACTORY ISLAND: SEWAGE COLLECTION AND TREATMENT
SCHEMES**

Department of Fisheries and Environment

Three communities share the inhabited part of this Island on the Moose River, north of James Bay. Our firm undertook a study to determine the most viable options for providing sanitary services to the three communities, collectively and separately.

We evaluated five sanitary servicing schemes which **could** serve the **Island** communities up to the year 1997, and recommended one which called for a common gravity sanitary sewerage network, three pumping stations and a water pollution control plant. In order to meet effluent standards, secondary treatment in the form of extended aeration activated sludge was proposed.

AYERS COVE COTTAGE DEVELOPMENT - SUBMISSION PLAN

PROJECT: 81 COTTAGE LOT DEVELOPMENT,

LOCATION: EAST SHORE OF LAKE WINNIPEG, NEAR MANI GOTOGAN
MANITOBA,

CLIENT: AYERS COVE RESORTS LTD.

PERIOD: 1977 - 1979

DESCRIPTION: NINETY-EIGHT HA (243 ACRES) OF HEAVILY TREED
SHORELINE WITH A NATURAL, DEEP WATER HARBOUR.
DESIGNED TO A DENSITY OF 3 LOTS PER GROSS
ACRE, EACH SITE AVERAGES ONE-HALF ACRE IN SIZE.
PROVISION HAS BEEN MADE FOR DEVELOPMENT OF A
MARINA WITH PARKING LOT AND BOAT LAUNCHING SITE

INVOLVEMENT: AS COMMUNITY AND RECREATION PLANNER WITH THE
UMA GROUP, PREPARED ALL PRELIMINARY CONCEPT
AND FINAL SUBMISSION DRAWINGS AS WELL AS
ASSISTING IN THE FINALIZATION OF THE TERMS OF
THE DEVELOPMENT AGREEMENT WITH PROVINCIAL
AUTHORITIES,

OSLAND PROPERTIES - PRELIMINARY CONCEPT PLAN

PROJECT: 104-ACRE MIXED RESIDENTIAL HOUSING DEVELOPMENT,

LOCATION: SE CORNER OF LAGIMODIERE BLVD. AND TRANS
CANADA HWY. EAST IN WINNIPEG,

CLIENT: OSLAND PROPERTIES LTD.

PERIOD: 1979 -

DESCRIPTION: FEATURING A 2 HA (5 ACRE) STORM WATER RETENTION
LAKE, THIS 42 HA (104 ACRE) SITE FEATURES
A MIX OF SINGLE FAMILY HOUSING, ROW TOWN
HOUSING AND THREE STOREY WALK-UP APARTMENTS
FOR AN OVERALL GROSS DENSITY OF 19.3 DWELLING
UNITS PER HA (7.8 DU/AC.).

INVOLVMENT : AS SENIOR PLANNER WITH W. L. WARDROP & ASSOC,
LTD, , PREPARED NUMEROUS PRELIMINARY CONCEPT
PLANS, PLUS A FINAL SUBMISSION DRAWING WHICH
WAS APPROVED IN PRINCIPAL BYCITY OFFICIALS,