



## Corporate Profile

2022 - 2023



# About Us

TRC Tourism is a leading international tourism, recreation and conservation planning consultancy based in Australia and New Zealand. Led by Director Janet Mackay, TRC has worked in these fields of tourism for over 20 years.

The TRC team is made up of in-house consultants and support staff based in Australia and New Zealand, with a group of specialist partners who bring their skills and knowledge to relevant projects as needed. Our team members have a range of backgrounds including park management, recreational planning, tourism and commercial development, marketing, economics, travel and trail experience, and project management.

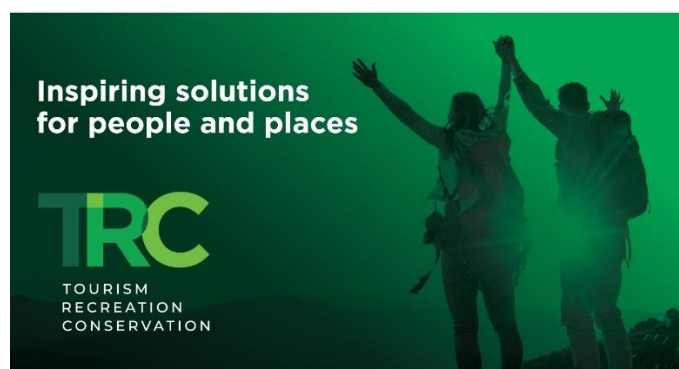
TRC specialises in tourism planning, destination management and development; product and experience development and feasibility studies; recreational trails projects for mountain biking, walking, running, horse riding and aquatic trails; Indigenous tourism and product development, and interpretation planning.

We are renowned for our significant experience, out-of-the-box thinking, and passion for sustainable tourism and recreation. TRC offers a professional, holistic approach with innovative, creative thinking to provide solutions tailored to our clients' needs.

TRC's clients include national, state and local governments, private investors, non-governmental organisations (NGOs), community groups and international development agencies. Our experts are passionate about providing the best solutions possible for every client on every project.

*TRC Tourism acknowledges the Indigenous peoples of the lands, waters and communities we work together with. We pay our respect to their cultures; and to their Elders – past, present and emerging.*

Scan QR code to watch our corporate video or [CLICK HERE](#)



# Sustainable Destination Planning and Management

Destination sustainability is imperative. Major disruptions such as pandemics, climate change and new technologies are influencing the way communities feel about tourism, the way visitors make decisions and the way industry responds to these changing expectations.

## How do you plan with purpose?

- Articulate a strong united vision with community, government and industry
- Identify the benefits you want
- Build capability and strong, resilient local communities
- Abandon traditional approaches to destination planning
- Focus on environmental and cultural advocacy and stewardship
- Connect and engage with local Indigenous communities to capture their aspirations and build the destination's value proposition
- Support decision making with evidence
- Seek out new product and experience development opportunities
- Create new opportunities for investment and business development
- Collaborate with new partners and consider new organisational structures to get the best result
- Monitor and evaluate the environmental, social, cultural and economic benefits of tourism
- Consider risks and prepare for managing crisis and change.

We are committed to the application of the United Nations Sustainable Development Goals (SDGs) and the New Zealand Tourism Sustainability Commitment. TRC is a member of the Global Sustainable Tourism Council (GSTC), and our team holds GSTC Professional Certificates in Sustainable Tourism. Our sustainable tourism practitioners provide practical advice on how to maximise the social, economic, environmental and cultural benefits of tourism.

## What we deliver

- Destination planning
- Stakeholder engagement and consultation
- Define the destination
- Build case and investment prospectus
- Ecotourism accreditation.

## What's in it for you?

Destination Management Planning can help you:

- Understand the current visitor offer, how it aligns with target markets, and the opportunities, gaps and challenges
- Review what other destinations offer to understand how your unique proposition will stand out from the crowd
- Work with various project partners and the local community to develop a united vision and define your destination
- Deliver destination priorities and understand the potential costs and resources required
- Secure funding through attractive business cases and Investment prospectuses
- Grow visitor awareness, visitor numbers, length of stay and visitor satisfaction, while also fostering sustainable, happy and healthy local communities.

# Recreational Trails

Our team works extensively on all aspects of trail planning including trail master plans, mountain bike strategies, multi-day walk product development, integrated regional trails strategies, cycleway planning, rail trails and drive trails. We also offer feasibility studies to assess the economic benefits of trail development.

## Our Approach

Trail-based activities are increasing in popularity, and users expect more from their trail experiences. Destinations must take a strategic approach to trail development and management. Whether it's walking, mountain-biking, equestrian, aquatic or driving-based experiences, recreational trails are now an integral product for many destinations.

But with increased interest comes increased competition for funding. Without a solid plan, your trail initiatives could ... well, just trail off. TRC takes a deliberate and proven approach to ensuring your destination gets the most out of its trails — both new and existing.

Our experienced team fully considers the broader sustainability, environmental, social, education and economic opportunities of recreational trail development, so your stakeholders can be sure you are on the path to success.

### What we deliver

- Current trails review
- Feasibility studies
- Strategic planning
- Stakeholder engagement
- Support for ongoing trail management

### What's in it for you?

- Attract more visitors to your destination with quality trail experiences that meet user needs, are marketed effectively, and are designed and managed efficiently and sustainably
- Facilitate business and economic development by developing trails that are supported by the right access, facilities, services, products and accommodation
- Secure grant funding with business cases that clearly highlight the health, economic and social benefits of trail development
- Improve your residents' health and wellbeing by getting them outdoors and active.

# Conservation and Protected Area Visitor Management

TRC's foundations are built on finding the right balance between tourism, recreation and conservation. Our team of experienced protected area managers and tourism industry experts is key to successfully achieving this outcome.

People need parks and special places, to connect with nature, socialise with family and friends, and to learn, grow and benefit from. Parks need people too – to care, protect, appreciate, respect and advocate for them.

We work alongside park managers and community stakeholders to achieve this mutually respectful and beneficial relationship between the Park, managers, community, visitors and Traditional Owners.

## Our Approach

Visitor Management is not just a tool to control visitor behaviour. It's a framework that enables the understanding of visitor behaviour so it can be modified to demonstrate awareness and protection of park values.

This is achieved through education, exceptional nature-based experiences and strategic communication.

Observation, open communication, monitoring, benchmarking and best practice are all aspects of conservation and visitor management that enable a sustainable balance to meet the needs of both park and people.

## What we deliver

- Visitor management strategies
- Park management plans (including World Heritage and jointly managed reserves)
- Site planning and specific projects
- Visitor interpretation plans
- Feasibility studies
- Evaluation and performance.

## What's in it for you?

- Attract more visitors through the development of in-park experiences and facilities that meet user needs
- Apply best-practice planning and management techniques, and innovative approaches to address stakeholder concerns and aspirations
- Secure grant funding with business cases that clearly highlight the health, economic, cultural and social benefits of in-park experiences and facilities
- Improve your residents' health and wellbeing by getting them outdoors and active.

# Indigenous Tourism

TRC is passionate about working together with traditional custodians and communities in both urban and remote locations across Australia, New Zealand and the Pacific. We recognise the unique value cultural immersion provides for visitors and the critical value cultural tourism affords local communities and remote townships – economically, socially and culturally.

## Our Approach

Our specialists use a participatory planning approach to sensitively and respectfully work together with local Indigenous people. This approach fosters trust and mutual understanding from both a tourism and cultural perspective. Local people own and set the priorities and parameters for tourism. They decide what can and cannot be shared and decide on the benefits they want to achieve through tourism. We also work with Indigenous communities in national park and protected area planning and in developing joint management plans and partnership approaches.

There is no one-size-fits-all approach for Indigenous tourism. Cultural obligations, responsibilities, protocols, values, traditions and levels of desired involvement will vary. Using an Indigenous lens, we learn what local people want from tourism and, from their perspective, the things that visitors can see, do, learn and immerse themselves in.

## What we deliver

- Product and experience development
- Storytelling workshops
- Joint management plans
- Feasibility studies
- Strategic planning
- Tourism capacity building
- Regional Indigenous tourism plans
- Community action plans
- Site specific planning
- Interpretation planning
- Prospectus writing
- Business cases and grant writing services

## What's in it for you?

- Working with a team that understands the sensitive approach required in tourism planning and management and the complexities of balancing tourism, community interests, development and conservation
- Attract more visitors to your destination through quality experiences that meet user needs, are marketed effectively, and are designed and managed efficiently
- Facilitate business and economic development by developing products that are supported by the right facilities
- Secure grant funding by developing business cases that clearly highlight the economic, social and cultural benefits
- Training and mentoring in the tools and skills needed to be involved in tourism at any level (passive, engaged, leading).

# Visitor Interpretation Planning

*Meaningful places matter to us — when a visitor to a place extracts such meanings, the place is assured of living forever in the human mind.*  
Professor Sam Ham, 2002

Interpretation is embedded in every aspect of a visitor experience. It's the stories people hear that initially attract them to a place. It's what they learn, and how they interact and connect once they have arrived. These stories form the important messages they take away with them - making your story part of their story to be shared with family and friends back home.

## Our Approach

Visitors seek opportunities to learn about the people and places they visit. Interpretation provides this opportunity, connecting visitors to our stories and increasing their understanding and awareness of our culture, our natural places and our history. Interpretation also allows us to effectively share messages, motivating and moving our visitors to act appropriately, become advocates and help us protect our special values. Interpretation planning is about 'getting the story right' so the appropriate themes and stories are shared; reducing misinterpretation, fabrication and assumption. Interpretation is: A means of communicating ideas and feelings which help people enrich their understanding and appreciation of the world, and their role within it (Interpretation Australia).

### What we deliver

- Undertake an experience assessment
- Develop story themes and key messages
- Understand your markets
- Deliver interpretation plans and strategies
- Design site concept plans/master plans.



## Meet the Team

Get to know the award-winning TRC team. Located around the world, our consultants, associates and partners are here to deliver the best possible results on your project.



**Janet Mackay**

Director | Australia & New Zealand



**Penny Spoelder**

Senior Consultant | Canberra, Australia



**Tracey Diddams**

Consultant | Alice Springs, Australia



**Chris Ord**

Consultant | Melbourne, Australia



**Tracy Johnston**

Senior Consultant | Marlborough, New Zealand



**Chris Rose**

Senior Consultant | Melbourne, Australia



**Alistair Henchman**

Senior Consultant | Canberra, Australia



**Natasha Paul**

Consultant | Adelaide, Australia



**Chris Halstead**

Senior Consultant | Adelaide, Australia



**Kylie Ruwhiu-Karawana**

Senior Consultant | Dunedin, New Zealand



**Debby van der Scheer**

Senior Consultant | Raglan, New Zealand



**Lee Brulisauer**

Consultant | Jindabyne, Australia



**Jo Davis**

Business Manager |  
Jindabyne, Australia



**Donna Graf**

Finance Manager |  
Jindabyne, Australia



**Lisa Cheeseman**

Marketing / Project Support  
| Coffs Harbour, Australia



**Michelle Lindsay**

Project Officer |  
Jindabyne, Australia



**Kellie Willis**

Project Support |  
Gippsland, Australia



**Molly Robinson**

Admin Support |  
Hobart, Australia



**Dr Allison Anderson**

Specialist Partner, Tourism  
and Market Research |  
Australia



**Shane Dredge**

Specialist Partner –  
Indigenous tourism |  
Australia

# Testimonials

## Gippsland Destination Management Plan

“Janet and the TRC team did a great job with the Gippsland Destination Management Plan and I would recommend them to any regional tourism organisation.”

**Terry Robinson | CEO | Destination Gippsland**

## Development of the Pacific Sustainable Tourism Policy Framework

“The high level of professionalism of the team and all-encompassing support offered by TRC gave us assurance in completing our project on time and within the limited resources despite these challenging times.”

**Christina Leala-Gale | Pacific Tourism Organisation**

## Trust Tairāwhiti – RTO Support and Product Development Projects

“Tracy and the TRC team just get it. Their depth of knowledge about the tourism industry has made all the difference for us. It’s accelerated our growth and unlock our potential”

**Adam Hughes | General Manager | Trust Tairāwhiti**

## Rutherglen Destination Management Plan

“The Rutherglen Destination Management Plan 2022-2027 is a highly professional and insightful DMP. It was a pleasure working with Chris Rose and the TRC team.”

**Susannah Doyle | Indigo Shire Council**

## Wellington Regional Trails Framework

“In 2017 TRC worked with land managers and stakeholders from around the Wellington Region to develop the Wellington Regional Trails Framework. TRC’s destination management expertise, experience and professional approach was critical to the success of this ambitious project, that has seen 11 different agencies align their approaches and come together to move Wellington from an ‘under the radar’ network of tracks to a world class trails destination for residents and visitors alike.”

**Sarah Murray | Community Partnerships Manager Parks, Sport and Recreation | Wellington City Council**

# Committed to Tourism that Contributes Positively to Society

TRC Tourism is committed to tourism that contributes to society. We believe tourism, done well, can be a driver of positive change contribute towards global sustainable development goals.

Every tourism destination relies on a well-functioning society, a healthy environment and a stable economy. Our vision is to create outstanding destinations that provide value for residents and visitors, empower women, alleviate poverty and protect the natural and cultural assets upon which the tourism industry depends.

The UN Sustainable Development Goals (SDGs) provide the overarching framework that shape, steer and communicate TRC's work, both in the advice we give to our clients and in the way we conduct our business. The 17 goals aim to advance global development in a way that creates better lives for the people of the world without causing damage to the environment, other people or civic institutions. The Global Sustainable Tourism Council framework also guides our work.

TRC provides solutions for our clients that maximise benefits against the SDGs and enhance their community and environment.

As part of our daily operations, TRC consumes resources. We strive to incorporate sustainability practices into all elements of our business.

As a consumer we are responsible for reducing negative environmental impacts. As an employer, we are responsible for contributing to a socially conscious labour market and creating an organisational culture that naturally incorporates sustainability into every project.

Carbon Neutral Company



Pathzero

## AUSTRALIA

For a long time, TRC has been advocating, educating and providing environmentally and socially sustainable solutions for tourism, recreation and conservation projects. When reassessing our own values recently, we asked ourselves if we were doing enough in our own business. Pathzero has helped TRC Australia assess our carbon impact, and with some small changes, we are now proudly carbon neutral. TRC's mantra is about making a difference for people and places. Joining the net zero movement honours this philosophy.



BUSINESS OPERATIONS

## NEW ZEALAND

TRC New Zealand is proud to be certified Zero Carbon Business Operations with Ekos. We have measured and offset 120% of our carbon footprint for the scope 1, 2 and 3 CO<sub>2</sub>e emissions with certified carbon credits. This footprint includes emissions relating to electricity, flights, accommodation and non-company vehicles. The carbon credits are sourced from projects that grow and protect forests in New Zealand and the Pacific Islands and help to deliver climate resilience, waterways protection, erosion control, biodiversity conservation and community economic development

## Australia

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