

TRC



CORPORATE **PROFILE**

2025

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
Jindabyne, Australia



Kylie Ruwhiu-Karawana

Managing Director
Dunedin, New Zealand



Chris Rose

Senior Consultant
Melbourne, Australia



Penny Spoelder

Senior Consultant
Canberra, Australia



Chris Halstead

Senior Consultant
Adelaide, Australia



Tracy Johnston

Senior Consultant
Marlborough,
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Tracey Diddams

Senior Consultant
Alice Springs, Australia



Alistair Henchman

Senior Consultant
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Debby van der Scheer

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Raglan, New Zealand



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Senior Consultant
Melbourne, Australia



Lee Brulisauer

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Newcastle, Australia



Michelle Lindsay

Project Officer
Jindabyne, Australia



Jo Davis

Project Manager
Jindabyne, Australia



Donna Graf

Finance Manager
Jindabyne, Australia



Melissa Harrington

Administration/
Design Support
Jindabyne, Australia



Lisa Cheeseman

Marketing/Project Support
Coffs Harbour, Australia

ABOUT US

TRC Tourism (TRC) is a global leader in providing sustainable solutions for people, place and community, with over 800 successful projects in 25 years. Our expert team is known for its honest adaptable, resilient and practical approaches, driven by a shared passion for sustainable tourism.

We specialise in:

- Sustainable destination management and development
- Recreational trails
- Conservation and protected area visitor management
- Indigenous tourism and product development
- Visitor Interpretation planning

TRC is recognised for its extensive experience, innovative thinking, and focus on sustainable tourism and recreation. We provide tailored solutions using a professional and comprehensive approach.

Our clients include national and local governments, private investors, non-governmental organisations (NGOs), community groups, and international agencies. Our goal is to enhance the lives of people and their communities through tourism, ensuring economic, social, and environmental sustainability.



**Sustainable solutions
for people, places
and communities**

TRC
TOURISM

Acknowledgement of Country

TRC Tourism acknowledge First Nations peoples of the lands, waters and communities we work together with. We pay our respects to their cultures; and to their Elders – past, present and emerging.

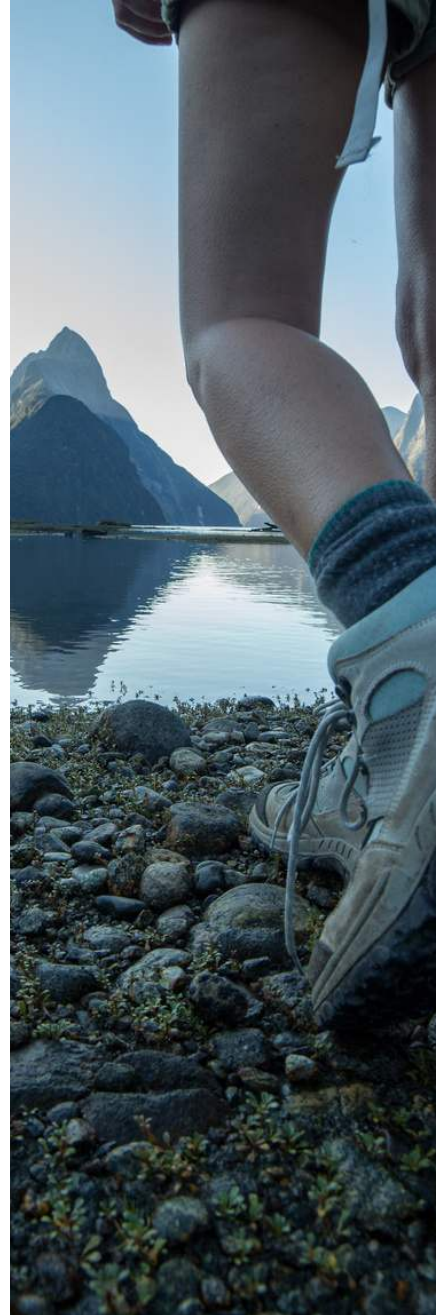
SUSTAINABLE DESTINATION PLANNING AND MANAGEMENT

Balancing the needs of the community with those of visitors is critical to protecting the very nature and culture of the places that make our world so special. TRC Tourism is working with clients from all over the world to redefine the purpose of tourism and the benefits it can bring. It's the good side of tourism that we need more of — the one that gives back to the people and the places we visit.

Planning with purpose is about prioritising the benefits tourism can bring for everyone. It's about amplifying the quality of tourism over the quantity or volume of tourism. It's about maximising the quality of life for host communities, protecting our ecosystems, our cultures, and the quality of experiences offered for visitors. Instead of thinking about how much value we can extract from tourism, here at TRC Tourism, we think about how many benefits we can generate from tourism for the people and the places we love

What we deliver

- Sustainable destination planning
- Stakeholder engagement and consultation
- Product and experience development
- Feasibility studies and business planning



RECREATIONAL TRAILS

We understand that trails are more than just paths—they are essential experiences that connect people to nature, culture, and community. Whether you're developing a mountain bike network, a multi-day walking track, or a regional cycleway, our expert team is here to guide you through every stage of your trail journey.

As trail-based activities continue to grow in popularity, destinations are increasingly recognising the importance of strategic trail planning and management. TRC Tourism offers a holistic approach to recreational trail development that goes beyond just the trail design. We ensure your trails are integrated into the broader vision of your destination—maximising economic, environmental, cultural and social benefits while enhancing the visitor experience.

Our Approach to Recreational Trail Planning

Creating successful trails takes careful planning and a deep understanding of the needs of both visitors and local communities. From initial scoping to long-term management, we provide the expertise and insights needed to ensure your trails not only meet market demand but also contribute to the sustainable growth of your destination.

We believe that well-planned trails are key to boosting local economies, creating jobs, and fostering community pride. Our approach incorporates best practice in sustainability, stakeholder engagement, and governance, ensuring that your trails thrive long after they are built.

You can download a copy of our TRC Trails Profile from the [TRC Website](#).

What we deliver

- Trail Network Review & Analysis
- Feasibility & Business Case Development
- Strategic Planning & Master Planning
- Stakeholder & Community Engagement
- Ongoing Management & Sustainability



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.

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 protected area 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.

TRC works with a broad range of protected area managers, developers, agencies, NGOs and their stakeholders to find the right visitor management balance.

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.



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 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

- Getting started – grants and business planning
- Product and experience development
- Marketing strategy
- Operations management, training and mentoring
- Consultation and facilitation
- Concept design and master plans
- Business cases and feasibility studies
- Storytelling and visitor interpretation planning
- Indigenous tourism plans, strategies and frameworks for Destinations
- Joint Management Plans for Protected Areas
- Engagement Services



VISITOR INTERPRETATION PLANNING

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.

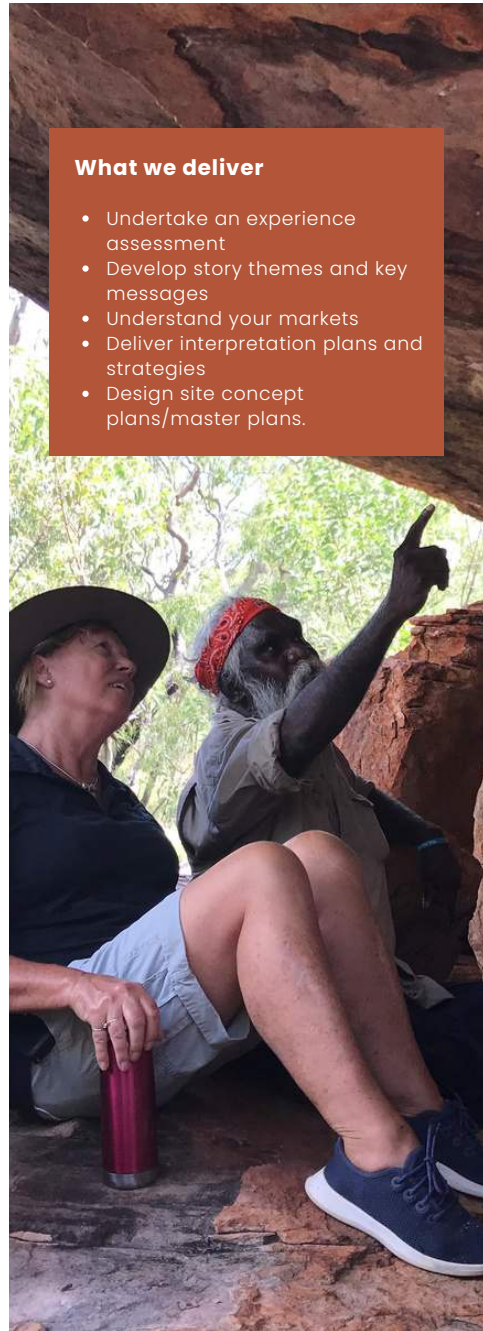
Visitors seek opportunities to learn about the people and places they visit. Interpretation provides this opportunity, connecting visitors to our stories and increasing their understanding and awareness of our culture, our natural places and our history. Interpretation also allows us to effectively share 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).

"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

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.



TESTIMONIALS

Trust Tairāwhiti RTO Support and Product Development Projects

"TRC come with real mana and gravitas. When we introduce them to our operators, they really, truly can see that we've brought in outside expertise and that the knowledge that's being shared with them and the guidance that's been given is really top-notch and it allows them to really step up faster than they would otherwise."

Adam Hughes, General Manager, Trust Tairāwhiti



NSW Central West Cycling Strategy

"Janet and the team from TRC understood the project brief and undertook the project with enthusiasm. The consultation sessions, draft strategy and reviews were all delivered in a timely manner. I wouldn't hesitate to consider TRC for future strategic work."

Sean Haylan, Destination Central West

Dambimangari Visitor Plan

"We chose to work with TRC due to their specialised expertise in developing detailed Visitor and Tourism Plans, uniquely suited to the land and sea country of the Kimberley region. With their deep experience, TRC was able to effectively consult with our members, ensuring that the voices and perspectives of our community were central to the process. They demonstrated a strong understanding of the unique cultural and environmental considerations of our land, and translated the gathered insights into a practical and actionable document. The final plan will be a vital tool in guiding sustainable tourism and fostering positive engagement with our country."

Pamela Jennings, Dambimangari Aboriginal Corporation



Goulburn Region Destination Management Plan

"TRC Tourism recently delivered the Goulburn Region Destination Management Plan. This was the first plan of its kind for the current regional model and TRC led the way to ensure that the output was fit for purpose for our region, realistic to our current position whilst also acknowledging future ambitious and potential of our region. The team provided us with profession service, delivered fantastic stakeholder engagement and were great to deal with every step of the way. We would not hesitate in recommending TRC Tourism."

Alarna Timmins, Goulburn Region Tourism Partnership



Dudley Trail Master Plan

"TRC Tourism have excellent technical knowledge in the space of trail planning, and the skill to lead communities through very delicate negotiations. Their passion for communities is evident. Our resulting plan is of high quality and will allow us to easily implement this to detail design and construction."

Megan Harvie, Kangaroo Island Tourism Alliance

Wairarapa Māori Tourism Strategy

"Kylie Ruwhiu-Karawana is an outstanding consultant in my opinion. She quickly developed a rapport with my Stakeholders and was able to draw from them effectively and efficiently their thoughts and feelings on the proposed project. She has excellent business acumen, is able to think strategically, and she communicates both in her reports and verbally in a clear and concise manner. Kylie is easy to get along with, and was very accommodating when timelines blew out. I enjoyed working with Kylie and would have no hesitation to recommend her services."

Anna Nielson. Destination Wairarapa



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.

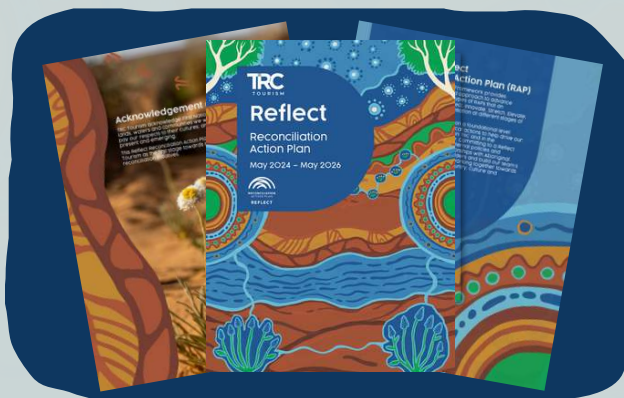
As a consumer we are responsible for reducing negative environmental impacts. As an employer, we are responsible for contributing to a socially conscious labour market and creating an organisational culture that naturally incorporates sustainability into every project.



Reconciliation Action Plan

To support the TRC team and partners in formalising the foundations of our reconciliation journey, TRC has developed the Reconciliation Action Plan REFLECT May 2024–May 2026.

This document will inform and empower our current team with the skills and approaches they need to support meaningful reconciliation engagement. It will encourage the growth of our team with additional First Nations tourism specialists and create opportunities for future internships and training.



Title: Desert Moon under exclusive licence to TRC Tourism.
Artist: Samantha Campbell, Coolamon Creative.

“Our whole team is committed to operating under this RAP and view it as an integral part of our mission to build a better, more inclusive future. It is an honour to work and walk alongside our Indigenous partners, and we look forward to driving positive change through respectful and impactful engagements.”

Janet Mackay, Kylie Ruwhiu-Karawana, Directors, TRC Tourism

You can download a copy of our RAP from the [TRC Website](#).



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