ABOUT TRC

TRC is a leading international tourism, recreation and conservation consulting firm with offices in Australia and New Zealand.

We offer a holistic, professional approach with innovative, creative thinking to provide integrated solutions.

The TRC team has been working in the fields of tourism, recreation, conservation and culture for over 25 years. We have worked in a range of settings across more than 35 countries, from large urban environments to remote wilderness areas. Project locations have included the Pacific Islands, outback Australia, New Zealand and as far afield as Mongolia and Europe.

Our work is always varied, challenging and interesting reflecting the special and unique nature of each project and client. The broad spectrum of our consultants’ experience incorporates advice and solutions from start-up businesses to leading large-scale planning projects involving multiple agencies.

Our clients include both country and local governments, private investors, non-government organisations (NGOs) and international development agencies.

SERVICES

- Tourism planning, destination management & experience development
- Recreational trails
- Conservation, parks protected areas and resource management
- Indigenous tourism, planning and business support
- Product development and feasibility studies
- Interpretation Planning
THE TEAM

We work with clients all over the world to create superb, competitive destinations.

Our TRC Team, led by Director Janet Mackay, is made up of in-house consultants and support staff based in Australia and New Zealand, with a pool of Specialist Consultants.

The TRC Team members have a range of backgrounds including tourism and commercial development, marketing, financial feasibility assessment, project management, park management, public administration, economics and recreation planning.

We have strong partnerships with other specialist companies in infrastructure, economics, aviation, online marketing, environmental management, media and PR. These relationships mean we bring the right mix of expertise to handle challenging assignments of any scale.

From the outset, the TRC team were responsive, intelligent, forward thinking and always available.

MANDY KENNEDY, CEO
QUEENSTOWN TRAILS TRUST
TOURISM PLANNING, DESTINATION MANAGEMENT & EXPERIENCE DEVELOPMENT

TRCs depth of planning experience includes projects in some of the world’s least developed areas through to mature destinations and advanced economies. We have worked at local, regional and national levels, across borders and around the world.

We offer clients and communities practical and innovative solutions that maximise the potential of a destination’s natural, cultural and economic assets. Our goal is to deliver sustainable benefits for both communities and the tourism industry.

Our company is at the forefront of destination planning and the creation of distinctive destinations which stand out in a competitive environment. It is important for a destination’s success to target the right markets, develop the right products and employ effective mechanisms for communication with markets and delivery of services and infrastructure to support visitation.

In Australia, TRC is a leader in planning world class visitor experiences in Australia’s National Landscapes; regions with outstanding natural and cultural attractions developed for international and domestic visitor markets.

Our destination experience and management plans have won Awards for Planning Excellence from the Planning Institute of Australia.

SERVICES INCLUDE:
- Destination management and planning
- Tourism strategies and development plans
- Policy analysis and advice
- Product and experience development
- Market analysis
- Marketing strategies
- Strategic trail planning

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

Australia
- Gippsland Destination Management Plan (Destination Gippsland)
- Northern Beaches Destination Management Plan (Northern Beaches Council)
- Fraser Coast Marine and Land Based Tourism Infrastructure (Fraser Coast Regional Council)
- Port Macquarie-Hastings LGA Destination Product Audit (Port Macquarie-Hastings LGA Destination Product Audit)
- Snowy Monaro Destination Management Plan (Snowy Monaro Regional Council)
- Wanneroo Tourism Strategy and Action Plan (City of Wanneroo)
- Barkly Region Tourism Master Plan (Barkly Regional Council)
- East MacDonnell Plenty Highway Tourist Master Plan (Central Desert Regional Council)
- Port Macquarie-Hastings LGA Destination Product Audit (Port Macquarie-Hastings LGA Destination Product Audit)
- Kiama Tourism Opportunity Plan (Kiama Municipal Council)
- Sapphire Coast Destination Management Plan (Sapphire Coast Tourism)

New Zealand
- Porirua Visitor Strategy (Porirua City Council)
- Kapiti Gateway Centre Feasibility report (Kapiti Coast District Council)
- Omaka Aviation Heritage Centre Feasibility Assessment (Omaka Aviation Heritage Centre)
- Gisborne Tairawhiti Regional Visitor Growth Plan (Gisborne District Council)
- Activate Tairawhiti Regional Tourism Organisation Strategy and Planning Documentation (Activate Tairawhiti)
- Olympic Museum Visitor Demand (Marlborough District Council)
- Brook Waimarama Visitor Experience Plan (Brook Waimarama Sanctuary)
- Upper Hutt City Council Tourism Action Plan (Upper Hutt City Council)
- Burke Station Tourism Opportunities (Mt Burke Station, Wanaka)

Pacific
- Niue Sustainable Tourism Plan (Niue Tourism Board)
- Cook Islands Tourism Crisis Management Plan (Cook Islands Tourism Marketing Corporation)
- Niue Oceans Wide Marine Tourism Certification Standards (Niue Tourism Board)
- Niue Experience Development Strategy (Niue Tourism Board)
- Fiji Tourism Development Plan 2015-2020 (Ministry of Tourism, Fiji)
RECREATIONAL TRAILS

Our team works extensively on all aspects of trails planning including mountain bike strategies, iconic multi day walk product development, trails master plans and feasibility studies, integrated regional trails strategies, cycleway planning, rail trails, drive trails as well as assessment of the economic benefits of trail development.

With increasing investment in trail infrastructure globally, trail upgrades and new products need to be competitive to attract visitors, make a return on investment and generate economic and employment opportunities in a region. We are experienced in planning for all the features of success — the right products, distinctive market positioning, quality infrastructure, support services and workable management and investment arrangements.

Many of our projects have been successful in attracting grant funding and we have also assisted in developing governance and funding models for the sustainable future of trail projects. This includes several million dollars in funding for mountain biking trails near Derby in north east Tasmania for which TRC developed a feasibility assessment and concept plan in 2013. Now opened (or under construction) these new facilities have already attracted numerous visitors and a major competition.

SERVICES INCLUDE:

- Strategic recreational trail planning – including for walking, cycling, shared and mountain biking trails; rail trails; drive trails
- Trail destination planning
- Multi-day trail experience planning
- Feasibility assessment of trail proposals
- Trail concept plans and master plans
- Cycleway planning
- Economic assessment of the benefits of trail development
- Advice on trail governance and investment models
- Stakeholder and community engagement
CONSERVATION, PARKS PROTECTED AREAS AND RESOURCE MANAGEMENT

TRC’s original specialty was in sustainable management of the interface between conservation and development. This remains the mainstay of much of our work. We are passionate about the protection of the world’s natural and cultural heritage; planning for quality, sustainable visitor experiences in these special places; and assisting communities to benefit from protected areas.

The TRC team has a long history of working alongside park managers and community stakeholders to provide effective, best practice planning, management, recreation and business solutions. We offer innovative approaches backed up with solid research to address community concerns and aspirations. Our plans aim to encourage community stewardship of parks and contain mechanisms for community and public/private partnerships to assist management, conservation, resourcing and delivery of quality visitor experiences. Mechanisms of best practice adaptive management through monitoring and performance indicators.

We have planned for management and tourism in protected and other natural and cultural heritage places throughout Australia, New Zealand, Asia and the Pacific. Many of our tourism and trail plans are located in protected and other natural areas. Our experience includes planning for parks and reserves in or near urban areas, popular national parks, remote areas, joint management parks, large natural/cultural landscapes of multiple parks and World Heritage Areas.

SERVICES INCLUDE:
- Park management plans
- Visitor management and recreation planning
- Master plans and site planning
- State-wide park visitor strategies
- Planning for World Heritage Areas
- Urban open space planning
- Visitor monitoring
- Commercial business assessment
- Staff training
- Organizational change and operational reviews
- Preparation and delivery of expert evidence for planning hearings
- Planning investigations
- Technical audits of third-party reports
- Evaluation of conservation projects
- Stakeholder and community engagement

RECENT PROJECTS

Australia
- Yandina Wetlands Concept Plan (Unity Water)
- Mt Keira Summit Park Plan of Management (Wollongong City Council)
- Port Noarlunga Strategic Directions Report (DEWNR (Government of South Australia))
- West Belconnen Conservation Reserve Plan of Management (Riverview Group)
- Tidbinbilla Nature Reserve Visitor Experience Strategy (Namadgi National Park)
- Northern Territory Parks and Wildlife Tourism and Recreation Masterplan (NTPW)
- Mole Creek Caves Visitor Management and Business Plan (Parks Tasmania)
- Sustainable Tourism and Recreation Strategy for NSW National Parks (NSW NPWS)
- Visitor Management Strategy for SA Parks (SA Department of Environment and Heritage)
- Uluru-Kata Tjuta National Park Organisational Review (Parks Australia)
- Kakadu Organisational Review (Parks Australia)
- Bicentennial National Trail, Tom Groggin to Geehi Signage Plan (NSW National Parks Wildlife Service)
- Three Capes Track Social Values Study (Tasmanian Parks and Wildlife)
- Molonglo River Park Concept Plan Project, Recreation Planning (Hassells and ACT Government)

New Zealand
- Economic Impact Assessment for Ahuriri Conservation Park (Department of Conservation)
- Brook Waimarama Sanctuary Nelson (Brook Waimarama Sanctuary Trust)
- Assessment of Effects – Salmon Farm Expansion, Marlborough Sounds (King Salmon)
- Porter Heights Ski Area Redevelopment (PSA Capital Ltd)
- Salmon Farm Relocation Marlborough (New Zealand King Salmon)
- Preparation of Evidence for Project West Wind Farm, Wellington (Meridian Energy)
- Expert Witness Advice in Relation to the Creation of a New Mussel Farm, Kaipara Harbour, Northland (Mitchell Partners)
- Development of a Visitor Strategy for the Orongorongo and Catchpool Valleys, Wellington (Department of Conservation)
- Issues, Options and Management Framework for Rangitoto and Motutapu Islands, Hauraki Gulf (Department of Conservation)
- Visitor Monitoring Study at Fox Glacier, Cape Foulwind and Franz Josef Glacier (Department of Conservation)

Rest of World
- Hin Nam No, National Protected Area - Tourism Strategy

INSPIRING SOLUTIONS FOR PEOPLE AND PLACES
INDIGENOUS TOURISM, PLANNING AND BUSINESS SUPPORT

We work extensively with indigenous communities in planning for tourism enterprises and assisting in bringing them to fruition. We also work with indigenous communities in park planning and the development of joint management plans and partnership approaches.

TRC recognises that for many Indigenous communities and groups management of their traditional country and development of indigenous tourism and other enterprises are central to their cultural, social and economic wellbeing. We have worked with many Indigenous communities and groups across Australia, New Zealand, the Pacific and Asia to assist them to realise their aspirations, develop workable solutions and extend their management and business capacities.

When working with Indigenous communities we take a partnership approach that respects their culture and decision making processes. We work interactively with Indigenous clients to build relationships and develop realistic yet creative solutions that they and their community support. Throughout a project we involve Indigenous stakeholders in making decisions and building their understanding and capacity to deliver the desired outcomes. We aim to include measures for mentoring, training and other capacity building to achieve sustainable ongoing outcomes.

In Australia TRC has been involved in assisting Aboriginal Traditional Owners plan for and benefit from parks and protected areas on Aboriginal land and marine areas. We have worked with many Aboriginal communities to develop tourism and other businesses and have assisted Aboriginal tourism operators develop successful products.

OUR SERVICES INCLUDE:

- Joint Management Plans for Indigenous-owned parks and protected areas
- Strategic planning to protect Indigenous country and cultures and provide opportunities for employment and economic development
- Tourism product development
- Tourism capacity building – business planning, development, mentoring and training
- Business planning and capacity building
- Community planning

RECENT PROJECTS

- Kalumburu Business planning (Kalumburu Aboriginal Corporation)
- Galeena Beek Feasibility Study (Wurundjeri Aboriginal Corporation)
- Murrook Cultural Centre Strategic plan (Worimi Local Aboriginal Land Council)
- Murdi Paaki Region Scope the Feasibility of a Tourism Strategy (NSW Dept of Premier and Cabinet)
- Bunuba Country Tourism Prospects (Government of Western Australia, Department of Parks and Wildlife)
- Murujuga Living Knowledge Centre Business Case (Department of Parks and Wildlife)
- Lake Entrance Aboriginal Tourism Plan (Destination Gippsland)
- Kimberley Coast Cruise Strategy (Tourism Western Australia)
- Gunaikurnai Joint Management Plan (Gunaikurnai Traditional Owner Land Management Board)
- Business Opportunities Assessment and Business Planning, Githabul Nation Aboriginal Communities (NSW NPWS)
- Jigamy Farm and Bundian Way Business Opportunities Assessment and Planning (Eden Land Council and NSW NPWS)
- Business Mentoring and Support Indigenous Tourism Champion Program Maningrida Northern Territory (Indigenous Business Australia)
- Camping with Custodians Kimberley Region (TQUAL STIG)
- Provision of Small Business Development Support Services Under Indigenous Communities in Business Program (Indigenous Business Australia)
Collecting and analysing visitor numbers and customer feedback can be vital for successful projects, and our feasibility studies generally include our own market research which we also provide to clients. TRC has a proven reputation for no-nonsense and robust feasibility studies for large-scale projects through to small businesses.

TRC is recognised for innovation in identifying new products that will be attractive for a destination—whether they be tours, trails, accommodation, visitor facilities, services and transport. We also help clients improve their business, products and services. Behind most sustainable tourism opportunities lies a sound feasibility study and a solid business plan.

TRC is frequently asked to provide professional independent advice on a project’s viability. We have a proven reputation for robust feasibility studies tailored to clients needs and offering practical advice for achieving goals and investment.

Our assessments of project feasibility and likely social and economic impacts on regions and communities is often the key to achieving project funding and investment. As part of our service, we can provide clients with a project prospectus to attract funding and investment.

Recent Projects

**Australia**
- Glenelg Casterton to Branxholme Rail Trail Feasibility Study (Glenelg Shire Council)
- Macedon Ranges Shared Trail Feasibility Study (Macedon Ranges Shire Council)
- Warburton Mountain Bike Feasibility Assessment (Yarra Ranges Council)
- Yarra Ranges Powelltown MTB Feasibility Assessment (Yarra Ranges Council)
- Maria Island Scoping Feasibility and Options Report (Port Arthur Historic Sites Management Authority)
- Royal National Park Coastal Track Feasibility Study (Office of Environment and Heritage)
- Coastal Wilderness Walk Business Concept and Feasibility Study (Parks Victoria and East Gippsland Shire Council)
- Powelltown Recreation Reserve Feasibility Assessment (Yarra Ranges Council)
- Coal River Valley Gourmet Trail Feasibility Assessment (Clarence City Council)
- Royal National Park Coastal Track Feasibility Study (Office of Environment and Heritage)

**New Zealand**
- Gisborne to Wairoa Railway Feasibility (Activate Tairawhiti)
- Coastal Pacific Way Trail Feasibility Assessment (Marlborough District Council)
- Wellington to Wilderness Concept Feasibility Study (Wellington Park Management Trust)
- NZ National Wetlands Trust Feasibility Study (National Wetlands Trust)
- Wellington to Wilderness Concept Feasibility Study (Wellington Park Management Trust)
- Kaimai Windfarm Feasibility Assessment (Ventus Energy)
- NZ Tairawhiti Railway Tourism Feasibility (Activate Tairawhiti)
- Oparara Arches Feasibility Study and Business Case (Tourism West Coast)
- NZ Active Tairawhiti Product Development (Activate Tairawhiti)

**Pacific**
- Bikini Atoll tourism Feasibility (BECA)
- Samoa trail and niche tourism development feasibility and design study (MFAT)
- Pitcairn tourism feasibility study for Pitcairn Island (Foreign and Commonwealth Office, British High Commission, Wellington)

Being a nationally significant project that will rely on tourist visits for its long-term financial sustainability, it’s crucial we get the best advice from professionals in the industry. TRC was our first port of call for a reality check on the feasibility of our proposal.

KAREN DENYER, EXECUTIVE OFFICER, NATIONAL WETLAND TRUST
INTERPRETATION PLANNING

Visitor interpretation is embedded in every aspect of a visitor experience. It’s the stories people hear that attract them initially, what they learn, how they interact and connect once they have arrived and the important messages they take away with them, making your story now part of their story that they share with family and friends back home.

Our team of experts and project partners including interpretation specialists have previously delivered: interpretation concepts for leading New Zealand visitor centres; a concept plan and interpretation strategy for Mulligans Flat in the ACT; interpretation planning for national parks and Aboriginal Protected Areas in the Northern Territory and Western Australia; Business Case development for visitor interpretation experiences in Queensland; development of an interpretive tour guide training manual for national parks in Mongolia and subsequent on-site guide training; and a national Interpretation Plan for Samoa.

RECENT PROJECTS

Australia
- Samoa Tourism Growth (New Zealand Minister of Foreign Affairs and Trade)
- Mulligans Flat Concept Plan and Interpretation Strategy (ACT Parks and Conservation Service & The Woodlands and Wetlands Conservation Trust)

SERVICES INCLUDE:
- Develop content across a range of platforms from signs, print materials, digital (web, apps, social) and face-to-face presentations
- Target delivery and presentation of your stories to the right markets at the right time
- Enhance overall visitor experience using interpretation to connect your visitors to people and places
- Grow visitor numbers with positive word of mouth on leading interpretive experience

I really appreciated the TRC Team’s professional and honest opinions in the final report and the thorough and thoughtful approach with our stakeholders.

JASMINE FOXLEE, PARKS AND CONSERVATION SERVICE, ENVIRONMENT AND PLANNING DIRECTORATE