



LEGACY TOURISM GROUP

PRAGMATIC  
**PROFITABLE SOLUTIONS**  
FOR DEVELOPING SUSTAINABLE  
TOURISM EXPERIENCES



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# KEY FACTORS WHY YOU SHOULD CHOOSE THE LEGACY TOURISM GROUP



**89+**

## **TOURISM PROJECTS GLOBALLY**

Since 2013 Legacy has completed or is engaged on over 89 projects with various Indigenous Nations, entrepreneurs, provincial governments and regional municipalities from coast to coast to coast. Of these, 59 were for Indigenous communities.

**100+**

## **YEARS OF INDIGENOUS COMMUNITY EXPERIENCE**

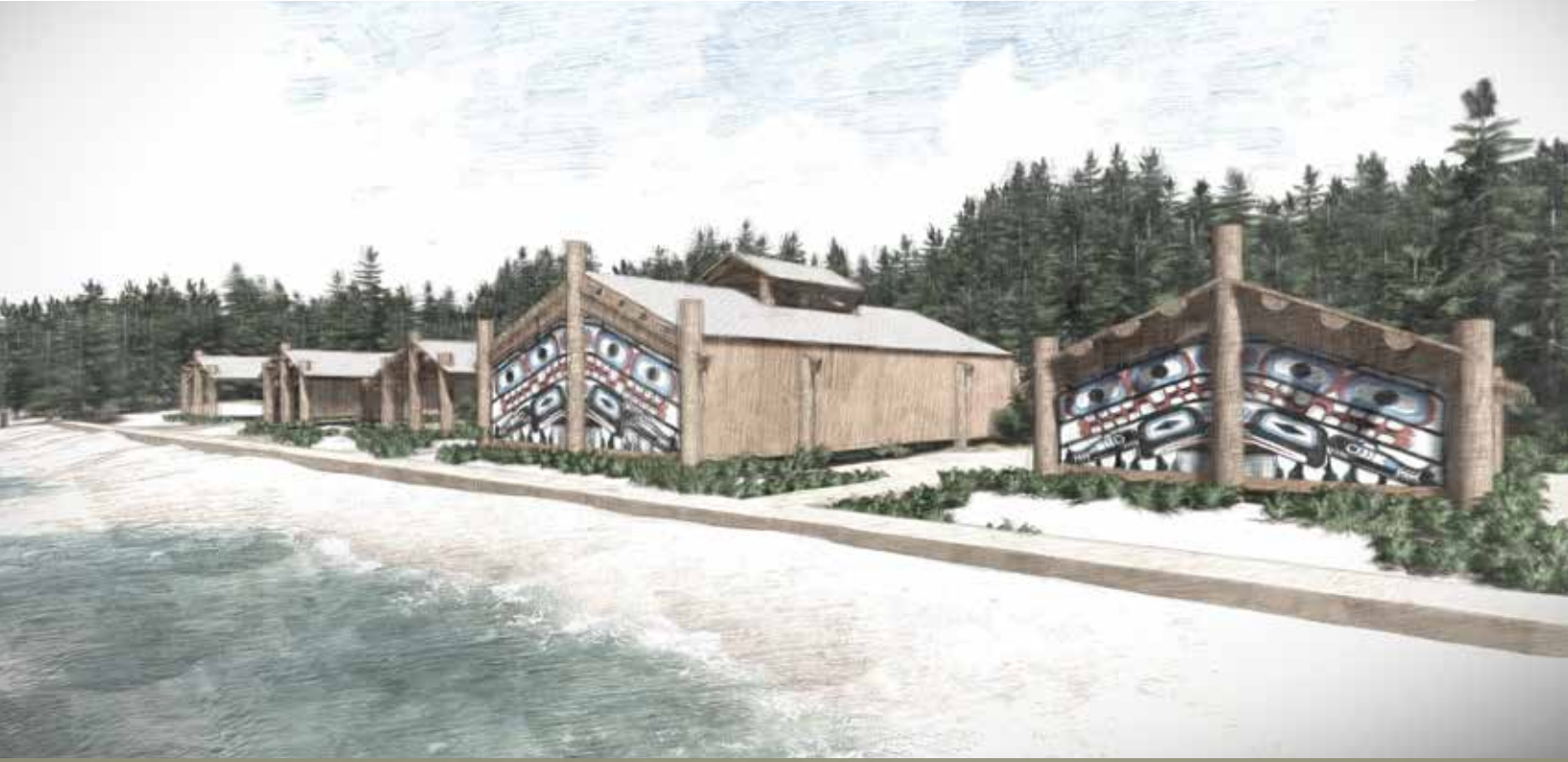
The Legacy team brings over 100 years of combined experience working with Indigenous communities. One team member has worked at the treaty table for over 21 years, offering deep insight into treaty and non-treaty challenges.





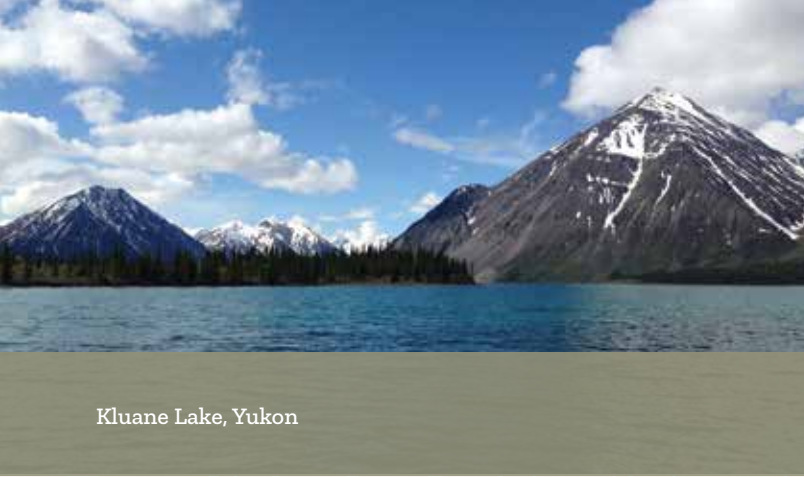
# WHY CHOOSE LEGACY?

## 13 KEY FACTORS WHY LEGACY TOURISM IS THE RIGHT CHOICE



Matsqui Cultural Experience Concept, BC

- 1 Since 2013 Legacy has completed or is engaged on over 89 projects with various Indigenous Nations, entrepreneurs, provincial governments and regional municipalities from coast to coast to coast. Of these, 59 were for Indigenous communities.
- 2 The founders of Legacy are former tourism owner/operators of some of the most successful tourism businesses of their kind in Canada. Legacy staff know the realities of running a world-class tourism operation in both tough and prosperous times. A resort owned and operated by a Legacy founder was chosen by Conde Nast as the best family resort and eco-resort in North America. Another of our properties was designated as one of the most iconic tourism offerings in Canada being one of the first "Signature Experiences" chosen by Destination Canada. Another operated a wildlife viewing experience named one of the top 10 in the world while a fourth created one of the top modern golf courses in Canada. It is due to this breadth of experiences that provides the Legacy team with a different perspective, allowing them to surgically identify opportunities that are not obvious and that will differentiate the destination from the competitive landscape.
- 3 The Legacy Tourism Group has significant experience working with a wide range of tourism businesses that attract and cater to high-yield/low volume as well as lower-yield/high-volume operations. The team has worked on everything from ultra-high end wilderness resorts to strategically located gas stations.



Kluane Lake, Yukon



Rod, Jim and John with Lake Babine First Nation Elders

- 4 As tourism management consultants, it is the combined 400+ years of on the ground experience our members collectively share that sets our team apart. Our Chief Financial advisor owned his own accounting firm which worked with many tourism clients that he later sold to KPMG; our PR specialist has been contracted by both Destination Canada, Jordan Tourism Board N.A. and the Indigenous Tourism Association of Canada; our marketers have worked with some of the best-known resorts and hotels around the world and our Food and Beverage specialist has been an Executive Chef at a five-star property.. All of this is to say that we create feasibility reports and business plans that are written to be implemented - not sit on a shelf to collect dust.
- 5 We are best known for our integrity and values, and our realistic approach to creating sustainable and resilient tourism experiences. One of the hardest parts of our work is informing clients that they do not have a good opportunity for a tourism experience development in their area.
- 6 The majority of the projects we have worked on involve significant public engagement with leadership, management and the community. We recognize and respect the need to ensure that our work reflects the values and desires of our clients and the communities they represent. Engagement sessions are held in an informal but professional manner ensuring that the folks we are working with feel comfortable sharing their ideas and leave feeling that their passions and concerns have been communicated and respected fully.
- 7 At Legacy we believe that "Return to Community" is as important as the "Return on Investment". The creation of healthy and meaningful jobs where staff members are proud of their position and feel a true ownership in the business is an absolute priority. We believe strongly that any destination development recommendations need to benefit the residents of the local community as well as providing a meaningful guest experience. In the case of our Indigenous clients we understand that the guest experience needs to authentically represent and respect the culture, heritage and values of that specific Nation while also respecting the land itself.
- 8 The Legacy team has a combined 100+ years of experience working with Indigenous communities. In fact, one of the Legacy team continues to work at the treaty table and has for more than 21 years, providing an excellent understanding of both treaty and non-treaty challenges.
- 9 The Legacy team adheres to strict project management practices and project controls. As a result, we have earned a reputation for delivering high quality projects on time and within budget.
- 10 Over the past 30 years the Legacy team has built up a proprietary list of some of the best international and domestic travel trade agents and wholesalers. These strong relationships provide Legacy clients with a significant advantage when it comes time to take their product to market, often decreasing the time it takes to validate the experience and begin booking sales.





Fort Babine Lodge Concept



Rod and Jim, Tundra North Tours, NWT

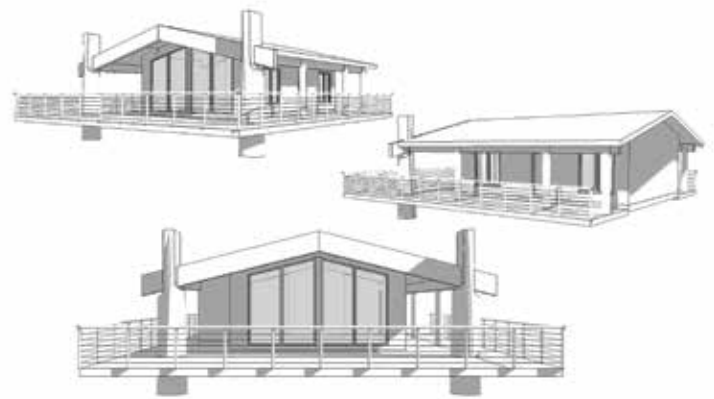
- 11 Legacy is a pre-qualified supplier to both Destination BC and Travel Alberta provincial organizations. As such, we are extremely fluent in current issues facing the industry including the ongoing recovery from the COVID-19 pandemic. These insights and access to the most current research allows us to provide insightful and pragmatic advice to our clients.
- 12 Tourism operations that Legacy founders owned and operated as well as many of the projects we currently work on revolve around the construction and operation of camps and resorts in very remote locations. From the stormy West Coast of B.C. to the frigid North Yukon and western Northwest Territories to the west coast of Hudson's Bay, we understand the challenges (and costs) of building in these remote areas and what it takes to create an experience that will attract guests from around the world. We also understand that this work must leave the smallest environmental footprint possible. Due to this expertise in remote tourism infrastructure, the Province of Alberta chose Legacy Tourism to review and recommend "comfort camping" infrastructure options for all of Alberta's provincial parks. This work won the 2019 North American Society of Outdoor Recreation Professionals planning award.
- 13 We understand the world of federal and provincial bureaucracies and their funding agencies and have assisted our clients in raising millions of dollars from public and private agencies for tourism projects. The business plans we complete are considered "finance-ready" and include projections that traditional lenders and public agencies appreciate for being both conservative and based on real-world experiences. Our financial feasibility work and financial projections have been submitted by our clients to groups such as Grant Thornton, KPMG and the BMO Tourism Group for third-party review and in every instance they have stated that our projections are both conservative, extremely detailed and accurate – all attributes that resonate with potential investors. We are also often tasked by our clients with existing tourism experiences to improve their profitability and conversion ratio.





# COUNCIL OF HAIDA NATIONS, HAICO

## HAIDA GWAI, BRITISH COLUMBIA



### HAIDA HOUSE & OCEAN HOUSE

The LTG team was engaged to oversee two major renovation and expansion projects for Haida Tourism after completing an evaluation of their operations and feasibility work to determine potential opportunities. The LTG team was involved from concept through construction oversight and marketing development for the new Haida House beachside cabins and the installation of Ocean House, a floating fishing lodge into a land-based location for future conversion to a boutique hotel.

The team worked as the agent for HaiCo to develop site, construction and servicing plans, requests for proposals, contractor deliverables, progress inspections, issues management, operational planning, marketing and package development, equipment sourcing, public presentations and regular updates to the HaiCo representatives.



The cabins, which were designed by a hereditary chief, are situated on one of the longest continuous beaches in North America









# HUU AY AHT FIRST NATION

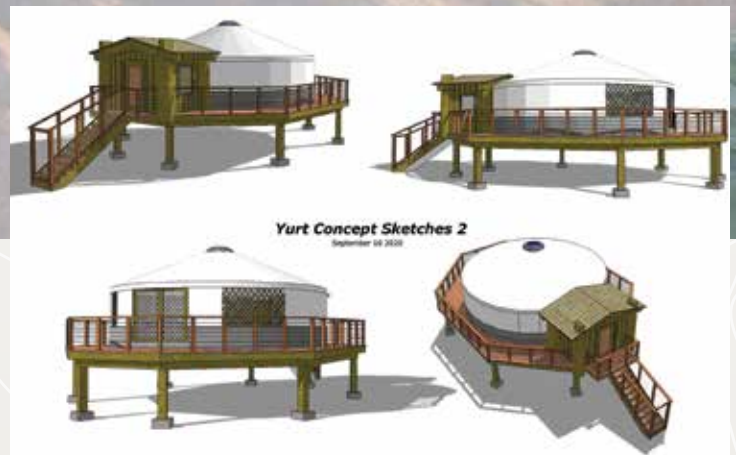
## BAMFIELD, BRITISH COLUMBIA



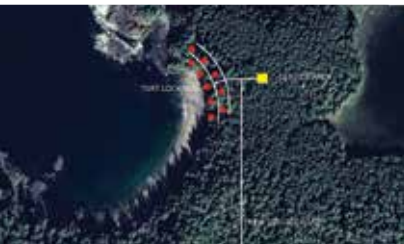
### HUU AY AHT FIRST NATION GROUP OF BUSINESSES

Working with the Huu ay aht First Nation economic development department LTG developed the concept, completed the planning and design, and finally completed the financial and operational planning required for the creation of a boutique tourism operation on their territory on the southwest coast of Vancouver Island.

The team is working with HFN Group of Businesses to assist with the development of this opportunity in conjunction with an overall Strategic Tourism Plan developed by LTG for the HFN.



The proposed glamping resort is situated on a spectacular, remote West Coast beach, adjacent to the equally remarkable Kiixin Village and Fortress, National Historic Site





# TOURISM DESTINATION DEVELOPMENT

Legacy has significant experience in completing all aspects of destination development planning, including tourism opportunities identification, feasibility analysis, investment prospectus development, tourism business evaluations, destination development, and product/experience development.

Our team includes experienced destination development professionals with experience ranging from specific projects to regional and provincial development plans as well as provincial and national experience on tourism organization boards and entities.

Legacy has been selected to be on the preferred consultants list for both Travel Alberta and Destination BC. Our areas of expertise in Destination Development and Product/Experience Development include the following:

- A. Market and Economic Feasibility Studies.
- B. Design of customer experience journeys and frameworks.
- C. Destination Development Plans & Strategies (at a community or regional level).
- D. Tourism Strategic Plans (at a community or regional level).
- E. Consumer Research with a particular focus on traveller behaviour, trends and modeling demand.
- F. Tourism Opportunities Identification, including evaluation of destination product offering & gap analysis.
- G. Destination positioning & branding.

Examples of destination development, strategic or community projects include:

**Travel Alberta** – *David Thompson Tourism Development Zone Final Report, Fort McMurray Wood Buffalo Tourism Development Zone Final Report, Northern Rockies Tourism Development Zone Final Report, three different Experience Development Projects.*

**Destination BC** – *North Island Action Plan, Cowichan Action Plan, Campbell River/Comox Valley Action Plan, Village of Clinton Community Tourism Plan.*

**Grande Prairie Regional Tourism Association** – *Grande Prairie Regional Tourism Association Destination Development Strategy.*

**Alberta Trailnet Society** – *Live the Artic Water Route, Phase I and Phase II.*

**Huu ay aht Group of Companies** - *Huu ay aht First Nation Strategic Tourism Plan.*

**City of Camrose** - *Tourism Opportunities and Identification Study.*

**Independent Entrepreneurs** - *Tourism business acquisition reviews and recommendations.*

**Ka:'yu:'k't'h'/Che:k:tles7et'h' First Nation** - *Tiicma Enterprises Strategic Tourism Plan.*

**Peace Valley, Conservation, Recreation and Tourism Society** - *Experience the Mighty Peace - A Recreation & Tourism Strategy for the Upper Peace River.*

**Ahousaht First Nation Ha'wiih** - *Business Analysis, Acquisition and Business Plan.*

**Indigenous Tourism Alberta** - *Provincial Welcoming Centre Feasibility Study, Indigenous Tourism Alberta Business Development Strategy.*

**BC Parks** - *Finding Your Wild - A Visitor Experience Strategy for Wells Gray Provincial Park.*

**Alberta Parks** - *Comfort Camping Investment Opportunity Assessment for Alberta Parks.*

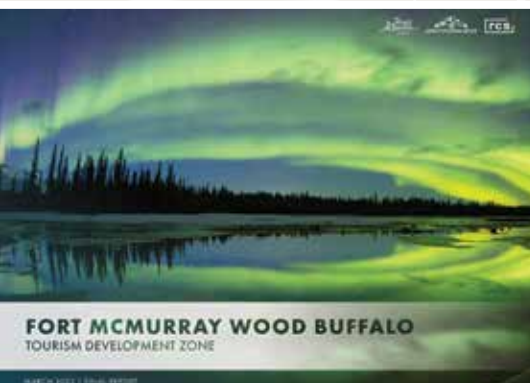
**York Factory First Nation** - *Business Analysis and Acquisition Plan.*

**shishalh Nation** - *Confidential analysis and support services for tourism development projects in the territory.*

**Tri-Tourism Partnership (Travel Alberta; Alberta Jobs, Economy, and Innovation (JEI) and Alberta Environment and Parks)** - *Investing in Tourism on Alberta's Crown Lands - Planning, Policy & Regulatory Framework Recommendations.*

**Saulteau First Nation** - *Saulteau First Nation Tourism Feasibility Report.*

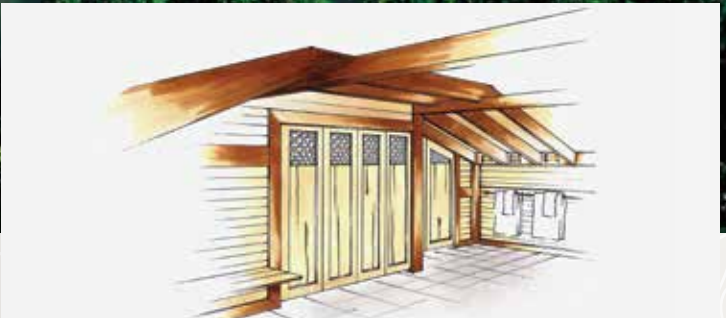
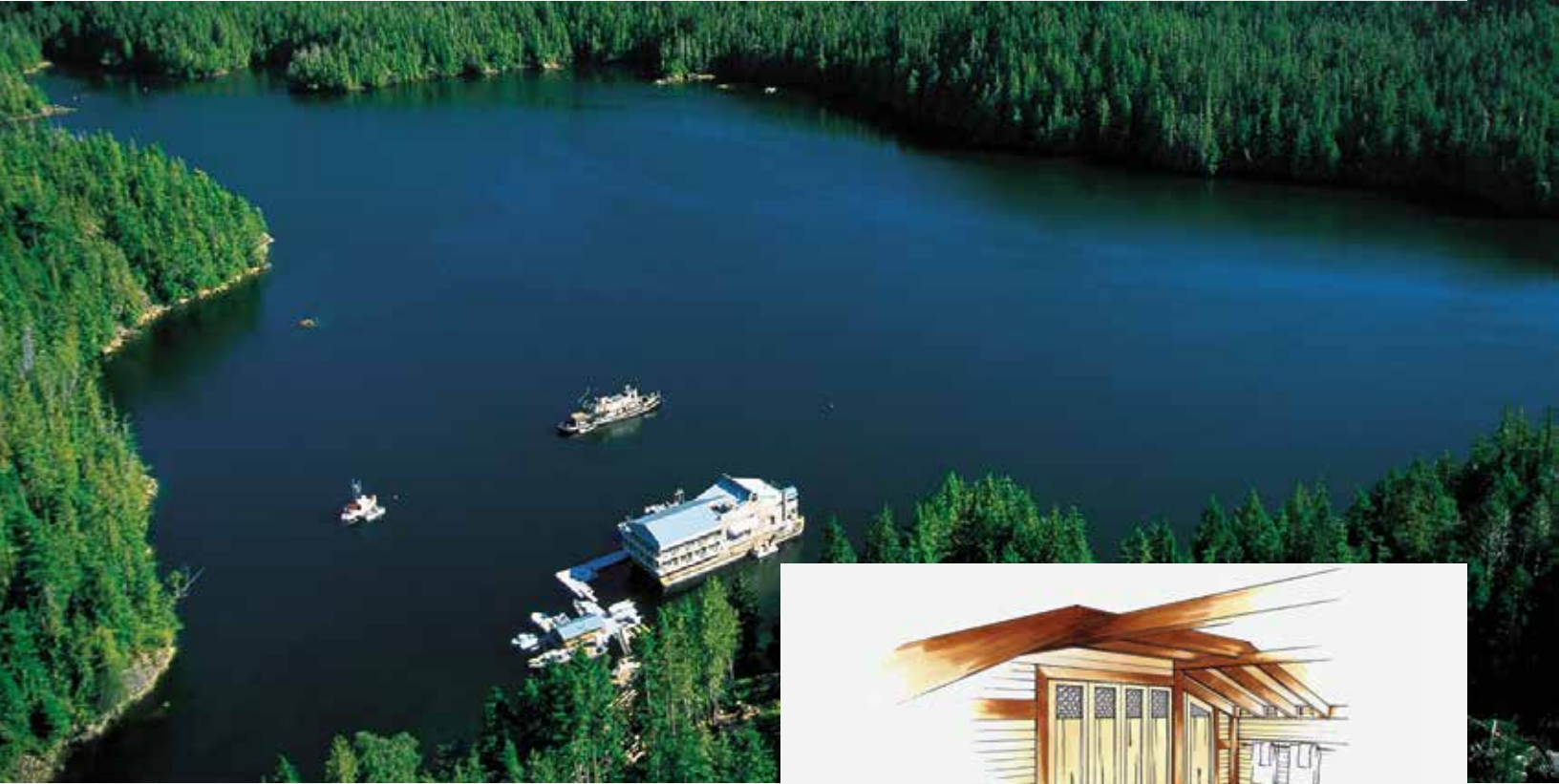
**Wilderness Tourism Association of the Yukon** - *Research and Business Opportunities for the Tourism Association Partnership (TAP).*





# CLAYOQUOT WILDERNESS RESORT

CLAYOQUOT SOUND, BRITISH COLUMBIA



## THE FLOATING RESORT AT QUAIT BAY

Two resorts in the UNESCO world biosphere reserve area Clayoquot Sound, the original Quait Bay Floating Resort and the iconic Clayoquot Wilderness Resort were conceived, designed and built by Legacy Tourism's founder, John Caton. Several members of the Legacy team were also responsible for the management, marketing, public relations, operating procedures and food and beverage services at both operations.

The construction of both facilities was completed by John and assistance with the design was provided by Legacy's lead designer, Bill Clark. Both facilities include a spa, main lodge dining and luxury accommodations.



Healing Grounds Spa at Quait Bay





# CLAYOQUOT WILDERNESS RESORT

CLAYOQUOT SOUND, BRITISH COLUMBIA



## THE WILDERNESS OUTPOST AT BEDWELL RIVER

The luxury tent camp at Bedwell River is famous for its glamorous wall tents with ensuite bathroom facilities. The well-known term “glamping” was born here. Much of the lumber for the beautiful cookhouse infrastructure was milled from timber right on the property.

These businesses cater to ultra-high net worth guests and have hosted some of Hollywood’s and the global business community’s elite families. As one of the most expensive resorts in North America, Clayoquot Wilderness Resort has won many of the most prestigious awards in tourism.



Ensuite bathrooms addition to luxury guest tents in 2008







Rod, Royal Body Guard, Jim, Tiger's Nest Temple trail, Bhutan



Ditidaht Lodge and Floating Cabins concept, BC

*"In support of our destination development efforts at Travel Alberta, the team at Legacy have been instrumental in working with us over the past 2 years on many opportunities across the province -ranging from large scale tourism development zones to specific new tourism products and experiences. Jim and Rod bring a much valued ability to paint the big picture opportunity for stakeholders, but they can also connect the dots to the impact on proformas and business plans for specific attractions and accommodations – including multiple Indigenous experiences throughout Alberta. Their contribution to our development plan to double the size of Alberta's visitor economy in the next 10 years has been truly appreciated."*

**JON MAMELA**  
CHIEF COMMERCIAL OFFICER, TRAVEL ALBERTA

*"Indigenous Tourism Alberta (ITA) has enjoyed a strong relationship with Legacy Tourism Group since December 2021, when they were hired to conduct stakeholder engagement, feasibility research, and create a feasibility study for a potential Alberta Indigenous Cultural Centre. Legacy brought a deep understanding of the need to balance profitability with authentic representation of Indigenous culture and values. They facilitated an inclusive and empowering Advisory Group process with representatives from several Albertan Indigenous communities, in partnership with ITA. Following the successful completion of the Cultural Centre feasibility study, ITA engaged Legacy for a comprehensive data collection project involving Indigenous operators and organizations across Alberta. Their analysis will inform ITA's Strategic Plan. Legacy's extensive knowledge of Indigenous tourism and market demand makes them uniquely suited for this critical work. We value their expertise and highly recommend their services."*

**SHAE BIRD**  
CEO, INDIGENOUS TOURISM ALBERTA

*"Working with Rod and Jim on our wellness project has empowered us to confidently pursue a transformative, world-leading initiative in rural Nova Scotia. Their expertise and enthusiasm for destination building shine through in every interaction. From our initial meetings to their site visit, they have provided invaluable insights and practical strategies tailored to our evolving needs. With Legacy Tourism Group's guidance, we look forward to achieving our dreams for this project!"*

**ZABRINA WHITMAN**  
GLOSCAP FIRST NATION & YOUNG SOARING EAGLE CONSULTING  
**ASHLEY MCCONNELL-GORDON**  
VICE PRESIDENT, BENJAMIN BRIDGE VINEYARDS





Lodge at Stoney Mountain Concept, Yukon



Uncommon Journeys, Yukon

*"In my working relationship with the Legacy Tourism Group, I have been impressed with the quality of work for a respectable price. Their knowledge of the market is invaluable. Moreover, I view the individuals in high regard professionally as experts who can produce quality documents, studies, plans that are presentable to Banks and/or Investors. There is also a respect that I appreciate in their demeanor and understanding of Indigenous issues, having lived experiences to guide their conduct. From my work with the Legacy Tourism Group, I will be seeking their services for another project, and I would highly recommend their expertise in moving forward in the Tourism Business."*

**RUSSELL ROSS**  
CHIEF OF YUNESIT'IN GOVERNMENT

*"The McMurray Métis Nation has been working with Legacy Tourism Group since July 2023. Legacy was contracted to complete a feasibility review and business plan for the McMurray Métis Cultural Centre, critical to the Centre's financial sustainability and alignment with Métis community needs.*

*We chose Legacy for their expertise in Indigenous tourism and entrepreneurial approach, and they exceeded expectations. They identified tourism opportunities and developed pragmatic, community-aligned business cases balancing profitability with our values.*

*Since completing their report, Legacy has stayed engaged, connecting us with key tourism stakeholders and supporting project leadership with execution. We highly recommend Legacy Tourism Group and hope to continue collaborating with them."*

**SHAWN MYERS**  
PRESIDENT & CEO, INFINITY MÉTIS GROUP



Foxwoods Casino Adventure Centre Clubhouse Concept, Connecticut



# PROJECTS

FROM 2013 TO 2024



Jim and Rod, Slave River Rapids, NWT



Hot Springs Cove Concept, Clayoquot Sound

- 1 MARCH 2014**  
**Alberta TrailNet Society, Alberta. Trans Canada Trail Arctic Water Route.** Recreation and Tourism Plan. Live the Athabasca is a forward-looking recreation and tourism concept plan for Alberta's Trans Canada Trail Arctic Water Route. In partnership with Stantec Engineering.
- 2 MAY 2014**  
**BG Capital Group, Florida.** Developed a reservation system and complete marketing and promotion activities for the BG Capital Group stable of luxury properties.
- 3 SEPTEMBER 2014**  
**Nuxalk First Nation, Bella Coola, BC. Tourism Concept Development Plan.** In partnership with ITBC, completed the feasibility and operational viability review and recommendations for proposed tourism options, capital expenditures required, funding options, ownership structures, ROI.
- 4 NOVEMBER 2014**  
**Alberta Tourism, Parks & Recreation.** Writing on Stone Provincial Park. Risk assessment, guest competencies required, development of operations protocols and risk management strategy, delivery of staff training for program delivery.
- 5 AUGUST 2015**  
**Bhutan Royal Family, Bhutan. The Camp at Royal Manas National Park.** A feasibility plan was developed to create a new community in the park to support existing park operations and a new economic generator for the region, supporting the proposed development of a remote boutique destination resort in one of the most biologically diverse areas in the world.



- 6 **DECEMBER 2015**  
**Ahousaht First Nation Ha'wiih, Clayoquot Sound, B.C. Hot Springs Healing Grounds Spa Concept Plan.** A concept plan was developed for the Hereditary Chiefs that identified the assumption of BC Park operation of the hot springs and the development of a remote destination resort on adjacent reserve lands. Operation and upgrades to the hot springs is underway, development of the site is planned for future phases.
- 7 **DECEMBER 2015**  
**Carcross-Tagish First Nation Management Corporation, Carcross, Yukon Territory. Bennett Beach Concept Plan.** A concept plan for a lake-side mid-range hotel and cabins was developed for review by the community.
- 8 **JANUARY 2016**  
**Mashantucket-Pequot Tribal Nation, Connecticut, USA. Foxwoods Casino Operation. Phase I - Outdoor Adventure Centre Concept Plan.** Legacy was asked to develop an approach to broaden the market appeal of Foxwoods Casino and look at options for lands currently owned by the Nation. A concept plan for an outdoor adventure centre was created.
- 9 **JANUARY 2016**  
**Mashantucket-Pequot Tribal Nation, Connecticut, USA. Foxwoods Casino Operation. Phase I - Thrills District Concept Plan.** Legacy was asked to develop an approach to broaden the market appeal of Foxwoods Casino and look at options for lands currently owned by the Nation. A concept plan for a thrills district was created.
- 10 **FEBRUARY 2016**  
**Mashantucket-Pequot Tribal Nation, Connecticut, USA. Foxwoods Casino Operation. Phase II - Outdoor Adventure Centre Business Plan.** A detailed business plan was completed after approval of the concept plan.
- 11 **FEBRUARY 2016**  
**Mashantucket-Pequot Tribal Nation, Connecticut, USA. Foxwoods Casino Operation. Phase II - Thrills District Business Plan.** A detailed business plan was completed after approval of the concept plan.
- 12 **APRIL 2016**  
**Lake Babine First Nation, Babine Lake, B.C. Tourism Development Concept Plan - Phase I.** The Lake Babine First Nation asked Legacy Tourism to develop a broad Tourism Development Concept Plan and to review potential asset acquisitions as well as greenfield development potential. Three specific areas were reviewed and evaluated at the concept level.
- 13 **JULY 2016**  
**Wagmatcook First Nation, Cape Breton, Nova Scotia. Wagmatcook First Nation Tourism Development Feasibility Study, Phase I.** Legacy completed a review of WFN existing tourism operations and facilities and the potential for new opportunities within their territory.
- 14 **OCTOBER 2016**  
**Yunesit'in Government, Stone, B.C. Yunesit'in First Nation Market Feasibility Study & Concept Plan Proposal, Taseko Lake - Phase I.** The Yunesit'in Government asked Legacy Tourism to review a potential asset acquisition as well as greenfield development potential in their territory.



15

**DECEMBER 2016**

**Wagmatcook First Nation, Cape Breton, Nova Scotia. Wagmatcook First Nation Tourism Development Feasibility Study, Phase II.** WFN asked the Legacy team to develop feasibility plans for 3 priority projects identified in Phase I. A Destination Resort, Waterfront Accommodation and Campground, and a Seafood Restaurant.

16

**JANUARY 2017****Champagne & Aishihik First Nations Matatana Resort Feasibility Study & Phase I Concept Plan.**

Legacy worked on the development of a concept plan for a destination resort within Kluane National Park in the Yukon. The site had been identified by the CAFN for 30 years as a potential tourism opportunity.

17

**FEBRUARY 2017**

**Lake Babine First Nation, Babine Lake, B.C. Fort Babine Lodge Business Plan.** Legacy completed a business plan for an existing tourism property acquired by Lake Babine First Nation and identified in the previously completed Tourism Development Concept Plan.

18

**FEBRUARY 2017**

**Lake Babine First Nation, Babine Lake, B.C. Confidential Wilderness Lodge Property Review & Acquisition Report.** Legacy completed a property review and acquisition report for the acquisition of an existing property identified in the previously completed Tourism Development Concept Plan.

19

**FEBRUARY 2017**

**Power to Be.** Legacy worked with the Power to Be Society to develop a concept level Master Site Plan, including facility designs and estimates for their location.

20

**MARCH 2017**

**Lake Babine First Nation, Babine Lake, B.C. Wrights Bay Resort Business Plan.** Legacy completed a business plan for a new, greenfield destination resort development identified in the previously completed Tourism Development Concept Plan.

21

**MARCH 2017**

**Ahousaht First Nation Ha'wiih, Clayoquot Sound, B.C. Matsquiaht Site Master Plan, Holistic Healing Centre & Cultural Tourism Feasibility Development Plan.** The Hereditary Chiefs asked Legacy to develop a site master plan for privately held lands they acquired with donated support from LTG principals.

22

**APRIL 2017**

**Ditidaht First Nation, Nitinaht Lake, B.C. Ditidaht First Nation Doobah Site Pre-Feasibility Report.** The Castlemain Group, on behalf of the Ditidaht First Nation, contacted Legacy to complete a pre-feasibility report regarding the tourism potential of properties held by the Nation.

23

**OCTOBER 2017**

**Champagne & Aishihik First Nation, Haines Junction, Yukon Territory. Champagne & Aishihik First Nations Matatana Resort Feasibility Study & Phase II Business Plan.** After approval of the concept plan, CAFN engaged Legacy to complete a feasibility and business plan for the proposed destination resort.

24

**SEPTEMBER 2017**

**York Factory First Nation, Winnipeg, Manitoba. Confidential Business Analysis & Acquisition Plan.** The YFFN are interested in acquiring an existing successful tourism operation in their territory and asked Legacy to complete an analysis and acquisition plan for their review.



25

**DECEMBER 2017**

**Alberta Trailnet Society, Alberta. Athabasca & Slave River Water Route, Phase II.** A recreation and tourism concept plan for Alberta's Trans Canada Trail Arctic Water Route. Phase II of this project included the lower Athabasca River and upper Slave River from Fort McMurray to Fort Smith. In partnership with McElhanney Consulting Services.

26

**FEBRUARY 2018**

**Yunesit'in Government, Stone, B.C. Yunesit'in Government B & B Business Plan.** The Yunesit'in Chief asked Legacy to develop a business plan to support their plans to build a guest house in their community. They were successful at obtaining funding from a traditional lender based on the business plan developed.

27

**FEBRUARY 2018**

**Government of Alberta, Alberta Tourism. Comfort Camping Investment Opportunity Assessment for Alberta Parks, Identification of specific land-based comfort camping development opportunities that can be pursued by government and by private sector developers.** Prepared business cases and an action oriented investment attraction strategy. In partnership with McElhanney Consulting Services, won a Society of Outdoor Recreation Planners 2019 award for the project.

28

**MARCH 2018**

**Lake Babine First Nation, Babine Lake, B.C. Fort Babine Lodge Implementation Plan.** The LBFN asked Legacy to develop an implementation plan, building on the business plan provided the previous year.

29

**MARCH 2018**

**Tundra North Tours, Inuvik, NT. Tundra North Tours Phase I Concept Plan.** Tundra North Tours, a successful tour operator, wanted to develop a destination lodge to support and grow his business.

30

**MARCH 2018**

**Sambaa K'e Development Corporation, Sambaa K'e, NT. Sambaa K'e Lakefront Resort Feasibility Report & Concept Plan.** The Sambaa K'e had a successful fishing lodge operating in the territory up until the 1990's. The camp and operations failed at that time and only sporadic, very committed guests continued to use the camp. Legacy was engaged to develop a new concept plan and feasibility report to determine if it was worthwhile to revitalize the camp.

31

**JULY 2018**

**Ditidaht First Nation, Nitinaht Lake, B.C. Ditidaht First Nation Nitinaht Lake Resort Business Plan.** The Castlemain Group engaged Legacy to develop a finance-ready business plan for the proposed destination resort on Nitinaht Lake.

32

**AUGUST 2018**

**Sambaa K'e Development Corporation, Sambaa K'e, NT. Sambaa K'e Lakefront Resort Business Plan.** As a result of the Feasibility Report and Concept Plan, Sambaa K'e asked Legacy to complete a finance-ready business plan to support the revitalization of their operation.

33

**AUGUST 2018**

**Ahousaht First Nation Ha'wiih, Clayoquot Sound, B.C. Holistic Healing Centre Concept.** LTG worked with the Ahousaht to develop a healing centre concept to support community members. The plan was approved, and construction began on the project.



- 34 **DECEMBER 2018**  
**Lake Babine First Nation, Babine Lake, B.C. Lake Babine Nation Community Camp Business Plan.** LBFN asked Legacy to complete a business plan for the property acquired based on the Legacy property review and acquisition report previously completed.
- 35 **DECEMBER 2018**  
**Tundra North Tours, Inuvik, NT. Tundra North Tours Phase II Business Plan.** Legacy completed the Phase II Business Plan for Tundra North Tours, building on the concept plan developed earlier in 2018.
- 36 **JANUARY 2019**  
**Kneehill County, Alberta.** Working together with the McElhanney team, Legacy developed a Master Plan for the unique Horseshoe Canyon site, a gateway to the Canadian Badlands that is currently experienced by nearly 400,000 visitors/year.
- 37 **FEBRUARY 2019**  
**Council of Haida Nations, Haida Enterprise Corp (HaiCo), Haida Gwaii, B.C. Haida Tourism Operational Review & Recommendations.** HaiCo engaged LTG and the Indigenous Tourism Association of Canada (ITAC) to review and analyze their current tourism operations and provide recommendations for improvements.
- 38 **MARCH 2019**  
**Little Red River Cree Nation, John D'Or Prairie, Alberta. Little Red River Cree Nation Margaret Lake Lodge Feasibility Report.** The LRRCN were interested in revitalizing an operation within the Caribou Mountains Park and asked Legacy to complete a feasibility report to determine the viability of the proposed operations.
- 39 **MARCH 2019**  
**Gwich'in Tribal Council, Inuvik, NT. Gwich'in Culture Camp Feasibility Report.** The GTC had an existing culture camp on the Mackenzie River that required upgrades and a new approach to prevent it from continuing to operate at a loss. LTG was engaged to develop a feasibility report outlining options to improve operations, create positive cash flow, and generate jobs in the community.
- 40 **MAY 2019**  
**Ochapowace First Nation, Whitewood, Saskatchewan. Ochapowace First Nation Destination Resort Feasibility Report.** The Ochapowace First Nation purchased a bankrupt tourism asset many years ago and worked toward redeveloping and reopening the operation. They engaged Legacy to complete an overall feasibility report to determine the best combination of accommodations and experiences to support their goals.
- 41 **SEPTEMBER 2019**  
**Council of Haida Nations, Haida Enterprise Corp (HaiCo), Haida Gwaii, B.C. Haida House & Ocean House Feasibility Report.** After completion of the operational review and recommendations, HaiCo engaged LTG to develop feasibility reports for improving two of their existing tourism assets.
- 42 **OCTOBER 2019**  
**Peace Valley Conservation Recreation and Tourism Society, Alberta.** Assessment and recommendations regarding access points and recreational opportunities on the 230 km of Peace River between the BC/Alberta border and the town of Peace River.



- 43 **OCTOBER 2019**  
**Saulteau First Nation, Moberly Lake, B.C. Saulteau First Nation Tourism Feasibility Report.** The SFN engaged Legacy to review three potential tourism opportunities and develop recommendations and feasibility reports on each. Two opportunities were already owned or leased by SFN and one was a potential asset acquisition.
- 44 **JANUARY 2020**  
**Regional District of Mount Waddington, Port Hardy, B.C. North Coast Trail Hut to Hut Plan.** Project to confirm the market potential of a Hut to Hut program and develop a detailed business plan to address hut design, placement, construction and management issues.
- 45 **MARCH 2020**  
**BC Government, BC Parks. Wells Gray Park Recreation Strategy 2020-2030.** In partnership with RC Strategies, LTG developed a strategy to provide BC Parks with long-term direction for Wells Gray Park. This outlined clear priorities to guide BC Parks staff in allocating limited resources, developing and redeveloping facilities, managing facility removal and expansion, and delivering outdoor recreation services.
- 46 **AUGUST 2020**  
**Municipal District of Bonnyville No. 87, Alberta. Kinasoo Ridge Snow Resort.** In partnership with McElhanney Consulting, Legacy provided market and tourism expertise for this project as well as identification of issues that may impact the economic feasibility.
- 47 **SEPTEMBER 2020**  
**Ahousaht First Nation Ha'wiih, Clayoquot Sound, B.C. Confidential Business Analysis, Acquisition and Business Plan.** Legacy was engaged to complete work to support the potential purchase of an existing tourism asset in their territory.
- 48 **JANUARY 2021**  
**Huu ay aht First Nation, Bamfield, B.C. HFN Business Plan, Second Beach Destination Resort.** The HFN asked Legacy to complete the feasibility research and business plan for a proposed destination resort in the territory.
- 49 **JANUARY 2021**  
**Council of Haida Nations, Haida Enterprise Corp (HaiCo), Haida Gwaii, B.C.** Haida Tourism engaged the Legacy Team to provide assistance in growing the success of their tourism operations by providing mentoring and management assistance and support for the Haida Tourism Team.
- 50 **FEBRUARY 2021**  
**Council of Haida Nations, Haida Enterprise Corp (HaiCo), Haida Gwaii, B.C.** Haida Tourism engaged the Legacy Team to project manage two capital expansion projects - the developed of 12 Haida themed beachfront cabins and conversion of a floating fishing resort into a land-based lodge.
- 51 **JULY 2021**  
**Katzie First Nation, Katzie Development LP.** LTG completed a Feasibility Study for a proposed tourism experience on Katzie lands.
- 52 **SEPTEMBER 2021**  
**Yunesit'in Government, Hanceville, B.C. Yunesit'in Government Guest House Operating Guidelines.** YG asked Legacy to help develop their operating guidelines and standard operating procedures, including in-person staff training.



53

**SEPTEMBER 2021**

**Ahousaht First Nation Ha'wiih, Clayoquot Sound, B.C. Matsquiaht Cultural Experience Business Plan.** Legacy Tourism previously completed the Matsquiaht Site Tourism Master Plan for the Ahousaht hereditary chiefs. This follow-up project built on that master plan work by completing a finance-ready business plan for the cultural experience component identified in the original master plan.

54

**NOVEMBER 2021**

**Huu ay aht First Nation, Bamfield, B.C. HFN Strategic Tourism Plan.** The HFN asked Legacy to complete the feasibility research and a strategic tourism business plan for the territory.

55

**MARCH 2022**

**Kinosoo Business and Destination Management Plan. Municipal District of Bonnyville 87, Alberta.**

The intent of the Kinosoo Ridge Business and Destination Management Plan is to better inform decision making regarding the operations and potential growth and opportunities for the Kinosoo Ridge Resort while also assisting in prioritizing infrastructure investment (capital and operational); informing program development and delivery of all components of the complex; and identifying opportunities to strengthen collaboration to deliver the best services to the community and region.

56

**MARCH 2022**

**Destination BC.** Destination BC engaged the Legacy Team to work with Tourism Vancouver Island to review the North Island Destination Development plan accomplishments and engage with the local advisory committee to review and revise the North Island Action Plan.

57

**MARCH 2022**

**Shishalh Nation, Sechelt, B.C.** Confidential analysis and support services for tourism development projects in their territory.

58

**JUNE 2022**

**Destination BC.** Destination BC engaged the Legacy Team to work with Tourism Vancouver Island to review the Cowichan Destination Development plan accomplishments and engage with the local stakeholders to review and revise the Cowichan Action Plan.

59

**NOVEMBER 2022**

**Alberta Parks, Alberta Tourism, & Alberta Jobs, Economy and Innovation.** RC Strategies and Legacy Tourism Group strategically partnered on this Alberta project, involving Travel Alberta, Alberta Environment and Parks, and Alberta Jobs, Economy and Innovation. As the province shifted from pandemic recovery to prioritizing tourism growth and diversification, the teams worked to identify adjustments to existing approaches and develop a policy and planning framework. This framework aimed to foster increased investment in sustainable tourism development on Crown Lands.

60

**NOVEMBER 2022**

**Paskwayak Business Development Corporation, owned by the Opaskwayak Cree Nation, Manitoba.** PBDC aimed to pursue business, investment, and economic development opportunities to grow OCN's wealth and support community programs. The Legacy Team was excited to assist PBDC with a feasibility study for a lakeside cultural centre and destination resort in their territory.

61

**NOVEMBER 2022**

**Seal River Watershed Alliance Tourism Economic Feasibility Study, Phase I.** The Seal River Watershed Alliance engaged the LTG Team to review opportunities to support the Seal River Watershed Indigenous Protected Area Initiative through sustainable tourism and cultural experiences delivered by local Indigenous communities.

62

**JANUARY 2023**

**Refuge Bay Luxury Camping, Cherhill, Alberta.** The owner/operator of Refuge Bay engaged the LTG team to help develop a Phase II expansion business plan with the future goal of a significant Phase III business and development plan.

63

**JANUARY 2023**

**Indigenous Tourism Alberta.** The Feasibility Study for a provincial Indigenous Welcoming/Cultural Centre defined the value, challenges, and opportunities of developing an Indigenous-led cultural center through consultation, community engagement, and Legacy team expertise. We collaborated with ITA, the Indigenous tourism industry, and Indigenous communities to assess feasibility. The findings highlighted how to integrate cultural awareness into effective communication programs, creating a centre of excellence for Indigenous tourism and using marketing channels to enhance the understanding of Indigenous peoples in Alberta.

64

**APRIL 2023**

**Travel Alberta, David Thompson Destination Development Plan and Opportunities Assessment.**

Legacy once again partnered with RC Strategies and assembled a seasoned team to complete the engagement, planning, and assessment work for the Tourism Development Zone. The deliverables of this project included a pragmatic destination development plan and the identification of best-in-class, finance-ready opportunities that were compelling to both potential investors and local communities, as well as to Travel Alberta.

65

**APRIL 2023**

**Travel Alberta, Northern Rockies Destination Development Plan and Opportunities Assessment.**

Project details as above.

66

**APRIL 2023**

**Travel Alberta, Fort-McMurray/Wood Buffalo Destination Development Plan and Opportunities**

**Assessment.** Project details as above but with the additional responsibility of completing the Indigenous consultation component with twelve different communities.

67

**APRIL 2023**

**Grande Prairie Regional Tourism Association.** Legacy was awarded the contract to complete the engagement, planning, and assessment work for a Tourism Destination Development Strategy for GPRTA. The deliverables of the project included a pragmatic destination development plan to improve the tourism potential of the region.

68

**MAY 2023**

**Destination BC.** Destination BC engaged the Legacy Team to work with 4VI to review the Campbell River & Comox Regions Destination Development Plan accomplishments and engage with the local stakeholders to update and revise the Action Plan component of the plan.

69

**MAY 2023**

**Huu ay aht Group of Companies, BC Campground Operations Manual and Campground Expansion Plan.**

70

**OCTOBER 2023**

**Glooscap First Nation, Nova Scotia.** Legacy worked on the Phase I Feasibility Study component of a full business and development plan for a new Indigenous Tourism Destination. Based on the positive results of the Phase I component, the next stage of planning was commenced.



- 71 **OCTOBER 2023**  
**Paskwayak Business Development Corporation, owned by the Opaskwayak Cree Nation, Manitoba.** The PBDC group engaged Legacy to develop a finance-ready Business Plan for the opportunity developed in the Feasibility Study which was completed by LTG in November 2022.
- 72 **NOVEMBER 2023**  
**Travel Alberta.** Legacy worked with Travel Alberta on a confidential tourism development prospectus.
- 73 **DECEMBER 2023**  
**Ka:'yu:'k't'h'/Che:k:tles7et'h' First Nations, B.C.** The economic development arm of KCFN engaged the Legacy Team to complete a Strategic Tourism Plan for their territory, including assessment of current tourism assets and potential for new sustainable experiences.
- 74 **JANUARY 2024**  
**Ochapowace First Nation, Atoskewin Development Corporation, Saskatchewan.** The economic development arm of OFN engaged Legacy to build on the original Feasibility Plan completed in 2019 and develop a finance-ready Business Plan for the first phase of the tourism development.
- 75 **MARCH 2024**  
**Travel Alberta.** Travel Alberta engaged Legacy to complete the project feasibility and financial projections for two confidential projects in Northern Alberta.
- 76 **MARCH 2024**  
**McMurray Métis Cultural Centre Feasibility Study.** The LTG team was engaged by two interested entities to work with the Project Leadership Team on a detailed feasibility study to assist the PLT in bringing the project to a successful completion.
- 77 **MARCH 2024**  
**Xwum Limited Partnership, Katzie First Nation.** Business Planning for a new comfort camping opportunity as an addition to existing day use experiences provided on their traditional territory.
- 78 **MARCH 2024**  
**Destination BC – Village of Clinton Community Tourism Plan.** DBC engaged Legacy for the fourth time to work with a local community. The project involved the team working with the Village of Clinton and engaging with their tourism leadership to develop a locally-driven Community Tourism Plan.
- 79 **AUGUST 2024**  
**Ya'thi Néné Lands and Resources Department.** In partnership with Anielski Management Inc., Legacy completed the tourism evaluation potential for a study of the landscape values associated with Athabasca Denesiné Traditional Lands and the potential establishment of a co-designated Indigenous Protected Area/Provincial/National Park in Nuhenéné.
- 80 **SEPTEMBER 2024**  
**Independent Entrepreneur.** Confidential tourism business acquisition review and recommendations.
- 81 **SEPTEMBER 2024**  
**McElhanney Consulting Services/MD of Bonnyville No 87.** MCS engaged the LTG team to provide support in the implementation of some initial components of the Business and Development Plan completed by LTG in March 2022.

82

**NOVEMBER 2024**

**Wilderness Tourism Association of the Yukon. Research and Business Opportunities for the Tourism Association Partnership (TAP) a Not-For-Profit Group of Tourism Associations.** The purpose of this project was to gain insights and recommendations for the sustainable growth of the member associations and address the challenges related to staff accommodation for Yukon's tourism industry. Legacy was engaged to conduct research, analyze case studies, identify business opportunities in the tourism and non-profit sectors, study the staff accommodation shortage within the industry, and develop strategies for a comprehensive business plan for the TAP.

83

**DECEMBER 2024**

**Fort McMurray Wood Buffalo Economic Development and Tourism, Alberta.** Legacy was engaged to work with the FMWBEDT team to implement key recommendations from the Fort-McMurray/Wood Buffalo Destination Development Plan and Opportunities Assessment work from June, 2023 until December, 2024.

84

**DECEMBER 2024**

**Paskwayak Business Development Corporation, owned by the Opaskwayak Cree Nation, Manitoba.** The PBDC team engaged Legacy to develop an updated Phased Implementation Plan for the business plan that Legacy completed in December 2023.

85

**DECEMBER 2024**

**City of Camrose. Tourism Opportunities Study.** LTG worked closely with the Camrose tourism and economic development teams and select local stakeholders to identify real tourism investment opportunities. The key to fully realizing the tourism potential for the city of Camrose was ensuring that the recommendations for future opportunities and development were both pragmatic and strategic.

86

**CURRENTLY UNDERWAY**

**Indigenous Tourism Alberta.** Legacy is working closely with Indigenous Tourism Alberta in the development of a Strategic Plan to support Indigenous Tourism based on empirical data, member needs and measurable results.

87

**CURRENTLY UNDERWAY**

**Glooscap First Nation.** Legacy is now working with the GFN on the Phase II component of a full business and development plan for a new Indigenous Tourism Destination.

88

**CURRENTLY UNDERWAY**

**Huu ay aht First Nation.** Legacy has been engaged to complete a plan that will conduct research, development work, and analysis to determine the best operating model for Kiixn National Historic Site and provide strategic recommendations for sustainable operations. This study will also explore the feasibility of utilizing experiential technologies to minimize physical visitor impact on the site while enhancing the historical experience.

89

**CURRENTLY UNDERWAY**

**Wilderness Tourism Association of the Yukon.** The WTAY, on behalf of the seven tourism sector organizations in the Yukon, has engaged Legacy to complete the next phase of stakeholder engagement and project implementation for the recently completed tourism sector strategic business plan developed by the Legacy team.



# WHY CHOOSE LEGACY?

IT IS THE COMBINED 400 YEARS OF ON THE GROUND EXPERIENCE OUR MEMBERS COLLECTIVELY SHARE THAT SETS OUR TEAM APART.

The founders of Legacy are all former tourism owner/operators of some of the most successful tourism businesses of their kind in Canada. So we understand the challenges, work and commitment required to create a sought after tourism experience. We can help make those dreams a reality because we've been there too.



## LEGACY TOURISM GROUP

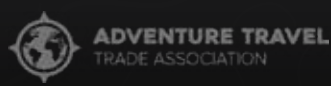
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