


**1. Tourism Planning 2. Education & Training 3. Aboriginal Experience 4. International Experience**

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	North Shore Project Leadership	<b>1. Tourism Planning &amp; Development</b>
1.	<b>MUSEUM DEVELOPMENT ADVISOR:</b> Appointed (by District of North Vancouver) as Commissioner to the North Vancouver Museum and Archives Commission. Now providing input into ongoing operations of facilities, and to ambitious new museum complex planned for North Vancouver waterfront.	
2.	<b>TOURISM LAND USE: MISSION INTERPRETIVE FOREST PROJECT:</b> Provided strategic direction and planning services for all commercial recreation and tourism components of this precedent-setting re-visioning of crown land use (ongoing project advisor role). For <i>District of Mission</i> .	
3.	<b>TOURISM LEARNING RESOURCES WRITER/EDITOR:</b> Managed four separate projects to develop comprehensive learning resources for communities engaged in tourism community planning: <ul style="list-style-type: none"> <li>• <i>Transforming Communities through Tourism: A Handbook for Community Champions (edition for BC, Alberta, Saskatchewan, Manitoba, Yukon)</i></li> <li>• <i>Transforming Communities through Tourism: A Handbook for Community Tourism Champions (revised edition for BC)</i></li> <li>• <i>Cultural/Heritage Tourism: A Handbook for Community Champions (national resource)</i></li> <li>• <i>Aboriginal Cultural Tourism Business Planning Guide: Checklist for Success</i></li> </ul> For <i>Tourism Standards Consortium, Aboriginal Tourism Association of BC, and the BC Ministry of Community, Sport &amp; Culture</i> .	
4.	<b>TRANSFORMING COMMUNITIES THROUGH TOURISM—A WORKSHOP FOR COMMUNITY CHAMPIONS:</b> Developed content and facilitated community tourism development planning sessions in Inuvik, NWT (1 day), Tofino, BC (5 days) Whitehorse, Yukon and Portage la Prairie, Manitoba (2 days). Co-facilitated <i>Transforming Aboriginal Communities through Tourism</i> workshops (2 days) for twelve BC Aboriginal communities and Great Spirit Circle Tour communities, Ontario. For <i>BC Local Government Administration Program, Tourism Standards Consortium and Aboriginal Tourism Association of BC</i> .	
5.	<b>NUNAVUT TOURISM STRATEGY:</b> Co-designed community consultation process for official territorial tourism plan. Conducted stakeholder interviews in Iqaluit and community planning workshops in Pangnirtung. Contributed to master plan recommendations. For <i>Government of Nunavut, with J. Challis and Projects on Purpose</i> .	
6.	<b>LEARNING LEGACIES FOR THE 2010 GAMES.</b> Served as project manager for development of website focusing on tourism-related impacts of the Vancouver 2010 Olympic and Paralympic Games. Created almost 100 unique instructor resources, <i>2010 Discussion Starters</i> . This template was adopted for use by U.K. universities for the London 2012 Games, and was presented in Sochi, Russia for the 2014 Games. For <i>LinkBC: the Tourism &amp; Hospitality Education Network and BC Campus</i> .	
7.	<b>LINKBC TOURISM EDUCATION NETWORK:</b> Led complex development process to create <a href="http://www.linkbc.ca">www.linkbc.ca</a> , a successful model of collaboration amongst 23 colleges and universities. Served as general manager for eight years. Coordinated ongoing liaison with many tourism industry groups (including Destination British Columbia, Tourism Industry Association of BC, go2 and many regional and local destination marketing organizations). Secured funding, managed staff, and all network activities. For <i>Capilano University (provincial host institution)</i> .	
8.	<b>NORTH SHORE TOURISM CONSORTIUM—OPERATING TERMS OF REFERENCE:</b> Coordinated 3-year planning initiative to develop a tourism development strategy and terms of reference for new private-public DMO partnership. Led consultation process and development of a common vision between a variety of stakeholders (including three municipalities, two Chambers of Commerce, large and small employer groups, hotel sector and two First Nations). For <i>District of North Vancouver, North Shore Hotels Association and Others</i> .	
9.	<b>FERNIE DESTINATION MANAGEMENT ORGANIZATION—OPERATING TERMS OF REFERENCE:</b> Co-facilitated a two-phase	

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	strategic planning project for the Fernie Tourism Task Force – a multi-faceted project to develop all terms of reference and funding model for a new DMO model. Coordinated consultation with local government, ski resort, accommodation sector, Chamber of Commerce and other stakeholders For <i>City of Fernie, with Cadence Strategies and Small Planet Consulting</i> .
10.	<b>COMMUNITY TOURISM FOUNDATIONS PROGRAM:</b> Developed the terms of reference for successful program that support communities in tourism economic development. The CTFP provides guidance, planning support and mentorship for development of community tourism strategic plans. For <i>Tourism British Columbia, with R. Tivy</i> .
11.	<b>TOURISM PRINCE GEORGE—DMO STRUCTURE &amp; MARKETING STRATEGY:</b> Led components of project to guide complete restructuring of a destination management organization: partnership assessment and development; determination of new funding model (including hotel tax), establishment of mandate and key operating priorities etc. For <i>Initiatives Prince George and Tourism Prince George, with Cadence Strategies</i>
12.	<b>UCLUELET FIRST NATION TOURISM ACTION PLAN:</b> Co-managed strategic planning process and development of community tourism strategy. Completed market assessment, gap and opportunity analysis, partnership development, implementation plan etc. For <i>Ucluelet First Nation with S. White</i> .
13.	<b>BC TOURISM HUMAN RESOURCES TASK FORCE PROJECT:</b> Coordinated all logistical elements of two-year strategic planning process that resulted in a five-year industry workforce development strategy; worked with chair to manage numerous task groups, consultation process and research initiatives; coordinated development of the final report with recommendations. For <i>Tourism British Columbia and industry partners</i> .
14.	<b>DOIG RIVER FIRST NATION CULTURAL TOURISM &amp; EDUCATION PLAN:</b> Co-coordinated community consultations, regional tourism trends & opportunities analysis, business feasibility analysis, partnership development assessment etc. for a small Peace River Treaty 8 community. For <i>Doig River First Nation, with Small Planet Consulting</i> .
15.	<b>OUTDOOR TOURISM PRODUCT DEVELOPMENT GROUP:</b> Served as tourism market development advisor on national sector development committee. For <i>Canadian Tourism Commission</i> .
16.	<b>NATIONAL AWARDS FOR EXCELLENCE IN TOURISM HUMAN RESOURCES:</b> Served as national judge for this competition. For the <i>Canadian Tourism Human Resource Council and the Tourism Industry Association of Canada</i> .
17.	<b>PAT CORBETT TOURISM LEADERSHIP AWARDS:</b> Developed awards criteria and served as judge for this provincial tourism program competition. For the <i>Tourism Industry Association of BC</i> .
18.	<b>COMMUNITY TOURISM PLANNING: ELEMENTS OF SUCCESS WORKSHOP:</b> Designed and delivered this workshop for municipal government administrators: Tri-Cities (Coquitlam) -- destination management association development Tourism Squamish -- destination management association development West Vancouver – tourism strategy development For <i>Tourism Squamish, the District of Coquitlam and the District of West Vancouver</i> .
19.	<b>ABORIGINAL &amp; CULTURAL TOURISM—GETTING STARTED THE RIGHT WAY WORKSHOP:</b> Designed and delivered interactive presentation for community leaders. For <i>Cariboo Tribal Council and the Department of Indian &amp; Northern Affairs, with S. White</i> .
20.	<b>BC MARINE TOURISM OPPORTUNITIES ANALYSIS:</b> Coordinated research project to assess tourism employment & business opportunities in BC coastal communities. For <i>BC Community Fisheries Development Centre, with Simon Fraser University Centre for Tourism Policy and Research</i> .

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21.	<b>DIRECTORY OF NATIONAL ECO/ADVENTURE TOURISM ASSOCIATIONS:</b> Served as project manager for the development of this national resource guide; coordinated research tasks and production. For the <i>Canadian Tourism Commission</i> .
22.	<b>WHY WE NEED STANDARDS IN THE ADVENTURE TRAVEL AND ECOTOURISM SECTOR—ARTICLE:</b> Developed and published paper in the “Global Forum for Outdoor Professionals”. For <i>The Outdoor Network</i> .
23.	<b>ABORIGINAL TOURISM BUSINESS DEVELOPMENT GUIDE:</b> Managed content development and coordinated production process, while also serving as co-writer/editor for editions 1 and 2 of this national learning resource. With <i>S. White</i> for <i>Aboriginal Tourism Team Canada</i> and the <i>Canadian Tourism Human Resource Council</i> .
24.	<b>TOURISM HUMAN RESOURCES PLANNING:</b> Managed a number of national and international tourism HR strategic planning projects: <ul style="list-style-type: none"> <li>• Barbados Tourism HRD 3 Year Strategic Plan</li> <li>• Two 3-year Strategic plans on behalf of the Caribbean Tourism Organization</li> <li>• National tourism sector council planning/visioning workshop (CTHRC)</li> <li>• Terms of reference for national tourism sector council, Government of Jordan</li> </ul> For <i>Barbados Tourism Authority, Caribbean Tourism HR Council, Canadian Tourism HR Council</i> and the <i>Government of Jordan</i> .
25.	<b>BC TOURISM: AN INDUSTRY STATUS REPORT:</b> Coordinated project to research, source contributions and manage production for this industry overview publication. For <i>Tourism British Columbia</i> and the <i>BC Ministry of Advanced Education</i> .



North Shore  
Project Leadership

**2. Education & Training Development**

1.	<b>COURSE DEVELOPMENT:</b> Created course for new degree program: <i>History and Geography of Tourism</i> – developed learning outcomes, identified and sourced instructor and student resources, designed learning activities and assessment criteria. For <i>Royal Roads University</i> .
2.	<b>LINK BC: THE TOURISM &amp; HOSPITALITY EDUCATION NETWORK:</b> Led complex development process to create <a href="http://www.linkbc.ca">www.linkbc.ca</a> , a successful model of collaboration amongst 23 colleges and universities. Served as general manager for eight years. Coordinated ongoing liaison with many tourism industry groups (including Destination British Columbia, Tourism Industry Association of BC, go2 and many regional and local destination marketing organizations). Secured funding, managed staff, and all network activities. For <i>Capilano University (provincial host institution)</i> .
3.	<b>2010 OLYMPICS &amp; PARALYMPICS GAMES ONLINE LEARNING RESOURCES.</b> Served as project manager for development of website focusing on tourism-related impacts of the Vancouver 2010 Olympic and Paralympic Games. Created almost 100 unique instructor resources, <i>2010 Discussion Starters</i> . This template was adopted for use by U.K. universities for the London 2012 Games, and was presented in Sochi, Russia for the 2014 Games. For <i>LinkBC: the Tourism &amp; Hospitality Education Network</i> and <i>BC Campus</i> .
4.	<b>BC “TRANSFER-FRIENDLY” COURSE OUTLINE TEMPLATE:</b> Served as project manager to develop this provincial resource. Facilitated the involvement of numerous college and university administrators to develop a commonly-accepted provincial tool for the BC post-secondary education system. For <i>BC Council for Admissions and Transfer</i> .
5.	<b>ABORIGINAL CULTURAL/ECO-TOURISM FIELD SCHOOL:</b> Developed comprehensive program outline, scheduled instructors and created learning activities for this week-long field-based program. For <i>Native Education College with Penelekt First Nation</i> .

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6.	<p><b>HUMAN RESOURCES/EDUCATION SECTOR COUNCIL DEVELOPMENT, JORDAN:</b> Led strategic planning initiative and developed terms of reference for country's first human resources sector council; led consultation and secured input from the Jordanian government, education representatives and tourism industry. For <i>Government of Jordan, Association of Canadian Community Colleges</i>.</p>
7.	<p><b>COLLEGE DIPLOMA PROGRAM REVIEW:</b> Coordinated six-month internal review process for strengthening the Aboriginal Tourism Diploma program. Led stakeholder consultations and developed recommendations and plan for administrative team. For <i>Native Education Centre (now College)</i>.</p>
8.	<p><b>BC HOSPITALITY PROGRAMS ONLINE PRIOR LEARNING ASSESSMENT GUIDE:</b> Led consultation and development process to create this provincial tool for college and university administrators. For <i>Ministry of Advanced Education</i>.</p>
9.	<p><b>BC PUBLIC-PRIVATE ARTICULATION GUIDELINES POLICY DOCUMENT:</b> Led the process to develop this guide for provincial hospitality management programs. For <i>Pacific Rim Institute of Tourism and Ministry of Advanced Education</i>.</p>
10.	<p><b>STRATEGIC PLANNING AND TOURISM PROGRAMS REVIEWS:</b> Facilitated these program review exercises for five rural-based colleges. Developed structured discussion framework for participants and produced reports with recommendations and options for strengthening programs. For <i>Northwest Community College, College of New Caledonia, College of the Rockies, Yukon College and Northern Lights College</i>.</p>
11.	<p><b>PRIVATE POST-SECONDARY INSTITUTIONAL AUDITS:</b> Served as program auditor, involving site visits and accreditation review analysis for two private colleges. For <i>Private Post Secondary Education Commission</i>.</p>
12.	<p><b>CANADIAN TOURISM LEARNING SYSTEM FRAMEWORK:</b> Led three national strategic planning sessions for post-secondary administrators, resulting in the development of a framework to link certificate, diploma &amp; degree curricula to occupational standards, and encouraging articulation &amp; transfer innovations. For <i>Association of Canadian Community Colleges and the Canadian Tourism Human Resource Council</i>.</p>
13.	<p><b>THE TOURISM LEARNING SYSTEM: WESTERN CANADIAN EXPERIENCES AND STRATEGIES:</b> Co-authored this published national sectoral case study. For the <i>Association of Canadian Community Colleges and the Canadian Tourism Human Resource Council</i>, with <i>B. White and G. Bird</i>.</p>
14.	<p><b>PROVINCIAL PRIOR LEARNING ASSESSMENT POLICY GUIDELINES:</b> Coordinated all components of project to develop these education program resources. For <i>Ministry of Advanced Education, and BC Tourism/Hospitality Programs Articulation Committees</i>.</p>
15.	<p><b>ADVENTURE TOURISM PROGRAMS FRAMEWORK POLICY GUIDELINES:</b> Coordinated all components of project to develop these education program resources. For <i>Ministry of Advanced Education, and BC Adventure Tourism Articulation Committees</i>.</p>
16.	<p><b>CAREER AND EDUCATION CAREER RESOURCES:</b> Managed projects to research and develop sector-specific information resources:</p> <ul style="list-style-type: none"> <li>• Provincial career paths resources (with transfer and articulation information)</li> <li>• Directories of provincial education and training programs</li> </ul> <p>For the <i>Ministry of Advanced Education and the Pacific Rim Institute of Tourism</i>.</p>
17.	<p><b>BC PROVINCIAL TOURISM LEARNING SYSTEM:</b> Conceptualized and co-developed a comprehensive planning framework for educators and industry (including links between secondary &amp; post secondary, public &amp; private and industry-based training). For the <i>Ministry of Advanced Education, BC Articulation Committees and the Pacific Rim Institute of Tourism</i>.</p>

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18.	<p><b>LEARNING RESOURCES—STUDENT WORKBOOKS AND INSTRUCTOR GUIDES:</b> Responsible for the development and coordination of all phases of numerous learning resources. eg:</p> <ul style="list-style-type: none"> <li>• <i>Introduction to Tourism</i> instructor’s handbook</li> <li>• <i>The Adventure Tourism Series</i> – three workbooks,</li> <li>• <i>Risk Management for Outdoor Programs</i> – three workbooks</li> <li>• <i>Aboriginal Tourism Business Development Guide</i> workbook</li> <li>• <i>Tourism Supervisory Development Program</i> – seven instructor guides</li> </ul> <p>For the <i>Open Learning Agency, Ministry of Advanced Education</i> and the <i>Pacific Rim Institute of Tourism</i>.</p>
19.	<p><b>EDUCATION TRANSFER AND CREDIT POLICY GUIDELINES:</b> Coordinated consultation for and development of:</p> <ul style="list-style-type: none"> <li>• Advanced credit agreements for secondary school graduates (relating to national industry credentials)</li> <li>• Advanced credit/preferred entry models for secondary/post-secondary linkages</li> </ul> <p>For the <i>Ministry of Education, Ministry of Advanced Education</i> and the <i>Pacific Rim Institute of Tourism</i>.</p>
20.	<p><b>NATIONAL OCCUPATIONAL STANDARDS DEVELOPMENT:</b> Co-facilitated standards development workshops for industry practitioners:</p> <ul style="list-style-type: none"> <li>• Outdoor Adventure Guide</li> <li>• Heritage Interpreter</li> </ul> <p>For the <i>Canadian Tourism Human Resource Council, with Tourism Training Canada</i>.</p>
21.	<p><b>BC ADVENTURE TOURISM HUMAN RESOURCE DEVELOPMENT FORUMS:</b> Coordinated all elements of two sector-based development seminar/planning workshops. For the <i>Pacific Rim Institute of Tourism and Adventure Industry Sector Associations</i>.</p>
22.	<p><b>INDUSTRY-VALIDATED CORE CURRICULUM HANDBOOKS:</b> Developed process for, and served as provincial coordinator (over multiple years) to develop common curricula in seven tourism-related programs:</p> <ul style="list-style-type: none"> <li>• Bachelor of Tourism Management Degree</li> <li>• Bachelor of Hospitality Management Degree</li> <li>• Hospitality Management Diploma</li> <li>• Tourism Management Diploma</li> <li>• Adventure Tourism Certificate</li> <li>• Aboriginal Education &amp; Training</li> <li>• Secondary Tourism Career Preparation Program</li> </ul> <p>For <i>Ministry of Advanced Education and BC Articulation Committees, with numerous tourism industry associations</i>.</p>
23.	<p><b>PROGRAMS FOR THE TOURISM PROFESSIONAL (PTP) DESIGNATION:</b> Developed and managed the Industry endorsement and validation process for above programs, leading to PTP recognition. For the <i>Ministry of Advanced Education</i> and the <i>BC Articulation Committees</i>.</p>
24.	<p><b>ASSOCIATION OF TOURISM PROFESSIONALS (ATP):</b> Created terms of reference for a new organization to recognize industry professionals—based on a tiered education/industry credits and credentialing model. Resulted in the formation of the ATP professional body, with 400+ members. For the <i>Pacific Rim Institute of Tourism</i> and the <i>Association of Tourism Professionals</i>.</p>
25.	<p><b>EDUCATION PARTNERSHIPS DEVELOPMENT:</b> Facilitated, as Director of Educational Services, provincial collaboration amongst post-secondary institutions:</p> <ul style="list-style-type: none"> <li>• Established new provincially recognized articulation committees (including private educational institutions)</li> <li>• Developed articulation committee agendas (laddering issues   transfer   communication   professional development etc.)</li> <li>• Established provincial secondary/post-secondary articulation agreement</li> <li>• Established provincial diploma/degree articulation agreement</li> </ul> <p>For the <i>Ministry of Advanced Education</i> and the <i>Pacific Rim Institute of Tourism</i>.</p>



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26.	<b>COLLEGE ACHIEVEMENT AND SUPPORT PROGRAM:</b> Developed concept for and then administered, all instructional and support components of this program—in partnership with communities and college. Increased number of First Nations students on campus from less than 20 to almost 200 in three years. For <i>Capilano College, Squamish, Tsleil'waututh, Lil'Wat, Sechelt</i> and <i>Anderson Lake First Nations</i> .
27.	<b>NATIVE INDIAN TEACHER EDUCATION PROGRAM:</b> Served as <i>Program Coordinator</i> and instructor for seven years. Responsible, as a UBC faculty member, for all aspects of a teacher education field centre operation. For <i>University of British Columbia (Honorary NITEP Graduate)</i> .
28.	<b>SFU ENVIRONMENTAL EDUCATION:</b> Co-instructed undergraduate course in First Nations community setting; coordinated field learning activities. For <i>Simon Fraser University</i> .
29.	<b>USTL'AHAHN ALTERNATE SCHOOL:</b> Responsible, as <i>Head Teacher</i> and <i>Program Developer</i> , for creation of a new secondary school institution. Managed all curriculum development, recruitment, instructional, budget and administrative duties. For <i>North Vancouver School District</i> and the <i>Squamish First Nation</i> .

North Shore  
Project Leadership**3. Aboriginal Community Experience**

1.	<b>ABORIGINAL TOURISM CERTIFICATE PROGRAM DEVELOPMENT:</b> Coordinated program partnership and curriculum development project for community and university stakeholders. Produced Program Outline and Coordinator's Guide for Lillooet, community based program. With <i>Aboriginal Tourism Solutions</i> and for <i>Ucwalmicw Centre Society</i> and <i>Thompson Rivers University</i> .
2.	<b>INDIGENOUS CULTURAL/HERITAGE TOURISM TRAINING DEVELOPMENT: BELIZE:</b> Designed training workshop components and Trainer's Guide for a cultural/heritage tourism needs assessment and business development project (Belize Sustainable Tourism Management Programme). A project undertaken in collaboration with the Garafuna, Mayan and Criole indigenous communities. With <i>Small Planet Consulting</i> and <i>Aboriginal Tourism Association of BC</i> .
3.	<b>COASTAL CORRIDOR CONSORTIUM—ABORIGINAL SERVICE PLAN:</b> Facilitated strategic planning and coordinated development of multi-year project reports/proposals for this consortium of communities and post-secondary institutions. For <i>Tsleil-waututh, Musqueam, Sechelt, Lil'Wat</i> and <i>Squamish First Nations, Capilano University, Vancouver Community College</i> and <i>Native Education College</i> , with <i>S. White</i>
4.	<b>TRANSFORMING ABORIGINAL COMMUNITIES THROUGH TOURISM WORKSHOP:</b> Designed and delivered presentation to <i>Great Spirit Circle Trail, Manitoulin Island, Ontario</i> , with <i>C. Chapman</i> .
5.	<b>BC ABORIGINAL EDUCATION AND TRAINING STRATEGY:</b> Served as active advisor to the task force that developed this provincial planning framework. For <i>Aboriginal Tourism Association of BC (AtBC)</i> .
6.	<b>BC ABORIGINAL TOURISM EDUCATION &amp; TRAINING PROGRAM HANDBOOK AND DELIVERY GUIDELINES:</b> Conceptualized and developed this provincial resource with input from AtBC and 9 colleges/universities. For <i>Aboriginal Tourism Association of BC, LinkBC network</i> and the <i>Ministry of Advanced Education</i> .
7.	<b>TRANSFORMING ABORIGINAL COMMUNITIES THROUGH TOURISM WORKSHOP:</b> Designed learning activities for this community development program. Co-facilitated 2-day interactive workshop for 12 BC communities. For <i>Aboriginal Tourism Association of BC</i> , with <i>S. White</i> and <i>C. Chapman</i> .
8.	<b>ABORIGINAL TOURISM EDUCATION RESEARCH (1992-2005) REPORT:</b> Coordinated all components of research project, managed sub-contractor, compiled report and presented highlights and recommendations for client. For <i>Aboriginal Training Adjustment Committee, Spo7ez Cultural Society</i> .

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9.	<b>ABORIGINAL CULTURAL/ECO-TOURISM FIELD SCHOOL:</b> Developed comprehensive program outline, scheduled instructors and created learning activities for this week-long field-based program. For <i>Native Education College</i> with <i>Penelekt First Nation</i> .
10.	<b>CROSS-CULTURAL CORPORATE TRAINING PROGRAM BUSINESS PLAN:</b> Co-coordinated community consultations and business feasibility analysis for a small Peace River First Nations community. For <i>Doig River First Nation</i> , with <i>Small Planet Consulting</i> .
11.	<b>UCLUELET FIRST NATION TOURISM ACTION PLAN:</b> Co-managed strategic planning process and development of community tourism strategy. For <i>Ucluelet First Nation</i> , with <i>S. White</i> .
12.	<b>ABORIGINAL TOURISM OPERATIONS PROGRAM REVIEW:</b> Coordinated internal review process for strengthening this program, led stakeholder consultations and developed recommendations and plan for administrative team. For <i>Native Education Centre (now College)</i> .
13.	<b>ABORIGINAL TOURISM PLANNING: ELEMENTS OF SUCCESS WORKSHOP:</b> Designed and co-delivered ( <i>with S. White</i> ). For <i>Department of Indian and Northern Affairs</i> and <i>Cariboo Tribal Council</i> .
14.	<b>ABORIGINAL TOURISM BUSINESS DEVELOPMENT GUIDE:</b> Managed content development and coordinated production process, while also serving as co-writer/editor, for editions 1 and 2 of this national learning resource. For <i>Aboriginal Tourism Team Canada</i> and the <i>Canadian Tourism Human Resource Council</i> , with <i>S. White</i> .
15.	<b>BC ABORIGINAL EDUCATION AND TRAINING FRAMEWORK:</b> Developed concept and planning framework for a more coordinated approach to curriculum and delivery for Aboriginal tourism training. For <i>Ministry of Advanced Education</i> and <i>Aboriginal Tourism Association of BC</i> .
16.	<b>ABORIGINAL ADAPTATION OF THE NATIONAL HERITAGE INTERPRETER OCCUPATIONAL STANDARDS:</b> Created project proposal terms of reference. For the <i>Canadian Tourism Human Resource Council</i> .
17.	<b>ABORIGINAL TOURISM EDUCATION AND TRAINING NEEDS ANALYSIS:</b> Contracted to facilitate the terms of reference for this policy development project. For the <i>Canadian Tourism Human Resource Council</i> .
18.	<b>ABORIGINAL TOURISM MANAGEMENT PROGRAM:</b> Contributed content and operations expertise as member of program advisory committee. For <i>Native Education Centre (now College)</i> .
19.	<b>FIRSTHOST ABORIGINAL HOSPITALITY SERVICE PROGRAM DEVELOPMENT:</b> Served as member of project steering committee and provided input into learning outcomes, workshop activities etc. For <i>Native Education Centre (now College)</i> .
20.	<b>SECHELT FIRST NATIONS EDUCATION NEEDS ASSESSMENT:</b> Managed research, community consultations, and analysis leading a report to Council. Presented findings and recommendations to Band administrative team. For <i>Sechelt First Nation</i> .
21.	<b>INTERNATIONAL CONFERENCE OF INDIGENOUS PEOPLE'S EDUCATION:</b> Planned and coordinated program development, logistics and all marketing strategies for this international event. For the Canadian host: <i>First Nations House of Learning, University of British Columbia</i> .
22.	<b>BC NATIVE YOUTH EMPLOYMENT CONFERENCE:</b> Served as conference manager for all program and logistical aspects of this province-wide event. For <i>BC Aboriginal Employment Agencies</i> .
23.	<b>CANADIAN INDIAN TEACHER EDUCATION PROGRAMS CONFERENCE:</b> Coordinated program development, secured national participants, managed logistics and developed marketing tactics for this highly successful national event.

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	For the Canadian host: the <i>University of British Columbia</i> .
24.	<b>NATIVE INDIAN TEACHER EDUCATION PROGRAM:</b> Served as coordinator for seven years: Managed all aspects of student engagement & support, administered all instructional components, delivered instructional methodology courses for the North Vancouver and on-campus centres of the program. For <i>University of British Columbia</i> (recognized as an Honorary UBC NITEP Graduate).
25.	<b>COLLEGE ACHIEVEMENT AND SUPPORT PROGRAM (FOR NATIVE STUDENTS):</b> Developed organizational structure for, and then administered all instructional and support components of this program—in partnership with communities and college. Increased number of First Nations students on campus from less than 20 to almost 200 in three years. For <i>Capilano College, Squamish, Tsleil'waututh, Lil'Wat, Sechelt</i> and <i>Anderson Lake First Nations</i> .
26.	<b>ENVIRONMENTAL EDUCATION (FIRST NATION APPLICATIONS):</b> Co-designed and instructed undergraduate course in Mt. Currie. For <i>Simon Fraser University</i> and <i>Lil'wat First Nation</i> .
27.	<b>USTLA'HAHN ALTERNATE SCHOOL:</b> Served as program developer and head teacher for North Vancouver's first alternate school for native youth, developed in partnership with community and school district. Developed facilities, curriculum & alternate approaches to encourage student success, managed staff & operations, and provided student support. For <i>Squamish First Nation</i> and the <i>North Vancouver School District</i> .
28.	<b>SOCIO-ECONOMIC SURVEY OF BC NON-STATUS ABORIGINALS:</b> Served as project coordinator for all aspects of this multi-week BC-wide fieldwork and research project. Managed all logistics, supervised team of student researchers, liaised with regional Metis communities, administered budget. For <i>United Native Nations, (former) BC Association of Non-Status Indians</i> .



North Shore  
Project Leadership

**4. International Project Experience**

1.	<b>INDIGENOUS RIGHTS IN TOURISM IN ASIA AND THE PACIFIC:</b> Facilitated the coordination & synthesis of research results, and development & design of a project update report. For <i>Pacific Asia Travel Association &amp; Capilano University</i>
2.	<b>SUSTAINABLE TOURISM MANAGEMENT PROGRAMME, BELIZE:</b> Designed training workshop components and Trainer's Guide for a cultural/heritage tourism training and business development project. Undertaken in collaboration with the Garafuna, Mayan and Criole indigenous communities. For <i>Belize Tourism Board, with Small Planet Consulting and Aboriginal Tourism Association of BC</i> .
3.	<b>TOURISM TRADE MISSION TO ZHANGJIAJIE, HUNAN, CHINA:</b> Developed and led presentations for a Canada-China tourism partnership & education program. For <i>City of Jhangjiajie, Resort Municipality of Whistler</i> and <i>Capilano University, with Green Commerce Innovation Corporation</i> .
4.	<b>OLYMPICS ONLINE LEARNING PROJECT, UK AND RUSSIA:</b> Conceptualized phase one development of London 2012 and Sochi 2014 <i>Learning Legacies</i> Olympics learning websites for universities. With <i>LinkBC, UK Higher Education Academy (Hospitality, Leisure, Sport &amp; Tourism), Podium: Higher Education for 2012 and Sochi 2014 Olympics Organizing Committee</i> .
5.	<b>BC-CANADA OLYMPICS PAVILION MISSION, CHINA:</b> Managed all elements of a business development mission to Beijing (tourism and hospitality education programs); secured participation of nine BC colleges and universities, managed logistics; created well-received on-site program. For <i>BC Council for International Education</i> .
6.	<b>TOURISM SECTOR COUNCIL DEVELOPMENT, JORDAN:</b> Led strategic planning initiative and developed terms of reference for country's first human resources sector council; led consultation and secured input from the Jordanian government and tourism industry. For <i>Government of Jordan, Association of Canadian Community</i>



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\* some projects are listed in more than one category

	<i>Colleges.</i>
7.	<b>CARIBBEAN HOSPITALITY PROGRAMS CORE CURRICULUM, ST. LUCIA:</b> Developed framework and coordinated input for Caribbean hospitality programs project. For <i>Caribbean Tourism Organization</i> .
8.	<b>CARIBBEAN TOURISM LEARNING SYSTEM DEVELOPMENT PHASE 2, BARBADOS:</b> Facilitated project development workshop at the 2 <sup>nd</sup> Caribbean Tourism Educators' Forum. For <i>Caribbean Tourism Organization, with the Canadian Tourism Human Resource Council</i> .
9.	<b>CARIBBEAN TOURISM LEARNING SYSTEM DEVELOPMENT PHASE 1, ANTIGUA:</b> Developed framework, coordinated contributions from multiple partners and facilitated planning workshop at the 1 <sup>st</sup> Caribbean Tourism Educators' Forum. For <i>Caribbean Tourism Organization</i> .
10.	<b>CARIBBEAN TOURISM HUMAN RESOURCE COUNCIL STRATEGIC PLAN # 2, MEXICO:</b> Invited to return and facilitate development of all components for a 2 <sup>nd</sup> Three-year Strategic Plan. With <i>Tourism Training Canada, for Caribbean Tourism Organization and the Caribbean Tourism Human Resource Council</i> .
11.	<b>CARIBBEAN TOURISM HUMAN RESOURCE COUNCIL STRATEGIC PLAN # 1, BARBADOS:</b> Conceptualized and assisted in the development of all components of the 1 <sup>st</sup> Three-year Strategic Plan for this sector council. With <i>Tourism Training Canada, for Caribbean Tourism Organization and the Caribbean Tourism Human Resource Council</i> .
12.	<b>TOURISM DISTRIBUTED LEARNING CENTRE PILOT PROJECT: BELIZE:</b> Contributed to project framework and program design components. For <i>Simon Fraser University, ARA/KPMG Consultants</i> .
13.	<b>NATIONAL INDUSTRY HUMAN RESOURCES STRATEGIC PLAN, INDIA:</b> Led initiative to promote tourism human resource policy development with Indian tourism ministry. With <i>India-Canada Tourism Consortium and Tourism Training Canada</i> .
14.	<b>TOURISM LEARNING SYSTEM DEVELOPMENT, HONG KONG:</b> Facilitated planning initiative to promote a collaborative approach to curriculum design and delivery. For <i>Hong Kong Polytechnic University, Tourism Training Canada</i> .
15.	<b>COLLABORATION FOR TOURISM EDUCATION WORKSHOP, HONG KONG:</b> Presented on the BC Tourism Learning System. For <i>Hong Kong Association of Travel Agents</i> .
16.	<b>BC TOURISM LEARNING SYSTEM AND ASIA-PACIFIC CONNECTIONS WORKSHOPS, PHILIPPINES AND HAWAII:</b> Facilitated planning workshops at the <i>Asia Pacific Tourism Association Conference, Manila</i> , and at the <i>University of Hawaii, Honolulu</i> .
17.	<b>NATIONAL TOURISM HUMAN RESOURCES DEVELOPMENT STRATEGIC PLAN, BARBADOS:</b> Researched, led consultations and developed all HR components of National Tourism Development Strategic Plan. For <i>Barbados Tourism Authority, with ARA Consultants</i> .
18.	<b>TRENDS IN TOURISM EDUCATION REPORT, UK:</b> Researched trends and Issues in U.K. tourism and hospitality education and training, and developed UK-Canada tourism professional development partnerships. For <i>Pacific Rim Institute of Tourism</i> .
19.	<b>INTERNATIONAL TOURISM HR CONFERENCE MANAGEMENT, CANADA AND 26 COUNTRIES:</b> Served as conference co-manager and national host for this globally-promoted event: program development, fundraising, marketing, speaker management etc. For <i>Pacific Asia Travel Association and World Travel and Tourism Council</i> .
20.	<b>INTERNATIONAL TOURISM HR CONFERENCES: BALI, INDONESIA AND HONG KONG:</b> Served as rapporteur for these two international events. For <i>Pacific Asia Travel Association and World Travel and Tourism Council</i> .

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21.	<b>WORLD CONFERENCE OF INDIGENOUS PEOPLE'S EDUCATION, CANADA AND 5 COUNTRIES:</b> Coordinated program and site logistics for this international conference, liaised with international participants. With <i>First Nations House of Learning, University of British Columbia</i> .
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