

DAVID M. RUSSELL

EDUCATION B.A. (Economics), Carleton University, Canada
 M.C.P. (City Planning/Economics), University of Pennsylvania, USA

CAREER SUMMARY

2007- President, Sage Hills Developments Ltd (British Columbia, Canada)
2006- Partner, Leisurescape LLC (Nevada, USA)
2002- President, DMRussell Consulting Inc. (British Columbia, Canada)
1999-2002 Managing Director, KPMG Consulting LP
1990–1999 Partner, The ARA Consulting Group Inc.
1987–1989 Vice-President, Western Region, The DPA Group Inc.
1985–1986 Manager, The DPA Group Inc., Winnipeg.
1982–1985 Senior Consultant and Manager, The DPA Group Inc., Ottawa.
1976–1982 Head, Municipal Plan Division, City of Halifax Planning Department.
1974–1975 Researcher, Philadelphia Partnership Ltd.
1970–1973 Planner, City of Halifax.

PROFESSIONAL CONSULTING EXPERIENCE

International - Tourism Development Planning

- National Park Modernization Assessment for Northern Nigeria National Parks (Government of Nigeria)
- Tourism sector potential assessment for Southwest Coast region in Dominican Republic (Barrick Gold)
- Tourism facilitator for Cabinet workshop on tourism development and land use planning for Panama (Government of Panama)
- Advisor on hotel acquisition program for Pacific Northwest hotel brands (US investment fund)
- Advisor on hotel acquisition program in Canada for major international hotel corporation
- Tourism Specialist, Grenada Hurricane Recovery Strategy (Carana, USAID)
- Tourism Specialist, Preparation of Belize National Tourism Policy, (Belize Tourism Board and CPEC)
- Tourism Specialist, Preparation of Tourism Investor Roadmap, Dominica (Carana Corp, USAID)
- Tourism Specialist, Preparation of Dominica National Tourism Policy (Dominica NDC and CPEC)
- Tourism Specialist/Advisor for a Caribbean Tourism Sector Competitiveness Assessment for two World Bank 2005 publications on the Caribbean: "A Time to Choose", Caribbean Development in the 21st Century, and "Towards a New Agenda for Growth", OECS (World Bank)
- Tourism Specialist, Guyana Tourism Product Assessment and Destination Marketing Requirements, Guyana Economic Opportunities Project (Chemonics International Inc.-USAID)
- Project Director, Destination Marketing Strategy for Negril, Jamaica, Negril Chamber of Commerce and CPEC
- Project Director, Belize National Tourism Strategy Update, Belize Tourism Board and CPEC
- Tourism Specialist, Jamaica Community Tourism Symposium and Standards Project, Sustainable Communities Foundation and CPEC

- Qatar Tourism Sector Assessment (Qatar Public Sector Reform Project, Government of Qatar)
- Tourism Specialist for CIDA Caribbean Project for Economic Competitiveness (CPEC), project preparation and tourism competitiveness workshops for tourism projects in Jamaica, Montserrat, Belize, Antigua, St. Kitts & Nevis, St. Vincent & the Grenadines, St. Lucia, Guyana, Suriname and Dominica.
- Tourism Specialist for Caribbean Development Bank on a new approach to arts and crafts marketing and market development in the Caribbean.
- Project Director, development of a nature lodge brand for *caribbeanexperiences*TM (OAS and USAID)
- Tourism advisor for creation of web portal for *caribbeanexperiences*TM for small hotels sector in Caribbean. (OAS and USAID)
- Tourism advisor for NetCorps in Caribbean – a technology volunteer program assisting over 400 small hotels in Caribbean to enhance technology use and build web sites (OAS)
- Senior Project Advisor for *caribbeanexperiences*TM Implementation (OAS/USAID) – a new small hotels brand targeted to 12 countries, providing marketing and reservation service/call centre, hotel management & operations support, training and certification in collaboration with AHLA, technology support, and financing facilitation for property upgrades and expansions
- Tourism Specialist, Guyana Tourism Product Development Strategy (CPEC)
- Project Director, preparation of investment fund and financing concepts for Caribbean small hotels sector (OAS/USAID) and Senior Project Advisor for Investment Banking Services to OAS/USAID to establish major investment facilities for small hotel sector in Caribbean.
- Senior Project Advisor, Adaptation of American Hotel and Lodging Association (AHLA) training and certification material for Caribbean small hotels including licensing arrangements (OAS/USAID)
- Tourism Strategy Specialist, Tourism Long Term Strategy Assessment, Albuquerque, New Mexico (Albuquerque Visitors and Convention Bureau)
- Project Director, Executing Agency for OAS Small Hotels Assistance (12 countries) and Tourism Awareness (8 countries) Projects in the Caribbean (OAS)
- Development of Brands and Standards for the Caribbean small hotel sector (International Finance Corporation), including travel trade reviews in Europe and North America
- Tourism specialist for preparation of Juneau, Alaska Tourism Management Plan for City and Borough of Juneau (with Egret Communications)
- Project Director, Heritage and Nature Tourism Strategy for Barbados (Ministry of Tourism, Government of Barbados).
- Project Manager, Barbados Tourism Development Strategy, Subprogramme A (Ministry of Tourism, Government of Barbados).
- Project Director, Guatemala Ecotourism Development Pre-Feasibility (CIDA).
- Project Director, Private Sector Team, assembling financing for 5-star resort development, Guatemala (Private Sector Group).
- Project Director, Caribbean Hotel Development Strategy (for private hotel chain).
- Project Coordinator, Hotel and Ecotourism Investment Strategy Development for Honduras (Private Sector Consortium).
- Project Director, Ecotourism Market Demand Assessment, Governments of Canada, Alberta, British Columbia, Parks Canada
- Project Director, International Ecolodge Survey, ARA, Extract published by Ecotourism Society.

- Project Director, Antigua Government House Restoration and Heritage Tourism Attraction (Government of Antigua).
- Project Director, Restructuring of Hotel Loan Portfolio (Barbados Development Bank).
- Project Director for Trinidad and Tobago Tourism Master Plan and Investment Programme.
- Project Manager for Symbols of Democracy Heritage Tourism Project, Caribbean Heads of State Group.
- Tourism development / marketing specialist for heritage tourism project and Botanic Park, Cayman Islands (Cayman Islands Government).
- Project Monitor for implementation of CIDA Tourism / National Park project, Nelson's Dockyard National Park, Antigua.
- Project definition and feasibility for national historic park / tourism destination, St. Lucia including Interpretive Centre Concept (CIDA).
- Senior advisor for tourism interpretation centre attraction development, St. Lucia (CIDA).
- Study Director for urban tourism waterfront development, Castries, St. Lucia (CIDA).
- Project Manager for tourism development plan for Grenada's Grand Etang National Park and historic sites (CIDA).
- Project Manager for yachting harbour development plan, Bequia Island, St. Vincent and the Grenadines (CIDA).
- Project Manager for design of a tourism-based National Park plan for English Harbour, Antigua (CIDA).
- Responsible for tourism market, economic impact and financial feasibility analyses for tourism development projects in English Harbour, Antigua (CIDA).
- Study Director for project definition and feasibility for cruiseship welcome centre, Grenada (CIDA).
- Delivery of workshop on tourism development and economic diversification, Trinidad and Tobago Cabinet.
- Advisor on preparation of enabling legislation, institution design and management plan for proposed National Park Antigua (CIDA).
- Project Manager for preparation of \$13.5 million aid investment program for Antigua (CIDA).
- Implementation Advisor for ARA's Small Project Implementation Program (\$18 million in capital project delivery in Caribbean) on tourism and national parks projects.

Canada - Tourism Development Planning

- Study Director for Project Assessment and Implementation Planning, Cultural Experiences Implementation, Squamish Lil'wat First Nations Cultural Centre, Whistler, BC
- Business and Risk Assessment for aboriginal eco-tourism resort development (Sto:lo Community Futures)
- Business and Risk Assessment for City of Saskatoon River Landing Destination Centre Review (City of Saskatoon)
- Business and Operations Review, Devonian Botanic Gardens, (Devonian Botanic Gardens organization)
- Project Director, Britannia Beach Mining Museum and Innovation Centre Phase 2 Market Assessment and Business Planning (Government of Canada and Britannia Mining Museum)

- Tourism Specialist, Britannia Beach Mining Museum and Innovation Centre Phase 1 Concept Development, (Government of Canada)
- Community Tourism Strategy for St. Albert (City of St. Albert)
- Tourism Strategy Specialist for preparation of BC Aboriginal Tourism Strategy (AtBC)
- Tourism Advisor, Haisla Tourism Strategy
- Project Director, South Okanagan Tourism Strategy (Destination Osoyoos, Okanagan Indian Band Development Corporation, Town of Oliver and District Community Economic Development Society)
- Tourism Strategy Specialist for Township of Langley, BC Heritage Centre and Agri-tourism attraction (Township of Langley)
- Project Director, preparation of National Aboriginal Tourism Strategy for Canada (ATTC)
- Study Director, North Vancouver Shipyards Museum Concept Assessment (City of North Vancouver)
- Tourism Specialist, Victoria Children's Museum Market Analysis
- Tourism Specialist, Vancouver Maritime Museum Options Analysis
- Study Director, Concept for Interpretive Boat Tours/Floating Museum (Private Sector Client)
- Study Director for Columbia River Interpretation Centre Attraction Definition (Kootenay Region Task Force on Tourism).
- Tourism Specialist for project definition and feasibility for McLean Mill heritage site interpretation, Port Alberni, B.C. (Canadian Parks Service).
- Study Director for preparation of tourism development strategy for Kootenay Region, B.C. (B.C. Ministry of Economic and Regional Development).
- Study Director for Coastal Tourism Resource Inventory Project (B.C. Ministry of Tourism).
- Business Plan Specialist for Pacific Rim National Park Business Plan (Canadian Parks Service).
- Study Director for preparation of tourism development plan for Queen Charlotte Islands (Tourism Canada).
- Project Manager for Chemainus Artisans Village Feasibility (WED).
- Tourism Advisor for Beaverdell Mine Heritage Site Potential (BC Ministry of Tourism).
- Study Director for Yukon Gold Rush Anniversaries Strategic Plan (YTG).
- Study Director for Preparation of Tourism Policy Framework (BC Ministry of Tourism).
- Study Director for Vancouver Island Tourism Resource Inventory (B.C. Ministry of Tourism).
- Study Director for preparation of Kluane Region Tourism Strategy (Yukon Tourism).
- Advisor to Saskatchewan Tourism on preparation of Provincial Tourism Development and Marketing Strategy.
- Project Manager for tourism product development for wilderness and passive environmental, heritage, destination resort, and prairie market segments, (Saskatchewan Tourism).
- Principal-in-Charge and Senior Advisor for tourism development plan and investment program for Lake Superior Provincial Park (Ontario Natural Resources).
- Study Director for opportunity and economic analysis of marine tourism industry in B.C. (B.C. Ministry of Tourism).
- Project Manager for analysis of small ship cruising potential in B.C. (B.C. Ministry of Tourism).

- Project Manager for product and marketing initiatives plan for fishing lodges/resorts in British Columbia (B.C. Ministry of Tourism).
- Project Manager for analysis of the guides and outfitters industry in British Columbia (Ministry of Tourism).
- Corporate plans for tourism associations in sportfishing and guide/outfitter adventure travel sector (BC Ministry of Tourism).
- Tourism Advisor on tourism and resource management legislation (B.C. Ministry of Tourism).
- Study Director for design and business plan for a proposed Tourism Resource Council in B.C.
- Study Director for preparation of guidelines for BC tourism industry on Code of Ethics development.
- Study Director for design of a GIS-based coastal tourism resources inventory (BC Ministry of Tourism).
- Project Director for preparation of regional tourism profiles and development opportunities in British Columbia (BC Ministry of Tourism).
- Senior Advisor on evaluation of the Tourism Development Sub-Agreement in the Yukon.
- Project Manager for development of a technology strategy for tourism marketing (Saskatchewan Tourism).

Land Use Planning

- Land Use Planning Advisor – Modernizing the Land Use Planning Legislation and Policy Framework for Qatar (Government of Qatar).
- Land Use Planning Specialist – Modernizing the Land Use Planning Framework in Jamaica – Policy Recommendations and Implementation Plan (PSMP/World Bank).
- Recommendations on reforming land use planning for tourism including waterfront development, Dominica
- Recommendations on Riverfront and downtown planning, Carlsbad, New Mexico, St. Albert, Alberta, Saskatoon, Sask.
- Advisor to City of Regina on preparation of Railway Relocation application of Canadian Transport Commission.
- Waterfront planning for Juneau Tourism Management Plan
- Waterfront planning for Port of Spain as part of Trinidad and Tobago Master Plan
- Responsible for feasibility analysis of \$275 million redevelopment proposal for Vancouver's waterfront including housing, hotel, office and retail uses.
- Senior Advisor for retail market analysis (City of Ottawa).
- Senior Advisor for retail market analysis (City of Kanata).
- Responsible for financial and fiscal impact analysis of St. John, N.B. Market Square Waterfront Development (for private sector developer).
- Project Manager for Sparks Street Mall redevelopment potential and economic impact study (City of Ottawa).
- Project Manager for Regina Railway Relocation, preparation of an Urban Development Plan (City of Regina).
- Responsible for Beaufort Sea/Mackenzie Delta Regional Planning Appraisal.
- Project Manager for analysis of commercial trends and leasing strategy in the Byward Market area of Ottawa (National Capital Commission).

- Senior land use planning and development economics advisor on downtown development plans, including population projections and retail market analysis for Campbellton, Grand Falls, and Shediac, N.B.
- Responsible for preparation of Halifax's first Municipal Development Plan.
- Manager for review and redraft of Halifax Zoning By-law.
- Analysis of N.S. Planning Act revisions and impact on City of Halifax.
- Design and management of various planning programs including policy reports on development distribution strategies, heritage resource evaluation, downtown planning, waterfront development potential studies.
- Preparation of impact analyses of alternative zoning bylaws on rental housing prices and housing development potential.
- Study Manager for Mainland North Servicing strategy involving housing demand forecasts and land use allocations for 1200 acres of undeveloped land in Halifax.
- Extensive experience in presentations to City Councils, to the public and to Council Advisory Committees.

Strategic Planning and Economic Development

- Study Director for project definition and feasibility for enterprise development facility (venture capital, business information centre & training) for Trinidad & Tobago (CIDA).
- Project Manager for design and feasibility analysis of establishing a \$24 million Aging and Rehabilitation Product Development Centre in Manitoba (Man. ITT, DRIE). Approved by Western Diversification and Government of Manitoba, August, 1988.
- Project Coordinator for preparation of \$70 million automated mapping-facilities management (AM/FM) proposal for multi-participant, distributed system to Government of Manitoba and Western Diversification Office (private sector client). Approved by Government of Manitoba, 1990.
- Project Coordinator on behalf of Canadian consortium for preparation of multi-participant AM/FM proposal to State of Minnesota.
- Project Manager for analysis of economic impacts of automated mapping/facilities management/GIS demand in Manitoba.
- Project Manager for product planning/ feasibility analysis of business data base in Manitoba.
- Project Manager for assessing U.S. marketability of hardware/software PC product.
- Assessment of Canadian Industrial Capability for KAON Factory construction (TRIUMF).
- Senior advisor for risk management strategy in private power supply negotiations (BC Hydro).
- Project Manager for design of an evaluation system and financial analysis of private sector development proposals for National Capital Commission Headquarters Building (NCC).
- Project Manager for Headquarters feasibility analysis (NCC).
- Development/enhancement of DPA micro-computer models for feasibility, cost-benefit, and forecasting analyses.
- Analysis of opportunities for privatization by the NWT government.
- North of 60 Economic Survey (DINA).
- Advisor on Strategic Planning Model for immigration forecasting (CEIC).

Public Consultation and Planning

- Senior advisor for public consultation on proposed hydroelectric dam, Peace River, B.C. (B.C. Hydro).
- Study Director for design of Lower Mainland (BC) public consultation on electricity choices (BC Hydro).
- Study Director for public consultation on revitalization of BC Tree Fruit industry (OVTFA).
- Study Director for public consultation on industrial plant / local community issues (private sector client).
- Study Director for public consultation on solid waste management plans (BC Regional District governments).
- Responsible for public consultation on long range and neighborhood planning (City of Halifax).

Program Evaluation

- Senior Advisor on evaluation of Manitoba Indian Agricultural Program (DIAND).
- Project Manager for evaluation of native venture capital and agricultural programs in Alberta (DIAND).
- Project Manager for evaluation of Manitoba Jobs and Training Program (Province of Manitoba).
- Evaluation of DIAND Devolution Policy (DIAND).
- Evaluation of Fur Industry Defense Program (DIAND).
- Evaluation of Science and Technology Sub-agreement (BC).
- Evaluation of CLI program in Saskatchewan (Environment Canada).
- Case study for DOC postal rate subsidy program evaluation (DOC).
- Evaluation of Industrial Cooperation Assistance Program (CIDA).
- Assessment of Indian Contractor Bonding Constraints in Manitoba (DIAND).

Impact Assessment

- Social impacts of Cassiar mine closure (BC Ministry of Regional and Economic Development).
- Socioeconomic Impacts of Kimberley Sullivan Mine (BC Ministry of Regional and Economic Development).
- Economic Impacts of Celgar pulpmill expansion (Castlegar Chamber of Commerce).
- Socio-economic Impacts of Peace River Site C dam (BC Hydro).
- Economic Impacts of Whistler Highway Improvements (BC Ministry of Transportation).
- Advisor on economic impacts of grain storage system in Yemen (CIDA).
- Analysis of the impacts of B.C. Place on land use in the adjacent neighborhoods (City of Vancouver).

ACADEMIC EXPERIENCE

- Planning and tourism lectures delivered at the Technical University of Nova Scotia, Dalhousie Law School, Mount St. Vincent University, Simon Fraser University, Capilano College
- International exchange program course lecturer in project analysis and feasibility, project management and related micro-computer applications (University of Ottawa, Carleton University, and Canadian International Development Agency).