

SUZANNE DENBAK

c u r r i c u l u m v i t a e

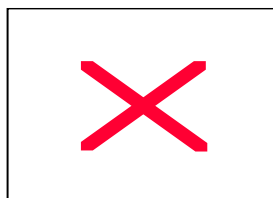
Cadence Strategies
2753 Cheakamus Way,
Whistler, British Columbia
sdenbak@cadencestrategies.com
(604) 905-9678

Recent Employment/Volunteer Experience

May 2003 to Present	Principal, Cadence Strategies
May 1998 – May 2003	President & CEO, Tourism Whistler
2003	Member, South Coast/Mountain Regional Transportation Advisory Committee to the Minister of Transportation, British Columbia
2002 – 2003	Director, International Association of Convention & Visitors' Bureaus
2001 – 2003	Member, Canadian Tourism Commission, Meetings & Incentive Committee
2001 – 2003	Member, Whistler Village Enhancement Committee
2001 – 2003	Director, Vancouver/Whistler 2010 Olympic Bid Society
2002 – 2003	Member, 2010 Olympic Tourism Marketing Committee
2002	Member, 2010 Olympic Bid Finance Committee
2002	Chair, 2010 Whistler Olympic Accommodation Task Force
2002 – 2006	Tourism Representative, Sea to Sky Land Resource Management Plan
2001 – 2003	Early Adopter of The Natural Step Framework in Whistler leading to Whistler-Its Our Future and Whistler2020 process
2001	Member, Tourism Industry Advisory Group – Province of British Columbia, Canada
1998 – 2003	Member, Chair, Past Chair of One Whistler – Partners for the Future
1994 – 1998	Executive Vice-President & Chief Operating Officer, Metro Toronto Convention Centre
1993 – 1994	Manager, Price Waterhouse Consultants
1991 – 1993	Controller, Zenon Environmental Systems
1987 – 1991	National Manager – Real Estate Development, ESSO Petroleum
1984 – 1987	Senior Associate, KPMG – Business Valuations

Formal Education:

- 1993 **Master of Business Administration – Marketing/Strategic Planning**
University of Toronto
- 1985 **Chartered Accountant**
Awarded the Institute's silver medal, standing second in Ontario and eighth in Canada among 3,779 candidates
- 1984 **Bachelor of Commerce**
University of Toronto - Graduated with High Distinction standing top of class. Received Financial Executive Institute's medallion for outstanding performance



Demonstrated Abilities

Tourism Product Development

- Assess tourism potential of various destinations and recommend sustainable tourism product opportunities including specific packaging, pricing and itineraries; assess existing product offerings and their export-ready status; guide implementation
- Create and implement festivals and events to build shoulder season business and create destination ambiance

Tourism Market Assessment/Product-Market Matching

- Apply research-based knowledge of global tourism trends and markets to assess highest potential market opportunities defined both geographically and by principle motivating activity
- Compare market opportunities to available and potential tourism product offerings; develop associated gap analysis and action plan

Branding/Determination of Unique Competitive Advantage

- Work with local partners to collaboratively assess community (inside-out) and market (outside-in) perceptions of unique and defensible advantages leading to establishment of key market messages and branding strategy
- Review competitive positioning to develop unique destination/business advantage
- Recommend application of brand and key messages throughout all marketing programs and the entire traveler experience

Marketing/Sales Strategy Development and Implementation

- Create and implement pre-opening marketing and sales strategies for new facilities
- Develop realistic, ready to implement marketing and sales strategies for existing tourism businesses that consider available funding and human capacity to implement
- Provide ongoing implementation assistance and mentoring including monitoring systems

Community Tourism Planning

- Develop comprehensive Community Tourism Plans for communities wishing to grow their tourism economy sustainably while maintaining quality of community life and protection of the environment; plan includes comprehensive, research-based situation analysis, consideration of strengths/weaknesses/opportunities/threats, assessment of product and product development needs, definition of highest opportunity target markets and marketing/sales strategies to reach target markets with immediate results

Community and Stakeholder Engagement/Facilitation

- Organize and facilitate workshops with diverse interest groups achieving cohesive vision, definition of success, understanding of current reality and ready to implement action plans
- Work with First Nations communities (Haida, Xeni Gwet'in, Northern Secwepemc, Gitga'at, Nuxalk, Carrier Nation, Chilcotin, Squamish Nation, Lil'wat Nation, Buffalo Nations, Metis) and municipalities throughout British Columbia and Alberta (Fernie, Rossland, Nelson, Castlegar, Kaslo, Queen Charlotte/Masset, Williams Lake, Prince George, Cranbrook, Kimberley, Banff, Whistler, Squamish) as well as with private business developers

Sustainability Planning

- Utilize principles of the Natural Step framework to design and facilitate community/stakeholder engagement processes to establish a vision for a sustainable future; work with local stakeholders to assess the current reality and develop action plans to move towards future vision and descriptions of success
- Design and implement monitoring and evaluation systems to assess progress toward vision and descriptions of success
- Incorporate sustainability into product branding strategies

Facility Concept Design

- Merge local community/stakeholder vision and aspirations with a research based understanding of target market's experiential needs in order to develop facility concepts that will inform further architectural planning and ongoing operations
- Experience with conference centres, convention centres, cultural facilities, museums, hotels/resorts and attractions

Feasibility Studies/Financial Modeling

- Develop comprehensive business plans for conference facilities, cultural centres, tourism businesses (accommodations, activities) including consideration of initial capital investment, start-up costs, internal rate of return and business model for sustainable ongoing operations

Facility Design, Construction and Commissioning

- Conduct facility needs assessment linked to guest experience and liaise with design team of architects, sub-consultants to create design drawings, specifications and full tender packages
- Manage architects, sub-consultants, contractors during construction and fit-up through to occupancy - on time and on budget
- Commission building systems, ensure correction of contractor deficiencies leading to facility soft opening

Information Systems Implementation/Conversion

- Conduct user needs analysis; assess packaged vs. custom systems; manage Request for Proposal process leading to system selection;
- Manage all aspects of system implementation/conversion including hardware/software and user training for building systems (security, HVAC, etc.), administration (financial), marketing and sales

Land Use and Transportation

- Lead interest based discussions among diverse land base users seeking to resolve on-the-ground conflicts
- Assess current transportation systems and recommend improvements to achieve future vision for community/visitor transportation experience

Government Relations

- Liaise with all levels of government on fund raising, land use planning, zoning, permitting and other associated issues

Public Relations/Communications

- Develop communications strategies and design proactive public relations strategies to build support and positive momentum
- Create storylines of interest to media, liaise with visiting media, monitor media coverage
- Identify, apply and manage applications/vote solicitation for a variety of industry awards e.g. Conde Nast Readers Choice etc.

Owner/Member Relations

- Develop and implement owner/member relations programs including all communications tools, ongoing resolution of concerns and monitoring of owner/member satisfaction levels

Project Management Skills

- Proven ability to manage teams and organizations, on a project specific level as well as an organizational level
- Demonstrated success in pulling multidisciplinary teams together for projects, advisory groups, boards, etc.

Negotiating Skills

- Lead interest-based negotiations
- Negotiate land use agreements, capacity development agreements, development permits, construction contracts and service agreements