

August 2013
Historic Homes Operational Review

Scope of Work:

The purpose is to investigate the potential to develop the historic sites into a regional cultural tourism destination and to move them towards improved financial performance.

1. Analyze the current business situation at the three homes including expenses, revenues, organizational structure and culture, guest experience, and potential major or ongoing maintenance concerns. Identify strengths and weaknesses of the current operation and guest experience.
2. Develop an overall strategic vision for the properties. This assumes that the three homes will continue to be operated primarily as historic house attractions.
3. Recommend the organizational structure to allocate available resources, define roles and responsibilities to achieve improved performance. Identify opportunities to improve guest experiences, ticketing, operations, administration, events, the potential for any complementary retail and food and beverage, organizational structure and culture. Review how best to maximize revenues (both existing and potential) and minimize expenses while ensuring the homes' continued preservation as historic community assets.

Tasks will include, but are not limited to, extensive site visits and touring each of the three homes, reviewing documentation relevant to the operations of the homes, conduct focus interviews with management and staff at the homes, other city staff as appropriate and CVB staff, key stakeholders such as board members and others who influence the homes' operations.

Preliminary recommendations and reports will be provided before finalized and presented to Mayor, Council and the CVB Board of Directors.