



James Frost

As President of MarinaNova Consulting Ltd. James (Jim) Frost is a marketing and business development expert, experienced in port marketing, container, short sea, ferry and cruise shipping. He has managed a container feeder / trans-shipment service operating between Halifax and Boston. Mr. Frost was also marketing manager for Marine Atlantic, a large crown corporation that operates ferry services in Atlantic Canada.

Jim has a BA from McGill, an MA from Queen's and an MBA from Saint Mary's University. In 2013 he became a Certified Management Consultant (CMC). Mr. Frost has served on the board of the Canadian Transportation Research Forum.



Darryl Anderson

As Managing Director of Wave Point Consulting, Mr. Anderson is professional with twenty-five years experience in the private and public sectors. As a leading Canadian cruise industry consultant, recent projects have focused on market research, maritime and tourism product development, and strategic planning for tourism sector clients. He writes the annual cruise industry review for *BC Shipping News*.

Mr. Anderson was awarded a MBA from the Australian Maritime College, a BA from Trinity Western University, a Diploma in Urban Land Economics from UBC and a Certificate in Shipping & Marine Operations from BCIT. He is former Chair of the Cruise BC Association.

Cruise & Leisure Port Development



Consulting Services

Competitive Assessments
Industry Analysis
Marketing
Marina Development
Project Management
Regulatory & Due Diligence
Strategic Planning
Waterfront Redevelopment



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Maritime Leisure Tourism Services

Whether it is cruise theatre promotion, a new terminal operations/security, tourism product enhancements, passenger services, marina, or mixed-use waterfront development each maritime leisure activity provides distinctive challenges and opportunities for economic activity that support community revitalization efforts.

While the coastal environment offers stunning venues it also presents unique market development operating challenges that must be overcome for the successful introduction or growth of the cruise industry and cruise ferry sectors.

The continuing growth of the maritime leisure sector also presents opportunities for both business and industry associations that contribute to the value chain that sustains industry growth.

Marinova Consulting and their associate Wave Point Consulting can lead or participate in concept creation, stakeholder negotiations and project management, market research, due diligence/regulatory analysis; site selection;

waterside access analysis; feasibility studies for new ventures, redevelopment, or expansion projects; industry analysis for acquisitions or sales and marketing strategies are just some of the services we can provide.

Our experience and solid industry relationships help build trust and understanding; a wider range of options and strategies more client and community support. Better outcomes that attract and leverage private and public sector investment.

Our cruise and maritime leisure service practice focuses on the use, sustainable development and enhancement of coastal assets for maritime, commercial, recreational, leisure, lifestyle and public enjoyment purposes.

We often serve as the prime contractor, or partner with management consulting, engineering, urban planners, or with client's staff to deliver tailor made and cost effective solutions.

Featured Cruise Projects

Marine Passenger Transport Pacific Northwest (2015)

Scope: Reviewed business model, target demographics, marine and tourism industry market characteristics, pricing and yield management. **Client Value Added:** Client introduced a new luxury marine travel adventure ferry service.

Ogden Point Terminal Functional Facilities Plan (2015)

Scope: Cruise and marine transportation subject matter expert. **Client Value Added:** The resulting strategy will guide the terminal planning of Canada's largest cruise port-of-call.

Aboriginal Tourism Opportunities within the Cruise Industry (2014)

Scope: Assessed international and Canadian cruise industry and market to identify market opportunities for Aboriginal communities. **Client Value Added:** The resulting strategy included global cruise industry outlook, cruise line brands, case studies and tourism product development.

Representative Cruise & Tourism Projects

Cruise Sector Development

Aboriginal Tourism Opportunities in the Cruise Industry.

Tourism Update & Cruise Dialogue Session

Cruising Labrador.

Connecting Destinations Moving Tourists: A Passenger Gateway Strategy for Victoria.

Wei Wai Kum Cruise Ship Terminal.

Navigating the Eddies in the Maritime Leisure Transport Sector in British Columbia.

Coastal Tourism Strategy Discussion Brief.

Port Alberni Port Authority Opportunities & Challenges.

Ferry & Cruise Ferry Sector

British Columbia Mid-Coast Ferry Service Situation and Outlook Report.

Ferry Proposal, Yarmouth Steamship Company.

Marketing Strategy, Canadian Sailing Expeditions.

Nova Scotia-Maine Ferry Project.

Ferry Options Study.

South West Nova Transportation Study.

Manitoulin Island Ferry Service Feasibility Study.

Port & Terminal Cruise Planning

Ogden Point Terminal Functional Facilities Plan.

Cruise Tourism Community Initiative.

Port Alberni Uptown and Waterfront Redevelopment Strategy.

Maritime Leisure Transport Sector

Mermaid's Wharf Marina Acquisition.

Greater Victoria Harbour Authority Marina Pricing Strategy.

Victoria International Marina Demand & Price Assessment.

Market Research and Marketing Victoria International Marina.

Marine Atlantic 5-Year Forecast.

Transportation & Other Studies with Tourism Market Analysis

Port of Charlottetown Market Assessment.

Bridgewater Waterfront Plan.

Lunenburg Waterfront Plan.

Halifax Harbour Economic Study.

Highway Economic Impact Analysis.

Highway 97 Peachland Socio-Economic Impact Assessment.

E&N Railway Corridor Study.

Regional Airport Economic Analysis.

Air Traffic & Airport Improvement Strategy.

Port of Charlottetown Market Assessment, Charlottetown.

Angus J. Walters House Museum Interpretive Plan

Canadian Naval Heritage Project.

Ugu Maritime Strategy (South Africa).

Our Team

The breadth of experience of our team members is difficult to match. We have experience in the private and public sectors.

Throughout their careers our consultants have assisted many clients - large and small, some distant and some nearby - to retain clients, expand operations, or capture new business opportunities.

Our project list highlights just some of the many initiatives our team members have been involved in. Please contact us to see how we can apply our insights to your most pressing business cruise sector needs.

Canadian Contacts:

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