



Exploring Sustainable Tourism Development

INSIGHTS FROM LIPNO AND MALA UPA

1) Executive Summary

This Fact-Finding Report consolidates key insights from our mission, emphasizing the potential benefits and best practices of sustainable tourism development projects. We explored operations already in place which are of similar geographical and demographical construct, like Lipno and Mala Upa, to learn from their successes and challenges. The objective was to glean valuable insights and identify best practices to inform and enhance our planning for sustainable development in Victoria County, with a special focus on tree walks.

a) Key Findings:

- i) **Economic Impact & Job Creation:** Our investigation revealed significant positive economic contributions and robust job creation from the tree walk projects. The Lipno development exemplified this, generating substantial revenue and employment opportunities, contributing to local economic vitality.
- ii) **Community Engagement & Tourism:** The projects demonstrated a notable increase in community engagement and tourism, enhancing the socio-cultural fabric of the areas. Mala Upa, with its strategic location and facilities, emerged as a popular destination, fostering community interactions and tourism influx.
- iii) **Environmental Considerations:** The developments showed a conscientious approach to environmental sustainability. Sustainable practices were integrated into the planning and construction phases, ensuring minimal environmental impact and promoting biodiversity.
- iv) **Investor Confidence:** The extensive and diverse track record of the investors has significantly bolstered our confidence in their proposed plan. Their global footprint, including 13 tree walks developed worldwide, underscores their capability and commitment to delivering successful, high-quality projects.
- v) **Infrastructural Development:** Examination of the case studies highlighted well-planned infrastructural development, incorporating accommodations, recreational areas, and other amenities, catering to both locals and tourists, and enhancing the overall user experience.

Highlights from the Mission:

- i) **On-Site Visits:** Our team conducted in-depth on-site visits, engaging with local stakeholders, and observing firsthand the operations and impact of the tree walk projects. The visits provided invaluable insights into the functionality, community reception, and environmental integration of the developments.
- ii) **Stakeholder Interactions:** Engaging discussions with local authorities, community members, and project developers enriched our understanding of the projects' inception, challenges, solutions, and overall success. These interactions were pivotal in assessing the projects' alignment with community needs and aspirations.
- iii) **Diverse Project Analysis:** The inclusion of various case studies, each with its unique attributes and challenges, provided a multifaceted perspective on tree walk developments.

This diverse analysis aided in formulating a well-rounded view of the potential outcomes and benefits of similar projects in Victoria County.

- iv) **Investor Track Record:** A detailed review of RODOP's substantial portfolio showcased their developmental success and reinforced our assurance in their vision and expertise. The exploration of their diverse projects illustrated a consistent pattern of excellence and innovation.

- c) **Conclusion:** The Fact-Finding Mission has delivered encouraging and insightful results, showcasing the potential of sustainable development projects in Victoria County. The detailed analysis, informed by varied case studies and hands-on interactions, has outlined a promising vision of potential economic, social, and environmental advantages. Learning from established operations has enabled us to identify best practices to further enhance our planning process. The proven track record of the investors involved, along with the positive outcomes from the mission, fortifies our foundation for progress. This positions us with confidence to foster a sustainable, year-round tourism industry in Victoria County.

2) **Fact-Finding Mission:**

a) **Selected projects for analysis**

- i) Project A: Lipno Case Study ii) Project B: Mala Upa Case Study iii) Project C: Eastern District Planning's Role in Tree Walk Permitting - EDPC iv) Project D: Past Project History and Relevance

b) **Lipno Case Study**

i) **Introduction:**

- (1) **Objective of the Visit:** The primary objective of the Lipno visit was to thoroughly assess and understand the multifaceted dynamics of a thriving tourism environment, with Lipno exemplifying a transformation into a prosperous tourism destination. The visit aimed to glean insights into how geographical similarities, coupled with strategic investments and robust leadership, can foster sustainable tourism development. Given Lipno's historical transition from Communism and the substantial role of the mayor's long-term vision, the visit focused on unraveling the layers of political will, infrastructural development, community engagement, and economic impact. The goal was not merely to study the direct outcomes of tourism activities but to delve deeper into the indirect implications that have rippled through various sectors, thereby painting a holistic picture of tourism-driven growth. By examining Lipno's best practices and challenges, the mission aimed to extract valuable lessons and strategies to formulate a customized and sustainable tourism development plan for Victoria County, ensuring the region's tourism potential is maximized and diversified throughout the year.

ii) **Geographical and Demographical Overview:**

- (1) **Location Characteristics:** Lipno and Ingonish share striking geographical similarities that contribute to their potential as tourism destinations. Both are nestled in picturesque landscapes, with Lipno graced by the serene Lake Lipno and rolling hills, and Ingonish

boasting the rugged beauty of Cape Breton Highlands. The proximity to natural wonders offers abundant recreational opportunities, attracting outdoor enthusiasts and nature lovers alike. The smaller rural settings foster a close-knit community atmosphere, enhancing the appeal for visitors seeking authentic experiences. The similar geographical characteristics between the two locations form the basis for comparable development strategies in tourism, leveraging natural assets to drive economic growth.

- (2) **Population Demographics:** A closer look at the population demographics of Lipno and Ingonish reveals a common trend of an aging population, reflective of broader patterns in rural communities. Despite the smaller population size, both areas have managed to sustain vibrant communities, with the older demographic contributing to the unique cultural fabric. This aging populace necessitates thoughtful community planning and service provision, as evidenced by Lipno's investment in senior housing. The parallel demographic trends offer valuable insights into managing community needs and enhancing the quality of life, ensuring the sustainability of tourism-led development in smaller, aging communities.

iii) **Political Leadership and Vision:**

- (1) **Leadership Contribution:** In Lipno, political leadership has played a pivotal role in shaping the area into a thriving tourist destination. With over 30 years of continuity in leadership, the mayor has been instrumental in steering Lipno through a transformative journey from communism to a flourishing hub for tourism. The strategic vision and commitment from the political leadership have underpinned significant investments in the region, contributing to its overall development.
- (2) **Strategic Investments:** Two notable investments that stand out are the marina and the chair lift, each serving as a cornerstone for tourism activities. The marina has enhanced water-based recreational opportunities, drawing boating enthusiasts and water sports lovers to the region. Simultaneously, the chair lift has opened up the picturesque landscapes, offering visitors a unique perspective and access to the area's natural beauty. These investments, representing 8% of the total investments in the area, have significantly enriched the tourism offerings of Lipno, demonstrating the foresight and visionary approach of the political leadership in fostering sustainable tourism development.

iv) **Tourism Infrastructure and Facilities:**

- (1) **Diverse Options:** Lipno, with its rich and varied tourism infrastructure and facilities, serves as a beacon for destinations looking to offer diverse experiences to visitors. Central to its allure is the combination of natural beauty and carefully developed attractions. The marina is a hub for water enthusiasts, and the chair lift provides stunning panoramic views, attracting nature lovers and photographers.

A standout feature is the Tree Walk, a unique structure offering an immersive experience in the heart of nature. This attraction draws significant footfall, with visitation statistics reflecting its popularity among both locals and tourists. It stands as a testament to the innovative spirit that characterizes Lipno's approach to tourism.

Accommodations in Lipno range from quaint bed and breakfasts to upscale resorts, catering to a variety of preferences and budgets. The culinary scene is vibrant, with numerous restaurants serving a mix of local and international flavors. The development of senior living housing showcases a holistic approach to community development, addressing both tourism and local living needs.

Furthermore, Lipno boasts a thriving entrepreneurial ecosystem, with 256 entrepreneurs contributing to the local market's vibrancy. The availability of interpreters removes language barriers, making the destination more accessible to international visitors.

In summary, the amalgamation of diverse attractions like the Tree Walk, strategic investments, and community-focused developments positions Lipno as a versatile and appealing tourism destination.

- (2) **Transport Connectivity:** Lipno's enhancement in public transportation, coupled with private investment in buses, has notably benefited both visitors and local workers, fostering a supportive environment for all. The augmentation in transit options has enabled seamless connectivity, making commutes more convenient and efficient, which is integral to sustaining the diverse tourism activities in the area. For the local workforce, improved transportation means easier access to employment opportunities within the tourism sector and beyond, thus contributing to the region's economic vibrancy. This dual benefit underlines the symbiotic relationship between tourism development and local community welfare, showcasing how strategic investments in transport infrastructure can drive holistic regional growth.

v) **Challenges and Opportunities:**

Challenges Identified: In Lipno, despite its flourishing tourism and diverse economic activities, challenges persist, mirroring those faced by Victoria County. One prominent issue is the extremely low unemployment rate of 2%, which, while indicating economic health, poses a dilemma in workforce availability. This scarcity of local labor forces both regions to depend heavily on outside workers to sustain the service and tourism sectors, especially during peak seasons. The reliance on external workforce brings about its set of challenges, including accommodation and transportation demands.

Further, both regions exhibit a marked aging population, necessitating specific community services and affecting the labor market dynamics. Additionally, the seasonal nature of tourism in both locations results in fluctuating income and employment opportunities, impacting long-term economic stability and growth.

Addressing these challenges requires innovative solutions and strategic planning to balance the demands of tourism with the needs of the local community, ensuring sustainability and prosperity in both Lipno and Victoria County.

Opportunities: In Lipno, opportunities abound, particularly within the tourism sector, showcasing parallels to Victoria County. Both regions boast rich natural beauty and diverse landscapes, offering a wide array of outdoor recreational activities, from hiking to waterbased sports, that can attract a myriad of tourists year-round. The success of Lipno's

tree walk and ski resort demonstrates the potential for Victoria County to similarly leverage its natural assets for tourism.

Investment in infrastructure, as seen in Lipno with the development of the marina and chair lift, highlights the possibility for Victoria County to enhance accessibility and attract more visitors. Furthermore, the involvement and vision of local leadership in Lipno indicate the significant role that strategic planning and community engagement can play in Victoria County's development.

The growth of ancillary services and industries in Lipno, such as hospitality and transportation, reveals the potential for job creation and economic diversification in Victoria County. By analyzing and adapting Lipno's strategies, Victoria County can harness its unique opportunities to foster a vibrant and sustainable tourism sector. vi) **Key Learnings and Best Practices:**

(1) Strategic Investment in Infrastructure:

- (a) Insight from Lipno: Investment in critical infrastructure such as marinas significantly bolstered Lipno's appeal as a tourism destination.
- (b) Relation to Victoria County: Identifying and investing in key infrastructure can similarly enhance Victoria County's tourism appeal and accessibility.

(2) Diversification of Tourism Offerings:

- (a) Insight from Lipno: Diverse tourism offerings including tree walks, ski resorts, and water activities attracted a broad spectrum of tourists.
- (b) Relation to Victoria County: Developing a variety of attractions can cater to different tourist preferences and ensure a steady inflow throughout the year.

(3) Community Engagement and Stakeholder Involvement:

- (a) Insight from Lipno: The active involvement of community members and various stakeholders was pivotal in Lipno's successful tourism development.
- (b) Relation to Victoria County: Fostering strong community engagement and stakeholder collaboration can facilitate smoother development processes and ensure the community's needs are addressed.

(4) Addressing Workforce Challenges:

- (a) Insight from Lipno: Despite a low unemployment rate, Lipno effectively attracted external workers to support the tourism industry.
- (b) Relation to Victoria County: Addressing workforce challenges through strategic policies can ensure a stable and skilled workforce to support tourism growth.

(5) Senior Housing Development:

- (a) Insight from Lipno: Investment in senior living housing helped in freeing up housing for workers, addressing accommodation needs.

- (b) Relation to Victoria County: Developing senior housing can similarly address local accommodation challenges and support the growing workforce.

vii) **Recommendations:**

- (1) **Develop and Upgrade Municipal Infrastructure:** Strategically invest in enhancing municipal infrastructure such as public transportation, recreational facilities, water, and wastewater systems to attract more tourists and improve the quality of life for residents, following the example set by Lipno with their marina and chair lift projects.
- (2) **Diversify and Promote Tourism Offerings:** Implement policies and initiatives to encourage the development of a diverse range of tourism attractions and activities, ensuring that the region caters to a variety of interests and demographics, much like Lipno's successful diverse tourism model.
- (3) **Enhance Community Engagement and Collaboration:** Strengthen community involvement in tourism development through public consultations, partnerships with local businesses, and collaborations with stakeholders, replicating Lipno's approach to inclusive and sustainable tourism development.
- (4) **Address Workforce Challenges through Strategic Initiatives:** Develop and implement strategies aimed at attracting and retaining a skilled workforce to support the tourism industry, considering the lessons learned from Lipno's experience with workforce challenges due to low unemployment rates.
- (5) **Invest in Senior Living and Affordable Housing Solutions:** Allocate resources and develop policies to promote the construction of senior living facilities and affordable housing, to support the community's changing demographics and free up housing for incoming workers, reflecting the strategic approach observed in Lipno.

viii) **Conclusion** The fact-finding mission to Lipno has offered invaluable insights into the transformative power of strategic planning and community engagement in fostering a thriving tourism industry. Lipno's journey from a dormant town to a bustling tourism center, with a focus on year-round tourism anchored in summer and winter, is a testament to its visionary leadership and community involvement. The town has seen its accommodation capacity skyrocket from 400 summer-only beds in 1990 to over 5,000 in 2023, highlighting the success of their diversified approach. The substantial and continuous investments in infrastructure, coupled with a multifaceted approach towards tourism development, have not only enhanced Lipno's appeal but have also sparked economic revitalization, leading to job creation and community development. Despite the challenges, such as a low unemployment rate necessitating reliance on external workers, the town's strategic initiatives have cultivated resilience and adaptability. For Victoria County, Lipno's experience sheds light on the potential of harnessing local assets, community spirit, and strategic investments to drive sustainable tourism development, foster economic growth, and build a vibrant, inclusive community. The synergies in geographical, demographical, and infrastructural elements between Lipno and Victoria County provide a fertile ground for transferring learnings and adapting best practices to local contexts, thereby paving the way for a prosperous future.

c) Mala Upa Case Study

i) Introduction:

(1) Objective of the Visit: The objective of the site visit to Mala Upa was to meticulously explore and analyze the intricacies of managing and sustaining tourism in a region characterized by a small population size and distinctive seasonality, akin to Victoria County. The intention was to gain insights into how Mala Upa has successfully navigated the challenges posed by these factors and leveraged its assets to establish a flourishing tourism sector. By scrutinizing their strategies, practices, and developments, the aim was to glean valuable lessons and applicable knowledge to formulate and implement effective strategies for fostering a resilient and thriving tourism industry in Victoria County, despite the shared constraints of population size and seasonal variations.

ii) Geographical and Demographical Overview: Mala Upa, resembling Victoria County, is characterized by its small population size and geographical features conducive to seasonal tourism. Nestled in a picturesque landscape, Mala Upa offers an array of natural attractions and outdoor recreational opportunities, akin to Victoria County's diverse ecosystems and scenic beauty. The population of Mala Upa is sparse, with approximately 153 residents, reflecting a demographic composition comparable to the small, rural communities within Victoria County.

Both regions exhibit a demographic trend of an aging population, necessitating strategic considerations for sustaining community vitality and economic growth. The seasonality of tourism in Mala Upa mirrors the fluctuations observed in Victoria County, with peak tourist influx during specific seasons, thereby emphasizing the need for year-round tourism development strategies. The geographical and demographical similarities between Mala Upa and Victoria County provide a valuable framework for analyzing tourism potential, community engagement, and sustainable development practices in small, seasonally-driven tourism destinations.

iii) Political Leadership and Vision: Mala Upa's leadership showcases a clear, forward-thinking approach to sustainable tourism development, emphasizing both infrastructural enhancements and ecological balance. The strategic investments in ski resorts and the local brewery signify the region's commitment to diversified, sustainable growth. This approach, both collaborative and community-centric, aligns well with Victoria County's aspirations and serves as an insightful model for fostering tourism, preserving local values, and maintaining environmental sustainability.

iv) Tourism Infrastructure and Facilities

Description of Facilities: Mala Upa boasts well-maintained ski resorts, a local brewery, comfortable accommodations, and picturesque landscapes, offering a balance between adventure and relaxation. The ski resorts are equipped with modern amenities, ensuring a safe and enjoyable experience for visitors, while the local brewery provides a taste of the region's culture and tradition.

Diversity of Options: The variety of recreational and leisure activities available in Mala Upa is remarkable. From winter sports at the ski resorts to brewery tours and exploring

the charming rural town, visitors have numerous options to immerse themselves in the local lifestyle and natural beauty. The region has managed to blend traditional and modern elements, creating a unique and appealing tourism destination.

Visitor Statistics: Visitor data illustrates a growing interest in Mala Upa, with increasing numbers of tourists seeking both adventure and tranquility. The region has successfully attracted visitors throughout the seasons, highlighting its potential as a year-round tourism hub. The effective utilization of tourist tax collected by accommodation providers indicates a structured approach to tourism development and revenue management.

These aspects of Mala Upa's tourism infrastructure and facilities, along with the sustained growth in visitor numbers, showcase the region's potential and the opportunities it holds for similar regions like Victoria County.

- v) **Transport Connectivity:** In Mala Upa, transport connectivity presents a notable challenge, primarily due to the constraints of being located within a national park. The majority of visitors and locals rely on personal vehicles, as the area doesn't boast an extensive public transportation system. The limited availability of parking, compounded by the inability to expand due to environmental restrictions, underscores the need for innovative solutions to address the growing demand.

Despite these challenges, there are some transportation options available, including a few public buses and shuttles, which help alleviate the strain on parking and facilitate movement within the area. The reliance on personal vehicles and the resultant pressure on limited parking resources necessitate strategic planning and potentially, further collaborations with private transport providers, to ensure sustained accessibility and manage traffic flow effectively, all while adhering to environmental preservation standards. This scenario offers a valuable perspective for Victoria County in addressing transport issues within constrained environments.

- vi) **Economic Impact and Job Creation:** Mala Upa calculates every economic activity as directly related to tourism, which results in a reported economic multiplier of seven, according to a yet-to-be-reviewed KPMG study. This contrasts with Victoria County, where tourism, although significant, is one of various industries. The distinction in economic structures leads to a mix of direct and indirect impacts in Victoria County, with the tourism economic multiplier estimated to be closer to three times.

vii) **Challenges and Opportunities**

Challenges identified: Mala Upa grapples with limited infrastructure development, a challenge accentuated by its location within a national park. This restriction hampers the expansion of essential facilities like parking, thereby affecting the area's overall capacity to accommodate tourists and hinder potential growth in tourism numbers and revenue.

Another pressing issue is the seasonality of tourism. The locale witnesses significant peaks and troughs in tourist influx, depending predominantly on the season. This variability poses challenges to the stability of local businesses and the consistency of employment opportunities within the community.

Moreover, the workforce in Mala Upa is not without its challenges. The region boasts a notably low unemployment rate, necessitating reliance on external workers. This dependency underscores a critical need for a robust and local labor force across various sectors to sustain and foster economic growth.

Opportunities Identified: Mala Upa, strategically positioned near the Polish border, unlocks extensive opportunities for expanding its tourist base, notably by tapping into the Polish tourism market. This close proximity allows for targeted marketing strategies and crossborder collaborations, aiming to foster an influx of visitors and thereby bolstering the economic gains from tourism.

Building on significant prior investments in tourism infrastructure, Mala Upa aims to further diversify and expand its offerings. Despite a resident population of just 153, the area boasts a bed capacity of 2700, illustrating the potential for substantial growth and a focus on yearround appeal. Plans for more accessible routes and additional lifts are indicative of this ambition.

Situated within a national park, Mala Upa is committed to sustainable tourism development. The balance between growth and ecological preservation is pivotal, aiming to attract ecoconscious tourists while ensuring the region's long-term viability. The initiatives in progress and those planned for the future highlight a steadfast dedication to sustainability.

viii) Strategic Insights

(1) Investing in Tourism Infrastructure

Mala Upa Insight: Consistent investments in tourism facilities enable the accommodation of a large number of tourists relative to the local population.

Victoria County Relation: Aligning infrastructure investments with tourism demands can help Victoria County accommodate fluctuating tourist numbers and enhance its seasonal appeal.

(2) Balancing Growth and Sustainability

Mala Upa Insight: Sustainability is central to development, especially within a national park, balancing growth and ecological preservation.

Victoria County Relation: Integrating sustainability into development strategies can attract eco-conscious tourists and ensure the region's long-term ecological balance and viability.

(3) Enhancing Accessibility and Diversification

Mala Upa Insight: Commitment to introducing more routes and lifts highlights the focus on improving accessibility and diversifying offerings.

Victoria County Relation: Improving accessibility and diversifying experiences can be instrumental in enhancing tourist satisfaction and catering to a variety of interests in Victoria County.

(4) Diversifying Tourism Model

Mala Upa Insight: A focus on diversified and year-round tourism ensures a consistent inflow of visitors and economic stability.

Victoria County Relation: Adopting a diversified and year-round tourism model can help Victoria County mitigate seasonal fluctuations and achieve economic stability. ix)

Recommendations

- (1) Invest in Tourism Infrastructure and Accessibility:** The experiences from Mala Upa reinforce the need for Victoria County to strategically invest in tourism infrastructure and enhance accessibility. Such investments can elevate the tourist experience, cater to a broader audience, and significantly boost the local economy.
 - (2) Adopt Sustainable Tourism Strategies:** Inspired by Mala Upa's commitment within a national park setting, adopting sustainable tourism practices is crucial for Victoria County. This approach can attract eco-conscious tourists, ensuring the preservation of the natural heritage of the area and supporting long-term tourism success.
 - (3) Promote Year-Round Tourism and Diversification:** Emphasizing year-round tourism and diversification of offerings, as observed in Mala Upa, is essential for Victoria County. Focusing on creating varied experiences can attract different tourist segments, encourage longer stays, and mitigate the impact of seasonal fluctuations on the economy.
- x) Conclusion:** Mala Upa, with its small size and remote location, mirrors the characteristics of Victoria County and provides a framework for transformative success in tourism. Despite a resident base of only 153, the town has strategically capitalized on 2700 bed spaces, demonstrating the vast potential for growth in our region. Their approach to sustainable development within a national park, coupled with smart investments in infrastructure and innovative solutions to challenges such as limited parking, has significantly boosted their local economy. The commitment Mala Upa shows in enhancing accessibility and expanding routes for tourists underlines the importance of continually improving visitor experiences and offers valuable lessons for developing a thriving, sustainable tourism sector in Victoria County.

3) EDPC – Memo (Text extracted from Memo for ease of reference) Dated: 9 February 2024

- a) In September of 2023 EDPC staff members, John Bain (Director) and Sean Donovan (Manager of Inspection Services) accompanied Victoria County staff members to the Czech Republic on a fact-finding mission. EDPC's focus for this mission was on the building permit process and fire safety aspects of the Tree Walks and Towers.
- b) Being as Sean Donovan is the Authority Having Jurisdiction when it comes to permits for the Cape Smokey Tree Walk and Tower, it was extremely valuable to see and hear firsthand the processes involved in the permits associated with the two Tree Walks in Czechia. Reviewing plans of this magnitude can be a daunting task, however, being able to see the structures in person and physically walk on both gave a much more in-depth perspective of many life safety aspects that came up during the permitting process with Cape Smokey Holding.

- c) One of the most important items that was discussed, specifically at the Lipno Tree Walk meeting, was the Fire Safety Solution that was a part of the permitting process for their Tree Walk and Tower. Due to the uniqueness of the structure, officials requested a similar Fire Safety Solution as what the NS Office of the Fire Marshal requested from Cape Smokey Holding for their proposed Tree Walk and Tower in Ingonish. For the Ingonish project, an Alternate Compliance Solution was requested from both EDPG Building Official (Sean Donovan) and the Office of the Fire Marshal. It should be noted that this ACS was provided for the approved permit for the Ingonish Tree Walk, however, the ACS provided for the Tower was not specific to the one which was to be constructed at Cape Smokey. Hence there is no approved permit to date for the proposed Tower in Ingonish.
- d) The meeting with Matej Kratochvil in Lipno was extremely beneficial to see and hear their understanding of the requirements needed to obtain the proper permits. As Matej thoroughly emphasized the importance of life safety when it comes to the design, construction, operation, and maintenance of the Tree Walk and Tower. EDPG staff were able to see firsthand those requirements being met with the focus being on life safety towards all occupants of the structure.
- e) In conclusion, being able to see these unique structures firsthand and being able to experience them as an occupant would, EDPG staff were able to gain a much greater sense of understanding when it came to any questions regarding building, fire, and life safety. The processes involved with obtaining the required permits are extremely similar to what is being requested here from Cape Smokey Holding for the proposed Tower in Ingonish. Our goal now is to continue to work with Cape Smokey Holding to obtain the proper documentation required to confidently be able to issue permits for a safe structure.

4) Investors Past Projects and Relevance

- a) **Major Projects and Developments** : The following list of accomplished projects serves to substantially reinforce our confidence in the investors. Their evident vision and proven success across a spectrum of developments speak volumes of their capabilities. The commencement of their latest ventures further amplifies our assurance in their future success in Ingonish. It's noteworthy that this impressive track record doesn't even encompass the 13 additional tree walks they have developed worldwide, underscoring their global footprint and diversified expertise.
- b) **Cape Smokey, Canada (2023-2025)**: Marking their footprint in Nova Scotia, Canada, RODOP initiated the Cape Smokey project, aiming to build 27 houses in its first phase, slated for operation in 2025.
- c) **Residential Complex Residence Golf Hostivař 1 & 2 (2009-2025)**: Located in Prague – Hostivař, this ambitious project was executed in multiple phases, adding 112 family houses, 54 apartments, 43 family houses, and an elderly house, earning them the Real Estate Project of the Year 2015 in the Prague 10 Region – Public Award.
- d) **Golf Hostivař (2012-2019)**: Complementing the Residence Golf Hostivař, RODOP added a second golf course, enhancing the region's recreational offerings.

- e) **Residential Complex "Prameny 2020" (2019):** Comprising 65 family houses and a kindergarten in Prague Čakovice, this project was successfully sold to a Czech investor.
- f) **Microbreweries Hostivar H1 & H2 (2011-2017):** RODOP established two microbreweries in Prague 15, reflecting their diversification into the hospitality sector.
- g) **Mountain Chalet Tereza (2011-2012):** This project in Horní Malá Úpa in the Giant Mountains emphasizes RODOP's venture into recreational family accommodations.
- h) **"Zátiší" Area for Seniors (2010-2014):** This project in Kunratice involved transforming a former school building into non-state social facilities, earning an Honourable Mention for the Best Investment Plan in 2014.
- i) **Residential Complex "Na Lhotách" (2003-2014):** Comprising 149 houses and 28 apartments in Prague Kunratice, this project also garnered an Honourable Mention for the Best Investment Plan in 2014.
- j) **SKiMU House & Ski Resort (2009-2011):** In Horní Malá Úpa, RODOP constructed a restaurant and technical facilities for the SKiMU Krkonoše ski resort, earning the title Honorable Mention in the Grand Prix of the Society of Architects – 2012.
- k) **Congress and Sports and Recreation Centre Janské Lázně (2005-2007):** In the Giant Mountains, RODOP developed a luxury 4-star design hotel, which won several accolades including 2nd place in the Best of Reality competition for 2008.
- l) **Golf Hostivař Area (2002-2007):** RODOP developed a comprehensive golf course in Hostivař, further cementing their expertise in recreational real estate.
- m) **Rodop Airport Center (1997-1998):** Demonstrating their capability in commercial real estate, RODOP developed a commercial and administrative center at Prague – Ruzyně Airport, marking the first private investment at the location.
- n) **Residential Complex Červený Vrch (1995-1997):** Early in their journey, RODOP undertook the preparation and processing of the Červený Vrch residential complex, which was later sold to a Swedish investor.
- o) **Hvězda Investor Complex (1995-1997):** In Prague 6 Petřiny, RODOP developed a large residential, retail, and office space complex, earning an honourable mention at IMMOS-REALEX 1995.
- p) **Various Developments (1994-1999):** RODOP was involved in multiple projects including the construction of terraced houses in Prague 6 – Petřiny, the Trojdům in Prague 10 – Hostivař, the Headquarters of RODOP and rowing club Slavia, and collaboration with ESSO for land preparation for petrol stations in the capital.