

SUSTAINABLE TOURISM ECOTOURISM CONSULTING SERVICES

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INNOVATION IN SUSTAINABLE TOURISM PLANNING + MARKETING

ecoplan:net has been providing sustainable tourism and ecotourism consulting services to governments, donors, businesses, NGO's and indigenous communities worldwide for 35 years

Ecopla:net has a more than a 20 year history of preparing sustainable community and regional tourism development strategies in rural and often remote regions. As a landscape architect James knows the value of maintaining the 'integrity and authenticity of place' and the supporting ecosystems. Furthermore most regional destinations included protected areas and a rich culture, thus reinforcing the opportunities for nature-based wildlife viewing, culture heritage tourism and interpretation and soft adventure tourism experiences. The character of these communities and the often fragile resources of these regions demanded a responsible approach to tourism development. Consequently, in 1990, James was hired by Tourism Canada to prepare one of the first National Sustainable Tourism Action Plans. Two years later, James and was hired to design and deliver, what is generally considered the first international ecotourism planning training workshop, for the prestigious Banff Centre for Management. That year he established ecoplan:net limited in Canada and subsequently in Morocco and Romania.



Ecoplan:net projects have been awarded many prestigious international awards including the **Green Globe Achievement Award** (in 1996 and 1998), the European Travel Writer Award (1997), CTO 'Environment Award' and most recently the **2009 and 2010 Tourism for Tomorrow Award** from the World Tourism and Travel Council.



James MacGregor is president of ecoplan:net limited (ecological planning for the environment and tourism) and has directed over 400 tourism development and parks planning projects in 33 countries. He is considered a pioneer in ecotourism and sustainable tourism development, certification, policy planning, strategic marketing and training.



TOURISM PRODUCT DEVELOPMENT

Northeast Asia (GTR) Multi-destination Cross border Tourism Development Action Plan, MOU and Marketing Strategy

for the GTI Secretariat (UNDP) and GIZ

Project Manager

More than 10,000 km of cross border tourism routes and itineraries were developed for the **Greater Tumen Region (GTR)** including: China (Jilin, Heilongjiang, Liaoning provinces) and Inner Mongolia, Mongolia (Dornod, Khentii, Sukhbaatar), North Korea, east coast of South Korea (Gangwon, Geyongsangbuk, Busan, Ulsan Provinces), Primorsky Territory (Russia) and Tottori and Niigata Prefectures (Japan).

The mandate required assessing China's and member countries shopping, cultural heritage, ecotourism, and medical tourism resources and potential domestic and outbound markets for cross-border tourism to each of the GTR markets. Detailed multi-day itineraries were developed for 9 routes including a development strategy addressing infrastructure, accommodation, site planning, capacity building and visitor services requirements.

A three-year marketing plan [2013 - 2015] identified a GTR Brand and brand management activities and various strategic marketing mechanisms. The mandate also involved preparing a comprehensive database of GTR outbound and inbound market statistics [including private sector data developed in cooperation with the PATA] as well as reviewing obstacles to tourism flow such as Visa regulations, visitor services and infrastructure requirements. An MOU was developed and signed between each country



China Familiarization Tour (Tour Operators, Agents and Media)

for the GTI Secretariat (UNDP) and GIZ

FAM Trip Organizer and Manager

Approximately 16 tour operators from Japan, Russia, South Korea and Taiwan will be offered 2 separate FAM trips in the Northeast and Inner Mongolia regions of China, DPRK and Far East Russia in April 2014.

Ecoplan:net is responsible for the itinerary design, all logistics, cost estimates, promotional materials (Group Tour Planner) and identification (in collaboration with regional and provincial partners) of all FAM tour participants.



Tourist guide at the Ho Dynasty Citadel Gate, Thanh Hoa Province

Thanh Hoa Province (Vietnam) Tourism Development, Marketing and Capacity Building Strategy

for the Asia Development Bank and SKMGlobal Consulting

Project Manager

Thanh Hoa Province is strategically located approximately 150 km from the urban population and international gateway of Hanoi. The province has traditionally attracted domestic travelers to its excellent beaches. However to broaden its market appeal, *ecoplan:net* was hired to reposition the region as a cultural heritage and ecotourism destination. Following the identification of tourism opportunities, and in collaboration with the authorities, private sector and communities, a detailed training program was prepared (including general course content with an emphasis on destination planning, provincial marketing and tour operator relations, tour itinerary development and handcraft production. The development plan identifies options for infrastructure development with an emphasis on Ben En National Park, village tourism and cultural heritage restoration.

TOURISM PRODUCT DEVELOPMENT

Morocco Eastern Desert Ecotourism Itineraries and Tour Guide for Program for the Oasis of the South and UNDP Project Manager



The region is known for the longest 'palmariaie' or oasis in the world. However desertification and climate change are creating significant changes in the oasis ecosystem. Ecotourism was identified as a means of generating

new revenues for the region and contributing to the protection of the precious resource.

Multiple Tour Packages and Itineraries

Tourism routes were prepared to respond to individual themes including **gastronomy, architecture, traditional agriculture, oasis lifestyle, geology cultural heritage, and arts and craft.**

Although the 7 itineraries essentially followed the route, each was developed with individual activities and options. itineraries where typically between six and seven days with multiple entry points and to the

region. All required visitor services including accommodation, food, interpretation services, historic attractions community

development groups, etc. were identified enabling individual tours and tour groups to successfully travel the region.

Guide Training Manuals

Manuals were developed for the training of tour guides in each of the speciality areas including all relevant information for each of the speciality travel market segments.



Tour Operator and Visitor Guidebooks

Individual guidebooks containing all appropriate information to undertake a 5 to 10 day itinerary were prepared for each of the niche markets. Traveler have the option of following color-coded itineraries that would introduce them to their particular interests. The guidebook included such features as; maps and GPS ordnance, attractions, accommodation [particularly those offering responsible tourism facilities], community associations offering local products, heritage and cultural interpretation attractions, Kasbahs, visitor centers, etc. The contact information for tour guide services is also indicated.



Tour Operator Fact Sheets

Promotional 'fact sheets' were prepared for print and electronic distribution to the domestic and international tour operators. They are available in English, German, French, Spanish and Arabic and provide interested operators with the necessary information to further develop and promote the various tour packages

PRIVATE PUBLIC PARTNERSHIPS



Tan-Tan Bivouac Facility Development, PPP and Business Plan and Action Strategy

Agency for the Development of the South Provinces and UNDP Project Manager

The Moussem at Tan-Tan is the largest annual festival in Morocco. Because there is typically a lack of accommodation for the event the Agency for the development of the South [ADS] proposed a partnership with the local businesses to establish a 150 unit site including dining, exhibition and retail sales tent.

Ecoplan:net worked in collaboration with numerous local small businesses including tentmakers, handcraft cooperatives and associations [carpets, weavings, pottery,] guide services and those selling local foods [couscous, fruits and vegetables, honey etc.]. A structured partnership was established including the creation of a accommodation management company to maintain and operate the facility. A business plan was prepared including all associated investment and operational costs, risks, management structure and cash flow.

4 Fondouks (Craft Centers, Medina of Fez) PPP Structure and Business Plans (2012-2017) for the Millennium Challenge Corporation (APP Morocco) Project Manager

The Millennium Challenge (MCC) Corporation, based on a compact between the USA and Morocco Governments, was to spend \$28 million on the restoration of four 'fondouks', [traditional craft production centers] in the Medina of Fes.

Ecoplan:net was hired to identify the craft tourism development potential, stakeholder interest and business plan for each of these four facilities as well as create partnerships between the local government, existing handicraft cooperatives and the occupants of the fondoukes. Extensive interviews and an assessment survey was conducted with of the cooperatives membership representing approximately a 250 artisans.

Each facility had its own character, development/restoration requirements and craft production history.

For instance 1 facility was designated to be developed as a 32-unit boutique hotel, another as a women's handcraft and training cooperative and a third for the production of metalworks. Once restored, the facilities would be owned by the local municipality but who did not want to manage and maintain the various facilities. Consequently an overall management structure was defined, based on training local staff, that would work in collaboration with cooperative for each of the four Fondoukes. An experienced hotel management firm was identified for the boutique hotel.

A business plan was prepared for each individual Fondouks as well as identifying the collective cash flow analysis for all the restored facilities. An action plan identified the timeline for establishing the partnerships, signing all agreements, training staff and transferring management and operational responsibilities to the cooperatives.



SUSTAINABLE TOURISM PLANNING

Southern Red Sea Sustainable Tourism Strategy, for USAID/Egypt, 2006-2008

Team Leader for Chemonics International

James was hired in 2006 to prepare the first ever coastal marine tourism strategy for the Southern Red Sea Region. The strategy had several objectives including: improving opportunities for hiring local residents (especially members of the Bedouin tribes), increasing local purchases, protecting the fragile house reef (particularly by rigorous management of run-off from 44 resorts along the coast) and introducing more environmentally and socially responsible accommodation facilities along the 160 KM of coastline.

Arctic Coast (Northwest Passage) Sustainable Tourism Development and Marketing Strategy and Training Plan, for the Government of the Northwest Territories, Project Manager

The Kititmeot Region is one of the most remote tourism destinations in Canada yet holds an exceptional variety of natural, archaeological and heritage resources. Tourism is also the only significant economic activity for the Inuit people who occupy the dozen coastal villages. The challenge therefore was to establish tourism products that were financially viable and provide a better livelihood for the indigenous residents of this remote region. The strategy included the implementation of a 5-year Human Resource Development Strategy and training plan.



Sunderbans National Park and Tiger Reserve Area Tourism Development and Marketing Strategy for ANZDEC and the Asian Development Bank, Bangladesh Ecotourism Planning Specialist

The Sunderbans is the largest delta and mangrove forest in the world and comprises a 2500 sq. km. wildlife reserve. James was one of three specialists hired to prepare an economic development strategy for the Sunderbans Reserve (Southern Bangladesh) to increase local jobs and revenues in order to support the conservation of the forest resources and the protection for the Royal Bengal Tiger.

A comprehensive ecotourism strategy was prepared including design of secure accommodation facilities and enclosures, observation towers, visitor reception and interpretation center and boat tours in the delta.

A market assessment and a marketing strategy identified tour operators (national and international) who were interested in the programs. A database was prepared for the Ministry of Tourism.



Indigenous huts on the isolated beaches of the Northern Philippines

Palanan (northern Philippines) Ecotourism Opportunity Assessment and Market Demand for Conservation

International (CI-Manila) and the Philippine Department of Tourism Ecotourism Specialist

Conservation International recognised the exceptional ecotourism potential of this remote Sierra Madre Region of Isabela Province in the Northern Philippines.

The region is also the traditional home to the semi-nomadic Dumagat people who had lived in this region for centuries.

ecoplan:net was hired to assess the potential social, cultural and economic impacts of developing tourism. They lived amongst the local people for several weeks observing the traditional activities and customs.

Despite the exceptional coastal resources and the fascinating indigenous culture it was decided that the impact on the local tribes would be negative. It was therefore decided to have a 10 year moratorium on any tourism development in the region. Instead additional health and educational services were provided to the regional and tribal communities.

SUSTAINABLE TOURISM PLANNING

Retezat National Park and Regional Ecotourism Development Strategy

(2005-2010) for the Ministry of Forestry and Rural Development,
Romania
Project Director

The regional Ecotourism Strategy was prepared to both establish a long-term development action plan as well as integrate the national park into the tourism economy of the region. Emphasis was placed on working with the communities within the park to generate alternative revenue and consequently reduce the stress on the natural resources.

Visitor surveys were conducted throughout the park to determine development priorities. A particular emphasis was placed on identifying the needs of the national tourists.

Carpathian Regional Sustainable Tourism Development + Investment Plan (2008-2012), for the Romania National Tourism Authority **Team Leader**

The region has for decades been a favorite destination for hikers and trekkers who came to experience the magnificent landscape of the Carpathian Mountains and its traditional village culture. However the region was positioned, well below its potential. An infrastructure development and investment strategy was prepared to encourage local and Romanian investors to participate in the upgrade of facilities as well as construct ecolodges and quality campgrounds. The new positioning was supported by a marketing strategy and an investment prospectus.



Madagascar National Parks Ecotourism Strategy, for USAID and the National Agency for the Management of Protected Areas (ANGAP)

Project Director for Tropical Research and Development

The ANGAP Ecotourism Strategy was one of the first for a national park network and included market analysis, ecotourism product development and proposed infrastructure for 12 national parks located throughout Madagascar's. James worked closely with both local communities as well as other donor partners particularly on island locations such as Nosy Be to ensure maximum distribution of economic benefits from park visitors. Development priorities were identified with a focus on establish multi-day itineraries and an international marketing strategy in collaboration with Madagascar's inbound operators.



*Mending nets at Tifnit fishing
village on Chtouka Aït Baha Coast*

Chtoutka Aït Baha Sustainable Tourism Development, Marketing and Investment Strategy, for the Office of the Governor of the Province of Chtouka Ait Baha, Morocco 2006-2007 **Team Leader**

This region and national park are strategically located just south of Agadir, Morocco's most popular coastal tourist destination (700,000 visitors/year). The province includes 120 KM of some of the best beach resources in Morocco and the lands adjacent to the National Park have high investment potential for the local villages. The individual potential for more than 7000 hectares of coastal land was identified and formed the basis of the investment proposals. A prospectus was prepared.

The region was positioned as both a rural tourism and ecotourism attraction for visitors to Agadir as well as an international destination in itself. 12 tour packages were designed and promoted to foreign tour operators and inbound 'receptif' in Agadir and Marrakech.

The strategy identified a structure for a regional DMO which also included a cooperative relationship between the provincial authorities and the national park administration as well as the role of the national park within the regional sustainable tourism development strategy.

SUSTAINABLE TOURISM PLANNING

Pacific Rim Sustainable Tourism Destination Strategy and Marketing

Plan, for the Canadian Department of Regional Economic Development

Project Director

This strategy was the first of its kind in western Canada and firmly established Vancouver Island as one of the most popular island destinations. The strategy focused on the recently established Pacific Rim National Park and the support infrastructure surrounding the park (resorts, campgrounds, native villages and visitor centers) to ensure a high quality visitor experience. The local indigenous population were an integral part of the planning process, and today offer many of the visitor activities including whale watching, hiking, coastal cruises and visits to the regions' hot springs.

Clayoquot Sound UNESCO Biosphere Reserve Sustainable Tourism

Development Opportunities, for the British Columbia Ministry of Economic Development, Canada

Project Director (Tourism Component)

Clayoquot Sound was the most controversial environmental 'hot spot' in Canada, in the mid 1990's. Logging interests were cutting Canada's most valuable old growth forests leaving few economic benefits in the region. James was hired to both identify tourism opportunities as well as determine the potential long term economic value of the industry on the local communities.

Numerous public meetings which resulted to heated debate from the various interests groups including loggers and fishers, environmentalists



Queen Charlotte Islands Lodge Site

Location Assessment for the British

Columbia Ministry of Crown Lands

The QCI are unquestionably the most beautiful island chain in Canada. They have been the home of the Haida Gwaii for thousands of years. The combination of dramatic cultural and natural heritage dramatically increased demand to lodge sites. The local indigenous people had placed a moratorium on development.

Consequently James was hired to identify those locations that responded to the needs of the residents as well as the investors.



The lighthouses of Kent County are a significant part of the culture

Kent County Sustainable Tourism Development Master Plan for Tourism New Brunswick and the Department of Regional Economic Development Canada

Project Manager

Kent County, on Canada's east coast, was considered one of the most economically depressed regions in Canada. A decline in fish stocks had a significant impact on the local population and there were few employment options. However a large section of the coastal zone of the County had recently been declared as Kouchibouguac National Park and suggested that the region had a new future as a coastal tourism destination.

The Master Plan had to consider how to develop a viable tourism industry in a region that was traditionally entirely based on the fishing and logging sector. James identified both market demand and the required infrastructure and services, but also the training programs that were necessary to respond to the development of the industry. Also the agriculture sector was revived to supply food products to the tourism sector and in-shore fisheries provided added value. The region has subsequently emerged as one of the most popular destinations in Atlantic Canada attracting more than 500,000 visitors.

SUSTAINABLE TOURISM POLICY

Canada's Sustainable Tourism Policy and Action Plan, *for Tourism Canada and GLOBE '90* **Project Director**



Canada's first Sustainable Tourism Policy and Action Plan was prepared by ecoplan:nets' James MacGregor as part of the GLOBE '90 (Global Opportunities for Business and the Environment).

During that landmark event, James gathered tourism specialists, environmentalists and NGO's from a dozen countries to collectively present their vision of a sustainable tourism policy. Over 6 days James worked with the team to craft 28 policies and a 5 year action plan that was designed to position Canada as a leading nation in responsible tourism.

The document was widely distributed and was used by several provincial government to structure their own sustainable tourism policy. The action plan was subsequently integrated in the National Sustainable Development Plan.

Bahamas Sustainable Tourism Development Policies

for the Bahamas Ministry of Tourism and the Organization of American States (OAS)

Following the preparation of Canada's policy paper on Sustainable tourism, James was hired by the OAS to assess the environmental issues on the Island of the Bahamas and develop a set of Sustainable Tourism Policies to both influence cabinet as well as establish a framework for long term sustainable development. The policies provided to be the first such a document and was consequently awarded the **Green Globe Achievement Award**.

Policies were prepared for each of the following topics:

1. SUSTAINABLE TOURISM DEVELOPMENT

- 1.1 Sustainable Planning
- 1.2 Assessing Economic Impact
- 1.3 Local Involvement and Benefits
- 1.4 Public Consultation
- 1.5 Intergenerational Equity

2. RESPONSIBLE MARKETING

3. RESORT GREEN MANAGEMENT

- 3.1 Green Management Policy
 - 3.2 Purchasing Procedures
 - 3.3 Energy and Water Conservation
 - 3.4 Use of Pesticides and Herbicides
- ### **4. HERITAGE RESTORATION**
- 4.1 Architecture

4.2 Site Planning and Protection of Heritage Landscapes

5. SITES/FACILITY DEVELOPMENT

- 5.1 Site Planning
- 5.2 Site Design
- 5.3 Building Design

6. ENVIRONMENTAL

IMPACT ASSESSMENTS

7. RESEARCH AND MONITORING OF ENVIRONMENTAL IMPACTS

8. NATURAL AND CULTURAL RESOURCE PROTECTION

9. PROTECTION OF MARINE RESOURCES

10. MARINE DEBRIS REDUCTION

11. ENFORCEMENT

12. WASTE MANAGEMENT

- 12.1 Waste Reduction
 - 12.2 Solid Waste Management
- ### **13. WATER CONSERVATION**

14. TRAINING AND EDUCATION

- 14.1 Staff Training
- 14.2 Public Environmental Education

14.3 Tourist Education

15. NATIONAL INITIATIVES

- 15.1 Sustainable Tourism Planning
- 15.2 Bahamas Conservation Strategy
- 15.3 Strengthen Sustainable Resource Management Capacities

16. ESTABLISHMENT OF A SUSTAINABLE TOURISM DEVELOPMENT UNIT

The project also resulted in the creation of a Sustainable Tourism Unit within the Ministry of Tourism.

WINNER: 1996 Green Globe Achievement Award



SUSTAINABLE TOURISM POLICY

Palau Sustainable Tourism Policies

Office of the President of the Republic of Palau

Project Manager

In the late 1990's, charter flights started arriving in Palau. The president of the Republic became

concerned that the introduction of mass tourism would have a negative impact on the precious marine resources of the islands. Consequently



ecoplan:net was commissioned to prepare Sustainable Tourism development Policies. A two phase process was proposed. PHASE 1 included an extensive assessment of the nations environmental issues followed by a 5-day intensive workshop with members of the Council of Chiefs, senators, the travel industry and NGO's. Working in groups and using a structure developed by ecoplan:net, they collectively prepared an initial set of 37 policies.

In PHASE 2, the policies were edited and with the collaboration of several senators and

NGO's a final document was prepared for a presentation at a National Conference. The 30 policies were presented and passed through the Palau Congress in a record 6 month.



Island of Exuma Coastal Zone and Marine Park Ecotourism Management Plan and Marketing Strategy

for the Commonwealth Secretariat (London) + the Bahamas Ministry of Tourism

Team Leader

This Ecotourism Management Plan (and community based planning process) was the recipient of the prestigious **Caribbean Tourism Organisation (CTO) 'Environment Award'** and recognised for, "its ability to influence the private sector to make immediate changes to improve the green operations of their property". The process included an ecoplan:net training workshops with an emphasis on ecotourism, green management and marketing of resorts, and marine resource protection. Exuma has consequently become a major tourist destination in the Family Islands and the standards and guidelines established in the Management Plan have made a major contribution towards improving the island economy (through local hiring and purchasing practices) and protecting the islands fragile resources.



SUSTAINABLE TOURISM PRODUCT

**Western 'Atlantic' Sahara
Sustainable Tourism
Development Strategy** for the
Agency for the Social and Economic
Development of the South of Morocco
(L'Agence du Sud) (2009)

Team Leader

A Quadruple-bottom line Approach to Tourism Product Development....

ecoplan:net was hired to prepare an overall sustainable development strategy for the this last frontier for tourism development in Morocco. The client was particularly concerned about the impact of tourism on both the fragile desert and coastal ecosystems as well as the local nomad populations and Sufi Saints religious sites and tombs.

All proposed infrastructure development and programs were based on supporting 'quadruple bottom-line procedures and practices' including: environmental protection and enhancement, social enrichment, responsible economic growth and carbon emission reduction. The implementation of the strategy focused on the development of several all-inclusive package tours that would be promoted in western Europe

Sustainable Tourism Action Plan

A detailed 3 phase, \$11 million development program was outlined including feasibility analysis, planning + design and investment requirements for:

1. **Infrastructure** (e.g. ecolodge, visitor centres, interpretive kiosks, campgrounds and trails)
2. **Training** Program Design and Delivery (Guide services, Green management)
3. **Marketing** and Community Awareness

**Designated: 'Model for Regional
Sustainable Tourism Development in
Morocco'**

--Agence du Sud/Maroc



Tata Regional Sustainable Tourism Development

Strategy (2009-2014) for UNDP and the
Program for the Oasis of the South, Morocco
Team Leader

The oasis in the southern regions are threatened by climate change, advancing dunes, changing agriculture practices and neglect. *ecoplan:net* was hired to work with local villages and stakeholders to prepare a tourism strategy and ecotourism products based on international sustainable development practices. This was realistic because of the influence of UN-HABITAT's Local Agenda 21 program which, in promoting the Millennium Development Goals, was responsible for many progressive programs including composting, water conservation and recycling. *ecoplan:net* continues to work with local lodging managers and tour operators to develop sustainable practices and multi-day all-inclusive tour itineraries enabling the region to be promoted as a true North African sustainable travel destination.



ECOLOGDE DEVELOPMENT



Tortuguera National Park Ecolodge Business Plan, Costa Rica, for Southlands Investments Project Manager

A Canadian investment company hired James, as project manager, to assess the feasibility of acquiring an existing lodge, adjacent to the national park, on the east coast of Costa Rica. The park and coastal zone are characterized by numerous rivers and canals which are home to 7 species of turtles and the West Indian Manatee (above).

100 qualified North American tour operators were contacted. The feasibility also identified the potential to hire local villagers and a training program was included in the business plan. The property enjoys good occupancy rates based on a targeted marketing strategy to select ecotourism wholesalers and travel agents.

Haida Gwaii Native Coastal Lodge and Cultural Center Business Plan, for the Skidegate Tribal Council, Queen Charlotte Islands, Canada Project Manager

Despite its remote location, the Islands of Haida Gwaii have become one of the more desirable destinations in Canada. The local tribal council, using funds from fishing decided to expand their economic base by investing in the tourism sector. James was hired to prepare a business plan that included both a 62 unit lodge and cultural center to display the indigenous art. James worked with several tour operators in Vancouver to ensure immediate positioning in the marketplace.



Eagles Nest Coastal Resort Business Plan, Barkley Sound, Vancouver Island, Canada, for Barkley Charters

Barkley Sound was one of the major commercial fishing areas on the west coast. With the decline in fishing, many fish processing plants were vacated. James and a local architect were hired to assess the feasibility of converting a closed plant into a fishing and leisure resort. The proximity to Barkley Sound, with direct access to the Pacific Ocean was a major attraction and the resort has been a successful venture

Banks Island Naturalist Lodge, Arctic Coast, Northwest Territories for the Sachs Harbor Inuit Council Project Manager

The Inuit community of Sachs Harbour is located approximately 840 km above the Arctic Circle. During the preparation of the Western Arctic Tourism Strategy, James was asked to assess the conversion of a Canadian Atmospheric Weather Station into a naturalist lodge.

A feasibility study demonstrated the demand for a high arctic destination lodge. A detailed training plan was provided to ensure that the local indigenous people had access to most of the jobs in the lodge.

Nanatsuak Wilderness Destination Eco-Resort and Cruise Boat Feasibility Analysis, for the Nain Inuit Tribal Council, Labrador

The Nain Tribal Council acquired a former Monrovia missionary site, south of the Tourngat Mountains in Northern Labrador. The site was only accessible by boat and snowmachine (in winter). James was hired to assess the business potential for the development of this wilderness resorts in one of Canada's most pristine northern locations. The feasibility also assessed the purchase of a small cruise vessel to provide access to both the facility and coastal communities.

ECOTOURISM MANUALS

Ecolodge Design, Construction and Operations Manual for USAID/Egypt and

Tourism Manager for Chemonics International

James was retained to prepare a comprehensive Ecolodge Development and Operations Manual to be used to a] assist Egypt's Tourism Development Authority (TDA) to assess the credibility of various ecolodge applications and b] to assist new developers in constructing facilities that responded to the highest environmental requirements. The document was subsequently distributed to existing resort and lodge operations in the Red Sea Region in order to promote more environmentally responsible lodging and food services operations.

A Practical Manual for Investors

The manual is divided into three sections.

Section 1 included an assessment of existing ecolodges particularly in arid and desert environments but also considered were responsible practices in coastal, marine, mountain and forest locations.

In Section 2, international 'Best practices' were used to identify and describe more than 150 development criteria, standards and technologies that would be most applicable to the conditions within the diverse Egyptian desert, mountain and coastal environments.

Section 3 provided a checklist to TDA that allowed them to rate the quality of the ecolodge applications and investment proposals.



Ecotourism Itinerary and Tour Operations

Design Criteria for the Canadian Museum of Nature

James was retained as an in-house consultant by the Canadian Museum of Nature. Part of his mandate was to identify business opportunities for the museum, with a particular emphasis on ecotourism packages that could be sold to the museum membership. Some of these packages were developed with museum staff and others built on existing tour products offered by select international ecotourism operators.

In order to ensure that all tour products met the highest ecotourism standards, James prepared a detailed manual outlining all ecotourism criteria with respect to community involvement and guest/host relationships, energy and water conservation, waste management practices, interpretation program standards, use of environmentally responsible accommodation and transportation, and other attributes typically associated with a quality ecotourism experience.



Eco-tent accommodation in the Okavango Delta (Botswana)

Botswana Ecotourism Best Practices Guidelines Manual for the Commonwealth Secretariat (London) and BTB

ecoplan:net was hired by the Commonwealth Secretariat and the Botswana Tourism Board to identify Ecotourism Best Practices in Africa and worldwide. Approximately 40 ecotourism destinations and facilities were assessed and a comprehensive description was provided for 20 facilities. Information extracted from the analysis of these operations then provided more than 180 planning, design, construction, operations, tour and marketing criteria that would ensure a sustainable tourism eco-operation. Each criteria was then described so that it would assist any operator or enterprise that wanted to be a green business. For instance water saving devices, energy conservation practices, and waste management techniques that encouraged recycling and composting were described in technical detail. Particular emphasis was placed on the preparation of the Ecotourism Business Plan and the Environmental Impact Assessment

These criteria eventually were used as a basis to the standards identified in the Botswana Green and Ecotourism Certification Program.

ECOTOURISM BUSINESS OPERATIONS

Lake Matagami Ecolodge

James is co-founder and partner, business planner and vice-president of marketing



Canada's first Northern ecolodge is located on the 50th parallel yet all electricity is generated by solar and wind sources. The facility is built entirely from wood grown in a certified sustainable forest (owned by a local aboriginal Cree community business).

The facility is plastic and chemical free and has been called "a laboratory in sustainable living" by an international tour operator.

A 3% contribution is added to the payment and it is used to finance local Cree culture and environmental project.

Furthermore all fuel consumption is calculated and the appropriate number of carbon credits are purchased making it the first carbon neutral lodging facility in Québec.

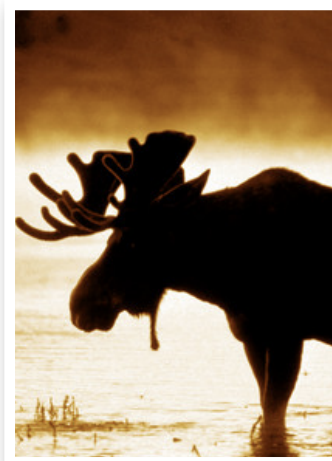
EcoAdventures Ltd. Business Plan and Operations, for Lunehivers and the James Bay Development Corporation

Team Leader, investor and partner

EcoAdventures was proposed as a new private sector based DMA

(Destination Management Agency) with the mandate to work with public departments to establish tourism in Northern Québec.

The new concept of using a private company as 'an agent for development' was outlined by James within the 5-year business plan which included an exhaustive market analysis, tour product development schedule, development and operational cost estimates and 5 year cash flow analysis. The proposal was strengthened by clearly identifying the role and responsibilities of all partners. The new model for regional tourism economic development gained widespread attention across Canada. The DMA was sold in 2009 to a large ecotour company.



Lake Matagami Ecolodge Business Plan, Town of Matagami, Office of Economic Development

Project director, associate partner.

Following the success of EcoAdventures as a regional private tourism development agency, the company was approached by Matagami to enter into a joint venture to design, build and operate Northern Quebec's first ecolodge.

The business plan included an exhaustive assessment of northern Canada's ecotourism and soft adventure travel potential. A special management structure was prepared that included First Nations participation at the financial as well as the operational level. The business plan was used as a vehicle to attract both private and public sector investment. James also managed a selection process to identify the architect with the best sustainable architecture credentials.

The ecolodge opened in 2008 and had a successful first year.

Cree First Nations Aboriginal Tourism Development Strategy

for the Cree Nation of the Community of Waskaganish, James Bay Cree Territory, Northern Québec

Project Manager and Trainer

Over a 3 year period, James worked with the tribal council, elders and small business to develop a long term tourism development strategy for this isolated community of the south eastern shores of James Bay and the Rupert River. The strategy proposed both cultural and nature based ecotourism product and since the community is strategically located on a migratory flyway, with more than 250 species, an emphasis was placed on developing birdwatching trips.

Guides were trained and business plans were prepared for the different services to be offered to the tourists including transportation companies, wilderness tent camps an ecolodge and guide services. James also accompanied local operators to various trade shows in southern Canada.

ECO CERTIFICATION PROGRAMS

Morocco Rural Tourism Quality Standards + Ecocertification Program

WINNER: TOURISM FOR TOMORROW AWARD (2009)

ecoplan:net was hired by the Zakoura Microcredit Foundation, with funding from the Grand Duchess of Luxembourg Fund, to undertake three activities; a) assess current international certification programs to determine if the foundation should import a program or develop its own scheme, b) develop a certification program for its microcredit clients throughout Morocco and test it on select rural accommodation facilities, c] design and facilitate a training program for auditors.

Zakoura Foundation, the largest microcredit organisations in Morocco is responsible for supporting several hundred small to medium-size guesthouses and lodges. The purpose of establishing the certification program was to both protect their investment as well as insure operators were more environmentally and socially responsible. Furthermore the promotion of those facilities that have become certified enhances the viability of these operations as well as provides leadership or other small businesses in rural areas.

Auditor Training; Auditors were selected from Foundation agents that are located in the various rural regions of the country. These people have ongoing contact with Zakoura's clients and are both in a position to assist the operators as well as certify their operations. The training program provided the necessary technical knowledge for auditors to assess each operation and make a recommendation to the certification program co-ordinator in Casablanca.



Lower St. Lawrence River Marine

Ecotourism Certification Program; for the Lower St Lawrence Tourism Commission, Québec, Canada

Project director

ecoplan:net was retained to prepared the first ecotourism certification program in Canada. The program was developed within a federal environmental protection program for the lower St. Lawrence River region as it empties into the Atlantic Ocean. Consequently the scheme focused on responsible standards marine ecotourism including whale watching, sea kayaking, pleasure boating and launches, bird watching and catch and release fishing, and the operation of coastal resorts and lodges.

The program has been operational for the past eight years and has approximately 100 certified members.



The Botswana Green, Advanced Green and Ecotourism Certification Program (2009)

for the Botswana Tourism Board-BTB (Quality Assurance Department)

ecoplan:net was retained as project managers to develop the first all-inclusive 'green and ecotourism' national certification scheme in Africa. It is considered one of the most comprehensive in the world with more than 250 individual standards. The assignment also defined the step-by-step certification process, a management structure integrated into BTB, logo design as well as marketing initiatives and training program.

The design and wording of the various certification standards involved the input of more than 300 travel industry stakeholders from all regions of Botswana. **ecoplan:net** held workshops for tourism operators, government officials and NGOs resulting in the unanimous approval of the standards, including the mandatory requirements for certification. The program was then tested on 12 businesses representing a cross-section of hotels, lodges, guest houses and tour operators. The program is unique in that it applies to both two levels of green certification as well as ecotourism operations.

Training the Auditors: **ecoplan:net** was also hired to train the BTB auditors and Quality Assurance Committee Members who make the final decision on certification.



SUSTAINABLE TOURISM TRAINING

Island of Exuma (Bahamas) Ecotourism Planning and Product Development Workshop for the Commonwealth Secretariat and Bahamas Ministry of Tourism

Program Designer and Facilitator

The 5-day program was prepared for as part of a Exuma Coastal Zone Management Plan prepared by ecoplan:net. The focus was on island and marine ecotourism product development and marketing. Special emphasis was placed on identifying environmental protection practices, particularly for hotels and resorts that would allow the Island to be positioned as a 'responsible' tourism destination. More than 40 participants attended from across the Outer Islands.

Madagascar Ecotourism Planning and Product Development Workshop Series (Tuléur and Nosey By) for USAID and the Association for the Management of Protected areas

Program Designer and Facilitator

Following the facilitation of Madagascar's first National Ecotourism Symposium (for The International Ecotourism Society), James was invited to return and deliver a series of 5-day regional workshops in the south (Tuléur) and on the island of Nosey By in the north. The programs were attended by more than 100 participants and officially launched ecotourism in Madagascar.

The workshops were part of the National Park and Protected Area (ANGAP) Ecotourism Development Strategy which was also prepared by ecoplan:net, for USAID's SAVEM Project.



EcoCaribe:

Caribbean Ecotourism Train-the-Trainer Workshop Series + Facilitators Manual

Program Designer and Facilitator

Seven workshops were held in 1996/97 for participants from the 11 Commonwealth Caribbean Nations. More than 350 delegates attended including national tourism directors, general managers of major Caribbean hotel chains, tour operators and secondary and post secondary educators. One session was devoted to a 12-day ecotourism train-the-trainer program.

In 1998, the series was given the prestigious **Green Globe Achievement Award**, at ITB-Berlin and in 1999 the series was selected as one of the "Best Practices" by the World Travel and Tourism Human Resource Council.



Working together to identify green practices for the resorts

Québec Tour Operator Green Management Training

for the EcoAdventures and the James Bay Development Corporation

Northern Canada's leading ecotourism and adventure travel company hired ecoplan:net to training their staff as well as business partners and suppliers (native outfitters, park managers, guide services) to both assist the company in the development of its Green Management Strategy as well as the greening of associated companies. Company employees selected an environmental coordinator to direct the implementation of their field, base camp and office green management initiatives.

Bahamas Hotel and Resort Corporate Green Management Strategy Preparation for the Bahamas Ministry of Tourism and Commonwealth Secretariat

Program Designer and Facilitator

The 4-day workshops, held in Nassau and Grand Bahamas attracted more than 80 participants from all the major resort in the Bahamas such as Club Med, Comfort Suites and Marriott. The sessions were also attended by insurance companies, airlines, and ground transportation companies eager to identify opportunities for cost savings and initiatives to improve corporate responsibility to their local community and satisfaction to their their guests.

SUSTAINABLE TOURISM TRAINING



Brazil Sustainable Tourism/Ecotourism Planning Train-the-Trainer Workshop

for Conservation International (Washington) and EcoBrasil

Program Designer and Facilitator

This 14 day program was selected, in 1998, as an **International 'Best Practice'** by the World Tourism and Travel Human Resource Council.

Forty participants including senior officials, NGO's and private sector leaders came from the 8 states of Brazil. After defining Ecotourism and Sustainable Tourism practices and criteria they used a 150 page workbook, designed by ecoplan:net, to prepare individual packages and required infrastructure for their state. All potential trainers were evaluated and appropriate feedback was provided.

Qualified ecoplan:net trainers (24) who graduated from the program eventually contributed to the training of more than 2200 Brazilians in all regions of the country.

ECOTOURISM PLANNING AND PRODUCT DEVELOPMENT *for USAID and the Romania Ecotourism Association (AER)*

Program Designer and Facilitator

Members of the association came together for a 5-day workshop designed and delivered by James in the National Park.

Tour itineraries were prepared for regions as diverse as the Danube Delta and the Carpathian Mountains. Packages were developed around wildlife observation, protection of the wolves, caving and bird watching.



TOUR OPERATOR PACKAGING WORKSHOP *for USAID and the Romanian National Association of Travel Agents (ANAT)*

Program Designer and Facilitator

Thirty four operators were introduced to the market demand, product development criteria and step-by-step procedures for developing rural tourism ecotourism and ago tourism tour products in Romania. Creative new packages were developed by the participants to promote such features as alpine wild flowers as well as the traditional agricultural production techniques. Emphasis was also placed on promoting the organic farming as well as regional and cultural heritage resources for Brasov County DMA. Individual itineraries were prepared including net costs.

A marketing strategy was developed for each product.

GUESTHOUSE RURAL PRODUCT DEVELOPMENT + MARKETING *for USAID and the National Association of Rural, Ecological and Cultural Tourism (ANTREC)*

The 4-day workshop was designed to assist rural accommodation operators agro-tourism to identify market demand and design and promote a variety of 2 to 4 day packages associated with their individual guesthouses.

RURAL TOURISM PRODUCT DEVELOPMENT WORKSHOP SERIES

for USAID/Morocco and the Morocco Ministry of Tourism

Program Designer and Facilitator

This workshop was designed and delivered to the Ministry of Tourism Regional Delegates. The 5-day session introduced them to the rural tourism development potential of their regions as well as how to brand their region.

Each group prepared a 5 to 7 day itinerary including an implementation and marketing strategy. Delegates were also asked to consider the training requirements in order to implement the rural tourism products.



MORE ECOTOURISM MANDATES

James has directed or managed more than 100 ecotourism, sustainable and rural tourism assignments in 18 countries. The following reflect a short selection of additional mandates..

Agadir, Southern Morocco Sustainable Rural Tourism Action Plan (Web Site Development, Visitor Exit Surveys, Tour Operator Database), for USAID and Chemonics International

International Coastal Ecolodge Design Competition (site location, training workshop and selection of architectural firm), for the Bahamas Ministry of Tourism and the Inter-American Development Bank

The Cree First Nations of James Bay Community Tourism/ Ecotourism Development Strategies for the James Bay Cree Municipal Council

Dakhla Ecovillage and Wellness Coastal Resort Feasibility Study, Dakhla, Western Sahara, Project Director for the Agency for the Development of the Southern Provinces, Southern Morocco (2007)

Izmir Aquarium Feasibility Study and Site Selection Proposal, City of Izmir, Turkey, for the Canadian Museum of Nature

Indian Ocean Region (Comores, Mauritius, Seychelles), Assessment of Biodiversity Planning Requirements, for the Canadian Museum of Nature

Oregon Coast Ecotourism Product Development (Select Itinerary Proposals), for the Presidential Commission for Rural Development and the National Endowment for the Arts, Washington, D.C

Metlakatla Regional Ecotourism and Aboriginal Tourism Development and Marketing Plan, for the North Coast Tribal Council, Prince Rupert, BC, Canada

Vancouver Island Tourism Marine Education and Information Centre Business Plan, for the City of Nanaimo, Harbour Commission, Nanaimo, BC

BIOPARC Environmental Education Centre Business Plan, for the Municipalité de Bonaventure, Gaspé Region, Quebec,

Gulf of Georgia Cannery National Historic Site Management Plan and Feasibility Study, for Environment Canada, Canadian Parks Agency, Western Region

Ecotourism Strategic Planning Workbook - Planning Model and Facilitators Manual Canadian Museum of Nature and the Banff Centre for Management

Kaska Nation Ecotourism and Sustainable Tourism Development Market Analysis, Kaska Tribal Council, (Yukon, B.C., and Northwest Territories), Canada

Quadra Island Marine Destination Eco-Resort Feasibility Study, for the Cape Mudge Band Council, Quadra Island, BC

MacKenzie River and Delta Tour Boat Market Opportunity and Feasibility Study - Top of the World Tours, Yellowknife, NWT

Shippagan Marine Museum Feasibility Study and Master Plan, for the Department of Regional Economic Expansion, New Brunswick, Canada

Gulf of Georgia Cannery Market Strategy and Economic Impact Study for the Canadian Parks Agency, Environment Canada, Western Region

Peace River Region Sustainable Tourism Development Strategy for the Peace River Tourism Association

Vancouver Public Aquarium Economic Impact and Long Term Development Strategy, for the Vancouver Public Aquarium Board of Directors

Bay du Nord River, Newfoundland; Canadian Heritage River System Evaluation and Management Plan, for the Canadian Parks Agency

Acadian Peninsula Sustainable Tourism Development and Marketing Master Plan, for Tourism-New Brunswick and the Department of Regional and Economic Expansion, Canada

Ecotourism and Educational Travel Product Development and Marketing Strategy, Canadian Museum of Nature, 1995

Wildlife Viewing Study (Marketing Strategy Section) for Tourism Canada and Ethos Consulting Ltd.,

Tin-Wis Native Cultural Destination Resort Master Plan and Feasibility Study, Tin-Wis Development Board, Tofino, BC,

International Ecolodge Management System Feasibility Analysis, with John Yost for the PEW Charitable Trusts, Philadelphia, PA

Atlantic Canada Ecotourism Workshop, Travel Industry Association of Nova Scotia, White Point Beach Resort, Nova Scotia,

South Africa: ECOTOUR '94: Ecotourism Planning Workshops; Transvaal and Cape Town, for the South Africa Tourism Board (SATOUR)

Namgis/Alert Bay Product Development and Market Opportunity Study and Ecotourism Planning Workshop, for the Alert Bay Historical Corporation, British Columbia,

Costa Rica Ecotourism Policy and Biodiversity Protection Symposium (Coordinator) for the Government of Costa Rica and the Canadian Museum of Nature, San José, Costa Rica

PLANNER MANAGER TRAINER WRITER



James MacGregor

James has 35 years experience consulting to the tourism and ecotourism sector including national-state-provincial-municipal governments, private companies, NGO's, indigenous people's organizations and communities.

He has been project manager on more than 400 tourism, parks and economic development assignments. He is an internationally recognized regional/community tourism, and protected area planner and an expert in ecotourism and sustainable tourism development.

Specific knowledge includes: preparation and implementation of sustainable tourism and ecotourism development strategies and policies, community/regional tourism plans, market analysis, business plans/feasibility studies, green management strategies, ecotourism, and adventure and coastal travel product development, resort and ecolodge planning and construction, international e-

marketing and investment strategies, and sustainable tourism training program design and facilitation.

James has held senior management positions in several international consulting firms including SNC Lavalin, where for 12 years he was Director of the International Tourism and Economic Development Division.

In 1992 he established *ecoplan:net ltd.*, which became Canada's leading sustainable tourism and ecotourism planning, marketing consulting and training firm.

He is cofounder and partner in both *ECOadventures Ltd.* a leading Canadian ecotourism and adventure travel company and the *Lake Matagami Ecolodge* in Northern Québec.

He has published numerous papers and is a frequent keynote speaker, lecturer and workshop facilitator in the Americas, Asia and Africa.

The *Sustainable Tourism Development Policies* he prepared for the Bahamas

received the **1996 Green Globe Achievement Award** from the World Tourism and Travel Council. More recently the Rural Tourism Eco-Certification Program he prepared for the Morocco was given the **Tourism for Tomorrow Award (2009)**.

He is former Chief of Party for the Morocco/USAID Rural Tourism Development Program (2002-2004).



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James is a frequent **Keynote Speaker** at international conferences and has prepared numerous **papers for publication** in a variety of respected journals and books.

He has delivered over 250 presentations worldwide. A selection of recent presentations include:

- ★ 'Developing A Competitive Sustainable Tourism Destination; Principles, Economic Benefits and Actions',
- ★ 'Marketing Your Rural Tourism Destination; an e-marketing and CRM approach'
- ★ 'Strategic Rural Tourism Planning and Marketing in Romania

- ★ 'Ecotourism Development and Trends and Opportunities in Morocco'
- ★ 'Ecotourism Opportunities and Trends for Africa Tourism', Africa Travel Association Annual Ecotourism Conference,
- ★ 'Future Trends and Business Opportunities in Adventure Travel',