

COASTAL AND SMALL ISLAND PLANNING

SUSTAINABLE PLANNING + DEVELOPMENT

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SERVING THE COASTAL + ISLAND COMMUNITIES AND INDUSTRY

Coastal and small island tourism generates 75% of the world's leisure tourism revenues. This extraordinary demand has been exerting substantial pressure on those coastal zones and island communities that have been supporting seaside tourism for the past 40 years. However the next decade or two will place even greater stress on the islands fragile marine, littoral and community resources.

Rising sea levels, decline in fresh water sources, social change, demand for a more equitable distribution of tourism revenues and other factors will create ever greater demand for a concerted sustainable approach to coastal and small island tourism planning, development and marketing.

Ecoplan:net has been a leader in sustainable coastal tourism planning for 30 years. Most of ecoplan:net's 400 tourism assignments have been in coastal or island locations. From Palau (Micronesia) to the Arctic and Indian Ocean communities, to the Red Sea, to the Caribbean, James MacGregor, president of ecoplan:net, has developed numerous landmark and award winning coastal tourism strategies. For instance, the Bahamas Sustainable Tourism Development Policies was given the prestigious **Green Globe Achievement Award** in 1996 and is considered "a model for small island tourism development" by the Economist magazine (07/01/97). More recently the Southern Red Sea Sustainable Tourism Development Strategy has been identified as a model for coastal and protected area tourism in Egypt. Similarly, the Island of Exuma Coastal Zone Ecotourism Management Plan was awarded the **CTO Environmental Award** for its 'practical response to environmental protection, community management and economic concerns'.

The challenges facing coastal and small islands will increase exponentially as sea levels rise, salt water intrusion decreases access to potable water and tourism revenues are retained by the tourism emitting countries. Sustainable tourism principles have a greater role than ever to ensure that local populations control more of the coastal resources and the tourism revenues that are generated by a growing demand for coastal and small island tourism product.



James MacGregor is president of ecoplan:net limited (ecological planning for the environment and tourism) and has directed over 400 tourism and parks projects in 17 countries. Many of those assignments have been for coastal zones and small island states.

He is considered a pioneer in sustainable tourism development, policy planning and training.



COASTAL ZONE TOURISM

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, for the Government of the Northwest Territories, Project Manager

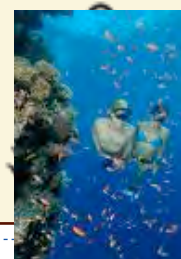
The Kititmeot Region is one of the most remote tourism destinations in Canada yet holds an exceptional variety of natural, archaeological and heritage resources. Tourism is also the only economic activity for the Inuit people who occupy the dozen coastal villages. The challenge therefore was to establish tourism products that were financially viable and provide a better livelihood for the indigenous residents



Red Sea and Wadi El Gemel National Park Management Plan and Visitor Interpretation Centre for USAID/Egypt + Chemonics International

James was hired to assess the various site locations, select a site and develop and interpretive plan. A site was identified overlooking a Wadi Gemel and the Red Sea. The Interpretive theme focuses on how the local Bedouin people survive in the harsh coastal and desert climate and have been learning to adapt to climate change.

The centre has become an important sales outlet for the sale of local craft, thus generating increased revenues for local



Isolated beaches of the Northern Philippines

Palanan (northern Philippines) Coastal Ecotourism Opportunity Assessment for Conservation International and the Philippine Ministry of Tourism

Project Manager

Conservation International recognised the exceptional ecotourism potential of this remote coastal zone of Lauzon 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.

James was hired to assess the potential social, cultural and economic impacts of developing tourism. 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.

SMALL ISLANDS TOURISM



Tubbataha Reef Marine Tourism Assessment, Palawan, Philippines for Conservation International Ecotourism Planner

The Palawan region of the Philippines has exceptional potential for ecotourism development with unique features such as the underground river and the marine resources of the Tubbataha Reef. James was asked, by CI, to undertake a Rapid Regional Tourism Assessment (RRTA) of the regional resources and infrastructure. Due to extensive illegal fishing, an emphasis was placed on ensuring the arrival of more tourists at the reef. Tour packages were developed and presented at various trade shows. The region has since become one of the major dive destinations in the Philippines and makes a substantial contribution to the local economy.

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 Development 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 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. The Unit has been responsible for ensuring that the policies are passed by the Bahamian Cabinet.

SMALL ISLANDS TOURISM

Palau Sustainable Tourism Development Policies

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

for the Commonwealth Secretariat and the Bahamas Ministry of Tourism

This 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 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 local economy (through established hiring practices) and protecting the islands fragile resources.



COASTAL TOURISM DESTINATIONS

Pacific Rim Tourism Destination Strategy and Marketing Plan, for the Canadian Department of Regional Economic Development

This strategy was the first of its kind for the west coast of Canada and firmly established Vancouver Island as one of the most popular island destinations in the world. 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 Development

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

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. Numerous public meetings lead to heated debate from the various interests including loggers, native groups, environmentalists and travel industry representatives.



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 coastal culture

Kent County Coastal Tourism Development Master Plan

for Tourism New Brunswick, **James MacGregor, 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 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 knew only fishing and logging. As project manager, 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.

COASTAL NATIONAL PARKS

Forillon National Park Master Plan + Site Development Plans, Gaspé Peninsula,

for the Canadian Parks Agency, Ottawa

Forillon National Park, on the east coast of Canada, was established to preserve the unique natural and cultural resources of this maritime region of Québec. James was Chief Landscape Architect, responsible for the overall master plan and site development plans as well as all infrastructure planning and construction including visitor centers, trails, campgrounds and roads. The peninsula location ensured that all visitor services had direct access to the Atlantic Ocean. The park has become a catalyst for regional economic development and generates more than \$16 million in the local economy.

Pacific Rim National Park Visitor Center Design and Interpretation Plan, for the Canadian Parks Agency

The PRNP, on Vancouver Island, is one of Canada's most popular national and includes the famous West Coast Trail. James managed a multidisciplinary planning team that was responsible for all aspects of developing the visitor center including site location, architectural design and developing the message and interpretation



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

The national park strategy involved both ecotourism product development and proposed infrastructure for 6 national parks, located in Madagascar's coastal zones. James worked closely with coastal fishing communities, particularly on island locations such as Nosey Be to ensure maximum distribution of economic benefits from park visitors



Coral Reef of the Marine Zone;
Wadi Gemel National Park, Egypt

Wadi Gemel National Park Management Plan, for USAID/Egypt + Chemonics International

Team Leader: James MacGregor

Wadi Gemel is Egypt's newest national park, established in 2006 to protect the marine and desert resources of the Southern Red Sea Region. The Government of Egypt asked USAID for technical assistance in the preparation of a management plan that met the social and economic requirements of the region. The Red Sea is one of the most famous dive destinations in the world however the economic impact of the divers is relatively small. Wadi Gemel National Park and in particular the semi nomadic Bedouin who inhabit the park have the potential to offer a variety of land and marine based tour product that can offer direct economic benefits to the area within and adjacent to the park. The Management Plan identified the various product opportunities and the necessary training programs that will enable the local people to respond market demand. Furthermore site locations were proposed for the development of low-impact accommodation within the park, particularly in the coastal zone.

COASTAL RESORTS + ECOLOGES



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

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).

More than 100 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

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

Barley 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

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 Coastal Destination Resort and Cruise Boat Feasibility Analysis, Labrador for the Nain Inuit Tribal Council

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 the winter.

James was hired by a local consulting firm to assess the business potential for the development of one of Canada's premier wilderness resorts.

ADDITIONAL COASTAL PROJECTS

Ecotourism Development Strategy in the Sundarbans Tiger Reserve (*Ecotourism Amenities & Design*) Bangladesh, for the Asian Development Bank and ANZDEC

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

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

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

Marine Ecotourism Certification Program Design and Development, Lower St-Laurent/Québec Maritime for the Maritime Regional Tourism Association,

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

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 Plan, for the North Coast Tribal Council, Prince Rupert, BC,

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

Cruise Ship Industry Study - B.C.-Alaska Ports, Canada, for the Port of Prince Rupert and Prince Rupert, Convention and Visitors Bureau

Quadra Island Marine Destination Resort and Golf Course 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

Gaddani Region, Socio-Economic Impact of a Power Generating Plant, Karachi, Pakistan, for the World Bank and WAPDA

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

The Fisherman's Village (Commercial Tourism Development) Feasibility Study and Master Plan, for the Town of Caraquet, New Brunswick,

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

COASTAL TOURISM EXPERIENCE



James MacGregor

James has 33 years experience consulting to the tourism 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 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.

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



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Coastal Tourism Training Workshops

1. Coastal Ecotourism Planning, Product Development and Marketing Workshop
2. Corporate Green Management for Coastal Resorts and Hotels Workshop
3. Sustainable Coastal Tourism Policy Preparation and Implementation Strategy
4. Coastal Protected Area Management Planning