

Biodiversity Protection : Stakeholder Participation : Capacity Building

NATIONAL PARKS AND PROTECTED AREA PLANNING AND MANAGEMENT

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Institutional Structuring

Economic Impact

Resource Management

ecoplan:net

Providing protected area planning, site design, training, institutional structuring

James has 36 years experience in national park and protected area planning in 13 countries in Asia, North America, Africa and Eastern Europe

RECENT PROTECTED AREA PLANNING ASSIGNMENTS

STRUCTURING ROMANIA'S NATIONAL AGENCY FOR NATIONAL PARKS AND PROTECTED AREAS (NAPA), 2007-2008.

James served as Team Leader for the Finnish Consulting Group (FCG) to structure the new national agency for the the management of Romania's National and Natural Parks and more than 600 Natura 2000 sites

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WADI GEMEL NATIONAL PARK MANAGEMENT FRAMEWORK AND TOURISM STRATEGY, USAID AND CHEMONICS INTERNATIONAL, 2007

James served as Team Leader for a USAID funded management plans for Egypt's latest national park located in the Southern Red Sea Region.. The park included a marine, coastal, desert and mountain component.

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RETEZAT NATIONAL PARK SUSTAINABLE TOURISM STRATEGY, ROMANIA, USAID, 2007

Retezat National Park was eager to join the exclusive PAN Park Network but required a Sustainable Tourism Strategy for both the park and the surrounding region.



Retezat National Park

Romania



Wadi Gemel National Park, Red Sea



Pacific Rim National Park

*"protected area
management
integrates
biodiversity
protection, visitor
education and
economic
development"*





Wadi Gemel National Park

Southern Red Sea, Egypt



Park Boardwalk

Romania's National Agency for National Protected Areas and Biodiversity Conservation (NAPA) Institutional Structuring and Business Plan for the Ministry of Environment and Sustainable Development and the World Bank, 2007-2008

Team Leader

When Romania joined the European Union, in 2007, its National Parks and Protected Areas became eligible to access millions of euros for the development of the Network, the implementation of the EU Birds and Habitats Directives and the expansion of the EU protected area network within the guidelines of Natura 2000. NAPA was designed to create a strong institutional structure, improve the overall management of the protected areas and to effectively distribute EU Structural Funds to identified projects.

James directed an international team of planners, economists, lawyers and regulators. The assignment included:

- *Assessment of the current protected area administration and structure (governance, planning, management, etc.)
- *Defining the overall structure and legal framework for the 70 staff headquarters and 300 national and

natural park and protected area personnel

- *Identifying the role for NGO's and **Natura 2000** sites
- *Comprehensive Job Descriptions for all senior staff (headquarters and parks).
- *National Communication Strategy
- *Human Resource Strategy and 5 -year Training Plan
- *NAPA Business Plan (2009-2013) including the expenditure of 250 million euro EU Structural Funds

Wadi Gemel National Park Management Plan Framework Southern Red Sea Region, for USAID/ Egypt and Chemonics International **Team Leader**

A comprehensive development, operational and management action plan framework was prepared including site identification of the visitor information and interpretation centers, low-impact accommodation, Roman ruins restoration, and long term marketing.

Revenue centers were identified to ensure that the protected area would have adequate finances to operate after USAID support ended in 2008. A co-management approach was also proposed in collaboration with the local Ababda nomadic tribes, who are living within the park.

'Good governance, professional management, continuous training and sincere community relations are fundamental to the operation of a responsible protected area'

Romania's NAPA Structure and Business Plan

National Park Management Plans and Tourism Strategies

Retezat National Park (RNP) Sustainable Tourism

Development Strategy for USAID/Romania, Chemonics International and PAN Parks

Project Consultant

The strategy was prepared as part of a requirement for entry into the PAN (Protected Area Network) Park System, an alliance of select European National Parks. The process involved establishing the PAN Park Group, a local private sector association that would work with the RNP to establish the park and region as an international tourism destination.

The process was successful and Retezat, Romania's oldest National Park, received certification in 2006 and is now a member of the PAN Parks.

Calimani National Park (CNP) Management Plan (*Tourism and Economic Development*

Component), for USAID/Romania and Chemonics International

Project Consultant

Consulting services were provided to identify the role of tourism product development and visitor services within the management plan that was prepared by park staff. All necessary tourism facilities (trails, interpretation center) and services (e.g. horseback riding, tent camps) were identified and mapped. National and international tour operators were contacted for collaboration and participation in the marketing process.

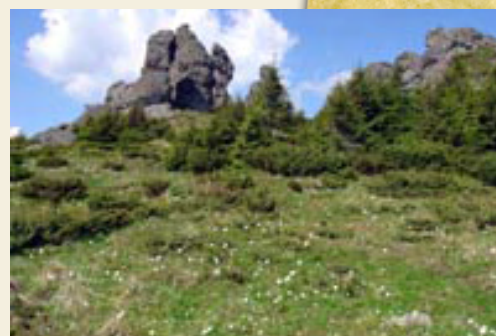
The CNP was also positioned as a tourism attraction within the greater Vatra Dornei Tourism Region. A workshop, identifying the economic development opportunities from park resources was designed and presented to local stakeholders and residents.

Macin National Park Management Plan (*Tourism and Economic Development*

Project Consultant

Technical services were provided to assist with the location and development of the tourism services within and adjacent to the national park.

Because of its location in the Danube Delta, tourism demand for interpretive services was increasing, including requests from tour operators the construction of a information centre and associated trails. A tourism product planning workshop was provided to national park and local UNDP staff.



Calimani National Park

Romania

Andasibe National Park Management Plan for VITA (Volunteers in Technical Assistance) and USAID/Madagascar

Project Manager

A comprehensive development and zonation plan was prepared for Madagascar's most popular national parks (due to its proximity to the capital city). The plan focused on day-use visitor services and a lemur conservation program.

A Visitor Management Plan was prepared that included the site selection and design guidelines for a new Visitor Interpretation Centre. A Trail program was prepared connecting hikers to the villages in the park buffer zone thus increasing the economic impact of the park and reducing slash and burn agricultural practices.

“this Retezat National Park Tourism Strategy will be a model for future PAN Park proponents who wish to become a member of the network”

PAN Parks
Executive

National Park and Protected Area Ecotourism Product Development, Capacity Building, Communications and Marketing

James has prepared regional tourism development strategies that include national parks and protected areas a principle attraction. The planning process includes working closely with park officials and integrating sustainable principles into the regional development plans

Madagascar National Parks and Protected Areas Ecotourism Development Strategy and ANGAP Restructuring,
USAID/SAVEM Project and Tropical Research and Development,
(1996-1997)
Team Leader

James worked within the offices of ANGAP (National Association for the Management of Protected Areas) to both develop a national ecotourism strategy as well as structure the organization as a business operation committed to both conservation and tourism development across the 39 national parks and protected areas. Extensive training was provided to the ANGAP staff (visitor management, interpretation, tour product development) environmental NGO's and tour operators throughout the country (Nosey Be, Tulear, etc.).

Ifrane National Park and Region Ecotourism Development Strategy (2005-2010) for the Ministry of Water and Forest,
Middle Atlas Mountains, Morocco
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.

Chtoutka Ait Baha and Souss Massa Draaa National Park Sustainable Tourism Strategy, for 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 Park is situated along 75 KM of some of the best beach resources in Morocco and the adjacent lands have high investment potential for the local villages. The strategy identified a structure for 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.

Island of Exuma (Bahamas) Coastal Zone Management and National Marine Park Tourism Master Plan, for the Commonwealth Secretariat (London), the Nature Conservancy (USA) and Bahamas Ministry of Tourism, 1996
Team Leader

A comprehensive Coastal Zone Management Plan, including the Exuma National Marine Park was developed in cooperation with US and Bahamian NGO's, international donors, local communities and the private sector. Training programs, including ecotourism development, green management of hotels and biodiversity conservation measures were designed and facilitated by James.



Madagascar National Parks

'Exuma Coastal Zone and National Marine Park Master Plan'

Winner Caribbean Tourism Organization 'Environment Award'-1998



Royal Bengal Tiger

Sunderbans Tiger Reserve, Bangladesh



Gatineau Park Cyclist

Sunderbans National Park and Tiger Reserve Area Ecotourism Development Strategy for ANZDEC and the Asian Development Bank (ADB), Bangladesh
Protected Area and 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 preparing an economic development strategy for the Sunderbans region in Southern Bangladesh to increase local jobs and revenues to support the conservation of the forest resources and the protection for the Royal Bengal Tiger.

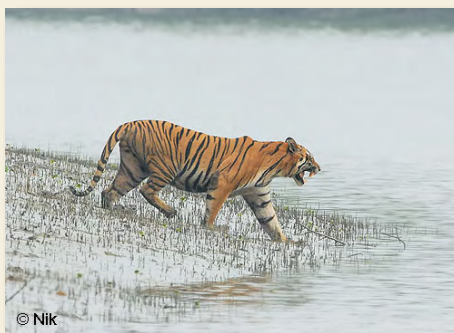
A comprehensive ecotourism strategy was prepared including design of secure accommodation facilities and enclosures, observation towers, visitor reception and interpretation center and boat tours in the delta. Market assessment and a marketing Strategy identified tour operators (national and international) who were interested in the programs. A database was prepared.

A coordination committee comprised of protected area staff, the Department of Tourism and the private sector was created to manage tourism activities

Gatineau National Park Multiple use Trail System Development Plan,
 for the National Capital Commission,
 Ottawa, Canada
Project Director

Gatineau National Park is one of the oldest protected areas in Canada. It generates over 1 million visitors each year because of its proximity to the nation's capital. Over the years dozens of trails were developed, in an unplanned fashion, to serve hikers, cyclist and skiers.

James was hired to both assess the quality and relevance of the existing trails and associated infrastructure as well as prepare a trail development concept that supported greater multiple use of all the trails and an overall scheme that "tied the trails together" into an integrated network of more than 350 KM.



“New revenues generated by this ecotourism strategy will support habitat protection for the Royal Bengal Tiger...it may be the last hope to ensure the survival of this magnificent animal”

-- Asian Development Bank

Park and Protected Area Management Plans, Site Development Plans, Visual Impact Analysis and Resource Assessment

Forillon National Park

Master Plan for
Parks Canada-Québec
Region, Canada,

**Chief landscape architect
and park planner**

James was responsible for the
overall site planning and
construction of all park
infrastructure

UNESCO Clayoquot Sound Biosphere Reserve Trail System Master Plan

(planning, design standards)
for the Western Canada
Wilderness Committee

Chief Landscape architect

Amqui Provincial Park Master Plan and Campground Design,

Ministry of Lands and
Forests, Quebec,

Chief Landscape architect

**Lepreau River Provincial
Park Access Corridor
Parkway and Trail System,**
New Brunswick Department of
Tourism,

Project manager

**Baie du Nord National
Heritage River
Assessment and Tourism
Potential,** for Parks Canada
Atlantic Region, 1980

Project Director

**Kougibouquac National Park
Visual Analysis and Impacts,**
for Parks Canada-Atlantic Region,

Project Director

**Kejimikujik National Park
Bicycle Path System and
Recreation Corridors,** for
Parks Canada, Atlantic Region,

Project Director

**Poley Mountain
Provincial Park Ski Area
and Mountain Resort
Master Plan,**

New Brunswick Department
of Parks and Tourism, 1975.

Project Director

**Terra Nova National Park
Golf Course Site
Location and Feasibility
Study** for Parks Canada
Atlantic Region,

Team Leader

**Glacier National Park
Visual Impact
Assessment of the
Twining of the CP Rail
line through Rodgers
Pass,** for

Parks Canada-Western
Region, 1981

Team Leader



Chobe National Park

Botswana



Wildlife Reserve

Protected Area Capacity Building Workshops

James has designed and facilitated workshops for more than 5000 participants in 12 countries. Many have been for national parks, reserves and protected area staff in such diverse locations as Egypt, Romania, Morocco, Madagascar, Canada and South Africa. Training programs have included: **Preparation of Park Management Plans, Visitor Center Design and Management, Interpretation Planning, Trail Design and Construction, Ecotourism Product Development and Visitor Services, and Communication Strategies.**

THE PARK MANAGEMENT AND ECOTOURISM PLANNING for Secretary of State for Rural Development, Morocco

As **Team Leader** for the preparation of the Ifrane National Park Ecotourism Strategy, James worked with many stakeholders including park staff, local Berber tribes and associate consultants. A 1 week workshop was designed for all those associated with the management planning process.

VISITOR CENTER DESIGN and MANAGEMENT WORKSHOP, for UNDP and the Ministry of Rural Development, 2005

A 4 day workshop was delivered at 2 locations in Morocco, Ifrane and Tan Tan. The purpose was to introduce national park, forestry and tourism staff to the concepts of visitor management and

services including the design of a visitor center based on sustainable architectural practices and professional interpretation and reception services.

INTERPRETATION PROGRAM PLANNING, for Interpretation Canada and the Canadian Parks Agency in Riding Mountain National Park

The workshop was designed to introduce park staff to the process of designing interpretation programs based on identification of diverse audiences and messages.

ECOTOURISM PRODUCT DEVELOPMENT in NATIONAL PARKS and RESERVES for SATOUR and SANParks ECOTour '94,

The 2 week long workshops were the first ecotourism training programs ever given in South Africa.

TRAIL PLANNING, DESIGN and CONSTRUCTION WORKSHOP and MANUAL for USAID/ Romania and Chemonics International

The workshop included both an introduction to the design process as well as the planning of an interpretive trail in Calimani National Park.

ECOTOURISM PLANNING and MARKETING NATIONAL WORKSHOP SERIES for USAID Madagascar and the Association for the Management of Protected Areas.



Park Management Planning Workshop

Morocco



Product Planning Workshop

Cultural Heritage Sites and Visitor Centers

Many cultural heritage sites are located within national parks and protected areas. James has been responsible for the Resource assessment, Feasibility Analysis, Site planning and design, market studies, business plans and management structures for numerous heritage properties

GULF OF GEORGIA CANNERY NATIONAL HERITAGE SITE MANAGEMENT PLAN, for the Canadian Parks Agency, National Historic Sites, Western Region (1994-1995)

Project Manager

The Gulf of Georgia Cannery is the Canadian Parks Agency premiere historic site on the west coast of Canada. James was hired to manage several activities including the preparation of a:

1. Comprehensive market analysis including consumer surveys in Vancouver and Seattle,
- 2.. Complete facility restoration program including architectural drawings
3. Socio-economic analysis: direct and indirect job creation, training for locals.
4. Business plan identifying all revenues centers (space rental, restaurant, fish market, etc.) and operating costs.

LA MAURICIE NATIONAL PARK VISITOR CENTRE PROGRAM AND FACILITY DESIGN for Parks Canada, Quebec Region

Project Manager

This national park is strategically located between Montreal and Quebec. Despite its decidedly wilderness character it has a high visitation level. Therefore a major visitor reception centre was planned, particularly for the day trippers. The Center was unique because there was an equal balance between the interior and exterior interpretive features, exhibits and educational displays.

PACIFIC RIM NATIONAL PARK VISITOR CENTER FEASIBILITY STUDY, for the Canadian Parks Agency, Western Region

Project Director

James led a team that identified the best strategic location for the visitor center as well as identified: themes and messages, visitor projection levels and operating costs and revenues.

WADI GEMEL

VISITOR

CENTER PROGRAM

DEVELOPMENT AND

SITE LOCATION, for USAID/Egypt and Chemonics International

Project Manager

During the preparation of the park management plan, James identified several sites for the location of a visitor center focusing on interpretation, orientation and reception. A complete set of documents including selected site characteristic, proposed messages and target audiences, sustainable building criteria and site design was prepared for the architects. The facility opened in 2008.

FORILLION NATIONAL PARK HERITAGE VILLAGE MASTER PLAN, for Parks Canada, Quebec Region

Chief landscape architect

The park master plan identified 22 buildings of heritage value. James was responsible for both the development plan, construction and placement of all buildings on the village site.



Gulf of Georgia Cannery National

‘Based on the success of the La Mauricie Center, it is certain that similar facilities will increasingly assume a leading role in our visitor management program’

-- Parks Canada Director

Special Assignments and Presentations

As a senior parks and protected area planner James is frequently asked to undertake special assignments to ministers, parliamentarians, tribal chiefs and presidents.

Assignments are typically meant to respond to particular situations requiring specific knowledge of the subject (e.g. sustainable development procedures, tribal rights, etc.)

PARKS CANADA AUDIT; (SUSTAINABLE PRACTICES), for the Auditor General of Canada, SPECIAL ADVISOR (1997)

Because of James extensive experience in many of the national parks of Canada, he was asked by the Auditor General, during his 5 year review of the Agency to assess the current use of Sustainable Practices and the results of commitments that were made in 1992. James delivered a failing grade and consequently a 5 year plan was prepared to ensure the implementation of 'green management practices' throughout the parks.

ECONOMIC IMPACT OF THE CANADIAN NATIONAL PARK SYSTEM, for the Canadian Parliament and Hon. Jean Charest, Minister of the Environment SPECIAL ADVISOR (1994-1996)

The Government of Canada made a commitment in 1985 to dedicate 20% of the land to National Park and Protected Area status by 2000. James was commissioned by the Canadian Parliamentary Committee, responsible for this initiative, to identify the current and future economic and social benefits of a comprehensive protected area network.

CREE NATION SUSTAINABLE FORESTRY AND PROTECTED AREA BENEFITS, for the Grand Chief of the Cree Nation, Canada SPECIAL ADVISOR AND SPEECHWRITER (1997-2001)

The Cree Nation is one of the largest aboriginal territories in the world with exceptional hydro, forestry and cultural resources. James was well known to the Cree leadership and was

subsequently hired by the Grand Chief (Bill Diamond) to prepare position papers on the protection and sustainable use of this vast territory in Northern Canada. Speeches were prepared for the Canadian and Quebec Parliaments

S U S T A I N A B L E DEVELOPMENT CRITERIA, for the President of the Republic of Palau and Congress (Micronesia) SPECIAL ADVISOR (1995)

The President was familiar with the sustainable development criteria that James had developed for the Bahamas. He was increasingly concerned with the damage that was being done to Palau's fragile marine environment. His office subsequently contacted James to work with the National Congress and travel industry to develop sustainable tourism criteria.



Heritage Landscape Protection

Brasov County



Protecting Cree heritage

James MacGregor

*Park and Protected Area Planner, Landscaper Architect,
Ecotourism Planner, Trainer and Workshop facilitator,
Marketing specialist, Ecolodge planner/developer*

James has more than 36 years experience as a national park management specialist, landscape architect and planner and has completed over 100 park related assignments for governments, donors (USAID, OAS, IADB, Commonwealth Secretariat, UNDP, World Bank, etc.). Before moving to Morocco in 2002, he was considered one of Canada's most respected national and provincial park planners and had worked in all regions of this vast country. He is frequently a special advisor to ministers, presidents, governors and tribal chiefs. James is also an experienced sustainable tourism planner and is known for integrating modern protected area and resource management planning with the economic development benefits and opportunities associated with these resources. He is particularly familiar with coastal, marine, island and mountain environments and their tourism and biodiversity conservation potential.

CONSERVATION MANAGEMENT, ECOTOURISM and ECONOMIC DEVELOPMENT

He combines his knowledge of mapping, zonation and conservation practices with sustainable tourism development to prepare plans and policies that reflect the highest resource protection standards as well as the economic aspirations of local populations. This approach has been used successfully for the protection of several endangered species including the Royal Bengal Tiger (*Sunderbans Tiger Reserve Ecotourism Strategy*), the Philippine Eagle, (tour product

development for Conservation International), and lemur populations in Madagascar.

INSTITUTIONAL STRUCTURING

James is increasingly involved with the restructuring of government agencies to meet the dual challenges of resource protection within the context of public demand for resource access. The recent structuring of Romania's National Agency for Protected Areas and Biodiversity Conservation reflects that balance with an emphasis on capacity building, business planning, good governance, environmental education and public awareness through a target communication strategy.

CAPACITY BUILDING

Human resource development is a significant component of his protected area management plans. Consequently James has also designed and facilitated resource management, planning, marketing and facility design workshops for several hundred protected area managers and staff in Africa, Asia and the America's. His sustainable development and ecotourism workshop series for the Commonwealth Caribbean Nations won the prestigious Green Globe Achievement Award in 1997.



'Biodiversity protection is increasingly a successful partnership between contemporary conservation management, stakeholder participation and economic development'

Sustainable Park Planning, Development and Capacity Building

ecoplan:net has provided sustainable development services in 18 countries in Africa, Asia, North, Central and South America.

The company was founded by James MacGregor in 1992, in Canada and currently operates out of offices in Morocco (Rabat) and Romania (Brasov).



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FOR INFORMATION,
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“James combines a strong environmental ethic with a professional planning process to deliver results that protect the resources while strengthening the local economy”

*-- Earlston
McPhee, Director
Sustainable
Tourism Unit
Government of the
Bahamas*

Ecoplan:net is an international consulting firm that has completed more than 400 tourism, economic development and park and protected area management assignments worldwide including Morocco, Egypt, Romania, Brazil, Philippines, Palau, Bangladesh, Turkey, Pakistan, Botswana, Bahamas, Comoros, Turkey, South Africa, Zambia, India, Madagascar, Costa Rica, Canada and the USA.

Several ecoplan:net assignments have won prestigious international awards including the Green Globe Achievement Award and the European Travel Writers Award for the Bahamas Sustainable Tourism Development Policies and most recently, the 2009 Tourism for Tomorrow Award from the World Travel and Tourism Council

ecological planning for the environment

