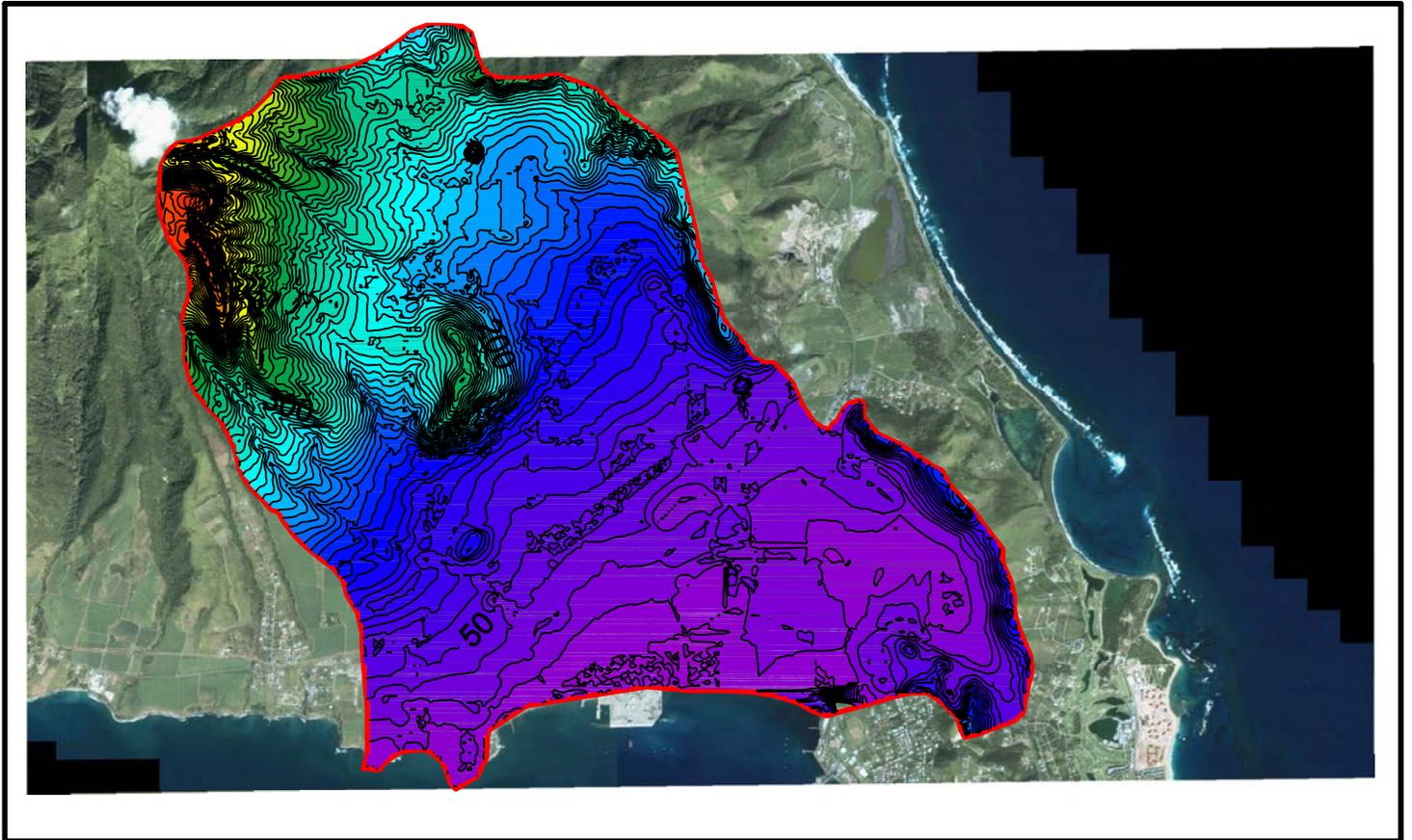


***Rehabilitation and Management of the
Basseterre Valley as a Protection Measure for the
Underlying Aquifer***

Volume 2: National Park Management Plan



Prepared for the St. Kitts Water Department by

The Ocean Earth Technologies Consortium

September 2009



The following is the second volume of the final report compiled by the Ocean Earth Technologies Consortium, prepared for the Water Services Department, Ministry of Public Works, Utilities, Transport & Post Government of St. Kitts & Nevis, for the project entitled:

“Rehabilitation and Management of the Basseterre Valley as a Protection Measure for the Underlying Aquifer”.

Volume 2 encompasses Output II of the above project, as described in the original contract. Output II is described as the National Park Management Plan for the Basseterre Valley.

This report is preceded by an Executive Summary.



This volume is the result of a collaborative effort organized by Ocean Earth Technologies Consortium:

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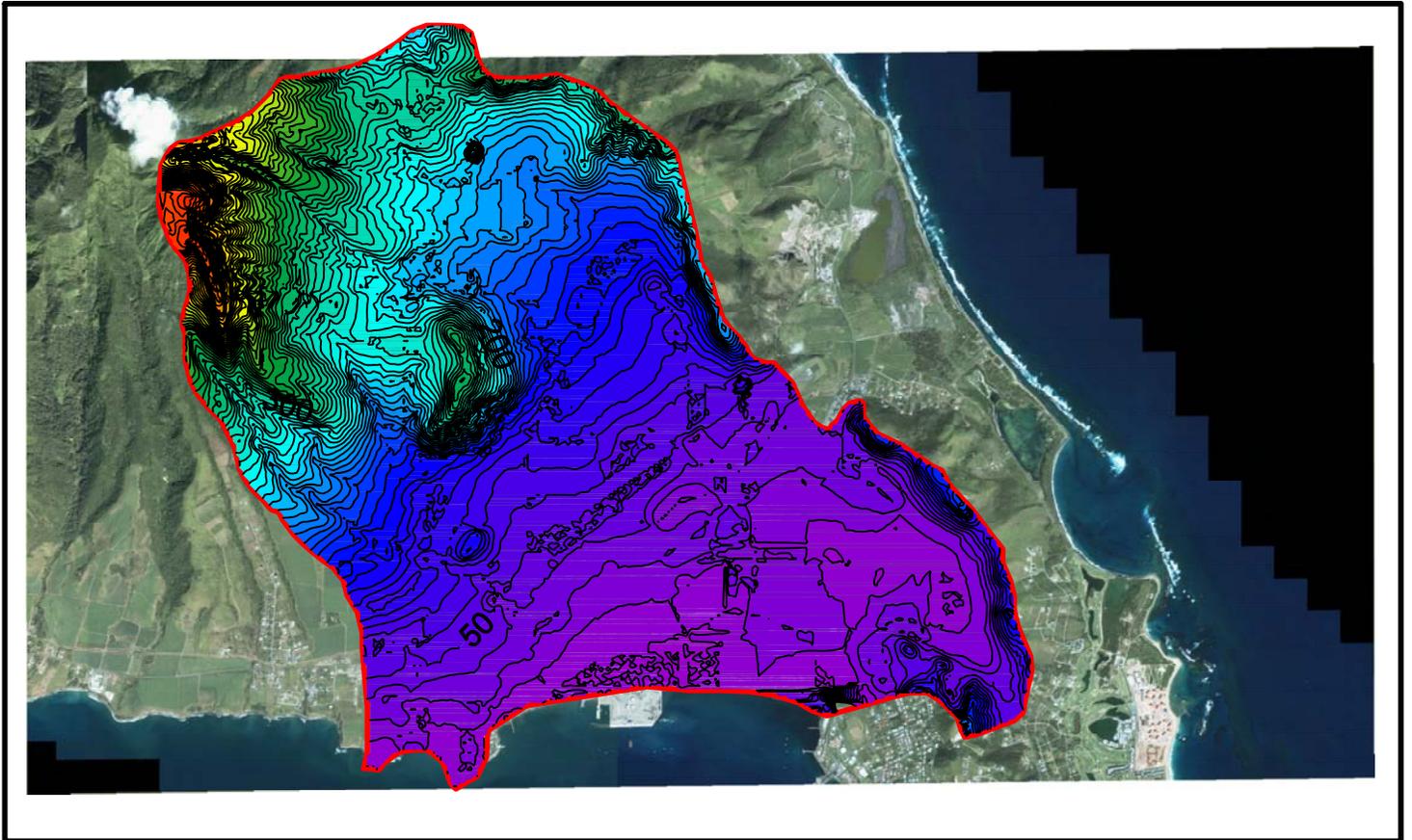
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A handwritten signature in black ink, appearing to read "Glenn Haas", is written above a horizontal line.

Glenn Haas, Ph.D.

**Rehabilitation and Management of the Basseterre Valley
as a Protection Measure for the Underlying Aquifer:**

**Volume 2: A Management Plan for the Proposed
National Park in the Basseterre Valley**



Prepared for the St. Kitts Water Department by

The Ocean Earth Technologies Consortium

September 2009



Volume II - Executive Summary

National Park Management Plan - Key Findings and Solutions

Finding #1: The Government of St. Kitts and Nevis does not have adequate legislation, management policies, and institutional capability to support (a) the management of a single protected area or national park, (b) a protected areas conservation system, (c) or a protected conservation service or agency. The Ministry of Sustainable Development does not have adequate resources (i.e., money, equipment, number of personnel, skills and competencies, training) to develop, plan and manage a protected areas system or a single land-based protected area, nor does the Ministry of Agriculture and Fisheries have the adequate resources to develop, plan and manage a protected areas system or a single marine protected area.

Solution #1: The Government of St. Kitts and Nevis should enact comprehensive protected areas legislation. This report recommends the legislative enactment of the *St. Kitts Protected Areas Conservation Trust (PACT) Act* that would address the creation of a land and water-based protected areas conservation system, management policies, institutional framework, human capacity building, and a financing strategy.

Finding #2: There was keen interest among government officials and the public for developing the institutional framework for one national system of land and marine protected areas. It was also recognized that creating one national park without the framework for a system of national parks, including how they would be administered and funded as a system, would lead to disorganization, internal conflict and competition among future protected areas and their proponents.

Solution #2: This report recommends the legislative enactment of (a) the St. Kitts Protected Areas Conservation System comprised of nationally significant land and water-based protected areas, (b) the St. Kitts Protected Areas Conservation Trust to provide the institutional framework and oversight for the new protected areas System, and (c) the St. Kitts Protected Areas Conservation Service which would be the administering branch or agency of the Trust with the responsibility to implement and manage the approved plans, programs and policies.

Finding #3: The size and features of the proposed Liamuiga National Park are not consistent with the international understanding and expectations of what constitutes a national park. The proposed title might be misleading to many foreign travelers and cause unnecessary criticism and disappointment, whereas a more descriptive and accurate name would not only mitigate this situation but would provide another significant tourist attraction. It was also felt that the term "Liamuiga" may be best used to name a future protected area encompassing Mt. Liamuiga.

Solution #3: This report recommends changing the proposed name of Liamuiga National Park to the St. Kitts National Capitol Park or the St. Kitts National Botanical Park. Furthermore, it is

recommended that the Central Forest Reserve be renamed the Liamuiga National Park. Both parks would be managed as part of the St. Kitts Protected Areas Conservation System.

Finding #4: It is not realistic, or necessary, to fund the operations and management of a St. Kitts National Capitol Park, or a larger Protected Areas Conservation System, through government appropriations.

Solution #4: St. Kitts has the opportunity to create an innovative financial strategy that would provide adequate financial sustainability for a protected areas System, Trust and Service, and could be a powerful and compelling tourism marketing “story.”

Finding #5: The management policies to support the operations of a St. Kitts National Capitol Park or a larger Protected Areas Conservation System do not exist. Those related policies that do exist are located across multiple Ministries. There is also no single office, department, Ministry or person who has the authority, technical capacity, or expertise in protected areas planning and management to develop an integrated and comprehensive set of management policies.

Solution #5; This report provides a set of integrated and comprehensive management policies addressing all the critical issues challenging a St. Kitts National Capitol Park or a larger Protected Areas Conservation System. It is an initial working document, a starting point, and one that would stimulate focused discussion among officials and stakeholders for the purpose of developing a better set of management policies as the vision of a park or protected area system becomes a reality.

Finding #6: The level of general public understanding for the benefits and values of a St. Kitts National Capitol Park or a larger Protected Areas Conservation System was low, and those with some understanding often had disparate views with other people. At a more technical level, the current level of professional competency in protected area planning and management was low with no foreseeable prospects for improvement.

Solution #6: This report recommends the development public education-related programs to (a) increase public and visitor (tourist) knowledge, respect and engagement in protected area management; (b) a program of tourism marketing and education; (c) a college-based associate degree and training course in protected areas management; (d) the creation of a protected areas citizen’s advisory committee; (e) a community/cooperatives grants programs; and (f) the staffing of interpretive/environment education specialists.

It is recommended that this area be called the St. Kitts National Capitol Park. Two other considerations were the St. Kitts National Botanical Garden and the St. Christopher National Capitol Park.

Management Vision and Goals

The vision for the St. Kitts National Capitol Park is to be an icon of national pride and prestige for all Kittitians and a renowned attraction for visitors to St. Kitts.

Towards that end, the management goals for the Park are to:

1. Protect the water aquifer in the Basseterre Valley;

2. Restore and maintain a native rainforest for education and recreation purposes;
3. Provide open space in an increasingly urban setting;
4. Provide active and passive outdoor recreation opportunities;
5. Serve as a high-valued tourist attraction to experience and enjoy St. Kitts;
6. Contribute to economic welfare and development;
7. Serve as an outdoor classroom and laboratory.

Design Criteria

Stakeholders and government officials provided their thoughts about how to develop and design the St Kitts National Capitol Park. They provided thoughtful insights that provide a framework for the Park plan. The following words were recorded which reflect the spirit and criteria used to develop the site plan and recommended facilities.

- open space
- a simple place to walk and play
- quiet contemplation
- a place of stark contrast to downtown or the airport or the port
- simple, modest elegance
- easy to find and easy to visit
- uncluttered
- multi-functional
- charming natural setting
- natural beauty, nature smells and sounds
- no congestion of traffic or people
- no heavy or hard handed commercialism
- a chance to experience what was
- learning, wonderment, informative
- a place to exchange cultures (two-way)
- eventful and memorable
- healthy, fitness, exercise
- clean, no hazards, environmentally friendly
- connecting children with nature
- a safe place, a family place

Facilities and Features Planned for the St. Kitts National Capitol Park

- multi-use trails for walking, jogging, bicycling
- exercise stations
- parking lots on perimeter to access trail system
- interpretive and directional signage
- vehicle access roads (one-way)
- national capitol park visitor center----combination outdoor botanical plaza, visitor center building and outdoor hillside amphitheatre.

---The outdoor botanical plaza would be a walled 90,000 square feet outdoor area with water features, attracted vegetation, and covered verandas on each side to

accommodate raised vaulted (contained) garden planters and a walkway for people to tour. The plaza would lead up to the visitor center building entrance

---The visitor center building on the first floor would contain educational exhibits, information desk, video presentation area, artifacts, restaurant and tea area, book store, bathrooms, and storage. The second floor would contain a 150 person classroom/meeting space, warming kitchen, public viewing deck, administrative offices of Protected Area Conservation Service, and bathrooms.

---By passing through the visitor center first floor a guest would enter a outdoor amphitheatre with canopied stage, backstage prep area, rows of benches, grassed hillside with a capacity for 1500 people, and security wall..

- parking lot for park visitor center
- cab staging area
- equipment storage yard
- large open space area for outdoor fairs, festivals, and other special events
- rainforest arboretum---throughout park
- restored windmill and interpretation site
- merchandise area for local crafts and agricultural products----no imported merchandise.
- play fields/open space near communities (Conaree, Pond Extension)
- solar powered lighting (removal or underground placement of electric lines)
- landscaping and improvement of well sites (i.e., painting, fencing, trees)
- remove highway advertising signage
- remove and restore unnecessary old farm roads and lanes; leave service roads

Example Programs and Special Events Visitor Center Complex

- regional Caribbean cultural performances
- plays, concerts, orchestra
- community fairs and holiday festivities
- interpretive talks and tours
- professional development courses
- wedding, receptions, reunions, sermons
- education classes and tours for school groups
- business meetings and political rallies



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Volume II
A Management Plan for the Proposed National Park in the
Basseterre Valley, St. Kitts, BWI

1. Introduction

Ocean Earth Technologies, Inc. (OET) a subsidiary of N.S. Nettles & Associates, Inc. (NSN) has formed a consulting consortium with Environmental Management Conservation Consulting (EMC²) and Aukerman, Haas and Associates (AHA) to perform this study and develop the associated management plans for the Basseterre Valley.

The overall purpose of the project is to demonstrate the proper management and protection of the Basseterre Valley aquifer. The two deliverables from the project include the Water Resource Management Plan for the Basseterre Valley Aquifer and the National Park Management Plan.

This report provides the recommendations on the proposed National Park Management Plan. More specifically, this report provides recommendations on the following:

- A. Recommendations for legislation, policy, and an institutional framework.
- B. Recommendations for how to respond to critical management issues, including but not limited to stakeholder participation, building capacity and a management foundation, encouraging visitor use and sustainable financing.
- C. Detailed plans for stakeholder consultation at all levels of planning and design of the national park.
- D. Design and recommendations for overall administrative structure including staffing, training, infrastructure and equipment, boundaries and zoning, policies and regulations, monitoring and evaluation and disaster management and visitor safety.

2. Key Findings and Solutions

Finding #1: The Government of St. Kitts and Nevis does not have adequate legislation, management policies, and institutional capability to support (a) the management of a single protected area or national park, (b) a protected areas conservation system, (c) or a protected conservation service or agency. The Ministry of Sustainable Development does not have adequate resources (i.e., money, equipment, number of personnel, skills and competencies, training) to develop, plan and manage a protected areas system or a single land-based protected area, nor does the Ministry of Agriculture and Fisheries have the adequate resources to develop, plan and manage a protected areas system or a single marine protected area.

Solution #1: The Government of St. Kitts and Nevis should enact comprehensive protected areas legislation. This report recommends the legislative enactment of the *St. Kitts Protected Areas Conservation Trust (PACT) Act* that would address the creation of a land and water-based protected areas conservation system, management policies, institutional framework, human capacity building, and a financing strategy.

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NOTE A: The Saint Christopher National Trust Act, 2009, was reviewed and found to be separate and not inclusive of the purposes and strategy recommended in this proposed *St. Kitts Protected Areas Conservation Trust (PACT) Act*. Furthermore, in consultation with an officer of the Saint Christopher Heritage Society, it was learned that the addition of planning, managing and financing other land and water protected areas than those heritage sites listed in the Schedule of the Trust Act was beyond the legislative intent and organizational capabilities. It remains our recommendation to legislatively establish a separate Protected Areas Conservation Trust, System, Service or agency, policies and financial strategy.

NOTE B: The consultancy focused solely on St. Kitts. There was no contact with stakeholders or government officials from Nevis. While this report only refers to St. Kitts, it would be most useful and practical to include Nevis as part of the legislation, protected area system, service, and financial strategy.

3. Institutional Framework

This section makes critical recommendations related to the institutional framework of the St. Kitts National Capitol Park and the larger Protected Areas Conservation System. It outlines the key components and content for proposed national legislation, personnel and staffing needs, human capacity development and stakeholder involvement.

3a. The St. Kitts Protected Areas Conservation Trust Act:

**ST. KITTS PROTECTED AREAS CONSERVATION
TRUST (PACT) ACT OF 201_**

ARRANGEMENT OF SECTIONS

PART I-PRELIMINARY

1. This Act may be cited as the St. Kitts Protected Areas Conservation Trust Act, (201_), and commonly referred to as the PACT.

2. The purpose of this St. Kitts Protected Areas Conservation Trust (PACT) Act is as follows:
 - i. The creation of the St. Kitts Protected Areas Conservation System comprised of nationally significant lands and waters legislatively designated as protected areas by the Cabinet;
 - ii. To establish the St. Kitts Protected Areas Conservation Trust as a non-governmental organization charged with responsibility to implement this Act, comprised of a Board, Citizen's Advisory Committee and Service (agency);
 - iii. To create the Protected Areas Conservation Service as the professional administering agency within the Protected Areas Conservation Trust charged with implementing this legislation;
 - iv. Establishment of the St. Kitts National Capitol Park;
 - v. Authorization for the Protected Areas Conservation Trust Fee;
 - vi. Creation of the St. Kitts Protected Areas Citizen's Advisory Committee;
 - vii. Additional Management Guidance for Implementing this Act.

3. In this Act, unless otherwise noted, the following terms are defined as follows:

“System” refers to the collection of nationally significant lands and waters that are legislatively designated by the Cabinet for inclusion in the St. Kitts Protected Areas Conservation System;

“Trust” is the non-governmental organization created to implement and ensure the sustainability of the System, comprised of a Board, Citizen's Advisory Committee and a managing Service (agency);

“Board” means the Board of Directors of the St. Kitts Protected Areas Conservation Trust;

“Service” refers to the Protected Areas Conservation Service which is the professional agency created as part of the Trust, who report to the Board, and are responsible for the planning, management, policy-formulation, and the day to day administration of the those

lands and waters legislatively designated by the Cabinet for inclusion in the St. Kitts Protected Areas Conservation System.

“Protected areas” are those nationally significant lands and waters legislatively designated as protected areas by the Cabinet to be part of the St. Kitts Protected Areas Conservation System;

“PACT” is the common named for the Trust, and these words can be used interchangeably.

PART II

ESTABLISHMENT OF THE ST. KITTS PROTECTED AREAS CONSERVATION SYSTEM

1. There shall be established a system of protected areas comprised of nationally significant lands and waters.
2. The protected areas may be referred to as national parks, national forest reserves, national marine reserves, national monuments, and other labels reflecting national environmental significance and national pride.
3. The purpose of the system is to protect and preserve for future generations the use and enjoyment of nationally significant natural resources in order to ensure the sustainability of:
 - social, economic and community values associated with natural resource protection and enhancement
 - scientific study
 - environmental education and interpretation
 - outdoor recreation use and enjoyment
 - nature-based tourism opportunities
 - preservation of cultural and historic values
 - open space
 - the overall quality of life and wellness of Kittitians.
4. The designation of protected areas for inclusion into the St. Kitts Protected Areas Conservation System, or their de-designation, is the sole responsibility of the Cabinet.
5. The Board will develop qualifications for a nationally significant protected area, procedures to nominate areas for protected area status, and make recommendations for designations to the Cabinet.

NOTE: a designation process is recommended later in this Institutional section.

PART III

ESTABLISHMENT OF THE ST. KITTS PROTECTED AREAS CONSERVATION TRUST

1. There shall be established a non-profit and non-governmental organization called the Protected Areas Conservation Trust which shall consist of a (a) Board of Directors, (b) Citizen's Advisory Committee, and (c) the Protected Areas Conservation Service.
2. The Trust shall be a body corporate, with perpetual succession and a common seal, and the power to plan, managed and finance the System.
3. The Trust will be an independent non-governmental organization, financially self-sustaining, whose dealings and financial accounts are open and transparent to the public, and whose mission is set forth in this Act.
4. The Trust will be managed by an 11-member Board of Directors:
 - Two representatives from outside of government with environmental credentials and involvement
 - One representative from the Saint Christopher National Trust
 - One representative from the Chamber of Industry and Commerce
 - One representative from a village council, school system, or community government
 - One representative, from within or outside of government, appointed by the Ministers of:
 - Sustainable Development
 - Tourism, Sports and Culture
 - Public Works, Utilities, Transport and Post
 - Education
 - Finance
 - Agriculture and Fisheries
 - The Chief Financial Officer of the bank providing financial services for the Trust shall be an ex-officio member without voting rights.
5. The original 11-member Board will be selected as follows: (a) The Prime Minister will appoint the two environmental members and the one member to represent a village council, school system or community government, (b) the other members will be appointed by the respective organizations and Ministries listed.

Subsequent Board members from the environmental community and a village council, school system or community government will be selected by a majority vote of the sitting Board after a public nomination and Board voting process.

In order to create a rotation of Board members, the Board members selected by the Prime Minister will be appointed for an initial three-year term. Other appointed members will have initial two-year term. Regardless of an initial two or three year term, these Board members may be nominated and serve a second full three year term.

6. The Board shall have the executive control and management of the affairs of the Trust, shall exercise and perform the functions, powers, and duties of the Trust on its behalf, and shall be responsible for its effective and efficient administration.

The primary responsibilities of the Board include:

- manage, approve, and provide oversight of the affairs of the Protected Areas Conservation Service
- hire and supervise the Chief of the Service
- development of a 5-year PACT Strategic Plan
- conduct special studies or consultancies for the betterment of the Act
- approval of individual protected area management plans
- submit recommendation for areas eligible of national protected area status
- fiscal oversight, investments, and approval of budgets
- receive, deposit and expend funds using a non-governmental financial institution
- selection of a reputable, established and qualified financial institution
- approval of community grants to support protected areas
- approval of cooperatives or partnerships to support protected areas
- support and engagement with a PACT Citizen's Advisory Committee
- distribution of information to the public
- serve as a liaison with agencies, public and cooperating organizations
- operate in a open, transparent, and democratic manner
- establishment of rules, regulations, processes and procedures to help ensure that the Trust operates in an effective and efficient manner
- other actions that will benefit the intentions of this Act.

7. The powers of the Board shall not be affected by any vacancy in its membership.

8. The officers of the Board shall be the Chairperson, Vice Chairperson, Secretary and Treasurer. The officers shall be elected from and by the Board, and shall serve a term of two years. The terms of offices for the Board should be staggered. No one may serve in one officer position for longer more than two consecutive terms.

9. Board members serve for a period of three years and may serve on the Board up to six consecutive years. After six years on the Board, a person must vacate the Board for a three year period until being able to serve on the Board again.

10. A director may, at any time, resign his office by delivering a notice in writing to the Board.

11. A director may at any time be removed from the Board based upon an affirmative vote of 2/3rds of the full Board, excluding those members who may abstain to vote. Board member attendance at each regular Board business meeting is expected and attendance should be recorded in the meeting minute. The lack of attendance or meaningful contribution to the business of the Board are grounds for removal from the Board.

12. When a Board member dies, resigns, or is removed from the Board. the vacancy occurring shall be called an extraordinary vacancy. On the occurrence of an extraordinary vacancy, the Board shall publicly announce the vacancy and post procedures for nominations to serve on the Board.

An extraordinary vacancy shall be filled in the same manner as the appointment or election of the director who is vacating their office, and the person filling such vacancy shall hold office for the remainder of the period which the member who has vacated his seat would have held office if he had not vacated his seat.

13. The Board shall meet quarterly for regular business meetings. The schedule of regular business meetings should be set one year in advance so the Board and public can plan accordingly. All meetings are open to the public and should provide time for public comment. The agenda should be posted/published at least 7 days in advance of the meeting in several locations with easy access to the public, including the Trust's website. The chairman of the Board should ensure that all Board members receive written or electronic meeting notice and agenda at least 7 days in advance. Each agenda should specify the official's votes and actions planned to be addressed at the forthcoming meeting.

14. Special meetings and work sessions may be called at any time by at least five members of the Board, with at least 7 days advance notice to all Board members and the public. In the event of extraordinary circumstances (emergencies, natural disasters, public safety) the 7-day advance notice requirement may be waived by the Chairperson.

15. All votes and official action of the Board should take place at a regular business meeting of the Board, unless there are extraordinary circumstances (emergencies, natural disasters, public safety) and when all the Directors at the meeting agree to its transaction at that meeting. Proxies and email votes may be accepted.

16. The Chairperson will preside at every meeting of the Board. When, for any reason the Chairperson is unable to preside at a meeting of the Board, the Vice Chairperson shall preside, and if that is not possible, the Treasurer will preside.

17. Every question before a meeting of the Board shall be decided by a majority of the votes of the Directors present at the meeting. Written or email votes shall be permitted.

18. Subject to the other provisions of this Act, the Board may establish rules, procedures and processes to ensure a fair, open, transparent, and effective authority.

19. The Board may approve at a regular Board business meeting the delegation, in writing, to any Board member(s) or Committee of the Board, any of its functions under this Act, except this power of delegation does not apply to:

- approving annual budgets or Board plans and policies
- creating protected area management rules and regulations
- carrying out activities which require budget expenditures
- fiscal, accounting or personnel matters
- approving plans, amendments, and management policies
- approval of partnerships/cooperatives
- making recommendations to the Cabinet for protected area designations.

20. Any delegation of responsibility or authority to a Board member(s) or committee is revocable at will based upon a majority vote of the Board at a regular Board business meeting.

21. No Board member shall be personally liable for any act or omission of the Trust, or of the Board, or of any officer of the Trust, if the act or omission is made in good faith in the course of operations of the Trust or of the Board.

22. Each Board member will be eligible to be compensated for their travel and other related meeting expenses, and reimbursed for pre-approved expenses associated with the Board operations. Reimbursements will only be permitted up to the amount pre-approved by the Board at a regular Board business meeting.

All invoices and expenses are to be submitted in writing with documentation of purpose and receipts. All compensations and reimbursements shall be paid within 30 days and posted on the financial ledger as a payment in the person's name in the respective monthly statement. The expenses should be reasonable and not excessive. Board members are not salaried.

All financial allocations and decisions should take place at a regular Board business meeting, but the Chairman is authorized to spend up to \$1,000 for special, unusual, compelling and unanticipated needs that may arise between these regular Board business meetings. Decisions of the Chairperson may be overturned and rescinded at a subsequent regular Board meeting by the Board.

23. The Board shall appoint and employ a Chief of the Protected Areas Conservation Service. The Board shall supervise the Chief in the execution of his/her functions and responsibilities under this Act. The Board shall have the power to dismiss the Chief based upon a 2/3rds vote of the full Board.

24. The Board may hire staff assistance to support the administrative needs of the Board and contract out for services for the Board such as strategic planning, accounting and auditing, and program evaluation.

25. The Board shall appoint a Protected Areas Citizen's Advisory Committee. The committee should represent a cross section of publics and areas in the country. The committee should not exceed 13 members. The Citizen's Advisory Committee will be an independent advisory body with the power to develop their own operating rules and means to interact with the Board. The purpose of the Committee is to provide advice and recommendations to the Board, provide expertise and perspectives that might not otherwise be represented on the Board, help to educate and share information with other publics, and to provide a means of public oversight and accountability to the Cabinet.

26. The Citizen's Advisory Committee may receive staff assistance and compensation for travel if arrangements are detailed in writing, are deemed reasonable and warranted, and approved by the Board. Reimbursements will not be paid unless prior approval is secured.

27. Any Board member who has a personal interest in any decision, project, program, plan or other action of the Board, must avoid any potential conflict of interest. Potential conflict of interest should be interpreted broadly to mean situations where there may be any financial gain (or less loss), material or property gain, or some type of advantage that might benefit the member or their family, business partner, friend, or neighbor.

When there is a potential conflict of interest, there are two options: (1) the Board member may simply state that they wish to excuse themselves from the vote or decision, or (2) the Board member should disclose in writing to the full Board the nature and extent of the potential conflict of interest and request a vote by the Board. The disclosure of a potential conflict of interest itself does not automatically dismiss the member's vote. Matters of privacy can be addressed in a closed executive session of the Board.

A violation of conflict of interest may be grounds for dismissal from the Board.

28. The Board may provide monies to partnering Ministries or other organizations and communities for such approved cooperative programs related to, but not limited to:

- A tourism "thank you" program
- An academic degree program in protected areas management or related training
- A program of water resource monitoring and compliance
- Community and partnership grants

29. The Board will review and approve all protected area rules, regulations, fines and mitigation levies, and enforcement strategies. Protected area rules and regulations shall have the force and effect of law when approved by the Board and published in the *Gazette*.

PART IV

ESTABLISHMENT OF THE ST. KITTS PROTECTED AREAS CONSERVATION SERVICE

1. The Protected Area Conservation Service is the agency responsible for implementing and administering the decisions of the Board of Directors of the Protected Areas Conservation Trust.
2. The Service is part of the Trust and is guided by and held accountable by the Trust Board.
3. The Service is comprised of trained professionals competent in protected areas planning and management, or closely related and supporting fields, and supporting staff.
4. The Service has the responsibility for the routine and day to day functions associated with the planning, management, programming, maintenance, enforcement, interpretation, fee collection, monitoring, and other functions typical of managing a protected areas system. They have administrative discretion within the sideboards of the plans, programs, budgets, and policies approved by the Board, including financial and personnel matters.
5. The Service can be organized as the Board deems effective and efficient. It is initially conceived in this Act that the Service will be organized with a central System-wide administrative services unit, and three sub-units reporting to the administrative services. The three units reporting to the central administration may be called (a) the St. Kitts National Capitol Park, (b) the Central Forest Reserves Sector, and (c) the Marine Reserves Sector.
6. The executive operating officer of the Service will be called the Chief. He/she will be appointed by the Board, serves at the pleasure of the Board, and is responsible to the Board for implementing the Board's approved plans, programs and policies.
7. The Service's personnel and offices will be initially co-located as part of the proposed visitor center complex in the St. Kitts National Capitol Park. In time, field or satellite offices and other administrative structures (e.g., entrance station, visitor contact station, monitoring stations, and equipment compounds) may be established in communities or sites closer to the designated protected areas being managed.
8. While the Service is established as a separate and independent non-governmental agency within the Trust, the Service is expected to work closely with all Ministries and related organizations to ensure coordination, collaboration, efficiency, and effectiveness. The programmatic relationship could involve joint or shared efforts in such areas as, but not limited to, resource protection, resource monitoring, large-scale planning, reviews of land use development proposals or policy revisions, technical assistance, scientific studies, visitor interpretation and environmental education programming, tourism marketing, staffing, equipment, maintenance, law enforcement, grant applications, and use of offices or facilities.
9. The Service will be financially self-sustaining and not dependent on government appropriations. The Service may employ various revenue generation tools including, but not limited to, the Protected Area Conservation Fee, entrance fees, concession fees, merchandise sales, licenses of special recreation uses, special events fees, facility rental charges, grants, donations, in-kind

contributions, mooring and camping fees, fines and mitigation levies, and other sources deemed reasonable by the Board.

10. The Ministries may provide initial start-up support in the form of in-kind services and technical support for a transition period of five years. Examples of critical support services include water monitoring, fisheries management, forest management, agronomy, GIS, heavy equipment use, and other expertise.

11. The Service may employ rangers with law enforcement training and authorization, or may rely on local law enforcement authorities to enforce its rules and regulations.

12. The Service will be expected to work collaboratively with residents, communities, schools, churches and other organizations located close to protected areas in order to foster understanding, respect, and opportunities of mutual interest (e.g., visitor services, sale of local products, volunteer guests hosts, adopt a trail, environmental education, stewardship of a site).

13. The Service will to work closely with the Ministry of Education, more specifically with Clarence Fitzroy Bryant College to explore, and if of mutual interest, to (a) build and implement a two-year associate degree in Protected Areas Management, (b) a technical certification training course (e.g., 40 hours) for Service personnel, tour guides operating in protected areas, volunteers and protected area cooperatives, and (c) and orientation short course (e.g., 4 hours) taxi operators, hotel and restaurant operators, chamber of commerce representatives, protected area volunteer hosts, seaport and airport visitor contact people, school teachers, and other interested visitor contact people in the nation.

In the event a mutually satisfactory arrangement cannot be reached, the Service, with approval of the Board, may choose to allocate monies to other training programs in St. Kitts or other out-of-country degree or training programs.

14. The Service is expected to work closely with the Ministry of Tourism, Sport and Culture and the St. Kitts Tourism Authority on an international marketing effort and compelling "tourism welcome and thank you program" associated with the Protected Area Conservation Fee. It is also expected that the Service will work together on the certification of tour guides operating in protected areas and the training of taxi operators and other tour operators. It is further expected that the Service will keep the tourism industry informed of the rules, regulations, and areas of special concern affecting the System.

15. The Service is expected to work closely with the Ministry of Public Works, Utilities, transport and Posts to build a water resource monitoring and compliance program for the watershed serving Basseterre.

16. Tour operators who are escorting people into a protected area for recreation, education, research, or other reasons, exclusive of just providing transport to a protected area, will be expected to be a certified and licensed by the Service or an approved partner. Tour operators will be approved by a special use permit issued by the Service, and will be expected to act as partners in protecting the System in such areas as:

- avoid, report and resolve, to the extent practicable, situations where visitor use may unacceptably impact wildlife, water, vegetation, and other important resources

- interpret and educate protected area visitors on the natural wonders, how best to visit a protected area with minimal impact, and the importance of a natural resource stewardship ethic.
- responsible to inform and encourage that the tour guests abide by all rules and regulations, including the payment of entrance fees or licenses, if applicable.
- responsible to explain the Protected Areas Conservation Fee program, the collection of a user/cost-recovery fee as part of an airline ticket, and to offer a sincere “thank you” to all guests for their support of the PACT.
- remove litter, trash and other remnants (e.g., fire rings) of human activity to the extent practicable.

A tour operator’s special use permit may be revoked by the Service at any time for insufficient or non-compliance with the terms of the special use permit by written notice to the operator.

PART V

ESTABLISHMENT OF THE ST. KITTS NATIONAL CAPITOL PARK

1. This Act authorizes and establishes the St. Kitts National Capitol Park in the Basseterre Valley for the purposes of ensuring a sustainable water resource and natural open space so that the public and visitors may benefit from opportunities for education about St. Kitts important natural, cultural, and historic heritage, scientific study, recreation use and enjoyment, visitor attraction, tourism economic development, employment, professional development, increased land values, and enhanced quality of life.

2. This Act renames the Central Forest Reserve as the National Park and places the unit within the St. Kitts Protected Areas Conservation System and its administration by the St. Kitts Protected Areas Conservation Service. The name National Park is more descriptive, more appealing, and provides a richness and special stature for the highest point and for the last remaining rainforest on the island of St. Kitts. The Park should be a symbol of national pride and provide a compelling marketing story and attraction for tourism industry.

3. Additional protected areas for designation to the System include

NOTE: Mr. Lloyd Gardner, Environmental Support Services, LLCA, identified other locations for protected area status in his report to OECS entitled a *Review of the Policy, Legal and Institutional Frameworks for Protected Areas Management in St. Kitts and Nevis*, January 2006.)

PART VI

FINANCIAL MANAGEMENT AUTHORITY

1. The PACT is intended to be financially self-sustaining, and as such, is authorized to secure, collect, hold, invest, receive, borrow, loan, grant, and otherwise manage its own financial affairs for the betterment of the St. Kitts Protected Areas Conservation System.
2. The Board is authorized to manage the financial affairs of the Trust separate from the Government of St. Christopher and Nevis.
3. The financial accounts should be managed by a reputable bank located in St. Kitts.
3. All funds and accounts will annually be subject to a certified, independent and external financial audit who will certify to the Parliament the financial standing of the Trust.
4. The Board may purchase, sell, rent, lease, exchange, gift, or otherwise, any interest in land or any other form of property. The Board may accept gifts, donations, in-kind services, and any interest in land or other form of property.
5. The Board is authorized, through the Service, to collect fair and reasonable fees and charges on (a) a cost-recovery basis to manage the System and (b) based on the fair market value of a permit or license for a private person or business to sell a good or provide a service in a public protected area.
6. The Service may collect fair and reasonable fees and charges typical of other protected areas and national park in the world, including, but not limited to, entrance fees, special event fees, facility rental fees, educational program fees, concession fees for the private sale of local goods and services, license fees for approved special recreation uses, mooring or camping fees, non-recreational use fees, special permits for scientific study or collection of items, concession fees, permits, fines and mitigation levies, stamps, and grants and donations supporting the System.
7. The Service must be reasonable in setting fees for Kittitians. The System is owned by all Kittitians, and whatever fees that are charged, must not displace or inhibit visitation by local residents. The Trust may use different (lower) fees and charges for Kittitians or lower fees during the summer months or other time periods. The Service may consider "free days" for nationals, schools or other groups.
It is particularly important that fees do not restrict schools and students from using the protected areas. That is, rather than charging an entrance fee for a school class, the Service may consider a cooperative management agreement with the school in lieu of charges. For example, an elementary school class might agree to keep a part of the rainforest arboretum clean as part of a social studies course, while a higher level science class might actually do some resource monitoring.
8. The primary financial engine to support the Trust will be a Protected Areas Conservation Trust fee. This is a fee built into the purchase cost of an airplane ticket and cruise ticket. Nationals are not expected to pay this fee. This fee is dedicated to sustaining the System and will be deposited directly into the Trust accounts from the cruiseship and airline companies. The initial fee will not exceed \$10.00 US per non-resident airline ticketed passenger. This fee may change every 5 years

to reflect inflation and other compelling circumstances. Cruiseship passengers will not participate in the PACT fee initially, but may be brought in later upon approval of the Cabinet.

NOTE: several options for implementing this fee are detailed in Section 5 Financial Strategy of this report.

9. The Trust is expected to work closely with the Ministry of Tourism, Sport and Culture to develop and financially support a tourist marketing and education program related to the PACT fee. The goal of this program is to inform all foreign airline and cruisehip visitors that they have contributed to preservation of the nation's protected areas for future generation to enjoy, and that Kittitians want to express their gratitude by saying "Thank You."

10. The Board may establish various savings and checking accounts for the routine operations of the Board and Service. Money markets and other conservative and safe investments strategies may be used. The Board will establish signature authority rules for itself and the Service, including the maximum amounts that can be expended by which people.

11. The Board will establish a PACT Endowment Fund. Approximately 2-5% of the PACT fee will be placed into the endowment fund annually. The principal of this fund will not be spent except in the case of financial emergencies and full Board consent, whereas the interest may be reinvested or placed into the operating accounts of the Service.

12. The Board and Service are expected to operate in an open and transparent way. Towards that end, the Board and Service may hire the services of a reputable financial accountant or banker to help monitor and report on the financial affairs.

13. The Board will approve an annual operating budget and distribute monies in a timely fashion for use by the Service and other collaborators approved by the Trust.

14. All financial records, analysis, deposits, allocations, studies, decisions, and plans are a matter of public record. The annual budget, including the previous year's real income and expenditures, and the next years projected income and expenditures, should be posted on the PACT website for easy public access and public in a national newspaper. The annual budget should be detailed and easy to understand by interested publics.

15. The Board should work with the Organization of Eastern Caribbean States (OECS) to establish a US based 501 c (3) non-profit tax deductible foundation. The organization could service all the eastern Caribbean states and provide a mechanism for foreign travelers and corporations to make tax-deductible contributions to whatever country's protected areas conservation system of their choosing. The tax deductible foundation would encourage individual and corporate gifts of cash, equipment and other services to the PACT, and would make the PACT eligible for some grants not otherwise available.

16. The Board may establish rules and procedures for granting funds to communities, schools, civic groups, organizations, businesses and other cooperatives who can demonstrate that their efforts will help support the protection, management and restoration of a protected area. Grants should be based upon a competitive process involving a written application detailing what is proposed. Grants should be approved by the Board.

17. The Board may allocate a reasonable sum of money to cover the administrative, management and operational costs of managing the financial affairs of the Trust. This sum should be included in the annual operating budget of the Trust.

18. The total annual distribution of monies from the Trust shall not exceed the projected revenue approved by the Board as part of the annual budget.

19. Every three years, a comprehensive financial evaluation of the administration and operations of the PACT monies and investments, along with a field audit of projects supported by the PACT shall be conducted the Ministry of Finance, or their designee. Any person who is in any way associated with the PACT, either as a member of the Board or employee of the Service, or as a direct or indirect beneficiary or recipient of PACT monies, shall not be appointed to the evaluating team. The costs of this comprehensive evaluation will be the responsibility of the Board. The financial evaluation is expected to be completed within 6 months. The results of this financial evaluation will be a matter of public record with a copy of the report provided to the Cabinet and posted on the PACT website.

20. In the course of executing the financial matters of the trust, the Board is empowered to take whatever legal action may be appropriate and necessary to protect the financial interests of the PACT.

21. PACT monies can be used for approved activities and programs of the Service and for associated programs of training, public education and marketing, cooperative management arrangements, grants to communities and cooperatives, special studies and data collection, monitoring, law enforcement, design and planning, resource management and restoration, visitor management, environmental education for schools, administrative assistance to support the Board, operational cost incurred by the Board, and other purposes central to achieving the purposes of this Act.

22. Whereas the Trust will operate as a non-profit and non-governmental organization for the benefit of current and future Kittitians, the PACT will be exempt from paying

- rates and taxes in respect to any land managed by the PACT
- import duties on materials and equipment to be used by and for the business of the PACT

PART VII

ADDITIONAL MANAGEMENT GUIDANCE FOR IMPLEMENTING THIS ACT

1. The Board will prepare a PACT Strategic Plan for the System within three years of the enactment of the Act. The Strategic Plan will be evaluated and revised every five years, with extensive public consultation.
2. Each protected area, or cluster of areas, shall have a management plan developed by the Service and approved by the Board within two years of its legislative designation. These plans should have the review and consultation with the Ministry of Sustainable Development. The process and contents to be included in a management plan should be detailed in the Service's management policies.
3. The Service will maintain a current and enforceable set of national management policies to ensure consistency and protection of resources and values across the System. The Service will have the authority to enforce rules and regulations, plans, policies and for the collection of fines and mitigation measures.

NOTE: A recommended draft of these policies is provided later in this report.

4. Monitoring is a key element in managing protected areas. Monitoring is a comprehensive term to refer to such activities as resource monitoring (particularly water quality), visitor monitoring (type and amount of use), management monitoring (did the planned actions in a plan get accomplished), and financial monitoring (is the system of collecting fees and charges working). The Service is expected to identify monitoring actions and tools in each management plan.
5. Each protected management plan should specify the visitor capacity for specific important areas and times of the year. The visitor capacity is defined as the supply or number of people that an area or site will accommodate at one point in time in order to help achieve and be in accordance with the area's management plan. Capacity will typically identify the number of individuals, groups, parties, boats, vehicles, or other type of social units that will be accommodated in a specific area (facility, dive site, monument, trailhead, and vista) at one time.
6. In year five after the legislative enactment date of this Act, and every 10 years thereafter, the Board will contract for an external evaluation of its operations with other members of the OECS, or their designated consultants. The evaluation team should be comprised of 5-7 diverse members who are protected area management experts from outside of St. Kitts and Nevis. All aspects of the PACT will be reviewed and evaluated from Board-level procedures, policies and effectiveness to field-level operations and monitoring. Public and stakeholder collaboration is important in this process. The Trust will allocate funds for this task. The final report of the evaluation team will be a public document, submitted to the Cabinet, and posted on the PACT website.
7. Stakeholder consultation is critical to the Trust towards its goal of sustaining the System. The Board should develop and support a Citizen's Advisory Committee comprised of members with diverse special interest and expertise not well represented on the Board. The purpose of the Committee is to provide advice, perspective, professional input, and to help the Trust in terms of public information, education, and transparency in its operations.

8. The Board will ensure that the PACT Strategic Plan and each protected area management plan solicits public input and stakeholder consultation.

9. The PACT will maintain an up-to-date and high quality website for local residents and stakeholders to be able to track the plans, policies, programs and decisions of the Trust and Service. The website should also provide important visitor information and interpretive messages.

10. This PACT Act is not intended to derogate from or to supercede the provisions of the

(a) National Conservation and Environment Protection Act; or

(b) Development Control and Planning Act, 2000; or

(c) Saint Christopher National Trust Act, 2009.

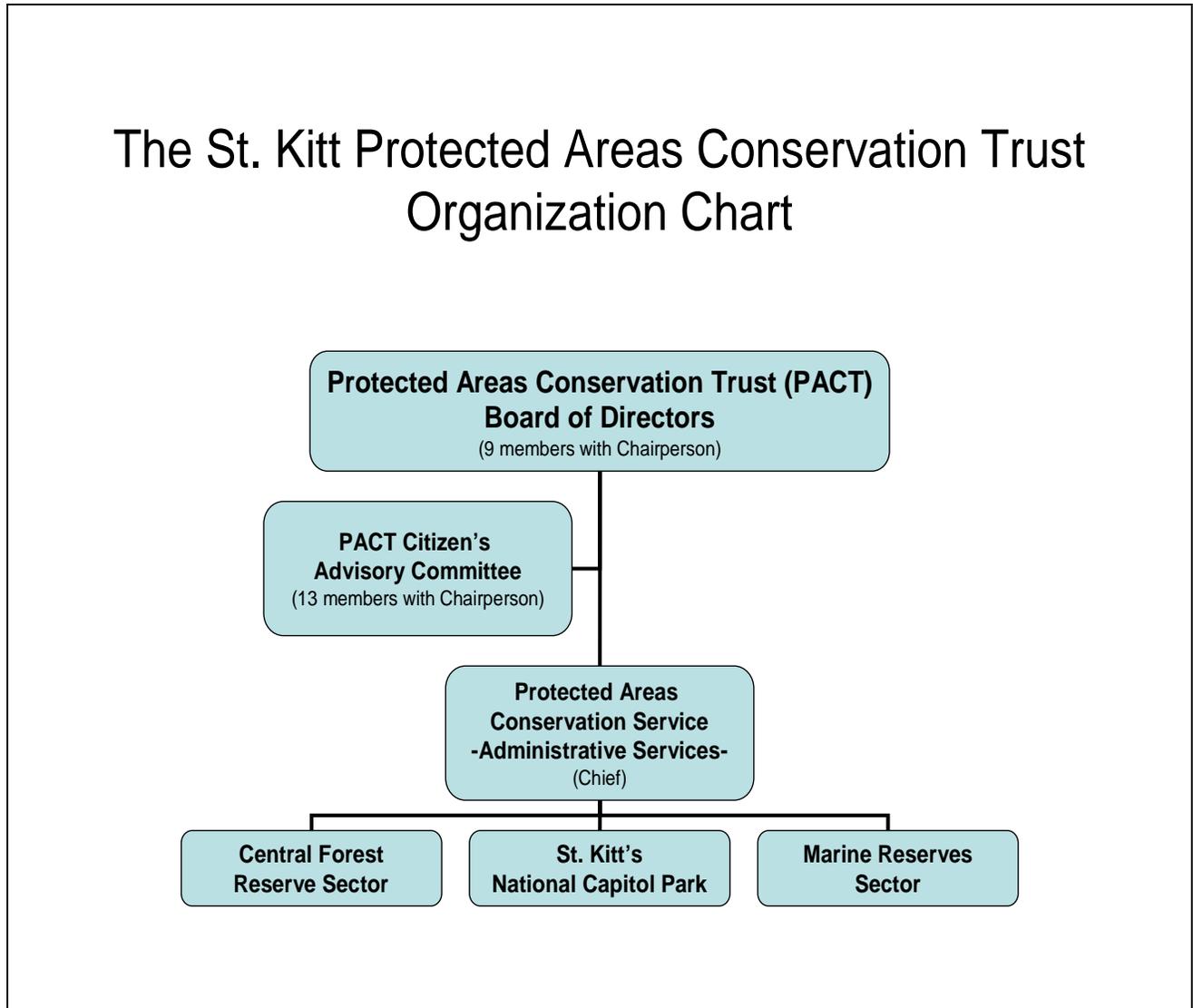
and in the event that there are conflicts between the PACT Act with these other Acts (a, b, or c above), the latter Acts will prevail unless otherwise directed by the Minister of Sustainable Development or Cabinet.

Passed by the National Assembly this day of , 201

**THIS CONCLUDES THE PROPOSED
ST. KITTS PROTECTED AREAS CONSERVATION TRUST (PACT) ACT**

3b. Organizational Structure and Staffing

The following chart and table depicts the recommended organizational structure and staffing.



**St. Kitts's Protected Area Conservation Service
Staffing Positions and Annual Costs—page 1/2**

Position Title	Number of positions	Salary Scale	These two columns will be filled in Section 5 Financial Strategy	
Administration				
Chief Protected Area Officer	1	K40		
Financial Controller	1	K35		
Environmental Conservation Officer	1	K35		
Protected Area Planner	1	K35		
Education/Communication Officer	1	K35		
Grants & Partnership Officer	1	K35		
Protected Areas Law Enforcement Officer	1	K35		
Senior Clerk	1	K25		
Office Assistant	2	K12		
Subtotal	10			
St. Kitts's National Capitol Park				
Senior Park Officer	1	K35		
Park Law Enforcement Officer	1	K30		
Education/Interpretation Officer	1	K30		
Agronomist Assistant	1	K25		
Youth/Special Events Officer	1	K25		
Financial Clerk	1	K25		
Entrance Gate/Visitor Information & Receptionist	4	K12		
Janitor/Maintenance	2	K12		
Park Rangers	4	K15		
Gardeners/landscape maintenance	2	K12		
Subtotal	18			

Protected Area Conservation Service Staffing Positions and Annual Costs---page 2/2				
Position Title	Number of positions	Salary Scale	These two columns will be filled in Section 5 Financial Strategy	
Central Forest Reserve Sector				
Senior Forest Reserve Officer	1	K28		
Education and Community Officer	1	K25		
Clerk/typist	1	K15		
Protected Area Rangers	4	K15		
Trail maintenance/Janitor	2	K12		
Subtotal	9			
Marine Reserves Sector				
Senior Marine Reserve Officer	1	K28		
Education/Interpretation Officer	1	K25		
Protected Area Rangers	3	K15		
Clerk/typist	1	K15		
Janitor/Maintenance	1	K12		
Subtotal	7			
TOTAL	44			

3c. Building Human Capacity

One of the key findings was the lack of professional competency in protected areas conservation management. To mitigate this situation, a three-tier professional development program of training would be developed and financed within the financial strategy presented in Section 5 of this report. This section discusses the training program followed by the recommended subject areas.

1. Training Program

a. **Two-year Associate Degree.** Paralleling the Hospitality Associate Degree Program offered at the Clarence Fitzroy Bryant College, an Associate Degree Program in Protected Areas Management would be initiated. The financial strategy for the Protected Areas Conservation Trust would include financial support for two lecturers and operating dollars to ensure student involvement and field experience with the protected areas in St. Kitts. This Associate Degree program could well attract students from the OECS and beyond, much like Ross University.

The Service would work closely with the College to provide opportunities for internships, field research, visitor contacts, public meetings, stakeholder consultation processes, interpretive programming, budgeting, resource monitoring, and other fundamental job skills and content areas. The Service would also assist with seasonal employment and career placement.

b. **Protected Areas Management Certification Short Course.** The College of would offer a 40-hour intensive short course in protected areas management. This training would target employees of the Service without any higher education, volunteers, representatives of cooperatives, local community representatives, and tourism industry officials, college students enrolled in programs outside of the two-year associate degree program, and tour guides who want to operate within the protected areas of St. Kitts. Completion of this short course would provide certification (license) in Protected Areas Management.

All guides offering visitor programs and leading groups of tourists, school children and others into any protected areas within the System would be required to be certified by the Service before receiving a special permit (license) to operate.

c. **Protected Areas Orientation Course.** The Service would host periodically, similar to the training for taxi operators, a short 2-4 hour orientation of the protected areas system and management program. This short training would target tourism industry employees (hotels, transport, restaurants, and tour companies), cooperatives, civic groups, school groups and other people interested in becoming familiar with the System and Service. The content would target the 20 most common questions and key facts that Kittitians should know about their System and Service.

2. Training Subject Areas

Based upon the study report authored by Kemraj Parsram entitled *Capacity Building for Protected Areas Planning and Management and Associated Livelihoods: Protected Areas Training Needs Assessment. St. Kitts and Nevis Country Report (January 2007)*, there is a need to enhance skills and knowledge in all areas of protected areas planning and management.

The key training subject areas required at the national level include:

- Organizational Management and Leadership
- Communications
- Project Management
- Protected areas financing
- Fundraising and resource mobilization
- Partnerships and Networking
- Project Monitoring and Evaluation
- Natural resources monitoring and assessments
- Co-management (cooperatives)
- Ecosystems/conservation management
- Site operations and Management
- Community Outreach and management
- Protected area planning methods and management plan development
- Protected areas policy analysis, development and implementation

- Enforcement
- Tourism and sustainable livelihoods management
- Education awareness and outreach

At the site (protected area) level, the training needs include:

- Organizational Management and Leadership
- Communications (Interpretation)
- Project management
- Protected areas financing
- Fundraising and resource mobilization
- Partnerships and networking
- Project monitoring and evaluation
- Natural and cultural resources monitoring and assessments
- Co-management
- Ecosystems/conservation management
- Site operations and management
- Visitor management and community outreach
- Protected area planning and management plan development
- Protected areas policy analysis, development and implementation
- Enforcement and visitor conflict resolution
- Tourism and sustainable livelihoods management
- Education awareness and outreach
- Visitor monitoring and assessments
- Program evaluation

The training needs for tour guides, cooperatives and associated stakeholders include:

- Knowledge of ecosystems and environmental management
- Business Management
- Education and awareness
- Tour guiding
- Communications
- Customer relations
- Marketing
- Trail design, construction, and management
- Survival skills
- First aid
- Health and safety

3d. Stakeholder Involvement Strategy

Stakeholder involvement is critical to the long-term sustainability of the PACT, the protected areas, and the resources and values within. A multi-dimensional strategy is encouraged.

1. The PACT Citizen's Advisory Board would be a 13-member Board of diverse interests and expertise. The Citizen's Advisory Board would be authorized by the PACT legislation. Its primary purpose would be to provide advice and counsel to the PACT Board. Advisory Board members could be reimbursed for reasonable travel expenses. Staff support would be offered to help with its communications and administrative affairs.

The Citizen's Advisory Board would develop their own operating procedures in terms of appointments, voting, and interacting with the Board. They would also determine, in consultation with the Chief and Trust Board, what programs and activities would be most beneficial.

2. Public planning processes would be used to develop the PACT Strategic Plan and all the individual protected area management plans. Stakeholder input and collaboration would be built into and throughout the process. Furthermore, all plans would receive a 60-day public review and comment period.

3. The regular business meetings of the PACT Board would be held quarterly. The regular business meetings would be scheduled a year in advance, the agenda would be publicly available at least 7-days in advance, all meetings would be open to the public and media, and there would be a public comment period as part of each meeting.

4. The Board and Service would be expected to maintain an up-to-date and comprehensive website. The website would provide easy access to information about management plans, programs, policies, budgets, meeting agendas and minutes, and other announcements about studies underway or decisions under consideration.

5. The Board and Service will encourage cooperatives (also may be called partnerships) to be formed in order to co-manage protected area in accordance with the area's approved management plan. The Board must review written cooperative agreements and approve all cooperative arrangements, while the Service will provide routine support and oversight that all policies, plans and regulations are implemented. The Trust does not delegate its authority or ultimate responsibilities to the Act, and as such a cooperative agreement may be cancelled by Board approval at any time and for any reason deemed reasonable by the Board.

6. The Service is expected to outreach and partner with communities, schools, civic groups, stakeholders, businesses and others. For example, outreach might manifest itself into successful "neighborhood park watch" programs, "adopt a trail" programs, local school environmental education sites, "voluntary park hosts" program, seasonal employment, training, tour services, and any number of other partnerships.

7. Each protected area, or cluster of protected areas, would host a public open house (listening session) at least once a year. The public and stakeholders would be invited to the protected area for an opportunity to meet the staff and share their concerns and suggestions.

8. In the fifth and tenth year after the legislative enactment of the PACT Act, a comprehensive program evaluation would be conducted. External experts from outside of St. Kitts would closely examine all facets of the Trust, including assessing the quality of the stakeholder involvement process and activities. Stakeholder involvement will also be part of the evaluation process. This is a major evaluation of consequence, because the report is a public document presented to the Cabinet.

3e. Protected Areas Designation Process

Any individual, community, organization, or Ministry may nominate an area for inclusion in the St. Kitts Protected Areas Conservation System. Nomination requires the preparation of an application packet and presentation to the PACT Board. The section details the designation process.

Step 1. Preparation of Application Packet

Nominees should prepare a nomination packet for review by the PACT Board, government agencies, adjacent landowners and communities, and any other stakeholder. The application packet should contain the following information:

- description of proposed protected area (location, acreage, ownership, topography, maps, and photos)
- importance of area as a national protected area
- importance of area as an regional (OECS) and global protected area
- current land uses
- identification of environmental conflicts or conditions
- identification of public land use conflicts in or around the proposed area
- level of local support (landowners, communities, schools, businesses)
- description of special qualities for outdoor recreation and tourism development
- description of educational value of area for local schools and visitors
- identification of any special situations (encroachments, high risk areas, dumps) that will make management difficult and expensive
- identification of who opposes the designation (who, why, to what extent)
- include letters of support

Step 2. Submission of Application Packet

Nominees will submit 20 hard bound copies of the application packet to the chairperson of the PACT Board. The PACT Board will put a notice in the media that this proposed location is under consideration and may contact local landowners, communities and others for input.

Step 3a. Public Presentation and Comments

Within 90 days after submission of the application packet, the nominee is expected to make a public presentation to the PACT Board on the merits of the proposal. This presentation will be held at a regular quarterly meeting of the Board. Public comments in support and opposition may also be heard by the Board at this meeting.

Step 3b. Government Agency Review

Within 90 days after submission of the application packet, interested government officials will provide written input on the proposed protected area. Consultation with the Ministry of Sustainable Development is required. This time period may be extended under extraordinary situations.

Step 4. PACT Board Public Discussion and Vote

Within 6 months of the submission of the application packet, the Board will publicly discuss and vote on the merits of the proposed protected area. This discussion and vote will take place during a regular business meeting of the Board. All Board members are expected to vote on the proposal. A majority of the full Board, exclusive of abstains, is necessary for moving the proposal forward.

Step 6. Recommendation to Cabinet

The Board will forward to the Cabinet any protected area proposal that is supported, including a copy of the application packet and Board letter of support.

Step 7. Submission to Cabinet

The Cabinet will have prepared the necessary legal documents for the creation of the proposed protected area. The legislation will go through the government's normal legislative process.

Step 8. Legislative Enactment

The proposed location will receive national protected area status only upon its legislative enactment by the Cabinet.

4. National Protected Areas Management Policy

MANAGEMENT POLICIES
FOR THE
ST. KITTS PROTECTED AREAS CONSERVATION SYSTEM
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- E. Protected areas are an integrated resource
- F. Protected areas require informed citizenry
- G. Favor protected area-dependent activities
- H. Protected area preservation transcends a single organization
- I. Minimum tool necessary
- J. Consider protected areas as part of a larger ecosystem.

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- C. Fire, Insect, and Disease Control...
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V. Changes to the Management Policies

I. Introduction

This section includes the management policies to guide and manage the St. Kitts Protected Area Conservation System.

Management policies provide clarity and detail for the preservation and protection of highly important natural, marine, scenic and cultural resources in St. Kitts, and for the provision for and regulation of appropriate educational, scientific, commercial, recreational/tourism uses as well as adjacent land uses and activities that may affect the integrity of the protected areas.

For purposes of brevity in these management policies, the following definitions are in order:

National Park (Park)—refers to larger more expansive areas (or collection of areas in proximity to each other) designated as a national park for the protection and preservation of natural, cultural, marine, and scenic values of national significance for the benefit and enjoyment of the general public and the tourists to St. Kitts. The St. Kitts National Capitol Park is the only national park designated in the St Kitt Protected Areas Conservation Trust Act. Other national parks may be designated in the future.

Marine or Nature Reserve (Reserve)—refers to smaller less expansive areas reserved for the protection of nature resources, be it biological communities, particular species, or to maintain natural processes in an undisturbed state. These reserves help ensure ecologically diversity and representative examples of the natural environment available for scientific study, monitoring, education, for the benefit and enjoyment of the general public and the tourists to St. Kitts. A collection of designated reserves in proximity may be called a national park.

National Monument (Monument) or Historic Site (Site)—refers to sites reserved for the protection and preservation of nationally significant natural or historic features of special interest or unique characteristics which provide opportunities for education, research, for the benefit and enjoyment of the general public and the tourists to St. Kitts. A collection of designated sites (monuments or historic sites) in proximity may be called a national park.

Protected Areas (PAs)—this is the general overarching phrase that refers to all the different types of areas (e.g., parks, reserves, monuments) that received legislated designations as a unit within the System.

Board—refers to the Board of Directors of the Protected Areas Conservation Trust. The Board is an independent entity empowered to oversee the St. Kitts Protected Areas Conservation Trust Act and who are ultimately responsible for ensuring the use, protection and sustainability of the System. The Board approves the policies, plans, and budgets of the Service

Protected Areas Conservation Service (Service)—refers to the non-governmental entity charged with the practical implementation of the St. Kitts Protected Area Conservation Trust Act. The Service includes the professionals and staff charged with the day to day operations and who are accountable to the Board of Directors.

Chief Protected Areas Officer (Chief)—refers to the professional and position within the Service responsible for administering the Protected Areas Conservation Service.

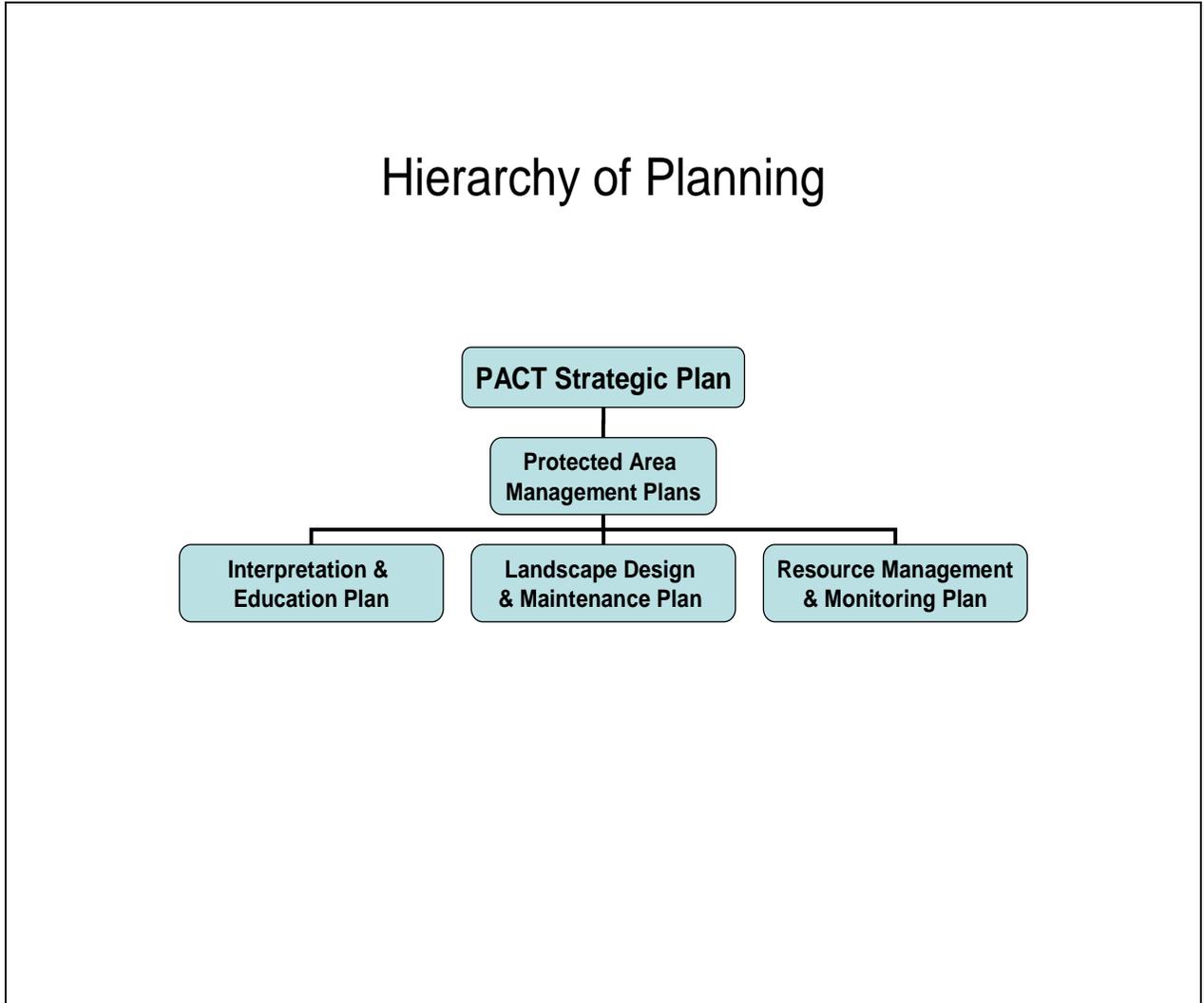
Senior Forest Reserve and Marine Reserve Officer (Officer)—refers to the professional and position with responsibilities for administering the St. Kitts Forest Reserve Sector or the St Kitt Marine Reserve Sector. Each sector is comprised of a number of small parks, reserves, monuments or historic sites. Rather than each protected area having it own administrative unit, a sector-approach is being used to initially implement the St. Kitts Protected Areas Conservation Trust Act. Each Sector officer reports to the Chief.

Protected Area Rangers (Rangers)—refers to the trained employees and positions assigned to carry out the day-to-day management programs for a specific park unit and who report to the Park administrator or sector officer.

Cooperatives—refers to the private individuals, communities, tour guides, organized groups, local and national ngo's, concessionaires, and all others who are directly involved in some manner to assist the Protected Areas Conservation Service and to implement the PACT. Cooperatives may also be called partnerships.

Protected Area Management Plan—refers to a comprehensive, updated, and integrated written document which specifies the goals, objectives, appropriate recreation and tourism uses, quality standards, management activities, rules and regulations, visitor capacities, fees, concessions, personnel and budgetary requirements, monitoring actions, and all other administrative information for each protected area. Some plans may encompass a number of protected areas in close proximity or having some share resources or values.

HIERARCHY OF PLANNING---THE OVERARCHING NATIONAL PACT STRATEGIC PLAN TIERS DOWN TO INDIVIDUAL MANAGEMENT PROTECTED AREA PLANS DOWN TO ANY NUMBER OF IMPLEMENTATION PLANS AS ILLUSTRATED BELOW.



II. MANAGEMENT PRINCIPLES

Legislative direction and policy statements are not intended to address all administrative questions or situations at all times. Thus, it is important to have a set of principles which provide guidance for decision making and consistency over time, place and management personnel. The management principles for the implementation of the St. Kitts Protected Areas Conservation Trust Act are as follows:

A. Protected area resources have both utilitarian and intrinsic values.

PAs provide benefits and opportunities for recreationists, educators, scientist, local publics, private industry, communities, cultures, and for biological diversity and sustainable development. PAs also, and equally important, provide a vital segment of the environmental community upon which all of life is dependent and provides benefits and opportunities to all non-human living organisms. Both utilitarian and intrinsic values can be managed for and are equally important as long as the basic integrity and sustainability of the resource is not unacceptably altered.

B. Preservation and protection priority.

Most management decisions will address the paradox of preservation versus utilization, whereby any level of human use will have some change to a PA. How much change will take place and what impact the change will have in the short and long-term are very difficult decisions to be made. In that many protected area resources are nonrenewable, management preference will be given to the preservation and protection in situations where human activities may unacceptably and irreversibly compromise the resources being protected

C. Protected areas should benefit local publics.

The designation of PAs and their management should be a benefit to local publics. Such benefits may take the form of employment, training, economic development, increased land values, helping to sustain traditional industries (farming, fishing, forestry), protection of local norms and values, infrastructural improvements such as roads and communication, sustaining natural resources, outdoor recreation, environmental education, increasing community pride and quality of life.

D. Protected area management should be proactive.

PA management is a very complex job of understanding and managing both natural/cultural resources and human resources such as visitor, employees, cooperatives, and communities. It requires trained personnel and training programs, development and implementation of comprehensive PA management plans, an informed and involved local community, financial resources, equipment, and monitoring information (data) for reasoned analysis and decision making.

E. Protected areas are an integrated resource.

PAs should be viewed as a distinct resource with inseparable parts. Planning and management must proceed in a comprehensive and integrative fashion involving interdisciplinary trained professionals. Singular visitor uses, singular species of flora and fauna, and specific biotic communities should be favored only with due consideration for the whole protected area ecosystem and associated set of benefits to St. Kitts.

F. Protected areas require informed citizenry.

PAs reflect the values of the nation's citizens and their long-term existence is dependent on public understanding and appreciation. Programs to increase public awareness, enjoyment, understanding, and respect, participation in resource protection, and partnerships and cooperatives are fundamental to PA management. These programs should be directed to local residents, school

systems, civic groups, businesses, and to the in-country residents and foreign tourists visiting the PAs.

G. Favor protected area-dependent activities.

Each PA is designated based upon a nationally recognized set of important resources, values and opportunities. Thus, PA management should favor only those human uses and activities which are dependent upon and compatible with the very resources and values for which the area's designation is based. Not all human uses and activities are compatible. There will be areas or times of the year where human uses and activities may not be permitted or highly regulated.

Furthermore, each PA has a unique niche and adds to the diversity across the larger PA system. It is important to identify the niche and manage towards it so as to provide a diverse system of resources, values and opportunities. Not all protected areas or portions thereof are expected to be managed the same nor for the same human uses and activities.

H. Protected area preservation transcends a single organization.

The societal goal of protected area preservation will require a societal effort that is larger than the Protected Areas Conservation Service. The nation's public, private and non-governmental sectors must be engaged in achieving the goal of a sustainable system of PAs for future generations to benefit from and enjoy.

I. Minimum tool necessary.

Management decisions should favor tools, techniques, activities, programs, and other actions which have the least impact on the important PA resources and values. Management decisions should not be solely based upon costs, expediency, and economic efficiency. The decision criteria of cost, manpower, and time are important considerations, but by themselves, should not drive any one decision.

J. Consider protected area as part of a larger ecosystem.

Decisions and actions outside a PA may have significant effects on the very resources and values for which the area was designated to protect. It is important that adjacent and nearby land uses and changes consider the potential effects on the PA in the planning process, and to consider ways to mitigate those likely effects. PAs should be recognized and treated as an important and integrated component of a larger social, economic, cultural and natural ecosystem which defines St. Kitts.

III. MANAGEMENT ISSUES

A. Recreation and Visitor Use

Areas administered by the Service shall provide a variety of uses including, but not limited to, recreational, scenic, scientific, educational, conservation, and historical.

These uses are important and should be encouraged, yet constrained by the sustainability of the PA resources and values. The important PA resources and values will be dominant in all management decisions where a choice must be made between preservation of protected area character and visitor use. There are places and times within protected areas where unique values may require that recreation and visitor use activities be restricted or entirely prohibited in order to preserve an enduring resource. The highest priority among various kinds of visitor use will be accorded those activities which

(a) are most dependent upon the natural environment, (b) cannot be reasonably accommodated outside of the PA, and (c) have the least affect on the PA resource and values.

Consideration must be given to the ability of the PA to sustain visitor use without unacceptable degradation of the resource itself. Desired quality standards describing the desired future conditions of an area are important management tools. These standards may vary within and between areas due to variations in types and amounts of human uses, resource characteristics, management capabilities, and the capabilities of the resources to sustain different types and amounts of uses.

The leading management tool and document to consider these factors and set guidelines for managing visitor use will be the PA Management Plan. These plans will describe the type and level of visitation that will be accommodated in an area (or locations within) and will describe the management actions, programs and other means to protect the resource, its values, public safety and public enjoyment.

The following specific guidance applies to visitor use with areas managed by the Service:

1. Visitor Management

Visitor management techniques will be utilized to preserve both the protected area resource and the visitor's experience. Management of visitor use will be the minimum necessary to provide for use of the area as a protected area, and to preserve the protected area character of the area.

Visitor management should be planned to maintain a high-quality protected area resource and to protect the quality of the recreation experience. The PA Management Plan will consider all appropriate and compatible methods to manage the type and levels of human uses. Visitor management may be carried out by both direct and indirect methods.

a. Indirect Methods

Visitors may be managed through indirect management techniques such as:

- 1) Rangers (and the tourism industry) informing visitors about other high quality opportunities and less congested areas.
- 2) Restoration and/or removal of improvements at overcrowded or undesirable sites.
- 3) Improved access to tributary or lightly used areas

- 4) Visitor interpretation programs to (a) encourage use of lightly used or relatively unknown areas, or to (b) stress the experiences and values to be found outside the peak use period.
- 5) Entrance fees (and other cost-recovery revenue generation tools) may be employed in some areas and not others, thus allowing for choices and voluntary redistribution of visitors.
- 6) Reroute primary transportation away from major destination areas, and one-way directional traffic flows.
- 7) Location, design and management of parking areas or boat mooring areas in order to access the PA.
- 8) Education of visitor about good protected area manners and ethics.
- 9) Removal of trail-head improvements and/or restriction of travel into areas already overused or where capacity use already occurs.

b. Direct Methods

Visitors may be managed through direct management techniques such as:

- 1) Regulating forms of transportation (taxis, size and speed of vehicles and boats, use of electric carts, boat mooring)
- 2) Managing areas for a single specific type of use, to protect sensitive sites and resources, or to provide different recreation opportunities or experiences within the protected area.
- 3) Reservations or time-entry permits may be required for any person to enter or remain in any PA and shall so indicate the conditions set forth by the protected area administrator to do so.

A permit or registration system is an important tool for both the ranger and visitor. Both systems provide visitor use data on the number and distribution of visitors. In addition, a permit or registration system can give the visitor site-specific information helpful in preplanning a trip. A permit system can be utilized also to limit or redistribute and disperse visitor use.

- 4) Limiting the number of people in parties or the number permitted to stay overnight at specific locations (recreationists, educational groups, scientists, etc.).
- 5) Limiting total numbers of visitors at one time to a PA.
- 6) Watercraft mooring-ball only restrictions in locations where the act of boat anchoring is affecting the marine resource.
- 7) Charging differential fees to encourage redistribution in the type or amount of use. For example, charge differential fees for the type and size of groups, mode of transport, or time of week or season.
- 8) Other direct visitor management techniques may include:
 - prohibit particular activities not compatible with the PA purpose
 - prohibit access in unauthorized areas
 - establish hours when any area will be open to the public
 - prohibit or limit the number of private vehicles and boats, taxis and concessioned buses or boats, and other conveyances in certain locations or times
 - prohibit commercial activities that are incompatible with the PA resources and values.
 - require that any dog be kept on a leash not over four feet long
 - prohibit the playing of radios, tape players, and musical instruments which is not part of the PA values and experience, or in a manner which is disturbing to other visitors
 - prohibit any act that detracts from the good order or general enjoyment of the area
 - Prohibit the selling of any food, beverage or goods except by licensed parties.

2. Improvement and Facilities

Facilities and improvement such as trails, roads, bridges, signs, fences, docks, moorings, observation decks and administrative buildings will be provided only where (a) they are the necessary for protection of the protected area resource, (b) for the health and safety of persons

visiting the area, and (c) and deemed necessary for visitors to better experience and enjoy the important resources and values in the PA.

The need for proposed facilities should be analyzed and justified in the PA management plan. Improvements and facilities should be constructed of materials which harmonize with the natural environment.

No person shall, without written authorization of the Board, permanently or temporarily reside in or build a structure of whatever nature in a PA, nor shall alter in any way any natural or cultural features or any signs and facilities provide for public use and enjoyment.

Existing improvement of facilities not specifically provided for in the PA management plan (i.e., those having no historical value and not necessary for preservation of an area's character or for the health and safety of persons within the area) will be removed.

Public access and facilities shall be developed and maintained in a manner which will minimize detrimental impacts on the various resources and overall scenic values of the protected area. Construction, maintenance, and removal of facilities and improvements should generally be accomplished by means which have the least impact on the PA resource and human uses.

a. Trail and Road Systems

- 1) New trails and roads will be constructed only if they are needed to preserve PA resources and values and resources and they will not significantly degrade the important PA resources and values for which the area was designated to protect. Trails and roads are an acceptable improvement provided they are constructed and maintained so they have an insignificant impact and provide an opportunity for public access. PA management plans will identify where trails, roads and related facilities are appropriate.
- 2) No person without written authorization of the Board may construct trails or roads in a PA. Special consideration should be given in the design of the road and trail system to minimize visual and audial encounters among visitors, communities and private residences.
- 3) Existing trails and roads will be periodically evaluated to determine if they are the minimum necessary to meet protected area management objectives. They may be expanded, relocated, restored, or closed as a result of the evaluation. PA management plans will address the present situation and evaluate future needs.
- 4) Trailhead access points and associated parking locations should be carefully chosen as they have a profound influence over management of visitor use and on the quality of the visitor experience. It is generally preferable to locate trailheads outside the boundary to reduce their impact upon the area. Parking areas may be large enough to accommodate school and tour buses.
- 5) Trail routes shall be selected to provide scenic vistas and, where possible, a varied scene. One way loop trails are desirable because they minimize visitor contacts and human sounds. Trails will not be constructed with treads of more than 24 inches in width except where a wider trail is justified for protection of the resource or for visitor safety. Trails should follow natural contours where possible and result in minimum disturbance to soil and ground cover.

- 6) Bridges will be designed and constructed so as to harmonize with the environment and will be the minimum size and complexity necessary to allow foot, stock, or vehicular use. Besides adhering to the basic standards set out for improvements and facilities above, bridges will be constructed or maintained only:
 - i. When no other route or crossing is reasonably available,
 - ii. Where the crossing, during the primary season of public use, cannot be safely negotiated.

b. Interpretation and Environmental Education

All PAs will have an interpretive program which at a minimum will include boundary, directional, distance, regulations and low-impact visitation suggestions. All PAs should have public maps, interpretive information, and regulations regarding the use of the area at all major access points.

Some PAs will have more intensive interpretive programs involving regularly scheduled visitor tours, talks, slideshows and environmental educational programs provided to local schools and community groups.

Signs within the interior of a protected area will be provided primarily for visitor safety and resource protection. They will not usually be placed with the area of the convenience of the user. Interpretive signing will generally be confined to entrances, visitor centers, and destination points within the protected area. Additionally:

- 1) Signs may be erected at trail junctions, showing directions with arrows.
- 2) Interpretive signs will generally be used to mark streams, lakes, mountain peaks, passes, or points of interest that are of significance in the PA or necessary for visitor safety.
- 3) Regulatory signs will be kept to the minimum necessary. When regulatory signs are posted within a PA, notice pertaining to these regulations will also be posted at trailheads or major access points and published where feasible on brochures or maps or otherwise made available to the user prior to entry into the protected area.
- 4) The style, size, coloring, lettering and other features should be consistent within a protected area. The wording should be of a positive style which explains, educates and encourages voluntary compliance and cooperation. Each sign should include the insignia of the protected area, and acknowledgement of the Service.
- 5) The PA management plan will describe the interpretive program and steps to periodically evaluate the effectiveness of the protected area signs, brochures, and all other informational/educational devices.

c. Overnight Use

- 1) Overnight use in a PA, including both land and marine overnight stays, will generally not be permitted. There may be exceptions for school groups, scientific study, law enforcement, or special events where overnight use is permitted, but this decision must be carefully considered and is the responsibility of the Chief.
- 2) Overnight use sites, if permitted, should be located sufficiently distant from streams, beaches, vistas, cultural resources, roads, trails, communities, private residences, or other natural and marine attractions as to allow appropriate use without unacceptable degradation to the important PA resources and values and to other recreationists and tourists. Space between sites should be sufficient to ensure a reasonable degree of solitude and quiet.
- 3) A "pack-it-in, pack-it-out" or "leave no trace" educational program should encourage visitors (local residents and foreign tourists) and concessionaires to remove all refuse from the PA. This should be a primary theme of the PA's interpretive program.

- 4) Improvised camp structures constructed by visitors will not be permitted. They will be dismantled and obliterated when and where found.
- 5) Bathrooms should be constructed and maintained in high visitation and destination type areas where they are deemed necessary for resource protection and/or for visitor health and sanitation reasons. Visitor comfort and convenience alone does not justify the construction and maintenance of bathrooms.

d. Tourism and Other Cooperators

Private tourism concessionaires and other cooperators (e.g., communities, schools, ngos) can provide a valuable service to visitors and in the management of a PA.

Designated routes, destinations, times, sites, campsites, picnic facilities, mooring balls or areas and other locations or facilities may be assigned to private tourism concessionaires and other cooperators by special use permit for the purpose of (a) supporting the local ecotourism industry, (b) providing visitors with high quality experiences, and (c) to help manage and protect the PAs resources and values.

Some areas or times may not be particularly suited to this kind of allocation due to such factors as the PAs size, shape, location, resource capability, or current public visitation patterns. Cooperative operations will be so administered as to be harmonious with those visitors, including local residents and foreign tourists, who do not purchase the tourism services or are not a member of the cooperative.

All PA lands and water are for public use and shall not be used for the private exclusive use of any business, community, cooperative, or other entity representing a group of special interests.

Concessioned tourism camps and facilities, or concessioned mooring areas or balls, will be located at sufficient distance from key attractions to avoid conflicts with other visitors (e.g., trails, vistas, dive sites, sensitive features). The Chief will approve the location of these areas as necessary to protect protected area resources and the experience of other visitors.

Tourism guides and other cooperators will operate under special recreation permits, which will include stipulations for the type and amount of use in the PA. The PA management plan shall evaluate the need for tourism guides and other cooperators, including the assignment of designated times and locations and areas.

Additional policy guidance is provided in this document in the Cooperatives Section.

3. Vegetation and Fuelwood

Vegetative cutting for fuelwood or other for personal gain is not permitted in a PA. Vegetation and fuelwood cutting may be permitted in efforts to restore an area, facility development and maintenance (trails), or for situations where there is a public safety issue. Open fires are generally not permitted. The use of portable cookstoves is permitted. The PA management plan will detail the regulations or restrictions associated with vegetative management.

4. Contests

Contests are not compatible in a PA. Such activities as foot races, boat races, endurance competitions, survival contests, diving competition, species collections, hunting, fishing and other form of competition are not compatible with the purposes of a PA.

Contests do not depend on a PAs resources and values, may cause impacts that degrade the PAs character of the area, requires management resources, and may adversely affect those recreation and tourism uses that are dependent upon the PA resources and values.

B. Fish and Wildlife

The Service has the management responsibility for the fish and wildlife in the PAs in cooperation and with support from the related government agencies (e.g., sustainable development, water resources, and fisheries) with resource expertise.

The Service will manage towards the goal of a natural distribution, number, and interaction of indigenous species of fish and wildlife. Natural processes will be a priority goal for managing PA ecosystems. Exotic species should be removed as is practicable. Other guidance includes:

- a. No person shall be entitled to enter any PA except for the purpose of observing the fauna and flora therein and for the purpose of education, recreation, and scientific research;
- b. No animal shall be hunted, killed or taken and no plant shall be damaged, collected or destroyed in a PA;
- c. No person shall hunt, shoot, kill or take wild animals or take or destroy any egg of any bird or reptile or any nest of any bird, in any PA;
- d. No person shall disturb the natural features of a PA, unless authorized by special use permit for the purpose of interpretation, education, restoration, appreciation, and research;
- e. No person shall carry firearms, spears, traps or other means for hunting and fishing;
- f. Private and commercial fishing is not permitted by any means whatsoever;
- g. "to fish" means to take, kill or attempt to take or kill any aquatic organism;
- h. "to hunt" means to kill, take or molest by any method any species of wildlife;
- i. "wildlife" means all undomesticated mammals, birds, and reptiles and all part, eggs and nests of any of these wildlife forms.

To the extent possible, fish and wildlife species should be allowed to maintain a natural balance with their habitat and with each other. The preservation of sensitive, rare, threatened, and endangered species dependent on protected area conditions will be favored.

1. Hunting and Fishing

Private and commercial hunting and fishing is not permitted in PAs. Catch and release sport fishing for prized species may be permitted if deemed compatible with the PAs resources and values, and the activity does not alter the types, numbers and behaviors of the native fishery. The rules, regulations and all facets of the PAs hunting and fishing program are to be detailed in the PA management plan. Coordination with other fish and wildlife agencies and experts for the management of resident wildlife and fish species will be sought in order to ensure maintenance of the natural resource.

2. Fish and Wildlife Habitat

The restoration and improvement of the natural and native habitat is a priority in all PAs.

Vegetative manipulation projects for fish and wildlife purposes may be approved by the Service on a project-by-project basis. The decision should be based upon whether the project restores or enhances the natural ecosystem, if the project will restore and reclaim the resource conditions that have been caused by human activities, and if the project will promote the perpetuation of a threatened or endangered species.

Habitat manipulation by chemical means is not permitted. Mechanical means may only be approved on a project-by-project basis. Such activities will be allowed only where manipulation would enhance the protected area resource and where natural processes have been unsuccessful. Hand or aerial seeding of native vegetation species may be permitted after disturbances, such as wildfire, to restore essential food plants to a protected area where the natural process of healing is not expected to occur. Actions of this type will be allowed only to enhance the ecosystem, and not to optimize habitat needs of any single wildlife species to the detriment of wildlife diversity in a natural environment.

Wildfire or prescribed burning may be used as a PA area management tool if carefully designed to maintain or enhance the protected area resource. Wildfire or prescribed burning is to be used only when the project can be accomplished without serious or long-lasting damage to watershed or the area's character. It may be done only for the following purposes:

- a. It is needed to maintain the natural condition of a fire-dependent ecosystem or to reintroduce fire wither past strict wildfire measures have interfered with natural ecological processes.
- b. A primary value of a given protected area will be sustained as a result of the burning.
- c. It will promote the perpetuation of a threatened or endangered species.

Although construction of facilities to enhance an area's value for wildlife or fish is not consistent with the free operation of natural processes, there are situations where such measures may be necessary for the continued existence or welfare of wildlife or fish living in PAs. This is particularly true in the case of species adversely affected through human activities in such areas. Certain permanent installations to maintain conditions for wildlife and fish species, upon consideration of their design, placement, duration, and use, may be permitted if analyzed and detailed as part of the PA management plan.

Permissible actions under these criteria may include: installations to protect sources of water on which wildlife depend, such as enclosures; and water sources such as springs, wells, and guzzlers. Fisheries activities may be permitted as long as their purpose is to protect natural conditions, restore deteriorated habitat, and maintain protected area values.

3. Wildlife Manipulation

In some instances, wildlife species, once native to the PA, have been forced from their original habitat by the encroachment of human beings and human activities. To the extent that these factors can be altered or managed, native species no longer established in the area may be reintroduced and managed as a part of the protected area resource. Care must be exercised to be certain that the species is native. Such programs will be addressed in the PA management plan.

Management of established exotic species not natural to a PA is not permitted. Introduction of new exotics will not be permitted.

4. Fish Stocking

In general, fish stocking is not permitted and will only be justified if native populations are incapable of sustaining themselves due to some type of human disturbance. Fish stocking for the purpose of increasing visitations to a protected area is not valid.

Some general guides for fish stocking in protected areas are:

- a. Native species only will be stocked. Species native to the vicinity or region may be considered as an alternative.

- b. Waters with established undesirable fish or where overpopulations of fish have occurred should be managed for fish best suited to the water under the natural conditions.
- c. In all fish-stocking considerations, threatened or endangered species shall receive primary consideration.

5. Trapping

Commercial trapping will not be permitted. Incidental trapping by local individuals may be permitted on a case by case basis. Such trapping would be carefully monitored and detailed in the PA management plan. Trapping by government officials and local residents of nuisance, exotic, or excessive species is permitted if authorized in a special use permit.

6. Predators

Predacious fish and animals are an important part of natural life systems within protected areas. They play an important role in the natural selection and survival processes, helping to maintain critical population balances of wild species. They should be able to survive and compete with other species, free from unregulated human interference and the traditional pursuit of sport or bounty.

Where control of a predator is necessary to protect threatened or endangered wildlife species, protect local residents or their property, or in the case of public health and safety issues, it will be accomplished by methods which are directed at eliminating the offending individuals while at the same time presenting the least possible hazard to other animals, local residents and visitors.

Defining what is a predator and how its removal will enhance the PA resource and values needs to be clearly documented in the approval process because this kind of fish or wildlife may well be an integral part of the PA and the visitor's experience.

7. Domesticated Animals

Domesticated animals such as cattle, sheep, chickens and goats will generally not be permitted to graze or otherwise utilize PAs. There may be cases where a small private landowner (particularly inholders) is dependent upon continuance of animal usage after a PA is established. Such instances would be monitored annually under written permit of the Chief and ceased at the first opportunity.

C. Fire, Insect, and Disease Management

1. Fire Management

a. Overriding Fire Guidance

All fires will be controlled to prevent loss of human life or property within areas or to prevent the spread of fire to areas outside of the PA area where life, resources, or property may be threatened. Human-caused wildfires will be prevented, suppressed and/or controlled unless the fire meets protected area fire management objectives.

b. Natural Fire

Natural fire (i.e., lightning-caused) is normally a part of the ecology of the PA, and human efforts to ban this agent may have resulted in significant ecological changes in the flora and fauna of some areas. In order to return some protected area ecosystems to a more natural state, it may be appropriate to allow natural fire to burn.

c. Prescribed Burning

Where natural fire under prescription does not meet fire management objectives, prescribed burning with ignition may be allowed on a case-by-case basis for the following purposes:

- 1) To reintroduce or maintain the natural condition of a fire-dependent ecosystem.
- 2) To restore fire where past strict fire control measures had interfered with natural, ecological processes.
- 3) Where a primary value of a given protected area will be perpetuated as a result of the burning, or
- 4) Where it will perpetuate a threatened or endangered species.

2. Control of Insects and Diseases

Insect and disease outbreaks will not be artificially controlled, unless it is necessary to protect the PAs resources and values, or in special instances when loss to resources within a PA is undesirable (e.g., absence of control would threaten rare or endangered plants or animals). Such control measures will consist of the effective combination of actions which have the least adverse impact on the resource. Chemicals will not be permitted to control insects and diseases.

D. Water Resource Management

1. Watershed Restoration

Watershed restoration and water quality protection is a priority. Restoration should be undertaken where deteriorated soil and hydrologic conditions caused by human beings or human influences create a serious threat or loss of protected area values; or where, even though not human-caused, these conditions present a definite hazard to life or property, or where such conditions could cause serious depreciation of important environmental quality outside the PA. Where such dangers are not imminent or where natural vegetation may be expected to return in a reasonable time, restoration work may not be a priority.

No management activity associated with any resource enhancement or maintenance should utilize chemicals that may leach into the ground water and cause harm to health, life or property.

2. Water Improvements

a. Water-yield Improvements

The construction of water-yield improvement structures (e.g., catchments, dams) is generally not permitted in protected areas. There may be situations where water yield (or control) structures could protect other PA resources or values, damage to life and property outside the PA, or to enhance the ground water supply for residential and industrial use in the country.

b. New Water-development Structures

The establishment of new water-regulating structures, power installations, and related improvements is subject to approval by the Board.

The Service's conclusions and recommendations in connection with proposals for new water-resource developments will be based upon comprehensive and factual information. Any recommendation in favor of the proposal must be based upon a clear showing that the public values to be gained exceed the values that would be lost, and that the need cannot be met outside the PA. When a proposed structure is thus found to be in the public interest, consideration may be given to a recommendation to exclude the area for protected area status.

c. Existing Structures

Reservoirs, ditches, catchments, and related facilities for the control or use of water may have existed within the protected area under valid authority prior to the area's designation as a PA. These may be maintained if they are needed in the public interest, or are a part of a valid existing right.

Routine maintenance and repair of an existing structure which does not change the location, size or type, or increase the original intended storage capacity of a reservoir is permitted. The operation, maintenance and repair of such facilities may include occasional motorize access where no other reasonable or practical alternatives exist.

The PA management plan should carefully evaluate each improvement to determine if the continuation of the use is needed in the public interest, or is part of a valid existing right. Maintenance needs and methods must be specifically stated if the improvement is to remain. If not, the improvement should be allowed to deteriorate naturally. When natural processes themselves cannot effectively and safely return the abandoned improvement back to a natural condition, restoration by other means may be used.

d. Water Quality

Maintaining or enhancing water quality is of high priority in management of a PA. Water quality monitoring instrument and hydro-meteorological devices may be permitted if these are the minimum necessary for protection of the PA. Motorized vehicles may be permitted for installation, maintenance, or monitoring and surveillance.

E. Forest Resources

The following actions are not permitted in PAs:

- (a) Damage, destroy or remove from its place therein any species of flora unless for pre-approved scientific study;
- (b) Clear land for cultivation;
- (c) Introduce exotic species of flora and fauna

Permission to undertake any of the above actions will be the exception and require careful analysis. Only after complete justification that the protected area values will not be compromised in any way, may the Board grant approval.

1. Cutting of Trees and Shrubs

Management of the forest cover will be directed toward retaining the primeval character of the environment and allowing natural ecological processes to operate freely. Trees, shrubs, and other vegetative products will not be sold or cut unless for administrative purposes.

2. Cutting of Trees for Administrative Purposes

Trees may be cut for use in the construction and maintenance of authorized improvements that are located within the PA when the necessary material cannot be reasonable obtained or brought in from outside the PA. Such cutting within the PA shall be done away from public use areas or areas with sensitive natural or cultural resources. All evidence of the cutting shall be disposed of insofar as possible.

3. Reforestation

Reforestation, in the absence of natural revegetation, will generally be permitted and be authorized to prevent deterioration or loss of the PA resource when the cause of the damage or loss is due to

human activities and there is no reasonable expectation of natural reforestation. The natural processes of ecological succession will be the preferred method of site-restoration. When reforestation action is necessary, only native species will be used.

F. Administration

1. Administrative Sites

Administrative sites and facilities are permitted for the operations and maintenance of a PA and to provide for visitor contacts and education.

One site and facilities may serve the administrative needs for any number of PAs in the proximity.

The structures should be modest in keeping with the PA resources and values. The PA management plan will address the need for existing sites and any future development.

2. Fences

Fences for visitor safety control, boundary demarcation, resource protection, and for the control of farm animals may be built.

Fences shall be constructed of materials compatible with the particular PA. The PA management plan should address the need for, location of, and material to be used in administrative fence construction.

3. Trails and Roads

Trails and roads for administrative purposes may be constructed when they are the minimum necessary for the preservation of the PA resource and have been authorized in the PA management plan.

4. Communication Facilities

Communication facilities will be constructed and maintained only when they are the minimum necessary for administration and protection of the a. The PA management plan will fully evaluate the need for existing and proposed sites and their maintenance. Facilities should blend with the natural environment.

5. Structures and Facilities Constructed, Used or Proposed by Other Agencies

Other agencies conducting activities within protected areas shall be carefully reviewed and approved by the Board.

a. Authorized structures, installations, or facilities used by other agencies shall be reviewed periodically to determine whether their continued existence is essential for meeting the minimum requirements for administration of the PA. If it is not, the authorization shall be terminated and the improvement removed. The PA management plan will assess and determine the disposition of all such improvements.

b. When existing improvements deteriorate to the point that normal maintenance will not suffice to keep them usable, the necessity for such improvements shall be critically analyzed. If they are not essential to meet the minimum requirements of administration of the PA resources and values, or not essential for the purposes they were originally meant to address, the structure will be removed and the site restored to natural conditions.

c. Permits for new improvements or replacement of existing improvements must be approved by the Board.

6. Protected Area Personnel

a. Professional personnel within the Administrative offices of the Service are salaried employees and should have the equivalent of a four-year higher education degree in protected areas and recreation management, natural resource management, or a closely related field; plus have at least two years protected area-related field experience. Priority skills include visitor management, recreation facility design, public relations, communications and marketing, integrated natural and cultural resource planning and management, budgeting, and policy analysis and formulation.

b. Senior park and reserve officers should have the equivalent of a 4-year higher education degree in protected areas and recreation management, natural resource management, or a closely related field; plus have at least two years protected area-related field experience.

c. Protected area professionals (non clerical/non maintenance) are salaried employees and should have the equivalent of an two-year associate degree of higher education or years of specialized training via higher education, correspondence study, training workshops, etc., in parks and recreation management, natural resource management, or some other closely related field. Priority skills should include resource interpretation, public relations, visitor management, conflict resolution, law enforcement, program planning, and natural resource/visitor monitoring tools and techniques.

d. Tourist guides, visitor contact personnel within the Service, and other visitor contact personnel in cooperatives must receive eight hours of PA training in such topics as legislation, the size and nature of the system, rules and regulations, ways for partners to help the management of PAs, key visitor contact Q&A, key tourism messages, visitor monitoring, fees and charges, and a thank you message to foreign tourists for their financial help in protecting the PA system in St. Kitts.

7. Training

With rapidly changing PA management tools, techniques, concepts, and the need to integrate these skills and abilities across protected area-related agency personnel, training programs will be viewed as essential for the professional growth and development of protected area employees. The Mountain Pine Ridge facility will serve as a national training site for protected area-related training as well as a research literature and data storage center.

8. Law Enforcement

Those employees charged with law enforcement authority must be adequately trained for such a job. To the extent possible, local or other law enforcement agencies and officers will assist in any unlawful situation.

Each PA should have some type of "neighborhood watch" program, involving local residents, businesses and communities, to assist in observing and reporting unlawful behavior. Tourist guides and other concessioned operators using the PA will be trained and expected to observe and report any unlawful behavior.

G. Use of Motorized and Mechanical Equipment

Accepted uses may include resource maintenance and protection, law enforcement and administration, scientific study, emergencies, public health and safety incidences, resource monitoring, and tourism operators.

The PA management plan will specify the instances and places in which use of mechanized equipment, mechanical transport, or aircraft is necessary to protect and administer the resource and it visitor uses. The Chief may prohibit use of motorized and mechanical equipment.

Equipment storage, including fuels and other chemicals, needs to be addressed in the PA management plan. Steps must be taken to ensure protection of the PA resources, particularly the water quality.

Use of electric-powered (golf carts) and human-powered transport (bicycles, rickshaws, sea kayaks) should be considered, particularly for tour guides and operators.

H. Cultural and Historic Resources

The St. Kitts Protected Area Conservation System is focused on nationally significant natural areas. There may be some areas which also have significant cultural and historic resources and values.

The Service will have management responsibility for cultural and historic resources in PAs, and will coordinate their activities with other Ministries.

In PAs where there are abundant cultural and historic resources, consideration should be given to cooperative relationship to have the area managed by the St. Kitts National Historic Trust.

Archeological and historical sites and values are a unique and nonrenewable part of the protected area resource. These resources are generally available for recreational, scenic, scientific, educational, conservation, and historical uses (including ceremonial or religious use).

Cultural resources may be a priority value in a protected area. PA management options may include allowing the natural forces of nature to proceed; excavation, stabilization, reconstruction, and restoration work on archeological and historic site' and intensive inventories may be permitted on a case-by-case basis where the project is consistent with overall protected area character of the area and such activity is needed to preserve the particular resource. The PA management plan should detail management objectives and planned activities.

I. Cooperatives (also may be called partnerships)

Protected area preservation will require the involvement and support of cooperatives such as private citizens, local or national nongovernmental organizations, neighboring communities, local businesses, schools, civic groups, concessionaires, outfitter and guide companies, private tourism resorts, and others.

The St. Kitts Protected Areas Conservation Trust Act specifies that the Chief may grant licenses (special use permits) for the provision of visitor facilities and services. The license should specify the following:

- (a) the location, number and general specifications for the type and types of facilities to be developed;
 - (b) the specific services to be provided;
 - (c) approved methods of debris disposal;
 - (d) sanitation and cleanliness standards;
 - (e) reporting the amount of visitor use;
 - (f) standards of behavior and dress for employees of the licensee who have contact with the public;
 - (g) freedom of examination of all business records by the protected area administrator.
 - (h) fees to be charged visitor including when and how collected
 - (i) percentage of gross proceeds to be returned to the Service as a cost-recovery/opportunity fee.
- These monies will be placed into the general fund of the Service. Ten percent (10%) of the gross proceeds is the standard cost-recovery/opportunity fee.

(j) Training requirements for the permittees. Tourist's guides and other service operators working with visitors will be expected to have 8 hours of PA training and orientation.

Positive working relationships should be encouraged for each protected area under the following guidance.

1. Opportunities should be made available for cooperatives to be involved with each protected area such as helping in trail and campsite maintenance, resource monitoring, visitor monitoring, interpretation materials and naturalist programs, tour guiding, environmental education efforts outside the protected area, and in planning the PA management plan.
2. Training will be provided to cooperatives and a reward system established.
3. Visitor contacts can be made for interpretation, educational, scientific, and monitoring purposes. Law enforcement authority will not be delegated by the Service, but cooperatives will be expected to observe, document and report unlawful activities.
4. The Service will maintain responsibility for protected area preservation and protection, but may delegate various duties and management activities as set forth in the PA management plan.
5. Cooperatives may use necessary equipment, facilities, vehicles, and other administrative items if deemed appropriate and available by the Chief. Cooperatives may be reimbursed for expenses from PA funds or advanced funds for approved and anticipated expenses.
6. All proposed cooperative activities, events, literature, and other efforts must be presented in writing and reviewed and approved by the Chief a priori. The Chief may specify performance standards or other expectations of the cooperative.
7. Cooperatives may assist in collecting fees.
8. Cooperatives will be readily recognizable in the PA by a professional appearing insignia, badge, dress shirt or other such means as approved by the Chief.
9. Records will be maintained by each protected area pertaining to the work accomplished by each cooperative and included as part of their annual review.
10. Cooperatives that are judged by the Chief to not be following performance standards, expectations, or some way compromising protected area resources and values, may be asked to cease involvement. Appeals of the Chief's decision can be made by the cooperative, or any other party or person, in which case the decision to cease or continue will rest with the Board.

J. Fees and Charges

The long-term financial sustainability of the St. Kitts Protected Areas Conservation System is dependent upon a fair and reasonable set of fees and charges. These fees and charges should be based upon (a) a cost-recovery basis for sustaining the PA system and (b) the current free market value of providing goods, programs and services in a PA.

Fees and charges are not considered a "tax" in that the revenue does not go to the general fund of the St. Kitts government for its appropriation. All fees and charges are deposited into a special non-governmental bank account for oversight and distribution by the Board, and for the sole purpose of sustaining the St. Kitts Protection Areas Conservation System.

The types of fees and charges are varied: for example, PA entrance fees; concession fees for food services, vending, or tour operators; , educational program fees; special events fees; licenses for special activities such as diving, fishing, diving, boat mooring, and camping; facility rental fees; fees for special studies; and fees for special land uses or activities.

Fees and charges must be carefully analyzed and determined as part of the PA management plan. Board approval is necessary.

The Service should work closely with the Ministry of Tourism and other tourism businesses and associations (e.g., hotels, guides) to ensure that visitor-related fees are fair, reasonable, practical to collect, not burdensome on the visitor, coordinated, consistent, and do not have any significant long-term affect on the nation's tourism economy and visitation to St. Kitts.

The Service should work closely with the Ministry of Tourism and other tourism businesses and associations to develop a "compelling Thank You message" to visitors and tourists to St. Kitts. The message should make visitors aware that they are financially supporting the PAs in St. Kitts, that they are helping to ensure future generations of residents and travelers will enjoy and benefit from their generosity, that 100% of all the fees and charges go directly to the support the operations of the Service, and that St. Kitts says "thank you."

This "compelling thank You message" should be integrated into a tourism marketing program both internationally and nationally, and conveyed to tourists by tour operators, hotel staff, and other points of contact.

One hundred percent (100%) of all fees and charges collected are retained by the Service. As a general rule, 75% percent of the fees and charges collected at one PA will be retained for program operations by that PA. The remaining twenty-five percent (25%) will be allocated to other PAs who cannot logistically collect fees and charges, or who do not have the type and amount of use to justify a program.

The Conservation System Strategic Plan should detail the intended collection and distribution of fees and charges. The individual PA management plans should detail the type of fees and charges, procedures for collecting fees, recordkeeping, oversight and accountability procedures, visitor education and tourism marketing efforts, banking procedures, reporting procedures, and other aspects of the program.

H. Adjacent Land Uses

The integrity, resources and values in PAs can be affected by current land uses and proposed changes. While the Service has no authority beyond the boundaries on a PA, it should work proactively with land owners and developers to minimize any adverse impacts.

Adverse impacts can be varied such as resource degradation (e.g., water quality, run-off, wildlife disturbance), visual intrusions from towers, subdivisions, and industrial activity, audial intrusions from residential and commercial activities, transportation congestion, and increased unauthorized access and activities.

The Service should work closely with the Ministry for Sustainable Development by proactively providing input and making recommendations for proposed land and water use changes, and suggesting mitigation measures for the protection of the PA resources and values. The Chief should submit written input for all proposed land and water use changes to the appropriate government officials. For proposals that may have a significant impact on a PA, the Board should review the proposed project and submit written input to the appropriate government officials.

Mitigation measures may include the Service buying a conservation easement on the lands and waters in question, some type of cooperative venture, re-design of a project, vegetative screening, cessation of activities at certain times and places, or financial incentives.

IV. Protected Area Plans

The operational foundation of the St. Kitts Protected Areas Conservation Service includes a PA Conservation System Strategic Plan and individual PA management plans. These plans are guided by the following:

A. PACT Strategic Plan

The Chief, in collaboration with the Board, will develop a 5-year strategic plan to guide the Service in meeting its legislative mandate. The development of the Service's strategic plan should be collaborative with the Board and should address, at a system-wide scale, all the important issues and opportunities.

Public involvement is critical throughout the strategic planning process. The strategic planning team should have direct membership from the Board, the Service's Citizen Advisory Committee, and membership from other key agencies or organizations. The planning process should include input and counsel from resource experts throughout the government, and may include scientists and PA professionals from other countries.

The Plan should address financing, staffing, organizational efficiency, resource protection, resource monitoring, condition of important resources and values, areas under consideration for national designation, and major challenges confronting the Service.

B. Protected Area Management Plans

The Service will prepare and maintain a comprehensive, integrated, and detailed PA management plan for each individual PA. This Service's Strategic Plan will provide national and system-wide guidance and set the framework and structure for the development and maintenance of individual PA management plans.

There may be situations where one management plan may provide management direction for multiple PAs. Situations which may justify such "sector of clustered" management planning and plans might include close proximity, small in size, similar in resources and values, and administrative effectiveness and efficiency.

C. Responsibility for Plan Development

The Chief is responsible for developing all plans, with subsequent review and approval by the Board. Each plan should be reviewed by government officials from tourism, forestry, fisheries, agriculture, cultural and historic resources, and other sectors deemed appropriate.

D. Plan Schedules and Progress Reviews

The Service's Strategic Plan and individual PA management plans should be reviewed and updated every five years or more often if there is a compelling issue or opportunity. Written annual progress reviews will be prepared annually and submitted to the Board.

E. Public Involvement

Each plan will involve the public. The Service will actively encourage and provide opportunity for public input, review and involvement. The public refers to, but is not limited to, local residents, communities, schools, businesses, environmental groups, civic groups, tour operators, historical and cultural associations, and adjacent landowners.

Public involvement techniques can include open houses, workshops, surveys, website information, interviews, advisory committees, and other collaborative tools and techniques.

It is critical to document the public's issues, concerns, and desires. Public involvement should be incorporated each planning stage. There should be a 60-day national public review and comment period for all draft plans.

F. Planning Process

Each Plan should follow a systematic planning process and address all policy issues aforementioned in this document. A typical public planning process will include the following steps: (a) identification of important public issues, management concerns, opportunities and threats, (b) decision criteria to serve as a basis for decision making, (c) inventory of resources, values, current land uses, current amount and type of visitation, and other factors, (d) formulation of management alternatives, (e) evaluation of the consequences of each proposed alternative including level of public support, (f) selection of the preferred alternative, (g) implementation and monitoring, and (h) adaption and revision.

Economic benefits/impacts should be one of the decision criteria used to evaluation each proposed alternative, but it in and of itself does not drive a particular decision. It is one consideration among many used to ensure a sustainable system of PA resources and values for St. Kitts.

The Chief will make a recommendation to the Board of the preferred alternative. The recommendation should be based on a full and clear listing of reasons for the recommendation, including potential negative consequences and what steps will be taken to mitigate. Public transparency is vital. The recommendation and draft plan should have a 60-day national public review and comment period.

G. Plan Components

Each plan should include public issues; management concerns; planning criteria; decision criteria; an inventory of principal protected area resources and associated values; protected area goals and objectives; management zones; quality standards; management tools to be implemented; intended target accomplishments by year; budget and personnel requirements; fees and charges; monitoring strategy and data storage; personnel and program evaluation strategy; and associated maps, brochures, aerial photos and other devices to assure an understanding of the plan.

Zoning strategies are appropriate. Management zoning can improve management effectiveness and efficiency but allowing policies, personnel, budgets, and management actions to be specified for sub-units or zones within a PA.

H. Explanation of Fees

Each plan should explain all fee collection schemes such as entrance fees, concession fees on special use permits, special licenses, and merchandise sales. The plan must detail type and purpose of fees, 5-year projections, collection methods, recordkeeping, accountability strategy, and responsible people.

I. Amendments or Changes to the Plan

Amendments or changes to a plan should be for compelling reasons and carefully considered. All proposed amendments and changes should be transparent, fully and clearly documented, solicit and consider public input, be based upon the best available science, and allow for a 60-day national public review and comment. The Board is responsible for the decision to amend or change a previously approved plan.

If the proposed amendments or changes are deemed to have significant social, economic, or ecological effects or are found to be highly controversial among the public or resource experts, then the Service should initiate a full-scale planning process similar to the thoroughness used to develop the current plan.

J. Changes to the Management Policies

These management policies are intended to provide consistency, stability and predictability over the years as the PA System and Service evolves, membership on the Board changes, personnel and programs changes occur, and new issues and opportunities arise.

A change in these management policies should be considered a significant decision. Any proposed change should proceed through a very deliberate planning process with public involvement and counsel solicited from resource experts. All proposed changes are subject to a 60-day public comment period before adoption. The Board is responsible for the decision to change the management policies.

5. Financial Strategy

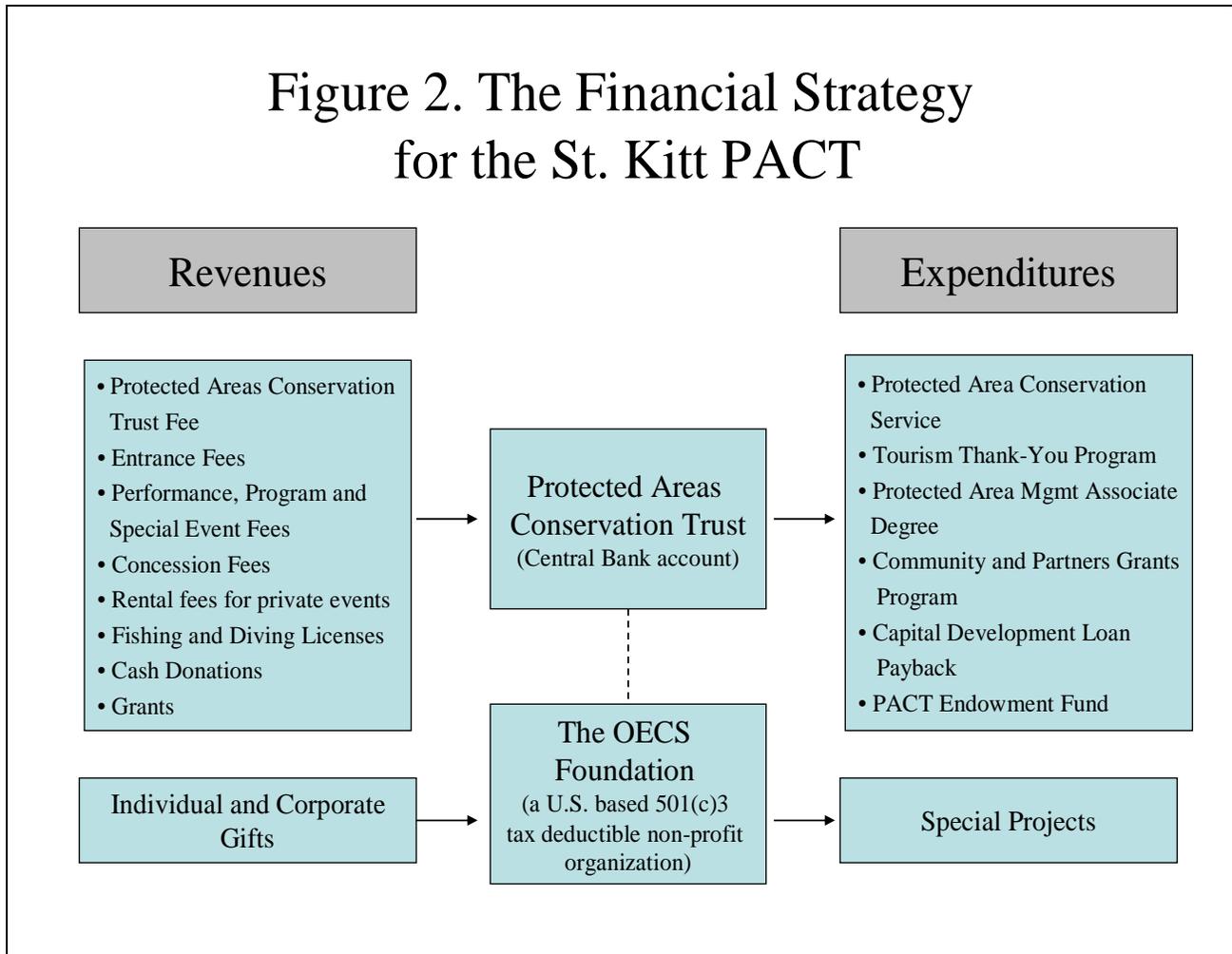
The financial strategy addresses two issues: (1) the annual operating strategy and (2) and capitol development strategy for the buildings and infrastructure in the St. Kitts National Capitol Park.

1. Annual Operating Strategy

The following chart and tables depict the overall financial strategy, projected annual revenues, projected annual expenses, annual staffing projections and two options for the PACT fee.

a. Overall Financial Strategy

Figure 2. The Financial Strategy for the St. Kitt PACT



b. Annual Revenue and Expenses

Annual Revenue Source	Description and Basis	Estimated Annual Revenue
Protected Area Conservation Trust Fee	The PACT would be a user/cost-recovery fee built into the purchase cost of an airline ticket purchased by a non-resident person; the PACT fee may also apply to cruise ship passengers to St Kitt	\$800K US
St Kitt National Capitol Park Visitor Center Entrance Fee	40,000 annual visitors at average of \$5 per	\$200K US
Performance, Program and Special Events Fees	10,000 annual visitors at average of \$10 per	\$100K US
Rental Fees for Private		

Special Events in Amphitheater, Plaza, Classroom/Meeting Space,	100 rentals per year at average of \$100 per; basically a cost recovery fee for private use	\$10K US
License fees for a 10-day non-resident fishing and dive license	5,000 tourists at \$5	\$25K US
Individual and corporate donations of cash	There would be a tax deductible gift-giving program; the OESC will incorporate a 501 c3 tax deductible association in the U.S.	\$10K US
Concession Fees	10% of gross proceeds would be charged for concessionaires; visitor center restaurant, tea room, book purchases, and other merchandise	\$30K US
Projected Annual Revenue		\$1,175,000 US
Grants	These are not included in the annual revenue stream because this revenue is not regular or predictable.	TBD
Government in-kind contributions (e.g., tech support, monitoring, equipment, GIS,	These are not included in the annual revenue stream because this is the valued of time & effort from government agencies and not cash.	Est. \$50,000 US in-kind contributions

Annual Expenses/Distribution	Explanation	Annual Amount
PACT Board operations	Monies for meetings, supplies, Board member travel expenses, strategic planning, printing, website, annual audit, accounting, secretary	\$35K US
PACT Citizen's Advisory Committee	Monies for meetings, supplies, Board member travel expenses, communications	\$5K US
Administrative Services for PACT and its protected areas	Includes personnel (\$180K) plus operations, training, travel, communications, and equipment (\$70K)	\$250K US
St. Kitts National Capitol Park	Includes personnel (\$197K) plus operations, training, travel, communications, and equipment (\$153K)	\$350K US
Central Forest Reserve Sector	Includes personnel (\$92K) plus operations, training, travel, communications, and equipment (\$58K)	\$150K US
Marine Reserves Sector	Includes personnel (\$75K) plus operations, training, travel, communications, and equipment (\$55K)	\$130K US
Tourism "Thank You" Program	Administered through the Ministry of Tourism	\$50K US
Protected Area Management Associate Degree and other Training	Administered through Ministry of Education to the Clarence Fitzroy College	\$50K US
Water Resources Monitoring and Conservation Program	Administered through the Ministry of Public Works, Utilities, Transport and Post	\$50K US
Community and Partnership Grants Program	Administered by the PACT Board	\$40K US
Bank loan repayment for capitol development	This money would pay off any initial capitol construction loan for the St. Kitts National Capitol Park visitor center.	\$50K US
PACT Endowment Fund	Approximately 3-5% of the PACT fee will be invested annually into an endowment fund	\$20K US
Projected Annual Expenditures		\$1,175,000 US

c. Projected Annual Costs for Staffing

St. Kitts's Protected Area Conservation Service Staffing Positions and Annual Costs—page 1/2				
Position Title	Number of positions	Salary Scale	EC Annual \$	US Annual \$ (2.6 conversion)
Administration				
Chief Protected Area Officer	1	K40	\$66K	
Financial Controller	1	K35	\$53K	
Environmental Conservation Officer	1	K35	\$53K	
Protected Area Planner	1	K35	\$53K	
Education/Communication Officer	1	K35	\$53K	
Grants & Partnership Officer	1	K35	\$53K	
Protected Areas Law Enforcement Officer	1	K35	\$53K	
Senior Clerk	1	K25	\$36K	
Office Assistant	2	K12	\$42K	
Subtotal	10		\$462K	\$178K US
St. Kitts's National Capitol Park				
Senior Park Officer	1	K35	\$53K	
Park Law Enforcement Officer	1	K30	\$44K	
Education/Interpretation Officer	1	K30	\$44K	
Agronomist Assistant	1	K25	\$36K	
Youth/Special Events Officer	1	K25	\$36K	
Financial Clerk	1	K25	\$36K	
Entrance Gate/Visitor Information & Receptionist	4	K12	\$84K	
Janitor/Maintenance	2	K12	\$42K	
Park Rangers	4	K15	\$96K	
Gardeners/landscape maintenance	2	K12	42K	
Subtotal	18		\$513K	\$197K US

Protected Area Conservation Service Staffing Positions and Annual Costs---page 2/2				
Position Title	Number of positions	Salary Scale	EC Annual \$	US Annual \$ (2.6 conversion)
Central Forest Reserve Sector				
Senior Forest Reserve Officer	1	K28	\$41K	
Education and Community Officer	1	K25	\$36K	
Clerk/typist	1	K15	\$24K	
Protected Area Rangers	4	K15	\$96K	
Trail maintenance/Janitor	2	K12	\$42K	
	9		\$239K	\$92K US
Marine Reserves Sector				
Senior Marine Reserve Officer	1	K28	\$41K	
Education/Interpretation Officer	1	K25	\$36K	
Protected Area Rangers	3	K15	\$72K	
Clerk/typist	1	K15	\$24K	
Janitor/Maintenance	1	K12	\$21K	
Subtotal	7		\$194K	\$75K US
TOTAL Annual Personnel Costs	44		\$1,408,000	\$542,000 US

d. Options for Implementing a PACT Fee

The Protected Areas Conservation Trust (PACT) Fee is the economic engine ensuring the financial sustainability of the protected areas in St. Kitts. The fee and its implementation are modeled after a “best-practice” success story for Belize.

The overall annual operating budget for the St. Kitts Protected Areas Conservation Trust program is estimated to be \$1,175,000 US, with the PACT fee comprising \$800,000 or about 68% of the annual budget.

Visitors to St. Kitts want to see and experience the country’s special natural and cultural resources, its beauty, people, open space, and recreational opportunities. Tourists are valued and welcomed,

but they are also users of our protected areas to which there is a cost. The PACT fee user/cost-recovery fee built into the advanced purchase of an airline ticket and/or cruise ship ticket.

The PACT fee is not a tax which is deposited in the general treasury of the Government of St. Kitts, but rather the PACT fee is a user/cost-recovery fee entirely dedicated to the Protected Areas Conservation Trust. .

The PACT fee program is a “compelling story to tourists” because it symbolizes the importance the Kittitians places on their natural and cultural heritage, and their commitment to sustaining these areas for future generations of residents and tourists.

The PACT fee applies to non-resident tourists to St. Kitts. The following table shows tourist visitation numbers of the last four years.

Type of visitors	2005	2006	2007	2008 (4 th qtr estimated)	4-year average	Number used for basis of PACT fee
Stay-overs	99,824	104,431	96,610	104,000	101,216	90,000
Cruiseship passengers	210,316	193,605	241,032	300,000	236,238	225,000

Option 1: Both airline and cruise ship passengers partake in the PACT fee program

Option 1 recognizes that all tourists to St. Kitts should participate in the PACT fee program, but at a differential fee-scale based upon several considerations.

The “stay-over” tourists to St. Kitts arrive by airline. Stayovers stay much longer in-country (8 days), visit more sites, and thus have a greater “footprint” on the country (e.g., water, transportation, lodging, food). Stayovers pay a \$22 US departure fee but none of these monies go to protected area management.

The “day” tourists arrive by a cruise ship and experience the country for six or less hours. They pay a port fee of \$5.00 per person to the St. Kitts Port Authority. This fee is included in the cost of the cruise ship ticket and is paid to the Port Authority by the agent of the ship upon docking. None of these fees go to protected area management.

Option #1 fees---

- \$5.25 US PACT fee for non-resident airline passengers. Estimated revenue based upon 90K annual non-resident airline arrivals = \$472,000 US
- \$1.50 US PACT Fee for non-resident cruise ship passengers. Estimated revenue based upon 225K annual cruise ship arrivals = \$337,000 US

Option #2: Only airline passengers partake in the PACT fee program

Option 2 recognizes that charging cruise ship passengers may not be practical or political acceptable at this time.

Option #2 fees---:

- \$9.00 US PACT fee for non-resident airline passengers. Estimated revenue based upon 90K annual non-resident airline arrivals = \$810K US

Our recommendation, based upon input from government officials, is that Option #2 would be more practical and achievable at this time. It is recommended that the cruise ship industry be approached about supporting the PACT through other means of corporate donations or gifts, and that a PACT fee on cruiseship passengers should be revisited in later years .

What affect would the PACT fee have on airline ticket costs? The following table shows the percentage increase to ticket costs based upon the implementation of a \$9 PACT fee.

Tourists Origins (RT flights to Basseterre from:)	July 12-19, 2009	Nov. 15-22, 2009	The percent increase to each tourist origin area if adding a \$10 PACT conservation fee.
Washington DC	\$607	\$619	1.4%
Philadelphia	\$513	\$661	1.5%
New York	\$504	\$525	1.7%
Boston	\$548	\$599	1.5%
Atlanta	\$586	\$770	1.3%
Chicago	\$634	\$649	1.4%
Dallas	\$620	\$695	1.3%
Toronto	\$712	\$812	1.1%
London	\$1,181	\$1,030	0.8%

- Prices are based upon a June 1, 2009, Expedia search.
- The average price was used to calculate the % increase for each destination.

2. Capitol Development Strategy

The St. Kitts National Capitol Park is proposed to have a variety of development such as trails, parking lots, train station, and large rainforest arboretum. The most significant facility in cost would be the visitor center complex. The visitor center complex (described in more detail in Section 6) is actually a three-part facility---a 90,000 square foot outdoor botanical plaza with keystone water features and a spray park, a 10,000 square foot visitor center (two-story with administrative offices on second floor), and an outdoor amphitheater. These facilities are still at the concept stage and have not received a professional cost estimate at this time, but a projected capitol development cost is estimated to be \$4-5M US.

There are five options that could be employed to secure these capitol development funds.

a. International Grants

St. Kitts has a huge opportunity to attract international monies. The vision proposed here for (a) a financially self-sustaining protected areas system, (b) a non-governmental Trust, (c) the creation of new protected area conservation Service with supporting professional training, and (d) the restoration of a rainforest and development of a national capitol park is innovative and could be a regional model for the OECS and other island nations around the world.

St. Kitts has a compelling story to attract significant monies to finance capitol development.

b. Business Park

A rectangular portion or “notch” of the St. Kitts National Capitol Park fronts Wellington Road (The site plan in Section 6 identifies this area). Wellington Road is the main link between the international airport and Basseterre. This large parcel of park land is between two very nice and environmentally clean complexes of churches, banks, a telephone company, and government offices.

Because of the irregular and abrupt park land boundaries, this area will pose a difficult management challenge over time. It is also distant from the main park facilities and uses that are planned.

Thus, there would be an option to sell this parcel of land for the development of a business park. The business park (as opposed to industrial park) would need to have development covenants (development easement) placed of the land sale to ensure compatible development, adequate wastewater/sewage treatment, and to ensure contractual agreement that no activities will be permitted in the future that may compromise the aquifer. The developer could be required to establish a 20-year “bond” (i.e., insurance policy) in order to help ensure environmental compliance over time.

The actual size of this parcel is estimated to be 1200' X 450'. Assuming \$2.00 US per square foot for this prime location, the market value would be in the neighborhood of \$1M US. These monies could be available for the capitol development.

c. Allocation of PACT Fee

The annual operating budget presented in Section 5.1 describes the financial strategy after it is fully operational. That is, it will be a number of years until the various revenues and expenses come on-line because the park facilities and staff, and the Service's staff, will come on-line incrementally.

One of the first income streams to come on-line would be the PACT fee that would generate some \$800K US revenue per year. One option would be to allocate \$500K US of these monies for five years to help build the infrastructure necessary to bring the other revenues streams on-line (e.g., entrance fees, special events, concessions).

The allocation of PACT fees during the first five years could provide \$2.5M US towards the capitol development.

d. Line-Item Budget Expense

The expense budget presented in Section 5.1 includes a line-item expense of \$50K US for the payback of any development or construction loan. Over 20 years, this would amount to \$1M US paid on the principal and interest of a loan, bond, or some other type of financial arrangement.

e. Increase the PACT Fee

The financial target presented in Section 1 for the PACT fee is \$800K US annually to support the annual operations of the Trust. This option would involve increasing the financial target of the PACT fee.

For example, given the amount of tourism visitation, a modest increase of \$2.00 US could generate approximately \$180K US per year on non-resident airline tickets or \$450K US per year on cruiseship tickets. Over ten years, several million dollars could be generated for capitol development.

In summary, it is likely the capitol development program will be funded by multiple sources. The first four options presented here are both reasonable and realistic in order to build a \$5M US park complex. The fifth option (increase the PACT fee) should only be implemented as a last resort.

6. The St. Kitts National Capitol Park Plan

This section provides a management vision and goals, design criteria for the proposed park, park site plan, design for the visitor center complex, list of recommended facilities, a risk assessment of planned facilities, and management actions for several key issues.

a. Name of Park

In the RFP for this project, the name of National Park was used in reference to the 500-acre area in Basseterre Valley. The size and features of the proposed National Park are not consistent with the international understanding and expectations of what constitutes a national park. The proposed title might be misleading to many foreign travelers and cause unnecessary criticism or disappointment, whereas a more descriptive and accurate name would not only mitigate this situation but would provide another significant tourist attraction. It was also felt that the term “Liamuiga” may be best used to name a future protected area encompassing Mt. Liamuiga.

It is recommended that this area be called the St. Kitts National Capitol Park. Two other considerations were the St. Kitts National Botanical Garden and the St. Christopher National Capitol Park.

b. Management Vision and Goals

The vision for the St. Kitts National Capitol Park is to be an icon of national pride and prestige for all Kittitians and a reknown attraction for visitors to St. Kitts.

Towards that end, the management goals for the Park are to:

1. Protect the water aquifer in the Basseterre Valley;
2. Restore and maintain a native rainforest for education and recreation purposes;
3. Provide open space in an increasingly urban setting;
4. Provide active and passive outdoor recreation opportunities;
5. Serve as a high-valued tourist attraction to experience and enjoy St. Kitts;
6. Contribute to economic welfare and development;
7. Serve as an outdoor classroom and laboratory.

c. Design Criteria

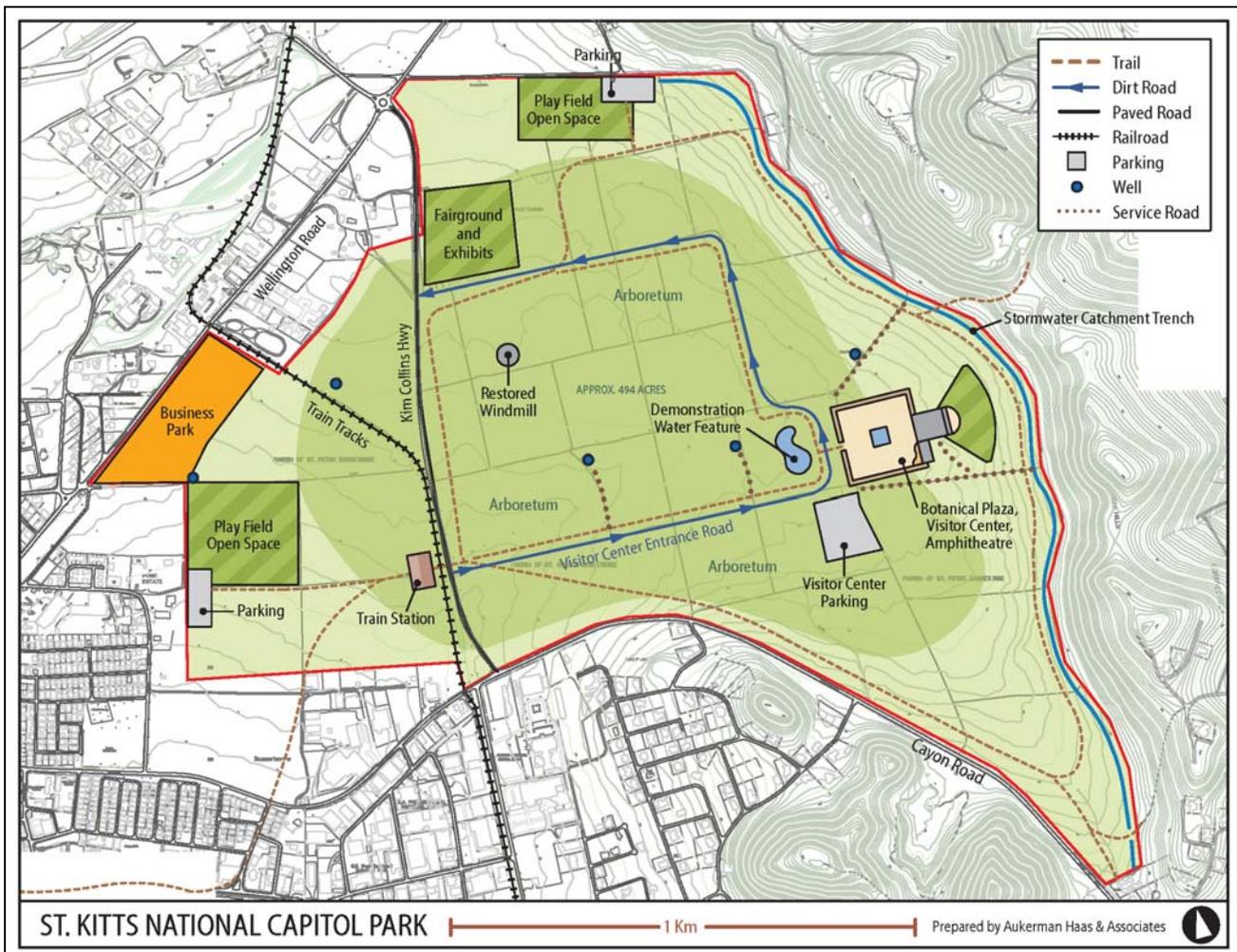
Stakeholders and government officials provided their thoughts about how to develop and design the St Kitts National Capitol Park. They provided thoughtful insights that provide a framework for the Park plan. The following words were recorded which reflect the spirit and criteria used to develop the site plan and recommended facilities.

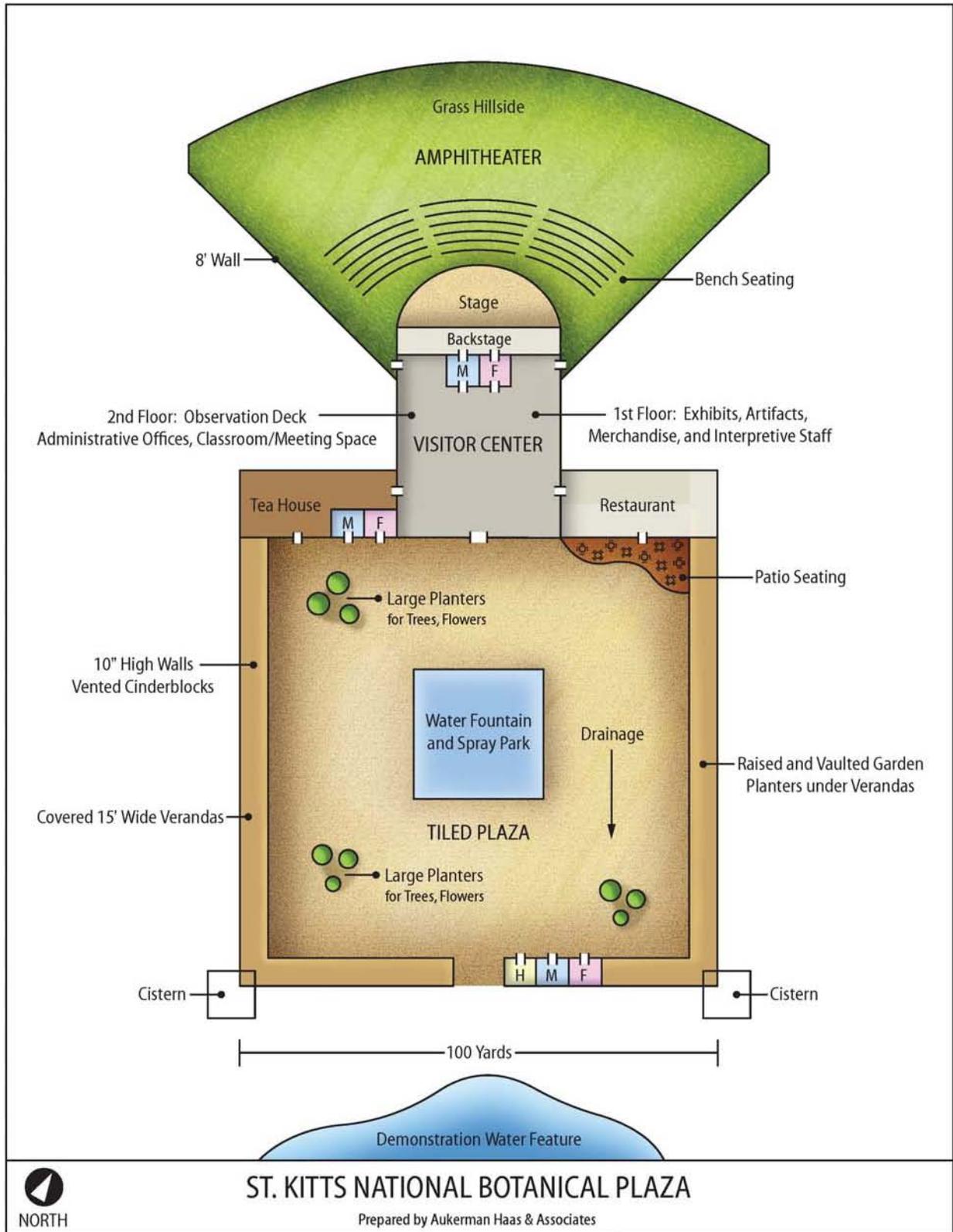
- open space
- a simple place to walk and play
- quiet contemplation
- a place of stark contrast to downtown or the airport or the port
- simple, modest elegance
- easy to find and easy to visit
- uncluttered
- multi-functional

- charming natural setting
- natural beauty, nature smells and sounds
- no congestion of traffic or people
- no heavy or hard handed commercialism
- a chance to experience what was
- learning, wonderment, informative
- a place to exchange cultures (two-way)
- eventful and memorable
- healthy, fitness, exercise
- clean, no hazards, environmentally friendly
- connecting children with nature
- a safe place, a family place

d. Site Plan and Visitor Center Complex Design

Based upon the resource conditions and input from stakeholders and government officials, the following is a proposed site plan followed by the design for a visitor center complex.





e. Facilities and Features Planned for the St. Kitts National Capitol Park

- multi-use trails for walking, jogging, bicycling
- exercise stations
- parking lots on perimeter to access trail system
- interpretive and directional signage
- vehicle access roads (one-way)
- national capitol park visitor center----combination outdoor botanical plaza, visitor center building and outdoor hillside amphitheatre.

---The outdoor botanical plaza would be a walled 90,000 square feet outdoor area with water features, attracted vegetation, and covered verandas on each side to accommodate raised vaulted (contained) garden planters and a walkway for people to tour. The plaza would lead up to the visitor center building entrance

---The visitor center building on the first floor would contain educational exhibits, information desk, video presentation area, artifacts, restaurant and tea area, book store, bathrooms, and storage. The second floor would contain a 150 person classroom/meeting space, warming kitchen, public viewing deck, administrative offices of Protected Area Conservation Service, and bathrooms.

---By passing through the visitor center first floor a guest would enter a outdoor amphitheatre with canopied stage, backstage prep area, rows of benches, grassed hillside with a capacity for 1500 people, and security wall..

- parking lot for park visitor center
- cab staging area
- equipment storage yard
- large open space area for outdoor fairs, festivals, and other special events
- rainforest arboretum---throughout park
- restored windmill and interpretation site
- merchandise area for local crafts and agricultural products----no imported merchandise.
- play fields/open space near communities (Conaree, Pond Extension)
- solar powered lighting (removal or underground placement of electric lines)
- landscaping and improvement of well sites (i.e., painting, fencing, trees)
- remove highway advertising signage
- remove and restore unnecessary old farm roads and lanes; leave service roads

f. Example Programs and Special Events Visitor Center Complex

- regional Caribbean cultural performances
- plays, concerts, orchestra
- community fairs and holiday festivities
- interpretive talks and tours
- professional development courses
- wedding, receptions, reunions, sermons
- education classes and tours for school groups
- business meetings and political rallies

g. Risk Assessment Matrix

In consultation with the OET and EMC, the following risk assessment matrix was used to assess what impact, if any, the proposed park facilities and features would have on the water quality or quantity in the Basseterre Valley

Risk Assessment Matrix of Park Features Under Consideration for the St. Kitts National Capitol Park						
Park Feature	Description of Park feature	No likelihood of impact (0%)	Small likelihood of impact (1-20%)	Moderate likelihood of impact (21-40%)	High likelihood of impact (41+%)	Mitigation Measures
Multiple use trails	There would be a perimeter dirt trail and several interior dirt trails for walking, jogging, and biking. Brush hogs would cut adjacent vegetation.	X				No use of chemicals for dust or weed control.
Exercise stations	Approximately 12 exercise stations would be constructed along the trails. Local natural wood materials would be used.	X				No use of treated materials; consider fiberglass materials
Perimeter parking lots	Several small 6-10 car parking lots would provide access for neighboring communities (e.g., Conaree, Pond Extension). These would be dirt lots delineated with	X				No overnight parking permitted. Vehicles with mechanical problems should be removed immediately.

	landscape rocks.					
Rainforest arboretum	<p>The re-establishment of a natural rainforest would be the most significant park feature. The historic sugar cane fields would be cut, ripped and plowed under.</p> <p>Sugar cane fields would not be maintained in the park in deference to the Sugar Cane Museum/Demo project underway at Belmont and concern of public about fertilizers.</p> <p>Fertilizers would not be used.</p>	X				No use of fertilizers or pesticides
Sugar cane windmill	<p>The historic windmill would be restored. An interpretive trail, small parking lot, and signs would explain the windmill operation. Pieces of actual sugar cane may be sold or sampled.</p>	X				
Business Park	The "notch" of					The

	<p>parklands fronting Wellington Road will be difficult to manage as a park and has significant real estate value.</p> <p>In the absence of a large capitol construction development grant for the park, one finance option would be to sell these lands for a business park (e.g., finance, gov't, education, R&D, other services).</p> <p>Sale of the parklands would need to have some strict environmental covenants and enforcement.</p>	X				<p>development of a business park would need to carefully reviewed and approved by the Ministry of Sustainable Development and the Protected Areas Conservation Trust Board.</p> <p>Domestic waste should be treated by no less than secondary treatment methods with effluent used for irrigation, sludge disposed at landfill. Runoff from parking area must be collected and infiltrated on site through retention basin sized to handle the 100 year rainfall event.</p>
Garden planters	<p>The visitor center complex will have a large quantity of special native vegetation (e.g., orchids, native flowers, herds, medicinal plants).</p>					<p>Fertilizer storage would be in a secure storage building on the southern perimeter of the park.</p>

	<p>All special vegetation will be grown in contained planters and/or concrete troughs along the perimeter of the botanical plaza.</p> <p>Fertilizers could be used. The plan would be to use cistern water.</p>	X				
Bathroom facilities	<p>All bathroom facilities would use a conventional septic tank treatment system.</p> <p>The bathroom facilities in proximity of the visitor center complex would have a secondary treatment involving a wastewater reclamation pond with natural vegetation. This feature would be a featured educational asset.</p>	X				

Visitor Center Complex: This complex would be the major attraction to the St. Kitts National Capitol Park. It would be comprised of three areas: (a) a large botanical plaza with water features, (b) a two-level exhibits or visitor center building, and (c) a large outdoor amphitheatre. The complex would be located towards the NE perimeter of the parklands so as to provide a sweeping attractive view of the entire watershed and harbor, and to provide some distance from the urban sights and sounds of Basseterre. More details of the three follows.

<p>Visitor Center Complex:</p> <p>Botanical plaza</p>	<p>The botanical plaza would be a 4-5 acre walled outdoor plaza with covered verandas around the perimeter for botanical plantings and local merchandising. All the planters would be contained. Fertilizers could be used.</p> <p>The key feature of the botanical plaza would be a water fountain and water spray park for children.</p>	<p>X</p>				
<p>Visitor Center Complex:</p> <p>Exhibits building & administrative offices</p>	<p>The botanical plaza would be anchored to the exhibits building. On the ground level would be an exhibits area, interactive displays, artifacts, video viewing room, bathrooms, food</p>	<p>X</p>				

	<p>service area, book and merchandising area, storage, and reception area.</p> <p>On the second floor would be a large class/meeting space and the administrative offices of the Protected Areas Conservation Service.</p>					
<p>Visitor center Complex:</p> <p>Outdoor amphitheatre</p>	<p>The outdoor amphitheatre would be anchored to the exhibits building. It would include a raised stage, prep area, row seating, sloping grassed hillside and a perimeter wall.</p> <p>The bathroom facilities in the exhibits building would service visitors to the amphitheatre.</p> <p>No fertilizers would be used.</p>	X				<p>Fertilizer storage would be in a secure storage building on the southern perimeter of the park.</p>
<p>Wastewater reclamation pond</p>	<p>The visitor center complex would be serviced by a secondary treatment involving a</p>	X				<p>This complex needs to include an adequate wastewater</p>

	<p>reclamation pond with natural vegetation.</p> <p>The pond may be lined.</p>					and sewage treatment system.
Interior roads and parking	Roads and parking lots would have a natural dirt surface	X				Speed control, drainage and one-way traffic.
Interpretive signage	Educational signs would be constructed in the park using local natural woods, or metal for durability.	X				Do not use treatment woods.
Outdoor exhibit and special events area	<p>A large open space would be designated for special outdoor events (e.g., fairs, festivals, community picnics) near the current Taiwanese Farm.</p> <p>All activities, equipment, and programs would be pre-approved and monitored to ensure resource protection.</p>	X				

Park equipment storage yard	This would be a secured maintenance building and lot for equipment storage (e.g., mowers, tractors, vehicles, small equipment, emergency spill barrels) located on the south perimeter of the park	X				Locate on the southern perimeter of park area.
Security considerations	The primary means of transport for security patrol would be bicycle (similar to Port security) and electric golf carts.	X				
Lighting	To the extent practical, passive and active solar features would be included in the design and operations (e.g., overhanging roof lines to reduce heat gain, solar powered night lights and emergency phones).	X				
Stormwater catchment trench	In anticipation of continued housing development on the slopes above the park, a	X				

	stormwater catchment trench would be located along the park's NE boundary.					
Train Station	A modest train depot would accommodate people to access the park from the port or the countryside. Bicycles, rickshaws, and electric conveyances (golf carts would help transport visitors to the botanical plaza.	X				There would be long-term train storage, mechanic, or fuel storage on site. The train personnel would be responsible to check for an oil, fuel or any wastewater spills from each train stop. Shovels and storage barrels would be stored on-site to mitigate any spills.
Cisterns	Below ground cisterns would be used to collect water from the tile floor in the botanical plaza and from the roof of the plaza's verandas and exhibits building. This water would be used to irrigate the vegetation in the botanical plaza	X				

	and to replenish for water supply for the water features in the plaza.					
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h. Park Budget and Staffing

These elements were previously presented in Section 5.1 Financial Strategy.

i. Design Concepts for the St. Kitts National Capitol Park

A photo collage of key design concepts for the facilities, features and programs in the Park was presented at the stakeholder meeting with hard copies and a powerpoint file copy delivered in person (due to file size) to Ian Liburd with the Water Resources Department.

7. Implementation Steps

The purpose of this section is to lay out a process and series of steps necessary in order to implement the recommendations in this report. Specific actions, target dates, notations and the responsible person are included in the following matrix.

There are two keystone decision points reflected in the matrix that will significantly influence both the speed and approach to implementation. It is impossible to anticipate all the possible implementation actions or sequence given the different directions this project may go or not go, depending on the Cabinet support for the proposed PACT Act and PACT fee.

Actions	Target Date	Notations	Responsible Person
1. Complete existing contract including the two output management plans; and make hard copies for distribution	July 2009	50 copies for wide distribution	OET, EMC, AHA
2. Review project budget to see if any monies are available for a phase two or for implementation	July 2009		Halla and Sandy
3. Determine the priority implementation steps that could be afforded in the current project budget; make allocation decisions of any available monies.	July 2009		Halla, Sandy, Glenn
4.. Present the proposed plans to the Cabinet and determine support for continuance; decide if there is sufficient political will to move forward	August or Sept 2009	All subsequent steps would be dependent on Cabinet response, particularly the recommended financial strategy and PACT fee.	OET, EMC, AHA
CRITICAL DECISION POINT: The Cabinet decision is a most significant junction in this project. Without support the implementation and steps were be seriously altered and delayed. The following steps assume the enactment of the PACT Act no later than June 2010 and collection of the PACT fee to begin July 1, 2010.			
5. Gain support from Minister of Public Works, Utilities, Transport and Post to introduce and take lead on the PACT ACT.	August or Sept 2009		Halla
6. Identify a Ministry and individual who will be the government's lead on developing the St Kitts National Capitol PARK	August or Sept 2009	The project needs a high level political champion. Suggest Mr. Peets or Mr. Edmead	Halla & Glenn
7. Develop a funding strategy for the remaining implementation steps including international grants and funding sources.	September - October 2009		AHA
8. Identify 3-6 likely international funding sources and secure grant applications, process, criteria,, timetable, contacts and all other	Summer, 2009	It would be important to consult with different Ministries and projects underway to ensure	Ian

necessary information to submit proposals		coordination of grant applications.	
9. Organize three public open houses for public review and comment on the park design plans and proposed PACT ACT; open houses would be held for three hours at the Heritage Museum, at the Golden Lemon Inn of the east coast, and at the new Marshall's managed restaurant in North Frigate Bay. A full page ad announcing the public open houses would be placed in the newspaper, along with email and radio announcements.	August or Sept 2009	AHA would provide input.	Ian
10. Develop a case statement and job description for a well qualified implementation team lead. Conduct a national search using an open competitive process. Hire a full-time implementation team lead.	Summer - winter 2009	This person would need to be a Kittitian with very good organizational and leadership skills, and one familiar with the structure and functioning of government	AHA & Person IDed in step #8
CRITICAL DECISION POINT: The speed and success of implementation will be dependent upon a full-time well-skilled lead person. The hiring of such a person will be dependent on available funding from either (a) an international grant, (b) the collection of PACT fees, (c) government appropriation, and/or (d) a "bridge loan" between the PACT Board and a bank that would be paid off using PACT fee revenue. Thus, financial decisions are dependent on the passage of the PACT Act and the initiation of the PACT fee.			
11. In coordination with an announcement to designate the St. Kitts, National Capitol Park, organized and secure the involvement of several partners to begin trail demarcation around the Park; including the plowing or brush hog cutting of the sugar cane.	Summer 2009	Follow-up contacts should be made with sugar cane cooperative, agriculture cooperatives, and Taiwanese Ambassador and farm	Ian

12. Prepare a new contract based upon steps 2, 3, and 5, for the current consultants to serve as the interim implementation team until resources and a qualified implementation lead person can be hired and a team assembled.	Summer-fall 2009	This is dependent on what is learned in step two.	Halla, Sandy, Glenn
13. Develop a detailed implementation schedule with actions, dates, people, duration, costs, and other guidance for the Park and PACT fee implementation	Fall 2009	The implementation plan may be used to secure grants if monies not available to hire lead.	AHA
14. Designate the St Kitts National Capitol Park	Fall 2009	This could either be done by Minister of SD or within the proposed PACT legislation.	Cabinet or SD
15. Organize and host a ground-breaking ceremony for major national and international attention. Should be coordinated with step 11.	Fall 2009	This will require a team of people with public affairs, SD, Water Services, Tourism etc	Ian with input from AHA
16. Determine other Park development implementation actions or steps that could be taken sooner than later in the absence of PACT fee or other significant monies to show progress on the park.	Summer-fall 2009	E.G., tree plantings, removal of advertising signs, cleaning up of well sites, closure of unnecessary internal dirt roads, plowing old dirt roadways, trash removal.	AHA
17. Submit 2-3 proposals to international grant organizations; track the process and ensure applications are complete.	Fall 2009	Would need support from political lead IDed in step 6.	AHA
18. Develop a detailed Park vegetation restoration plan including site maps, species, locations, steps, tools, procedures, requirements, maintenance needs, etc.	Fall 2009		OET
19. Begin to plow, brush hog, or	Fall 2009 –	Coordinate with Steps	Ian

and disc selected parts of the park near communities and along Kim Collins, remove advertising signs on park lands along road, improve fencing and landscaping around wells, determine which old dirt roads used in sugar cane production should be closed, clean the site of debris and unauthorized use (e.g., goats, truck parking).	winter 2010	14 and 15. Seek out voluntary support for equipment and time from former sugar cane cooperative, other agricultural cooperatives, Taiwanese farm, or Ministry of Agriculture	
20. Make contact with airline carriers about the PACT fee and work with Tourism to build a "roll out" message and "thank you" marketing materials for a planned PACT fee start date of June 1, 2010.	Fall 2009 - Winter 2010	Assumes a PACT fee start date of summer 2010	AHA
21. Develop an implementation team with new Lead hired and 4-6 other people or organizations who will be heavily impacted.	Winter 2010	OET and AHA should be advisors to implementation team.	Person IDed in step 10
22. Develop a case statement and job description for a well qualified Chief of the PACT Service. Conduct a national search using an open competitive process. Screen applicants for qualifications.	Spring-Summer 2010	The selection of the Chief will be made by the Board, but the search and application process may begin sooner.	Person IDed in step 10
23. Select people to serve on the PACT Board of Directors and PACT Citizen's Advisory Committee.	Spring-Summer 2010	The actual appointments will be made as prescribed in this report, the role of the implementation lead is to help move the process along until the people are in place.	Person IDed in step 10
24. Began collection of PACT fee as of July 1, 2010.	July 1, 2010		Person IDed in step 10
25. Full PACT Board convenes its' first regular Board meeting.	June 2010	The team lead may serve as a quasi-administrative assistant until board is organized.	Person IDed in step 10

26. PACT Board hires a Chief of the Protected Areas Conservation System.	Summer 2010		Board
27. PACT Board receives its first quarterly PACT fee revenues from the airlines and initiates its 5-year Strategic Plan.	Fall 2010		Board
28. Prepare more detailed park construction documents and secure cost estimates. Prepare a park construction/restoration sequence and schedule.	Summer – Fall 2010	This would be expensive and may need to wait until PACT fees or grants become available	Chief
29. Service develop annual work plan to lay out how the agency will get staffed, priorities for the first year, what positions will be filled, capitol development strategy for the park, equipment purchases, and other start-up operational details. This would be reviewed approved by the Board.	Fall 2010	AHA could provide valuable input into process and work plan development.	Chief