

**Alison Kenning Massa, Vice-President for Policy and Administration, Countrystyle Community Tourism Network / Villages As Businesses and Principal Consultant, Massa Associates Planning**

Alison Massa MA, MS, Dipl. SA is recognized for her expertise in holistic planning -- integrating environmental assessment, social and economic development, physical design and local empowerment and governance to facilitate sustainable development. For over four decades, she has had a reputation in the United States and other countries for formulating new planning approaches and mechanisms. As the first woman Principal of EDAW Inc. (now part of AECOM) and the first woman Director of Planning at WRT, both internationally renowned planning and urban design firms, she has also been a pioneer for women in planning. Educated at Cambridge University and the London School of Economics, Ms Massa worked for London Government before taking up a Ford Foundation Fellowship at the University of Wisconsin.

She has led many successful comprehensive and specific plans, new town plans, market analyses, redevelopment, housing plans and open space and recreation plans, predominantly in the western US. Her procedures for managing rampant growth and permanently protecting open space were upheld by the US Supreme Court and remain legal and planning precedents. She has directed numerous Environmental Impact studies and advised the Governor of California on mechanisms to improve their efficiency and effectiveness. She has extensive experience major infrastructure planning and is principal author of *Siting of Major Facilities*, the award-winning textbook published by McGraw-Hill.

Since 1990, Ms. Massa has worked internationally, addressing complex environmental, land use, design and community development problems at every scale. Throughout the 1990s, she led planning and real-time training efforts for government agencies and cities throughout Morocco. With Mohamed Aboufirass of RESING, she coauthored the Moroccan Government's *Best Practices Manual for Urban Environmental Planning and Management*, a standard text in professional design schools.

In Jamaica, as Chief of Party of a five-year USAID-funded project, Development of Environmental Management Organizations (DEMO), Ms. Massa built the capacity of the Natural Resources Conservation Authority and environmental NGOs. She authored the Government's Protected Areas Policy, achieved declaration of five protected areas, oversaw design and delivery of a comprehensive training program, introduced GIS mapping and directed the drafting of plans, policies and regulations.

Throughout the 2000s, she worked with Jamaican Government agencies, parish councils, NGOs, and the private sector to forge partnerships and carry out plans and projects for sustainable development. She spearheaded participatory planning in a poor and neglected but culturally and ecologically rich region in eastern Jamaica, drawing on its unique history and resources to produce a carefully integrated set of projects to catalyze funding and investment. The resulting *Bath Redevelopment Plan* was a finalist in the World Bank Development Marketplace. She also directed a major project for the GOJ Cabinet and the Planning Institute of Jamaica to improve the sustainability of the country's tourism industry.

Ms. Massa's passion for facilitating more equitable and sustainable forms of economic development, found a parallel in the work of Mrs. Diana McIntyre-Pike OD, the Community Tourism pioneer. In 2009, Ms. Massa became Lead Consultant and Trainer to the Countrystyle Community Tourism Network (CCTN) and its Villages As Businesses programme (VAB). Now returned to the United States, she continues, as CCTN/VAB's Vice President for Policy and Administration, to work to attract investment and foster entrepreneurship in communities throughout the Caribbean and elsewhere by preparing and training them to participate in and benefit from responsible tourism.

A former board member of the Jamaica Organic Agriculture Movement (JOAM), she continues to provide technical advice to that organization.