



# Tourism Destination Development & Management Plan for the Parish of St. Thomas, Jamaica 2019-2030

## SYNOPSIS



# INTRODUCTION

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St. Thomas, a parish of striking, undeveloped beauty where the Blue Mountains cascade down to cliffside beaches and a rugged coastline, is one of Jamaica's last remaining areas with untapped possibilities as a tourist destination. Day-trippers from Kingston and international and domestic travelers seeking respite from more densely populated areas of the island will find peaceful beauty in this quiet region. While St. Thomas holds great potential for sustainable tourism development, it also faces some very real infrastructure challenges—primarily road conditions that make access and ease of travel an ongoing challenge.

The Ministry of Tourism commissioned the development of a Tourism Destination Development and Management Plan for the Parish of St. Thomas, Jamaica 2019-2030 (TDDMP) to systematically assess the potential and challenges of tourism in order to identify key opportunities. Interplan Planning Consultants in partnership with the George Washington University Institute of Tourism Studies was contracted by the Ministry of Tourism to develop the TDDMP.

The impetus to develop this tourism plan for St. Thomas arose in the Cabinet of Jamaica where tourism development was identified as an ideal complement to other recently approved development initiatives, such as a new Morant Bay Urban Centre and road upgrades that will connect Kingston to Port Antonio in Portland via St. Thomas.

This Tourism Destination Development and Management Plan for the Parish of St. Thomas, Jamaica 2019-2030 Synopsis Document is an abbreviated, companion guide of the full long-term strategic tourism plan (i.e. TDDMP) that is presented separately. The TDDMP Synopsis Document outlines the key elements of the comprehensive long-term strategic blueprint that will guide how the public sector, industry and community leaders work together over the next three years to establish St. Thomas as a desirable sustainable tourism destination and place to live.

The TDDMP was developed through a participatory process that involved community leaders, industry, local government, and national agencies. It is built upon the Ministry of Tourism's comprehensive destination assessment, visioning exercises and stakeholder focus groups conducted in the summer of 2018. The participatory process brought together more than 300 tourism and local community stakeholders for a series of foresight and visioning exercises and more than 1,200 people were surveyed to develop an inventory of the tangible and intangible tourism assets across the parish of St. Thomas.

The TDDMP Synopsis Document outlines a shared vision, the overarching target, and main goals for tourism development in the parish of St. Thomas. It also presents the expected economic impacts from tourism growth over a ten-year period. Furthermore, this document summarizes key elements of the strategies outlined in the TDDMP, and presents a subset of the highest priority projects recommended for implementation in the short term. Practical recommendations for implementation are also provided.

# VISION AND EXPECTED OUTCOMES

By 2030, St. Thomas will be recognized internationally as a premier sustainable destination that promotes sustainable growth, supports inclusion, encourages local ownership of tourism businesses, fosters links between tourism and the local economy, and embraces a culture of continuous improvement through workforce development, customer focus and excellence.

Tourism development in St. Thomas will sustain the distinctive character of the place—its environment, heritage, and culture, and the well-being of its residents.

Following are the guiding principles for sustainable tourism development:

- **Community Involvement:** fostering inclusion through ongoing workforce development and organic growth that prepares communities to seize opportunities.
- **Community Benefits:** supporting local ownership in tourism and creating good jobs that provide living wages and safe work conditions.
- **Protection of Destination Appeal:** ensuring blended development, e.g., small- and medium-scale resorts, and tourism facilities that sustain the natural environment, prevent degradation by keeping the volume of tourists within maximum acceptable limits, and attract business investments that can operate profitably within these limits.
- **Diversification in the Local Economy:** striving to diversify the local economy and create links between tourism and other sectors, such as agriculture and creative industries.

The desirable long-term outcomes from tourism development in St. Thomas are the following:

- Increase the competitiveness of St. Thomas by improving the parish’s desirability as a travel destination and place to live, ultimately inspiring more people to visit, stay longer, and spend more and thereby improve the economic performance of the tourism sector.
- Support the long-term economic, environmental and social sustainability of the tourism sector by balancing the needs of the community, industry, environment and visitors.
- Guarantee community inclusion through broad-based access to opportunities—as well as the outcomes of these opportunities—throughout the parish.
- Build a diversified local economy by creating linkages between tourism and other sectors such as agriculture, health and wellness, and the creative industry.



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# GOALS AND TARGET



# POTENTIAL ECONOMIC IMPACT

When fully implemented, the TDDMP will provide tangible benefits to St. Thomas, including significant economic, Infrastructure and investment benefits. Expected economic impacts for 2030 are outlined below.

New hotel rooms:  
**4,170**

Tax contributions:  
**US\$22 million**

Number of overnight visitors:  
**230,000**

Total direct and indirect employment:  
**13,000**

Visitor expenditures:  
**US\$244 million**

Full contribution of tourism to GDP:  
**US\$174 million\***

*\*According to the Ministry of Tourism's Assessment of the Economic Impact of the Tourism Sector in Jamaica (2014), overall, every dollar of tourism final demand results in an increase of 0.72 dollars in GDP. Thus, the full contribution of tourism to GDP is estimated to be lower than visitor expenditures.*

## PUBLIC-PRIVATE INVESTMENT

Implementation of the TDDMP will require public and private investment and partnerships. Estimates of minimum investment figures are outlined below.

**PUBLIC INVESTMENT:**  
**US\$205 million**

**PRIVATE INVESTMENT:**  
**US\$508 million**

**PUBLIC-PRIVATE  
PARTNERSHIPS:**  
**US\$33 million**

# STRATEGIES & PRIORITY INITIATIVES

A set of main strategies and accompanying priority projects have been identified to help public sector, industry and community leaders achieve each TDDMP goal. Table 1 illustrates the strategic framework and identifies the full list of priority initiatives drawn from the TDDMP.

The subsequent sections of the TDDMP Synopsis Document present a distillation of key elements of the strategies and a subset of the highest priority projects detailed in the TDDMP. The overview of strategies and shortlist of priority projects are organized under five themes:

1. Creating and delivering iconic experiences and attractions

2. Placemaking and Development

3. Infrastructure

4. Human Resource and Business Development

5. Plan Implementation

TABLE 1: TDDMP Strategic Framework

GOAL	STRATEGIES	PRIORITY INITIATIVES	IMPLEMENTATION TIME HORIZON	IMPLEMENTATION PARTNERS	BUDGET (US\$)*
1. Create and deliver iconic brand experiences.	1.1 Develop iconic experiences and events.	1. Southeast coast surfing trail	Short Term: Years 1-3	NEPA, Jamaica Surfing Association	\$200,000
		2. Paul Bogle and Morant Bay rebellion movement heritage trail	Short Term: Years 1-3	Jamaica National Heritage Trust (JNHT), Ministry of Culture, Gender, Entertainment and Sport, Jamaican Historical Society, TEF, TPDCo	\$405,000
		3. Art and wellness at Orange Park	Short Term: Years 1-3	Orange Park Trust, JNHT, Georgian Society of Jamaica, MoT, Ministry of Culture	\$4,050,000
		4. Coffee trail	Short Term: Years 1-3	JAMPRO, local investors, TPDCo, TEF, National Environment and Planning Agency (NEPA)	\$550,000
		5. Fat bike epic adventure trail	Short to Medium Term: Years 1-6	NEPA, JCDDT, investors, TPDCo	\$200,000
		6. Historic St. Thomas trail: great houses and churches	Short to Medium Term: Years 1-6	Institute of Jamaica, JNHT, churches, property owners	
		7. St. Thomas birding and wildlife trail	Short to Medium Term: Years 4-6	Wildlife and conservation groups, local and international NGOs, NEPA, Institute of Jamaica	\$450,000
	1.2 Develop new attractions and enhance existing attractions needed for iconic experiences.	8. Morant Bay historic district	Short to Medium Term: Years 1-5	Jamaica National Heritage Trust (JNHT), Ministry of Culture, Gender, Entertainment and Sport, Jamaican Historical Society, Georgian Society of Jamaica, Tourism Enhancement Fund (TEF), Tourism Product Development Company (TPDCo), St. Thomas Municipal Corporation, management of St. Thomas Parish Church	\$870,000

\* All figures are estimates

GOAL	STRATEGIES	PRIORITY INITIATIVES	IMPLEMENTATION TIME HORIZON	IMPLEMENTATION PARTNERS	BUDGET (US\$)*
1. Create and deliver iconic brand experiences.		9. Reggae Falls freshwater river park	Short to Medium Term: Years 1-5	Serge Island Dairy Farms	\$4,000,000
		10. Saltwater park and nature reserve at Cow Bay	Short to Medium Term: Years 1-5	JAMPRO, local investors, TPDCo, TEF, NEPA	\$7,000,000
		11. Hayfield ecotourism training centre and Cuna Cuna Pass trail	Short Term: Years 2-4	TPDCo, JCDDT, JNHT, Jamaica Organic Agriculture Movement (JOAM), Hayfield Community Development Committee	\$270,000
		12. Bath Butterfly Farm and nature interpretation centre	Short to Medium Term: Years 2-5	Natural History Society of Jamaica, NEPA, local and international research institutions, local and international wildlife and conservation organizations (e.g. World Wildlife Fund, The Nature Conservancy, International Union for Conservation of Nature, etc.), JCDDT, Institute of Jamaica, Forestry Department, Ministry of Agriculture, UWI	\$2,180,000
		13. Rocky Point public beach park - Morant Point Lighthouse and visitor centre - Great Morass water trail and boardwalk	Short to Medium Term: Years 2-5	NEPA, Rocky Point Fisherfolk Association, TEF, Port Authority of Jamaica, JNHT, local and international research institutions, local and international wildlife and conservation organizations	\$1,190,000
		14. Salt Pond development	Medium to Long Term: Years 6-9	Scientific Research Council (SRC), NEPA, local and international research institutions, local and international wildlife and conservation organizations (eg. Audubon Society, World Wildlife Fund, Birdlife International, The Nature Conservancy, STEPA, etc.)	\$465,000
	1.3 Develop full range of lodging and facilities that appeal to different market segments.	15. St. Thomas homestay and community experiences network	Short Term: Years 1-3	TPDCo, Jamaica Business Development Corporation (JBDC), Social Development Commission, Human Employment and Resources Training Agency (HEART)	\$50,000
		16. Bath resort and spa (redevelopment)	Short to Medium Term: Years 2-6	JAMPRO, investors	\$3,000,000
		17. Pera eco-resort village and golf course	Medium to Long Term: Years 7-11	Private landowners, NEPA, local development planning team, investors, Jamaica Hotel and Tourist Association (JHTA), SDC, HEART	\$500,000,000

\* All figures are estimates

GOAL	STRATEGIES	PRIORITY INITIATIVES	IMPLEMENTATION TIME HORIZON	IMPLEMENTATION PARTNERS	BUDGET (US\$)*
1. Create and deliver iconic brand experiences.	1.4 Support development of people- and program-based businesses.	18. Tourism experiences studios	Short Term: Years 1-3	TPDCo, JBDC, Product Area Interest Groups, Social Development Commission (SDC)	\$462,000
		19. Develop a cadre of professional tour guides and site guides	Short Term: Years 1-3	SDC, TPDCo, HEART, JCDT, JNHT	Cost included under workforce development initiative
	1.5 Improve the quality of product and service delivery.	20. Launch destination-level customer service training	Short to Medium Term: Years 1-6	SDC, TPDCo, HEART, tertiary institutions	Cost included under workforce development initiative
		21. Include the marginalized and 'at risk' youth, actively involved in or with the potential to harass visitors, in formal tourism activities	Short to Long Term: Years 1-11	SDC, TPDCo, HEART, tertiary institutions	\$77,000
		22. Organize informal service providers operating at main attractions and sites	Short to Medium Term: Years 1-6	SDC, TPDCo, HEART, tertiary institutions, Jamaica Constabulary Force (JCF)	\$77,000
		23. Launch tourism ambassadors program to help manage visitor harassment tourism activities	Short to Medium Term: Years 1-6	SDC, TPDCo, HEART, tertiary institutions, JCF	\$100,000
		24. Develop safety and security plan for main attractions and sites	Short to Medium Term: Years 1-6	SDC, TPDCo, HEART, tertiary institutions, JCF	\$745,400
2. Improve infrastructure and placemaking.	2.1 Develop a zoning plan to guide appropriate infrastructure development that maintains integrity of place.	25. Implement visitor safety awareness campaign	Short Term: Years 1-3	SDC, TPDCo, HEART, tertiary institutions, JCF	\$40,000
		26. Approval of Zoning Plan for St. Thomas	Short Term: Year 1	NEPA, St. Thomas Municipal Corporation, MoT	\$107,300
	2.2 Prioritize infrastructure projects that enhance accessibility and aesthetics of attractions and new areas of development.	27. Upgrade road network and improve drainage	Short to Medium Term: Years 1-6	St. Thomas Municipal Corporation, NWA, Ministry of Finance, CDB, international partners	\$67,021,000

\* All figures are estimates

GOAL	STRATEGIES	PRIORITY INITIATIVES	IMPLEMENTATION TIME HORIZON	IMPLEMENTATION PARTNERS	BUDGET (US\$)*
2. Improve infrastructure and placemaking.		28. Expand water and sewage system	Short to Medium Term: Years 1-6	NWC, CDB, Ministry of Finance	\$14,000,000
		29. Introduce alternative energy sources	Short to Long Term: Years 1-11	UAE-Caribbean Renewable Energy Fund, Ministry of Science, Energy & Technology, JPS, NWC, International Donor Agencies (eg. CIDA, USAID, DFID, EU, IDB)	\$10,000,000
		30. Upgrade telecommunications network	Short to Long Term: Years 1-11	Telecommunications providers, OUR, Ministry of Science, Energy & Technology	\$25,000,000
		31. Upgrade airports and helipads	Medium to Long Term: Years 7-11	Airports Authority of Jamaica, Jamaica Civil Aviation Authority, Ministry of Transport & Mining	\$10,000,000
		32. Develop seaport/marina	Medium to Long Term: Years 7-11	Port Authority of Jamaica	\$80,000,000
		33. Improve bridges	Medium to Long Term: Years 7-11	NWA, St. Thomas Municipal Corporation	\$800,000
		34. Establish parish-wide system for storing and collecting garbage	Short to Medium Term: Years 1-6	National Solid Waste Management Authority, St. Thomas Municipal Corporation, NEPA, TEF	\$366,000
	2.3 Enhance the welcoming feel and urban character of main towns and attractions.	35. Build iconic entry point and town square in main towns	Short Term: Years 1-3	TEF, JNHT, National Works Agency, Urban Development Corporation (UDC), St. Thomas Municipal Corporation, National Solid Waste Management Authority	\$1,485,000
		36. Establish wayfinding system	Short to Medium Term: Years 1-4	NWA, JNHT, TEF, TPDCo, St. Thomas Municipal Corporation	\$3,250,000
		37. Create network of scenic viewpoints	Short Term: Years 1-3	TEF, JCOT, TPDCo, NWA, St. Thomas Municipal Corporation	\$330,000
3. Develop tourism using sustainability principles.	3.1 Protect sensitive and/or threatened ecosystems and wildlife.	38. Support research, monitoring and management of sensitive areas and habitats	Short to Medium Term: Years 1-6	NEPA, local and international conservation organizations, TPDCo	\$810,000
		39. Support monitoring and management of aggregate mining	Short to Medium Term: Years 1-6	Ministry of Transport and Mining - Mines and Geology Division, Mining and Quarrying Association of Jamaica	\$100,000

\* All figures are estimates

GOAL	STRATEGIES	PRIORITY INITIATIVES	IMPLEMENTATION TIME HORIZON	IMPLEMENTATION PARTNERS	BUDGET (US\$)*
4. Enable tourism business success and viability.	4.1 Enhance market readiness of MSMTEs.	40. Formalize tourism enterprises and support compliance	Short Term: Years 1-3	TPDCo, Jamaica Business Development Centre (JBDC), TEF, EXIM Bank, Jamaica National Bank, Ministry of Finance, JSIF, SDC	\$462,000
		41. Ensure licensing of attractions that have national, cultural and environmental significance	Short Term: Years 1-3	TPDCo, JNHT, TEF, Ministry of Tourism	\$385,000
	4.2 Provide affordable financing to help start-up and grow MSMTEs.	42. Promote entrepreneurship	Short Term: Years 1-3	JBDC, JAMPRO, MICAF, TPDCo, SDC, SMTEs	\$462,000
		43. Offer affordable financing for micro, small and medium tourism enterprise	Short to Long Term: Years 1-11	TPDCo, Jamaica Business Development Centre (JBDC), TEF, EXIM Bank, Jamaica National Bank, Ministry of Finance, JSIF, SDC	\$193,000
5. Prepare community and skilled workforce for tourism.	5.1 Build community awareness of tourism.	44. Launch a tourism awareness campaign and program	Short Term: Years 1-3	TPDCo, Jamaica Information Service (JIS)	\$576,000
	5.2 Develop skilled workforce in tourism and hospitality.	45. Launch a tourism workforce development program	Short to Long Term: Years 1-11	TPDCo, HEART, tertiary institutions, SMTEs	\$1,694,000
6. Increase awareness of destination among key market segments.	6.1 Develop the parish as a destination.	46. Develop the St. Thomas brand architecture and strategy	Short Term: Years 1-3	Caribbean School of Architecture, Jamaican Institute of Architects, St. James Municipal Corporation, TPDCo	\$100,000
		47. Establish a functional DMO	Short to Medium Term: Years 2-4	Ministry of Tourism (MoT)	\$70,000
	6.2 Reach diversified market segments.	48. Develop and implement a marketing strategy	Short to Medium Term: Years 3-6	Jamaica Promotions Corporation (JAMPRO), MoT	\$70,000
	6.3 Assist tourism enterprises to promote themselves.	49. Train tourism businesses to promote themselves online	Short to Medium Term: Years 1-6	JTB, Jamaica Social Investment Fund, TPDCo, MICAF	\$300,000
7. Manage destination collaboratively.	7.1 Establish destination management and plan implementation mechanisms.	50. Establish destination stewardship council to work alongside MOT on plan implementation, monitoring implementation and impacts of TDDMP	Short to Medium Term: Years 1-6	MOT, TPDCo, SDC, Parish Development Committee	\$300,000
	7.2 Attract investors and plan implementation partners.	51. Promote opportunities to investors, and secure buy-in of partners	Short to Medium Term: Years 1-3	MOT, JAMPRO, MICAF, NEPA	\$19,230

\* All figures are estimates

## I. OVERVIEW OF STRATEGY

Three tourism clusters, i.e. groups of tourism attractions, businesses and institutions directly or indirectly involved in tourism, concentrated in a particular geographic area within the parish of St. Thomas, have been defined to help achieve product differentiation. Figure 1 presents the three clusters. It is envisioned that each cluster will offer distinct, yet complementary, tourism experiences that will cater to specific priority market. Creating a wide range of tourism experiences that appeals to different market segments will reduce dependency on just a few market segments. This approach also ensures that tourism benefits are distributed equitably throughout the parish.

**FIGURE 1: Product Development Clusters**



Table 2 captures the unique selling proposition (USP) of each cluster. Identifying the USP is a critical first step for creating differentiated core experiences.

TABLE 2: Clusters and their unique selling proposition

<p><b>CLUSTER 1: Coastal Reaches</b></p> <p>Cluster 1 is the nearest to Kingston and most developed, with the largest urban centres and highest concentration of existing hotels and restaurants. This makes it an ideal destination for day visitors, corporate or religious retreats, weddings, meetings, conferences, and events. This cluster features the most popular tourism attraction in St. Thomas—Reggae Falls. Cluster 1 features the home of national hero Paul Bogle. And, the movement for self-rule that Paul Bogle initiated emanated from key sites in Cluster 1. There are several compelling historic sites associated with this period. The Orange Park Great House is an iconic attraction; one of the best preserved great houses in St. Thomas, associated with the late painter and patriot Professor Basil Barrington Washington. The Source Farm Foundation and Ecovillage serves as a unique demonstration site that embodies the basic elements of wellness—organic farming, a model community, and a yoga centre—and serves as an ideal field lab. The coastline, which is largely undeveloped, features Lyssons Beach, a fishing village at Cow Bay, and various good areas for surfing and other adventurous water sports.</p>
<p><b>CLUSTER 2: Highlands</b></p> <p>Cluster 2 encompasses rural communities that buffer the iconic Blue and John Crow Mountains National Park and World Heritage Site. This cluster offers the real Jamaican “country living.” Small coffee farms dot the landscape and breathtaking landscapes and vistas can be found everywhere. The national park is the ideal backdrop for nature and adventure activities as well as scientific, academic and educational experiences.</p>
<p><b>CLUSTER 3: Southeast Coast</b></p> <p>Cluster 3 features some of the last undeveloped beaches in Jamaica. The beach at Pera features a few miles of wide, white sandy beaches; Bowden Bay offers an idyllic setting and peaceful views. The Great Morass is a sensitive and unique ecosystem that serves as a central focal point for this cluster. The majestic Morant Point Lighthouse offers fantastic views of the coastline and captures the essence of Jamaica’s rugged Southeast coast. The Golden Grove Sugar Factory, canefield, and ruins of great houses, such as the Duckenfield Hall Great House, offer glimpses into the rich history of the region and the country. Furthermore, there are remnants of extensive canal systems in Holland and Belgium Districts.</p>

Table 3 presents the main themes for the development of differentiated experiences that are based on the USP of each cluster.

TABLE 3: Main themes for development of differentiated tourism experiences

NATURE & ADVENTURE	
 	<p><b>CLUSTER 1: Coastal Reaches</b></p> <p><b>Surfing:</b> St. Thomas is considered a gem for surfers with consistent year-round waves. It boasts the first surf tourist destination. Top surfing spots include Makka Beach, Copa, Zoo, Canon Cave and Guanna Reef.</p> <p><b>Coastal wildlife viewing:</b> the coastline, which is largely undeveloped, features Lyssons Beach, a fishing village at Cow Bay, and the unique ecosystem at Salt Pond. These areas create unique opportunities for coastal wildlife viewing of resident and migratory birds, turtles and crocodiles.</p>
	<p><b>CLUSTER 2: Highlands</b></p> <p><b>Hiking, biking, camping:</b> the iconic Blue and John Crow Mountains National Park and World Heritage Site is the ideal backdrop for nature and adventure activities as well as scientific, academic and educational experiences.</p>
 	<p><b>CLUSTER 3: Southeast Coast</b></p> <p><b>Beaches:</b> Cluster 3 features some of the last undeveloped beaches in Jamaica. The beach at Pera features a few miles of wide, white sandy beaches; Bowden Bay offers an idyllic setting and peaceful views</p> <p><b>Coastal wildlife viewing:</b> ecosystems such as the Great Morass offer wonderful opportunities for wildlife viewing of turtles and crocodiles. The Great Morass is a sensitive and unique ecosystem that serves as a central focal point for this cluster.</p> <p>Water sports such as fishing and rafting, and sailing</p> <p>Sports such as golfing</p>
CULTURAL HERITAGE	
	<p><b>CLUSTER 1: Coastal Reaches</b></p> <p><b>National hero and self-rule movement:</b> Cluster 1 features the home of national hero Paul Bogle, and the movement for self-rule that Paul Bogle initiated emanated from key sites in St. Thomas.</p> <p><b>Plantations and great houses:</b> there are several compelling historic sites associated with this period. The Orange Park Great House is an iconic attraction; one of the best preserved great houses in St. Thomas, associated with the late painter and patriot Professor Basil Barrington Washington.</p>
	<p><b>CLUSTER 2: Highlands</b></p> <p><b>Great houses:</b> Cluster 2 is replete with ruins of plantations and great houses such as the Ladyfield Great House which was once part of a coffee plantation, and the Grampian Ruins that features a waterwheel and structures.</p>
 	<p><b>CLUSTER 3: Southeast Coast</b></p> <p>The majestic Morant Point Lighthouse offers fantastic views of the coastline and captures the essence of Jamaica's rugged Southeast coast.</p> <p><b>Great houses and historic churches:</b> Ruins of great houses, such as the Duckenfield Hall Great House and Stokes Hall Great House, offer glimpses into the rich history of the region and the country. The Stokes Hall Great House is one of the oldest English ruins in Jamaica.</p>

## CULTURE



### CLUSTER 1: Coastal Reaches

Afro-Jamaican traditions such as kumina and obeah.



### CLUSTER 2: Highlands

Rural lifestyle and homestays: Hagley Gap offers the real Jamaican “country living.”

Rasta community: Trinityville represents an important location in the founding of a local religion and music genre that has international appeal.



### CLUSTER 3: Southeast Coast

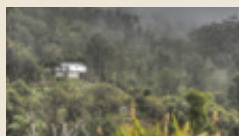
Vibrant Maroon communities maintain Afro-Jamaican traditions.

## AGRITOURISM



### CLUSTER 1: Coastal Reaches

Permaculture farm: the Source Farm Foundation and Ecovillage serves as a unique demonstration site that embodies the basic elements of wellness—organic farming, a model community, and a yoga centre—and serves as an ideal field lab.



### CLUSTER 2: Highlands

Coffee farms: small coffee farms dot the landscape and breathtaking landscapes and vistas can be found everywhere.



### CLUSTER 3: Southeast Coast

Sugar factory/plantations: the Golden Grove Sugar Factory and canefields offer glimpses into the rich history of the region and the country.

The Bath Botanical Garden is one of two historic gardens founded in the Caribbean by the British in the 18th century.

## WELLNESS



### CLUSTER 1: Coastal Reaches

Retreat centres, yoga and spas



### CLUSTER 2: Highlands

Retreat centres, yoga and spas



### CLUSTER 3: Southeast Coast

Retreat centres, yoga and spas with a special focus on the Bath mineral springs.

The identification and development of anchor attractions and sites—such as museums, nature reserves, interpretation centres, historic sites, trails—within each cluster is another critical step for development of the differentiated iconic experiences. Figure 2 maps existing and potential attractions.

**FIGURE 2: Overview of existing and potential attractions**



## II. PRIORITY INITIATIVES

The following initiatives are the shortlist of core tourism experiences, attractions, and site development that are recommended for implementation in the short term. These were prioritized based on the assessment of existing and potential attractions and the desired iconic experiences for the parish of St. Thomas.

## PRIORITY INITIATIVE 1: Paul Bogle Historic District and Paul Bogle and Morant Bay Rebellion Movement Heritage Trail

The Morant Bay Historic District will restore historic buildings and monuments in the Morant Bay square in order to commemorate the town's rich history, as well as the life of National Heroes Paul Bogle and George William Gordon.

### PRIORITY INITIATIVE 1A

#### Morant Bay Historic District

Cluster 1: Coastal Reaches

Product category: cultural heritage

Budget: Square upgrade - US\$250,000

Courthouse renovation - US\$620,000

*(these figures are estimates)*

Partners: Jamaica National Heritage Trust (JNHT), Ministry of Culture, Gender, Entertainment and Sport, Jamaican Historical Society, Georgian Society of Jamaica, Tourism Enhancement Fund (TEF), Tourism Product Development Company (TPDCo), St. Thomas Municipal Corporation

Short to  
Medium term:  
YEARS 1-5

### DESCRIPTION

Restore historic buildings and monuments in the Morant Bay square in order to commemorate the town's rich history, as well as the life of National Heroes Paul Bogle and George William Gordon.

This project will focus on restoration of the Paul Bogle Monument, Morant Bay Courthouse, St. Thomas Parish Church, Memorial Garden and Morant Bay Fort.

- Paul Bogle Monument sculpted by Jamaica's Edna Manley.
- Morant Bay Courthouse - the Morant Bay Rebellion began as a protest outside the courthouse.
- St. Thomas Church is located to the West of the Court House. It was constructed in 1865.
- Memorial Garden - a memorial garden dedicated to the Jamaican soldiers who lost their lives during World War 1. A monument is erected in their honour at the centre of the garden.
- Morant Bay Fort is located behind the courthouse is a small park containing the ruins of the Morant Bay Fort. The fort dates from 1758 and was designed to hold nine guns. Three cannons remain there today.

Eco-friendly Interpretive signage will be installed throughout the square to bring to life the important facts and stories of this area.

This project forms part of the Paul Bogle and Morant Bay Rebellion Movement Heritage Trail which is one of several recommended iconic experiences to develop.

**Amenities:** kiosks and structures for obtaining food and sanitation facilities; the square will serve as a staging area for tours and meeting points.

**Exploration:** attraction that provides food, entertainment, souvenirs and other services to encourage tourists to travel the entire parish and experience all the themes and monuments.

**Pillars of Growth and Linkages Programmes:** Gastronomy, Knowledge, Entertainment



Morant Bay Courthouse



Example of pavilion



Example of gardens around Cenotaph



*Morant Bay Square - current view of courthouse*



*Morant Bay Square - what it can look like after restoration and enhancements*



*Morant Bay Square - current view of courthouse*



*Morant Bay Square - what it can look like after restoration and enhancements*

The Paul Bogle Heritage District will serve as the epicentre for the Paul Bogle and Morant Bay Rebellion Movement Heritage Trail. This trail will honor national hero Paul Bogle and retrace his journey from his birthplace to key sites associated to the movement for self-rule.

## PRIORITY INITIATIVE 1B

### Paul Bogle and Morant Bay Rebellion Movement Heritage Trail

Cluster 1: Coastal Reaches

Product category: cultural heritage

Budget: US\$405,000 (*these figures are estimates*)

Partners: Jamaica National Heritage Trust (JNHT), Ministry of Culture, Gender, Entertainment and Sport, Jamaican Historical Society, TEF, TPDCo

Short term:  
YEARS 1-3



Statue of Miss Lou

## DESCRIPTION

**Attractions:** Restoration of the Paul Bogle Monument, Morant Bay Courthouse, Morant Bay Fort, and key sites at Stoney Gut Village such as the birthplace of national hero Paul Bogle.

Develop an educational trail that incorporates guidebooks and interpretive signs. This full-service trail will offer wayfinding signage along the route; visitor centres in Morant Bay and Stoney Gut with that will have public restrooms and possibly a small area for vendors; parking areas at key sites; and guided tours offered by site guides and special events. The trail will feature comprehensive interpretation including compelling stories about national hero Paul Bogle and other key leaders of the Morant Bay Rebellion movement, as well as the milestone events that shaped the history of St. Thomas and the country. It will be designed to serve as both a guided and self-guided and guided trail.

**Activities:** Guided trail combined with Kumina cultural performance and street food such as pan chicken in Morant Bay.

**Event:** Annual events can be organized around special dates to attract more domestic and international day visitors.

**Community Involvement:** Tour guides and vendors at visitor centres, artisans, Kumina musicians and performers, street food, cafes and restaurants.

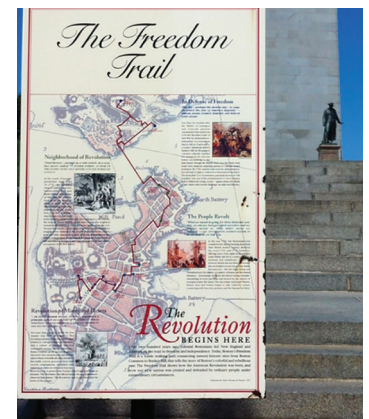
**Ambassador:** Members of Paul Bogle's extended family.

**Market Segments:** Day visitors (international and domestic), Jamaicans visiting friends and relatives (VFRs), foreign independent tourists (FITs).

**Pillars of Growth and Linkages Programmes:** Health and Wellness, Gastronomy, Knowledge, Entertainment



Examples of plaques along sidewalk



Example of interpretive sign

## PRIORITY INITIATIVE 2: Saltwater Park and Nature Reserve at Cow Bay

The saltwater park will serve as a major recreational attraction that is designed to attract domestic visitors and events as well as international day visitors from Kingston and cruise ships.

### PRIORITY INITIATIVE 2

#### Saltwater Park and Nature Reserve at Cow Bay

Cluster 1: Coastal Reaches

Product categories: man-made attraction; nature and adventure

Budget: US\$7,000,000 (these figures are estimates)

Partners: Jamaica Promotions Corporation (JAMPRO), local investors, TPDCo

Short to  
Medium term:  
YEARS 1-5

### DESCRIPTION

Develop a saltwater park and nature reserve at Cow Bay.

**Attraction:** the saltwater park will be a major recreational facility that will provide activities for hosting events, parties and concerts at the lagoon and beach; beach sports– volleyball and football; a water park with slides and pools; seafood court; staging point for scuba diving and wildlife tours.

The park will also be equipped with restroom and changing rooms; bus and car park; food and vending facilities; cabanas for relaxation; tour guides; lights, landscaping and garbage silos.

The water for the beach park will be extracted from the sea, but will be treated and purified with a low cost electrolysis system to remove the salinity from the water.

**Protection:** A key component of this initiative involves designation of a new nature reserve designed to protect threatened coastal habitats and wildlife. This area will serve as an educational area for the saltwater park.

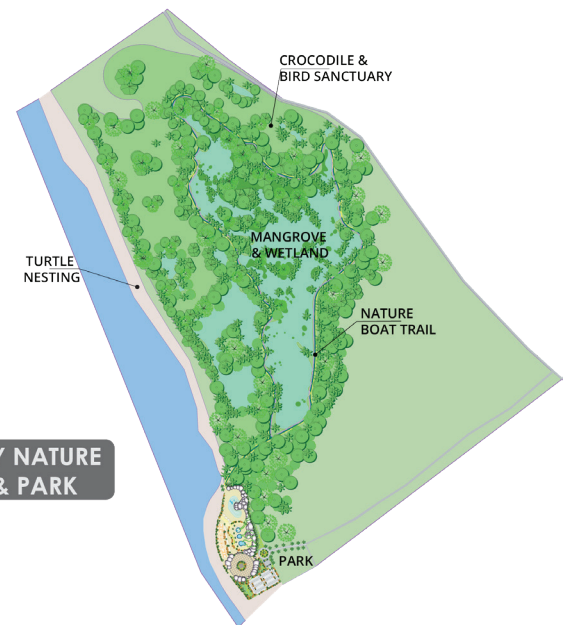
**Amenities:** food, entertainment and recreation for tourists and local day visitors.

**Employment opportunities:** jobs will be created in facility maintenance, entertainment, sanitation, vending, gastronomy, tour guides and security. It's estimated that the park could employ between 60- 80 persons.

The main target market will be day visitors from Kingston and surrounding parishes.

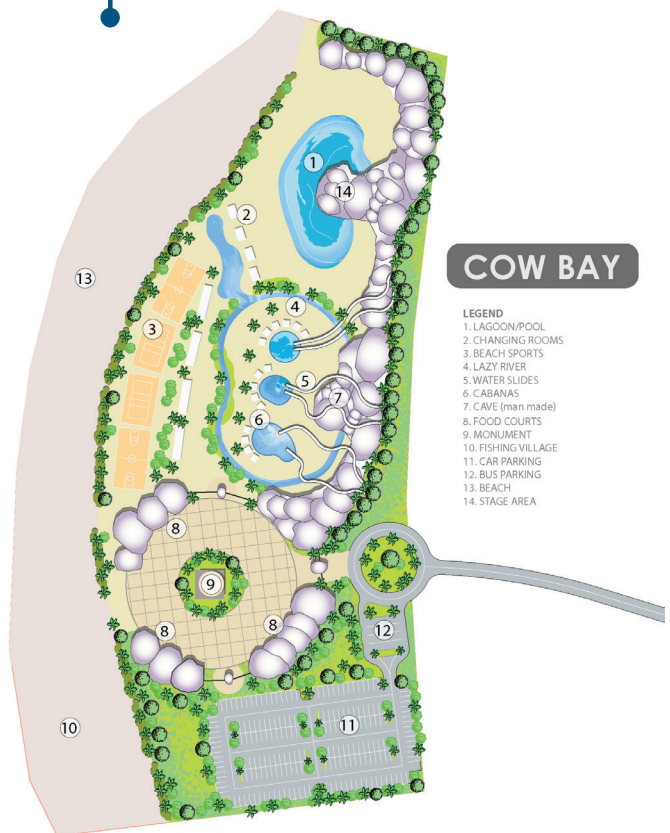
This initiative can be developed as a PPP joint venture, and possibly public ownership through share offerings in the long term.

**Pillars of Growth and Linkages Programmes:** Gastronomy, Knowledge, Sports & Entertainment, Health and Wellness



COW BAY NATURE RESERVE & PARK

What change  
can look like



COW BAY

- LEGEND
- 1. LAGOON/POOL
  - 2. CHANGING ROOMS
  - 3. BEACH SPORTS
  - 4. LAZY RIVER
  - 5. WATER SLIDES
  - 6. CABANAS
  - 7. CAVE (man made)
  - 8. FOOD COURTS
  - 9. MONUMENT
  - 10. FISHING VILLAGE
  - 11. CAR PARKING
  - 12. BUS PARKING
  - 13. BEACH
  - 14. STAGE AREA

Example of waterpark in the Mexican Caribbean

## PRIORITY INITIATIVE 3

### Coffee Trail

Cluster 2: Highlands

Product categories: nature and culture

Budget: US\$650,000 (*these figures are estimates*)

Partners: Rural Agricultural Development Agency, Jamaica Conservation and Development Trust (JCDDT), Jamaica Agricultural Commodities Regulatory Authority, international partners such as IICA

Short to  
Medium term:  
YEARS 1-5

What change  
can look like

## DESCRIPTION

Develop a coffee trail that will have stops at small-scale coffee farms and will include education on coffee production and culminate with tastings.

Nature interpretation and bird watching will add important dimensions to the trail. The trail can be combined with a farm volunteer experience and study tour themes around agritourism and community development.

This project will serve as a national demonstration project for agritourism. It will establish a replicable model for working with small scale coffee producers and the community in order to offer a holistic agriculture, nature and cultural experience. This demonstration project offers a unique opportunity to attract academic and international partners, such as the Inter-American Institute for Cooperation on Agriculture (IICA).

**Attractions:** Terraces will be built at various farms featured on the trail to ensure safe access to farms year-round. The terracing component of this initiative will include development of a large terraced environment that will create picturesque vistas; development of trails to the river to establish leisure activities for visitors to enjoy.

The terracing will also improve productivity of the farms as well as protect the hillside from erosion and landslides; and connect to hiking trails leading to the peak.

Interpretative signage will be added along the coffee trail.

A central educational pavilion will be built to serve as a hub for the agritourism and community development study tours as well as a national level training center on agritourism.

**Activities:** Guided tour of coffee farms and tastings, farm volunteer experiences, nature viewing, study tours, home restaurants.

**Event:** Annual coffee (agritourism) festival.

**Community Involvement:** Site/nature guides, coffee farmers, home restaurants, vendors, transportation providers, study tour leaders.

**Market Segments:** Day visitors (international and domestic), VFRs, FITs, SAVE.

**Pillars of Growth and Linkages Programmes:** Gastronomy, Knowledge, Agriculture, Health and Wellness



Examples of coffee trails in Colombia

## PRIORITY INITIATIVE 4

### Hayfield Ecotourism Training Centre and Cuna Cuna Pass Trail

Cluster 2 - Highlands

Product category: nature and adventure

Budget: US\$270,000 (*these figures are estimates*)

Partners: TPDCo, JCDT, JNHT, Jamaica Organic Agriculture Movement (JOAM), Hayfield Community Development Committee, UWI, UTech, HEART/NA

Short term:  
YEARS 2-4

## DESCRIPTION

The upper reaches of the Rio Grande Valley are replete with natural and cultural heritage. The valley is home to the Giant Swallowtail Butterfly (*Papilio homerus*), and features heritage trails (8.9 Km Cuna Cuna Pass and 8 km Corn Puss Gap Trails), great houses and ruins at Hayfield (Ladyfield Great House and Grampian Ruins), streams and diverse flora and fauna. The hiking trails in this unique area link the parish of St. Thomas to Portland.

These assets make this an ideal area for training tour guides and service staff in nature and adventure guiding, interpretation, climate smart and sustainable tourism practices and hospitality. The development of an ecotourism training centre can help to transform this area into a new destination within Cluster 2 - Highlands. The ecotourism will help bring attention to this region and at the same time draw domestic and international visitors.

While the Hayfield Community Development Committee has been working diligently to improve trails from Hayfield to the Great Houses, there is more work needed to enhance accessibility of the area. Enhancing accessibility is critical for appealing to visitors. This is especially important for access to the trails and great houses.

Priority Actions associated with this initiative will include:

1. Improving road access via Hayfield to Hayfield great houses and to Cuna Cuna Pass Trail.
2. Supporting community based initiatives to create and enhance trails to current great house ruins.
3. Establishing eco-tourism training centre.

**Pillars of Growth and Linkages Programmes:** Health and Wellness, Knowledge

What change  
can look like



Example of ecotourism training centre



Training of nature and adventure tour guides

## PRIORITY INITIATIVE 5

### Bath Butterfly Farm and Nature Interpretation Centre

Cluster 3: Southeast Coast

Product category: nature and adventure

Budget: Phase 1

Butterfly farm and research facility - US\$680,000

Interpretation Centre / Museum - US\$1,500,000

Phase 2 - Presented as a separate initiative in the TDDMP

*(these figures are estimates)*

Partners: Natural History Society of Jamaica, National Environment and Planning Agency (NEPA), local and international research institutions, local and international wildlife and conservation organizations (e.g. World Wildlife Fund, The Nature Conservancy, International Union for Conservation of Nature, etc.), JCDT, Institute of Jamaica, Forestry Department, Ministry of Agriculture, UWI

Short to  
Medium term:  
YEARS 2-5

## DESCRIPTION

The project seeks to build on the history of the area to develop a multi-purpose facility for education and research of forest ecology as well as butterfly viewing. This project aims to rejuvenate some of the country's oldest tourism facilities by adding new attractions. Furthermore, it will complement the proposed redevelopment of the town as a health and wellness hub by creating diverse attractions.

### Attractions will include:

#### Phase 1:

- Construction of a Butterfly Farm and conservation/research facility.
- Rebuilding of the courthouse for use as an Interpretation Centre and Museum where the history of the region with information on the Bath mineral springs, history of Bath Botanical Gardens, and the fruits that were introduced to the island and the Giant Swallowtail Butterfly will be displayed. The facility will include a restaurant and gift shop.

#### Phase 2:

- Redevelopment of the Botanical Gardens as well as the Hotel & Spa
- Riverside park along the river between the hotel and botanical gardens

**Amenities:** the interpretation centre will include a display area with educational materials on the Bath Mineral Springs, Bath Hotel & Spa, Giant Swallowtail Butterfly and Bath Botanical Gardens and the fruits that were introduced to the island through that facility. The butterfly farm will specialize in local butterfly species especially the endemic Giant Swallowtail butterfly. The facility will include an enclosed facility for displays and intimate contact with butterflies as well as external gardens. The interpretation centre will offer clean bathrooms and a small cafeteria.

The hotel and spa can be redeveloped to include new river pools and outdoor hot tubs using the mineral water. The hotel structure also requires extensive renovation. The botanical gardens will be upgraded with shelters, signage and walkways for safety as well as upgraded planter beds. A riverside park will tie the botanical gardens to the hotel and mineral spring using a trail with enhanced garden areas and shelters. One suggestion to control the local entrepreneurs is to remove the bridge from the gate of the hotel facility and relocate it further downstream.

**Employment opportunities:** naturalists, trained butterfly farm assistants, guides, general workers.

**Sustainability:** the project is an example of a tourist attraction that can be used to support conservation efforts of endemic species. The development of the butterfly farm can be used to protect the Giant Swallowtail Butterfly and its habitat while creating a new attraction. The effort is closely linked to the conservation efforts of the Blue and John Crow Mountains National Park.

**Market Segments:** Day visitors (domestic and international) interested in health & wellness, culture, history and environment.

**Pillars of Growth and Linkages Programmes:** Gastronomy, Knowledge, Agriculture, Health and Wellness



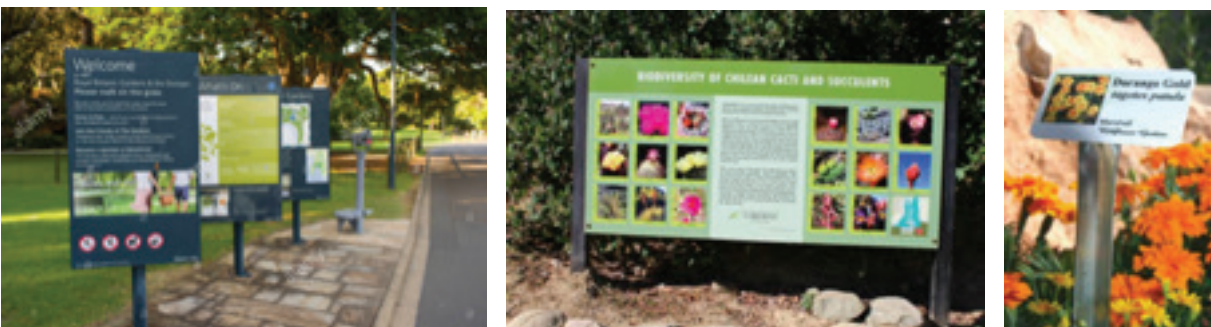
Examples of butterfly farms in Belize



Key butterfly species and other fruits to be featured in Bath Butterfly Farm



Examples of interpretation centres: Belize and Galapagos



Examples of signs in botanical gardens

## PRIORITY INITIATIVE 6: Rocky Point Public Beach Park - Morant Point Lighthouse and Visitor Centre - Great Morass Water Trail and Boardwalk

### PRIORITY INITIATIVE 6

#### Rocky Point Public Beach Park - Morant Point Lighthouse and Visitor Centre - Great Morass Water Trail & Boardwalk

Cluster 3: Southeast Coast

Product category: nature and adventure

Budget:

Rocky Point Beach - US\$450,000

Morant Point Lighthouse and Visitor Centre - US\$320,000

Great Morass Water Trail and Boardwalk - US\$420,000

*(these figures are estimates)*

Partners: Rocky Point Beach Park - NEPA, Rocky Point Fisherfolk Association, TEF  
Morant Point Lighthouse - NEPA, Port Authority of Jamaica, JNHT, TEF  
Great Morass Trail and Boardwalk - NEPA, local and international research institutions, local and international wildlife and conservation organizations

Short to  
Medium term:  
YEARS 2-5

### DESCRIPTION

The aim of the project is to create a trio of connected nature-based attractions in the extreme eastern region of the parish. Together these attractions are sufficiently compelling to attract day visitors in the short to medium term. As medium to large scale development of hotels occurs in Cluster 3, this trio of nature-based attractions will serve as an anchor attraction. This development features one of the most beautiful beaches in the parish and also allows access to the Great Morass for education, research and recreation.

The Rocky Point Beach will be developed into a public beach park to complement the other public beaches, such as Lyssons Beach and Rudolph Elder Park.

The Morant Point Lighthouse will be upgraded as an official attraction with amenities to support visitors.

The Great Morass will be developed to accommodate low impact activities that allow viewing and exploration of the ecosystem.

Attraction: the components of the Rocky Point Public Beach Park will include toilets, showers and changing facilities and associated sewer systems; connection of electricity and water services; picnic shelters and picnic tables; lifeguard stations; restaurant and/or other food preparation establishments; parking area; general landscaping.

The Morant Point Lighthouse upgrade will include toilets, gift shop and snack counter; connection of electricity and water systems; picnic shelters and picnic tables; designated parking area and walkways; landscaping and interpretive signs.

The Great Morass Water Trail & Boardwalk will be accessed by boat where possible and with a limited boardwalk in other areas. The development will require an access point with a shelter or kiosk with bathroom facilities, lockers, displays and signage.

**Amenities:** the beach park will include all the facilities required for a safe and enjoyable beach experience- toilets, changing rooms and showers as well as food. The lighthouse and great morass will appeal to the adventurous and the attractions will be made accessible without losing too much of the rustic appeal.

**Employment opportunities:** naturalists, tour guides, facility managers and workers.

**Sustainability:** the Rocky Point public beach is connected to the proposed large-scale Pera Eco-resort Village and Golf Course initiative (see TDDMP for details), and also links to the Morant Point lighthouse via the Great Morass. This proposed beach park functions to protect the future resort development from the impacts of hurricanes/storms as well as sea level rise.

**Market segments:** the developments will cater to individuals and groups, families and nature lovers.

**Pillars of Growth and Linkages Programmes:** Health and Wellness, Gastronomy, Knowledge, Sports and Entertainment



Examples of lighthouses and visitor centres: U.S. and Ireland



Examples of low impact beach park development in the U.S. and the Mexican Caribbean



Examples of gravel trail and boardwalks through wetlands

Example of viewing tower



Example boat tour through mangroves

# PLACEMAKING AND DEVELOPMENT

## I. OVERVIEW OF STRATEGY

Destination development in St. Thomas will involve government and industry working together to create a compelling visitor experience that attracts new visitors and repeat visitation. The aim of destination development in St. Thomas will be to enhance multiple elements associated with the visitor experience:

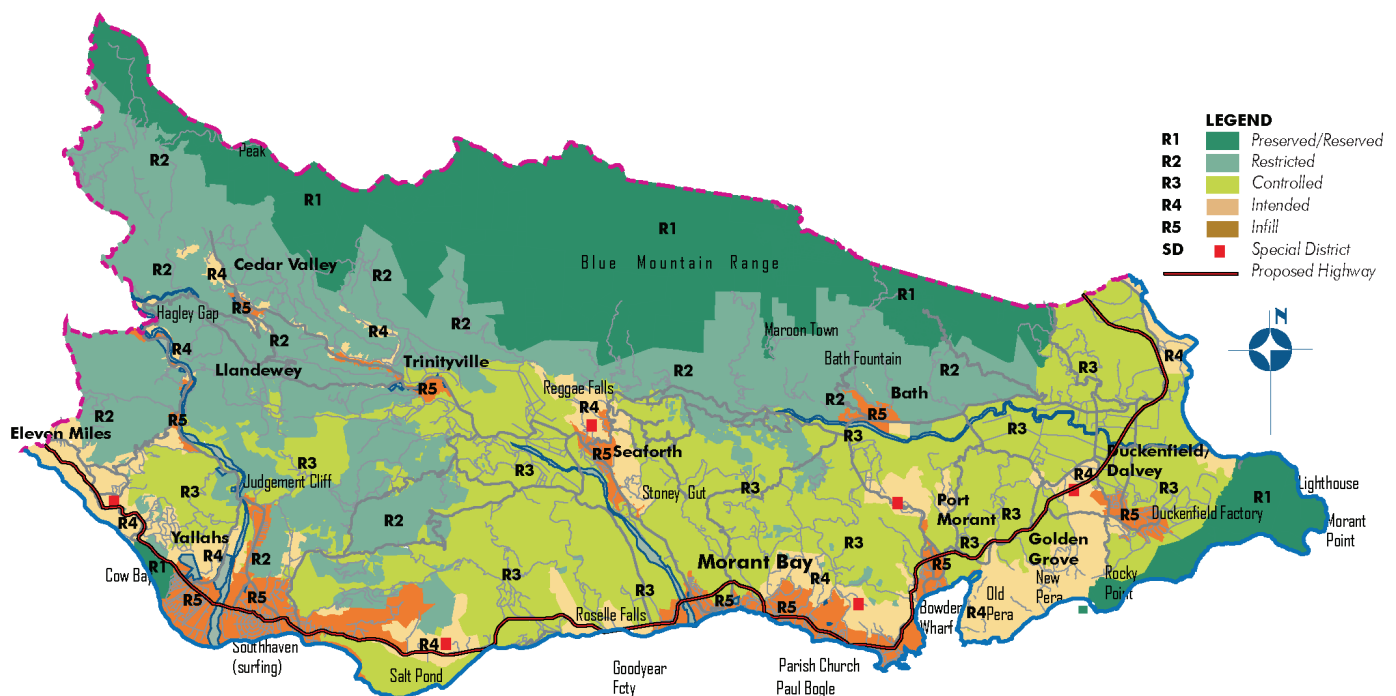
- The setting in which tourism experiences take place;
- Accessibility of the destination and experiences in the destination; and
- Infrastructure and amenities, which are often publicly owned and used by residents as well as visitors.

Since tourism is nascent in St. Thomas, development should be guided by a land use plan that reflects the community's vision to become a preferred sustainable tourism destination and eco-parish with attractive permanent communities and strong community support for tourism.

The development zoning plan (see Figure 3) is intended to encourage the most appropriate distribution of land within the parish, to separate incompatible uses of land, and to ensure the health, safety and welfare of residents. Zoning for tourism ensures that tourism activities are placed in areas to prevent user conflicts and ensures the activities are sustainable with limited negative impacts on the natural environment. Zoning for tourism is also intended to preserve appealing locations with ideal tourism characteristics to give the destination marketable advantages.

A common trend associated with tourism growth in other parishes in Jamaica involves the establishment of unplanned settlements of "squatters" who are drawn to these areas in search of employment. The zoning plan proposes the establishment of Special Districts to proactively address this potential issue. There are six Special Districts proposed in different areas of the parish (see Figure 3). The Specials Districts are envisioned as areas designated for establishing temporary housing solutions that cater to migrant workers directly related to the tourism industry. It is envisioned that the Special Districts will prevent the formation of informal settlements from occurring. Local authorities will need to plan for and secure funding to build temporary housing developments in these areas. These areas will require management, and local authorities will need to ensure that people transition out of the temporary housing over time.

FIGURE 3: Development zoning plan for St. Thomas



The zones shall integrate the largest practical geographic area and also overlap property lines as necessary. A description of the zoning categories follows and Table 4 details the surface area of each category.

- Preserved/Reserved (R1). These lands and their natural resources should not be utilized for development but rather should be maintained in their pristine form. These lands will remain accessible but only to be enjoyed for their natural beauty and inspiration. The zone includes areas under environmental protection by law or regulation as well as land acquired for conservation through purchase or easement. Examples are the BJCMNPFR and the Great Morass.
- Restricted (R2). Areas falling within this category will be confined to only certain types of permissible development due to the steep terrain (Hillside Development Manual for Jamaica) and general vulnerability to natural disasters.
- Controlled (R3). Development is permissible in these areas with the caveat that all proposals are thoroughly vetted in relation to the surrounding agricultural land use in a bid to ensure that good agricultural lands are not lost or compromised for other land uses.
- Intended (R4). Development is encouraged in these areas in a bid to boost efforts to establish the parish as a tourism destination. They are in close proximity to existing built-up areas and allow for town expansion. Within this zone, some land has been designated for tourism accommodations and anticipated permanent housing for tourism workers.
- Infill (R5). These areas are already built or developed; however, vacant or underused parcels within existing urban areas can be rededicated to satisfy growing tourism demands. This will also facilitate the build out of placemaking features such as monuments, town squares and vistas—enabling growth centres in the various clusters to establish their own identity while improving the various linkages that each of them contribute to the destination.
- Special Districts (SD). These areas establish temporary housing solutions throughout the parish for migrant workers directly linked to the tourism industry in a bid to prevent informal settlements.

**TABLE 4: Surface area of zones**

Zone Type	Area (sq.m)	Area (Acres)	Hectares	Percentage
Preserved/Reserved (R1)	160,387,347	39,632.58	16,038.73	22%
Restricted (R2)	211,301,885	52,213.84	21,130.19	29%
Controlled (R3)	237,072,166	58,581.81	23,707.22	32%
Intended (R4)	72,267,814	17,857.77	7,226.78	10%
Infill (R5)	50,390,264	12,451.71	5,039.03	7%
Road Reserves	6,352,828	1,569.82	635.28	1%
<b>TOTAL</b>	<b>737,772,303</b>	<b>182,307.53</b>	<b>73,777.23</b>	<b>100%</b>

The proposed TDDMP zoning plan identifies areas that are ideal for development of new accommodations. These areas exhibit good characteristics, such as views, location outside of town centres and close to main tourism attractions and sites. Buildable land does not include agricultural land or land in very steep, flood prone or other areas exposed to natural hazards. Figure 4 illustrates the recommended accommodation zones, and Table 5 identifies the proposed surface area and densities for proposed hotel development zones.

FIGURE 4: Accommodation development zones

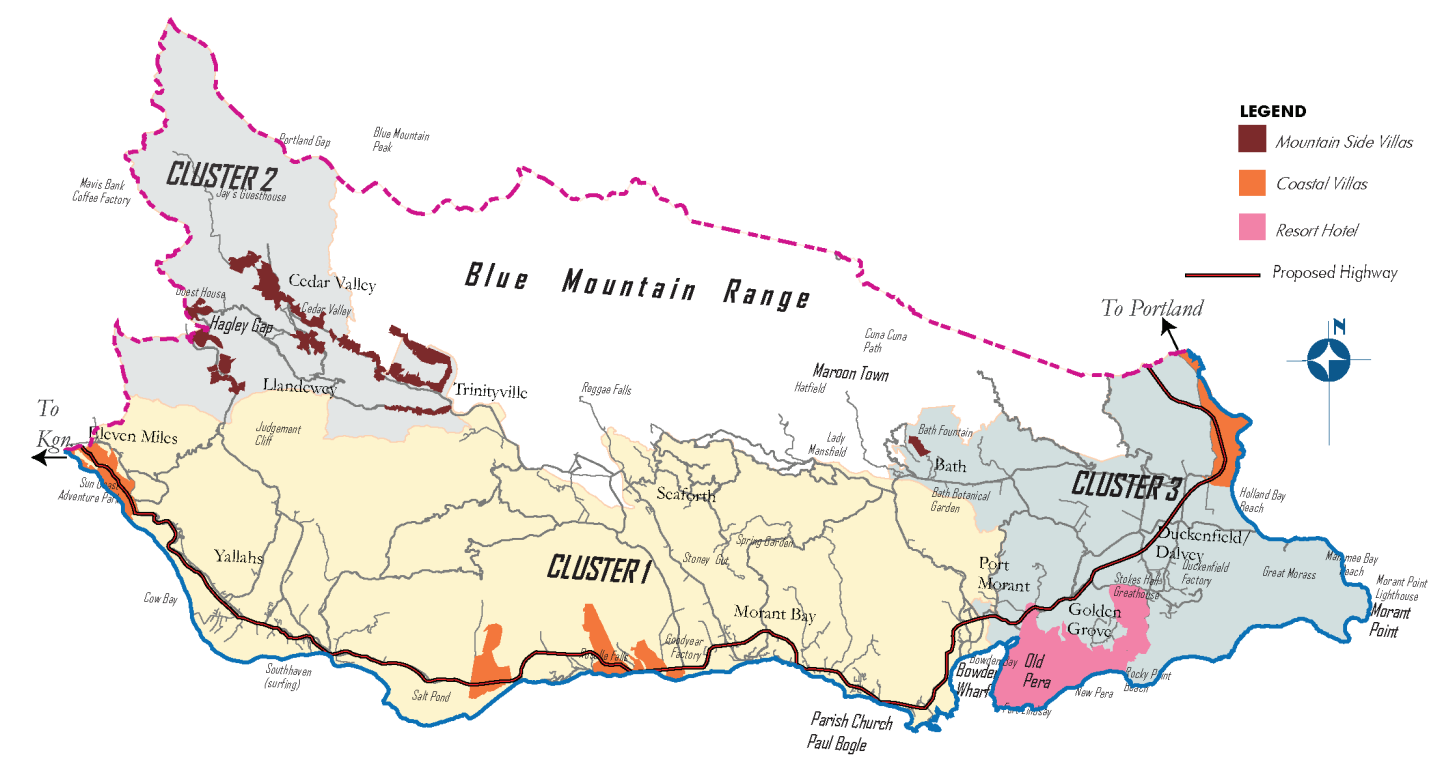




TABLE 5: Surface area and density of proposed hotel development zones

	Area - sq.m	Acres	Density: units per acre	Density: rooms per acre
Pera	13,737,946	3,393	0.5	3
Amity Hall	3,897,298	963	0.5	3
Bath	68,159	17	2	3
Roselle	3,393,470	838	0.5	2
Salt Pond	2,362,127	583	1	1
11 Miles	2,572,917	636	1	3
Llandewey	1,147,386	283	0.5	3
Hagley Gap	1,966,756	486	0.5	3
Trinityville	1,861,410	460	0.5	3
Holland Bay	3,897,298	963	0.5	3
TOTAL	34,904,767	8,621		

TABLE 6: Accommodation development type and scale by clusters

	Cluster 1: Coastal Reaches	Cluster 2: Highlands	Cluster 3: Southeast Coast
Type of accommodation (in order of importance)	Small (1–99 rooms), independent hotels and resorts All-suite or villas Serviced apartments Bed and breakfast/homestays	Bed and Breakfast/Homestays Small hotels (1–30 rooms) that can accommodate independent travelers as well as groups (SAVE), Independent boutique hotels and villas that offer authentic cultural experiences and interesting guest service.	Medium (100–399 rooms)  Large (400+ rooms) independent and chain resort hotels as well as mixed developments that include all-suite or villas
Total hotel rooms by 2030	1,500	650	2,220

FIGURE 5: Recommended design concepts for accommodation options by cluster

Cluster 1: Coastal Reaches	Cluster 2: Highlands	Cluster 3: Southeast Coast
Low-density (1–99 rooms) Coastal villas, small and medium hotels	Low-density (1–30 rooms) mountain cabins/villas and boutique hotels	Medium- and high-density (100–400+ rooms) independent and chain resorts and hotels, mixed developments that include marina and golf course
 	 	 

## II. PRIORITY INITIATIVES

There are several recommended priority initiatives for accommodations development as well as upgrading the urban character of the towns, tourist attractions, and other sites in St. Thomas to enhance their sense of welcome. These priority projects are outlined below.

### PRIORITY INITIATIVE 7: St. Thomas Homestay and Community Experience

#### PRIORITY INITIATIVE 7

##### St. Thomas Homestay and Community Experiences Network

Cluster 1: Coastal Reaches and Cluster 2: Highlands

Budget: US\$50,000

*(these figures are estimates)*

Partners: TPDCo, Jamaica Business Development Corporation (JBDC), Social Development Commission, Human Employment and Resources Training Agency (HEART)

Short term:  
YEARS 1-3

What change  
can look like



#### DESCRIPTION

The homestay network will aim to provide authentic experiences for independent leisure tourists who want to experience the local community and culture. It is envisioned that the network will span from Coastal Reaches (Cluster 1) to Highlands (Cluster 2) and offer tourists an authentic experience that can form part of a multi-day Sea to Ridge experience.

The network can be developed as a membership based association. Members of homestay network will commit to complying with basic quality and sustainability standards.

The network will also offer unique, curated experiences to be provided by locals in the communities. The St. Thomas Homestay and Community Experiences association will develop its own brand, promote the network and monitor compliance with basic standards and visitor satisfaction. The product itself can be developed as part of the Tourism Experiences Studios proposed in Section 3.7.

**Pillars of Growth and Linkages Programmes:** Gastronomy, Sports and Entertainment (Arts and Culture), Health and Wellness, Shopping

## PRIORITY INITIATIVE 8: Pera Eco-Resort Village and Golf Course

### PRIORITY INITIATIVE 8

#### Pera Eco-Resort Village and Golf Course

Cluster 3- Southeast Coast

Budget: US\$500,000,000

(these figures are estimates)

Partners: Private landowners, NEPA, local development planning team, investors, Jamaica Hotel and Tourist Association (JHTA), SDC, HEART

Medium to  
Long term:  
YEARS 7-11



## DESCRIPTION

Create an exclusive high-end eco-resort village in a secluded setting. See Figure 27 for drawing of the eco-resort village and golf course.

The main features of this development include a marina and super yacht facilities; a hip strip for entertainment and high end boutique shopping, casino gaming, restaurants & bars; access to a private airstrip; a 5-mile public beach park, an extensive golf course; horseback riding facilities and trail; a secluded beach surrounded by a mangrove forest.

Nature environments for exploration include: the Emerald Island; Bowden Bay; the Great Morass Mangrove Forest; and the Coral Reefs from Pera Bay to Folly Bay. Historical ruins are also available for tour enhancement, which includes: fort ruins; ruins of a windmill; and great houses along the overlooking hillside. The Golf Course will be Audubon certified in order to align with the overall sustainability principles outlined in the TDDMP. It is also suggested that the area be reforested with native plants in order to enhance and restore this disturbed area.

The village will comprise of various styles of high quality accommodations, from private villas to medium size hotels. A wide diversity of services is planned to cater for all types of visitor needs.

The location will serve as a major staging area for attracting large numbers of tourists, from which excursions will be arranged throughout the parish.

The Pera Resort and Golf Course development will serve as an anchor destination in Cluster 3. It will feature approximately 1,600-2,500 rooms at full buildout.

**Amenities:** a wide range of amenities will be provided to cater to visitors of all levels including facilities for shopping, restaurants, recreation, sports, services.

**Employment opportunities:** jobs will be created in all areas of the tourism industry – from hotel services to hotel ownership.

**Sustainability:** all aspects of the development will utilize sustainable practices. The main goal of sustainable tourism is to ensure that development benefits the local host communities, tourism operators and minimizing impacts on the environment. Certification schemes have been developed for many aspects of the tourism industry. Leadership for Environmental Efficiency in Design (LEED) for construction, Green Globe for hotel operations and GEO certification for golf course development are examples of international voluntary programs that can be encouraged. Examples of eco-friendly hotel chains include Fairmont Hotels, Hilton Hotels and Resorts, Hyatt Hotels, Marriott Hotels and Sandos Hotels & Resorts. The local Marriott Hotel in New Kingston is certified LEED silver and The Tryall Club is the only local golf course that is pursuing the GEO OnCourse programme to become certified.

**Pillars of Growth and Linkages Programmes:** Heath and Wellness, Agriculture, Manufacturing, Shopping, Sports and Entertainment, Gastronomy

What change  
can look like



## PRIORITY INITIATIVE 9: Build Iconic Entry Points and Town Squares

### PRIORITY INITIATIVE 9

#### Build iconic entry points and town squares In main towns

Budget: Phase 1- US\$850,000

Phase 2- US\$635,000

*(these figures are estimates)*

Partners: TEF, JNHT, National Works Agency, Urban Development Corporation (UDC), St. James Municipal Corporation, National Solid Waste Management Authority

Short term:  
YEARS 1-3

### DESCRIPTION

Build iconic entry points to main towns and major attractions in each cluster to signal to visitors that they have arrived. The entry feature should be themed and symbolically represent the town (e.g., a monument at Morant Bay, a mural or art-based feature at Trinityville). These should include a “welcome to...” message and should intrinsically attract attention and stimulates discussion about an element that is truly unique about the place. The project is intended to improve the aesthetics and amenities, and to create a sense of place in the major towns within the parish. The residents of each town will be given an opportunity to provide ideas for the monuments to be built.

All town centres will be upgraded by adding a town square that will contain the following features:

- Monument highlighting a significant event, person or history of the town
- Public restroom
- Organized vending area and seating
- Improved sidewalks
- Landscaping
- Street furniture
- Lighting
- Garbage silo
- Improved architectural facades

Development will ensure free visitor facilities such as public restrooms, street furniture, sidewalks and shelters are adequate for increased visitor numbers and responsive to their needs.

Entry points would be built in two phases:

Phase 1- Yallahs, Morant Bay, Bath and Port Morant

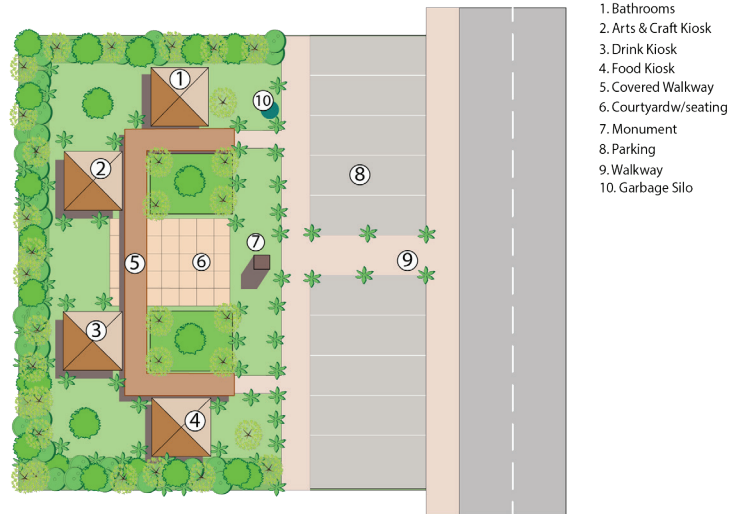
Phase 2- Seaforth, Trinityville and Hagley Gap.

#### Pillars of Growth and Linkages Programmes:

Gastronomy, Knowledge, Entertainment, Shopping

What change  
can look like

#### TOWN SQUARE



Each Town Square will include a monument which will present a unique aspect of the place. In this example, the monument features the endemic Giant Swallowtail Butterfly.

PRIORITY INITIATIVE 10: Establish wayfinding system

**PRIORITY INITIATIVE 10**

**Establish wayfinding system**

Budget: US\$3,250,000

(these figures are estimates)

Partners: NWA, JNHT, TEF, TPDCo

Short to Medium term:

**YEARS 1-4**

What change can look like

**DESCRIPTION**

A system of wayfinding should be established throughout the parish, including the following:

- **Signage:** place names, directional signs, advertising and interpretive signs to guide travelers through the parish and direct them to attractions. It includes signage along the trails in the national park and other nature areas. Adequate signage gives travelers a sense of safety and confidence when moving through the destination and can contribute to them staying longer and spending more. Signage should be compatible with the TPDCo parish marker being constructed on the Portland-St. Thomas border as well as the requirements of the NWA for road signs.
- **Landmarks:** landmarks can be used as anchors, reference points or communication tools to easily guide travellers through the parish.

**Pillars of Growth and Linkages Programmes:**  
Knowledge, Entertainment



Examples of directional signs and signage for landmarks in U.S. and U.K.



Examples of local directional sign and landmarks

What change  
can look like

## PRIORITY INITIATIVE 11

Short term:  
YEARS 1-3

### Create a network of scenic viewpoints

Budget: US\$330,000 for six viewpoints  
(US\$55,000 per viewpoint)

*(these figures are estimates)*

Partners: TEF, JCDT, TPDCo, NWA, St. Thomas  
Municipal Corporation

## DESCRIPTION

Develop a network of scenic viewpoints along the coast and up to the mountains (i.e. Ridge to Reef concept) that will showcase St. Thomas' diverse natural environment in a way that enables safe, leisurely and relaxed visitation.

The lookout points should feature interpretive signs that increase awareness of the region's nationally significant heritage by developing a cohesive story that resonates with visitors.

**Pillars of Growth and Linkages Programmes:**  
Knowledge, Entertainment



Examples of lookout points in the U.S.

# INFRASTRUCTURE

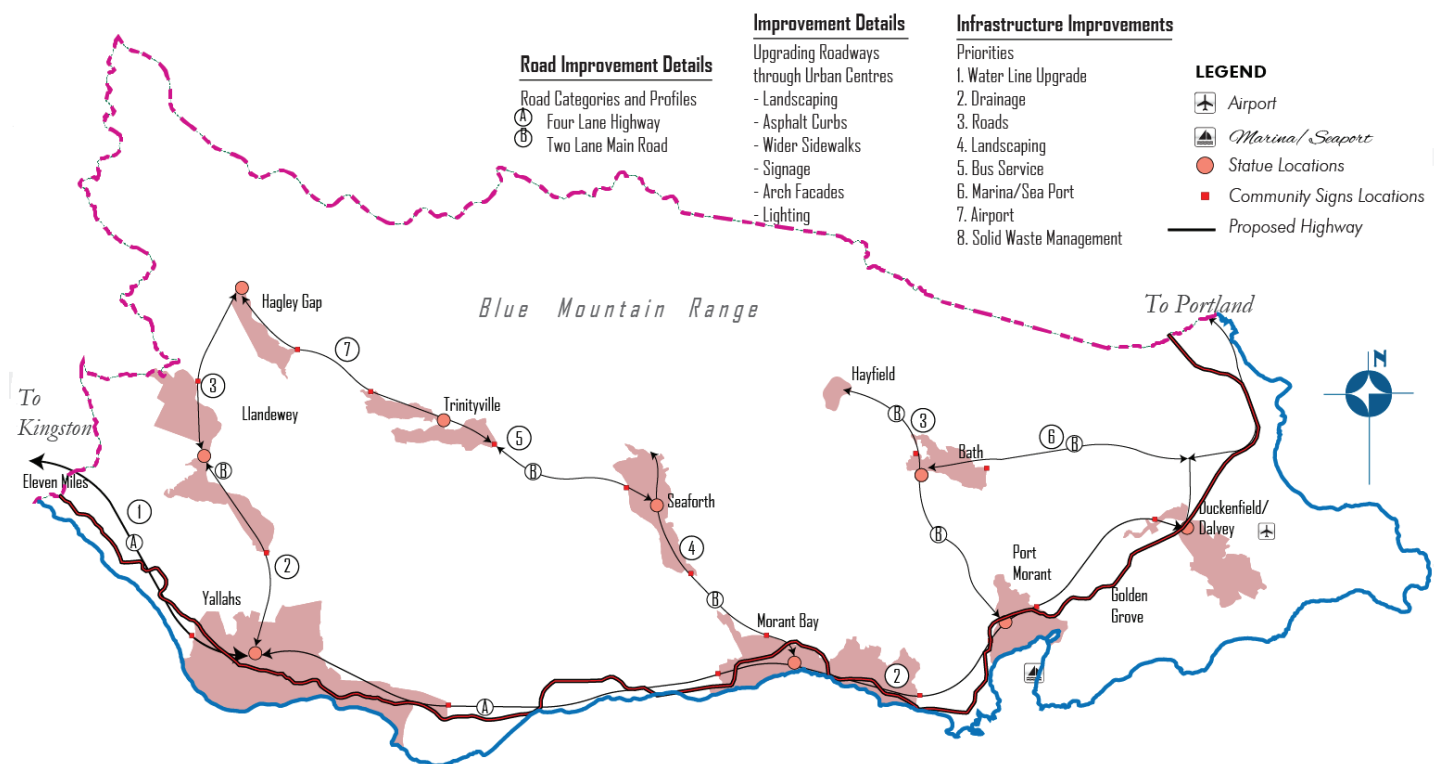
## I. OVERVIEW OF STRATEGY

The condition of the existing infrastructure is a major deterrent to attracting investors and visitors and must therefore be a top priority. Improvement to the existing infrastructure is required to stimulate and support the projected growth in tourism investment and development. Initial steps have been taken by the Government of Jamaica with the recent approval of the Morant Bay Urban Centre and road upgrades. The road network improvements will connect Kingston to Port Antonio through St. Thomas. The road network improvements will connect Kingston to Port Antonio through St. Thomas. The vision for hard infrastructure in St. Thomas is to have an integrated plan that guides growth areas in developing good infrastructure—including water, sewage, solid waste, energy, and telecommunications—in order to attract and retain tourism investment and development.

Improving access and roads beyond planned improvements noted above that enhance connectivity throughout the parish will be the top priority. The goal is for St. Thomas to have a safe and reliable transportation network that provides access to all main towns, main attractions and sites, and new areas of development. Town centres will have free-flowing traffic, adequate parking and comfortable provision for pedestrians and cyclists. New developments will create great spaces that promote human interaction and stimulate the imagination. New buildings will use the principles of sustainability and site designs that respect and are guided by the natural environment.

Figure 6 illustrates the recommended infrastructure improvements needed to support the tourism development goals outlined in this plan.

**FIGURE 6: Overview of urban upgrading**



II. PRIORITY INITIATIVES

An overview of the priority initiatives needed to guarantee adequate public infrastructure for both the visitors and residents of the parish of St. Thomas are outlined below.

What change can look like

PRIORITY INITIATIVE 12: Upgrade road network and improve drainage

**PRIORITY INITIATIVE 12**

**Upgrade road network and improve drainage**

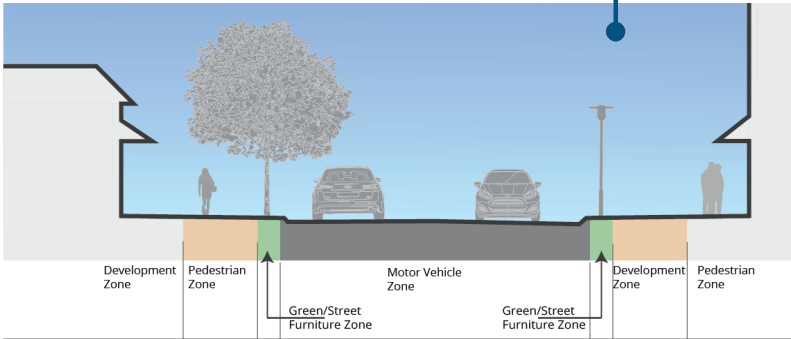
Cluster 1: Short term YEARS 1-3

Cluster 2: Medium term YEARS 4-6

Cluster 3: Medium term YEARS 4-6

Budget: US\$67,021,000  
(these figures are estimates)

Partners: NWA, Government of Jamaica, Ministry of Finance, Ministry of Tourism, TEF, St. Thomas Municipal Corporation, CBD, international partners



TYPICAL MAIN STREET DIMENSIONAL GUIDELINES			
	Pedestrian Zone (m)	Green/Street Furniture Zone (m)	Motor Vehicle Zone (m)
Town Centre	1.8 - 2.4 depending on pedestrian volume	0.9 - 1.2	6.2 - 6.8 depending on traffic volume
Rural Community	1.2 - 1.8 depending on pedestrian volume	-	6.0 - 6.2 depending on traffic volume



Unattractive streetscape - BEFORE



Unattractive streetscape - AFTER



Unattractive streetscape - BEFORE



Unattractive streetscape - AFTER

### PRIORITY INITIATIVE 13

#### Expand water and sewage system

Cluster 1: Short term YEARS 1-3

Cluster 2: Medium term YEARS 4-6

Cluster 3: Medium term YEARS 4-6

Budget: US\$14,000,000 *(these figures are estimates)*

Partners: NWC, NEPA, CBD, Ministry of Finance, St. Thomas Municipal Corporation

What change  
can look like

### DESCRIPTION

#### Cluster 1 - Coastal Reaches

Another well is proposed in Springfield, which will add an additional 0.50 mgd of water to lessen water shortages in Morant Bay. Existing pipelines are to be upgraded and replaced along the Morant Bay main road.

The main water supply for Trinityville originates from springs where the water is treated and then fed by gravity to the area. There is a current supply deficit of 0.219 mgd (expected to increase to 0.442 mgd by 2030 if current conditions remain unchanged). The water deficit is expected to be addressed by upgrading the Trinityville Water Treatment Plant, and by interconnecting surrounding areas by laying new pipelines.

#### Cluster 2 - Highlands

The current water deficit is expected to increase to 0.246 mgd by 2030. The water deficit is expected to be addressed by Yallahs laying new pipelines to upgrade existing ones.

#### Cluster 3 - Southeast Coast

Sufficient water (approximately 9.8 million gallons) is available to support new developments but distribution might be a challenge. The water deficit is expected to be addressed by re-commissioning the New Pera storage tank, upgrading the pumping facility, and upgrading existing and installing new pipelines in the New Pera area.



## PRIORITY INITIATIVE 14: Establish a parishwide system for storing and collecting garbage

### PRIORITY INITIATIVE 14

#### Establish a parishwide system for storing and collecting garbage

Budget: US\$366,000

*(these figures are estimates)*

Partners: National Solid Waste Management Authority, St. Thomas Municipal Corporation, NEPA, TEF

Short to  
Medium term:  
YEARS 1-6

### DESCRIPTION

The parishwide solution for storing and collecting garbage will utilize semi-submerged garbage silos and specialized trucks for garbage collection. The system consists of a concrete well 1.5 metres (5 feet) in diameter which extends 1.5 metres (5 feet) below the ground and 1 metre (39 inches) above ground. A reusable PVC bag is suspended within the well. The bag has a hook on the top which allows it to be lifted out by a boom fitted to a standard compacting garbage truck. Once the bag is suspended over the truck, the bottom of the bag is opened and the garbage is emptied into the back of the truck. Once empty, the bag is repositioned over the well, the cinching mechanism on the bottom of the bag is reset, and the bag is lowered into the well. The entire process takes approximately three minutes to complete and only requires one person for operation. Specific benefits of the alternative system include:

- Lower underground temperatures retard bacterial growth in the garbage, resulting in less odour.
- Increased capacity of the receptacle lessens the possibility of excess garbage spilling out of the receptacle and reduces the required time between collection.
- Reduced space is required for the receptacle.
- The system is water tight and prevents leaching of toxic chemicals into the surrounding soil and groundwater. Any leachate produced is contained within the concrete receptacle and can be pumped out as required.
- The system does not encourage breeding of rats and mosquitoes which are vectors for diseases.
- The bins can be constructed utilizing precast concrete culverts that are readily available locally.

This solution has been used in Europe, Canada and more recently the United States.

**Pillars of Growth and Linkages Programmes:** Heath and Wellness

What change  
can look like



Underground silo bins (<https://www.waste360.com/commercial/south-carolina-company-putting-new-spin-bin>)

# HUMAN RESOURCE & BUSINESS DEVELOPMENT

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## I. OVERVIEW OF STRATEGY

A fundamental principle of sustainable tourism is the meaningful involvement of local communities in tourism. Communities should be encouraged to tell their stories and create interactive community-based experiences that allow community members to engage and educate visitors about their place.

In addition, individuals with exceptional local knowledge and local stories should be encouraged to serve as tourism ambassadors, tour guides and even trainers of tour guides. The same is recommended for artisans, musicians, singers and performers. These individuals can create independent tourism activities and experiences to offer to visitors.

Tourism Experience Studios can be employed to assist interested communities and entrepreneurs (such as tour guides, artisans, and musicians) to design and promote unique tourism experiences, and promote their tourism experiences that introduce visitors to the real St. Thomas. The studios should help to build diverse and differentiated people- and program-based experiences that represent the most unique qualities of the people, place and culture of St. Thomas.

The Market Readiness initiatives will provide training and technical assistance to the communities and entrepreneurs that have completed the Tourism Experience Studios. This additional training will help participants learn how to start and operate a small business.

The success or failure of St. Thomas as a sustainable tourism destination will depend in large part on how employers and their staff provide quality customer service, focusing on the importance of the “human element” in the visitor experience. Current online ratings for accommodations and restaurants in St. Thomas range from good to mixed, which indicates a need for a destination-wide focus on quality and service delivery. The Team Jamaica Programme, TPDCo’s mandatory training and certification program for service staff in the tourism industry, would be an ideal starting point. The program’s main components include customer service, product knowledge, and cultural and environmental awareness.

Critical to the readiness of any destination is having tourism products that are licensed and meet local and international standards. Only 3 of the 27 accommodation providers listed in St. Thomas are licensed, and none of the tourism attractions are licensed.

A cultural paradigm shift is needed for compliance to be considered a priority. Formalization of marquee attractions and places of interest or worship will be an important early strategy to increase visitor arrivals to the parish. The Morant Bay Courthouse, and the Yallahs Salt Pond are examples of iconic locations in St. Thomas which are not licensed. Early identification and formalization of these and similar locations may help to spur tourism development and enhance the array of tourism activities and experiences as well as visibility of the parish.

Viable and successful Micro, Small, Medium Tourism Enterprises (MSMTE) will be needed in St. Thomas to support sustainable tourism development over the next decade. Tourism businesses in five main industry groups will be needed: food and beverage services, recreation and entertainment, transportation, accommodation and tour operation. A critical factor for creating and expanding the pool of tourism related entrepreneurs in St. Thomas will be access to affordable financing. The availability of affordable financing ensures that anyone in the community with a good tourism business idea has access to opportunities.

The Tourism Enhancement Fund (TEF) has established MSMTE loan facilities through partnerships with the Export Import Bank of Jamaica and the Jamaica National Small Business Loans Ltd. These programs provide loans at more competitive rates. Other offerings may exist at other financial institutions. Special allotments could be set aside for MSMTEs from St. Thomas under existing TEF loan facilities. Treasure Beach stakeholders were beneficiaries of a similar scheme with a view to increasing compliance by tourism enterprises. The special allotment designed for Treasure Beach can be used as a model for St. Thomas. Financing mechanisms are already in place and need only to be expanded where necessary to support the growing pool of MSMTEs which may emerge in St. Thomas. Policies to incentivize licensing of MSMTEs should be developed.

Efforts should be taken to train owners and managers of tourism enterprises on how to create a presence online, develop compelling information and stories about their business, and promote themselves online. New community experiences should be integrated under, and promoted as part of, Jamaica Tourism Board’s Jamaica Community Experiences brand and online portal. Airbnb Experiences can also serve as an important channel for entrepreneurs to more easily promote their activities and experiences that immerse visitors in their unique world.

## II. PRIORITY INITIATIVES

An overview of the priority initiatives needed to prepare the community to actively participate in the tourism industry, foster local entrepreneurship, and equip MSMEs to promote themselves effectively are outlined below.

### PRIORITY INITIATIVE 15: Tourism Experience Studios

#### PRIORITY INITIATIVE 15

##### Tourism Experience Studios

Tourism Experience Studios

Budget: US\$462,000

(US\$154,000 per annum)

*(these figures are estimates)*

Partners: TPDCo, JBDC, Product Area Interest Groups, Social Development Commission (SDC)

Short term:  
YEARS 1-3



#### DESCRIPTION

Organize a series of Tourism Experience Studios that will assist communities to develop sustainable, immersive tourism experiences.

The studios will support detailed product development with local groups of stakeholders, e.g., the surfing community and homestay providers.

The studios will be designed as an intensive two-day workshop covering key topics: market trends relevant to the specific types of tourism products being encouraged, e.g. cultural tourism; broadening understanding of the variety of visitor experiences and the types of visitors who seek such experiences; examples of successful small tourism businesses and creative partnerships; an overview of practical financial planning tools; understanding how to craft a compelling story and online presence; and exploring opportunities for collaboration that can help to build a critical mass of visitors. The workshop will include practical exercises which guide the community members and prospective entrepreneurs through developing an actual concept for a new product or experience.

TPDCo and other business development and support organizations will be enlisted to provide business “readiness” training and technical assistance subsequent to product development studios. These sessions may be provided at concessionary rates if not fully funded.

**Pillars of Growth and Linkages Programmes:** Knowledge, Sports and Entertainment



## PRIORITY INITIATIVE 16: Launch destination-level customer service training

### PRIORITY INITIATIVE 16

#### Launch destination-level customer service training

Budget: Costs included under Workforce Development initiative

Partners: TPDCo, HEART Trust-NTA, SDC

Short to  
Medium term:  
YEARS 1-6



### DESCRIPTION

Introduce a destination-wide focus on quality and service delivery by:

- Assessing current gaps in service delivery related to workforce competencies, customer service and visitor experience. This activity will be integrated as part of the broader workforce development gap assessment.
- Assisting the HEART Trust NTA facility in Yallahs become a TPDCo-approved training partner for the Team Jamaica Programme.
- Rolling out the Team Jamaica customer service training program throughout the parish. Training sessions that cover all levels of the Team Jamaica program should be offered multiple times a year as part of the workforce development initiative.

**Pillars of Growth and Linkages Programmes:** Knowledge, Gastronomy



## PRIORITY INITIATIVE 17: Formalize tourism enterprises and support compliance

### PRIORITY INITIATIVE 17

#### Formalize tourism enterprises and support compliance

Budget: US\$154,000 per annum

*(these figures are estimates)*

Partners: TPDCo, (JBDC), TEF, EXIM Bank, Jamaica National Bank, Ministry of Finance, JSIF, SDC

Short term:  
YEARS 1-3

### DESCRIPTION

Increase compliance of tourism businesses in St. Thomas by:

- Conducting an audit of MSMTEs in the parish to determine readiness status and requirements for compliance.
- Educating managers of attractions, providers of accommodations and other service providers about the licensing processes and benefits of compliance.
- Providing business development and support services as well as technical assistance to unlicensed enterprises to help them meet requirements.
- Creating mechanisms to minimize cost and other requirements including discounts for group registration—e.g., a network of homestays and cluster-specific networks of enterprises.
- Providing affordable financing to support compliance.

**Pillars of Growth and Linkages Programmes:** All Linkage networks will be impacted

## PRIORITY INITIATIVE 18: Ensure licensing of attractions that have national, cultural and natural significance

### PRIORITY INITIATIVE 18

#### Ensure licensing of attractions that have national, cultural and natural significance.

Budget: US\$385,000 (*these figures are estimates*)

Partners: TPDCo, JNHT, TEF, Ministry of Tourism

Short term:  
YEARS 1-3



### DESCRIPTION

Launch an initiative to formally license key locations of national significance or those which may be government owned (e.g., Paul Bogle's Stoney Gut) as a Place of Interest. Criteria should be developed to define these locations which could receive support towards compliance.

The objective of this initiative is to Increase the number of licensed attractions or places of interest in St. Thomas by:

- identifying and auditing attractions and sites of national, natural or cultural importance—in particular areas of great national significance and those that are government owned; and
- implementing steps to support licensing.

**Pillars of Growth and Linkages Programmes:** Sports and Entertainment, Knowledge

## PRIORITY INITIATIVE 19: Promote entrepreneurship

### PRIORITY INITIATIVE 19

#### Promote entrepreneurship

Budget: US\$154,000 per annum  
(*these figures are estimates*)

Partners: JBDC, JAMPRO, MICA, TPDCo, SDC

Short term:  
YEARS 1-3

### DESCRIPTION

Organize business development workshops at strategic locations that will cover key topics associated to starting and growing a tourism enterprise. The topics should include:

- Basics of setting up and running a tourism enterprise
- Business models and what could work best for various types of micro and small enterprises including strategic business partnerships that will strengthen survival of businesses
- Range of tourism opportunities in the tourism value chain such as tour guides, tour companies, culinary, entertainment, crafts and also linkages with other key sectors such as agriculture
- Licensing requirements and the importance of compliance for maintaining tourism standards and marketability
- The importance of quality assurance and remaining compliant
- Packaging, marketing and sales of tourism products and experiences through the local and international tourism distribution systems.

In addition to the workshops, business development support services should be provided throughout the parish. These may be provided at concessionary rates if not fully funded.

**Pillars of Growth and Linkages Programmes:** All Linkage networks will be impacted

## **PRIORITY INITIATIVE 20**

### **Train tourism businesses to organize collectively and promote themselves online**

Budget: US\$7,000 (formation of tourism association)

US\$50,000 (annual for training)

*(these figures are estimates)*

Partners: JTB, Jamaica Social Investment Fund, TPDCo, MICAF

Short to  
Medium term:  
**YEARS 1-6**

## **DESCRIPTION**

Tourism businesses should organize to form a tourism association. The tourism association will help tourism businesses to unify and develop a strong voice, as well as organize in order to be well represented throughout the TDDMP implementation process. The association can also help to organize collective marketing and promotional efforts.

Offer workshops on the following topics on an annual basis.

- **Websites:** Tourism businesses around the world are building simple, attractive websites on modest budgets and quickly realizing a return on their investment. These workshops could be offered in-person or even online.
- **Storytelling and content production:** To convey what they do and to get consumers to care, businesses of all sizes need to tell stories, both in writing and in pictures. For example, a small guesthouse located near Bath Botanical Gardens might feature lovely photos of the flora and fauna found there with a description of indigenous plants or even a recipe based on breadfruit. A business located near the foot of the Blue Mountains might include an illustrated map and a description of a couple of hikes with accompanying images.
- **Social media marketing:** Most travelers learn about destinations via social media—Facebook, Twitter and Instagram. How can businesses in the parish use these platforms as promotional tools? Again, one or a series of workshops could provide locals with the information to get started.
- **Networking and partnerships:** With guidance, local businesses could learn the importance of and strategies for developing relationships with businesses and organizations both within the parish and from nearby parishes. Rather than waiting to be discovered, they can learn methods for attracting the attention of and connecting with local tour operators and agencies and to promote activities and offerings at local trade shows, to list their businesses on Airbnb or travel aggregator sites such as Expedia or Booking.com, for example.

**Pillars of Growth and Linkages Programmes:** Knowledge and All Networks



# IMPLEMENTATION

## I. OVERVIEW OF STRATEGY

Establishing leadership that can facilitate coordination and collaboration among stakeholders will be critical for developing St. Thomas as a desirable travel destination and place to live.

Identifying leaders who can adequately inspire and facilitate coordination and collaboration among stakeholders will be critical for implementation of the TDDMP. While the ultimate objective would be to establish a permanent St. Thomas Destination Management and Marketing Organization (DMO), in the short term efforts should be taken to organize stakeholders into a unified Destination Stewardship Committee (DSC) guided by the shared vision and goals detailed throughout the TDDMP.

The DSC will have a two-fold objective:

- Convene public agencies and coordinate intragovernmental efforts for implementation of the TDDMP; and
- Establish a multisectoral forum that will bring together private sector, public sector, community leaders, and NGOs to actively participate in the implementation of the TDDMP.

Initially, the DSC should be situated in the Prime Minister's Office (PMO) to facilitate intragovernmental coordination and collaboration needed for successful plan implementation. The DSC will need dedicated staff. The DSC's secretariat will track plan implementation and its impacts over time.

The MOT and DSC can use the TDDMP and accompanying TDDMP Synopsis Document as a blueprint for immediate action. This TDDMP Synopsis Document presents a shortlist of 23 priority initiatives that are critical to implement in the short term.

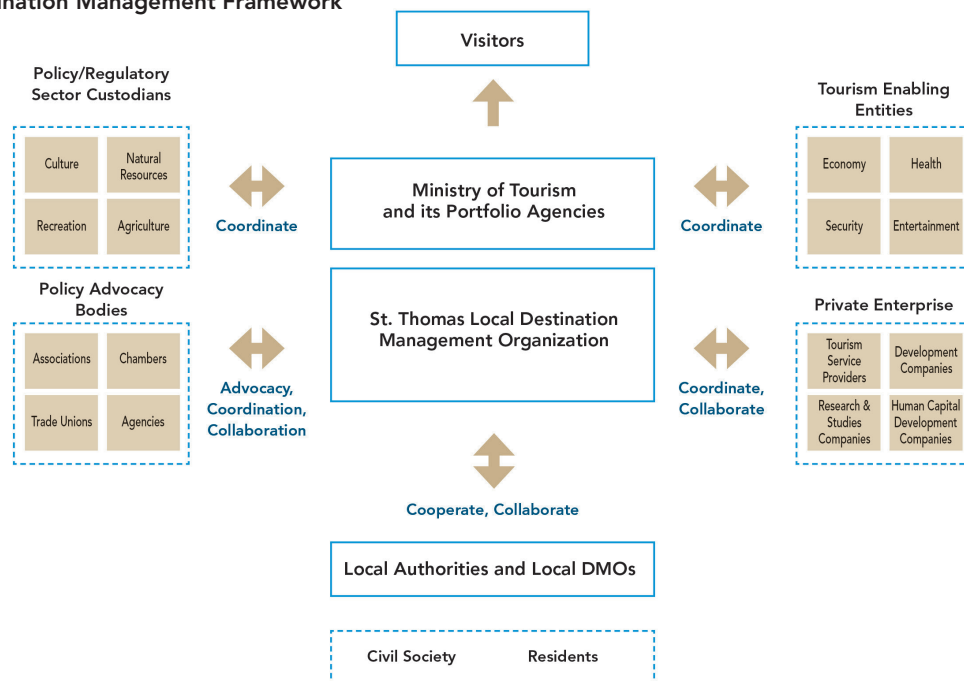
The TDDMP Synopsis Document outlines a wide range of infrastructural priority initiatives as well as potential attractions and product development investment projects. There is a need to socialize these opportunities with the Jamaica Promotions Corporation (JAMPRO), develop an investment prospectus for priority initiatives, and develop an action plan with JAMPRO for attracting international and national investors.

Incentives for stimulating private sector investment will need to be identified and communicated. Investment by local entrepreneurs should be encouraged through affordable financing for MSMEs. It is recommended that a special financing window for St. Thomas be established under the existing TEF-funded loan facilities.

The DSC will also work with the MOT to identify and secure funding for the development of a business plan that will provide the guidance needed for the establishment of a permanent DMO. This business plan will provide recommendations for its organizational structure, operating model and strategies for generating revenues which could include membership of all hotels, attractions, tour operators, transportation providers, restaurants, tour guides and other tourism services providers.

It is envisioned that the DSC will help to "pave the road" for a functional DMO. Figure 7 illustrates the ideal structure for effective destination management in St. Thomas.

**FIGURE 7: Local Destination Management Framework**



The short term aim should be to initiate and deliver on 3-6 quick-win priority initiatives outlined in the TDDMP Synopsis Document by 2022. This effort will help to demonstrate tangible and measurable results within the first three years. The quick-wins can be instrumental in garnering support for the more complex initiatives.

Successful plan implementation will require diligent oversight by the MOT, DSC in the short term and DMO in the medium to long term. Progress and challenges should be tracked, and strategies and priority actions adapted over time to meet ever-changing local level realities and needs.

## II. PRIORITY INITIATIVES

An overview of the priority initiatives needed to organize for implementation of the TDDMP are outlined below.

### PRIORITY INITIATIVE 21: Establish Destination Stewardship Committee

**PRIORITY INITIATIVE 21**  
**Establish Destination Stewardship Committee**  
Budget: US\$150,000 per annum  
*(these figures are estimates)*  
Partners: MOT, TPDCo, SDC, Parish Development Committee

Short term:  
YEARS 1-3

### DESCRIPTION

Establish a Destination Stewardship Committee (DSC) to guide implementation of the TDDMP alongside the Ministry of Tourism (MOT) and its portfolio agencies. The DSC will have a two-fold objective:

- Convene public agencies and coordinate intragovernmental efforts for implementation of the TDDMP
- Establish a multisectoral forum that will bring together private sector, public sector, community leaders, and NGOs to actively participate in the implementation of the TDDMP

Initially, the DSC should be situated in the Prime Minister’s Office (PMO) to ensure the high-level of intragovernmental and multisectoral coordination and collaboration needed for successful plan implementation. The DSC secretariat will consist of 2-3 dedicated staff members. The secretariat will facilitate coordination, track plan implementation and its impacts over time. It will report to the PMO and MOT and publish periodic updates on progress, challenges and impacts.

Committee members should include a cross-section of community leaders and tourism business owners from all three clusters identified in the TDDMP, key local and national government agencies, and NGOs and academic institutions actively working in St. Thomas.

The MOT and DSC should identify quick-win projects based on priority initiatives outlined in the TDDMP and work together to implement these quick-win projects. Given that there are many tourism business owners operating independently without any coordination as a destination, it is highly recommended that one of the first quick-win projects be focused on assisting tourism enterprises to promote themselves. This project will provide a strong incentive for individuals to continue contributing their time to the DSC over time.

## PRIORITY INITIATIVE 22: Establish a functional DMO

### PRIORITY INITIATIVE 22

#### Establish a functional Destination Management and Marketing Organization (DMO)

Budget: US\$70,000

*(these figures are estimates)*

Partners: MOT, DSC TPDCo, JTB

Short to  
Medium term:  
YEARS 2-4

### DESCRIPTION

Hire a consultant to develop a business plan for a DMO. The business plan will provide recommendations for organizational structure, financial model, and strategies for generating revenues which could include membership of all hotels, attractions, tour operators, transportation providers, restaurants, tour guides and other tourism services providers.

The St. Thomas Destination Stewardship Committee with MOT and its portfolio agencies will oversee the work of the consultant, and ensure that the DMO is established as per recommendations outlined in the DMO business plan.

## PRIORITY INITIATIVE 23: Action plan for attracting investors and implementation partners

### PRIORITY INITIATIVE 23

#### Attract Investors and Implementation Partners

Budget: US\$19,230

*(these figures are estimates)*

Partners: MOT, JAMPRO, MICAF, NEPA

Short to  
Medium term:  
YEARS 1-3

### DESCRIPTION

Attract development of infrastructure, tourism attractions and experiences in St. Thomas through local and foreign investment. There is a need to develop an investment prospectus for major attractions and product development opportunities outlined in the TDDMP, and this condensed TDDMP Synopsis Document. This process will also be guided by principles of sustainability and inclusion. Priority actions will include:

- Convene key government entities to further prioritize tourism investment opportunities outlined in the TDDMP.
- Package tourism opportunities for local and foreign investors (i.e. investment prospectus).
- Promote opportunities to investors through relevant channels, ensuring a right fit of investors that commit to the guiding principles of sustainable and inclusive development.

