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Adventure Tourism

"The Prospect of Developing Portland As An Adventure Tourism Niche That Is Both Profitable and Sustainable"



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Abstract

Tourism in Jamaica is expanding to incorporate all of the island's natural resources. Jamaica is most known for its 'Sun, Sand and Sea', but has many more environments with the potential of developing attractions. One of Jamaica's best locations for adventure tourism is Portland, with its mountains, forests, rivers, ecological and historical sites and many coves with developed coral reefs. Adventure tourism provides a medium to develop attractions in these areas. Adventure tourism focuses on active pursuit of attractions that explores unique local ecological and cultural environments, with a degree of novelty, risk and excitement. However, certain conditions need to be put in place to facilitate sustainable adventure tourism development in Portland.

This project will look at the potential and the legal, economical and environmental challenges in developing an adventure tourism niche in Portland that is both profitable and sustainable. This project will also attempt to find solutions for these issues.

Introduction

Tourism has developed to be the most viable and important industry in Jamaica. Not only does it substantially contribute to Jamaica's foreign exchange income and to the GDP, but it also provides employment and training opportunities for Jamaicans. Tourism contributes approximately 20% to the GDP of Jamaica, and generates US 1.3 billion dollars to Jamaica's foreign exchange earnings. The industry is also responsible for directly and indirectly, providing approximately 217,000 fulltime jobs. This represents 23% of the country's labour force. The industry is ever expanding and shows no signs of being stagnant.

Jamaica's unique and varying natural environment and rich culture makes the island an ideal tourist attraction. The island's tropical climate draws thousands of tourists every year to the attractions its natural beauty offers. The majority of the island tourist activity centres on the coastal areas, by the wide stretches of white sand beaches, and calm, clear blue seas. This has allowed Jamaica to become renowned as a number one Caribbean destination.

As a result of the all-inclusive (*see Definitions: All-inclusive tourism*) option which many Jamaican hotels offer, many tourists do not venture outside the hotel grounds. There are however, other beautiful attributes of the island to explore, and tourists need not leave without getting to experience the particular ecological and cultural uniqueness of Jamaica. To prevent the Jamaican tourist product from becoming stagnant in the developing tourism market, there is a bid to offer a wider range of the tourism experience. As the world becomes globalized, tourists now not only want to relax on their vacation, but experience and learn something new about a different culture. Today's tourist desires the exotic experience, of excitement and adventure. Lounging on the beach might not be enough for the modern traveler. . .

Adventure tourism can be formally defined as, "*the deliberate pursuit of risk and uncertainty with the outcome often referred to as adventure*" (Ewert, 1989), for

enjoyment (*also look at Definitions: Adventure tourism*). It focuses on the exploration of the ecological and cultural environment of the country.

The extensive cultural and ecological resources of Portland and eastern parish of Jamaica provides a good location for the continued development of Adventure tourism in Jamaica. Portland's mountainous regions, extensively developed coral reefs, rivers, rich wildlife, historic importance and unique geographical formations (such as caves and waterfalls) set the backdrop for this expanding sector of tourism. Such activities that incorporate these resources that fall under adventure tourism are scuba-diving, snorkeling, hiking, biking, safaris, eco-tours and historic tours. It is quite possible in the foreseeable future that Portland attain success in the niche market of adventure tourism as has another Caribbean territory Belize. Like Belize, Portland has breathtaking environments that charm visitors and that are quite suited for adventure.

In Belize, there are several native wild animals such as jaguars which certainly appeal to the adventurous side of visitors. Portland could follow in the footsteps of her Caribbean neighbour by introducing adventurous animals to parks and zoos in Portland, thus establishing an adventure filled environment. It is essential, that in the expansion and development of Portland, other successful adventure destinations are used as benchmarks which will not only aid in increasing the appeal of Portland, but also highlight the likely competition in this market.

Portland's main focus would be on soft, accessible Adventure tourism, designed for the layman traveler who desires to experience something different, and especially young children as well as older age groups ranging from the forties to the sixties. It is not designed to appeal to the professional extremist, but does have points of interests that would attract them.

All of these attractions however, are dependent on the country's sensitive natural resources. These are not easily replenished. An expansion into this area might damage the environment to such an extent that it destroys the very environment from which it generates its income.

Any development in these sensitive environments, especially of the rigorous activity that comes with this type of tourism, presents difficulties of long term sustainability. Most of these operations are bringing tourist traffic to environments that have not received such

attention before. Therefore, issues emerge as to whether or not the presently developing operations have made sufficient preparations and assurances that their tourist activities will not destroy the very environment that generates their profit.

The mountains, rivers and coral reefs serve as habitats for many plants and animals, some of rare number and can only be found in these locations. Provisions have to be made to ensure that they are safely secured for future enterprises. Also, there is the difficult margin of being environmentally conscious and being profitable. At the parish's present state, much construction and organization needs to be put in place for tourism to be a stable industry. Therefore, there is no avoiding the necessity of development in Portland to allow the development of Adventure tourism. The attractions themselves need facilities in order to operate. Also, Portland as a developing tourist area needs additional facilities and repairs on present ones, such as hotels, roads, airstrips and proper waste disposal systems to allow the sustainability of the attractions, as well as the expansion of current and fledgling attractions.

Although Jamaica is dependent on the income these operations generate, it is important that the parish's natural resources be maintained to ensure not only the future of the environment, but the economical viability of Adventure Tourism industry in Portland as well.

This emerging industry must ensure that it can expand with minimal damage to the environment and aim to overcome the challenges of developing soft adventure tourism in Portland while ensuring sustainability. Thus, this case study will explore: "*The prospects of developing Portland as an adventure tourism niche that is both profitable and sustainable.*"

Definitions

Tourism: can be defined as the act of travel for the purpose of recreation at the provision of services for this act. A tourist is someone who travels at least fifty miles from home, as defined by the WTO (a UN body). A more comprehensive definition would be that tourism is a service industry, comprising a number of tangible and intangible components. The tangible elements include transport systems - air, rail, H2O and now space; hospitality services - accommodations, food and beverages, tours, souvenirs and related services; such as banking, insurance and safety and security. The intangible elements include: rest and relaxation, culture, escape, adventure, new and different experiences.

Adventure tourism:

- The segment of tourism consisting of programmes and activities with a connotation of challenge, expeditions full of surprises, most often for adults, involving daring journeys and the unexpected.
- Typically involves traveling into remote, inaccessible and possibly hostile areas. It may include the performance of acts that require significant effort and grit and may also involve some degree of risk.

Sustainable tourism: tourism in which its guidelines and management practices establish a suitable balance of the environmental, economic and socio-cultural aspects of tourism development in order to guarantee its long-term sustainability.

Alternative tourism: tourism in which the foundations of the tourism plant are not considered traditional in the tourism industry.

Mass tourism: a particular brand of tourism, in which its tourism plant appeals to the general taste of the target consumer in the industry

All-inclusive packaging: a marketing technique in the industry where a single rate will include all expenses including all meals, soft drinks, and alcoholic drinks. Many also offer a selection of sports and other activities included in the price as well.

Endemic: Species or race native to a particular place or found only there.

Extinct: term used to describe a species or population that has been lost.

Fauna: the animal life occurring in an area

Flora: the plant life occurring in an area.

Pollution: introduction of elements, compounds or any matter, into places, resulting in living organisms being harmed.

Species: Basic unit of Classification consisting of population or series of populations of closely related or similar organisms.

Wildlife: animals and plants which exist in a relatively untouched state; usually considered a natural resource of economic, scientific or cultural value.

Habitat: an area that supports the life and provides the food, shelter, light etc., of animals or plants. Plants and animals occur in large numbers in such areas.

Jamaica

Jamaica is the third largest Caribbean island, 600 miles from Miami and 90 miles south of Cuba. It is the largest English speaking island. Jamaica's tourism and mining have traditionally been the base of the economy. Tourism, the island's main source of foreign exchange, continues to perform well, and has been enjoying increased investment, arrivals and earnings. Stayover tourist arrivals increased by 2.8% to 1,225,000 in 1998, including 97,000 Jamaicans living abroad. Cruise passenger arrivals however declined by 5.3% to 673,690. Foreign exchange earning from tourism are around US\$1.2bn per year. Jamaica's other major industries are agriculture, Manufacturing and fisheries.

Key Facts

Area 4,243.6 square miles (10,991 square km).

Population Approximately 2.527 million.

Capital Kingston (population 691,600).

Language English is the official language.

Climate

The climate varies from tropical and humid at sea level to temperate in the mountain areas. Rainfall is seasoned, with variations in certain regions. Mean temperature in coastal areas are 75 degrees Fahrenheit in February and 81 degrees Fahrenheit in August. The wettest months are usually May and October and the hurricane season extends from June till November.

Time Eastern Standard Time. Daylight Saving Time is not observed. GMT - 5

Currency Jamaican Dollar (J\$)

Location and Physical Features

Jamaica is located 90 miles (145) south of Cuba and 100 miles (161 km) west of Haiti. It is mountainous in the interior, and has low coastal plains with scattered hills and plateaux. It is 146 miles (235 km) at its greatest length and 51 miles (82 km) at its greatest width. The island covers 4,243.6 square miles (10,991 square km) the Blue Mountains are in the east. The highest peak, the Blue Mountain Peak, is 7,402 feet (2,256 m). The hills and plateaux in the western and central areas reach a height of 3,000 feet (914 m). Jamaica has numerous, fast flowing rivers.

Travel

By Air

Jamaica has two international airports: The Norman Manley International Airport at Kingston and the Donald Sangster International Airport at Montego Bay. There are also four domestic airfields for which the Government has responsibility.

By Sea

There are four major cruise ship ports, at Kingston, Montego Bay, Ocho Rios and Port Antonio. Kingston (Port Bustamante), Montego Bay and Montego Freeport are the principal commercial ports, and there are 10 other ports in use.

Roads

Jamaica has 9,310 miles (14,989 km) of roads, 2,305 miles (3,711 km) of which are paved main roads. Considerable road improvement projects have been underway in recent years. Main roads encircle the island, passing through all the main towns and ports, and also across the central mountainous region.

"Come to Jamaica and feel alright"

A Summary of the origins of Adventure Tourism in Jamaica

Tourism is an important part of Jamaica's economy. Because of the island's warm climate and year-round sunshine, its beaches and beautiful landscape, thousands of people from all over the world visit each year for the holidays.

The Jamaican tourism industry, beginning in the early twentieth century, underwent a metamorphosis in order to keep up with the new generation of tourists that seemed to have been born overnight. Gone were the days when tourists were simply satisfied with lazing around on beaches, getting tans and sipping piña coladas. What this new generation wanted simply, was adventure. These tourists wanted to take risks and experience challenges. They wanted to explore the unknown.

Thus, the Jamaican tourism industry had a new task; to strike a balance between providing adventure for these tourists in the Jamaican environment, whilst maintaining the resources which the industry would now come to depend on so much. Thus came the evolution of Jamaican "soft adventure". (See *"Soft Adventure"- Adventure tourism in Jamaica and the specific importance of the environment in its development.*)

Jamaica's goal was not to offer "hard core" adventure which other locations around the world could offer, such as climbing the tallest mountain or traversing the hot plains of Africa during a safari. Instead, Jamaica aimed to provide an element of adventure, which contained some amount of risk and stimulated the feeling of being challenged, whilst giving tourists the opportunity to explore and discover the gorgeous and exotic surroundings of the island.

With this in mind, various "adventure" tour operators in the island began to emerge, offering Jamaican adventure in the truest sense. Jet skiing and other water activities in Negril,

Adventure Tourism in Portland

rafting on the Rio Grande in Portland, hiking and bird watching in the Blue Mountains, climbing the cascading Dunn's River Falls, exploring the subterranean world of the Nonsuch Caves (Portland) and Green Grotto Caves (St. Ann), frolicking with the dolphins at Dolphin's Cove as well as various canopy and river activities courtesy of Chukka Caribbean. These are only a few of the adventures which await a visitor to the island in search of an experience like no other.

Soft Adventure

Adventure Tourism in Jamaica and the Specific importance of the environment in its development

In the tourism industry, Adventure tourism is formally defined as:

- The segment of tourism consisting of programmes and activities with a connotation of challenge, expeditions full of surprises, most often for adults, involving daring journeys and the unexpected.
- Activities involving travel into remote, inaccessible and possibly hostile areas and may include performing acts that require significant effort, grit and may also involve some degree of risk.

The direction in which Adventure tourism (*see Definitions: Adventure tourism*) however is developing in Jamaica, the industry cannot be neatly defined in such a context. The majority of the activities that classify as 'Adventure Tours' locally are really some form of ecological or cultural tour. In a sense, any activity that does not centre around relaxing on the beach can be considered as Adventure tourism.

This particular brand of Adventure tourism is called 'Soft Adventure'. Soft adventure emphasizes the accessibility of the activities to the average layman. The individual does not necessarily have to be athletically or academically experienced to enjoy and learn from the activities. In fact, the very accessibility of soft adventure is designed to appeal to an older demographic (middle age to senior years), tourists who are adventurous but are physically limited because of age. These activities do not put the tourist at unnecessary physical risk, but often provides a challenge, both physical and mental. On a personal basis, tourists experience 'daring journeys'. For sustainability concerns, the attractions are not remote or hostile and are accessible to

everyone. The effort and grit required is simply an opened mind as they explore new and atypical activities. Therefore, Soft Adventure can be defined as:

A sub sector of tourism that centres on the active pursuit of programmes that allow any individual to challenge the mind and body in exotic settings, where exploring a new environment creates the sense of uncertainty and what is known as Adventure.

In short, Adventure tourism is based on attractions that step outside of the Mass Tourism (*See Definitions: Mass Tourism*) experience and allows the visitor to experience and enjoy the features that make the area unique. The following is a list of attractions already active in Jamaica that classify as Adventure tourism:

Hiking, cycling and other tours in the Blue Mountains

There are several tours in operation located in the Blue Mountains. These activities range from hiking, bicycle tours, and eco-tours such as bird watching. The most prominent of these tour operators are Blue Mountain Bicycle Tours, Holywell's Oatly Mountain trails and Village Tours. The mountain's eight hundred species of endemic plants, the world's second largest butterfly, *Papilio homerus* (*See Appendix 4, Miscellaneous Pictures*), two hundred species of resident and migrant birds and winding and challenging terrain makes it an ideal location for these attractions, which are both physically challenging and educational. Also, here can be found a variety of the country's national bird (The humming bird) call the Black billed stream tail hummingbird (*See Appendix 4, The Black Billed streamtail Humming Bird*).

Dunns River Falls

Dunns River Falls is a famous 600-foot waterfall that has been a popular attraction for years in Jamaica. Visitor can climb the Falls' slippery slopes, and test fun boulders that double as slippery water slides. (*See Appendix 4, Miscellaneous Pictures, number 2*)

Black River

Black river is one of the island longest river ways and is a habitat (See *Definitions: Habitat*) to over three hundred crocodiles and other unique creatures. Black river Safaris allows tourists to explore these waters, in search of crocodiles, birds such as egrets, herons, ducks and a strange bird called the "crocodile dentist," and unusual plants, such as mangroves and the bladderwort, which preys on unsuspecting insects. (See *Appendix 4, "Black River"*)

Cockpit Country

The cockpit country is a unique terrain in western Jamaica which is characteristic of Karst topography. It is formed by limestone that is dissolved and removed by subsurface water resulting in underground caverns. These caverns eventually collapse, creating sinkholes that leave the land with the appearance of an inverted egg carton. This is Jamaica most difficult terrain, where tourist can explore 40-foot drops (with the help of ladder or slippery "fireman's" pole), hidden caves and overgrown trails. These tours are conducted by Cockpit Country Tours. Also, this region, particularly an area called the "Barbeque Bottom", is excellent for bird watching. (See *Appendix Four, Miscellaneous pictures, "Cockpit Country"*)

Cliff diving in Negril

Tourist can jump off of cliffs to 40 feet in height to the sea below. This activity is most popular at "Rick's Café". (See *Appendix 4, Miscellaneous Pictures, "Cliff Jumping"*)

Hiking in the Rio Grande Valley

Tourist can choose from a selection of trails in the Rio Grande Valley. These trails offers the region's fauna, riverbanks, captivating mountain vistas, water falls, caves and steep slopes that challenge the traveler. Village tours pioneered the tours in this region.

Chukka Caribbean

Chukka Caribbean, comprising of Chukka Blue and Chukka Cove Adventure Tours, are unique tourist operators that specialize in Adventure tourism. Examples of the activities that they offer are: Horseback 'Ride N'Swim', Mountain to Sea Bike Adventure, Bob Marley Jeep Tour, Jeep Safari, Jungle River Tubing, Flower, Forest and River Head Adventure Tour, Canopy Tours, River Walk, Doctor Cave Beach "Sea Trek" and Polo. Chukka Caribbean tours are based in Montego Bay and Ocho Rios, and offers attractions around the island. (see Appendix 4, "Chukka Caribbean Tours")

Adventure, Belize Style

An exploration on how Belize has developed their Adventure tourism and what factors Jamaica could adopt in developing its own

Belize holds one of the most lucrative tourism attractions for Adventure tourism in the region. Over the past few years, the industry has tailored its product for this market. The country's rainforests, rivers, cave systems and the largest coral barrier reef in the Western hemisphere have been developed to provide a range of adventure activities. Examples of these are scuba-diving, snorkeling, sport fishing, river tubing, kayaking, canoeing, hiking, horse-back riding, cycling and bird-watching. These same activities can also be done in Jamaica, particularly Portland. Belize has also many systems put in place, such as active environmental agencies, training programs and business opportunities making the management of the tourism sector efficient. The following discusses some of the aspects of this system that can be adopted in the Development of Portland's adventure product in Jamaica.

The Rainforests in Belize vs. the Blue Mountains

Several parks and nature reserves have been established in the Rainforests, to give tourists access to these areas as well as protect and monitor them. Tours through these areas incorporated hikes, bicycle and horse-back riding tours. These tours are interesting because of the various ways they are packaged. Tourist can go on simple, half-day hikes to three day excursions, all-inclusive trips including guides, information and camping facilities in the area. Also, there are night tours available, giving an opportunity to observe nocturnal animals. These methods can be incorporated on tours in the John Crow National Park, which offers similar attractions of flora and fauna.

The Mayan sites in these areas are marketed as cultural experiences. The Maroon villages of the Blue Mountains can be packaged similarly. Tourists could learn about the Maroons customs and practices, for example the vegetation and its medical properties in the Maroon tradition. Also, Belize has also developed a market for "Birders", (bird watching fans), both for amateurs and professionals. They market the mating season as a 'hot' period for bird watching. This can also be done in Portland, and also with the Migration season, which gives an opportunity to observe the numerous migration birds that pass through Portland.

River Activities: Belize vs. Portland

River activities are offered on Belize's numerous rivers. Examples of these are river tubing, kayaking, canoeing and boat rides. All these activities are possible on the Rio Grande in Portland. What is especially unique in Belize is the variation of excitement in Kayaking. This activity can range from slow, laid-back sightseeing to whitewater rapids. This is also possible on the Rio Grande, which has areas that are relatively smooth and rough.

Water sports: Belize vs. Portland

The Belize Barrier reef and the numerous, cays and off-shore islands have created a wide range of water activities. Example of these are snorkeling, scuba-diving, windsurfing and sailing. Belize has established Marine parks which, similarly to the Rainforest Reserves, provides access to these areas as well as protect them. There are also open-water aquariums, where tourists can swim with stingrays or nurse sharks. These techniques can be incorporated in Portland's Marine attractions, using and protecting the local marine life and their habitat.

The industry also markets directly toward Anglers, by offering many styles (such as sight-fishing, salt-water fishing and fly-fishing), locations (coastal or by the river), and Types (bonefish, tarpon, permit). The fishing attractions in Port Antonio at the Marina holds potential for such development of Angler attractions for the area's own fish

populations, like Marlins. There are also attraction particularly for yachtsmen and boaters. Charter services and Fish Lodges are available, which provides docking facilities and helpful guides. Yachtsmen can roam and explore the coast's cays and villages. This can be done in Jamaica as a way to explore Portland's cays and off-shore islands. Additional facilities at tours and villages along the coast would have to be improved.

Training

There are many trained professional guides for the numerous tours in Belize. These guides have been certified by a national training program in Belize. A version of this program can be adopted in Portland to provides the guides needed in the development of adventure tourism.

Preservation and Environmental Standards

The environment is protected and monitored by the many active environmental organizations of Belize. Examples of these are the Belize Audubon Society, the Coastal zone management Authority Institute (CZMAI) and the Protected Areas conservation Trust (PACT). These organizations manage the many reserves and parks in the country. The methods of these organizations can also be mimicked here in Jamaica, in response to tourism development in environmentally sensitive areas. An example of this is the collection of the Protected Areas Conservation Trust Fee, used to promote, enhance and conserve the protected areas. This is included in the departure tax of tourists leaving the island.

What does Portland have to offer?



Portland is considered by many to be the most beautiful parish. The entire coastline is dotted with caves, bays, rivers, waterfalls and verdant hills. The parish of Portland was formed in 1723 by merging the parish of St George with part of the parish of St Thomas-in-the-East. It was named after Henry, Duke of Portland who was then governor of the island. The chief town in the area was Titchfield Town but it was superceded by Port Antonio. Portland is derivative of the Spanish name Puerto Santo Antonio (1685).

Key Facts

Area 814 square kilometres.

Population 79,300 (1999)

Capital Port Antonio

Location County of Surrey (Most north-easterly parish)

Major Industries Agriculture (Bananas, Coconuts, Breadfruits), Tourism

Portland and Tourism

Port Antonio, Portland was one of the very first sites in Jamaica to accommodate tourists in the late nineteenth century. The first tourist hotels in the island were built in Montego Bay and Port Antonio at Titchfield and Myrtle Bank Hotel. Tourists, mainly the wealthy and old were attracted to this beautiful parish, which boasts breath-taking beaches, rivers, waterfalls and caves. Visitors to Portland however, found contentment in simply relaxing on the beaches of the parish, "soaking up the sun" and lounging on the sand. In the late eighties and early nineties however, there emerged a new type of tourist seeking adventure and an escape from simply going on a vacation to get a tan, Portland and her exotic surroundings therefore began to cater to the "soft adventure" genre.

Existing Adventure Attractions in Portland

Portland is often referred to as possessing some of Jamaica's most majestic environs. This eastern parish has been blessed with regal mountains, rivers, beaches, coves and waterfalls that have, since the beginning of time mesmerized both foreigners and native Jamaicans. It is often said that famed actor Errol Flynn first laid eyes on Port Antonio when his yacht was blown off course during a hurricane back in the 1940s. He fell in love with the lush, green countryside. Flynn soon bought property in Portland (including Navy Island in the harbor and the Titchfield Hotel) and hosted lavish parties attended by Hollywood notables. Flynn is just one of many examples of those who have been enthralled by Portland's beauty. Against this historical background, let us examine the existing adventure attractions in Portland.

The Mountains

A section of the Blue Mountain range, the highest mountain range in the island is found in Portland. These mountainous areas are home to many streams, forests, diverse wildlife and rough terrain for interesting eco-tours. The infamous Blue Mountains (which is the source of Jamaica's celebrated Blue Mountain coffee) provides the necessary environment for the following soft adventure activities in Portland:

1. Hiking and Bicycling

Eco-tours and cultural tours with the mode of transportation being by foot, a bicycle or any other ATV (All Terrain Vehicle) are carried out through the Blue Mountain range. These tours traverse scenic routes, providing tourists with exhilarating scenes. Examples of specific tours are the Blue Mountain Bicycle Tours (*See pictures in Appendix 4, Blue Mountain Tours*) and the Chukka Cove Mountain to Sea bike tours. Safaris are also popular activities that take

place in the Blue Mountains. Tourists have the opportunity to travel on trails and come face to face with the mountains unique ecological wildlife. The mountains have more than 800 species of endemic plants, 500 species of flowering plants (of which half of them are native to the country), the world's largest butterfly (*see picture Appendix 4, Miscellaneous, number 1*), the *Papilio homerus*, 200 species of resident and migrant birds and has one of the largest migratory bird habitats in the Caribbean. The mountains also contain the John Crow Mountain National Park, which was established to protect the region's forest and natural watershed areas. Tour operators which work in this region are Village tours and Jamaica Explorations.

2. Maroon Villages

Maroon villages represent an integral aspect of Jamaican culture. The Maroons were runaway slaves, and so, to this day, their villages which have their own governing systems symbolize a sense of freedom and determination. In Portland, deep in the Blue Mountains are Maroon villages such as Moore Town and Nanny Town. (*See Appendix 4, Miscellaneous, number 9*)

During the English invasion of Jamaica in 1655 Spanish colonists were preoccupied with the ensuing "battle" with their European adversaries. Thus, the Maroons, who at the time were Spanish slaves used this opportunity to runaway to the hills of Jamaica, isolating themselves; hence the name Maroon. After eighty four years of irregular warfare against the English (who colonized Jamaica in 1655), the Maroons' right to freedom and their own way of life was fully conceded to them on March 1, 1739. To this day the Maroons of Jamaica have maintained their African culture and kept their practices alive .

Tours are open to the public for those who want to explore this unique part of Jamaica's history and culture. Visiting these Maroon villages give tourists the opportunity to almost travel back in time as it were, and experience the adventurous lifestyle of these people. Why not be a Maroon for a day?

3. Bird watching

Bird watching is a type of Eco-tour in which the main focus is on observing birds in their natural habitat. Jamaica has 252 bird species, 27 of them being endemic to the island including the streamer tailed humming bird, or 'Doctor Bird' (*see picture Appendix 4,*

Miscellaneous, number 4 and number 8). These tours are usually done in the **Blue Mountains** where there is a high concentration of the bird population. Village Tours and Jamaica Explorations both offer such tours.

Rivers and Waterfalls

1. The Rio Grande River

Portland is home to this magnificent river which offers its famous rafting activity (*see picture Appendix 4, Miscellaneous, number 5*). Individuals have come from near and far to go “rafting on the Rio Grande”; relaxing on a bamboo raft, while being carried gently along by one of the many raft masters. This activity brings nothing but simple contentment.

2. Waterfalls

Jamaica has long been characterized by cascading stunning waterfalls. In Portland, **Somerset Falls** and **Reach Falls** can certainly be described as such. Certainly these falls are as gorgeous as the world famous Dunn’s River Falls in Ocho Rios, (*see picture Appendix 4, miscellaneous, number 2*), in fact the extremely relaxing and serene Somerset Falls (*see picture Appendix 4, Somerset Falls*) distinctly offers its hidden falls. Both falls offer visitors the opportunity to experience the ultimate relaxation activity.

Coastal Locations

1. Beaches, Bays and Coves

The exotic beaches, coves and bays that dot Portland’s coastline (*See Appendix 4, “Beaches in Portland”*) offer much water adventure to visitors. The rougher water on the eastern coast of Portland allows for activities such as:

- a. **Parasailing** - This is a form of water sport where the individual rides a parasail, which is similar to parachute. This parachute lifts a person up in the air when it is towed by a motorboat traveling on water. It is

usually done out at sea. This can be done at Boston Beach and Long bay Beach, whose active waves makes it ideal for this activity.

- b. **Windsurfing** - This sport involves travel over water on a small 2-4.7 metre board powered by wind acting on a single sail that is connected to the board via a flexible joint. The sport is a hybrid between sailing and surfing. Popular at beaches such as Boston Beach and Long Bay Beach, because of steady winds.
- c. **Surfing** - This is a popular recreational activity and sport in which individuals are propelled across the water by the force of waves, while standing on predominantly fiberglass boards. This activity is most notable at Boston Beach, where the sport originated on the Island. (*see picture in Appendix 4, Miscellaneous, number 3*).

The coves of Portland create the sheltered conditions necessary for the extensive development of coral reefs. These reefs, schools of colourful fish as well as other marine life provide the tropical scenery that attract tourist to

- d. **Snorkeling** and,
- e. **Scuba Diving**

These activities are popular at Alligator Head, Frenchman's cove as well as San San Beach (*See Appendix 4, "Beaches in Portland"*). The beaches of Portland also offer familiar water sports such as **swimming** and **jet skiing**. An activity that seems to be gaining much popularity is **deep sea fishing** which Portland offers, as the waters off the coast contain an abundance of game fish. An example of this activity is the annual Marlin Tournament in Port Antonio at the Ken Wright Pier and Marina.

“Not Just a Beach”

The development and expansion of adventure tourism in Portland

There are certain sites in Portland, which over the years have offered adventure to foreigners and locals alike. However, Portland, when compared to locations in Jamaica such as Ocho Rios and Negril, has much more development to undergo in order to make it a premier tourist adventure location. In essence, Portland and her resources are quite untapped, and over the past decade have not been utilized to their greatest potential.

The expansion of adventure tourism (*see Definitions: Adventure tourism*) in Portland would not necessarily necessitate the creation of new adventurous activities, but more so, the enhancing of the current activities which Portland has to offer. Indeed, this would include the full utilization of resources while maintaining eco-friendly standards. Portland offers cool weather conditions year-round, superb for adventure activities. With that said, let us examine various sites in Portland that truly have the potential to undergo expansion to make the activities that said site offer more alluring.

The Mountains

1. Maroon Villages

Maroon villages represent an integral aspect of Jamaican culture. The Maroons were runaway slaves, and so, to this day, their villages which have their own governing systems symbolize a sense of freedom and determination. In Portland, Maroon villages include Moore Town and Nanny Town.

Tours to these villages however, do not guarantee a full range of activities depending on the day of visit. To make full use of these cultural environments, tour operators should work in conjunction with Maroon chiefs, and schedule tours on days in which the Maroons would be able to showcase all their practices and traditions, whether in the form of a festival or as a

day simply entitled " A Day in the Life of a Maroon". Why not be a maroon for a day? (See Appendix 4, *Miscellaneous, number 9*)

2. Canopy Tours

These tours include the use of mountaineering techniques to explore the upper reaches of the forest normally not seen by humans. The tourist buzzes in between large trees, landing on tree platforms and using metal cables with safety equipment. This activity (See Appendix 4, *Chukka Caribbean tours, "Canopy tours", number 6*), which is quite adventure filled and offered in parishes such as Ocho Rios ought to be brought to the gorgeous landscapes of Portland, especially the Blue Mountain region which is perfect for such an activity. It offers adventure, while allowing the tourist to view Portland's lush flora and fauna.

Rivers and Waterfalls

1. The Rio Grande River

Rafting on the Rio Grande is a national pastime, and an activity loved equally by locals and tourists.

However, on a visit to Portland we were informed that while this activity can attract sometimes up to sixty visitors a day, some days this number is as low as zero during the summer period. Absolutely astounding, yes. Portland simply cannot allow the great Rio Grande and her beauty and adventure to fall by the wayside.

We interviewed Mr. Godfrey Scott, Manager of the Rafting on the Rio Grande Company, and discovered that plans were in the making to expand and improve the business. Indeed we agree with Mr. Scott in saying that the Rio Grande has great potential. Why limit the activities on the river to only rafting? Mr. Scott made mention of river tubing as well as kayaking as future prospects. If the river is certainly deep enough for rafting, then surely it ought to be deep enough for activities such as kayaking and river tubing. What needs to be ensured is that enough activities are provided for customers, to ensure constant profitability. Is this even possible one may ask? Of course it is, anything is possible on the Rio Grande.

2. Waterfalls

Jamaica has long been characterized by cascading stunning waterfalls. In Portland, **Somerset Falls** and **Reach Falls** can certainly be described as such. It must be said however, that there indeed needs to be implemented a more aggressive plan in the marketing of these falls. Certainly these falls are as gorgeous as the world famous Dunn's River Falls in Ocho Rios. These falls no doubt have the potential to offer the adventure and excitement that Dunn's River offers. The lack of forceful promotional packages can be held responsible for the unpopularity of the waterfalls in Portland.

The above mentioned activities represent Portland and all she has to offer. These locations, with investment, strong marketing strategies and environmental planning can make Portland one of the tourist Mecca's of the world. Portland indeed is like an undiscovered oil source, however once tapped into, only success and profitability will follow.

“It’s a Country”

The benefits of being environmentally conscious as an industry and the measures already put in place to protect it.

It has already been established that tourism is an integral source of foreign exchange for Jamaica. Tourism in Jamaica depends greatly on the natural resources that the island has to offer for major profitability. Jamaica’s cascading waterfalls, lush vegetation and clear beaches have come to symbolize what her tourism industry can offer. Operators in the industry have come to realize just how much they depend on the environment, and so as to guarantee continued prosperity most have ensured that at all times the natural resources of Jamaica are protected and preserved. In essence, without Jamaica’s natural environment, there would be no tourism industry, and so if you abuse it you will lose it.

It is with this in mind that certain programmes have been implemented amongst operators in the tourism industry as a means of environmental preservation. This is critical, as Jamaica seeks to develop a sustainable adventure tourism product. One option which many operators within the island are adopting is the implementation of an Environmental Management System (EMS).

An EMS is a set of management processes and procedures that allows an organization to integrate environmental concerns and issues into day-to-day decisions and practices, thereby improving both its environmental and economic performance. In other words, no longer is maintaining compliance with environmental regulations, statutes, and laws the sole responsibility of an environmental coordinator, or in some cases, an environmental, health and safety coordinator, but the responsibility of all employees, including management.

The popularity of EMS has increased in Jamaica with the demand for a healthy environment by tourists and locals alike. Thus, various systems have been increasingly accepted, adopted and implemented by industry, services, utilities, government and commercial enterprises concerned with the achievement and demonstration of sound environmental performance by controlling, reducing, and preventing the impact of their

activities on the environment. The EMS approach is also being rapidly adopted as a means of achieving continual improvements in internal efficiencies within operations thereby helping to reduce costs and achieve a competitive advantage.

EMS options include the ISO Model and the Green Globe model. It ought to be noted that the entire parish of Portland is remarkably, Green Globe certified. Undoubtedly, the benefits of being environmentally conscious and implementing an EMS such as Green Globe are many. They include:

1. **Cost Savings:** Successful environmental management will evaluate all opportunities for cost savings, the most common benefits derive from a review of resource/ energy utilization and its efficiency, forcing full consideration of alternative energy sources and their cost effectiveness. The other primary element will be minimization of waste and cost of disposal.
2. **Customer Requirements:** The range and diversity of customer needs and expectations is constantly growing with many customers increasing preference for use of suppliers who can demonstrate that they are good environmental citizens. No customer would want to risk a tarnished reputation (or non-compliance to legislation) from the poor environmental performance of their suppliers. The safest option for the customer is to use suppliers who can demonstrate their positive environmental performance.
3. **Corporate Image:** The ability to demonstrate a responsible environmental attitude can dramatically improve the image of the corporation. Even more importantly, adverse publicity about the organizations environmental performance is always highly damaging.
4. **Legislation:** The scope and severity of environmental legislation is ever increasing. A management system that ensures recognition of the requirements and compliance with them will ensure that fines are avoided in addition to avoidance of the publicity that inevitably follows an environmental prosecution.
5. **Investment:** Investors are increasingly moving to green portfolios, and it is interesting that the financial performance of these portfolios has been good in comparison to more traditional investment. In seeking additional investment for the organization it is sensible to ensure the widest scope and this is only aided by a demonstrably sound environmental performance.

6. **Insurance:** Insurance companies are fully aware of the risk to their policies from poor environmental performance of the insured. Companies with a sound and effective environmental management system are able to demonstrate that they pose less risk to the insurance company and create a negotiating tool for lower premiums. Some insurance companies now require an environmental audit of the company prior to agreeing cover.

7. **Marketing Opportunities:** All companies seeking growth obviously want their product and services attractive to a widest possible market. Good environmental performance will ensure continuation of the widest possible market.

An EMS is undoubtedly the surest way to promote as well as carry out sound environmental policies for organizations which depend so much on Mother Nature herself.

The Factors prohibiting the Development of Adventure Tourism in Portland

Potential is not enough when developing an industry in a new area. Portland has several attributes, as previously outlined, that emphasizes it as an area full of potential. However, if adventure tourism (*See Definitions: Adventure tourism*) is to be economically successful and sustainable, several factors need to be dealt with, both inside the sub sector and the industry and country on a holistic level. The following outlines these issues.

Hotel Capacity

Portland at present does have the foundations for establishing unique, high quality accommodations to house the substantial amount of visitors that would be needed to sustain any successful tourist centre. Accommodation is important in the development of adventure tourism; these visitors would need a place to stay, preferably close in proximity to the attractions. If obtaining rooms is difficult, future tourists would be discouraged from going to the attractions because of difficulty in accessing these tours. They would have to stay in places that are outside the parish, which is deterrent for the tourists because of financial, physical and time limitations.

The parish offers sixteen resort hotels (providing four hundred room capacity) out of a total of one hundred and forty visitor accommodations, providing in total one thousand, seven hundred rooms (*see Appendix 3, table 1*). In the tourist Master Plan, the government outlines that Portland would not need more than two thousand room capacity to cater to their 'alternative' market (*See Definitions: Alternative tourism and Appendix 5, The Tourism Master Plan*). However, the quality of these accommodations is not sufficient. While Portland's potential alternative market does not require elaborate, 'five star', hotel, but environmental consciousness and quality service are crucial elements. Presently, The Mocking bird hill Hotel is Green Globe certified and the entire Parish of Portland is pending

Green globe Certification. Although this is a step in the right direction, accommodation operators have to invest and develop their product more to bring it up to standard.

Access to Portland

Tourists would need easy access to the sites that draw the attraction, both around the parish and other parishes that are in close proximity to Portland. Most attractions today are visited in field trips, (tourist visiting from the other major tourist centres). Adventure tourism in Portland can appeal to this market, because of its proximity to Ocho Rios (approximately 51 miles by road) and Kingston (approximately 50 miles by road). However, Portland is notoriously isolated and difficult to get to because of insufficient access. The roads are constantly weathered by the numerous storms and hurricanes that create the rain the region is known for (*see Appendix 4, Conditions of Roads*).

The most recent hurricanes, Ivan and Dennis, caused serious damage in roads accessing Portland and the mountains in the area. The roads from these areas to the parish, as well as around Portland, need to be in adequate conditions to make any excursions into these areas financially viable. Poor roads risk damage on vehicles, (front end and tires). This damage hikes up transportation costs, a deterrent to transport operators to provide services to Portland. Those that do go would have to raise their prices. This discourages tourists from traveling to Portland because of high cost. The roads therefore need to be in good conditions to avoid additional costs.

Also, transportation by airplane is difficult. The Ken Jones Airdrome (*see Appendix 4, Ken Jones Airdrome*) in Portland already provides the foundations for express flights from both of Jamaica's international airports, the Norman Manley International Airport in Kingston and the Donald Sangster International Airport in Montego Bay. This airdrome was the only one in Jamaica that had night flights. However, there are not scheduled flights at this airdrome, and is slowly deteriorating due to financial neglect and disuse.

The renewal of express flights would provide efficient and accessible modes of transportation for tourists interested in visiting Portland, as suggested by Rainford Reid, Airport Operating Assistant at the Ken Jones Airdrome (*see Appendix 2*). The government has already made some improvement in access to Portland by sea, with the construction of the

Ken Wright Pier and Marina (*see Appendix 4, Ken Wright Pier and Marina*). This can be funded by taxation systems, such as environmental and departure taxes (as practiced in Belize)

Improper Waste and Resource Management

The capital of the Parish, Port Antonio, because of the development of adventure tourism, would need to develop proper waste and resource management (such as water and electricity) systems relevant to the influx of tourists. Large populations generate organic waste, waste from production and services and a high demand for resources. All of these needs to be monitored and controlled in a proper manner. Also, Portland is famous for its rain. This gives it its lush vegetation but also leads to drainage problems in tourist areas. At its present state, the town has difficulty in managing waste and water drainage. This is important, as proper management systems would protect the environment, (especially and essentially where the nature tours are located), beautify the tourist sites as well as benefit the local population. Also, the heavy rains and winds make power lines vulnerable, and place too much pressure on the water system.

The accessibility of Resources (water, electricity)

Additional facilities need to be put in place for the use of the tourists. Any tour operation would require proper utilities to operate a business. Major tourist activities would generate the need for these resources, as tourists tend to consume more of resources than the local consumer. The present system that provides light and water to the parish might not be enough to accommodate the needs of an expansive tourist industry.

Capacity controls

At present, site capacity is not regulated by the Government. Some sites, like Dunns River Falls are struggling with Capacity issues and its effect on the attraction. At Present, the site is taking on more visitors than the Falls' structure can handle. Also, there is illegal settling at the banks of the river above. All of this results in pollution and direct damage of the attraction by excess traffic. This is causing the destruction of flora and fauna and the

erosion of the Falls, compromising the beauty and the very stability of the structure. Authorities are now faced with losing Jamaica's most popular attraction, because of the lack of restrictions on the capacity of sites.

As many of the attractions in Portland surround or incorporate the environment, capacity restriction need to be put in place and monitored to decrease unnecessary damage to the sites in questions, to prevent another Dunns River Falls situation. This is essential in ensuring the environmental and economical sustainability of developing adventure attractions in Portland. Already, the government in the tourism Master Plan has planned to put in place capacity control for present sites, as well as sites to be developed in the future. *"-taking all other measures recommended in the Carrying Capacity Study for environmental protection. Other resorts would be included in these efforts over time."* (See appendix 5 for outline of Tourism Master Plan).

Appearance of the towns

It is important that the towns and tourist areas are attractive and appealing to tourists. This includes proper waste management, landscaping, good services and efficient, clean facilities. If the presentation is not appealing, the average tourist would be discouraged to participate in the adventure attractions in the area. For example, the Rafter Rest at Rio Grande (see Appendix 4, *Rafter's Rest at Rio Grande*) could be an important and viable tourist attraction that would compliment all the river activities on the Rio Grande. However, the lack of maintenance and investment has caused it to deteriorate, creating a generally unattractive appearance, discouraging tourists from the activity.

The Government already intends to put in place beautification and development plans at tourists locations in general. *"Partnerships which would work with local government, assisting them with waste disposal, street cleaning, the up keep of public places and transportation"* (see appendix 5 for Master Plan).

The Plan has already completed the construction of the Ken Wright Pier and Marina, which provides an attractive arrival area for cruise-ship passengers. There are also plans being developed (funded by entrepreneur Michael Lee-Chin) for the improvement and

restoration of the Courthouse, Folly, the Trident property, Navy Island and Titchfield Hill (See appendix 4, sites of Interests).

The general under-development of the Parish's attractions

Most of the potential activities sited previously in this project are no where near the level these attractions could be. Most of these operations are independent from each other, and are still developing. There is also disorganization in presently operating attractions, misuse and wasting of funds and difficulty in obtaining credit. The Government has recognized this and in the Tourism Master Plan, intends to address the development of smaller tourist areas, such as Portland, especially as alternative tourist attractions. *"Establish a matching grant facility to help community organizations with the improvement and development of small attractions" (see appendix 5)*

Marketing

Tourists need to be aware of the activities that are available to them in Portland. Portland needs to be marketed on a global scale as a soft adventure tourist destination to attract this particular type of crowd. The type of tourism offered by the region should be clearly identified to the potential market, so as to ensure that the tourist knows what to expect when they come to Portland. The government has already recognized this. Marketing plays an integral role in the tourism Mater Plan in their Marketing strategy. *"(d) Greater emphasis on tactical advertising (i.e. geared toward particular segments, for example, mature citizens) and co-operative advertising with travel partners. (e) More marketing support for small hotels, villas and guesthouses to improve their ability to sell their products." (See Appendix 5).*

Environmental standards

There needs to be stricter environmental standards to ensure the sustainability of the attractions. This is particularly important if the attraction is dependent on these natural features. Most of Jamaica's brand of adventure tourism centres on the country's diverse environment. This is no different in Portland. In Portland, many species of flora and fauna are threatened with extinction and primary forest is being diminished, (which negatively affects

habitats and water quality and supply. Coral reefs are threatened by human activity (e.g., cutting of the mangrove, sand mining, inadequate sewage treatment, diving, over fishing), and possibly, by climate change. The Government intends to strengthen environmental regulation as outlined by the Tourism Master Plan.

Civil Order

Tourists need to feel secure and safe when they visit the Country or the parish. Although crime is a national problem, it critically impacts the sustainability of tourism, especially in an area that is still establishing itself. Tourists do not want to feel threatened when they visit. Crime and civil order has to be addressed.

Also, facilities need to put in place to allow the locals to benefit more directly from the tourist industry, channeling its revenue to the locals and therefore increasing quality of life. A prime example of this is the Village tour operators in the Rio Grande Valley. Local farmers guide tourists on hikes in the area, controlling every aspect of the operation. This provides jobs, funds and industry in the area, which creates social stability. This can serve as a model of the industry contributing the civil order.

Sufficient Training

Any developing tourist industry needs substantial human resources and skill to make it successful. This benefits the local population also by contributing a source of employment. Tour Guides are especially needed in Adventure tourism. Knowledgeable individuals are needed to guide tourist on adventure tours and activities to ensure security, safety while facilitating the maximum enjoyment the tourist experience. The guide would know background information on the sites of interest as well as how to lead the visitor safely through the activity, especially when it is physically challenging. The Government intends to address this by the implementation of programmes such as the "Team Jamaica" programme and The "National Tourism Quiz" for general tourism awareness. The Tourism Product Development Company Limited completed over 140 training and development programmes involving approximately 3,711 persons. Participants were drawn from all levels of personnel within the tourism industry.

Recommendations

Hotel Capacity

Solutions:

The appeal of Adventure tourism is the sense of novelty and discovery. Continuing along this theme, Portland's hotel capacity can be resolved with the development of Small Hotel/Villa Associations. This type of accommodation would be more appropriate for the adventure tourist, who searches to get away from the well-traveled path into new places. Smaller hotels would have the personality and focus on the individual that gives the hotel a separate identity and uniqueness of its own. This would prevent Portland from developing into another All-inclusive (*see Definitions: All-Inclusive tourism*) resort area (as occurred in Negril) and maintain the integrity of the adventure product. Several private hoteliers can come together and combine their resources into Villa/Small Hotel Chains. They would be controlled by a certification and regulation body based on previously agreed standards. This would put the benefits of the industry directly into the hands of Portland's citizens and provide greater control on the development of Portland's adventure tourism product.

When expansion leads to the need for mass accommodations, traditional incentives such as favourable land tax, building contracts and financial incentives from the Government could be used to encourage construction of larger hotels. Also, the private sector can contribute by providing preferable rate for loans and investments in Hotel construction in Portland. On both the international and local level, funding facilities are already available for small accommodation owners to borrow and invest in the development. Such Organizations are, the Canada International Development agency, (CIDA), USAID, Organization of American states (OAS), JAMPRO, environmental foundation of Jamaica (EFJ) and Jamaica Business Development centre (*See appendix 3, table 2 for other sources and their specifications*). The hotel association would increase their potential in obtaining funding. Understandably, any expansion in hotel capacity would need to go hand in hand with the development of the parish's attractions. Already major investment have been made by hotelier Butch Stewart, who bought the Dragon Bay Beach Resort and Billionaire Michael Lee-chin, who is negotiating for the development of The Trident Hotel (*See Appendix 4, Sites of Interests: Trident Castle*)

Access to Portland

Solutions:

A Massive improvement on Portland's infamously poor roads would be required. Funding for this could be obtained from taxation or by toll roads. Also, the expansion of Highway 2000 to Portland would improve the Parish's accessibility to other tourist areas and to the Airports. This would allow day trips for cruises or overnight visitors to include Portland on their list of sites to visit. This is necessary as a good initial impression will encourage tourists to return for longer stays. Minimal investment would be needed to update and add to the present flight facilities at the Airdrome. The Airdrome's terminal needs to be undated to be more inviting to arrivals. The airdrome also needs more equipment, such as trucks, and personnel to ensure that operations run efficiently (*See Appendix two*). As adventure tourism expands in Portland, these minor improvements will prove financially worthwhile.

Improper Waste and Resource Management

Solutions (Waste Management):

- The enactment of relevant legislation and policies would give the Government more control over the use of natural resources in the industry. They could then apply stricter conservation and waste management measures on tourist operators to protect potentially threatened areas. Presently, Jamaica's environmental controls are standards, and therefore are not required by Law. Legislation would ensure that the industry is controlled and monitored more effectively. Government Environment Organizations such as NEPA could conduct regular reports and monitoring of these attractions. Activities that fall under Adventure tourism needs also to be regulated with licensing and certification systems. This gives jurisdiction of these activities to the Government's tourism authorities. Certification would place the sub-sector under the control of the tourist board. This would increase inefficiency in environmental management, as well as provide mediums for needs recourses, such as funding, advice and marketing, to Adventure tourism operators.
- There needs to be greater investment into waste management infrastructure such as waste water treatment and solid waste management facilities. Funds could be established to maintain these infrastructures on a regular basis. This could come from various forms of taxation schemes and fees on tourist

operators, and tourists. The Government needs to import more equipment and supplies needed by tourist operators for environmentally conscious operations.

- The Government can encourage tourist operators to be environmentally conscious by providing duty relief for imports of environmentally friendly equipment and supplies.
- Tourist operators in their development plans should incorporate safe, efficient waste management systems. Also, Tourist operators should consider adopting Environmental Management system and applying for Environmental standards Certification, such as Green globe. Not only would their waste management be efficient, it would also serve as additional promotion for the conscious tourists who seeks such activities.

Solution (Resource Management):

- **New Infrastructure and supplies:** Investments need to be made into important environmental infrastructure such as infrastructural systems of water supply and electric power, to ensure the conservation of natural resources as well as minimizing of pollution. The tourist operators would also need to have access to the equipment and supplies that are required in order to run an environmentally conscious operation. Operators could also apply energy saving techniques such as alternative energy sources (solar energy). Underground electric channels should be considered as an option instead because of light poles' vulnerability to storms. Conservation plans for the management of the natural resources should be put in place in the development plan for attractions. Environmental Management Systems: It would be in the interest of tour operators to utilize environmental management systems such as Green Globe. These systems would not only see to the implementation of eco-friendly standards within one's company, but also the opportunity to maintain a high level of environmental consciousness, thus leading to greater profitability. This could be used as a marketing tool as well, to appeal to the modern tourist who regards environmental issues as important.

The Accessibility of Resources

Solutions:

The Government would need to put in additional infrastructure to support this increased need. The local tourist operators could also assist by finding alternative means of energy, solar energy, etc. and build proper needed infrastructure themselves.

Capacity controls

Solutions:

- The tourist projected plans should not exceed the ideal carrying capacity of the particular site and should be compatible with local development and social concerns.
- Decision should be based on the fullest available information to their environmental implications. As an assurance, alternative sites for development should be considered if they are less prone to threat, taking into account local constraints and carrying capacity.
- Legislations and Policies should be made by the Government to ensure that capacity is controlled and that the sites are protected. Otherwise, Portland's attractions would face the same capacities issues as that of Dunns River Falls. The Dunns water fall attraction is presently struggling with capacity, as the over-exposure of tourists degraded the Falls

Appearance of towns

Solutions:

Stricter land and sites zoning regulations could be put in place to ensure the integrity and aesthetic appearance of the city layout. Public education schemes on the importance of caring for the city could encourage the locals not to damage or litter their towns. Beautification Associations and environmental funds could be established to fund, maintain and control any beatification programs. Other attractions catering to tourists could be encouraged and improved, like restaurants, shopping areas, markets, bars, etc.

The General Under-development of the Parish's attractions

Solutions:

With prepared site development plans, investment, financial advice and support from the Government with incentives and financial advice and investment, Portland's resources could defiantly develop as the basis for Jamaica's Adventure tourism industry. Programs particularly encouraging the development of Adventure tourism attractions could be established at JAMPRO and TPDCo. The private sector could also assist with both investment and loans for the developing attractions. Also, smaller tourist operators can obtain funding from several international and local organizations (*see appendix 3, table 2*).

Marketing

Solutions:

Portland can be marketed as a new niche of the Jamaica Product. Instead of the usual "Sun, Sand and sea" concept, Portland can be another option, providing attractions that fall under Adventure tourism, (*see Definitions: Adventure tourism*). The type of promotion would be most effective in the targeting older age groups (mid-age to senior years, 40years to 60). Jamaica particular brand of Adventure tourism emphasizes new experiences rather than physical challenges. Therefore, Portland would be a premier location for soft adventure.

Adventure tourism is a part of a developing tread in the tourism industry, called "Alternative tourism" (*see Definitions: Alternative Tourism*), which besides cruise shipping is the most rapidly growing sector in the industry. These alternative markets are mutually exclusive from "Mass" tourism (*See Definitions: Mass tourism*) markets. This particular classification of clientele are searching for unique attractions that off the 'beaten track'. The nature of this sector of tourism requires a personal, exclusive touch in every interaction with the tourist. Portland's product could be development to cater and market to this consumer demographic. Market research should be conducted to determine the demands of Portland's potential tourists. The Jamaica Tourist Board can then market Portland in this particular niche based on the results of the research. For the individual tourist operator, the internet can be used as an inexpensive and affordable way of adventure tourist attractions to promote themselves through web-sites and web pages.

Environmental standards

Solutions:

The majority of environmental controls in Jamaica are in standards. The most strict are not required in setting up tourist attractions. Legislation, Policy Making and Licensing could strengthen these environmental standards.

Environmental funds can also be established from the collection of taxes and fees and from revenues from a percentage of the total revenues of the industry. This could come from both the tourists and directly from the industry. For tourists for example, there could be an increase in hotel room taxes (as the primary resource of funds) or entry/departure/port charges (To supplement the room taxes, which should be reduced or waived for residents). There could also be a completely separate charge on tourist entering or leaving the island specifically for the environment, such as an environmental Tax (As practiced in Belize). The funds collected from these taxes would be exclusively used for the protection of the environment. They could establish arrival taxes for cruise ship passengers (explicitly identified).

However, any action in this direction would require the to be made completely clear of the purpose of these charges to tourists, so that they know their fee is not excessive and be resistant to it and might even be drawn to attraction to an island which regards the security of the environment so highly, as the market becomes more educated on the threats on the environment.

For the industry, authorities could design a straightforward and moderate corporate income tax, as well as moderate tariff rates for tourism inputs. Tax holidays for the tourist industry could be eliminated, and the funds earned from this could contribute to the environmental management organizations. Also, user fees could be charge for the use of sites where access is limited.

These funds would contribute to the cost of managing environmental standards. A separate entity would be needed to collect and manage these funds. This organization would monitor operators and ensure the regulations and standards previously established are being respected. This group could extend the activities already being conducted by TPDCo and NEPA.

Civil Order

Solution:

More security personnel would be needed on the Local Police force. Fortunately, crime and violence in Jamaica are considerably isolated in populated areas. Portland, compared to the rest of the island, has low crime levels. The experience however, of the Additional forces would contribute to maintaining these levels as adventure tourism expands.

Also, the Government can improve the local social amenities to the people to ensure social stability. The people will need improved education facilities and increase awareness of community based tourism opportunities. This would improve human resource development, which would create a higher quality of life and in turn reduce social corruption. The money generated from the tourism industry should also be directed in channels that will directly benefit the local people. This means that the locals need to have greater ownership and business interest in the tourism industry. More funds and opportunities are therefore essential in social stability and is the root of civil disorder. If this is addressed, adventure tourism will be able to develop in a safe environment and further facilitating direct benefit of the local industry.

Sufficient Training

Solution:

More courses pertaining to the specific needs of Adventure tourism could be incorporated into local Hospitality programs. Training would be required from the management level, to marketing, to organizing the operation's natural resources and to tour guides. Certification programs can be put in place to control and maintain the quality and experience in the service given in Adventure tourism. The Government and Private sector could encourage others to join this sub-industry by offering scholarships or subsidization of the cost of these courses.

Summary and Conclusion

The information gathered in this case study provided us with a greater understanding of a relatively fledgling area of tourism - adventure tourism. Through our research, we were able to examine adventure tourism in Jamaica, as well as the likelihood of this type of tourism expanding to Jamaica's eastern parish of Portland. Thus we aimed to analyse *"The prospects of developing Portland as an adventure tourism niche that is both profitable and sustainable"*

The analysis of adventure tourism, eventually led us to the conclusion that what Jamaica offers is not "hardcore" adventure, but merely a form of adventure tourism known as "soft" adventure that has great appeal to older age groups as well as young children. These soft adventure activities allow tourists to experience the regal environs synonymous to Jamaica, while having the opportunity to experience good Jamaican-style adventure. Thus, having established this, we were able to examine the prospect of this specific type of adventure tourism being expanded, developed and sustained in Portland, Jamaica.

Our journey to Portland along with our primary research methods aided us deducing that although Portland had established soft adventure activities, which certainly had the potential for expansion and development, there existed a number of recurring factors that were prohibitive to said development.

These factors ranged from a lack of investment, the deterioration and lack of infrastructure, as well as the lack of forceful marketing strategies. The opportunity to interview a Portland tour operator, as well as an individual at the Ken Jones Aerodrome, was quite instrumental in providing our case study with a certain amount of validity.

Having identified the challenges mentioned above, we were able to suggest our own recommendations, which, should they be implemented, ought to result in the gradual development of Portland as a lucrative soft adventure tourist destination.

As a result of this understanding, we are able to conclude that for Portland to become a premiere adventure tourist destination, the government, tour operators as well as the general population have to collaborate in order to ensure that there be expansion in Portland, and that the parish maintain a state of equilibrium between profitability, sustainability as well as environmental consciousness.

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Appendices

Appendix One

**Interview with Mr. Godfrey Scott, Manager of the Rafting on the Rio Grande
Company**

Q: What is an estimate of the number of tourist you receive per day?

A: Sometimes we receive as many as fifty to sixty per day, other days, this number is as low as zero

Q: What would you say is hindering the profitability of this company?

A: Well, we have no proper marketing strategy in place. It's all about marketing. However we definitely have plans to improve this, and inform the public about our future prospects.

Q: What might these future prospects be?

A: The Company wants to introduce activities such as river tubing, kayaking as well as the use of water bike on the river. The river certainly has the potential to accommodate such activities, and I do not see why we should limit it solely to rafting.

Q: Are there any other plans/projects in the works?

A: We have also had the idea of introducing a system of patrol on the river, to ensure the security of the tourists. Right now, if something should happen at the top of the river, persons at the bottom of the river would never know, and so it would take a long time to get help, should it be needed.

Q: What do you see as one of the main factors prohibiting the development of tourism in Portland?

A: Definitely the lack of investment.

Appendix Two

Interview with Rainford Reid, Airport Operating Assistant

Q: Please state your position.

A: I am the Airport Operating Assistant.

Q: What is the airplane capacity of the airdrome and what is the average number of flights per day?

A: The airdrome can hold up to five airplanes at once. However, at present the airdrome is inactive and does not receive flights at all except for the random private plane. Otherwise, flight arrivals are too few to count.

Q: What types of Airplane do you normally receive?

A: We usually receive smaller aircrafts, like C/82, which is a bit smaller than A3 express planes. We can also hold the Air Jamaica Express Planes, and in the airdrome's most active period, we particularly catered to this type.

Q: Does the Airdrome have scheduled flights?

A: No. At present, the airdrome has no scheduled flights. We mostly receive random, private planes when the need arises for an air-strip in this area.

Q: Do you think The Present owners of the Airdrome are operating it to its maximum potential? Give reasons for your answer?

A: No, I do not think so. The present owners through lack of maintenance and disuse allowed the airdrome to deteriorate. The airdrome was recently done over and has all the essentials for efficient operation: it can even receive night flights. It is the only airdrome in the country that could receive night flights. However through disuse, the infrastructure is quickly deteriorating, there are still no trucks or generators and not enough personnel for efficient operation. These things would have to be addressed before the airdrome could be used to its maximum potential.

Q: What improvements, in your opinion, would allow the maximum utilization of the airdrome in transportation to Portland.

A: I believe only minimal investment would be needed to bring the airdrome up to standards. The airstrip is in good condition, and already has lights for Night flights. The infrastructure, such as the tower and terminal could be strengthened and updated. New equipment would be needed, such as the generators and trucks. Also, more persons need to be employed to ensure that every step of flight management is done efficiently.

Q: How should flights to the Airdrome be organized, packaged and marketed?

A: The Airdrome could receive express flights from the two major airports in the island; Donald Sangster Airport in Montego Bay and Norman Manley airport in Kingston. Tourists who are interested in visiting Portland could fly to these major Airports, and then take express flights here at the airdrome. This would prove to be easier and more efficient than traversing by car on Portland’s difficult roads. The terminal could be updated to include a more attractive, comfortable waiting area and a place where food and refreshments are sold. However, Developers have to keep in mind that attractions go hand in hand with the development of the Airdrome. Tourists need sites that would attract them to thee parish. For example, The Ken Wright Marina has just been completed this year, but is not receiving the cruise ships that would make the investment financially viable. Now it is just a place where the locals can get ice-cream on Sunday mornings. The Parish’s tourism product has to be established first.

Appendix Three

Table One

Visitor Accommodations by Type, Jamaica and Port Antonio, 1994-1997

	1991	1992	1993	1994	1995	1996	1997
Units							
Jamaica	1627	1757	1846	1794	1869	1948	2039
Port Antonio							

Adventure Tourism in Portland

Hotels	7	8	8	13	14	14	16
Guest Houses	17	19	18	33	24	24	27
Resort Villas	84	88	88	72	78	84	97
Apartments	-	-	-	-	2	1	1
Total	108	115	114	107	118	123	141
ROOMS							
Jamaica	17337	18489	18935	19760	20896	21984	22945
Pt. Antonio							
Hotels	238	345	345	409	423	385	414
Guest Houses	124	129	129	122	137	141	161
Resort Villas	241	255	255	208	223	247	277
Apartments	-	-	-	-	10	6	7
Total	603	729	739	293	793	779	859
BEDS							
Jamaica	35416	37557	38859	40697	43370	45577	47537
Pt. Antonio							
Hotels	474	688	688	796	844	760	819
Guest Houses	351	259	259	243	273	281	321
Resort Villas	482	510	510	414	444	492	554
Apartments	-	-	-	-	20	12	14
Total	1207	1457	1257	1453	1581	1545	1708

Statistical Yearbook, 1998 [Note: Being updated from JTB and JHTA data]

Table Two

Potential Funding Sources for Portland Sustainable Tourism (Preliminary – to be added to)			
AGENCY	FUND AND CONTACT	DESCRIPTION	FUNDS LIMITS/PROCESSES
Canadian International Development Agency (CIDA)	CPEC Caribbean Regional HRD Program for Economic Competitiveness	<ul style="list-style-type: none"> - provides help with HRD/capacity building, education/trg. To improve business skills; - Emphasis on trg., and even research on issues such as social and economic implications of increased trade integration.... 	- up to \$230,000 per project, but some cost sharing required;
	Green Fund (Mrs. E. MacDonald : 929-3597)	<ul style="list-style-type: none"> - must have community environmental/sustainable development focus; - must be submitted via CBO, NGO, community institutions (schools, churches, women's groups, Chamber of commerce, etc. - forms being sent to ENACT. 	<ul style="list-style-type: none"> - under \$5,000 Cdn. can be approved directly; - between \$5,000 and \$100,000 goes to Project Advisory Committee (PAC);
	Canada Fund for Local Initiatives (Mr. Waldon Smith: 929-3597)	<ul style="list-style-type: none"> - Fund supports projects enabling most vulnerable groups to benefit their social and economic conditions; - NGOs and CBOs eligible; - Will fund HRD; sanitation, women or youths as agents of development, strengthening of CBO management capabilities, public education; 	- has \$50,000 maximum
	Enhancing Civil Society (Mrs. Griffiths-Jude: 929- 3597)	<ul style="list-style-type: none"> - aim is to strengthen CBOs to animate their communities to generate sustainable development.; - CBOs are eligible for funding. - Possible funding includes training, awareness building of communities, etc. 	- minimum 15% cost-sharing, in kind or cash;

Potential Funding Sources for Portland Sustainable Tourism (Preliminary – to be added to)			
Agency	Fund and Contact	Description	Funds limits/Processes
USAID	Coastal Water Quality Improvement Project (CWIP) Scott McCormack (754-3911)	<ul style="list-style-type: none"> - Workshop identified such priorities as: solid waste management; environmental education; water quality monitoring; revision of Marine Pk. Management Plan; - Grant funding that offers the best opportunity could be “special studies” ,e.g., for a marketing plan 	<ul style="list-style-type: none"> - \$10,000 U.S. maximum, generally for special studies and would fund NGOs/CB0s, PDC or Chamber of Commerce for example; - special studies would have to be linked toCWIP work, i.e., the marine park.
	Environmental Audits For Sustainable Tourism – EAST	<ul style="list-style-type: none"> - working with Portland hoteliers to “green up”. Did audits and now are doing follow-up. - TPDCo working with EAST to set standards for hotels, sites and attractions. 	
	Ridge to Reef Watershed Project (R2RW) – Mark Nolan (754-7598)	<ul style="list-style-type: none"> - Focused on improving natural resources management from environmental perspective in the Rio Grande watershed. - Will convene workshop in January 	- Has up to \$20,000 for projects;
Organization of American States (OAS)	Small Tourism Enterprises Project (STEP) Dave Russell, KPMG (604) 609-3856	<ul style="list-style-type: none"> - a regional programme funded by several donors, e.g. USAID, MIF, CIDA, CESO, NETCORP, etc. - aim is to support smaller properties, and sites and attractions via marketing, standards and branding; - interest has been expressed by Project in making Portland a pilot project for packaging the cultural/natural experiences offered; 	<ul style="list-style-type: none"> - need to generate \$40,000 - \$50,000 U.S. to fund STEP volunteers to evaluate sites, attractions and properties, identify need for upgrading to meet STEP international standards, and to develop and market packages internationally; - Portland counterparts would need to include tourism industry representatives.

Potential Funding Sources for Portland Sustainable Tourism (Preliminary – to be added to)			
Agency	Fund and Contact	Description	Funds Limits/Processes
U.K. Department for International Development (DFID)	Jamaica Tourism Challenge Fund (Ms. A. Harrod 510-0700 x 3748; and Ms. Michell Butler 968-8501)	<ul style="list-style-type: none"> - encourages cooperation and partnerships between private sector organizations to fund tourism projects benefiting poor communities; - will not fund fixed assets/equipment, construction, feasibility studies or projects receiving \$ from other donor agencies; - evaluation criteria include: sustainability, improved income for poor, feasibility and capacity, fulfillment of a need, commitment, innovation. 	<ul style="list-style-type: none"> - from 5,000 to 50,000 L. (J\$320,000 to 3.2 million) over a maximum of 18 months; - funds up to 50%; other 50% or more must be provided by counterpart (cast and in-kind contributions accepted, but not other donors' monies) - Stage 1: Make an Enquiry, by filling an Enquiry Form; - Stage 2: If accepted, Submit a Short Concept Note describing the project and funding need (Next deadline is November 30/01 and subsequent one is April 1, 0/2) - Stage 3: If short listed, submit a Detailed Project Proposal, using the official form (Next deadline is Feb. 8/ 02 and then June 3/02)
	Business Linkages Challenge Fund	<ul style="list-style-type: none"> - makes grants for development of business linkages that improve competitiveness and benefits poor; - bids must involve a partner from the commercial sector; - examples include management contracts/marketing agreements; joint ventures; partnerships, etc. - covers costs of development and implementation of the linkage, including travel costs, training course feeds, brochures/promotional activities, legal fees, website technologies, etc. 	<ul style="list-style-type: none"> - 50,000 L – 250,000 L. over up to a 3 year period; - applicant must contribute a % of costs in cash and/or in kind.; - Same 3-stage process as above.

Potential Funding Sources for Portland Sustainable Tourism (Preliminary – to be added to)			
Agency	Fund and Contact	Description	Funds Limits/Processes
JICA	Norio Naito Resident Representative (929-4069/960-0021)	<ul style="list-style-type: none"> - JICA does not have specific programme funding, but have expressed an interest to GoJ in non sun/sea/sand tourism that helps tourists “meet the people” - They expressed an interest in meeting to discuss possible means of support (e.g. provision of a volunteer expert/equipment). 	
InterAmerican Development Bank (IADB)	Trust Funds (e.g. Canadian, Japanese) Contact: R. Bellefeuille, Jamaica office and Clark Sand, Jamaica Country Coordinator, Washington)	<ul style="list-style-type: none"> - Trust Funds are provided by governments to the IADB; IADB must hire people from the Trust Fund-related country to do the work; - Canadian Trust Funds favour emphasis on poverty alleviation and help to indigenous peoples; - Japanese Fund may be more flexible. - Proposals must go through the PIOJ to the IADB for approval, but doesn't have to be a government project. - Discussions with both the Jamaica and Washington contacts yielded generally very positive response to the possibility of submissions to the Bank. 	- generally in the range of US\$50,000 to \$100,000
	Multi-Lateral Investment Fund (Steven Wilson, 202 942-8114)	<ul style="list-style-type: none"> - Heavily private-sector oriented and aimed at SMEs; - There hasn't been a MIF programme for Jamaica for some time, but the MIF is currently developing a programme, so it may be a good time to apply; - Has 3 “Facilities: (a) technical cooperation; (b) human resources aimed at training of private sector; (c) small enterprise development. - Past examples include Belize C. of Commerce strengthening; youth training; agricultural training; tourism training in Jamaica, etc. 	

Potential Funding Sources for Portland Sustainable Tourism (Preliminary – to be added to)			
Agency	Fund and contact	Description	Funds Limits/Processes
InterAmerican Development Bank (IADB)	Technical Assistance Funds	<ul style="list-style-type: none"> - There will be new, heavily competed for TA funds assigned to the Jamaica desk in Washington in the New Year; - If the project seems compatible with overall IADB/GOJ goals for Jamaica, then this might be a viable source. 	
WORLD BANK	Called Mr. Errol Graham several times (960-0459)		
EUROPEAN UNION (E.U.)	Centre for Development of Enterprise (Brussels: 32 2 679-1811; info@cde.ws;	<ul style="list-style-type: none"> - Business support from start-up onward and also strengthening of private sector organizations; 	<ul style="list-style-type: none"> - Contributes up to 2/3 of total costs to a max. of 100,000 Euros per year;
	EU Business Assistance Scheme (EBAS)	<ul style="list-style-type: none"> - Based in Bds. - Helps private enterprises and professional associations to procure the services of professional consultants to improve their business performance; 	<ul style="list-style-type: none"> - Refunds up to 50% of cost of consulting assignments; - Grants limited to 70,000 Euros over 3 year period; - Also provides capacity-building to “intermediate organizations” (business associations)
	Trade Development Project – Joanne McGuire/JAMPRO)929-4145) also spoke to Mr. Babjide in EU Office (No other projects give potential to get funding)	<ul style="list-style-type: none"> - helps private enterprises and service providers, including Chambres of Commerce to increase product quality, efficiency and performance; - Overall goal is to create sustainable trade and productions growth by enhancing international competitiveness; - Will use local consultants to enable detailed company diagnostics and implementing comprehensive business plans; 	<ul style="list-style-type: none"> - companies need to be 75%+ Jamaican; - company should be exporting, have a-demonstrated potential for exporting or be selling to the tourism industry. - Project cannot receive \$ from other donors; - Some contribution by the company is expected; - Will support up to 50% of the actual development costs;

Potential Funding Sources for Portland Sustainable Tourism (Preliminary – to be added to)			
Agency	Fund and contact	Description	Funds Limits/Processes
UNITED NATIONS DEVELOPMENT PROGRAMME (UNDP)	Local Initiative Facility for Urban Environment (LIFE) Sandra Goldson 967-9947	<ul style="list-style-type: none"> - PEPA has a proposal into life for community clean-up; - Aims of LIFE are to improve quality of urban environment, particularly in the area of sanitation. - Funds have been drastically cut; - Grants range from \$1,000 to \$30,000 U.S. 	- Process involves filling out a form and submitting it for consideration by a committee.
	Income-Generating Enterprises Kevin Meek 978-2390	<ul style="list-style-type: none"> - Just signed agreement with GoJ for poverty alleviation programme and are funding two pilot project. (One is a banana chipmaking enterprise.) - Emphasis is on employment generation and being a positive example for other parts of Jamaica. 	<ul style="list-style-type: none"> - If individuals in Portland have a good business idea that has employment generation possibilities, then approach UNDP for their support. - If support/go-ahead is given, then Portland would submit proposal to the PIOJ.
	Governance	<ul style="list-style-type: none"> - Focus is conflict resolution, particularly in urban areas, and promoting non-violence. - Successful tourism depends on safety, so this programme could have application. 	
	Follow up stage to Parish Infrastructure Development Programme (PIDP)	<ul style="list-style-type: none"> - UNDP hasn't developed specific projects to fall under the follow-up to the programme. Its focus is on promoting improved access to decisionmaking nationally for vulnerable groups. This kind of strengthening at the local level could have relevance to this project. 	- Submit the idea to UNDP directly, and then, with their support, submit to the PIOJ.
JAMPRO	See European Union – Trade Development Project (Joanne McGuire in JAMPRO office)	<ul style="list-style-type: none"> - JAMPRO is set up to do mostly trade promotion and encouragement of investment. It is not set up to be developmental. There is no Jamaica organization that is a development entity; - Web site “invest Jamaica’s “economic incentives page may be relevant. 	

Potential Funding Sources for Portland Sustainable Tourism (Preliminary – to be added to)			
Agency	Fund and contact	Description	Funds Limits/Processes
ENVIRONMENTAL FOUNDATION OF JAMAICA (EFJ)	Derek Gayle (978-8652)	<ul style="list-style-type: none"> - Targeted at CBOs/NGOs; - areas of focus are capacity building; public awareness building; sustainable livelihoods; technological innovation. - Will re-support groups supported in the past; - One problem is long-term sustainability; - A “success story” seems to be Buff Bay – perhaps a good idea for us to visit them for lessons learned. Contact Clarence Brown 996-1956. - Sending forms/info package for use by Blackstone, to ENACT. 	<ul style="list-style-type: none"> \$10,000 or under can be approved by the office; \$10,000 to 100,000 by an external committee; over \$100,000 by GOJ and G of U.S.
JAMAICA BUSINESS DEVELOPMENT CENTRE	Valerie Veria, CEO (928-5161)	<ul style="list-style-type: none"> - JBDC is a government-owned limited liability company aimed at stimulating small and medium enterprises; - They provide business help and financial support from the early concept stage to the final marketing steps, including planning, networking with other approvals/regulatory and financial agencies; - Should approach Centre with good ideas. - Have different formulas for contributions by clients, but do expect some contribution. 	

Funding Opportunities, “Sustainable Tourism Project, Proposal preparation, Portland” by Blackstone Corporation Resource Management & Tourism Consultants

Appendix Four

Somerset Falls



1



2



3



4



5

Ken Jones Airdrome



1



2



3



4



5

Rafter's Rest (at Rio Grande)



1



2



3



4



5

Ken Wright Pier and Marina



1



2



3



4

Sites of interests



Trident Castle



Demontvin Lodge

Condition of the roads in Port Antonio



1



2

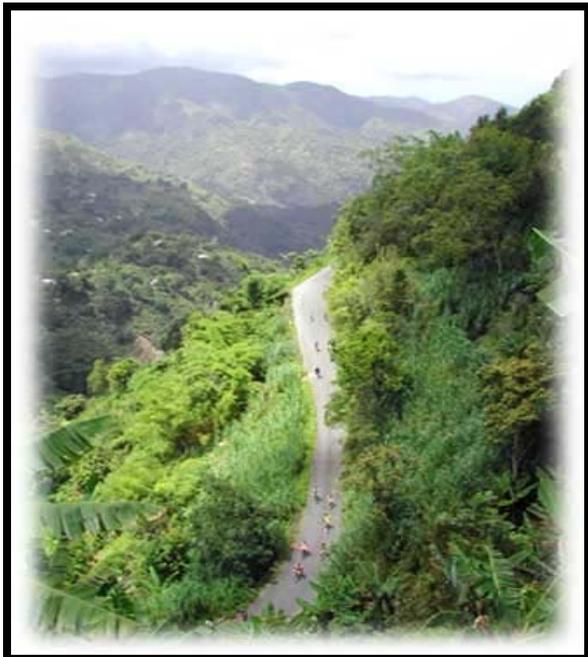
Blue Mountain Bike Tours



1



2



3

Chukka Caribbean Tours



"Horseback Ride N'Swim": 1



"River Kayaking": 2



"Doctor Cove Beach Sea Trek": 3



"Jeep Safari": 4



"Black River": 5



"Canopy tours": 6

Beaches and Coves in Portland



“Blue Lagoon” : 1



“Winnifred Beach” :2



“Frenchman’s Cove” : 3



“San San Beach” : 4

Miscellaneous Pictures



"Papilio Homerus" : 1



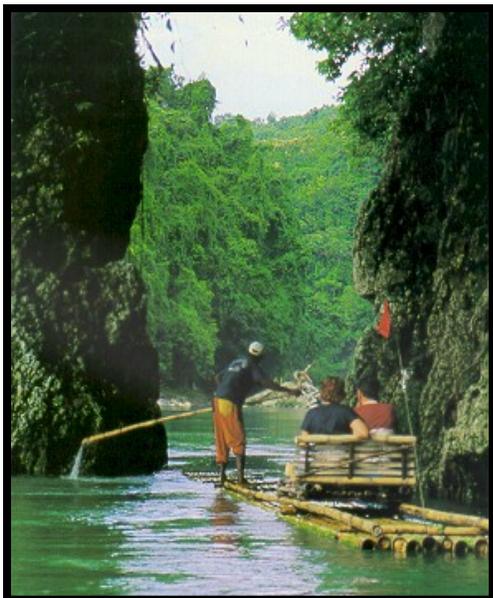
Dunns River Falls: 2



"Surfing at Boston Beach": 3



"Doctor Bird":4



"Rafting on the Rio Grande": 5

Miscellaneous Pictures (continued)



“Cockpit Country”: 6



“Cliff Jumping”: 7



“Black Billed Streamtail Humming Bird”: 8



“Maroons drumming”: 9

Appendix Five

THE MASTERPLAN FOR SUSTAINABLE TOURISM DEVELOPMENT

Objectives

What we want to achieve

The main thing the Master Plan seeks to do is to move tourism on to a path of long-term sustainability. We need to develop tourism in such a way that it meets the needs of today's residents and visitors, while protecting and improving the opportunities of future generations to meet their needs.

How will this be possible? Here are the five key objectives:

1. Growth based on a Sustainable Market Position
2. Enhancement of the Visitor Experience
3. Community- Based Development
4. The Building of an Inclusive Industry
5. Environmental Sustainability

Growth based on a sustainable market position.

To keep the industry growing, we will need to: hold our competitive space in the market. This will mean offering our visitors what no other country has -our own unique Jamaican heritage:

- natural surroundings
- culture "
- history
- historic buildings & sites.

Enhancement of the visitor experience

When visitors come to Jamaica, we must make sure they really "feel alright" (in keeping with the invitation given in our "One Love" commercials used on television overseas). To improve the quality of the visitor experience it will be necessary to:

- fix up resorts
- clean up our towns and villages
- have a greater variety and higher quality of visitor attractions
- find investors to provide what is missing from our tourism product, for example, large European Plan hotels (i.e., food and drink are charged separately, unlike the all inclusive) and a wider range of recreational and entertainment opportunities.

Community-based development

Local communities must play a major role in:

- deciding what the tourism product in their communities should be
- developing and managing that product

The aim is for local communities to: :

- take part in the ownership of the industry
- commit to providing a high quality visitor experience.

The building of an Inclusive Industry

Some people see tourism as an industry that benefits only a chosen few. Tourism needs to be seen as an industry that benefits everyone and the country as a whole an inclusive industry. Steps must be taken to:

- spread the benefits of tourism more widely ~~
- make it possible for more people to participate in tourism, providing equal opportunities for both men and women
- strengthen the linkages with other sectors, e.g. agriculture and manufacturing, widening the scope of opportunities for participation.

Environmental Sustainability The environment is everything around us. It is the tourism product.

When people do things like dump solid and liquid waste into the river or the sea, or take coral out of the sea to make jewellery, they are damaging the environment.

This kind of behaviour spoils our island for our visitors and ourselves and puts the lives of future generations at risk. It is in the interest of life in Jamaica and the tourism industry, to help preserve the natural habitats the homes of plants and animals.

We have just taken a brief look at the five key objectives of the Master Plan:

- (1) *Growth based on a Sustainable Market Position;*
- (2) *Enhancement of the Visitor Experience;*
- (3) *Community Based Development;*
- (4) *The Building of an Inclusive Industry; and*
- (5) *Environmental Sustainability.*

Later on we will look at them in more detail, but before that let us consider something very important to the success of the Master Plan -how we see the role of tourism in our community and nation.

The Role of Tourism in Community and National Development.

The five main objectives of the Master Plan "will not be achieved without a change in the way tourism is seen by, leaders and policy makers. So far, tourism has been given importance only for economic reasons: contributions to the Gross Domestic Product (GDP), foreign exchange earnings and jobs.

They must now consider how the industry serves as a vehicle for the social up-lift-ment of the Jamaican people. Note, for example, the contribution of tourism to:

-social infrastructure (e.g. Library Park in Montego Bay) benefiting residents in and around resort centres

-community development projects that are supported by tourism have benefited residents in resort areas (e.g. the South Coast Craft and Shrimp Festival)

-community heritage preservation and development projects, (e.g. the Trench Town Culture Yard)

Now we can look at the five key objectives of the Master Plan a little more closely we know that tourism is growing when more visitors come and spend more money in Jamaica. The plan is to achieve rapid rates of growth in the three main resort centres and make our tourism performance better than the Caribbean average year 2000 we had One Million Three Hundred and Twenty Thousand (1,320,000) stop over visitors. With a 5.5% growth every year, in ten years, the number of stop over visitors will be Two Million Two Hundred Thousand. The number of cruise passengers growing by 5% annually will be 2.2 million. At an annual growth rate of 8.4%, the amount of money visitors spend will be US\$2,935 million and the number of rooms, growing by 4% annually, will be 35,000.

Growth in these areas can only be sustainable if the necessary infrastructure and environmental protection measures are in place. This means for example adequate supplies of water, power, good roads, housing, proper sewage systems and commitment to environmental protection and conservation policies.

Direct employment in tourism is now at 75,000. In ten years with a 5.7% annual rate of growth there will be 130,000 direct jobs in tourism. For the Gross Domestic Product contribution, the target is 8.5% growth to arrive at 15% at the end of the ten years. With a 8.4% annual growth rate, foreign exchange earnings will reach US\$1,800 million.

Is it possible to reach these targets? Yes, it is. In the main countries, from where our visitors come, the prospects look good. However, we will need to:

- (a) create the conditions for a greater sense of security
- (b) stop visitor harassment
- (c) improve the range and quality of our attractions
- (d) take better care of the environment -e.g.

-stop littering

-stop the illegal dumping of commercial garbage -clean up and beautify surroundings.

The Main Target Segments table shows us the places and interest groups from where we plan to get more visitors. While the U.S. mainstream (our visitors who come for sun, sand and sea) will remain our 'major market, we will need to attract visitors with other interests, for example those who want to have meetings, reunions and conventions in Jamaica and those who wish to explore our cultural heritage.

Europe will now become a major geographical area of focus. In that market and elsewhere, the plan is to pay special attention to visiting friends and relatives, families, couples, mature persons and those interested in nature tourism, adventure and sports. Products to be highlighted are small hotels; villas and apartments; 3-4 star European Plan Hotels and convention style hotels coupled with water and land-based cultural heritage attractions.

Our sun, sand and sea are traditionally a big pull for all our visitors. However if we are to increase the number of visitors and the amount of money they spend, we will need to make our product more varied and interesting.

The Marketing Strategy includes:

(a) Greater co-ordination between the three marketing agencies responsible for selling Jamaica's tourism to the world:

- Jamaica Tourist Board (JTB)
- Jamaica Vacations (JAMVAC)
- Jamaica Reservations Service (JRS)

For example, if the JTB increased its marketing efforts in Europe, JAMVAC would then work on bringing in charters and opening new gateways. The JRS would then open an office in Europe and dedicate a 1-800 JAMAICA line to its telemarketing facility in Montego Bay.

(b) Stronger partnerships between the tourism agencies and the private sector in promoting Jamaica as a destination

(c) Closer involvement of tourism industry associations in the development and implementation of marketing programmes.

(d) Greater emphasis on tactical advertising (i.e. geared toward particular segments, for example, mature citizens) and co-operative advertising with travel partners.

(e) More marketing support for small hotels, villas and guesthouses to improve their ability to sell their products.

The tourism product will be strengthened and made more competitive by:

(a) Making it easier to invest in Jamaica shorten the process for approving development projects and make it more open and straight-forward

.find a more transparent way to award incentives

.help cut the cost of investment by using more indirect taxes (e.g. .GCT, room tax) and less direct taxes (e.g. import duties)

(b) Adding large scale accommodation and other facilities. Attract overseas investment to develop large European Plan Hotels, a large convention hotel in Montego Bay and large sporting and entertainment complexes

(c) Restructuring small hotel sector by:

Providing those hotels that have potential, with technical and financial assistance to develop a well-defined (so people know exactly what to expect) and consistently good product

Helping those that cannot survive to leave the industry.

(d) Enabling villas, apartments and guest houses to: Position themselves in the right marketing channels.

Develop and promote their product for successful competition.

(e) Increase the number and variety of attractions, ensuring that more of them reflect our heritage and culture.

These are some of the steps to achieve this provide assistance to owners/operators of attractions to improve their product design and development as well as their marketing and sales activities.

Establish a matching grant facility to help community organisations with the improvement and development of small attractions.

Arrange for a special credit line for funding to overcome the problem of access to finance- Use creative incentives, of similar value to those provided for the accommodations sector, to stimulate the development of cultural heritage attractions.

For licensing and regulations, consider the special requirements of nature-based attractions which may need to use materials that are in keeping with the natural environment.

Create more man-made attractions and leisure complexes, targeting international investors in the leisure industry with a record of success in operating medium sized theme parks and entertainment complexes, offering the same range of incentives hotel investors receive.

(f) Treat Entertainment and Sports facilities and events with a tourism focus as fundamental aspects of the tourism product.

Provide more cultural and artistic venues. Actions recommended include, working through the Resort Partnerships and JAMPRO to:

- establish an amphitheatre in Negril
- upgrade the Catherine Hall Entertainment Complex in Montego Bay
- establish entertainment complexes in Ocho Rios and in other resorts.

Increase JTB's expenditure on music festivals and other events particularly those outside the main resort centres in resort zones such as the South Coast and Port Antonio which need to attract more visitors.

Establish additional sports and recreation facilities in the Resort towns including:

-Developing marinas to take advantage of the increasing market for yachting and sailing.

-Providing the same level of incentives given to hotels, to the development of sports and recreation facilities in the JTB prescribed areas.

-Assisting golf courses and clubs with the development of marketing plans and the mobilisation of sales channels, in order to make serious inroads into the large golf market

(g) Increasing the amount of money visitors spend. For this to happen visitors would have to spend a lot more outside of where they are staying. We need to encourage:

- Visitors to take more trips outside of their hotels by providing more interesting things to do and see and the conditions for a greater sense of security.
- Visiting friends and relatives to stay in hotels and other tourist accommodations and to visit more attractions.
- More Jamaicans to see themselves as tourists in their own country and take more vacations at home.

(h) Improving the product offered to cruise passengers. The number of cruise passengers visiting Jamaica in the year 2000 was 907,000 representing an 18% increase over the previous year, well over the 10% annual growth rate targeted by the Plan. However there is need for product improvement.

Some of the steps to be taken are to:

-Implement the Port Royal Development Plan as the port has the potential of becoming the most exciting in the Caribbean.

-Improve the cruise terminal in Montego Bay by: -providing an attractive visitor reception area

-developing a shopping !entertainment area next to the pier

-Establish additional high quality attractions in and around the resort areas of Ocho Rios and Montego Bay.

-Tackle the problem of Dunn's River where the hosting of large numbers of visitors daily is threatening the sustainability of the attraction.

-Improve effectiveness of efforts to stop visitor harassment.

-Improve the appearance and social environment of resort towns.

We need to make our product more attractive by focusing on our heritage assets as well a.l: Our sun, sand and sea. This will appeal to Jamaican residents as well as foreign nationals and visiting friends and relatives.

Here are some of the steps to be taken to improve the quality of the visitor experience:

(a) Work with the heritage agencies on protection and conservation activities, making the development of the tourism heritage product a joint effort.

(b) Concentrate on four heritage sites with international appeal: Port Royal, Spanish Town, Falmouth and Seville, supported by scenic routes and circuits and ten heritage trails across the country. The ten themes for heritage trails are:

-Natural Wonders

-Slavery & Emancipation -The Maroons

-Forts & Fortifications -Churches

-Great Houses

-Industrial Heritage

-Pre-Colombian Jamaica

-Jamaican Culture -Music

(c) Use tourism as the basis for urban renewal, by encouraging community organisations to present their towns and villages as possible heritage sites for funding. A Heritage Challenge Fund will be established to provide resources in the following ways:

For Towns & Villages of Culture: one town would be selected each year for a contribution of up to

US\$2 million for its development as a cultural/heritage centre. The local community would provide at least 20% of the resources, including contributions from individuals and businesses in cash, goods or services.

For Tourism Development Action **Plan Areas** (TDAPAs): parts of towns or villages with strong tourism potential would be eligible for grants, technical assistance, or loans to develop facilities. The TDAPAs would be selected annually. They would get grants of up to US\$500,000, with the local community providing 20%. Community Based Ventures, Heritage Attractions and Private Sector Marketing and Product Development projects would qualify for different kinds and levels of assistance.

It is proposed that the Heritage Fund be financed from several different sources including a special levy, a matching contribution from government and international grants.

(d) Establish a Heritage Unit in the Tourism Product Development Co Ltd. (TPDCo.) to administer the Heritage Fund, process applications, provide technical assistance and monitor projects.

(e) Form Resort Partnerships to allow for private and public sectors to work together on programmes to improve the resort centres for the benefit of residents and visitors. Resort Partnerships will bring together financial and other resources of the domestic and international private sector with the regulatory and revenue collection powers of the public sector. They will work on projects such as the development of civic infrastructure e.g. community centres and parks as well as entertainment and shopping facilities~.

The plan is to work with Local Government, JAMPRO and the Urban Development Corporation on creating project packages with civic and commercial investment potential. Investors will be invited to tender.

Two pilot projects are planned -the redevelopment of Gloucester Avenue in Montego Bay and a town centre with recreational facilities for Negril.

(f) Carry out a thorough step by step training and development programme right through the industry. This would prepare the tourism work force to offer a more competitive product with a wider range of choices for visitors

(g) Increase visitor security and reduce harassment by: Swifter trials and severe penalties for repeat offenders.

Communication efforts to help visitors understand Jamaican ways.

Increased involvement of local people in supplying goods and services to the industry.

Training vendors to make a sale without appearing to "harass" their customers and assisting them with product improvement, presentation and the layout of their shops.

Helping harassers who want to change their ways and find a place in the system, e.g. as licensed vendors or tour guides.

Where? The Location strategy of the Plan Where will tourism take place? Everywhere.

However, most of the accommodations will be in the three major resort centres: Montego Bay, Negril and Ocho Rios. Each of these resort centres already have over 2000 rooms.

Concentration of accommodation in these three centres will allow for better use of resources and managing environmental impacts.

Runaway Bay, Falmouth, Oracabessa and Port Antonio will be developed as smaller resorts (500-2000 rooms). Kingston will remain a resort centre but no major growth in accommodation is recommended. In this resort, attention will be concentrated on the Port Royal Development project as the major attraction on this side of the island. Smaller accommodation and attraction facilities will be scattered across the island.

The South Coast would be opened up as an area rich in attractions, tour options and a range of small hotels and guesthouses, villas and apartments for visitors who want to experience more fully, Jamaican culture. Portland and St. Thomas would highlight natural and cultural attractions. The twin harbour of Port Antonio will be developed as a major recreational area with adequate facilities for the docking of pleasure boats.

This arrangement of accommodations and attractions across the island will cut down on the pressure on the environment and allow for a finer and more varied visitor experience.

Transport services will be expanded to serve workers as well as the need for visitors to make more trips to attractions.

It is expected that the need to transport workers and visitors to the sites will stimulate investment in

transport services and other spin-off activities. !

Carrying Capacity Challenges

The resort centres are already beyond their carrying capacity. This has to do with planning growth in the numbers of rooms according to social and physical infrastructure, the availability of suitable land and the impact on the environment.

To tackle the issue of carrying capacity, the plan is to improve the water quality in the bays with sound environmental management. Weaknesses in social and physical

infrastructure, for example the absence of community recreational facilities, will be addressed through the Resort;

Partnerships which would work with local government, assisting them with waste disposal, street cleaning, the up keep of public places and transportation.

It must be emphasized that the future growth for tourism, depends on our ability to improve environmental management. In this area, all the current programmes that encourage the implementation of solid waste management technology in communities, such as the Environmental Audits; for Sustainable Tourism (EAST) project, CWIP (Coastal ! Water Quality Improvement Programme) and the Greening of Negril, must be applauded and encouraged.

To include local communities in the planning and man-aging of tourism development it will be necessary to:

(a) Make Resort Boards more representative. Resort Boards are to:

- have better representation of local Community- Based Organisations (CBO,'s), Non-Governmental Organisations (NGO's) and parish Heritage Foundations
- be empowered to work with Parish Development Committees established by the Social Development Commission and take the lead role in tourism planning and development
- be able to draw on specific budgets managed by TPDCo for tourism promotion and community-based projects.

(b) Establish a Community Support Unit in TPDCo to work with the expanded Resort Boards and Parish Development Committees to ensure that tourism planning is in keeping with local concerns and hopes. The Unit would be staffed by experts in tourism and local planning.

(c) Improve visitor-community relations.

Give the expanded Resol1 Boards a more active role in:

- anti-harassment programmes
- educating local people about visitors and visitors about Jamaican ways.

The Building of an Inclusive Industry

These are the building blocks to broaden community participation in the industry:

(a) Increase the supply of agricultural produce to tourism -letting farmers and traders know what is needed and helping them to meet the needs on a consistent basis.

(b) Support the development of arts and crafts by: -upgrading the skills of producers and vendors. -assisting with access to loans.

-providing marketing support for authentic work of good quality.

(c) Link self-employed and small business people in tourism with support agencies (e.g. MIDA and Self Start) to help them improve their earnings.

(d) Promote gender equality through employment and training policies and support programmes for business women.

(e) Provide opportunities for local residents to contribute to the development of all attractions, scenic routes, circuits and heritage trails and create markets to sell their goods and services.

(f) Design a logo to identify the economic contribution of tourism to the community.

(g) Encourage participation of communities outside of resort areas in tourism, informing and educating them about opportunities and funding sources.

Environmental Sustainability

To achieve environmental sustainability these are the recommended measures:

(a) In all three major resort centres, make the investment to improve water quality and coral cover, including:

- improving solid waste collection
- making sure that pipelines carrying sewage out to sea go beyond the reef at a distance to be- agreed by the National Water Commission and the National Environment and Planning Agency (NEPA)

-building sediment traps

-taking all other measures recommended in the Carrying Capacity Study for environmental protection. Other resorts would be included in these efforts over time.

(b) Provide up to US\$500,000 to the marine park trusts to help them improve environmental protection and to operate new facilities. Also, ensure that smaller resorts are given the same kind of support in developing marine parks or other environmental efforts.

(c) Support the National Water Commission's hook-up to 41 sewerage schemes in the resort centres. The proposal is for businesses and homes to finance their connections and to deduct the amount from their monthly bills over time.

(d) Work with accommodation and attraction operators to establish self-regulating systems for complying with planning and environmental guidelines.

(e) Increase the availability of "how-to" information on energy conservation, recycling water and solid waste, use of alternative detergents and more use of solar energy, etc.

(f) Provide a matching grant facility to help tourism ventures with environmental audits and technical support.

(g) Collaborate with the Natural Environment and Planning Agency on Environment and Social Impact Assessments when tourism facilities are being considered. These assessments must take into account the location of housing for workers and the general social impact on small neighbouring communities without proper infrastructure.

(h) Implement a modified version of the Beach Policy recommended by the former Natural Resource Conservation Authority. This would allow the operator of a beach to charge the full cost of the maintenance of the beach (excluding amenities, e.g. changing rooms, chairs, bars etc.) to the public and provide for carrying capacity limits. Government revenues from beach licenses would be used strictly for developing and maintaining public beaches.

ACTION PLAN

Steps

1. Discuss the draft plan with: The Cabinet Major Stakeholders
2. Make Amendments and present the Plan to the Development Council and the Cabinet.
3. Lay the plan before Parliament.
4. Start implementation of short term components of the Plan.
5. Prepare the groundwork for the implementation of those aspects of the Plan that require more preparation time.
6. Implement the entire Plan over a ten year period.
7. Monitor, review and update as an ongoing activity.

Institutional Framework Steering Committee

A steering committee chaired by the Minister of Tourism and Sport, reporting to the Prime Minister and the Development Council with key Ministries and agencies and the tourism industry will deal with:

.Policy

.Resource Mobilisation and Allocation

.Inter- Ministerial Co-ordination -bringing everything that affects tourism in the various government ministries and agencies together.

Implementation Sub-Committees

Sub-Committees of the Steering Committee will deal with: .Investor Mobilization .Heritage

.Resort Development

.Community Development .Environment

Ministry of Tourism and Sport

With the overall co-ordination of the Ministry of Tourism and Sport, the four-main implementing agencies are: .JTB -promoting the destination.

.JAMVAC -opening gateways and ensuring sufficient air capacity

.JRS -serving as a bridge between the industry and sales channels in target countries.

.TPDCo. -product improvement and development including heritage and community based tourism

OTHER KEY AGENCIES ARE:

JAMPRO

JAMPRO's role is to mobilize investments.

URBAN DEVELOPMENT CORPORATION (UDC) The UDC has an important role to play in

mobilising investment as well as developing major heritage sites and its designated lands in resort centres.

PARISH COUNCILS

Parish Councils as the primary agencies for local planning and development have a major role to play in the Resort Partnerships.

SOCIAL DEVELOPMENT COMMISSION (SDC) ... The Ministry of Tourism and Sport will collaborate closely ... with the SDC on community development projects and out ... reach activities.

JAMAICA CULTURAL DEVELOPMENT ... COMMISSION (JCDC) ...

The Ministry of Tourism and Sport will require the expertise of the JCDC in developing programmes to promote entertainment and culture at the community level as aspects of the tourism product. ...

Cost of Plan Implementation The Plan will call for an investment of US\$2 billion over 10 years. Seventy-three percent will take the form of private sector investment in commercial ventures such as hotels... and attractions. Public sector-led projects will need just..., over US\$542 million, with nearly US\$220 million to come from the Government of Jamaica. Currently ways to finance the Master Plan are being explored by both Government and the private sector. !

Returns Economic analysis has shown that if the sector gets the, required level of investments, the net returns will be very positive, making the industry truly the second largest sector... of the economy after the distributive trades.