

ST. THOMAS DESTINATION DEVELOPMENT AND MANAGEMENT PLAN

1. Introduction

1.1 The Honourable House is being asked to consider the St. Thomas Destination Development and Management Plan which is attached as Appendix I of this Ministry Paper, and agree that it be tabled in Parliament as per Cabinet Decision No. 35/19 dated November 11, 2019.

2. Background

2.1 The St. Thomas Destination Development and Management Plan was submitted to Cabinet in July 2019. Cabinet, by Decision No. 35/19 dated November 11, 2019, gave approval for the following:

- i. the Tourism Destination Development and Management Plan (TDDMP) for St. Thomas which included goals, strategies, priority initiatives, catalyst projects and the Action Plan and Road Map for implementation;
- ii. the establishment of an Inter-Ministerial Oversight Committee chaired by the Prime Minister;
- iii. the establishment of an Implementation Taskforce, chaired by the Minister of Tourism, to coordinate the implementation of the respective components of the TDDMP that are essential for the development of a complete tourism destination;
- iv. the establishment of a St. Thomas Infrastructure Development and Implementation Project Office in the Ministry of Economic Growth and Job Creation, and
- v. the tabling of the TDDMP in Parliament.

3. St. Thomas Destination Development and Management Plan and Key Development Documents

3.1 The important role of tourism to Jamaica, and by extension St. Thomas, has been articulated in the following key development documents:

- **Vision 2030.** The expansion of tourism in St. Thomas will support the vision of widening participation in the tourism industry and supporting economic and cultural development.

- **Tourism Master Plan 2002.** The expansion of tourism in St. Thomas will support the vision of a greater focus on community-based development and environmental sustainability.
- **Provisional Development Order for St. Thomas 2018.** The expansion of tourism in St. Thomas will increase the economic utilization of the rich history and rustic natural beauty of the parish, as well as the development of numerous non-traditional tourism ventures that will give St. Thomas a unique tourism value proposition.

4. The Tourism Destination Development and Management Plan

4.1 By way of Cabinet Decision No. 35/19 dated November 11, 2009 the Ministry of Tourism was directed to prepare a plan to develop the tourism potential of St. Thomas.

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

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

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

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

5. Strategies and Priority Initiatives

5.1 A central goal for the development of St. Thomas as a premier destination involves creating and delivering iconic experiences and attractions. The aim is to create unique experiences that will attract visitors to explore the parish and experience its diverse natural ecosystem, new and compelling man-made attractions, its historical and cultural sites, and to have genuine interactions with the local community.

5.2 Three tourism clusters, i.e. groups of tourism attractions, businesses and institutions directly or indirectly involved in tourism were identified in particular geographic area within the parish of St. Thomas, have been defined to help achieve product differentiation.

5.3 The overview of strategies and shortlist of priority projects are organized under five themes:

1. Creating and delivering iconic experiences and attractions
2. Placemaking and Development
3. Infrastructure
4. Human Resource and Business Development
5. Plan Implementation

6. Consultations

6.1 The preparation of the TDDMP took place in conjunction with a large number of key stakeholders from both the public sector and the parish of St. Thomas. The project, which was conducted over a one-year period, was overseen by a Project Steering Committee with members from 15 MDAs to ensure the highest standards of project governance and provide timely feedback on elements of the project which reside in other Ministries.

6.2 A total of 15 stakeholder consultations (264 residents) were conducted in 10 communities across the parish to ensure that a wide cross-section of local persons contributed their experiences and perspectives to the development of the plan. An additional 1,500 persons were surveyed to gather detailed information in several thematic areas to help inform a detailed Tourism Destination Assessment and Inventory (TDA). This TDA then became a key input in the preparation of the TDDMP.

7. Institutional Arrangements

7.1 Successful plan implementation will require diligent oversight by the Inter-Ministerial Oversight Committee (IOC), at the whole-of-government level, and the Implementation Task Force (ITF), at the programme level. Progress and challenges should be tracked, and strategies and priority actions adapted over time to meet ever-changing local level realities and needs.

7.2 The IOC and the ITF will have a two-fold objective:

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

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

7.4 The ultimate objective will be to establish a permanent St. Thomas Destination Management and Marketing Organization (DMO). In the short term, efforts should be taken to organize local stakeholders into a unified Destination Stewardship Committee (DSC) guided by the shared vision and goals detailed throughout the TDDMP.

8. Implementation, Monitoring and Performance Measurement

8.1 Fifty-two projects have been identified in the Plan, to include 23 Catalyst Projects, to transform St. Thomas into an economically viable and environmentally and socially sustainable destination. Projects have been identified for implementation over the short, medium or long term up to 2030.

8.2 Each project will require a detailed Business Case and a Project Implementation Plan developed by the responsible agencies which will be submitted to the DSC for approval.

8.3 Key performance measurement indicators outlined below can help the DSC and MOT to monitor impacts of the plan over time.

GOAL	KEY PERFORMANCE INDICATOR
1. Increase awareness of destination among key market segments.	1.1 Increased target day visitors and expenditure. 1.2 Increased target international arrivals and expenditure.
2. Create and deliver iconic brand experiences.	2.1 Public and private investment in priority experiences, attractions and accommodation. 2.2 Number of new experiences and attractions launched. 2.3 Number of staff trained under service and hospitality programme. 2.4 Increase in visitor satisfaction
3. Improve infrastructure and placemaking	3.1 Support by the various levels of Government of Jamaica for the priority projects.
4 Develop the destination using sustainability principles.	4.1 Support by NGOs and the various levels of Government of Jamaica for priority projects aimed at protecting sensitive and/or threatened ecosystem and wildlife
5 Enable tourism enterprise success and viability	5.1 Number of business development education and awareness programs. 5.2 Increase in new tourism enterprise. 5.3 Increase in tourism enterprises receiving affordable financing 5.4 Increase in number of tourism enterprises that are operating formally and complying with existing standards.
6 Prepare community and skilled workforce for tourism	6.1 Number of tourism awareness campaigns and programmes 6.2 Number, range of topics and levels of training programmes in tourism and hospitality 6.3 Support from the various levels of Government of Jamaica and NGOs for workforce development programmes 6.4 Increase in people who participate in training programmes in tourism and hospitality

GOAL	KEY PERFORMANCE INDICATOR
7 Manage the destination collaboratively	<p>7.1 A functional DSC and secretariat that persists over time and is co-chaired by the Ministry of Tourism and the Prime Minister's office</p> <p>7.2 Annual review of the KPIs</p> <p>7.3 Increase in short and long term funding to deliver the TDDMP.</p> <p>7.4 Public and private support for the establishment and operation of the St. Thomas DMO.</p>

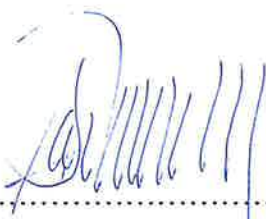
9. Financing

9.1 The following is a summary of the indicative costs from both the public and private sectors to implement some of the Priority Initiatives and Catalyst Projects:

Short-Term (1-3 years)		Medium-Term (4-7 years)		Long-Term (8-11 years)	
Project/ Initiative	Indicative Estimate (US\$)	Project/ Initiative	Indicative Estimate (US\$)	Project/ Initiative	Indicative Estimate (US\$)
4 Iconic Entry Points/Wayfinding Stations	1.5 million	Morant Bay Historic District	1 million	Resort and Golf Course in Old/ New Pera	400 million
Signage/Wayfinding System	3.25 million	Paul Bogle/ Morant Bay Rebellion Heritage Trail	500,000	Marina/Hip Strip at Fort Lindsay	100 million
Bath Spa Town Development	3 million	Lighthouse and Visitor Centre	750,00	Eco-Resorts in Highlands	50 million
Rocky Point Beach	500,000	Great Morass Water Trail, Boardwalk/ Viewing Towers	500,000	Aerodrome in Duckensfield	10 million
Cow Bay Water Park	7 million	Judgement Cliff Attraction	500,000	Worker Housing	100 million
Reggae Falls Water Park	4 million	Small-medium Hotel Development	25 million	Small-medium Hotel Development	25 million
Hayfield Eco- tourism Training Centre	300,000	Potable Water Supply/Sewerage	50 million	Potable Water Supply/Sewerage	50 million
Trails, Events & Festivals	1 million	Trails, Events & Festivals	1 million	-	
Tourism & Tour Guide Training	500,000	Tourism & Tour Guide Training	500,000	Tourism & Tour Guide Training	500,000
Development Plans for specific sectors	2.5 million	-		-	
Totals – Public Private	12.55 million 11 million	Totals – Public Private	54.75 million 25 million	Totals – Public Private	50.5 million 685 million

10. Recommendation

10.1 The Honourable House is being asked to consider the St. Thomas Destination Development and Management Plan which is attached as Appendix I of this Ministry Paper, and agree that it be tabled in Parliament as per Cabinet Decision No. 35/19 dated November 11, 2019.



Edmund Bartlett, CD, MP

Minister of Tourism

February 24, 2020