

Reconsidering Tourism for the Advancement of Heritage Conservation in the Caribbean

The Promotion of a Caribbean Heritage Tourism Product



Figure 1. Tourists and cruise ships in Great Bay Beach, St. Maarten. Source: http://www.saturdayeveningpost.com/wp-content/uploads/satevepost/Cruise_opener.jpg (accessed July 28, 2001).

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ABSTRACT

Tourism in the Caribbean region has been one of the most influential and impacting activities not just affecting cultural exchange but also creating an economic dominance on many islands. As tourism was new and different to the Caribbean at the time it was introduced, not much research was available on the industry, and for many islands planning was not prioritized leaving mass tourism to overtake the region with rapidity and much fervor. Today the affects of tourism can be seen and felt across the Caribbean, but one affect In particular that stands out is a lack of authenticity in the promotion of a tourism product. One aspect of tourism that has not been fully explored is that of heritage tourism. With a region so diverse and rich with heritage it is almost incomprehensible why this would not be at the forefront of the tourism focus. Comparative analysis was conducted of research accomplished in this capacity by major organizations and authors. The history of the foundation of tourism to date is studied with focus given to stakeholders, economic dependence, positive and negative aspects of tourism, and tourism trends. These issues are further expanded upon and explored through case studies which compare and contrast differences such as planning efforts, tourism dependency, authenticity and heritage efforts currently taking place in Nevis, St. Thomas, U.S. Virgin Islands, and Jamaica. Findings were compiled into recommended strategies to implement an authentic heritage tourism product in the region, with concentration being given to planning, marketing, funding, local involvement, and stakeholders' involvement.

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1. INTRODUCTION

The Caribbean region is comprised of thousands of islands that are spread across an area of about one million square miles. Many of these islands are independent nations or dependent territories with populations reaching just over 39 million individuals.¹ They are arranged in a descending chain, stretching from the Lucayan Archipelago to the Lesser Antilles, encompassing the Greater Antilles (Figure 2). Often referred to as a melting pot of cultures because of its deep-rooted colonial past, the Caribbean is a “microcosm of the world, where populations from around the globe have come together.”² This cultural integration has made these islands distinctive, in that every island has its own unique foundation, heritage and identity. Once synonymous with sugar production, these islands have had to explore and diversify their economies since its demise, which has ultimately led them to tourism.



Figure 2. Map of the Caribbean Region. Source: <http://caribbeannomads.com/wp-content/uploads/2010/11/CNMap11.jpg> (accessed August 19, 2014).

¹ "Country Comparison: Population," Central Intelligence Agency, accessed August 3, 2014, <https://www.cia.gov/library/publications/the-world-factbook/rankorder/2119rank.html>.

² Ennis Barrington Edmonds and Michelle A. Gonzalez. *Caribbean Religious History: An Introduction*, (New York: New York University Press, 2010), 1.



Figure 3. CTO Marketing Campaign for the Caribbean Region. Source: <http://www.caribbeantravel.com/public/docs/home-slider/ctdc.005.jpg> (accessed August 19, 2014).

The Caribbean is described by leading tourism authorities “as four times more dependent on tourism for its socio-economic development than any other region of the world.”³ Unlike tourism efforts in other parts of the world, such as Europe or South America which rely on embracing their past to share an authentic product, the Caribbean has sought to focus exclusively on their sand-sun-sea varieties (Figure 3), creating a tourist-defined product, as they have yet to properly embrace their past. The goal of this report is to explore the past and current participation of tourism in the Caribbean and the key stakeholders with vested interests in this region while proposing methods of change to resolve hindrances and issues that are preventing an authentic tourism product from emerging, including the promotion of a heritage tourism product. Comparative analysis was conducted of research accomplished in this capacity by major organizations and authors. Through case studies of three carefully chosen islands in the region, Nevis, St. Thomas, US Virgin Islands, and Jamaica, this report will focus on the impacts of the tourism industry upon preservation efforts of these islands with regard to the preservation of buildings,

³ Jean S. Holder, *Caribbean Tourism*, (Kingston: Canoe Press UWI, 2013), 12.

place and cultural identity, as successes, failures and overall neglect from the burgeoning industry has in some cases completely eradicated connections with authentic cultural exchange.

Comparative analysis will be implemented in this report to best study the subject of tourism in the Caribbean region due to the ability to fully analyze tourism within a chosen set of parameters, focusing primarily on historical background, planning, and heritage efforts. This methodology will prove effective in the final outcome as findings will be evaluated, compared and contrasted with one another in the realm of the set parameters. The three case studies of Nevis, St. Thomas, U.S. Virgin Islands, and Jamaica, were selectively chosen due to their differing levels of tourism dependencies, overall populations and sizes, as well as the amount of historic and cultural resources located on each island. These case studies give a wider spectrum, more representative of a generalized Caribbean analysis and their results will be constructive in forming the recommended strategies for change towards the creation of an authentic heritage tourism product. The goal of this report is to persuade the key stakeholders in the Caribbean region to advance efforts towards the creation of an authentic heritage tourism product, expanding upon what is currently in place, whether preserved or neglected, embracing the full cultural sphere not just for the benefit of preserving these cultural resources but to share it with future generations to come, be it locals or tourists.

2. TOURISM IN THE CARIBBEAN

There is little documented history of the very early establishments of tourism in the Caribbean, but what information is available indicates that the Bahamas, Barbados, Bermuda, Cuba and Jamaica were at the forefront of the tourism movement.⁴ Tourism in the Caribbean was



Figure 4. Cultivating Sugar Cane. Source: <http://www.landofthebrave.info/images/sugar-plantation-1823.jpg> (accessed August 19, 2014).

introduced when sugar production and exportation began its ultimate decline (Figure 4). It had not been given much priority compared to other sectors such as manufacturing or agriculture, since many planners, governments and academics alike were rather skeptical of tourism and its outcomes. Initially the Caribbean tourism product had been based upon the promotion of health, something that the idyllic conditions of the region provided.⁵ At this time travel was expensive and not easily attainable, allowing only wealthier individuals the ability to afford the luxury of travel; setting the reputation of the region as exclusive and glamorous even before mass tourism began.⁶ By the 1980s, tourism had grown significantly and developers, corporations and organizations all began taking notice of the region and the vast, untapped opportunities.⁷ Tourism was viewed as nothing more than a booster for the local economies and the various islands all wanted to take part, and why not – it

⁴ Ibid., 15.

⁵ K. O. Laurence, *General History of the Caribbean Nineteenth Century Transformations*, (Paris: Unesco Pub., 2011), 146.

⁶ Polly Pattullo, *Last Resorts: The Cost of Tourism in the Caribbean*, (London: Cassell, 1996), 13.

⁷ Ibid., 16.

appeared to benefit these small island territories who would otherwise be dependent upon their ruling powers or left to their own devices.

2.1. Stakeholders

The first tourism organization for the region was the Caribbean Tourism Association (CTA), which was formed in 1951 in Antigua by interested individuals who wanted to “formulate a marketing plan and create a budget to promote the Caribbean as a region.”⁸ The members which joined with the CTA included 1) former colonies’ territories – local governments and their tourist boards (where available), and 2) private sector groups – airlines, cruise lines, hotels, travel agencies, travel media, etc. The objective of the CTA was to create activities for their members through seminars and meetings, to highlight this new Caribbean region and put it on the map as a viable tourist destination. From this organization, which would later become the Caribbean Tourism Organization (CTO), spawned the formation of another key group in 1959, the Caribbean Hotel Association (CHA) – later to become the Caribbean Hotel and Tourism Association (CHTA). It finally provided hotels an opportunity to begin a dialogue with local governments and/or their tourist boards to effectively begin the Caribbean campaign.

Once airlines began carrying more and more flights to the region the tourism boom commenced. This brought about many unforeseen problems, such as improper use of local resources, a universal lack of planning, a lack of connection with local economies, and above all no Caribbean ownership in this burgeoning sector. These

⁸ “About CTO,” Caribbean Tourism Organization, accessed July 20, 2014, <http://www.onecaribbean.org/about-cto/>.

problems worried local NGOs and concerned individuals, making them hesitant of these tourism groups and activities and quick to demand that a research plan for regional tourism be implemented. From this came the creation of the Caribbean Tourism Centre, later changed to the Caribbean Tourism Research Centre (CTRC), then renamed the Caribbean Tourism Research and Development Centre. It was through the CTRC that several key alliances were formed including that with the Organization of American States in 1976, Steigenberger Consulting GmbH of West Germany in 1978, the United Nations Development Program in 1981, and the Caribbean Development Bank in 1984.⁹ The CTRC was responsible for implementing certain objectives that had not been accounted for from the beginning, including the creation of a regional database and the collection of basic tourism data.¹⁰ These two basic activities changed the frontier of how tourism would be perceived and carried out.

2.2. Economic Role of Tourism

From its early beginnings, tourism demanded an infrastructure that was not yet in place on many of these Caribbean islands. Numerous local governments had to seek foreign investments or in the worst case, borrow funds and become indebted to organizations such as the International Monetary Fund (IMF) and the World Bank. According to the IMF, the Caribbean region has the highest level of debt, (Figure 5) but as the World Bank has classified the region as ‘middle income,’ it makes it an

⁹ Holder, *Caribbean Tourism*, 93,94.

¹⁰ *Ibid.*, 96.

almost impossible burden to overcome.¹¹ Since tourism was not properly planned and coordinated from the beginning with the right amount of local involvement, there had not been such an interest in the local investment of the tourism sector. Therefore, foreign ownership and investment took over much of the tourism development in the Caribbean region.

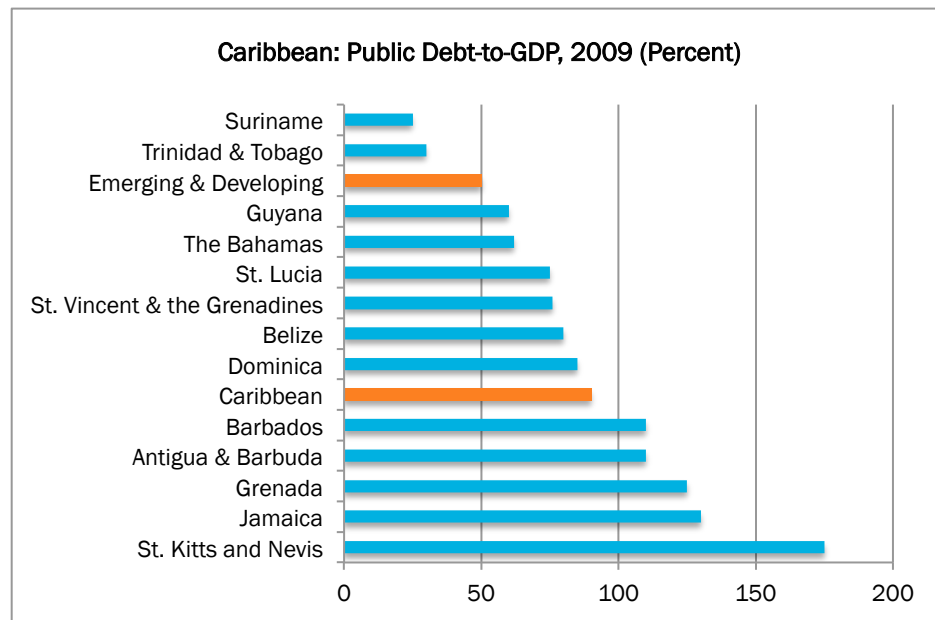


Figure 5. Caribbean: Public Debt-to-GDP, 2009. Source: Thacker, Nita, and Sebastian Acevedo. "A Cross-Country Perspective on Growth in the Caribbean The Role of Tourism and Debt." *Options For The Caribbean After the Global Financial Crisis: Conference on Economic Growth, Development and Macroeconomic Policy*, (2011): 75.

Although the entrance into the tourism sector was a difficult and expensive venture for the region, there were generous kickbacks. While it requires significant maintenance of infrastructure, tourism does play a significant role in the regional economy as it contributed approximately \$22.9 billion in revenues in 2008 for the

¹¹ Veronica Bennet-Warmington, "Public Infrastructure Investment: A Caribbean Perspective." *Commonwealth Governance and Growth 2014*: 35, accessed July 22, 2014, <http://www.commonwealthgovernance.org/assets/uploads/2014/03/8-Caribbean-perspective-Veronica-Bennett-Warmington.pdf>.

region according to the CTO.¹² Additionally in 2011, tourism accounted for about “14.2% of the region’s Gross Domestic Product.”¹³ The industry has also created many direct and indirect employment opportunities, which has generated potential in an otherwise grim job market.

2.3. Positive and Negative Aspects of Tourism

There are several positive aspects of tourism. As previously mentioned, tourism in the region has greatly expanded employment opportunities as it has provided both direct employment within the industry and indirect employment through local retail and transportation. Necessary infrastructural development has benefitted both the industry and the region through the establishment of towns, sanitation and water systems, roads, utilities and airports. As well, on some islands, once an area or attraction is determined to be of touristic interest or value, there is sometimes more care and attention given by the local government or local organizations to maintain it.

Mass tourism has also been a culprit of negative aspects within the region such as high infrastructural costs as earlier explained, poorly paid jobs that are only seasonal in nature, overcrowding, increased crime rates, inflation rates, exterior influence on local culture and norms, and the exclusion of locals in certain aspects of development. Another negative drawback of tourism that has been created by the extremely high level of foreign ownership is what is called ‘leakages’ – which means that as much as 80 cents per dollar ‘leaks out’ of the region. Unfortunately, these

¹² Danielle Hill, "What Are the Benefits of Tourism in the Caribbean?" USA Today, accessed July 24, 2014, <http://traveltips.usatoday.com/benefits-tourism-caribbean-63423.html>.

¹³ Rita Kennedy, "The Effects of Tourism in the Caribbean," USA Today, accessed July 24, 2014, <http://traveltips.usatoday.com/effects-tourism-caribbean-63368.html>.

leakages have created a serious economic problem, as many of these island nations do not retain as much income as the numbers show.¹⁴

2.4. Trends of Tourism in the Caribbean

The attraction of the region as a tourist destination and product has only strengthened from the early days of its introduction to the market (Figure 6). It

continues to grow, but at a slower pace especially in recent years because of the economic recessions taking place in Europe and the United States, which are their main visitors. Despite

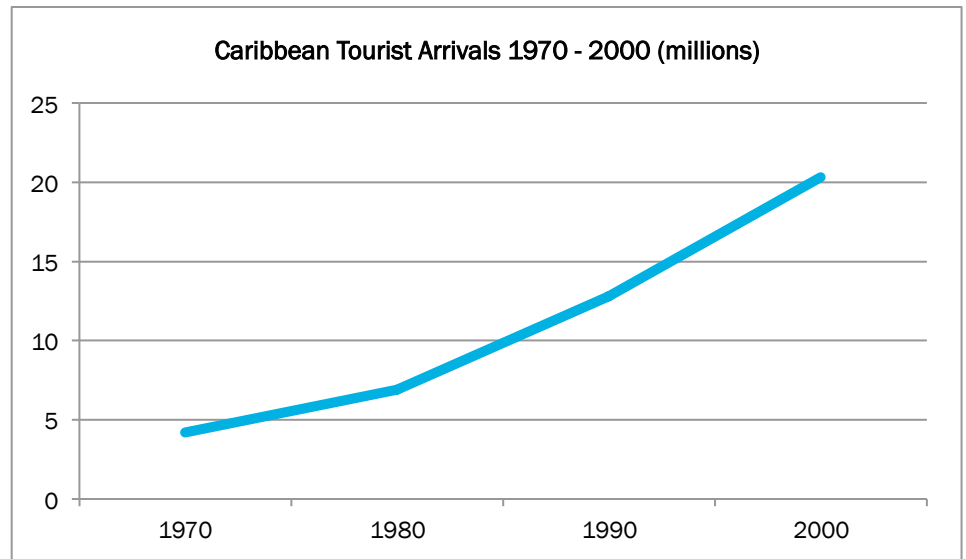


Figure 6. Caribbean Tourist Arrivals 1970 – 2000. *Source: Caribbean Tourism Organization, Arrivals Statistics*

this, Caribbean tourism boards have revamped their brands, promotions and their marketing focus. The new and emerging markets of Brazil, Russia, India, China and South Africa, what are being called the BRICS countries, are taking shape as potential visitors for the region and the Caribbean tourism boards are taking notice.¹⁵ Also, other trends are taking place including further inter-island collaboration with the CTO, the re-emergence of Cuba as a viable tourism destination, the shift of tourists' reliance on resorts to that of actual ownerships or timeshares, growth of the cruise industry as well as the actual growth

¹⁴ Ibid.

¹⁵ Dwayne Roper, "Caribbean Tourism Just Came Out Of a Tough Year, But Smaller Destinations Lead," Skift: Destinations, accessed July 20, 2014, <http://skift.com/2014/02/11/caribbean-tourism-just-came-out-of-a-tough-year-but-hopes-abound-for-2014/>.

of their ship sizes – causing changes to local infrastructure to maintain cruise connections.¹⁶

3. CASE STUDIES

In the following case studies of Nevis, St. Thomas, and Jamaica, the history and formation of tourism industries will be investigated with special attention given to current tourism trends. Heritage efforts will be expanded upon and a few cultural resources found in the built environment will be documented and categorized as an inventory example of qualified resources that have been preserved, rehabilitated or that are in dire need of attention to encourage an incentive to create a local and regional heritage tourism product. These cultural resources will be determined by the significant historical and cultural value they bring to these islands.

¹⁶ Gail Cohen, "Caribbean Tourism Trends," USA Today, accessed July 24, 2014, <http://traveltips.usatoday.com/caribbean-tourism-trends-17985.html>.



Figure 7. Map of Nevis. Source: <http://villasofnevis.com/nevis-map-detailed.jpg> (accessed August 19, 2014).

3.1. Nevis

3.1.1. Historical Background

The Amerindian tribes of the Arawaks and Caribs first inhabited Nevis (Figure 7) before Christopher Columbus sighted the island in 1493.¹⁷ The small island in the Eastern Caribbean was named '*nuestra señora de las nieves*,' meaning Our Lady of the Snows, as a reference to the cloud that frequently covers the island's volcanic

¹⁷ Samuel M. Wilson, "The Prehistoric Settlement Pattern of Nevis, West Indies," *Journal of Field Archaeology* 16, no. 4 (1989): 427.

peak, but it was later abbreviated and anglicized to Nevis.¹⁸ English explorers from St. Kitts settled Nevis in 1628, establishing the capital in Jamestown, named after King James I of England, but it was destroyed by an earthquake and consequent tidal wave in 1680.¹⁹ The capital was moved to the commercial port of Charlestown, which was established in 1660 and named after King Charles II. Due to natural disasters such as hurricanes and earthquakes, very prevalent in the Caribbean region, and a disastrous fire in 1873, Charlestown underwent much destruction. This caused a change in the way buildings were being constructed and after the fire, buildings were constructed with a stone ground floor and a wooden second floor.²⁰ Nevis saw many changes due to the types of governing bodies, from the Leeward Islands Caribbee government to the Federal Colony of the Leeward Islands in 1871, to the West Indies Federation from 1958 to 1962, to becoming an Associated State of Britain in 1967, and lastly achieving 'independence' through the Federation of St. Kitts and Nevis in 1983, as an independent commonwealth under Queen Elizabeth II.

3.1.2. Tourism Planning

Tourism in Nevis began very early, probably the earliest development in the whole region, as the first documented hotel in the Caribbean is that of the Bath Hotel in Charlestown, which was built in 1778. An accompanied attraction with the Bath Hotel was the natural Bath Spring that also appealed to many health seekers to the island for its healing abilities, especially during the early stages of Caribbean tourism, when

¹⁸ Suzanne Gordon and Anne Hersh, *Searching for Sugar Mills: An Architectural Guide to the Caribbean*, (Oxford: Macmillan Caribbean, 2005), 137.

¹⁹ "Field Seasons 2000-2003," Caribbean Archaeology, accessed August 1, 2014, <http://www.caribbeanarchaeology.com/Season03.htm>.

²⁰ Gordon and Hersh, *Searching for Sugar Mills*, 140.

health was the tourism product. However, tourism was not fully developed on-island until 2005, mainly because the infrastructure was not fully realized to entertain large cruise ships and airliners, making Nevis further removed from the typical path. Instead, the local government took great pains to ensure that their relationship with tourism would be gradual and non-intrusive to avoid “environmental, infrastructural and social impacts so visible in mass tourist destinations like St. Maarten and St. Thomas.”²¹ To date, Nevis only has one hotel with 406 rooms and several plantation inns and guesthouses, which have been rehabilitated from former plantations, to avoid excessive development and construction projects on island.²² Nevis still retains its small island feel, especially given the minimal population growth from 8,789 in 1991 to 11,108 in 2001.²³ Given that the island is 36-square miles, the sense of space has not been interrupted as the land mass exceeds its population.

²¹ The Caribbean Conservation Association. *St. Kitts and Nevis: Country Environmental Profile*, (St. Michael: The Caribbean Conservation Association, 1991), 47, 185.

²² "About Nevis," Nevis Tourism Authority, accessed July 1, 2014, <http://www.nevisisland.com/about-nevis>.

²³ CARICOM Capacity Development Programme (CCDP). "National Census Report: St. Kitts and Nevis." *CARICOM Capacity Development Programme (CCDP) 2009: 2*, accessed July 10, 2014, <http://www.caricomstats.org/Files/Publications/NCR%20Reports/Kitts.pdf>.

Stakeholders

The following are just a few of main stakeholders in Nevis' tourism industry:

- | | |
|--|--|
| - Organization of American States (OAS) | - Planning Unit, Nevis |
| - Organization of Eastern Caribbean States (OECS) | - Nevis Historical and Conservation Society (NHCS) |
| - Association of Caribbean States (ACS) | - Airlines |
| - Caribbean Tourism Organization (CTO) | - Cruise Liners |
| - Caribbean Hotel & Tourism Association (CHTA) | - Local Hoteliers, Inn-Keepers, Guesthouse Owners, Four Seasons Resort |
| - Ministry of Tourism and International Transport of the Government of the Federation of St. Kitts and Nevis | - Local Restaurant Owners |
| - Nevis Island Administration (NIA) | - Taxi, Bus Drivers |
| - Department of Tourism, Nevis | - Local Business Owners |
| - Natural Resource, Planning & Environment, Nevis | - Nevis Chamber of Commerce |
| | - Tour Operators |

Tourist Defined Areas

As tourism is still young in Nevis, there are no actually defined tourist enclaves as would be expected from other tourist-developed islands such as Jamaica. Attractions and sites abound on the island and with a consistent supply of taxis and rental cars tourists are allowed pretty much everywhere.

Statistics

Tourism statistics for Nevis are combined with those of St. Kitts without any breakdown or distinction for Nevis, which makes it complicated to properly track the growth and development of the tourism industry on-island (Figure 8). This constant grouping is part of a larger problem as Nevis “has claimed domination and exploitation by St. Kitts,” throughout the years due to their Federation.²⁴ It is noted,

²⁴ David Timothy Duval, *Tourism in the Caribbean: Trends, Development, Prospects*, (London: Routledge, 2004), 102.

however, in the *St. Kitts and Nevis: Country Environmental Profile*, that in 1987 a medium-sized cruise-ship of about 210 passengers was visiting every two weeks while an additional 120 passenger ship was visiting once a week, both for a few months.²⁵ As accessibility to Nevis was difficult and limited, only certain tourists ventured to the island, creating “a high proportion of repeat visitors, many whom stay for long periods or who have purchased homes.”²⁶ Although, statistics have changed significantly since the late 1980s since St. Kitts and Nevis have shifted to almost total dependence on tourism as of 2013.

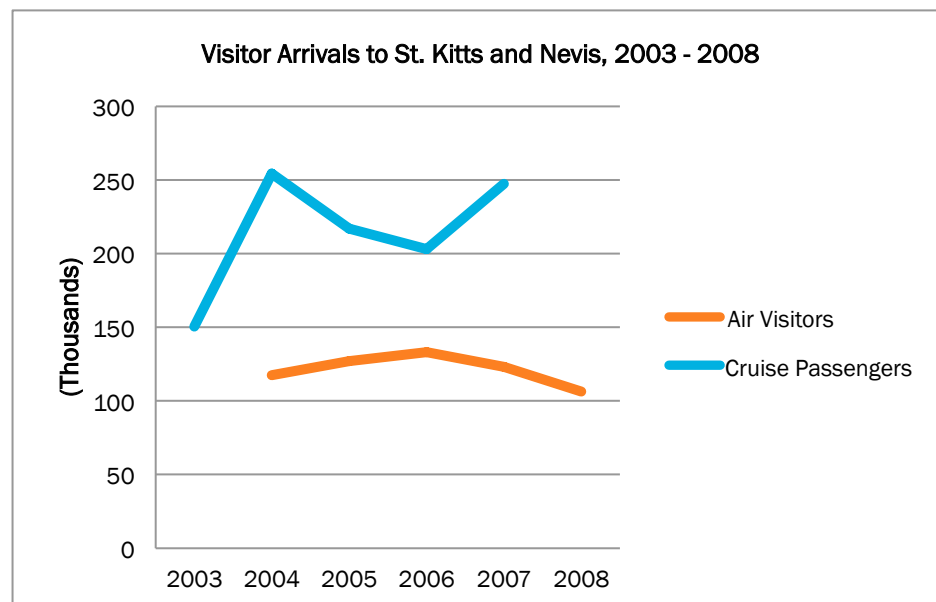


Figure 8. Visitor Arrivals to St. Kitts and Nevis, 2003 – 2008. Source: Caribbean Tourism Organization, Country Statistics

Levels of Dependency

As of 2013, St. Kitts and Nevis ranked number one for cruise ship tourism dependency according to their 5.9 percent dependence from GDP cruise ship revenues. The tourism industry of St. Kitts and Nevis has “grown by more than 400

²⁵ The Caribbean Conservation Association. *St. Kitts and Nevis: Country Environmental Profile*, 167.

²⁶ *Ibid.*, 166.

percent in the last six years, according to BREA [(Business Research and Economic Advisors)].”²⁷

Affects of Tourism

The only affect that has taken place from tourism is that employment has increased since the 1991 addition of the Four Seasons Resort. Foresight and planning from the local Nevisian government and organizations helped the island immensely, as special consideration was given to combative measures to face tourism growth and development. Consequently, tourism related ventures have been carefully planned and implemented to avoid unnecessary and detrimental affects to the island, its resources and its local population.

Tourist Experience

From the initial days of the Bath Hotel and the Bath Springs (Figure 9), the tourism focus of Nevis has always been about showcasing the cultural, historical and natural resources of the country.

Nevis focused less on itself as a destination and more as a necessary



Figure 9 Bath House Hotel, Nevis. Source: <http://www.explorenevis.com/wp-content/uploads/slideshow-gallery/Bath-Hotel-Nevis-2.jpg> (accessed August 19, 2014).

link between tourism and its local resources, striving to maintain its character and scale so as not to overlook residents either. Nevis has been able to maintain an authentic tourism product, which is remarkable given that so many Caribbean

²⁷ Eliza Ronalds-Hannon, "The Caribbean Islands Most Dependent on Cruise Business," Skift: Transport, accessed July 24, 2014, <http://skift.com/2013/09/25/the-caribbean-islands-most-dependent-on-cruise-business/>.

destinations have succumbed to a universal Caribbean identity which has been predominantly tourist defined. Touristic activities include several tours and numerous outdoor adventures. There are some annual cultural activities and events as well, including the week long Culturama Festival, the Nevis Running Festival, and the MaccaX Nevis International Triathlon.

3.1.3. Heritage Efforts with Regard to the Built Environment

Activities to Date

The biggest proponent in Nevis' cultural and heritage preservation has been the Nevis Historical and Conservation Society. Established in 1980, this non-profit organization's focus has been on preservation, conservation and educational programs highlighting Nevis' cultural and natural resources. It has organized the Archives of Nevis, runs the Museum of Nevis' History, facilitates field studies for interested scholars, professionals or individuals, manages environmental studies and advocacy. With regard to tourism, heritage efforts currently in place are those performed by private tour companies that provide tours of cultural and historical sites around Nevis.

Sponsors & Funding

In the past the Organization of American States (OAS), United Nations Environmental Programme (UNEP), and United States Agency for International Development (USAID) have funded several cultural and historical projects in Nevis.

Heritage Inventory

The Nevis Resource Assessment and Zoning Plan from 1991 has listed about 56 important historic resources on Nevis that have been deemed either architecturally or environmentally significant, although they are not protected and not all have been maintained. These include commercial buildings, private residences, government buildings, fortifications, churches and just a few estates out of the 122 sugar plantations and estates which abound this small island. Many of the estates and plantations have since been sold and either turned into private residences or privately owned plantation hotels and inns. Some have been restored, keeping much of their original framework or structures intact, while others have been left to ruin on property that is adjacent to newer constructed structures. These estates and plantations hold vast opportunities for a unique heritage tourism product, as there are so many of them and together they tell a powerful story of the island's plantation era and all who were involved.

See **APPENDIX A.** for a few examples.



Figure 10. Map of St. Thomas. Source: <http://www.virgin-islands-on-line.com/maps/st-thomas-map.gif> (accessed August 19, 2014).

3.2. St. Thomas

3.2.1. Historical Background

Similar to neighboring islands in the region, archaeological findings have supported that the island of St. Thomas (Figure 10) was inhabited with Ciboney Amerindian tribes and the Caribs before its discovery by Christopher Columbus in 1493.²⁸ Due to the barren nature and rocky terrain, he dubbed these group of islands 'las islas virgenes,' in honor of St. Ursula and her army of 11,000 virgins.²⁹ An early settlement was established along the harbor in 1672 by the Danish West India Company, which would become Charlotte Amalie, named after the Queen of Denmark.³⁰ In 1815, the port was the only neutral harbor within the region for a while as well as the leading commercial trading zone and free port. There were numerous hurricanes, earthquakes and fires that wreaked havoc on the built environment of Charlotte Amalie, leading to rebuilding of many of these buildings in the 19th century. These

²⁸ "St. Thomas, Virgin Islands: Facts & History," VI Now, accessed July 10, 2014, <http://www.vinow.com/stthomas/History/>.

²⁹ Frederik C. Gjessing and William P. MacLean, *Historic Buildings of St. Thomas and St. John*, (London: The Macmillan Press Ltd., 1986), 1.

³⁰ Kate Parenti, *U.S. Virgin Islands: St. Thomas, St. John, St. Croix*, Florence, Italy: Casa Editrice Bonechi, 1994), 7.

disasters led to the establishment of an early building code that prohibited wooden structures on main streets. The island has outlasted ruling from seven different nations, including its last transfer from Denmark to the United States in 1917, of which it remains a United States territory.

3.2.2. Tourism Planning

Although St. Thomas was a haven for traders, merchants and pirates in the earlier development of the island, little is known about these endeavors. Officially, tourism began incrementally during World War II when the US Virgin Islands became a well-used port during the war, and visitors began to make various stops along their travels.³¹ Between the 50s and 60s tourism started taking greater strides in the region, as the Tourist Development Board was established and the embargo was initiated against Cuba, bringing about a new wave of tourists looking for a new destination.³² With an overall island size of 31 square-miles and a population of nearly 52,000 in 2000, it is not a surprise that an annual average of 1.9 million tourists' a year (as calculated in 2013) will cause a major surge to the island's already crowded population.³³ As this instantaneous growth of tourism on St. Thomas was poorly planned, it has given way to rising tensions and complications with the small island's inability to keep up.

³¹ "History," Frommer's: Virgin Islands, accessed August 1, 2014, <http://www.frommers.com/destinations/virgin-islands/726173#sthash.7LV8bKDX>.

³² "A Brief History of the U.S. Virgin Islands," B.I.T. Bureau Of Information Technology. accessed August 1, 2014, <http://www.vi.gov/bit/virgin-islands.html>.

³³ *U.S. Census of Population and Housing, 2000: Social, Economic and Housing Characteristics: U.S. Virgin Islands*, (Washington: Government Printing Office, 2003).

Stakeholders

The following are just a few of the key stakeholders that participate in the Virgin

Islands' tourism industry:

- Caribbean Tourism Organization (CTO)
- Caribbean Hotel & Tourism Association (CHTA)
- National Park Service (NPS)
- U.S.V.I. Department of Tourism
- U.S.V.I. Department of Planning and Natural Resources
- U.S.V.I. Hotel and Tourism Association
- U.S.V.I. State Historic Preservation Office
- U.S.V.I. Legislation and Officials
- St. Thomas Historical Trust
- Airlines
- Cruise Liners
- Local Hoteliers, Inn-Keepers, Guesthouse Owners, Commercial Resorts
- Local Restaurant Owners
- Safari (Taxi) Drivers
- Commercial Hotel Corporations
- Tour Operators
- Local Business Owners
- St. Thomas Chamber of Commerce

Tourist Defined Areas

Since St. Thomas is a small island, almost everything is easily accessible by tourists.

There are designated touristic shopping areas and other spots geared more for tourists, which is expected of most tourist destinations. Downtown Charlotte Amalie is one of those places, as it is one of the duty-free meccas on-island. Also Paradise Point is a major attraction, as visitors can take a cable car ride to the top of the mountain overlooking the harbor and downtown Charlotte Amalie, while enjoying entertainment at the bar and restaurant.

Statistics

In 1954, after the establishment of the Tourist Development Board, the industry was recorded to have brought about 60,000 visitors to the island; by 1999 that number had reached two million.³⁴

These days there can be an average of about seven cruise ships (Figure 11) in port a day, with anywhere between “2,000 and 5,000 passengers



Figure 11. Cruise ships in port on St. Thomas. Source: <http://freephotooftheday.clientk.com/wp02/wp-content/uploads/2011/01/emerald-princess-havensight-st-thomas-us-virgin-islands.JPG> (accessed August 19, 2014).

a piece.”³⁵ This explains the annual average of 1.9 million tourists visiting within the year of 2013.³⁶ Cruise passengers still make up the majority of the visitors to the island (Figure 12).

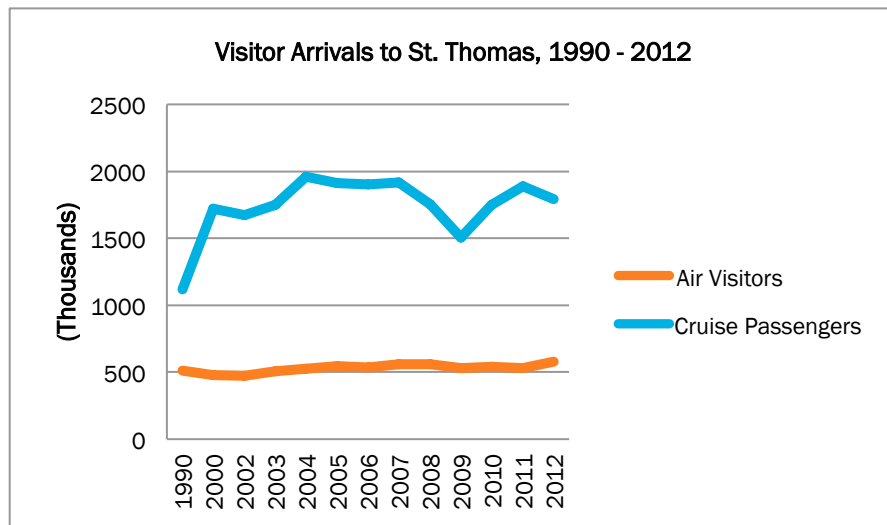


Figure 12. Visitor Arrivals to St. Thomas, 1990 – 2012. Source: VI Bureau of Economic Research

³⁴ Lolly Ockerstrom, "Virgin Islander Americans." Countries and their Cultures. accessed August 1, 2014, <http://www.everyculture.com/multi/Sr-Z/Virgin-Islander-Americans.html>.

³⁵ David Swanson, "How to enjoy the Caribbean's busiest cruise ports while avoiding cruise-ship passengers," *Miami Herald*, June 21, 2014, accessed July 23, 2014, <http://www.miamiherald.com/2014/06/21/4188987/how-to-enjoy-the-caribbeans-busiest.html>.

³⁶ Ibid.

Levels of Dependency

The economy of the U.S. Virgin Islands is about 80% dependent upon tourism.³⁷ St. Thomas is the most dependent of all islands in the territory, as St. Croix still does not have much of a tourism base and most tourists visiting St. John must go through St. Thomas.

Affects of Tourism

Environmental impacts, racial tensions, and a mounting crime rate are among a few of the affects of a faultily planned tourism product. As tourism has only increased, even more sporadically, these problems have worsened. Rising reliance on cruise ship tourism has left out many local hoteliers, restaurateurs and merchants, as the larger ships and their privately owned ports offer their own duty-free shops and restaurants, monopolizing resources and the cruise economy. The local identity has also been compromised and there has been a loss in identity and heritage. Tensions still linger between the 'haves and have not's', especially as poverty rates in the territory had measured at about 32.5% in 1999.³⁸

Tourist Experience

The tourist experience has usually revolved around the beach and the sea. There are other activities, such as shopping, sightseeing, diving, snorkeling (Figure 13), sail boating and the recently designed zipline park. Tours are available to those interested, but they usually entail sightseeing excursions to various stores and beaches around the island with safari (taxi) drivers. The St. Thomas Historical Trust

³⁷ "Economy of the United States Virgin Islands," Princeton University, accessed August 4, 2014, https://www.princeton.edu/~achaney/tmve/wiki100k/docs/Economy_of_the_United_States_Virgin_Islands.html.

³⁸ *U.S. Census of Population and Housing, 2000: Social, Economic and Housing Characteristics: U.S. Virgin Islands*, (Washington: Government Printing Office, 2003), 67.

Museum is the only free museum on-island and offers heritage tours by appointment. As the U.S. Virgin Islands Commissioner of Tourism and chairman of the CTO stated, “Tourists tend to participate in the expected activities (beach, shopping, dining and activities & attractions). Travelers who are experienced vacationers are more interested in experiences which include cultural and historical activities and engagement with the local community they are visiting.”³⁹



Figure 13. Snorkeling in the Virgin Islands. Source: <http://www.st-thomas.com/images/IMG/5757.JPG> (accessed August 19, 2014).

3.2.3. Heritage Efforts with Regard to the Built Environment

Activities to Date

The greatest contribution put into place for the historical and cultural resources on-island has been that of the National Park Service, beginning in the 1950s.⁴⁰ Through their guidance and assistance, a lot of the preservation efforts that have been accomplished have been made possible through the assistance of the local State Historic Preservation Society that has worked very hard from its inception to “preserve cultural property for generations to come.”⁴¹ There are also heritage tours given by the St. Thomas Historical Trust, who runs the free museum in downtown, as previously mentioned.

³⁹ Nicholson-Doty, Beverly, email message to author, August 12, 2014.

⁴⁰ William Chapman, “Preservation in the Virgin Islands: Problems in Translating Cultural Values,” In *Old Cultures in New Worlds*, (Washington: 8th ICOMOS General Assembly and International Symposium. Programme report - Compte rendu, 1987), 847.

⁴¹ Jashina Alexandra Tarr, *A Collaborative Caribbean Preservation Strategy*, (Washington, D.C.: Partners for Livable Places, 1982), 80.

Sponsors & Funding

Historic preservation grants from the U.S. Federal Government through the National Park Service and the Virgin Islands State Historic Preservation Office have been awarded to the territory in amounts of over \$11.5 million dollars since 1969.⁴² In 2005, \$15.08 million was approved and provided by the V.I. Public Finance Authority Board of Directors to fund renovations and necessary maintenance of historic buildings in the territory.⁴³ Fundraising efforts of the St. Thomas Historical Trust have also realized several restoration and preservation initiatives. The Friends of the Virgin Islands National Park have given additional funding and support, especially with regard to patrimonial and archaeological efforts. Also, the Danish Cemetery Restoration Fund has been organized to care for the preservation of the Danish Cemetery.

Heritage Inventory

To date, for the territory, there have been 183 historic places recorded through heritage documentation programs, documentation of 169 archaeological sites, 5 National Historic Landmark designations, 7 National Natural Landmarks and 88 National Register of Historic Places listings.⁴⁴ St. Thomas has many historic and cultural structures, from fortifications to estates and plantations, commercial buildings to residential structures and churches. Few of the remaining estates and plantations have since been divided and sold. The ones that have been sold became

⁴² National Parks Service, "By The Numbers." Working with the Virgin Islands, accessed January 26, 2014, <http://www.nps.gov/state/vi/index.htm?program=all>.

⁴³ Michelle Dominique, "Financing Approved to Restore Historic Buildings," *V.I. Source*, January 11, 2005, accessed August 5, 2014, <http://stthomassource.com/content/news/local-news/2005/01/11/financing-approved-restore-historic-buildings>.

⁴⁴ National Parks Service, "By The Numbers," Working with the Virgin Islands, accessed January 26m 2014, <http://www.nps.gov/state/vi/index.htm?program=all>.

mostly private residences. There are several government owned properties around the island, of which some have been rehabilitated for government offices. The various historic churches have been carefully restored and maintained, along with many of the commercial historic buildings located in downtown Charlotte Amalie. Only those historically significant estates that have been left in ruin and forgotten about in the vegetation are in need of some attention and repair. There still remain many undocumented buildings and sites that have yet to be inventoried or taken into account.

See **APPENDIX B.** for a few examples.



Figure 14. Map of Jamaica. Source: <http://www.wordtravels.com/images/map/Jamaica/map.jpg> (accessed August 19, 2014).

3.3. Jamaica

3.3.1. Historical Background

The Tainos were the earliest inhabitants living in Xaymaca (Jamaica (Figure 14)) when Christopher Columbus arrived in 1494.⁴⁵ Once colonists began settling the island they made Spanish Town the capital, which became the center of trade and government on-island. However, England took rule of Jamaica in 1655 and eventually in 1872, the capital was moved to Kingston which was more convenient as it “had a natural harbor, massive defenses in its ring of forts, fertile soil and access to water supply.”⁴⁶ The town had been established as a place for survivors from the 1692 Port Royal earthquake. Unfortunately it was met with both a devastating fire in 1882 and an earthquake in 1907, destroying much of the city and leaving all the development to date at a standstill. Strict building codes were enforced as rebuilding commenced and concrete became the approved material. Jamaica achieved its independence in

⁴⁵ "The History of Jamaica," Jamaica Information Service, accessed August 6, 2014, <http://jis.gov.jm/information/jamaican-history/>.

⁴⁶ Rebecca Tortello, "The Capital City A Historic Look At Kingston," Pieces of the Past, accessed August 6, 2014, <http://jamaica-gleaner.com/pages/history/story0025.html>.

1962, making it an independent commonwealth of England. Jamaica is a large island with an area of 4,411 square miles and a total population of 2.6 million as of 2000 (an estimated population of 2.9 million in 2013) while Kingston's population was 579,137.⁴⁷

3.3.2. Tourism Planning

As Jamaica's sugar production began its decline, banana production and exportation took hold of the economy and with it the introduction of tourism. As the rise and success of exportation increased, banana boats began to



Figure 15. Constant Spring Hotel in Kingston. Source: http://www.cardcow.com_images/set467/card00273/fr.jpg (accessed August 19, 2014).

transport tourists back to Jamaica after dropping off freights of bananas overseas. However, tourism was not fully realized until 1890 when the Hotels Act was passed, which encouraged the building of accommodations (Figure 15) to meet the expected surge of tourists to the area for the Great Exhibition of 1891, which was intended to highlight Jamaica as a tourist destination to the world. Several hotels were built in Kingston, accommodating a total of 300,000 visitors attending the Exhibition, which proved successful in the promotion of Jamaica as a new and unknown destination.⁴⁸ Much like other destinations in the region, Jamaica's initial tourist product was based upon the promotion of health. Tourists would come for the fresh, clean air found in

⁴⁷ CARICOM Capacity Development Programme (CCDP), "National Census Report: Jamaica," *CARICOM Capacity Development Programme (CCDP) 2009*: 2, accessed July 10, 2014, www.caricomstats.org/Files/Publications/NCR%20Reports/Jamaica.pdf.

⁴⁸ Holder, *Caribbean Tourism*, 50

the high-altitude Blue Mountains or for the healing mineral baths found across the island. It was not until 1955 that the Jamaica Tourist Board (JTB) was founded, which began the marketing campaigns that led to the attraction of more tourists, growing into what tourism has become in Jamaica to date.

Stakeholders

The following are just a few of main stakeholders in Jamaica's tourism industry:

- Caribbean Tourism Organization (CTO)
- Caribbean Hotel & Tourism Association (CHTA)
- Association of Caribbean States (ACS)
- National Library of Jamaica
- Jamaica Information Service (JIS)
- Planning Institute, Jamaica
- Jamaica National Heritage Trust (JNHT)
- Ministry of Youth and Culture
- Jamaica Hotel and Tourist Association (JHTA)
- Jamaica Trade and Invest (JTI)
- Airlines
- Cruise Liners
- Local Hoteliers, Inn-Keepers, Guesthouse Owners, Commercial Resorts, All-Inclusives
- Local Restaurant Owners
- Taxi and Bus Drivers
- Tour Operators
- Local Business Owners
- Ministry of Tourism
- Tourism Product Development Company (TPDCo.)
- Jamaica Tourist Board (JTB)
- Tourism Enhancement Fund

Tourist Defined Areas

Throughout the years Kingston has not been much of a tourism focus, which is interesting considering it is the epicenter of much of the heritage and cultural aspects of Jamaica that would seem to attract tourists. Its high crime levels

contribute to the perception of it being one of the most dangerous cities in the world. Consequently, focus has been given more to Montego Bay or Negril, which have been firmly established as tourism strongholds on-island, with elaborate all-inclusives at every corner as well as tourist-designated areas. Nonetheless, Kingston receives visitors, mostly business travelers or visiting family many of which tend to stay within the realm of New



Figure 16. Norman Manley International Airport in Kingston. Source: <http://2.bp.blogspot.com/B7UP1Lzr-oM/TQwSw-nL8sl/AAAAAAAAARY/mYPaG8cqZrU/s640/5.JPG> (accessed August 19, 2014).

Kingston, as it is a newer and safer area. Tourists are advised to show caution in the city, but are very much encouraged to participate in cultural activities.

Statistics

Since 2007, tourism statistics have “increased year on year despite the global economic downturn.”⁴⁹ National tourism statistics indicate that in 2007, nearly 2.9 million visitors came to Jamaica; by 2012, there were 3.3 million (Figure 17).⁵⁰ Of those 2.9 million visitors in 2007, 422,190 of them were air passengers who flew direct to Kingston (Figure 16), while in 2012 visitors to the capital had slightly increased to 435,898.⁵¹ The majority of the visiting airline passengers fly direct to

⁴⁹ Al Edwards, "Jamaica's tourism numbers continue to rise," *Jamaica Observer*, September 23, 2011, accessed August 7, 2014, http://www.jamaicaobserver.com/business/Jamaica-s-tourism-numbers-continue-to-rise_9770837.

⁵⁰ "Annual Travel," Jamaica Tourist Board, accessed August 7, 2014, <http://www.jtbonline.org/statistics/Annual%20Travel/Forms/AllItems.aspx>.

⁵¹ "Annual Travel: Stopover Arrivals by Port of Arrival," Jamaica Tourist Board, accessed August 7, 2014, <http://www.jtbonline.org/statistics/Annual%20Travel/Forms/AllItems.aspx?RootFolder=%2fstatistics%2fAnnual%20Travel%2fStopover%20Arrivals%20by%20Port%20of%20Arrival&FolderCTID=%2F96EC24-87A8-43D4-A6AA-C3644990762F>.

Montego Bay, with nearly 1.3 million arrivals in 2007, and 1.6 million in 2012.⁵² As there is no cruise ship port in Kingston, cruise ships dock in the northern towns of Montego Bay, Falmouth or Ocho Rios.

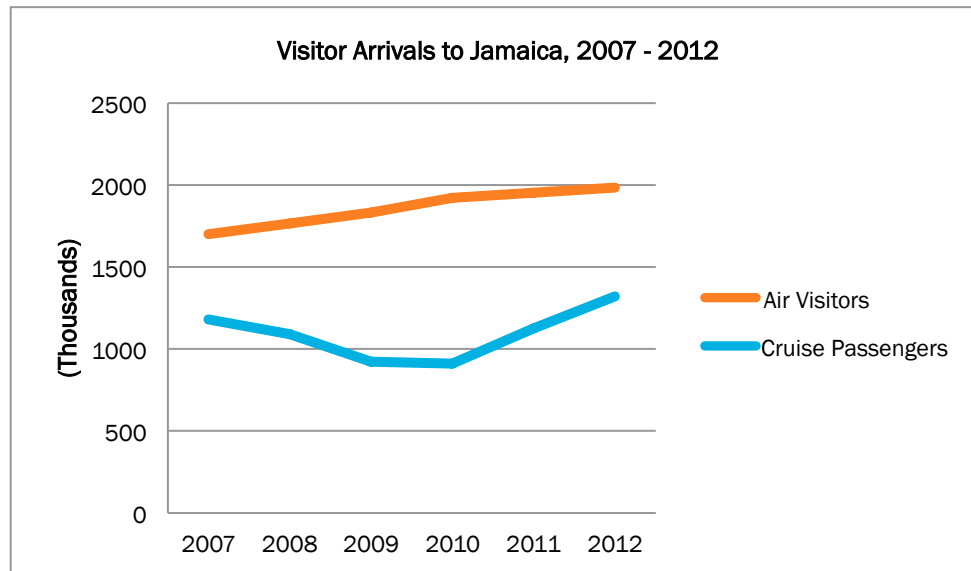


Figure 17. Visitor Arrivals to Jamaica, 2007 – 2012. *Source: Jamaica Tourist Board, Statistics*

Levels of Dependency

Tourism has become one of Jamaica's leading industries; especially as many of their manufacturing industries, such as alumina and bauxite have seen declined production. "In Jamaica tourism represents 45 percent of all foreign exchange"⁵³ In 2011, tourism was found to have contributed 7.6 percent to Jamaica's overall economy, which is not saying much in accordance with their tourism statistics; this is a prime example of a 'leakage' taking place between tourism efforts and local participation.

⁵² Ibid.

⁵³ Yiorgos Apostolopoulos, *Island Tourism and Sustainable Development: Caribbean, Pacific, and Mediterranean experiences*, (Westport, Conn.: Praeger, 2002), 98.

Affects of Tourism

Jamaica has had to balance the creation of local infrastructure for a growing tourism industry with that of a developing country in need of proper economic development. Unfortunately their efforts have left them rather indebted to the International Monetary Fund (IMF). Lack of strategic tourism planning and development has left Jamaica to face a series of problems from a high poverty rate, pollution, lack of local biodiversity, and the nationwide issue of accessibility to water, especially during droughts, which occur at the height of the tourism season. Also, the heavy reliance on tourism has had a negative affect on the integrity of the local identity as it has given preferentiality to other cultures over the Jamaican culture, specifically American, Canadian and English.

Tourist Experience

Out of all the Caribbean islands, Jamaica has worked very hard to market itself as more than just a sand-sun-sea destination, although it usually ends up being just this. The biggest deterrent to this realization has



Figure 18. An all-inclusive resort in Jamaica. Source: <http://www.explorerjamaica.com/images/Sandals%20Royal%20Caribbean.jpg> (accessed August 19, 2014).

been the growing number of all-inclusives on-island which have nurtured the development of enclave tourism (Figure 18), where tourists are basically segregated within their resort. There is plenty to see and do around Jamaica though. Eco-tourism initiatives have been beneficial ventures that have highlighted



Figure 19. Dunn's River Falls in Jamaica. Source: http://3.bp.blogspot.com/-IWbGouRT5KM/TzpUOh-gy/I/AAAAAAAAA3A/LwvuVXpyHkU/s320_Dunn%E2%80%99s+River+Falls+%E2%80%93+Ocho+Rios.jpeg (accessed August 19, 2014).

the many environmental attractions across the island, including hiking, zip-lining, waterfalls (Figure 19), rivers, snorkeling, diving, etc. Tours are also available to those interested, but it is not that accessible without prior research.

3.3.3. Heritage Efforts with Regard to Built Environment

Activities to Date

The beginning of historic preservation efforts in Jamaica can be traced to the 1879 founding of the Institute of Jamaica (IOJ), which was the primary collector of all cultural resource materials nationwide. There would not be any further advances until the Jamaica National Trust Commission (JNTC) was established in 1958, prior to Jamaica's independence from Britain. The Commission was responsible for "promoting the preservation of national monuments and objects of historic interest or national importance, for the benefit of the island."⁵⁴ There have been many supportive organizations since the foundation of IOJ, these include the Jamaica Historical Society (1943), Georgian Society of Friends (1967), African-Caribbean Institute of Jamaica (1972 – founded under the IOJ) and the Falmouth Heritage Renewal (2001). In 1985, the JNTC was revised and expanded under the JNHT Act of 1985; the name was changed to the Jamaica National Heritage Trust. The mission statement of the JNHT is "to inspire a sense of national pride through the promotion, preservation, and development of our material cultural heritage, utilizing a highly motivated and qualified team in conjunction with all our partners."⁵⁵ Both the IOJ and JNHT fall under the Ministry of Information, Culture, Youth and Sports, but

⁵⁴ Tarr, *A Collaborative Caribbean Preservation Strategy*, 70.

⁵⁵ "About Jamaica National Heritage Trust," Jamaica National Heritage Trust, accessed January 26, 2014, http://www.jnht.com/mission_function.php.

unfortunately there is a conflict over responsibility and obstacles in management of cultural resources as the legislative framework required to distinguish roles and responsibilities has yet to be realized.⁵⁶

Sponsors & Funding

“Most of the grant funding for nature and heritage tourism projects has been from bilateral funds and in support of government-owned projects.”⁵⁷ The Caribbean Development Bank (CDB) has provided loans and grants to preserve cultural resources in Jamaica. Additionally, the United States Agency for International Development (USAID) has contributed funds and support for such projects as the Blue Mountain and John Crow Mountain National Parks, the Jamaica National Heritage Fund’s (JNHT) inventory of historic sites and monuments and more recently, the donation of \$5 million dollars to restore the Spanish Town Barracks.

Heritage Inventory

According to the JNHT, there are approximately 118 National Monument Buildings and Structures, 61 National Monument Sites and Statues and 23 ‘Protected National Heritage Sites.’⁵⁸ In 1994, JNHT collaborated with the Caribbean School of Architecture on carrying out a National Sites Inventory; only 1,500 sites were recorded out of 10,000. Jamaica has many historic structures and buildings in the form of castles, government buildings, great houses, theatres, estates and sugar

⁵⁶ Peter E. Siegel and Elizabeth Righter, *Protecting Heritage in the Caribbean*, (Tuscaloosa: University of Alabama Press, 2011), 30.

⁵⁷ IV. FUNDING SOURCES FOR NATURE AND HERITAGE TOURISM PROJECTS," Organization of American States, accessed August 6, 2014, <https://www.oas.org/dsd/publications/Unit/oea78e/ch07.htm#A.%20Development%20Banks%20%28Regional%20and%20National%29>.

⁵⁸ "Heritage Sites," Jamaica National Heritage Trust, accessed January 26, 2014, <http://www.jnht.com/sites.php>.

plantations, churches and commercial and residential buildings. A lot of the great houses and former estates and plantations are privately owned. Many of the historically significant commercial buildings in Spanish Town and Kingston are in decent condition, although many have been left without maintenance and therefore they are falling into dismal condition. There are many wonderful theatres, especially in Kingston, which was the epicenter of Jamaican music and culture; however, many of the historically significant ones have fallen into ruin.

See **APPENDIX C.** for a few examples.

4. RECOMMENDED STRATEGIES TO APPROACH CHANGE AND REFORM

4.1. *Embracing an Authentic Heritage Tourism Product*

In the article, 'Dissimulation: Reflexivity, Narrative, and the Quest for Authenticity,' Handler and Saxton state that "An authentic experience... is one in which the individuals feel themselves to be in touch both with a 'real' world and with their 'real' selves."⁵⁹ The problem with tourism in the Caribbean is that it appears authentic to the tourist who may not know better, but in fact it has been 1) altered, 2) changed completely or 3) replaced altogether. In the case of Nevis' tourism product, its authenticity has been mostly retained, as the island's heritage and culture has been painstakingly protected as the tourism industry continues to grow. Meanwhile in St. Thomas, there have been many changes to the island's heritage and culture, so it is not as authentic as it may be perceived by visiting tourists. And in Jamaica much of the heritage and culture has been replaced for what is locally perceived as developmental progress and therefore, the tourist does not even get to experience authenticity. To successfully begin the realization towards an authentic tourism product it will be essential for these Caribbean islands to accept and embrace their past and histories that have shaped the identities and societies which exist today. Once this happens, then tourism boards' marketing campaigns can begin to effectively showcase these islands as more than just a sand-sun-sea destination.

"Despite the Caribbean being one of the world's most socially and ethnically heterogeneous regions, tourism and popular media images often reproduce

⁵⁹ Ning Wang, "Rethinking Authenticity in Tourism Experience," *Annals of Tourism Research* 26, no. 2 (1999): 351.

simplified, culturally uniform images of paradise-like places, characterized by exoticism and exuberance.”⁶⁰ Consequently, this ‘image’ builds a predetermined assumption of what authenticity is supposed to entail. For so long the Caribbean has been marketed as a place to relax, be free, do nothing, etc. Without a well-organized framework for a heritage product, sites and historic and cultural resources will be available only to those who put forward the extra effort to research them and learn about them before visiting a destination. If organizations can join forces with local and regional stakeholders to realize this framework then there is an available opportunity for these resources to be authentically shared and maintained for both locals and tourists alike, building even greater pride in local identity and heritage.

4.1.1. Implementing an Authentic Experience Through Incorporating the Built Environment

Although there are no physical statistics to pinpoint the actual interests from tourists to visit heritage sites or those to showcase the actual number of tourists visiting sites to date, there have been studies to indicate that “special-interest travel is booming.”⁶¹ Eco- and Heritage tourism in the Caribbean region is estimated to contribute anywhere from \$5 to \$10 billion a year.⁶² The first order toward change will be to assess local resources. Obtaining necessary funds and technically trained support to undertake an inventory of all qualified resources on island, no matter condition, as long as they are historically or culturally significant will come next. This

⁶⁰ Carla Guerrón Montero, "On Tourism and the Constructions of 'Paradise Islands' in Central America and the Caribbean," *Bulletin of Latin American Research*, no. 1 (2011): 21.

⁶¹ Ibid.

⁶² Jorge Roldán, *The Financing Requirements of Nature and Heritage Tourism in the Caribbean*, (Washington, D.C.: Dept. of Regional Development and Environment, Executive Secretariat for Economic and Social Affairs, General Secretariat, Organization of American States in collaboration with the Inter-American Investment Corp., 1993), 9.

will provide a starting point to evaluate conditions, levels of needed maintenance and attention, formation of classifications and focuses, etc. Once these issues can be mapped out then the actual formation of a tourism product can be achieved, followed by support and funding opportunities. It is important to note that those individuals carrying out these projects be well-versed and trained in architecture, preservation, cultural resource management, history, and archaeology to ensure that these resources are best attended to and proper care is taken to reduce damage to their historic integrity.

Some key ideas that will help make tourism a more genuine experience would be:

- Integration of local interaction and local commerce
- Local education and advocacy efforts throughout communities and schools
- Well-trained and skilled professionals leading efforts
- Well-trained guides and well-planned tours
- Maximize the tourists' focus through diversification: more than sand-sun-sea

Before any program can begin implementation, it will be crucial that a well-developed planning study is undertaken with focus on the possible impacts and benefits to the cultural and historic resources before anything else takes place. This will ensure that the correct steps are taken to mitigate potentially harmful effects. Having a site alone is not always an enticing attraction to most tourists; in that case, that a site is visited alone, it would have to be an extraordinary site that would retain the focus and interest for a worthwhile endeavor. For example, if a former sugar plantation is to be rehabilitated into a cultural attraction or museum, it may be a good idea to incorporate aspects of the actual sugar production, showcasing the methods of sugar

production. As well, it may also be a good opportunity to feature moments of local cultural insight. In most cases, there are other activities usually in the vicinity of the site that are being promoted. This is when the inventory of qualified resources will come into focus, as planning will incorporate nearby resources to best create a grouped attraction. If there are several resources within vicinity of each other, it would be wise to create a unifying element somehow linking these resources as an attraction.

4.1.2. Special Attention to Different Groups

It is important that all of the involved user groups are properly addressed and targeted in the promotion of an authentic heritage tourism product. Not all of these groups are the same, they seek different objectives, they are braced with different perspectives, and they digest information in different ways, all because of their different cultures, customs, and habits imposed by their respective societies. It will be fundamental to make note of these users and include them in the planning and development of a heritage tourism product so as to best access a wider and more inclusive focus.

4.2. Marketing

To bring attention to a new heritage tourism product, marketing will play the most influencing role. Cultural experts will need to join forces with local, national and regional tourism boards to properly execute a heritage tourism promotion. Nevis has already begun to highlight some of their built heritage through their tourism website, providing a map of key historic resources on-island that can be followed by visiting

tourists. There will always be room for improvement, but it is a significant and progressive step in the right direction. Some of these promoted sites remain in need of attention, maintenance and protection, but hopefully with more regard and appreciation of these sites better care and attention will be given. As well, it is hoped that the many other resources that abound on Nevis will be taken into consideration for addition to their mapping and tourism website. St. Thomas' tourism board highlights a few historic resources, but not nearly as well, as many or as organized as Nevis. Jamaica also lacks key information on their tourism website about the many cultural resources across the island. It would be beneficial for these islands to better incorporate these resources into their marketing and promotion campaigns. Perhaps following suit and creating a map of key resources across the island would be a great step.

Many islands have begun to market themselves as open, unlimited, undiscovered, etc., widening the gap from the usual sand-sun-sea image, or trying to break away from another commonly perceived notion about the island. Through this, they are trying to show tourists that there are limitless opportunities if they decide to visit; that it is more than what was originally thought. After years of political instability, violence, and a weak tourism industry, Grenada decided to "rewrite the text of its revolution," reinvention by changing the focus of its marketing campaign.⁶³ This initiative proved successful and tourism activity increased in Grenada, something that seemed impossible for most Grenadians. With the right focus and organization, any island can be rebranded; especially with regard to creating a more authentic image of place,

⁶³ Montero, "On Tourism and the Constructions of 'Paradise Islands' in Central America and the Caribbean," 26.

identity and heritage. Nevis has had this authentic focus for some time, but only recently has it been translated into their branding and marketing campaign (Figure 20). St. Thomas, falling under the U.S. Virgin Islands' marketing, has previously been more focused on the promotion of beaches and shopping, but in their recent marketing campaign they have touched upon local culture and history (Figure 21). Jamaica has been trying to brand themselves as more than just sunshine and beaches throughout the years, literally using the motto, 'we are more than a beach,' in their late 1970s campaign. These days they are embracing their musical heritage and popular culture in their marketing (Figure 22).



Figure 22. Jamaica Get All Right Campaign.
Source: Jamaica Tourist Board



Figure 20. Nevis Naturally Campaign. Source: Nevis Tourism Authority



Figure 21. Virgin Islands Nice Campaign.
Source: U.S. Virgin Islands Department of Tourism

4.3. Funding & Support

Funding sources and support for heritage tourism efforts are available, but they just require extra effort and research to discover. Local governments unfortunately do not have excess money to put towards heritage efforts as many are already in debt while trying to push forward with developmental efforts or funds that could be received for these efforts are mismanaged and never seen. Regardless of the situation, funding

and support is vital to any successful program and a mixture from various sources usually will prove more beneficial to the outcome. Alternative options of sourcing assistance may also prove beneficial as a way to cut costs while increasing support.

4.3.1. Grants

There are numerous grants available for the promotion, maintenance, protection, preservation, and rehabilitation of cultural and historic resources in the Caribbean. Some of these are available through the Global Heritage Fund, the Ambassadors Fund for Cultural Preservation, Tourism Cares Grant Program, American Express Foundation, World Heritage Fund, Conservation Foundation Annual Grant Program, local, regional and international banks (ie: Caribbean Development Bank), Non-Profits and local, regional and international Commissions (ie: European Commission), to name a few. Many of these can be used alone, matched or used in conjunction with other sources to realize heritage projects. Given the high debt of the region, grants are a great source of funding as they do not carry interest fees and do not need to be repaid.

4.3.2. Tourism Taxes

Already tourism taxes are at play in the Caribbean region through airline taxes and fees, hotel taxes and fees, arrival and departure taxes, and other taxes such as general consumption taxes. These taxes vary in the Caribbean region and are used very differently, some are implemented to support infrastructural costs and others address budget deficits or finance new tourism industries. The relevance of these taxes have been debated both within and without the region, especially as many

island's raise their taxes to astronomical figures such as the airport tax of \$93 in Antigua from its previous \$63 rate per passenger.⁶⁴ If heavier taxes are placed on airport passengers and hotel guests, there is reason to believe tourists will opt out of the region to avoid such heavy taxes. One group that is not facing much of any tax is cruise ship passengers. Currently paying a head tax of just \$2 to \$5, this cruise tax is not optimally supporting local activity since cruise ships tend to be the number one source of bringing tourists to the region. An increase to this tax could allow for a designated percentage toward funding heritage tourism endeavors.

Table 1. Taxes Currently in Place:

	Room Taxes:	Arrival/Departure Taxes:	Other Taxes:
Jamaica	15%	\$20	Jamaica charges a 15% General Consumption Tax on all goods
St. Kitts and Nevis	7%.	\$20	
U.S. Virgin Islands	10%	\$13.40	

Source: Robert Curley, "Caribbean Tourist Taxes and Fees," About Travel, accessed August 7, 2014, http://gocaribbean.about.com/od/beforeyougo/a/Taxesandfees_4.htm.

"US Virgin Islands ups hotel room, rental car taxes," Yahoo! News, accessed August 20, 2014, <http://news.yahoo.com/us-virgin-islands-ups-hotel-room-rental-car-140046882.html>.

4.3.3. Corporate to Community Sponsorships

Major corporations, such as Caribbean Airlines, Digicel, Lime, and Scotiabank, to name a few, are already well known in the Caribbean region for their generous support and community sponsorships. In the aftermath of the earthquake in Haiti, which killed many and destroyed local infrastructure and historic resources, Digicel, the mobile telecommunications company, began rebuilding almost immediately. Le Marché en Fer, the historic iron-metal market, which had originally been built in 1889

⁶⁴ David Jessop, "Caribbean governments need to think about tax and tourism in a more holistic way," *Stabroek News*, accessed August 8, 2014, <http://www.stabroeknews.com/2012/features/06/17/caribbean-governments-need-to-think-about-tax-and-tourism-in-a-more-holistic-way/>.

in Port-Au-Prince, was destroyed in the earthquake but was rebuilt in exactly a year by funding and efforts put out by Digicel.⁶⁵ They are a wonderful example of a corporation that supports most community-initiated efforts. Digicel has sponsored many initiatives throughout Jamaica focusing on education, culture and other national initiatives. Corporate sponsorships are usually available, although not typically advertised; therefore, organizations should approach locally involved corporations to inquire about such available sponsorships.

4.3.4. Voluntourism

Voluntourism is "a seamlessly integrated combination of voluntary service to a destination along with the best, traditional elements of travel — arts, culture, geography, history and recreation — in that destination."⁶⁶ These initiatives have been publicly received as they give tourists a more meaningful experience, giving them a sense of purpose, while promoting socio-cultural development. An example of this with regard to heritage preservation is that of the French nationally sponsored organization called APARE. For an affordable price, inclusive of accommodation, food and leisure activities, individuals can volunteer for a minimum of a week up to several months, working to preserve and protect national heritage sites while learning about local culture.⁶⁷ If properly organized, similar organizations could be

⁶⁵ "Historic Iron Market (Le Marche en Fer) Rebuilt Just One Year After The Earthquake That Devasted It," Digicel Group, accessed August 7, 2014, <http://www.digicelgroup.com/en/media-center/press-releases/achievements/historic-iron-market-le-marche-en-fer-rebuilt-just-one-year-after-the-earthquake-that-devastated-it>.

⁶⁶ "What is VolunTourism?," Responsible Travel Report, accessed August 7, 2014, <http://www.responsibletravelreport.com/component/content/article/11-green-travelers/2633-voluntourism>.

⁶⁷ "Frequently Asked Questions," Association pour la Participation et l'Action Regionale, accessed August 7, 2014, http://www.apare-gec.org/EN/art.php?ID_ROOT=1&ID=38&lib=Frequently_Asked_Questions.

founded to lead heritage preservation projects in the Caribbean region as a heritage tourism product while maintaining an affordable price and obtaining crucial assistance for local patrimony.

4.3.5. Sister Cities International

Sister Cities International is a non-profit organization that has connected international cities with one another from 1956 as a way to promote “peace and prosperity through cultural, educational, humanitarian, and economic development exchanges.”⁶⁸ It is a wonderful development tool and a great source to obtain support and necessary funding. St. Kitts and Nevis was formerly a sister city of Miami-Dade County, Florida, from 2004 but has since been listed as ‘Emeritus Status,’ meaning it is no longer an active relationship. The U.S. Virgin Islands has not had involvement as a sister city. Jamaica has several sister cities between Jamaican cities and parishes and U.S. cities and counties.

4.3.6. Country-to-Country Exchanges

Country-to-Country exchanges have been occurring for a while across the world. It is a platform in which one group of people can exchange visits with another group of people to their respective countries, learning more about the other country’s customs, life, culture, etc. This has been successfully carried out in the U.S. Virgin Islands by its former colonial power of Denmark. The group, Friends of Denmark in the Virgin Islands, hosts events and festivals of friendship highlighting the cultural and historical significance of the colonial era. Through this relationship not only is

⁶⁸ "About Sister Cities International," Sister Cities International, accessed July 26, 2014, <http://www.sister-cities.org/about-sister-cities-international>.

pertinent heritage exchanged, but friendships are formed and deeper understandings of local cultures are fostered. In 2010, about 10,000 Danes visited the U.S. Virgin Islands.⁶⁹ And in return, visitors from the U.S. Virgin Islands have made the trip to Denmark to learn more about their ancestors or relatives.

4.4. Local Involvement

Considering that the Caribbean region has not been a firm supporter of “maintaining architectural authenticity and retaining historic fabric,” and viewing international styles and trends as positive growth over the continual association with colonial reminders, one of the most vital steps will be to obtain local support for a heritage tourism product.⁷⁰ The greatest challenge will be to “balance an architecture that is inspired by the past and expresses local pride with practices that accurately conserve the detail of traditional historic structures and areas.”⁷¹ Shifting the current mindset that progress is only through new development will be very important. Perhaps through workshops and community training sessions this mindset can begin to shift.

4.4.1. Education/Curriculum

The necessary framework of cultural and historical preservation is one that needs to be instilled from an early age. “Education starting with young children provides a foundation for an enlightened and informed citizenry.”⁷² Unfortunately, this is a prime reason why many independent island nations today tend to lack sufficient

⁶⁹ “Denmark and the US Virgin Islands,” The Westindian Heritage, accessed August 7, 2014, <http://den-vestindiske-arv.dk/en/outro/denmark-and-the-us-virgin-islands/>.

⁷⁰ William R. Chapman, “A Little More Gingerbread: Tourism, Design and Preservation in the Caribbean [Transformation and Conservation in Historic Environments],” *Places* 8, no. 1 (1992): 58.

⁷¹ *Ibid*, 60.

⁷² Siegel and Righter, *Protecting Heritage in the Caribbean*, 156.

government support for realizing historic preservation efforts. Many of those same individuals in government positions were not properly sensitized at a younger age and therefore cannot see the value these cultural resources play within their society. Many refuse to support these efforts because they believe it to be a deterrent to development for tomorrow. Thus, education becomes the key to the connection between heritage and future generations.

4.4.2. School Groups

The introduction of school groups participating within the promotion of a heritage product, not only provides a learning opportunity for students about their local heritage and identity, but also brings them face-to-face with the product, instilling a real sense of ownership. Interested students could volunteer on various heritage sites across the island, learning not just about the history or significance, but also hand-on application of how to care for the buildings and sites. Island-to-island exchanges could also be introduced to provide a learning exchange, highlighting the unique similarities and differences each of the region's islands hold.

4.4.3. Community Service Initiatives

Community service is similar to volunteer efforts, but different in that it is not voluntary, but required or mandated. It could be a government requirement, a court mandate, or a school could require students obtain so many hours of community service to graduate. These community service initiatives could also create an opportunity for historical and cultural resources to be maintained, under strict supervision and guidance from trained professionals. It is another way in which

knowledge of local heritage and culture can be passed along, in addition, necessary assistance can be obtained, and advocacy can be stimulated from involvement. Many secondary educational institutions require that students obtain a designated amount of hours of community service before they can receive their diploma. This could also stimulate a positive local movement to shift current perspectives on heritage efforts in the region.

4.4.4. Community Workshops

Community workshop events, focused on the facilitation of encouraging local community education and support of local and national cultural heritage, can be introduced around the region within local communities. Key community members will join together to attend these workshops, obtaining the necessary knowledge and skillset to jumpstart their own community-focused initiatives, completing an action plan for their own projects before finishing the workshop. This may just prove to be a successful venture to begin changing the local mindset and perception of heritage efforts, especially if done correctly with local facilitation.

4.5. *Rethinking Relationships with Stakeholders*

As it is currently organized, tourism stakeholders meet to discuss tourism initiatives at a local, national, regional and international level. There are hierarchies to the stakeholders, in that the larger regional and international stakeholders bring a different approach and outlook versus the smaller local and national stakeholders. As such, for an island to successfully promote a heritage tourism product to the various levels of stakeholders it will be crucial that a properly developed organization

find initial key support from local stakeholders. The more support an organization can obtain will broaden their scope as well as bring more attention from larger stakeholders to their efforts and goals. This will also require that stronger relationships be fostered between national government agencies and cultural organizations.

4.5.1. Increase Local Government Acceptance & Involvement

Local governments will play a major role in the realization of a heritage tourism product. As it is, local governments give an approving nod to cultural and heritage efforts, but these efforts are not always on the forefront of being supported, promoted, realized or protected. It will be vital that local governments retain their support and promotion of a heritage tourism product from the planning and initiation phase to the actual realization and protection of a product. Acceptance and involvement is more than just funding. As previously discussed, many local governments lack financial resources to put towards heritage efforts, but their physical support is necessary and important, whether through the promotion of initiatives, actual assistance through governmental agencies, networking, workshops, obtaining funds or grants, considering heritage resources early in developmental projects, etc. All three islands of Nevis, St. Thomas and Jamaica could benefit from further acceptance and involvement from their local governments.

4.5.2. Increase Historic Boards/Groups Activity and Involvement

A convincing initiative or product requires a strong push and support by those who are most connected to it. In the creation of a heritage tourism product, local and/or

national historic organizations' activities and involvement will be imperative to the product's overall success. These groups are currently on the sidelines when it comes to tourism activities, but they will need to be at the forefront of planning initiatives, promotional activities and networking with other key stakeholders, as they step into the tourism sector. As professionals working to best care for and preserve these resources, their leadership and input will be invaluable. Involvement with other stakeholders will help to incorporate a well-rounded product

4.5.3. Formation of Necessary NGOs to Bridge Gaps

It will be necessary for a heritage tourism product to rely on existing and new non-profits and non-governmental organizations, focused on heritage efforts, tourism, heritage tourism, funding, advocacy, etc., to assist in bridging the gaps between government, public and private sectors.

4.5.4. Breaking the Boundaries of Mega-Resorts and All-Inclusives

Incorporating excursions outside of mega-resorts and all-inclusives provides tourists an opportunity to venture outside the walls of the makeshift enclave provided by the resort, to have more exposure to local culture and heritage, as well as interaction. "Excursions can spread the benefits of tourism, particularly in all-inclusive resorts, and enable tourists to buy directly from craft producers or to contribute through entrance fees to the maintenance of natural and cultural heritage."⁷³ The challenges to the realization of this initiative will be to ensure the health and safety of the tourists while on the excursion. This will take careful planning and the formation of

⁷³ Caroline Ashley et al., *Making Tourism Count for the Local Economy in the Caribbean*, (Caribbean Tourism Organization, 2006), Brief 5, 1.

strong relationships with local community stakeholders and members. Jamaica, more so than Nevis and St. Thomas, has numerous mega-resorts and all-inclusives, such as the Jamaican pioneer Sandals, that have affected the local tourism industry as many tourists fail to realize cultural activities outside of their resort. It will be imperative that these mega-resorts and all-inclusives are approached with a well-thought out plan to begin the diversification from tourist enclaves to the incorporation of excursions.

4.5.6. Incentives

Tax incentives could be offered to those who are proposing to develop cultural and heritage properties, activities, or facilities or those creating actual heritage tourism opportunities. Other incentives such as low-interest loans could be made accessible to individuals or organizations making progress in the heritage sector. Since St. Thomas is a United States territory it already receives incentives from the National Park Service to preserve historical resources. If there were a way for these incentives to be introduced in other Caribbean islands such as Jamaica and Nevis, it would provide more opportunity for interested individuals or organizations that lack funding or support.

4.5.7. Forming New Relationships with Stakeholders

As a heritage tourism product begins taking shape, relationships with stakeholders will need to be re-evaluated. As previously mentioned, historic boards and organizations will become more involved in the web of stakeholders as the heritage tourism product is promoted. Relationships that may prove successful to build

greater recognition and networking may be realized through organizations such as the Caribbean Alliance for Sustainable Tourism (CAST), Association of Caribbean States (ACS), as they provide education and training on sustainable tourism. Created under the Caribbean Hotel Association (CHA), CAST was initiated in 1997 to focus on responsible development of tourism within the Caribbean region.⁷⁴ As already discussed, relationships will change and form accordingly as development continues.

4.5.8. Reviving Cottage Industries to Promote Locality

Another, often overlooked, aspect of an authentic heritage tourism product is the inclusion of locally crafted and created resources. This is also valuable in creating heritage linkages between generations with the past. Formerly artisans and crafts people were responsible for creating many objects or resources found on-island, passing along the knowledge to younger generations in an apprenticeship fashion. With rising costs and a decline in local interest from newer generations, outsourcing these goods for lower prices has taken over. To maintain an overall level of authenticity, not just for tourists but locals alike, it is important that these skills are revived and continue to be passed along. In St. Thomas this has recently occurred with an outreach program for at-risk youth as they have learned the historic local art form of crafting and caning chairs. Initiatives like this are valuable to know, to pass on the legacy to others, to foster a greater appreciation for local culture, and to share with others, not just locals but to highlight unique skills to tourists, all while instilling cultural outlets. Jamaica has seen a similar venture but related to the knowledge of historic architecture, as can be seen in Falmouth through the efforts of the American

⁷⁴ "Caribbean Alliance for Sustainable Tourism (CAST)," Prevention Web, accessed August 7, 2014, <http://www.preventionweb.net/english/professional/contacts/profile.php?id=6225>.

founded Falmouth Heritage Renewal organization, a program which offers internships, field school exchanges, community programs and youth training programs. It has managed to successfully train interested youth as well as providing a platform for interested university students to participate in their Falmouth field school. Perhaps Nevis could look into such opportunities as a way to begin passing on the education of something culturally significant.

4.5.9. Promotion of Local Guest Houses and Technological Movements of Airbnb

With the rising popularity of small scale travel slowly making its return to the tourism sector, programs such as Airbnb have utilized technology to connect different user groups, in this case tourists and visitors with local and affordable accommodation, geared more towards locality. This program in particular makes it possible for property owners to rent out their properties to visitors for an agreed time span, ranging from one night to several months. This opportunity provides the visitor with a more engaging experience versus what they would expect from a hotel, resort or all-inclusive. Local guesthouses can also partake in the Airbnb platform. This movement, especially in the Caribbean region, recalls the earlier days of tourism when it was localized and more authentic.

5. CONCLUSION

As explored in this paper, the Caribbean region is in a unique position, being that it has captivated the attention of the tourism industry and is one of the most sought out regions. It is ironic that this region has become so dependent upon tourism as a

whole; as it has yet to fully realize an authentic tourism product which promotes local heritage and culture without it being manipulated to cater to another society's desires or expectations. In the competition to secure a tourist stronghold, there is a struggle to attract tourists. It has been about keeping the numbers up while adapting local heritage and culture to best attract what tourists want or expect, instead of what is realistically being offered or taking place. The impacts of tourism have been heavy, as infrastructural developments have landed many islands further in debt and local culture has been compromised. Nevis has managed to retain much of their authenticity, primarily because of extensive planning and a conscious effort to avoid the downfalls of many of their neighboring islands. St. Thomas and Jamaica, though similar in that their tourism efforts lacked key planning and let mass tourism to take over, are different primarily because of their sizes - St. Thomas is not quite the size of one of Jamaica's fourteen parishes; therefore, the affect of tourism is perceived differently. While each of these islands is different, there are common issues at play that plague the advancement of the realization of the full potential of their tourism industries. Although each of these islands have a historic or heritage organization on-island, there is a lot to be accomplished.

Insight obtained from these case studies has acknowledged that for any functional organization (whether government affiliated, private or public) has to have a properly organized framework established; only then is it possible to accurately realize preservation efforts most efficiently and effectively. Without a firm foundation it will be difficult for other stakeholders - organizations, government, sponsors, donors, and the public - to support or take any heritage tourism initiatives seriously. In the same

context, the individuals involved in these organizations need to be well versed, educated and trained in the fields that pertain to these cultural resources (ie: architecture, architectural history, cultural resource management, historians, preservationists, archaeologists, et al.). There needs to be a relationship formed between local government, communities and heritage organizations to support preservation efforts for an authentic heritage tourism product. With the right support, legislative acts can be enacted to protect cultural resources and promote ways that these acts can actually be enforced, and not just written down in the law books.

Advocacy and awareness efforts need to be advanced in the form of: education and curriculum reorganization, heritage tourism activities, media outreach, workshops, meetings, events, community service initiatives, school groups, and planning other ways to promote community involvement. Education and curriculum reorganization will include the addition of local history, trips to local places organized for different age groups, talks hosted by community leaders and older community members to share through the exchange of oral histories, workshops to learn about historic building techniques, etc. Considering most Caribbean islands have high unemployment rates, especially among the youth, it would seem a worthwhile endeavor to investigate opportunities for apprenticeships where a trade could be learned and preservation efforts could be realized. Heritage tourism activities could include heritage walks and tours, to gain a deeper understanding of a place and society. Proceeds from these tours and walks could go back to support preservation efforts on-island. Media outreach could include public service announcements, forums, discussions, programs and competitions through TV, radio and the Internet.

With the right foundation, connections and an active voice, funding is more of a possibility. Government organizations may be more willing to designate money toward initiatives that are publicly supported and that boost the economy through the support of tourism. If efforts can be realized to preserve the built heritage and boost the local economy through a heritage tourism product, those things can help attract more attention from the regional and international stakeholders, allowing for possible donations, sponsorships and grants. The key to the success of any of these issues being resolved is the support of the public. "It is only through public demand that history will become a marketable commodity."⁷⁵ An appreciation for the past will need to be cultivated among society in order to obtain the necessary assistance to move forward and make positive strides in realizing preservation efforts. There is hope that through further investigation of these issues at a larger level, a heritage tourism product in the Caribbean region can be realized and that with public interest the cultural resources of the past can be saved for future generations. In his book *Conservation of Buildings in Developing Countries*, Roger Zetter articulately states, "We must realize that maintaining structures means maintaining the desirability or continuity of a culture - we are in fact conserving cultures not buildings."⁷⁶

⁷⁵ Siegel and Richter, *Protecting Heritage in the Caribbean*, 150.

⁷⁶ Aylin Orbasli, *Tourists in Historic Towns: Urban Conservation and Heritage Management*, (London: E & FN Spon, 2000), 1.

APPENDIX A| Example Heritage Inventory of Nevis

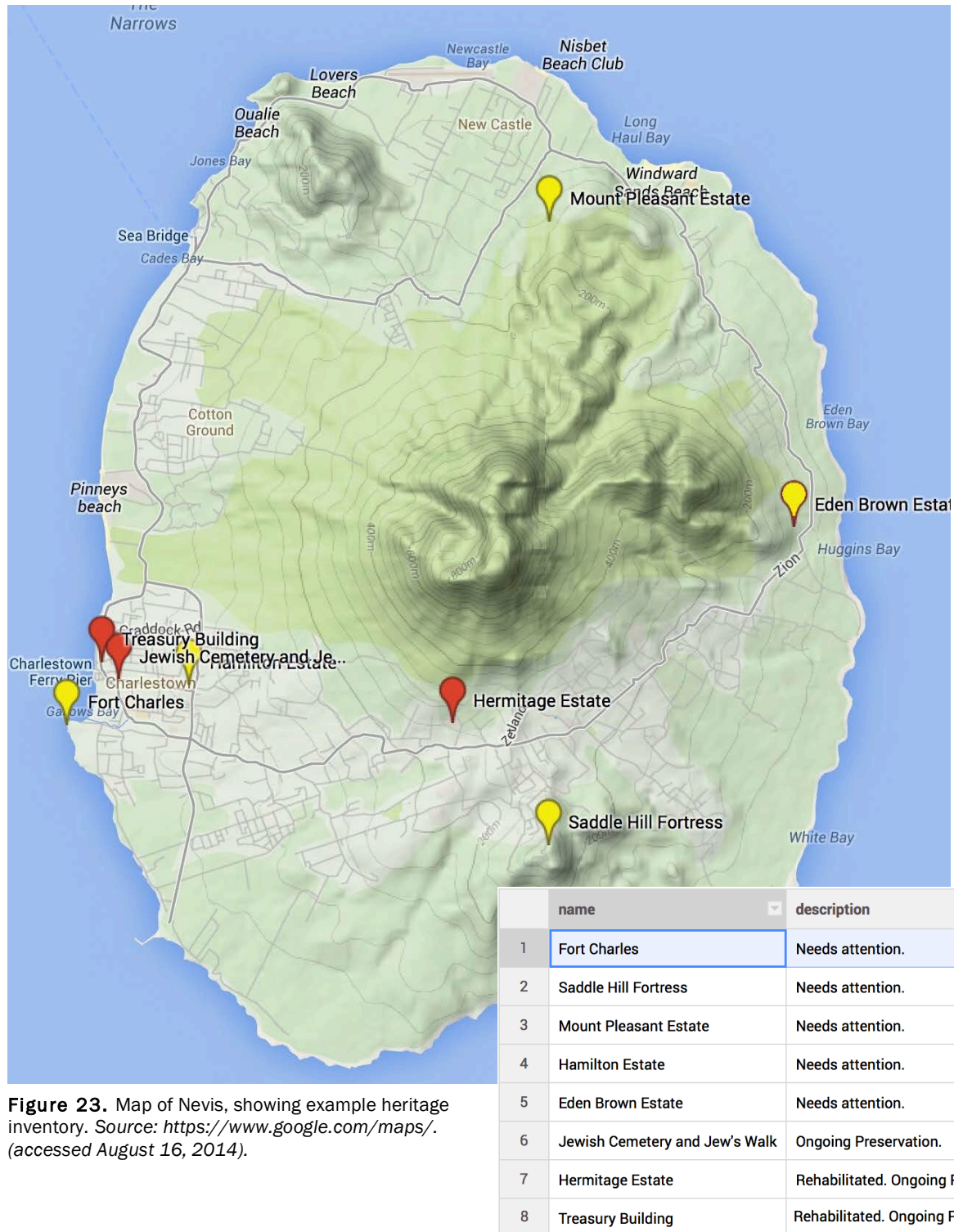


Figure 23. Map of Nevis, showing example heritage inventory. Source: <https://www.google.com/maps/>. (accessed August 16, 2014).

Fort Charles



Figure 24. Map of Fort Charles, Nevis. Source: <https://www.google.com/maps/>. (accessed August 16, 2014).



Figure 25. Ruins at Fort Charles. Source: http://en.wikipedia.org/wiki/Fort_Charles_%28Nevis%29#mediaviewer/File:FortCharles.jpg (accessed August 16, 2014).

1. Location	Charlestown, Nevis, 17°07'58.3"N 62°38'00.4"W		
2. Qualification of Property	1628	Fortification	Historical Value
3. Types of Preservation Activity	No present activity. No rehabilitation. No restoration. In ruin.		
4. Narrative	A key fortification protecting Charlestown Harbor. Like other forts on Nevis, it was abandoned in 1854 and Fort Charles remains overgrown and in ruin.		
5. Tourism Potential	A point of interest and of educational value because it is a standing structure dating back to the early history and foundation of Charlestown and Nevis.		

Saddle Hill Fortress

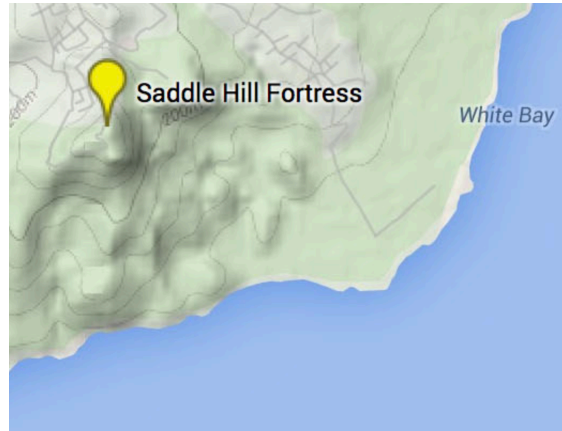


Figure 26. Map of Saddle Hill Fortress, Nevis. Source: <https://www.google.com/maps/>. (accessed August 16, 2014).



Figure 27. Ruins at Saddle Hill Fortress. Source: <http://media-cdn.tripadvisor.com/media/photo-s/02/49/d7/c2/nelsons-lookout-atop.jpg> (accessed August 16, 2014).

1. Location	Near Taylor's Pasture, Nevis, 17.119419, -62.577026		
2. Qualification of Property	1740	Fortification	Historical Value
3. Types of Preservation Activity	No present activity. No rehabilitation. No restoration. In ruin.		
4. Narrative	This was Admiral Nelson's lookout. The ruins of this fort and site are overgrown and in ruin.		
5. Tourism Potential	A point of interest and of educational value because it is a standing structure dating back to the early history and foundation of Charlestown and Nevis.		

Mount Pleasant Estate

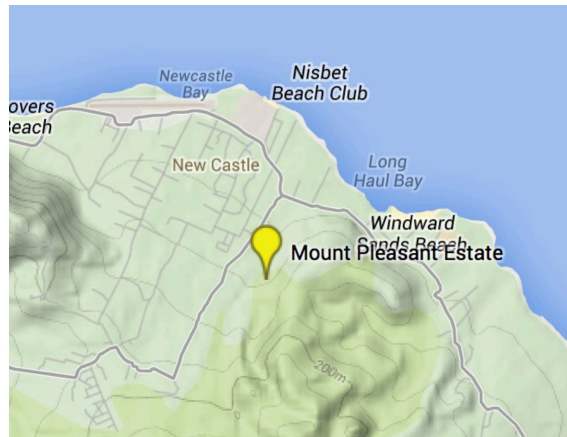


Figure 28. Map of Mount Pleasant Estate, Nevis. Source: <https://www.google.com/maps/>. (accessed August 16, 2014).



Figure 29. Ruins at Mount Pleasant Estate. Source: <http://photos.wildjunket.com/Category/St-Kitts-and-Nevis/Nevis/i-H9mJPnF/0/M/2013-03-01%20at%2017-09-21-M.jpg> (accessed August 16, 2014).

1. Location	Between Rawlins and Camps, Nevis, 17°11'21.3"N 62°34'42.0"W		
2. Qualification of Property	Date Unknown	Sugar Plantation and Estate	Historical Value
3. Types of Preservation Activity	No present activity. No rehabilitation. No restoration. In ruin.		
4. Narrative	Little information available. Three ruins remain from the previous sugar plantation and as found on most abandoned sites, there is a growing problem with historic building stones being stolen and sold.		
5. Tourism Potential	A point of interest and of educational value because it retains many ruins of the former plantation and estate.		

Hamilton Estate

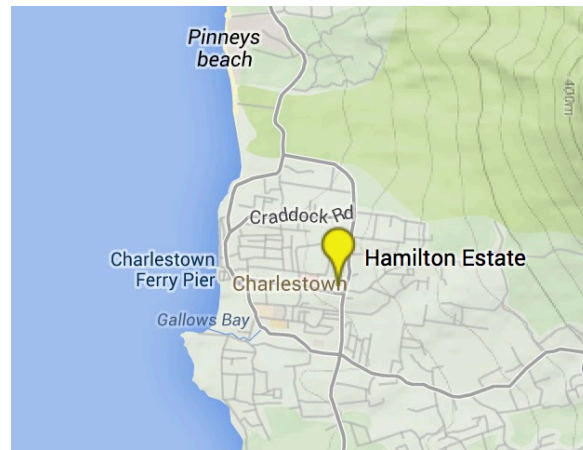


Figure 30. Map of Hamilton Estate, Nevis. Source: <https://www.google.com/maps/>. (accessed August 16, 2014).



Figure 31. Intact sugar production machinery at Hamilton Estate. Source: http://www.nevisnaturetours.com/Hamilton_75.JPG (accessed August 16, 2014).

1. Location	Charlestown, Nevis, 17°08'14.3"N 62°37'09.0"W		
2. Qualification of Property	Date Unknown	Sugar Plantation and Estate	Historical Value
3. Types of Preservation Activity	No present activity. No rehabilitation. No restoration. In ruin.		
4. Narrative	The former family estate of Alexander Hamilton's family. The estate is in disrepair, but retains an intact windmill, steam factory and it's original machinery and chimney.		
5. Tourism Potential	A point of interest and of educational value because the site retains key components of the sugar plantation which belonged to Alexander Hamilton's family.		

Eden Brown Estate

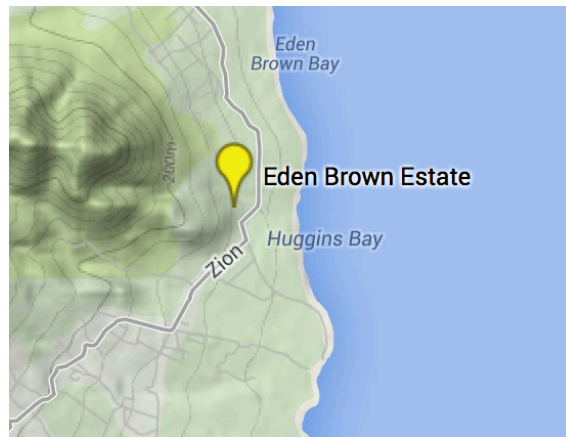


Figure 32. Map of Eden Brown Estate, Nevis. Source: <https://www.google.com/maps/>. (accessed August 16, 2014).



Figure 33. Ruins at Eden Brown Estate. Source: <http://www.explorenevis.com/wp-content/uploads/slideshow-gallery/Eden-Brown-Estate-Nevis-3.JPG> (accessed August 16, 2014).

1. Location	Whitehall, Nevis, 17°09'18.2"N 62°32'53.8"W		
2. Qualification of Property	1740	Sugar Plantation and Estate	Historical Value
3. Types of Preservation Activity	No present activity. No rehabilitation. No restoration. In ruin.		
4. Narrative	A former sugar plantation that was eventually turned into a cotton plantation until the mid-1900s. Believed to be haunted and full of history, it is currently owned by the government but is overgrown and in ruin.		
5. Tourism Potential	A point of interest and of educational value because the site retains much of the former sugar plantation and the story behind the plantation is enough to build an attraction.		

Jewish Cemetery and Jew's Walk

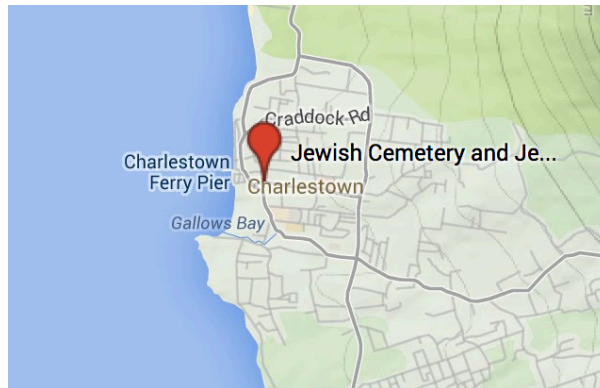


Figure 34. Map of Jewish Cemetery and Jew's Walk, Nevis. Source: <https://www.google.com/maps/>. (accessed August 16, 2014).



Figure 35. Gravestones at Jewish Cemetery. Source: <http://www.explorenevis.com/wp-content/uploads/slideshow-gallery/Nevis-Jewish-Cemetery-3.jpg> (accessed August 16, 2014).

1. Location	Charlestown, Nevis, 17°08'16.7"N 62°37'38.7"W		
2. Qualification of Property	17 th century	Cemetery	Historical Value
3. Types of Preservation Activity	Since 1957 the cemetery and walk have been preserved and protected. It is thought a synagogue once existed but it is no longer in existence.		
4. Narrative	Sephardic Jews sought asylum in Nevis from Brazil as they were being persecuted there and began working on the sugar plantations. Many of these tombstones date from 1679 to 1730.		
5. Tourism Potential	A point of interest and of educational value because it retains nineteen gravestones with dates ranging from 1679 to 1730 of a rich Jewish legacy once in existence on-island.		

Hermitage Estate



Figure 36. Map of Hermitage Estate, Nevis. Source: <https://www.google.com/maps/>. (accessed August 16, 2014).



Figure 37. Rehabilitated Great House at Hermitage Estate. Source: http://gallivant.com/assets_c/2014/04/hermitage-nevis-1-thumb-630xauto-39545.jpg (accessed August 16, 2014).

1. Location	Pond Hill, Nevis, 17° 07'59.0"N 62° 35'17.6"W		
2. Qualification of Property	1640	Sugar Plantation and Estate	Historical Value
3. Types of Preservation Activity	Since 1971 the Lupinacci Family has owned this estate, turning it into a plantation inn.		
4. Narrative	Believed to be the oldest existing wooden house in the Caribbean and only one of three earthfast buildings still in existence in North America. Traditional carpenters restored the plantation to create an inn and they also created similar replicated versions elsewhere on the property.		
5. Tourism Potential	A point of interest and of educational value because it is believed to be one of the oldest wooden houses in the region.		

Treasury Building

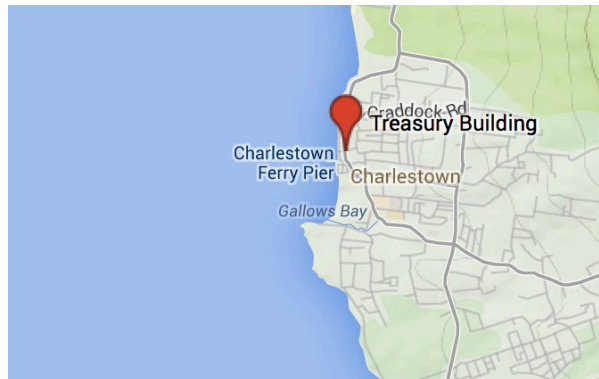


Figure 38. Map of Treasury Building (Nevis Tourism Authority). Source: <https://www.google.com/maps/>. (accessed August 16, 2014).



Figure 39. Rehabilitated Treasury Building (Nevis Tourism Authority). Source: <http://www.explorenevis.com/wp-content/uploads/slideshow-gallery/Charlestown-Nevis-4.jpg> (accessed August 16, 2014).

1. Location	Charlestown, Nevis, 17° 08'23.7"N 62° 37'45.8"W		
2. Qualification of Property	1825	Commercial	Historical Value
3. Types of Preservation Activity	The current tenants have maintained it.		
4. Narrative	Built in 1837, and situated in the center of town, this building functioned as the Treasury Building until the Nevis Tourism Authority took control.		
5. Tourism Potential	A point of interest and of educational value because it is believed is a significant building in the development of Charlestown.		

APPENDIX B | Example Heritage Inventory of St. Thomas

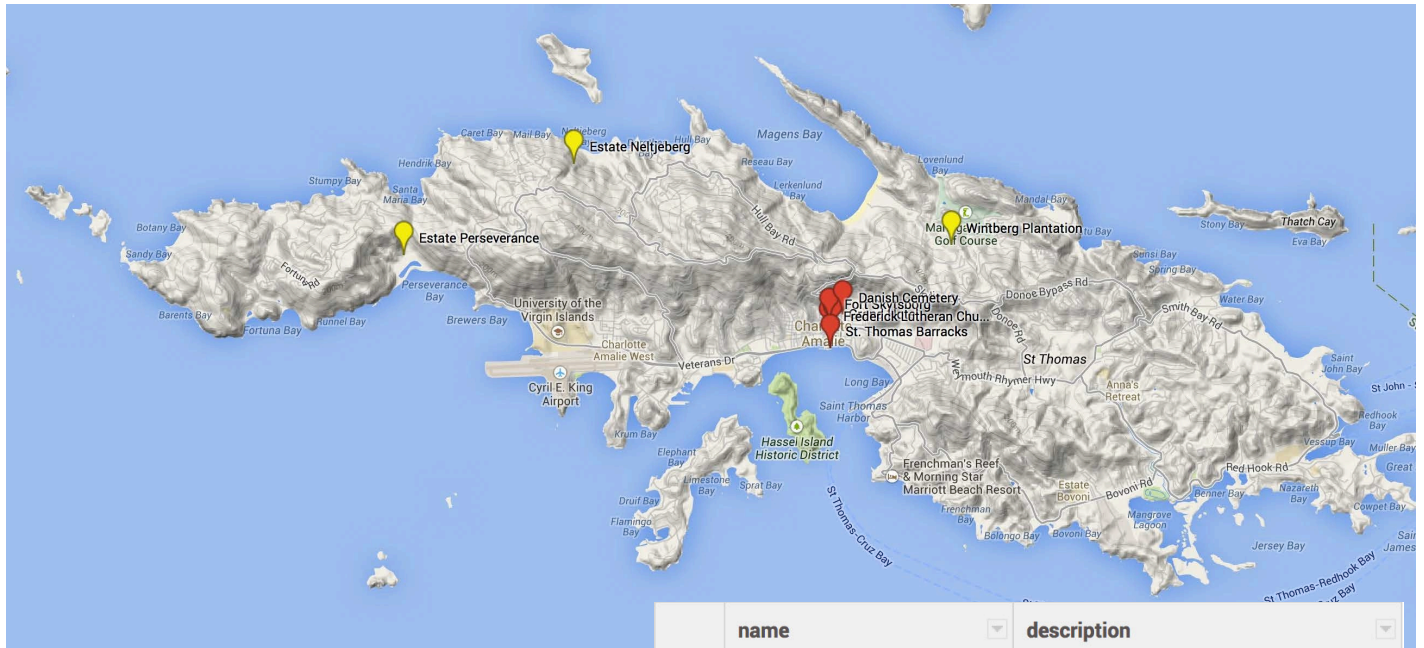


Figure 40. Map of St. Thomas, showing example heritage inventory. Source: <https://www.google.com/maps/>. (accessed August 16, 2014).

	name	description
1	Estate Perseverance	Needs attention.
2	Wintberg Plantation	Needs attention.
3	St. Thomas Barracks	Rehabilitated. Ongoing Preservation.
4	Fort Skjelsborg	Rehabilitated. Ongoing Preservation.
5	Estate Neltjeberg	Needs attention.
6	Grand Hotel	Rehabilitated. Ongoing Preservation.
7	Frederick Lutheran Church	Ongoing Preservation.
8	Danish Cemetery	Ongoing Preservation.

Estate Perseverance



Figure 41. Map of Estate Perseverance, St. Thomas. Source: <https://www.google.com/maps/>. (accessed August 16, 2014).



Figure 42. Ruins at Estate Perseverance. Source: <http://stthomascruiseshipexcursionsandtours.com/wp-content/uploads/2014/04/Going-back-in-time.jpg> (accessed August 16, 2014).

1. Location	Perseverance Bay, St. Thomas, 18°21'13.6"N 64°59'49.3"W		
2. Qualification of Property	Date Unknown	Sugar Plantation and Estate	Historical Value
3. Types of Preservation Activity	No present activity. No rehabilitation. No restoration. In ruin.		
4. Narrative	A former sugar plantation that remains overgrown and in ruin, but retains key pieces and the majority of the structure of the former plantation elements.		
5. Tourism Potential	A point of interest and of educational value because it retains much of the original framework of the plantation.		

Estate Neltjeberg



Figure 43. Map of Estate Neltjeberg, St. Thomas. Source: <https://www.google.com/maps/>. (accessed August 16, 2014).



Figure 44. Ruins at Estate Neltjeberg. Source: http://static.wixstatic.com/media/52c0c2_c845f463fd27c0b5d4446a5e89547f24.jpg_srz_380_285_85_22_0.50_1.20_0.00_jpg_srz (accessed August 16, 2014).

1. Location	Neltjeberg, St. Thomas, 18°22'02.8"N 64°58'12.4"W		
2. Qualification of Property	18 th century	Sugar Plantation and Estate	Historical Value
3. Types of Preservation Activity	No present activity. No rehabilitation. No restoration. In ruin.		
4. Narrative	A former sugar plantation that retains the original sugar factory, animal mill, stable, slave quarters and plantation boundary walls.		
5. Tourism Potential	A point of interest and of educational value because it retains much of the original framework of the plantation.		

Wintberg Plantation



Figure 45. Map of Wintberg Plantation, St. Thomas. Source: <https://www.google.com/maps/>. (accessed August 16, 2014).

No image available.

1. Location	Wintberg, St. Thomas, $18^{\circ}21'19.2''\text{N}$ $64^{\circ}54'37.5''\text{W}$		
2. Qualification of Property	1800s	Sugar Plantation and Estate	Historical Value
3. Types of Preservation Activity	No present activity. No rehabilitation. No restoration. In ruin.		
4. Narrative	A former sugar plantation that was vital in the development of sugar production in the territory. It was also one of the earlier plantations on-island to be self-sufficient for sugar cultivation and production.		
5. Tourism Potential	A point of interest and of educational value because it retains much of the original framework of the plantation.		

St. Thomas Barracks

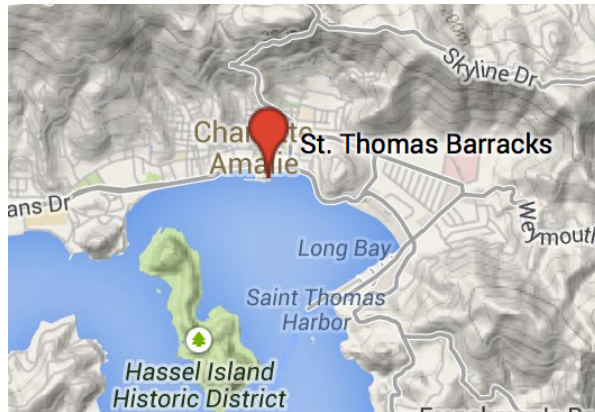


Figure 46. Map of St. Thomas Barracks (Legislature Building). Source: <https://www.google.com/maps/>. (accessed August 16, 2014).



Figure 47. Rehabilitated St. Thomas Barracks (Legislature Building). Source: http://den-vestindiske-arv.dk/wp-content/uploads/Legislature_St_Thomas.jpg (accessed August 16, 2014).

1. Location	Charlotte Amalie, St. Thomas, $18^{\circ}20'23.5''\text{N}$ $64^{\circ}55'46.3''\text{W}$		
2. Qualification of Property	1874	Fortifications	Historical Value
3. Types of Preservation Activity	Maintained and preserved by the local government.		
4. Narrative	A former military barracks that was taken over by the government and rehabilitated into the Legislature Building.		
5. Tourism Potential	A point of interest and of educational value because it was a significant building in the development of Charlotte Amalie.		

Fort Skytsborg

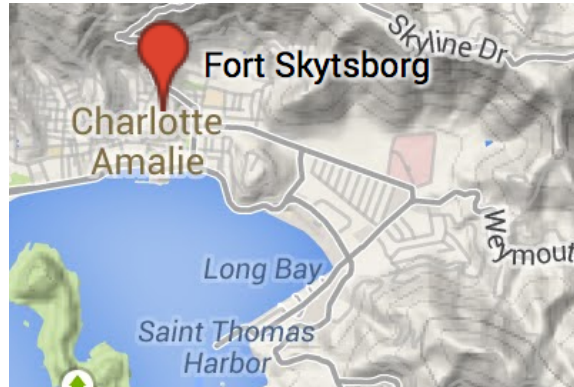


Figure 48. Map of Fort Skytsborg (Blackbeard's Castle). Source: <https://www.google.com/maps/>. (accessed August 16, 2014).



Figure 49. Rehabilitated Fort Skytsborg (Blackbeard's Castle). Source: http://img1.10bestmedia.com/Images/Photos/187716/DSC-0011_54_990x660_201404231254.JPG (accessed August 16, 2014).

1. Location	Charlotte Amalie, St. Thomas, 18°20'37.6"N 64°55'46.9"W		
2. Qualification of Property	1678	Fortifications	Historical Value
3. Types of Preservation Activity	Maintained and preserved by the owners.		
4. Narrative	An original lookout point for the Danish military built in 1678. It has since been rehabilitated into Blackbeard's Castle, a hotel and historic inn.		
5. Tourism Potential	A point of interest and of educational value because it was an original Danish fort that protected Charlotte Amalie.		

Grand Hotel



Figure 50. Map of Grand Hotel, St. Thomas. Source: <https://www.google.com/maps/>. (accessed August 16, 2014).



Figure 51. Rehabilitated Grand Hotel. Source: http://farm3.static.flickr.com/2106/2188847674_a7ea44e8e0.jpg (accessed August 16, 2014).

1. Location	Charlotte Amalie, St. Thomas, $18^{\circ}20'32.8''\text{N}$ $64^{\circ}55'44.8''\text{W}$		
2. Qualification of Property	1841	Commercial	Historical Value
3. Types of Preservation Activity	Maintained and preserved by the owners.		
4. Narrative	Built in 1841 and briefly called the Commercial Hotel and Coffee House until 1908 when it was changed to the Grand Hotel. In 1975, it was rehabilitated into shops, restaurants and an art gallery.		
5. Tourism Potential	A point of interest and of educational value because it was one of the earliest documented hotels on-island.		

Frederick Lutheran Church

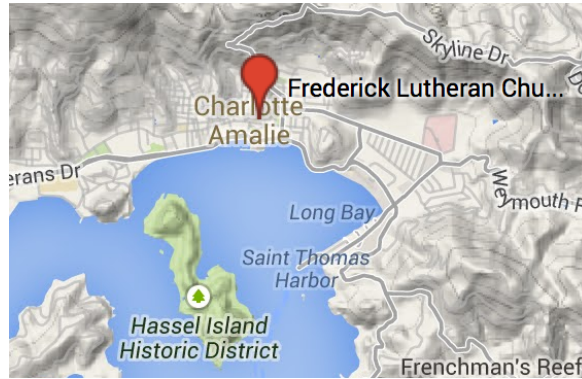


Figure 52. Map of Frederick Lutheran Church, St. Thomas. Source: <https://www.google.com/maps/>. (accessed August 16, 2014).



Figure 53. Frederick Lutheran Church. Source: <http://media-cdn.tripadvisor.com/media/photo-s/01/19/5b/1e/frederick-lutheran-church.jpg> (accessed August 16, 2014).

1. Location	Charlotte Amalie, St. Thomas, 18°20'31.6"N 64°55'47.3"W		
2. Qualification of Property	1826	Church	Historical Value
3. Types of Preservation Activity	Maintained and preserved by the congregation.		
4. Narrative	It is the oldest church in St. Thomas and the second oldest Lutheran Church in the Western Hemisphere.		
5. Tourism Potential	A point of interest and of educational value because it was one of the earliest churches on-island.		

Danish Cemetery



Figure 54. Map of Danish Cemetery, St. Thomas. Source: <https://www.google.com/maps/>. (accessed August 16, 2014).



Figure 55. Gravestones at the Danish Cemetery. Source: http://1.bp.blogspot.com/_1HrOdt5yDZk/S4eefTbiDgI/AAAAAAAAAEIQ/xG0adPuxrfc/s1600-h/069.JPG (accessed August 16, 2014).

1. Location	Charlotte Amalie, St. Thomas, 18°20'41.6"N 64°55'39.2"W		
2. Qualification of Property	1666+	Cemetery	Historical Value
3. Types of Preservation Activity	Maintained and preserved through the Danish Cemetery Restoration Fund.		
4. Narrative	It is Caribbean custom to be buried on privately owned land, or formerly on privately owned estates, but this cemetery was created for those who did not have that option. The earliest gravesites date back to 1666. Many Danish families come to research their families past through the cemetery.		
5. Tourism Potential	A point of interest and of educational value because it is the oldest cemetery on-island.		

APPENDIX C| Example Heritage Inventory of Jamaica

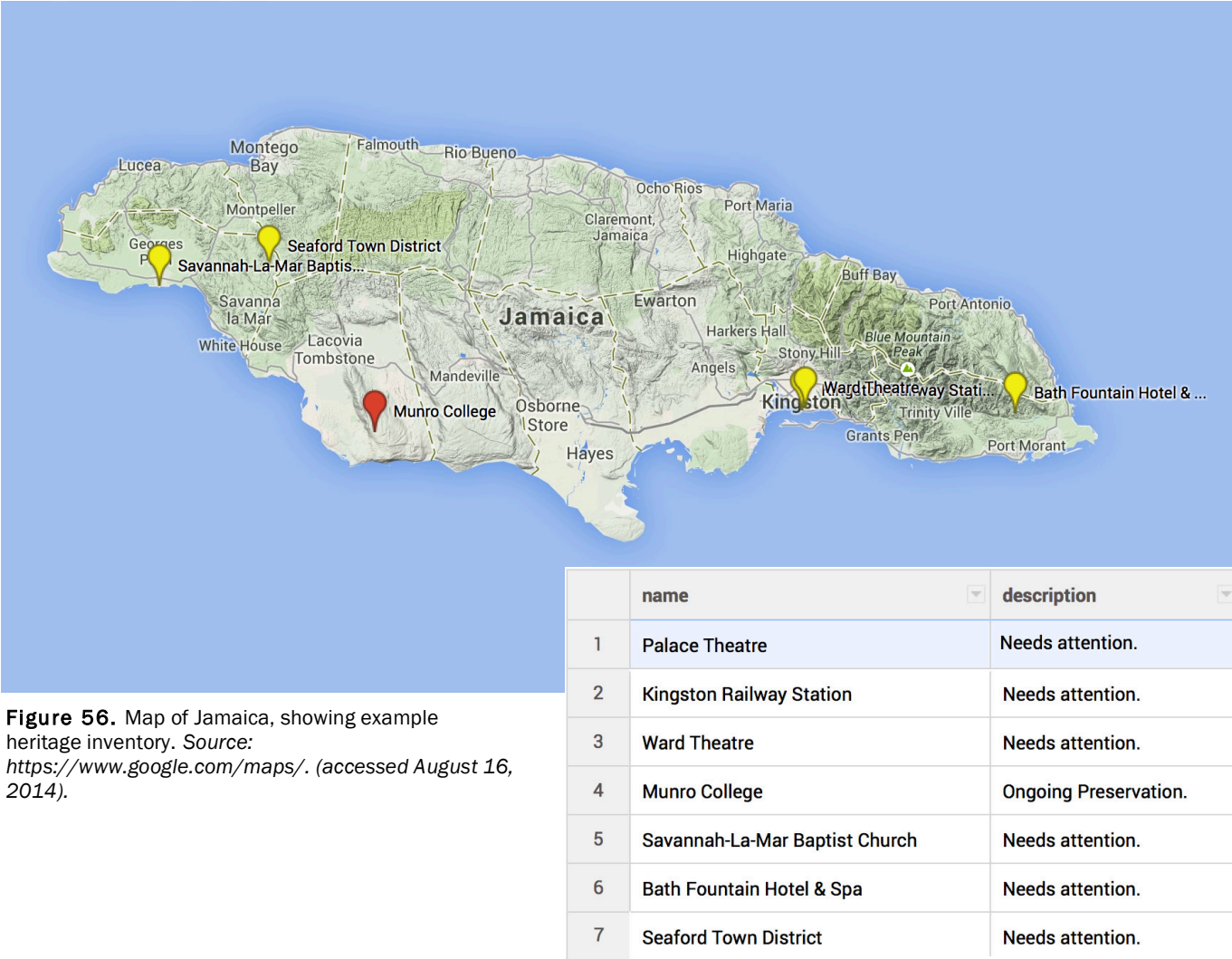


Figure 56. Map of Jamaica, showing example heritage inventory. Source: <https://www.google.com/maps/>. (accessed August 16, 2014).

Palace Theatre



Figure 57. Map of Palace Theatre, Kingston, Jamaica. Source: <https://www.google.com/maps/>. (accessed August 16, 2014).



Figure 58. Overgrown and ruined Palace Theatre. Source: <http://skabook.com/foundationska/wp-content/uploads/2013/09/Jamaica-2013-972.jpg> (accessed August 16, 2014).

1. Location	Kingston, Jamaica,		
2. Qualification of Property	Date Unknown	Commercial	Historical Value
3. Types of Preservation Activity	No present activity. No rehabilitation. No restoration. In ruin.		
4. Narrative	A former outdoor theatre that was one of the main attractions for music, movies and cultural activities in Kingston. Most legendary singers and performers had their debut at this theatre. It is in complete ruin and is overgrown with vegetation.		
5. Tourism Potential	A point of interest and of educational value because it was such an important place for the birth of early reggae music, ska, and it was the place where so many careers of famous Jamaicans were started.		

Kingston Railway Station

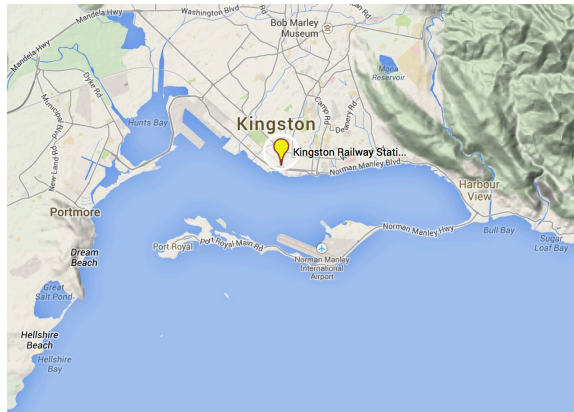


Figure 59. Map of Kingston Railway Station, Jamaica. Source: <https://www.google.com/maps/>. (accessed August 16, 2014).



Figure 60. Kingston Railway Station. Source: <http://www.bwiphilately.com/jamrwy/i/King2000.jpg> (accessed August 16, 2014).

1. Location	Kingston, Jamaica, 17°58'03.9"N 76°47'53.2"W		
2. Qualification of Property	1845	Commercial	Historical Value
3. Types of Preservation Activity	No present activity. No rehabilitation. No restoration.		
4. Narrative	A former railway station which eventually connected the key parts of Jamaica from west to east and north to south.		
5. Tourism Potential	A point of interest and of educational value because it was the first railway station and it was such an important part of Jamaican development as it later connected the west to the east and the north to the south.		

Ward Theatre



Figure 61. Map of Ward Theatre, Kingston, Jamaica. Source: <https://www.google.com/maps/>. (accessed August 16, 2014).

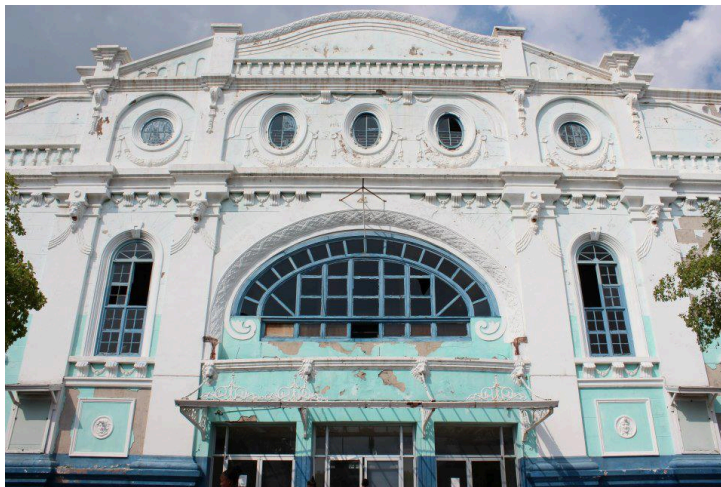


Figure 62. Front façade of Ward Theatre. Source: http://www.yardedge.net/wp-content/uploads/2013/05/577787_368076783307035_563807671_n.jpg (accessed August 16, 2014).

1. Location	Kingston, Jamaica, 17° 58' 20.5" N 76° 47' 32.4" W		
2. Qualification of Property	1912	Commercial	Historical Value
3. Types of Preservation Activity	No present activity. No rehabilitation. No restoration. Falling into decay and neglect.		
4. Narrative	Built as a showcase to Jamaican culture. Supposedly a national landmark. The Ward Theatre Foundation has not had appropriate support to realize renovations for nearly a decade.		
5. Tourism Potential	A point of interest and of educational value because it was the center of Jamaican cultural theatrical activities since its opening. It was also the launching point for both Jamaican political parties when they were initiated.		

Munro College



Figure 63. Map of Munro College, St. Elizabeth, Jamaica. Source: <https://www.google.com/maps/>. (accessed August 16, 2014).



Figure 64. The Coke Farquharson Dining Room and Chapel at Munro College. Source: <http://www.jamaicaobserver.com/assets/9818226/Munro-campus.jpg> (accessed August 16, 2014).

1. Location	Malvern (St. Elizabeth), Jamaica, 17° 55'30.4"N 77° 41'11.6"W		
2. Qualification of Property	1856+	School, Chapel	Historical Value
3. Types of Preservation Activity	Maintained and preserved by the school and donations from past graduates.		
4. Narrative	Founded in 1856 as the Potsdam School, a free school for poor boys, Munro College became a boarding school for boys during WWI. Three of the school's buildings are designated as National Heritage Sites: Coke Farquharson Dining Room (1925), The Chapel (1912), and the Pearman Calder Building.		
5. Tourism Potential	A point of interest and of educational value because it was a very early educational institution on-island and the buildings have not been changed.		

Savannah-La-Mar Baptist Church

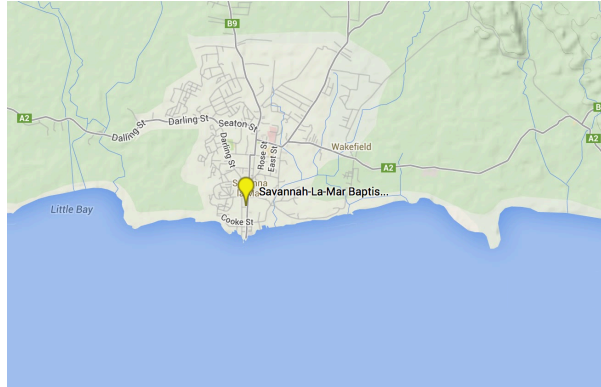


Figure 65. Map of Savannah-La-Mar Baptist Church, Westmoreland, Jamaica. Source: <https://www.google.com/maps/>. (accessed August 16, 2014).



Figure 66. Unattended, damaged Baptist Church. Source: <http://jamaica-gleaner.com/gleaner/20101003/lead/images/SavBaptist20100929DL.jpg> (accessed August 16, 2014).

1. Location	Savannah-La-Mar (Westmoreland), Jamaica, 18°12'49.0"N 78°08'02.8"W		
2. Qualification of Property	1840	Church	Historical Value
3. Types of Preservation Activity	Destroyed in 2010 and no attempt to repair the church has been made.		
4. Narrative	Originally built in 1835, but destroyed by a fire in 1839 and rebuilt in 1840. It was damaged in 2010 during a storm and has not been attended to since.		
5. Tourism Potential	A point of interest and of educational value because it was a very early church in the town of Savannah-La-Mar.		

Bath Fountain Hotel & Spa



Figure 67. Map of the Bath Fountain Hotel & Spa, St. Thomas, Jamaica. Source: <https://www.google.com/maps/>. (accessed August 16, 2014).



Figure 68. Hotel at the Bath. Source: http://www.jamaicaobserver.com/assets/5211481/Bath-Fountain-3_w304.jpg (accessed August 16, 2014).

1. Location	Bath (St. Thomas), Jamaica, 17°57'41.1"N 76°21'20.3"W		
2. Qualification of Property	1747	Commercial	Historical Value
3. Types of Preservation Activity	Falling into disrepair for lack of support and funding.		
4. Narrative	It is the oldest building in the St. Thomas parish. Originally an infirmary for the mineral baths, it was turned into a hotel and spa.		
5. Tourism Potential	A point of interest and of educational value because it is connected to a therapeutic mineral spring which was discovered by a runaway slave in the 1690s. The water healed him and it was utilized as a healing spring and attraction in the early days of tourism.		

Seaford Town District

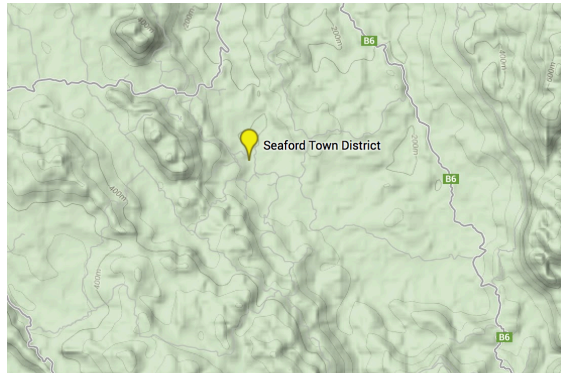


Figure 69. Map of Seaford Town District, Westmoreland, Jamaica. Source: <https://www.google.com/maps/>. (accessed August 16, 2014).



Figure 70. Several historic buildings are spread out in this part of the District. Source: <http://insidejourneys.com/wp-content/uploads/2011/07/Seaford-Town-welcome.png> (accessed August 16, 2014).

1. Location	Seaford Town (Westmoreland), Jamaica, 18° 15' 06.0"N 77° 54' 25.8"W		
2. Qualification of Property	1835	District	Historical Value
3. Types of Preservation Activity	Falling into decline for lack of funding and activities.		
4. Narrative	An established German settlement in Jamaica, created by Lord Seaford, owner of plantations and estates in St. James parish, as a way to bring Germans to Jamaica under false pretense. The immigrants were turned into indentured laborers and took root in Seaford Town, bringing their own architectural style from Germany to mix with local styles and materials. The church was built in 1850, rebuilt in 1912 and is a National Heritage Site.		
5. Tourism Potential	A point of interest and of educational value because it is one of only a few German settlements in Jamaica and remains the largest German community still linked to their cultural heritage on-island.		

GLOSSARY

ACS – Association of Caribbean States
CARICOM- Caribbean Community
CAST- Caribbean Alliance for Sustainable Tourism
CHTA- Caribbean Hotel and Tourism Association
CTA – Caribbean Tourism Association
CTO- Caribbean Tourism Organization
IMF- International Monetary Fund
IOJ- Institute of Jamaica
JHTA - Jamaica Hotel and Tourist Association
JIS – Jamaica Information Service
JNHT- Jamaica National Heritage Trust
JTB – Jamaica Tourism Board
JTI - Jamaica Trade and Invest
NHCS- Nevis Historical and Conservation Society
NIA- Nevis Island Administration
NPS- National Park Service
OAS- Organization of American States
OECS- Organization of Eastern Caribbean States
TPDCo. – Tourism Product Development Company
UNWTO- United Nations World Tourism Organization
VISHPO- Virgin Islands State Historic Preservation Office
WHF – World Heritage Fund
WTTC – World Travel and Tourism Council

Heritage Tourism – The National Trust defines ‘heritage tourism’ as “traveling to experience the places and activities that authentically represent the stories and people of the past and present. It includes historic, cultural and natural resources.”⁷⁷

Stakeholders – An individual or organization that has vested interest in an organization or movement. Stakeholders can affect or be affected by actions, objective and policies taken by the organization.⁷⁸

⁷⁷ "Heritage Tourism," National Trust for Historic Preservation, accessed August 20, 2014, <http://www.preservationnation.org/information-center/economics-of-revitalization/heritage-tourism/>.

⁷⁸ "What is a stakeholder? definition and meaning," BusinessDictionary.com, accessed August 20, 2014, <http://www.businessdictionary.com/definition/stakeholder.html>.

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