Future Tourism Developments in Haiti
Jacmel, Haiti, a case study

Submitted to the University of Arizona in partial fulfillment of the requirements for the Degree of Master of Science.

By

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Introduction.

Tourism is the main industry in most of the Caribbean islands. It is a part of the world renowned for sand beaches, tropical and unique landscapes, and the expression of the diverse cultures through art and handicrafts. In the Caribbean, along with other regions like the Mediterranean and the Pacific Islands, tourism accounts for a major part of each nation’s GNP 1. Places like the Dominican Republic, Jamaica, the Virgin Islands and the Bahamas are setting the pace. Each year, millions of tourists explore these islands. Other countries like Haiti, which shares the island of Hispaniola with the Dominican Republic in the heart of the Greater Antilles, are not enjoying the same high levels of tourism.

Despite the increase of tourism in the region, Haiti is one of the few Caribbean countries where the tourism industry represents less than 5% of the GNP 2. The number of tourists has declined consistently since the 1970s. In 1980, 120,000 to 150,000 tourists visited the country. Since 1990, an average of only 70,000 visitors has been reported. This recession has been mainly due to political instability and a struggling economy. At the same time, the Dominican Republic, the Bahamas, Jamaica and Cuba were receiving respectively 1.9 million, 1 million, 1.5 million and 600,000 tourists a year3.

In Haiti, tourism activities are concentrated around three main destinations: Port-au-Prince (central) for the business tourists; Cap-Haitien (north) for excursionists from cruise ships and leisure tourists; and Côte-des-Arcadins (northwest) essentially for leisure tourists. One third of the visitors are usually Americans; 35 to 40% are Haitians living abroad; and the remaining are from the Dominican Republic or West European countries. The continuous decline in tourist arrivals resulted in serious deficits in tourism-related businesses, low-quality facilities and unreliable infrastructure. However, two areas have

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1 Ionnides, 1993
2 Secrétairerie D’Etat au Tourisme (SET), 1996
3 Secrétairerie D’Etat au Tourisme, 1996
managed to maintain an acceptable standard: Cap-Haitien, famous cruise ship destination, and, Côte des Arcadins, renowned for its white sand beaches.

Recently, in 1996, the Haitian government decided to restructure its tourism industry. The Department of Tourism (SET) produced a nationwide master plan for tourism. The plan developed long and short-term goals while looking at tourism at the international, national and regional levels. After a complete inventory of the tourism resources, the concept of tourist zones was introduced. Four priority zones were designated as suitable for future developments or finer tourism products: Fort-Liberté, Saint-Marc, Aquin and Jacmel (Map 1). All these locations presently receive tourists annually. However, most of the tourists are nationals, except for Saint-Marc which has the structure and capacity of receiving international tourists year-round. These sites are designated priorities because their beaches make them marketable as international ocean-based tourism locations. Complete strategies have not yet been developed to bring these places to higher tourism productivity. Proposals are in place to double or, in some cases, triple their actual capacity by the year 2004. Diversified tourism is suggested only for the region of Jacmel. The interests in the three other regions are essentially ocean-based.

The plan also considers Port-au-Prince as the center of tourism as it is usually the first port of entry of all tourists traveling by plane. From Port-au-Prince, connections are made to other destinations. The island of La Gônoise, facing the bay of Port-au-Prince, is designated as a future marine biology research center, a specific type of tourism interest.

This study concentrates on Jacmel, one the priority zones. The city is the capital of the Department of Sud-Est, located 180 km southwest of Port-au-Prince. Along with other localities on the southeast coast, Jacmel has the amenities to support a combination of cultural and ocean-based tourism. The city itself is a center of historic heritage and unique architecture that is unique in Haiti. It was once, in the 1800s, a strategic seaport for trade between Haiti and Central America. The diverse weather and topography makes it appealing for a variety of activities. As a cultural center, Jacmel offers native art, local and authentic handicrafts, and famous carnival parades.

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4 Secrétairerie D'Etat au Tourisme, 1996
According to the SET plan, the Jacmel region will need to provide 2000 hotel rooms in addition to handling the arrival of cruise ships. This large influx of tourists is anticipated because Jacmel offers unique history and culture of Haiti. This increase in tourism requires improvements in the infrastructure including roads and airports. Historic preservation is also recognized as a priority.

Following is a discussion on tourism and the challenges faced by developing countries. Case studies on successful and failed tourism experiences in the Caribbean and the Mediterranean help us to understand the need for tourism planning. The second part of the document is a critical analysis of the SET/Government approach in the case of Jacmel, based on the literature review and related case studies. Finally, recommendations are made for the sound integration of tourism in the community of Jacmel. Cultural and nature-based tourism will depend on the characteristics of the region, its economic possibilities, and successful examples from other tropical islands. Different scenarios will be attempted considering impacts on the community, the environment and the economy. They are presented as conceptual applications.

The report presents the existing and potential tourism resources and determines the level of tourism that the region should be able to achieve in each scenario. It is anticipated that the proposed principles can be applied to other locations in Haiti or to similar tropical and/or Caribbean destinations.
Développement Touristique en Haïti

MAP 1 – Tourism Priority Zones
Source: AIT-SET, 1997
Chapter I.-
Discussion on Tourism

Evolution of Tourism

Following World War II, tourism became a major socio-economic activity with changes in the economy in the world. With increasing expendable incomes, people had greater travel opportunities. Other factors contributed to the development of tourism such as higher education, greater awareness of other areas, and improvements in transportation. With the introduction of the commercial jet, it became possible to carry large numbers of people over long distances in a much shorter time, enhancing travel opportunities for the working classes.

Growth in tourist arrivals and receipts has been significant since this time. From 25 million in 1950, international tourist arrivals reached 69 million in 1960, 160 million in 1970 to 405 million in 1989. Sixty percent of these arrivals were for leisure tourism, 30% for business and 10% for activities related to family, study and other activities. The highest tourist arrivals were found in Europe with 62%, followed by the Americas and East Asian/Pacific with respectively 20% and 11%. East Asian/Pacific was identified as the fastest growing tourist destination in 1989.

The economic benefits for tourist destinations are very high. A total revenue of $209 billion was reported by the World Tourism Organization (WTO) in 1989 (not including air fares), and $423 billion in 1996. Forecasts by the WTO indicate that tourism receipts will top $700 billion by the year 2000. Tourism also generates millions of jobs. For most small island nations and territories tourism represents the major source of income, particularly when agriculture and other industries become less productive. Today, Caribbean tourism is among the fastest growing areas. It is a well known as a cruise ship multi-destinations for tourists where they can experience different cultures.

5 World Tourism Organization (WTO), 1988
6 WTO, 1998
and environments. Many territories and countries in the area shifted their economy from agricultural or oil-based to a tourism-oriented economy due to crises and depressions in previous economic bases. Trinidad and Tobago changed from oil to tourism; Saint-Lucia and Jamaica from agriculture and mining to tourism. The case of Cuba is unique. The country has recently attempted to turn to tourism after suffering from economic isolation under Castro’s communist regime. What is important is that the growing tourism industry of the Caribbean basin survived all the natural disasters and economic depressions.

“Even with hurricanes and a series of recessions, Caribbean tourism continues to grow at a very fast rate”.

Tourist arrivals in the Caribbean were estimated at 14.7 million and tourist receipts amounted to over $13,292,000,000 US in 1996. The Caribbean economy, highly dependent on tourism, has been able to adjust to changing tourism demands. Besides increasing in number of visits, tourist demands are also undergoing changes in the products, the interests and types.

The faces of tourism are changing

The new trends in tourism today suggest that tourists are becoming more experienced and developing particular interests. Travel styles are changing from the long holiday vacation to shorter trips. Categories of tourists are more distinct. The fragmentation of tourist markets is a response to changes in tourist interests. Special interest products are also being developed with markets analyzed to satisfy special interest groups. Alternative tourism includes: eco-tourism such as village, rural, and nature tourism; adventure tourism; cultural tourism; and professional tourism for seminars, conferences, and business meetings. The resulting tourist products include various forms of cultural, historic and nature heritage tourism sites; water and theme parks; unusual types of accommodations; special interests and new resort destinations. In turn, many countries are modifying their products to respond to a growing demand for

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7 Patullo, 1996
8 Patullo, 1996 pp 7
9 World Tourism Organization, 1997
alternative forms of tourism. The options in some cases can successfully co-exist with both traditional and conventional forms of tourism. Tourists expect good value for their money at every level of travel. Tourists are easily discouraged from returning to places known for environmental problems such as air, water and noise pollution; congestion, poorly designed buildings and unattractive views. Due to the negative impact of tourism on the environment and communities, sustainable and alternative approaches to tourism are becoming more popular. The purpose is to find a new balance between the environment, the local culture and the new tourist products.

**Lessons learned from Tourism**

The expansion of tourism has been damaging to many destination areas over the past decades. Negative social and environmental impacts are very significant in areas where tourism occurred without planning or limited planning. This is particularly important, in places where development happened to only satisfy tourist demand with little or no social and environmental considerations. Regions like the Mediterranean and the Caribbean encouraged mass tourism without planning for it. Barry, Wood and Preusch describe the situation in the Caribbean as a trap for residents since their economic well being depends on tourism.

“Tourism has become a trap for the Caribbean people. It has deepened the economic dependency of the region, chiefly on the United States, and has caused deep psychological and cultural damage..... Tourism has grown to become the largest single industry in the Caribbean. But it is an industry out of control, where the costs often outweigh the benefits and where the benefits often go to foreign firms. Being somebody else’s playground has meant that the Caribbean’s fishermen have become beach boys, its farmers have turned to waiters, and TNC hotels are defining the local culture.”

Today awareness of potential social and environmental impacts is facilitated by actions taken by green groups and other significant social protest groups to the effects of tourism.

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10 Inskeep, 1991
11 Inskeep, 1991
12 Barry, Wood, & Preusch, 1984, pp. 77-78
For areas where tourism is the major source of income, it is difficult to implement sustainable planning strategies after major tourism has happened. Profits and benefits are usually reduced with the application of the regulations. Pressure by politicians, businessmen, and other interest groups often cause well intentioned governments or decision-makers to compromise their environments and cultures in providing major tourism destinations for economic development.

Among the social problems spawned from tourism are: frustration caused by exclusive resorts within a community; invasion and negative influence on the local life; increase of the cost of living in a destination area; in-migration and proliferation of marginal settlements; and, decline in authenticity of local culture. The most common environmental consequences are pollution (air, water and noise); depletion of natural resources (flora and fauna); and destruction of beautiful views and landscape with the expansion of roads and buildings to accommodate tourism.

While governments play the most important role in the planning decisions, the choice of the best approach and strategies to adopt is not an easy task. Meanwhile, people continue to present their concerns hoping that they will make a difference. Planners, projecting into the future, are in the best position to access the impacts of tourism, choose among alternatives, and strategically plan the necessary infrastructure that will enhance tourism potential while minimizing the negative impacts.

The following case studies analyze the negative impacts of tourism in the Caribbean and the Pacific Ocean. They also clearly demonstrate the different ways that the lack of planning can significantly impact the development of tourism.
Cases studies

Saint-Lucia: Social Protest

Tourism in rural areas often disturbs the lifestyle of these communities. Saint-Lucia's oldest town, Soufrière, experienced changes with the construction of an exclusive tourist resort in the area. Locals protested the creation of barriers between the community and tourists. Villagers saw their privileges taken away. The freedom to use the new facilities and even the beaches was restricted. In essence, Saint-Lucia became "a ritzy ghetto for white tourists". The area is one of the most precious of the island. The cultural heritage and the natural amenities are a perfect blend. Foreign investors are attracted by the natural beauty and the unique character of the region. Residents, however, are restricted from using their own environment and access their cultural heritage.

Soufrière is the oldest town on the island of Saint-Lucia. It is suffering from a high unemployment rate and poverty. The cultural heritage of the area is bound to the natural beauty of the Pitons, two great volcanic cones and the national symbol of the country. While Saint-Lucians are very proud of the area and very protective of their culture, the construction of the new resort brought hope of employment back into the community. Some locals supported the project not knowing the details of implementation.

The resort of Jalousie Plantation, an all-inclusive tourist development, is located in the valley between the Pitons. The tourist area includes over 320 acres and has 115 cottages and suites, four restaurants, a ballroom, the Lord's Great Room furnished with Tennant's antiques, tennis courts, a helicopter pad, a hydrophonic fir farm growing non-traditional crops, and tight, high-tech security. The new resort brought about 400 jobs to the community as well as controversy.

Green groups protested the disturbance of the natural amenities. Locals opposed the exclusive character of Jalousie, but relied on employment. Unfortunately, Saint-Lucians were not welcome on the premises. Tourists are specifically asked to avoid interaction with locals. Finally, despite environmental warning reports and the

13 Patullo, 1996, pp. 2-6
controversy, the Government authorized the implementation of Jalousie Plantation Resort and Spa.

Local protest was articulated in a calypso (Table 1). Following is an excerpt of the lyrics. It touches on interactions between tourists and locals, and the exclusivity and environmental degradation of the resort. Saint-Lucians expressed in a very simple way the negative consequences of tourism on their community.

Table 1  

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<tr>
<td>“All-inclusive tax elusives</td>
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<tr>
<td>And truth is</td>
</tr>
<tr>
<td>They’re sucking up we juices</td>
</tr>
<tr>
<td>Buying up every strip of beach</td>
</tr>
<tr>
<td>Every treasured spot they reach.</td>
</tr>
<tr>
<td>Some put on Sandals</td>
</tr>
<tr>
<td>Exclusive vandals</td>
</tr>
<tr>
<td>It’s a scandal.</td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td>The way they operate</td>
</tr>
<tr>
<td>Building brick walls and barricades</td>
</tr>
<tr>
<td>Like a state within a state</td>
</tr>
<tr>
<td>For Lucians to enter</td>
</tr>
<tr>
<td>For lunch or dinner</td>
</tr>
<tr>
<td>We need reservations, passport and visa</td>
</tr>
<tr>
<td>And if you sell near the hotel</td>
</tr>
<tr>
<td>I wish you well</td>
</tr>
<tr>
<td>They will yell and kick you out to hell</td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td>Chorus:</td>
</tr>
<tr>
<td>Like an alien</td>
</tr>
<tr>
<td>In we own land</td>
</tr>
<tr>
<td>I feel like a stranger</td>
</tr>
<tr>
<td>And I sensing danger</td>
</tr>
<tr>
<td>We can’t sell out whole country</td>
</tr>
<tr>
<td>To please the foreign lobby</td>
</tr>
<tr>
<td>What’s the point of progress</td>
</tr>
<tr>
<td>Is it really success</td>
</tr>
<tr>
<td>If we gain ten billion</td>
</tr>
<tr>
<td>But lose the land we live on?”</td>
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Source: Polly Patullo, 1991, pp. 81-82

The social tension extended beyond the boundaries of Soufrière. Locals knew that they weren’t welcome by the tourists. Thus, tourism degraded the local quality of life for residents. Public awareness of the negative impacts of tourism is often underestimated.
People remember what they had. They get angry when others take away their rights and privileges. The problem is further enhanced by the development of tourist enclaves.

The concept and design of Plantation suggests that limited interaction is desirable in tourism development. The government approved this form of tourism development in order to capture economic benefits while not considering the social and cultural impacts. Saint-Lucians are now aliens in their own country. Thus it is important to recognize and plan so that many of the social and cultural negatives can be reduced or mitigated.
Green crime in the Caribbean

Beautiful sand beaches, green rain forests, majestic water falls, and native wildlife are amenities that are being spoiled, wasted and depleted more often than we are made aware of in the Caribbean. Being the primary source of income for many Caribbean countries, tourism has allowed governments to bend the rules applied to the protection of the environment and cultural heritage. Beach developments and inland resorts continue to multiply. Environmental problems range from erosion of beaches; the breakdown of coral reefs; marine and coastal pollution; the dumping of waste from cruise-ships; the non-treatment of sewage; sand-mining; and the destruction of wetlands and salt ponds. Ultimately, environmental degradation results in the decrease in tourist arrivals and the destruction of the local way of life\textsuperscript{14}. Governments have the power to prevent the depletion of natural resources; but unfortunately they are often the worst regional environmental offenders even in the most liberal democracies\textsuperscript{15}.

Excessive resort developments are eating away coastal land. The construction of groynes and piers are disturbing the natural movement of the waves and therefore causing beach erosion. Opening more areas to cruise ships and private boats intensifies the damages.

Cruise ships also causes environmental damage by dumping of oil and garbage in the ocean. This phenomenon is growing as the Caribbean receives daily an increasing number of ships. While cruise ships are not the only ships passing through the area, precautions must be taken by the tourism industry to eliminate all sources of pollution. The Marpol Convention\textsuperscript{16} is an international treaty on pollution by ships. To date it as not been ratified by all Caribbean countries which is necessary for its enforcement in the area.

Pollution from tourism is not limited to the ocean. Inland, often waste disposal facilities are limited or simply absent. The accumulation of garbage on open sites is increasing health and environmental hazards. When adequate inland facilities are missing,

\textsuperscript{14} Butler tourism-cycle model, Patullo, 1996, pp. 106
\textsuperscript{15} de Albuquerque, 1992
hotels dump their waste into the ocean. Both tourists and locals are exposed to the danger that such dumping possess. Most countries of the region face these challenges including St Maarteen, Antigua and Barbuda. Increasingly tourists leave these destinations due to the insalubrious conditions brought on by unplanned tourism.

Ecotourism also contributes to environmental degradation. Dominica became a well-known ecotourism destination in the 1980s. Starting with low-scale tourism, the country was forced to adopt a more aggressive approach when the banana industry started to collapse. It was advertised as the “Nature Island of the Caribbean”, offering rare indigenous fauna and flora to the nature-loving and adventure-seeking tourists. The increase in tourist arrivals created environmental pressure from congestion. For ecotourism to be successful, there has to be management of the environment to minimize its impacts by controlling access to unique and fragile sites and limiting the use of sites.

Unfortunately, ecotourism has grown as have other forms of tourism including cruise ships. Managing institutions are faced with the challenging task of taking the pressure off popular and accessible sites; modifying the existing products to satisfy as many as possible; increasing the benefits to local villages; and, finally reducing social tension including the problem of tourists harassed by desperate local vendors. Environmental problems are the inevitable results of tourism. Planning ahead can minimize their impact. Sustainable approaches look at the carrying capacity of the destinations. Matching the actual tourist numbers to the carrying capacity is the challenge. As public awareness is increasing, many countries are fighting to find the balance between the protection of the environment and a productive tourism industry. It is often a fine line.

\[16\text{ The Marpol Convention prohibits the dumping of food waste and sewage in coastal waters and of plastics anywhere at sea}\]
**Fiji: Impact of Political Instability on Tourism**

Political unrest and bad press destroys the reputation of tourist destinations. Fiji, a popular and prosperous tourist destination that suffered the consequences of two military coups is a good example of the negative impact of political instability.

The first coup in Fiji occurred in May 1987. The tourism industry was prepared to accommodate the drop in tourist arrivals until the situation stabilized. The second coup took place the following September. This second coup forced Fiji to face more permanent drops in tourism levels. The future of the tourism industry depended on how well the tourist office was able to develop recovery strategies. The bad press on Fiji coupled with the willingness of other destinations taking advantage of Fiji’s failure, greatly hindered its international reputation. The tourist office engaged in an aggressive marketing campaign to restore identity and reassure confidence in its potential visitors. The fall in tourist arrivals was so severe that it caused the industry to collapse financially. Quick fixes such as cheap deal packages were not enough to revive the economy. In turn this downturn caused a slowdown in the construction of new attractions and the maintenance of existing facilities. Due to the shortage of tourist receipts, projects were abandoned and property owners forced to hope for better days. The fragility of Fiji’s situation attracted foreign investors to take over projects. By financing themselves, foreign investors redefined a market that primarily benefited them with little regard for local residents.

**Conclusion**

As these case studies and examples clearly demonstrate, tourism is a very fragile and perishable industry. It is linked to other factors which, when not in equilibrium, can jeopardize its chances of success. This fine balance is easily upset by degradation of the environment, political instability and disregard for the social and cultural setting.
The Need for Tourism Planning

Tourism planning is not limited to the promotion and marketing of travel destinations. Examples have shown that tourism also depends on other factors, such as environmental protection, local involvement and support, to succeed. Governments have the responsibility to prevent the negative impacts of the industry on communities and their environment. Planning can make a difference in handling the pressure created by tourism so that both visitors and locals benefit. Tourism planning involves different sectors of local governments; international institutions and interests; and local residents. With planning, the purpose of tourism is not only to improve the destination’s economy but to do so with minimal and or no disturbance to the environmental and cultural setting.

It takes the collaboration of sectors and institutions that normally have different goals and objectives to define the best tourism policies for a given area.

"Places have different geographic positions, geographic setting, development patterns, histories, traditions, and societies. Planners have the obligation to discover the special qualities that make them different and to plan for the development of these special features that will appeal to markets”17.

Gunn talks about the different sectors involved in tourism planning: the business sector, the non-profit sector and the government sector. These sectors offer different tourism products with the common goal of satisfying the tourist. Planning is necessary at any level of tourism to prevent social conflicts, environmental disruption and economic deficits. The results of poor planning are often underestimated. Attempts to solve problems are unsuccessful if environmental degradation or resident alienation has already occurred.

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17 Gunn, 1994 pp 6
The typical evolution of unplanned tourism tropical beach resorts is shown in the following table (Table 2).

**Table 2** Stages of Tourism Development

<table>
<thead>
<tr>
<th>Stage Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Some local settlement</td>
</tr>
<tr>
<td>2. First tourism</td>
</tr>
<tr>
<td>3. First hotel</td>
</tr>
<tr>
<td>4. More hotels</td>
</tr>
<tr>
<td>5. More lodging</td>
</tr>
<tr>
<td>6. More hotels</td>
</tr>
<tr>
<td>7. Resort government fails</td>
</tr>
<tr>
<td>8. Serious pollution</td>
</tr>
</tbody>
</table>

- no significant tourism
- second home strip development
- high budget visitors; more jobs
- strip intensified; houses displaced
- cultural disruptions; beach congestion/pollution
- flood and erosion damage; tourism dominates
- urbanized resort
- lateral spread; fully urbanized

Source: Gunn, 1994 pp 3

Unfortunately, this description fits most tropical tourist developments. The Caribbean, the Pacific Ocean and the Mediterranean have several examples of unplanned tourism. Popular places in Mexico, for example, are suffering from unplanned growth as a result of rapid tourism developments. Destinations such as Puerto-Vallarta and Mazatlan\(^\text{18}\), on the western coast of Mexico, are inundated by tourists throughout the year. The culture is greatly influenced by the constant presence of the tourist. Tourism dominates and local life is disrupted by the invasion of tourists, not only in the beach area but also in the remote rural areas. Low-income residents settle around the tourist areas, attracted by jobs and other opportunities such as selling handicrafts or typical Mexican street snacks.

With the influx of tourists and residents there is an increasing number of developments. Population growth also puts pressure on the infrastructure. Local governments often face pollution and erosion problems. In particular in Puerto Vallarta,

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\(^{18}\) Matter and Frederickson, 1997
the beach is polluted by the hotels. Sewage is directly evacuated into the ocean. This, in turn, created soil erosion which has reduced the attraction of one of Puerto Vallarta's natural amenities, the Rio Cuale. The estuary brings nothing but muddy water to the ocean.

Rapid growth also forces municipalities to develop strategies for new accommodations. The most common one is to build a new beach hotel strip when the old town has been saturated (e.g. Nuevo Vallarta in the case of Puerto Vallarta). The number of remote location vacation homes is also increasing, creating unwanted densities (e.g. Las Caletas only accessible by boat).

What makes these case studies relevant to the other Caribbean nations is that they have combined the cultural and the natural attraction products. Due to the lack of planning, in these tourist destinations, the beaches are now overwhelmed and the cultural attractions are increasingly insignificant. It is clear that tourism depends on quality planning to be a success in all areas. Several authors have talked about the tourism system and its components which are important to understanding the mechanism of tourism before planning for it. Mill and Morisson identify the four major parts of the tourism system as being: 1) the market (tourists); 2) travel (transportation); 3) destination (attractions, facilities, and services); and 4) marketing (information and promotion)\(^{19}\). Gunn specifies the functioning of the system: natural resources, cultural resources, entrepreneurship, finance, labor, competition, community, government policies, organization/leadership\(^{20}\). Overall, it is important for governments and other sectors involved in tourism to consider areas such as research, planning, training and information systems in estimating their budget for tourism. Billions of dollars are annually spent in advertising and promotion only, leaving other issues under financed. It is equally important to invest in the protection of natural and cultural resources.

\(^{19}\) Mill and Morisson, 1985
\(^{20}\) Gunn, 1994
Tourism in Haiti

Following is a brief description of the evolution of tourism in Haiti. This tropical tourist destination faces the difficulties of most developing countries. Tourism is an achievable means of improving their economy. However, the costs associated with tourism are too often born by the local population and the natural environment.

SET, Haiti's Department of Tourism, was founded in 1949. The international exposition and bicentennial celebration took place the same year. High-income tourists visited the country on a regular basis (actors, writers, other celebrities as well as the affluent). Between 1955 and 1965, Haiti became a popular tourist destination. It was well known for its luxury hotels and local architecture (gingerbread houses). In 1975, the beach hotels of Côte-des-Arcadins opened. Club Med followed in 1980. After 1983, however, tourist arrivals declined due to political instability and media coverage stressing political, health and economic problems of Haiti (Table 3).

Table 3  
Tourist Arrivals in Haiti (1979 – 1993)

<table>
<thead>
<tr>
<th>Year</th>
<th>Total Arrivals</th>
</tr>
</thead>
<tbody>
<tr>
<td>1979</td>
<td>331800</td>
</tr>
<tr>
<td>1980</td>
<td>259700</td>
</tr>
<tr>
<td>1981</td>
<td>247400</td>
</tr>
<tr>
<td>1985</td>
<td>229700</td>
</tr>
<tr>
<td>1986</td>
<td>181700</td>
</tr>
<tr>
<td>1989</td>
<td>341200</td>
</tr>
<tr>
<td>1991</td>
<td>239200</td>
</tr>
<tr>
<td>1993</td>
<td>76700</td>
</tr>
</tbody>
</table>

Source: SET, 1995

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20 Gunn, 1994
“Tourism in Haiti has been virtually non-existent since the mid-1980s. First came the rumor that Aids originated from Haiti; then the fall of the Duvalier dictatorship in 1986, a long period of unrest, the election of President Jean-Bertrand Aristide in 1990, the military coup which forced him to exile and subsequent economic sanctions. Those events proved more unattractive to tourists than had the years of the Duvalier’ violent Tonton Macoute excesses. Tourists visited the country in sheltered enclaves far from the ugly repression in the slums. The squalor has been too depressing for the tourists... Hotels were forced to close their doors (less than 5% occupancy rate). Art and craft vendors went out of business” 21.

With the 1995 political changes, hopes for the reinstitution of tourism emerged. The Tourism Department (SET) produced a nationwide tourism master plan in June 1995 (Map 2). The plan was developed in conjunction with other documents on historic preservation and agricultural development. At the end of 1995, SET organized a colloquium for professionals in the tourism industry. Representatives of other Caribbean countries such as Cuba, Jamaica and the Dominican Republic and the associations of CARIMOS 22, HEART 23 and Caribbean Hotel Association presented their experienced views on specific aspects of tourism. Several workshops were held on economic development, authority of tourism, education and formation, and promotion for regional integration.

Following this colloquium, Haiti began to plan for tourism development. In its structure, SET considers the master plan team as a separate entity referred to as the Tourism Master Plan (PDT). Since 1997, PDT has been actively carrying out the recommendations and strategies of the comprehensive plan. Four interdependent divisions work on specific areas of the plan: land use and infrastructure; investments, statistics and economy; human resources and training; and, promotion dissemination 24.

The plan designated four priority zones: Cap-Haitien, Fort-Liberté, Saint-Marc (Côte-des-Arcadins) and Jacmel. Cap-Haitien, the second largest city in the country, recently experienced its first cruise ship arrival. Old town and remote historic monument

21 Patullo, 1996
23 HEART: Professional Education and Training in Jamaica
24 SET, 1996
tours were organized last December. The success experienced in Cap-Haitien encourages the promotion of further tourism development. For example, the beach hotels of Côte des Arcadins, in the proximity of Saint-Marc, are remodeling and expanding their facilities to accommodate the influx of more tourists.

PDT is planning the expansion of tourism as well as assisting in the promotion of tourist destinations for the four designated areas. Jacmel, while a very popular domestic tourist destination, has never experienced significant international arrivals. Planning for the integration of tourism in that region will require more effort than for the previously mentioned areas. The typical challenges faced by less developed countries (LDCs) are present in the former colonial town of Jacmel. The support of the local government and population is critical to the success of all tourism plans.

Inskeep discusses the challenges faced by new destinations and in particular in less developed countries. He argues that a new tourist destination, locality or region, will have to offer a better or a unique product in order to succeed in a very competitive market. It is important to emphasize the authenticity and uniqueness factors in planning and marketing, even within a relatively small market area.

Alternative forms of tourism or a diversified tourism approach can also be adopted. Poor areas relying on tourism as the main source of income may not be able to provide better infrastructure or facilities. In these situations, attracting special interest tourists is suggested since many of them do not require major infrastructure and hotel accommodations. Planning for special interest groups often requires specialized planners for particular activities. Planning is also necessary for good management of cultural attractions and events; historic sites; arts and handicrafts; and adventure tourism.

Chapter II, introduces the town of Jacmel, its urban form and amenities. It briefly gives an overview of existing tourism activities and facilities in the area.
MAP 2 – Haiti Tourism Master Plan 1995
Source: PNUD-SET, 1995
PART II.-

Jacmel – Area Description

The French officially founded Jacmel in 1698 (Table 4), when Haiti was still a French colony. However, the city was first a Spanish settlement established in the early 1500s called “Villanueva de Yaquimo” (Table 5). It rapidly became one of the most prosperous cities of the territory, representing 20% of the colony’s production. Indigo, coffee and cotton were the base of its agriculture. By the 19th century, the port was open to international trade and was receiving ships from Europe and the United States. Coffee remained its primary exportation. Jacmel’s decline started with the closing of the seaport in 1960. As a result of political strategies, all international activities were concentrated in Port-au-Prince. The coffee production has considerably decreased. Today, the economy depends primarily on agriculture, retail and industry¹. The city is known as the handicraft capital of Haiti and exportation of its crafts to the United States and parts of Europe contributes a small percent to the economy. In spite of political and economic neglect, Jacmel remains the largest city and center of economic and political activities in the south-east region. Smaller communities depend on Jacmel for medical assistance, education and access to public services. These villages are located within few miles of the center (Map 3).

¹ Benjamin-Jadotte, 1996
Table 4.- Jacmel founded by the French in 1698

Source: ISPAN, 1996

Table 5.- Spanish Settlements in 1520

Source: ISPAN, 1996
Demographics

In 1996, Jacmel had a population of 28,500 people of which 45% lived in the urban area and 55% in rural towns, villages or “lakou”. The labor force was estimated at 21,000 with only 20% employed. Only 6% of the labor force is engaged in agriculture or related activities. Industry and retail count respectively 16% to 78% of the labor force. Table 6 shows a high female unemployment rate. This is not too surprising in this more traditional culture.

Population projections show that by the year 2007, the city will grow by 10,000 (Table 7). City officials and planners expect tourism to stimulate population growth by creating new jobs. It is anticipated that population growth in Jacmel will ultimately help control overpopulation of Port-au-Prince and decentralize activities. Planners hope that job opportunities will attract new residents into the area.

Table 6. - Employment Profile of Jacmel

<table>
<thead>
<tr>
<th>Population employed (10 yrs and older)</th>
<th>Total</th>
<th>%</th>
<th>Males</th>
<th>%</th>
<th>Females</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employed</td>
<td>4,027</td>
<td>20</td>
<td>2,055</td>
<td>22</td>
<td>2,152</td>
<td>18</td>
</tr>
<tr>
<td>Unemployed</td>
<td>6,037</td>
<td>29</td>
<td>2,326</td>
<td>25</td>
<td>3,711</td>
<td>32</td>
</tr>
<tr>
<td>Retired</td>
<td>778</td>
<td>4</td>
<td>401</td>
<td>4</td>
<td>377</td>
<td>3</td>
</tr>
<tr>
<td>Student</td>
<td>7,089</td>
<td>34</td>
<td>3,352</td>
<td>36</td>
<td>3,737</td>
<td>32</td>
</tr>
<tr>
<td>Other</td>
<td>400</td>
<td>2</td>
<td>171</td>
<td>2</td>
<td>229</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td>21,035</td>
<td>9,357</td>
<td>11,678</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: Benjamin-Jadotte, 1996
Table 7.- Population Projections

<table>
<thead>
<tr>
<th>Year</th>
<th>1997</th>
<th>1999</th>
<th>2001</th>
<th>2003</th>
<th>2005</th>
<th>2007</th>
<th>2009</th>
<th>2011</th>
<th>2013</th>
<th>2015</th>
<th>2017</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>50000</td>
<td>55000</td>
<td>60000</td>
<td>65000</td>
<td>70000</td>
<td>75000</td>
<td>80000</td>
<td>85000</td>
<td>90000</td>
<td>95000</td>
<td>100000</td>
<td>105000</td>
<td>110000</td>
</tr>
</tbody>
</table>

Source: Plan Directeur, Jacmel 1997

Urban Form

The city is also expanding its boundaries. The core historic center is surrounded by neighborhoods defined by three major axes (Table 8). The urban fabric reflects mixed use in general, a combination of distinct activities within the same area. Housing types vary from the old prestigious colonial to the modern concrete block, and to marginal and squatter settlements (Table 9). The majority of high-income residents lives in the old town.

According to the city zoning ordinances, distinct areas have been delimited: historic preservation areas; mixed use and residential areas; land reserves and "non-aedificandi"² areas where construction is prohibited ³ (Table 11).

² Construction is prohibited in these areas
³ PNUD, 1997
Table 8.- Axes, Core and Expansion

Source: SET, 1997

Table 9.- Housing by Income

Source: Benjamin-Jadotte, 1996
Table 10.- Old Town

![Map of Old Town](image1)

Source: Cecilia Coraggio

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Table 11.- City Core Land Use

Based on the Proposed Land Use for Jacmel, PNUD, 1997

![Map of City Core Land Use](image2)

<table>
<thead>
<tr>
<th>Code</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lb</td>
<td>Recreation Area</td>
</tr>
<tr>
<td>Mx</td>
<td>Mixed Use</td>
</tr>
<tr>
<td>Pb</td>
<td>Public</td>
</tr>
<tr>
<td>Rc</td>
<td>Residential</td>
</tr>
<tr>
<td>ZNAE</td>
<td>Zone of Cultural Heritage</td>
</tr>
<tr>
<td></td>
<td>Development restricted</td>
</tr>
</tbody>
</table>
The old colonial center is designated as a historic preservation district. The Haitian Historic Preservation Institute (ISPAN), is actively working at developing guidelines to protect the district’s character and uniqueness. Some housing and warehouses in the area date from the 18th century. With the assistance of the local government and property owners, special programs will be establish to maintain buildings in good condition.

Tourism in Jacmel

With the construction of the road connecting Jacmel to Port-au-Prince, some form of tourism started in the area in the late 1970s. Tourist facilities on average were very expensive. Today, prices have been raised over three times as high as in the Port-au-Prince area. The high season for tourism is the carnival week, usually mid-February4. Local tourists form the majority of the visitors. Most of them are from Port-au-Prince. Foreign tourists also come to Jacmel, but not on a regular basis. One hotel manager in the region explains that the peak season starts with Christmas in December and ends with Carnival in February. The average stay is one night and the average spending about $75 US dollars. The majority of the foreign visitors stay in Jacmel for business purposes such as conferences, seminars or official missions. Very few are leisure tourists outside the peak tourist season.

In terms of accommodation, the area has a total of 69 hotel rooms in 4 hotels and 1 bed-and-breakfast. The bed-and-breakfast and three of the hotels are located in the central part of town and the hotel is outside of the city limits by the ocean. The best restaurants, and usually the most reliable, are the hotel restaurants. Tourist reach Jacmel by car or plane since cruise ships are not docking in Jacmel due to the deterioration of the wharf area. Unfortunately, the small airport has very limited capacities and is only open to low-scale domestic travel. The most common way to travel to Jacmel from Port-au-Prince is by car. Since 1976, the highway “Route de l’Amitié”, one of the most scenic routes of the country, has been open.

4 ISPAN, 1996
Despite limited infrastructure and services and low numbers of tourists, Jacmel has a lot to offer. Cultural and natural attractions make it unique. Handicraft production is a growing activity. Specializing in carnival masks, the market also extends to kitchenware, kitchen accessories, baskets, and several types of iron work. Tourist attractions include beaches, mountain adventure, rivers, cascades and most of all the February Carnival. Because of the poor infrastructure, access to these activities need to be better defined.

No visitor center exists. The hotels usually provide basic tourist maps. All travel agencies operate from Port-au-Prince, except for 2 located in Cap-Haitien. Promotion for hotels and sites of interest in the Jacmel area is only done by these agencies. Tour guides informally organize excursion to areas of interest. A better tourist information and promotion structure is necessary at the local level to assure the success of additional tourist visits.

The national government strongly supports the promotion of tourism in Jacmel. Last January Haiti’s President, René Préval, officially announced that $18 million dollars is to be allocated to the development of tourism in Jacmel. Tourism is the second priority of the new government after agriculture. Active campaigns to improve both resources are being carried out throughout the country. For example, Jacmel is the site of an agricultural experiment: the production of the “Haitian Bleu”, a type of Haitian coffee. The project is funded by the government and international organizations. The promotion of tourism and agriculture in the region follows the Government’s goals and objectives: “It is important to find urgent solutions to problems like unemployment, inflation, high living cost by reinforcing the national production with investments in the priority sectors such as agriculture, agro-industry, mining and tourism…”

At present the promotion and maintaining tourism in the region is still in the planning stages. The existing infrastructure is not suitable for immediate mass tourism. Even for a low-scale and specialized tourism approach, major improvements are necessary to accommodate changes in tourist arrivals. The Government has already

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5 Interview notes with Cyvadier Hotel’s manager, 2/98
identified a list of priority projects in order to transform Jacmel into a new tourist destination. These projects are discussed in details in Part III. The city now faces structural and environmental challenges. However, the urgent need for economic and what Jacmel can offer as a tourist destination is worth the expense and effort of making improvements.

The following image inventory gives a perspective of the Jacmel's amenities such as architecture, natural resources and the uniqueness of local activities. The region is known for its history, its natural beauty and the recent modern improvements. The rural and urban worlds often coincide. Artwork is displayed everywhere from shops to murals and on public vehicles. The inventory also reports areas for which improvement is critical to the success of tourism in the region.
Architectural Heritage

The French colonial era has left its mark through the architecture and the urban design of the city core. Colonial architecture, narrow streets and alleys are all heritage of past European presence in the region. Haitian traditional and rural architecture is also significant in the city. Vivid colors and woodcarvings make them remarkably unique (Figs. 1,2). New trends in building styles have started to offset the type of architecture mentioned above. Older houses are replaced by concrete block structures. This encroaching freedom of style destroys the uniformity of the older neighborhoods. Planning needs to be done now to designate and preserve this city core as a major tourist area.

Figure 1.- Urban Architecture

Most buildings in the urban core have a mixed-use characteristic: commercial at the street level and residential on other floors. Several buildings were renovated and now house banks, office and retail businesses, and schools.

28 All photographs are © K.Thermil 98, unless otherwise indicated
Figure 2.- Architecture Diversity

All the buildings in the old town are rich in details. Steel, wood and cast iron are molded into attractive decoration elements (Fig. 3). These details are found in residential, as well as, commercial buildings like the iron market.

Figure 3.- Details
Reinforced concrete and masonry block structures are very popular because of their affordability and manageability. Less skills are required to construct these buildings. It is common to find a juxtaposition of the old and new styles in the same neighborhood (Fig. 4). Another style from the 40s and 50s constitutes the transition between last century's cast iron/woodcarvings and today's concrete slab and block. Buildings are a combination of thick masonry walls and wooden floors and ceilings (Fig 5).
In addition to the buildings, and the streetscape, the urban and rural landscapes are worth mentioning (Fig. 6). Jacmel is primarily a walking city. Traffic congestion is not a problem. Pedestrians use the streets, alleys and sidewalks to reach their destination. Urban parks are few and underutilized. The only plaza in the wharf area needs major improvements to again be a recreation amenity to the community (Fig. 7).

The rural landscape is strikingly different. Low housing density and lush vegetation are the main characteristics of Jacmel’s rural settlements (Fig. 8). These villages could easily provide tourist stops since most of them are on the way to natural attractions.

**Figure 6.** Streets and Alleys
**Figure 5.** Urban Open Space

Jacmel: Old Plaza in the Wharf area

**Figure 8.** Rural Landscape

Rural village by the ocean

Typical hillside rural property
Natural Amenities

Natural attractions such as waterfalls and beaches are minutes away from the center of Jacmel. To reach these attractions visitors travel through rural villages to get to more remote locations. Access to these sites often requires alternative transportation means such as donkey-back riding and walking. Presently, urban development follows the topography (Fig.9). The center of town is on a plateau overlooking the ocean and the wharf area away from the natural amenities.

Figure 9.- Two rivers join to form the western boundary of Jacmel

Residents have remarkable views of the bay area and adjacent mountains. Public and private beaches remain primarily unspoiled, preserving their uniqueness and authenticity, due to limited human intervention. Figures 10a and 10b display a selection of natural attractions: beaches, water falls and panoramic views.
Figure 10a. - Beaches and Falls

Raymond-Les-Bains, Public Beach

Cyvadier Beaches

Cyvadier Beaches

Ti Mouillage, Public Beach

Bassin Bleu Waterfalls

©Mark L. Steed
Figure 10b. - The Bay
Local Activities

Another part of Jacmel’s attraction is its residents. People keep Jacmel alive and interesting. The streets and alleys are always animated (Fig. 11). The market place, the rural-urban trade center of the region, extends to the side streets. The main bus station also represents a permanent gathering place.

Figure 11. - Public Places

Admist the confusion and bustle, artisans produce all types of artwork. They work out of their homes where they also sell their masterpieces (Fig. 12). Production of masks and other festive attire is accelerated with the carnival season (Fig. 13). These products are also exported to the United States and parts of Western Europe. Some local artists have the privilege of participating in international exhibitions where they display paintings, masks and other crafts. The residents of Jacmel are very proud of their artists.
Figure 12. - Artisan at Work

Figure 13. - Masks
Roads

Infrastructure is the link between all activities. Access to Jacmel was greatly improved with the construction of "Route de l’Amitié" (Figure 14). This scenic route cuts through the mountains, "Massif La Selle", that separates Jacmel from Port-au-Prince. Public transportation assures the movement of people and goals between the different localities.

Figure 14.-

Public bus traveling from Port-au-Prince to Jacmel. "Route l’Amitié" highway

Entry to Jacmel by design and streetscaping needs to be enhanced to attract and facilitate tourism. Local and regional roads, deteriorating due to the lack of maintenance will require minor repairs. Other means of access need significant improvements. Tourists can only enter Jacmel by road. The airport and the wharf are not equipped to receive frequent and a large flow of tourists (Figs. 15,16). How and when these improvements are done will have a major impact on tourism. For example, the wharf offers a unique opportunity of introducing tourists to the unique history and culture of the region.
Figure 15. Wharf

Docking Area

Warning sign to prevent accidents: “Dangerous Dock”
The airport recently reopened to commercial traffic. Due to its limited receiving capacity, flights are not scheduled on a regular basis. Therefore this form of tourist entry is limited and reliable. That is only part of the present problem with airport access. Once tourists are in Jacmel, getting around is not clearly defined. The modes of transportation allowing visitors to get to the remote areas and to tour the historic district still need to be explored.

**Infrastructure.**

One of the biggest challenges of Jacmel is to provide adequate infrastructure to support tourism. The city suffers from pollution of the river (Fig. 17) and the wharf area. Flooding of the lower areas has often been an issue. Marginal constructions are multiplying in the floodplain and represent a threat for their residents and for those of the surrounding areas. If tourism facilities are to be located out of the city core, these issues need to be addressed to accommodate both tourists and the anticipated local population increases.
Conclusion

What makes Jacmel unique is what the region should preserve: its local architecture, culture and natural resources. The government and developers need to solve infrastructure problems and resolve environmental conflicts in order to deliver a good product to the potential visitors and assure continuity of activities. The following section introduces the government plans for Jacmel. It analyzes the different objectives based on the findings in the literature and the resultant problems analyzed earlier.
Chapter III.-

Critical Analysis of Government Priority Projects

The literature and case studies provide examples of good and bad approaches to tourism. Jacmel is positioned to learn from others and avoid the pitfalls of similar tourist destinations. The government in two years has done a remarkable job of restructuring its tourism department. According to Patullo, the Haiti’s Department of Tourism (SET) was not very productive prior to 1994.

“.... until the return of President Aristide in 1994, Haiti’s Office of National Tourism had a tourism director, six other employees with nothing to do and no brochures”1.

In 1995, new goals and objectives for the tourism industry were set in a nationwide tourism master plan. The concept of priority tourist zones was introduced. The SET, with the collaboration of the United Nations Development Programme (UNDP), is already setting guidelines for these specific areas.

With Haiti’s economy barely surviving the political instability of the past decade, tourism seems to be the best and fastest solution to assure economic stability and growth. Rushing into it is not however a good approach. Further planning is needed for the towns, villages, and other small communities to benefit from the introduction of tourism in the area.

According to the SET 1995 Master Plan, Jacmel is planned to start with a low-scale approach with the visit of excursionists (cruise ships) and gradually develop into mass tourism with an estimated capacity of 2000 hotel rooms to accommodate tourists for the whole region (Map 2). As the map shows, Jacmel’s location is central to various potential tourist attractions. Excursionists will be able to choose from a variety of activities: the traditional carnival, famous Haitian handicrafts (cultural); water falls and beaches (natural); forts, an historic center and a unique architectural heritage (history/culture). Since Jacmel already exists as a tourist attraction with local tourists

1 Patullo, 1996 pp 29
visiting the region, especially during the carnival season, expanding tourism is a logical
and achievable economic development goal.

Jacmel is celebrating its 300th anniversary in July (1698-1998) (See Appendix A for Celebration agenda). This celebration is a unique opportunity to attract tourists year-round. However, opening the region to international tourists requires basic infrastructure and services that do not exist yet. The government prepared a list of projects that should be executed before the end of 1998 in preparation of scheduled tourist arrivals (Table 12). The budget estimate for all 20 projects is 18 million dollars. Time pressure and economic limitations can cause the emergence of a mediocre tourist product; and, thus, create negative consequences to a fledgling tourist industry.

The following analysis evaluates the proposed projects and analyzes the approach taken, based on tourism planning principles. The government projects are discussed under the following categories: roads, infrastructure, facilities and services, attractions, economic development, image and studies.

**Government/SET Priority Projects - Description**

**Road Improvements**

*Historic Center*

The streets in the old part of town are deteriorating. Re-paving and regular maintenance is mandatory in that area of constant traffic, since the area is expected to receive the majority of tourists on a regular basis. It is the center of colonial and turn-of-the-century architecture and can be a major asset if access is good.

*Jacmel-Marigot Highway*

The highway assures access to the beaches. The road is unpaved and can be unusable in rainy seasons. To sustain tourism, major improvements on the Jacmel-Marigot highway including paving, maintenance and drainage are scheduled. Paving in some areas has already started.

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² The summary of the Government/SET priority projects is based on the SET-1997 and ISPAN-1996 reports.
Infrastructure

Wharf Area

At the present time, the harbor only receives very few ships in a month. Heavier traffic is impossible with the increase of the sand level in the bay and the deterioration of the wharf area. This is already detrimental to residents and would constrain tourism. Food shipments are sent by trucks. This causes the price of food products to increase. In addition, part of the pier collapsed recently. Warning signs restrict access to the docking area (Fig.15). The last harbor improvement was in 1988. A budget estimate for the wharf area evaluates the project cost at least at six million US dollars\(^3\). Also, in the wharf and bay area, several ship wreckages blend in with the landscape. The authorities are requiring their removal as part of the rehabilitation project.

Water

A critical issue for Jacmel is the quality of the potable water. The present purification system is inefficient. Although the city gets its water from an abundant groundwater supply, a significant portion of the population has no access to that water. The distribution system does not have the means to service all the neighborhoods of Jacmel. Any increase in population will require the rehabilitation of the water system to an acceptable level. Proposals for water distribution and purification are ready to be implemented.

Drainage

Rainwater runoffs and waste water are channeled to the ocean through uncovered drains and pipes. The deterioration of the system and sanitary concerns motivated the officials to consolidate the drainage network. Solutions are still being explored.

\(^3\) ISPAN, 1996
<table>
<thead>
<tr>
<th>Projects</th>
<th>Budget US$</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rehabilitation of roads in the Historic Center</td>
<td>2,438,587.00</td>
</tr>
<tr>
<td>Rehabilitation of Wharf</td>
<td>1,299,000.00</td>
</tr>
<tr>
<td>Creation of a visitor/tourist center</td>
<td>1,400,000.00</td>
</tr>
<tr>
<td>Jacmel-Marigot highway</td>
<td>4,800,000.00</td>
</tr>
<tr>
<td>Additional potable water supply</td>
<td>1,003,030.00</td>
</tr>
<tr>
<td>Construction a new marketplace</td>
<td>600,000.00</td>
</tr>
<tr>
<td>Open more beaches</td>
<td>240,000.00</td>
</tr>
<tr>
<td>Drainage improvement</td>
<td>200,000.00</td>
</tr>
<tr>
<td>Improvement of the electricity system and distribution</td>
<td>2,506,515.00</td>
</tr>
<tr>
<td>Study of waste and rain water disposal system</td>
<td>150,000.00</td>
</tr>
<tr>
<td>Construction of new plaza and rehabilitation of existing one</td>
<td>300,000.00</td>
</tr>
<tr>
<td>Assistance to artisans</td>
<td>1,000,000.00</td>
</tr>
<tr>
<td>Remove wreckage from harbor area</td>
<td>15,000.00</td>
</tr>
<tr>
<td>Detailed study of the urban area</td>
<td>300,000.00</td>
</tr>
<tr>
<td>Street lights</td>
<td>100,000.00</td>
</tr>
<tr>
<td>Funding for rehabilitation of Historic Heritage</td>
<td>1,000,000.00</td>
</tr>
<tr>
<td>Hydrology of the river</td>
<td>200,000.00</td>
</tr>
<tr>
<td>Urbanization of Cayes-Jacmel</td>
<td>200,000.00</td>
</tr>
<tr>
<td>Image</td>
<td>250,000.00</td>
</tr>
<tr>
<td>Entertainment</td>
<td>320,000.00</td>
</tr>
<tr>
<td></td>
<td>18,322,132.00</td>
</tr>
</tbody>
</table>

Source: SET, 1997
Electricity

Jacmel is the first city to benefit from electricity in the whole country. Today, it is struggling to maintain a 24 hour-service. It is dependent on Port-au-Prince for its scanty maintenance of equipment and the network. Also, illegal connections accelerate the decline of the system. Further stress is placed on the system by its expansion into other areas such as Cyvadier, Meyer and Marigot that are linked to the same regional network. Only two electric terminals assure the distribution. Rehabilitation of the existing network is necessary. The authorities are also looking at building a larger system to increase the capacity.

Facilities/ Services

Visitor Center

It is difficult for tourists in general to orient themselves without a tour guide even though attractions are all within a few miles of the center of town. There is no visitor’s center to equip visitors with maps and detailed brochures. The hotels usually provide some basic tourist maps. Unfortunately, this will not help excursionists arriving by ship. Road and street signs indicating attractions are few and not much help. A visitor’s center is proposed for the harbor area to assist cruise ship tourists when they enter the city. Presently, very few activities take place in the wharf area. The old coffee warehouses were closed when production of coffee literally ceased in the region. The old plaza, “Place du Drapeau Vénézuelien”, is underused by residents and local tourists.

Market Place and Plazas

The proposed projects for the wharf section of town combine the use of open space and a new commercial area. The visitor’s center and the old plaza will welcome tourists in the harbor area. The existing iron market is a regional trade center. With two side roads, it connects to the City Hall and plaza, “Place d’Armes”. The plan is to relocate the regional market and replace it with a new handicraft market.
**Economic Development**

Most of the artisans work and sell out of their homes. They form a cluster of artist homes/shops next to the harbor area. They usually increase their production during the Carnival season. These artisans can become a major attraction in Jacmel. They sell masks and outfits at reasonable prices, maintaining the exhibition of other items year-round. Assistance to local artisans is one of the Government priorities. Help is being proposed for the production, marketing and exportation of artwork.

**Beautification**

Jacmel and the neighboring municipalities' image needs improvement. Urban renewal type projects will enhance the landscape and streetscape. Beautification efforts will improve their visual essence. The little community of Cayes-Jacmel, on the way to the beaches, is scheduled to be the first to benefit from that program.

**Historic Heritage**

The designation of neighborhoods and buildings as historic landmarks puts considerable pressure on property owners and the municipality as a whole. The Historic Preservation Institute is looking for funding to assist owners and the government in the maintenance and conservation of buildings. This is essential if Jacmel is to become a significant cultural tourist attraction.

**Tourist Attractions**

The SET/Government plans also suggest the opening of more beaches to the tourists. The coordination of entertainment is also a priority. Since a high proportion of tourists are attracted to the Caribbean because of the beaches, those of Jacmel are essential to any tourist plan. The government is also considering broadening the choice of entertainment such as night-clubs and other forms of evening activity.
Studies

The Government requires several studies to guide future planning decisions. The following projects are considered urgent.

Hydrology of the River

The lower areas of Jacmel are sitting in a flood plain zone. This has caused the city to be inundated on several occasions. The increasing deforestation is widening the river bed with erosion and constantly adding sand in the bay. These problems increase the flood hazard making it necessary to stabilize the river along with the riparian area.

Study of waste and rain water disposal system

This study is important to evaluate existing damage to the environment. It is critical to future developments for the government to formulate solutions to reduce negative impacts on amenities and the quality of life in general.

Detailed Study of the Urban Area

A comprehensive plan was prepared for Jacmel in 1997 by the Department of Tourism (SET). Other studies of the area were prepared in 1996 by the Historic Preservation Institute (ISPAN). These combined studies represent the basis of a coordinated plan to establish tourism. However, the timing and coordination of these plans may be beyond the fiscal capabilities of the government.

Government Agenda - Analysis

The government agenda is envisioned as a means of promoting cultural tourism (historic district tours, handicrafts sale) and increasing traditional beach hotel developments. Excursionists from cruise ships would be the first target group. A second phase would concentrate on mass tourism with the accommodation of 2000 new hotel rooms. These rooms would be mainly concentrated in the beach area, forming resort and village type lodging. Marketing at the international level has already started. Cruise ships
are expected to arrive as soon as December 1998. While the area has the potential of becoming a new tourist destination, providing adequate infrastructure immediately constitutes a real challenge.

The ordering of the government projects in Table 12 is not based on priorities. All the projects are a response to urgent needs. The purpose of this analysis is to reorder the list based on basic requirements for tourist destinations and the potential of the area. Knowing the basic requirements is helpful in evaluating the existing conditions of the region and making recommendations for future developments.

**Basic Requirements for tourist destinations**

Each element of the tourist system should be surveyed and analyzed prior to adoption of policies. To plan effectively, it is important to understand the importance and extent of tourism as well as its influencing factors. Planning for tourism not only includes knowing the market and its attributes but also understanding the minimum requirements for facilities and infrastructure. Facility standards determine the satisfaction level of tourists and the overall quality and character of the environment for residents. In developing countries, planning for infrastructure is particularly a challenge along with the management of the natural environment. Pollution and sanitary problems are always a threat to their communities.

The introduction of tourism in an area should take into consideration not only the economic return but also the quality of the tourist product and the impact on the local environment and culture. Basic or minimum requirements of a tourist destination include a variety of services from postal services to airport traffic and from public safety to employee housing. Haiti’s Tourism Department (SET) and ISPAN provided a detailed inventory of Jacmel’s services and infrastructure⁴. The graphics included in the image section reveal some of the pressing needs.

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⁴ SET, 1996
The following table (Table 13) is a compilation of prescriptions for basic requirements derived from the literature\(^5\) and lessons learned from areas with similar problems\(^6\). The list of requirements is not exhaustive. The ultimate goal for meeting these requirements is to satisfy visitors and enhance the overall quality and character of the environment while assuring good economic return. This responsibility does not fall on the government only but on institutions of the private and non-profit sectors involved in tourism. The projects are evaluated according to the requirements. The results are presented in Table 14 as a summary of the analysis.

\(^5\) Inskeep, 1991; Gunn, 1994
\(^6\) Matter and Frederickson, 1997
Table 13.- Basic Requirements for Tourist Destinations

| Attractions          | • Cultural  
|                     | • Natural  
| Facilities/Services | • Tourist Information/Visitors Center  
|                     | • Accommodations  
|                     | • Shopping  
|                     | • Restaurants  
|                     | • Medical Facilities (clinics, hospitals)  
| Infrastructure      | • Transportation/ Access  
|                     | • Electric power  
|                     | • Potable Water Supply  
|                     | • Sewage  
|                     | • Solid waste disposal  
|                     | • Drainage  
|                     | • Telecommunications  
| Public Safety       | • Political stability  
|                     | • Control of criminal activities  
| Community Services  | • Information/Education  
|                     | • Employee Housing  
|                     | • Facilities (schools, community centers, clinics)  
| Promotion           | • Advertising and Publicity  
|                     | • Public relations and Incentives  

Attractions

All attractions should be ready to receive visitors prior to the scheduled initial arrival. Access and good management of the site should be provided to avoid visitors’ frustration while preserving the amenity. Jacmel offers both cultural (historic districts/landmarks, traditional carnival and artwork) and natural (waterfalls and beaches) attractions. Information and signage are not displayed efficiently. Visitors can easily get lost. Although the receiving capacity of these sites is not a problem for now, it can become a challenge when thousands of tourists arrive at the same time. Areas like the historic districts can easily be congested if touring is not planned in advance. Presently,
the focus has been on re-paving the streets and rehabilitating some of the buildings. Most of the attractions are not ready due to poor quality of access and management.

Facilities/Services

Information/Visitor Center

The quality of orientation will determine the success of the first visit of a tourist. Information about the place can be obtained prior to arrival. Agencies, hotels and cruise ships usually provide maps and brochures of the destination. Once in Jacmel however a tourist has no assistance. No visitor center or travel agency exists to deliver basic information.

Accommodations

Few hotel accommodations exist in Jacmel and few bed-and-breakfast and family pensions are available. The range of choices is very limited. Cruise ship tourists will not need hotel accommodations. However, based on what other types of tourism are promoted, the need for additional accommodations can be determined. This is not a pressing need if the customers are excursionists. Road and airport improvements can also result in the need for more accommodations.

Shopping

Tourists will essentially shop for souvenirs. The location of the stores should be close to the main traffic axis and must be easily accessible by pedestrians. Artisans currently sell their crafts out of their homes. The proposed centralized handicraft marketplace will be located uphill from the wharf area with no direct access. Tourists will have to walk through the historic district to reach the market.
Restaurants

Location is also important for the success of this type of business. The quality of the food and its authenticity determines the satisfaction of the tourist. The service should be available to all tourists. Visitors usually eat at the hotel restaurants. The other restaurants are not easy to find and are not centrally located.

Quality control is mandatory to assure the protection of the customers at all time. Jacmel has to apply these measures if the restaurant business is to be part of the product. The existing system is not equipped to satisfy this requirement.

Hospital/Clinics

Health and safety are the main concerns of tourist traveling to less developed countries (LDCs)\(^7\). Presently, only one hospital in Jacmel services the whole region. To be suitable to receive tourists in the area, the hospital should increase its capacity or provide emergency clinics throughout the region. Emergency evacuation should be possible from remote locations to the city or to larger facilities outside the region. The existing hospital cannot satisfy the local population much less tourists. Doctors travel several times a week to bring care to the rural areas limited by difficulty of access. Modes of transportation like horse/donkey-back riding or walking are usually the only means of getting there. Health care facilities’ improvement will not only assure protection of tourists but it will also benefit the whole community.

Of all the facilities and services requirements, only the need to create a visitor center is considered urgent by the government.

\(^7\) SET, 1996
Infrastructure

Transportation

Poor infrastructure can influence tourist arrival in a community. Access to places should be made as convenient as possible. Delays in airport and road traffic, for example, discourage visitors. Since Jacmel will initially receive cruise ship tourists, the rehabilitation of the airport is secondary. Only the Jacmel-Marigot highway, the route to the beaches, and the streets of the historic center are a government priority. Trails and pathways to sites of interest are equally important. Access to all attractions should be clearly defined. Furthermore, the modes of transportation for attractions like touring the historic districts should be carefully chosen to avoid traffic congestion or interference with regular traffic. The projects are limited to road paving and maintenance. Traffic options to prevent congestion have not been explored yet.

Electric Power

Electric power is necessary and not indispensable for all types of tourist accommodations. Different systems can be in use according to the specific needs of an area: the city network, individual/isolated power plants and solar energy systems. The expansion of Jacmel is putting a lot of stress on the existing network. Additional services for tourists will also depend on the system. Major improvements will be necessary before planned new beach resorts can accommodate tourists. The choice of power alimentation will depend on the nature and location of the service area. The proposed project is only focusing on the city network.

Potable Water

Providing good water quality is imperative to any tourist destination. Although the water supply is sufficient for the actual population, distribution to the entire area has not been successful yet. Any increase in the number of visitors and residents will surcharge the system if nothing is done. The quality of the water is not meeting the

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8 Inskeep, 1991
sanitary requirements. Customers have to rely on the preliminary purification process. This lack of potable water is detrimental to attracting tourist and creates a risk of Haiti being known as too much of a health risk to visit.

**Waste Disposal, Sewage**

Sanitary disasters should be prevented with proper management of infrastructure. Avoiding pollution of the bay area should be considered as carefully as assuring the distribution of potable water to the whole community. The extent of the drainage projects only covers the condition of the network within the city limits. Evacuation of waste water in the bay area is hazardous to swimmers and wildlife. “La Jacmelienne”, the only beach hotel in the bay area is located very close to a sewage dumping site. The timing of opening beaches to tourists also depends on eliminating the health and safety risks that presently exists due to inadequate waste and sewage disposal.

**Drainage**

Tourist areas should be protected from inundation. Recent floodings in the Jacmel area are due to the acceleration of erosion in higher elevations. Stricter regulations should be established to control the use of land in the bay area as well as uphill. Marginal settlements have been constantly invading the southwestern area of the city for the past ten years. Residents of these areas are the first victims of flooding. Other exposed areas are the wharf and the designated historic landmarks in lower elevation areas. Unfortunately, flooding during tourist seasons could have negative impacts beyond those imposed on the local residents. A detailed study of the river will be conducted this year. Immediate actions, however, are not on the list of priorities.

**Telecommunications**

Currently Jacmel depends on Port-au-Prince for all technical assistance and maintenance of the system. No funds are available to install additional telephone lines. Long distance privileges are basically nonexistent. Since tourists are not heavy phone
users, telecommunications can slowly be enhanced as the popularity of Jacmel increases. It is however necessary to provide at least emergency communication possibilities for remote locations.

**Public Safety**

Tourists are often turned off by the lack of safety. No major public safety issues have been depicted in the region lately. The only warning comes from news about drugs transiting through the South of the island⁹. The press release portrayed the south beaches of Haiti as a popular drug transit point. The note says that drug traffickers are attracted to the area because of the lack of enforcement. This can greatly affect Jacmel, since the city is located in the south. Once Jacmel becomes an official tourist destination, it will surely attract new dealers. Reinforcement of the local police is essential to assure more protection to visitors and locals.

**Community Services**

As mentioned earlier, a tourist destination should not only benefit the visitor but also the host community. Facilities and infrastructure are used by all. Locals take pride when the image of their community is enhanced. The sense of place and ownership increases. And the overall tourist-local relationships are free of tensions. To obtain, this ideal situation, locals should be involved in the planning requirement process as early as possible.

**Information/ Public awareness**

In the case of Jacmel, most residents are not informed about the anticipated tourist arrivals next December; nor do they understand the implications of such events. After the plans were studied and approved by the SET and the government in Port-au-Prince, with the help of some Jacmel officials, it was presented to the public in forms of official speeches and promises. Some local groups oppose the plan and resent the fact that they

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⁹ Arizona Daily Star, March 1998
were not involved. Others support it because of anticipated the economic benefits they can obtain. The majority of the population, however, remains indifferent to all the promises and event preparations\textsuperscript{10}. People will welcome whatever will provide jobs and increase their meager income. They do not care nor understand the potential for damages to the environment and community life. For that reason, education at the local level is very important to get the support of residents and avoid local alienation. Public speeches by government officials on special occasions are not enough. Although, the Tourism Master Plan program (PDT)\textsuperscript{11} has a division responsible for local education, informing residents of tourism implications was not on the list of priorities for this year.

*Education*

Education is necessary at every stage of the process. Locals need to know how to make tourists feel welcome and how they can benefit from tourist presence. The remote communities should also be prepared to interact with tourists who will travel through their villages to visit natural or historic wonders. Most importantly, the educators should promote authenticity and originality. Only with the entire region being educated on their role in tourism development of negative influence on residents and tourist be mitigated.

*Employee Housing*

In-migration following new tourist activities will require additional housing for employees. Policies should aim to reduce informal housing and assure decent shelters for in-coming residents. Marginal settlements are already increasing. Solutions such as displacement of population have been proposed\textsuperscript{12}. No housing strategy has been implemented yet. Housing assistance to the artisans should not be overlooked. Most of them reside in these marginal areas. It will only harm the tourism industry in Jacmel if their housing needs are ignored while hotel construction goes on.

\textsuperscript{10} Fombrun, 1998
\textsuperscript{11} PDT, Tourism Master Plan program nationwide (Plan Directeur Tourisme)
\textsuperscript{12} Jacmel, Master Plan, 1997
**Facilities**

In addition to housing, schools and community services should be in place to assist the new residents. While it is not a priority for now, it should be planned in anticipation of expected growth. The economic return of the first phase of tourist activities will determine the growth pattern. Improvements of services to the present community should not be led by growth. Rather, satisfaction of local residents contributes to the success of the tourist product.

**Promotion**

Marketing and advertising at the national and international levels should stress authenticity and uniqueness. However, bad press is corrected by showing the reality and progress made to improve local conditions. The tourist destination can fight bad press by presenting an image that will encourage the tourist to return. All new destinations of the country will have to fight the negative labels accumulated over the years: “poorest country of the hemisphere”, “unsafe due to AIDS”, “dangerous place to live due to political unrest”,... This is a difficult task. It is extremely important that Jacmel is prepared to dispel negative press by being ready for the initial wave of tourists.

The SET, through the master plan program (PDT), develops relations with potential investors and offers incentives to implement projects in the designated tourist areas. So far, few developers have manifested an interest for the region of Jacmel.

The analysis shows that most of the government projects are basic requirements that should be met before the tourists arrive. The evaluation demonstrates that other urgent needs, however, are overlooked or partially addressed (Table 14). Temporary solutions are suggested for the drainage system. The lack of adequate medical facilities had not been compensated. Information and education efforts are at their preliminary stage. Transportation projects do not focus on details of access to attractions. Although telecommunications and accommodations are not indispensable for cruise ship
passengers, their improvement to a reasonable standard should have been considered. Despite its potential of becoming a special attraction, the restaurant business has not received much thought. For some requirements, emergency action is needed because their degradation can eventually alter the tourist product. For example, providing an adequate drainage system falls into this category.

Jacmel, as a new tourist destination has to meet certain standards regardless of the type of tourism it promotes. Improvement is necessary at different levels. None of the requirements was found to be in excellent condition.

Table 15 is a revision of the original government projects list, highlighting urgent tasks and categorizing other priorities. Projects identified as priorities in the analysis but not part of the government plan are also added to the list. Actions such as quality control of the potable water, addition of medical facilities, providing information and education to the community, access to attractions, and improvement of telecommunications complete the government project agenda.
### Table 14 - Basic Requirement Evaluation

**Jacmel Area**

<table>
<thead>
<tr>
<th>Basic Requirements</th>
<th>Evaluation</th>
<th>Government Priority</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Attractions</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cultural</td>
<td>Good</td>
<td>Yes</td>
</tr>
<tr>
<td>Natural</td>
<td>Good</td>
<td>Yes</td>
</tr>
<tr>
<td><strong>Facilities/Services</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tourist Information/Visitors Center</td>
<td>Poor</td>
<td>Yes</td>
</tr>
<tr>
<td>Accommodations</td>
<td>Good</td>
<td>No</td>
</tr>
<tr>
<td>Shopping</td>
<td>Fair</td>
<td>Yes</td>
</tr>
<tr>
<td>Restaurants</td>
<td>Fair</td>
<td>No</td>
</tr>
<tr>
<td>Medical Facilities (clinics, hospitals)</td>
<td>Poor</td>
<td>No</td>
</tr>
<tr>
<td><strong>Infrastructure</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Transportation/Access</td>
<td>Fair</td>
<td>Partially</td>
</tr>
<tr>
<td>Electric power</td>
<td>Fair</td>
<td>Yes</td>
</tr>
<tr>
<td>Potable Water Supply</td>
<td>Poor</td>
<td>Yes</td>
</tr>
<tr>
<td>Sewage</td>
<td>Poor</td>
<td>Yes</td>
</tr>
<tr>
<td>Solid waste disposal</td>
<td>Poor</td>
<td>Study stage</td>
</tr>
<tr>
<td>Drainage</td>
<td>Poor</td>
<td>Partially</td>
</tr>
<tr>
<td>Telecommunications</td>
<td>Poor</td>
<td>No</td>
</tr>
<tr>
<td><strong>Public Safety</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Political stability</td>
<td>Good</td>
<td>No</td>
</tr>
<tr>
<td>Control of terrorists actions</td>
<td>Good</td>
<td>No</td>
</tr>
<tr>
<td><strong>Community Services</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Information/Education</td>
<td>Poor</td>
<td>No</td>
</tr>
<tr>
<td>Employee Housing</td>
<td>Poor</td>
<td>No</td>
</tr>
<tr>
<td>Facilities (schools, community centers, clinics)</td>
<td>Fair</td>
<td>Master plan 97</td>
</tr>
<tr>
<td><strong>Promotion</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Advertising and Publicity</td>
<td>Fair</td>
<td>On-going</td>
</tr>
<tr>
<td>Public relations and Incentives</td>
<td>Good</td>
<td>On-going</td>
</tr>
</tbody>
</table>

**Evaluation Key**

- **Excellent**: No improvement needed; meets all standards
- **Good**: Improvement not urgent; meets minimum requirements
- **Fair**: Improvement necessary; satisfies some requirements
- **Poor**: Emergency action needed; alters tourist product

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Table 15. List of Government Projects (Revised)

<table>
<thead>
<tr>
<th>Projects</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Rehabilitation of roads in the Historic Center</td>
</tr>
<tr>
<td>2. Rehabilitation of Wharf</td>
</tr>
<tr>
<td>3. Creation of a visitor/tourist center</td>
</tr>
<tr>
<td>4. Jacmel-Marigot highway</td>
</tr>
<tr>
<td>5. Distribution of potable water</td>
</tr>
<tr>
<td>6. Construction a new marketplace</td>
</tr>
<tr>
<td>7. Open more beaches</td>
</tr>
<tr>
<td>8. Drainage improvement/ Erosion control</td>
</tr>
<tr>
<td>9. Improvement of the electricity system and distribution</td>
</tr>
<tr>
<td>10. Waste and rain water disposal system</td>
</tr>
<tr>
<td>11. Construction of new plaza and rehabilitation of existing one</td>
</tr>
<tr>
<td>12. Assistance to artisans</td>
</tr>
<tr>
<td>13. Remove wreckage from harbor area</td>
</tr>
<tr>
<td>14. Detailed study of the urban area</td>
</tr>
<tr>
<td>15. Street lights</td>
</tr>
<tr>
<td>16. Rehabilitation of Historic Heritage</td>
</tr>
<tr>
<td>17. Flood control</td>
</tr>
<tr>
<td>18. Urbanization of Cayes-Jacmel</td>
</tr>
<tr>
<td>19. Image: Landscape and Streetscape</td>
</tr>
<tr>
<td>20. Entertainment</td>
</tr>
<tr>
<td>21. Access to Attractions: pathways and trails</td>
</tr>
<tr>
<td>22. Quality control of potable water</td>
</tr>
<tr>
<td>23. Improvement of Telecommunications</td>
</tr>
<tr>
<td>24. Reinforcement of medical services</td>
</tr>
<tr>
<td>25. Information and Education</td>
</tr>
</tbody>
</table>

Random order

Key

Requirement

Requirement added to original list

Priority not a requirement

Not a priority at this time
Conclusion

This revision sets the framework for recommendations that enables the decision-makers to adopt policies and strategies that would satisfy the region's needs. In addition to setting priorities, the government also needs to access where outside funding is appropriate in order to be prepared to receive the anticipated influx of tourists, considering that the limited budget reduces the range of options.

One major recommendation of this report is the need for the government to consider other alternatives of tourist product. The type of tourism promoted will dictate what the priorities should be. Policies and strategies can be designed to help attain them. Other tourist destinations have analyzed several options of tourist product when economic difficulties or environmental constraints have limited their original goals.

The last section, Chapter IV, presents three alternatives for tourism implementation. It first looks at the example of other Caribbean countries and explains the need for alternatives. Secondly, for each alternative, it defines the tourism concept and formulates goals, strategies and policy recommendations. Projects are prioritized according to the goals and objectives. Finally, each alternative is summarized in planning and design concepts. This analysis is important if Jacmel is to attract and sustain tourism.
Chapter IV.-

Alternatives of Implementation

What are the alternatives for Jacmel? And how can they be implemented? The choice of the following alternatives is based on the SET/Government vision for the region of Jacmel and the known budget and environmental constraints. The recommendations are also reflecting the findings of the literature review and the results of the analysis.

The government's vision for the region is a low-scale approach that will blossom into mass tourism with accommodations totaling 2000 rooms. The SET wants to promote cultural tourism (historic and architectural heritage, carnival festival, and handicraft) and the traditional ocean-based tourism, the “adventure” component of the tourist product. However no strategy is developed to protect of the natural environment and the socio-cultural character of Jacmel. Emphasis is made on beach developments without exploring other types of tourism.

Considering Alternatives

Several countries have looked at different alternatives that would enable them to open tourist attractions despite major challenges and difficulties. Some nations in the Caribbean have recently entered the tourism industry. Limitations and competition have forced them to carefully design their approach. The majority of less developed countries (LDCs) are faced with financial problems, lack of adequate infrastructure, political unrest and physical constraints. Tourism brings in money but also generates problems. Preventive approaches can spare the country to endure additional hardships.

The island of Dominica unfortunately never had white sand beaches to offer. Its volcanic rock formations are not suitable for typical Caribbean attractions. In the 1980s, the island started to promote nature tourism targeted at specific groups. By 1994, the country was already well known for its eco-tourism. Implementation strategies evolved toward small-scale development and the promotion of local ownership and management. Guyana's case is similar. In 1987, its government included tourism in the new development objectives. Tourism was considered as a means of improving the economy.
In addition to physical constraints (no beaches), the lack of infrastructure (roads and airports) and services constituted major obstacles to tourist development. The tourist office considered these obstacles as protection against development of mass tourism. Instead, low-scale eco-packages were developed. They do not require major infrastructure. Tourists are taken to unspoiled sites to experience the culture and enjoy the natural beauty and amenities. Locals are partners of the government in providing the unique product. Since then Dominica has been improving its tourist products.

Haiti, unlike Dominica and Guyana, has plenty of sand beaches. Natural wonders are abundant. The main problem remains the fragile economy just recovering from political hardships that added to a degrading quality of life. Migration to urban areas is increasing due to the extreme poverty in some parts of the country. Tourism will only increase in-migration compounding the existing problems. Opening the area to international visitors requires careful considerations. Also the support of the local residents is necessary to develop successful strategies that will benefit both residents and tourists.

What are the options of Jacmel? Why consider alternatives? The experience of other places has shown the downfall of traditional sun, sea and sand. While bringing in dollars, it also depleted resources and created social tensions that could have been avoided with proper planning. New forms of tourism are emerging as alternatives allowing developing countries to improve their economy and sustain their environment.

Mass tourism requires major investment and high infrastructure standards that Jacmel ready to attain. In the quest for uniqueness, important considerations should also be given to the existing Caribbean products. It is necessary to capture tourists by promoting a “niche” product, authentic as well as attractive. Cuba is known for its health tourism, Dominica and Guyana for eco-tourism, the Bahamas and Jamaica for traditional sun, sea and sand. What can Haiti be renowned for and in particular Jacmel? By adopting a small-scale approach, it is easier to develop and transform what is already there. Jacmel can be a pioneer in rebuilding an image long damaged by decades of bad press and a struggling economy.

We will look at three approaches: a “low-scale tourism”, a “specialized tourism: eco and cultural tourism” and finally at a combination of these two approaches and its
suitability for expansion in the future. To be successful, each alternative should attain an acceptable level of tourist satisfaction, local integration and environmental protection. The tourist satisfaction determines the quality of the product. Local integration includes successful local-tourist interaction and significant benefits to the local population. Environmental protection prevents natural resources depletion and minimizes disasters that can be harmful to both tourists and locals.

**Alternative I: Low-scale tourism**

This alternative offers the opportunity to focus on one type of activity at a time. People visit regions for different reasons. Some come to experience the culture, some to observe natural wonders and others for a combination of different interests. Jacmel can promote its historic districts, its handicraft products, its carnival festival, the urban and rural lifestyles and the immediate surrounding natural attractions as special interests. The diversified product will satisfy both culture and nature seekers. Because Jacmel is competing with other Caribbean destinations, it is imperative to stress uniqueness and authenticity of the product.

**Target Group**

The destination will be open to national and international visitors. In the later group are the excursionists (less than 1-day visitors) arriving solely by ship. Cruise lines already touring the Caribbean will transport the visitors to the new destination.

**Geographic Extent of Tourism Product**

The focus of this alternative is on Jacmel. All tourist activities are concentrated in the urban area. Natural attractions are within minutes of the center of town. All tours depart from and return to Jacmel.
Goals, Objectives and Strategies

Goal 1: Improve Management of Attractions

To assure a quality experience, the sites should not be overwhelmed by a large number of tourists, especially in small areas like Jacmel. Some attractions can only support small groups of visitors. Services related to these sites can be delivered more efficiently.

Objective: Promote low-traffic activities (congestion-free)

Strategies:

Limit access to attractions
Access to attractions can be restricted in different ways depending on the activity. For seasonal events, like the carnival parade, access can be unlimited. However management needs to assure availability of standing or sitting space for all. For natural attractions with access through rural villages, organized tours can control the number of tourists per visit. Limiting the number of access routes facilitates the management task.

Assure enforcement of regulations
Train employees and educate locals to help maintain the unique character of sites. Help them to cultivate respect for values and authenticity. If they value the product, they will be more eager to help visitors.
Set up visual warning on sites in prevention of violation.

Objective: Control pollution and alteration of sites

Strategies:

Develop a system of garbage collection
Train and involve locals in garbage pick-up and disposal. Provide garbage cans throughout the site. Restrict the introduction of certain articles on site.

Keep visitors away from environmentally sensitive areas
Design the trails, access and buildings to avoid contact of visitors with sensitive or damaged areas.
Goal 2: Maximize Economic Return

To assure a significant economic return, Jacmel should promote local businesses while welcoming outside investors. The locals should be protected against inflation that can raise the cost of living.

**Objective:** Promote local businesses

**Strategies:**

*Define supply based on demand*

What should be sold is what the tourists will buy. Conduct a market survey prior to selecting the businesses. Items can vary from food to clothing articles. Authenticity and uniqueness are important criteria to use for the selection.

*Adopt strategic location for business*

Place stores on main tourism corridors and near remote attractions, but not in environmentally sensitive areas. Short stops, outside villages might be one method. In Jacmel, placing major markets and restaurants between old town and pier is another.

*Control pricing*

Regulations should protect businesses against monopolies. The introduction of foreign goods on the market should also be controlled to prevent price fluctuation. The overall cost of living should be affordable to local residents.

**Objective:** Maintain balance between regional and local benefits

**Strategies:**

*Attract investors*

Recruit investors in the restaurant business, to support special features attractions like diving, scuba diving and snorkeling. Offer incentives to developers to conduct their activities in pre-designated area. The Government can also set the example by investing in some of these activities first.

*Assure direct economic return from non-local investors*

As part of their contract, retain part of the investors' benefits for the community. The money collected can partly fund improvement projects.
Assure fair allocation of tourism income

Although incomes from tourism should benefit the entire country, priority should be given to the communities that assure the success of the enterprise.

Objective: Assist handicraft community

Strategies:

Determine the demand

A market survey can help plan the production of artwork and determine quantities for exportation and local sale.

Provide economic assistance

The government through investors or other funding sources can assist artisans in maintaining and improving their production. Assistance should also provide for adequate working conditions and quality control.

Assure direct access to handicraft products

Place main handicraft sale point in the wharf area. Visitor center can be designed to house the information center and the handicraft market. Other sale points can be placed on the main tourism axes.
Goal 3: Maintain productivity of attractions

The quality of attractions is as important as the quantity. Diversity assures the success of the product. Maximizing the potential of each tourist site maintains productivity.

**Objective:** Improve quality of attractions

**Strategies:**
- **Add features to corridors and existing attractions**
  - Build vista points on scenic routes, tourist information, shopping booths and restrooms at regular intervals along corridors.

- **Make beaches more appealing**
  - Add to sunbathing activities such as diving, snorkeling and scuba diving. Use the beaches for more activities than just swimming.

- **Avoid duplication of products**
  - Plan to have different activities at different locations. The diversity helps the tourist to experience more than one area. It also assures identity of places.

**Objective:** Keep the tourist informed

**Strategies:**
- **Inform tourist of all options**
  - The tourist should know what is available: brochures, maps and word of mouth. Distribution of brochures, maps and flyers can be done through travel agencies, cruise ships and upon arrival at the visitor's center. Articles about particular attractions and the experience of tourists can be submitted to travel magazines or posted on the Internet. An example of publicity is included in Appendix B.

- **Improve communication skills of locals**
  - Train tour guides in at least three different languages. Business owners and vendors should improve their skills as well to increase their profits. Basic greetings and sale keywords should be mastered to assure tourist satisfaction and understanding.

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1 Trinidad and Tobago
Goal 4: **Minimize infrastructure costs and protect the environment**

With the limited budget, an incremental approach to delivery of services is appropriate to assure the immediate opening of the area to international tourists. Creative solutions can meet the infrastructure requirements and protect the environment.

**Objective:** **Centralize activities for better use of services**

**Strategy:**

Concentrate all urban activities within 1-mile radius\(^2\) of port of entry

In the first phase of activities, the focus can be on the tourist area and extend later as funds become available. For example, the electricity network by limiting expansion can assure better maintenance. Independent power plants or solar systems can service remote locations.

**Objective:** **Protect undeveloped land in remote locations**

**Strategies:**

 Restore old trails and routes/Improve existing rural trails

Rural trails can be improved to accommodate additional traffic. Improvement should include proper paving and signage. Old trails can be restored to avoid additional stress on the natural environment.

Require guides in environmentally sensitive areas

Guides can be trained to direct visitors through attraction sites and assure the protection of sensitive areas.

Start a special fund to acquire land in sensitive areas

The government can set aside a percentage of the tourism revenues to buy land in sensitive areas and help control developments. At first, this might not be possible because of budget restriction but can be set as a long-term goal.

\(^2\) Keeping most attractions within walking distance from the main port of entry.
Objective: **Adopt environment friendly transportation**

Strategies:

**Historic districts**
Limit traffic to pedestrians and horse carriages. Special considerations to residents of these districts should be given for parking and access privileges.

**Natural/rural sites**
Limit traffic to pedestrians, donkeys or bicycles where appropriate. When possible, adopt existing transportation mode or alternatives approved by villagers.

Objective: **Minimize environmental and health hazards**

Strategies:

**Prohibit bathing in the polluted bay**
The existing hotels can direct their customers to other locations for swimming activities and the like. For example, the hotels can provide canoe rides to the west of the bay for swimming and fishing.

**Prohibit development in floodplains**
Enforcement of floodplain regulations should restrict development in tourist or residential areas.

**Control upland development**
Agriculture and construction occurring uphill should comply to flood control regulations. Regulations should restrict activities in critical areas.

**Provide quality control of drinking water and food**
This control should be systematically instituted for all related businesses. Regular visits of restaurants by agents of the Health department should be provided. Purification standards of the potable water should be upgraded by improving the existing system. Maintenance of the distribution system should be done regularly.
Build a wastewater treatment plant

The evacuation point should be relocated to minimize pollution in the bay. The treatment plant can be implemented in phases according to available funding like tourism revenues, grants or donations.

Control solid waste disposal

Garbage collection should occur in the city as well as in other tourist areas. Dumping sites should not be placed in environmentally sensitive areas. The locations can be designated prior to new development.

Goal 5: Assure interaction between locals and tourists.

It is important to eliminate all tensions between the guests and the host community. Education and real experience can contribute to this goal.

Objective: Encourage participation in tourism planning

Strategies:

- Involve locals at the urban, rural and project specific levels of decisions.
- Encourage public participation by inviting residents to meetings. Train them on how to organize and present ideas to officials.

Conduct periodic public evaluation of tourism in the area.

Let local residents evaluate the impact of tourism on their life and businesses. Welcome and make use of suggestions to improve the tourist product and interactions.

Objective: Integrate tourist in local culture

Strategies:

- Experience the marketplace environment.
  - Allow tourists to visit regional market place other then handicraft or souvenir stores.

- Taste and eat the local food
  - Organize special food tasting sessions. Advertise them as special attraction. Promote regional specialties. Tourist can participate in preparation as well as tasting and eating. Quality control is required.
Visit rural villages as they transit for natural attractions

When attractions are accessed only through villages, allow tourists to stop and shop at these places and interact with local in their regular environment.

Objective: Train locals to contribute to tourism activities

Strategies:

Create job opportunities

Locals can share these occupations with other regular activities. These jobs can compensate for revenues in low season. For example, fishermen can be tour guides in low fishing seasons.

Impact on priority projects

As the goals, objectives and strategies suggest, this alternative prioritizes the quality of attractions and economic benefits while assuring no disturbance of the environment. The success of these attractions depends on the management, infrastructure and services related. Assuming that some basic requirements like the wharf rehabilitation, health and safety standards, and construction of a visitor center are already met, the five more pressing issues are prioritized in the following list.

1. Education/Information of locals and tourists
2. Improvement of historic districts/ historic center
3. Improvement of natural amenities
4. Providing infrastructure and services to tourist areas
5. Assistance to artisans

It is important to educate both tourists and locals prior to starting tourism activities. Well-informed tourists will interact better with the host community. When locals understand the importance of satisfying the visitors, welcoming them is more successful. Secondly, the key attractions should be ready as advertised and better. Restoration of historic landmarks, organization of historic district tours, accessible natural attractions are characteristics of a ready-to-operate system. Since the old town
will be the main host of the visitors, infrastructure and services improvements can start there. The handicraft community will need immediate support to assure uninterrupted service to the tourist zone.

**Planning concept and guidelines**

The planning concept is a centralized system with connections to remote attractions. Tourism corridors are developed on the way to natural attractions and within the city limits. Map 4 shows the location of tourist activities and the relationships between areas.
MAP 4 – Alternative 1, “Low-scale Tourism”
**Alternative II: Specialized tourism: eco and cultural tourism/ low-scale**

This type of tourism focuses on specialized activities. Eco-tourism and cultural tourism serve distinct groups that do not necessarily interact. The reasons for visits may vary from leisure to research purposes. Fields of interest may include anthropology, bird watching, culinary art and marine biology. The success of such a diversified product depends on the planning and implementation strategies. It also requires the contribution of all interested sectors.

**Target Group**

The destination will be open to all national and international visitors with interests in eco-tourism and culture. The international group is not limited to excursionists only. Tourists can also arrive by road or air. It is important, however, to maintain relatively small groups of visitors in order to avoid invasion of local life and natural environment.

**Geographic Extent of Tourism Product**

Jacmel constitutes the main port of entry. Final destinations vary from the historic districts to selected rural villages and national parks. The distance between attractions suggest that tourist should plan to stay in the area more than one day. The concept also provides the possibility for tourists to land and depart from different locations. Regional and local tourism planning is encouraged.
Goals, Objectives and Strategies

Goal 1: Promote rural attractions

Rural attractions are not limited to the natural amenities. The lifestyle of villagers and their daily activities are of great interest to observing tourists.

Objective: Open rural lifestyle to tourist appreciation

Strategies:

Organize tour of villages

Tours should include visits to natural/cultural attractions, observation of traditional celebrations and teaching “Kreyol” as well as appreciation of daily activities.

Integrate tourist in special activities

Allow the tourist to observe and participate in traditional planting, harvesting, hunting and fishing activities. The variety of coffee, “Haitian Bleu”, is grown in the area and represents an opportunity to attract visitors.

Objective: Set selection criteria for participating villages

Strategies:

Make communities aware of opportunities

Communities can submit requests to participate in the program for approval by a selection committee. Selection criteria should be well defined and accepted by locals. Selection committee should be composed representatives of interested sectors.

Educate and help them to attain required standards

Selected communities should meet health and safety standards set by the government. In addition, it should provide adequate housing and clean water supply.

Apply for grants available for special tourism projects

Non-profit organizations, international foundations and several agencies offer grants every year to support tourism in the Caribbean and Latin America. See Appendix C for a list of grants awarded this year for tourism initiatives.
Objective: **Improve rural economy**

**Strategies:**

**Promote local businesses**
Encourage sale of local products from food to traditional clothing and handicraft. Villagers can work and sell out of their homes like they normally do or outdoor markets can be cheaply built to accommodate visitors.

**Assure sustainability**
Local products can be used to attract tourists and revenues from sales can help improve agricultural and fishing productions.

Objective: **Introduce rural accommodations**

**Strategy:**

**Open family pensions and bed-and-breakfast accommodations**
Villagers can be trained to manage small tourist accommodations within their communities. The facilities would meet basic sanitary requirements without disturbing local customs. These pensions can only receive very few visitors at a time, so several should be established to meet specifically set and adhered to numbers.

Goal 2: **Decentralize tourism administration/planning**
Small localities can be empowered to manage the tourist product while Jacmel does the overall supervision.

Objective: **Train village leaders to manage the product**

**Strategies:**

**Inventory and improvement**
Make an inventory of existing activities, improve or add to when necessary to assure tourist interest. Locals should decide what they want to show to the tourist and how. They will also determine the level of interference with their lifestyle by how they set up interaction.

**Assure authenticity of product**
What is portrayed to the tourist should be real. Daily experiences should not be anything out of the ordinary.
Objective: **Enforcement of environmental regulations by locals**

Strategy:

**Increase awareness of population by education**

Create pride and a sense of value among locals to support the enforcement of environmental regulations such as restricted access to sensitive areas and development limitations.

**Goal 3: Increase access/departure options**

Small groups of tourists will be traveling through the region. To put more emphasis on attractions and activities, additional transportation alternatives can reduce travel time.

**Objective:** **Multiple departure points**

Strategies:

**Cruise ship re-boarding**

As the ship continues to travel around the island, tourists can travel inland and re-board from selected departure points. Passengers will reach the cruiser by boat from these stations.

**From ocean to land travel**

Offer the possibility of arriving by ship, explore the region and leave by car (or plane in the future) so that tourists can also travel to other destinations within the country.

**Objective:** **Explore other access possibilities**

Strategy:

**Explore road and air travel**

In addition to cruise ship passengers, the possibility of receiving international tourists by car or airplane should remain open. Road travelers will arrive from Port-au-Prince. Others may decide to take domestic flights to Jacmel. However, air traffic can only be accommodated if improvements to the airport are made.
Impact on priority projects

This option also prioritizes attractions, in particular rural attractions. Emphasis is put on the local culture and decentralization of tourism management. The top five priority projects are re-ordered as follows.
1. Education and Training;
2. Decentralization of tourism administration;
3. Rural attractions improvement;
4. Infrastructure and services to all destinations; and,
5. Access by roads and airports.

For this approach, it is also assumed that requirements such as the wharf rehabilitation and creation of the visitor's center are fulfilled prior to the execution of these priority projects. The observations and recommendations regarding wastewater treatment and solid waste disposal also apply to this alternative. Since this is a decentralized system, each area should be studied independently. To implement the multiple access concept main roads and airport should be upgraded to required standards.

Planning concept and guidelines

The planning concept is a decentralized system defining a network served by multiple modes of transportation. It keeps the rural population in their communities and develops greater levels of interaction with the visitor. It provides villages with the opportunity to collect direct revenues from the tourism industry (Map 5).
MAP 5 – Alternative 2, “Specialized Tourism”
Alternative III: Combination of low-scale and specialized tourism

Jacmel can achieve a combination of the previous alternatives and assure success of tourism at the urban and rural levels. The developments of options 1 and 2 can occur simultaneously or in phases. The success of these alternatives will determine the ability to meet the demands of an expanding industry.

The expansion will require significant investments and increase the stress on the environment. To assure success and sustainability, national, regional and local levels of planning are necessary and plans should be implemented according to environmental restrictions and infrastructure limitations.

The low-scale tourism, alternative 1, can be implemented immediately. The cultural and eco-tourism approach requires more preparation and training. Decentralization of tourism management is a great challenge for communities used to very centralized systems. Option 2 can be tested while option 1 is being implemented and incorporated after successful results. It can benefit from publicity gained with the operation of low-scale tourism.

Decision-makers can conduct market surveys to identify the potential customers. They can advertise the “specialized tourism” concept as part of an existing network of historic and natural tourist attractions. Training of locals should include the particularity of dealing with different types of tourists with different needs.

The combination of the two alternatives requires the development of regional and local master plans. As they qualify for the tourism program, newly added communities can follow guidelines already set by the plans. Although options 1 and 2 operate separately from each other, revenues should be used to improve and maintain both systems.

For all three alternatives, it is necessary to establish a monitoring system that would produce periodic progress reports. Officials and planners can evaluate the products on a regular basis. Evaluation by local residents is equally important. Revision of goals, objectives and strategies at the end of each year and for each locality will help keep the
product at its best and assure significant returns for the community. Plans should be flexible to respond to the changing needs of tourists and locals.

Ultimately, the success of tourism in the region will contribute to enhance the quality of life by providing proper housing, new schools and clinics, and a healthy and sustainable economy for its residents. The community can be rewarded with a facility or service after every evaluation period.
**Conclusion**

Jacmel has the potential of becoming a unique tourist destination in the Caribbean. It is strategically located on the southern coast of Haiti, which is on the route of most cruise ships. The city has a diverse history and culture to offer and is minutes away from natural amenities. Its residents are poised for a better economy. Plans and visions of the government are encouraging the private sector to invest in the tourism industry. However, careful planning is needed to achieve goals and fulfill promises.

This report has shown that it is imperative to plan tourism in order to maintain sustainability, success and productivity. Many countries have failed in delivering quality products. Populations and environments have suffered the consequences of lack of planning and government instability. Things are changing with increasing public awareness of issues involving tourism. Local residents and green groups are influencing government decisions. Equal considerations are being given to local-tourist interaction and environmental protection as well as economic return. Growing competition has forced destinations to be more creative in their design of tourist products. Tourism authorities are restructuring their ministries and departments to include greater levels of expertise.

Haiti is following the same path. Its tourism department recently completed the first nationwide tourism master plan. Jacmel was selected as a priority tourist zone. The government and its tourism department have immediate plans to implement tourism in the area. The city is scheduled to receive international tourists as early as December 1998.

Inventory reports have shown that major improvements are needed to meet the basic requirements for new destinations. Infrastructure conditions have always been a challenge for developing countries. These difficulties and other obstacles have discouraged several places from entering the industry or opening more attractions.

This paper has analyzed the government projects for Jacmel and identified strengths and weaknesses. The evaluation and discussion suggests that new destinations
can overcome these problems by testing forms of low-scale/niche-market tourist products. Communities can adopt approaches that would simultaneously meet minimum requirements, satisfy low budgets and provide sufficient economic return to support more ambitious forms of tourism in the future.

In the case of Jacmel, the report looked at three options: low-scale tourism, eco and cultural tourism, and a combination of both. The choice of these alternatives is based on the results of the evaluation and the potential of the existing amenities. The low-scale approach featuring historic districts, sites of cultural interest and water-based attractions, seems to be the most feasible in a short period of time. All activities would be concentrated in the urban area except for visits to remote sites of interests. All the alternatives emphasize citizen participation at all levels of planning and education to re-create a sense of place and value among the locals and how to service tourist needs while maintaining quality interaction with the visitors. This report supports the concept of long-term sustainable tourism and local control of the tourist product versus short-term mass tourism. Case studies have demonstrated how detrimental uncontrolled and unplanned tourism can be for tourist destination.

It is suggested that all new tourist destinations encourage a diversified economy to assure sustainability. Selection and adoption of the best solution remains the responsibility of the government and local officials. However, it has always been difficult to convince decision-makers of the advantages of the long-term approach. Short-term economic returns are more appealing in spite of potential damage to the environment and local life.

Jacmel has already started its year-round 300th anniversary celebration. Tourists are expected to join in soon. The success of Jacmel and constant monitoring of its progress will benefit other destinations within the country. It can also serve as a model that other Caribbean nations can follow. Through information technology the Caribbean basin can create a unified tourism network where every destination brings its originality and expertise together to benefit the whole region (Appendix C).
This document is a guide for the preparation of more detailed plans for Jacmel and surrounding areas. Once a concept is adopted, specific plans can be generated for urban and rural communities with the flexibility of integrating new ideas. Regular evaluation and monitoring will help to refine the product and assure the satisfaction of the host community and the visitors.
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The photographs used in the Jacmel-Images section and on the cover page are the work of Kareen Thermil unless otherwise indicated. All pictures were taken by a Canon EOS-Rebel G camera on film for color slides, Fujichrome Sensia II 100 – daylight, RA 135.
Appendices
# Appendix A-
## Jacmel Celebration Agenda
Source: SET, November 1997

<table>
<thead>
<tr>
<th>Date</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>December 24, 1997</td>
<td>“Jacmel Awareness” Celebration</td>
</tr>
<tr>
<td>January 1, 1997</td>
<td>Three-hundredth anniversary festivities begin</td>
</tr>
<tr>
<td>February, 1998</td>
<td>Carnival .... for a month!</td>
</tr>
<tr>
<td>March-April, 1998</td>
<td>Easter - Rara Time</td>
</tr>
<tr>
<td>May 1, 1998</td>
<td>Agricultural program - Parish feast of Saints James and Philip - Labor Day</td>
</tr>
<tr>
<td>May 18, 1998</td>
<td>Flag Day</td>
</tr>
<tr>
<td>June 5, 1998</td>
<td>Earth Day</td>
</tr>
<tr>
<td>June 21, 1998</td>
<td>Music Day</td>
</tr>
<tr>
<td>July, 1998</td>
<td>Happy Birthday, Jacmel!</td>
</tr>
</tbody>
</table>
Appendix B.-
Internet Promotion for Tourism
Example of Trinidad and Tobago
Source://www.wp.com/trinbago/home.html
TRINIDAD & TOBAGO SIGHTSEEING TOURS

Adventure and Eco Tours of Trinidad and Tobago

- Company Profile and General Services

- Trinidad Cruise Ship Tours
- Trinidad Sightseeing Tours
- Trinidad Naturalist Tours
- Tobago Cruise Ship Tours
- Tobago Sightseeing Tours
- Tobago Naturalist Tours
- Ecotourism
- Marketing
- Associated Hotels & Guesthouses
- Pricing
- Bookings

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Mission Statement

The company's Mission is to provide service and best product value to its clients and customers through innovative products and high quality tours and to be the largest and leading service company in its field.

Bookings

Tours can be booked directly with us from your home or through your Travel Agents. To book your tours, just fill out the registration form and e-mail or fax us at 1-868-622-9205. If you have any questions please contact us by phone, fax, or e-mail.
TOBAGO NATURALISTS TOURS

(For Stay over Clients)

- Buccoo Marsh and Grafton Estate
- Little Tobago Island
- Diving
- Glass Bottom Boat Trip to the Buccoo Reef

SPECIALTIES

**Buccoo Marsh and Grafton Estate**

Morning at Mount Irvine Bay. The grounds here boast more than a hundred species of trees and shrubs -- many in brilliant bloom -- and are home to barred antshrikes, blue-faced grassquits, blue-gray tanagers, and scores of other delightful birds. From the beach you can watch terns, pelicans, and frigate birds as you swim and snorkel. After lunching to the music of a steelband, take the field trip to Buccoo Marsh, and then visit Grafton Estate where you can observe chachalacas and blue-crowned motmots being fed, and search the forest trails for spinedtails and woodcreepers.

Cost: US$60.00 per person

**Little Tobago Island**

Today, why not motor up the Atlantic Coast? We take you through Scarborough and on to Speyside, where an open boat takes us across to Little Tobago. We then make a short, stiff climb to a lovely spot that overlooks cliffs on which red-billed tropic birds and Audubon's shearwaters nest.

Cost: US$65.00 per person

**Roxborough and Bloody Bay Road**

Rise early to birds and botanize in the mountain rain forest of the central highlands, where you spot trogons, manakins, motmots, and jacamars, and perhaps such Tobago specialties as the rare white-tailed sabrewing. Picnic under the sun at a lookout that commands stunning views of the Atlantic and Caribbean.

Cost: US$55.00 per person
Diving

A scenic drive up the East Coast to the picturesque village of Speyside. You will be taken by boat to some of the prime diving spots. Explore this magnificent underwater world, searching for lost treasure or sunken ships. Your tour includes two dives or resort courses for non-divers. Certified professionals are available and all equipment is tested and guaranteed. A delightful lunch and a drink area, are also included.

Cost: Diving packages range from US$45.00 to US$189 per person (not including accessories) depending on the number of dives (1 to 6). E-mail us for full details.

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Glass Bottom Boat Trip to the Buccoo Reef

A delightful boat trip to the undersea gardens and natural aquarium of Tobago's wonderland. Snorkel amidst nature's most beautiful tropical fish and coral formations, enjoy the coral garden, and swim in the Nylon Pool. (Mask and sneakers are provided, as well as transport to and from Pigeon Point.)

The island of Tranquil Tobago, whose famous "Buccoo Reef" was visited by "Jack Crousto" French Oceanographer and Explorer. He rated Tobago's Buccoo Reef as the number three (3) spectacular sight to behold in the world. Your tour begins from Scarborough with a drive along the Claude Noel Highway before entering "Buccoo Bay Beach Resort" where you will board the Glass Bottom Boats, to the Coral Gardens and Buccoo Reef. You will be treated to many species of Fish life and Natural Formation of the Reef. After visiting the Reef the Glass Bottom Boat will then head for the "Nylon Pool", where you can disembark and swim on this sand bank, with water not exceeding 2 1/2 feet high.

From here you will return to Buccoo Bay, where you transport awaits you for your journey back to Scarborough, traveling once more along the Claude Noel Highway.

Duration: Approximately 3 hours
Cost: US$30.00 per person.

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SPECIES RECORDED ON THE ISLAND ARE AS FOLLOWS:


For tours in the dry season, be sure to prepare for high temperatures and relative humidity with a peaked cap, shoes, trousers, shirts and sun glasses. Sun tan lotion and mosquito repellent are also very necessary.
Trinidad and Tobago lies between latitudes 10-11 N and longitudes 60-61 W. Trinidad is just 10 miles east of the Venezuelan mainland and has continental flora and fauna. The island was separated from Venezuela only 11,000 years ago during the last Ice Age. Tobago has more of an Antillean affinity due to its longer separation.

Trinidad measures 55 miles long by 40 miles with an acreage of 1,754 sq. miles, while Tobago measures 26 by 7.5 miles, totally 116.25 sq. miles.

The island of Trinidad has three mountain ranges; the Northern Range, the Central Range, and the Southern Hills, all running in an east-west direction. The highest point in the Northern Range, El Cerro del Aripo rises to over 3,000 feet, and is formed mostly of phyllite, quartzite, and some limestone. It has a rather poor soil on the whole. Elfin woodlands, rain forest and mountain forests characterize the vegetation of this area.

These hilly ranges are interspersed by rich alluvial plains such as the Caroni floodplains and belt of savannahs.

The southern plains are home to more deciduous type forest, and fringing our coast and draining our hills are two main swamps. To the west is the brackish water Caroni Swamp, to the east, the freshwater Nariva Swamp. The south-westerly region drains into the Los Blanquizales Swamp.

Tobago, famous for its fringing reefs and blue-green waters, has only one range running north-east to south-west across the island, with its highest point (Pigeon Peak) rising to over 1,800 feet. The eastern end of the island is fringed by several islets, including Little Tobago island, home to the now extinct Greater Bird-of-Paradise. There is a belt of rainforest on eastern Tobago, but the rest of the island could be described as being dry, deciduous forest. Xerophytic and scrub vegetation characterized some coastal areas on the island. Rock type is predominately limestone. Tobago boasts the oldest legally protected reserve in this hemisphere -- the main ridge Pigeon Peak Reserve, established in 1765.

The variety of habitats gives rise to the quantum and diversity of species on the islands, and acts as a gateway to the tropical ecology on the South American mainland.

The climate of Trinidad and Tobago is mainly seasonal, with wet and dry seasons, each lasting about six
months annually. The dry season last from November to May, with rain in the remaining months. The islands are swept by north-east trade winds that dump over 140 inches of rain annually, particularly in the most easterly regions. The more dry and scrubby areas to the West receive an average of 40 inches annually.
## Appendix C.
### Tourism Grants and Projects

### I. Tourism Projects Funded

**Selected grants awarded in 1996-1998 for tourism initiatives**

**United Nations Development Programme - UNDP**


<table>
<thead>
<tr>
<th>Country</th>
<th>Project</th>
<th>Grant Recipient</th>
<th>Grant Amount</th>
<th>Grant Period</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Ecuador</strong></td>
<td>Non-Timber Forest Resource Management Program for the Macalilla National Park and Buffer Zone/ First Phase:Tagua (ivory nut) Handicraft Production and Sale</td>
<td>Training and Investigation Foundation for Socio-Environment Development</td>
<td>$21,500</td>
<td>04/97-04/98</td>
</tr>
<tr>
<td><strong>Mexico</strong></td>
<td>Sustainable Management in the Mayan Area of the State of Quintana Roo</td>
<td>Yum Balam A.C.</td>
<td>$25,153</td>
<td>11/96-11/97</td>
</tr>
<tr>
<td><strong>Mexico</strong></td>
<td>Training of Environmental Educators</td>
<td>Marea Azul, A.C.</td>
<td>$12,981</td>
<td>11/96-11/97</td>
</tr>
<tr>
<td><strong>Mexico</strong></td>
<td>Recovering and Enhancing Traditional Embroidery Among Women’s Groups</td>
<td>Fundacion Tun Ben Kin, A.C.</td>
<td>$9,771</td>
<td>11/96-11/97</td>
</tr>
<tr>
<td><strong>Trinidad and Tobago</strong></td>
<td>Tour Guide Training for Turtle Watching and Ecotour Guides</td>
<td>Kathryn McConnie-Angoy, Tours Incredible</td>
<td>$1,320</td>
<td>06/97-07/97</td>
</tr>
</tbody>
</table>
Cooperation for development projects
World Tourism Organization - WTO
Source: www.world-tourism.org/ows-doc/Offer.htm#Mision

The transfer of tourism know-how to developing countries is one of the World Tourism Organization’s fundamental tasks.

As an executing agency of the United Nations Development Programme, WTO contributes decades of experience in tourism to the sustainable development goals of nations throughout the world.

Acting on requests from member governments, WTO secures financing, locates the world’s leading experts, and carries out all types of tourism development projects, large and small.

In the operating period 1996-97, the World Tourism Organization carried out development activities in 42 countries worth US$4.4 million.

Practical Projects

Development projects carried out by WTO often encompass the entire tourism sector of a nation and involve many months of work, such as the strategy for environmentally sustainable development of India’s Andaman Islands completed in 1996. Other examples of long-term projects include:

- Reconstruction and Development Plan in Lebanon (1997).

Projects can also be short and targeted to address an immediate need. A sectoral support mission to assess the economic impact of tourism in Egypt in 1996, is one example. Other recent short-term projects have included:

- A pilot eco-tourism development in Congo.
- Hotel classification system in Ecuador.
- New tourism laws for Nicaragua.
- Resort management in the Maldives.
- Analysis of air transport in Costa Rica.
- Protection of historic sites in the Philippines.
- Statistics training for the United Arab Emirates.
- Resort marketing in China.
II. Tourism Efforts Worldwide

World Tourism Organization Efforts

Source: www.world-tourism.org/ows-doc/Offer.htm#Mision

Regional Promotional Projects

WTO is in a unique position to carry out special projects that promote tourism to a group of member countries. The Silk Road and the Slave Route are two of these projects, being implemented in cooperation with the United Nations Scientific and Cultural Organization (UNESCO).

The Silk Road: Launched in 1994, WTO’s Silk Road project aims to revitalize through tourism the ancient highways used by Marco Polo and the caravan traders who came after him. The Silk Road stretches 12,000 km from Asia to Europe. Sixteen Silk Road countries have joined forces for this project: Japan, Republic of Korea, DPR Korea, China, Kazakhstan, Kyrgyzstan, Pakistan, Uzbekistan, Tajikistan, Turkmenistan, Iran, Azerbaijan, Turkey, Georgia, Greece and Egypt. Joint promotional activities include a brochure and video, familiarization trips and special events at major tourism trade fairs.

The Slave Route: Initiated in 1995 as part of the United Nations’ International Year of Tolerance, the Slave Route aims to boost cultural tourism to western African nations. Its immediate goals are to restore monuments, enhance history museums and launch joint promotional campaigns in selected tourism generating markets, which will motivate foreign visitors to learn about the history of these countries and to discover their roots. The project is expected to be expanded in the future to include other nations in southern and eastern Africa, as well as countries in the Caribbean.

Regional Activities

Direct actions that strengthen and support the efforts of National Tourism Administrations are carried out by WTO’s regional representatives.

Each region of the world—Africa, Americas, East Asia and the Pacific, Europe, Middle East and South Asia—receives special attention from that region’s representative at the World Tourism Organization.

Based at the Madrid headquarters, regional representatives are WTO’s front line of contact with member countries. They are constantly on the go, but regional representatives are much more than travelling ambassadors.

• They meet with top tourism officials from each of the countries in their region to analyze problems and help seek solutions.

• They act as a liaison between tourism authorities and the United Nations Development Programme to create specific development projects.
• They organize national seminars on topics of particular relevance to an individual country, such as Tourism Promotion in Mexico or Ecotourism in Kyrgyzstan.

• They hold regional conferences on problems that are shared by many countries so that members can exchange experiences and work towards common goals, such as Safety and Security in Eastern Europe or Aviation and Tourism Policy in the Caribbean.

• They represent WTO at national and regional tourism events.

• They help facilitate productive contacts between tourism authorities and other branches of government—often at the presidential level.

All of these activities are designed to help increase the stature of National Tourism Administrations within their own country, while at the same time improving each nation’s tourism sector.

Regional Commission Meetings

WTO’s six regional commissions meet at least once a year to discuss the organization’s activities and priorities for the future. In conjunction with the meeting, member governments and affiliate members take part in a conference on a particular tourism theme, which is addressed by the world’s leading experts in that field.

Conferences in 1997 included Safety and Security (Africa), Coordinated Public and Private Sector Promotion (Americas), Tourism and Aviation (East Asia and the Pacific), Government Responsibilities in Tourism (Europe), Human Resource Development (Middle East), and Tourism and the Environment (South Asia).

Sustainable Development

In opening up new tourism destinations and improving existing ones, the World Tourism Organization is a vital link in the transfer of tourism technology from West to East and from North to South.

All WTO projects are based on the policy of sustainability, ensuring that the economic benefits of tourism development are not offset by damage to the environment or to local cultures. Projects also ensure that local communities share in the planning process and in the prosperity achieved through increased tourism. Working hand-in-hand with our member governments, donor agencies and the private sector, WTO’s objective is to make sure that income and jobs generated by new tourism development will last for generations to come.