

"The thing about Tourism is that the reality of a place is quite different from the mythology of it."

- Martin Parr



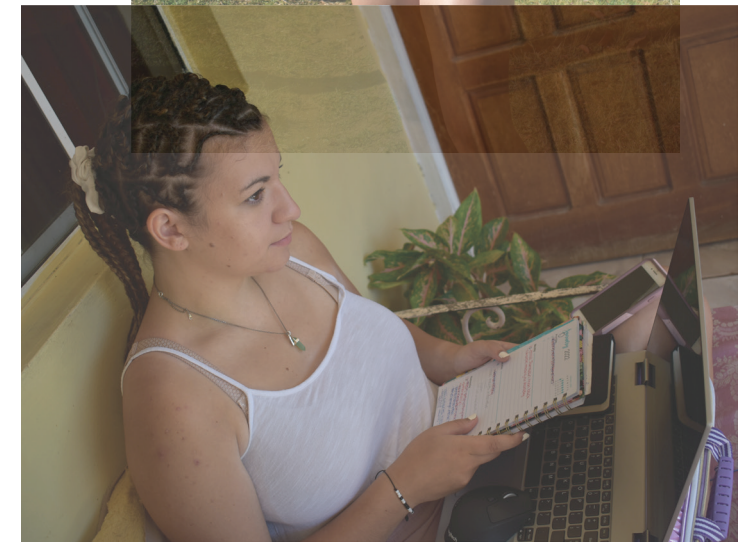
Inspiration:

It was during a study abroad trip to Cuba in 2020 that my interest in tourism was sparked. The dynamics between the local resident and the tourist was so intriguing. It was fascinating to witness the way in which a local resident would live compared to the images that were being "sold" to the media as a way to draw in tourists. I was fortunate enough to be able to see these drastic differences due to my daily conversations, experience and interactions with the local community. However, I couldn't help wondering about all the tourists who had not been granted that same experience and in return received a false manipulated view of the country.



Intention:

The main intention of this thesis is to recapture the authentic image of a place as a travel destination and empower the local community through the development of creating a new typology of tourism that recognizes the assets within the existing conditions.

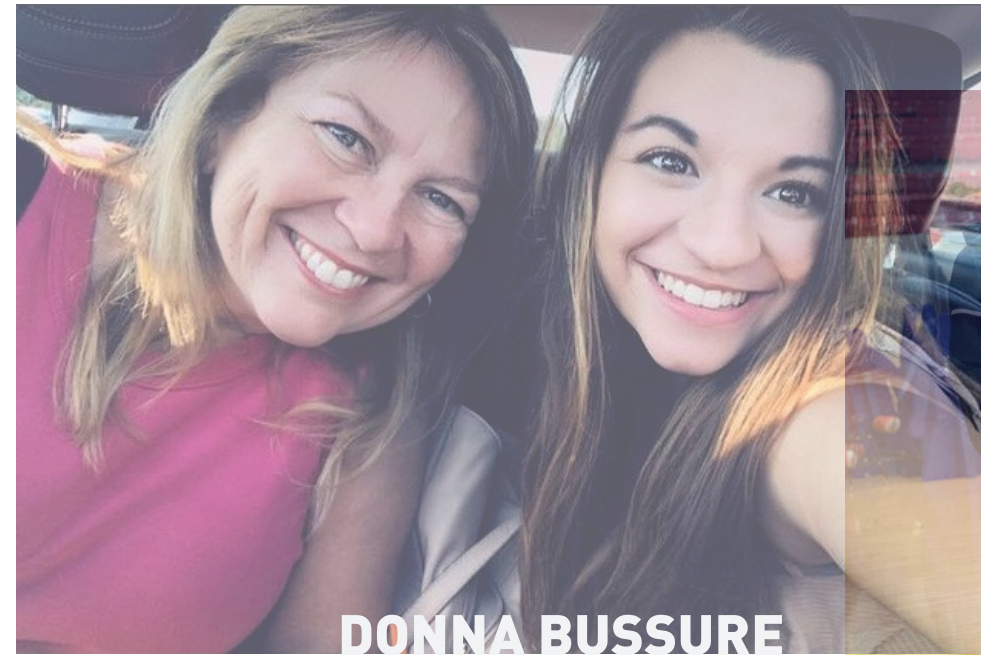




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LORENZO CUMMINGS

INTRO

BACKGROUND

ANALYZING

FRAMING

FRAMING

FRAMING

1

2

3

4

5

6

INTRODUCTION:

- Lenses.....1-2
- Concepts.....3-4
- Definitions.....5-6
- Abstract.....7-8
- Framework.....9-12
- Thesis Questions.....13-14

OVERSTANDING JAMAICA:

- Development of Parishes.....17-18
- Historical Land Use/ Industry ...19-22
- Jamaica's Demographics.....23-26

ANALYZING TOURISM:

- Tourism Framework.....29-31
- Motivations to travel?32-33
- Tourism in Jamaica.....34-37
- Tourism Advertisements.....38-39

AUTHENTICITY:

- Manipulated Image Study42-49
- Life Experiences50-51
- Authentic Dishes.....52-55
- Life in the day of a Jamaican56-57

AFFORD-ABILITY:

- The Exchange Rate.....60
- Housing Prices.....61-63
- Imports and Food Prices.....64

ACCESSIBILITY:

- Hospital Accessibility.....68
- Public Space Accessibility.....69
- Old Hospital Park.....70-71
- Dump Up Park.....72-74
- Author Reflection75
- Water Accessibility76-77
- High School Accessibility.....78
- Living in Poverty79

TPOLOGY

SELECTION

STRATEGY

INNOVATIONS

REFLECTION

DATA

7

8

9

10

11

12

TPOLOGY STUDIES

- Inclusive vs. not study.....82-87
- Marina Laraid Interview.....88-96
- Reflection.....97
- Community Based Tourism.....98-105
- Sustainable Tourism.....106
- Pro-Poor Tourism.....107
- Eco-Tourism.....108-113
- Alternative Tourism comparison...114-117
- Sustainable Comparison.....118-119

SITE SELECTION:

- Selection.....122-123
- Mappings.....124-128
- Census.....129-130
- Community Interviews.....131-136
- Common Community Jobs....137-138

WATER HOLE STRATEGY:

- Jamaica memory.....141-142
- Problems within tourism....143
- Main Goals144
- Water Hole Strategy.....145-146
- Water Hole Brochure.....147-150

INNOVATION:

- Jamaica's Unseen.....153-156
- Thesis Statement.....157-158
- Hidden Gem.....159-160
- Sceniors.....161-164
- Feasibility.....165-166
- Logistics.....167-176

LIMITATIONS:

- Author Reflection.....177-178

APPENDIX:

- Cornwall Community Interviews...185-196
- Figures & References.....197-218

INTRODUCTION:

“If you are trying to get information across to someone, your ability to create a compelling introduction may be the most important single factor in the later success of your mission.”

-John Medina

A large, stylized number '01' in a teal color, positioned on the right side of the slide. The '0' is a thick, rounded shape, and the '1' is a thick, vertical shape with a small hook at the top. The number is set against a white background that is part of a horizontal bar extending across the width of the slide.



AUTHENTICITY:

Real or genuine; not copied or false



ACCESSIBILITY:

(As it relates to a place) able to be reached or entered



LOCAL EMPOWERMENT:

Increasing the capacity of individuals or groups to make choices about what they want and to transform those choices into desired actions and outcomes.



AFFORD-ABILITY:

Ability to be afforded; inexpensiveness



RECOGNITION:

Acknowledging a situation and giving it special notice or attention

These lenses serve as the main focal points that this thesis was analyzed through. Furthermore, throughout this investigation these five lenses were determined to be the major problem areas that Jamaica's current tourism models are failing at achieving.



JAMAICA:

A developing country located in the Caribbean.

TOURISM:

The temporary movement of people to destinations outside their normal places of work and residence, the activities undertaken during their stay in those destinations and the facilities created to cater to their needs [BOOK]

BALANCED RELATIONSHIP:

Where there are equal and healthy amounts of giving and taking.

OVERSTANDING:

A Rastafarian turn of phrase. It implies more than basic understanding, something like having "the big picture." The sound of the word "overstanding" adds vibrations of positivity, strength and respect.

CORNWALL MOUNTAIN:

A community in Jamaica located within the Westmoreland Parish

Without fully overstanding these concepts this thesis will be extremely difficult if not impossible to understand. For these reasons it is imperative that the reader familiarize themselves with concepts before diving in further within this investigation.

Tourist:

A person who is not a local (i.e. did not live to which they have traveled or grow up in the location they are at).

Jamaican:

A native or inhabitant of Jamaica, or a person of Jamaican descent.
-Oxford Dictionary

Wanderlust:

A strong desire for or impulse to wander or travel and explore the world.

Overstanding:

A Rastafarian turn of phrase. It implies more than basic understanding, something like having "the big picture." The sound of the word "overstanding" adds vibrations of positivity, strength and respect.

Case Study:

A process or record of research into the development of a particular person, group, or situation over a period of time.
-Oxford Dictionary

Local:

An inhabitant of a particular area or neighborhood.
-Oxford Dictionary

Escapism:

The tendency to seek distraction and relief from unpleasant realities, especially by seeking entertainment or engaging in fantasy.

Mass Tourism:

Occurs when large numbers of individuals visit the same place at one time. Often it is the most popular type of tourism because it is generally the cheapest.



figure 1.0, Two Jamaica's?

ABSTRACT:

Tourism is not a new concept; however, only recently have individuals begun to fully understand the positive and negative effects tourism can play on a local community.

For example, in the book, *Tourism: Economic, Physical and Social Impacts*, Aliser Mathieson and Geoffrey Wall dive into the different negative and positive aspects of economics, social structure, and natural resources as they relate to tourism. In addition, analysis of other tourism strategies (such as Eco-Tourism, Community-Based Tourism, Mass Tourism and Pro-Poor tourism) has presented positive and negative approaches on how to engage with the local community.

The main objective of this investigation is to determine what the best tourism strategy is for Jamaica. Such a strategy will function by pulling benefits from other existing strategies and producing a new tourism strategy that begins to address the current issues within Jamaica's tourism, such as, not limiting tourist locations, fostering community sustainability, and primarily focusing on achieving authenticity, affordability, accessibility, and local empowerment, while embracing the existing assets.

In order to evaluate the existing tourism strategies' effectiveness in Jamaica, several different methods of engagement were utilized, such as analyzing existing tourism strategies, watching documentaries, interviewing the local community and tourists as well as those at the organizational level (Ministry of Tourism), mapping, and also experiencing Jamaica first-hand.

Using these different methods, it was uncovered that local empowerment, authenticity, affordability, accessibility, and recognition were severely lacking within Jamaica's current tourism strategies. This type of approach leaves many locals thinking, "we are not a priority, and in order for any development to occur, tourists must visit".

It is time that a new typology is created to focus on these areas that are vital to the tourist and benefit the local population, rather than continuing supporting Mass Tourism models that are quite literally all a fantasy.



The Tipping Point:

Tourism is a somewhat new term that first came to fruition in 1772. According to Alexis Flynn, in the article, "What is the history of tourism and hospitality industry?", the first known travel agency was started in the mid 1800's by Thomas Cook, in England. The agency offered a package that included railway tickets and an accompanying tour book. However, little did the world know this was only the beginning to a new, demanding, ever-growing market. For example, a few years prior, the modern hotel industry was just kicking off in the United States, with the opening of The City Hotel in New York in 1794.

Since then, tourism has been experiencing huge global growth every year, and it is only forecasted to keep growing far into the future. In addition, tourism has brought many extremely great benefits such as economic growth. However, the market has also begun to grow at such a rapid pace that it has started to affect the local communities within these tourist areas. In recent years in particular developing countries have fallen victim to mass tourism.

This thesis dives into the underlying issues experienced within the tourism industry and analyzes different solutions by carefully and intimately investigating a case study on Jamaica.

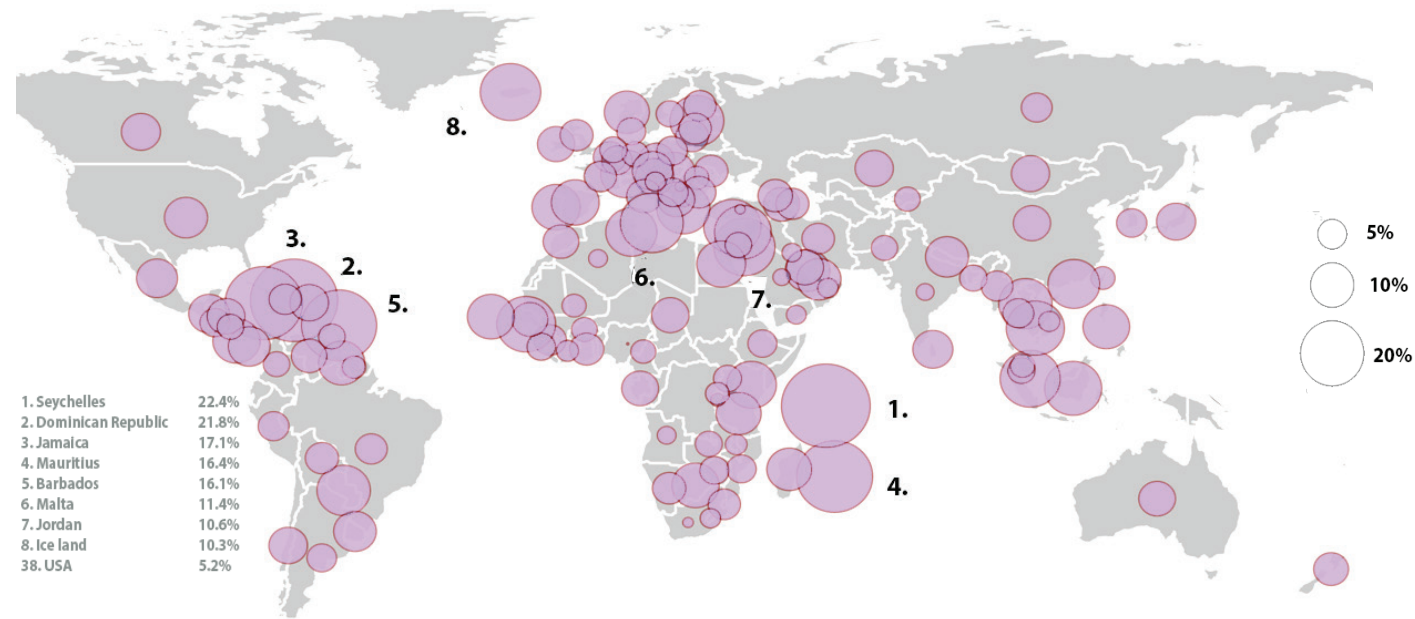


figure 1.2, Tourism Investment, 2013

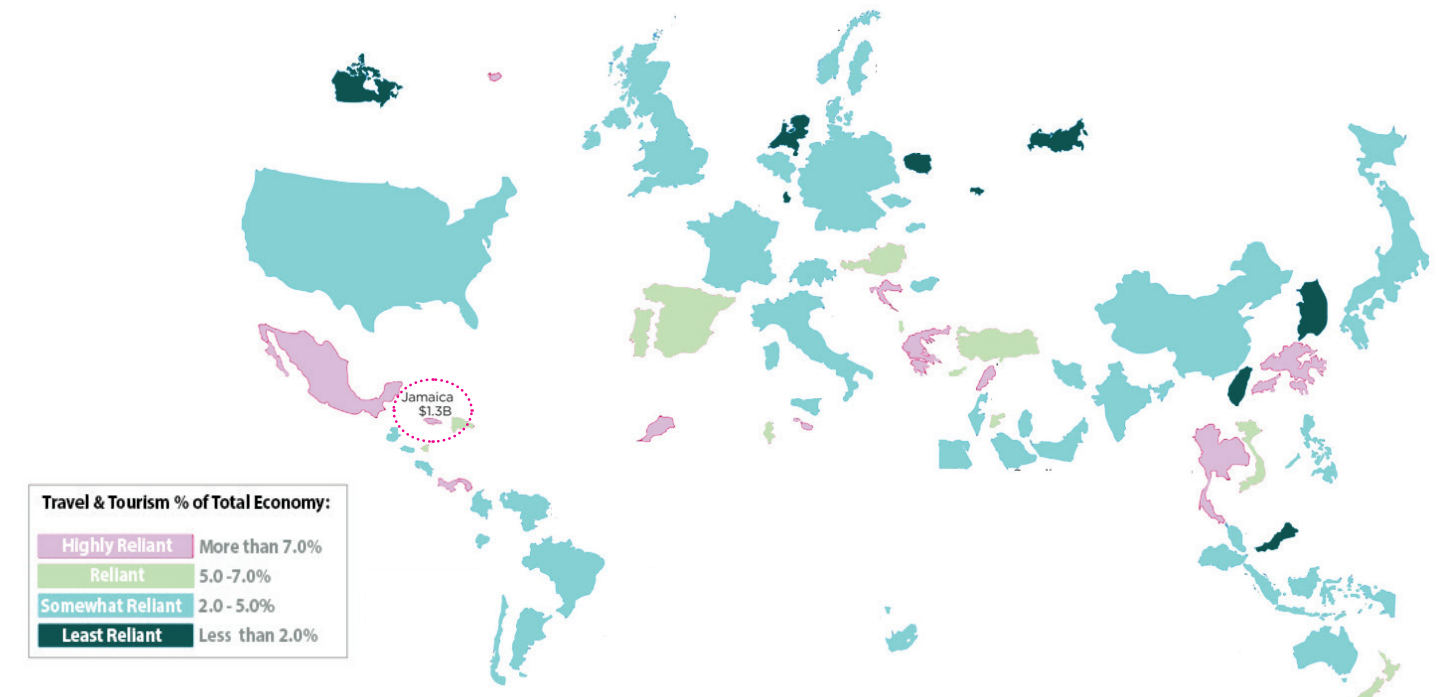


figure 1.3, Reliance on Tourism, 2017

Tourism comes first, then comes fade of local voices:

Tourism is a global industry that affects billions of individuals annually. It affects both the tourist and the local community of the place the tourist is traveling to. Unfortunately, these effects are not always positive. For example, there are many hidden costs to tourism which can result in unfavorable economic costs on the host community leading to more overall damage than good.

In recent years especially in developing countries, government officials have been investing high amounts within developing a tourism industry (figure 1.2). This is mainly

due to their more urgent need for income, employment and rise to more adequate standards of living. Initially this seems like a great way to help the local communities...

Although diversification in an economy is a sign of health, if a country or region becomes dependent for its economic survival upon one industry, it can put major stress on this industry as well as the people involved to perform well.

Why is this important?...

Today, there are several countries that are highly reliant on tourism, with Jamaica being one of them (figure 1.3). This makes sense due to the government investing 17.1% of its total spending in 2013 on tourism (figure 1.2).

This has resulted in 30% of the total employment in Jamaica in 2019 to depend on tourism. This equates to approximately 400,000 jobs throughout Jamaica lost during COVID-19.

By the government's decisions and actions to focus primarily on investing in tourism they have lost the reason of why they were investing in the first place, which was to help the local community of Jamaica. The JAMAICANS. In addition, due to the focus being extremely competitive for tourists' wallets, countries have begun to lose the authentic image of the country through the use of false advertising to capture the attention of as many tourists as possible.

How can it be mended?

Although Mass Tourism is among the most popular types of tourism due to its inviting price and escapism approach, there are a lot of issues that come about because of it. By creating a new typology of tourism that focuses on local empowerment, affordability, accessibility, and capturing the true authentic image of the country it will allow the local community to come first and have their voices heard. In addition it will mend the broken trust between the government and locals. This approach will also allow for a more authentic and immersive experience in Jamaica that will leave a lasting impression on the tourist, which will ultimately draw in more tourists. .

HOW DOES IT FEEL TO LIVE IN A **COUNTRY** THAT IS **NOT DESIGNED FOR YOU?**
BUT RATHER IN SPIE OF YOU...

HOW DOES **TOURISM** EXIST BUT NOT **CONTROL**... HOW DO WE GIVE THAT CONTROL BACK TO THE **LOCALS**?

HOW CAN **TOURISM** BE RETHOUGHT AND RE-FRAMED TO **BENEFIT THE LOCAL** POPULATION WHILE SHOWCASING THE **REAL IMAGE** OF THE COUNTRY?

HOW CAN TOURISM **EMBRACE** THE **EXISTING** CONDITIONS WHILE ALLOWING THE **COMMUNITY TO DEVELOP** ?

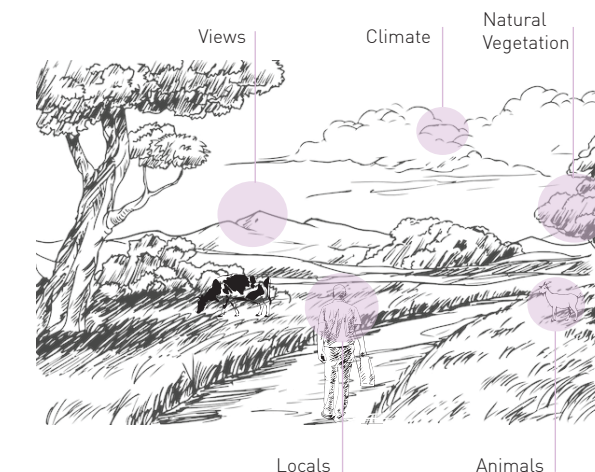
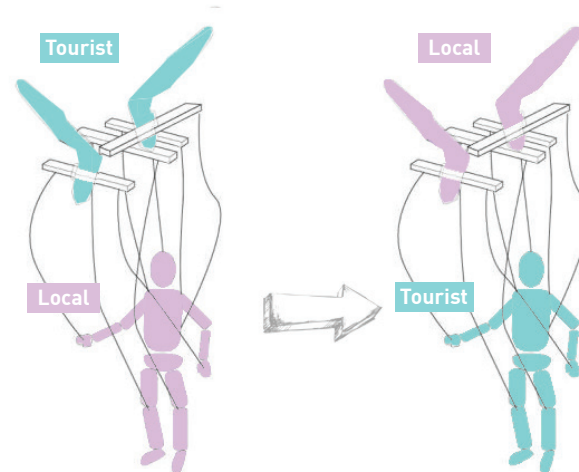


figure 1.4, Thesis Question Collages

The Evolution of Thesis Questions:

Over the course of analyzing and investigating tourism, the overall question of this thesis has evolved; encapsulating multiple levels and dimensions. It is very vital to overstand the thought process behind these shifts and why they occurred because it relates back to the overall intention behind this thesis.

The initial question, how does it feel to live in a country that is not designed for you but rather in spite of you.... was aimed to showcase that tourism is the primary focus on the government official's mind within most countries. However, this is not the correct type of mindset to possess. As this type of thinking begins to greatly impact locals' negatively in more ways than one.

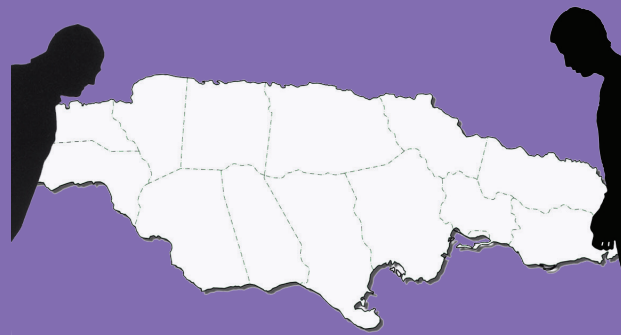
This brought up another question, what is the correct mindset? This has led to the development of question two being: How does tourism exist but not control... how do we give that control back to the locals? There are many benefits for keeping tourism as a major industry within countries, but how do we make sure the local community remains the number one priority? These several questions began to lead the investigation to conducting analysts on the local empowerment tactics and thriving communities within the selected site.

Although, there is still the issue of the countries' utilizing unauthentic marketing strategies which has left an impression on billions of tourists that have been to Jamaica in the past. So how do we begin to solve this problem? This leads to the third thesis question being: how can tourism be rethought and re-framed to benefit the local population and show the real image of the country to tourists in the process? More frequently than not tourism establishments are right next to the water and or have a direct view looking over it. However, what happens to the communities that are much more inland. Is it just determined that this location is un-eligible to be a tourist location?

This type of questioning and analyses leads to the final thesis question being: How can tourism embrace the existing conditions (of a place) while allowing the community to develop? This type of thinking challenges the current typology/ outlook on what it means to be a tourist destination.

These four thesis questions have solidified that no current tourism model tackles all of the issues Jamaica is having within there current tourism models. This conclusion ultimately led to the development of a new typology of tourism that looks into all of the issues listed previously [such as authenticity, accessibility, affability, local empowerment, recognition and much, much more.

OVERSTANDING JAMAICA:



Jamaica is more than just the “brand” the world recognizes so well; it’s a place of pride for the people who live here, its educational institutions, its sports achievements, its science and technology growth.

Portia Simpson-Miller

02

DEVELOPMENT OVER TIME:



figure 2.0, Development of Parishes

Why is Jamaica the way it is today?

In order to understand a country, a person must first look at the country's history, values/ culture and people.

Before 1655 when the Spanish were sovereign rulers of Jamaica, parishes were not established. However, in 1655 when the British took control over Jamaica from the Spanish, Sir Thomas Modyford implemented the English form of local administration by dividing Jamaica into seven parishes. These parishes were formed mainly in the mid to south-eastern region of the island (figure 20). These parishes were named Saint Katherine, Saint John, Port Royal, Clarendon, Saint David, Saint Andrew and Saint Thomas in the East.

The parishes began to grow in the upcoming years. For example, by 1683 eight more parishes were added. These parishes were called Saint Dorothy, Saint Thomas in the Vale, Vere, Saint George, Saint Marie, Saint Ann, Saint James and Saint Elizabeth. The total number of parishes in Jamaica was up at fifteen.

Due to this large increase in parishes, Jamaica was divided into three counties in 1758 (Cornwall, Middlesex and Surrey County). This allowed for holdings of the Justice court to be easier. These counties are still present today. Although, they no longer have any administrative relevance.

Today, Jamaica is divided into 14 parishes which are the main units of local government. These parishes were established on May 1st, 1867 and have remained the same even after the country regained independence from the British in 1962. One interesting fact about the parishes is that they all have a coast; none are landlocked. This provides every parish with access to the water. By having these beautiful coasts, questions started to be raised: How are these coasts utilized? What types of activities happen there?

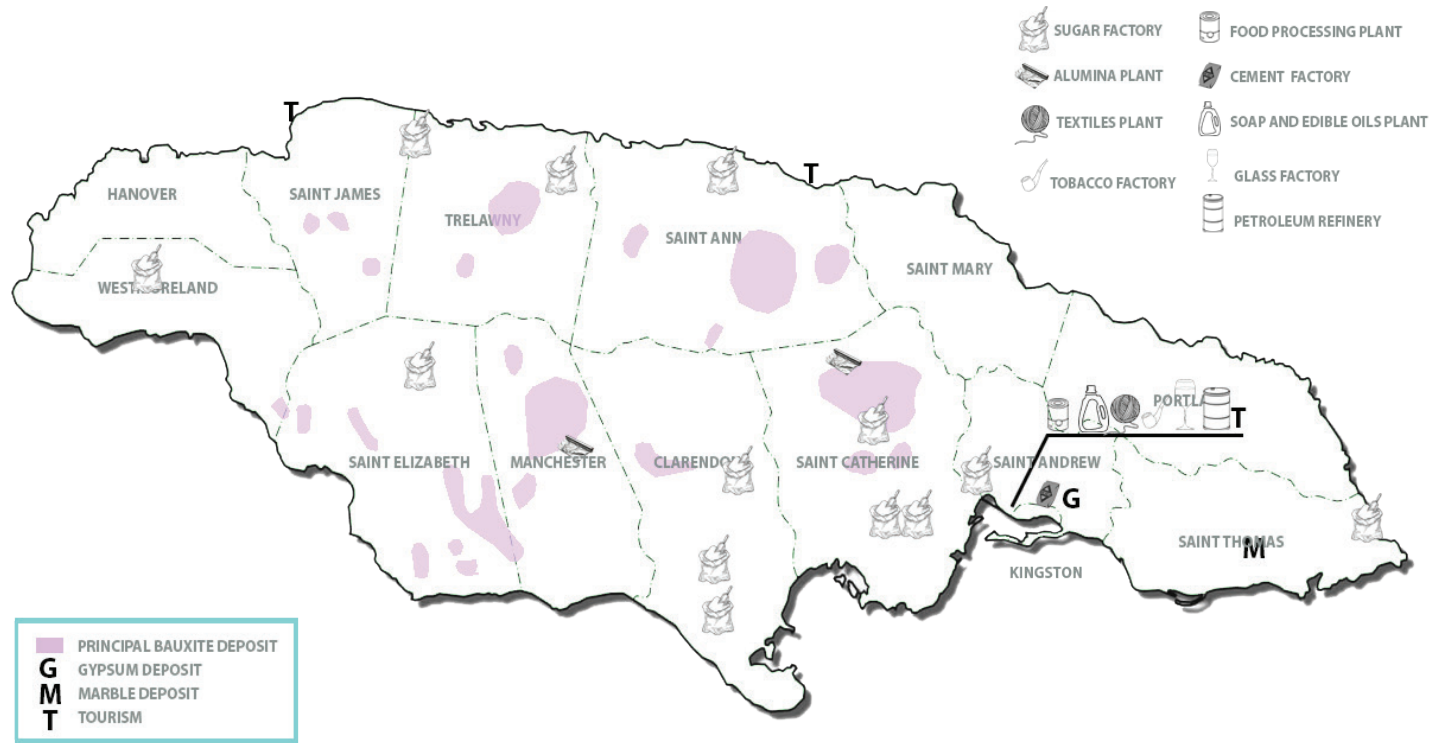


figure 2.1, 1968 Industry Land Use

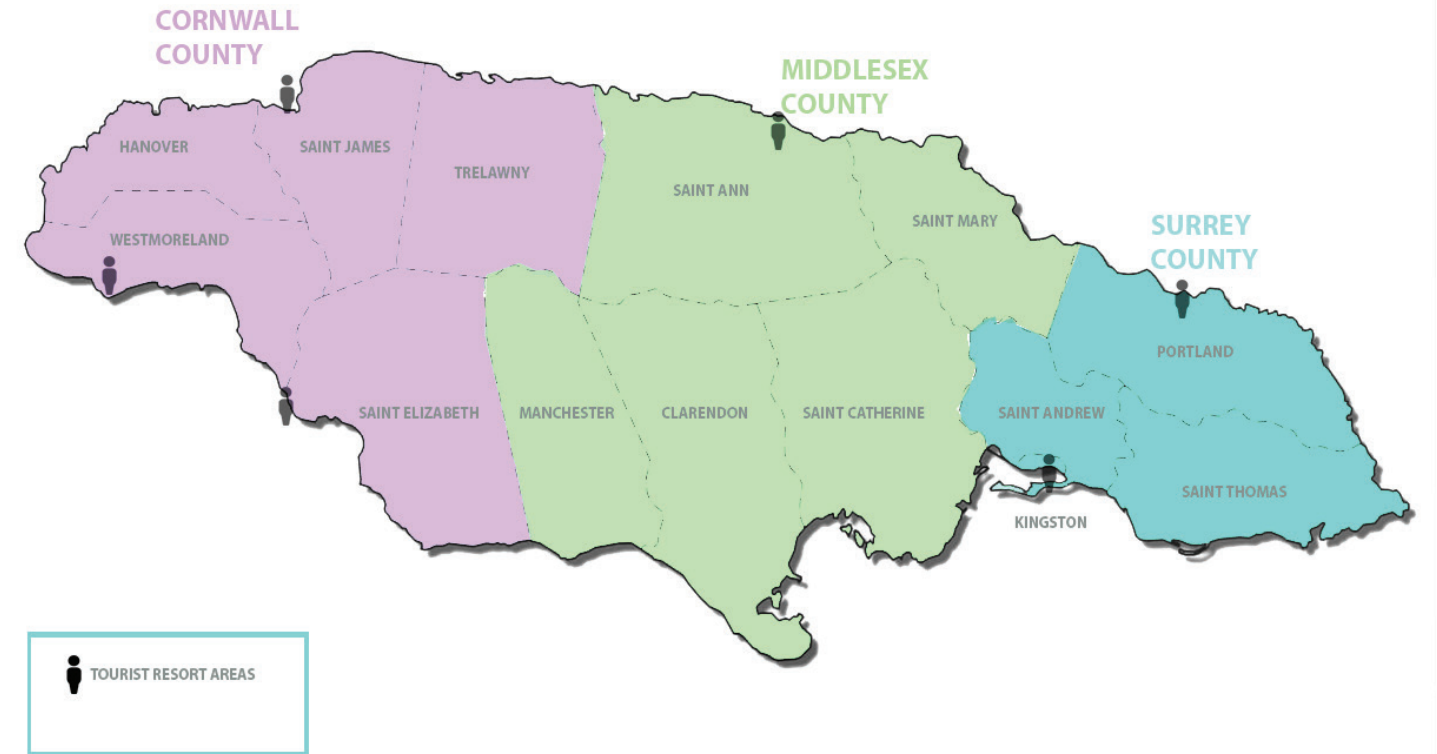


figure 2.2, 2021 Tourism Industry

Overstanding Jamaica's Land Use History:

To fully overstand how the different industries have occupied Jamaica's landscape and what impact they have had on Jamaica, the 1968 Agriculture and Industry Land use maps were created and compared to visually illustrate the following...

In 1968 there were only three parishes that were designated as tourist areas: Kingston, Saint Ann and Saint James (figure 2.1). However, today, there are six parishes that are designated tourist areas: Saint James, Saint Ann, Portland, Kingston, Saint Elizabeth and Westmoreland (figure 2.2).

These six parishes tend to experience the most tourist attraction due to resort locations, activities advertised, airport locations and the recent development taking place. However, it is important to compare these locations with past industry (figure 2.1) and agriculture (figure 2.3). With three additional parishes designated as tourist areas how does this begin to affect the local community? In addition, we are already witnessing the Ministry of Tourism's plan to designate even more parishes as tourist locations.

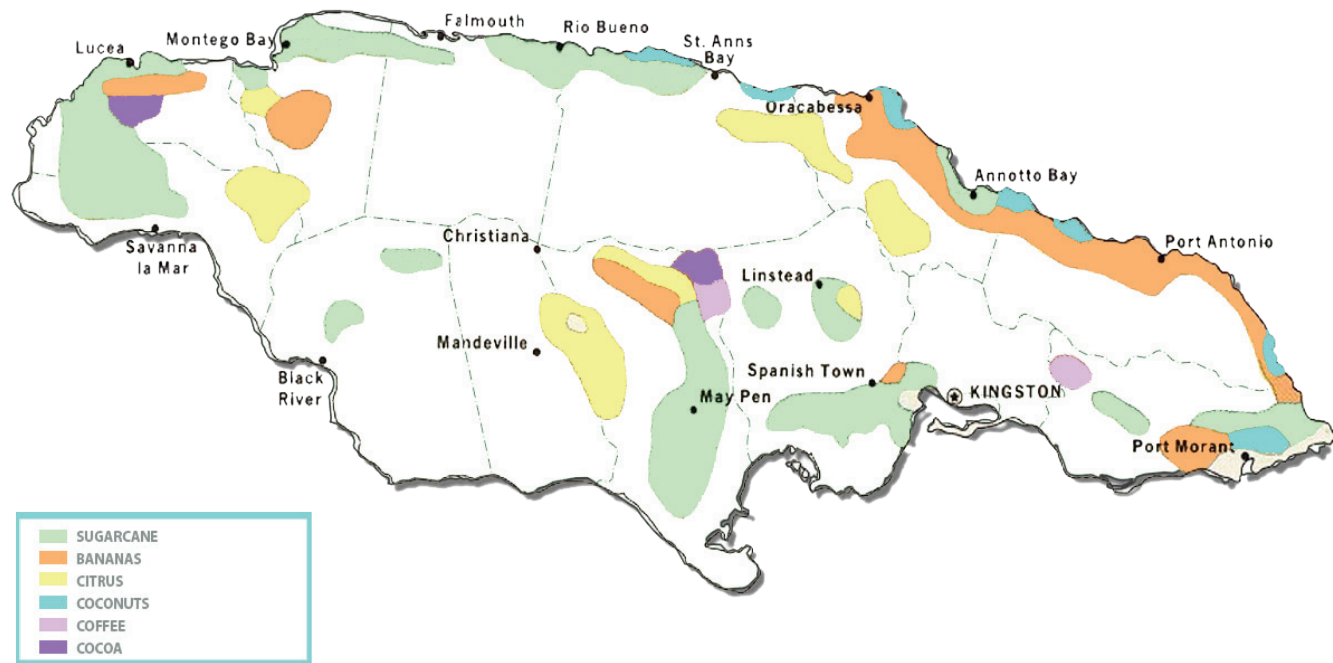


figure 2.3, 1968 Agriculture Land Use

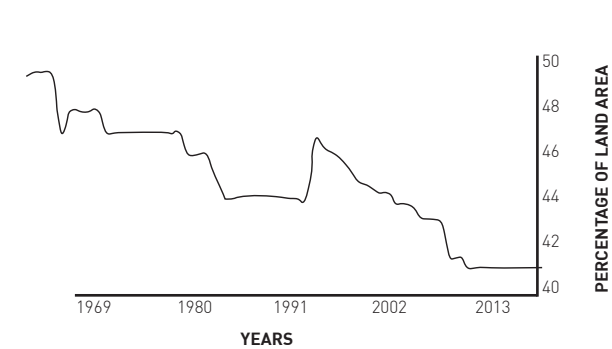


figure 2.4, Jamaica's Agriculture Land Area

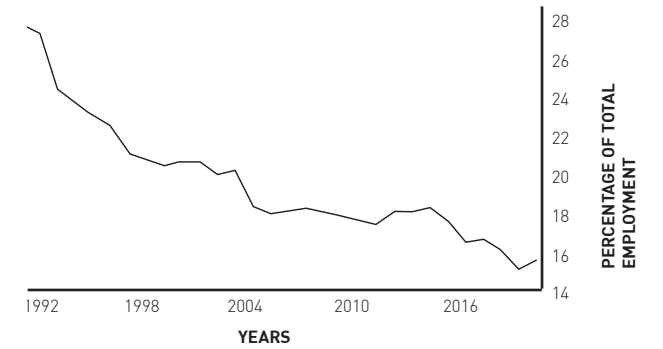


figure 2.5, Jamaica's Agriculture Employment

Tourism locations are seen as a threat to other industries:

Comparing the 1968 Agriculture land Use map to the location of the tourism industry today, we can begin to see an huge overlap within the location of these two industries. This leads to several questions: How has the agriculture industry evolved? Is there enough land designated to agriculture today? Is there a lack of food?

To begin to answer some of these questions graphs were created that summarize the change in the percentage of land area (figure 2.4) as well as the percentage of total employment in agriculture (figure 2.5).

Analyzing the overall percentage change in Jamaica's agricultural land area, it seems as though tourism has been made the priority or has begun to take over (figure 2.4). For example, according to the World Bank, in 1969, the percent of agricultural land in Jamaica was roughly 49%. However in 2013 it was at roughly 41%. With this type of decrease, we are also witnessing a decrease in employment in agriculture, being roughly 27% in 1992 to roughly 16% in 2021 (figure 2.5).

With this massive decrease in agriculture and increase in tourism how does Jamaica plan to feed all these tourists and the local population?



figure 2.6, Sugar Cane



figure 2.7, Banana Trees

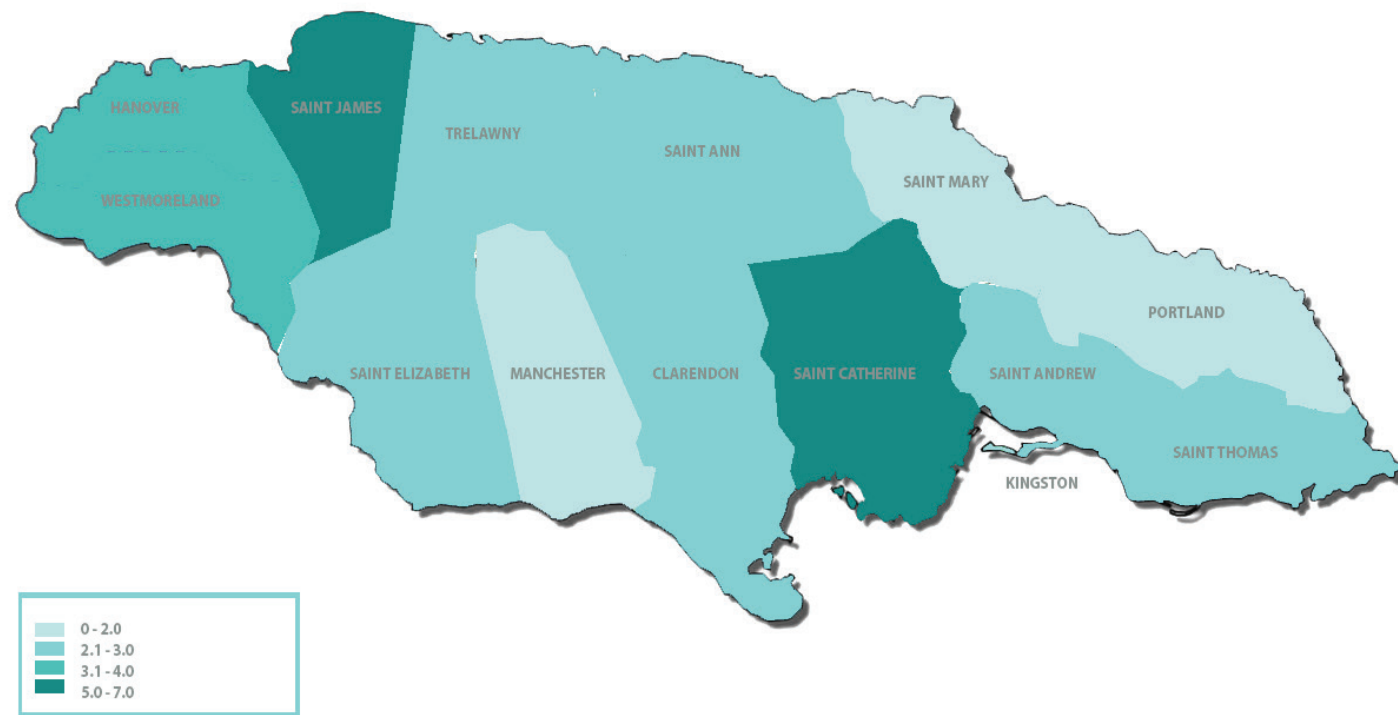


figure 2.8, Population Change from 2001-2011

Overstanding Change:

After learning about the different industries and how they have evolved overtime it was vital to overstand how the population of Jamaica has changed as well.

Analyzing the 2011 Jamaica census has offered a direct insight to how the Jamaican population has changed over the past 10 years and where the locals are residing. This allows for the conclusion that Saint James and Saint Catherine have by far seen the most significant population changes in the past 10 years at roughly 5-7.0% (figure 2.8). Saint James is the Tourism Capital of Jamaica, which offers a lot of job opportunities so it was not a surprise to see how much the numbers have changed over the past 10 years in Saint James.

On the other hand Saint Catherine was quite interesting to learn more about as it is not a designated tourist location. Saint Catherine is the second largest parish in Jamaica. It is also fascinating to learn that Spanish Town, a city within Saint Cathrine use to be the capital of Jamaica. Saint Cathrine's location is also very appealing as it is close to Kingston, but also at the same time far enough away that it is more rural than city-like.

“When one considers moving to the city of Spanish Town, **you’d have to think about transportation**, how close you are to you place of work as well as if you can easily **access groceries**. Traffic is also another factor that one should consider. The temperature is mostly **in the 90’s**. One should consider have the appropriate clothing for the weather conditions.”

-Gabriella, 2020

“Spanish Town was the **first capital of Jamaica**. The people are friendly and outgoing. The town has a **rich cultural heritage**. Anyone would be delighted to live in Spanish Town. The **police station** is in the center of the town. There is also a **bus park** where people go to take daily basis. It’s the JUTC bus park.”

-Evan 2020

However, from individuals responses it feels as though a lot of the time individuals have to choose between the location/ safety or the amenities. For example, it was stated that Saint James, Hanover, Westmoreland and Kingston are the most violent parishes however, these are also the parishes that have a lot of different amenities and jobs. It is very fascinating in addition, to note that these parishes are the most popular tourism designated parishes as well. By analyzing this data and uncovering the many problems within Jamaica today it has led to several questions about the overall equality, accessibility and afford-ability for the local population.

“Spanish Town is the **former capital of Jamaica**. It has significant **cultural history** and interesting places. The city has many **commercial facilities** comprising manufacturing enterprises, wholesalers, and distributors. The city has a **hospital, police station, gas stations** and **other public facilities**.”

-Aneita, 2020

“People moving here should know their surroundings so they do not get **robbed**. They should also be mentally prepared to **take taxis everywhere** they wish to go if they wish to arrive on time. Prospective Spanish Town residents should also be prepared for the **intense summer heat** and **constant water lock-offs**.”

-Danielle, 2020

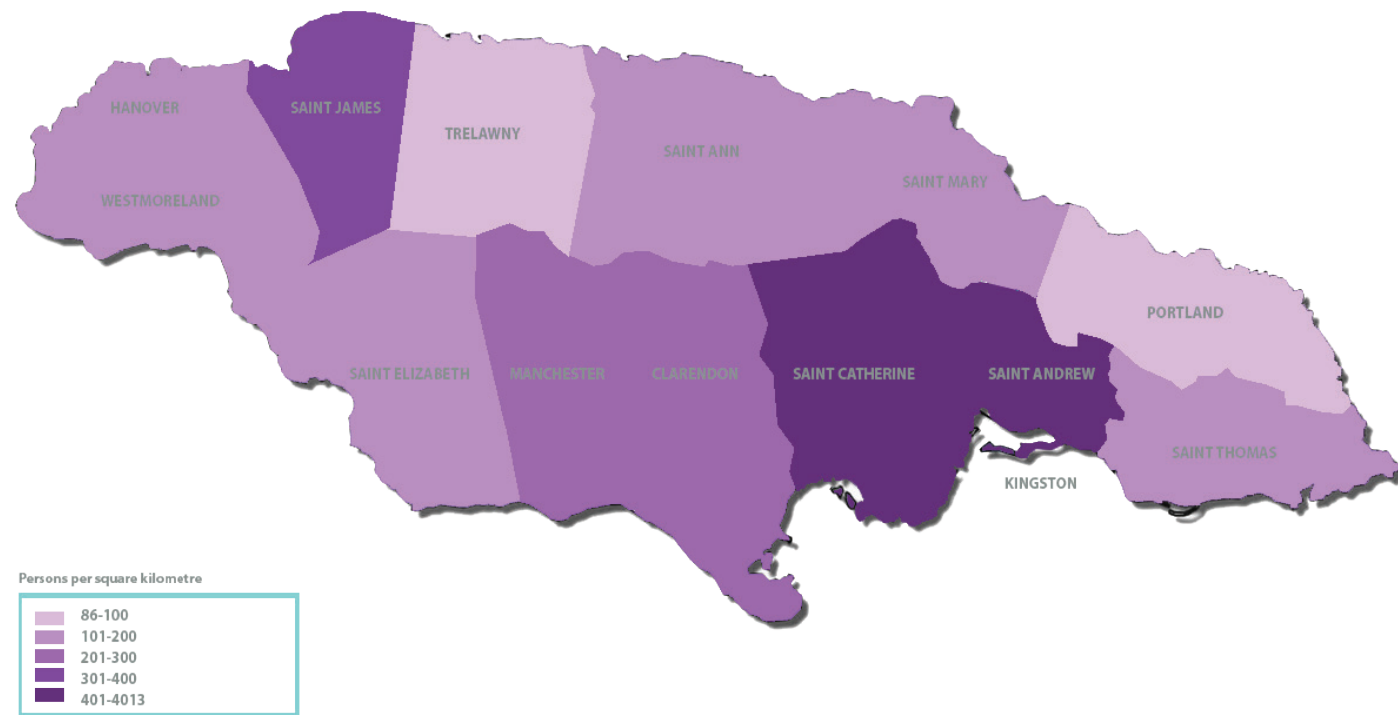


figure 2.9, Population Density 2011

The Demography of Jamaica:

Similar to the population change, the overall population density in Saint James and Saint Catherine in 2011 are again at the top of the list for person per square kilometer, with Saint James at 301-400 people per square kilometer and Saint Catherine at 401-4013 people per square kilometer (figure 2.9). This makes a lot of sense because as more people are moving into these parishes they would be getting more dense as well.

Furthermore, to fully overstand where the local population is residing within these parishes, a dot population density map was completed according to the data from the 2011 Jamaica Census (figure 2.10). The map begins to illustrate the closeness of the individuals throughout the parishes. This map is further illustrating that in a majority of parishes, the locals are in clusters around the coast or by a major city. For example, we can conclude that Montego Bay is the most dense city within Saint James (figure 2.10). In addition, we can also conclude that Portmore and Spanish Town are undoubtedly the densest areas within Saint Catherine. Lastly, it is extremely evident that Kingston is by far the most dense area within Jamaica.

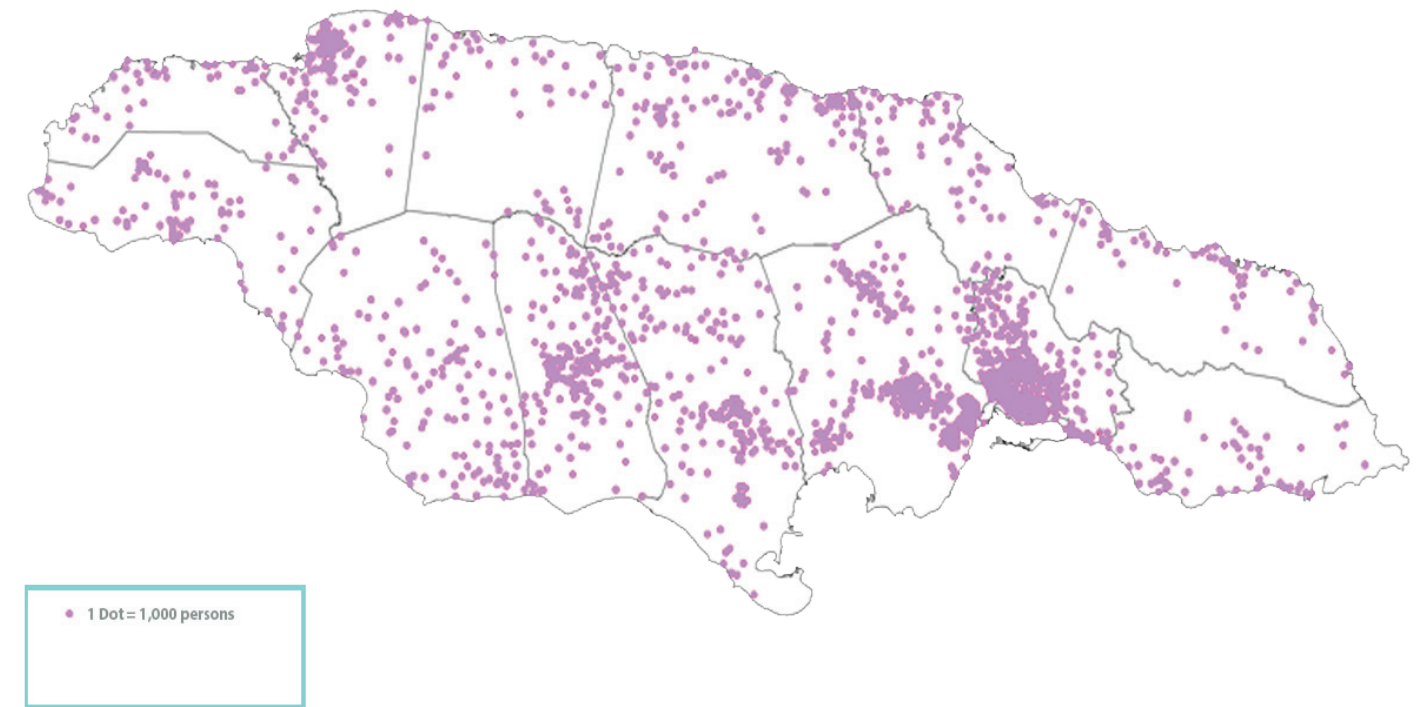


figure 2.10, Dot Population Density 2011

Reflection:

Reflecting back on the data collected throughout this section (Overstanding Jamaica) on Jamaica's parish development, industry shifts, and the overall demographics it was very eye opening to begin to see where problems could occur concerning access, affordability, local empowerment and recognition. This initial research also began to portray how vital it was for local voices to be heard. In addition, throughout this investigation the changes in Jamaica's industry and the demographics heavily affect what site was chosen for this tourism innovation.

ANALYZING TOURISM:



"If you are trying to get information across to someone, your ability to create a compelling introduction may be the most important single factor in the later success of your mission."

-John Medina

03

What is Tourism?

Tourism can be seen as a very complicated and intricate model; however, the study of tourism can be extremely simplified down to “the study of people away from their usual habitat”. The trickier part is actually overstanding all the different parts that go into tourism to make it successful.

To better visualize how the components within tourism work, a diagram illustrating the framework (figure3.0) was found and re-created. This framework illustrates visually how all the different components within tourism are connected. Tourism is composed of three basic elements:

- 1) A dynamic element which involves the stay in the destination or destinations
- 2) A static element which involves the stay in the destination;
- 3) A consequential element , resulting from the two preceding elements, which is concerned with effects on the economic, physical and social sub systems which the tourist is directly or indirectly in contact.

These are illustrated within the framework (figure 3.0) It is important to note that all the variables within the framework will not assert the same degree of influence nor can they all be readily quantified. Rather the framework has sound conceptual assumptions from a perspective because it explicitly recognizes:

- 1) Sets of variables and their interrelationship and the ways in which they influence the nature, direction and magnitude of tourist impacts
- 2) That impacts linger and interact with each other;
- 3) That impacts operate continuously but they change through time with changing demands of the tourist population and with structural changes in the tourist industry itself;
- 4) The impacts result from a complex process of interchanges between tourists, host communities and destination environments;
- 5) That assessment of impacts should encompass all phases of the travel experience, including initial preparations, the journeys to and from the destination, the stay, and post- trip recollections.

The framework begins with tourism demands. Demand can be simplified to the total number of persons who travel, or wish to travel, to use tourist facilities and services at places away from the or place of residence. The demand for tourism consists of three major components which are:

- 1) Actual or effective demand is used synonymously with participation and refers to those people who currently travel to tourist destinations and use their services and facilities
- 2) Potential demand includes those persons motivated to travel but who are unable to do so because of temporal or financial constraints;
- 3) Deferred demand includes those people who could travel, if motivated, but they do not do so because they either lack the knowledge of opportunities, facilities or both .

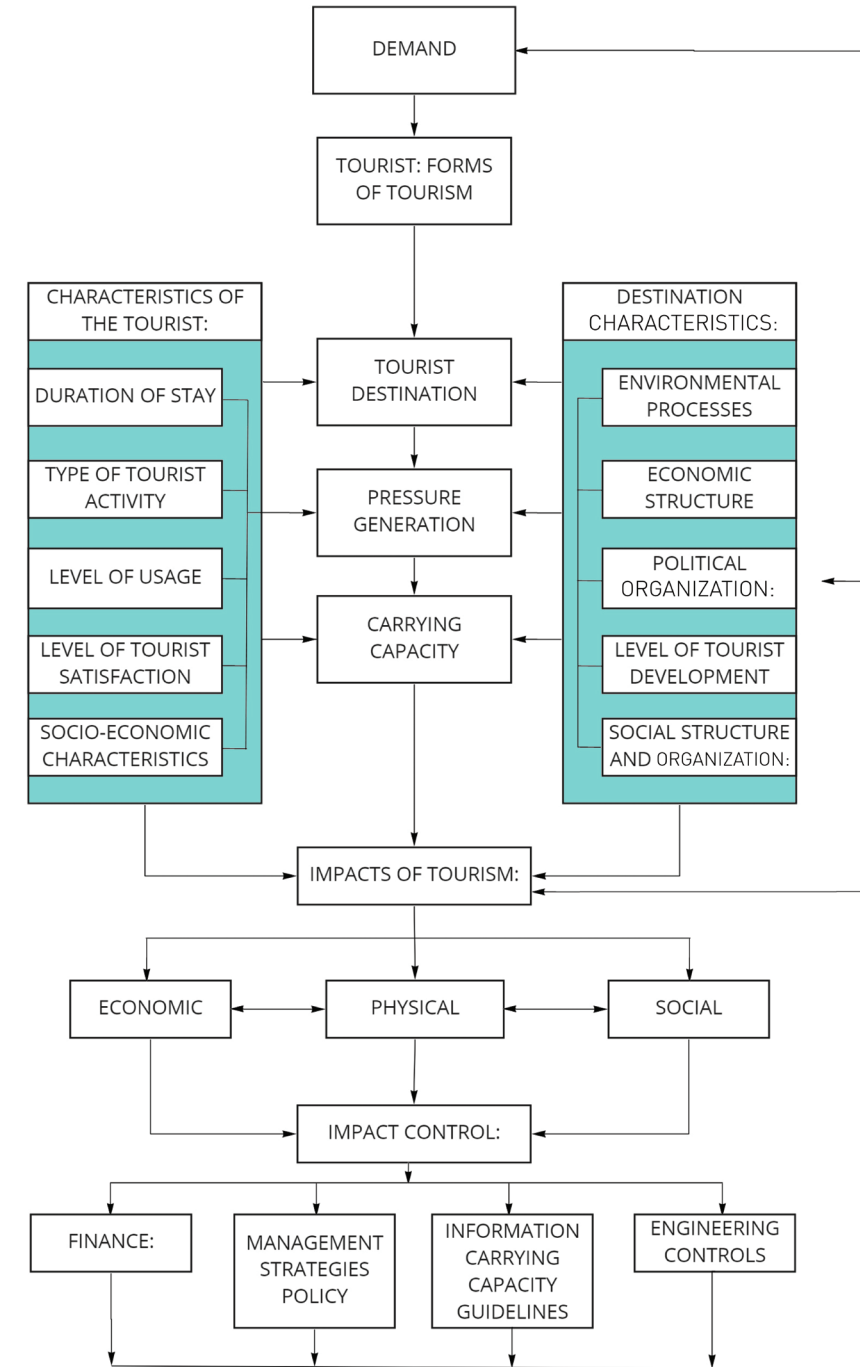


figure 3.0, Tourism Framework

What is Tourism?

This then leads to the different forms of tourism which are

- 1) Sex- masculine and feminine types of tourism,
- 2) Means of transport- tourism by land, sea or air;
- 3) Geographic locality -international and domestic tourism;
- 4) Price and social class- deluxe and middle class tourism;
- 5) Age- youth and adult tourism

It is also very important to recognize the tourist characteristics as they play a major role on the tourism destination, pressure generation and the carrying capacity. The nature of tourist impacts include the following:

- 1) The socio-economic characteristics of visitors. These include age and sex profiles; income levels; availability of spending money; motivations; attitudes and expectations; perceptions of resource quality; racial and ethnic backgrounds and overt behaviors. Together, these variables contribute to interpersonal style;
- 2) The level of use. Number of visitors, their distribution in space and time and, hence, visitor density are of obvious importance;
- 3) The levels of stay;
- 4) The types of tourist activity;
- 5) The levels of tourist satisfaction

From this information it is easy to come to the conclusion that the characteristics of the tourist affect many different areas which directly lead to having a lasting impact on the economic, physical and social aspects of a place.

In tangent to the tourist characteristics the destination characteristics also directly affect the economic, physical and social aspects of a place. The destination characteristics include:

- 1) Natural environmental features and processes. These include topography; mountains, lakes, rivers and sea; soil, vegetation, flora and fauna; sunshine, temperature, precipitation, photosynthesis, erosion, and other environmental processes;
- 2) Economic structure and economic development. This includes the level of economic development; the diversity of the economic base; the spatial characteristics of development; patterns of investment; and thee import-export characteristics of the revenue of the destination.
- 3) Social structure and organization. This category includes the demographic profile of the host population;the strengths of local culture; availability and quality of social amenities; patterns of social organization; women in the work-force; religious affiliations;moral conduct; levels of health and safety; perceptions; attitudes and values towards tourists; language; traditions and gastronomic practices;

4) Political organization. The political structure of the host country and of particular resorts is important. Such factors as the existence of capitalist or socialist principles; planning regulations, incentives and constraints; and the roles of national,regional and local tourist organizations influence tourist impacts;

5) Level of tourist development. This encompasses the degree of local involvement in the tourist industry; rate of development; nature and diversity of attractions; types and quality of accommodation entertainment and eating facilities; and the role of travel intermediaries.

Overstanding the framework allows for a more in depth understanding of tourism in general. However, there is a lot more factors that go into tourism that are not illustrated within the frame work such as analyses of why people travel in general and the motivations that lead one to travel to a different place.



- Refreshment of body and mind
- For health purposes (i.e. either medically prescribed or under voluntarily)
- For participation in sports
- Pleasure- fun, excitement, romance and entertainment to shop

- Curiosity about foreign countries, people and places
- Interested in art, music, architecture, folklore
- Interested in historical places (remains, monuments, churches, etc.)
- Experiencing specific international and national events e.g. Olympic Games, Oktoberfest

- Visiting friends or relatives
- Meeting new people and seeking new friendships
- Seeking new and different experiences in different environments
- Escaping from one's own permanent social environment (i.e. desire for a change)
- Personal excitement of traveling
- Visiting places and people for spiritual reasons (i.e. pilgrimages)
- Traveling for travel's sake

- Pursuit of hobbies
- Continuation of education or learning
- Seeking of business contacts and professional goals
- Conferences and meetings
- Ego enhancement and sensual indulgence
- Fashion (i.e. "keeping up with the Joneses")

TOURISM AREAS:

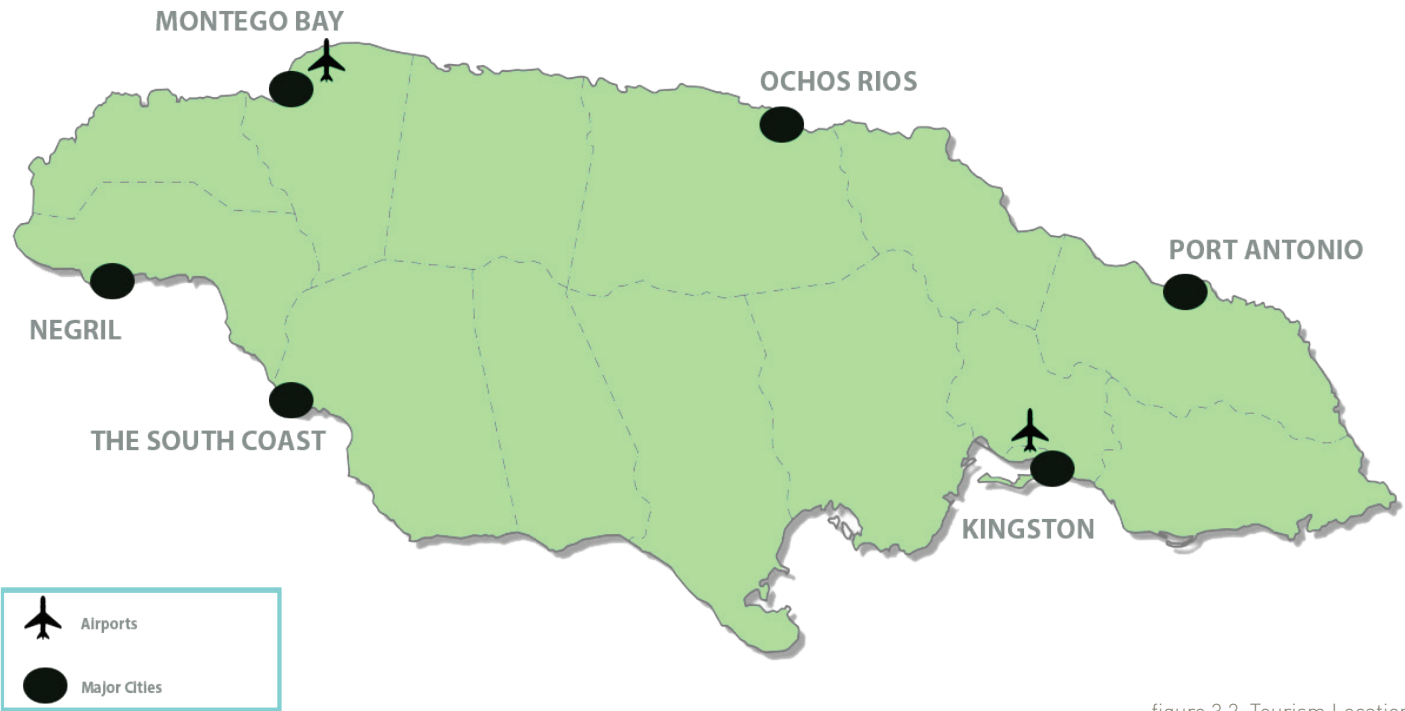


figure 3.2, Tourism Locations

WHERE IS TOURISM OCCURRING:

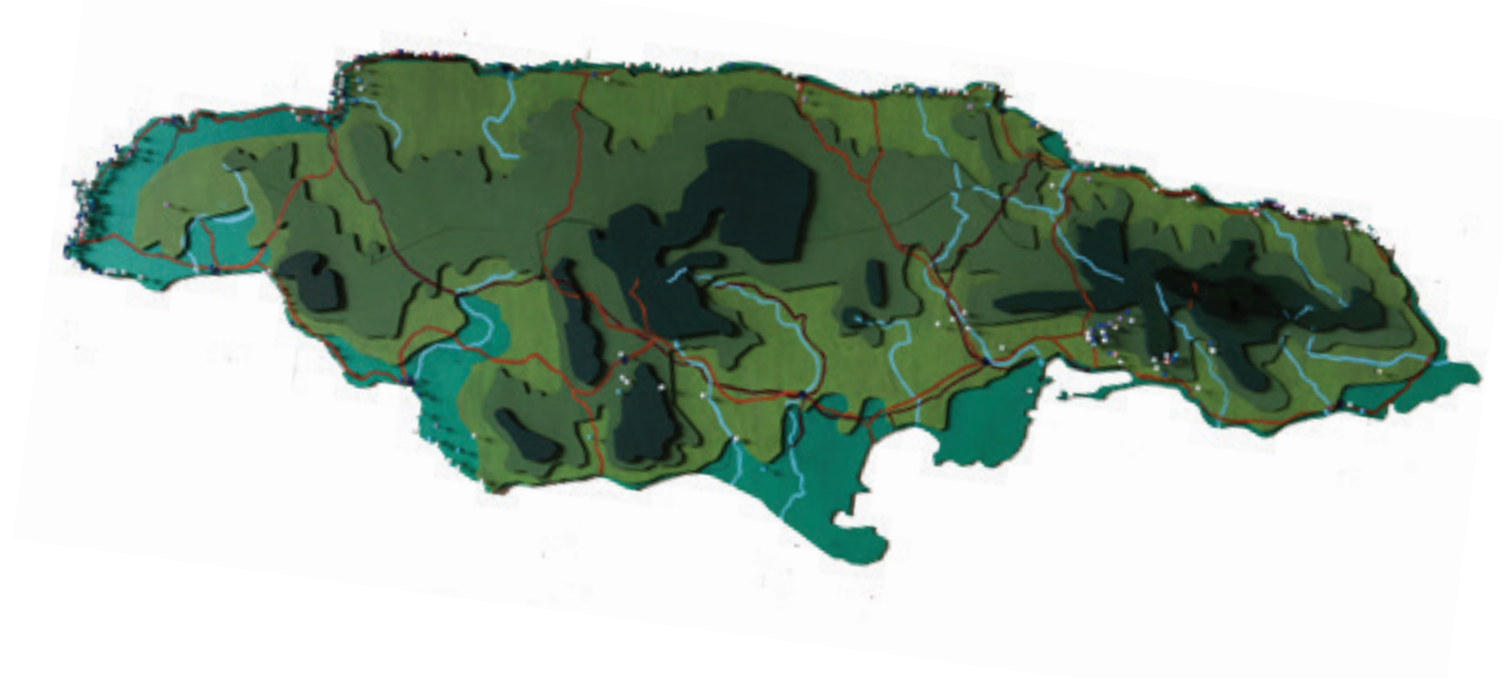


figure 3.3, Tourism Establishment Locations

Tourism within Jamaica:

The tourism industry in Jamaica is divided into six parishes which include Saint James, Saint Ann, Portland, Kingston, Saint Elizabeth and Westmoreland (figure 3.2).

When mapping the current infrastructure, such as roads, railroads and major cities, it was evident that the existing infrastructure tends to be following the coast around Jamaica (figure 3.3). As a result, most of the resorts follow the same patterning. Looking more closely at the resort locations, it can be concluded that these establishments are either on the flat land or by water (around the coast or in some cases rivers) or by a popular tourist attraction (figure 3.4). However, in some cases all three of these amenities are present.

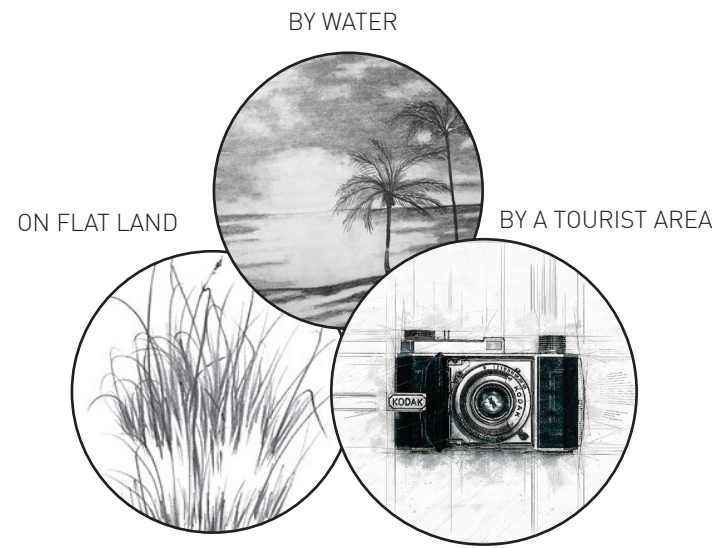


figure 3.4, 3 Areas where Tourism Occurs

Mapping through Model Making:

By mapping physically it allowed for a deeper understanding of how Jamaica operates. For example, when adding on the different typography layers it allowed for a better understanding of how drastically the topography changes. In addition, the closeness and common locations of the resorts was easier to grasp quickly by placing over 200 pins (tourist establishments) on the map. It was established almost instantly that the along the coast was the most popular area occupied by these tourism establishments. Lastly, the existing infrastructure (roads, railroads and cities) was able to better be understood and read due to the overall physical layers of additional information.

Map Legend:

- Landscape:
 - Blue lines- rivers
 - Topography- different shades of green
- Infrastructure:
 - Red lines - rail roads
 - Orange lines- major roadways
 - Dark blue dot- major city
- Resort Type:
 - Pink pin- 5 star resort
 - Yellow pin- 4 star resort
 - White pin- 3 star resort
 - Purple pin- 2 star resort

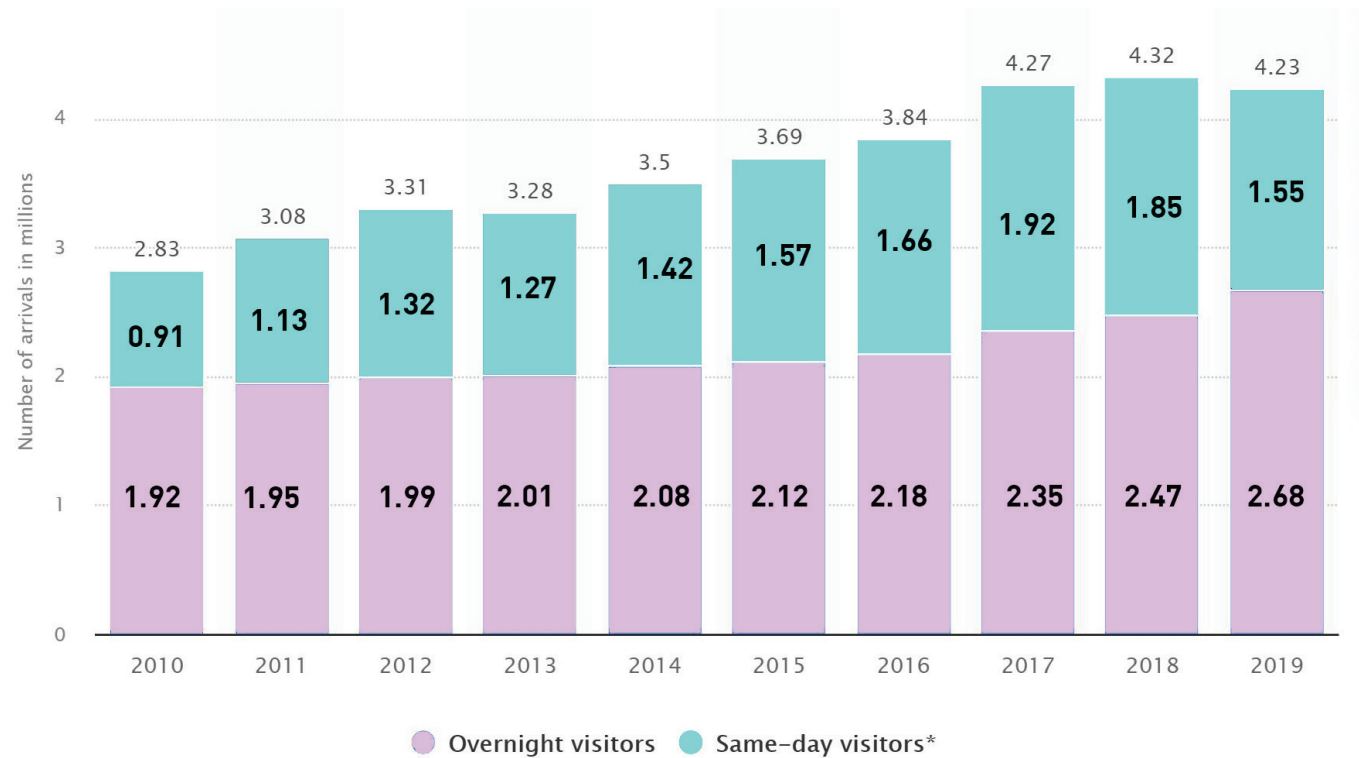


figure 3.5, Annual Tourist in Jamaica

ANNUAL TOURIST IN JAMAICA:

Parish of Residence:	Total:	Local Born:	Foreign Born:
All Jamaica	2,669,592	2,646,110	23,477
Kingston	83,616	83,049	568
St Andrew	565,870	555,956	9,914
St Thomas	93,270	92,819	450
Portland	81,322	80,886	435
St Mary	112,780	112,111	668
St Ann	170,590	169,498	1,092
Trelawny	74,401	74,107	294
St James	181,964	179,850	2,112
Hanover	69,153	68,672	484
Westmoreland	143,468	142,550	919
St Elizabeth	149,556	148,717	837
Manchester	188,429	186,877	1,552
Clarendon	243,799	242,581	1,217
St Catherine	511,374	508,437	2,935

figure 3.6, Parish Population, 2011 Census

Tourist versus local population:

In 2019, according to Statista, there were roughly 4.23 million tourists that visited Jamaica (figure 3.5). However, according to the Jamaica census conducted in 2011, there were only 2,669,592 Jamaicans, including both local and foreign-born (figure 3.6). This simply means that for every Jamaican, there are roughly two tourists (figure 3.7).

Examining this data led to the development of a number of questions, with the most interesting being whether Jamaica is constantly having more tourists than locals. How or does this affect the local's life? What is the overall relationship between tourists and Jamaicans? How do Jamaicans feel about tourism?



figure 3.7, Jamaican & Tourist Differences

Wake up and glow...
be enchanted on this romantic Island
in the sun

Jamaica
THE WEST INDIES

is the place
to go!

Jamaica is lighthearted, gay and carefree. Color and song... sun and sea... scenic mountains, white sand beaches and crystal-clear waters all serve as willing accomplices for the happiest vacation you'll ever know. You'll love Jamaican Calypsos and exotic native entertainment. Breakfast on your own balcony is a charming Jamaican custom. From dawn to dusk, there are sports of all sorts, wonderful sights to see and a positive feeling everyone here wants you to enjoy your stay. "Free Port" shops offer rewarding bargains on fine British and European imports. Come to Jamaica soon. Be enchanted!

Summer rates are low
...so are fares

Consult your Travel Agent
FOR SPECIAL
**ALL-EXPENSE
VACATION PLANS**

NOW—no tourist landing tax...
another example of Jamaica's hospitality

Jamaica is served by
8 international airlines.

GRACE LINE Cruises to Jamaica
every Friday from New York
to New York every Wednesday from Jamaica

The S.S. EVANGELINE sails
fortnightly to Jamaica on Tuesdays from Miami

Write for full-color folder... IT'S FREE!

JAMAICA TOURIST BOARD • New York Office: 630 Fifth Ave., New York 20, N.Y. • Phone JU 2-4884
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Want
Summertime
now?

Jamaica
BRITISH WEST INDIES

is the place
to go!

2½ hours by air from Miami • 6 hours from New York
6½ hours from Chicago • 4½ hours from New Orleans
9 hours from Toronto • 11 hours from Montreal
No passports required.

S.S. Evangeline sails from Miami
fortnightly on Tuesdays directly
to Kingston and Port Antonio.

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figure 3.8, 1900 Jamaican Advertisements

Tourism Advertised in Jamaica:

Sun, sea and sand has been a slogan that Jamaica has been utilizing within the tourism industry since 1970's. However, today, this slogan no longer is aiding in increasing Jamaica's tourism numbers. This is mainly because you can go to a lot of different locations for the sun, sea and sand; this is not unique to Jamaica. However, to better understand how the Tourism Ministry has been advertising Jamaica and its overall effectiveness, a study was conducted analyzing past and present forms of advertisement.

In figure 3.8 there are two different advertisements from the 1900's. It is important to note these advertisements are targeting particular groups (Americans and Canadians).

This is evident because towards the bottom of each advertisement they state:

- 2 1/2 hours by air from Miami
- 6 hours from New York
- 6 1/2 hours from Chicago
- 4 1/2 hours from New Orleans
- 9 hours from Toronto
- 11 hours from Montreal

It is also interesting to note that all expense vacation plans (all inclusive typologies) are being advertised from the beginning.

Today, we would expect to see a drastic change in Jamaica's advertisement strategy as it was already mentioned tourism number are not rising as steadily. Perhaps an advertisement that highlights something that makes Jamaica a unique place, whether it be the people, the culture etc. However, it is very discouraging to see recent advertisements for Jamaica (figure 3.10). It appears the slogan was modified to slightly to now be Sun, Sea and Everything in Between. However, the number of people (one male, one female) and the location

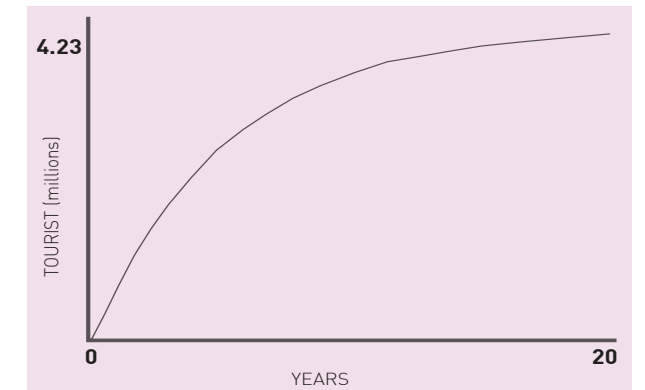


figure 3.9, Tourism Increases

JAMAICA
HEARTBEAT OF THE WORLD

Sun, Sea
and Everything
In Between

Let's go!

visitjamaica.com

figure 3.10, Tourism Advertisement 2022

(the beach) is the exactly the same as earlier advertisement strategies. Jamaica seems to have a long road ahead for re-branding and overall recognition of the existing assets that could be tapped into, to produce an experience that is unique and authentic to Jamaica

AUTHENTICITY:



When people come to Jamaica, we don't want them to think about the problems of Jamaica. So let them come be in their paradise.

-Ziggy Marley

04



MANIPULATED IMAGE STUDY:

What are the images tourism tries to convey?

This study was focused on overstanding the way in which images are used (staged and portrayed) in order to appeal to the public to gain more tourists. The study was conducted several times using different sources to gain a more diverse, well-represented and recent images to see if the country is being portrayed authentically or not.

The first time the study was conducted, it utilized Google images. When typing in "Jamaica," you will be presented with images of beaches, resorts and other activities/ amenities (figure 4.0). However, when you search Jamaican local you will be presented with images of inadequate housing conditions typically featuring children or elderly (figure 4.1). Images that appeared during these searches were then collaged to produce one image/ collage. The purpose of this was to create one image that captured what was being portrayed through these different searches.

By analyzing the two images (Tourist versus Jamaican) side by side, it is apparent that the local conditions compared to the images being fabricated by the tourism ministry could not be more opposite. This is just one instance where the locals' reality has been replaced with images of fabricated activities and amenities.

The second time conducting this study, still shot images were utilized from the documentary Life and Debt (figure 4.2 and 4.3). This time the tourist perspective was illustrating a pool with white individuals playing volleyball while other individuals sun bathed. Whereas, the Jamaican still shot illustrates inadequate infrastructure with a black man tending to his garden. There is a MAJOR difference in the overall setting and activities being conducted between the two images. One where it is more about pleasure and different amenities and the other where it seems to be more about overall survival.

When reflecting on the studies completed, it seems as though it is a ongoing cycle that does not appear to be benefiting both parties equally. For example, Life and Debt was published in 2001 and the still shot images are not as clear appearing a bit blurry but the overall content within the photo seems to be the same images presented today, at least from the local perspective. In terms of the tourist there is the shift from pool volleyball to rafting, huts over the ocean, cruise ships etc. It seems as though the innovative technology for tourists is improving constantly, whereas the local experience is remaining not advertised, hidden and untouched.

The drastic differences between tourist versus local (Jamaican) immediately brought up the issue of authenticity in tourist experiences. For example, in the film, "Life and Debt" Stephanie Black states, "Jamaica is beautiful, Jamaica is too beautiful. Sometimes the beauty of it seems unreal. Sometimes the beauty of it seems as if it were stage set for a play." This statement lead to the next question being: Is the actual experience of tourists versus local vividly different in terms of scenery?

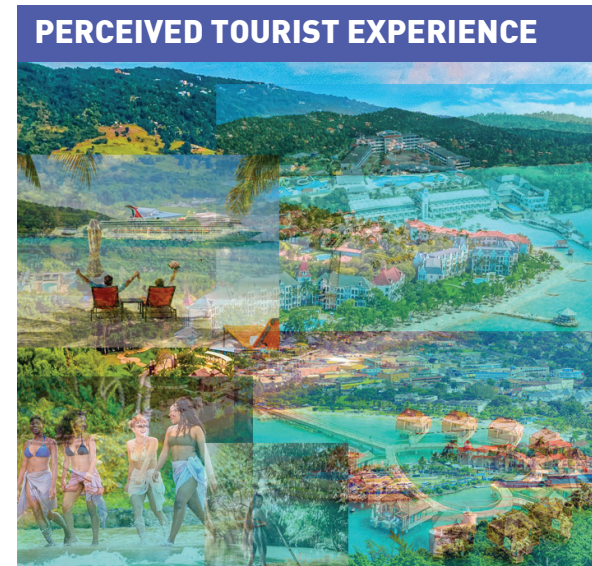


figure 4.0, Jamaica Google Image Collage



figure 4.1, Jamaican local Google Image Collage



figure 4.2, Tourist Experience, Life and Debt



figure 4.3, Local Experience, Life and Debt



“Every native of every place is a potential tourist and every tourist is a native of somewhere. Every native would like to find a way out, every native would like a rest, every native would like a tour. However most natives in the world cannot go anywhere, they’re too poor to escape the realities of their lives and they’re too poor to live properly in the place where they live. Which is the very place you the tourist want to go. So when the natives see you, the tourist, they envy you. They envy your own ability to leave your own banality and boredom. They envy your ability to turn their own banality and boredom into a source of pleasure for yourself.”

LIFE AND DEBT, 2001



TOURIST LOCATION:



Leaving the airport



Top Road



Saint James Street



City Center



Sam Sharpe Square

figure 4.4, Walk through from MoBay Airport to Sam Sharpe Square

LOCAL LOCATION:



figure 4.5 Walk through from Lorenzo's home into town

Scenery Analyses:

To further compare study one: Google Images (figure 4.0 and 4.1) to study two: still shots from the documentary Life and Debt (figure 4.2 and 4.3) the study was conducted for a third time. This time the study utilized still shots that were taken from a Youtube video posted in 2021 of a man driving from the Montego Bay airport into Sam Sharpe Square. Still shots were screen shot in a sequence to showcase the way in which a tourist would see the area. It is important to note that in this particular section, scenery was the main focus. For example, infrastructure, signage and overall conditions were noted for each image.

In this sequence, as soon as we leave the airport, we are greeted with beautiful landscaping and a huge sign (Montego Bay). As we travel down Top Road we begin to see bright flowers and very well maintained bushes along side. When we turn onto Saint James Street, we are able to witness the hustle and bustle of the city, tight knit brightly painted buildings. Well maintained infrastructure such as roads, signs and lights. Turning into the City Center, we experience the recent development with bright and ornate painted infrastructure. Walking into Sam Sharpe Square, we see the beautiful sign greeting us.

In contrast, in order to gain and overstand the way in which a local sees Jamaica. A good Jamaican friend, Lorenzo Cummings documented his travel into town from his home in Westmoreland, Jamaica. Lorenzo sent the images in a sequence. This helped directly compare the tourist versus local viewpoint more clearly. For example, when looking at the tourist versus local side again, the two images/ experiences could not be more different.

In the local perspective we are seeing a lot of unfinished houses with unmaintained landscapes or houses that are finished, but are built out of materials laying around. Fences broken and falling down It is interesting to see area that is so developed next to an area that is not.

Reflection:

Due to this drastic difference shown within searches, documentaries and now in the scenery analyses I decided to go to Jamaica and live among the locals for two months to overstand these "two Jamaica experiences" in one country to further determine what is authentic and what is not. Images are a powerful tool that help to convey and illustrate an experience for individuals to visualize. However, they are also a dangerous weapon that allows individuals to anticipate and expect something that is just not reasonable or authentic ie. Mass Tourism. In order for tourists to be more open and curious about traveling to Jamaica, the country needs to offer something that is unique and authentic to Jamaica. This will increase the amount of tourists and also empower the local community.



figure 4.6, Collage of Local Experiences



figure 4.7, Collage of All Inclusive Resort Experiences

Life Experiences:

During my time in Jamaica I took hundreds of photos throughout my investigation. I witnessed several different places, perspectives and insights along the way. It was fascinating to experience, participate and exchange different culture beliefs and traditions. However, it was also important to me to experience locals struggles first hand. There were things that I would not have even known about if I had never went to Jamaica. For example, there was no piped water sources in Cornwall Mountain so we used a rainwater catchment system to collect water to drink and bathe with. In addition, there was one time were we ran out of water completely and had to have the water truck come. This was very interesting to witness as this was also something new to me.

I made a collage of some of the images I took along the way (figure 4.6). In order to compare my experience to another tourist I ask two different individuals to send photos of there experience in Jamaica. Both of these individuals stayed at an inclusive resort whereas I did not. After receiving all the different images from their experiences it was compiled into a collage (figure 4.7).

Then both collages were compared. In the all inclusive resort collage, it was fascinating that all of the images were mainly of amenities like pools, bathroom, gazebo, ice sculpture etc. Whereas the images used in the local experience was mainly capturing peoples experiences and actions.

Reflection:

In addition, I though the food difference was shocking. In figure 4.7 t there is a plate with salsa, chips and a wrap on it. There is another image that has a Chinese buffet. Whereas in figure 4.6 towards the middle there is curry chicken. There is also porridge, chicken foot soup and cooked bananas.

Due to these drastic differences yet again between local and tourist perspectives it was made very evident at this point to conclude that the all inclusive typology is not authentic to a Jamaican experience, but rather influenced by fantasy and comfort.

Images are a powerful tool that help to convey and illustrate an experience for individuals to visualize. However, they are also a dangerous weapon that allows individuals to anticipate and expect something that is just not reasonable or authentic ie. Mass Tourism. In order for tourists to be more open and curious about traveling to Jamaica, the country needs to offer something that is unique and authentic to Jamaica. This will increase the amount of tourists and also empower the local community.

Authentic Dishes:

By analyzing the traditional dishes it showcases a huge part of the authentic image of Jamaica's culture. Food in Jamaica is seen as art. Traditionally, most dishes contain rice, a type of vegetable or fruit and some type of meat (chicken, fish, goat, pork or beef).

"During my trip to Jamaica it was amazing to witness, experience, and learn first hand how the locals cook. In the process it became evident that they rely heavily on the natural environment to provide many different food such as coconuts, bananas, breadfruit, acai, etc. Also the love and support the communities have for one another (encouraging one another and buying from each other) is unlike anything else I have experienced."

-Taylor Kile, 2022

However, the inclusive resort typology has unfortunately begun to skew this. By offering foreign restaurant such as pizza, burgers, sushi, Chinese etc.; while encouraging guests not to leave the resort. Now the tourist have begun to lose a huge component of Jamaica's culture.

Another issue seen within the tourism sector that directly is affecting the food served to tourist is that the industry overemphasize certain aspects while not mentioning other areas. For example, Jerk Chicken is advertised as if it is the only dish Jamaican's eat. However, to make a jerk pan it is very expensive (20,000JMD) so most Jamaica's do not have the means to cook jerk chicken at there homes.

Picture Captions:

1. Beans, salt fish, rice,
2. Curry chicken, rice, breadfruit
3. Pig foot, white rice
4. Salt fish, dumplings, bananas, vegetable (carrot, callaloo, cabbage, okra)
5. Fried Chicken, rice and peas, uncooked vegetables (carrot, cabbage, bell pepper)
6. Fried Chicken, rice and peas, uncooked and cooked vegetables (carrot, cabbage, bell pepper, tomatoes)



figure 4.8, Lorenzo Cooking



figure 4.9, Authentic Jamaican Dishes

Jamaica food is...

To capture what Jamaica food is and what it means to the locals a interview was conducted.

“Jamaican food is unique, it is part of the culture. Jamaica is the only place that you will go and find homemade meals tasting fresh, authentic and priceless. This is due to us utilizing natures garden”.

Kenisha, 20, Cornwall Mountain

Sumptuous, mouth watering, open up your taste buds Jamaica food is life. It will take you to places you have never been before

Nash, 19, Cornwall Mountain

When I think about Jamaica food I think about farming: eat what we grow and grow what we eat.

Ms. Mod, 86, Cornwall Mountain

“Authentic, organic. It is life and it gives life”

Bonanza Cummings, 24, Cornwall Mountain

Picture Captions:

1. Cornmeal porridge
2. Cabbage, corn beef, rice
3. Tin mackerel and rice
4. Curry chicken, okra, rice
5. Fish, okra, cabbage, carrots, crackers
6. Fish, rice, uncooked tomatoes

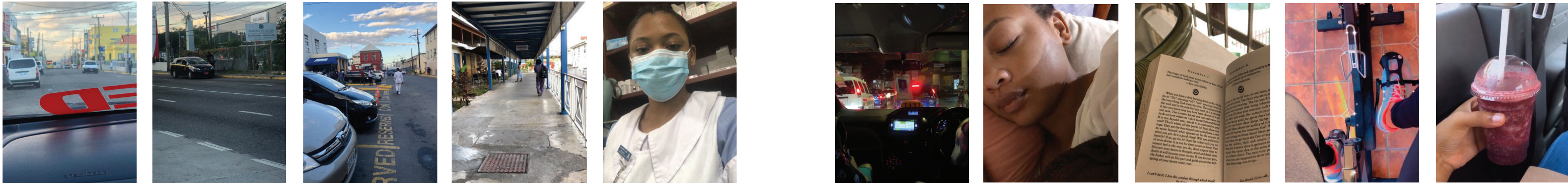


figure 4.10, Lorenzo Splitting a Coconut



figure 4.11, Authentic Jamaican Dishes

DAY IN THE LIFE OF A LOCAL:



Taxi to work View out window Dropped off Walking into work Arrived Taxi back home Going to bed Reading Exercise Smoothie before work

figure 4.12, Trish's Day

Analyzing a day as a local:

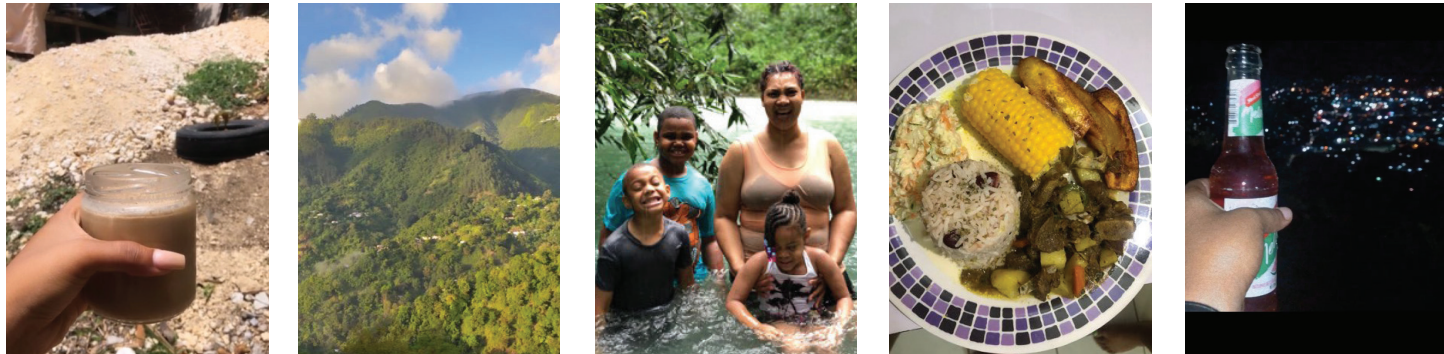
In order to fully overstand what a typical day is like in Jamaica from a local perspective, Trish, a good friend, documented her typical weekday compared to weekend. Trish is currently residing in Kingston where she is going to school to become a nurse. However, on the weekends/ holidays she tends to go home to Montego Bay, if feasible.

Through Trish's typical weekday, you can see she has to take a taxi to work. However, taxi's in Jamaica are simply just individuals who own cars. The "taxi drivers" pack the cars until no more people can fit. For example, I have been in the back seat of a car that would typically hold three, but there was five of us in there smushed like sardines.

Trish noted that she has to pay the taxi driver 150.00 JM each way, which would be equivalent to about 1.00 US. She further explains that "this may not seem like a lot but to us Jamaicans it is".

In comparison, it is interesting to see what Trish likes to do for fun on the weekends, utilizing the natural resources that are local. Another thing that is striking to notice is the language Trish uses when talking about the locations. It seems as though there are already tourist versus local locations. This could present challenges, as it seems there is a lot of separation.

WEEKEND IN THE LIFE OF A LOCAL:



Morning smoothie Morning hike "Local river with my family. Many people don't know there are rivers, tourists will probably never know about it". Dinner "A lot of locals like to spend their weekend evenings here chilling, just to unwind and prepare for the week. Considered a hidden gem."



Justice dies when it becomes a matter of affordability

-Amol Gade

AFFORD-ABILITY:

05



figure 5.0, The Exchange

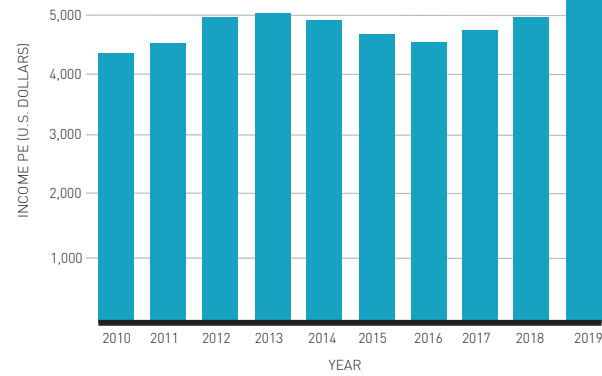


figure 5.1, Housing Prices

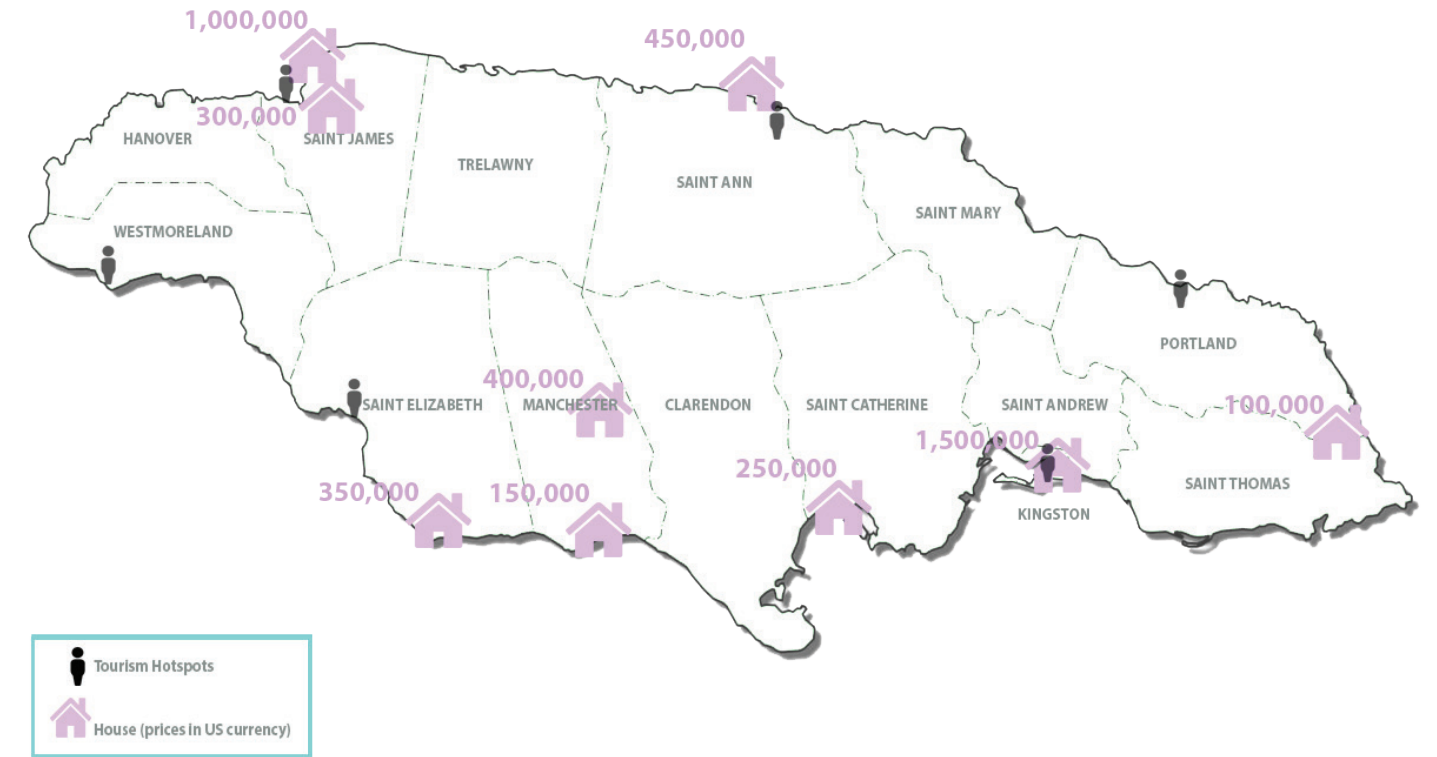


figure 5.2, Housing Prices

The Exchange rate:

To fully understand the foreign exchange rate (\$1.00 USD is equal to 154.09 JMD), figure 5.0 was created. This begins to allow for a surface level of understanding that the Jamaica currency is valued extremely low compared to the US currency. For example, according to Statista the average Jamaican in 2019 made \$5,250 USD annually (figure 5.1). Learning this began to raise more questions involving overall affordability in Jamaica: Are local communities able to have/obtain what they need to thrive feasibly? Is there gentrification occurring due to the amount of tourists?

Where would those areas be, if so? In order to have a deeper understanding of overall pricing and affordability in Jamaica the basic needs such as housing, food and water were analyzed further within this section.

Is there Affordable Housing?

Affordable housing is a basic human need. However, in Jamaica affordable housing is an extremely rare commodity. An average starter house in Jamaica near the coast in Montego Bay costs 1,000,000 USD. Whereas the average starter house near the water in Manchester is 150,000 USD (figure 5.2). This leads to the question: How can the range vary so much from parish to parish? This type of extreme difference screams gentrification especially considering the areas that climbing in price are all tourist parishes.

After conducting more research it was determined that Kingston and Montego Bay are the most expensive cities to live in Jamaica. However, these areas tend to have the most jobs. This begins to present many issues for the local community. For example, the locals want to work however, they cannot afford to live there. In addition, many locals cannot even afford to pay for transportation to work.

Apartments

Price Range:
140,000 - 360,000 USD
20 MIL - 50 MIL JMD



Big Family House

Price Range:
300,000 - 500,000 USD
45 MIL - 70 MIL JMD



Town House

Price Range:
140,000 - 280,000 USD
20 MIL - 40 MIL JMD



Gated Community

Price Range:
140,000 - 400,000 USD
20 MIL - 60 MIL JMD



Starter House

Price Range:
140,000 - 400,000 USD
20 MIL - 60 MIL JMD



Housing Scheme

Price Range:
80,000 - 130,000 USD
11 MIL - 18 MIL JMD



JAMAICA EXPORT VS IMPORTS FROM THE US:

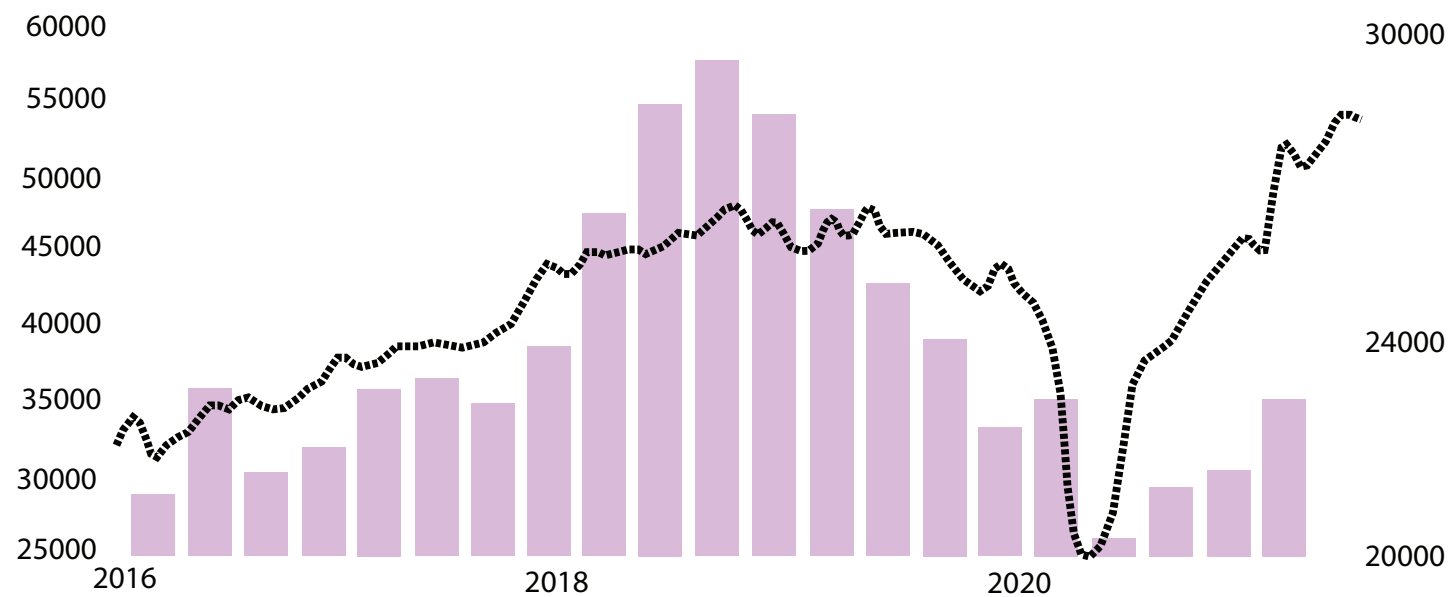


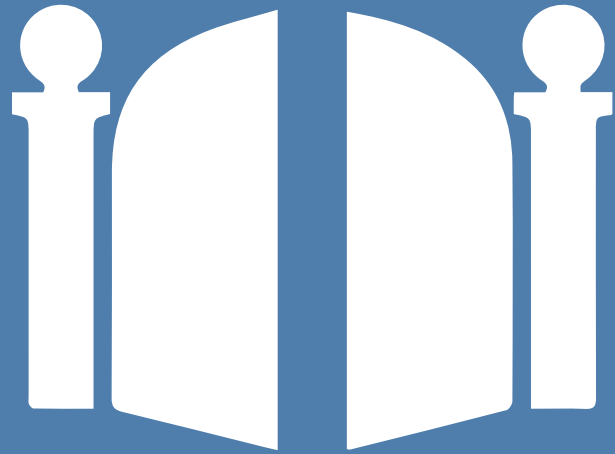
figure 5.4, Jamaica's Exports and Imports

Jamaica Exports vs. Imports:

To fully understand the amount of exports versus imports Jamaica has each year, a graph was created to illustrate both of these components to easily compare and assess. Through comparison the amount of imports seem to be rising steadily whereas the exports seem to be the lowest they have been since 2006. This data seems to follow earlier predictions, that due to decrease of agriculture land and jobs it has produced a need for more food than the country can provide currently. Due to these vast amount of imports we have begun to see food prices in Jamaica also steadily increase to the point where locals are struggling to put food on the table.

It is discouraging to see these numbers the way they are due other fact that Jamaica used to have a thriving agriculture industry.

ACCESSIBILITY:



Accessibility without inclusion doesn't necessarily create the attitude or sense of value we need to feel like we belong in a group or in our community.

-Studio Analogous

06



figure 6.0, Hospital Locations

What does a community need to thrive?

In order for a community to thrive, they must have access to the necessary needs such as education (schools), health (hospitals), public space (free and accessible) affordable housing and food. When conducting this study, it was very disappointing and concerning to learn that many of these particular items that allow a community to thrive were not located in a convenient spot for the locals, but rather conveniently placed for the tourists.

For example, there are not very many hospitals within Jamaica to begin with, and on top of this a massive majority of these hospitals were strategically placed near tourist locations, around the coast (figure 6.0). It is alarming to realize there are only 17 hospitals and 14 parishes. However, some are more fortunate than others. For example, Trelawny, Portland and Saint Thomas do not even have a hospital, so in order to seek treatment a person must have access to go to another parish. Throughout the interview process it has become evident just how unfeasible it is for the locals to get to these establishments.

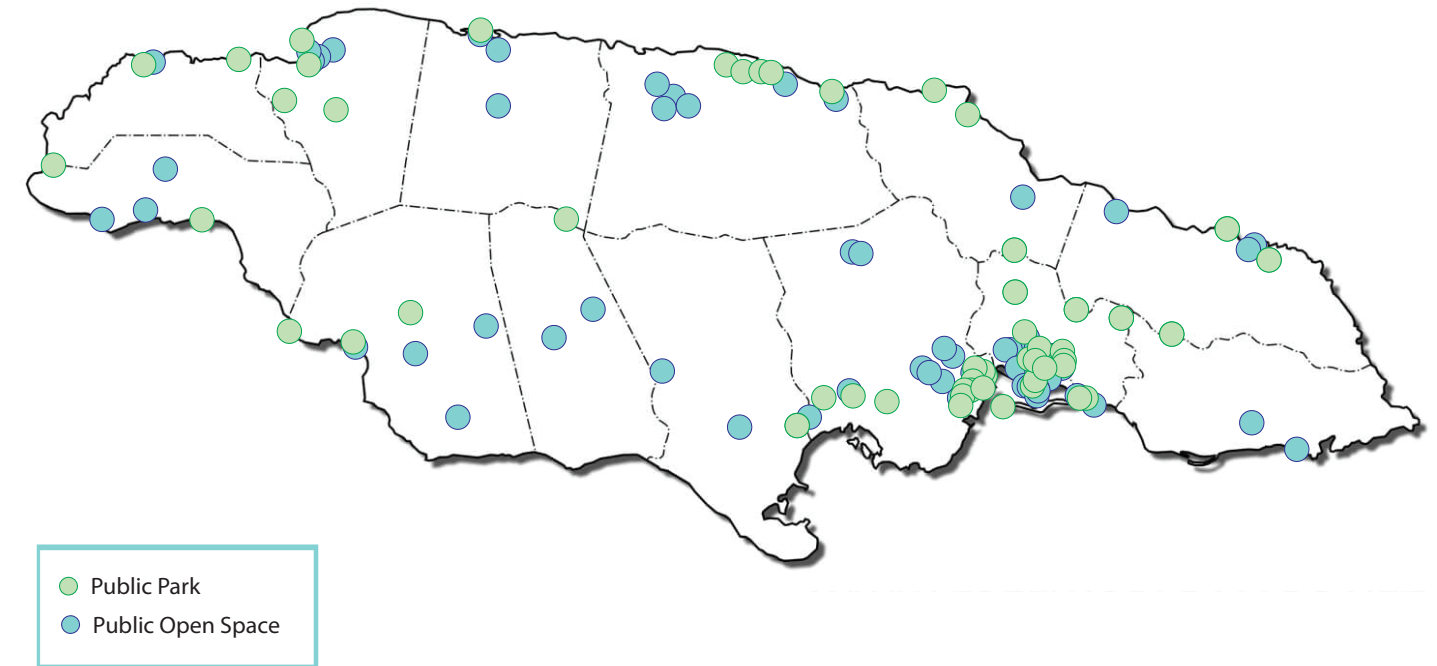


figure 6.1, Public Locations

Is public space a basic human need?

To understand where public places are located in Jamaica, a map was produced (figure 6.1) While mapping out these areas, it was divided into two groups: public open space versus public park. It was important to make this distinction because parks tend to be more developed and have different amenities such as infrastructure, bathrooms and seating; whereas public open space could very well just be a field. By dividing it into these groups it also allowed for the distinction to be very clear and it was easy to conclude that a majority of the public parks are again located near the shore/ tourism areas.

In contrast the public open spaces tend to be a little more inland. This information is fascinating to uncover and has begun to raise several questions such as: Is development that tends to be more expensive only happening within tourism areas intentionally or do any of these public open spaces that are more inland have the potential to become a park later? How are these open spaces used currently?

In contrast to the hospitals, there are a lot more public areas. However, they still seem not to be fully distributed around Jamaica as equally as one would hope for. To look even closer at the development of parks, two recently renovated parks in Montego Bay were further analyzed.



figure 6.2, Old Hospital Park Map

Old Hospital Park Transformation:

Today the **Old Hospital Park** property is **managed** by the **Jamaica Tourist Board (JTB)**. Old Hospital Park is a landscaped public park that features **flowers, palm trees, green spaces & ocean views**. In addition, this park boasts a number of gazebos, sanitary conveniences and an information desk. The park is also a beautiful place to **host events**. However, any formal gatherings such as professional video/ photo shoots, weddings etc. will require a payment to the St. James Parish Council for roughly **\$7000 Jamaican dollars a day**. One special feature of the park that has remained an attraction is Blow Hole, an opening in rocks with steps that lead to the ocean below. (See the next page second column, third row for an image.)

Speaker Remarks:

- When delivering the keynote address, the **Minister of Tourism**, Hon Edmund Bartlett, said the **Old Hospital Park will add a new dimension to the city's tourism product, as well as the physical and aesthetic beauty of Montego Bay.**
- The Minister also expressed the hope that the park should not only be a place for relaxation, leisure or perambulation by young people, children and the elderly and others, but also a **'conversation point' for both visitors and Jamaicans**

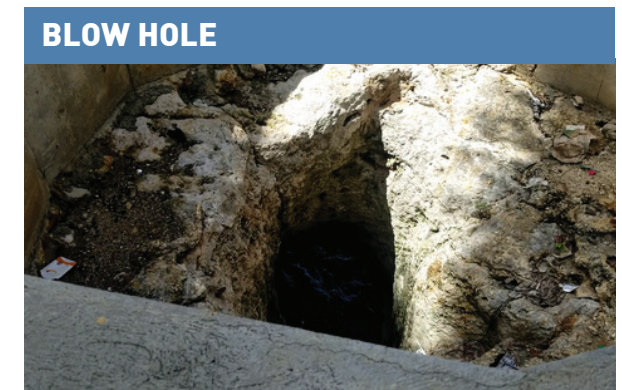
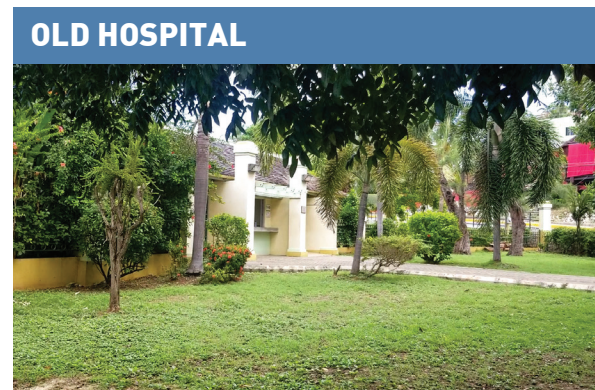
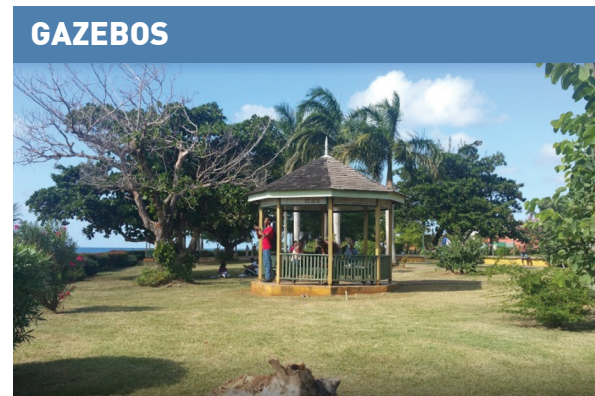


figure 6.3, Old Hospital Park Images

Dump-Up Transformed:

Dump-Up Beach has experienced a major upgrade, being transformed into Harmony Beach Park. Although, the road to get to this point was not easy. Ground broke on February 22, 2019 with the expected date of opening early in 2020. However, due to COVID-19, the opening date was postponed until May 21, 2021.

The entities we have to thank for funding this beautiful 16 acre public beach front park are the government of Jamaica, Tourist Enhancement Found (TEF), Inter-American Development Bank (IDB), Saint James Municipal Corporation (JMC) and the Urban Development Corporation which made the park its flagship project in Montego Bay.

The huge assets of the park are that it is free, accessible and has a beach front! However, parking is not free so keep this in mind if you plan to visit. Other features included within the park are a jogging trail, soft and hard landscaping, an outdoor amphitheater, multipurpose courts, a children's play area, food kiosks and a boardwalk.

The main intention of Harmony Beach Park is being aimed at becoming the new recreational focal point for the city of Montego Bay. With the park being located along Howard Cooke Boulevard and approximately **seven minutes from the Sangster International Airport** (the Montego Bay airport). It will be extremely difficult for the tourists to miss. Also, being that Harmony Beach Park is the only public free park that has a beach front, it will draw in massive crowds of locals. However, the overall concern on everyone's mind is once Jamaica is back to experiencing high levels of tourism again, will this community asset be overrun' by tourists to the point where the community is not able to enjoy the benefits?



figure 6.4, Harmony Beach Park Map

Speaker Remarks:

- Prime Minister, the Most Hon. Andrew Holness, says the development of a state-of-the-art beach park at Closed Harbour Beach in Montego Bay, St. James, **will transform the city, creating additional recreational space, while enhancing the tourism product.**
- The Mayor of Montego Bay and Chairman of the St. James Municipal Corporation, Councillor Homer Davis, says the development of Closed Harbour Beach "is a much-needed recreational space that will **enhance the aesthetics of Montego Bay**".
- The St. James Municipal Corporation fully supports this development, which will add value to this location. It will certainly **be a thing of beauty for our citizens to enjoy their leisure time,**" he added.

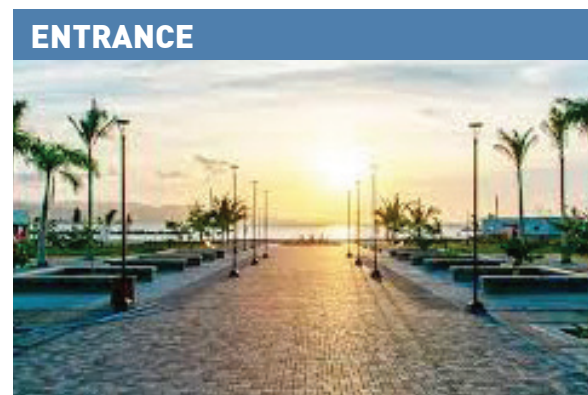
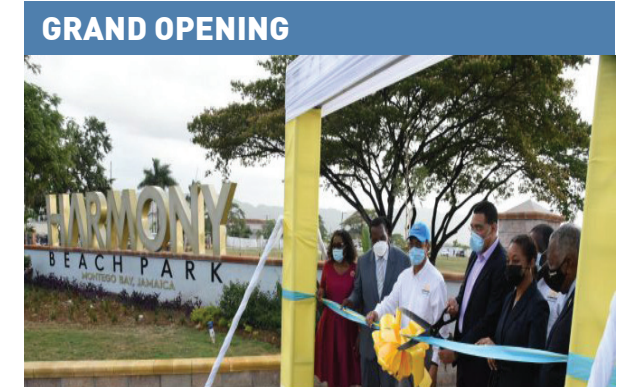


figure 6.5, Harmony Beach Park Images

LOCALS' OPINIONS ON HARMONY BEACH PARK :



In an interview with Mark Fisher, he states, "the park was well deserved so now it is well received".



figure 6.6, Harmony Beach Park Interviews

"It's a good look." The park gives us a place to come and just chill with family."

Reflection:

Within the speaker remarks on the renovation of the Old Hospital Park and the Harmony Beach Park there are some alarming red flags from Jamaica's leadership.

For example, the prime minister of Jamaica , Hon. Andrew Holness's, first comment regarding the Harmony Beach Park was that it "will transform the city, creating additional recreational space while enhancing the tourism product. This comment alone makes one immediately feel that he is more concerned about the appearance and the "tourism product". Being that Harmony Beach Park is the only public free park that has a beach front in Montego Bay, the comment could have focused more about creating an accessible and aesthetically pleasing location that begins to allow tourists and locals to expand upon building relationships.

Again when delivering the keynote address, for the renovation of the Old Hospital Park, the Minister of Tourism, Hon Edmund Bartlett, said the Old Hospital Park will add a new dimension to the city's tourism product, as well as the physical and aesthetic beauty of Montego Bay. This could have been said so much more intentionally to address the issues the community is having as well as benefiting the tourists at the same time, but instead the local community is an afterthought.

In addition, the cost of having an event in the park costing locals 7,000 JMD per day is pretty unreasonable. Most Jamaicans only make 8,000 JMD per week so to have an event at this park is their entire week's pay. This further solidifies that these parks are not made with locals in mind.



As it has been mentioned previously in section one: Overstanding Jamaica, Saint James is known to be violent. Why is that though? It may be because there are no public spaces, events, activities that locals can feasibly participate in. So instead of having something productive to do to pass time, young teens are being influenced negatively.

It is amazing that these types of projects (park renovations) are being completed and providing new opportunities. However, it still seems like there is a strong focus on one particular group rather than helping to better the entire country of Jamaica.

To analyze accessibility even deeper, water, a basic everyday need was looked at. This investigation was driven after learning that the only free park in Montego Bay that has a beach front was just opened last year.

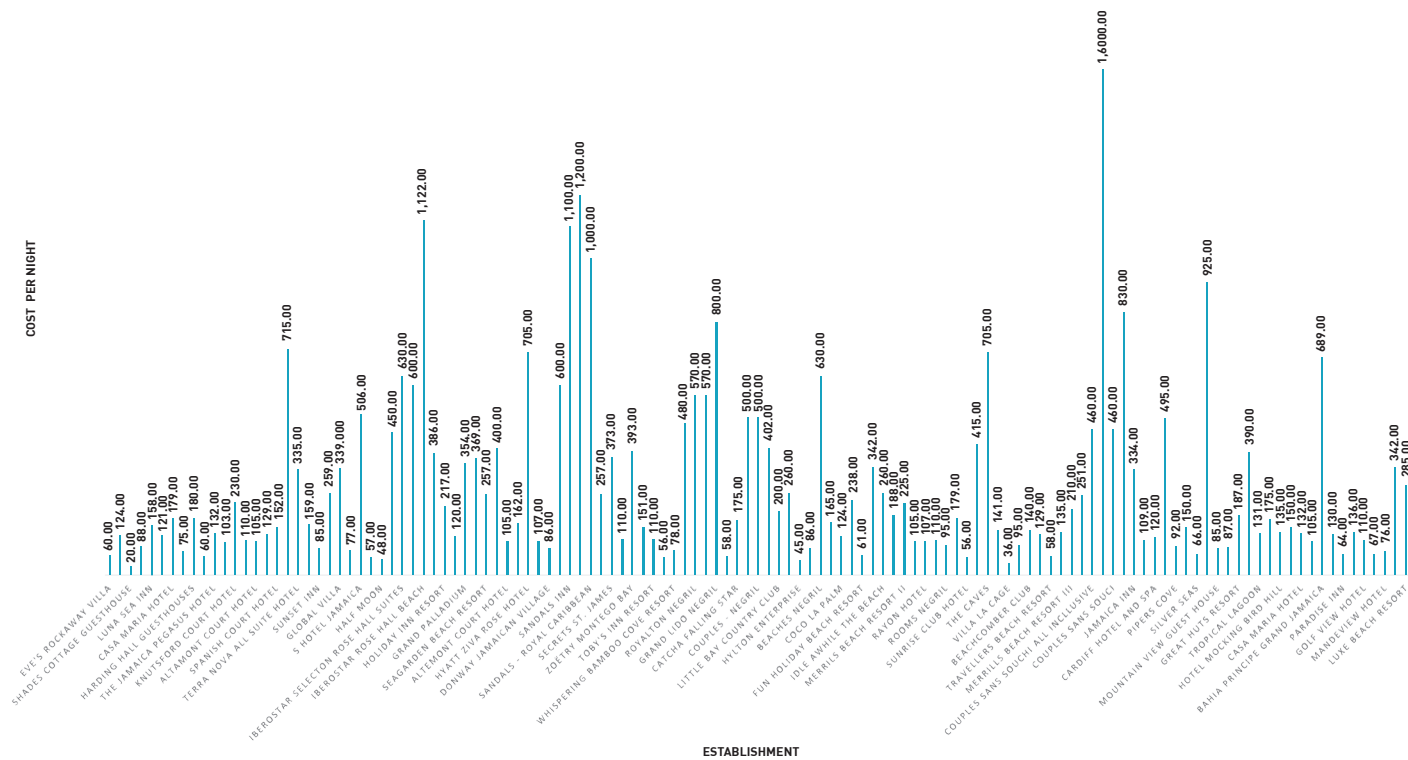


figure 6.7, Cost Associated with Establishment

Access to Water:

In order to better understand who the resorts target for guests, a graph was created to illustrate the overall cost for a one night stay. In the process it was determined that a huge majority of the resorts are unaffordable to the local population. So not only is water not accessible to the locals, it's not affordable either.

This was very disheartening to uncover, as all the parishes were intentionally designed not to be land locked. However, due to all inclusive resorts privatizing and limiting access to the coast, it has created several barriers (walls, fences, fees) and limited where locals are able to go to enjoy the water.

During my time in Jamaica, I was amazed by the amount of locals that did not know how to swim. While engaging in conversations it was uncovered that many locals cannot afford to go to the beach. If they do, it is only on special occasions, which could only be once or twice a year. It was also mentioned that this is not something that is taught in schools, but something that parents have brought up over and over that they would like to see their kids learn to do. It is beyond shocking to learn that Jamaica (a country that is an island) has problems with accessibility to the water.

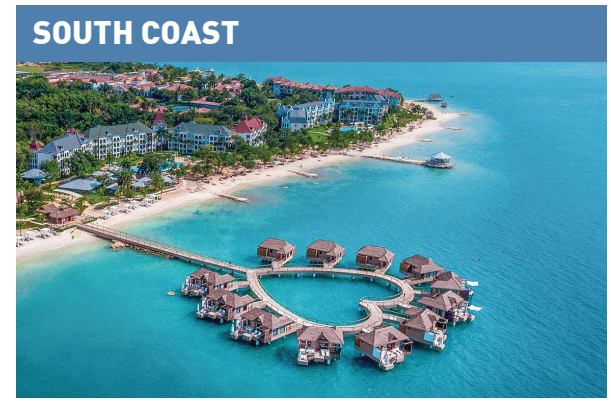


figure 6.8, Resort Parishes



figure 6.9, High School Locations

Intention is Key:

To further this investigation, high school locations were also mapped throughout Jamaica (figure 6.9). From completing this exercise it appears that the high schools are more scattered throughout Jamaica. This type of distribution seems to also be more feasible for the locals. However, it is interesting to note the high schools are not typically located by tourist areas (along the shore) unless it is within a major city like Kingston or Montego Bay (figure 6.9). This seems to be very intentional, however it also seems that the intention is to divide the tourists from the local community as a high school would have a lot of locals constantly within the building.

It feels as though this approach is deterring connections from forming between the locals and tourists. It is disheartening to witness that although the tourist areas seem to be the most developed these areas are the ones that are designed for the tourist only intentionally.

Overall, reflecting back on the categories of health (hospitals), education (high schools) and public spaces; the education category seems to be the most accessible to the local population due to the number and the wide distribution throughout Jamaica. However, at the same time there could be major growth in allowing some of these high schools to begin to blur the lines between tourist and local locations.

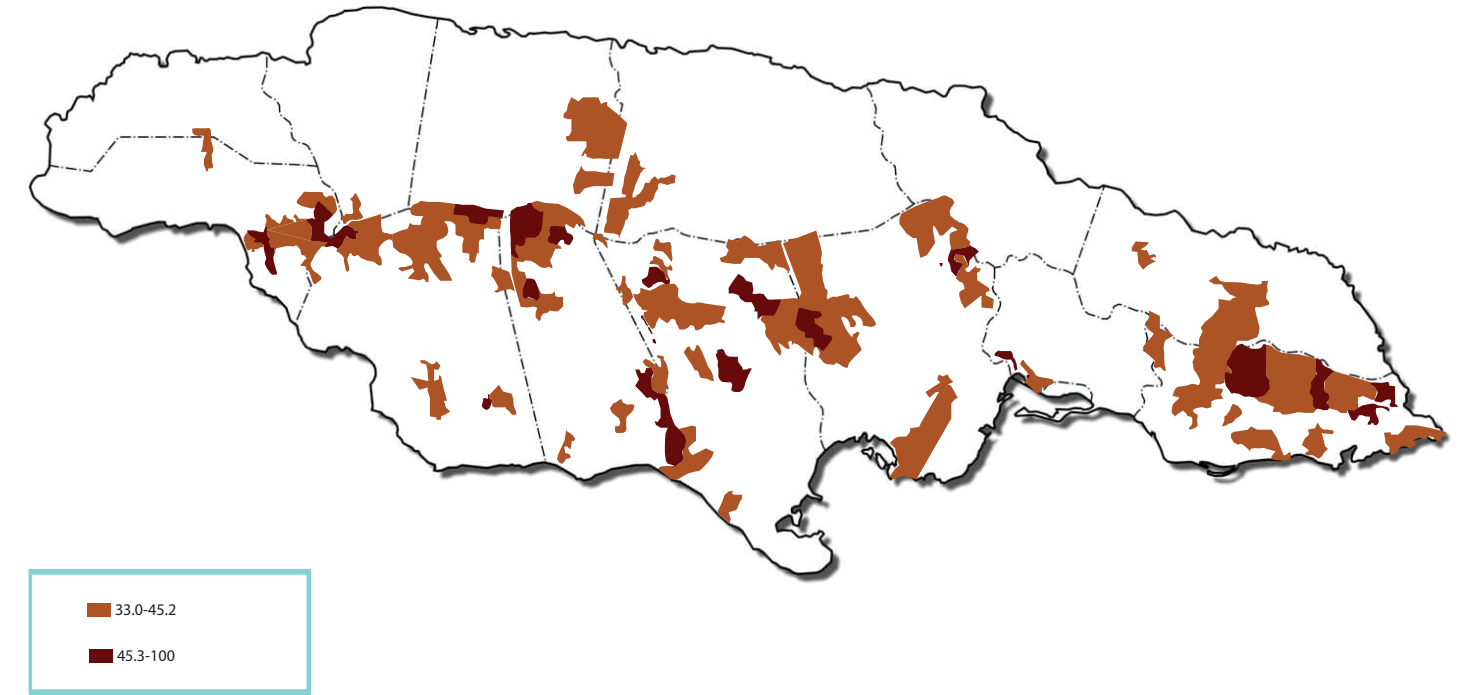


figure 6.10, Percentage of Population Living in Poverty by

Thriving?

To begin to understand how big of an impact these different features have on a community, a map was made (figure 6.10). The intention of the map is to visually compare how different communities within Jamaica are doing. This was done by analyzing the data on the percentage of individuals living in poverty based on the communities they live in.

Looking back at the data collected, it is eye opening to fully understand just how much these features help communities thrive. For example, in the middle of Jamaica (more inland) there are a lot of communities that are currently 33.0-100% living in poverty (figure 6.10). Furthermore, these are the communities that do not have access to many educational opportunities, very little or no public spaces or hospitals.

Accessibility distribution is a major problem within Jamaica that needs to be more heavily invested in.

TOPOLOGY STUDIES:



It is insufficient for architecture today to directly implement an existing building typology; it instead requires architects to carefully examine the whole area with new interventions and programmatic typologies

-Zaha Hadid

07

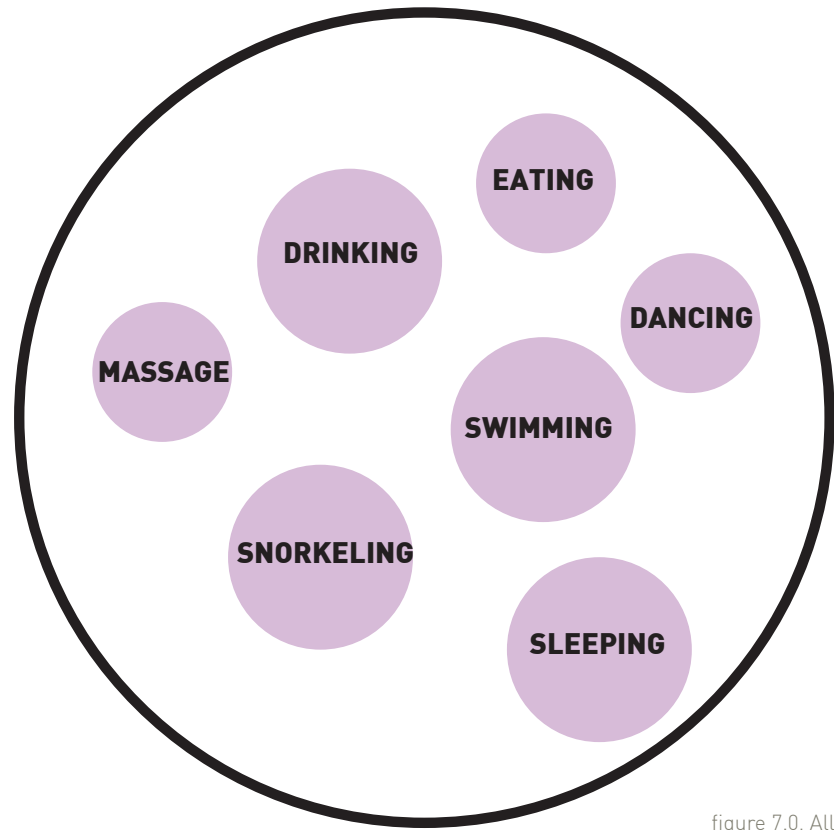


figure 7.0, All Inclusive Resort Diagram

Learning through diagramming:

In order to better visualize how an All Inclusive Resort behaves in character these simple diagrams were made. In the all inclusive Resort diagram (figure 7.0) you can begin to see that all of the entities (snorkeling, sleeping, food, drinking etc.) are located within the bigger circle. The bigger circle in this case is representing the resort. The main intention behind this typology is so that guest will not have to leave the resort for anything (by providing all these different entities). Although this typology is extremely convenient for tourists, it also begins to present many problems. For example, this model allows only the resort owner to benefit from the tourist and does not take into consideration the other local surrounding business dependency on the tourists.

A more contentious approach is a non-inclusive resort typology. This typology both allows the resort owner to benefit as well as other businesses. It is a strategy that begins to spread the wealth rather than only benefiting one. In addition, the line thickness of the diagrams are also very intentional in that a majority of all inclusive resorts tend to have fences/ large walls blocking out the surrounding area. Whereas the non inclusive typology typically does not have a barrier and allows guests to see and experience the location they traveled to through multiple views rather than one fabricated view.

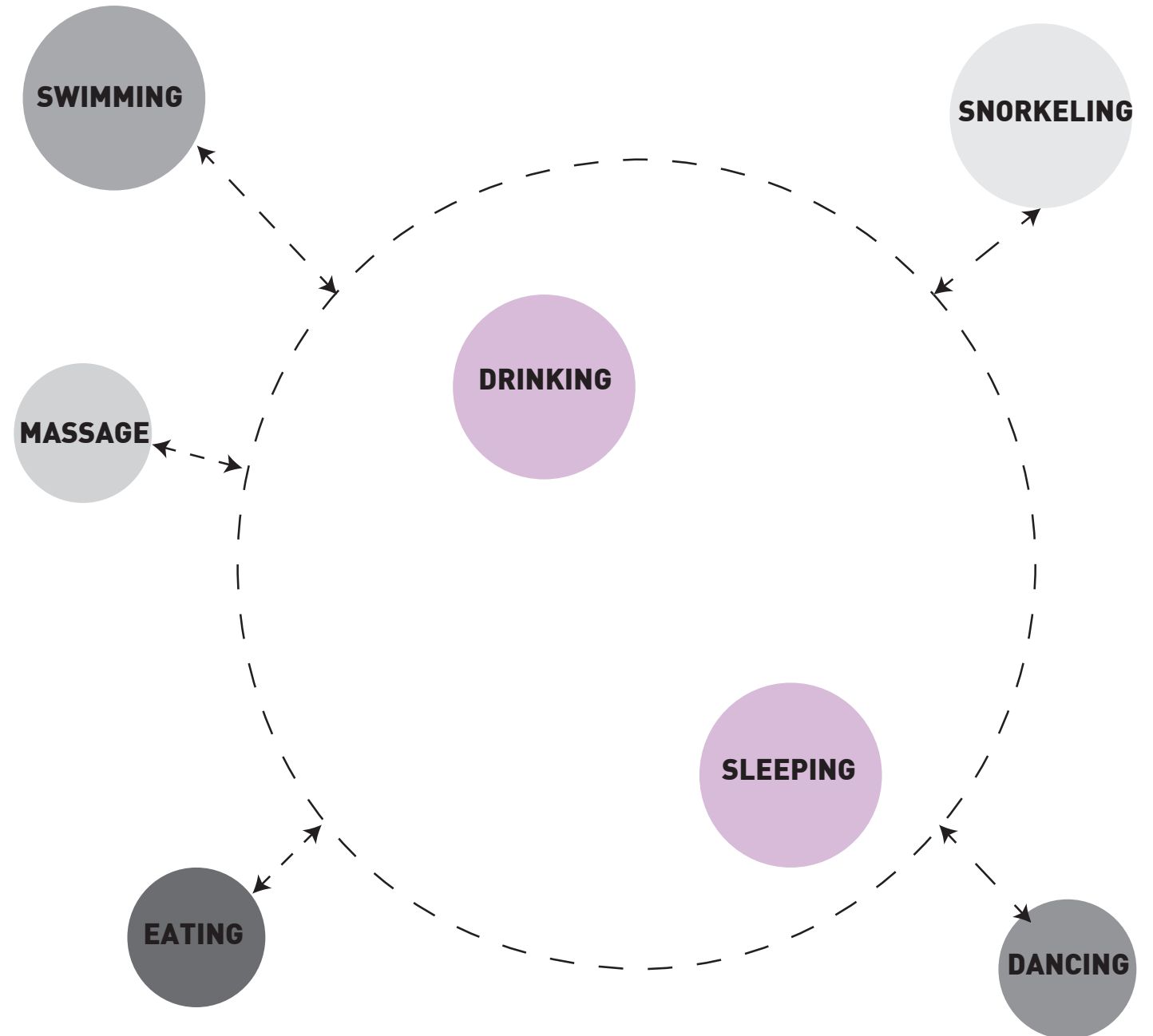


figure 7.1, Non- Inclusive Resort Diagram

ALL INCLUSIVE RESORT STUDY:



figure 7.2, Timeline of the typical all inclusive resort experience

INSTALLATION:



figure 7.3, Installation of an All Inclusive Resort

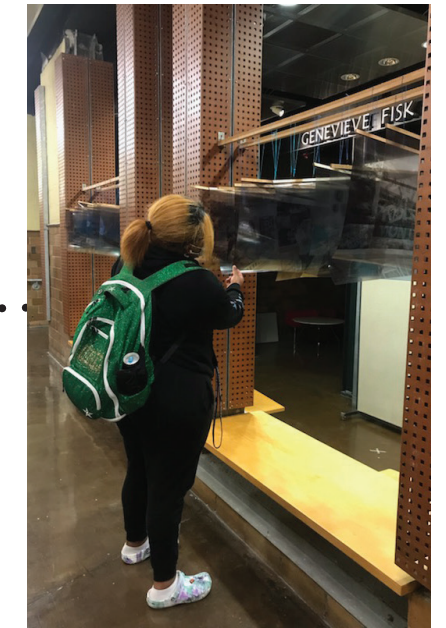


figure 7.4, Installation Interaction

Over standing All Inclusive Resorts:

All inclusive is defined as “a resort at which a single price covers lodging, meals and activities.” Overall, if you are in need of a vacation this might sound perfect to you, that would not be a first, in fact the word inclusive makes MANY tourists excited for multiple reasons. The most popular reasons tend to include overall cost, convenience and escapism.

Tourists tend to love traveling however, many individuals find it tedious and stressful to plan a vacation. They would rather someone else plan it or stay at one place that has direct access to everything they may want such as food, activities, entertainment etc. Although this type of tourism seems like the best option it is actually limiting the tourist to have only one narrow view of Jamaica.

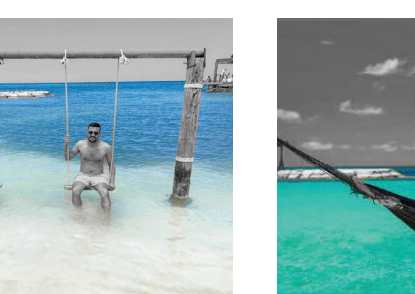
For example, the typical timeline for an all inclusive resort can be simplified as

- 1) board the flight
- 2) arrive at your destination
- 3) receive transportation to the resort (normally included within your package)
- 4) arrive at the resort, sleep, eat, complete some activities/ utilize the amenities (go swimming, snorkeling, horseback riding etc)
- 5) receive transportation back to the airport and then fly out. (figure 7. 2).

The issue with this is the only experience you have outside of the resort is when you are going to and from the airport. Although say you do leave the resort once..

“You decide to venture from the sanity of your tropical compound. You see natives, you marvel at the things they can do with their hair, the things they fashion out of cheap twin or ordinary cloth, squatting on the side of the road, hanging out with all the time in the world,you might look at them and think, they’re so relaxed, so laid back,they’re never in a hurry.” (Life and Debt, 2001). However, you would quickly learn that there is a reason behind everything...

Learning and growing occurs best by being open to new and different experiences.



Sandals Resort, Montego Bay:

All Inclusive resorts have the luxury of using water as a commodity to attract tourists to their location. This allows for the resort to “trap” tourists into not leaving the resort and experiencing limited to no time in the “true Jamaica”. However, it does not stop there, many of these all-inclusive resorts are the ones that manipulate the safety statistics to promote their inclusive brand. In addition, It is clear from the images on Sandals website, they have an intentional audience they target. It is extremely shocking and disturbing to witness the amount of water utilized by the tourism sector and the rate it continues to climb at... When will it be enough? Is it necessary to have 7 pools when you are feet away from the ocean? Does it stop at over the water bars and chapels? Or does it just continue to grow?

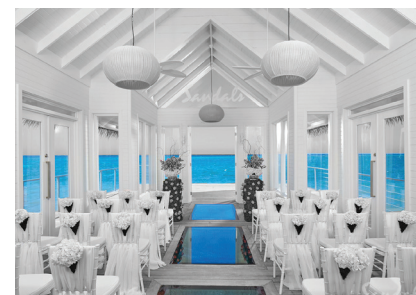


figure 7.5, Installation Images

Personal Experiences:

In order to fully grasp what kind of experience an individual has at an all inclusive resort versus a non inclusive resort, interviews were conducted.

Marina Laird, a tourist who traveled to Jamaica in 2017 was a perfect candidate for the interview as she was able to experience both an all inclusive resort the Holiday Inn Resort in Montego Bay as well as a local air BNB. The interview took place on November 11, 2021 and is as follows....

What type of tourism do you think your trip classified as?

“We went to Jamaica during the winter so at the time like Livonia or Detroit area was freezing and very cold so a lot of it had to deal with going to a location that was warm, had a lot to do with the weather. Um so it was just **an escape** just to get out of the boring weather we were in at the moment”.

“ I think it was a spring break; uh it was during spring break; so um it was just a vacation with me and my parents and my brother”.

What motivated you to travel?
Why did you choose to travel to Jamaica of all places?

“There were a lot. Uh one was **cost**; I think we got some kind of deal at the specific resort we were staying at. Um and so that was a big factor and my father works for the airlines so I mean that wasn't specific to Jamaica um that just happened to work out but, for the resort we were staying at like I think we got some sort of deal and it was just cheaper to go to that specific resort in Jamaica. Um that was one and then um, yeah it was, had a lot to do we specifically decided to go to a resort because we had done traveling previously of like I think more

MARINA LAIRD, 2017 TOURIST



figure 7.6, Marina Laird

exploring like the place and the culture and everything. This one was purely like oh were gonna go there to relax and just you know um be with each other you know in a **nice environment** and like the **weather and the sun**, be on the beach, all that so it was um, that was huge motivation to go there um and uh yeah I think um the cost, the weather, and um I think it had to do with just **the timing** too. Uh umm I think for some of the other like locations it was just like harder to get to flight wise um during like the winter and that time of the year it was easier for us to go to Jamaica than some of the other locations we were looking at. Um just **easier to get a flight** to be honest. Um I think that was um part of it as well.”

WALKING OUT OF THE RESORT



POOL/ ENTERTAINMENT



BEACH



ESTABLISHMENT

**Holiday Inn Resort,
Montego Bay
Jamaica**

BEACH



LUNCH



figure 7.7, Holiday Inn Resort, Jamaica

Personal Experience Continued:

What was your fondest memory of Jamaica?

"Hmm um, thats a good that's a good question. There were, hard to remember a specific so I'll name a couple. But one of them, um and this is probably true for a lot of the trips I take like the first initial experience when I go anywhere um has a huge impact on me. So like when you first get off the plane and you start to like uhh see the environment ;like especially just even the contrast of like coming from Detroit and then like stepping off the plane just like the weather you know that was like a thing.

My first, like memory of, that I have of Jamaica was we were driving um to our air BNB, which was the first place we stayed at the first night and when we got there like we um I think that air BNB had actually like picked us up from the airport and drove us to their um, their place. And when we, the first like moment we got off they like **greeted us with juice** or something and we'd never like experienced that anywhere else which was kinda just fun . It was really just like hospitable, we um, hadn't like spoken to anybody or done anything so it was just like a nice way to be greeted there ha. Um, that was a really fun memory um, and some of the other ones were at the resort and we um, they had like a lot of **live entertainment** there. Um, that was really fun to like see um a lot of dancing um and da a lot of um like water sports and like activities that you could do there but I think my favorite was like at night you know you'd done a lot throughout the day but like you finally got to like sit down and you were sitting by the water and like **watching them like do performances like dancing** and they do like **interactions with like the guests**. So they'd have like the guests try out the dances and stuff like that and that was just fun to watch uh and see and they played a lot of music at night and everything, yeah.

Did you interact with any of the locals during your trip? If yes, what was your experience like when you did interact with them?

I didn't have a lot. Um, so even when we were at the air BNB um, the people staying there or the people taking care of um that um I don't know you would necessary call it a hotel it was kinda in between ah hotel and like a home but like the people kinda running that air BNB um sort of stayed out of sight I guess they um, I didn't really see them much when we were there and even when we were walking around that like the grounds of uh where the air BNB was um there wasn't like anybody nearby and then when we were at the resort, I mean, most of the people at the resort weren't natives. I would say **the only time I actually got to interact with somebody was probably the driver** um that was taken us places um and then we went to one restaurant um uh outside of the resort, um but we stayed pretty uh alone when we were there just like at our own table and there really wasn't much interaction with uh people there and then we went to the resort right after that um yeah, **it was pretty I guess isolated from anybody that actually lived there**. Um, and even the people working at the resort I'm not sure I'm assuming that um they were natives but I don't actually know um anything about them which is just proof I don't know um who they were or any of their back ground so **I didn't actually get to talk to I'd say pretty much anybody in terms of native uh Jamaicans or anything like that**.

DAY VIEW



ESTABLISHMENT

**Air BNB,
Montego Bay
Jamaica**

HAMITIC TIME



HAMITIC TIME



ESTABLISHMENT



NIGHT VIEW



figure 7.8, Air BNB, Montego Bay

Personal Experience Continued:

What would you change about your trip or done differently if anything?

Um, I always say that this is one, that was one of my favorite trips but it, the reason why was because it was probably the most relaxing um vacation I had ever been on. Um, I think just traveling and being in a new place always gives me a little bit of anxiety uh, I know that like I had been to Amsterdam at one point and it was beautiful, we got to travel, we got to see a lot of places and that was amazing. Um, but I think being in any sort of a new environment like that especially so far from my own home brings me some uh source of anxiety. But there was, there was really no anxiety because I had like really um, I'd never really had to think about what I needed to do the next day because it was an all inclusive resort like I never had to think about like where we gonna go to eat, where we gonna do this or how do I get from A to B in terms of transportation. Um so I would say it was the most relaxing trip I have ever been on so in that sense I wouldn't change anything. But at the same time I've always been a little bit **disappointed looking back that I never got to experience anything in relation to Jamaica.** Um, like I was, I always tell people like where I've been and I list Jamaica but then I always add at the end of that **but I didn't get to see Jamaica at all.** Um, and so part of that is because you know we stayed at one air BNB for one night that was still pretty **isolated** from any um part of uh Jamaica or its culture or experiencing any of the sites or typography or anything um in terms of like restaurants or food or like locations or anything that would have brought me to Jamaica to learn about **Jamaica I only got ta like stay in a resort that I could have experienced it felt like anywhere.** Um, because there was **nothing unique about it** really. It was um, so isolated from the rest of it. So I always add that at the end like yes, I did go to Jamaica but

I didn't actually see anything or I didn't actually get ta like experience Jamaica at all. Um, so I think what would have been really amazing and I've since than grown such an appreciation for like learning new cultures and um experiencing new places and just learning from where you go and I didn't learn um, very much um, about that place or about Jamaica so I'd say that's my biggest regret. Um, as much as I loved that vacation I um I do have some sort of **regret from being there and not being able to experience the place.**

Would you go on the trip again the exact same way?

I think I would, yeah um I think what I would think is that um, I really wouldn't need to be that far to experience what I did so at the same time like its hard to know, I mean one of the big reasons we went was because of the cost so I'm not sure if I'd be able to experience that level of relaxation like somewhere around here for that price. Um realistically, um but actually yeah, so I might be changing my question er changing my answer a little sorry, but I would actually say no. So, **I wouldn't go to the exact same place and experience that exact same thing again.** Um, I think that would just be a **waste of a trip for me** so like as much as I loved that experience I would never go there to that exact same place again and just do that all over again. Um, but I would love to go to Jamaica and experience it in a new way. Um, yeah I don't know if that answered your question. I think, I think it would be a no, I wouldn't do that same trip over.

Is there anything you would like to add about your experience?

Mmhmm um, I would say one, I would add one more memory that I had there. Um, and I don't know if it was specifically connected to the resort or if this was something separate. Um, it was obviously targeted to um, tourists but right outside. I believe right outside the resort there were like a bunch of kinda **pop up shops** right on the water um and they had like a bunch of um just **crafts and like little knickknacks** that people had either made or um, were just selling or something um, and that was pretty neat like I think I had bought like a soccer ball that had, says Jamaica on it, its got the colors but um I thought that was really fun cause that was like the one, of thee, **I guess that was one thing that I got to experience that was at least somewhat remotely connected to the location or where I was at.** It was kinda just fun to see um, some of the art and um the crafts that people making there um, which was fun. I been one other place which um, er I've been two other places outside of the US and one Amsterdam and the other one is Haiti and Haiti I had the same memory for um, it was something like I got to bring home it was uh a painting that someone had done there, super beautiful and um, obviously like very different than anything I'd seen here and I think that's um, something I loved to see I, I maybe just like as an artist I loved seeing like the craft um, done by people local. Um, so I do wish I gotten to see more of that as well. Um, but that was, I would say that is actually one of my favorite memories to. Um, and I don't know if it's actually connected, if they have some sort of collaboration with the resort or if it was something separate entirely. Um, cause I know you, like **there was some type of wall or a barrier from the resort and outside of it and I think you did have to go around it to get to the pop up shops.** So I don't know if it's actually connected um, in anyway, but, um that was pretty cool though. Um, anything else...

I think you brought up a good point, most of the time there is either a wall or fence surrounding the all inclusive resorts, could you see the pop-up shops from the resort?

From my recollection I only went to the pop-up shops once and just from where we were in the resort and how we got there and everything Irr. I **you couldn't like see them really uh, I think you just had to know that they were there um. from that location.** I don't know if they had like signs or some sort of like a, a entry that was obvious, I actually can't remember how we knew to like go in that direction ta get ta them. Um, but you couldn't see it like when we were you know sitting by the pool or something, **you couldn't see anybody outside of the resort.** Um, from my recollection. Um, and that, I think that was one thing that was super disappointing cause I mean, it's like hard to decide whether I would have wanted to go outside the resort and like experience the place by going outside of the resort and going around the area only because like, like I said our goal for going there and like one of the things we were really happy about was that we just got to relax and um, kinda de-stress. Um, and it was like a really beautiful environment to do that in. Um, but **I would have still like to of had some sort of a interaction and some sort of a experience and learned something from the area and location that I am at.** So, I don't know like how that could have happened, but that would have been really nice is to still have gone there and been able to say that I got to experience Jamaica in some way. But still maintain that level of like relaxation and de-stress and you know still have that um, still be able to ta accomplish the goal that we had set out to do by going there. Um and still um be able to experience the place.

Personal Experience Continued:

Um, so I guess when I had answered that question earlier of like would you do it all over again its like, I wouldn't change my goal like I would still love to like go on a vacation and be able to destress and I would still love to do everything that I did while I was there but then plus like, in addition of like being able to actually you know say I actually experienced Jamaica in some way. Um. so yeah, I guess I wouldn't want to do either or I'd want to do both.

What does your ideal tourism look like?

Yeah, well actually I like those suggestions. So like, I like having that environment while I was there where like I could like sit on the beach and you know decide not to do anything that day. Um and kinda just relax but I would love to have had the opportunity where like we had I think we had a few, a couple restaurants in the resort um and obviously it was just like a means of **convenience** where it was like oh, I know that I get like a meal **included** at this restaurant so like I'm obviously I'm just gonna go there. Um but it would have been really nice if they, I'm assuming they didn't because we never went outside of the resort but it would be really nice if they had like options where you know yeah going here to like um to this restaurant or a local um a restaurant to get food and it is still included in like the package that your buying or something like that. I mean that would be really nice like if there's **transportation** and even if its not included but like the transportation they'll just take you to those locations. Um and maybe just have like uh, routes or like um an Uber type of system ha where your going. um, out to **see different parts** would be really nice um and not cause I keep thinking like they did have certain types of those things but it was still very touristy you know like you had like you could go here for zip lining or something like that like sure but that's still just another activity

and I wouldn't really get to interact with anybody, wouldn't get to **see like the people that live there or anything um and see how they live or what food they eat or anything like that.** So, it would be really nice to have those opinions. Um and then, I was just thinking and I'm losing my train of thought but um, even the live entertainment so like they came to our resort um, and that was really nice but I wondered like I think um I'm kinda taking from stuff you talked about in your thesis and stuff but it sounds like they have **festivals** and things going on and like um different activities happening outside of the resorts, that would be really cool if **they could take us** like if at the night yeah maybe you could just stay by the pool that night or they have like a couple buses going to um some sort of a festivals or you know an event happening in Jamaica or you know maybe your literally just going to another beach or location that has a sunset. You can see the sunset at **another vantage point or something.** I mean it would just be really cool if they took you to different locations and **events outside the resort but it was still included** like ha cause that's the whole part of it being relaxing is that you don't have to think about it. Like I don't have to figure out how I'm getting from A to B they already figured that out um and I'm not even saying maybe you pay for it maybe you don't but like they've already figured out how your getting there. Um, so its not even like the cost thing its more just like the **logistics.** Like I'm there to relax so like I just want you to already have it detailed out how I'm getting to A to B, when those events are happening, when things are going on and like I can go there. Um, and even like the wall thing I'm not like, when I was there it never occurred to me that, that would bother me or that it was a hindrance in any way um so I can't really comment on that because I don't really know how it affected the surrounding context. I don't know how it affected me and my experience.

Um, because **I never got to experience anything else outside of it.** Um, but that would be kind of interesting to know. Um, like was that really necessary. I don't know the outside context. Um, in which I was in. This is just another comment of me not knowing anything about Jamaica ha, even after being there. Um, but that would be another thing uh, I think I would think about in terms of my ideal vacation. Um, yeah, I mean cause if I think about my ideal vacation its like I said I have part of me that is like a home body where I just like to be where I'm at and like I am so okay with just like grabbing a book and just sitting somewhere for a long extended period of time um with like a glass of lemonade. Like that, I could do that um everyday um but I always still like as much as it gives me like some element of anxiety I like to like go out and see new places and experience them and be there and learn from them. Um and so I would still like that opinion to be part of it. Um, yeah so that, **both not and or.**

Do you remember the name of the resort you stayed at and where it was located?

I know it was in **Montego Bay** but I don't know the name of it. I could possibly find out and let you know. I forgot to do that but um, I wonder if I even have a picture of the name or even the resort itself so maybe you could figure that out or I could figure that out. Um, but I don't have the name right now.

What was the approximate distance between the air BNB and the resort?

Like, they were actually fairly close um and I think **that is why we picked it.** Uh I would say it was probably **no more than 15 minutes.** Um, from the air BNB to the resort.

Why did you choose to go to the air BNB before?

Mhhmm, I think it had to do with um, you know I think whatever package we had gotten for the resort was you known this day to this day and I think part of it was we wanted to be there from the start of it to actually experience it and not arrive that day and miss like most of that day just trying to get there and then having to still be stressed that day and you know like a travel day is never very much fun so um, I think we wanted to just get there ahead of time. Um and I think, um I think it was **just like a bonus. that we got to stay at the air BNB** and I think actually after we had stayed we had said something like **oh this would actually have been nice to stay here the whole trip.** Like it was a really nice air BNB. They were very kind, you know, I think they provided breakfast. Um, and the **food was delicious** and then **we got to go out for dinner,** which was really fun and they had really, um it was a really nice air BNB so they actually had like I think **tennis courts,** they had like **hammocks** outside and I think this really nice **pavilion which we like played cards** that night before we went to bed and so it was very nice and I would say the only negative part about that was that we, **I don't know if there was anybody else staying at the air BNB.** It was a fairly big um building like I am assuming that they could have had like um a couple other families or one other family staying there at least. But um, I felt like we were the only ones there which made it a little uh, **quiet.** haha at that air BNB so we were kinda like. So I would say that was a **big downside was nobody else being there.** Um, and so when we got to the resort it wasn't so quiet we weren't like sitting by yourself and um got to actually **interact with other people and people watch a little bit** so haha. Um, I know that was a long explanation but um, hopefully I answered your question in that haha.

Personal Experience Continued:

How did the meals at the air BNB compare to the resort?

I think actually if I think, I think in a sense it was better. Even when we first got off that um, the um the car or bus or whatever we took to get to that air BNB um they greeted us with juice and it was like **freshly squeezed juice** and everything and that was really fun cause it did remind me of my trip where I went to Haiti where at like every breakfast you were getting like freshly squeezed um juice and um so I'm trying to remember but um I think that was my favorite part of that breakfast like for the food that I had at that air BNB.

But um, I can't, I don't think it was that when we were at the resort. It was more like, **it reminded me more of American food** then it did um, American over Jamaican but uh, I don't know, I mean, I'm even thinking of the dessert. Like it didn't look like they had just made it that day, **it looked more like something they bought and like had frozen or something like that.** haha I don't know, it just looked more like something I would get here from what I remember. Even breakfast there was like, I think I remember **waffles or like muffins** and things like that. Uh, a lot of fruit and things like that but it was **never um anything like home cooked like we had at the air BNB.** So, I guess yeah, it was pretty good and it was better. Yeah, it was better.

Do you remember what they served you at the air BNB?

Um, I know it wasn't a muffin and egg or anything along those lines. **It was home cooked.** Um, I wish that I could remember and maybe I even have a picture of what we eat that breakfast. Um, I remember it being home cooked though. I don't think it was like anything too fancy or anything like that but um and **I wish I could say if it was you know um, like more traditional Jamaican food cause I don't even know for sure if I know what that breakfast looks like.** Um, but uh, I don't remember it being like, looking at it and thinking this is something I would normally have. Uh, like on a Sunday morning or something like um, so I think it was, if I could take a guess it was more like uh a Jamaican breakfast or something along those lines but I'm not sure. I'll see if I can find a photo or something.

RELATIONSHIP BETWEEN NEEDS, WANTS AND MOTIVATES

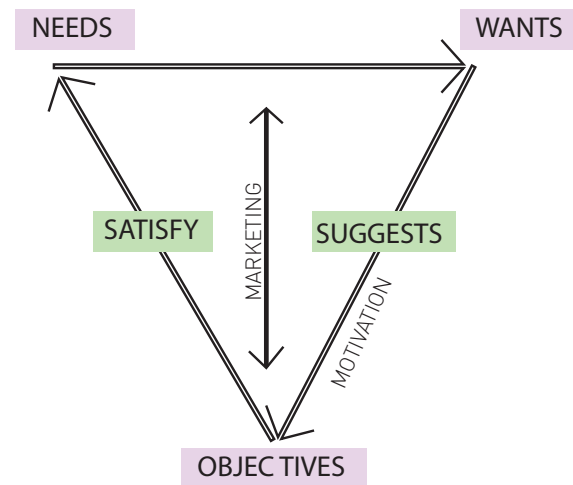


figure 7.9, Wants, needs and motivation

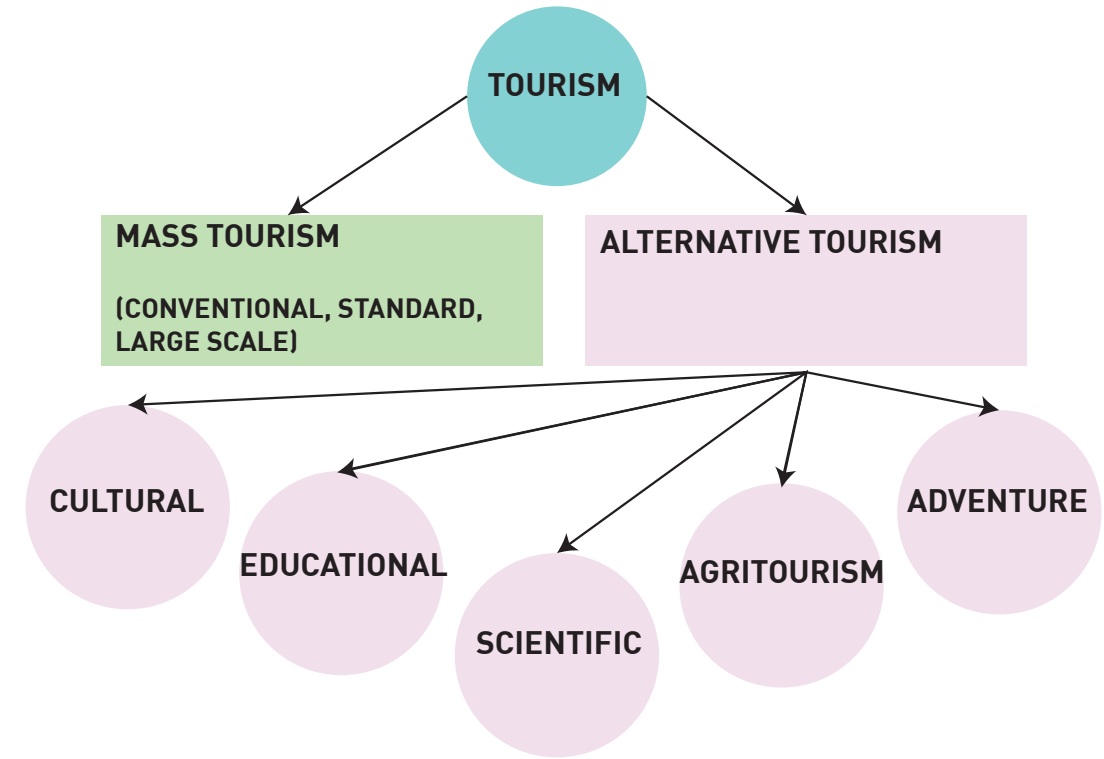


figure 7.10, Types of Tourism

Reflection:

From this interview with Marina Laird it allowed for me to hear about other's experiences, needs, wants, goals and desires. It further concluded that cost, convenience and escapism led Marina and her family to that particular establishment. It was also interesting that at the time it checked all the families' goals and they had a wonderful trip although Marina stated that she would not do that same trip again, it would be a waste of time. So although a establishment can meet all the goals of the tourist this still can not be enough in some instances. Figure __ illustrates the way in which needs, wants and objectives are influenced by current marketing standards and tourist motivations.

Comparison:

After analyzing inclusive tourism strategies it was vital to analyze other forms of tourism (alternative tourism) to the same level. This would allow for a precise conclusion to be made about which tourism strategy is better for the country of Jamaica. The first alternative tourism strategy analyzed was community-based tourism.

Community Based Tourism:

Community Based Tourism is a model of tourism that focuses on local empowerment, being environmentally sustainable, cross culture understanding and authenticity (figure 7.13).

Furthermore it puts the community insight, teaching and learning at the heart of the tourist experience. It provides benefits to both tourist and locals. For example, for tourists it provides a unique opportunity to discover and experience the local culture, traditions and ways of life. For the locals, community based tourism provides an opportunity to take ownership and responsibility for the tourist experience and receive directly the benefits from tourism (Olivia, 2020).

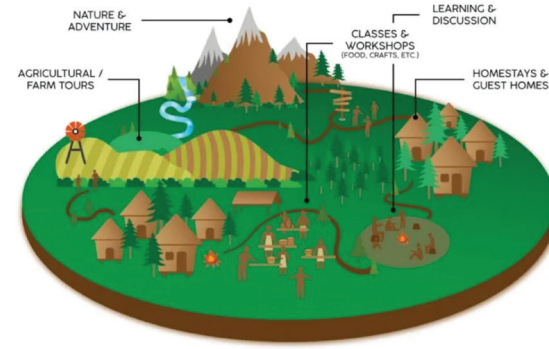


figure 7.11, Activity Diagram

It is interesting and exciting to see a tourism typology that does not possess a list of activities and amenities typically offered because it relies on the local community which varies on a case by case basis. For example, rural or indigenous communities activities will vary widely from an urban community. By having this approach it allows the local community to be in charge and “take back” their community by teaching the tourist what is important to the locals.

As one example, a community could do an agricultural/ farm tour then an activity with nature/ adventure. This could be followed the next day by a class/workshop that has food, crafts etc., and then closing with a learning/discussion (figure 7.11).

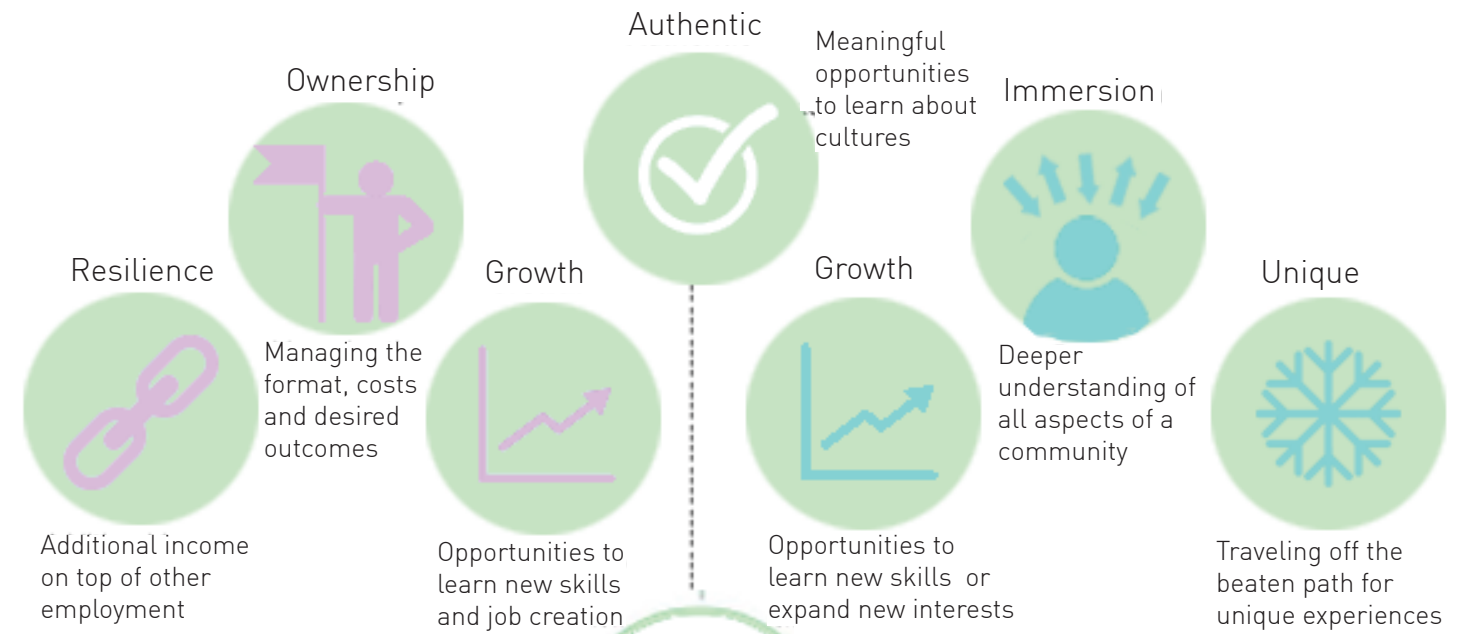
However, it is also important to understand that as a community owned initiative it can bring about many benefits, as well as potential challenges for both the local community and the tourist (figure 7.12).

The potential benefits of the local community are ownership, resilience, growth and authenticity. Whereas the challenges are capacity building, infrastructure and visibility (figure 7.12). Tourists on the other hand are presented with challenges on comfort, over standing and support. The potential benefits are authenticity, immersion, growth and unique experiences.

It is vital to know that all of these benefits and challenges are brought together and balanced to create a meaningful exchange between the local community and the tourist, where everyone involved can gain something from the experience (Olivia, 2020.)

“A mind that is stretched by a new experience can never go back to its old dimensions”.
-Oliver Wendell Holmes

Potential Benefits:



Potential Challenges:

figure 7.12, CBT Potential Benefits & Challenges

COMMUNITY BASED TOURISM:



- Provides opportunities for local individuals to bring in income while introducing their culture to visitors.
- Provides the local community to be actively involved in running and leading the projects.
- Provides them to have autonomy and make decisions that are right for their community.
- Provides the community with helps generate pride, confidence as well as economic activity.



- Provides tourism that is sustainable, and includes environmentally- friendly experiences and attractions.



- Provides and promotes learning about and celebrating different backgrounds, faiths and nationalities.
- Provides learning is believed it can heal divides and create a stronger more united world.



- Provides travelers a way to deeply understand a place and to experience it.
- Provides a way for tourist to deeply enrich their life and broaden their horizons through experience.

figure 7.13, CBT Main Goals

Case Study on Community Based Tourism:

In order to understand better how community tourism can be used the used Myanmar community was further analyzed.

LOCATION:

In the central Magway region, along the sacred Irrawaddy River, there is a tiny township called Myaing. It's one of the poorest and least developed regions of Myanmar. However, interestingly enough Myaing is only a two hour drive from Myanmar's tourism superhighway, the ancient city of Bagan.

CHARACTERISTICS OF PLACE:

This particular location, Myaing is a very quiet farming community that is home to something revolutionary in its own way: this is the site of Myanmar's first-ever Community Based Tourism (CBT) project, which was developed in 2016.

LOGISTICS/ HOW DOES THE PROCESS WORK?

There was also some questions about over logistically how everything was maintained/ taken care of. "Throughout the investigation it was learned that the teams, along with Action Aid (an outside partner), pushed ahead in shaping the design of the lodge, identifying tourism activities like hikes and cycle routes, sourcing local guides and providing a variety of fundamental training around health and safety, food hygiene and child protection. In addition to this, they also prepaid the community for several services. Lastly, a committee was established to oversee the project and a proportion of the funds (10%) is held in a community fund and distributed equally between the four villages.

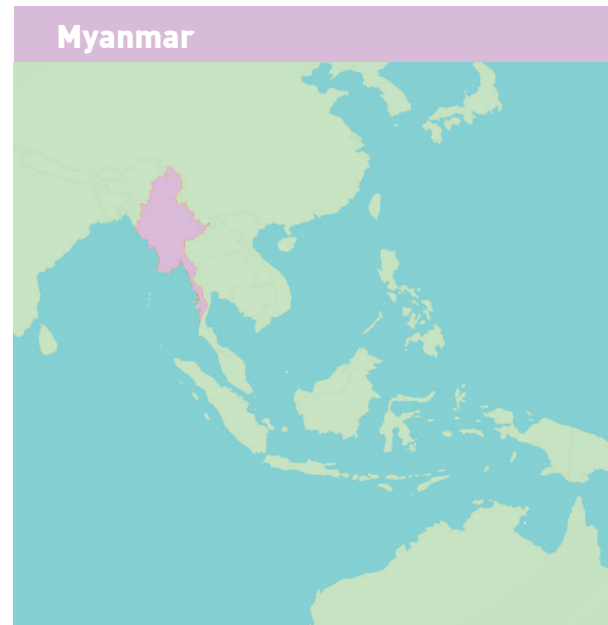


figure 7.14, Map of Myanmar

Picture Captions:

Empowerment

- 1) The local community
- 2) The local community and tourist engaging in conversation with one another.

Environmental Sustainable

- 3) The plastic free zone at the community lodge.

Cross Culture Understanding

- 4) Experiencing the classic Myanmarese ritual of having your faces painted with 'thanaka'. Thanaka is a cosmetic paste made from ground bark which is applied to the face by most women (and some men) daily.

Authentic

- 5) A typical family home in rural Myanmar
- 6) The children of Myanmar showcasing a dance



figure 7.15, CBT in Myanmar

Case Study on Community Based Tourism Continued:

COMMUNITY BENEFITS:

That being said there has also been some amazing benefits for the local community through this type of tourism for example, it increased community income (fewer young people leaving for work), job opportunities for women, with the CBT employing five full-time female staff, a waste management system was created, and the lodge was made a plastic-free zone, with access to a medical clinic and the provision of running water. Improved roads and electricity have recently been connected in three villages, as a result of the community fund. It is encouraging to learn that community-based tourism has been proven to be what it name states community based (focusing on helping and encouraging the local community to be better while allowing a unique and amazing experience that tourist can cherish for a life time.

OUTSIDE MEMBERS START TO HELP:

After witnessing how successful this area was the State even gifted forest land to the community to manage a tree-planting program and fight deforestation issues. Since, this has occurred it is now an included activity on our Intrepid itineraries.

CONCLUSION:

Since the project began in 2016, over 1,800 Intrepid travellers have visited this quiet pocket of Myanmar, contributing over AUD \$125,000 to the Community-based Tourism (CBT). In addition, along with more than AUD \$35,000 from The Intrepid Foundation. All up, it is equal to over AUD \$160,000 to the local economy, with the CBT being so well received, that we've extended the experience to two days, instead of one.

The Myaing project has been recognized within Myanmar as a 'gold standard' in CBT creation and received the first ASEAN CBT Standard certificate in Myanmar.

But public accolades are only half the story. The real success belongs to the people of Myaing, who have welcomed strangers into their villages, shared their culture, and shown the government the real power of community tourism.

across the page figure 7.16, Myanmar way of life



3 PILLARS OF SUSTAINABLE TOURISM:



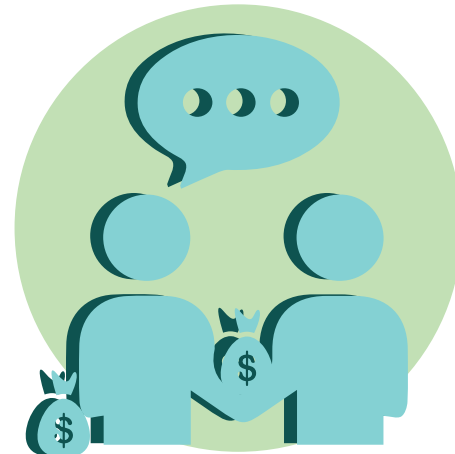
Employing environmentally friendly practices

(helping to conserve natural heritage and biodiversity)



Respecting the culture of host communities

(conserving their built and living cultural heritage and traditional values)



Providing tangible social and economic benefits for local communities

(supporting fair wages for employees and contributing to poverty alleviation in host communities).



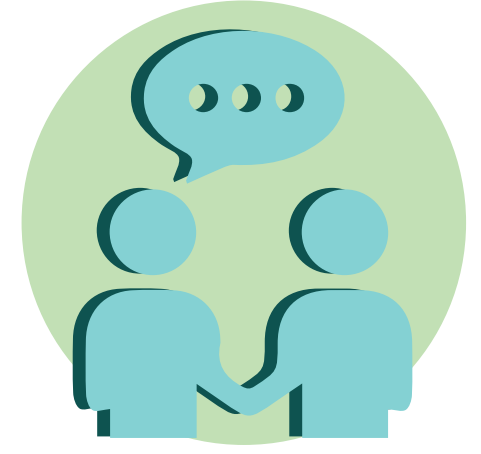
Increase Economic Benefits

1. Boost local employment, wages
2. Boost local enterprise opportunities
3. Create collective income sources: fees, revenue shares



Enhance Non-Financial Livelihood Impacts

1. Capacity building, training
2. Mitigate environmental impacts
3. Address competing use of natural resources
4. Improve social, cultural impacts
5. Increase local access to infrastructure and services



Enhance Participation and Partnership

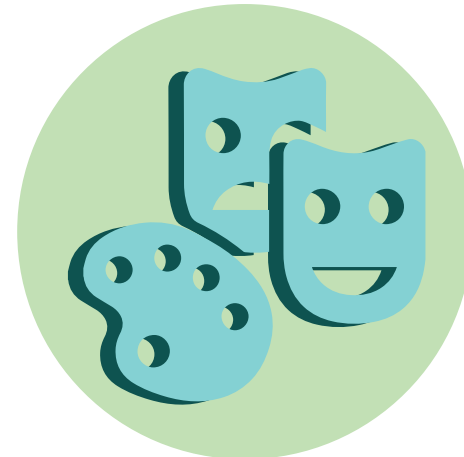
1. Create more supportive policy / planning framework
2. Increase participation of the poor in decision-making
3. Build pro-poor partnerships with private sector
4. Increase flow of information, communication

PRO-POOR TOURISM:

FIVE GOALS FOR ECO-TOURISM:



Community Empowerment



Cultural Acceptance



Economic Benefit



Environment Protection



Education

Characteristics of Mass Tourism	Characteristics of Ecotourism
Larger groups of visitors	Small groups of visitors
Urban	Rural
Touristic general marketing activities	Eco-marketing activities
Average prices of purposes of market penetration	High price with purpose of filtering the market
Impact on the natural environment	Little Impact on the natural environment
Advanced control options	Limited possibilities of control
Management based on macroeconomic principals	Management based on local economic principles
Anonymous relationship between visitors and local community	Personalized relationships between visitors and local community
General development goals	Local development objectives
Behavior-oriented leisure activities/ entertainment, opponent to education and training actions	Loyalty in the process of training and education for appropriate conduct for the natural environment
Intensive development of tourism facilities	Reduced development of tourism facilities

110 figure 7.20, Characteristics chart

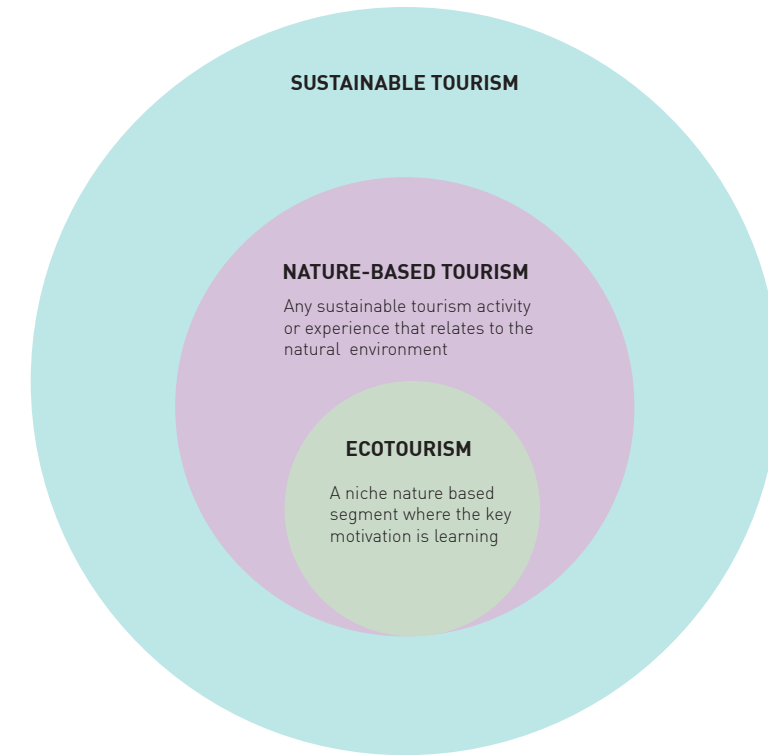


figure 7.21, Connections of types of tourism

Interconnectedness:

Throughout the analyses of different tourism strategies it was fascinating to see the connection between the different types of tourism. For example in figure --- you can begin to see that Sustainable Tourism encompasses Nature-Based Tourism (which is defined as any sustainable tourism activity or experience that relates to the natural environment) Nature-Based Tourism is then encompassing Eco-Tourism (which is defined as a niche nature based segment where the key motivation is learning).

Deeper Comparisons:

By comparing the different strategies of tourism one by one it allows for more connections and differences to be easily identified. For example in figure --- one can see that the major difference between Mass Tourism and Eco-tourism is the location. In Eco-tourism these type of strategies require a more rural background. Whereas Mass Tourism is urban. Another interesting difference to note is that in Eco-tourism there is typically personalized relationships that form between visitor and local community. Whereas, in Mass Tourism tend to have anonymous relationships between visitors and local community

Eco-Tourism Strategy:

The Eco-Tourism strategy was analyzed further to fully understand the different components and logistics it takes into account.

A simple diagram that illustrates the framework of Eco-tourism was recreated to help analyze positive versus negative areas. It appears as though Eco-Tourism at its simplest form can be divided into three sections which are approach, key issues and strategies. The approach seems to engage with two groups being community participation and stakeholder collaboration.

The key issues are listed out as being promotion of local economy, appreciation of socio-cultural values and traditions, protection of environment and biodiversity and lastly the provision of infrastructure. However, these "main issues" seem more like goals that Eco-tourism is striving to achieve. For example, promotion of local economy, this could be written as Eco-Tourism aims at providing economic increase for the local area and community.

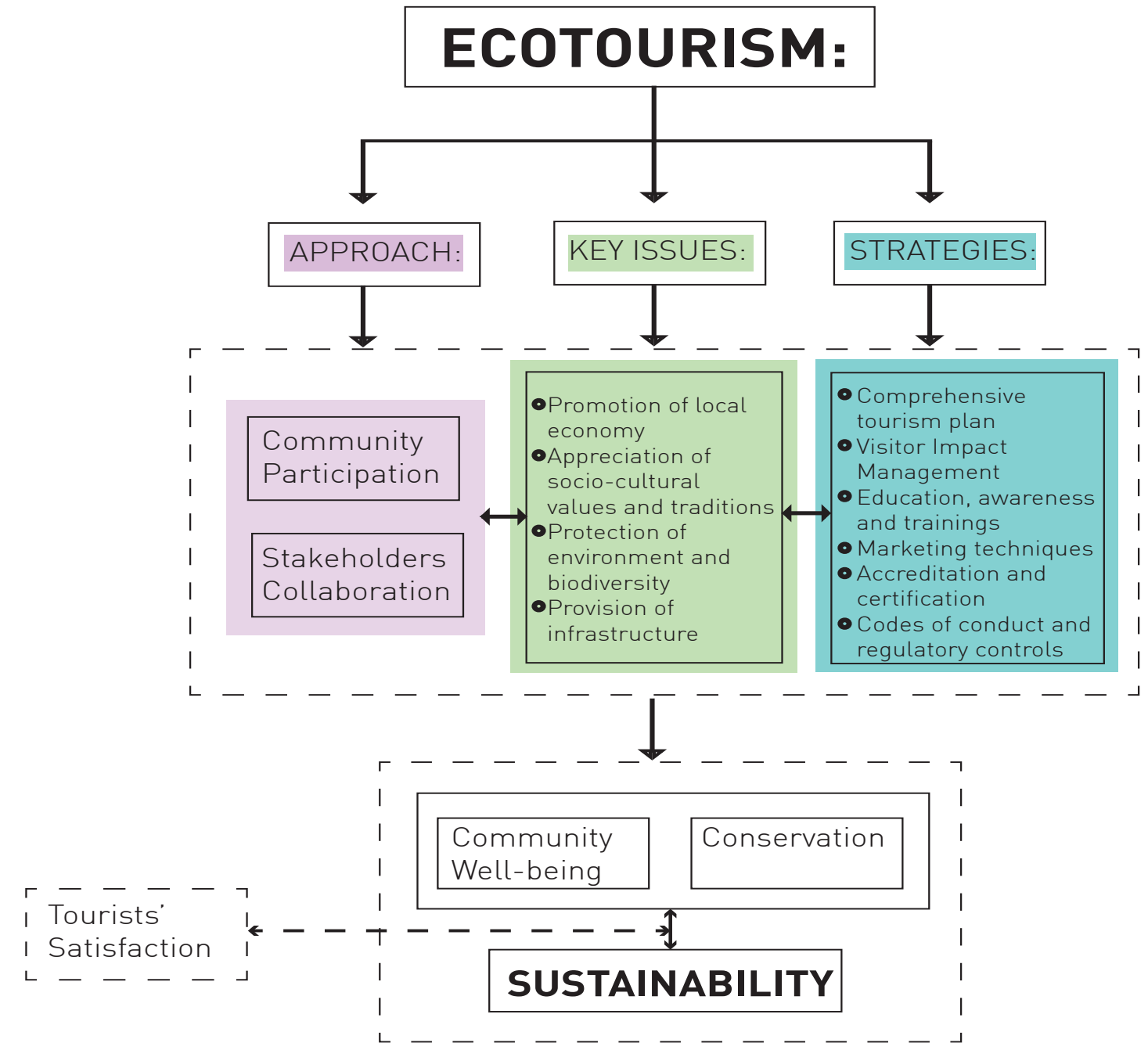
Lastly, the strategies which include but not limited to: comprehensive tourism plan, visitor impact management, education, awareness and trainings, marketing techniques, accreditation and certification, codes of conduct and regulatory controls. Again the wording within this section could be greatly improved. For example, instead of stating comprehensive tourism plan it could state "creating a comprehensive tourism plan through community engagement meetings. It would be helpful to fully understand how they plan to achieve these items. Although looking back at the items it seems like all positive items to be striving for

However, these items have a direct impact on the community well being and the conservation which as a result affect tourists' satisfaction. These three items in return affect the overall sustainability.

It was understood throughout this investigation that the tourists' satisfaction is a key element in maintaining a sustainable tourism strategy (sustainability).

Alternative Tourism:

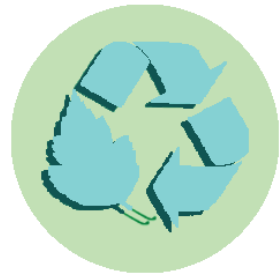
To compare all of the alternative forms of tourism analyzed throughout this investigation (Sustainable Tourism, Eco-Tourism, Pro-Poor Tourism and Community-Based Tourism) a diagram illustrating the major goals was made. This diagram allows for the connections/ similarities and differences to be observed quickly. For example, all four strategies had one goal that dealt with empowerment and another on sustainability. Pro-Poor tourism was the only strategy that does not contain any goals about culture. However, Pro-Poor Tourism and Eco-Tourism are the only strategies that have a goal to have economic benefits. Whereas, Community-Based-Tourism is the only strategy that appears value authenticity enough to make it a prime goal. Lastly, Eco-Tourism has one goal that focuses on education. This study allowed for a deeper level of comparison about what current tourism strategies prioritize.



COMMUNITY BASED TOURISM



EMPOWERING



ENVIRONMENTALLY SUSTAINABLE



CROSS CULTURE UNDERSTANDING

SUSTAINABLE TOURISM



PROVIDING TANGIBLE SOCIAL AND ECONOMIC BENEFITS FOR LOCAL COMMUNITIES

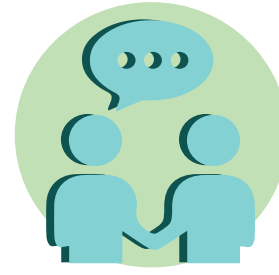


EMPLOYING ENVIRONMENTALLY FRIENDLY PRACTICES



RESPECTING THE CULTURE OF HOST COMMUNITIES

PRO-POOR TOURISM



ENHANCE PARTICIPATION AND PARTNERSHIP



ENHANCE NON- FINANCIAL LIVELIHOOD IMPACTS

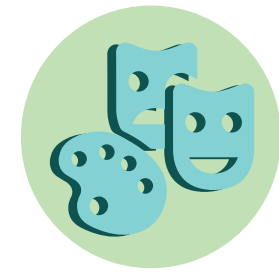
ECO-TOURISM



COMMUNITY EMPOWERMENT



ENVIRONMENT PROTECTION



CULTURAL ACCEPTANCE

COMMUNITY BASED TOURISM

SUSTAINABLE TOURISM

PRO-POOR TOURISM

ECO-TOURISM



AUTHENTIC



INCREASE ECONOMIC BENEFIT



ECONOMIC BENEFIT



EDUCATION

Sustainable Tourism:	Unsustainable Tourism:
Slow Development	Rapid Development
Development guided by social interest	Development guided by short-term interests
Qualitative, stable development	Quantitative, unstable development
Little impact on the environment	Significant impact on the environment
Management based on the principles of local economy	Management based on the macro economic principles
Personal relations between tourists and the local economy	Impersonal relations between tourists and the local economy
Careful	Alert

figure 7.24, Sustainable vs Unsustainable Chart

Sustainable versus Unsustainable:

During this investigation looking at different forms and strategies of tourism it was vital to do a direct comparison between sustainable and unsustainable. A chart was created that went through and identified the major differences associated with each (figure).

For example Sustainable Tourism occurs when the development is guided by social interest. Whereas, in Unsustainable Tourism development that is guided by short-term interests. It is vital to be aware of these major differences as it was determined that an alternative form of tourism that was designed to be sustainable can over time turn into Mass Tourism (an unsustainable tourism model (figure). This was key in overstanding because one of the main objectives of the tourism strategy should be sustainability so the local population can run it smoothly and effectively.

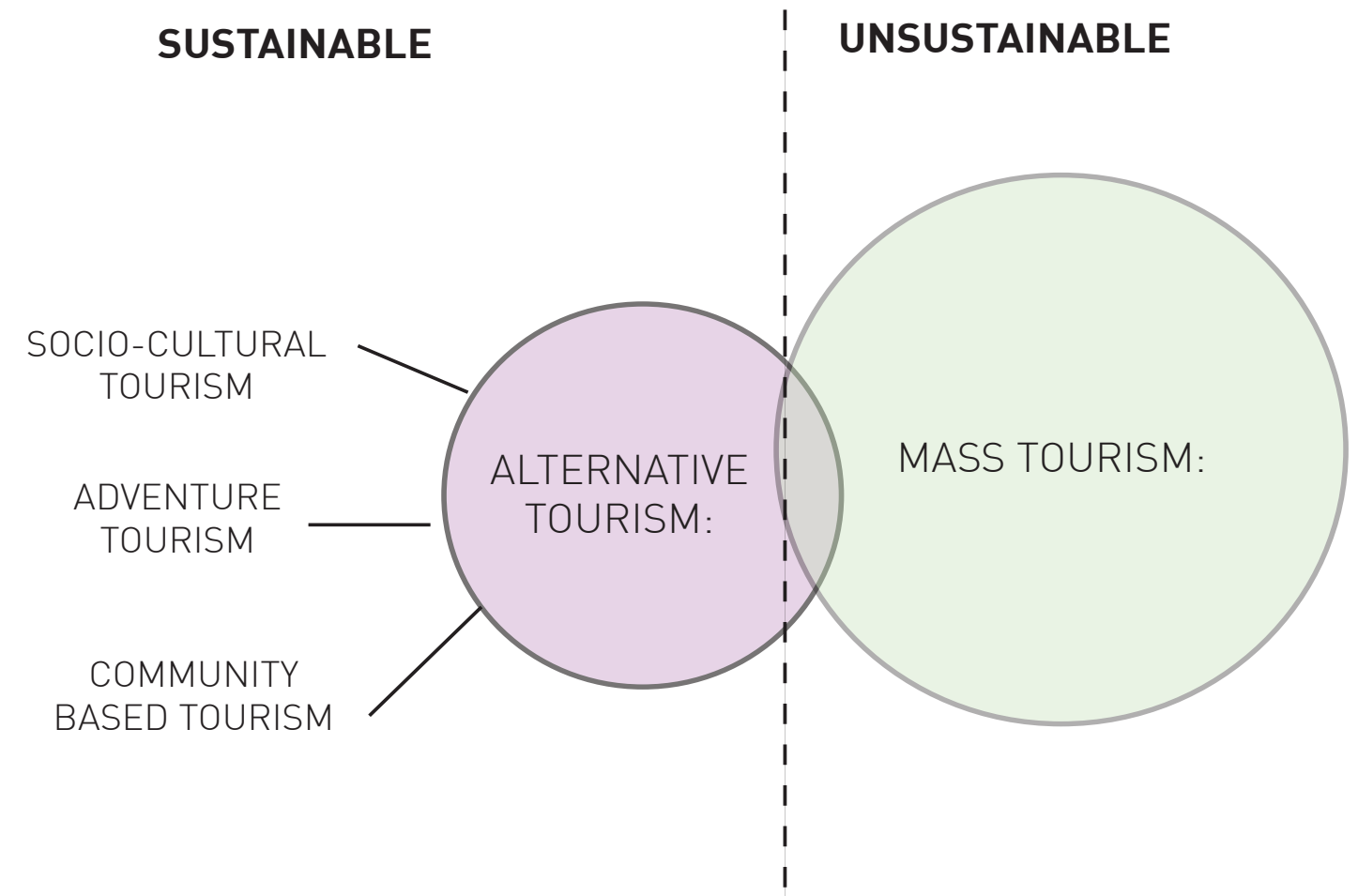


figure 7.25, The line between Sustainable vs Unsustainable



SITE SELECTION:

"I think site selection is probably as key an element in this as anything else... The location needs to be one that is accessible to everyone. It needs to be safe, and it needs to be an area where we could possibly start out small and expand.

-John Evans

OS



MONTEGO BAY AIRPORT



CORNWALL MOUNTAIN

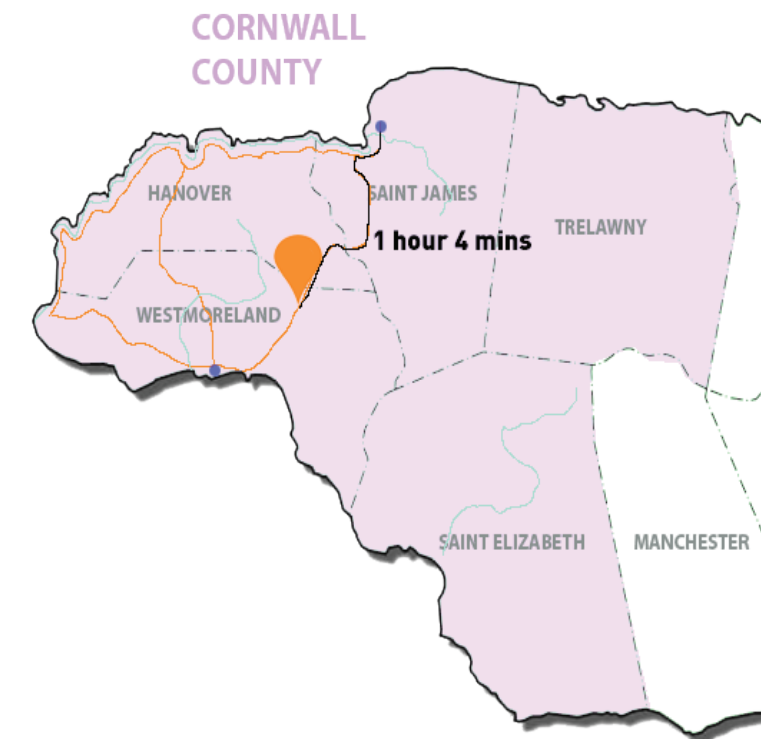


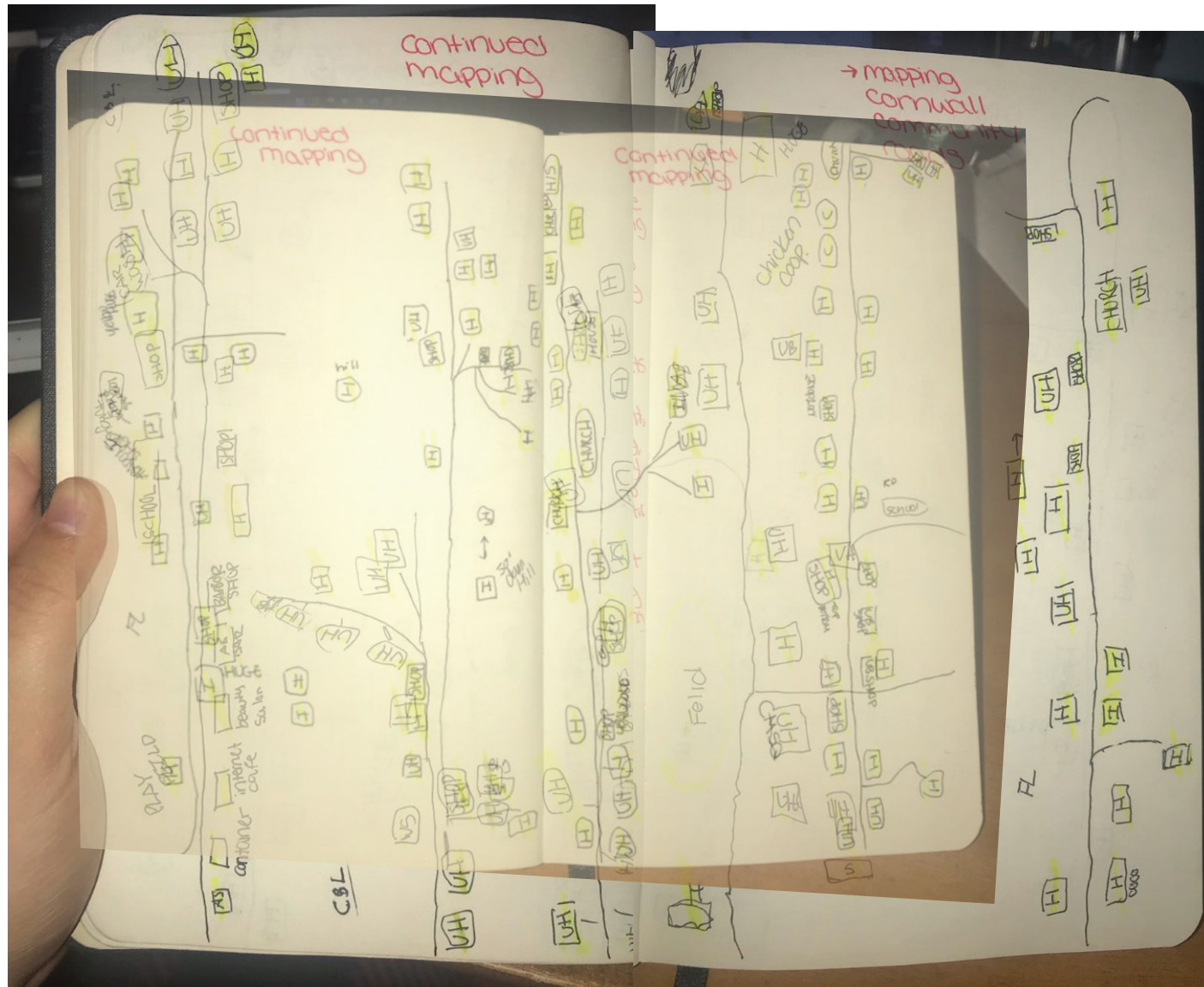
figure 8.0 Cornwall Mountain Location Map

Narrowing Down the Location:

Originally Montego Bay seemed like the prime area to test a new tourism typology due to its location, airport and other amenities it has to offer. In addition, it would provide a unique contrast to the all inclusive resorts within Montego Bay currently. However, after further analyses it was found that Montego Bay already had extensive research and a master plan that the country is working to achieve. During this time several other areas were analyzed and Cornwall Mountain Community was selected.

The Cornwall Mountain Community was selected for several reasons which include:

- **Location**, it is located between Montego Bay and Negril which are both popular tourist destinations as well as it is approximately one hour from the from the Montego Bay air port so it is feasible for tourist to get to
- **Need**, the community presents many needs that are currently not being fulfilled by the government that tourism could help achieve
- **Communities excitement**, the community is excited about the possibility of tourists coming to learn and engage with them
- **Community assets/ skills**, this community presents many unique skills that allow for an amazing experience that tourist could enage in and learn from



Site Walks and Mapping:

Because there were no maps of the Cornwall Mountain Community, I had to create my own. This led to several walks around the community documenting, sketching and collecting data from locals. Throughout this process I was able to see the different features of the place more personally by engaging with the place directly. The amount of finished versus unfinished houses was also another item that was shocking to see and was documented throughout the research. Through interactions with locals it was determined that this is very typical for Jamaican locals to build in a phase design format due to the cost of materials being so high.

In addition, resources relationships and infrastructure were also noted. For example, there are a lot of small shops that sell a variety of different items and it is wonderful however several of these shops are not open consistently (unpredictable/ not reliable) one strip of shops was analyzed over the 2 months of my research (figure). It was also amazing to witness the closeness of families, For example, the Campbell family lives on Campbell drive. In a sequence the houses go son, mom, daughter, daughter, grandson, grandson and that is only one row of houses another son lives on the drive and so do a lot of cousins. These are some of the items I was able to personally witness by going to Jamaica to collect and gather research on the Cornwall Mountain Community.

CAR WASH



BONANZA'S UN-FINISHED HOUSE



HEALTH CLINIC



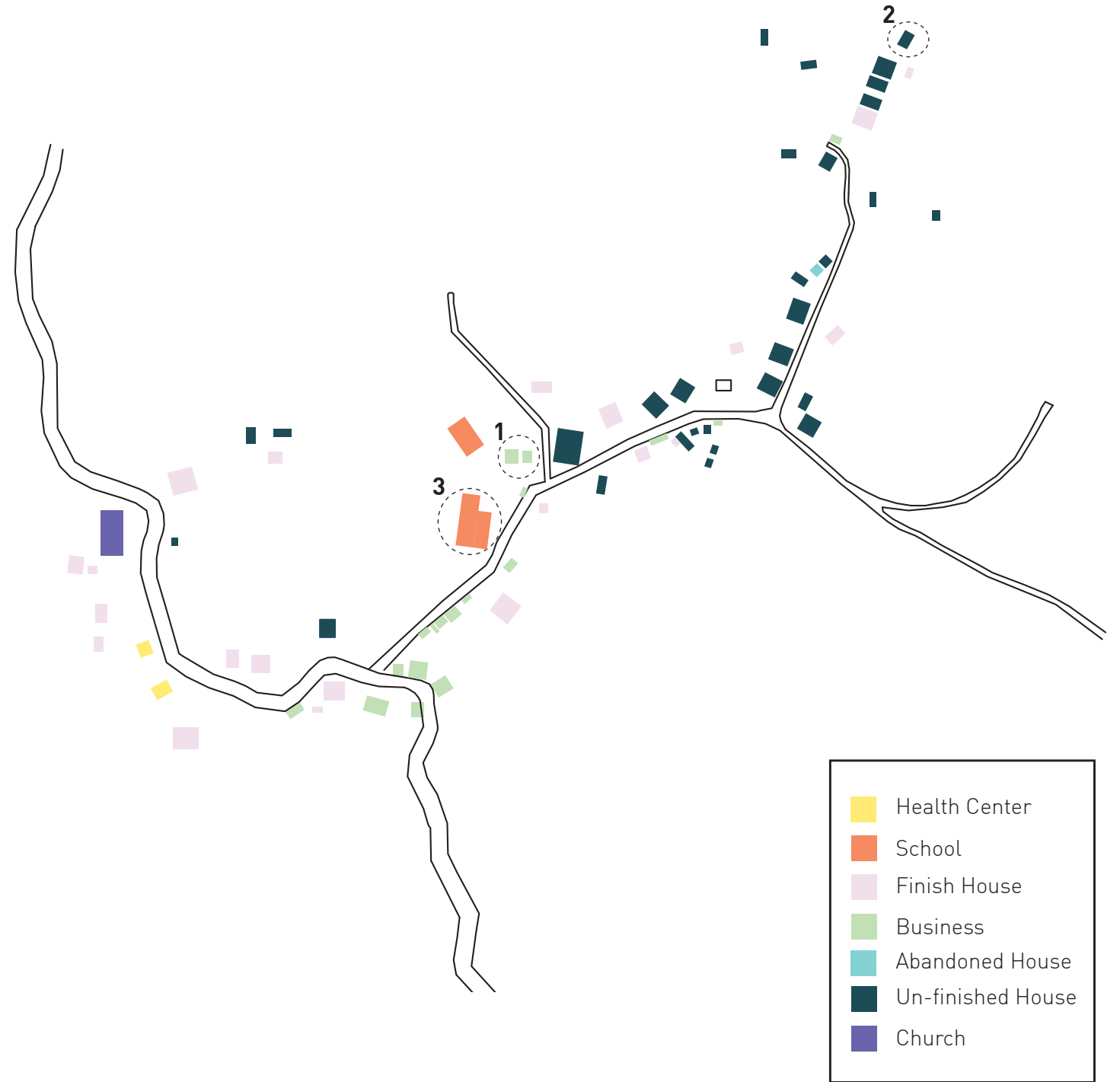
HEALTH CLINIC



CHURCH



PRIMARY SCHOOL



126 figure 8.2, Cornwall Mountain Amenities

figure 8.3, Cornwall Mountain Map

Chickens



Water tank



Bananas



RESOURCES:



Grandson,
Bonanza



Grandson,
Junior



Daughter,
Lon



Daughter,
Wendy



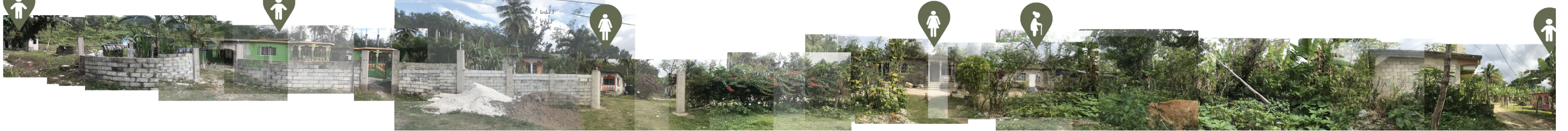
Mom,
Ms. Mod



Son,
Morris



RELATIONSHIPS:



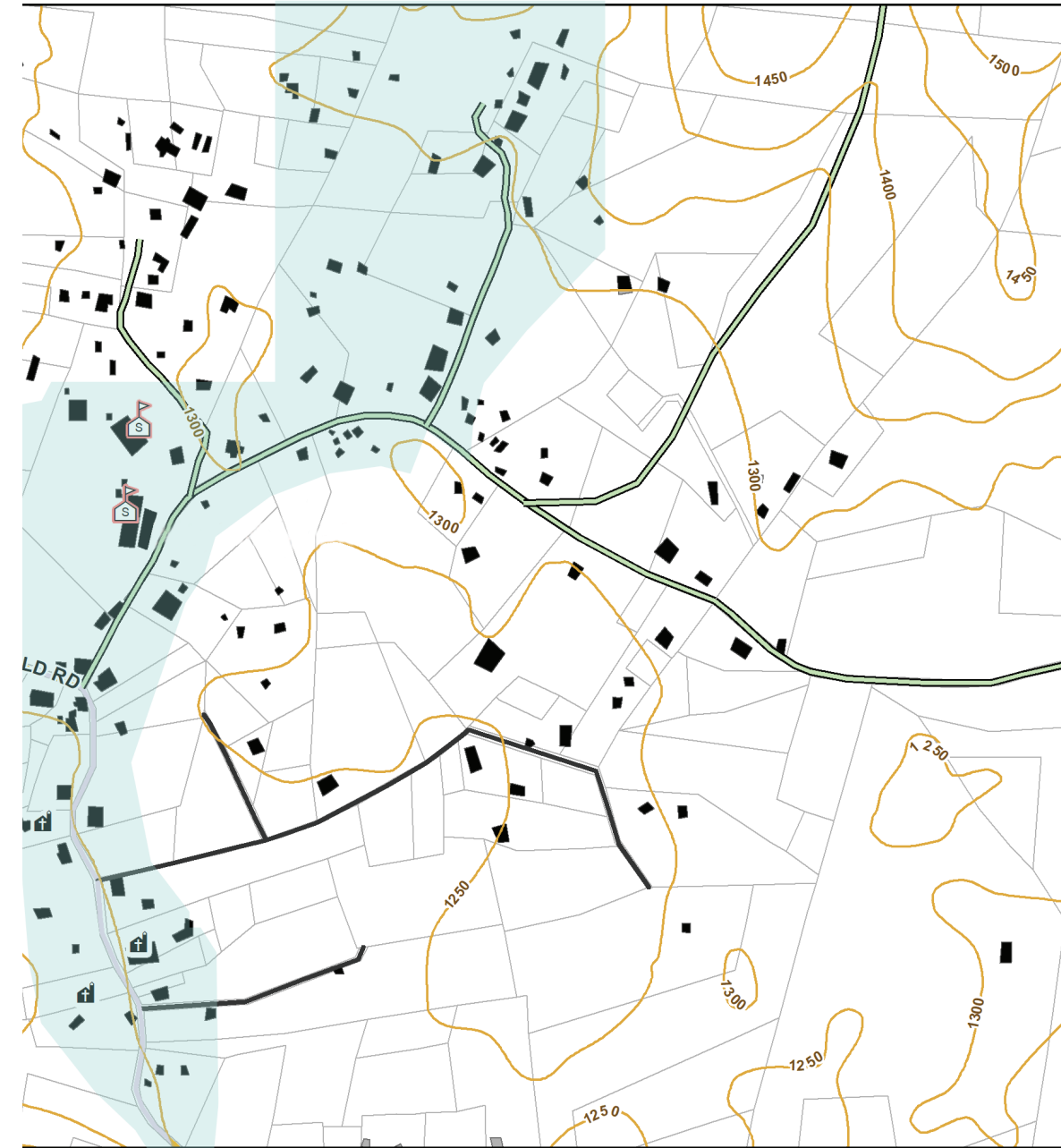
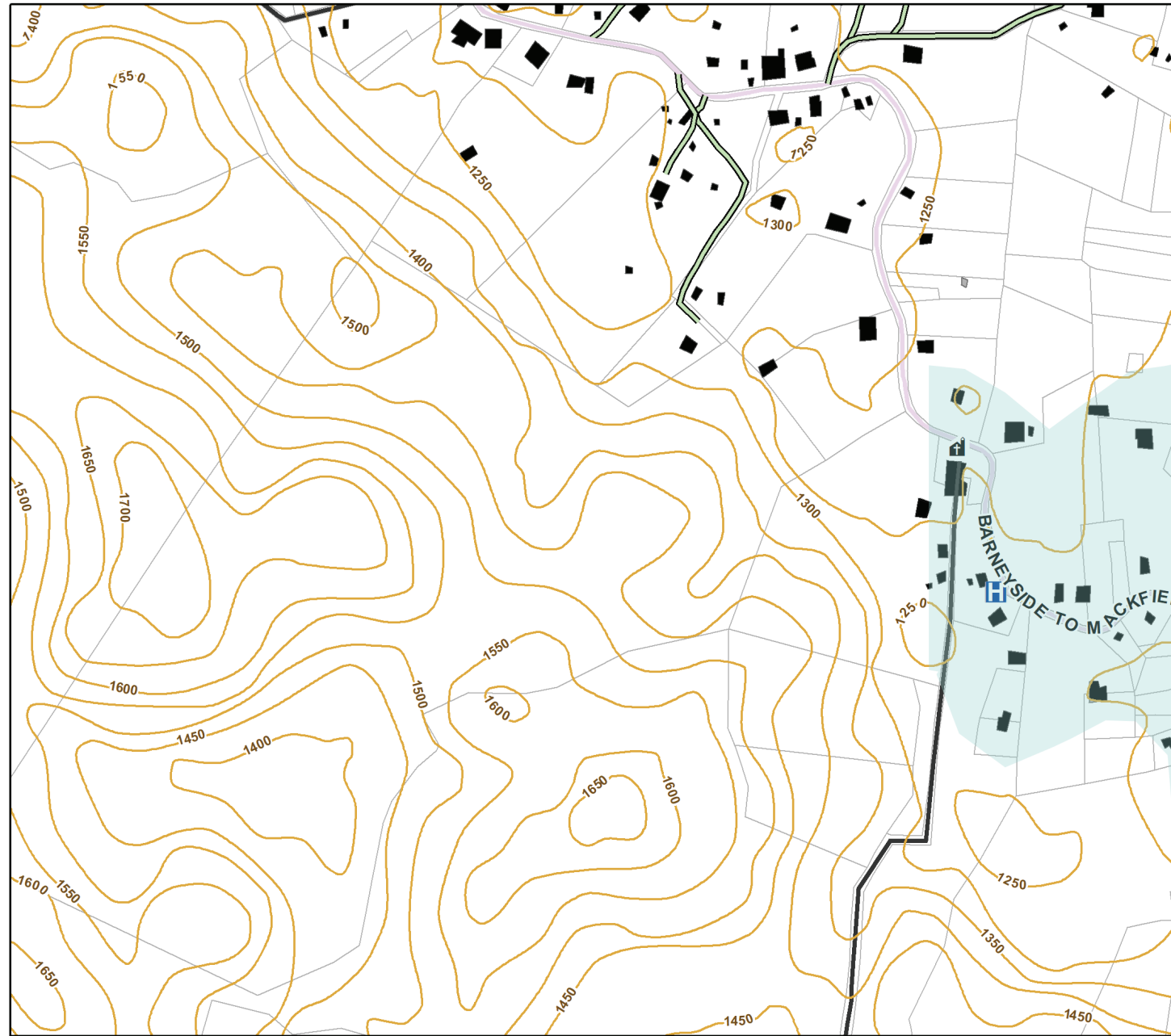
KEY:









Open consistently

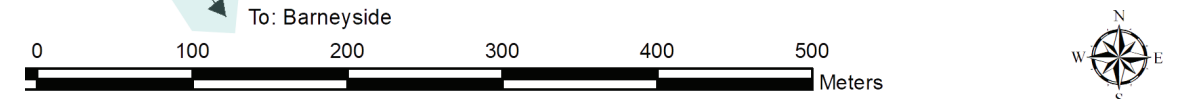
Never open

INFRASTRUCTURE:





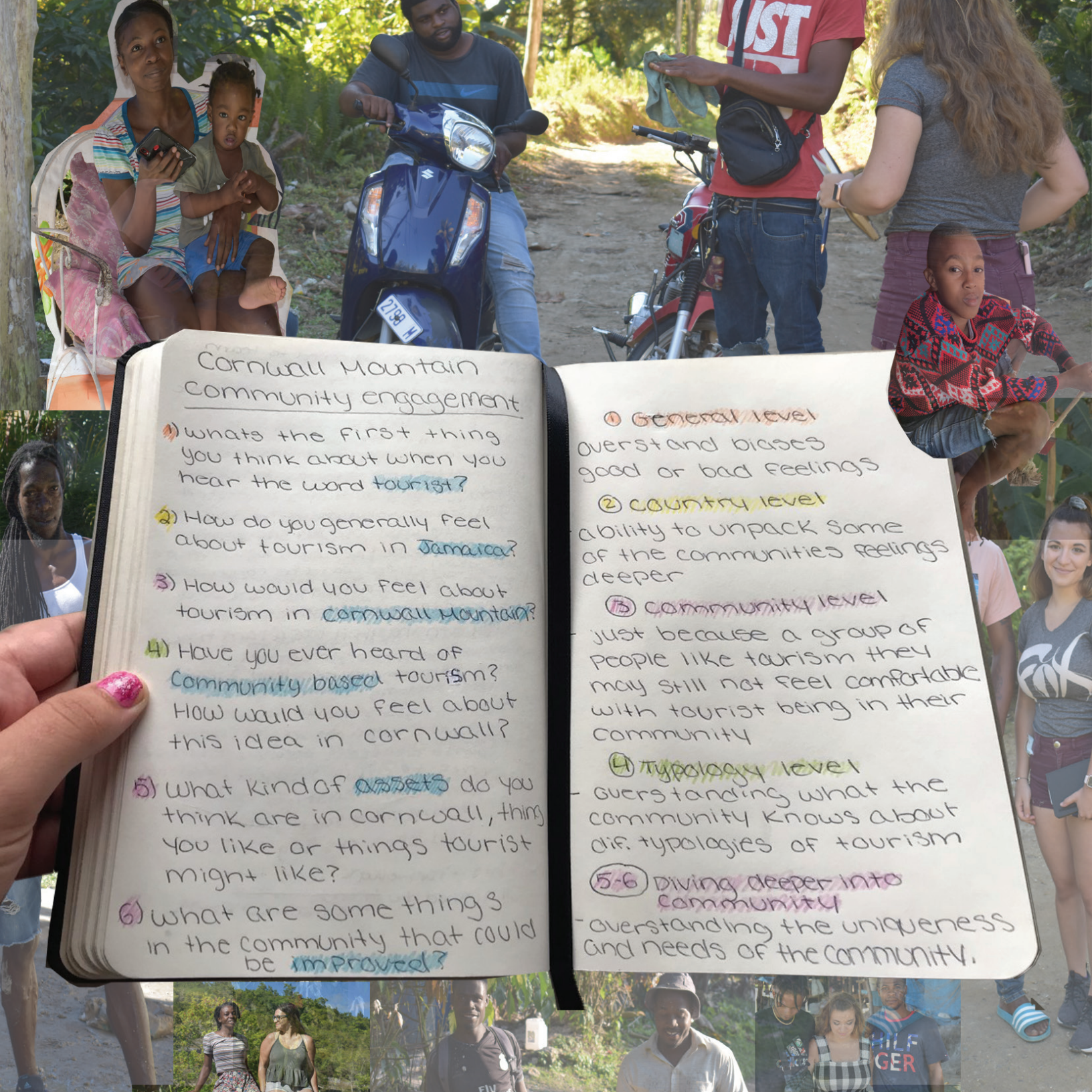
- KEY:**
-  School
 -  Church
 -  Health Cen
 -  Contour (ft)
 -  Parcel
 -  Other Roads
 -  Motorable Track
 -  C Class Roads





Recognizing the Problems:

When looking for additional documentation on the Cornwall Mountain Community, demographic information was not readily available. After contacting multiple individuals, an Excel file was received back from the Statistical Institute of Jamaica. However, the file contained data in only five areas: amount of males (536) and females (466), number of garbage disposal public collection (0), housing units (253) and lastly water piped access in houses (26). This data was very alarming in that this is all Jamaica had on the Cornwall Mountain Community. In addition, the lack of access to water and waste management was very unsettling to uncover. Although looking at the census data, it also helped determine the areas that tourism could aid in developing.



Community Engagement:

Throughout my time in Jamaica I engaged in over 50 interviews (see the appendix for all the responses) with the local community members of Cornwall Mountain. There was six questions asked which were:

1. What is the 1st thing you think of when you hear the word tourist?
2. How do you personally feel about tourism in Jamaica?
3. How do you feel about tourism coming to Cornwall Mountain?
4. How do you feel about community based tourism?
5. What are some assets that make Cornwall Mountain a great place to be?
6. What are some things the community is in need of or needs improvement on?

These questions were selected to engage in different levels for example the first question was on a general level to help overstand and uncover biases the community may have. During this investigation roughly 1/4 of the community members replied white people when asked the question whats the first thing you think about when you hear the word tourist?

After all the interviews where completed they were analyzed and different themes emerged which were authenticity, accessibility, afford-ability and local empowerment.



"Authentic Jamaica, **you can't look through the eyes of the hotels and experience this (everyday life of a Jamaican)**. We don't have a river a lot of people come for the **beach, sunshine**. I don't see the **wow factor** probably because I've been here for so long."
 (31, female, 12 years in the community)

"It would be wonderful this community is **below living standards** no water, barley lights, roads bad etc. compared to areas that are developed. It would **make the government fix the things** they need to if tourist came here"
 -Tasia Huie

"Would love it if the infrastructure was built it would benefit the community"
 (55, Elisabeth, female, 55 years in the community)



Assets within the Cornwall Mountain Community:

Food



Community Members



Views/ Mountains



Animals



Natural Vegetation



Ponds



Culture



Reflection:

In the process of analyzing all of the interviews from community members, a collage was produced to simplify and visualize what community members responses were. The seven most common components that community members mentioned as being assets within the Cornwall Mountain Community were the food, community members, views/ mountains, animals, natural vegetation, ponds and culture. These components were then identified if they were either an authenticity, accessibility, afford ability or local empowerment item. All of these assets were authentic which would promote a unique experience in this location (drawing tourist in fast and effectively).



Problems within the Cornwall Mountain Community:

Roads



Water



Violence/ unemployment



Wifi/ Cell Service



Unfinished Structures



Lights/ Light Posts



Reflection:

Similar to the page previously, another collage was produced to simplify and visualize what community members' responses were. The main 6 components that community members mentioned being problems/ areas that could be developed were the roads, water, violence, WIFI/ cell service, unfinished structures and the lights/ light posts. These components were then identified if they were either an authenticity, accessibility, affordability or local empowerment issue. All of these problems mainly stem from the community's lack of accessibility. Looking back at the census data collected earlier it is very interesting to see the overlaps of issues.

To further understand the overall accessibility within the Cornwall Mountain Community the community members were also asked to share what their job was.

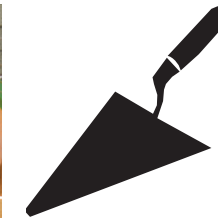
COMMON JOBS IN CORNWALL MOUNTAIN:



Teacher



Taxi Driver



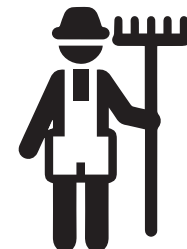
Mason



Unemployed



Shop Owner



Farmer



Chef

Commonalities:

Within the Cornwall Mountain Community there were seven jobs that were extremely common which were mason, chef, farmer, taxi driver, teacher, shop owner and unemployed. Looking at the maps done previously, all these jobs make a lot of sense due to the surrounding amenities being a school, open space (farm land) and also the abundance of little shops and businesses.

From this information gathered by the community and previous research on different types of tourism strategies the Water Hole Strategy was created.

WATER HOLE:

09



The Water Hole:

During my time in Jamaica, it was the dry season. This weather is great for tourists; however, it is not great for the locals as they all depend on the rainwater to drink, bathe etc. It hadn't rained in a few weeks and the locals were fearful they would have to buy water. However, a water tank, shown in figure 9.0 became a place where people would gather, laugh/ make jokes and enjoy each other's company. It was a place of peace and tranquility. The water hole tourism strategy recognizes the need for such places and aims at creating a similar place for locals and tourists to gather in harmony.

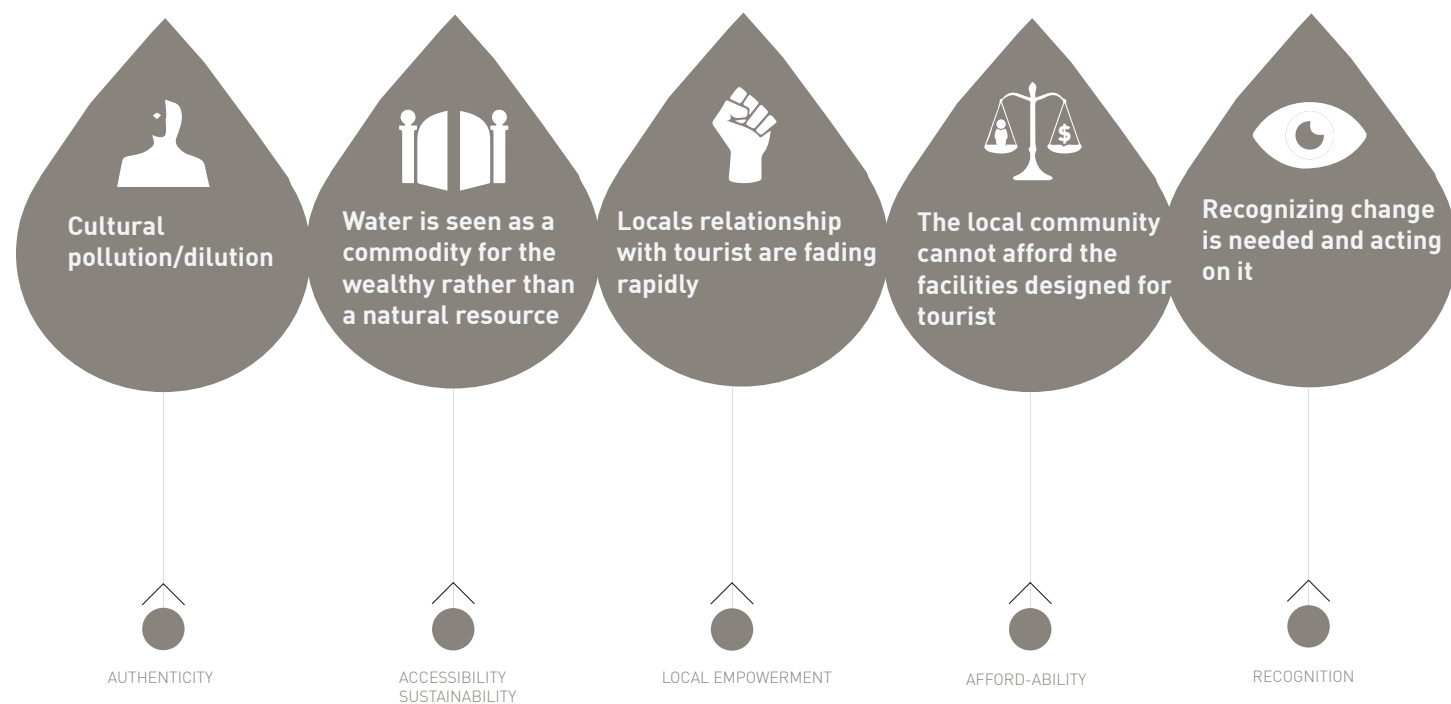


figure 9.1, Jamaica's Tourism Problems

Main Problems seen within Jamaica's Tourism:

The main problems seen within Jamaica's current tourism models are that there is cultural pollution and dilution with All Inclusive resorts not allowing there guests to experience Jamaica culture, but rather this water down American destination that does not connect to the place it is located in at all. Number two water is being seen as a commodity for the weather rather than a natural resource. Sandals Resort in Montego Bay has an obsean amount of water features but then in Spanish Town, Saint Cathrine, Jamaica the government has implemented water lock offs... Something doesn't seem right here...

Third, locals relationships with tourist are fading rapidly. From Marina Laird's interview she stated she felt isolated and could not share a single fact about anyone she met on the trip that was a local.

Fourth, the local community cannot afford the facilities designed for tourist. In the interview process with the local community members of Cornwall mountain one women states "People from other countries, **we are all tourists in our country.**" When asked to further expand upon that, she said, "because I can't access a majority of the island anymore." In addition, in conversations with locals they shared that they were able to go to the

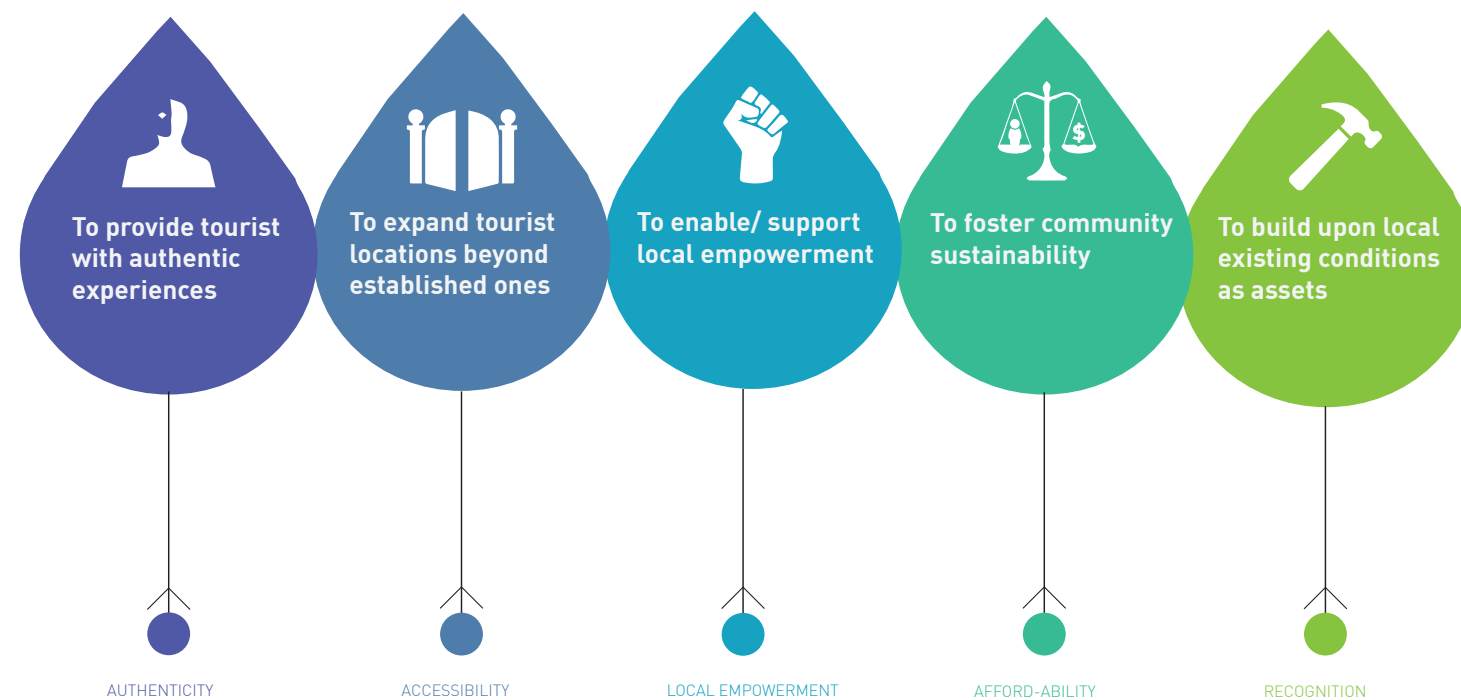


figure 9.2, Main Goals of the Water Hole

Water Hole's Main Goals

The Water Hole recognizes these problems within Jamaica's tourism and has five goals that aim at tackling each problem Jamaica is experiencing.

- 1) to provide tourists with authentic experiences.
- 2) To expand tourist locations beyond established ones (spread the wealth and resources)
- 3) To enable/ support local empowerment
- 4) To foster community sustainability
- 5) To build upon local existing conditions as assets

establishments at a cheaper price during COVID and a lot of them tried to go because as soon as prices went up again, the locals were back to being not able to afford it.

Lastly, there needs to be a recognizing that change is needed and acting on it now. There has been much talk on a new type of tourism emerging in Jamaica; however, this has not occurred. All Inclusive resorts are still Montego Bay's "bread and butter" and action needs to occur for change.

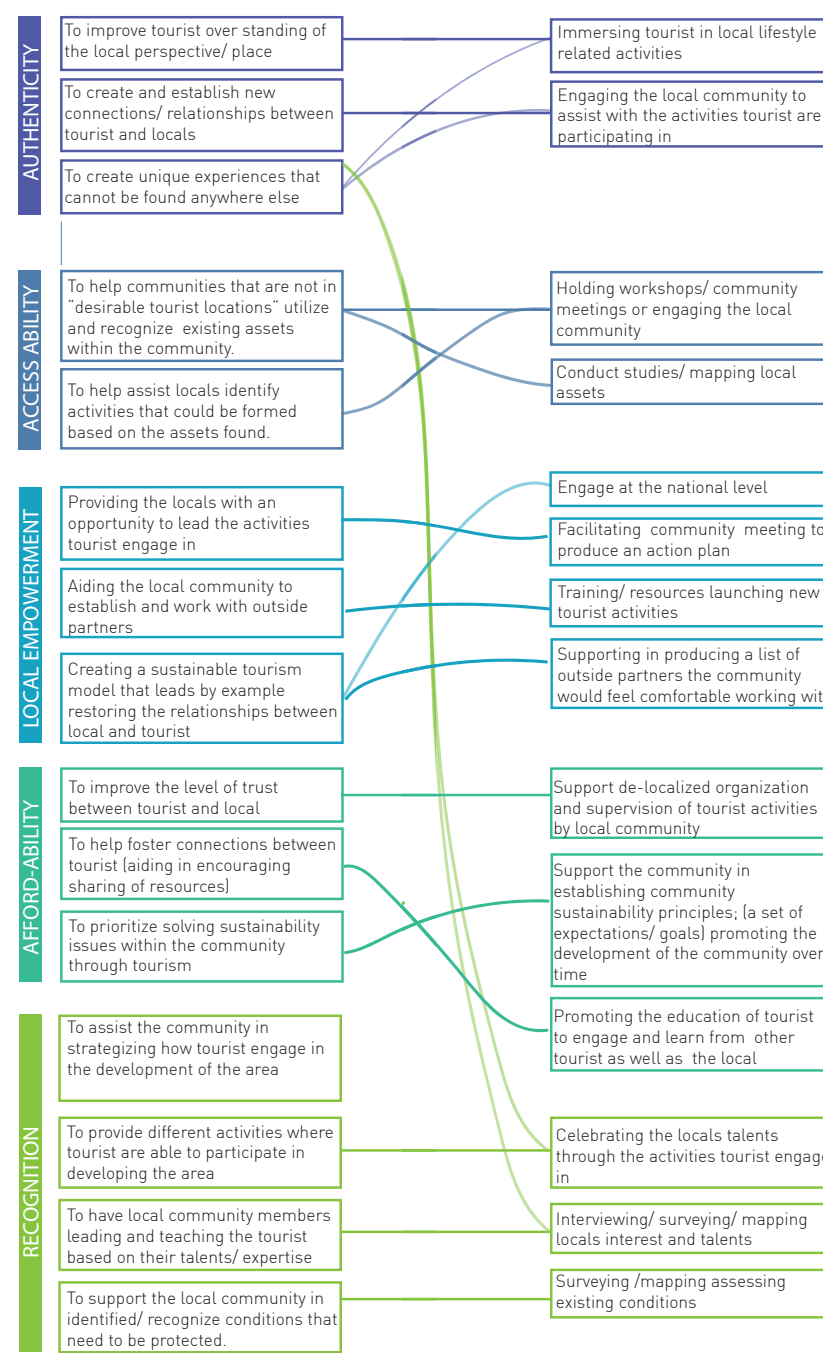
How to use it:

This strategy is intended for any place that is experiencing problems with authenticity, accessibility, local empowerment, afford-ability and recognition. However, keep in mind this strategy is intended to be like a framework. It is not a one size fits all but rather a starting point. With that being said other goals may need to be added or subtracted depending on the place the strategy is used at. Then this strategy goes into different objectives for each goal followed by methods to use and finally the tactics

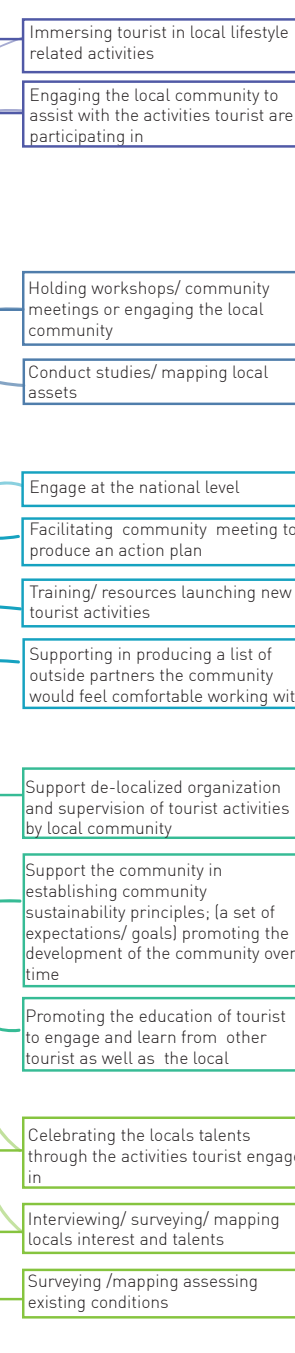
GOALS:



OBJECTIVES:



METHODS:



TACTICS:



Water Hole Strategy Brochure:

This brochure is intended to help spread the word about the Water Hole Strategy while making it simple to understand. The first flap introduces the goals while the next two inside flaps introduce objectives, methods and tactics. The last inside flap determines how many tourists are allowed to be within the Cornwall Mountain. This number was determined based on the population of the community and may fluctuate over time. It also points out resources/skills that are existing that can be utilized to help eliminate a lot of the start up cost tourism locations typically have. It also points out outside partners and possibilities of the future. Lastly, the back fold points out how this strategy is not only targeting at benefiting the tourist but also aims at benefiting the local community as well throughout the different lenses: authenticity, accessibility, affordability, local empowerment and recognition.

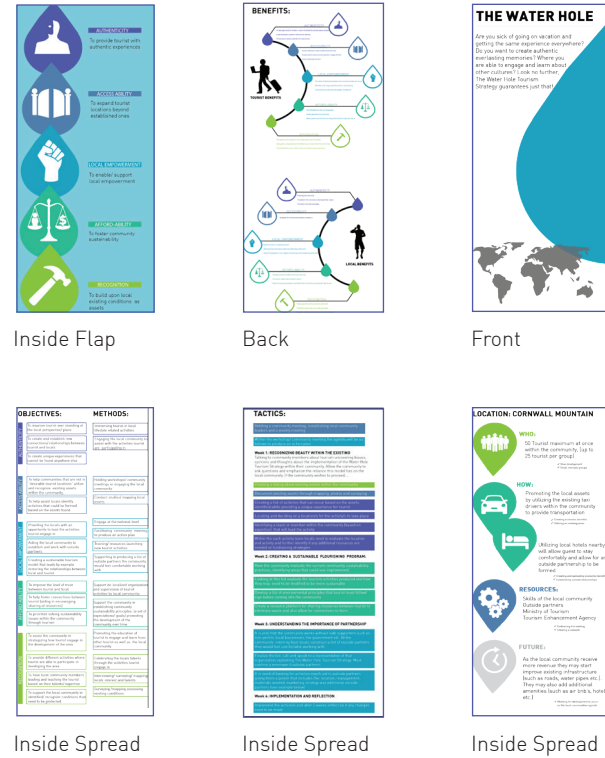


figure 9.4, The Water Hole Tourism Strategy Brochure

THE WATER HOLE

Are you sick of going on vacation and getting the same experience everywhere? Do you want to create authentic everlasting memories? Where you are able to engage and learn about other cultures? Look no further, The Water Hole Tourism Strategy guarantees just that!

ACHIEVING



AUTHENTICITY

To provide tourist with authentic experiences



ACCESSIBILITY

To expand tourist locations beyond established ones



LOCAL EMPOWERMENT

To enable/ support local empowerment



AFFORD-ABILITY

To foster community sustainability



RECOGNITION

To build upon local existing conditions as assets

OBJECTIVES:

METHODS:

AUTHENTICITY	To improve tourist over standing of the local perspective/ place	Immersing tourist in local lifestyle related activities
	To create and establish new connections/ relationships between tourist and locals	Engaging the local community to assist with the activities tourist are participating in
	To create unique experiences that cannot be found anywhere else	
ACCESS ABILITY	To help communities that are not in "desirable tourist locations" utilize and recognize existing assets within the community.	Holding workshops/ community meetings or engaging the local community
	To help assist locals identify activities that could be formed based on the assets found.	Conduct studies/ mapping local assets
LOCAL EMPOWERMENT	Providing the locals with an opportunity to lead the activities tourist engage in	Engage at the national level
	Aiding the local community to establish and work with outside partners	Facilitating community meeting to produce an action plan
	Creating a sustainable tourism model that leads by example restoring the relationships between local and tourist	Training/ resources launching new tourist activities
AFFORD-ABILITY	To improve the level of trust between tourist and local	Support de-localized organization and supervision of tourist activities by local community
	To help foster connections between tourist (aiding in encouraging sharing of resources)	Support the community in establishing community sustainability principles; (a set of expectations/ goals) promoting the development of the community over time
	To prioritize solving sustainability issues within the community through tourism	Promoting the education of tourist to engage and learn from other tourist as well as the local community
RECOGNITION	To assist the community in strategizing how tourist engage in the development of the area	Celebrating the locals talents through the activities tourist engage in
	To provide different activities where tourist are able to participate in developing the area	Interviewing/ surveying/ mapping locals interest and talents
	To have local community members leading and teaching the tourist based on their talents/ expertise	Surveying /mapping assessing existing conditions
	To support the local community in identified/ recognize conditions that need to be protected.	

TACTICS:

Holding a community meeting, establishing local community leaders and a weekly meeting

Within the workshop/ community meeting the agenda will be as follows to produce an action plan:

Week 1: RECOGNIZING BEAUTY WITHIN THE EXISTING
Talking to community members about tourism uncovering biases, opinions and thoughts about the implementation of the Water Hole Tourism Strategy within their community. Allow the community to ask questions and emphasize the reliance this model has on the local community. If the community wishes to proceed....

Creating a dialog about existing assets within the community

Document existing assets through mapping, photos and surveying

Creating a list of activities that can occur based on the assets identified while providing a unique experience for tourist

Locating and deciding on a location/s for the activity/s to take place

Identifying a team or member within the community (based on expertise) that will lead the activity

Within the each activity team locals need to evaluate the location and activity and further identify if any additional resources are needed or fundraising strategies

Week 2: CREATING A SUSTAINABLE FLOURISHING PROGRAM:

Have the community evaluate the current community sustainability practices, identifying areas that could use improvement

Looking at this list evaluate the tourism activities produced and how they may need to be modified to be more sustainable

Develop a list of environmental principles that tourist must follow/ sign before coming into the community

Create a resource platform for sharing resources between tourist to eliminate waste and also allow for connections to form

Week 3: UNDERSTANDING THE IMPORTANCE OF PARTNERSHIP

It is vital that the community works without side supporters such as non-profits, local businesses, the government etc. At the community meeting have locals construct a list of outside partners they would feel comfortable working with

Finalize the list, call and speak to a representative of that organization explaining The Water Hole Tourism Strategy. Must confirm a minimum 5 outside partners

If in need of funding for activities reach out to outside partners giving them a poster that includes the: location, management, materials needed, marketing strategy and additional outside partners (see example below)

Week 4: IMPLEMENTATION AND REFLECTION

Implement the activities and after 2 weeks reflect on if any changes need to be made

LOCATION: CORNWALL MOUNTAIN

WHO: 50 Tourist maximum at once within the community, (up to 25 tourist per group)

- ✓ Slow development
- ✓ Small intimate groups

HOW: Promoting the local assets by utilizing the existing taxi drivers within the community to provide transportation

- ✓ Creating economic benefits
- ✓ Utilizing an existing asset

Utilizing local hotels nearby will allow guest to stay comfortably and allow for an outside partnership to be formed

- ✓ Creating and spreading economic benefits
- ✓ Establishing outside relationships

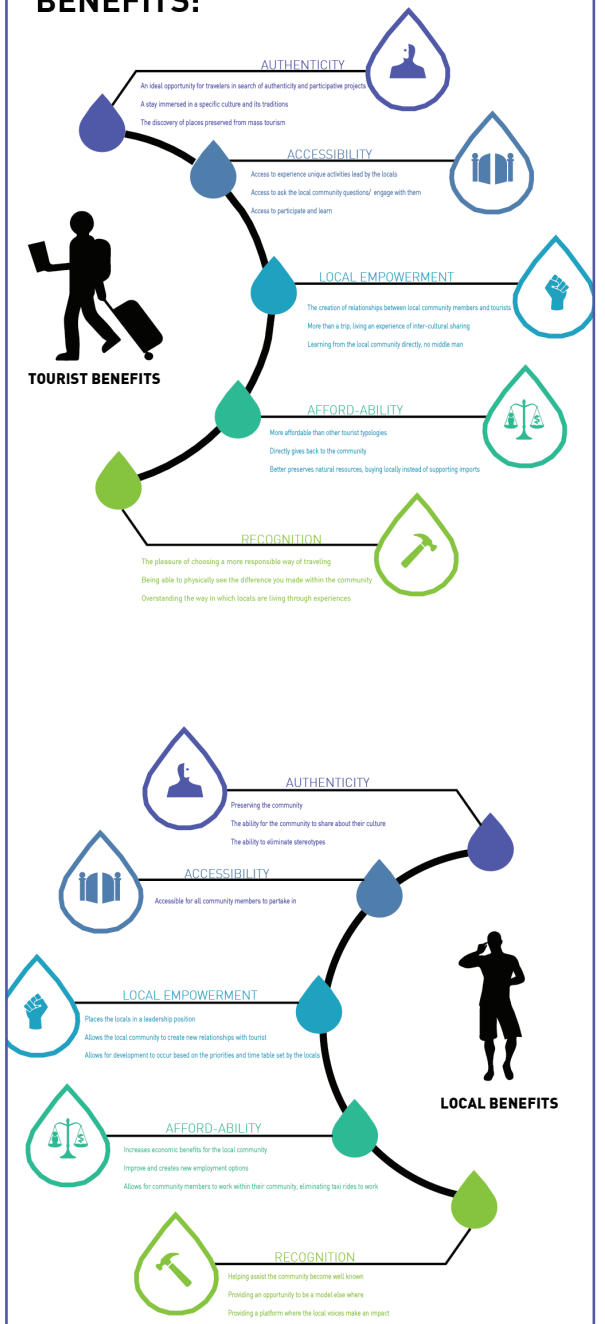
RESOURCES: Skills of the local community
Outside partners
Ministry of Tourism
Tourism Enhancement Agency

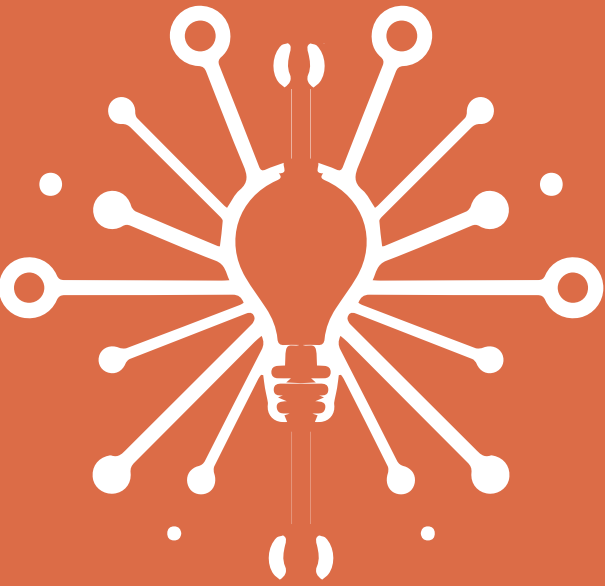
- ✓ Embracing the existing
- ✓ Creating a network

FUTURE: As the local community receive more revenue they may start improve existing infrastructure (such as roads, water pipes etc.). They may also add additional amenities (such as air bnb's, hotel etc.)

- ✓ Allowing for development to occur on the local communities agenda

BENEFITS:





“Creativity is thinking up new things.
Innovation is doing new things”.

-Theodore Levitt

INNOVATIONS:

10

Embracing the existing to discuss and share problems the community is facing:

While creating the Water Hole Strategy, it was important to begin to understand the several different opportunities in which tourism could occur within the Cornwall Mountain Community. It was extremely vital for the success of this innovation to embrace and utilize the existing conditions as many locations within Jamaica cannot raise the funds to make severe modifications to their communities currently. However, the aim of this tourism innovation is to allow the community to receive income from the tourist and allow for the development to occur over time with no harsh deadlines or outsiders making the decisions.

During the winter charrette Tiffany Dang and I developed a cross pollination of our thesis's (rethinking tourism and theatre as an experience by learning) to lead to the immersion of Jamaica's Unseen: Theatre & Tourism Innovation. It is interesting to note how much overlap these two topics have in common. Historically theatre has been portrayed as the rich people's entertainment to pass the time. Similarly, tourism also used to be considered the rich people's way of escaping because no one else could truly afford these amenities. Although today we are witnessing a major shift within these industries. Tourism is now more affordable for the average working class. Different types of theatre are emerging such as promenade theatre that allows the viewer to physically engage within the experience.

Throughout producing this brochure, several methods were utilized such as interviewing the local community members, mapping, photography and recognition of realistic expectations for this type of tourism. By being physically in the community, it allowed for observations to be made more feasible on the existing problems the community is dealing



Inside Flap



Back



Front



Inside Spread



Inside Spread



Inside Spread

with and how tourism could be utilized to educate tourists about these problems. This type of tourism would not only directly benefit the locals but it would also allow for tourists to learn through the process by engaging with the local community members and the physical place. In addition, this could lead to many new connections amongst tourists and locals which is currently severely lacking.

After much reflection on the idea of theatre being a way to introduce a new strategy of tourism to the Cornwall Mountain Community within Jamaica, it was eventually determined not to be authentic. This is mainly due to the fact that theatre is not a form of entertainment that Jamaica utilizes, so by bringing it to this community, it would not meet one of the Water Hole Strategies main goals of providing tourist with authentic experiences.



Winter Charrette 2022
Master's Studio II
Tiffany Dang
Taylor Kile



NARRATIVE

Tourism in Jamaica has been targeted as sun, sea and sand. However, this type of approach not only limits the areas that tourism can occur, but simultaneously leaves communities that do not have these features feeling less attractive. This statement from the interview led us to question and analyze how to attract tourists and locals to participate in an experience that would leave a lasting impression, be accessible and require minimal to no changes.

Incorporating performing theatre and the arts creates a new form of tourism that focuses on providing access for locals to enjoy a new type of entertainment and invites tourists to learn the authentic Jamaican way of life, through immersive theatrical experiences. This form is intimate. It provides structured moments in addition to improvised reactions and conversations between the audience and performers within the site. Theatre is often associated with upper-class people who can afford it, for example, Broadway Theatre. However, this new strategy is resourceful by utilizing what is already existing, making it more affordable and easy to access. Through this initiative, performances are set in the countryside of Jamaica, (Cornwall Mountain Community) which is a less visited area by tourists, and can bring exposure to this part of the country. As well as an opportunity for learning the local culture and traditions, it is a moment to showcase stories of hardship and share conflicts for discussion.

“I think it is an amazing idea for tourists to come to Cornwall Mountain to see the authentic Jamaica experience because you can't understand Jamaica through the eyes of the hotels...”

...Although, we don't have a river and lots of tourists come for the beaches so I don't see a wow factor in Cornwall that would attract the tourists as of yet.”



- Anonymous
Resident at Cornwall Mountain Community, Jamaica.

PRECEDENT:

Windblown/Rafales (2008)
Ponteix, Saskatchewan, Canada

Windblown/Rafales was a 3-hour long site-specific production to commemorate the centennial of Ponteix prairie settlement. This small, French-speaking town shares a social identity and collective struggles. The performances were set in different locations of the town including sites such as the monumental Notre Dame Auvergne Cathedral, the hospital, grain elevator. It was collaboratively created by researching the town's history and engaging conversations with the locals.

Since the steady migration of young people and the growing aging population, Ponteix began brochure marketing the town as a "retirement community."



Knowhere Productions, Inc. + kloetzel&co.



ACT SUMMARIES

ACT 1 - WATER ISSUES

In Jamaica there are water pipes in some locations, however, many of the pipes are not turned on or are broken because they were not installed in the ground. This leads residents to utilize rain catchment bins. But, it does not rain often enough to have only one bin, so this leads to people buying multiples. During the drought season, it is not enough leading people to invest in huge masonry tanks or buy water from the water company.

Michael, 10, student
Talent, 20, male lives across the street
Nash, 19 female lives in the house with her grandma
Walking down the road the people on the tour will start to notice the road conditions

ACT 2 - INVEST IN ROADS

Taxis cannot go down some of the roads making it limiting to obtain transportation in this area. Also, the high prices associated with buying a car leads to individuals buying bikes. However, it is a hazard to ride on a bike with the current road conditions.

Michael, 10, student
Shaka, 21, community member
Boots, 31, community member



ACT 3 - WHERE DO CHILDREN PLAY?

There is a lack of infrastructure for children to play on. Therefore, children playing and engaging with one another must be resourceful with what they already have.

Michael, 10, student
Shay, 19, school teacher
Chiron

ACT 4 - UNBUILT HOMES

A conversation on material cost and construction for buildings takes place. Why are so many houses and buildings in Jamaica started but not completed?

Michael, 10, student
Taylor, 22, architecture student
Lorenia, 30, local mason

ACT 5 - FOOD AND FRIENDS (FINALE)

Jamaica's rich culture is displayed through food, dance and drinks. It will also provide an opportunity for the viewers to try jerk chicken, talk to the cast, and look for a souvenir in the local shops.

Michael, 10, student
Jay, 24, shop owner
Tiffany, architecture student



ACT LOCATION MAP
Cornwall Mountain Community, Jamaica.

PLAY SYNOPSIS

Jamaica's Unseen is an experience that utilizes the country's authentic background as a backdrop. It illustrates the issues the community of Cornwall Mountain are facing such as existing infrastructure (water pipes, roads and parks) and overall affordability through the lens of a young man, Michael. Although these obstacles are challenging Michael's overall positivity, passion and perseverance allows him to gain a scholarship to a new

school. Michael is feeling a mix of emotions and does not know what to do... especially with the pressure from his family and friends. After struggling with the decision, Michael gains some great advice from his uncle Lorenzo and his decision is made clear.

PRODUCTION PROCESS



A loose concept/idea for a performance and location is realized.



The theatre company (performers, stage managers, directors) and community work collaboratively to create a loose storyline and script through elements of devising.



Permission to perform at the locations are finalized. The dates are finalized and shared with the community.



Rehearsing at the site with additional props, costumes (if applicable).



Market the show to tourists and locals through word-of-mouth, social media etc.



It is showtime. The performance sets in its first location as the audience watches the show.



The audience follows the performers into a sequence of new locations for scene changes.



Show ends and a feedback/discussion session is held between the performers and audience.

ACTS



ACT 1



Location: Ms. Mod's front yard
Topic: Water and pipes
Interactions: Locals



ACT 2



Location: Crushed stone road
Topic: Road conditions
Interactions: Locals, infrastructure



ACT 3



Location: School Play Field
Topic: The lack of parks and infrastructure for children to play
Interactions: Children, teachers



ACT 4



Location: Abandon Store
Topic: Material Costs
Interactions: Existing infrastructure



ACT 5



Location: Local Shop
Topic: Authentic culture, food
Interactions: Local shop owner, a chance to buy lunch (Jerk Chicken) and souvenirs

THEATRE & TOURISM



Theatrical performances with an audiences and performers



Tour guides with tourists and locals connecting with the environment

Theatrical Tours
Unconventional and unique approach to learning about the town and personal experiences of the people who live in Jamaica, through the medium of entertainment and the arts.

PROMENADE THEATRE VS. TRADITIONAL THEATRE



Promenade Theatre requires the active participation of the audience to walk/follow the performers through various locations during the performance. Site-specific locations amplify the stories, scenery, and creates a sense of adventure. There is the opportunity for creative improvisation due to unrehearsed environmental and social interruptions. Also, physical activity keeps the visitors interested and engaged. There is usually a small audience making the performance feel more intimate.

In many practices of traditional theatre, admission prices vary due to the location of the seat. In this production, there are no fixed seating and stages therefore there is no separation between who can afford the "best seat" for viewing.

In Jamaica's Unseen, since the visitors are required to walk from location to location, people who require assistance can request transportation to make the experience more comfortable.

In Traditional Theatre, the audience sits comfortably in their seats within a controlled auditorium. Locations for each scene are changed using theatrical elements such as a backdrop and built stage designs. Many traditional practices range from small audiences to large audiences.

Production for this performance relies on what is already existing at the sites, therefore it is affordable as well as holds historical and momentous significance. Site-Specific performances are not just "saying" but showing.

ENGAGEMENT

Relationships by Proximity: Theatre brings the community together. Performances take place in and around local resident's homes (with their permission) creating and maintaining relationships within the community.

Immersive & Interactive: Visitors are not only the audience but actors in the show. They take part in the dialogue and activities that occur within the story. For instance, taking part in a communal meal during the Act 5 incorporates a total sensory experience.

Local Creatives & Non-Creatives: These productions can invite local creatives in the community such as performers, playwrights, and directors and give them a platform. Through a loosely devised and collaborative approach to theatre-making, non-creatives can work with creatives to share their personal experiences and stories about the community.



Thesis Statement:

Tourism is an ever-growing industry that has created several positive opportunities, such as raising economies, creating new connections, learning about other cultures and experiencing new places. However, several of the existing tourism typologies create division by separating areas into either tourist or local places; this is typically more evident in developing countries. The research has shown that areas are losing their authenticity, and due to recent trends, this has been occurring even more rapidly with the creation of all-inclusive resorts. Developing countries are targeted victims of this. What if there were a new type of tourism that was truly authentic, allowing the local population and the tourist to learn and engage with one another in harmony rather than create barriers for each other?

There is already much research on tourism and the different aspects it affects, such as the economy, social structure, and natural resources. Particularly, in the book *Tourism: Economic, Physical and Social Impacts*, Mathieson and Wall, dive into the different aspects affected by tourism. In recent years, new tourism models have emerged.

The main objective of this investigation is to analyze existing models, strategies, and types of tourism, through a case study on Jamaica's tourism to determine if a new tourism typology is needed; it was. This new typology does not limit tourist locations; it fosters community sustainability, and focuses on achieving authenticity, affordability, accessibility, and local empowerment, while recognizing the existing assets.

Tourism has not reached its full potential. It is anticipated that the industry will only continue to grow; however, there is currently no tourism strategy that achieves balanced benefits between the local population and the tourists. An intervention is needed NOW in order to be sustainable and create harmony between tourists and locals.

This investigation utilizes several methods through an immersive study. To look at authenticity, a manipulated image study was conducted. This study analyzed images used within the tourism marketing compared to images of locals. To further analyze the differences, an installation was produced of images that Sandals Resort showcases on their website. These images were aligned and organized into a sequence to represent the way a typical stay at the resort would occur, from start to finish. Viewers noted their "experiences," concluding that these experiences are not actually authentic at all. Locals were interviewed, and community members expressed great interest and excitement in developing a new tourism typology and several members had already begun to assign themselves different roles they would partake in.

It could be inferred that the existing typologies of tourism are exceeding all expectations and should not be rethought. So how is it possible to accurately conclude that there needs to be a new tourism typology worldwide through one case study?

The Water Hole is a new tourism strategy; however, certain communities may demand areas of development and focus. It is not a one-size-fits-all, but rather the starting point. Its reliance on the local community to succeed may also limit its overall usability.



figure 10.1 , Walk to the Pond

Tourism is an industry with no projected decline. Existing models have begun to create major barriers between tourists and locals. In addition, these typologies are forming several challenges, such as environmental issues. It is time that a new typology is made to focus on areas that are vital to the tourist experience and benefit the local population, rather than supporting these current mass tourism models that are quite literally all a fantasy.



Uncovering the Hidden Gem:

After creating the Water Hole Strategy and reflecting more directly on the assets within the Cornwall Mountain Community throughout the interviews and the engagement with the physical place, it was determined that the community members were a major asset that was being neglected. Looking back at the skills and expertise this community had to offer it was inspiring.

As mentioned earlier it was determined through interviews that a majority of the current local community is skilled in: Masonry, Agriculture, Natural Medicine and Culinary Arts.

In order to better learn about these areas of expertise I sought out individuals within the community to explain and teach me about these different skills. Throughout this process, it was fun, interesting and engaging to learn from the locals. After further reflection on these different skills and then comparing them to the current tourist desires to learn more about Jamaican culture and the way of life it was a perfect solution, to turn these already existing skills into different activities that the tourist could engage and learn from the local community members.

To understand how exactly these activities would work and function within the community different scenarios were created for each different type of activity.

BUILDING SYSTEMS SCENARIO:



Ed is a architecture student from the United States he is very interested in learning about different building techniques used around the world. He finds an article on-line about the Cornwall Mountain community in Jamaica and how the community allows for tourist to come and engage in building process.

Ed arrives in the Cornwall Mountain community and to his surprise is instantly surrounded by local masons that reside in the community. Ed is able to engage with the local masons and actually help complete a shop within the community. Ed never forgets this experience in fact he comes back every year to learn a different technique. To this day Ed has been involved in completing 10 different structures within the community.

COOKING LESSONS SCENARIO:



Talent is very interested in different cultures in particular food! He's friend suggests Jamaica as a great authentic place to go to experience new food. Talent ends up traveling to Cornwall Mountain and not only get to taste authentic cooked food by local chefs Lorenzo and Bryan Cummings; he also begins to learn and engage in the experience.

For example on the 1st night Talent is served bread fruit with curry chicken. Previously Talent did not even know about this fruit however, due to the experience he had he knows what the tree looks like, how to tell if its ready and how to cook it in different ways (boiled or roasted).

NATURAL MEDICINE SCENARIO:



Trish is very big on all natural medicine and has been interested in learning about how other cultures utilize natural medicine. Trish travels to Cornwall Mountain to learn from local residents Nash and Kenisha about how they collect and utilize the nature around them to heal.

Upon Trish's arrival Nash and Kenisha gave a tour of Cornwall Mountain explaining the different bushes/ plants utilized within the community and what they can be used to help with. Tourist are invited to pick their own samples after Nash demonstrates. Then at the end of the tour Kenisha shows how to prepare the samples. Tourist are then invited to prepare there own.



AGRICULTURE SCENARIO:



Shelby has been traveling to Jamaica for years, she has stayed at major cities like Negril, Montego Bay, Kingston etc. This time she is interested in traveling to a more rural area. She decides to go to Cornwall Mountain. Garatte a local taxi driver in the community meets Shelby at the airport. On the way to Cornwall mountain Garatte gives a tour of the different places they past along the way. As Shelby is listening to Garatte explain certain places she is amazed in all her years of traveling she has never seen anything like this.

As they arrive in Cornwall Mountain Shelby can't believe all the animals she is seeing goats, chicken, cows etc. It is in Cornwall Mountain that Shelby learns how much she loves and enjoys life in the country.





There has been several elderly people with knowledge that has been **passed down from generation to generation** herbs within the community help with prostate cancer, running belly, acne, back pain, sinus, foot pain, vagina infections, fade stretch marks, cuts, swelling, relaxing muscles, lower risk of heart attack and lower the risk of COVID-19.



Yes, this is feasible because people **already do this**.



Yes, it would be easy to point out plants and **educate others** because we've been doing it.



"This is feasible because Cornwall Mountain has a **very diverse community** filled of forestry, plants and features only found in Cornwall Mountain like old abandon places and where the animals are free to roam"



Yes, this is feasible Garatte knows the land super well.



Many farmers live here and would **love to show** them the animals and what goes into the process.



"It is feasible because the people of Cornwall Mountain are always willing to **show their talents** to those that are **willing and able to learn**"



Yes, this is feasible free labor and they are **able to learn a trade**



Majority of Masons live in the community and would be more than willing to contribute.



"It is feasible because the people of Cornwall Mountain are always willing to show their talents to those that are willing and able to learn"



Yes, this is feasible because **we have the resources** (chefs and food).



Any type of Jamaican meal you want they can cook it. So if a tourist comes and says they want to try say Ackee and Salt fish they will prepare it for them but they will **guide them how to prepare it themselves**.



Rethinking Tourism:

After creating the different scenarios the local community was engaged again and asked if they believed these activities would be feasible given the communities current condition. As you can see from figure 10.4 the feedback back was very encouraging to continue on with these scenarios as the main activities for tourist to engage in at Cornwall Mountain.

However, this still left many questions:

- how would this new type of tourism be advertised,
- how much would it cost to do;
- what kind of items would it require,
- what would the schedule be,
- who would be the outside partners,
- who would be in charge of each activity

and much more. To help resolve these questions posters were produced for each of the four scenarios. These posters answer all these different questions in a very legible and eye capturing format. There were two different posters created, one that would be for outside partners, donors etc. and the other poster would be to spread the word to tourist. Although this sheet also goes over more logistical items as well so it may help tourist in deciding if they would like to come to Cornwall Mountain or not.



figure10.5, Investors Poster



figure10.6, Tourists Poster

Throughout this investigation I have completed hypothetical posters for the Cooking Class scenario. However, for the other scenarios you will notice that certain parts are dashed through with a line. This was done intentionally as the local community and activity leaders would be the ones to make a schedule and select a location. This tactic relates back to the goal "to enable/ support local empowerment.

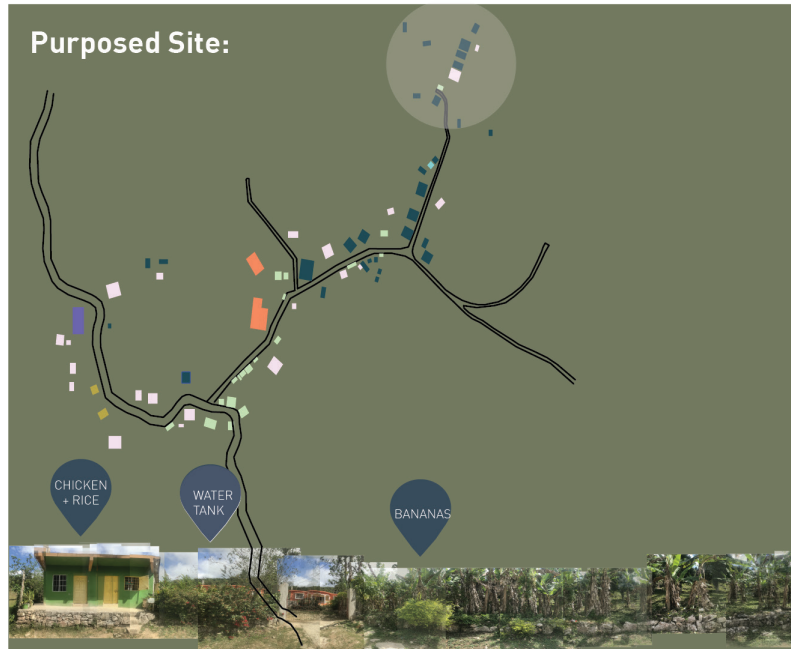
After these posters are completed with the local community members the next steps would be verifying all the logistics and then have the grand opening.



Activity Name:
Authentic Jamaican Cooking Lessons

No longer can Jamaica depend on the slogan sun, sea and sand. Tourism is not about places growing more but rather flourishing better. It is a different kind of more. Approximately 1/3rd of tourist want to participate and give back to the local community. This activity Authentic Jamaican Cooking Lessons allows the tourist to engage with the locals on a very intimate and personal level while contributing back to the local community.

Purposed Site:



Logistics:



Location:

- ◆ Westmoreland, Cornwall Mountain, Campbell Lane



Management:

- ◆ Lorenzo Cummings
- ◆ Brian Cummings
- ◆ David Myers
- ◆ Jhave Clarke



Marketing Methods:

- ◆ Flyer's
- ◆ Website
- ◆ Word of Mouth



Outside Partners:

- ◆ Ministry of Tourism
- ◆ Local Guesthouse's
- ◆ Cornwall Mountain Bar
- ◆ Border Jerk
- ◆ Mair Hall Mini Mart Cornwall Mountain



Objects Needed:

- ◆ 4 blocks per fire
- ◆ Pots/ pan
- ◆ Storage Shed
- ◆ Table/ Chairs
- ◆ Fire Wood



Food Needed:

- ◆ Chicken
- ◆ Vegetables (onion, peppers, tomatoes, carrots, ect.)
- ◆ Seasoning
- ◆ Rice
- ◆ Fruits (bread fruit, bananas, coconuts)
- ◆ Water



Authentic Jamaican Cooking Lessons

Are you sick of going on vacation and getting the same experience everywhere? Do you want an authentic experience that will leave you with everlasting memories? Where you are able to engage and build connections with local community members? Look no further...Cornwall Mountain introduces Authentic Jamaican Cooking Lessons.



Where

- ◆ Westmoreland, Cornwall Mountain, Campbell lane



Local Leaders

- ◆ Lorenzo Cummings, Brian Cummings, David and Jhave are local chefs within the community and will lead the lessons



Cost

- ◆ 150.00 US per person Includes 2 meals and dance lessons



Clothing Recommendations

- ◆ Dress comfortable, preferably long pants for the walk
- ◆ Can bring another outfit for dancing (party outfit)

Process:



10 am Arrive on site Meeting your Leaders/ introductions



11 am Walk through the community: collecting and learning about different fruits/ vegetables



12:30 pm bathroom/ load taxis to get lunch at Border Jerk



2:30 pm Arrive back in the Cornwall Mountain community



2:45 pm Tourist have the opportunity to complete local shopping or take a dance lesson



4 pm Tourist engage with the creation of an authentic Jamaican dish



6 pm Dinner and dancing



Activity Name: Building Systems

No longer can Jamaica depend on the slogan sun, sea and sand. Tourism is not about places growing more but rather flourishing better. It is a different kind of more. Approximately 1/3rd of tourist want to participate and give back to the local community. This activity Building Systems allows the tourist to learn a new trade, participate and engage in building the community block by block. This experience aims at achieving intimate and personal connections between locals and tourist.

Purposed Site:

There will be no fixed site, it will vary around the Cornwall Mountain community



Logistics:



Location:

- ◆ Westmoreland, Cornwall Mountain, Campbell Lane



Management:

- ◆ Lorenzo Cummings
- ◆ Val Campbell
- ◆ Coco Campbell
- ◆ Kevin Meijers



Marketing Methods:

- ◆ Flyer's
- ◆ Website
- ◆ Word of Mouth



Outside Partners:

- ◆ Ministry of Tourism
- ◆ Local Guesthouse's
- ◆ Cornwall Mountain Bar
- ◆ Border Jerk
- ◆ Mair Hall Mini Mart Cornwall Mountain



Objects Needed:

- ◆ Fine aggregate
- ◆ Rough aggregate
- ◆ Blocks
- ◆ Cement
- ◆ Steel
- ◆ Water
- ◆ Tools



Financial Strategy:

- ◆ Community members will provide the materials required & will not have to pay for the labor, eliminating one financial burden.
- ◆ The only object still needed would be tools which would be a one time expense as they could be reused



Building Systems

Are you sick of going on vacation and getting the same experience everywhere? Do you want an authentic experience that will leave you with everlasting memories? Where you are able to engage and build connections with local community members? Look no further...Cornwall Mountain introduces Building Systems:



Where

- ◆ Westmoreland, Cornwall Mountain, Campbell lane



Local Leaders

- ◆ Lorenzo Cummings, Val Campbell, Coco Campbell and Kevin Meijers are local masons within the community and will lead the lessons



Cost

- ◆ 150.00 US per person Includes 2 meals and dance lessons



Clothing Recommendations

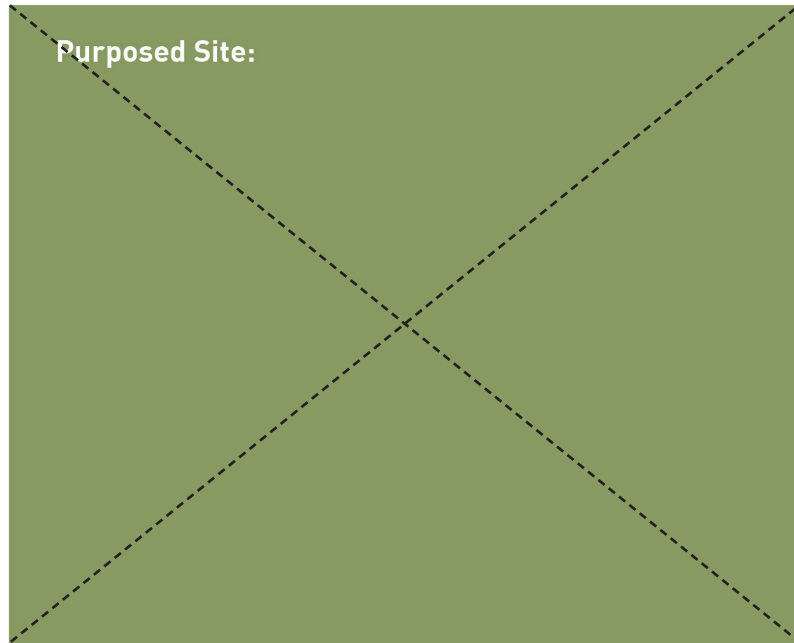
- ◆ Hair up, you may want to cover it with a scarf
- ◆ Old Clothes/ clothes you don't care about



Activity Name:
Exploring Natural Medicine

No longer can Jamaica depend on the slogan sun, sea and sand. Tourism is not about places growing more but rather flourishing better. It is a different kind of more. Approximately 1/3rd of tourist want to participate and give back to the local community. This activity Exploring Natural Medicine allows the tourist to learn the benefits, participate and engage in understanding Jamaica's use of natural medicine. This experience aims at achieving intimate and personal connections between locals and tourist that will last a life time.

Purposed Site:



Logistics:



Location:

- ◆ Westmoreland, Cornwall Mountain, Campbell Lane



Management:

- ◆ Nash Marshel
- ◆ Kennisha Clarke
- ◆ Talent Meijers
- ◆ Ms. Mod



Marketing Methods:

- ◆ Flyer's
- ◆ Website
- ◆ Word of Mouth



Outside Partners:

- ◆ Ministry of Tourism
- ◆ Local Guesthouse's
- ◆ Cornwall Mountain Bar
- ◆ Border Jerk
- ◆ Mair Hall Mini Mart Cornwall Mountain



Objects Needed:

- ◆ Pots/pans
- ◆ Containers
- ◆ Utensils
- ◆ Water



Financial Strategy:

- ◆ The pots/pans and utensils can be used for both the cooking lesson activity and natural medicine activity if planned to achieve this
- ◆ By utilizing the natural environment there is minimal objects needed



Exploring Natural Medicine

Are you sick of going on vacation and getting the same experience everywhere? Do you want an authentic experience that will leave you with everlasting memories? Where you are able to engage and build connections with local community members? Look no further...Cornwall Mountain introduces Exploring Natural Medicine



Where

Westmoreland, Cornwall Mountain, Campbell lane



Local Leaders

- ◆ Nash Marshel, Kennisha Clarke, Talent Meijers and Ms. Mod are local herbal experts within the community and will lead the lessons



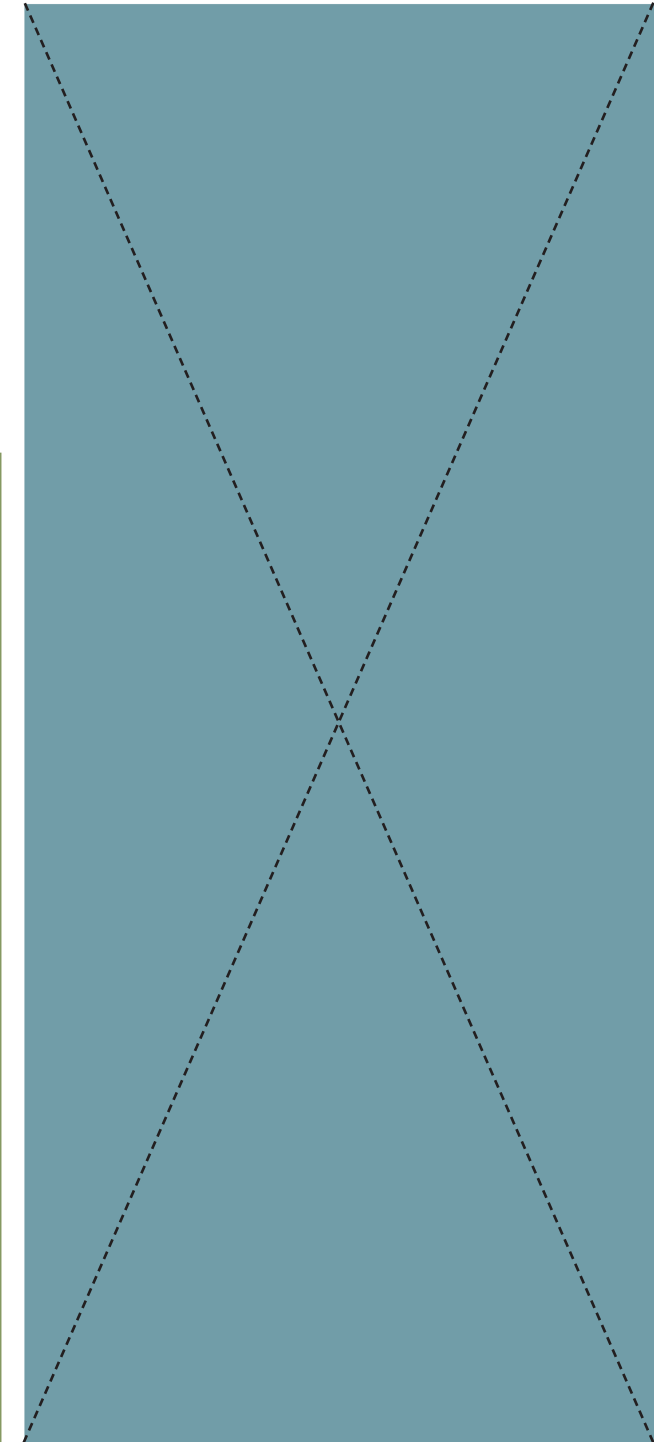
Cost

150.00 US per person
 Includes 2 meals and dance lessons



Clothing Recommendations

- ◆ Dress comfortable, preferably long pants for the walk
- ◆ Can bring another outfit for dancing (party outfit)

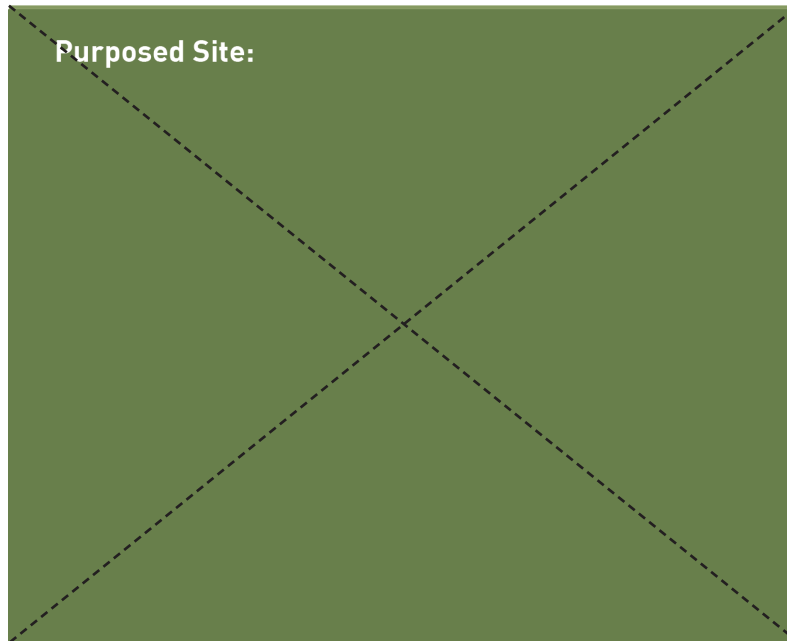




Activity Name:
Agriculture Engagement

No longer can Jamaica depend on the slogan sun, sea and sand. Tourism is not about places growing more but rather flourishing better. It is a different kind of more. Approximately 1/3rd of tourist want to participate and give back to the local community. This activity Agriculture Engagement allows the tourist to learn about Jamaica's many different fruits, vegetables and rearing of animals. In addition, this experience presents tourist with a unique opportunity to form intimate and personal connections between locals while learning about their culture.

Purposed Site:



Logistics:



Location:

- ◆ Westmoreland, Cornwall Mountain, Campbell Lane



Management:

- ◆ Fnlee
- ◆ Lon Campbell
- ◆ Izzy



Marketing Methods:

- ◆ Flyer's
- ◆ Website
- ◆ Word of Mouth



Outside Partners:

- ◆ Ministry of Tourism
- ◆ Local Guesthouse's
- ◆ Cornwall Mountain Bar
- ◆ Border Jerk
- ◆ Mair Hall Mini Mart Cornwall Mountain



Objects Needed:

- ◆ Pots/pans
- ◆ Containers
- ◆ Utensils
- ◆ Water



Financial Strategy:

- ◆ By recognizing the existing assets within the community (a lot of agriculture jobs). It presents a unique opportunity for tourist to learn while helping the local community financially.



Agriculture Engagement

Are you sick of going on vacation and getting the same experience everywhere? Do you want an authentic experience that will leave you with everlasting memories? Where you are able to engage and build connections with local community members? Look no further...Cornwall Mountain introduces Building Systems:



Where

Westmoreland, Cornwall Mountain, Campbell lane



Local Leaders

- ◆ Fnlee, Lon Campbell and Izzy are local farmers within the community and will lead the lessons



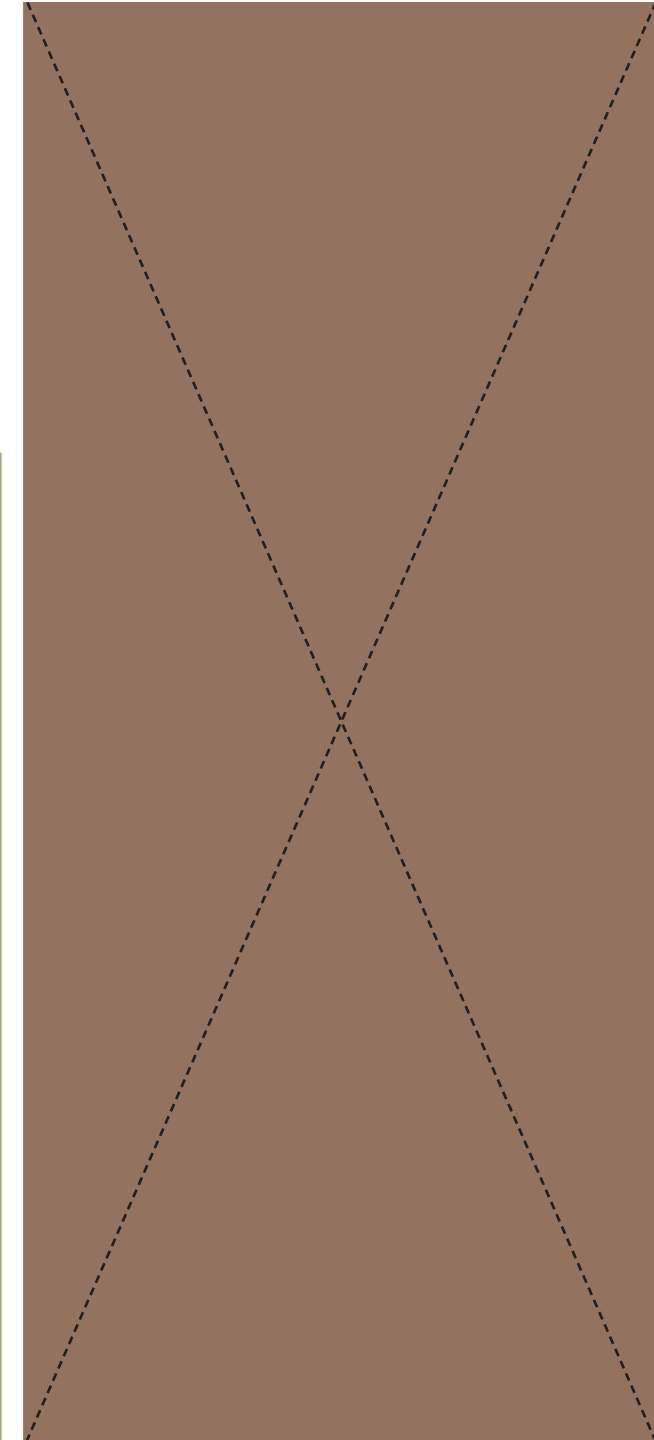
Cost

150.00 US per person Includes 2 meals and dance lessons



Clothing Recommendations

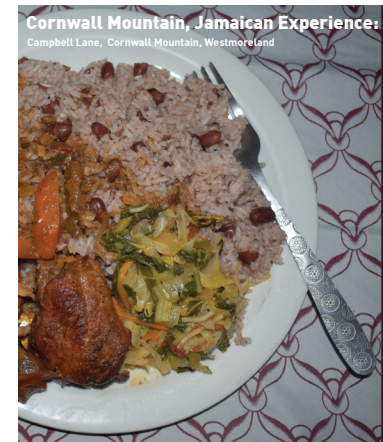
- ◆ Dress comfortable, preferably long pants for the walk
- ◆ Can bring another outfit for dancing (party outfit)



POST CARDS:



PLACE STAMP HERE



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LIMITATIONS:





Author's Reflection:

In the process of composing this thesis, it presented many limitations along the way with the largest one being TIME. Unfortunately, I only got to spend two months in Jamaica when I originally planned for six. In addition, COVID-19 may have also skewed my data as I was in Jamaica from December 2021- February 2022. However, interacting and interviewing the locals seemed like the best way to conduct this type of investigation as the resources/information for this community (Cornwall Mountain) were basically non-existent. It is also important to note that my maps may be slightly off as I was sketching and documenting from scratch. Throughout this investigation it was my intention to have a community meeting with the Cornwall Mountain Community however, due to lack of resources and time this did not come to fruition.



However I believe that the Water Hole Strategy would succeed within the Cornwall Mountain community. However, its reliance on locals and their skills may present issues if locals decided to leave or if any deaths occur. This type of tourism model aims at making non-tourist locations have the opinion to utilize their existing skills transforming their community one tourist at a time. This also presents a unique and interesting experience for all of the tourists involved in the process and fulfills a huge market. For example, it has been reported that approximately 1/3 of tourists want to give back to the local communities or be involved in some type of volunteer work however, these tourist opportunities are currently very limited. The Water Hole Strategy takes into account these problems and provides a framework to achieve a new type of tourism. One that benefits both the locals and the tourist.

APPENDIX:

12



Interview Questions:

- | | |
|---|--|
| 1. What is the 1st thing you think of when you hear the word tourist? | 4. How do you feel about community based tourism ? |
| 2. How do you personally feel about tourism in Jamaica? | 5. What are some assets that make Cornwall Mountain a great place to be? |
| 3. How do you feel about tourism coming to Cornwall Mountain? | 6. What are some things the community is in need of or needs improvement on? |

RESPONSES:



Alleyah, age 12, born in the community

1. People that aren't from here
2. Kinda good, because people can travel. I like tourist coming because I like seeing and talking to them
3. Happy, talk to them more about their life
4. Pretty good, money to help the poor and fix the roads
5. Everything, the people
6. Roads



Sudike, age 13, born in the community

1. People come to the country
2. They come to the country to spend there money, like it, they give things to the poor people like money and food
3. Happy, cause I can talk to them outside of the schools
4. Fine, the money can fix the roads and help the community directly
5. Cows, pig, birds, pond with fish, shoot birds with catapult
6. Roads, houses finishing them up, water



Kaecia, age 12, does not reside in the Cornwall Mountain Community

1. Americans
2. I like it, more wealthy country because tourism helps out the country a lot
3. Me not feel any way about it, allows tourist to explore more
4. Sounds good, help improve the community more Americans
5. Mountains, breeze, sunrise/ sunset, safer area
6. Internet service, roads, hotel, beach, supermarket, park



Michael, age 14, born in the community

1. White people
2. Happy because I like to see the tourist and talk to them
3. Feel nice, teach them the place (soccer/ street ball, meals, artists, festivals)
4. Good through, interact with them, help the country people cause we
5. Determination, people, bond, everyone like family, environment, country living
6. Roads, houses, shops, playing field, sponsorship



Shakeria, age 15, born in the community

1. White people touring Jamaica
2. Feel alright, like to see them
3. Feel okay, like to talk to them, give them a tour of the place
4. Feel okay, cause the place needs to be fixed up
5. No fighting, peaceful, cool and nice climate, good food
6. Roads, pool, more access to gadgets



Damarion, age 14, born in the community

1. White people
2. Good, they get to enjoy themselves, only time we seen them was in school
3. Nice, Cornwall mountain can get known
4. Good, most tourist like the rural environment, make the community known
5. Peaceful, people, food
6. Play field, road



Kaylia, age 18, 13 years in the community

1. Group of people from the US or another country
2. Big deal, benefits economy like it
3. Okay with it, help the community in a positive way (people in need)
4. It is an amazing idea especially for the roads, help the needed
5. Friendliness of the people, food, the way the community comes together
6. Roads, events (football, cricket, netball, basketball), fix houses



Brianna, age 18, 11 years in the community

1. White people
2. I'm okay with it, foreigners enjoy themselves
3. Good, enough people don't know about the way we live
4. Like it, we a make money, beneficial to the community
5. Pond, hot party, fruit
6. Road, water, busted pipe, houses



Jahmilla, age 15, born in the community

1. People visiting for fun/ adventure
2. Good, they get to see something different than there everyday lifestyle
3. It would be good to see more culture aspects than in the cities and towns, farming and animals
4. It would be good to improve the community, learn more, seen as more than a community
5. Nature, relaxing, people feel more comfortable here
6. Roads, finish houses



David, age 17, born in the community

1. Americans
2. Very, very, very good, nice to learn about other peoples cultures
3. Great, help the schools and community
4. It can work, better because it can help the poor people, school and roads
5. Primary school, hills
6. Water, streets light, roads



Garreisha, age 18, born in the community

1. White people
2. I like it, foreign people interact but only when I go out do I see them
3. Good, not a benefit in it
4. Good, not a benefit in it
5. Coconut trees, quietness
6. Library, atm, store, Wi-Fi



Kurky, age 18, born in the community

1. Tours, money, foreign people
2. Good cause they come and spend money, learn the culture, food
3. Good, tour the place and we can have conversations
4. Good idea, own business, make the community feel more proud
5. Mountains, pond, football, bike, shoot birds, cane, climb trees
6. Roads, water pipes, shops



Kevin, age 18, born in the community

1. Travelers
2. Better for the country, develop more (18, Kevin, male, 18 years in the community)
3. Better for the country
4. Better, because we need more things fixed
5. Pond
6. Better than the traditional method, helps is fix what we need to fix, everyone would love it



Aneika, age 19, born in the community

1. Foreigners
2. Good, they actually bring foreign exchange, they help the economy and they get to experience the culture, food
3. It would be okay, they would bring more to the community (vibes, more fun, money)
4. It would be good for the community because the tourist could learn from them. Both learn from each other
5. View, food (fruits), weather
6. Infrastructure, community center, game shop, road



Mikey, age 23, born in the community

1. Foreigners
2. I don't feel anyway because they are just normal people. Better for the economics
3. I feel okay, we could make and produce new businesses
4. Good for the community and businesses, build better facilities etc.
5. Quiet, friendly people, fruits (coconut, breadfruit), farming
6. Roads, piping system, kids sports club, atm



Chrissy, age 25, lived a couple months in the community

1. Nice people, lovely, kind
2. Like it, provides work
3. Great, lovely, provide a lot of money, enough people out of jobs
4. Great to help the community fix roads, give to people in need
5. The people are great, something I don't like is the amount of shootings
6. Roads, houses fixed/ finished, proper piping



Shawnakay, age 21, born in the community

1. People come visit Jamaica
2. Feel good, show them around, friendly
3. Good, cause you can interact with them
4. Not feel no type of way, it would be good to introduce them to different aspects of Jamaican culture like cooking
5. Food, music, friendship
6. Roads, water, street lights, environment cleaner



Sprat, age 23, born in the community

1. Other persons coming to our country
2. Feel alright, feel nice, enjoy ourselves
3. Feel great, because tourist rarely come to Cornwall
4. Feel good, community gets the money because they need it
5. The people
6. Roads, buildings, water pipe



Age 25, born in the community

1. A lot of white tourist, spend money
2. Good for the country, develop community, build confidence
3. Good for the community, enough unemployed people
4. Like it good idea, wonderful investment, highlight different attractions hill top views
5. Weed, parties, farming, fruit (June plum), pond
6. Water, roads, library, post office, ATM, bank



Age 27, born in the community

1. Loving people
2. Good for the country
3. Good, build up the community, more jobs
4. Like it good idea, wonderful investment, highlight different attractions
5. People, birds, wildlife, people, pond fishing, fruits
6. Water, roads, library



Bryan, age 29 born in the community

1. A person from another place visiting outside of their country
2. I think it is a good thing for the country economy wise, I like it country
3. It would be a good idea talk and interact with them explore (because they look down on here violence) country
4. It would be a good thing because I am a chef as well as other businesses
5. Mountains, fruit, people, trees, river/ pond country



Pete, age 29, born in the community

1. Foreigners
2. Good, good for us, income
3. Good idea, good for the community more businesses. Learn about Cornwall Mountain (a lot of people don't know about it)
4. Good, benefit everyone, growth for the community
5. Scenery, hills, people, vibes, animals
6. Roads, internet service



Tasia, age 33, does not reside in the Cornwall Mountain Community

1. White people
2. Tourism is everything in Jamaica, the government puts it above everything else. It's a good thing because it provides jobs to a lot of Jamaicans (tour guides, airport, hotels etc.)
3. It would be wonderful this community is below living standards no water, barley lights, roads bad etc. compared to areas that are developed. It would make the government fix the things they need to if tourist came here
4. It would be a good idea, the government takes the money and doesn't do what they say and if they do it takes years. Nothing positive to say about the government
5. People, culture, mountains, climate
6. Water, roads, internet, street lights, community center, phone service. Everything you needs you have to leave and travel to town (Mobay or Sav.) It would be nice to have an internet café, restaurant, shop



Age 31, 12 years in the community

1. Persons from another country or new to an area
2. It's okay, no problem, provides a lot of jobs
3. Great investment, see no attraction, but if it was here no problem, needs more development
4. If it was possible that would be great. I think people would love to be involved.
5. Authentic Jamaica, you can't look through the eyes of the hotels and experience this (everyday life of a Jamaican). We don't have a river a lot of people come for the beach, sunshine. I don't see the wow factor probably because I've been here for so long.
6. Roads, infrastructure, parks, bathroom buildings, a theme area



Age 30, born in the community

1. People from different countries
2. Good, for the country. Nothing against tourism
3. Good idea, big investment for the community
4. Good idea, the community would love this
5. The vibes, interactions, mountains
6. Roads



31, born in the community

1. Friends, good people
2. Highlight culture, makes me feel happy, nice people
3. Meet new friends, find a good women
4. Like it, it would bring tourist here and we would have more jobs available
5. All different types of fruit, rum, strong men, wild parties
6. Water, roads, library, post office, ATM, bank



Sheldon, age 38, 14 years in the community

1. Great thing
2. Great, depends sunlight, breeze, atmosphere. I like it in and out businesses struggle when they not com
3. Better, light up, excitement
4. It could work depends how serious the people invest in it
5. Cool, relaxing, calm, bike
6. Roads, water



Wendy, age 38, born in the community

1. Money
2. Very good, elevate us to get work
3. Wonderful, develop community elevate us in the community; donations, help school etc.
4. Wonderful, uplift community to help us, living standards down here
5. View, tourist attractions, hill, birds, river, ponds, raft, fruit trees, animals
6. Roads, water, light, internet, vehicle/



Maul, age 50, born in the community

1. White people
2. Like it, like to see the tourist
3. Scared of it, the tourist overrun the people
4. Not feel no way, neutral
5. Food, plants, fruit, nationality, vibes
6. Road, work, water, light (goes off), car, finish house



Fynlee, age 50, born in the community

1. Alright
2. Noting bad, like it, like them to get enjoyment
3. Better, unite locals and tourists, build up the community
4. Alright, introduce the community, opportunity for them to live here if they love it, can help the poor more
5. Hills, fresh air, quiet, people, love, community
6. Roads, post office, water



John, age 45, born in the community

1. People who are interested in other peoples lifestyles (way of living)
2. Nothing not to like, brings in income for a lot of people
3. It would be good for the community, sell the community, see the different lifestyles country verse town (country side people)
4. It would be a good idea with the community getting the money directly, better off for the community
5. Scenery vs. the city, fresh fruits, vegetables, animals, freshly picked, warm and loving people
6. Infrastructure, road, community center, netball, training facility (learn skills like construction)



Gareth, age 47, 10 years in the community

1. Money
2. It is a good thing, it's our main source of income (our lively source) we depend on tourist
3. It would help educate tourist more about other countries, more adventure, mountain, jungle, vibes
4. Yeah definitely work Jamaica people need help, be a good vibe, interactions
5. Quiet (not concerned with violence), fruits, sugar cane/ coconut water
6. Roads, community center upgrade health center, water



N, age 50, 20 years in the community

1. America
2. No problem, okay
3. Nice, people would know more people
4. Good because the poor people can benefit from it
5. People, hills, mountains
6. Road, fences, more people



Morris, age 52, born in the community

1. People that tour in Jamaica
2. Like it, cause they spend there money and enjoy themselves
3. Love it, place be more popular
4. Good, cause it would help people finish houses etc
5. Animals, food
6. Training center for young men, more development overall



Elisabeth, age 55, born in the community

1. Someone from abroad, traveler
2. I like it, foreign exchange helps individuals/families
3. Like it, they use to come to the basic school, old sugar cane factory etc. over 2 years now haven't seen them (donations). Not much attraction fresher air, food
4. Would love it if the infrastructure was built it would benefit the community
5. Craft items (crocheting) a lot of rainfall, fruits, farms, vegetables, animals, lush agriculture
6. Community center, internet café, place to help children with homework, library, post office, police



Age 60, born in the community

1. Sunshine, beaches, foreign
2. Really helps the economy, tourism is really good for us, our main revenue
3. We would need some improvements roads, attractions, architecture, churches herbs
4. It is a good idea, because it would be a big benefit in the community
5. It has always been a great place, atmosphere, mountains
6. Has been developing quickly however, the water system and roads need to be fixed



Colin, age 59, born in the community

1. Visitors
2. Like it, help the economy, work for locals
3. I would welcome that, help the economy here (jobs) a lot of unemployed people here
4. Encourage that, the money benefits the local economy
5. Climate, people, food. Tourist use to come and see the bakery before it was abandoned
6. Roads, water supply, employment



Maff, age 60, 30 years in the community

1. Money
2. It doesn't help me personally but it is essential
3. It would help the community, come to the school help the children (use to do this before Covid), see the hills, marry one
4. It's good, help the community directly
5. Fruits, need some entertainment like concerts
6. Entertainment, work/jobs, training facilities



Age 71, born in the community

1. People from other countries, we are all tourist in our country
2. It is good, brings income into the country, love, learn from us, provide jobs
3. It would be good, but we have to have love and work together
4. A teacher did something like this once. Some people want it and some don't. It would provide a way to highlight the communities' different skills
5. People (strong), learning, talents, cooking, herbs/plants
6. Health center, roads fixed, resources that can help the youth



Age 74, born in the community

1. Beach, shop, buy
2. It's okay, like tourist, they tip good
3. It's okay, you alone cannot
4. It's a good idea because it helps the community
5. Animals and agriculture
6. School opened back up, businesses, houses/building development

FIGURES FOR

04 AUTHENTICITY:

Figure 4.0	Jamaica Google Image Collage	Google Images
Figure 4.1	Jamaican local Google Image Collage	Google Images
Figure 4.2	Tourist Experience, Life and Debt	Life and Debt, 2001
Figure 4.3	Local Experience, Life and Debt	Life and Debt, 2001
Figure 4.4	Walk through from MoBay Airport to Sam Sharpe Square	Gwellesley
Figure 4.5	Walk through from Lorenzo's home into town	Lorenzo Cummings
Figure 4.6	Collage of Local Experiences	by author
Figure 4.7	Collage of All Inclusive Resort Experiences	by author
Figure 4.8	Lorenzo Cooking	by author
Figure 4.9	Authentic Jamaican Dishes	by author
Figure 4.10	Lorenzo Splitting a Coconut	by author
Figure 4. 11	Authentic Jamaican Dishes	by author
Figure 4.12	Trish's Day	Trish Macfarlane

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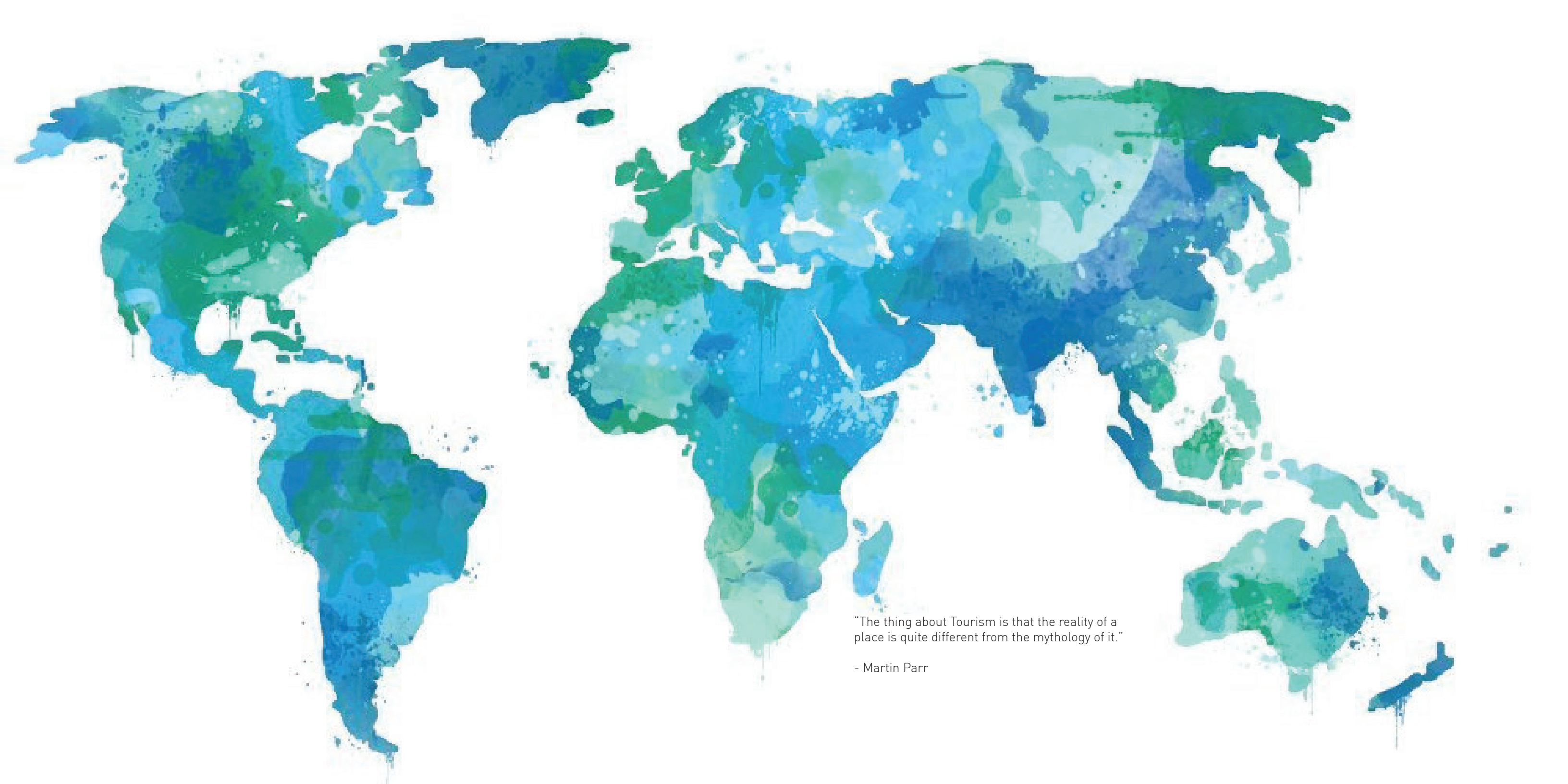
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Interview with Marina Laird and Amy Anderson



"The thing about Tourism is that the reality of a place is quite different from the mythology of it."

- Martin Parr

The Water Hole:

Recapturing The Importance of Relationships Between Tourists & Locals



Taylor Kile
Architecture Thesis, 2022