

## **PART VII ANNEXES AND ADDENDUMS**

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### 37.3 COMMUNITY TOURISM POLICY

The Community Tourism Policy prepared through the EU funded Ecotourism Development Programme forms part of Dominica's national tourism policy. It is as follows:

- *Actively open up opportunities for rural communities, local people and the informal sector to increase their involvement in the tourism industry, particularly in tourism planning and the running of enterprises.*
- *Ensure that rural communities, local people and the informal sector have greater access to the benefits from tourism on their land, by creating appropriate legal mechanisms and establishing appropriate incentives*
- *Ensure that development of tourism state land takes place in areas and in forms acceptable to local people*
- *Encourage the formal tourism sector to cooperate and work with the informal sector, and to recognise that as well as being in the long-term self-interest of the tourism industry, this is a social responsibility and contribution to Dominica's national development objectives of improved equity, poverty alleviation, and sustainable growth; and*
- *Ensure that tourism development within Dominica is environmentally sustainable.*

**ANNEX 37.4 COMMUNITY TOURISM DEVELOPMENT PROGRAMME**  
**Status as of 5<sup>th</sup> April 2006**

<b>PROJECTS</b>	<b>DESCRIPTION</b>	<b>NICHE/ CHAMPION</b>	<b>STATUS</b>	<b>BUDGET</b>	<b>DEADLINES</b>
<b>I. Approved Projects</b>					
1. Mero Beach Facilities – Mero Improvement Committee	Beach development & enhancement project to include vending units/stalls, change rooms, stage, and landscaping of the area	Beach tourism/ yachting	Designs and costing completed; project unveiled; Contractor: Maurice Defoe	97,000	<u>Start of work:</u> 10 April <u>Completion date:</u> 30 June
2. Giraudel/Eggleston Flower House – Giraudel/Eggleston Flower Growers Group	Construction of a Flower House on a 2.6 acre plot to be used as a Botanical Centre and Flower Show Site	Agro-tourism/ floriculture  Exotica & Whitchurch Tours	Designs and costing completed; project unveiled; Contractor: Philbert James	70,000	<u>Contract signing:</u> 10 April; <u>Start of work:</u> 16 April <u>Completion date:</u>
3. Grand Fond Eco-Tourism Project	Construction of bamboo café; construction of a picnic shelter/change room and trail development at Dernier Waterfall	Hiking	Designs completed; project unveiled; Contractor: Paul Jno Hope	60,000	<u>Contract signing:</u> 6 April <u>Start of work:</u> 11 April <u>Completion date:</u>
4. Vieille Case – Au Parc Development  Itassi Tourism & Environmental Development Committee	Construction of gazebos, boardwalk and benches	Beach tourism	Designs and BOQ completed; Tender launched	50,000	<u>Tender evaluation:</u> 10 April <u>Signing of contract:</u> 12 April <u>Start of work:</u> 18 April <u>Completion date:</u>
5. Portsmouth Indian	Rehabilitation and extension	River tourism	Designs and BOQ	65,000	<u>Tender evaluation:</u>

River Tourist Reception Facility – Portsmouth Indian River Tour Guides	of the landing site/tour boat dock and retaining wall at the southern bank of the Indian River		completed Tender launched		11 April <u>Signing of contract</u> 13 April <u>Start of work:</u> 24 April <u>Completion date:</u>
6. Castle Bruce Reunion Centre	Construction of stage and toilet facility at the Reunion Centre to facilitate large meetings, major events, and sporting & cultural activities	Culture & Sports	Drawings and BOQ completed; Tender launched	50,000	<u>Tender evaluation:</u> 12 April <u>Signing of contract:</u> 14 April <u>Start of work:</u> 18 April <u>Completion date:</u>
7. Art & Craft Centre, Grand Bay – Grand Bay Tourism and Environmental Committee (GTEC)	Construction of facilities on the grounds and setting up of a production centre in an adjacent building	Art & Craft/ heritage	Designs and costing completed; Contractor: Maurice Thomas, Grand Bay	47,400	<u>Start of work:</u> 10 April <u>Completion date:</u>
8. Wavine Cyrique Agro-Tourism and Site Development, Riviere Cyrique	Development of Wavine Cyrique trail, Secret Beach, Twa Basen and Morgan falls; and Interpretation Centre and Bar	Agro-tourism, hiking, beach tourism	Group still has outstanding issues with lease on land and building involved with the project; preliminary designs and costing to be prepared	50,000.	<u>Meeting group and MOT/ETDP:</u> 7 April <u>Finalization of lease arrangements</u> 18 April <u>Designs/ BBQ:</u> 30 April <u>Launch of Tender:</u> 2 May <u>Tender Evaluation</u>

					15 May <u>Signing of contract</u> 19 May; <u>Start of work:</u> 26 May <u>Completion date:</u>
9. Calibishie Centre Calibishie Tourism Development Committee	Development of an Information Centre & Souvenir Shop	Excursions	Awaiting approval for lease of land	50,000	<u>Finalizing lease arrangement:</u> 18 April <u>Designs/ costing:</u>  <u>Launch of Tender:</u>  <u>Deadline tender:</u>  <u>Tender Evaluation</u>  <u>Award of contract</u>  <u>Start of work:</u>  <u>Completion date:</u>
10. Bellevue Chopin Organic Farmers Movement	Organic farming, farm tours, hikes and adventure tours and Information & Interpretation Centre	Agro-tourism/ tours	Carrying out test on soil to determine best use of land; preparation of preliminary designs and BOQ	60,000	<u>Testing completed</u> 10 April <u>Designs and BOQ:</u> 13 April <u>Launch of Tender:</u> 18 April

					<u>Tender Evaluation</u> 21 April <u>Award of contract</u> 28 April  <u>Start of work:</u> 2 May <u>Completion date:</u>
11. Rodney's Rock, Mahaut/Jimmit Beach Development	Support for the construction of facilities at Rodney's Rock	Beach development/ watersports	Design and costing completed Lease arrangement approved by Cabinet Tender document to be completed	70,000	<u>Launch of Tender</u> 10 April <u>Tender Evaluation</u> 18 April <u>Signing of contract</u> 21 April <u>Start of work:</u> 24 April <u>Completion date</u>
12. Caribantic Restoration – Scotts Head Improvement Committee	Renovation of Caribantic Building and creation of additional facilities around the building	Beach development	Design approved by group; tender launched	100,000	<u>Tender Evaluation:</u> 21 April <u>Signing of contract</u> 28 April <u>Start of work:</u> 2 May <u>Completion date</u>
2. LAMA Building	Renovation of building for use by LAMA as an administrative and interpretation centre,	Marine/dive development	Preliminary designs and costings completed;	200,000	<u>LAMA Sign-off on design:</u> 13 April <u>Launch of Tender:</u>

					18 April <u>Tender Evaluation</u> 8 May <u>Signing of contract</u> 15 May <u>Start of work</u> 22 May <u>Completion date:</u>
	<b>Total Approved Projects</b>			<b>969,000</b>	
<b>II. Projects under consideration/ development stage</b>					
1. NNETEDC Community Tourism Information & Interpretation Centre Portsmouth	Development of a multi- purpose centre including Craft Outlet and Community Tourism Information Centre		Land issue to be clarified with Forestry or any other proposals for alternative site	70,000	<u>Land issues to be finalized:</u> 21 April
2. Wotten Waven Information Centre  Wotten Waven Community Group	Support for construction of a Tourism Information Centre		Final discussion among group about concept	25,000	<u>Approval Evaluatio Committee</u> April 28 <u>Launch of Tender</u> 30 April <u>Tender Evaluation</u> 9 May <u>Signing of contract</u> 18 May <u>Start of work</u> 25 May <u>Completion date:</u>

3. Carib Territory	Support for two projects in the Carib Territory - Heritage Village at the L'Escalier Tete Chien, Sinekou, and at Touna Village in Concorde	Heritage tourism	Designs and costings completed;	80,000	<u>Approval Evaluation Committee</u> 28 April
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4. Penville – Penville Tourism Development Committee	Support for development of trail and other facilities at Cold Soufriere and for craft outlet/shop/viewing point	Hiking & craft development	Preliminary designs and costings completed; Project document finalized  22,000 Cold Soufriere segment from Sites	45,000	<u>Approval Evaluation Committee:</u> 28 April <u>Final design/ BOQ:</u> 30 April; <u>Launch of Tender:</u> 8 May; <u>Tender Evaluation:</u> 17 May <u>Signing of contract:</u> 19 May <u>Start of work :</u> 22 May <u>Completion date:</u>
5. Kalinago Barana Aute (Carib Model Village Project )– Salybia, Carib territory	Construction of 2 traditional huts to compliment facilities at the KBA	Heritage Tourism	Submission of project to CTDP for approval	18,000	<u>Final approval:</u> 18 April <u>Launch of Tender:</u> 2 May <u>Tender Evaluation:</u> 12 May

					<u>Signing of contract</u> 19 May <u>Start of work:</u> 26 May <u>Completion date:</u>
6. Champagne Beach project	Building of walkway/ boardwalk	Marine/Diving	Designs submitted by transnational but not accepted because of over-budgeted cost	200,000	<u>Field visit</u> 18 April
				<b>438,000</b>	

### 37.5 SELECTED LISTING OF ENVIRONMENTAL LEGISLATION AND AGREEMENTS

#### *Legislation*

- ***Solid Waste Management Act (2002)*** – This act established the National Solid Waste Management Corporation as the national agency charged with the responsibility to provide for the management of solid and other designated wastes. The act confers upon the Corporation the authority to oversee all solid waste management activities in the state.
- ***Beach Control Act (1966, 1990)*** – Makes provision for the protection of beaches, controls the mining of beach material and requires that a permit be obtained for removal of beach material.
- ***Environmental Health Services Act (1997)*** – This act provides for the maintenance and protection of the environment in the interest of public health.
- ***Pesticides Control Act (1974, 1987)*** – Makes provision for controlling the importation and use of pesticides. No regulations exist for restricting practices to ensure environmental protection.
- ***Litter Act (1990)*** – Provides general authority for the control and abatement of nuisances caused by litter on public and private lands.
- ***The Forest Act (1959)*** – This legislation empowers the Minister of Agriculture to establish Forest Reserves on Crown Lands as well as Protected Forests on private lands. It stipulates the conditions for timber harvesting, makes provision for the control of squatting, and defines various other offences.
- ***The National Parks and Protected Areas Act (1975)*** – Provides for the establishment of National Parks and a protected area system.
- ***The Water and Sewerage Act (2002)*** – States the Government’s water policy. It addresses the need for orderly and coordinated development, use and conservation of Dominica’s water resources. It also makes DOWASCO responsible for the supply of water to all residents of the country.
- ***Marine Pollution Management Act (2002)*** – The purposes and objectives of this legislation provide the following:
  - the protection of ecologically-sensitive marine resources
  - enhance the quality of territorial and adjacent international waters
  - implementation of Basel and MARPOL 73/78 Conventions
  - to implement port state control in ship generated waste, commercial, cruise and leisure shipping in ports, marinas and harbours.

- **Roseau Town Council Ordinance Chapter 189 (1938)** – This ordinance establishes a corporate body to make provision for the government of the town. Act 17 of 1982 established the Roseau City Council Act Chapter 25:01 when Roseau was designated a city. Both pieces of legislation made provision for developing bye-laws. Other local government bodies around the island from time to time make bye-laws for implementing the different council ordinances. These bye-laws regulate issues of sanitation, the keeping of domestic animals, removal of abandoned or derelict objects, disposal of the dead, public entertainment and the like.

### **Agreements**

- The Solid Waste Management Act provides a comprehensive review of the National Waste Management Strategy within five years of its approval. The Minister responsible for planning is to consult with the Minister responsible for Health in carrying out this review. As part of the review, the ministers are to ensure that the strategy complies with Dominica’s obligations under regional and international agreements.

The following comprise some of the pertinent agreements:

- **Marpol 73/78 Convention** – Dominica is signatory to this convention. It’s comprehensive international agreement to prevent pollution of the marine environment by ships. In 1993 the Wider Caribbean Region was designated a “special area” under Annex V of the Marpol Convention.

This designation however requires Governments in the region to provide port reception facilities for the handling of ship generated waste. Dominica has not fully met this requirement though garbage is accepted from visiting ships at port.

- **Basel Convention** – An international convention established for the transboundary movement and disposal of hazardous waste. Countries intending to ship hazardous material to another state must receive prior consent before proceeding to export the waste. The Basel Convention has established a list of hazardous waste categories which could be adopted by consenting states. Dominica has adopted Annex 1 and Annex II as categories of hazardous materials in the Solid Waste Management Act.

As Dominica seeks to pursue waste diversion as an important waste management strategy, shipment of recyclable items may be subjected to import restrictions by countries which have classified such materials as hazardous waste under the convention.

- **St. Georges Declaration** – A sub regional document which deals with the promotion of mutually beneficial principles for environmental sustainability in the OECs countries. The broad range of principles covered by the document includes economic, social, institutional, technological and environmental issues.

- **Stockholm Convention** – A global treaty designed to protect human health and the environment from persistent organic pollutants (POPS). POPS are chemicals that do not easily degrade and persist for long periods in the environment. They are widely distributed globally and accumulate in the fatty tissue of living organisms and are toxic to both human beings and animals. Governments, in seeking to implement the Convention must take measures to eliminate or reduce their release in the environment. Some sources of POPS applicable to Dominica include agro-chemicals and agricultural pesticides some of these existing in stockpiles.

## 37.6 ASSESSMENT OF DOMINICA’S TRAINING NEEDS

### 37.6.1 CTO Assessment of Training Requirements

The 1999 and 2000 – 2004 Dominica Training Needs Assessment carried out by CTO were:

• Marketing	48.8%
• Foreign Languages	39%
• HR Management	39%
• Leadership	36.6%
• Computer Literacy	36.6%

At the Professional level they were:

• Foreign Languages	22%
• Computer Literacy	22%

At the Skilled / Semi-Skilled level they were:

• Customer Relations	51.2%
• Computer Literacy	48.8%
• Communication	46.3%
• Foreign Languages	43.9%

At the Unskilled level they were:

• Customer Relations	19.5%
• Communication	19.5%

Four main training needs were identified for all staff categories. In descending order these were:

• Computer Literacy	
• Foreign Languages:	
- French	59%
- Spanish	20.5%
- German	15.4%
• Customer Relations	
• Communication	

As far as future training needs are concerned, these are identified in the CTO study as Marketing (for managers) and Customer Relations (for skilled / semi-skilled and unskilled workers).

Furthermore, a focus group of key stakeholders: from various areas in the tourism sector identified the following training needs:

• Customer Relations (as a major weakness)
• Communication
• Managerial Training
• Environmental Training
• Basic Skills Training (in operational areas)

### 37.6.2 Manpower Training Plan & Policy

The Manpower Training Plan & Policy (2004) reported the training needs at the 3 levels to be the following:

<b>The Entrepreneurial Level</b>
• Strategic management and strategic thinking
• Financial Management (Accounting and Record Keeping)
• Computer Literacy
• Foreign Language Skills
• Business Development Planning
• Health & Safety
• Intercultural Diversity
• Environmental Awareness
• HIV / AIDA Awareness

<b>At the Level of Manager - supervisor</b>
• Team Development skills
• Environmental Awareness
• Cost Management
• Language Skills
• Supervisory Skills
• Intercultural Diversity
• Conflict Management skills
• HIV / AIDS Awareness

<b>At the Lower Level</b>
• Recurrent Operational Type Training
• Customer Relations Management
• Basic Maintenance Skills
• Plumbing
• Electrical / Air Conditioning Maintenance

• Landscaping
• HIA / AIDA Awareness
• Environmental Awareness

The report furthermore recommends the introduction of tourism awareness as part of the social studies courses in the schools. NDC is presently planning for the retraining of schoolteachers in a series of workshops.

**ANNEX 37.7 DONOR AGENCY CONTRIBUTION TO GoCD PUBLIC  
SECTOR INVESTMENT PROJECTS DIRECTLY / INDIRECTLY  
RELATED TO TOURISM 2005 / 06**

<b>Selective Listings of Projects</b>	<b>GoCD</b>	<b>Loan</b>	<b>Grant</b>	<b>Total (EC\$)</b>
Installation of Machine Readable Passports			<b>427,200</b>	<b>427,200</b>
Dominica State College – Training in Hospitality Services			<b>600,000</b>	<b>600,000</b>
Windsor Park Stadium			<b>10,000,000</b>	<b>10,000,000</b>
Air Access Improvement - Construction			<b>14,000,000</b>	<b>14,000,000</b>
Road Improvement Maintenance Programme	<b>270,000</b>	<b>1,500,000</b>		<b>1,770,000</b>
Roseau/Melville Hall Road Upgrade -Final Design	<b>300,000</b>	<b>1,800,000</b>		<b>2,100,000</b>
Rehabilitation of Infrastructure Damaged by Earthquakes	<b>1,000,000</b>			<b>1,000,000</b>
Roseau Road Reinstatement Final Design		<b>1,920,881</b>		<b>1,920,881</b>
Rehabilitation of Vieille Case/Penville Main Road			<b>850,000</b>	<b>850,000</b>
Rehabilitation of Guilette/Penville Main Road	<b>400,000</b>			<b>400,000</b>
Solid Waste Management Programme	<b>157,365</b>	<b>2,300,000</b>	<b>4,000,000</b>	<b>6,457,365</b>
Preparation of Tourism Master Plan 2005-2015			<b>407,535</b>	<b>407,535</b>
Ecotourism Development Programme	<b>9,675</b>		<b>5,772,522</b>	<b>5,782,197</b>
Tourism Marketing			<b>5,351,880</b>	<b>5,351,880</b>
Agriculture and Tourism: Site upgrading		<b>1,000,000</b>		<b>1,000,000</b>

*source: 2005/2006 Estimates of GoCD, Ministry of Finance and Planning*

## **ANNEX 37.8 ROSEAU DEVELOPMENT PLAN LIST OF PROPOSED PROJECTS**

- Vending Arcade and Food Court
- Roseau River Corridor Regeneration
- Botanic Gardens Restoration
- Roseau Cruise Ship Berth Upgrading
- Roseau Ferry Terminal Upgrading
- Establishment of Urban Development Corporation
- Land Use and Building Regulations Strengthening
- City of Roseau Cadastre
- Traffic Impact Assessment of Windsor Park Stadium
- Bus Terminals and Commercial Parking Lots
- Development of Transit System
- Road Improvements
- Rehabilitation of Roseau Old Market
- Bayfront Regeneration
- Roseau Infill Properties, Water and Sanitation Project
- Youth Apprenticeship Scheme
- Newtown Fish Ball
- Central Roseau Beautification
- Central Roseau Housing Development Strategy
- Parks and Playing Fields Preservation
- Strategy for Upgrading Tourism Facilities and Services
- Central Roseau Pedestrian Environment Upgrading
- Central Roseau Duty Free Shopping Development Strategy
- StockFarm Landfill Recycling
- Ravine Areas Regeneratoin
- Hillside Conservation
- City of Roseau Land Reclamation

*Source: Roseau Development Plan, 2020 Baptiste & Associates Ltd, 2005*

## **38. ADDENDUMS**

### **38.1 Tourist Expenditure Estimates**

### **38.2 Ecotourism Sustainable Tourism, Responsible Tourism, Nature Tourism and Dominica**

### **38.3 Priority Community Development Projects**

### **38.4 Long Term Marketing Strategy**

### 38.1 TOURIST EXPENDITURE ESTIMATES

As the benefits of tourism to the economy are derived from tourist expenditure, it is important to have reasonably accurate estimates of their spending – by source market, purpose of visit, where stayed etc. Having accurate tourist expenditure figures is also important for another reason – as an input to strategy formalization in respect of types of tourists, markets etc., to be targeted.

#### 38.1.1 Dominica’s CSO Figures

Tourist expenditure figures are published by the CSO the most recent being as follows.

**Table 38.1. Visitor Expenditure by Category**

Visitor Expenditure	EC\$(000's)		
	1997	2003	2004
Stay-over tourists*	105,000	127,140	133,340
Excursionists	220	730	490
Cruise ship visitors	17,200	13,430	29,820
<b>Total Visitor Expenditure</b>	<b>122,400</b>	<b>141,300</b>	<b>163,700</b>

Source: CSO Dominica \*including Ross University students

In calculating the visitor expenditure figures an average daily expenditure figure and average length of stay figures used are as follows:

**Table 38.2. Average Length of Stay for Stayover Arrivals**

	Average Length of Stay (days)			Average Daily Expenditure (EC\$)		
	2002	2003	2004	2002	2003	2004
<u>Stay Over Arrivals</u>						
Hotel holiday	9.1	9.1	9.1	249.1	252.7	259.0
Hotel business	11.0	11.0	11.0	309.3	313.8	321.5
Students	17.0	17.0	17.0	98.8	98.2	100.6
Private Homes	14.8	14.8	14.8	38.4	38.9	40.0
Excursionists	-	-	-	182.8	185.4	190.0
Cruise Ship Visitors	-	-	-	74.8	75.9	77.7

Source: CSO Dominica

Our understanding is that the average daily expenditure figures are based on the results of a survey undertaken in 1993 and grossed up by an imputed inflation rate for years since then.

The average length of stay is assumed to have remained constant. However, it should be noted that the length of stay figures are unrealistically high.

### 38.1.2 VISITOR EXPENDITURE SURVEYS

#### (a) Ecosystems Visitor Expenditure Survey 1995/6

In 1995/1996 a survey of visitors to Dominica was undertaken as part of the 'Integrating Conservation with Eco-tourism in Dominica' project by ECOSYSTEMS Brussels. The survey covered all aspects of the visitor stay – type of accommodation used, places visited etc., in addition to expenditure incurred.

##### *Stay Over Arrivals*

The survey findings indicated that the average expenditure per person was US\$716 in 1995/6. Taking into account the length of stay, the daily expenditure per person was found to be US\$77. However, as the survey was biased towards the higher spending Europeans, average expenditure figure was overstated.

Correcting for this bias, an average per capita tourist expenditure of US\$600 per person (US\$70 per day) was derived.

#### (b) NDC Visitor Survey, 2005

The NDC undertook a limited visitor exit survey during 2005 to collect information on the motivations and spending characteristics of stayover tourist arrivals. The sample size was about 400. Although the survey data have yet to be collated, analysed and published, the following are indicative of the findings in respect to average expenditures and length of stay.

**Table 38.3: Tourist Expenditure and Length of Stay by Source Market**

Market	Avg. Length of Stay	Avg. Exp per head US\$	Purpose of Visit (% distribution)					Total	
			Vac	VFR	Bus	Bus/Vac	Dive	Other	%
	<b>Nights</b>								
US	7.5	660	38	31	2	17	4	6	100
French Caribbean	4.5	405	74	10	-	-	3	13	100
Other Caribbean	5.0	445	72	7	7	14	-	-	100
UK	7.9	1080	39	23	15	6	15	-	100
Other European	5.75	965	20	20	60	-	-	-	100
Weighted Ave.	5.8	585	60	16	7	8	4	6	100

The weighted average expenditure is US\$585 (EC\$1560) per head, and the weighted average length of stay is 5.8 nights.

### **38.1.3 CRUISE SHIP VISITOR EXPENDITURES**

#### **(a) Ecosystems Cruise Ship Visitor Expenditure Survey, 1995/6**

An expenditure survey was undertaken among cruise ship visitors by ECOSYSTEMS Ltd. The survey was carried out among cruise ship passengers who took tours in Dominica during the stopover. This excluded cruise ship passengers who remained on board during the stopover or who just took a walk about the town.

Average expenditure per person was estimated at about US\$40 which included the cost of tours purchased (whether on board or at quay side) and expenditure on souvenirs, meals, drinks etc. The survey analysis indicated a number of significant findings, viz:

- expenditure per person on tours purchased on board ship was in the US\$21-40 range
- only an estimated 56% of the amount spent on tours purchased on-board reaches the Dominica cruise agents
- expenditure on other items (souvenirs, food, shopping) is very low, with the large majority spending nothing
  - 70% said they spent nothing on meals/drinks; average less than US\$10
  - 84% spent nothing on shopping; average less than US\$10
  - 51% spent nothing on souvenirs/crafts; average less than US\$10.

#### **(b) NDC Estimates of Cruise Ship Visitor Expenditures**

According to NDC/Jacobbs Gibb study, approximately

- 50% of cruise ship passengers take on-board pre-sold tours;
- 5% take the NDC dispatched private tours;
- 10% of the passengers remain onboard ship;
- 15 – 20% make other arrangements, outside the restricted area with other taxi operators;
- 15 – 20% get off the ship (walk around etc.) but do not take tours

Cruise lines have developed their product to appeal to many different target groups with new ship designs, varied itineraries, and increasing range of on-board and on-shore facilities. As a result, the profile of cruises and their passengers has changed dramatically during the past decade. Speciality restaurants, sales of products and goods, expensive wines and the mark up of tours sold on-board ships is now taking much of the disposable spend from cruise passengers. This had led to reduced spending by cruise passengers in destinations.

There are no figures on expenditures, but average expenditure per head is considered to be low – about US\$30 per head.

## **38.2 ECOTOURISM, SUSTAINABLE TOURISM, RESPONSIBLE TOURISM, NATURE TOURISM AND DOMINICA**

### **38.2.1 What is Ecotourism?**

The terms eco-tourism, nature tourism and sustainable tourism have a wide range of meanings. There are no internationally recognised definitions.

The International Ecotourism Society (TIES) defines **ecotourism** as “*responsible travel to natural areas that conserves the environment and improves the well being of local people*”.

This means that those who implement and participate in ecotourism should follow the following principles:

- minimize impact
- build environmental and cultural awareness and respect
- provide positive experiences for both visitors and hosts
- provide direct financial benefits for conservation
- provide financial benefits and empowerment for local people
- raise sensitivity to host countries’ political, environmental, and social climate
- support international human rights and labor agreements.

The Wikipedia Encyclopaedia describes **ecotourism** as focussing on ‘local cultures, wilderness adventures, volunteering, personal growth and learning new ways to live on our vulnerable planet. It is typically defined as travel to destinations where the flora, fauna, and cultural heritage are the primary attractions. Responsible ecotourism includes programs that minimize the adverse effects of traditional tourism on the natural environment, and enhance the cultural integrity of local people. Therefore, in addition to evaluating environmental and cultural factors, initiatives by hospitality providers to promote recycling, energy efficiency, water re-use, and the creation of economic opportunities for local communities are in integral part of ecotourism.’

Many global environmental organisations and aid agencies favour ecotourism as a vehicle to sustainable development.

Ideally, true ecotourism should satisfy several criteria, such as

- conservation (and justification for conservation) of biological diversity and cultural diversity, through ecosystems protection
- promotion of sustainable use of biodiversity, by providing jobs to local populations
- sharing of socio-economic benefits with local communities and indigenous people by having their informed consent and participation in the management of ecotourism enterprises
- increase of environmental & cultural knowledge
- minimisation of tourism’s own environmental impact

- affordability and lack of waste in the form of luxury
- local culture, flora and fauna being the main attractions’.

According to the Quebec Declaration on Eco-tourism<sup>38</sup>, ecotourism “embraces the principles of sustainable tourism.....and the following principles which distinguish it from the wider concept of sustainable tourism:

- contributes actively to the conservation of natural and cultural heritage.
- includes local and indigenous communities in its planning, development .and operation, contributing to their well-being.
- interprets the natural and cultural heritage of the destination to visitor.
- lends itself better to independent travellers, as well as to organised tours for small size groups”.

In May 2000, as part of the side events on the 8<sup>th</sup> session of the United Nations Commission on Sustainable Development (CSD 8), a group of Indigenous Peoples Organisations, NGOs and other members of Civil Society provided a proposal on guidelines for ecotourism viz:

Ecotourism is sustainable tourism, which follows clear processes that:

- ensures prior informed participation of all stakeholders.
- ensures equal, effective and active participation of all stakeholders.
- acknowledges Indigenous Peoples communities’ rights to say “no” to tourism development – and to be fully informed, effective and active participants in the development of tourism activities within the communities, lands, and territories and
- promotes processes for Indigenous Peoples and local communities to control and maintain their resources.

**Ecotourism** is first and foremost a set of principles which should guide a particular form of travel (e.g. eco-tour) and for tourism development (e.g. ecotourism site). Clearly, conforming to all of these principles is difficult and it is doubtful that any one country, project or operator can claim to meet all of these criteria.

### 38.2.2 Ecotourism and Dominica

Is Dominica an ecotourism destination? The answer is obviously no since the operation of every aspect of tourism of the island, from transport to dining does not conform to the ecotourism principles outlined above.

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<sup>38</sup> World Ecotourism Summit, 2002

**(a) Sites**

Dominica, like many destinations (including mass tourism destinations) has a number of ecotourism sites (or potential sites). It is not unique in this regard. However, where Dominica could be unique and gain a competitive advantage (like Belize and Costa Rica) is in having the majority of its touristic sites, operations, developments, etc operated according to ecotourism principles. In this regard, a survey of Dominica's touristic sites to determine the extent to which they and the associated operations conform to the principles of ecotourism would be instructive. Such a survey would also indicate what would be required to ensure that the various sites/operations could be properly designated as true ecotourism sites.

**(b) Eco-tours**

An Eco-Tour Directory was launched in mid 2004. The aim of the directory is to be an 'on-line' resource for any traveller who is planning or interested in going on an eco-tour on the one hand and on the other, provide eco-tour operators the opportunity to promote their businesses.

An Eco-Tour is considered to be a trip that causes minimal impact to the environment and local people. The site is usually culturally and biologically diverse and attracts tourists who have a common interest in nature, wildlife and culture.

A fundamental element of an Eco-Tour is the education in respect of environmental issues such as, the protection of natural resources or endangered species, usually relevant to the destination. This may be conducted through lectures, involvement in conservation projects or simply by learning from a knowledgeable tour guide.

The Eco-Tour Directory facilitates a search for ecotourism vacations by country or destination. Although destinations as diverse as Alaska, Congo, Pakistan and USA are featured, Dominica is not among them.

There are currently 56 eco-holiday providers listed in the directory, including tour operators (such as Terra Incognita Eco-Tours), touristic attractions (such as Drakenstein, Lion Park, 30 minutes from Cape Town), and operators (such as Pacuare Eco Lodge in Costa Rica). Only one operation in Dominica is featured – the 3 Rivers Eco Lodge.

(c) **Eco Tourist**

Although academics argue about who can be classified as an eco tourist, there are virtually no statistical data. Some estimate that more than five million eco tourists – the majority of the worldwide population – come from the United States, with other eco tourists coming from Europe, Canada and Australia.

One criticism against the concept of an ‘eco tourist’ is that the air travel to often remote places is not included in the “environmental impact calculation”. A journey to a place 10,000km away and home consumes about 700 litres of fuel per person.

These considerations have seen the rise of *carbon balancing*, a system whereby a traveller can calculate the amount of fuel used to fly them to their destination, and then make a contribution to a carbon-balancing company, which invests the money in reforestation and new technologies to affect the carbon emissions created by the flight(s). Inevitably, some debate surrounds the practise, but for the serious ‘eco-tourist’, carbon balancing is a necessity. The practise is increasing; Climate Care reports that it has seen a tenfold increase in carbon balancing in the last year.

### 38.2.3 What is Sustainable Tourism?

As described by Sylvie Blangy<sup>39</sup>. “Sustainable tourism is a more recent approach, an offshoot of the concept of sustainable development, that emerged during the Rio Conference in 1992. It also sprang from concern about the future of fragile regions of the world, especially tropical forests. The “environment” component is therefore very important. But the concept of sustainable tourism is relevant to the tourist industry as a whole since it covers rural and urban areas as well as natural landscapes, incorporates the idea of cultural and architectural heritage and urges changes in behaviour at home and not just in the countries visited. **It is a broader concept than that of ecotourism.**

By ‘sustainable tourist development’ is meant any form of development, provision of amenities or tourist activity that emphasises respect for and long-term preservation of natural, cultural and social resources and make a positive and equitable contribution to the economic development and fulfilment of people living, working or staying in these areas”. (FNPNR Charter of Sustainable Tourism).

The WTO has adopted three types of criterion of sustainable tourism development:

- the resources of the environment must be protected
- local communities must benefit both economically and in quality of life
- visitors must be given a quality experience.

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<sup>39</sup> A Few Concepts and Definitions, Sylvie Blangy

Sustainability, for tourism as for other industries, has three interconnected aspects: environmental, socio-cultural, and economic. Sustainability implies permanence, so sustainable tourism includes optimum use of resources, including biological diversity; minimisation of ecological, cultural and social impacts; and maximisation of benefits to conservation and local communities. It also refers to the management structures that are needed to achieve this.

#### **38.2.4 What is Responsible Tourism?**

The concept of ‘responsible tourism’ is now gaining in popularity, which encompasses all aspects of ecotourism.

In the UK, for example, ResponsibleTravel.com is an online travel agency which recommends holiday packages operated by ethical tour operators meeting strict guidelines and also campaigns to ensure that the UK’s large tour operators (Thomas Cook, Thompsons, etc.) adopt responsible tourism policies.

#### **38.2.5 What is Nature Tourism?**

There is no definition of nature tourism. Indeed in the literature, nature tourism is generally seen as being synonymous with ecotourism. However, increasingly **nature tourism** is being seen as a particular form of holiday or vacation experiences in a natural environment as opposed to ecotourism which, as described earlier, defines an approach or set of principles guiding tourism development.

So defined, nature tourism is simply a vacation experience in an authentic natural environment. Examples include birdwatching, photographic safaris, stargazing, camping, hiking, fishing and visiting parks. These experiential tourists are interested in a diversity of natural resources. They want what is real and they want to be immersed in a rich natural experience.

### **38.3 PRIORITY COMMUNITY DEVELOPMENT PROJECTS**

#### **38.3.1 East/South East Arts, Crafts & Heritage Complex (located at Geneva Grand Bay)**

##### *(i) Objective*

The objective of this project is to bring together surrounding communities from the east and south east coasts, “ **the heritage corridor**”, to create a new tourist product with enough critical mass, complexity, interest and variation that it has marketability, product and service appeal and sustainability.

The project will therefore be located at Geneva, Grand Bay on the 6 acre site that has already been allocated for a heritage park and on which work has already

begun under the ETDP. The site currently has 3 unused “derelict” buildings that can be re-built and/or re-modeled.

The complex should be comprised of four or more buildings that have a heritage theme and that can be used to house the following:

- Arts and Crafts Centre including an area for the performing arts: Production including paintings, picture frames, wood carvings, quilted products from Delices, basket work and other high quality locally produced souvenirs. Tourists should be able to see artisans at work and then have an attractive display of products for purchase.
- Bay Oil , Essential Oils and Coconut Museum – here tourists would see displays of the raw products, and the old machinery including stills, understand how the products were grown and processed historically and today, and see finished products which would be available for purchase, e.g. small bottles of bay rum, coconut sweets, coconut water, small recipe books locally produced using coconut milk in the recipes, and other products made from coconut etc. Dominica Coconut Products should have a section of the museum demonstrating the versatility of the coconut, its use in soaps, shampoos etc. and sample products in attractive baskets should be available for sale at the museum shop. Production of other essential oils in Dominica can form part of this through interpretation, displays of raw and finished products. Coalpot Soaps which use the essential oils can be part of this.
- The Coffee and Cocoa Shop – this is always popular with tourists from all over the world. The coffee and cocoa beans grown in Grand Fond and surrounding communities should be on display. The process from growing, to harvesting, could be explained on attractive panels. Beans could be roasted and ground on site and attractively packaged, and the products could even be branded. The coffee house should be attractively done (to international standards but with a local flair) encouraging visitors to sit and enjoy Dominica coffee and cocoa, served hot or iced with pastries or small local delicacies and local sweets. What is required is not a full-fledged restaurant, but a themed coffee and cocoa shop, attractively designed with adequate room for accommodating visitors during peak periods, building on Dominica’s little known reputation for producing excellent quality coffee and cocoa.
- Jean Rhys Center and general museum – In this building, the story of the famous author, born at Grand Bay can be told using panels and appropriate photographs. Interesting historical facts about Grand Bay, Geneva, Bagatelle, Pichelin and other communities of the South / South East could be presented here and books, music CD’s, etc. could be sold.
- The Trails. A series of nature trails with areas for sitting / relaxing should be incorporated into the site. The trails could lead to 3 separate “patches” where small amounts of trees that link to the heritage complex could be grown for

visitors to see them, e.g. coffee, cocoa and coconut. The herbs e.g. rosemary from which essential oils are derived could be part of this, so that the trails would be educational, interesting, peaceful and linked to the entire complex.

- Car park. Designed to adequately cater for cruise ship passengers and other visitors as well as local visitors.

**(ii) Content**

The **Arts, Crafts and Heritage Complex** should be designed professionally to incorporate the objectives outlined above, to add to the small Arts and Crafts Centre built under the Ecotourism Development Program on the grounds of Geneva Estate. The design should consider concentrated numbers of visitors in the high season, so that there is adequate space for parking, and for visitors to go comfortably from one building to the next to view exhibits, get an appreciation of what is being presented by the group of communities, and have ample space / opportunity for purchasing the local products. The Ministry of Community Development / Local Government Division and NDC working together with local architects and historians should oversee design and construction. The Division of Culture working with the NDC, local consultants and a specially formed management committee including the community representatives should oversee the sourcing of content, material, presentation, personnel to make the complex operational at the required standards, and marketable. The project should have a training component to ensure production of quality arts and crafts, as well as quality production and presentation of any food and beverage items for sale. The Coffee and Cocoa shop could be leased to a professional business capable of operating it with input from the communities as outlined above. Technical assistance could be sought from the neighboring islands of Guadeloupe and Martinique for the design, management and operation of this complex.

**(iii) Estimated cost:**

This project should have importance for all of Dominica. It should be of sufficient size and scale to indicate that it is a major effort based on the input of a combination of many communities and Government. Based on the likelihood that designs recently produced under the Eco Tourism Development Program could be easily modified and used and that the land is already available, a preliminary estimated cost of this project including construction, trail development, sourcing of equipment and materials, training including presentation, management etc. is EC\$ 1,000,000.00 .

**(iv) Management:**

Management should be by a professional individual/s responsible to a special committee including Ministry of Community Development, Ministry of Tourism, NDC, and representatives of the Village Councils that have a stake in the project.

The fee for entrance to the complex should defray maintenance, overheads etc. Its administration may also be brought under National Parks if warranted.

### **38.3.2 The Beach Facility (located on Mero Breach)**

#### ***(i) Objective***

The objective of this project is to build on what has been achieved through the EcoTourism Development Program in this community and to develop a central, multi purpose beach facility on the West Coast of enough size and scale that it widens its usefulness, appeal and demand potential in the tourism sector.

#### ***(ii) Content***

The facility could be used for community tourism interaction along the lines of Oistins in Barbados (fish fry, strictly local foods and entertainment) or Gros Islet in St. Lucia. This could be limited to 2 nights weekly, but something well done with entertainment, that could attract visitors and locals and build a good reputation. Doubling of the facilities constructed under the ETDP will be required, and provision for a car park. Improved drainage of the area will be necessary. The facility should be under strict control of the Mero / Salisbury Tourism Committee and they should ensure that it is kept up to standard and security is adequate. Maintenance of a clean environment will be crucial to the success of the beach facility. Mero and surrounding communities can derive economic opportunities from providing food and entertainment (building an entertainment attraction) and from rentals for use of the beach facilities during the day. While the beach area is not large, if well maintained, it could be let through a local ground tour operator to small groups of cruise ship passengers on specific days for an agreed price, understanding that maintenance of the facilities to strict standards, provision of refreshments, security for visitors can be done by the Mero and Salisbury communities.

#### ***(iii) Estimated Cost***

The estimated cost of doubling the existing facilities, providing adequate drainage, and building a car park is EC\$200,000 inclusive of training for persons in the communities who will be responsible for organizing the attraction, developing it and managing the facility on a daily basis.

#### ***(iv) Management***

Management of this facility and its operations should be by a committee appointed by the NDC and Ministry of Community Development from the Tourism Committees of Mero, Salisbury and St. Joseph. The Management Committee should be encouraged to work with the adjacent Castaways Hotel to build a partnership that can be of benefit to both.

### **38.3.3 Indian River - Portsmouth**

#### ***(i) Objective***

The objective is to provide improved sea defense at the mouth of the river, improved reception facilities for visitors taking the Indian River tours and for the tour guides.

#### ***(ii) Content***

Construction of sea defenses need to be done at the mouth of the river to ensure long term sustainability of this tourism product which is a proven, unique tourism attraction in Dominica. The sea defense will also improve the viability of other activities that are supportive of the tourist industry and general commerce in the Portsmouth area. The river needs to be cleaned. In addition, the building being used for reception should be extended and improved to provide a comfortable waiting area where visitors could have refreshments and read educational material on the river and on near by attractions such as Cabrits national park.

Tour guides should receive more training in how and what they convey to the visitor, in management and marketing their unique tourist product. Increasingly tours will be linked giving the visitor value for money so that the Indian river tour could be linked with a visit to the Cabrits National Park. The tour guides will have to be able to also answer questions about the Cabrits National Park that may be put to them by visitors.

#### ***(iii) Estimated cost***

The estimated cost for construction of the groyne (sea defense) at the mouth of the river, improvement to the reception facility, cleaning of the river and training for tour guides is EC\$600,000.00 - EC\$ 700,000.00 A significant part of the funding (sea defense) may come from Government Capital Works budget.

#### ***(iv) Management***

Construction of the groin can be managed by Public Works in association with the Portsmouth Town Council. Improvement to the reception facility can be accomplished through contract with the Portsmouth Town Council and the Indian River Tour Guides Association who can have input to the project. River Cleaning can be managed by the Fisheries Division in association with the Tour Guides Association, and training can be managed by the NDC.

### **38.3.4 Further Development of Northern Tourism Link Road into combination nature/heritage/scenic tourist product**

#### ***(i) Objective***

The objective is to build on the achievements of the EcoTourism Development Programme and to increase the probability that communities along this route can develop revenue generating opportunities from their heritage, natural and scenic attractions now linked by a circular road. These communities are located fairly close to areas identified as having significant potential for development of up market hotels and other tourism facilities. It is assumed that the great potential which exists in this area will not be realized under the remaining life of the EcoTourism Development Programme and therefore funding should be set aside to continue the development of some of the best attractions along this route into a few “must see” attractions that will pull in visitors to the entire route. The questions to be answered are where will visitors stop along this route, to do what and to pay for what? Unless there is exchange of money for a service or product, organized for such purpose, the communities will not benefit.

#### ***(ii) Content***

The project involves the Tourism Committees, the Portsmouth Town Council and the Village Councils working together to agree on the highlights of this route, primary and secondary stop areas, facilities that can be provided by the communities at such stop areas, e.g. refreshments, tour guiding, interpretation, authentic souvenirs etc. Essentially the Communities must take charge of the evolution of the tourist product that they will offer to the market.

#### ***(iii) Estimated cost***

The estimated cost of this project is EC\$ 500,000.00 made up of the following components:

- Administrative / Management Grant to a single committee made up of representatives from Portsmouth, Bourne, D’os Dane, Paix Bouche, Blenheim, Thibaud, Bense, Vielle Case, Pennville- EC\$ 50,000
- Training for communities in light catering, refreshments, tour guiding, tourism awareness, trail maintenance, maintenance of special signage, craft vending, heritage/ history of area etc. as appropriate- EC \$ 50,000
- Small projects development fund – EC \$500,000 (could be administered by NDF based on part grant part loan)

#### ***(iv) Management***

Management of this project should be through the Ministry of Tourism and /or the Ministry of Community Development working jointly with the special committee formed to oversee the above.

### 38.4 LONG TERM MARKETING STRATEGY

To achieve the targets for tourism there are a number of strategies that follow that will guide the development through the short and medium term to the long term. Dominica has limited financial resources so tourism marketing expenditure needs to be focused and consistent if a longer-term future for tourism is to be established. The objective of the following strategies is to increase awareness of Dominica as a “must see – must experience” Caribbean destination. There are assumptions in relation to air and sea access being sufficient to bring the required volume of tourists and excursionists to the island. The consultants can find no example of an island that can develop a significant excursionist product without sea access.

- **Pro– active approach to destination marketing**

Dominica will not be able to rely on the nature tourism segment alone of the market to underpin the targeted growth for the industry. Consequently, the industry will now have to compete actively for the longer stay tourist. For Dominica with limited resources, this means the adoption of a more imaginative and cost-effective approach to product development and destination marketing and promotion. This also means using creatively all resources available in a cohesive focussed manner. In addition to traditional tourism marketing methods, Dominica needs to use its overseas embassies and offices, Diaspora, Ross students and alumni in the source markets of North America and Europe, and the Caribbean, to create awareness consistent to a central marketing theme.

- **Brand Development or Product Marketing**

The current marketing activity is focused on developing Dominica as the Caribbean’s “Green Nature Destination” and developing Dominica solely as a Nature Brand. However this is a competitive market dominated by “exotic” nature destinations i.e as Costa Rica, Belize etc, which in terms of a product have more to offer than Dominica. Moreover, there are neighbouring Eastern Caribbean islands which are also diversifying into this niche i.e. Grenada, St Lucia which are developing “nature products”. Brand Development is expensive as a short-term strategy and can be risky as brands can be associated with both good and bad if the delivery of the product does not meet the expectations sold. At this stage of Dominica’s development we consider that a Brand Development approach alone may too narrow and risky and a broader Product Marketing approach centred around a market-positioning theme for Dominica as – “Pure Natural Caribbean – and so much to see and do” (this is not a recommended logo strap line - merely a strategic theme). Dominica needs to establish a point of difference as a destination from its Caribbean competitors. From a product development viewpoint Dominica needs to develop products that give it that point of difference. Dominica is different to Costa Rica, Belize and Guyana, because it is still a small Caribbean island, Dominica is different to Grenada and St Lucia because it offers a wider range of soft adventure and is “Pure Caribbean” - natural, less developed, Carib Indian, marine and tropical forests etc and not a “major” market beach destination. The aim is for Dominica to become *the* “Pure” Caribbean *Seeing and Doing* Caribbean island destination.

- **Focus on high value –added tourism**  
Dominica must promote a high value–added tourism product and to be successful in this, standards–both physical and services, must be consistently high. This means sustained investment in plant and education/ training.
- **Focused Approach to destination marketing**  
Target marketing to the niche markets making effective use of latest e-commerce techniques and Internet technologies for market analysis, research, awareness and product marketing.
- **Marketing Communications**  
Dominica needs to establish itself as “must see – must experience” destination and raise awareness in the principal target markets – North America (East Coast and Canada) and Europe (UK, Germany and France). It is accepted that Dominica has limited resources for mass marketing so an investment in PR is essential. Retaining two core PR agencies one to cover North America and Canada and the other to cover UK (with links into France and Germany). Their brief to build consumer and trade awareness for Dominica as a must see – must experience destination – a pure natural Caribbean and soft adventure destination.
- **Networks and Partnerships**  
Develop travel trade partnerships and networks, and build similar associations with special interest groups and associations. Work closely with a small selection of strategically located specialist tour operators and travel agents to develop market presence. Develop relationships with specialist groups and travel organizers – dive clubs, hiking associations, bird watching etc. Explore joint promotions, attending trade shows, joint packaging etc.
- **Skills and Standards and Community Involvement**  
The need for formal education and training for the tourism sector is vital if Dominica is to establish itself as a quality destination. This is particularly important as the product range expands and the operators, guides and instructors of nature and activity products are expected to have at least equal and most cases a higher level of expertise than the visiting tourists. The aim therefore is to ensure that all product development goes hand in hand with appropriate skills training and that there are standards in place (sponsored by either government or trade associations) to ensure that the quality, safety and standards are appropriate as each product. It is also part of the tourism development strategy to secure the involvement of Dominica’s communities and assist them to define and understand their long-term objectives using tourism as a catalyst for social and economic development.