

jamaica architect

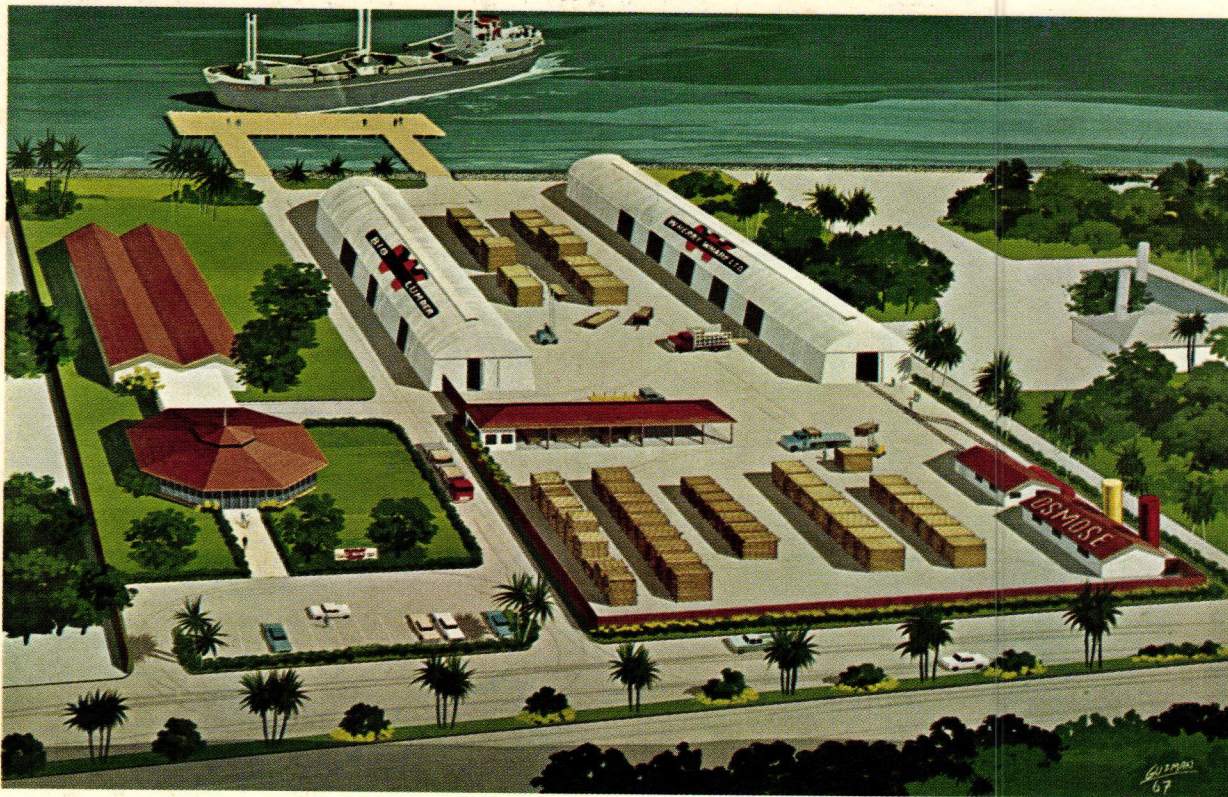
ISSUE NO. 5 VOL.2, NO.2, 1969

A REVIEW OF ARCHITECTURE IN THE TROPICS



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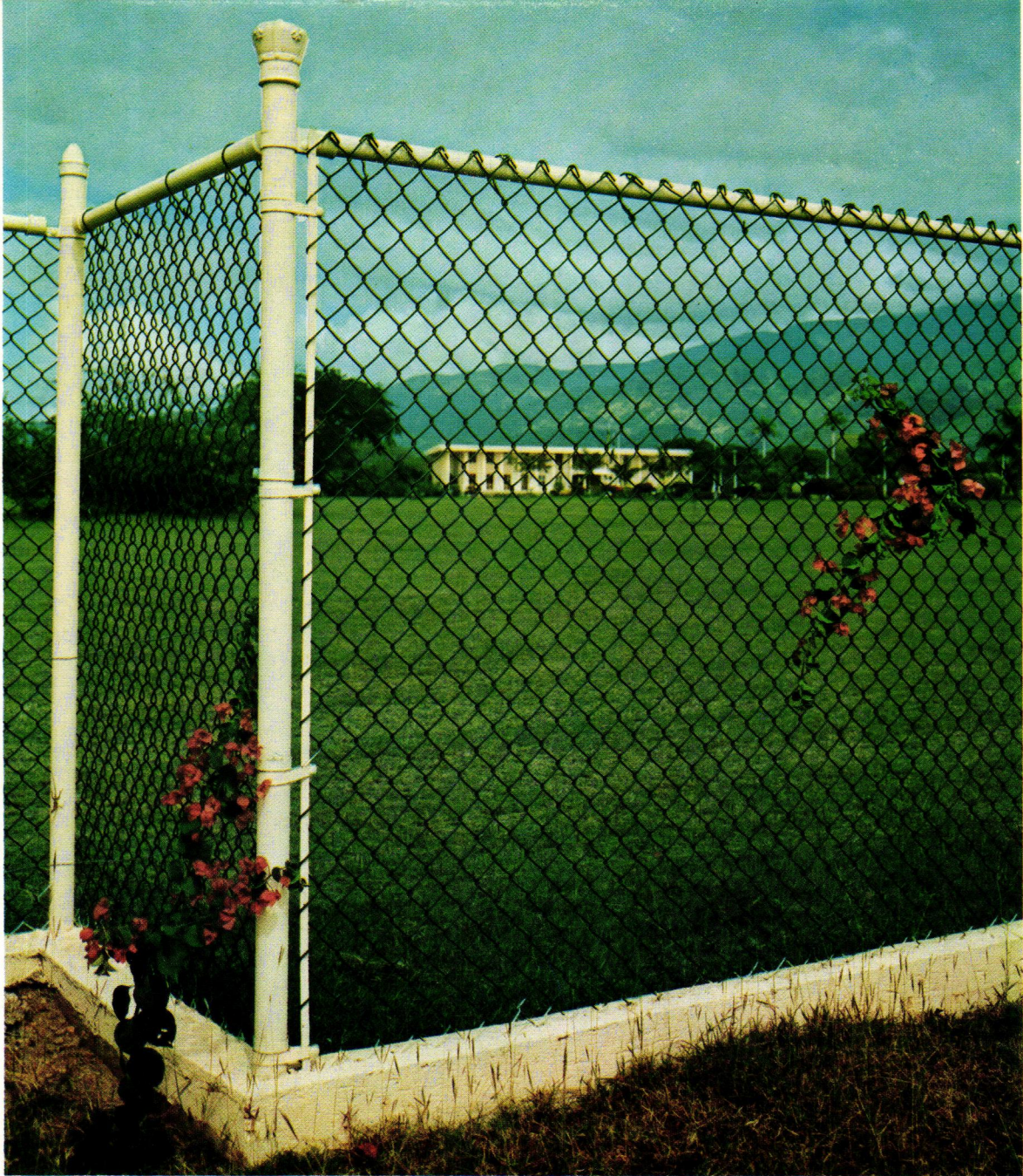


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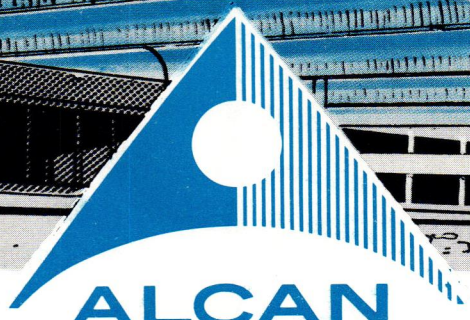
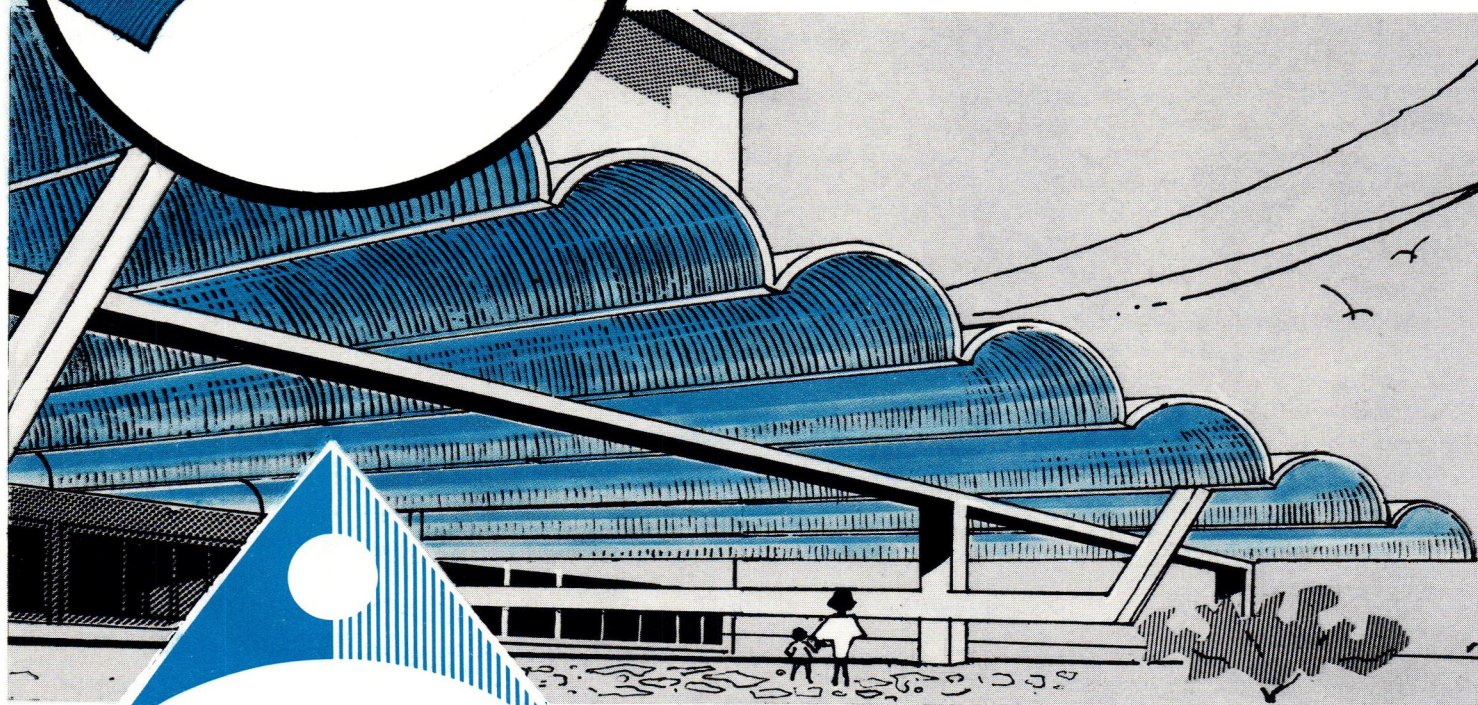
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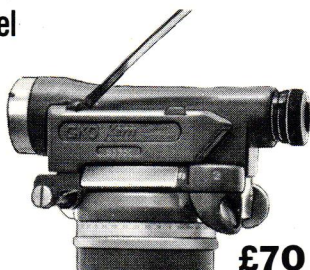
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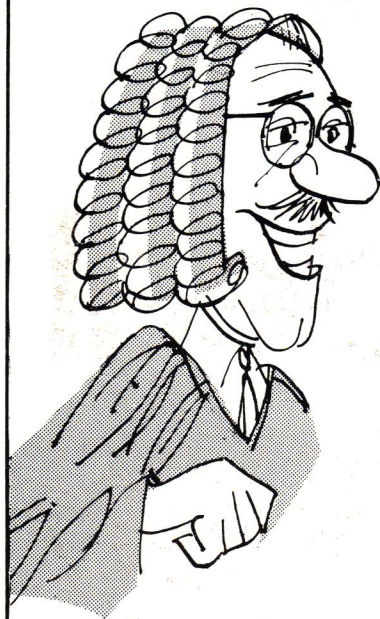
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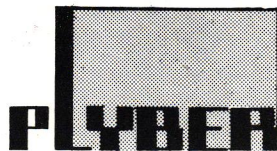
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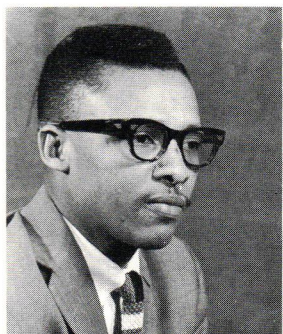
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Relaxing view of the Botanical Garden
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A REVIEW OF ARCHITECTURE IN THE TROPICS

ISSUE NO. 5. VOL. 2 NO. 2 1969

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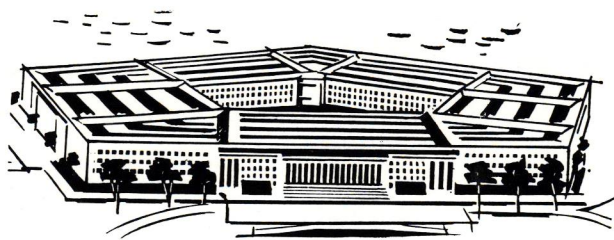
Looking down over the lush green foliage of the Shaw Park Gardens area, the site of Ocho Rios New Town is marked by a gleaming new crescent shaped beach facing the blue Caribbean Sea.

* Subscribers, Readers and Advertisers — please note new numbering system — page 97.

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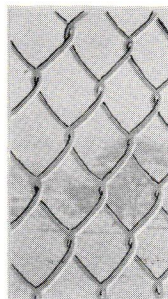
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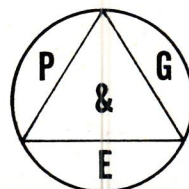
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EDITORIAL...Cost Per Room

by Marvin D. Goodman, B.Arch., A.I.A.

Guest Editor for this issue of the Jamaica Architect

A glance at the title page of this issue may cause some readers to question the relevance of some of the articles to a magazine called the Jamaica Architect.

However, it is the awareness that the field of tourism is much more than a collection of varied places for people to stay and visit that has prompted this issue and its composition.

At a time when Jamaica is preparing to enormously expand its tourist facilities, it is very important to consider what has happened to date, the reactions of the country to tourism and to consider or suggest methods or ideas for the future.

Several things become immediately evident. In the first instance, the impact of tourism on agriculture, water supply, roads, employment, food distribution, foreign exchange, etc., is so pervading that no project can be considered in isolation and the overall planning of tourism must consider these factors at the outset.

Secondly, if tourism is imposed in a manner contrary to the natural impulses of the country or not in keeping with patterns recognizable to the historical background of the community, it can become not only unwelcome but can tend to destroy the very environment on which it was based and create an artificial and inferior one in its place.

Many of the articles deal with specific problems and specific recommendations, i.e., development areas as opposed to ribbon developments, or maintenance of the special character of an area as opposed to any hotel anywhere, but in all these plans and suggestions, I believe it is important to consider and implement one fundamental change.

The measurement of the potential success of a venture in tourism starts more or less with a cost per room, which is then related to potential income which can produce the percentage return that makes the project feasible. The tendency, however, is to measure this cost per room using only the easily measured items such as land, building and equipment, without considering the less quantifiable but equally important items such as the effect on the environment, the reaction of the people, the hopes and aspirations of a country.

The strictly economic effects, while important, cannot in reality be the only relevant factor in feasibility studies. The attitude of staff prompted by a proper environment cannot be ignored; the feelings of the residents of a country and their effect on future profits is harder to measure than the cost of a concrete block, but can, in fact, become more important. A true evaluation of a project must therefore not only consider building costs but also **social** costs with the sure knowledge that the latter will be of equal or greater importance in both the short and long run not only to the individual project, but to the country as a whole.

This, then, is the true cost per room and the value structure must be altered to include for it.

What then is the role of the architect in tourism? It certainly must be greater than coming in at the last stage to merely juggle a number of rooms and other elements into a hopefully pleasing pattern.

As a practical humanist the architect's duty is to act as an advocate to make clients and others aware of the many economic and social effects inherent in tourism, and working in formal and informal inter-disciplinary teams with economists, developers, sociologists, bankers, etc., to consider with them the far-reaching effects of individual projects and insure that the real cost per room is acknowledged and considered.

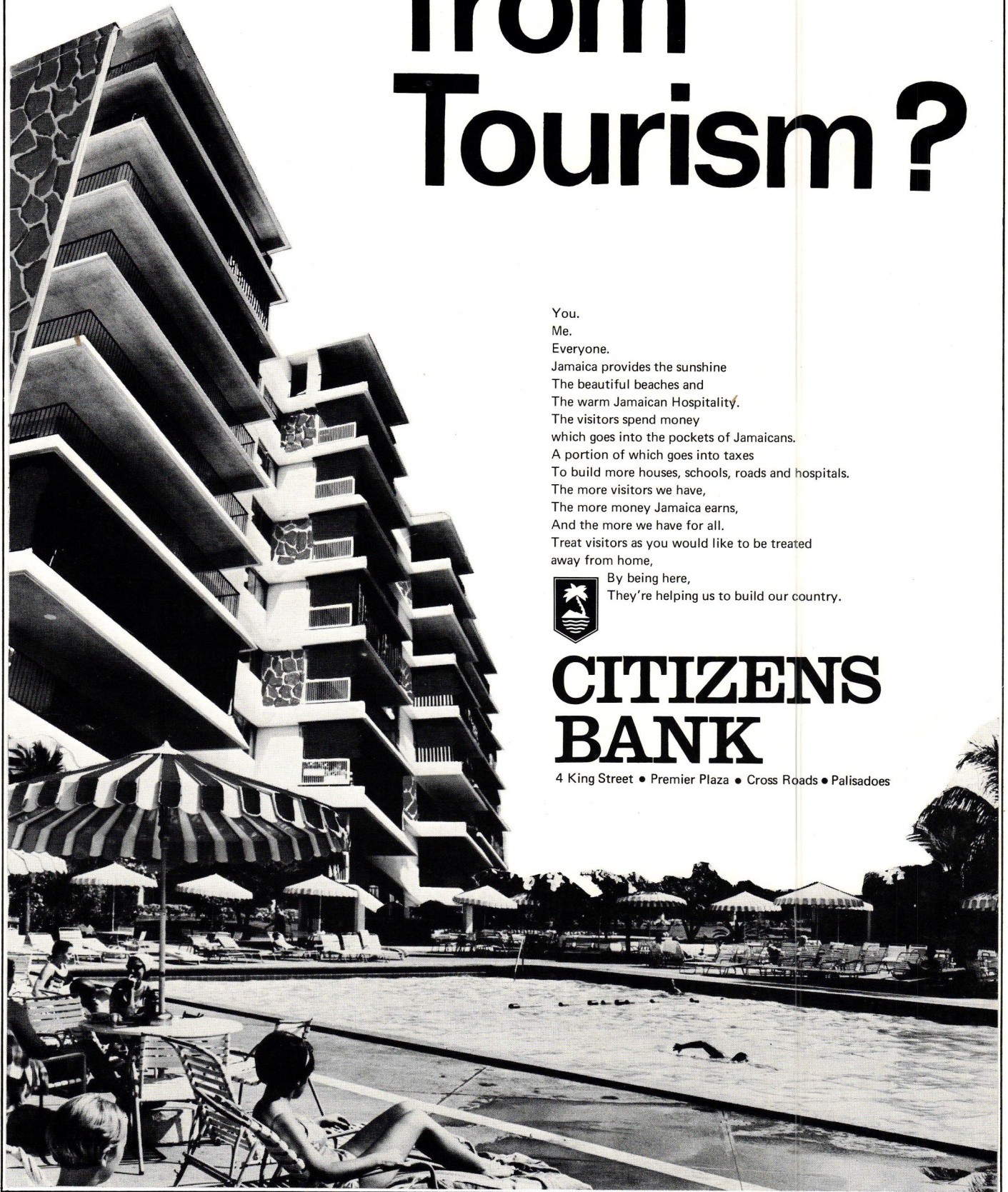
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The beautiful beaches and
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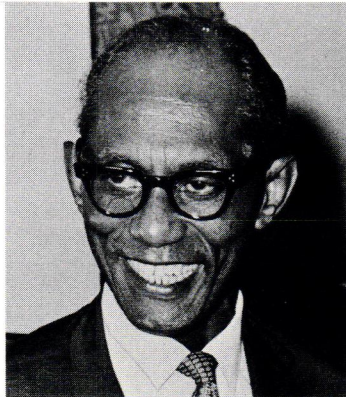
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Projections for tourism in Jamaica

by the Honourable Robert Lightbourne

Jamaica Tourist Board Photo



*The Hon. Robert Lightbourne,
Minister of Trade and Industry*

Tourism in Jamaica has made great strides in the past few years and the indications are that it can reach much greater heights in the future. Even at its present volume, this trade has a tremendous impact on the country's economy. To give one measure of its importance, since 1965, tourism has displaced sugar as Jamaica's second largest foreign exchange earner, bauxite and alumina exports combined holding first place. But the progress of the industry must be carefully watched if we are to avert the rise of greater difficulties in the future than existed in the past.

As an example of the potential for growth under proper handling, gross expenditure by tourists was estimated at £11.6 million in 1963; vigorous measures raised this to £28.6 million in 1967. The new target is £50 million in four years, but if this new figure is to be reached, there will have to be careful advance planning based on a thorough knowledge of the market, with a close watch on limiting factors.

One of these limiting factors is that present hotel accommodation is grossly inadequate for the demand. To help overcome this, the new Hotel (Incentives) Act was passed early this year granting more attractive concessions to hotel investors. But this Act also requires that applicants for the concessions must furnish plans and specifications of the hotel to be built. It is my hope that this provision will discourage impracticable plans and that our architects will design buildings as comfortable and convenient as the best while avoiding the stereotypes commonly found in tourist areas throughout the world. On the one hand there must be charm in the rooms, halls and grounds, yet the service facilities must be as streamlined and efficient as a modern production plant.

The response to the new Act has been encouraging as since its passage major new projects have been approved — such as Rose Hall Holiday Inn in the Montego Bay area, and BOAC and Knutsford Towers in Kingston, in addition to other smaller ones. Substantial extensions have also been approved for existing hotels such as the Sheraton, Jamaica Hilton, Tower Isle and Royal Caribbean. At the same time, the difficulties into which the hotels fell not so long ago as a result of unco-ordinated expansion have been remembered and concessions under the Act cannot be given unless all the relevant economic factors, including the effect of the projected increase in accommodation have been calculated and pose no threat to the industry.

In dealing with expansion there are a number of vital factors to be considered. Consideration must be given to the type of hotels required for the various areas and the extent of extra accommodation that an area can absorb without reducing its existing occupancy level. We must remember that at one end of the scale our guests will be from the leisurely quiet type and that within that group we have those who desire the quietly expensive and exclusive as well as those who wish to find something off the beaten track; while at the other end of the scale we have the gregarious budget-conscious tourist desiring the best and most up-to-date. Our task is to balance the desire of our guests against the background of enhancing rather than depreciating or spoiling Jamaica.

Villas and apartments have proved attractive to tourists; but here again the supply needs to be increased. In order to stimulate development in this field, Government has now under consideration new legislation for the grant of incentives to owners and operators of this type of enterprise. The aim is not only to provide much needed family-type accommodation for tourists but also to help the smaller Jamaican investor to participate in the industry.

Adequately trained people will be needed to provide the service for all this building of hotels and villas and apartments and Government has already sponsored several short term training schemes. However this has not been enough to meet our needs. A hotel training school has now been established which will accommodate approximately 60 resident students as well as a number of non-resident students. This new venture will provide first class training for hotel staff as waiters, cooks and front desk attendants.

There are other aspects of tourism which require special attention to meet the needs of the future — in-bond shopping and transportation, to name only two. The growth of our trade will require a review of airport procedures and the traffic patterns near the airports. The tremendous jump which will shortly take place in the number of passengers arriving on one aircraft compels an early acceleration of these revisions.

I mention these things only to indicate that Government is aware not only of the changes but of the constant vigilance which must accompany the expansion of our tourist trade. In fact, the overall plan for tourism envisages the generation of a great expansion, but also bases this on the presumption that this trade should never fail to fit into our national life smoothly. Tourism cannot be allowed to distort our way of life for at least two good and practical reasons — the trade will not expand as it should if it is not accepted by the Jamaican people, neither can it so expand if we lose that distinctive flavour of our life — which, with the beauty of Jamaica, is our main attraction.

I look with confidence to the future of this industry.

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	(ROOM) CAPACITY	GUEST NIGHTS	AVERAGE HOUSE COUNTS	PERCENTAGE OF OCCUPANCY	
				1968	1967
January	1476	75,203	2148.66	77.77	73.86
February	1548	77,329	2761.75	93.29	89.71
March	1616	71,013	2536.18	81.61	85.80
April	1584	58,111	2075.39	66.75	63.61
May	1340	53,245	1521.29	61.05	54.30
June	1311	37,797	1349.89	54.76	54.64
July	1348	63,526	1815.03	70.45	66.70
August	1357	56,711	2025.39	77.07	69.61
September	1245	25,817	922.04	40.93	42.08
October	1299	35,112	1003.20	42.51	55.28
November	1451	51,259	1830.68	68.50	67.88
December	1574	56,655	2023.39	67.20	67.79
	1429	661,778	1818.07	67.18	67.43

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	CAPACITY (ROOM)	GUEST NIGHTS	AVERAGE HOUSE COUNTS	PERCENTAGE OF OCCUPANCY	
				1968	1967
January	1076	54,357	1553.06	73.26	68.13
February	1091	56,919	2032.82	93.43	90.62
March	1086	51,150	1826.79	83.97	83.86
April	1068	43,987	1570.96	72.51	63.45
May	1062	42,214	1206.11	60.29	52.21
June	940	29,696	1060.57	58.47	48.77
July	1033	50,973	1456.37	71.14	60.78
August	1081	47,480	1695.71	78.33	60.99
September	1032	20,222	722.21	37.60	32.34
October	1032	31,500	900.00	46.11	46.85
November	1095	42,101	1503.61	71.33	68.71
December	1099	44,421	1586.46	70.59	58.06
YEAR	1058	515,020	1414.89	67.95	63.19

An Interview With Mr. Stuart Sharpe Director of Tourism

THE ROLE OF THE JAMAICAN ARCHITECT IN TOURISM

Jamaica Tourist Board Photo



Mr. Stuart Sharpe, Director of Tourism

Ja. Arch.: "Mr. Sharpe, in your opinion what role can the Architect play in the development of the tourist industry?"

Mr. Sharpe: "The architect has a vital role to play in the development of the tourist industry. Much of the mood and character which the visitor experiences in an hotel or villa affects his overall impression of Jamaica.

It is therefore important that Jamaican architects, if they are to make a substantial contribution to the development of Jamaica's tourist industry, do more than merely design buildings.

Never in the history of the island has there been greater opportunity for the free expression of creative talents by architects. Mother Nature has richly endowed our beautiful land with a variety of exotic scenery that man can either defile or compliment. The architect who will make the maximum contribution to

Jamaica's tourism, is one who can design a structure, with all the necessary practical and functional requirements, but one which fits neatly and unobtrusively into the Jamaican scene."

Ja. Arch.: "In the past, many hotels and other tourist facilities have been designed by foreign architectural firms. How is it possible for the local architect to become involved?"

Mr. Sharpe: "I have always said that tourism in Jamaica will never be accepted locally until we make it a Jamaican industry. It is absolutely essential that the local architect becomes involved. As regards hotels — and speaking as an hotelier — it should be known that, even in the United States, the design of hotels is limited to relatively few firms, with national and international reputations.

Designing large convention-type resort hotel complexes is a highly specialised job. There are important considerations relating to the size and location of service areas to assure the easy movement of staff, storage and security facilities, the separation of guest accommodations from service areas etc., that make all the difference between the financial success or failure of a hotel operation.

It is strange, but true, that many famous international architects have unwittingly created monstrosities because of a lack of knowledge of the efficient functioning of such a plant. A poorly designed "back of the house", for example, can create monstrous security problems, while inadequate elevator service, shortage of storage facilities, linen rooms, etc. can impede guest traffic to and from sleeping accommodations and virtually bring house keeping and room service to a halt.

There are many ways in which I believe the local architect may become involved:

- (1) Collaboration between local and foreign architects, with the help of experienced consultants, is ideal for large projects.
- (2) I believe that there is enough potential in the building of tourist accommodations in the island to encourage a local firm of architects to specialise in hotel design. There is every reason to believe that the necessary expertise could be developed which would increase the possibility of direct arrangements between hotel investors and local architects.
- (3) Finally, the Jamaica Tourist

Board has sponsored and encouraged the use of villas as tourist accommodations and all these villas should be designed by local Architects."

Ja. Arch.: "According to your surveys, what types of tourist accommodations do you feel will be necessary for the future, i.e. hotels, motels, apartments, cottages or other?"

Mr. Sharpe: "Large convention type resort hotels are the most immediate need. Statistics show that, despite the fact that we catered to some 27,600 people in 1967, all medium-size and large groups had to be turned away because of our inability to house them under one roof.

These large hotels are favoured for Montego Bay and Kingston and will cater not only to conventions, groups, sales incentive prize trips, seminars and meetings, but to the increasing lower income traffic which should result from the approaching Jumbo Jet era.

Jamaica would be very foolish indeed, however, to over-look the need for continued progressive growth of the type of hotel for which Jamaica is known and loved — the charming small hotel.

Another section of the tourist industry for Jamaica, which has proven extremely successful in Bermuda and other areas, is the villa and resort cottage trade. For this reason, the Board has sponsored the formation of the Jamaica Association of Villas and Apartments and has persuaded Government to consider a special incentive tax law for this type of accommodation.

Finally, there is the trend towards the building of apartments and condominiums."

Ja. Arch.: "Are there any statistics or trends that indicate the type of atmosphere that tourists prefer, i.e. designed with 'local' flavour, or 'basic international'; isolated from or in proximity to residents of Jamaica and/or cities and towns?"

Mr. Sharpe: "This is a very pertinent question, as giving the visitor what he needs is truly the secret of success. Obviously an area convenient to the popular international airports enjoys highest occupancies and, other than a cordial reception, the most important basic requirements for the visitor are a comfortable bed, good food, sun, sea and sand, plus the convenience of shopping and entertainment. It is also true to say that individuals travel to a foreign country seeking things which they cannot find at home.

A visitor must expect something characteristically Jamaican, when the decision is made to vacation in Jamaica. **It is our job to satisfy this need by preserving the charm and atmosphere of Jamaica.** The closer you bring the visitor to the environment of the place he is visiting, the better, providing, of course, this environment has acceptable standards of comfort, sanitation, cleanliness, privacy and freedom from molestation.

At this point, I must repeat again that it is our responsibility to Jamaicanize the tourist industry. We at the Jamaica Tourist Board have made it a basic plank in our policy platform to promote a true image of Jamaica and its people in order to motivate people to come here.

We are equally anxious for the visitor to see and enjoy the country we have projected in our advertising and publicity. Whether the visitor stays in a charming cottage on the sea, in a guest house in the mountains, or at one of our many delightful small or medium size hotels, he should have a chance of meeting our people, being exposed to our culture and really seeing the varied beauty of our island. Unfortunately this will not be as easy to accomplish with the large convention complexes, the main purpose of which will be to bring the financial benefits of tourism to our economy."

Ja. Arch.: "At present, our tourist development is primarily in the coastal areas. Do you think that development of tourist facilities in the hills, perhaps in the form of cabins with golf and riding club amenities, would be successful?"

Mr. Sharpe: "Unquestionably, tourism will spread from the coast to the inland areas of Jamaica. There are no mountains east of the Rockies in North America that compare in height, beauty or majesty to our own Blue Mountains. Indeed, it is faster, and probably more economical, for Floridians to visit the highlands of Jamaica than to travel to the mountain resorts of North Carolina.

The Government and the Jamaica Tourist Board would like to see tourism spread throughout the length and breadth of the country so that the economic benefits may reach every citizen. One must realise, however, that the vast majority of our visitors come to us from the cold northern regions of North America and the mere mention of Jamaica — a tropical island — invokes in the minds of our Northern neighbours, blue sea, white sand and palm trees.

The Jamaica Tourist Board's advertising agents have made it a point of publicising the rural areas and particularly the hills and mountains. Indeed, since 1963, only one advertisement featured a beach scene!

We certainly would not advocate heavy investments in large hotels in the mountains at present, but a comprehensive plan to open up the country areas would be of great benefit to Jamaica.

We feel that caution should be exercised in advocating small cabins or camping sites in isolated areas because of the lack of basic facilities and security, but there is no doubt the time will come when this will be feasible. Our mountains are an unexplored paradise for bird watchers and nature lovers.

Your mention of golf, however, strikes a most responsive chord. There are not enough golf courses in Jamaica and most of them are in a sad state of neglect. Golf is one of the greatest potential assets for tourism promotion and we are way behind our competitors in the number and quality of our courses. I am not a golfer myself, but I do know that, in the case of avid golfers, the condition of the course, the availability of basic equipment, such as golf shoes, golf balls, caps, etc. are of even more importance than a comfortable bed or a roof over their heads."

Ja. Arch.: "In view of the impending arrival of the Jumbo Jet, what preparations are there being made to cope with the added load?"

Mr. Sharpe: "We have certainly reached a point of no return. The future expansion of the tourist trade and the building of more accommodations are going to be seriously restricted unless at least these minimal requirements are met at an early date:—

- (1) The abolition of the present in-bond system and the substituting of a system which does not require delivery of packages at the airports.
- (2) Early expansion of terminal facilities at the airports.
- (3) The construction of a comprehensive highway system.
- (4) Improvement and expansion of public utilities.

Until projects are launched and completed to provide these essential requirements, further extensive construction of tourist facilities and the ability to increase our tourist trade will be im-

possible."

Ja. Arch.: "How will the new Condominium Law affect tourism in Jamaica?"

Mr. Sharpe: "This law now makes possible the ownership of apartments by Jamaicans or by foreigners for the purpose of renting them to tourists. The Condominium Law simply puts another type of property on the accommodation market.

Apart from the merit of individual ownership, this law makes it possible for individuals to own apartments, which apartments can be brought under common management in an operation for transient guests, e.g. a 200-room apartment building can be operated as a hotel and financed through the device of having 200 separate owners."

Ja. Arch.: "What effect will the atmosphere created by the downtown Kingston development scheme have on the tourist industry?"

Mr. Sharpe: "Kingston is the sleeping giant in tourism. Few tourists feel that they have seen a country without having visited its capital, and Kingston, being a city of 500,000 and the seat of Government of our independent nation, is the ideal meeting place for conventions and other groups.

Kingston Harbour is the sixth best natural harbour in the world, and the surrounding hills, with the backdrop of the majestic Blue Mountains, makes an approach to the city by air or sea as thrilling as an arrival in the port of Hong Kong.

Yet Kingston sleeps as a tourist resort, partly because of the deterioration of the harbour and downtown areas that has taken place over the years.

The Kingston Waterfront Development plan for the harbour area can transform Kingston into a city of the future, with modern cruise ship docking facilities, shopping centres, promenades, apartment buildings and luxury hotels.

The effect of the atmosphere created by the downtown Kingston development scheme will have the most profound effect on Jamaica's tourist economy. When developments expand to the west to involve resort areas along the foothills of the Hellshire Hills, and the exciting plans for the historical Palisadoes-Port Royal peninsula are put into effect, Kingston will become the leading cruise port of the Caribbean, a prosperous tourist resort and a show case of Jamaica's tourist industry to the world."

Corner Stones of Jamaica's Tourism Future

by Tony Abrahams, Assistant Director of Tourism

Jamaica Tourist Board Photo

The rapid growth of the Tourist Industry throughout the world over the last ten years has surpassed the expectations of the most optimistic travel pundits. International visits rose from 25 million in 1950 to 138 million in 1967, with total receipts rising from \$2.1 billion to \$14.1 billion. Jamaican tourism represents only 0.6% of total world tourist travel, and yet still, tourism is Jamaica's second largest industry in terms of gross export receipts.

The lion's share of international travel has gone to Europe and North America which, until 1967, still received 90% of all visits and nearly 80% of all expenditure. The bulk of the travel trade going to Europe and North America has come from their adjacent areas, most of which are relatively wealthy. Noting that Jamaica is within \$60 (U.S.) of Miami, \$250 (U.S.) of the West Coast of the U.S.A. and \$160 (U.S.) from New York — all of which are small sums, and bearing in mind the income per capita of the U.S.A., Jamaica then, has only begun to scratch the surface of world tourism.

The tremendous growth of tourism in Jamaica over the last five years is well known. These five years have been critical ones; two very important things have been accomplished. Jamaica has established itself as a major destination area and the Tourist Industry of Jamaica has established itself as a solid industry which can form part of the basis on which the country can plan its future. Prior to this, many people in Jamaica felt that our tourism market was far less stable than major markets such as sugar and bananas.

Although Jamaica at present faces a shortage of accommodation, there is no shortage of confidence by Jamaican investors in this industry. This is a significant and dramatic break-through.

The present problems in the Jamaican tourist industry revolve, not around the economics of the industry, but the sociology of it. The investor class, it is true, has accepted the industry, but many sectors of the community still re-

gard it with deep-seated suspicion; not in terms of its economic viability, but regarding its social desirability. Many Jamaicans feel that the hotel industry is a living and ever-growing symbol of something that we want to forget — white exclusivity.

Jamaican hotels, though not high in price in terms of our competitors, are still outside the reach of large sections of our people; but whilst Jamaicans will save their money to go for a holiday in England or the United States, they naturally do not feel that the same sacrifice is worth making to spend a holiday on the north coast. There is nothing abnormal about this. The point I wish to make is that there is a large proportion of Jamaicans who could enjoy, not only our tourist facilities, but our hotel facilities if, in terms of their sense of values, a holiday on the Jamaican north-coast was worth as much as a holiday in the United States or England. Many of us, therefore, opt for a different type of holiday to the one that is provided in our own country. In other words, many of us exclude ourselves from these existing facilities by choice.

If we are not satisfied about the nature of our tourist industry, we need only go back to some basic facts. We, are a democratic country. We, the people of Jamaica, own and govern this country. There is nothing in the tourist industry that is in any way odious that we, as Jamaicans, cannot rectify. This is our industry and our country. We might have to make concessions either to the growth of the industry or to the market, but these concessions either way would not have to be significant.

We should, therefore, look at the future of tourism in a positive manner. There is no shortage of good beach and beautiful scenery here. We are next door to the world's largest travel market. The skills needed for this industry at all levels are well within our horizons. There is, therefore, nothing to stop us.

To date, the Jamaican tourist industry has been built on the upper middle income group of travellers, bringing in relatively large sums of money per head



Mr. Tony Abrahams

of tourist. Quite frankly, this has been a sound policy, a fortunate happening. However, in the future, it is clear that mass travel is going to play an ever-increasing role, and it is to this expected new phenomenon that I wish to turn my attention.

Jamaica's image as a resort for the wealthy now — more than ever before — has a tremendous cash value. It sounds paradoxical but, fortunately for Jamaica, there is nothing more attractive from a marketing standpoint than a good inexpensive product expensively wrapped. In every-day life, with most consumer commodities — and tourism in one — this formula very often defies man's ingenuity, but the accomplishment of such a marketing approach is within reality for us. If Jamaica were to transform itself into a Miami, an Hawaii or a Majorca, we would survive, but what is far more clever is for us to retain our image of a \$50 a day resort, charging \$10 a day prices.

Jamaica's future tourist development, has got to be based on this concept. If we designate certain areas as high density tourist areas, not exclusively low income, but predominantly so, then, we have got to be equally assiduous in preserving other areas as exclusive high income areas. Back home, at the cocktail party, the pub, or the steakhouse, the tourist — having just returned from Jamaica — must be able to say — "I was in Jamaica" — preferably still with the assumed impression that it cost \$50 a day, whilst it might only have cost \$10; but, at worst, without such a statement implying — "I have just had a cheap holiday."

Jamaica has to retain a balance between low income accommodations and high income accommodations for both

to really flourish. Take away the high income accommodation, and the volume that is necessary for a sound infra-structure — crucial to both — is also lost. This is the most critical factor to be considered.

Some people might question the social morality of catering to people's prejudices and "snob values", but I suggest that this is what is done by every marketing organisation east and west of the Iron Curtain, and we are in the business of marketing tourism.

The other critical decision that now faces the tourist industry is that of establishing priorities. To achieve fast, effective expansion of facilities, it is clearly madness to try to develop every region of the island that has the basic raw materials of sun, sand, sea and scenery. Jamaica is just too well endowed. If we allow ourselves to dabble all over the place it will only have a retarding effect on the third critical factor for a sound growth — capital.

The world capital market is proportionately more limited to us in Jamaica than is the world travel market. Only so many new resort areas can be opened at one time. We must avoid a situation whereby each area (remember some of these areas are separated by 60 miles of exciting roads) achieves one or two isolated hotels. Not being designed

for self-contained exclusivity and lacking the supporting facilities of a community, such hotels cannot succeed as hotels in Jamaica ought to succeed. This has a dampening effect on the capital market's enthusiasm about the travel market available to Jamaica. A scatter-shot approach to development could deny us our dream of multiplying by several times the work force in tourism and allied industries.

An hotel in Jamaica, whilst labour intensive, also requires a capital investment of between £½ million to £4 million. I don't mean to be discouraging to the smaller ventures. They play their part. In fact, one of my first jobs in tourism was the creation of the Jamaica Association of Villas and Apartments. Smaller accommodations are vital but for a different reason that I shall come to later. The present financial situation in the U.S. has made the nine months' struggle of the Development Department of the Tourist Board a challenging one. The situation is better in the United Kingdom and Germany and, relatively speaking, in Jamaica, and it is here that our present efforts in this direction are concentrated.

Another critical factor for our future is Jamaican participation. I mentioned earlier my interest in the villa and apartment accommodation sector of the industry. If we cling to our preference for

square footage of mother earth rather than shares as a means of investment, then this sector becomes even more important. In any event, it is good sense to have a cottage of one's own as it provides a second income, a stake in the tourist industry and a place to spend those holidays that we now feel we cannot afford.

Government has promised tax incentives in this area and there is no question at all about a rapid expansion of this type of accommodation once those incentives are understood to be in force. This villa and apartment development will play a vital role in permitting a greater proportion of Jamaicans to participate in the Tourist Industry. We must also continue to stress the need for local participation, in all areas of the Industry. Ownership, in whole or in part, precludes a feeling of being unwelcome.

It is important that, as a country, and as a people, we must want to make tourism our largest single industry. We should recognise that this is in no way incompatible with our search for national integrity and self respect as a Jamaican people. Not only are national integrity and self respect compatible with tourism, they are essential to the growth and continued success of every facet of the Tourist Industry in Jamaica.

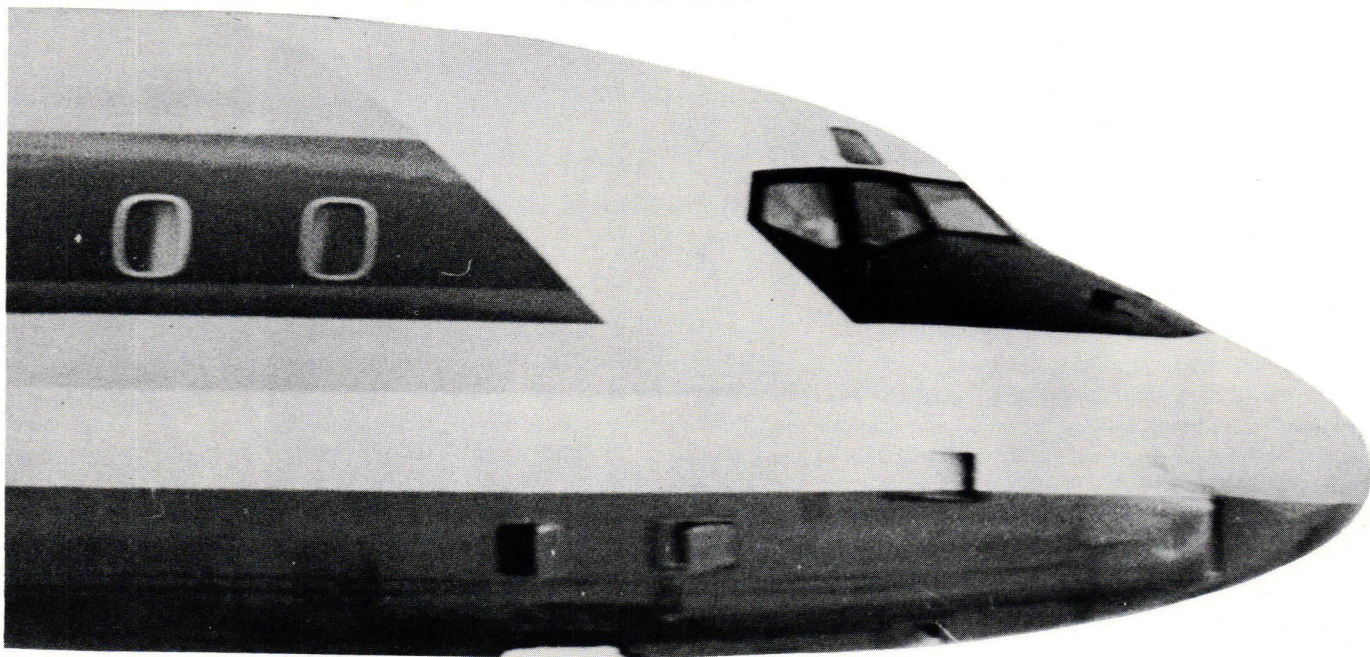
KINGSTON & ST ANDREW

	CAPACITY (ROOM)	GUEST NIGHTS	AVERAGE HOUSE COUNTS	PERCENTAGE OF OCCUPANCY	
				1968	1967
January	704	25,857	738.77	72.71	79.88
February	711	26,240	937.14	88.42	85.30
March	709	20,457	730.61	72.37	80.06
April	710	17,632	629.71	62.61	65.74
May	677	21,291	608.31	64.36	55.72
June	684	16,745	598.04	61.40	60.00
July	693	25,606	731.60	70.90	69.29
August	696	23,065	823.75	77.60	68.36
September	689	14,976	534.86	59.06	57.05
October	691	19,282	550.91	59.94	59.24
November	696	19,194	685.50	71.98	65.50
December	695	18,547	662.39	67.19	58.36
	696	248,892	683.77	68.94	67.57

PERCENTAGE OF OCCUPANCY 1968
HOTELS

PORT ANTONIO				
(ROOM) CAPACITY	GUEST NIGHTS	AVERAGE HOUSE COUNTS	PERCENTAGE OF OCCUPANCY	
			1968	1967
January	116	2,624	74.97	35.32
February	116	4,092	146.14	72.29
March	116	2,993	106.89	49.85
April	116	2,853	101.89	46.09
May	116	2,370	67.71	36.01
June	119	2,046	73.07	35.29
July	128	3,071	87.74	38.01
August	131	3,225	115.18	47.60
September	131	1,409	50.32	23.80
October	131	2,181	62.31	30.73
November	131	3,136	112.00	49.43
December	133	3,077	109.89	43.45
YEAR	124	33,077	90.87	41.43

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Planning Requirements for Hotel Development in Jamaica

by Dudley W. McLaren, A.R.I.B.A., Dip. T.P., A.M.T.P.I.,
Government Town Planner

The first necessity for a developer is to find a suitable site for the project he has in mind. Many hotel developers particularly, wish to secure sites which are close to the sea or sites which have access to a good beach. This may not always be practical but the wishes of the developer in terms of the location for his development usually dictates the area in which the site is selected. Having made his mind up on the location, the next step is for the developer to ascertain that the kind of development he is proposing will be permitted on that location. This is very important as acquisition of the land he has selected will not necessarily lead to its development for the purpose, since permission for the development must first be given by the local planning authority for the area.

In considering the suitability of the site for development, the local planning authority has to take into account a large number of factors, including Government's policy in relation to the particular use — in this case for hotel development — and to the withdrawal of land of such capability, from agriculture — if it happens to be in agriculture.

To assist a prospective developer to find out whether or not his kind of development would be permissible, a method of inquiry has been in use called "Application in Outline." This enables him to take an option on the land and then to secure permission from the local planning authority for the development he envisages before concluding his purchase. (Development permission goes with the land concerned, not with the applicant). Having ascertained that his type of development is possible on the site, the prospective developer may then proceed with his arrangement for acquisition as well as with arrangement for professional services in the preparation of surveys and designs for construction of buildings. By securing a "Permission in Outline," the developer is assured that the kind of development he is proposing will be permitted and even if particular details of the project are not individually permitted, the overall principle of development of this nature will be observed. He will at most only be required to substitute acceptable details in order to secure final and overall approval for his project.

In practice approval for development is given only by the local planning authorities — i.e. the respective Parish Councils in the Parishes and the K.S.A.C. in the Corporate Area. Before giving Development Permits however, the local planning authorities invariably consult with the Town and Country Planning Authority to ensure that the proposals offered conform with the requirements of good planning.

In some instances this may relate to Architectural aspects of the development e.g. to plan and elevational designs, etc., structural stability of the buildings, their conditions of fire safety as well as the general convenience and comfort of the units within the project.

In all instances, the standard "Planning" aspects are considered, i.e. those which relate to such matters as traffic circulation, spacial amenities of the buildings proposed, aspects and prospects of the building, vehicular parking requirements, and sometimes, the location of the project and its integration into the townscape.

Frequently the particular effects and requirements of climate are overlooked in designs with the result of unsatisfactory and often much more expensive types of development. As a consequence, in presenting development proposals to Parish Councils, developers will sometimes find that several amendments may become necessary before acceptable proposals are finally offered. To eliminate delays that may be caused by referrals on revision of planning grounds, the Town and Country Planning Authority usually makes itself available for consultation with developers, so that the requirements of good planning may at the first stage be incorporated in the design. This helps to overcome the difficulties which to some designers are new, and it assists them to get the feel of the local needs before finalizing designs for major projects.

When a developer presents a plan to the Parish Council, assuming that the details of site had already been settled, the local planning authority then consults with the relevant Government Agencies, i.e. The Town and Country Planning Authority, The Beach Control Authority — in areas adjacent to the shoreline, and The Public Works Department of The Ministry of Communications and Works — in areas adjacent to public main roads.

The Beach Control Authority, as the agency charged with responsibility for protection of the foreshore and floor of the sea, must on all occasions be satisfied with any proposals for use of such areas. As seaside hotels invariably involve use of the sea — or beaches — The Beach Control Authority needs to be consulted at an early stage in the promotion of any scheme. In some cases, direct consultation with that agency is necessary — especially where physical work is to be undertaken on the beach or floor of the sea — e.g. jetty or groyne construction etc.

In all cases where effluent is to be discharged into the sea, where existing prescriptive — or other rights have

to be disturbed, where excavations or fills have to be created etc., special licences have to be secured from the Beach Control Authority along with Development Permits from the local planning authority.

The Public Works Department of the Ministry of Communications and Works as main road authority is concerned for the protection or improvement of main roads and with access/egress on such roads. Wherever relevant, the observations of the agency have to be obtained by planning authority, and taken into full account.

The Department of Civil Aviation of the same Ministry is often affected by similar proposals and their views have to be canvassed by the planning authority in appropriate cases. The construction of hotels is usually geared to the needs of Tourism. Coincident with the need for accommodation is also the need for transportation. Civil airlines have long proven themselves as the major means of transportation, and consequently, need to be accepted and incorporated in any designed development programme. (Unfortunately most hotel development to date does not appear to be part of any preconceived programme of development).

The siting of airports, and the investments involved are far more exacting than those for hotels. It is obvious therefore that considerations for these needs should have priority, if they are in competition with those for hotels. The Planning Authorities are guided by this idea.

In Jamaica there are no height restrictions as such but the density of development is usually conditioned by one of two factors at least. These are:—

- (a) considerations of sewerage and waste disposal;
- (b) parking requirements in connection with the building.

Sewerage and waste disposal are normally the concern of the Health Authorities and are usually handled by those agencies, but they are also a matter of planning concern, in view of their effect upon development in general and on density considerations. (In coastal areas the Beach Control Authority is also concerned). In normal conditions absorptive capacity at the rate of 60 gallons per head/per day needs to be provided for any piece of development. Where piped sewerage does not exist, the ability to provide this capacity will determine the health feasibility of a project.

Another limiting factor to density of development is the ability to provide parking facilities. For ordinary hotel and commercial development parking facilities at the rate of one parking space per dwelling unit, is required and in addition, one parking space per 50 square feet of dining area associated with the development.

At present this is the minimum required for satisfactory vehicle accommodation but with increasing motorization on the island, it is anticipated that these figures will shortly have to be revised, they are however, the ones operating at the present time.

The requirements and performances to satisfy the needs of The Tourist Board, and/or to qualify under the various incentive legislations, do not fall within the purview of this agency, and are best determined from The Tourist Board.



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ARCHITECTURE OVERSEAS

by T. A. L. Concannon, F.R.I.B.A., F.S.A., M.T.P.I.

Townscape. Planning for the Tourist: Beaulieu. (The Architectural Review, London, March, 1967).

With the growing acceptance of tourism as a vital part of a nation's economy, more and more attention is being paid to providing not only hotels and apartment houses strung along stretches of sand beach but in making accessible other parts of a country with attractions for tourists and local inhabitants as places for holidays. Such areas embrace points of historical and architectural interest, and land that is of special scientific appeal or scenic beauty.

Although not falling strictly within the scope of 'architecture in the tropics' this article on a plan for Beaulieu, part of the New Forest in England, applies principles that have equal validity in other countries, including parts of Jamaica for instance such as Port Royal and Seville (site of Sevilla Nueva, the first Spanish settlement on the north coast).

The owner of Beaulieu estate, Lord Montagu, in 1965 commissioned a firm of consultants to prepare a plan that would ensure for the next twenty years a proper balance between accessibility, preservation of countryside and buildings, and cost. The land has been designated as an area of outstanding beauty, but contains two major international tourist attractions, the Montagu motor museum and ancient Abbey at Beaulieu and Buckler's Hard, an 18th century hamlet of marine boat-building fame; these together attract some three-quarters of a million visitors each year.

The problem.

The problem has been how to create a physical framework within the existing pattern that would not be crushed by the recreational pressures from outside; how to safeguard the existing character and quality for residents and visitors. (A comparable problem is posed at Port Royal, where the demands of tourism for hotels, yacht marinas, apartment houses and other buildings should not be allowed to obscure or obliterate existing historical structures. Proposals made by the Port Royal Company of Merchants Limited, which were described in an article published in the Jamaica Architect, Vol. 1, No. 3, illustrate

an enlightened yet realistic approach to the special case of Port Royal).

The plan

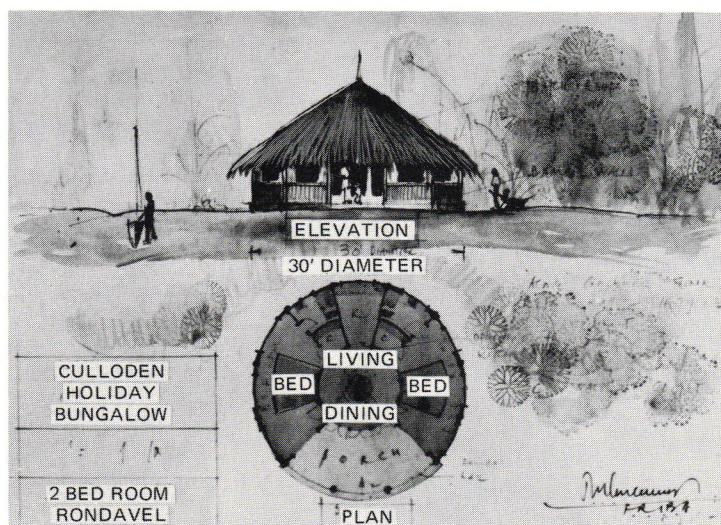
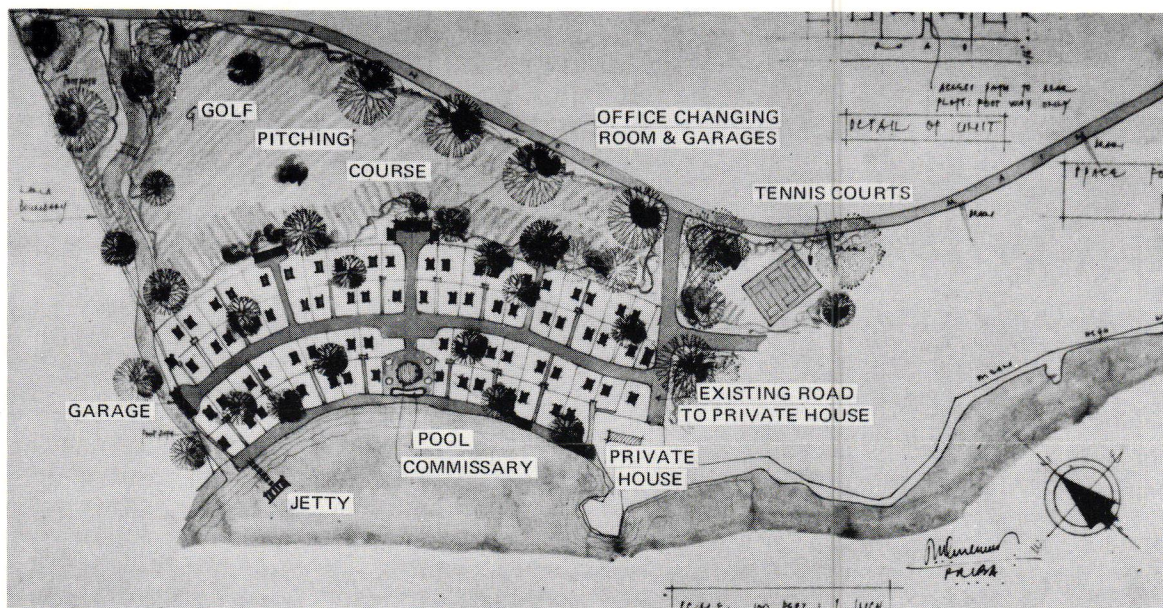
At Beaulieu it was decided to do all possible to preserve the character of the estate, restricting tourist attractions to the museum group and Abbey and to the maritime complex at Buckler's Hard. The museum group includes Beaulieu Abbey, Palace House (home of Lord Montagu), its gardens and motor museum and library; the plan aims at segregation of pedestrian and vehicle movement, and separation of buildings of architectural and historic importance from exhibition structures.

Every effort will be made to preserve the existing Beaulieu village buildings, permitting a small amount of new construction which would harmonize with the old. At Buckler's Hard, its functions as a place of historic interest to the tourist and a boating centre will be treated separately, in order to preserve its beauty and character. Space for tourists to move about and to picnic will be increased, so that people will be dispersed over a wider area than at present. The core of the old Hamlet will not be touched, and all derelict property as it becomes available, will be restored and modernised by the Estate. A 'live' ship museum at the original slipways is proposed in order to emphasize the

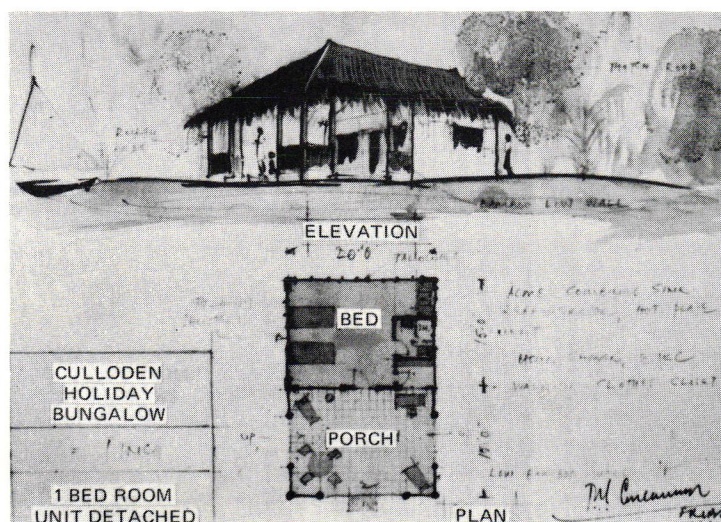


Map shows redevelopment of Beaulieu village with new by-pass on the west side. Existing buildings solid, new buildings tinted: Courtesy: Architectural Review, March 1967.

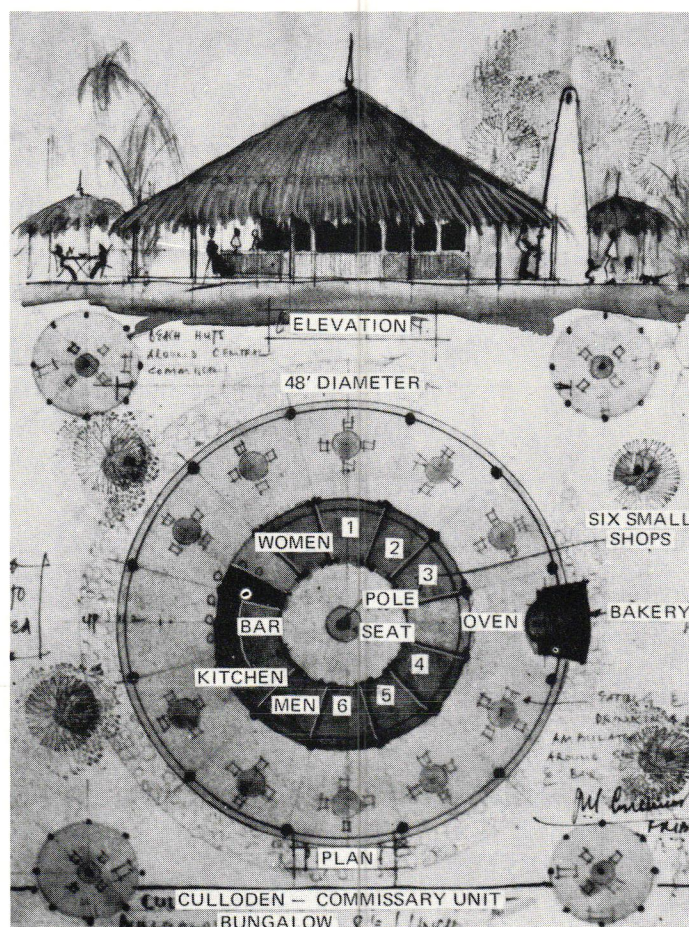
Proposed development of Government land at Culloden, Westmoreland showing plots for cottages and garages and a Central Commissary.



Circular type plan of holiday bungalow with central living-dining room and kitchen, porch, two bedrooms with bathrooms and walk-in clothes closets.



One room type plan of holiday bungalow, with open lounge-porch. Bed-living room with kitchen nitch (unit comprising refrigerator, cooker and sink) bath room and walk-in clothes closet.



Central Commissary with dining space, bar, kitchen, toilets, shops and communal bakery.

Hard's significance in the past as a boat building centre.

Tree-screened parking areas will be provided, for cars and coaches. The old Agamemnon boat yard is to become a picnic area for visitors, landscaped as part of the natural scene. Footpaths will link the vehicle parks with the tourist attractions, designed to 'spread' the public over the entire tourist area.

A small harbour for yachts is planned, and there will be a launching slip for small visiting boats, a park for tender and sailing dinghies and additional car parking for boat owners. No parking on the river front will be allowed, except for taking-on and unloading.

There are suggestions for additions to the Master Builder's Hotel that would complete the architectural form of the hamlet without affecting the view from the river. All landscaping would be as natural as possible with indigenous shrubs, trees, gravel and cropped rough grass.

Bailey's Hard

At present there is no boat repair centre, but Bailey's Hard nearby is considered very suitable, as it is already in use as a tender and sailing dinghy park and for owner repairs. Its existing buildings, on the site of an old brickfield, have great character and are to be converted for use as a sailing school hotel and canteen.

Parallels for Jamaica and the Caribbean

Mention has already been made of proposals for tourist development and historic restoration at Port Royal by the Company of Merchants. More recently the Jamaica National Trust Commission has appointed a conservator and a land archaeologist to its technical staff, who will work in collaboration with the Commission's technical adviser on a programme for archaeological excavation and restoration of ancient buildings at Port Royal and at Seville. This opens up a new and exciting field, not only as tourist attractions of international significance and appeal unique in the hemisphere, but as living museums for Jamaicans where they will be able to see something recreated of the history of these legendary places in their island country.

Valuable work has been done in restoring the old dockyard at English Harbour in Antigua, which has become a mecca for yachtsmen and a great tourist draw. In Puerto Rico the government has recognized what an asset the coun-

try possesses in Old San Juan which has been protected by legislation and building regulations for preservation as a place of architectural and historic interest — again a tourist magnet of immense value.

There is still time to achieve similar beneficial results in Jamaica if the architectural potential of the country's charming 18th and 19th century buildings is fully realised and expertly preserved and presented. There are abundant opportunities throughout the country for 'development by planned conservation and restoration' that cannot fail to attract tourists, particularly those who wish to do something other than sit on a beach gazing at the sand and sea. Apart from the archaeological work and restoration in the special cases of Port Royal and Seville there is much that can be done in Spanish Town, Falmouth, St. Ann's Bay, Rio Bueno and elsewhere to preserve for the nation, and as places for tourists to visit, some distinctive specimens of Jamaica's unique style of building, a graceful vernacular based upon Georgian traditions and forms. It is of the very stuff that the visitor desires to see, to sketch and to photograph — he is not interested in imitations of the concrete and glass boxes he knows so well from his own land.

The Government and local authorities are duly conscious of the problem, and the Jamaica National Trust Commission, which falls within the portfolio of the Minister of Finance and Planning, Mr. Edward Seaga, is actively pursuing avenues of assistance for furthering projects involving historic preservation, restoration and archaeological research.

A 'Club Mediterranée' type scheme for Jamaica

In recent years there has been a move in some countries away from the luxury type tourist hotel towards a simpler, cheaper form of building in chalet-like thatched structures offering accommodation of a less sophisticated nature at prices lower than the rates demanded by the sort of hotel to be found on Jamaica's north coast.

One of the first and best known ventures of this kind is what has been styled the 'Club Mediterranée', successfully launched by the Aga Khan a few years ago and now firmly established in Sardinia; others followed with variations on the Prince Karim pattern. A recently formed company has begun work on development of an island five miles long and a mile broad within the Gulf of Venice on a rather more ambitious scale, where a maximum of 2,000

tenants, who must have business interests, will each own a villa on his own site; there will be three or four hotels, conference rooms, shops, cinema, church and the service of multi-lingual secretaries, with a night-club thrown in for the tired business man and his evening entertainment. The plan calls for golf courses, swimming pools, tennis courts, stables, a harbour with moorings for 500 boats in addition to development of a three mile beach.

Proposals for a small-scale version of the Club Mediterranée plan of development for Jamaica were discussed in 1965 by the then Director of Tourism, Mr. John Pringle, with the present writer which resulted in a number of designs being prepared in the Town Planning Department, Kingston for beach sites at Negril, Culloden and near Ocho Rios, using as far as practicable local materials of block, bamboo, plaster and thatch or shingles; furniture would be rough but adequate and appropriate to the structures.

It was intended that room charges would not exceed £2. 10. 0 a day in a fully-furnished cottage, where the visitor would cook his own food or eat in the 'commissary' on the estate. Although the designs prepared were for beach sites, where each cottage would be equipped with a lightweight boat that could easily be carried to the water, the plan could be applied with adjustments to inland areas. An interesting experiment has already been made to a limited extent in development by the Forest Department with their camp of log cabins at Holywell, Hardwar Gap in the Blue Mountains at an elevation close to 4,000 feet above Kingston, on a superb site with breath-taking views over the city and harbour to Port Royal and the Hellshire Hills. Even higher up the mountains at Clydesdale, more than 5,000 above sea level at the old coffee works the Government has created an attractive resort cottage out of the 18th century stone buildings of the factory and administrative block on the former estate.

Plans for the future of Tourism

There is immense scope in planning for the tourist, both in preserving and projecting to the public view the country's 18th and 19th century architecture and in making accessible, at reasonable cost, the beauty of the hills and dales, rivers and mountains as a variation on the theme exemplified by the tourist hotel pattern of today. In this way, too, will the people of Jamaica come to know their country better, and to take pride in its history and scenic grandeur.



TITCHFIELD HOTEL 1905

On March 4, 1905 a new and magnificent Titchfield Hotel was declared open. This cost in the region of £65,000 and was a 'triumph of architectural skill', having been built in 5 months. This building was completely destroyed in the Port Antonio fire of January 3, 1910. By 1913 the New Hotel Titchfield with 'six hundred feet of piazza' and 'many rooms with private baths' was again open, with additional accommodation in the annexe.

Early Jamaican Hotels

by Judith E. Richards

*Acting Deputy Chief Librarian, West India
Reference Library, Institute of Jamaica*

What is a tourist? Webster's dictionary defines a tourist as 'one who makes a tour, one who makes a journey for pleasure stopping at a number of places for the purpose of seeing the scenery.'

Bearing in mind this definition we find that over the past 300 years Jamaica has had a number of tourists, and some of these have left us written accounts of their impressions of Jamaica.

One of the earliest tourists was Edward Ward whose **A Trip to Jamaica** was printed in 1698. His comments on Jamaica were far from complimentary, he referred to it as "The Dunghill of the Universe, the Refuse of the whole Creation . . . The Nursery of Heavens Judgments, where the Malignant Seeds of all Pestilence were first gather'd and scatter'd thro' the Regions of the Earth, to Punish Mankind for their Offences . . . Subject to Tornadoes, Hurricanes and Earthquakes, as if the Island, like the People, were troubled with the Dry Belly-Ach."

Another visitor was Anthony Trollope, the well-known English author, who visited Jamaica in 1859. His impressions were more favourable than Ward's for he wrote:—

All photographs in this article were submitted from the collection of the West Indies Reference Library, The Institute of Jamaica

"I travelled over the greater part of the island, and was very much pleased with it. The drawbacks on such a tour are expensiveness of locomotion, the want of hotels, and the badness of the roads. As to cost, the tourist always consoles himself by reflecting that he is going to take the expensive journey once, and once only. The badness of the roads forms an additional excitement; and the want of hotels is cured, as it probably has been caused, by the hospitality of the gentry."

The matter of accommodation for the tourist visiting Jamaica was a problem up to the end of the 19th century. There were a few inns and lodging houses such as the Ferry Inn and the lodging house of Couba Cornwallis where Nelson stayed in Port Royal, but these places were not geared to take care of tourists. Up to 1889 when Sir Henry Blake became Governor of Jamaica, the situation was the same as Trollope had found it. Sir Henry said "the only accommodation for travellers was the hospitality freely offered by the country gentlemen to those who were fortunate enough to obtain introductions."

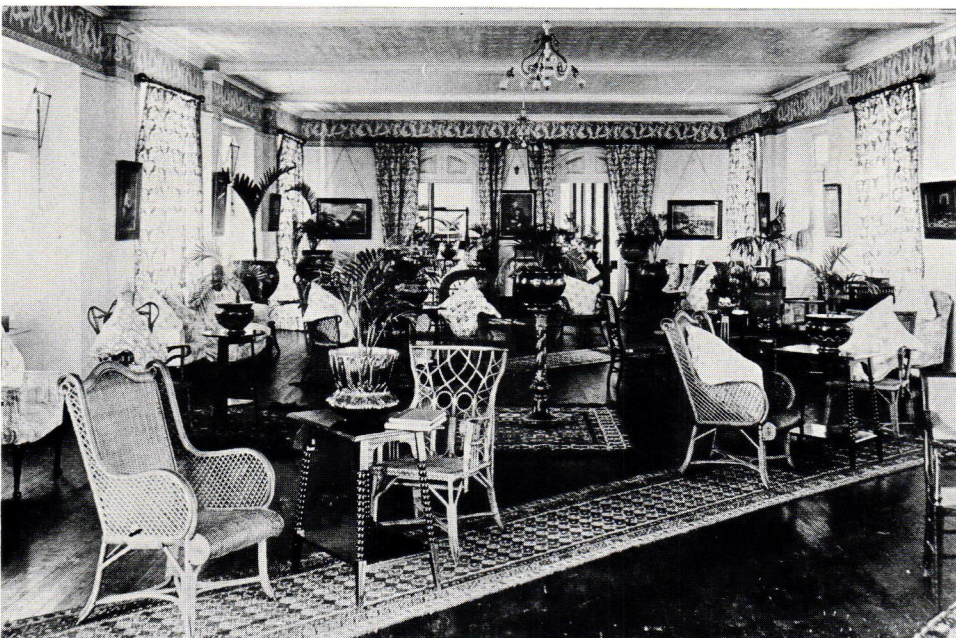
In 1889 the idea of the Jamaica International Exhibition was put forward. It was realised that there would not

be sufficient hotel accommodation for all the visitors who were expected to come to the Exhibition in 1891. The Jamaica Hotels Law was accordingly passed in 1890 to foster the erection of hotels by offering a Government guarantee of the principal with interest at 3 per cent to such Companies as should construct and carry on Hotels to the satisfaction of a Government Surveyor.

The Constant Spring Hotel had been erected by the American Hotels Company in Jamaica in 1888, and had over 100 rooms. However this was thought to be too distant from the city for casual visitors and there was every prospect that its capacity would be fully taxed by tourists from other countries.

Under the 1890 Law two hotels were built in Kingston, one in Spanish Town and one at Moneague. It was thought that the attraction of the Exhibition would bring many to Jamaica for the first time, who would, if good accommodation were procurable, not only return in the winters of future years but would make known the advantages of Jamaica as a winter resort to others and thus lay the foundations for a steady and increasing flow of tourists to the Island.

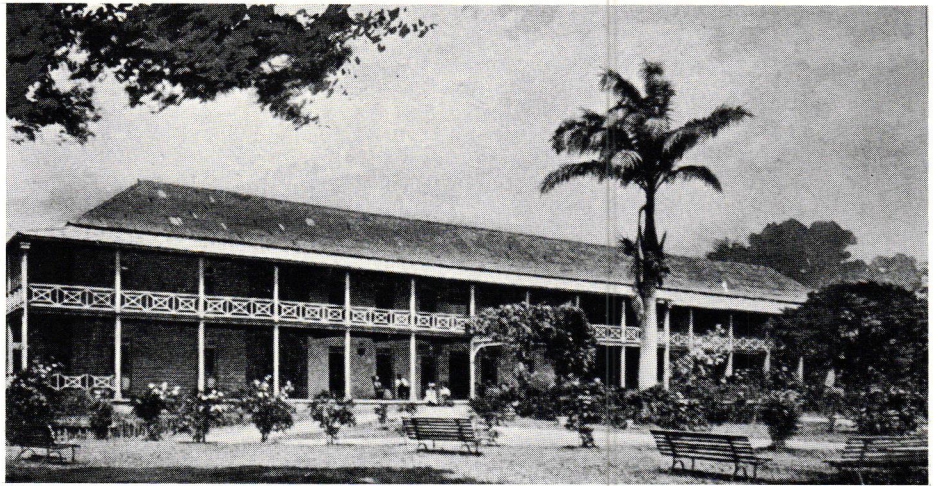
The hotels pictured here were the major ones in Jamaica at the beginning of the 20th century and were the forerunners of Jamaica's hotel and tourist industry.



CONSTANT SPRING HOTEL 1888
Exterior (above); Dining room (left)
Erected in 1888 by the American
Hotels Company in Jamaica, it was
built on 60 acres of land and
had over 100 bedrooms, with sitting
rooms, dining rooms and parlour.
In 1940 the hotel was purchased
by the Franciscan order and is
now used as a school.

HOTEL RIO COBRE

This was built by the St. Catherine Hotels Company under the 1890 Law, and was so called after the river of that name, which ran through the grounds. One of the entertainments offered here was a punting trip on the Irrigation Canal. This hotel in 1893 made Jamaican cuisine one of their specialities, and in 1901 a visitor there commented on 'its characteristic Creole cookery'.



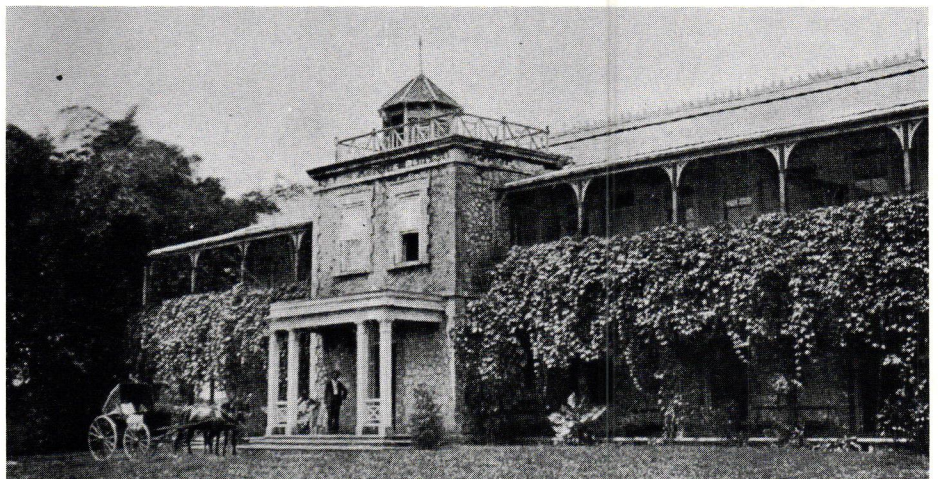
BROOKS HOTEL, Mandeville

This was one of the earlier and better known Mandeville hotels which started during the 1890's. Situated to the left of the Mandeville Court House, off the square, it was first called the Waverly Hotel. By 1898 it was under the management of Miss Jane Brooks, hence the change of name. It later became the Mandeville Hotel.



MONEAGUE HOTEL

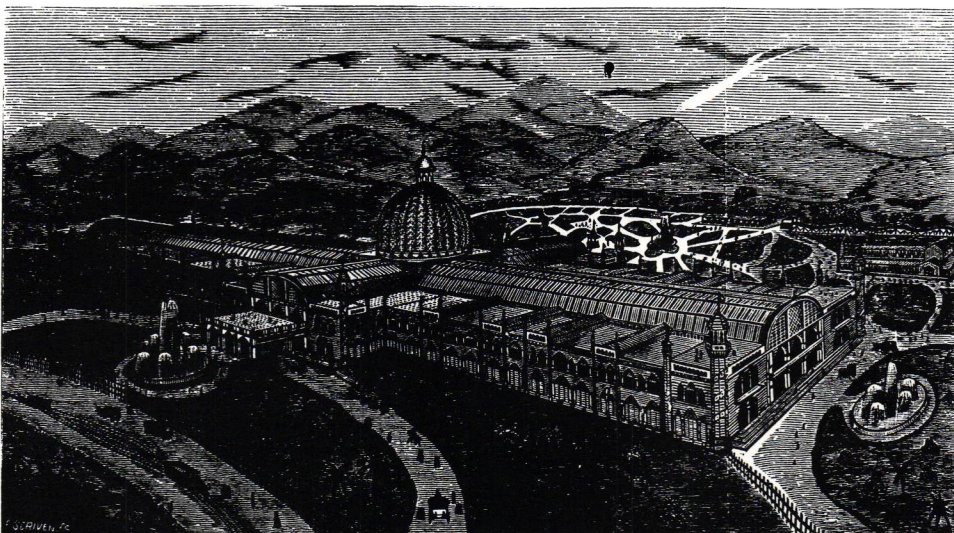
A few gentlemen from St. Ann formed themselves into the Moneague Hotels Company under the provisions of the 1890 Hotels Law and put up the Moneague Hotel on part of Rose Hall property, just beyond the village of Moneague. In 1956 the Moneague Hotel was converted into a Teacher Training College.



THE FIRST TITCHFIELD HOTEL

By 1897 the Boston Fruit Company had established Titchfield House. The Company's steamers came direct to Port Antonio where they deposited tourists and on the return journey carried bananas plus tourists. The first hotel consisted of a group of cottages — one group for sleeping rooms, and then separate buildings for dining-room, kitchen and laundry. A central building contained the parlour, reading-room and baths. In 1901 one writer noted that alcohol could not be obtained there "except by favour and more or less surreptitiously."

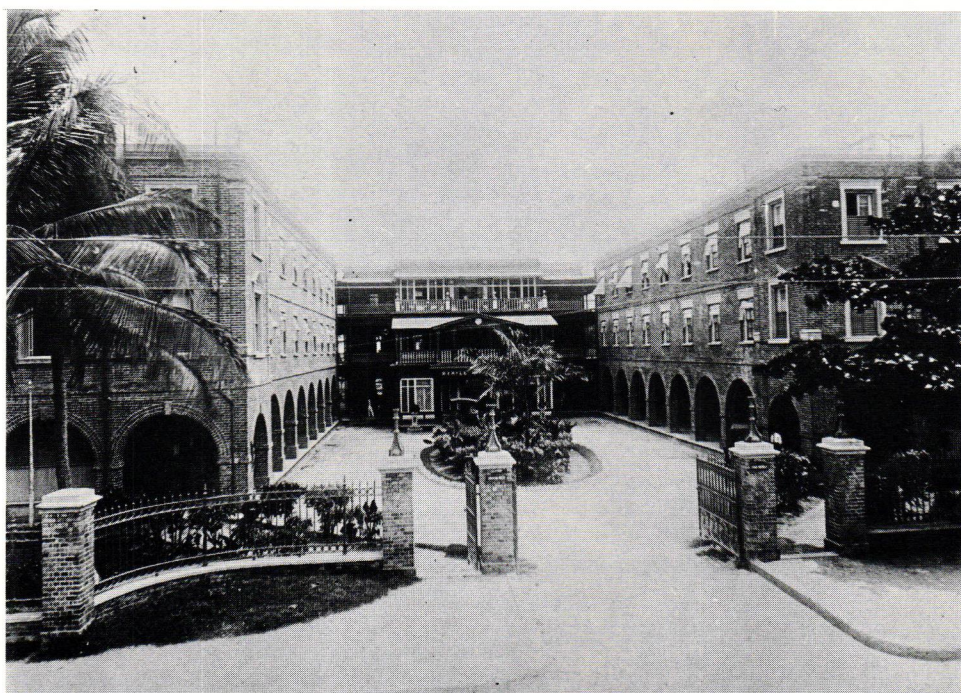




*THE JAMAICA
EXHIBITION BUILDING
The 1891 Exhibition was the main
reason for the passing of the 1890
Jamaica Hotels Law.*



*GALL'S MYRTLE BANK HOTEL
James Gall, the picturesque, waspish
Scotsman who started a second sheet
Gall's News Letter" was the
first owner of Myrtle Bank Hotel.
This was a family hotel with outlying
cottages, a circulating library,
and a shop which specialized in
valentines, fans and other objects listed
as aids to the art of flirtation.*



*MYRTLE BANK HOTEL 1891
In 1891 the Kingston Hotels Com-
pany purchased Gall's property, and
put up a new building. This was one
of the 2 hotels erected in Kingston
as a result of the 1890 Hotels
Law. This building was destroyed in
the 1907 earthquake and re-con-
structed in its present form.*



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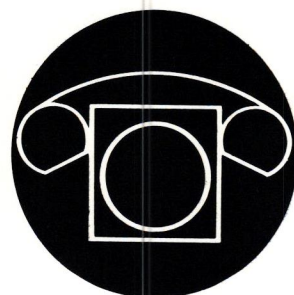
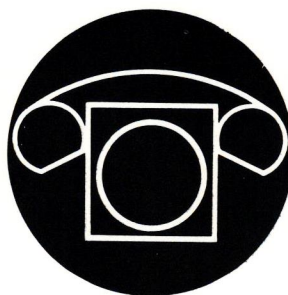
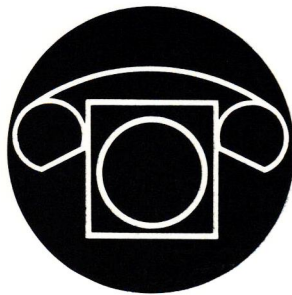


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The Role of the Airlines in the Development of Jamaica's Tourism

by M. C. Arner

Director of Pan-Am for Jamaica

Let us start off by agreeing to define Tourism as the exchange of visitors between territories for reasons of pleasure.

In terms of the visitor flying to Jamaica, this means enough hotel rooms of high standard; a sufficiency of aircraft seats at frequent intervals and convenient times; the minimum of Quarantine, Immigration and Customs formalities conducted in adequate terminal facilities; good access roads and a rapid ground transportation system and, finally, prompt, willing and cheerful service amid pleasant and interesting surroundings at his destination.

Scheduled airline service to Jamaica was inaugurated by a Pan Am flying boat in December, 1930. By 1938, the "giant" four-engined Sikorsky S-40 Clipper, "Jamaica Arrow", was pouring tourists into Kingston at the fantastic rate of 15 or 20 a day. . . .

After World War II pleasure travel was resumed. There were the Sikorsky seaplanes which remained in service through 1946. Then came the 21-passenger, 185 mph DC-3, the Boeing 307, the Convair CV-240, the DC-4, DC-6, the

Super Connie's, the 109-passenger DC-7C, capable of speeds to 375 mph, and the 119-passenger Britannia with speeds to 450 mph. Air Canada's great work horse, the Vanguard, also made its appearance during that time. That was the era of propeller aircraft.

It was, in the meantime, also a period of rapid expansion of Jamaica's tourist facilities.

In February 1947, Pan American inaugurated service to Montego Bay. During that year, 1,123 passengers landed and 1,518 departed from that airport. In 1959, Montego Bay's new runway and passenger terminal building were completed.

During the year 1959 — 54,813 passengers arrived at Montego Bay and 61,134 departed. In 1961, the existing Palisadoes Terminal Building and runway were completed. While all this important activity was taking place, the Tourist Board was formed. It was made up of a group of harassed Jamaican businessmen and hoteliers. This group which was the forerunner of your present highly-developed and efficient Board,

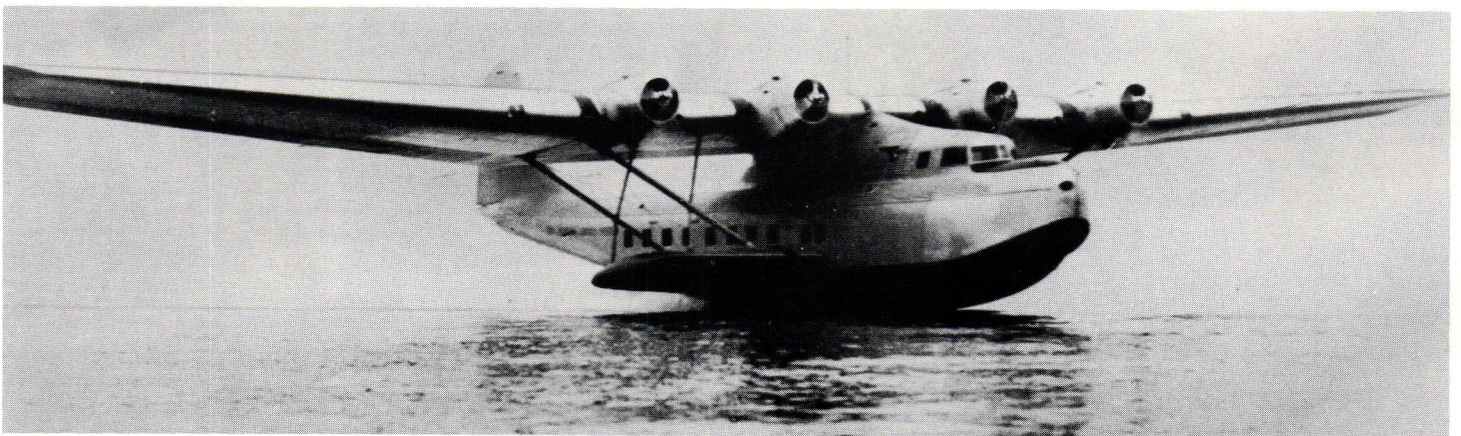
worked with an extremely slim budget but managed to push the island into international conspicuousness.

Jet services to Jamaica were opened in 1962 to both Kingston and Montego Bay.

We are mentally conditioned to accept almost anything that the development of air transportation might bring. But, do we have a realistic concept of what the future holds? Air Canada's 200-passenger Stretched DC-8 may help us focus on the problem a little more easily as we enter the Jumbo Jet era.

The so-called "Jumbo Jet", along with the Supersonics, will be the instruments that will open a flood-gate of travel that staggers our imagination.

The experts agree that air traffic, worldwide, will treble during the next five years. What will this mean for Jamaica? Taking all factors into consideration, Jamaica can conservatively expect an increase of 20% in the number of tourists each year for the next five years barring any major disruption. If this estimate proves to be accurate, then in



Starting in 1931, the China Clipper brought in 24 tourists per trip.

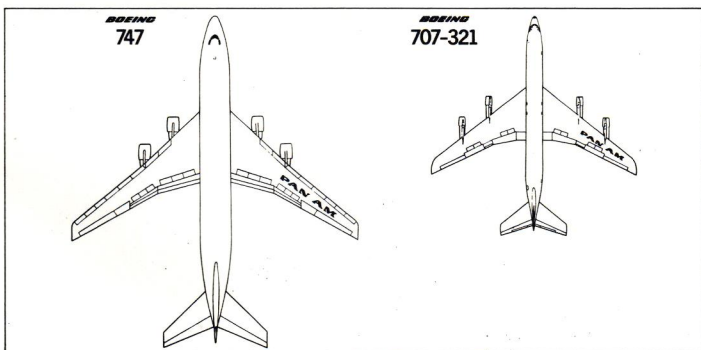
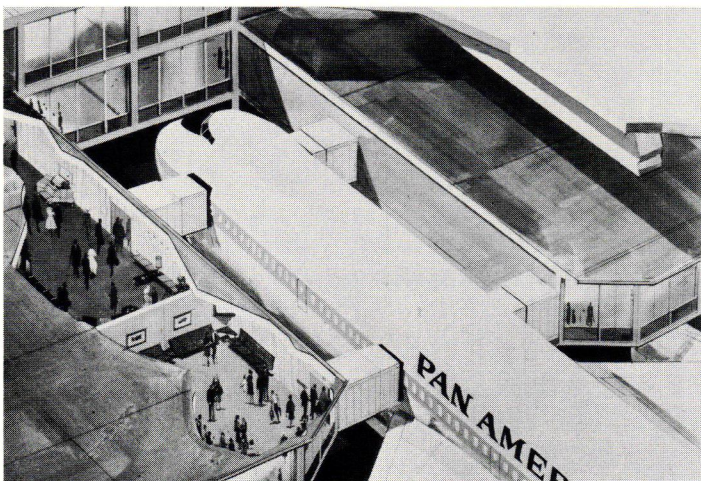


The Boeing 747, due in 1970, will carry 375 passengers.



Due to begin operating in 1972, the 1450 m.p.h. Concorde will make resorts all over the world hours closer to the tourist, increasing competition.

Passengers will board the 747 by way of four large doors.



Compared with the 707, the 747 is 83 ft. longer; its wingspan is 40 ft. wider and the passenger load is doubled.

the year 1970 when the 747 comes into use, 400,000 tourists will arrive in Jamaica by air; 700,000 in 1973 and 1,000,000 in 1975.

Authorities also agree that the Jumbo Jets, in themselves, will be a stimulus to air travel. Added to that, many other factors will operate to increase the growth of Jamaica's tourist trade: the addition of more large hotels will attract group and convention travel that is now moving to other areas. North American people will have greatly increased incomes and leisure time; some of it will be used for travel. The number of retired persons will increase and they will wish to travel more. A higher percentage of the world's population will be more highly educated and past experience shows that as the level of education increases, so does the tendency to travel.

As of 1964, only 39% of Americans had ever taken a trip by air. The new generation has no fear of flying, and this will expand our market even further. Stress is laid on North America since this market is the source of approximately 90% of our tourist visitors.

In the Caribbean, Jamaica and Puerto Rico will be the first to receive the Boeing 747 in 375-seat configuration. BOAC plans to bring in similar equipment. Reduction of the existing schedules is not contemplated — the big jets will be **in addition** to the lift now provided. One "Jumbo Jet" a day will be capable of bringing 136,000 passengers a year to Jamaica, or a little more than the total number of tourists who arrived in Jamaica by air in the whole year of 1964.

Obviously, the number of passenger seats being made available for Jamaica's tourist trade must be directly related to the number of tourist beds on the island. It has been predicted that each daily Jumbo Jet coming to Jamaica would require the addition of between 2,500 and 3,000 tourist beds. A rough estimate of the average number of seats currently available to Jamaica is on the order of 1,440 per day. On the average, this lift is considerably in excess of the capacity of the existing hotels. There are periods throughout the year — Christmas, New Year, Easter and the Independence Celebrations for example — when demand for seats exceeds scheduled service. There are even longer periods when airline seats go empty because the prospective tourist cannot secure reservations at the hotel of his choice. There is an obvious interdependence between the airlines and the hotels. In an effort to secure maximum utilization of both, on

September 1, 1968, Pan Am programmed 82% of Jamaica's tourist beds into PANAMAC, the same electronic reservations systems that handles the airline's flight availability.

Hotels will not be built, and all the other provisions for the tourists' comfort and enjoyment will not be made, unless there is some assurance that the visitors in the numbers anticipated can actually get to the island. Similarly, no airline would commit multi-million dollar equipment to the Jamaica route if they did not feel that they were serving a destination capable of accepting their anticipated volume of passenger traffic. It is evident that the airlines will have equipment available by 1970 that will be far in excess of current bed requirements. The Government of Jamaica is taking steps to encourage hotel development, with particular regard to those capable of housing large conventions.

It would therefore appear that two of the prerequisites, hotel accommodation and international transportation, are receiving effective attention. But there are still other problems. The sudden arrival of even greater numbers of passengers will certainly intensify the problem of our airport terminals, already strained far beyond their planned capacities. Access roads are tragically inadequate. On any busy day, it is a hazardous and tiring experience getting to the Palisadoes Airport by road. The proximity of certain hotels to the Montego Bay airport limits the hours during which operations are permitted. During peak travel hours, the task of processing passengers is gigantic. The runways at both of Jamaica's international airports are long enough to accept the new planes but the existing terminal buildings and airport formality procedures just could not cope with anything like the volume of traffic that has been forecast.

An immediate massive, imaginative programme of planning is called for, followed by swift, decisive action on the part of Government, the airlines, the Jamaica Tourist Board, the Jamaica Hotel and Tourist Association and such groups as the Chamber of Commerce, Jamaica Exporters' Association, the In-Bond Merchants Association, car rental companies and contract carriage operators. Even if a start is made today, Jamaica will be five years behind in the provision of adequate facilities. In all fairness, Jamaica's position will be little different to that of many other countries, only few of which have construction underway although a number are in advanced planning stages.

The Government of Jamaica has appointed consultants to provide plans for both the immediate and long-range economic development of both international airports, and related facilities and services in Jamaica, for the period 1969-1990. Some of the fundamental objective of these plans will undoubtedly include:

1. Report times for passengers to check in should not be increased.
2. Check-in processing times will be decreased through simplified methods and equipment.
3. Satellite check-in facilities might be developed to minimize airport terminal congestion.
4. Baggage delivery times will not be increased and wherever possible, should be decreased by the use of containers, colour coding or electronic processing.
5. Government clearance times should not be increased and should be decreased where possible.
6. Improvement should be sought in surface transport facilities.
7. Remote bus loading should be avoided if possible through designs that will permit direct aircraft boarding.
8. Provisions should be made to give first class passengers a degree of the luxury for which they have paid.
9. Designs should be adopted which will place the main areas of passenger check-in adjacent to the aircraft gate loading areas.

One terminal concept depicts a series of octagonal or circular buildings which have gate lounges on their outer perimeters, enclosing central car parks. The whole complex is interconnected by an inner link two-level roadway system, the upper level serving departures and the lower, arrivals. Complete separation of the outgoing and incoming traffic is thus achieved, easing road congestion and allowing logical flow sequences within the terminal buildings.

In order to relieve pressure on terminals working at, or beyond capacity, the possibility of establishing satellite check-in points should be explored. These are alternatives to the traditional airport check-in where the passenger can be completely processed and can bypass terminal facilities. Some examples are:

- a) Downtown airline/bus terminals

- b) Heliports
- c) Major hotels in resort areas
- d) Hovercraft terminals.

The terminals should have adequate, legible and strategically-located informational and directional signs and acoustically effective public announcement systems.

Baggage claim areas have presented some of the most vexatious problems to the passenger, the airlines and the Airport Authorities, arising from congestion, poor security and haphazard procedures. In planning for the future, certain guidelines should be followed:

1. The claim area should be of sufficient size to allow for complete separation of passengers from members of the public and controlled access should be established.
2. One claim device, based on peak arrivals, should be provided for each 150 passengers. This envisages a minimum of two and preferably three claim devices per plane. The circular or race-course-shaped carousel, providing maximum baggage display area and passenger access in return for minimum space requirement has proven to be the most efficient device so far.

Governments recognize that their requirements have traditionally been one of the most prolific sources of paper work and unwieldy procedures. They are constantly examining methods to streamline and simplify in an endeavour to adapt to the era of mass transportation aboard large-capacity aircraft. Some indication of the general approach can be seen from the following proposals all of which will come up for Governmental consideration through ICAO Facilitation during 1968:

1. Consolidated inspection. One Government inspector to clear passengers through Quarantine and Immigration — and also, Customs where traffic volume allows.
2. Application of data-processing techniques to the clearance of passengers and cargo and the adoption of a card-type passport that can be read electronically to record arrival and departure information.
3. Government provision of inspection facilities at decentralized passenger and cargo terminals.
4. Worldwide abolition of visas for

temporary visitors and extension of transit without visa privileges to 10 days.

(Note: Item 1. is already on trial at Kennedy Airport in New York and the USA already permits most nationalities 10 days in which to transit without visa)

It is quite clear that Jamaica's competition for tourist trade will become increasingly powerful. There must be community action. The Chamber of Commerce and other similar organizations can provide valuable assistance in explaining to the taxpayers and the general public, the urgent need for upgrading the two international airports and related facilities. The Chamber can also be of tremendous value in preparing the political climate for the funding of the pro-

jects recommended by the Consultants. Their past assistance was of great value in obtaining the two existing international airports and terminal buildings and their strength will again be needed.

Individual airlines and the Airlines' Association of Jamaica are cooperating with Government and providing advice and assistance as required. The airlines are working with the aircraft manufacturers and the manufacturers of ground support equipment, seeking ways and means of speeding up each function that takes place on the ground. Training and familiarization in the use of such new equipment has been going on for some time. Aircraft crews are being trained and simulated schedules are already being flown on the computers.

The Tourist Board's role will become increasingly important as the various facets of our tourist trade are expanded. More Jamaicans will depend on its success for the security of their positions in the industry. Jamaica's economy will continue to become more oriented to the tourist trade, and as this occurs, the Board becomes increasingly responsible for insuring a healthy flow of tourist visitors to the island. Obviously, it must expand its activities in all directions to probe ever deeper into the various market areas.

Jamaica is on the verge of a tourist boom that can do much for the economy of the island. **The potential can be realised only if determined, concerted action is taken at once.**

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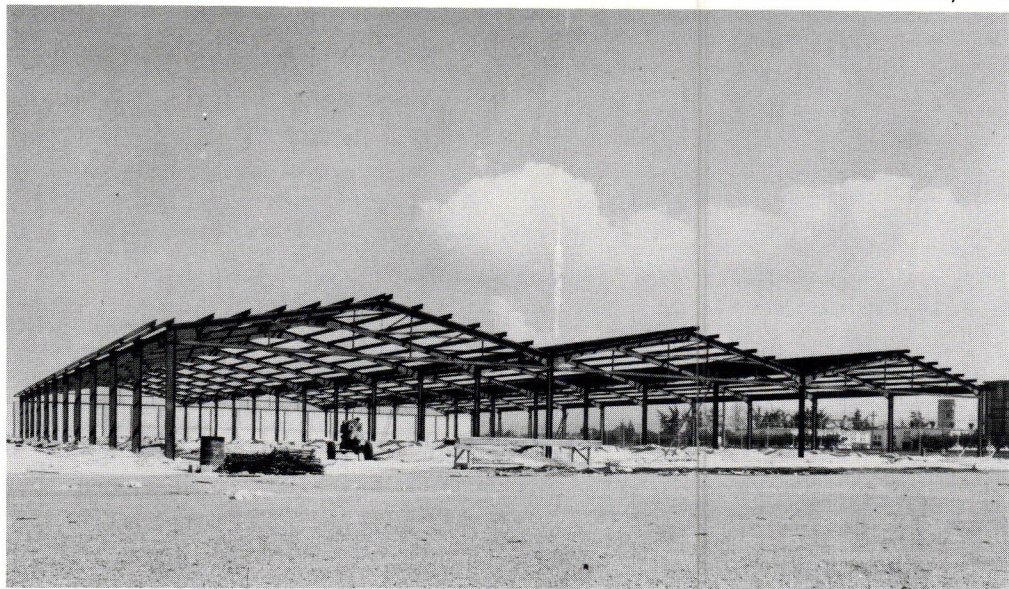
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The Lockheed 1011, Trijet, will carry 270 passengers.

air Jamaica

by Tony Scott
Air Jamaica

Air Jamaica's emergence on the 1st April from its quasi-airline status to a fully autonomous organization was a very timely one. The Island is at a stage in its development when the local control of its resources, coupled with the economic necessity of stimulating the tourist industry in order to build a better Jamaica, is the aim of the Government and the people.

This new airline will enable us to fully develop Jamaican air rights and in so doing make a contribution to our vital tourist industry. Air Jamaica will provide employment for many Jamaicans at all levels of skill. At the same time the company will provide an outlet for Jamaican goods and services, thereby ensuring that the country benefits from at least a part of the huge sums of money paid for transportation in and out of the island.

The Jamaican Government is now supporting the development of new hotels and expansion of present facilities with an eye to the mass travel market. However, attracting additional tourism and commerce to the country is not being done at the expense of disrupting the type of atmosphere for which Jamaica is highly favoured by visitors. The overall development is part of a master plan designed to provide all types of facilities to satisfy the needs and desires of all types of travellers.

In anticipation of this rapid expansion of the island's tourist turn-over, and as part of the airline's forward planning, Air Jamaica announced its order of two Lockheed 1011's at a cost of (US) \$30 million. It is the first airline based in the Caribbean to order the advanced technology luxury Trijet, which seats 28 in first class and 242 in economy.

The present super DC-8 and DC-9 vivid colour scheme of yellow, orange and cerise, chosen to reflect the gaiety and carefree atmosphere of the island and its people, will also be utilized on the new luxurious aircraft, the first of which will be delivered in 1972.

However Air Jamaica is not striving to be **just** a 'Jamaican' airline for our visitors. Our whole philosophy is based on the desire and determination to be a Jamaican airline for the **Jamaican** people. We can only hope to succeed if we have the full support of Jamaica and are a source of pride to our own people.

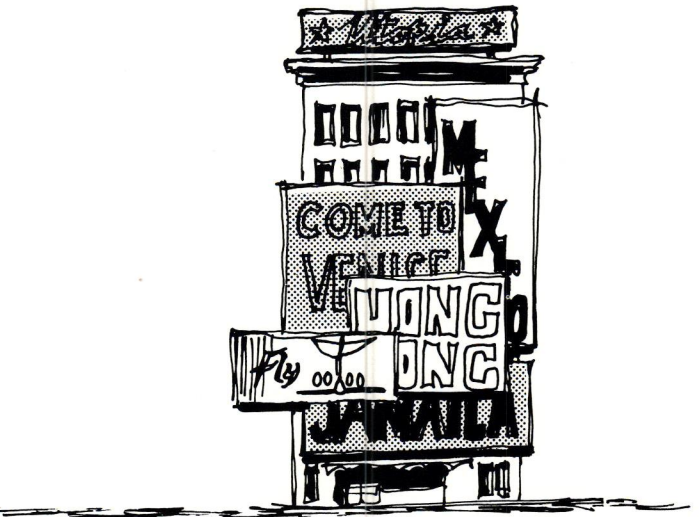
Tourism and Planning

by Brooke Riley, M.C.D., B.Arch., A.R.I.B.A., A.M.T.P.I.

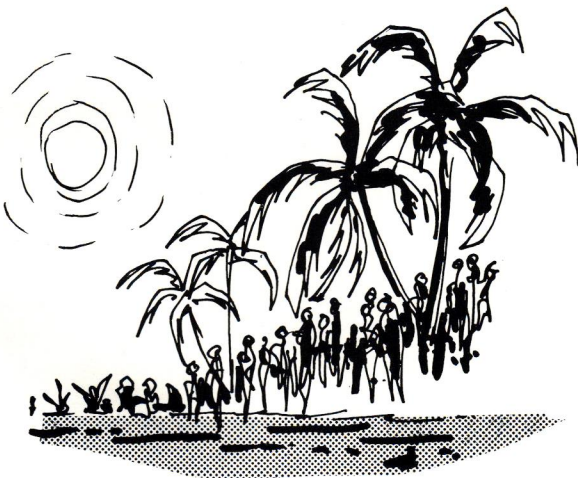
Everybody knows that tourism is big business, and that the competition is world-wide. Far away places vie with each other for tourists custom. Jamaica's customers nearly all live in North America and they come to Jamaica to buy the sun and the sea, and it is perhaps easy to presume that all Americans plan their vacations around a tropical beach. This is not the case however. In 1963, for example, 1.3 million * Americans took the long trip to Switzerland, a country not much bigger than Jamaica, while only 61 thousand came here. Admittedly, Switzerland is a cross-roads between Italy, France, Germany and Austria, but it has no white-sand beaches. Admittedly too, 1963 was a low-point in Jamaica's developing tourist trade, but that number is still 1 million in excess of the 1967 total of 303,480 for all visitors to Jamaica. It is clear that holiday-makers will buy things other than a beach and the sea.

We can make a broad generalisation that there are four kinds of technicolour scenes which will stir a tourist's enthusiasm when he is thumbing through a pile of travel brochures before deciding where to go for his vacation. They will be pictures of blue seas and palm-fringed beaches; pine forests, shimmering lakes and golden meadows; mountain lodges and sky-scraping crags; glittering boulevards framed with classical architecture or perhaps white-washed villages sleeping in the sun. A less romantic classification is to call them pictures of coastal, countryside, mountain and urban environments.

1. The coastal environment tempts the tourists with the pleasures of sunbathing, swimming, sailing, fishing, water skiing, skin-diving and bikini-appraising. Climate is of fundamental importance in deciding how much appeal one seaside resort may have relative to another, and in this respect the tropical latitudes have no opposition with guaranteed sunshine and warm, clear water. It is almost made too easy.



2. Climate is of less importance for the countryside environment, where the attraction lies in a way of life, an escape to the sanity of rural pace, to "un-processed" and "un-improved" food, to silence. The countryside can also offer the occasional unique attraction like the tulip fields of Holland, the vineyards and wine festivals of France or the spellbinding ruins of Yucatan.





3. The mountain environment, apart from the inherent excitement of splendid vistas and sharp air, offers challenges and opportunities to climbers, hikers and humble walkers. Where the shapes and the temperatures are right it will also beckon the cliff-hanging mountaineer, the skier and the camper.



4. Any urban environment is not necessarily appealing. The tourist spots are those towns and cities which have some historic and aesthetic value or the specific attractions of exotic night-life, gambling, music and drama festivals, pageants and displays. These special attractions generally need an urban setting to provide the greater numbers of people on which they rely, but the more cultural attractions will, where possible, use the background of a beautiful town to enhance the total experience.

Of these four different kinds of holiday environment, only one has been developed in Jamaica, although there is the potential for all four of them. The Blue Mountain range, reaching up beyond 7,000 ft. has the scope for mountain resorts at various altitudes to be comfortable even during the heat of high summer, and the Cockpit Country could surely provide a rural vacation that would be very much out of the ordinary. A large scale urban environment with a wide variety of entertainments can obviously develop in Kingston as the face-lift becomes significant, but some of the smaller towns like Lucea, Falmouth and Port Antonio have something of the charm of the Mediterranean coastal towns and with some sensitively directed effort, could become equally as popular.



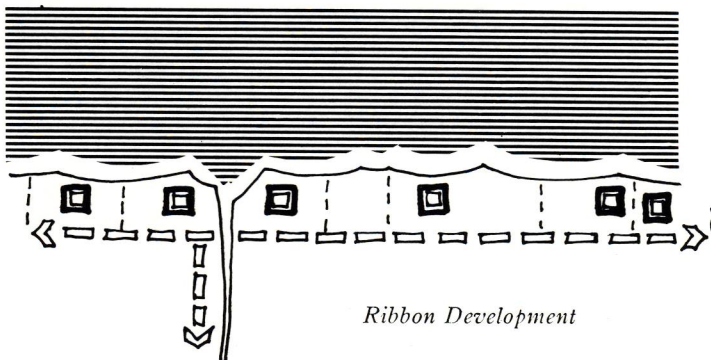
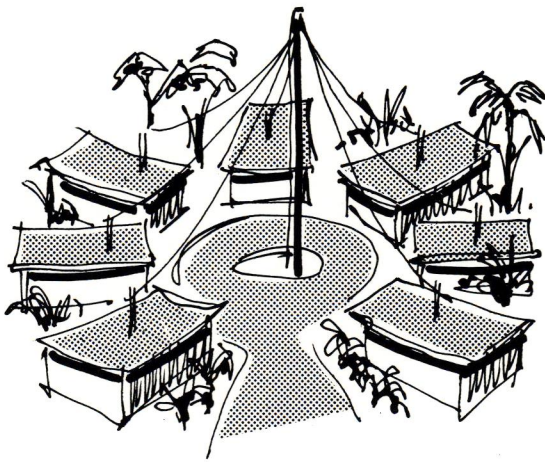
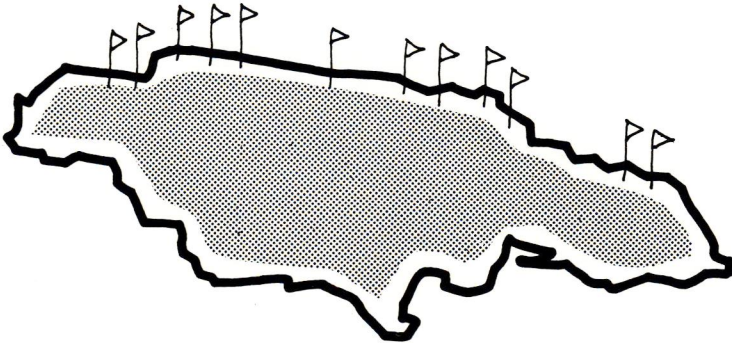
In its widest sense "environment" means more than the physical character of buildings and streets, or landscape and water. It is the human activity generated within the physical framework that brings the whole thing to life and gives it real meaning. The greater the capacity of this framework to stimulate various activities the more interesting and enjoyable it is as a place to visit or to live in. The framework of a holiday resort is made with a number of different components and it is the all-important manner in which they are assembled which will decide whether the resort is to be popular and have lasting appeal. These components range from a few isolated beach cottages at one end of the scale to all the monuments, museums, entertainments, hotels, transport network and infrastructure of a city like Paris or London at the other end.

The most numerous components for Jamaica are accommodations for tourists, covering the big "instant America" convention hotels, the small owner-managed hotels and guest houses, motels, orientated towards the motorists convenience, and the do-it-yourself cottage and villa. Of the remaining pieces, some are an integral and therefore essential part of the whole construction, whilst the rest are optional extras. The essential ones are the elements of infrastructure, which cannot be avoided — the roads, water supply, power and sewage disposal. There

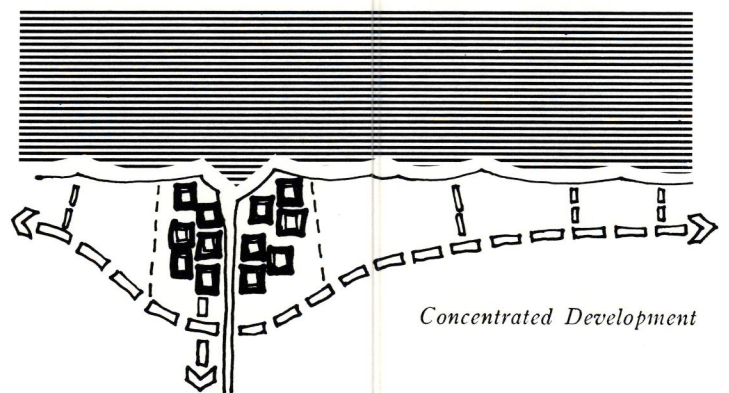
also have to be enough people to provide the services needed to make the thing work, so additional homes may be a part of the infrastructure. The optional extras are tourist shops, night-clubs, restaurants, places of interest and other entertainment facilities. There are places in Jamaica where hotel "Showtime" is the only local extra, so that when it rains, which is a not uncommon phenomenon in some parts of the island, there is little for the tourist to do and it has been known for bad-weather boredom to force north coast vacationers to switch to Kingston.

The probable reason for the optional extras being so few is that the north-coast resort hotels are dispersed along its length and at no point are there enough grouped together to constitute a local market. Quite apart from depriving the tourist of a wider choice of entertainment and recreation, ribbon development of this kind is damaging to the very resource on which the tourist industry presently depends — the scenic value of the coastal landscape. Hotel developments and residential sub-divisions are gradually consuming this fixed supply resource.

The cost of infrastructure is another reason why ribbon development is undesirable. It affords no opportunity to reap the benefits from economies of scale. Infrastructure can be cheaper and more liberally applied if development is grouped to form basic urban units comparable with villages or towns, and if some limits to size can be set, the infrastructure can be designed within those limits to avoid either subsequent costly enlargement or under-used and wasteful spare capacity. Concentration of development will therefore reduce the costs of development, encourage the growth of secondary tourist facilities and leave the natural beauty spots "unspoilt" and available to everyone. In any case, small settlements are always preferable to look at and live in when they are clustered around a focal point such as the town square or the village green. Very few people will argue in favour of ribbon development, particularly when they try to find a way of living with it. Clustered development, even in its most unlovely forms, provides far greater variety of activities for people to pursue.

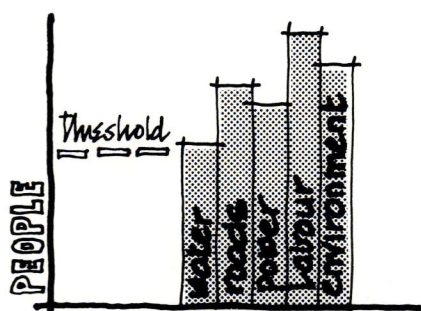
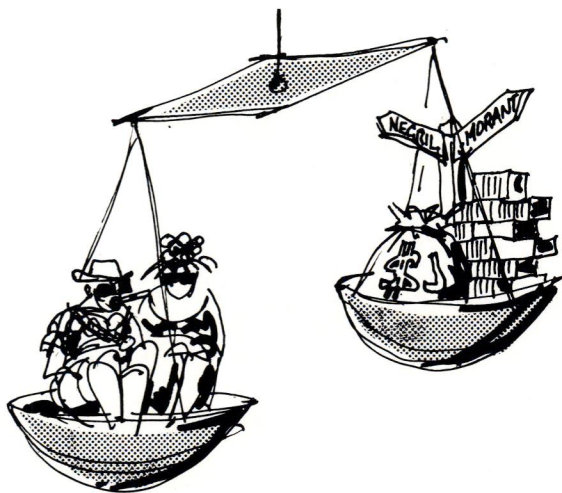


Ribbon Development



Concentrated Development

If the whole of Jamaica's beaches are not to be consumed in private developments, and fortunately this is now being prevented, then the occasion is arising where more concentration of development is possible. It will of course call for a carefully prepared plan to ensure proper coordination and to prevent the public amenities from being swamped. The plan would be set in the context of the islandwide physical development plan for industry, agriculture, transport and urban areas, which is currently being studied by the United Nations Physical Planning Team, but it would have to look in greater detail at the particular aspects of tourism. It would have to assess the needs of

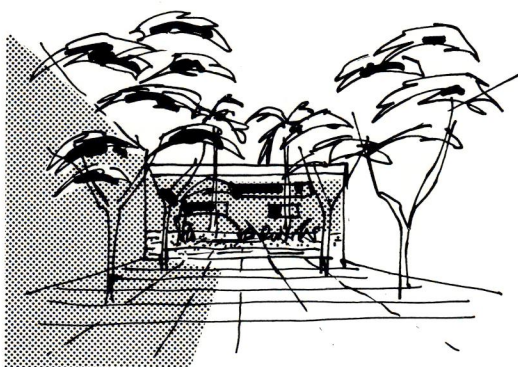
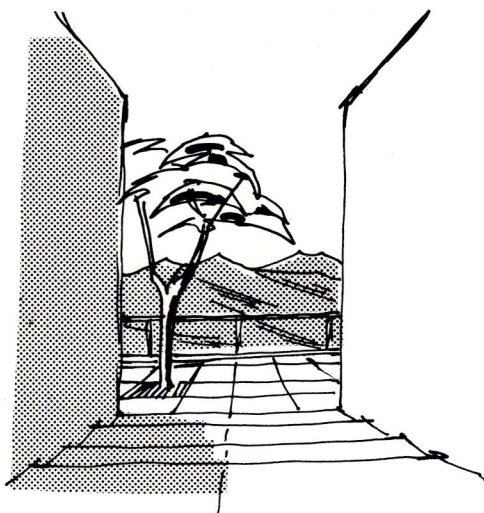


the industry and match them with what can be achieved in terms of available resources such as finance, the capacity of the construction industry, the supply network of roads and services, skilled management and labour, and land. A programme of development could then be formulated which would focus on selected growth points and furnish the raw material to prepare detailed development plans for each of these action areas. These action area plans would then enable everyone connected with expanding the tourist industry, from the big hotel operator to the small shop-keeper, to know what was wanted and what was likely to happen. A clear plan of development would encourage greater local participation because individuals could make their own assessment of the benefits to be achieved from it and act accordingly, rather than wait or gamble on an uncertain future.

Concentrating development around selected growth points will mean expanding existing centres or building new ones. To decide on the balance of each, needs, first of all, an examination of possible sites and an analysis of their economic "thresholds". A "threshold" is the point beyond which the improvement of a particular resource such as water supply or the labour pool, requires a disproportionately heavy capital investment. For instance, to increase the resident and transient population of a town from 20,000 to 50,000 might be within the normal expansion capacity of the existing water supply, but to go beyond may involve the construction of a new reservoir, which could perhaps only be justified if the population grew to 100,000. The water supply threshold is therefore fixed in terms of a 50,000 population. Similar thresholds exist for the road networks, power supply, sewage disposal and the availability of labour. There is also an environmental threshold which is fixed by the capacity to expand in a given area without destroying the essential character which led to its selection. Aspects of this threshold are beaches which could become unpleasantly overcrowded if some limit is not defined, the physical size of the resort penetrating the natural envelope of the surrounding landscape if it is overdeveloped, and the amount of traffic an existing centre can absorb without major traffic surgery.

An analysis of comparative development costs may point to the continuation of present trends where activity is almost exclusively in the coastal region. Nevertheless, the interior ought not to be neglected. Land is one item that should be less expensive, particularly in the mountains, where however some infrastructure will be more expensive. Promotion of even small inland resort facilities, relying on, and emphasising, local character would be attractive to many visitors to Jamaica who are genuinely interested in seeing other people's way of living and would enjoy sharing them for a while. A common mistake is the assumption that Americans want a familiar atmosphere when they voyage abroad. It is inconceivable that they travel to Europe in such numbers simply in search of the American way of life. They go in search of something different — different customs, different food, different buildings, different attitudes. They are apparently not deterred by language difficulties either, if the popularity of Switzerland is to mean anything, for the Swiss speak French in the west, German in the middle and Italian in the south-east. Jamaica should make some effort to broaden the base of tourism and offer the tourist genuine alternatives to the beach resort.

Wherever the growth points become established, the form of the subsequent development will be the real determinant of character. The natural scale in Jamaica is



a small one. The beaches are mostly small coves and bays, the vegetation is not of immense stature, and even the mighty Blue Mountain range is broken up with many folds and ridges. Development too should tend to be small in scale and intimate. Convention hotels have a certain minimum size, but much can be done to reduce their effective bulk if they are detailed in a manner which reflects an understanding of scale in Jamaica. The use of landscaping to provide a foil to buildings and give shade to pedestrian ways will help to knit the separate parts of a development together with a natural element of the correct scale.

The precise form of any resort development will be affected by the conditions prevailing on the site and in the surrounding area. A flat coastal strip will produce a different form of development from a steep hillside site, although they may be adjacent to each other. The mistake would be to impose the same pattern on each. A town built on a hillside will invariably have views that are worth exploiting, but to be done successfully means careful modelling sympathetic to the land contours, avoiding bulky building along the slope, and making the most of natural vantage points. The pleasures of an elevated situation are increased with interesting changes of level, using flights of steps and ramps, and with streets and pathways suddenly opening dramatically onto a distant panorama. From the other end of the view, a hillside town is clearly seen and its form must be coherent and pleasing. A town on a flat site is not readable from a distance, except from surrounding hills, but its form should be no less coherent and pleasing because form is as much functional as it is aesthetic. Without views to be exploited, the flat site calls for enclosure, with squares, courts and closed vistas. Both kinds of location need sensitive landscaping, which has its own constraints and requirements in the same way as the urban fabric.

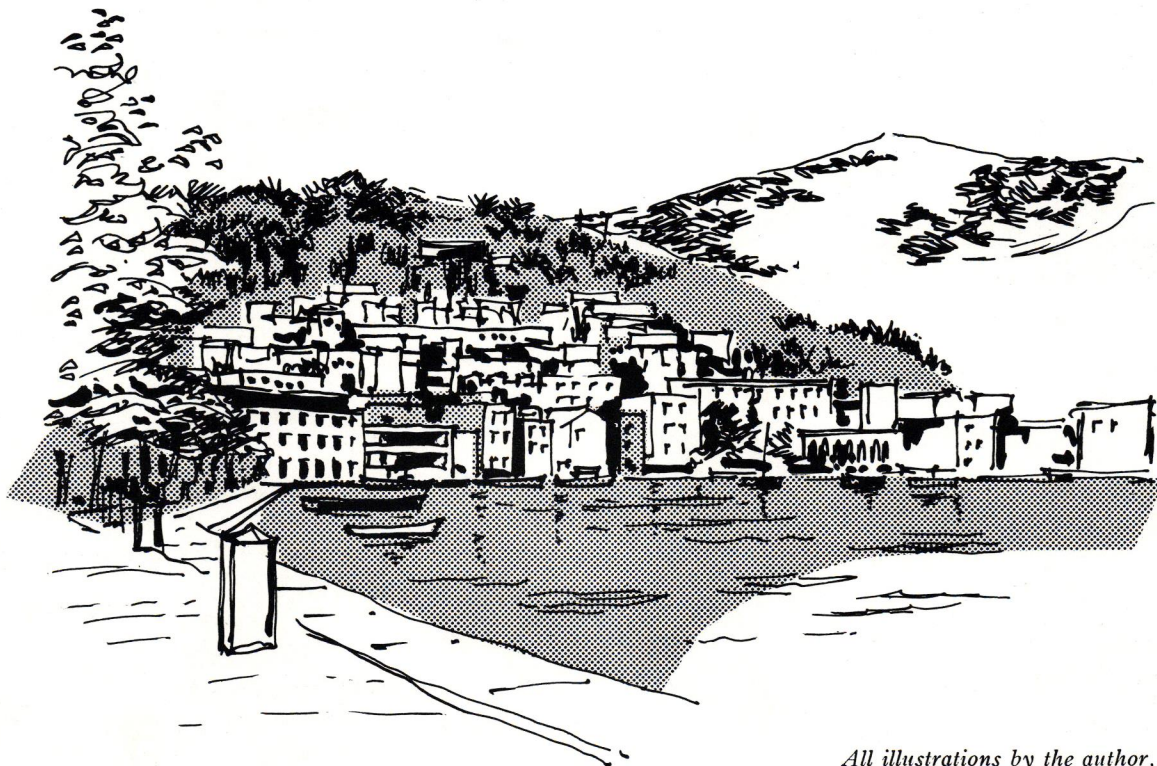
Whatever the setting is for new development, the basic principles of civic design must be applied. It does not matter whether the site is sloping or flat, or is part of an existing urban area or a new one. Large scale development must take account of the relationship of buildings with each other and the spaces around them and of the movement patterns linking them. Roads must not be impassable gulfs cutting a town into isolated segments; pedestrian routes must be reasonably direct and give protection from the sun and rain; buildings must fit into the general urban fabric without pretentiousness; and landscaping must be positive and significant, not just a treatment for awkward site edges. Matters of design detail, the choice of materials, the quality of street furniture such as lamp standards, benches, signs and advertisements, walls and fences are very important and can destroy a fine concept if they are overlooked. It has been said many times and is repeated again here, that the most frequent and effective destroyer of urban quality is the overhead service cable. Every effort should continue to be used to have them placed underground.

To understand the particular qualities which should be emphasised in any development calls for local experience, and knowledge of site characteristics and the way of life and customs in the area. Local architects and landscape architects have this knowledge and experience and should always be called in at the first design stage of a project where they can make their most significant contribution to improving the visual image of Jamaica.

To plan adequately for a growing tourist industry, therefore, seems to require a broader view of the kind of

places tourists like to visit and more positive and varied resort development directed towards these preferences. Tourism should be used as a means to improve the quality of the national heritage for the benefit of both guest and host. It therefore needs to be promoted according to a scheme which has been carefully analysed and which shows

the locations where development will be permitted and actively encouraged, and the general form that it should take. In this way the pattern of growth of tourism could be clearly seen and those wishing to participate would know what to do.



All illustrations by the author, Brooke Riley

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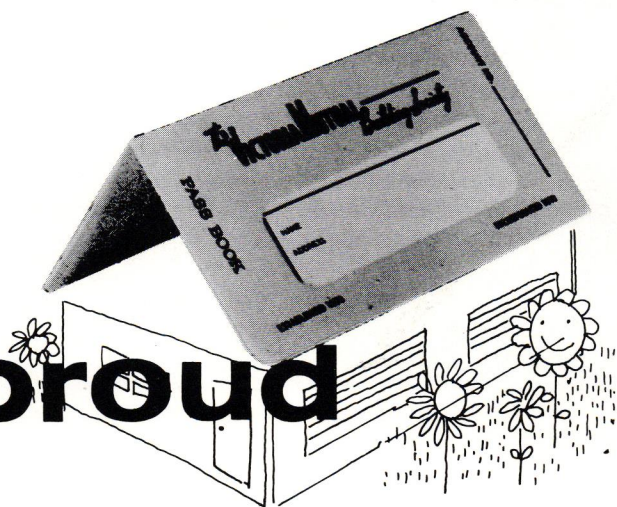
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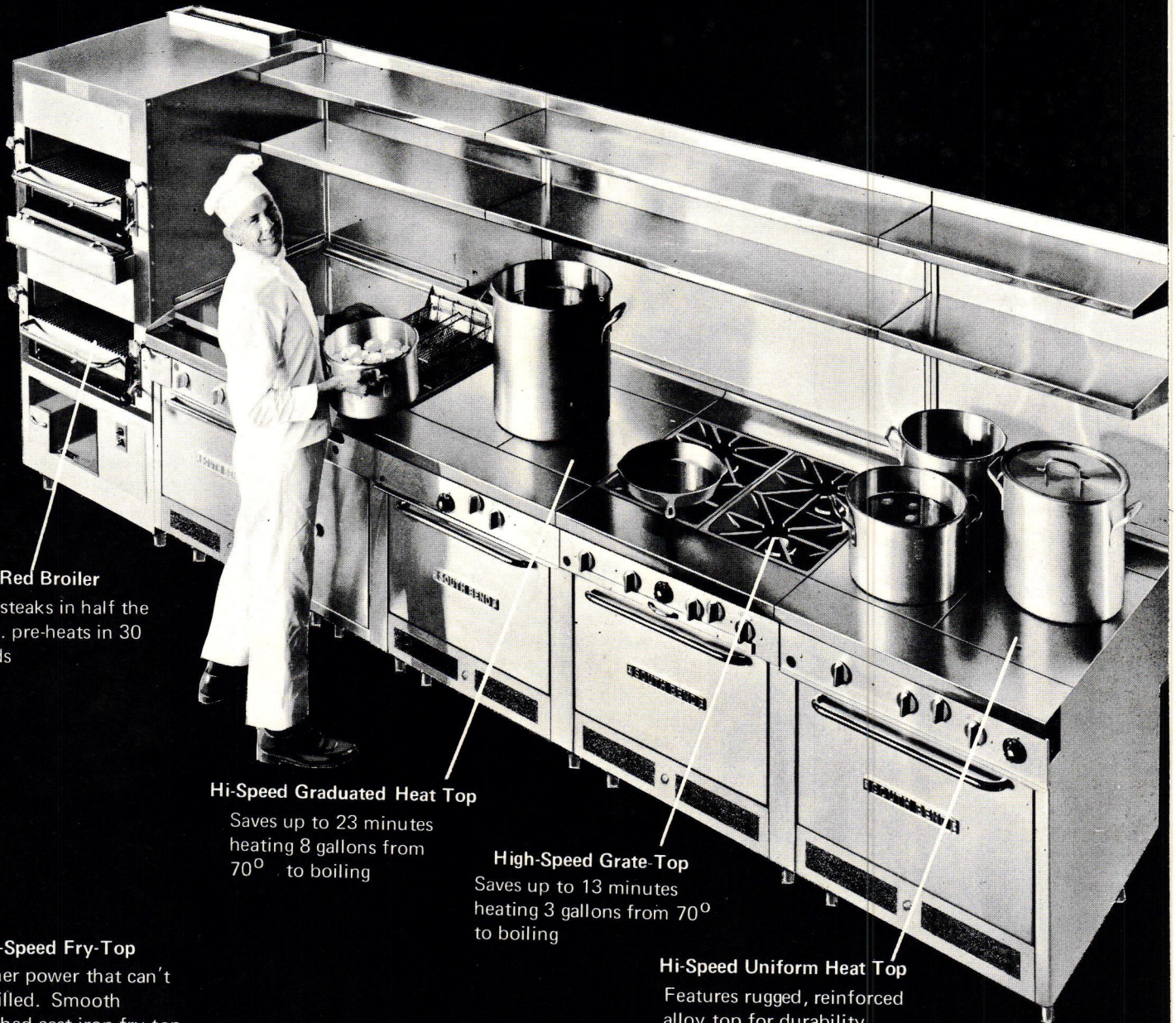
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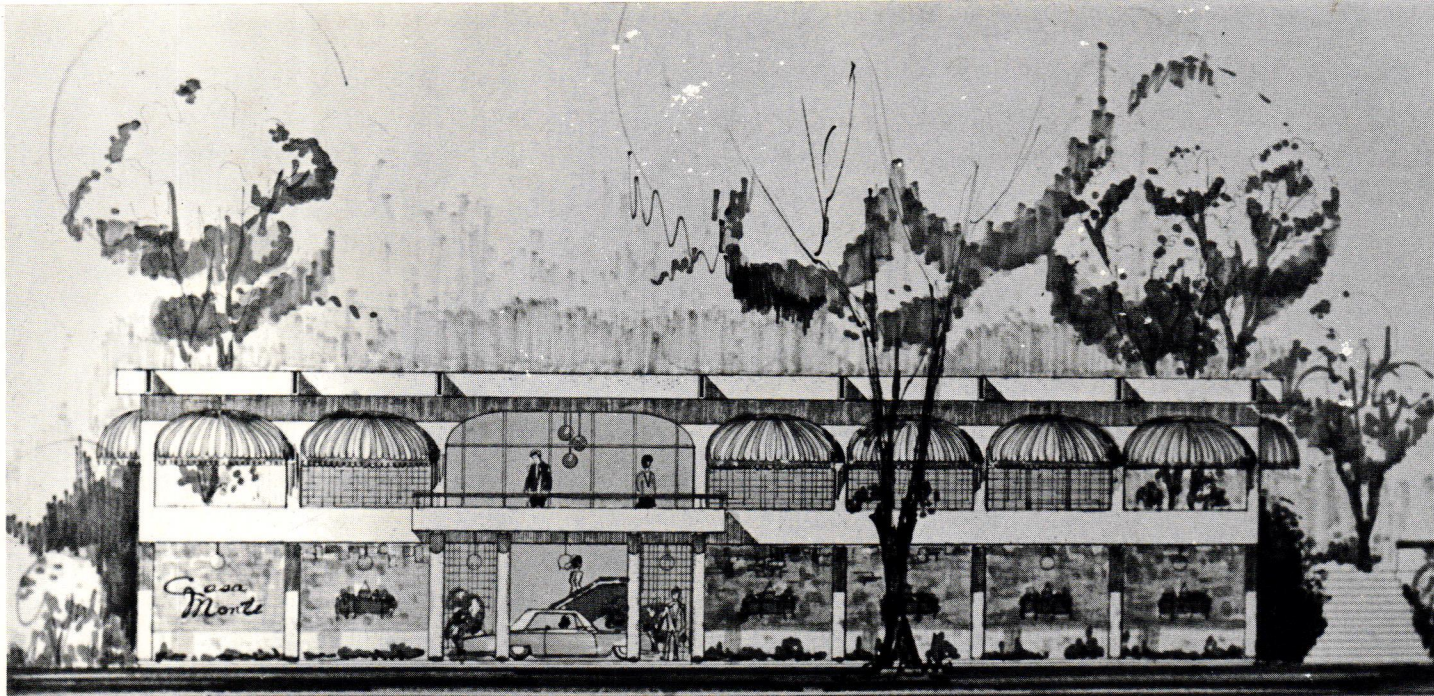
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Casa Monte Hotel, Old Stony Hill Rd., St. Andrew

Architects: A. G. Lowe & Associates

Training for the Hotel Industry by Ouida L. Cooke, Jamaica Tourist Board

The principles of Inn-keeping have been established by families throughout Continental Europe for centuries. It has only developed into a profession, however, and particularly so in North America, between the nineteenth and twentieth centuries.

The Tremont Hotel, which opened in Boston in 1829, was the first high-class hotel to be operated on the North American Continent within the modern concept of individual rooms, each served by a bathroom.

Today, the hotel industry is growing and expanding worldwide, with tourism being regarded as a major income-earner in developed and developing countries alike.

The design and methods of operating hotels have varied over the years in keeping with developments in systems of travel. Hotels have changed in location from the horse and buggy inns to city lodging-house type projects, on to high-rise and through to airport-based inns, catering for travellers with little time to spare. Resort hotels have also developed, mushrooming mostly around international and subsidiary airports whilst, on continents, particularly the North American, the motor hotel or motel is gaining favour with family travellers moving from place to place.

Metropolis hotel keepers are finding it increasingly difficult to maintain their high overheads, with the speed and efficiency of transportation making it unnecessary for business travellers to remain more than 24 to 48 hours in any one location. To facilitate this clientele, metropolis hotels must now convert to providing ancillary facilities for conventions, seminars, business and political meetings, which leads to yet another operation — the convention hotel. This new concept now invades the resort areas and today we are promoting resort convention-type hotels.

Here in Jamaica, 1968 heralded the mature acceptance of the hotel and tourist industry by the Government and, by the same token, the people. This year saw the final enactment of a new Hotels Incentives law, the absence

of which had, for many years, stymied the flow of development funds into the industry by its negating effect on our ability to attract investment capital in this field.

This Law makes provisions for resort and convention hotels in relation to the incentives which it offers.

Government also made positive and dynamic moves towards the orderly and planned development of tourist expansion by the creation of a Development Department within the Jamaica Tourist Board and, additionally, by the announcement of a number of Development areas; more recently, the Falmouth Development project. All of these have been further stimulated by the announcement in April of 1968 that hotel training will now be placed on a professional basis with the establishment of a permanent hotel school, to operate in conjunction with an existing hotel.

An anomaly of this industry is the fact that the individuals who have the widest contact with the client, who are the first to welcome them, and the last to see them on their way, are those who are likely to be not only the lowest paid, but the least trained. This is an industry where the worker in the lower categories has the greatest contact with the client, and is liable to permanently influence his impression or reactions. Busboys, waiters, room maids, have by far, the greater contact with guests than management.

In Jamaica, training in the service sector of the hotel industry has, until now, been a quantity supplied mainly by the capacity, the will and the endeavour of each individual operator. In the past, whenever a new hotel was opened, management was forced to first purloin as many experienced workers as possible from existing operations and then to supplement by recruiting willy-nilly. Thereupon, they endeavoured by an in-service system based on the principle "do as I do", to give merely adequate training to new recruits. Recruits who, in many instances, have been known to graduate from construction to service with hardly more than a change of attire.

In an age of professionalism, it is now recognised that the haphazard development cannot continue and, with the growth of the other sectors, it has become necessary

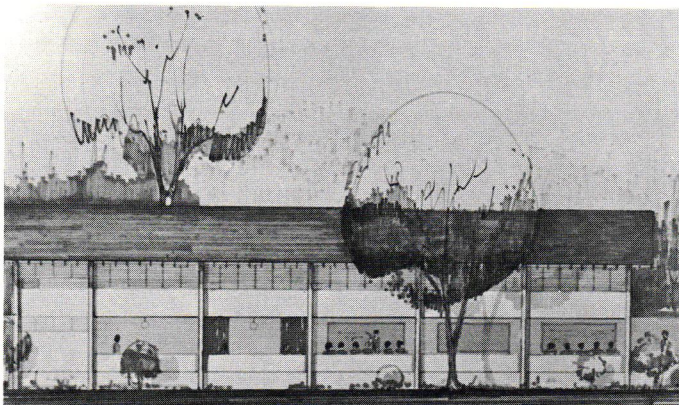
to embark upon a disciplined programme for training hotel workers.

The European system of training is based largely on classroom studies with practical training in existing hotels and restaurants, not necessarily within the same complex, but embracing the same principles and systems of operation. It is a very sophisticated sort of apprenticeship-type system.

In the United States, the Cornell School of Hotel Administration, which is the foremost hotel management training institution in the North American Continent, embodies the entire concept into a single unit. The Cornell Hotel School operates out of Statler Hall where the Statler Inn, a hotel of some thirty rooms, now being expanded to eighty, serves as the workshop for students in Hotel Administration.

Cornell provides a four-year Degree course which is as intensive and as broad in its concept as one could expect to find any place. In addition to basic Management studies, the courses include Hotel Law, Data Processing for hotels, Quantity Foods, Production, Engineering, Food Facilities and, recently, the School has been developing a programme of studies in the production of Convenience Foods which, it is anticipated, will shortly develop into a new industry within the hotel industry.

L'Ecole Hoteliere in Lausanne, is a full school of hotel studies, with the emphasis on fine service. The United Kingdom also conducts hotel training at technical and university levels.



The Casa Monte Hotel Training School and Dormitory.

In the Caribbean, a number of Hotel Training projects have been started with varying degrees of success. A school is operated in Puerto Rico in conjunction with the Baranquittas Hotel, where a one-year course to service personnel is offered.

The Bermuda Hotel Training School functions as a classroom project with a Restaurant and Dining Room for use by the students being the only practical unit. Bermuda does not consider this to be a satisfactory system of training.

The College of the Virgin Islands operates a Hotel School as a Department. Here again, the limitations of practical training and know-how reflect the measure of success this project is now enjoying.

In Barbados, hotel training is incorporated into a college unit which conducts all academic aspects of training.

Students are in turn apportioned to a selected number of operating hotels for their in-service requirements.

Here in Jamaica, we have endeavoured to cull what we consider to be the best of the Old and the New Worlds. Whilst bearing in mind the finesse which is synonymous with European service, we have examined our own peculiar needs and, after a great deal of soul searching, Government has decided to base hotel training along lines established with considerable guidance from the Cornell School of Hotel Administration.

In January 1969 the opening of the Jamaica Hotel School took place. It is situated at Casa Monte, Old Stony Hill Road, St. Andrew. Casa Monte enjoys a location in a preferred site on slopes of the St. Andrew hills. The hotel comprises a main block with large dining room and graduated terraces capable of seating up to two hundred persons. Together with the environs of the swimming pool, it can cater to receptions for greater numbers. The lobby at the Casa Monte Hotel is spacious and airy, and will adapt very satisfactorily to the installing of proper equipment for Front Desk and Reception training.

These facilities are adequately augmented by a large well-equipped modern kitchen. Storage facilities, refrigeration and some staff rooms are on this block. Twenty bedrooms on two floors are nestled on the slope close by, and each room with its own porch commands a view of either hill or sea. This makes the whole complex as compact and functional a unit as could be desired. Altogether, the facilities will permit for training in the categories which are realised to have the greatest dearth of trained personnel on the following basis:

Waiting and Bartending	—	6 months
Food Preparation	—	1 year
Front Office & Reception	—	1 year
Housekeeping (maid service)	—	3 months

The accent will be on training in service, and by far the greater number of pupils will be accepted for this category. All courses will be augmented by guest lectures in Human Relations, Attitude, Personal Hygiene, Pest Control — to name a few areas — and also in subjects aimed at giving the student an awareness of the importance of his job, and of tourism to Jamaica.

The best advantage is being taken of what already exists, and the uneven nature of the terrain will help achieve the concept of providing training facilities hand-in-hand with the best in food service. The natural beauty of the surroundings will be exploited to encourage a worthwhile Restaurant trade.

Operation of the Hotel and the School unit will be complementary to each other, the one supporting the other, thus minimising the cost per head for training. At the same time, the student will obtain all the exposure required in hotel service. Additionally, the public will be encouraged to use the services of hotel trainees for banquet service.

There have been attempts in other countries, indicated earlier, to separate training from operations; these attempts have met with limited success. It is the intention of the Jamaica Tourist Board, acting on behalf of the Government, to endeavour to produce a new hotel worker, proud of his job, willing and happy to serve, whilst at the same time acquiring the skills of his trade by example and practice rather than by precept.

A Bankers View of Tourism

by Jim Furniss

There are few countries with so much to offer as Jamaica, yet are Jamaica and her guests really getting what they want?

The catalogue of Jamaica's attractions is impressive. Here is a country with great natural beauty. It has a splendid climate year-round. Its people are friendly, intelligent and proud.

Further, there are the beginnings of a fine tourist tradition which harmonizes accommodations with the country's beauty and friendliness. The government has been sponsoring a brilliant promotional programme which has made the country favourably known to almost everyone who travels.

There are other attributes which should make tourism successful here. The country is close to the biggest group of travellers in the world. When it comes to capital for tourism, one may consider the growth of Jamaican capital market through which Jamaicans may share in the ownership of tourist facilities. Outside capital also is attracted to the stability of the country's government and the intelligent way in which authorities have handled the debt needed to finance Jamaica's growth.

And yet there are signs of trouble.

Part of the trouble lies in a confused and unfriendly feeling towards tourists by some people. There is also shabby entertainment masquerading as something truly Jamaican. Too often, there is a lack of quality in services rendered and purchases made. Tourists are bewildered by the frequent flashes of anger which they encounter when questioning the price of an article. Among the thousands who visit Jamaica, the occasional obnoxious visitor will appear, however the majority are, by far, desirable guests

who show interest in the art, history, ideas and the people of Jamaica. If given an opportunity, these visitors leave behind good feelings about themselves and their countries. They take home good reports about Jamaica and return with new visitors year after year.

Until recently, because of this negative attitude to Tourism, Jamaican businessmen have left the initiative for new and badly needed accommodation to promoters from abroad. They are now realising, what the government has known for some time, that Tourism can be a tremendous force in helping Jamaica achieve economic, social and educational goals.

Last year, some 350,000 visitors were responsible for £9 out of every £100 of the country's income — more than aluminium or the total of sugar, bananas, rum and molasses put together. It is a source of jobs not just in hotels but in the businesses established to serve visitors and the places where they stay. It helps pay for roads that are used by visitors and Jamaicans alike. It makes possible schemes for better power, water, telephone and other services used by all.

There should be thought, not just at the government level, but among all citizens, about what can be done to inculcate tourism as a greater force for the development of the Jamaican people, their businesses and their institutions. Tourism can be one of the finest things for Jamaica's future or the sourest. A lot depends on the interest and attitude of the whole community and what it wants.

From the investors standpoint, aside from determining what type of tourism to encourage, Jamaica must decide how many it can accommodate, how fast. Basic studies are needed to show the cost of development of tourism from the aspect of infra structure — (i.e. roads, water, sewerage, training schools, Government and private sector capital requirements, etc.)

At present, the business man, local or foreign, who might be interested in investing in tourism, is confused by the welter of announcements of big new tourist developments in various places around the country. Which of these really has Government support, he asks himself. After adding up the total capital cost just to produce rooms, not supporting facilities, the investor may wonder how such an ambitious programme can be supported by the resources of this country.

Undoubtedly, this uncertainty will inhibit financial institutions from lending as much money as they would be willing to do under different circumstances. Their concern would be that indiscriminate development of new facilities could ruin the profitability of existing facilities as the old and the new begin to compete.

Once more the need for a carefully designed study is evident. Data on which various Ministries could begin to measure the effect of alternate development programmes, is essential. The ultimate cost to Jamaica of allowing tourist development to mushroom without plan could be staggering in terms of the country's future.

Tourism could, if undirected and uncontrolled, devastate this lovely country. If, however, this powerful giant is brought under control, its strength can be used to develop more and more opportunities for the people of Jamaica to live a better and richer life.

the ARCHITECTURE of TOURISM

by David G. Kay, Dip. Arch., A.R.I.B.A.

The construction of tourist facilities is likely to absorb a large volume of Jamaica's building capability and capital over the new few years, and is therefore of great significance in the evolution of architecture in Jamaica. In many ways the impact of architecture will shape tourism.

The beginning of architecture is creative planning, and it is encouraging to see government taking steps to set up the organization for the orderly expansion of the tourist industry. The planning of Ocho Rios New Town as a total urban resort development, is very significant in this context. Jamaica is no longer allowing tourism to be shaped by speculative subdivision.

The primary attractions for visitors to Jamaica, are a splendid climate that allows year round sea bathing, beautiful tropical scenery, lush tropical vegetation and close proximity to North America, still the source of the largest volume of tourists. However, we must not forget or lose sight of the fact, that the number of bathing beaches is limited and scenery is beautiful mainly when it is covered by foliage. Fortunately the climate also encourages one of the fastest growing rates in the world for plant life.

Early tourist facility development in Jamaica consisted of the construction of hotels on or near beaches. Many of these hotels were designed by non-Jamaican architects, and are lacking in any local character. Worst of all, they were designed without an overall three dimensional plan for development. There is every indication that future development will be accelerated and of a much greater variety. It is hoped there will be a selection of the type of facility that we are able to absorb into our scenery, as well as operate efficiently.

The primary consideration should not only be the immediate demand for tourist accommodation. It is essential for tourism in Jamaica to have its own individuality and not be a stereotype repetition of facilities elsewhere. A totally new approach is needed out of which the form of an architecture for tourism must grow. Ribbon development from Boston Beach to Negril can no longer be tolerated. Architecture based on an understanding of tropical patterns of living and climate must inevitably lead to its own individuality and character. Above all, buildings should be carefully related to scenery and topography, so that the reasons for visitors coming here are not destroyed.

Until now we have concentrated on landscaping the ground on or around which our buildings are placed. With the advent of more taller buildings, consideration should be given to the planting of buildings themselves. Many of the hills in our resort areas are of solid rock, with pockets of earth, sprouting the most exciting plants and flora.

Part of the unique appeal of Jamaica is the open air life. Here, the dream of modern architecture, the uniting of outdoors and indoors, is a practical possibility. In the tropics, flat walls without overhangs quickly become stained, however rough the texture, and ugly with mildew. The intensity of light in the tropics, particularly near the sea, suggests big overhangs to keep the sun off walls, deep reveals for the texture and comfort of shade, screens and the canopy of trees and foliage to cool the breeze, which makes for comfort in the climate. In fact, an architecture of roofs and ceilings, almost a series of umbrellas and screens would be the ideal fabric for most activities. It is unpleasant to walk in the direct sun. Covered walkways, pavements protected by overhang, are very desirable for shade and protection from tropical rains.

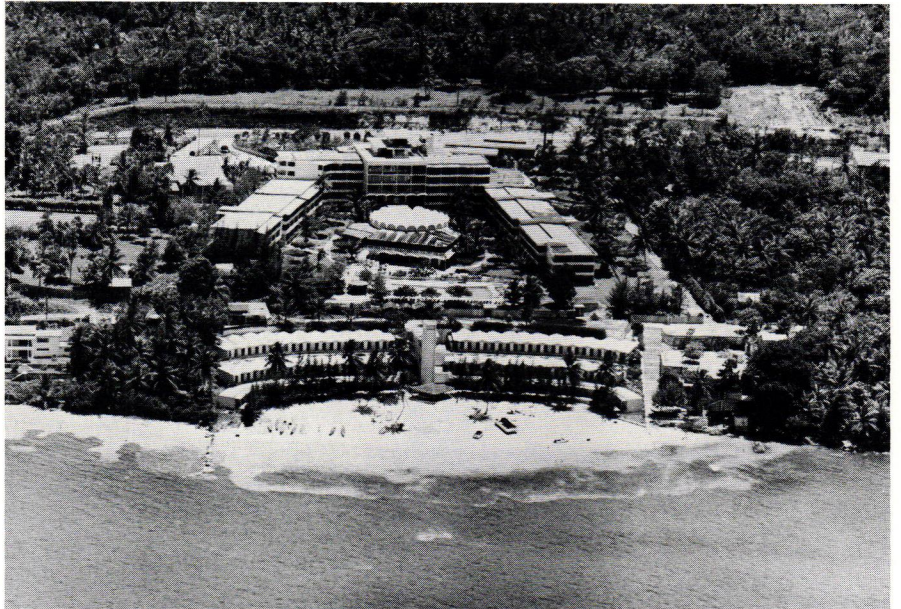
The selected photographs of hotels have attempted to give a broad picture of architecture in tourism. Many projects show quite clearly the lack of participation of local architects and a feeling for country and climate. Hotels include both commercial and resort types in the following categories:—

1. Large Hotels
Sheraton, Kingston
Hilton, Ocho Rios
Playboy, Oracabessa
2. Small Hotels
Terra Nova, Kingston
Jamaica Inn, Ocho Rios
3. Cottage Hotels
Round Hill, St. James
Frenchman's Cove, Portland
San San Project, Portland
4. Apartment Towers
Turtle Beach, Ocho Rios New Town
Montego Tower, Montego Bay Freeport
Cleveland House, Montego Bay
5. Apartment Hotels Low Rise
Gloucester House, Montego Bay
Runaway Bay Apartment Project, St. Ann
6. Hillside Hotel
Project Portland
7. Interior Tourist Development
Restaurant, Brimmer Hall

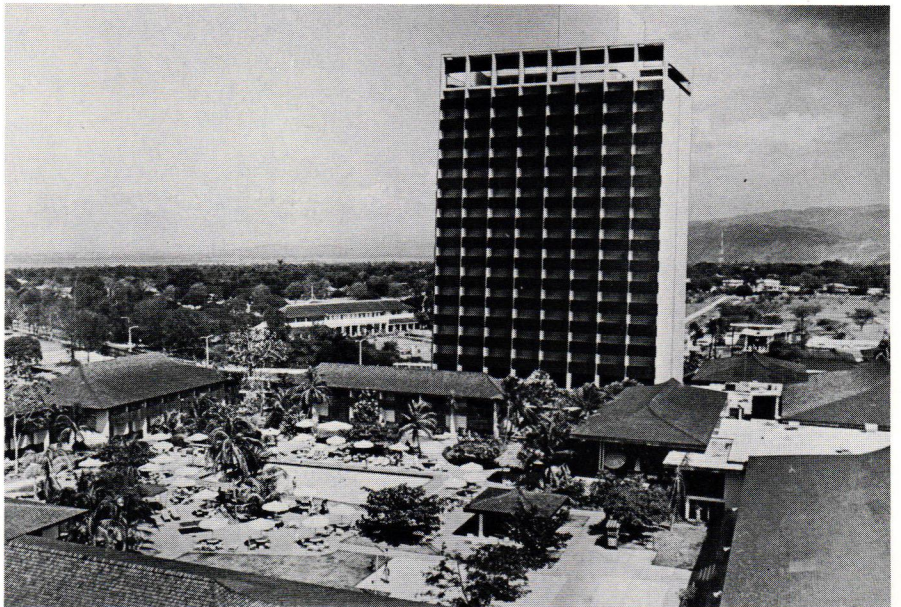
All three apartment tower projects demonstrate the problems of high rise buildings in a resort area. The modelling of the elevations of the Turtle Beach Towers gives a clue to the importance of scale and texture in tall buildings. Hillside high density terraced projects offer many interesting possibilities and are the only real alternative to high rise structures.

Large Hotels

*The Jamaica Playboy Club-Hotel:
Marvin D. Goodman et. al.
Architects*



*Sheraton-Kingston Hotel Extension: Photo
of model superimposed.
Architects: Shearer & Morrison*



*Hilton Hotel Extension, Ocho Rios; now
under construction: Architects: McMorris,
Sibley, Robinson*



*Terra Nova Hotel, Kingston:
An example of a large house converted to
form a part of a new hotel. The existing
garden and magnificent trees were retained
to provide a beautiful setting.
Architects: Rader & Associates*



Jamaica Tourist Board Photo

Small Hotels

Jamaica Inn, Ocho Rios:



Jamaica Tourist Board Photo

Interior Tourist Development

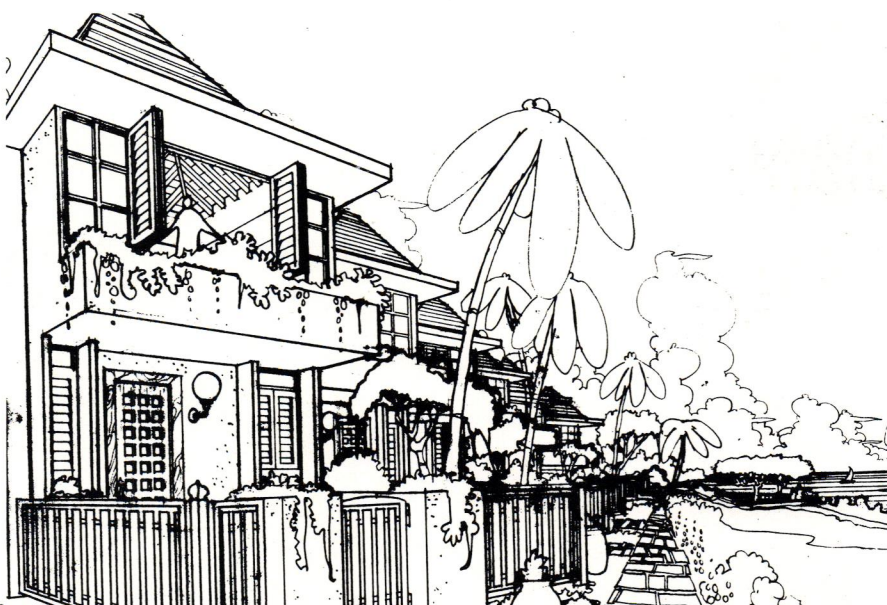
*Restaurant at Brimmer Hall Plantation;
Port Maria. Architects: Michael J. Carter
& Associates*



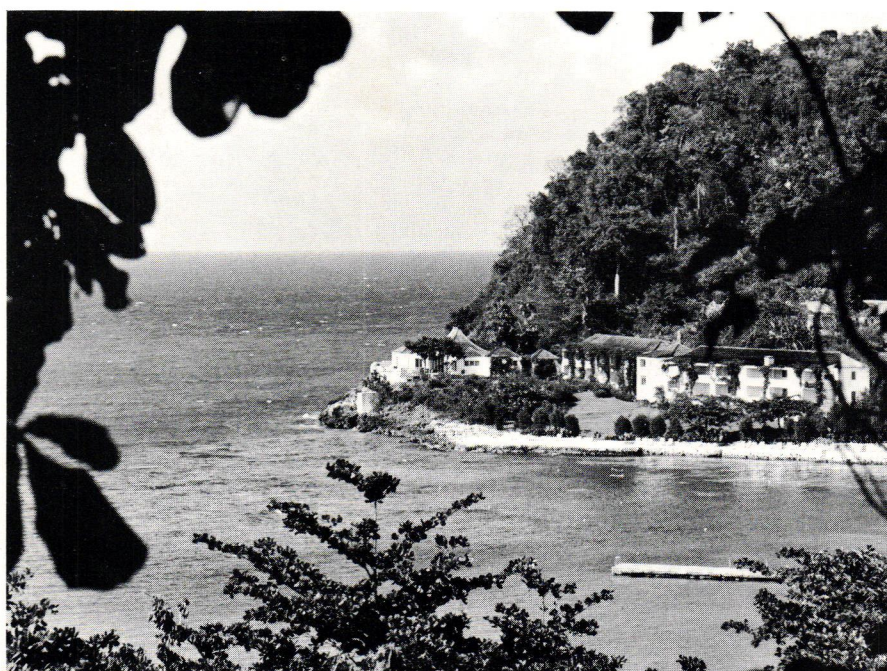


*Frenchman's Cove, Portland
Architect: Mr. Tamminger*

Cottage Hotels



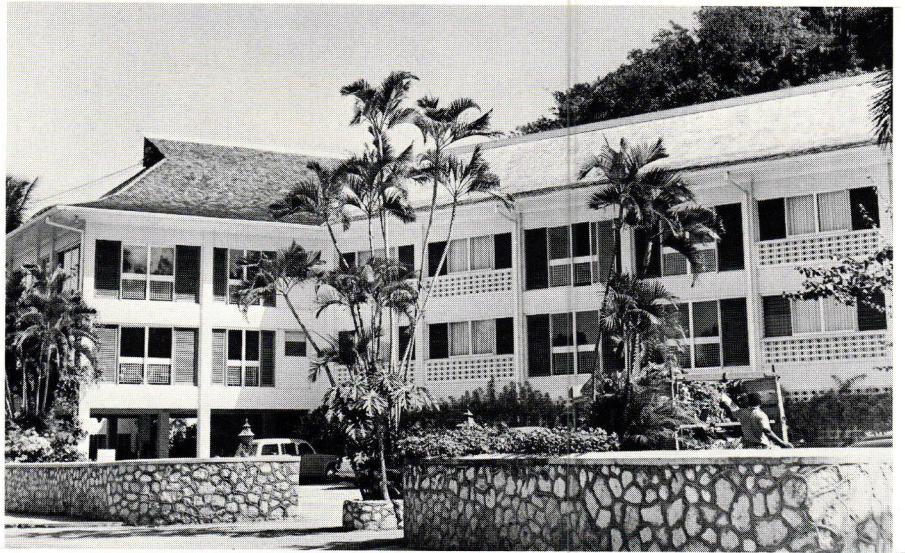
*San San Project, Portland:
Architects: Marvin D. Goodman & Associates*



*Round Hill, St. James:
Probably the most successful of the cottage
type hotels built in Jamaica. Excellent siting
of buildings, a simplicity of materials and
design, have resulted in an environment of
great appeal to tourists and a most har-
monious relationship between building and
landscape.*

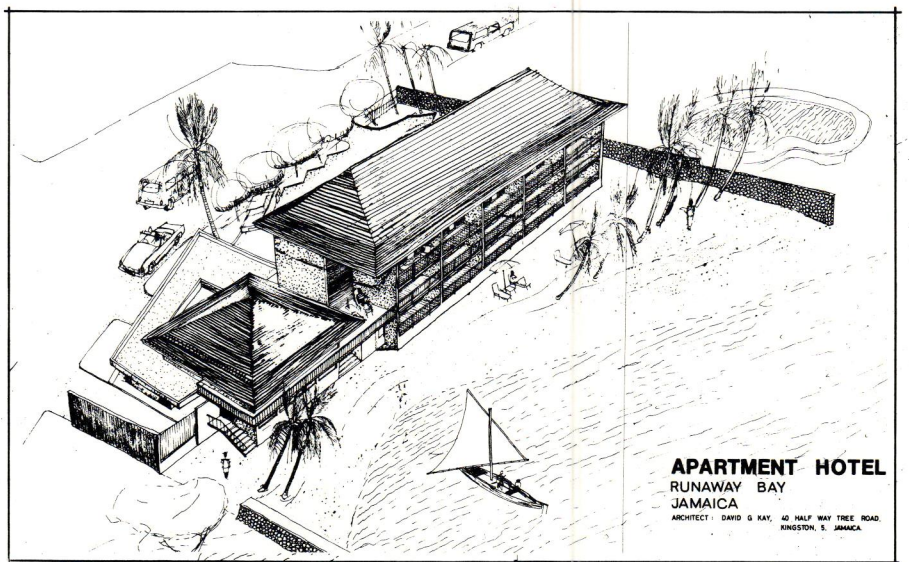
Jamaica Tourist Board Photo

*Gloucester House, Montego Bay:
Set in the midst of the hotel area, it shines
by contrast with its neighbours and de-
monstrates the value of local materials and
vernacular in architecture.
Architect: Harold Simpson*



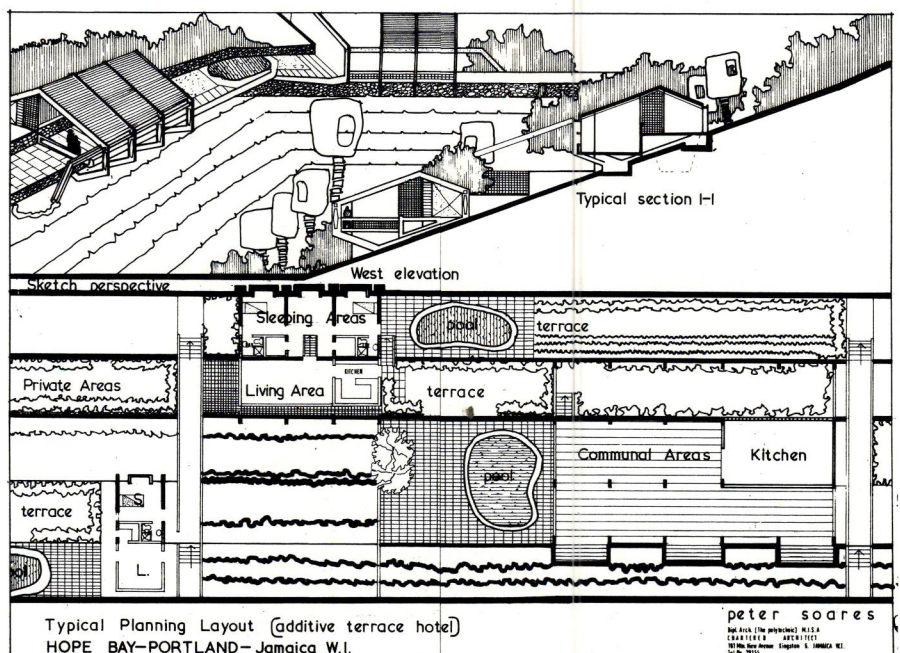
Apartment Hotels, Low Rise

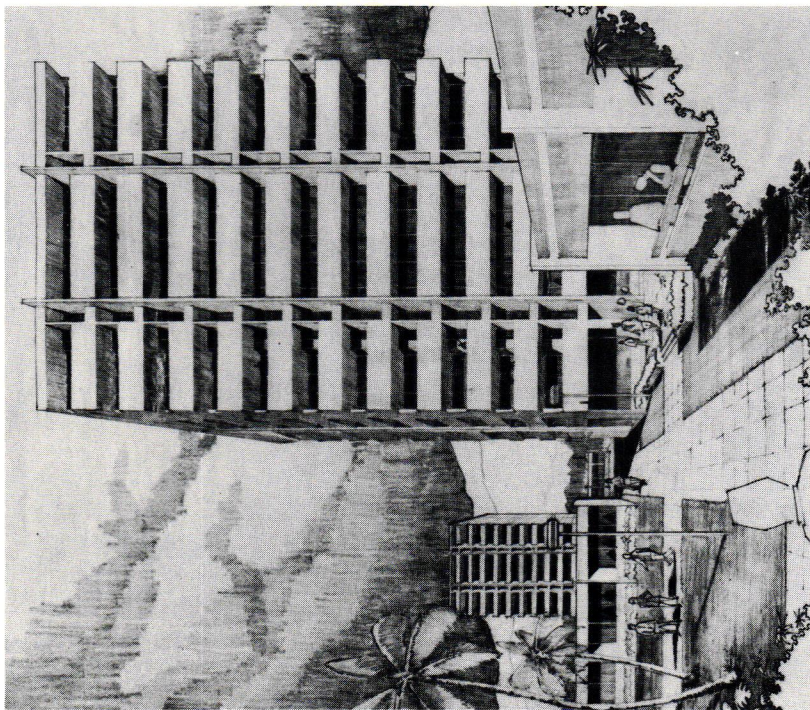
*Runaway Bay Apartment Project:
Architect: David Kay & Associates*



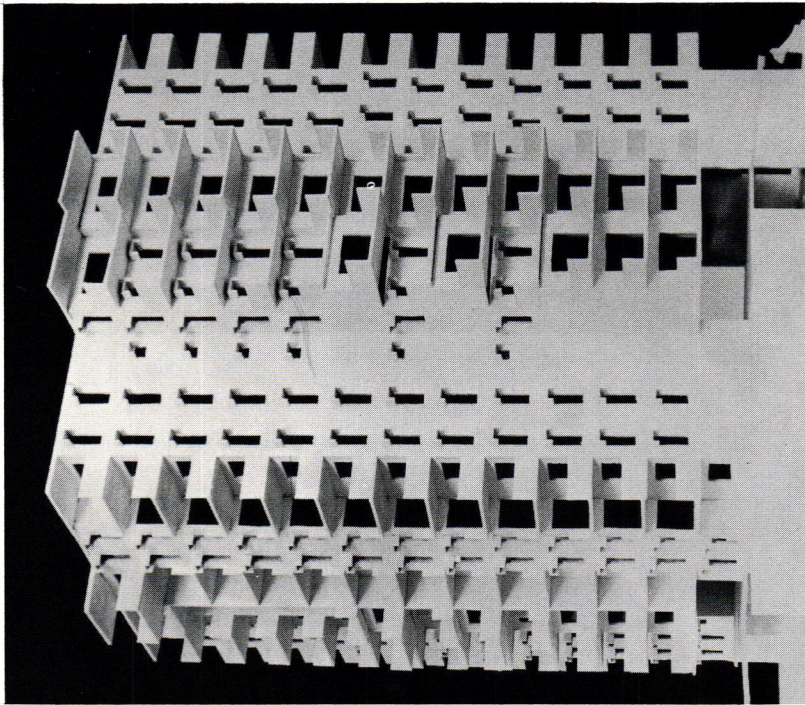
Hillside Hotel

*Hillside project, Portland:
Architect: Peter C. Soares*

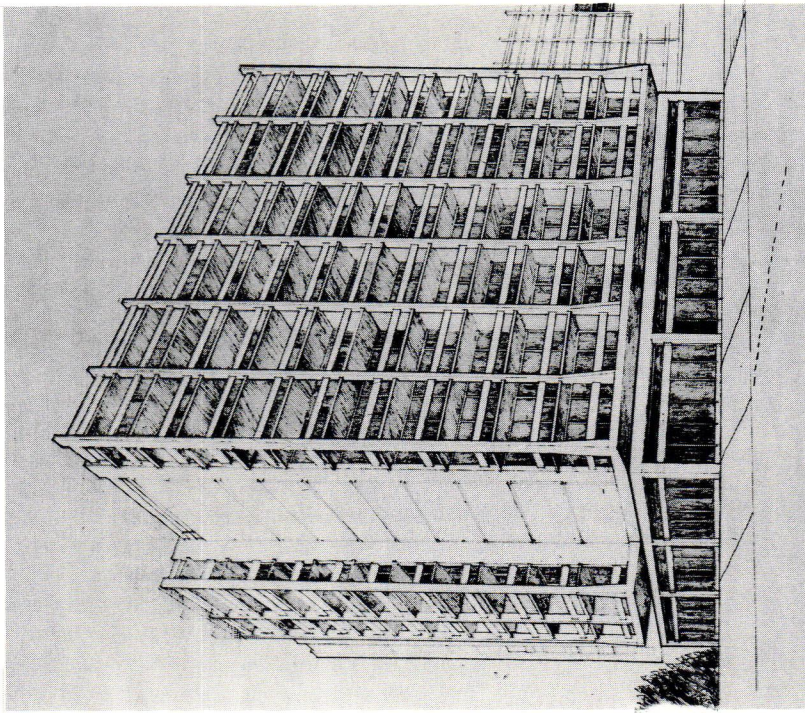




Turtle Beach Apartments, Ocho Rios New Town: Architects: McMorris, Sibley, Robinson



*Cleveland House, Montego Bay: Architects: The Derek Lovejoy Partnership, Bahamas, in association with Harold J. Ashwell and Roy Stephenson.
Photo of model by M. Clemens, Bahamas*



Montego Towers, Montego Bay Freeport: Architects: Caribbean Planning Associates

Apartment Towers

Until a few years ago the usual procedure taken by local and overseas developers of building complexes, in relation to architectural services, was to invite an overseas architectural firm to come to Jamaica and execute development plans and architectural and engineering works. No thought was given to the idea of inviting a local architectural firm to become involved directly or indirectly. No local firm would deny the fact that, in most cases, large developments do require a degree of specialist consultation and welcome any reputable Architect bringing to Jamaica his special knowledge. However, when it evolves that all planning and drawings

Benefits Derived from Joint Ventures between Foreign Architects and Local Architects

by Vayden McMorris, B.Arch.

are executed abroad, the value of the specialist knowledge is cancelled by the lack of development of local knowledge. In this article, the **Editorial Board** of the Jamaica Architect explores the benefits and hazards of collaboration with Mr. **Vayden McMorris** whose firm is experienced in 'Joint Ventures'.

E.B.: "Isn't it a fact that things like the preparation of working drawings are technical jobs which can be capably handled in Jamaica?"

McM.: "The answer to this is, yes beyond all doubt. There exist in Jamaica today at least five firms of ten years, or more, experience who are completely familiar with local conditions, by-laws, and the ability to co-ordinate engineering skills that can comfortably produce the necessary working drawings. Since the mid-50's, the availability of local architectural services has vastly improved and expanded, growing along with the demand for architectural services. The fact that all the local Architects have been trained abroad under the same conditions as any other Architect, and the fact that these Architects have been practicing successfully in the region, means that there is no doubt that the developer stands to benefit by engaging the local Architect as his prime Archi-

tect. Then, where the project indicates that the specialist would be of benefit, consultants can be called in."

E.B.: "You have done work with a well know hotel chain. What are your thoughts regarding this?"

McM.: "In our dealings with a large hotel chain we found that their experience, gained from the operation of a great many hotels, enabled them to evaluate the operation of each unit. They are able to plan for high operating efficiency and maximum comfort within a budget that makes the operation profitable. To achieve this success, their hotels must attract and please guests. Their success makes them highly qualified to collaborate in the planning of their hotels. We find that after reaching agreement with them at the preliminary stage, our firm, and we are sure other firms could as well, was able to follow through the design and construction quite comfortably."

E.B.: "What about the speed in getting out drawings and co-ordinating the services?"

McM.: "After the preliminary design we went into further developed plans which established specifications and costing, and from this stage we produced the working drawings in six weeks."

E.B.: "Could it have been done faster abroad?"

McM.: "I doubt it. There were too many engineering aspects to be co-ordinated."

E.B.: "Was the engineering done by a Jamaican firm?"

McM.: "Certainly, there are several Jamaican engineering firms that can handle a project of this size, and larger."

E.B.: "When plans are drawn abroad, don't you find that there are some details which are not feasible or applicable in Jamaica?"

McM.: "Quite often we are asked to examine plans prepared by overseas firms, and do find that there are some basic assumptions that would not have been made, had the Architect been more familiar with local conditions. Most of them are in relation to building codes, structural, electrical and mechanical work. Many of these details are based on assumptions concerning our contractors, tradesmen and certain construction techniques which may not be valid in Jamaica. The achievement of these particular specifications, foreign to the local building industry, makes the cost of construction rise."

E.B.: "Would it also follow that through collaborating with specialist Architects from abroad, the Jamaican architectural firms will in time develop the expertise to offer specialist services locally?"

McM.: "I think that is a logical assumption. There is no doubt that our skills and techniques are well advanced and compatible with standards elsewhere. Personally, I am afraid of these two words 'expert' and 'specialist'. First, because improvements are being made every day, and new methods are involved. Second, some people believe that this expert is a comprehensive being, and that his word is not questionable. Third, an expert from one set of social and economic conditions, is not necessarily an expert in another set of social and economic conditions. I feel that to give the best service is to employ all available knowledge to the problem. I hope that no one will ever term me as an expert. I will, however, insist that as a Jamaican I am more of an expert in the background of Jamaica than someone who has never lived and worked in the Jamaican context. The big problem is that in Jamaica there will always be financing from abroad. The developer will often wish to bring his own architect but I do not think that the Jamaican architect should object to this when the consultant can offer techniques or advice not available locally."

E.B.: "The Government is encouraging local participation in tourism and you have just said that the investor often wants his own architect. Therefore it would be an advantage to have this expertise in Jamaica so that the local investor can obtain an architect right here who is capable of designing the most complex hotel or office building. He will look for an architect who because of previous associations with foreign specialist architects will be experienced in handling such a project. This experience can only be gained when the main design and drawings are done in Jamaica. It will then develop that Jamaica will be in a position to export rather than import architectural expertise in tourism as we are now doing in housing."

McM.: "Please appreciate the fact that there still exist some sectors of our society who are skeptical of local Architects, citing their youth as a disadvantage as if youth and inexperience in this day and age are still inseparable. Most of the Architects who are introduced from overseas are of the same age group as the local Architects, many of them have done comparatively few large complexes before they arrive here as consultants. Their knowledge is obtained in exactly the same way that the local Architect obtained his knowledge. There is one problem that the local Architect has to face and that is that the overseas Architect quite often charges a lower fee than his local counterpart —

the reasons are obvious and the proof of the pudding is that there is a saving in fee but an increase in construction cost."

E.B.: "What kind of service do they give for this low fee?"

McM.: "The majority of overseas Architects give good services locally and in the preliminary stages I would state that their presentation techniques are more elaborate than the local Architects', as they have access to a greater range of presentation material. However, the fact remains that, after the preliminary stage, operating from overseas certainly becomes expensive and impractical. There is an interesting case that occurred some years ago in which my firm was asked to associate on a project. Plans were assumed to have been completed but after scrutinizing the plans we discovered that a considerable amount of work would have to be done in order to make the working drawings meet with Jamaican standards. Therefore, in the discussion of fees we allowed for supervision, co-ordination and the completion of some of the architectural detailing. Our figure for this work was greater than the other firms overall fee. Cut rate services were being given."

E.B.: "From an economic point of view, when the main drawings, including such things as bathroom elevations and door details, are done abroad, doesn't it really mean that Jamaican money, in the form of fees, is going overseas to support foreign architects, draftsmen and their families, foreign taxation, etc.? If these fees remained in Jamaica they would support Jamaican draftsmen and their families, Jamaican business, and the Jamaican government through taxation. When you consider the hotel construction now being planned, this is a very large sum of money."

McM.: "This is a very important point. Only the consultants fee need go abroad if the work is done here. This would furnish the expertise, the additional knowledge or assurance that a consultant could offer. This too will eventually be eliminated as soon as people here realize that every member of the Jamaican Society of Architects has been trained abroad and are as fully qualified as architects abroad. People must realize that the Jamaican architect has been adapting his knowledge to this environment for an average of ten years and that he is the best man for the job."

E.B.: "Did you find that your knowledge of local conditions in all phases was an asset in your association with the hotel chains?"

McM.: "We started out with a budget and we had to design within this budget. Because we were aware of the cost of

doing things locally, we were able to guide them as to just how far they could go to achieve what they wanted. They could not have done that otherwise. You have discussions as to what can or can't be done and you meet the budget. When planning is done without local knowledge invariably costs escalate. This means a crucial loss of time; which in the Tourist Industry is critical."

E.B.: "You have been associated with foreign experts on several projects. Have you found that this is a successful system?"

McM.: "My consultants are very happy, they are just as interested in doing a good job as I am. We argue back and forth and quite often we both learn something. We have used this system on some very successful projects."

E.B.: "Now that you have had the experience of working with experts from abroad on several large projects, if you have to design similar buildings is there any doubt in your mind that you now have the expertise to handle the entire job?"

McM.: "I believe that the local developers have finally realized that we do have the expertise. They no longer approach the foreign consultant first then bring the plans for us to look at. Nor do they, having given us the brief, ask that we call in a consultant. Our associations on several office buildings and hotel projects have helped us in those fields. Most of the hotels have been extensions, but when you design an extension you have to study the whole complex. Not only does it have to function efficiently, it has to be aesthetically acceptable."

E.B.: "This is another point, when an Architect who lives and works abroad designs a hotel for Jamaica he is only motivated to suit his client by planning toward a budget. He has no personal interest in how it fits into the environment."

McM.: "The local Architect has a vested interest in planning buildings which are infinitely suited to their location and function. He is in a position to 'Jamaicanize' his designs in appearance and for the role that it has to play in Jamaica. He has to see and live with whatever he designs, he has to account to the Jamaican public, his friends and his business associates for his structures."

E.B.: "Hotels are planned to last for many years. Over this period certain things happen; there are maintenance repairs, and often a need for extensions. Isn't it a tremendous advantage to have all the plans easily traceable in Jamaica?"

McM.: "The local Architect would be able to furnish plans and personal advice almost immediately. His drawings

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show all of the variations. He does 'as built' drawings at the conclusion of the job which can be used for maintenance, i.e., electrical work, plumbing, water. This is not usually done by foreign Architects, and it takes time and money to bring them out to correct or change the building."

E.B.: "Looking around at the many hotels in Jamaica which were designed abroad, do you feel that they have special qualities which the local Architect cannot produce?"

McM.: "From an architectural standpoint I don't think that going overseas has brought any masterpieces to Jamaica — at times it might bring a little additional touch, but sometimes the concept is impractical. Perhaps you remember the carousel like structure which was erected at a well known hotel. It was beautiful, but it just didn't work. They had to remove it. Many of the hotel chains realize the economic disadvantage of using Architects from abroad because their costs usually skyrocket; too many things are just not tied in. There has been a great deal of progress over the last ten years. The local Architect is much more equipped today, he realizes the potential and is doing a great deal of research. Back-up teams have been organized; a consulting team has been developed. Ten years ago we didn't have any electrical or mechanical consultants, but now, here in Jamaica, we have the network necessary to produce any type of building."

E.B.: "Does this mean that we no longer need consultants from abroad?"

McM.: "All over the world it is standard

practice to obtain a client's approval to bring in a specialist to discuss some particular aspect. We will continue to do so where and when the need is indicated. However, care must be exercised in choosing one who is really a specialist in the particular field to get maximum benefit from the high fee that will have to be paid."

E.B.: "This would limit overseas participation to the extent of real necessity."

McM.: "Developers are gradually appreciating what the local firms are accomplishing. Clients who have worked with local Architects in association with overseas Architects on major projects in New Kingston and Downtown Kingston are keenly aware of the competence of the local firms. We have some pretty good letters in our files. At the end of a job they have been very satisfied. Some of them wondered whether they needed the consultant. One consultant who came down to work with us told the client that he didn't think that he could add to what had been done by the local firm. At first, being unfamiliar with the Jamaican scene, he felt that he could make some recommendations. However, having explored further, he realized that we had a particular operation here and that it had been solved, without his help, by the local firm."

E.B.: "It may be an enlightening and rewarding project to arrange an exhibition of work done by members of the Jamaican Society of Architects in conjunction with a Seminar at which architects, developers, hotel operators and other interested parties may explore this subject further."

NEWS ITEM:

NEW INTERIOR PAINT

Mr. Howard Shelley, Marketing Director of SCM-Glidden International Company, Cleveland, Ohio, (standing) addressing Glidden dealers and salesmen at the launching of new Spred Satin interior latex emulsion paint. This was held in the Ballroom of the Sheraton-Kingston Hotel on Thursday, July 17. Seated at the head table are (L. to R.) Mr. W. Kirlaw, Chief Chemist at West Indies Paints Limited, Mr. G. H. Oswald, the Company's Managing Director, Mr. Ray Insanally, Sales Director, and Mr. D. Riley, Technical Sales Representative. This new paint is the result of four years of research, development and testing.



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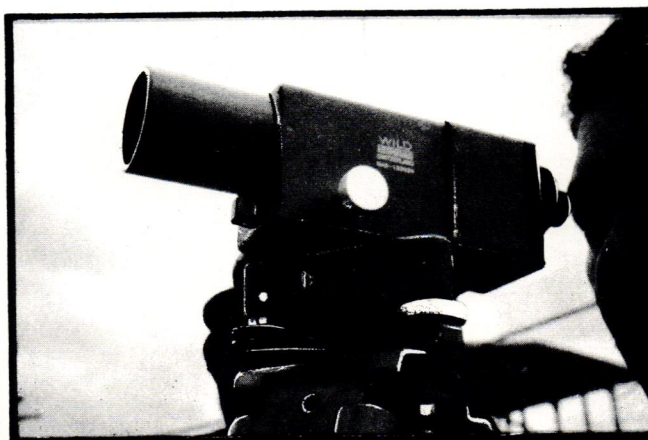
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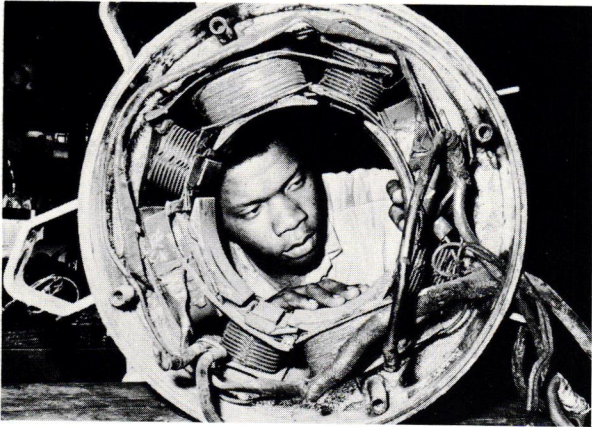
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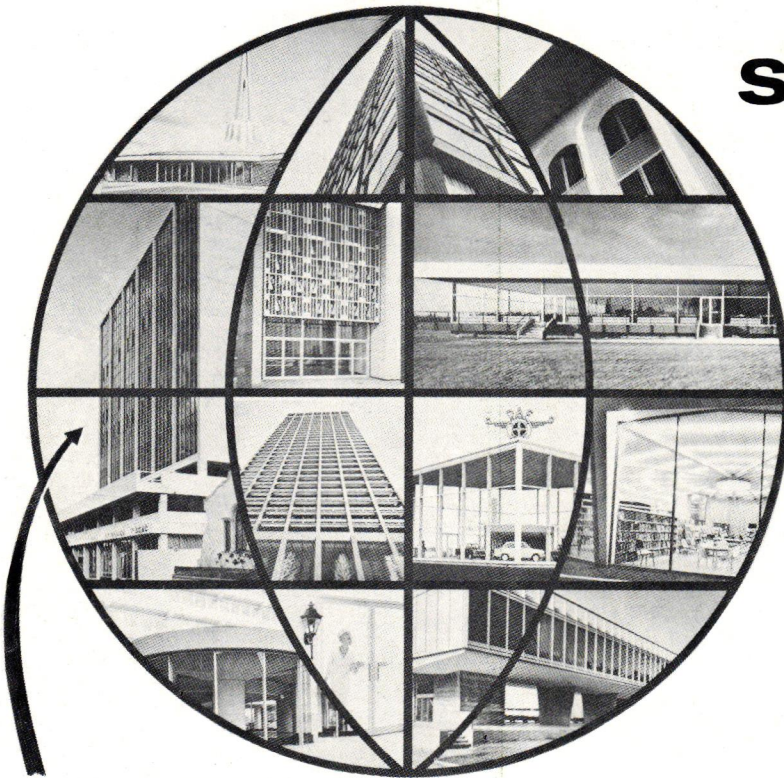
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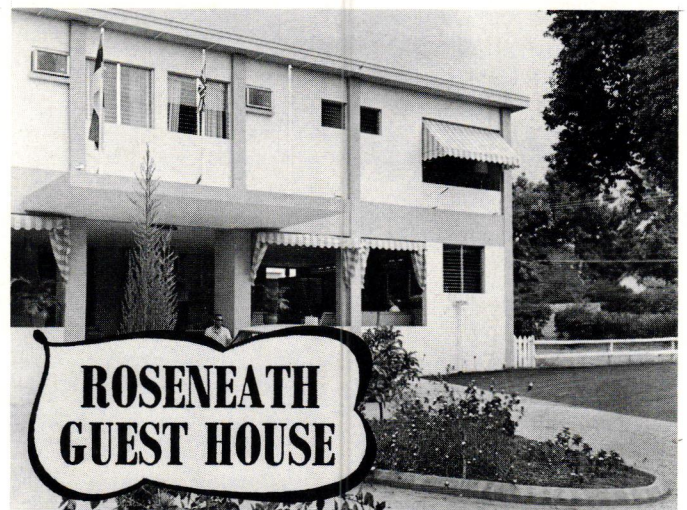
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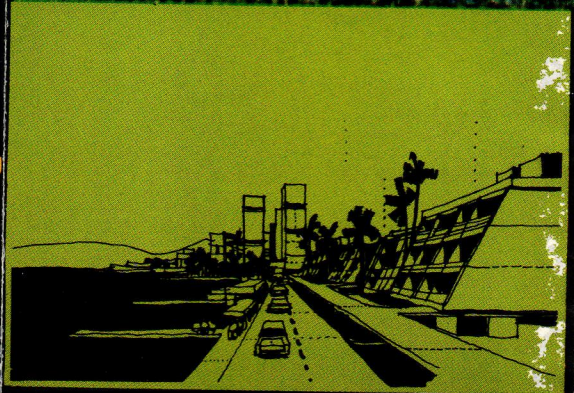
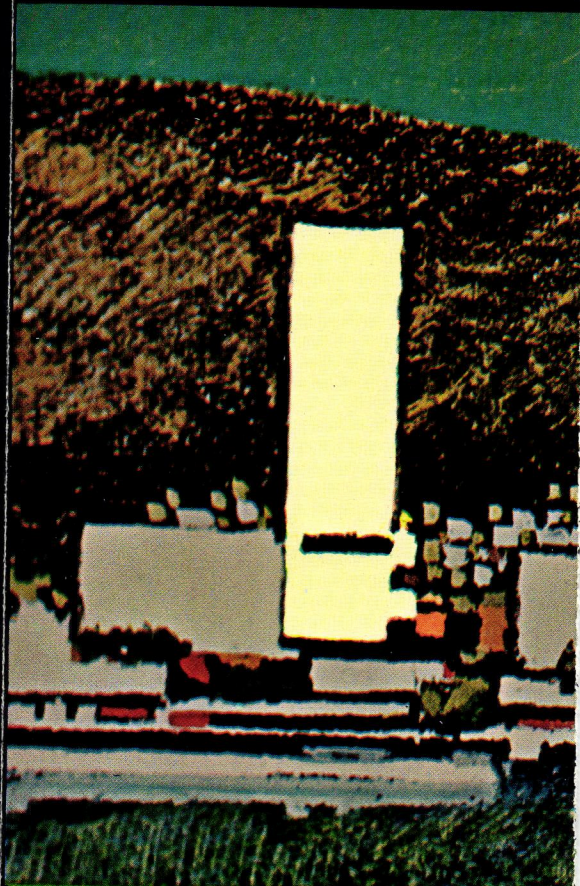
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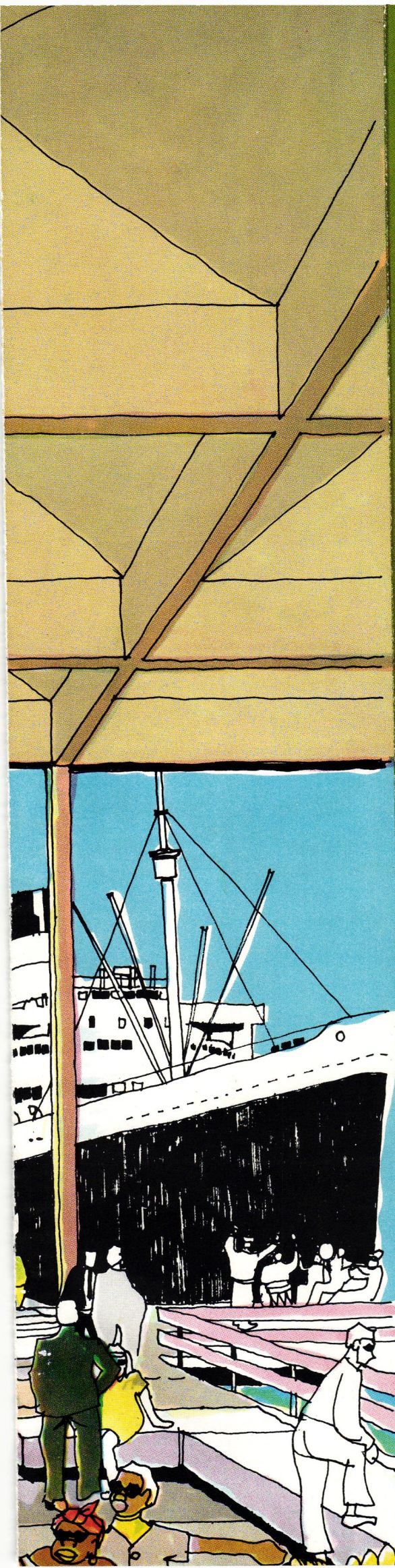
KING STREET

King Street will have restricted regulated business hours and will be transformed into a shady pedestrian shopping mall with trees and attractively landscaped areas. A temporary measure will be its conversion into a one-way street with reduced driving road and wider tree bordered pavements as far north as Barry Street, from here, it will be closed to traffic up to South Parade. Short term parking will be permissible at parking meters and King Street will no longer be a throughway north, and will only be used as a parking street. These improvements will be of great benefit to shoppers and to the many store owners on King Street.



CRUISE LINER PIER

The new pier will bring the cruise Liners back again, where during the six peak tourist months that there may be occasionally three or even four at one time. The tourist season may then 65,000 cruise passengers visiting Kingston and restaurants, entertainment, guided tours and These facilities they will find right downtown. white sand beaches will be available in the eny harbour and the Hellshire coast for sea bath. The construction of the pier and the devel Market and tourist shops will be phased over keep pace with growing needs, and in the inter involve some temporary arrangements, such the Railway Piers which is already nearing co



TOURISM RETURNS TO KINGSTON

... a Crafts Market, Cruise Liner Piers, Tourist and Convention Hotels, Apartments and Maisonettes, Car Parks, a Cultural and Entertainment Centre, new Shopping Areas, Night Clubs, Restaurants, Boat Jetties — they are all in the plan for the redevelopment of Downtown Kingston which is already underway.

The Kingston Waterfront Redevelopment Plan covers a site which is almost two miles long and about a fifth of a mile wide. Bordered by Pechon Street on the West, Paradise Street on the East, it stretches northward from Harbour Street on the Western side and as high up as East Queen Street on the Eastern end.

Tourist facilities will be concentrated on the fringes of the waterfront from Pechon Street on the West to Hanover Street on the East.

About 400,000 square feet stretching from Victoria Pier on the East — going West to West Street, bordered on the North by Port Royal Street and the new Waterfront Boulevard to the South has already been purchased for Tourist Development by Town and Commercial Properties Ltd. of the U.K. The area will accommodate a 350 Room Convention Hotel, Apartments, Offices and Shops. Construction is scheduled to commence later this year.

On the Eastern end of the new development area the old Myrtle Bank Hotel, is being demolished, and, the old Hardware & Lumber site adjoining, which has already been cleared, will be joined together to form one large land area for yet another Hotel complex.

The entire downtown redevelopment is being undertaken by the Kingston Waterfront Redevelopment Company, a subsidiary of the Urban Development Corporation, constituted by the Government of Jamaica for the implementation of urban renewal.

CRAFTS MARKET

For tourists, particularly the cruise boats, the Craft Market with its colourful selection of Straw Goods, Wooden and Embroidered Items, Liquor, Records, Souvenirs, Carvings and other local products, is a big attraction. The existing Crafts Market will shortly be moved from its old site at the foot of King Street to its new premises immediately adjoining the new cruise liner pier. Near to the Crafts Market there will be a small group of attractive courtyard shops to sell a wide variety of other Jamaican crafts and merchandise that will be of special interest to tourists and also to Jamaican gift-buyers.

CULTURE AND ENTERTAINMENT

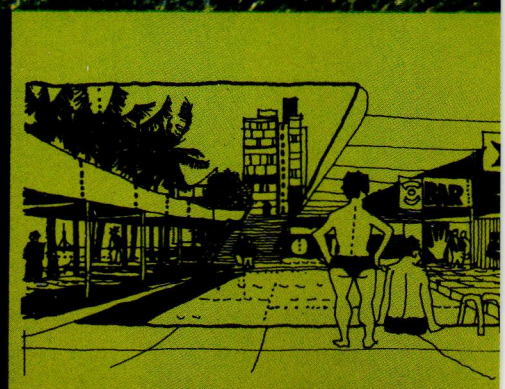
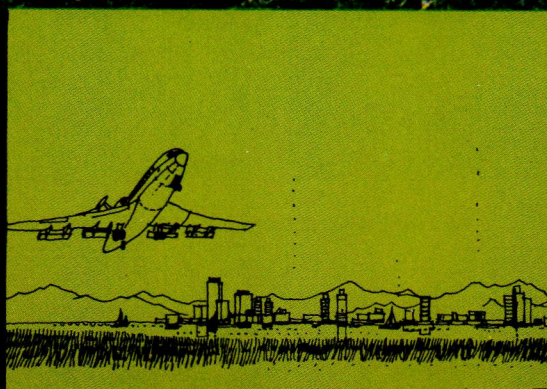
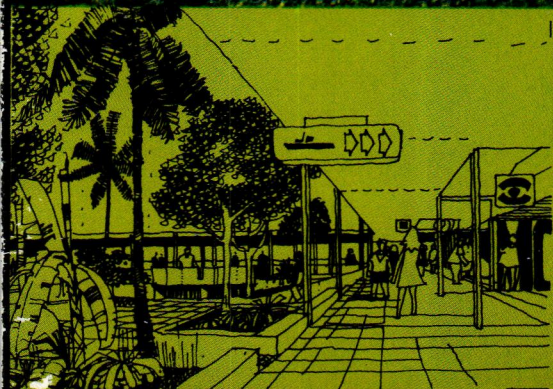
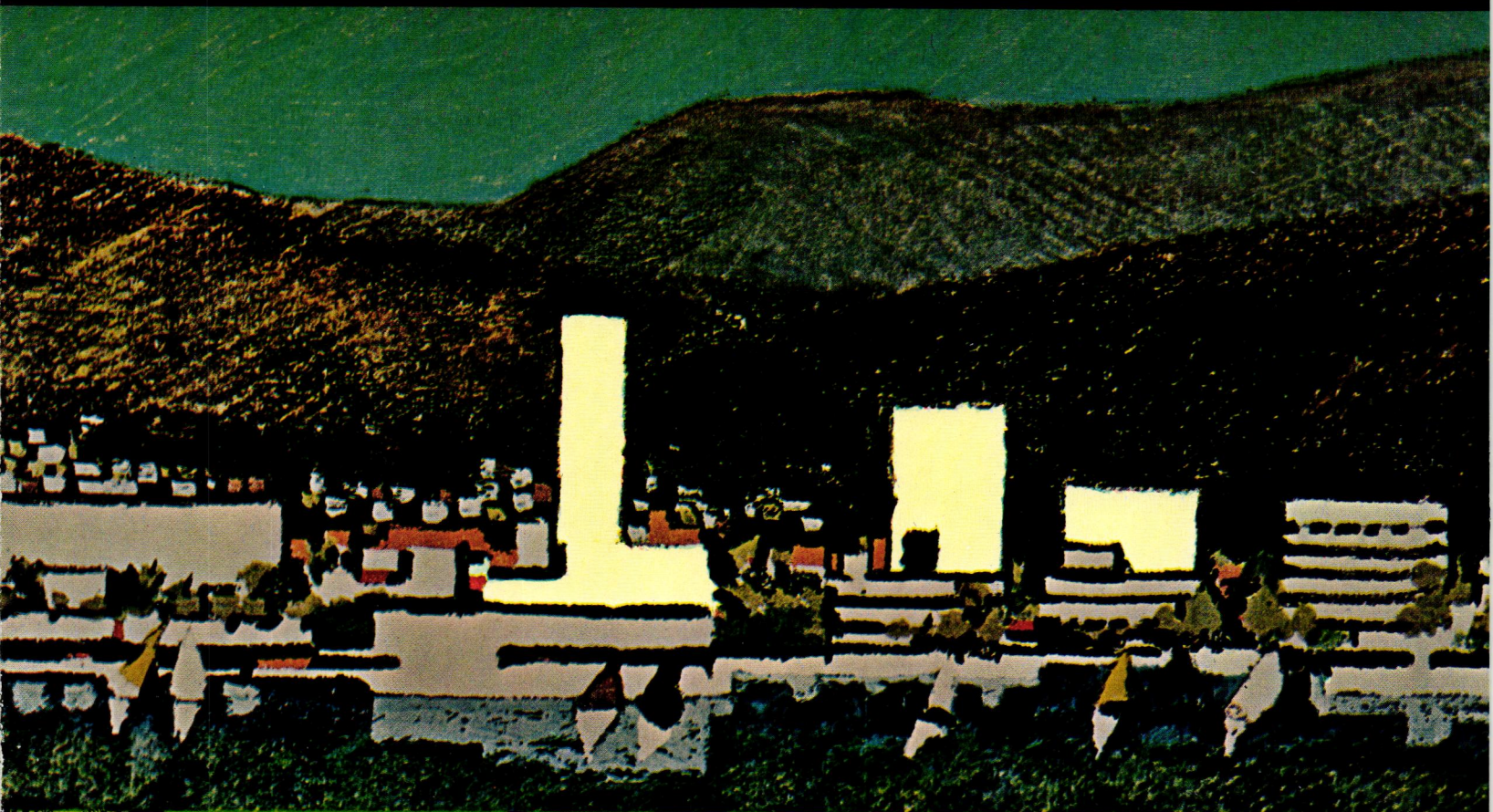
Spacious, well-planned Bars and Restaurants will overlook the harbour, intimate Night Clubs, Gardens, the Promenade and Boat Jetties will wind along the fringe of the waterfront Boulevard. A marina hotel for visiting and local yachtsmen will sit on the extreme western edge of the waterfront. A large recreational park adjoining Newport East will provide a play area for everyone.

In a prominent position on the water's edge, Kingston's Concert Hall and Cultural Centre will offer a wealth of entertainment. The Cultural Centre will have

a 1,200 seat auditorium for dramatic and musical performances. It is designed so that it can be adapted for use as Convention Hall. The Centre will have a small Art Gallery for permanent and temporary exhibitions and will become the focus for the arts in Jamaica, and will be of great appeal to visitors who enjoy Ballet, Drama, Music, Painting and Sculpture.

HOVERCRAFT

As more hotels are built in downtown Kingston, and 300/400 seat jet aircraft are introduced in the near future, a cross harbour ferry service using hovercraft will come into operation as an alternative to the long motor route via the Palisade



HOTELS

to the city waterfront
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see as many as
d they will need shops,
somewhere to swim.
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ompletion.

A waterfront location has obvious attraction for the siting of tourist and convention hotels. The estimate of future hotel rooms, which is perhaps a conservative estimate, shows that 1,600 bedrooms will be needed in Kingston by 1975. At least 1,300 of these will be on the waterfront but many more could be required, and additional hotel sits are allocated for the later stages. These hotels, however, will not be permitted to usurp the whole of the waterfront, and even where they are sited overlooking the water, public access along the promenade will be safeguarded. The larger hotels are expected to offer a full range of tourist and convention facilities and will create in Jamaica for the first time, a resort centre in an urban context, supplementing the usual beach setting so that Jamaica will thus come into line with many other countries which offer both.

IN DUTY
BOND FREE

The Treasures of COLUMBUS BAZAAR



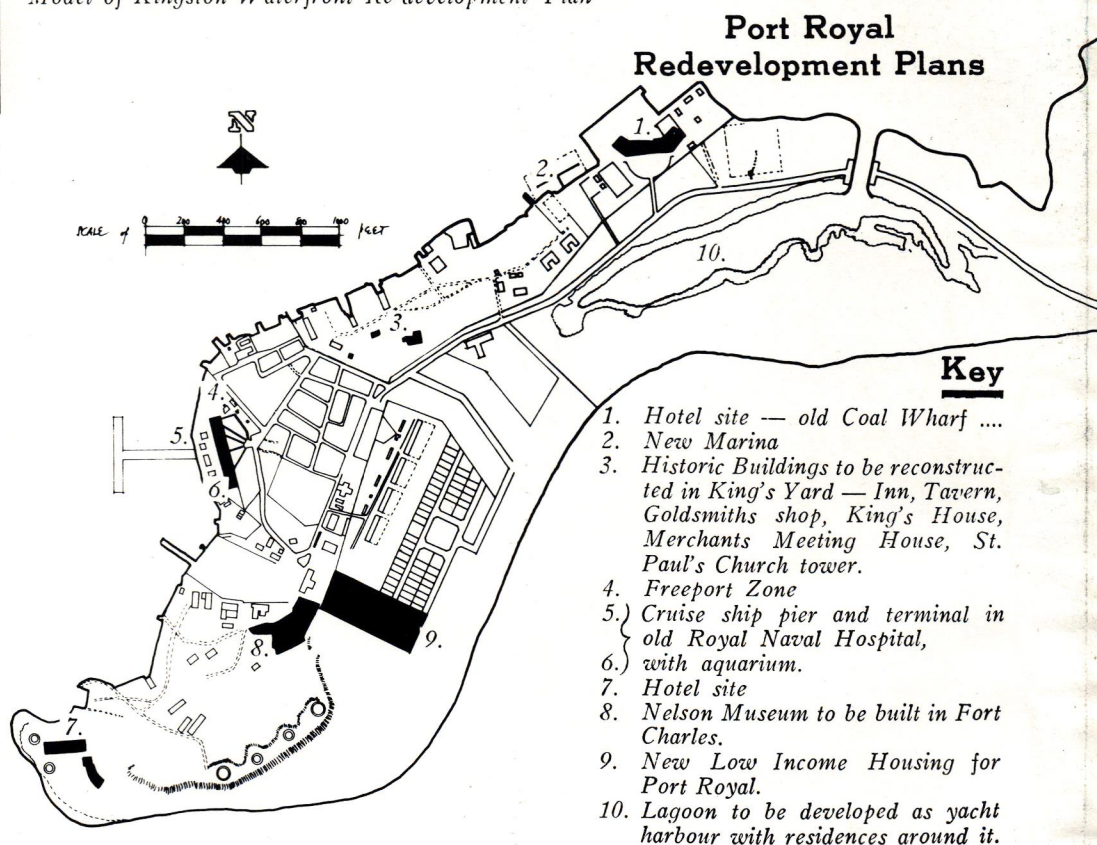
KINGSTON HARBOUR and TOURISM

by Brooke Riley, M.C.D., B.Arch.,
A.R.I.B.A., A.M.T.P.I.

There is much activity in progress today directed towards providing wider tourist facilities in the region of Kingston Harbour. A plan is under way for re-developing the waterfront of Kingston itself, plans have been prepared for the development of Port Royal, and the new town of Portmore is in the course of construction. Whilst each project is very different in character, they all offer attractions for both Jamaicans and those who visit the island on vacation.

The plan for Kingston's waterfront emphasises its splendid setting for enticing the tourist as well as the businessman and the shopper. The capital cities of many countries are holiday places in addition to being the hub of the nation's business and administration, and now Kingston will no longer be an exception.

Model of Kingston Waterfront Re-development Plan

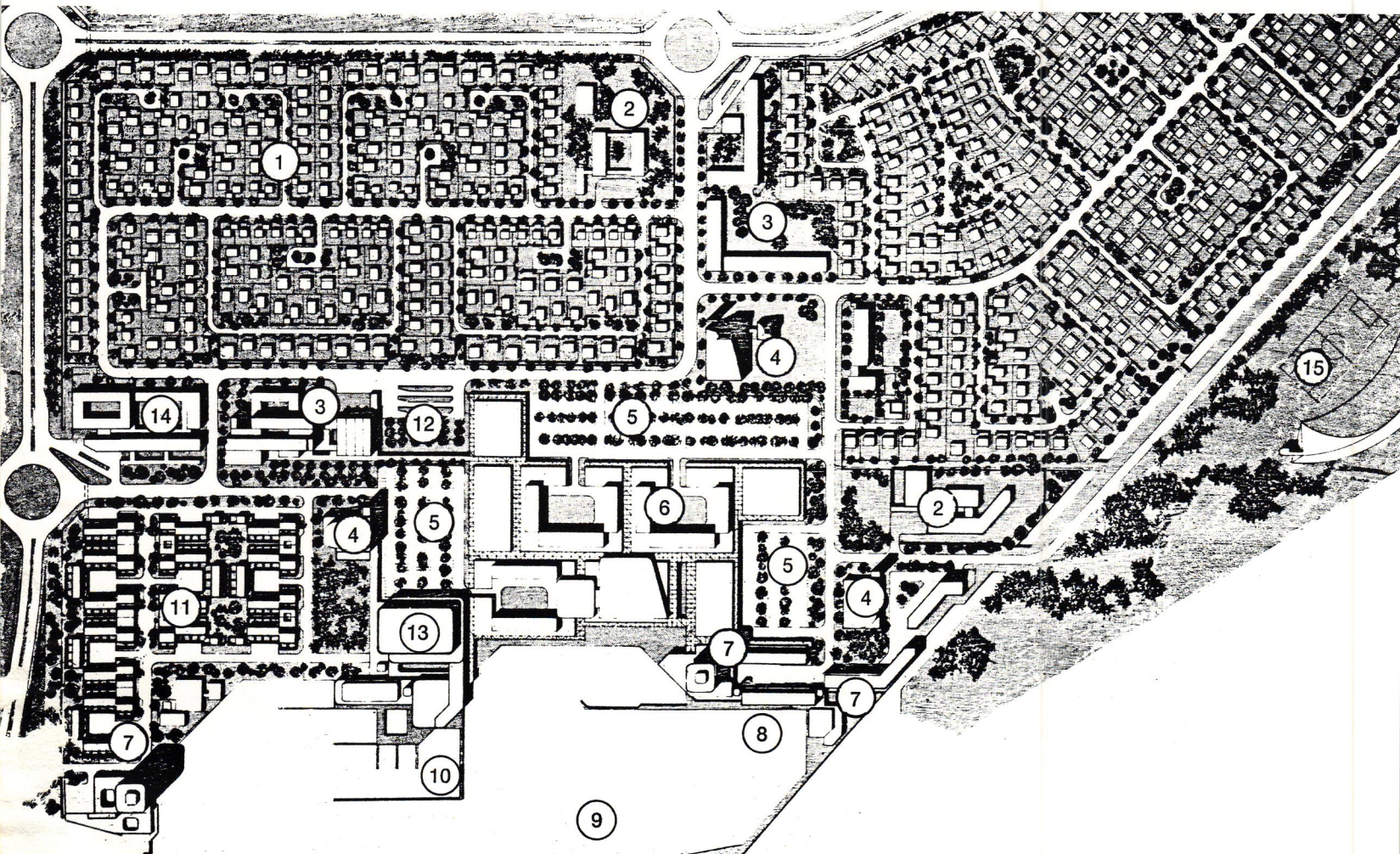


The work of clearing away the old crowded jetties and warehouses has already begun, and soon the City will have a new face looking across the Harbour. There will be hotels, shops, restaurants, bars and night clubs. There will be a new cruise liner jetty right on the edge of downtown, a new and expanded Crafts Market and the Cultural Centre which will become the showplace for all the Arts in Jamaica and a "must" on any visitor's itinerary. There will also be offices, apartments, car parks, and other important public buildings. A network of tree-shaded pedestrian malls and landscaped squares and courts, will link these new buildings together giving the waterfront the quality of a tropical park. A promenade will run the length of the waterfront beside the sea wall, which will give way in places to small boat jetties and marinas equipped with all the facilities needed by yachtsmen. The new waterfront will be a lively and colourful place during the daytime, and after dusk, the vitality will still be there, illuminated by the bright lights of entertainments.

Across the Harbour at the end of the Palisadoes peninsula lies the historic town of Port Royal and plans have been put forward for its development as a tourist resort. The plans provide for hotels, apartments, a marina, the restoration of the old Royal Naval Hospital and the reconstruction of the 17th century King's Yard, which is now known as Morgan's Harbour. The restoration will also include Fort Charles and will house a museum of the period when Admiral Nelson was associated with Port Royal. Considerable archaeological activity is currently in progress at Port Royal and much evidence is being gathered about the town as it was in the days of Henry Morgan and the buccaneers.

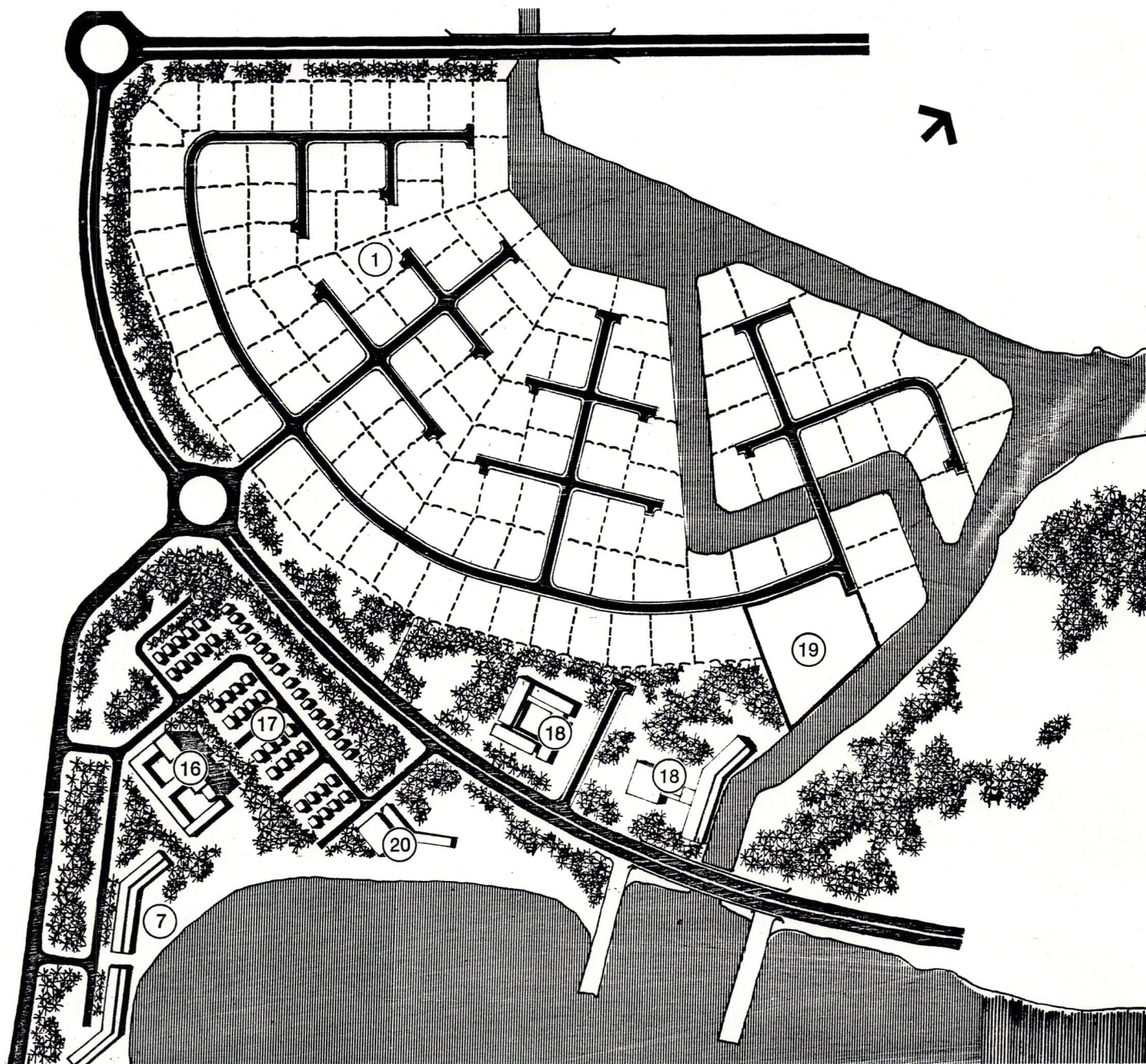
On the other side of the entrance to Kingston Harbour, the new town of Portmore is taking shape. The causeway from Kingston is almost completed bringing Portmore no further away than Kingston's northern suburbs. The new town is fundamentally a satellite of Kingston

but it will have much in it that is of a resort character. The town centre will be built on the edge of Hunts Bay overlooking the water and will be a new concept as a shopping centre. Car parking will be provided around the perimeter and within the centre the shops will face each other along shaded pedestrian arcades, which will open out onto a small piazza overlooking the harbour, Kingston and the Blue Mountains, so that something of the sparkle and gaiety of a seaside resort will add to its appeal. The residential areas around the edge of the Bay and Dawkins Pond will, in any case, be taking advantage of the opportunities for boating and fishing; and houses with direct frontage to the water will be certain to have their own jetties. At Port Henderson, where a group of 18th and early 19th century buildings have been restored by the Jamaica National Trust Commission and include a bar and restaurant, a white sand beach is being created. Behind the beach there will be an hotel and resort cottages as well as a bathing club for public use.



- | | | |
|-------------------|--------------|-------------------------|
| 1 detached houses | 6 shops | 11 town houses |
| 2 schools | 7 apartments | 12 bus station |
| 3 offices | 8 jetty | 13 entertainment centre |
| 4 churches | 9 Hunts Bay | 14 Government offices |
| 5 car parks | 10 marina | 15 playing field |

PORTMORE TOWN CENTRE



PORTMORE RESORT AREA

- 16 hotel
- 17 cottages
- 18 motels
- 19 boat yard
- 20 beach club

Close by across the main road from Kingston there will be one or two motels and a boat yard marina. In due course, resort facilities will be developed beyond Portmore as development reaches into the Hellshire Hills and the beaches become accessible by road.

The Kingston Harbour region has the opportunity to develop into a very significant tourist playground and current developments are likely to be just the forerunner of much bigger things to come.



Half Moon Bay in Hellshire. Port Henderson Hill in the background. Tyndale Biscoe photo

FUTOURISM:

A SERIES OF NEW DESIGNS FOR THE DEVELOPMENT OF TOURISM
IN JAMAICA ALONG FUTURIST LINES

by Angus W. Macdonald of Goodman & Associates.

CABLE CAR CONDOMINIUM

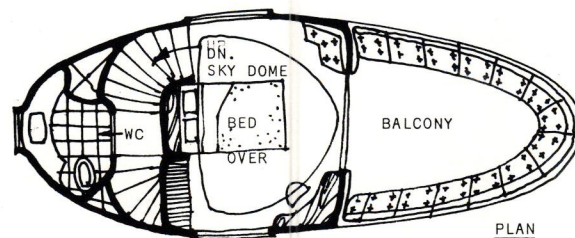
From Montego Bay to Kingston this cable car hotel will provide tourists with a 2½-day breathtaking journey over the mountains of Jamaica.

Each car is a de luxe hotel suite complete with bedroom, balcony, sitting room and bar. It rides gracefully along on steel cables stretched from the mountain tops.

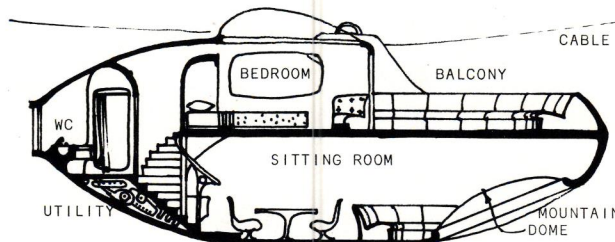
Along the route are scheduled stops at summit restaurants and sight-seeing areas, but between these, guests of the cable car condominium have the complete privacy of their private car with or without service as desired.

The car itself is a streamlined two-storey structure of aluminium and plastic featuring a bedroom with a sky dome for sleeping under the stars and a balcony above, and a bar and sitting room with a mountain dome below.

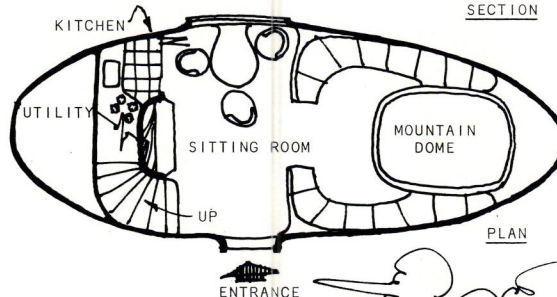
Telephone and emergency escape systems are integral with the units.



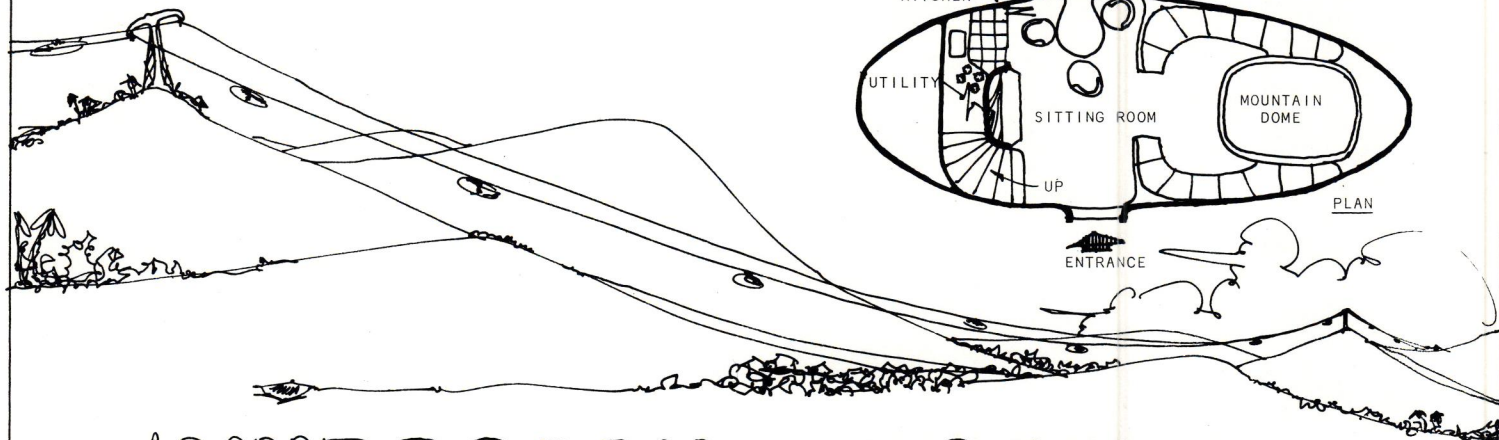
PLAN



SECTION



PLAN



HYDROFOIL HOTEL

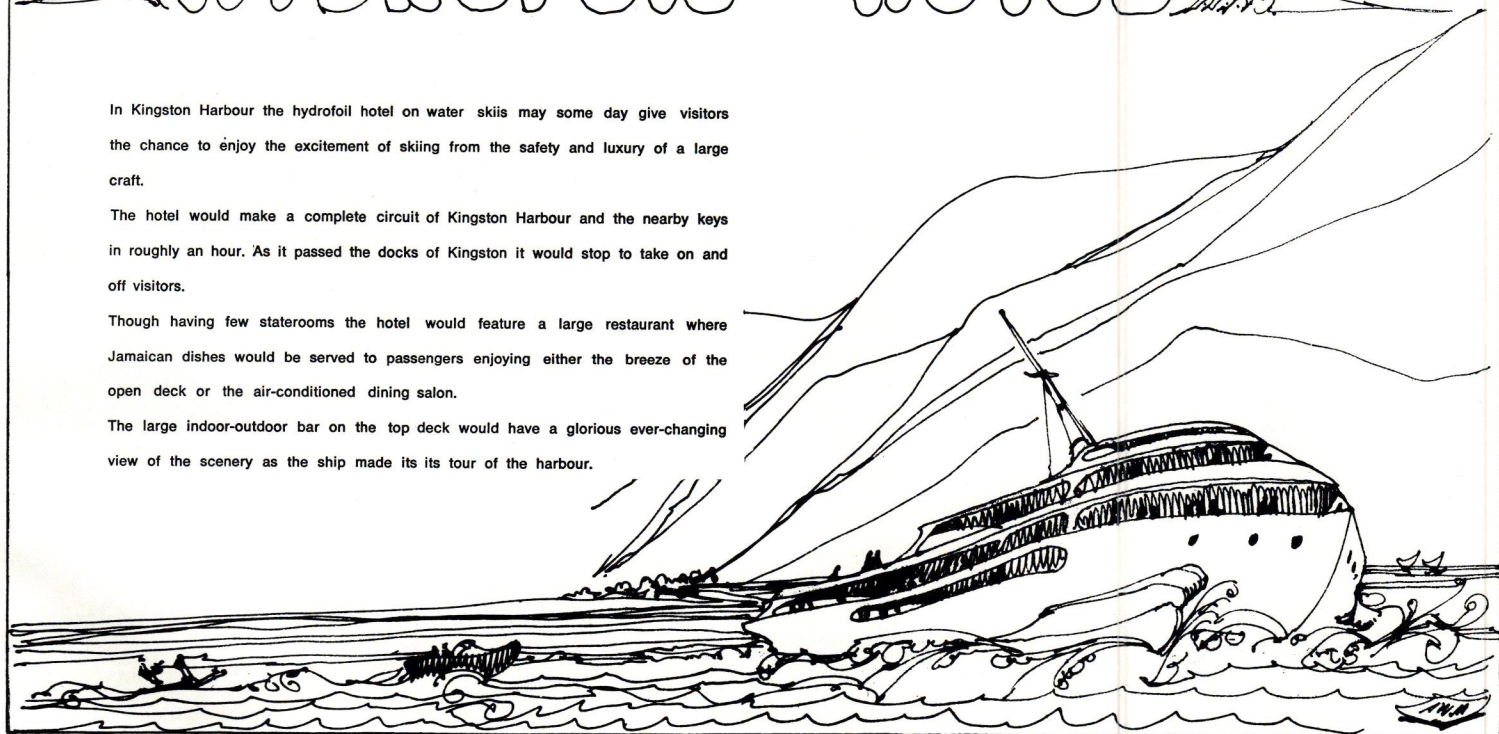
HOTEL

In Kingston Harbour the hydrofoil hotel on water skis may some day give visitors the chance to enjoy the excitement of skiing from the safety and luxury of a large craft.

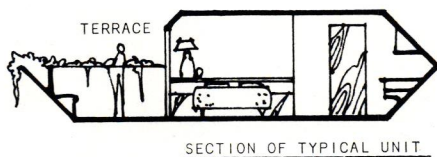
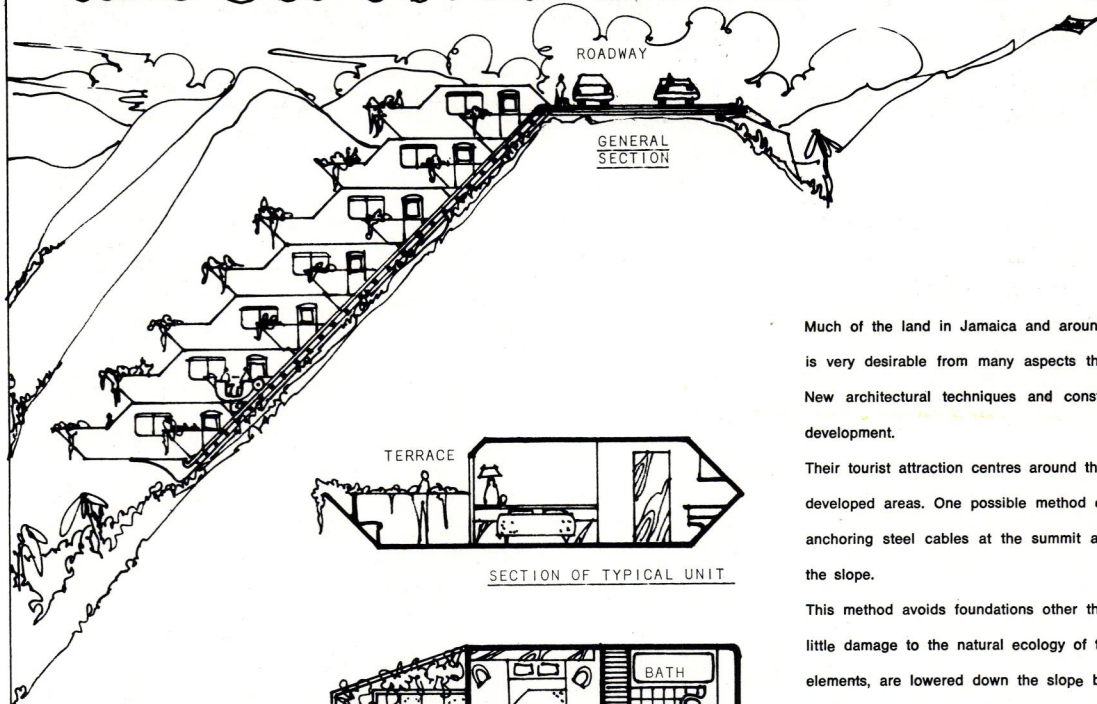
The hotel would make a complete circuit of Kingston Harbour and the nearby keys in roughly an hour. As it passed the docks of Kingston it would stop to take on and off visitors.

Though having few staterooms the hotel would feature a large restaurant where Jamaican dishes would be served to passengers enjoying either the breeze of the open deck or the air-conditioned dining salon.

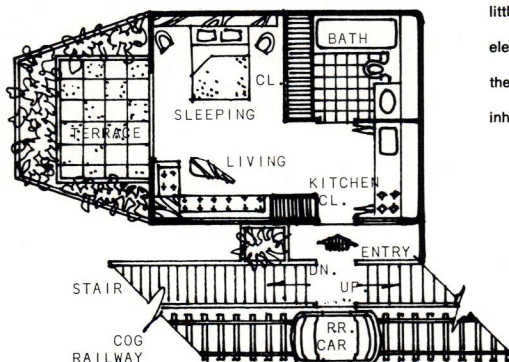
The large indoor-outdoor bar on the top deck would have a glorious ever-changing view of the scenery as the ship made its tour of the harbour.



MOUNTAINSIDE MOTEL



SECTION OF TYPICAL UNIT



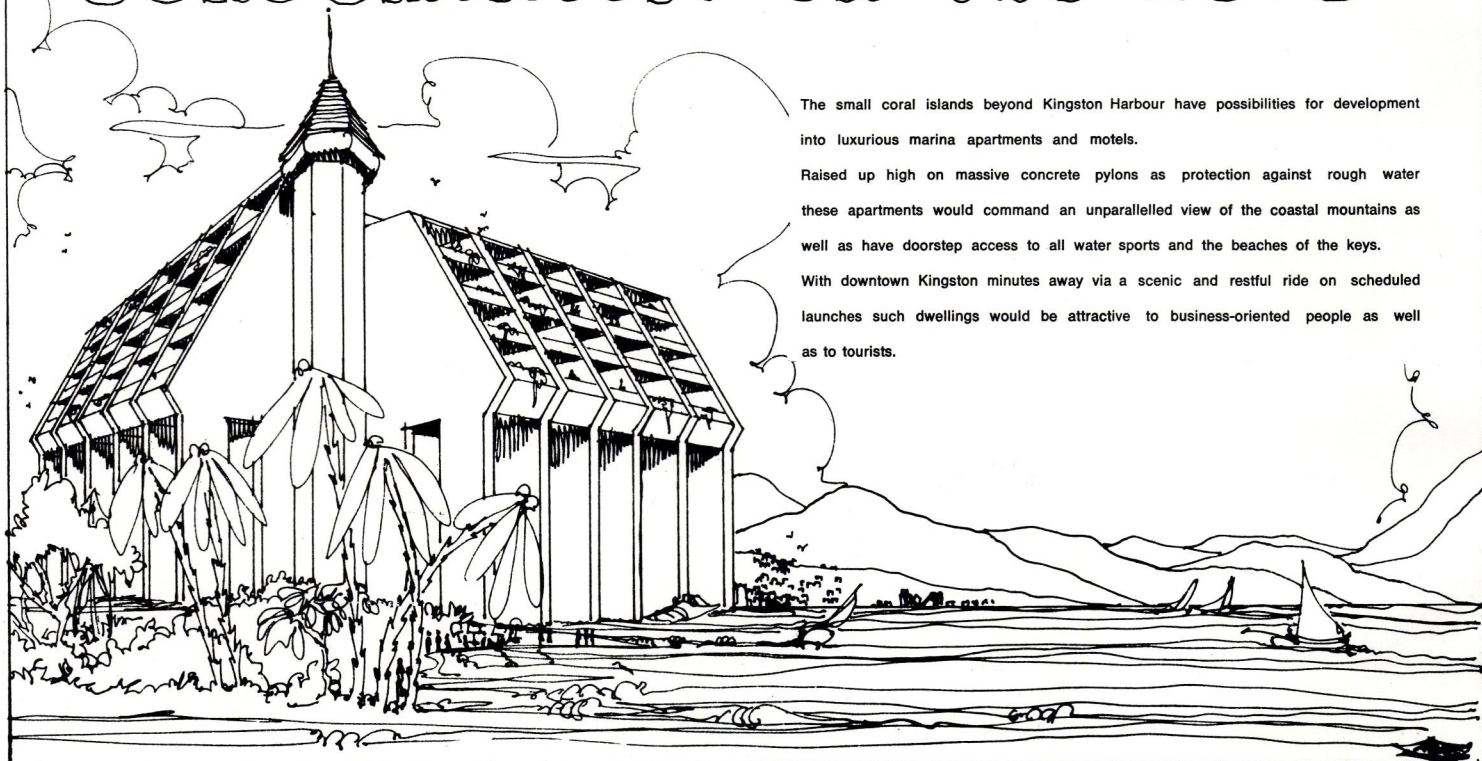
PLAN OF TYPICAL UNIT AND CIRCULATION

Much of the land in Jamaica and around Kingston slopes so steeply that although it is very desirable from many aspects the cost of its development is prohibitive. New architectural techniques and construction techniques may open these areas to development.

Their tourist attraction centres around their splendid view and proximity to currently developed areas. One possible method employing the latest technology includes anchoring steel cables at the summit and hanging the rooms by the cables down the slope.

This method avoids foundations other than the cable anchorage and thereby does little damage to the natural ecology of the site. The suites, which are made of precast elements, are lowered down the slope by miniature cog railway and assembled from the bottom up. The same cog railway will later serve as transportation for the inhabitants stopping at each level.

CONDOMINIUM ON THE KEYS



The small coral islands beyond Kingston Harbour have possibilities for development into luxurious marina apartments and motels.

Raised up high on massive concrete pylons as protection against rough water these apartments would command an unparalleled view of the coastal mountains as well as have doorstep access to all water sports and the beaches of the keys.

With downtown Kingston minutes away via a scenic and restful ride on scheduled launches such dwellings would be attractive to business-oriented people as well as to tourists.



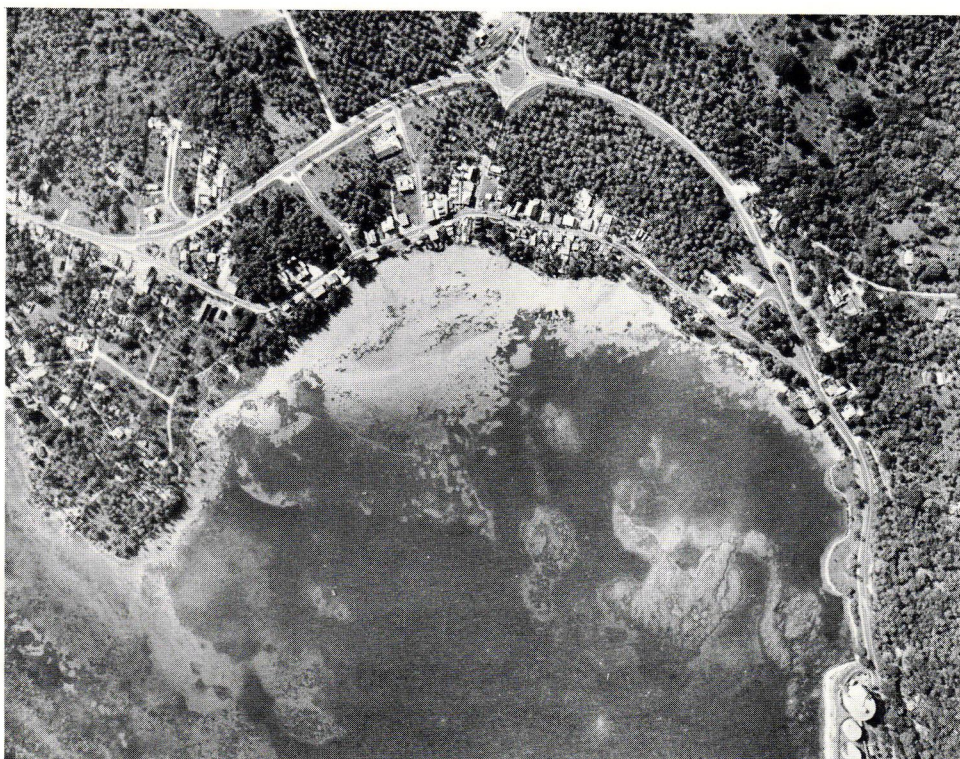
*Model of Ocho Rios
New Town Re-development*

Amador Packer photo

Layout — Shankland Cox Overseas

*Turtle Beach Apts. (Right foreground)
— McMorris, Sibley, Robinson, Architects.*

OCHO RIOS New Town



Ocho Rios before re-development

Tyndale Biscoe photo

Already an established Tourist Resort, Ocho Rios has been selected for planned development. Aside from its ideal location on a beautiful reef sheltered harbour on the North Coast, Ocho Rios enjoys a particularly good strategic position in that existing regional highways already link the town to Montego Bay on the West, Port Antonio on the East, and through a scenic inland route to Kingston on the South. In addition, there are many famous natural attractions as well as places of historical interest nearby.

To date most of the changes have taken place to the East and West of the town centre. A sizable commercial sector now exists, and there are 14 major hotels operating in the environs. The sub-regional population is about 15,000.

The St. Ann Development Company, a wholly owned subsidiary of the Urban Development Corporation — a statutory body under the portfolio of the Ministry

of Finance and Planning, aims to promote development of the Bay and town centre to facilitate the orderly and efficient expansion of Ocho Rios to meet the demands of a 40,000 population increase over the next ten years. To this end the Company has acquired the Ocho Rios Bay area and several large tracts of land in the immediate vicinity.

The first phase in the development of Ocho Rios New Town, as the scheme is called, entailed the dredging of Ocho Rios Harbour and the reclamation of an imposing 100 ft. wide crescent shaped strip of white sand beach. This strip will be reserved for swimming, boating

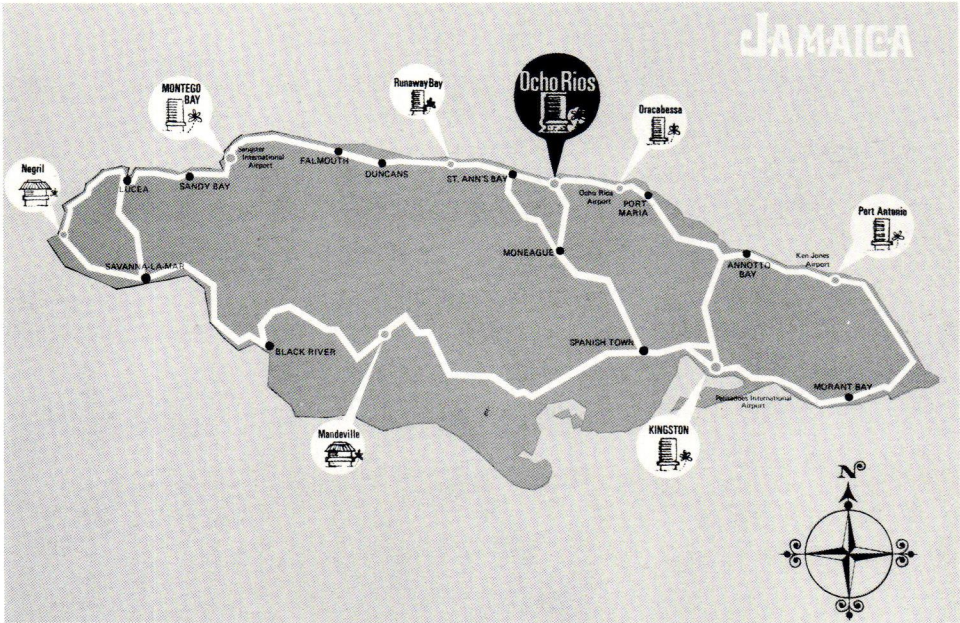
and other recreational activities. Groynes will retain the beach and serve as the base for attractive marinas. Surrounding and separating the beach from the immediate Town area, will be a 20 ft. wide promenade. Old buildings along the shoreline have been demolished or relocated.

A complete zoning plan has been arrived at dealing with all aspects of the New Town complex. Relocation of the civic and administrative facilities of the Town have been agreed on and the presently unused and reclaimed areas have been zoned for private and/or Company development.

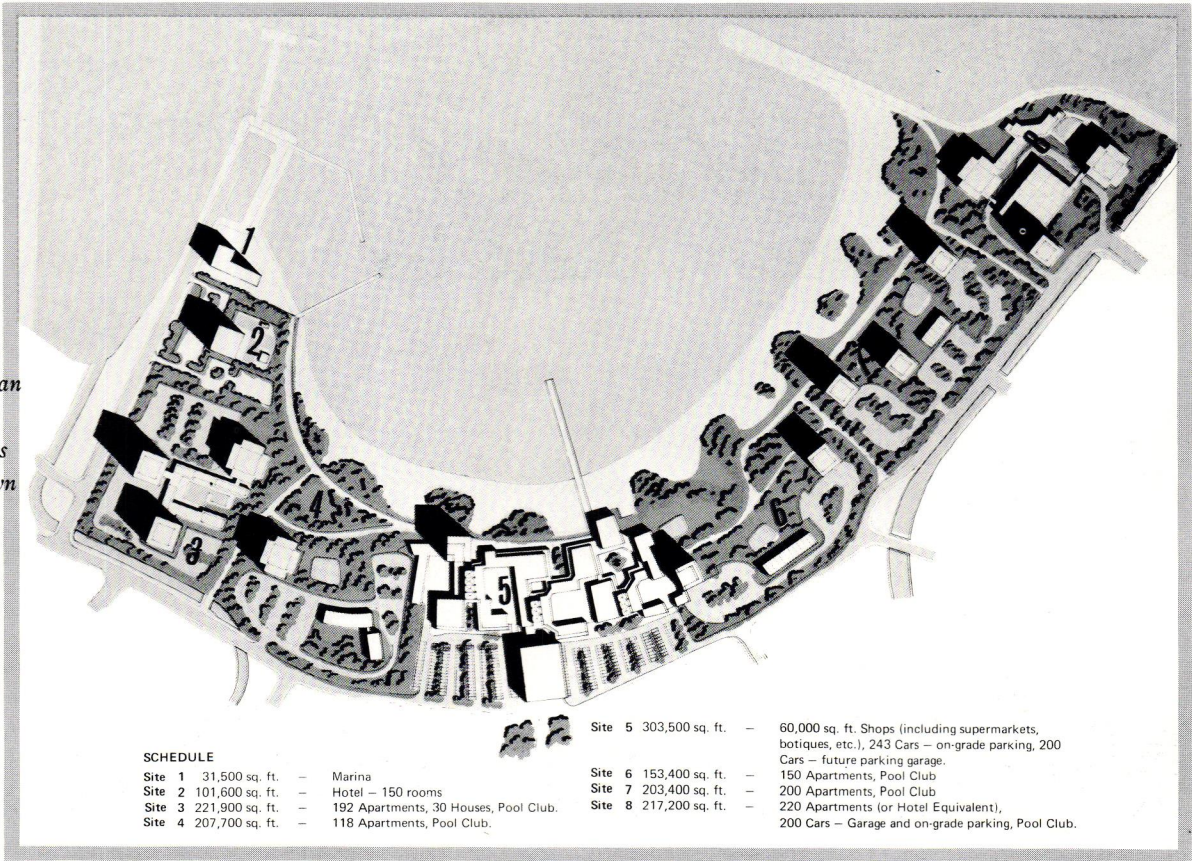
The infrastructure and primary development will support a 150 room Hotel; 5 Apartment Blocks, each with Pools and Club Facilities, offering a total of 880 apartments; 30 houses; a Marina; Parking Areas to take over 600 cars and 60,000 sq. ft. of Shopping Area including a Supermarket. There will also be construction of distributor and access roads.

The St. Ann Development Company will retain and maintain the 100 ft. wide strip of beach around Ocho Rios Bay. No buildings of any type will be allowed on the beach strip.

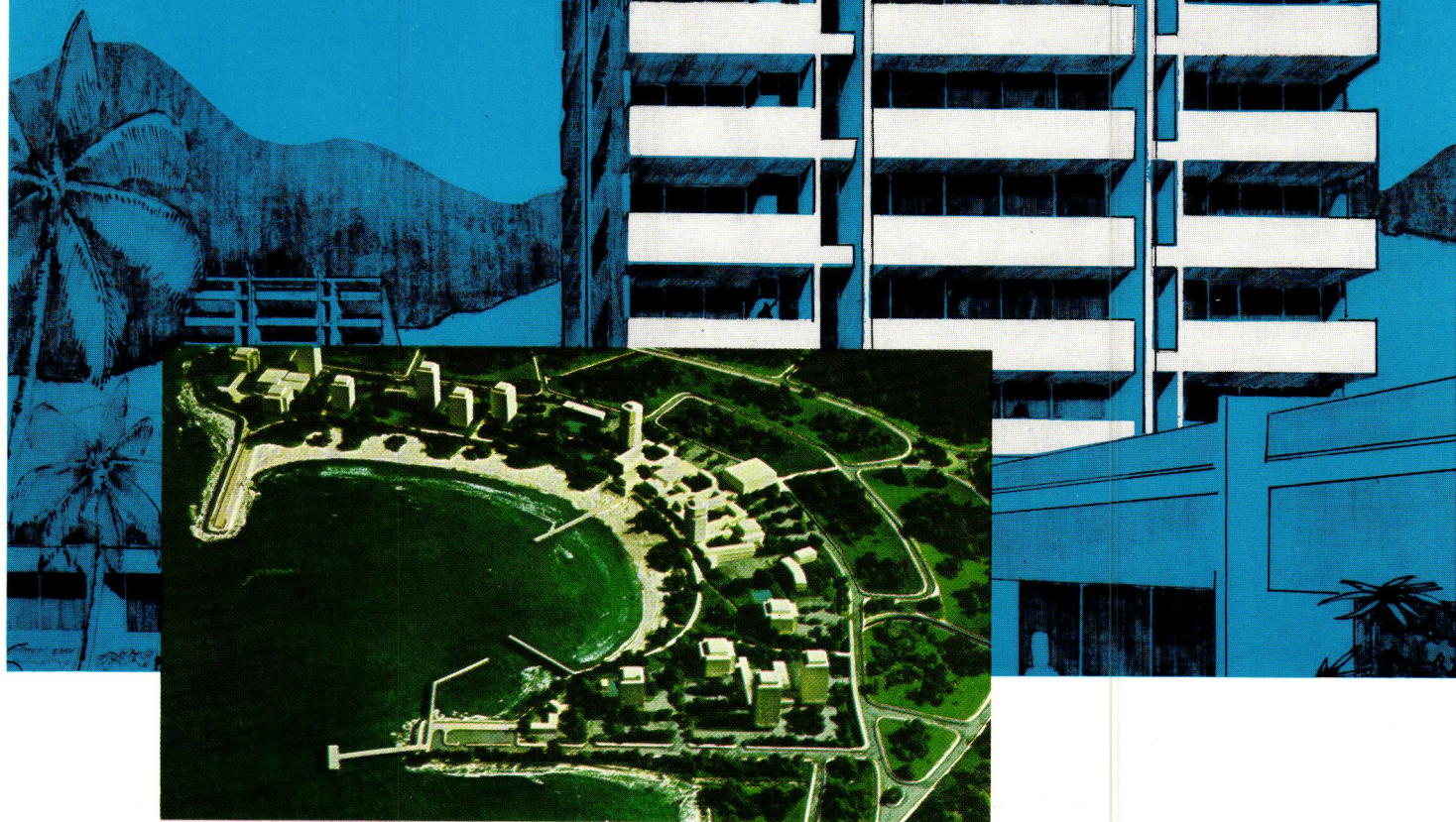
Location of Ocho Rios in relation to principal cities and existing main roads.



Zoning plan for Ocho Rios New Town



TURTLE BEACH apartments



Already an established Tourist Resort, Ocho Rios fringes the coastal highway and is in a central position on Jamaica's North Coast between Montego Bay and Port Antonio.

The new Turtle Beach Apartments will be on the western end of Ocho Rios New Town. Four imposing Towers, each 12 storeys high, each with 62 Apartments.

Four types of apartments will be offered for sale — Studio with Kitchenette and Bathroom, Studio with Kitchen plus 1 Bedroom and Bathroom, Studio with Kitchen plus 2 Bedrooms and 2 Bathrooms and Studio with Kitchen plus 3 Bedrooms and 2 Bathrooms. All apartments will feature wall-to-wall carpeting.

PRICES

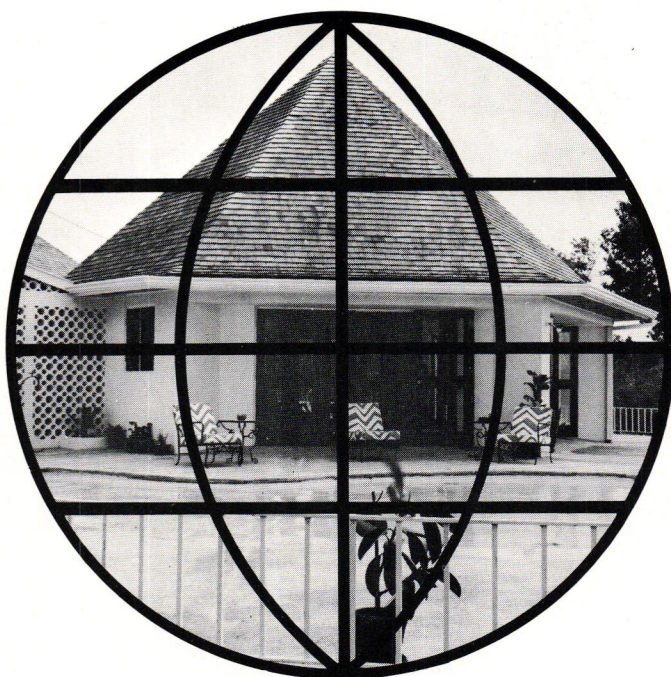
- (a) "Studio-Bedroom" (with Kitchenette and Bathroom) £6,100 – £7,100
- (b) "Studio-Bedroom" (with Kitchen) plus 1 additional Bedroom with Bathroom £9,100 – £10,100
- (c) "Studio-Bedroom" (with Kitchen) plus 2 additional Bedrooms with 2 Bathrooms £11,500 – £13,500
- (d) "Studio-Bedroom" (with Kitchen) plus 3 additional Bedrooms with 2 Bathrooms £21,000

SCHEDULE OF DOWNPAYMENTS:

	1st Deposit	2nd Deposit	On completion
£ 6,100	£ 915	£ 915	£ 4,270
£ 7,100	£1,065	£1,065	£ 4,970
£ 9,100	£1,365	£1,365	£ 6,370
£10,100	£1,515	£1,515	£ 7,070
£11,500	£1,725	1,725	£ 8,050
£13,500	£2,025	£2,025	£ 9,450
£21,000	£3,150	£3,150	£14,700

For full particulars contact: Turtle Beach Development Co. C/o Urban Development Corp. 1 – 3 King St. Kingston.
Tel: 25842, 24611 – 3, or Turtle Beach Development C/o The Little Great House, Ocho Rios P.O. Tel: Ocho Rios 683.

Ocho Rios NEW TOWN



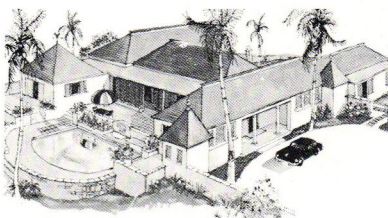
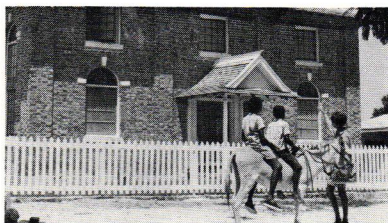
ROSE HALL PLANTATION

MONTEGO BAY, JAMAICA

Offers You The Best Of Both Worlds

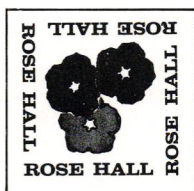
Rich in legend as well as modern luxury, Rose Hall Plantation offers visitors to this Caribbean Island the best of both worlds — Jamaica's colorful past and its exciting present. You're in a different world the moment you begin winding your way through the thousands of acres of the Rose Hall Plantation. For here, amid the restoration of the Great House ruins you encounter Jamaica as it was more than a century past. Here Annie Palmer — the infamous "White Witch" — ruled her plantation empire through cruelty and terror. Feared as a sorceress, she loved and lured men to their doom . . . bewitched and beheaded slaves . . . drenched the countryside with blood until she, too, met a violent death. Even today some Jamaicans say Annie Palmer is still to be heard as a spirit wandering restlessly through the night shadows.

But there's also a contemporary world of



luxury living at Rose Hall — one which you are invited to enjoy. It is most readily evident in the handsome homes that already dot the hillside overlooking the sea. This is Rose Hall's Spring Farm, an exclusive residential area created to complement the natural beauty of the plantation. Spring Farm offers a variety of architect-designed homes for sale or rent, in addition to a selection of luxurious homesites ranging in size from 1.5 to 4.5 acres, each with a breathtaking view. Rose Hall Plantation is a way of life compatible with the heritage and beauty of this sun-splashed Caribbean Isle.

To learn more about the exciting plans for the Plantation and the professional, comprehensive services of Rose Hall Realty, Ltd., mail the coupon below. Better yet, visit us when you're next at the Great House, Inquiries are also invited concerning Plantation sites available for seacoast hotels or apartments.



Please send me more information on:

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In Jamaica call Rose Hall-323.
Or write:
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Montego Bay.

In United States write:
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48 Rehoboth Avenue
Rehoboth Beach, De. 19971
Phone (302) 227-2541

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The Montego Bay Freeport

by John Lethbridge

In 1759, the Close Harbour Company was formed in Montego Bay to improve the harbour facilities. This was the first company ever formed in the West Indies for the execution of a public undertaking. Financial support was available because of the very good price of sugar then prevailing.

The Company built a breakwater to the south-west side of the town, at a cost of £60,000, which extended out into 24 feet of water. Ships from England which had to lie in harbour until the

sugar shipment was ready were thus protected.

However, hurricanes and storms eventually destroyed it and the Montego Bay waterfront was once again completely unprotected. The price of sugar dropped precluding any hope of replacement.

When bananas gained prominence, plans for another deep water pier were prematurely ended by the death of the promoter.

In 1962, the Hon. Dr. Herbert Edemire, initiated arrangements to obtain deep water harbour facilities for Montego Bay. Feasibility studies indicated that the project envisioned would give a good return on invested capital. Oceanographical studies followed, concessions from government were finalized and the dredging and reclamation work began.

There are now 350 acres of land, of which Government, under the terms of agreement, received 40 acres. The area, which is called the Montego Bay Free-

The 350 acre Montego Bay Freeport site (centre, white area) extends out into the bay between Montego Bay (foreground) and the surrounding coastline and hills. Photo by Tyndale Biscoe





Cruise ship at berth No. 2 with 22,000 sq. ft. freight shed in background.

Photo by Tyndale Biscoe

port, is to be zoned as follows: 120 acres are designated for hotel and resort sites; approximately 30 acres of residential land will eventually be extended to 80 acres; 30 acres are for commercial and shopping development; and 170 acres have been set aside for light industrial development and a shipping area.

The 120 acres that have been reserved for hotels, condominiums and apartments is an island which is approximately one mile long and one thousand feet wide. It was decided that the buildings would be high rise, from 10 to 15 storeys, on the west side of this island, with a maximum of 4 storeys on the eastern side of the island. Restrictive covenants were instituted to prevent overcrowding. A building of one storey can only use 50% of the available land space. This proportion becomes progressively less. A building of 13 storeys, for example, will be restricted to the use of 30% of its land space. Single condominium blocks will be separated by larger areas reserved for one unit hotel buildings. Modern architecture is to be used but purchasers will be encouraged to use stone facings, brick-work and wooden beams to enhance their buildings.

The area extending down into Reading Bay is to be doubled in size and used for single family dwellings. Each lot will be about 17,000 square feet and will be bounded by water on one side and a

road on another side. Canals will be constructed so that owners of these homes will be able to berth a boat in each back yard. The homes will be of modern design using traditional Jamaican materials such as shingle roofs.

The shopping centre complex will have two cruise ship berths, banks, offices and all the normal commercial buildings. It will be surrounded by main roads, but have no heavy through-traffic. The first group of shops and offices will be located behind the first cruise ship berth. There will be gradual expansion according to a master plan.

The industrial area will have the shortest possible direct access route. Landscaping which will effectively block the view of the factories from the road has already been started. Factories will have to conform to rigid standards aesthetically and functionally. No factory which will emit smoke, smell or sound, or, which by appearance could in any way offend the residents will be permitted.

The harbour has been dredged to 34½ ft. minimum, with a 1,600 ft. radius turning basin for ships. There is room for six berths, each of which will have steel sheet piled bulkheads with concrete cappings.

Berth No. 1 will be reserved for future bulk loading. Berth No. 2 has been completed. At 34½ ft., it will, for the time

being, handle general cargo as well as cruise ships. An accompanying freight shed of 22,000 sq. ft. has also been completed. Berths 3 and 4 are to be completed soon. They will dock smaller cruise ships and have special equipment for handling cargo operations. In 1970-71, berths 5 and 6 will be built to handle cruise ships only. There will be an overpass to enable passengers to disembark straight into the shopping centre and taxi car-park without having to cross the main road. This schedule is based upon feasibility studies and analyses. There is approximately a year's leeway on either side of this estimate.

The Montego Bay Freeport has taken the form of a peninsula and although it is completely separated from any existing development there are magnificent views of mountains, coastline and the sea. There will be no land speculation. A purchaser is required to build within a two year period.

The restrictions which have been imposed upon various facets of this development by the developers and the Government Town Planners, afford a real opportunity, through proper landscaping and architecture, through a balanced allocation for land use, to create an environment of great beauty which at the same time functions efficiently as a thriving commercial, residential, industrial, shipping and tourist centre.

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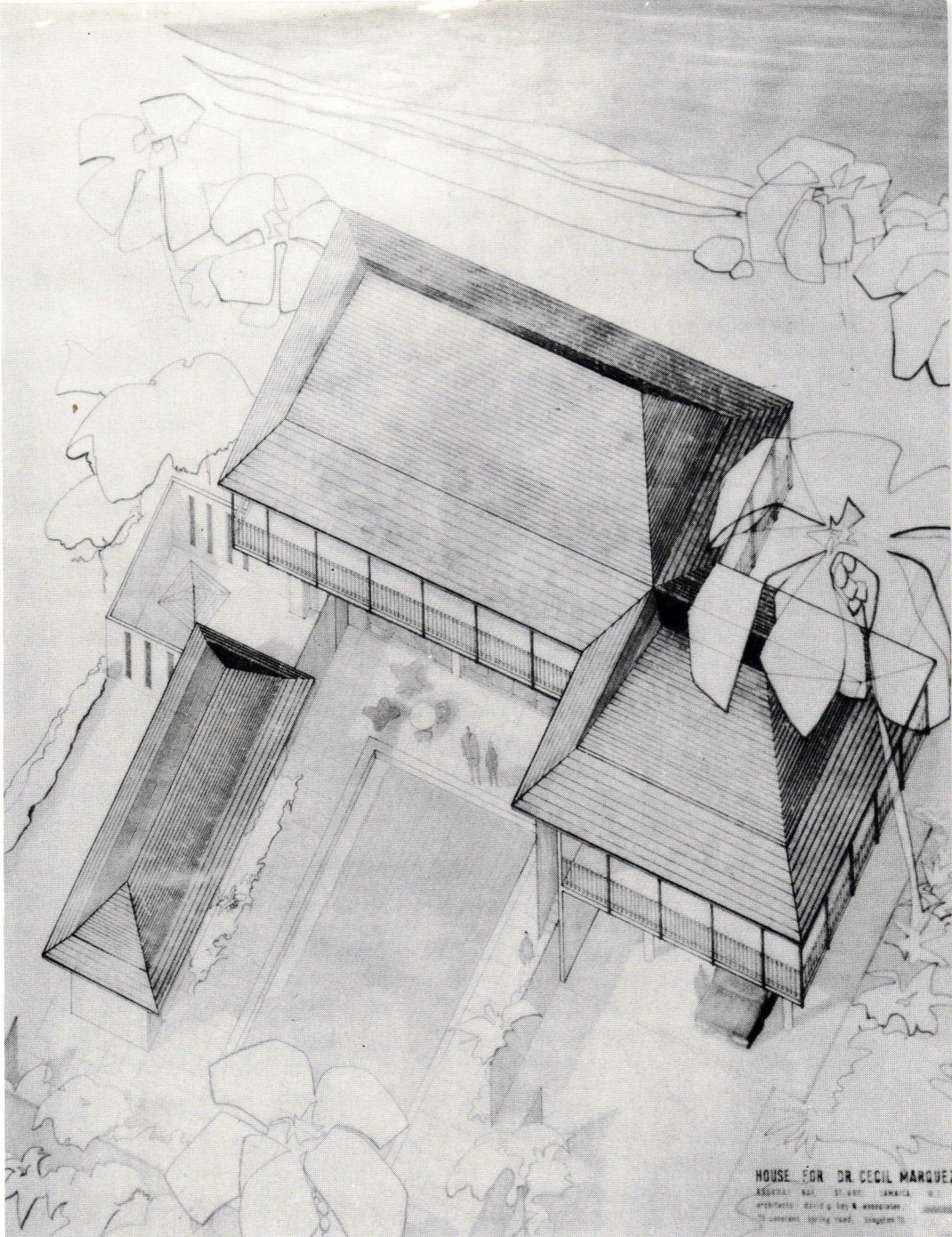
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Resort Cottages and Villas

by David G. Kay, Dip. Arch., A.R.I.B.A.



Beach front Holiday Residence at Runaway Bay for Dr. Cecil Marquez, New York
Architects: David Kay & Associates

Resort cottages and villas can provide the quickest means of building a large volume of tourist accommodations, at the lowest cost per room basis. In addition, the staff to operate them does not require the long specialist training required by other tourist facilities. Above all, cottages and villas can provide the visitor with a really unique vacation experience, where he can be exposed to the natural appeal of tropical life. Among these, are included outdoor living and swimming all the year round, in an almost ideal climate. Quite apart from the possibility for a visitor to have contact with a Jamaican way of life; the resort cottage or villa in Jamaica has all the privacy of a home, with the advantages of staff service, all at a substantially lower rate per room, than in a hotel. Without doubt, this is the sector of the tourist industry in which there could be a maximum of Jamaican participation, which would not only bring in revenue

from the visitors, but also keep money from being spent abroad, by encouraging Jamaicans to take local vacations. Passage of the law to extend to resort cottages, the benefits enjoyed by hotels and condominiums, under the 1968 Incentive Law, is urgently needed.

In the fabric of the cottage and villa environment, architecture and planning have a major contribution to make. The illustrations show that Jamaica has several really exceptional resort cottage and villa developments. Buildings have been placed and integrated in the landscape, with a sensitivity to the topography: trees and vegetation have been retained as the unifying element in the overall picture.

Runaway Bay is typical of a development where villas have been related to a bathing beach, and a golf course. This has permitted a depth of development

tiered to take advantage of views, partly natural, partly man-made. The other vital part of a cottage or villa development is a commercial centre — this is totally lacking in Runaway Bay. The village of Runaway Bay could have provided commercial facilities, but unfortunately, lack of planning to relocate the main road to by-pass the village, and remove it from the sea, has prevented such development. Action by planners now could still rectify the situation.

The type of development desirable for cottages and villas, is more that of a village scale and atmosphere. The real danger is ribbon tract subdivision. Units must be creatively master planned, and then grouped to create form. More imaginative planning is needed for the pedestrian — too many projects are planned around the car. There must be scope for walking, preferably in shadows cast by trees, trellis or other canopies, also, spaces to sit and relax, and people areas, without the intrusion of the rush of trucks and cars, and other activities of mundane living.

The main demand from tourists is for three bedroom units. Each bedroom should have a private bathroom, and if possible a private dressing room. The living accommodation should include an enclosed living/dining space, and outdoor areas where tourists will spend most of their time. Service facilities should include a working/kitchen/utility area. Staff accommodation should include a minimum of one bedroom and bathroom, with related terrace or porch for dining and relaxation. A second staff room is very desirable, particularly in isolated areas. The staff to operate the unit should include a cook/housekeeper, chambermaid, and butler/gardener/handyman. Minimum construction cost for this type of unit, on a level piece of land, with no foundation problems is likely to be in the region of £8,000. A weekly rental in the 17 week winter season could be £160, and in the summer £100 per week. These figures would vary according to the location, amenities provided and the size of the villa or cottage.

A swimming pool is highly desirable in most locations without direct access to a bathing beach. Pools do not need to be more than 15ft. x 30ft. in size. They can be a mechanically filtered-water type, natural spring fed, or sea water pumped. Car ports or garages are optional, because most tourists rent cars.

In most coastal areas air conditioning is not essential during the winter season, but it is useful for certain periods in the summer season. It is a good in-

Rose Hall Villa owned by Mr. David Foster. Architect: Harold Simpson



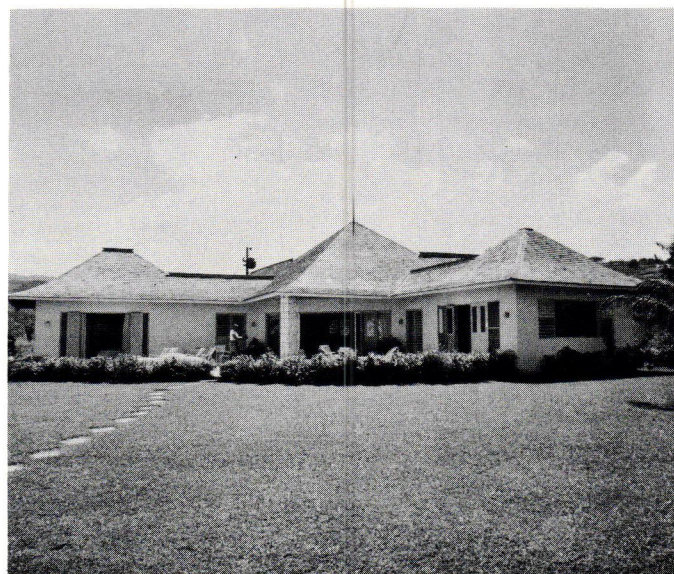
Jamaica Tourist Board Photo

Aerial view of Cardiff Hall and Runaway Bay showing beach and golfing facilities. Runaway Bay Hotel is in the upper right area. Villa and Cottage development is chiefly in the surrounding hills.



Tyndale Biscoe photo

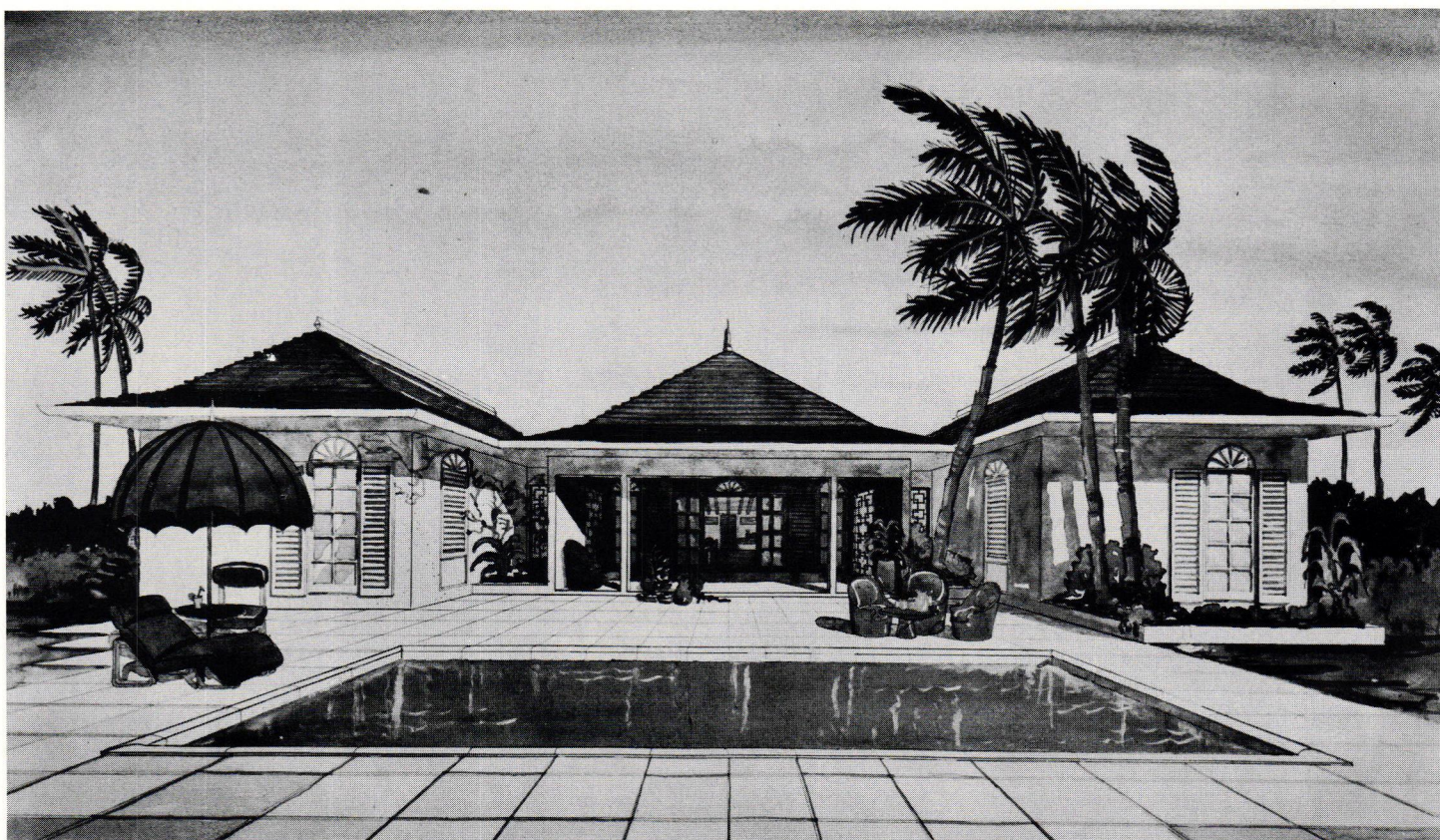
"Sunrise" at Tryall owned by Mr. Frank Pringle. Architects: James Mitchell & Associates



vestment, as an attraction, which would help owners to command higher rentals all the year round.

The examples selected cover a broad range of cottages and villas, all designed to take advantage of prevailing breezes, and provide scope for outdoor living, functional operation by staff, as well as privacy for tenants.

"The Place" at Mammie Bay owned by Fr. R. Kemp Architects: David Kay & Associates



Proposed Villa for Duncan Bay, Trelawny. Architects: Marvin D. Goodman & Associates



LANDSCAPE DESIGN

makes the difference

by James E. Voss, *Landscape Architect; Member of the American Society of Landscape Architects*

With passage of the Hotel Incentives Act last year, the Government served notice that it is encouraging "instant resorts". "Instant buildings" may be fairly easy to achieve. But without "instant greenery," buildings alone can look raw and unappealing. Seeing a beautiful structure rising out of the tropical countryside is interesting. But watching greenery rise in accompaniment is exciting.

Proper landscape designing softens the formal lines of a building, enhances its beauty, and blends the structure into its surroundings. As a dynamic young nation with massive development plans, Jamaica should take increasing advantage of the benefits which this profession has to offer.

Picture a bare multiple story hotel **taking on the added beauty** of tall sweeping palm trees, for example, while snuggling into a nest of varied green countryside **immediately, instead of 20 years later.**

Two decades is about the amount of time transplanting can save with Coconut Palms. All that's needed to do the job is a construction crane and a little care. Tree cranes might be preferable, but if they aren't available; they're not essential.

One other large "plus" transplanting offers is the water conservation factor. Think for a moment how many thousand gallons of water must be sprinkled to bring a Coconut Palm from the sprouted nut to a 30 or 40 foot tree.

Transplanted to a finished project, a Coconut Palm that large would be instantly beautiful; no long years of watering a skimpy stalk wasted in the process. And there's no single plant as immediately identifiable with the Jamaican countryside as that ever-present tree.

To be sure, there may be some problems involved in moving large trees. But preparation should lick most of

them. To move large shade trees, cut them back and root-prune several weeks before transplanting. This way, new primary roots are established back toward the trunk, leaves are removed and water demands are reduced. A cut back tree will be much easier to move along Jamaica's roads, but even more important is the fact that the chances of survival are vastly improved.

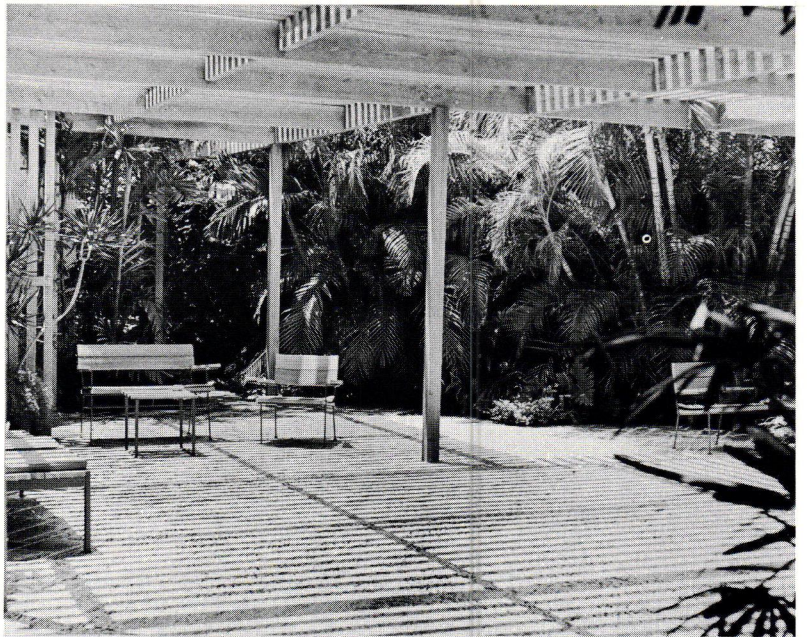
Why a landscape design? Simply to acquire full benefit from your site and plant materials. Have you ever seen attempts to grow a lush tropical broad leaf plant of philodendron or the lacy tree fern on some of the dry, wind blown rocky areas of the coast? Disastrous. These coastal areas have their own ecological favourites. Plants such as Coco-plum, Seagrape, Buttonwood, and Seaside Mahoe belong there. Not only will they survive, they'll thrive.

Ecology, the mutual relationship between organisms in their common environment, is important in the consideration of light and shade planting, too. Place shade-loving plants in the sun and they'll either die or suffer severe leaf burn.

A successful planting plan must include a wide variety of these ecological factors. In addition to sun and shade there are such elements as wind, salt, dryness, moisture (and these last two separate points, not just variations of the same one), growth rate, texture, mature growth,



Infra-Red film "moonlights" the garden, highlighting the careful planning of the Landscape Architect. Shape, size, texture and land contour are employed to gain exquisite effect.



Above: "A secluded patio" sun and shade, pleasant patterns, lush foliage

Left: A naturalistic waterfall and rippling pool add beauty, charm and interest to the garden.

availability, allergy irritants, fruit, flower, colour, shape, maintenance — the list can go on and on.

Jamaica's surface hasn't been scratched when it comes to the potential of producing tropical plant material. In the higher elevations, there appears to be enough moisture for some producer to develop a healthy industry for himself. Plant material must become available before extensive planting can be properly carried out on this lush Island.

Proper site development takes money placed in the budget at the outset. Owners and developers simply can not wait until all the other plans are made, then reach out for a fistful of plants as a sort of afterthought . . . not without wasting what little money there is left in the account. Set aside the money early in the game, and bring in a landscape architect to work side by side with the architect, especially on such things as building location and orientation, pleasing drive development, entrance walk-ways, shade studded parking areas, benches, terraces, and pools, fitting them all together with the proper arrangement of all components. Every item adds to the function and beauty of the structure, helping to blend the buildings into the surrounding area.

Obviously, buildings must always be first in importance. But lack of money at the end of the project relegates planting and other important side features to total insignificance.

Just as proper tailoring or cosmetics highlight good points and subdue the bad ones — so landscape design makes good buildings look better.

In the first six months of 1968, 193,024 visitors came to Jamaica. Why? To enjoy climate, beaches and lush

green mountains. (Climate and beaches are available in Florida!) Visitors to Jamaica are particularly thrilled at the sight of palms, bougainvillea, bananas, and other colourful tropical breadleaf plants. Too often, however, this flora is just thrown together in a sort of visual hodge-podge. As a frequent visitor to Jamaica, I think that a great potential attraction is being overlooked.

Travelling through the mountains from the North Coast towards Kingston, I have observed some breathtaking sites which could provide the most picturesque settings imaginable for golf courses, club houses and mountain cabins. With proper site selection, development and design, this area could become an unparalleled tropical mountain paradise of the world, only a short drive from the most outstanding Jamaican beaches.

Any Jamaican and every visitor knows that there are few places in the world with Jamaica's natural beauty. If encouragement is coupled with a little advance planning, it can become the world's most appealing "tropical garden spot."

*Photos by Kurt Waldmann, Florida
Landscape Architect: James E. Voss*

Beach Control Authority by H. D. Tucker Beach Control Authority

For some years the subject of the use of beaches was a matter of concern to Government, and in particular, the fact that private interests were gradually acquiring all the best beaches in the Island and erecting high fences which, it was feared, would deprive the public not only of the use but the view of the sea from Negril to Morant Point. Accordingly, a Beach Commission was appointed in 1954 and made their recommendations to the Government at the end of that year, as a result of which the Beach Control Law 1955 was passed and came into effect in December 1955.

Under this Law, the Beach Control Authority was established and formulated a policy and definite priorities in connection with the use of beaches under which the interests of fishermen and the general public came high.

As a result of this policy, which was approved by Government and continues to be so approved, 59 Fishing Beaches and 70 Bathing Beaches have been acquired and 54 Fishing and 50 Bathing Beaches are in process of acquisition in every parish of the Island, and the Authority issues an average of 56 Licences annually and has to date 655 Licences in operation.

Generally, the Beach Control Authority has found that land-owners have been very co-operative in granting leases at peppercorn rentals for beaches needed for public purposes and the amendment to the Prescription Law made in 1955 has been of great assistance. There has been a gradually growing feeling that all beaches should be made available to the public. The Beach Control Authority is aware of this feeling, but the privacy needed by owners of Beach Cottages and the Hotel Industry cannot be ignored so long as the needs of the public, now and in the future, are amply provided for.

One of our most serious problems is the disappearance of beaches due to erosion caused, to a large extent, by the thoughtless and indiscriminate removal of sand, by persons, for use in the building industry.

Some private individuals even sell the sand from their own beaches thus causing damage to their own and their neighbours property for a quick, small profit. It is true that the sea sometimes builds back eroded land, but this is usually a long and uncertain process and in the meanwhile, crops are destroyed, roads are damaged, and houses are jeopardized.

It is a known fact that salt sea sand is not suitable for building purposes. The crumbling ruins at Folly are an outstanding example of this. However, even with Folly and other examples before them, removal of salt sea sand from the beaches still continues.

The accompanying illustrations show one or two of the areas affected. The beach adjoining Bay Roc in St. James where the Beach Control Authority owns 8 acres of land, has almost disappeared. Over a quarter of a mile in depth of land has been lost at Hope Wharf in Westmoreland. At Annotto Bay in St. Mary, Belmont in Westmoreland, Rose Hall in St. James, and at the mouth of the Outram River at Port Maria, Government has had to spend thou-

sands of pounds in erecting sea walls and groynes to protect the main road to mention only a few of the ill effects caused by the removal of sand from beaches for the benefit of a few.

Government has been aware of the danger and has done everything possible to counteract the effect of this insidious practice. The Beach Control Authority has surveyed twenty areas where sand may be removed without causing erosion.

Sand for building can easily be obtained from Rivers and Gully Courses. In parishes like St. Ann, Manchester and St. Elizabeth good marl is available for building where sand is not available. A substitute for sand is also obtainable from Stone Crushing Plants. This sand is far superior to salt sea sand and the gathering and crushing of it would supply work for hundreds of persons. The Beach Control Authority has for many years been carrying on a campaign to secure this, with limited success.

Since nothing seems to persuade the beach sand-gatherers of the evil they do Government is now initiating the enactment of legislation to finally curb the vandals.

It is quite shocking that it has become necessary to dredge sand and create Beaches for Jamaica when such large and beautiful beaches were commonplace along most of the foreshore.

The Government has already built groynes at Palisadoes, Roselle, and at several other places.

To be effective, the use of groynes, gabions and other sea defence works must be settled by an expert who has studied the currents, littoral drift and other elements affecting the collection and stabilisation of sand. For instance, the groynes erected at Doctor's Cave have been most effective because they were placed at the correct angle while others nearby have failed because they were erected at the wrong angle with the foreshore. In addition, great care must be taken to see that there is ample depth of sand off shore because without this the collection of sand by a groyne results in the exposure of coral heads and one produces a lovely beach from which it is impossible to bathe as has happened to the beach to the west of Tower Isle.

A solid groyne builds up on the windward side and erodes on the leeward producing "finger" development. The Beach Control Authority has always insisted on the use of groynes of increasing permeability which build sand on both sides. This device was developed by Mr. Sydney Makepeace Wood and has proved of great value in many parts of the world, including Jamaica.

In this as in almost any public default, while Government can do, and has been doing all in its power to correct the problem, the desired end can only be obtained by an aroused public interest. The help of all members of the public is urgently needed to preserve our beach lands if they are to remain the beautiful and attractive mecca of all who wish for that relaxation so necessary in our expanding and hectic world.

AIR FARES

AND Competitive TOURISM



Note: U.S. Dollars quoted

by **A. S. Johnson**
Central Planning Unit

NEW YORK — PUERTO RICO fare \$ 90
NEW YORK — JAMAICA fare \$155

In an increasingly competitive age, with the consumer having an easy command of information, differentials in prices can have tremendous effects on the demand for a particular good or service. Between the World Wars, tourism was regarded as a non-price oriented service, as the elite which comprised the market had sufficient money (or bombast, or both) to disdain economy measures when planning vacations.

In the age of mass consumption which has marked the Western world since 1945, tourism has entered the mass market and the airplane has displaced the cruise ship as the primary means of international travel. In fact, mass travel has developed to the point of making all tourist centers directly competitive with each other. This has been made possible by the tremendous expansion in airline services — the size of planes, the number of planes and above all, the speed of aircraft. In fact, while there has been a world-wide inflation for the past 22 years, air fares have had a downward trend, and with the Super Sonic Transport and Jumbo Jets, this trend is expected to continue.

Considering the thousands of ports and the millions of flights on routes in the world's 130 countries, air fares are remarkably uniform. This is possible because of a complex and highly sophisticated system involving commercial airlines, national governments and the International Air Travel Association (IATA). The Rates Committee of this body has representation from all major airlines, who are bound by its schedules. National governments, may or may not be bound by the rulings of IATA.

Air Jamaica is not affiliated with IATA but our Civil Aviation Board which regulates tariffs, schedules etc., generally accepts the IATA stipulations.

While IATA regulates international flights, national governments are responsible for domestic flights, and can fix whatever rates they wish. Thus, Jamaica's CAB can fix any rate between local points such as Kingston and Montego Bay. Similarly, the U.S. Government fixes the rates between New York and Puerto Rico (a Commonwealth of the U.S.A.). Thus, to push traffic to San Juan, the U.S. can afford to fix a sufficiently low rate to out-compete other areas, regardless of distance.

How this affects a tourist choosing between San Juan and Montego Bay can be seen from the following Economy excursion fares:

New York to San Juan (return)	— \$90, \$98 or \$120 *
New York to Montego Bay (return)	— \$155
Philadelphia to San Juan (return)	— \$104
Philadelphia to Montego Bay (return)	— \$225

* Fares vary depending on the hour and day of the week.

It is clear from this that despite our being almost equidistant from New York with Puerto Rico, a tourist anywhere in the populous American North-East is much better off by going to our Spanish-speaking neighbour than here. In the case of the traveller from Philadelphia, Baltimore or Washington he would pay over 100 percent more to come to Jamaica. Although this rate structure does not carry over to Canada, it could certainly be to the Canadian's advantage to ride to New York and fly to Puerto Rico rather than travel direct. Whether this in fact occurs would be difficult to say since passports are not required for North American tourists here or in Puerto Rico.

Is this affecting Jamaican Industry? Are the tourists in fact sensitive to the air fares to the extent of \$60 (from New York) or \$120 (Philadelphia or Washington). The answer in part lies in the proportion of total travel costs absorbed in actual air fare costs. If the traveller expects to spend \$1,000 or so, then \$60 may not be significant if he can get a cheaper hotel room or taxi service in Jamaica. In other words, for most tourists air fare charges are merely a part of a package and the area with the most attractive package will get his business. As tourism expands however, it attracts a wider income-range of persons, and gets to the tourist who expects travel costs to be his major expense. This tourist doesn't book (any place that can afford to advertise abroad is too expensive for him). He figures to ride on buses, live in hostels, YMCA, private homes, etc., for a fraction of the cost of a hotel. (In Jamaica lodgings at £2. 2/- per night are possible, compared to a minimum of about £6. 6/- at a hotel during the tourist season). To this humble, but very populous tourist, \$100 makes quite a difference. We will not deal with this case any further, however, but deal rather with the "classic" tourist who makes up the bulk of the Jamaican traffic.

First, let us compare overall tourist performance with Puerto Rico:

TOTAL TOURIST ARRIVALS

	Jamaica	Puerto Rico
1966	294,947	819,513
1967	303,481	920,069

Note: The Jamaican figures exclude military personnel. The Puerto Rican figures are from June to June.

From the above it can be seen that not only is their Industry attracting a larger number of visitors than ours, but while our visitors arrivals grew by about 3 per cent, their growth was 12 per cent in 1967 over 1966. These figures are the result of many factors, one of the most important being that our low rate of growth was not due so much to lack of demand but to a shortage of beds to receive the added visitors. Even so, there were hotel men in Jamaica operating half-filled establishments and quite a few were on rather shaky terms with their banks and would have welcomed the extra business.

One indication that the rate may be affecting visitor traffic is found in the New Yorker study of tourism in the Caribbean. According to this Study, 52% of the visitors to Jamaica in 1966 were from the North-eastern seaboard of the U.S.A. and 9.4% were from Florida. However, 51% of our visitors left from Miami and 33% used New York as the point of departure. While it is possible that 41% of our visitors (the total 51% less the 9.4% who are Floridians) have just completed vacationing in Florida, it is more probable that they are routed through Miami to have the shortest possible air travel distance to Jamaica. This has the disadvantage that it creates extra problems and costs for the tourist, and also that it exposes our customers to the wares of Miami, thereby jeopardising our business. This article will deal largely with the New York rates since this is the major exit for the U.S. Northeast which has 26% of the country's population and accounts for the majority of tourists. While the U.S. average was 156 tourists per 100,000 population, New York had 771 per 100,000 in 1966.

Having set the stage, we are ready to pose the question — How competitive is the Jamaican Industry? The Puerto Rico Chamber of Commerce did a study in 1964 and 1967 to see how they fared against other sun-and-sea resorts. The following figures are for a one-week vacation including airfare, hotel room of comparable standard, 2 daily meals and limited sight-seeing by a New York tourist:

TABLE I — COST OF A ONE-WEEK TOURIST VISIT

RESORT	1964	1967	% DECLINE
1. Hawaii	\$1,226	\$1,174	— 5%
2. Acapulco, Mex.	848	825	— 3%
3. Barbados	1,038	815	— 21%
4. Jamaica	853	760	— 11%
5. St. Thomas	660	735	+ 11%
6. Puerto Rico	673	708	+ 5%
7. Mallorca	1,262	679	— 46%
8. Bermuda	550	624	+ 13%
9. Nassau	650	591	— 9%

This Table shows the following facts clearly.

- (1) The cost of tours is a rapidly changing quantity and over the past years, 3 of Jamaica's close competitors have suffered increases while we have shown a decline.
- (2) Despite the decline, a Jamaican visit is definitely among the more costly alternatives open to a visitor. In fact, Jamaica moved from the fifth most costly to the fourth most costly area over the period.
- (3) At a differential of \$65 in airfares, this would be about 8 per cent of costs to the visitor here, and 9% of the costs to Puerto Rico. If the visit were for less than 7 days, this proportion would rise to a significant level.
- (4) As Mallorca and Barbados have clearly shown, tourist charges can be significantly reduced and this usually gives rise to a spurt in tourist activity. The Mallorca performance was assisted by a \$300 drop in the New York Excursion Economy class fare to that resort, but there was a further fall of \$283 in non-travel costs. Fares to Barbados fell by \$118.

In 1967 the following was the airfare picture from New York for regular excursion flights:

TABLE II

Note: U.S. Dollars quoted

RESORT	FARE (ret.)	DIST. one-way	Fare as % Total Costs
1. Hawaii	\$429	4,800 (cer.) mls.	36.5%
2. Mallorca	267	4,000 (cer.)	39.3
3. Acapulco	246	2,680	29.8
4. Barbados	189	2,140	23.2
5. Jamaica	155	1,670	20.4
6. St. Thomas	139	1,740	18.9
7. Nassau	115	1,128	19.4
8. Puerto Rico	90 — \$120	1,622	12.7
9. Bermuda	85 — \$ 95	775	13.6

Source: Pam Am Route Map

A cursory glance at the above reveals several anomalies and the following Table was compiled from that information to give the cost per route mile for each resort:

TABLE III

RESORT	TRAVEL COST PER MILE
1. Jamaica	6.6 cents
2. Bermuda	5.4 "
3. Nassau	5.0 "
4. Acapulco	4.6 "
5. Barbados	4.4 "
6. Hawaii	4.4 "
7. St. Thomas	4.4 "
8. Mallorca	3.3 "
9. Puerto Rico	2.7 "

The above Table shows that of all nine major resorts, travelling from New York, the Jamaican run has the highest cost per mile. In fact, the pattern is that the Commonwealth countries have the highest cost (over 5 cents per mile) while the U.S. Affiliated territories have the lowest rates, with Puerto Rico having a tariff well below 3 cents per mile. While this disparity is obviously to the disadvantage of some areas, one should not over-simplify and imagine a single rate per mile as in the case with land traffic.

There are 2 major reasons why such a rate would be impractical:

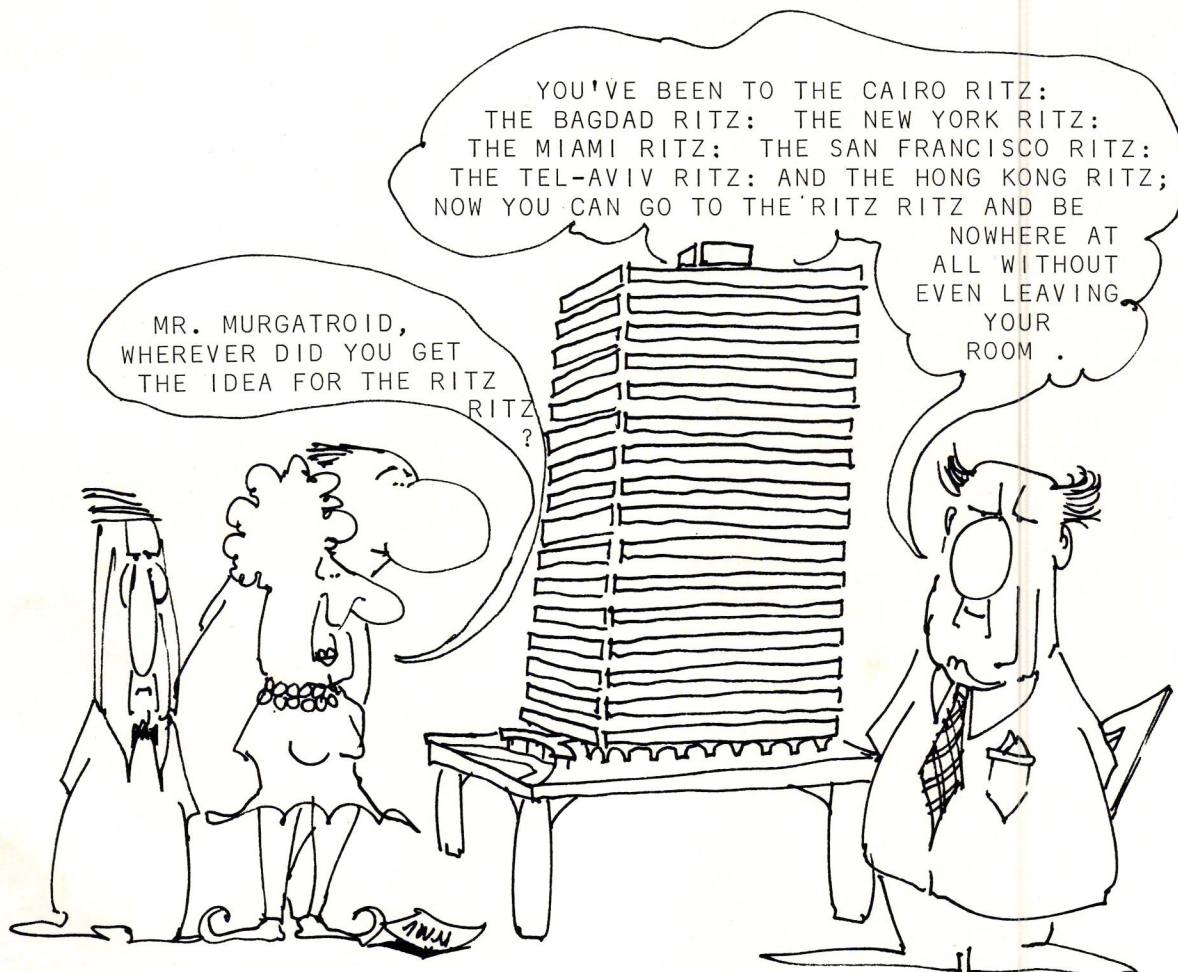
- (a) **Economies of Large Scale:** When a route is heavily patronized it allows larger, cheaper planes to be used. The greater flow of passengers also utilizes the airlines' staff and other facilities more fully, allowing a cheaper fare.
- (b) **Minimum Costs per Flight:** Since even the shortest hop involves airport charges, maintenance checks and the high costs of starting the engine, there must be some minimum level of charges.

Despite these facts, however, it is clear that for similar distances the charges should bear some relation especially if the destinations involved are competing for the same market. As stated earlier, rates are fixed by an IATA Committee, and revisions are made on submission from some interested parties. Thus, 3 years ago the New York-Jamaica fare was reduced from \$227 to \$155 and the rates to Nassau and Barbados fell likewise. For a rate to be reduced IATA has to decide either that the traffic flow

can permit lower rates or it can declare a 'development' rate. This latter rate is to newly developing cities or regions which have a low traffic flow, being caused in part by the high fare that has to be charged. These rates almost always bring the anticipated benefits — thus the reduction in airfares from Los Angeles to Kingston has resulted in a marked increase in visitors to Jamaica (In 1966, 7% of U.S. tourists to Jamaica were from California).

As in the case of most prices which affect the livelihood of Jamaicans, the air rates are fixed by agencies external to Jamaica and with no special interest in Jamaica. There are 2 promising signals, however, that this may not long be the case. First, with the establishment of a National Airline operating its own fleet and having a full voice in the world of international business, our interests certainly stand a better chance of having the most equitable rates. Secondly, the large airlines are forming subsidiary companies which develop hotels, thereby giving them a material interest in getting passengers to those ports. It is hoped that the airlines will use this method to invest in Jamaica and thereby have even stronger reasons to promote our tourism.

Of course, tourism cannot expand if additional facilities are not available even assuming the most attractive air charges. These facilities are more than hotels, they include a well organized and cheap system for transporting the tourist in and around the island and a wide variety of entertainment. Not having bull fights or historic ruins of repute means the Industry must be ingenious in attracting and keeping visitor interest.



Cartoon by Angus W. Macdonald