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ISSUE 11: 1974-75

A REVIEW OF ARCHITECTURE IN THE TROPICS

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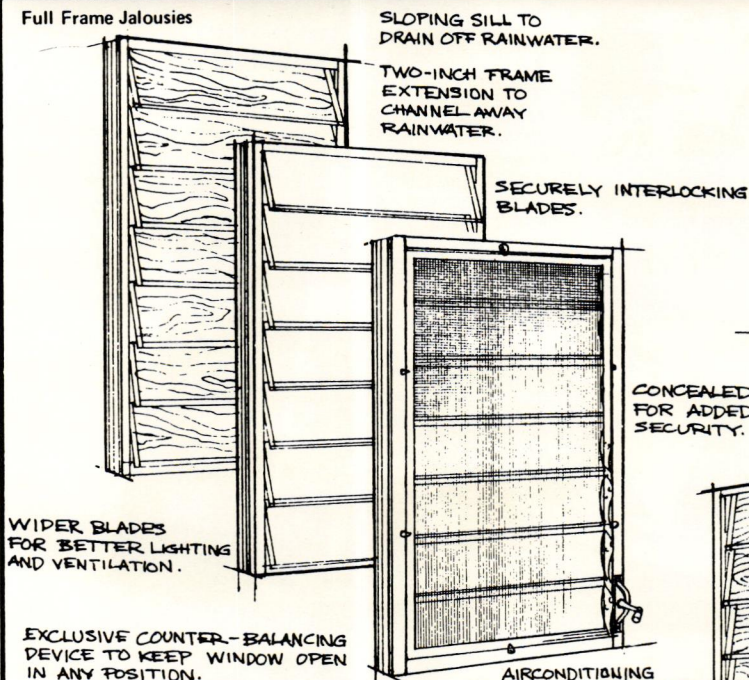
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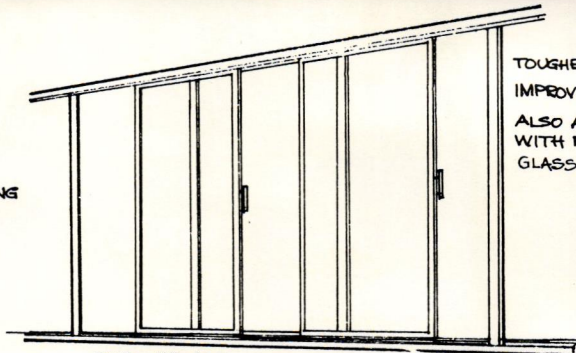
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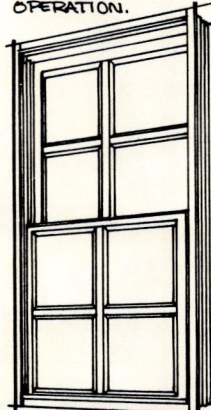
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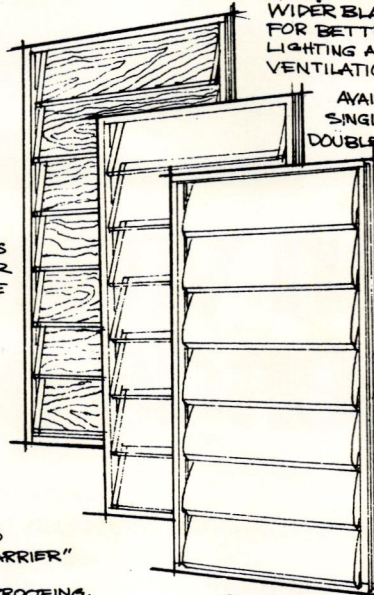
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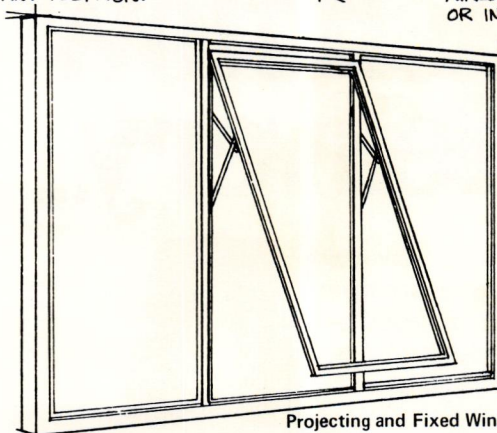
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# jamaica architect

A REVIEW OF ARCHITECTURE IN THE TROPICS

ISSUE 11: 1974-75

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*Chairman of the Magazine Committee and  
Guest Editor for Issue 11*  
**Architect R. Alfonso Richards**

*Editor*  
**Jeanne Shearer**

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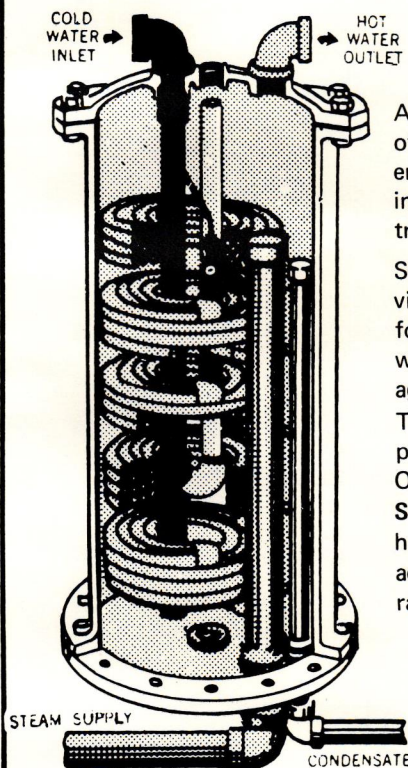
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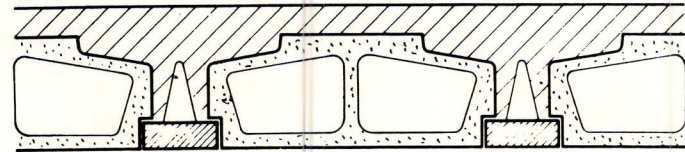
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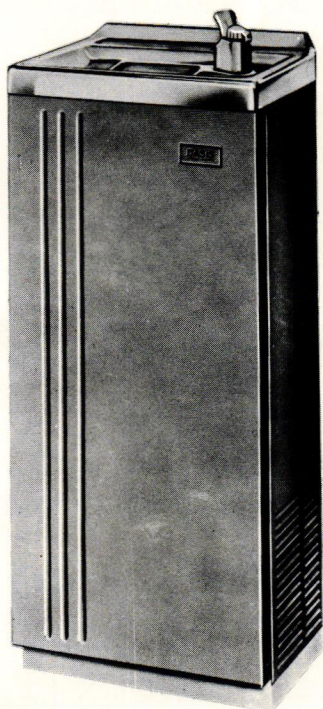
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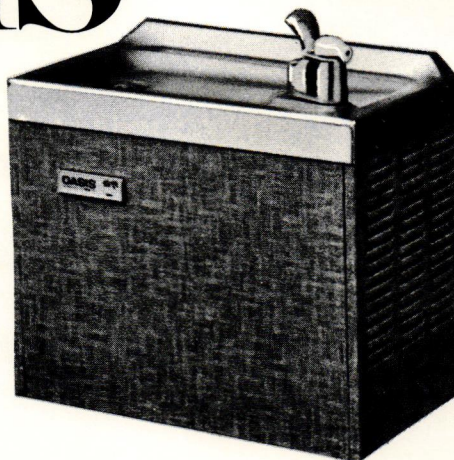
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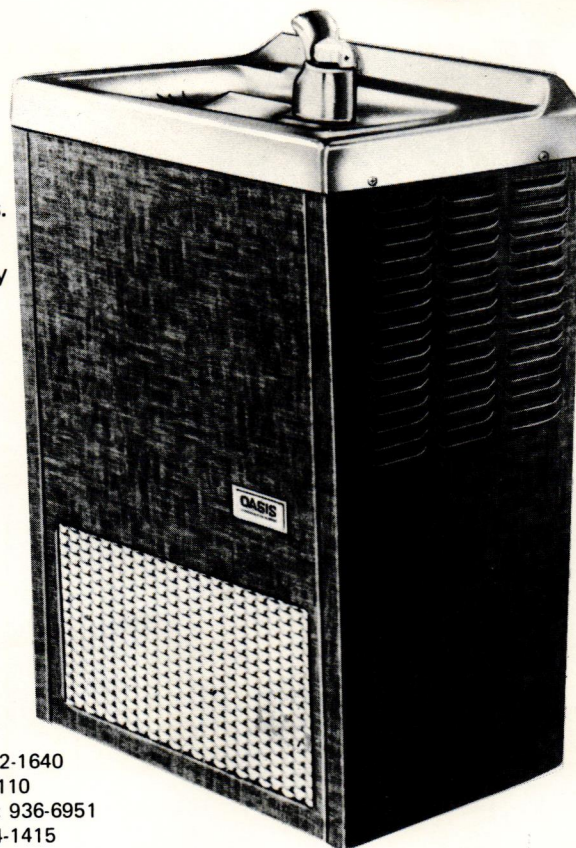
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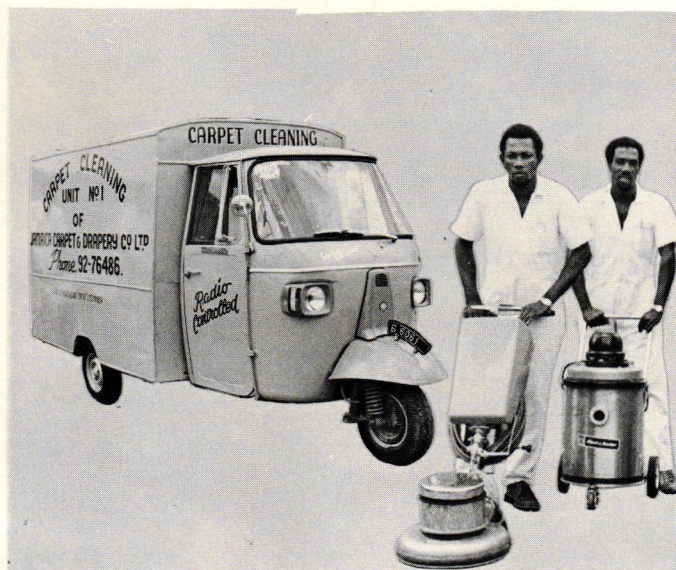
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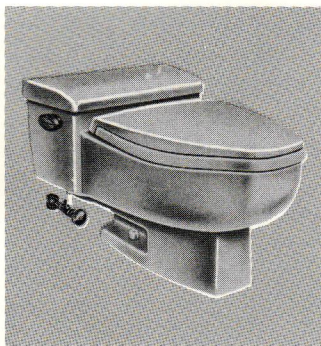
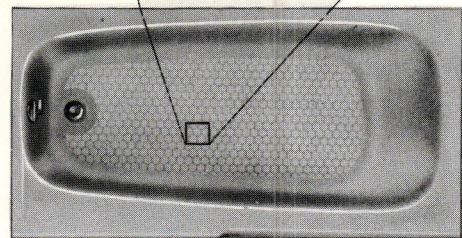
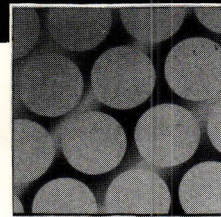
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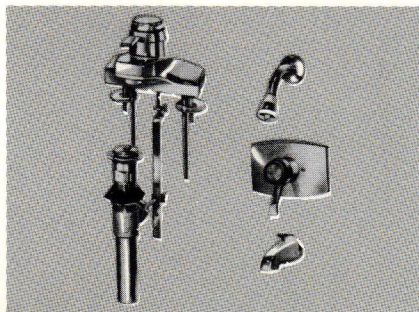
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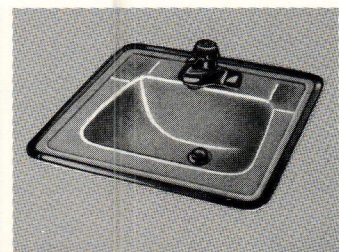
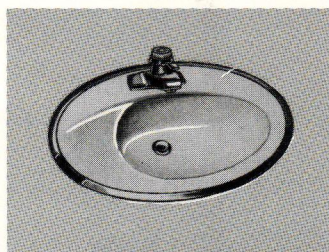
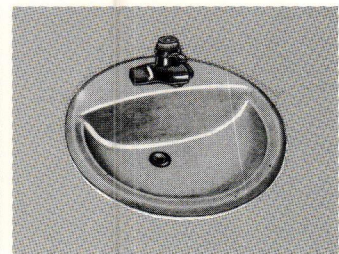
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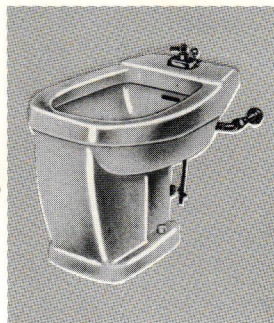


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# Editorial

BY ARCHITECT R. ALFONSO RICHARDS,  
*Chairman and Guest Editor for this issue of the  
Jamaica Architect.*

*This conference has chosen to discuss 'Tourism — It's Impact on Developing Countries'. The topic is significant not only in terms of it's impact on Developing Countries but because it also provides an opportunity for architects to examine and reassess the roles we play, or should play in shaping the environment in which we live. It has been traditional for most architects to concern themselves mainly with the built environment — the 'Form follows Function' axiom of the 19th and early 20th century concepts of architecture. We pay little or no attention to the socio-economic and political coordinate system which should form the basis for decision making. If the reference system is wrong or inadequate then it follows that the decision emanating from it will also be wrong or inadequate. It follows also that architects will create architectural solutions to 'problems' that do not exist or were not understood.*

*By abstaining from the pre-architectural decision making process we have abdicated our responsibility to the profession, to ourselves and to the people who look to us for guidance and leadership.*

*Many learned scholars through time have attempted to define architecture, but any such definition can suffice only for a short period of time because architecture like everything else is in a continuous state of change. One can only suggest that 'architecture is life at any given time for any given society of man'.*

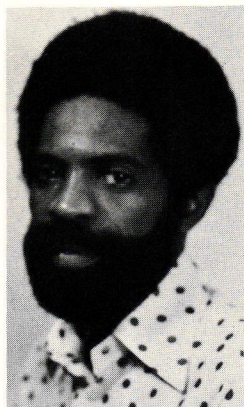
*The architect in a developing society must not only be aware of but must be totally involved with the entire problem area for which he is required to perform architectural services. The problem area must be clearly defined, the variables, parameters, goals, objectives and possible consequences understood in order that the solution may be enduring, that harmony will be achieved.*

*It is for this reason that we in the Caribbean and Central American region must develop an architectural response to the challenge of our societies. Not with reference to the established industrial societies but with reference to where we are at in the evolution of our societies as well as to where we would like to go. A Conference on Tourism lies well within the ambit of our profession in response to the location in time of the Caribbean and Central American societies.*

## Editor's Note

Most of the papers presented at the conference were condensed for publication in this magazine. Where possible the original authors were asked to condense their own papers. The editor regrets that due to lack of space the full content of the papers could not be published. Complete papers can be obtained from the offices of the Jamaica Architect upon request. The editor wishes to apologise to any author if in his opinion his intent was misrepresented by the editing of his material.

## About our guest editor



*Al Richards, Chairman of the Jamaica Architect Committee and Guest Editor for this issue, studied Architecture at the University of British Columbia. Before that, he graduated with a Bachelor of Science degree in mathematics and physics from the University of Manitoba in 1965, and went on to obtain the Bachelor of Architecture degree from U.B.C. in 1971.*

*His architectural education took him to San Francisco in 1968, where he investigated urban transportation systems; later his studies took him to Venice, Italy, in 1969 as a guest of the Venetian Island of Studies under a UNESCO sponsored programme. In Venice, his area of study centered on the socio-economic and political phenomena which were at the root of the mass exodus of young people from the historic centre of Venice. Much of this work was reviewed later in 1971 by "Architectural Review" magazine.*

*Al's university education spanned the years from 1961 to 1971, the decade during which Black America and the general student popula-*

*tion emerged explosively as forces questioning the unchallenged values of established Western Society. The call was for radical changes in societal structure and people's consciousness through revolution or any other tactics which would produce the desired new order.*

*It was against this background that Al's graduation thesis was shaped. Titled "Consciousness III — An Experimental Community City for 25,000 People", this mammoth exercise was a significant attempt at synthesizing the expectations of radical opinion of the late 1960's in terms of contemporary architecture and urbanism.*

*Al is a past student of Kingston Technical High School, after which he worked with the Department of Housing (now Ministry of Housing) where he was encouraged by the Chief Architect, Mr. Rupert Bond, to study Architecture. His other interests include photography, furniture design, writing, tennis, chess, and the application of statistics to unknown probabilities.*





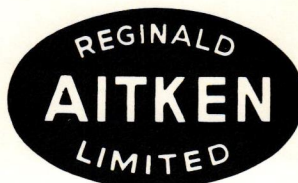
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# Conclusions of the First Caribbean and Central American Regional Conference of the F.P.A.A.\* on Tourism

*Tourism is a fact in our countries.*

*If properly planned, it is a positive force for social, economic and cultural progress.*

*If not adequately controlled, and related to the realities of the respective countries, it can become a destructive force with a totally negative end result.*

*Comprehensive Tourism Planning should be established immediately in each country by its Government, taking into consideration the following:-*

- 1] *The need to relate it to the Development plan of each nation.*
- 2] *The need to integrate all regional efforts in Tourism.*
- 3] *The need to relate the Tourism phenomena to the social structure of each nation, establishing as a reference of planning the social capacity of the country.*
- 4] *The need for a rational utilization of the natural, physical and ecological resources of each country.*
- 5] *Tourism must always be an instrument for developing and reinforcing the dignity, pride and character of the human element of each country, and must also contri-*

*bute to the economic progress of all its inhabitants.*

- 6] *Specifically, the aim should be that all aspects of tourism control should be in the hands of nationals.*
- 7] *The national architect must be incorporated in the over-all tourism planning from the initial stage to the final decision making level*

**THEREFORE we recommend:**

*That Architects must remain aware of all the implications involved in the impact of Tourism in their countries.*

*That it is imperative that each country should be able to plan and develop the whole of its territory eliminating the external or internal physical and legal obstacles that oppose its integral development.*

*The Architect should strive to assist Government in the formulations and re-evaluation of its Tourism policy.*

*The planning and physical realization of that policy must remain the professional responsibility of the national architect. We recognize the need to establish specific programmes of formation and specialization of the Architects on Tourism in their national universities.*

## Thank You

*The Jamaica Society of Architects wishes to express its sincere gratitude to the following individuals and companies for their generous contributions and participation in the First Caribbean and Central American Regional Conference of the Pan American Federation of Architects' Association, on Tourism, held in Kingston, Jamaica, February 18-23, 1974.*

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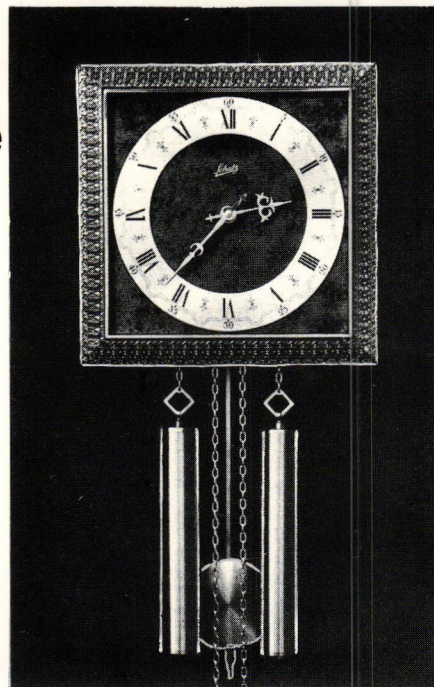
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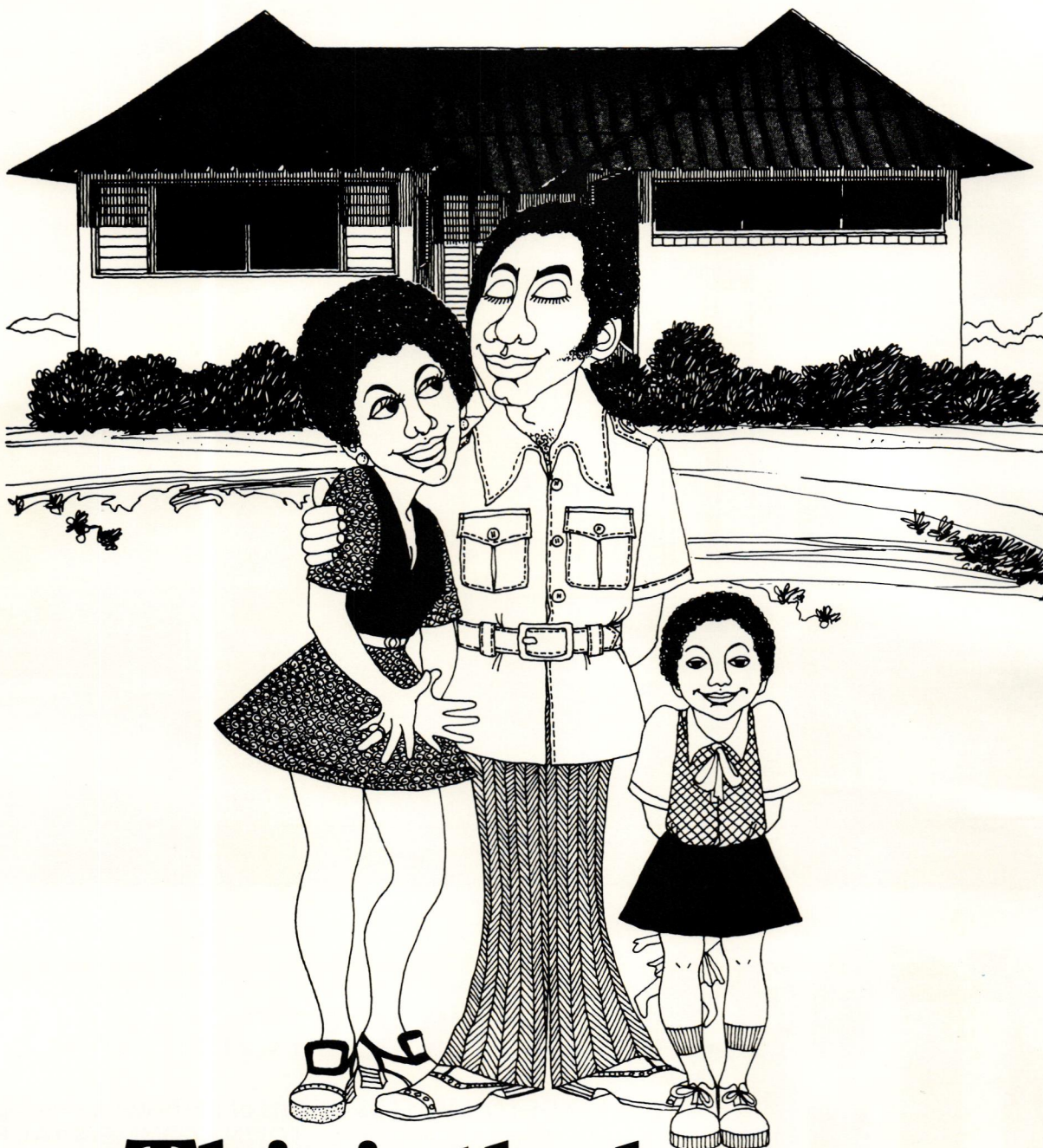


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KINGSTON MALL is the title of the historic development project being undertaken by TOWN & COMMERCIAL PROPERTIES (JA.) LIMITED as part of the Kingston Waterfront re-development programme, bordered by King, West and Port Royal Streets.

The development includes:

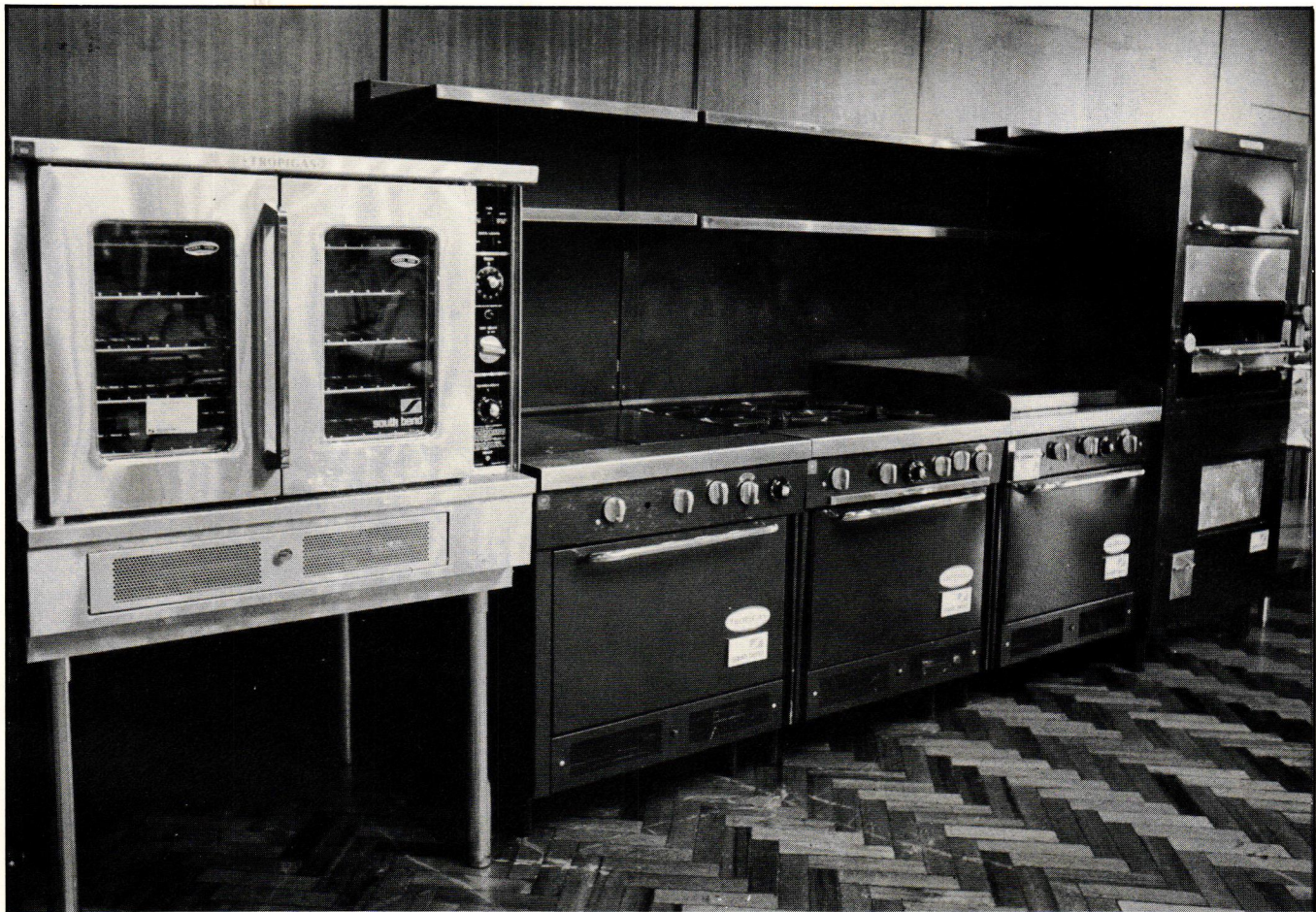
- A. a 12 storey office block (opening shortly) with ground floor shopping, banking and catering facilities.
- B. one 14 storey condominium apartment Block including 135 apartments above the podium level, connected to a multi-storey parking garage and office Block supported by a supermarket, commercial shopping, catering and banking facilities.
- C. a 2 storey department store.

In addition, the 390-room Inter-Continental Hotel is under construction on the old Victoria Crafts Market site at the foot of King Street. This is a UDC-sponsored hotel in which TCP Jamaica has a substantial investment. When completed in 1975, Downtown Kingston can truly claim to be the capital centre of the Caribbean.

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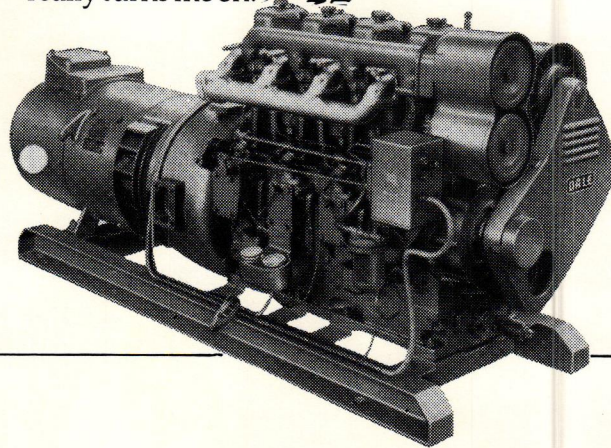
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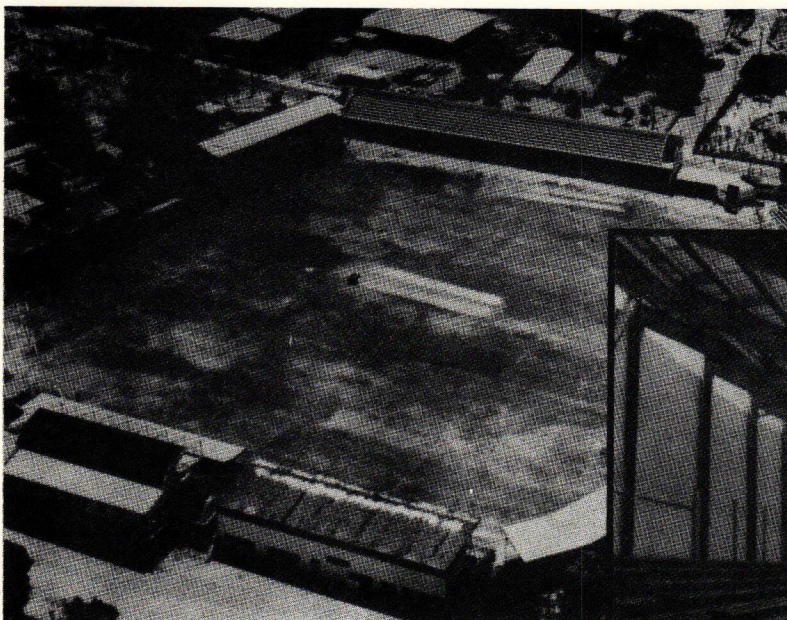
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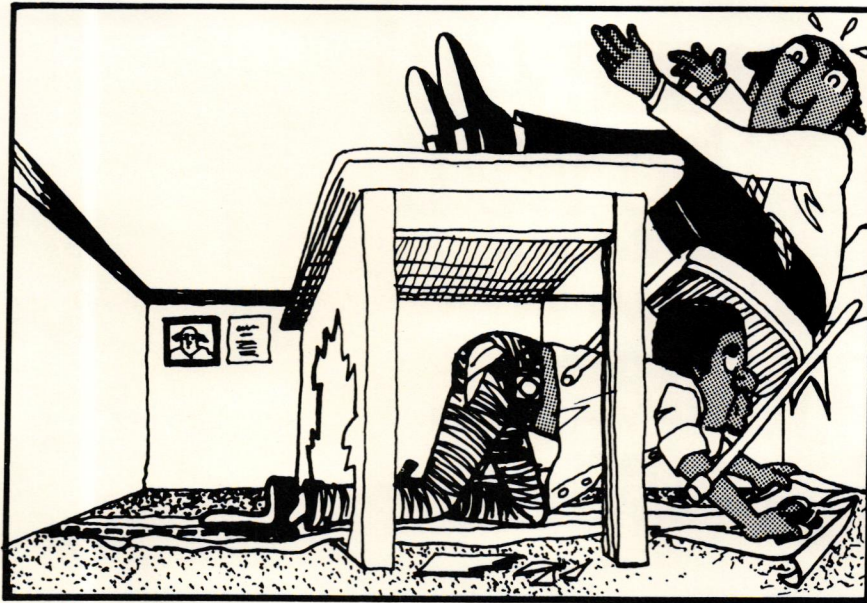
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# Rule Of Thumb



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*Help us retire the Johnny's in our profession through better planning. Call on our Building Industry Consulting Service at the Jamaica Telephone Company for assistance.*

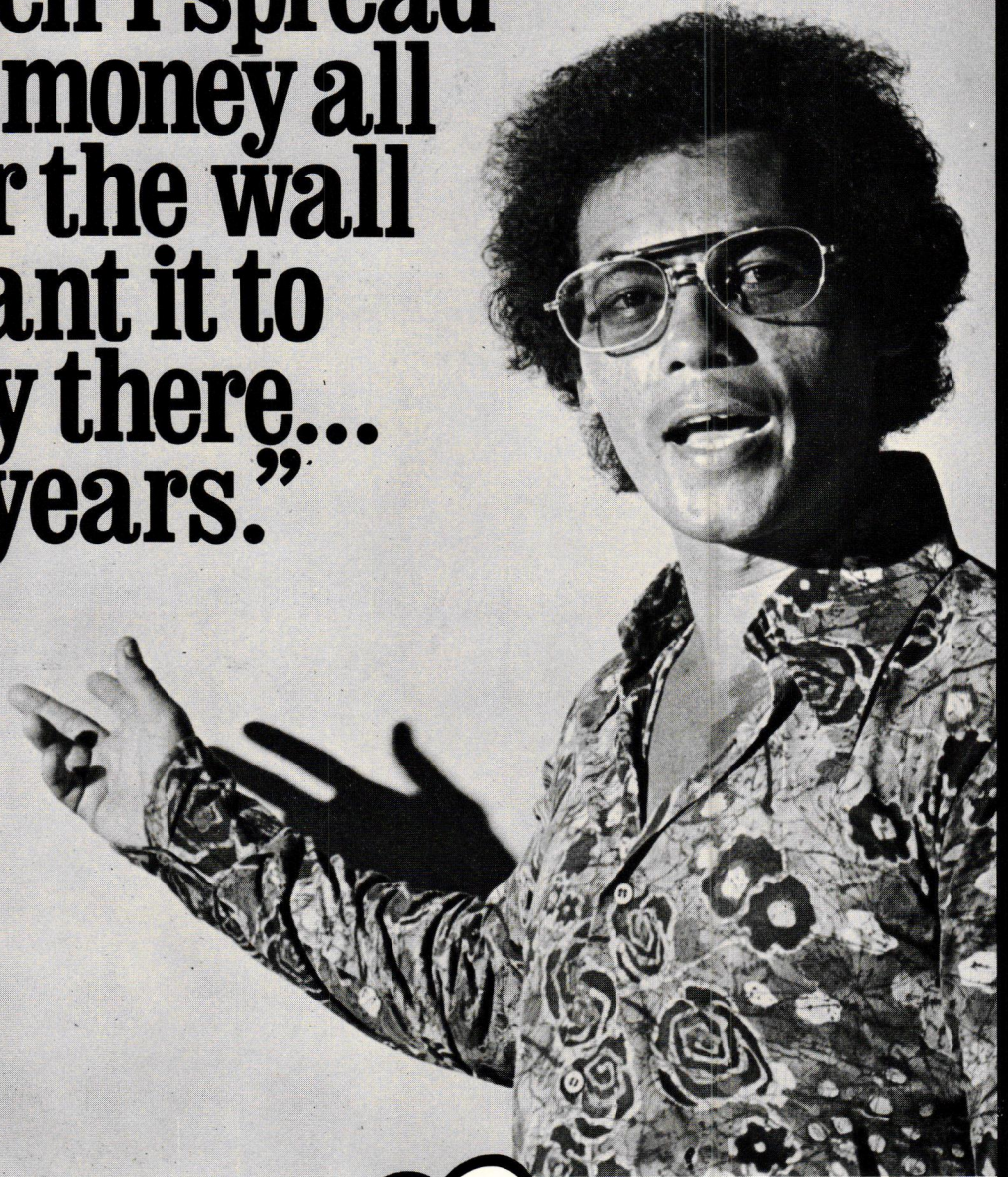
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I want it to  
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for years."**



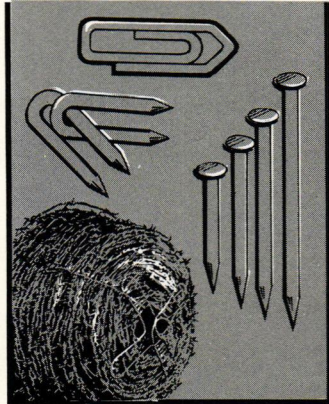
More power to you Mister! You're spending the money. You have the right to demand that you get value for your money. Why invest in a paint that fades or cracks or peels in no time at all? You should be using Glidden Multi Spred Flat Emulsion for interior and exterior use, — The new inside/outside paint from Glidden that lasts even longer than any specialist paint. Remember the name, because it's new. Glidden Multi Spred Flat Emulsion. Demand it.

**it's what you have the right  
to expect of a paint today**

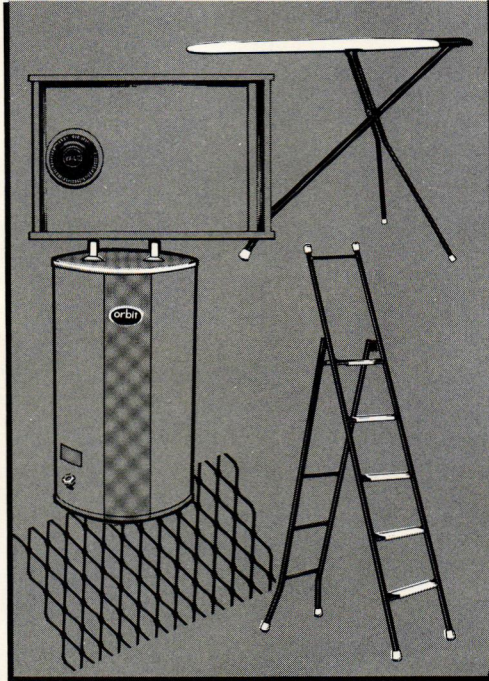




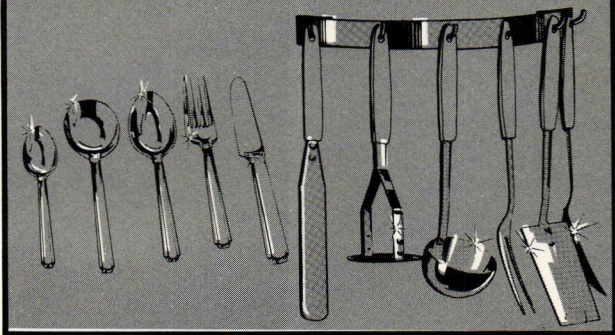
## WIRE FABRICS LTD.



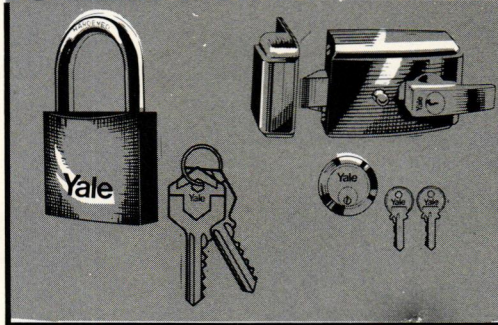
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Arch. H.D. Repole  
Pres. Jamaican  
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President F.P.A.A.  
Conference



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Chair. Organizing  
Committee & Technical  
Dir. F.P.A.A. Conf.

Mrs. C. Asensio

J J Casals Rocco  
Secretary General  
F.P.A.A.



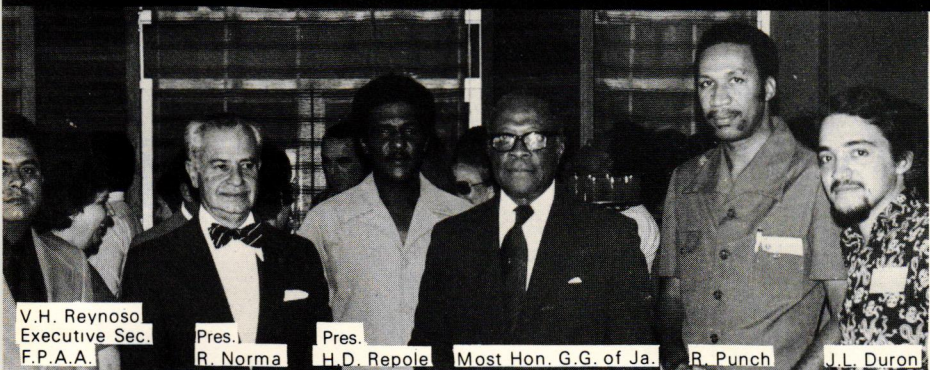
Hon. Mrs.  
Glasspole

C. Asensio  
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Mrs. R. Norma

R. Sharpe  
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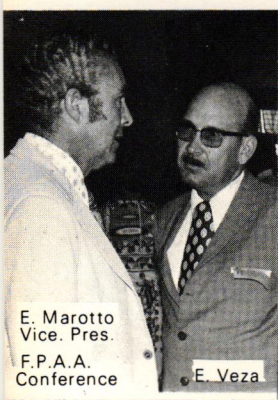
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Asensio

Mrs. V.H.  
Reynoso

Mrs. R. Norma

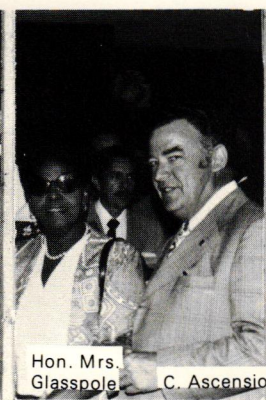
Mrs. J.  
Stephenson

L. McLeod



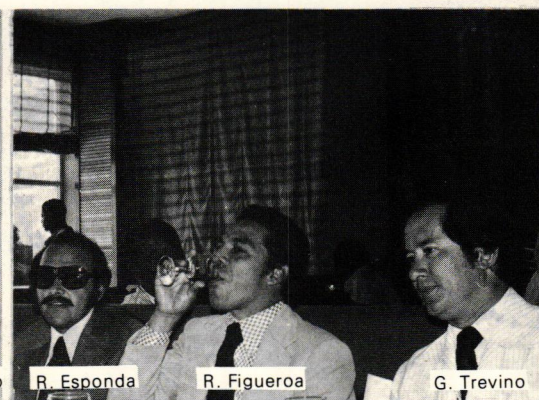
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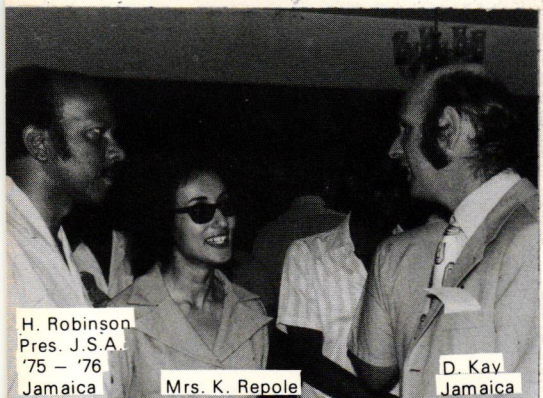


H.D. Repole



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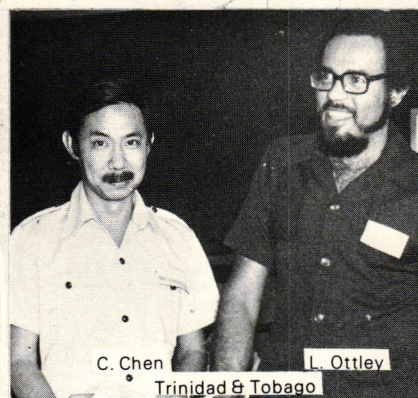
L.O.



H. Robinson  
Pres. J.S.A.  
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D. Kay  
Jamaica



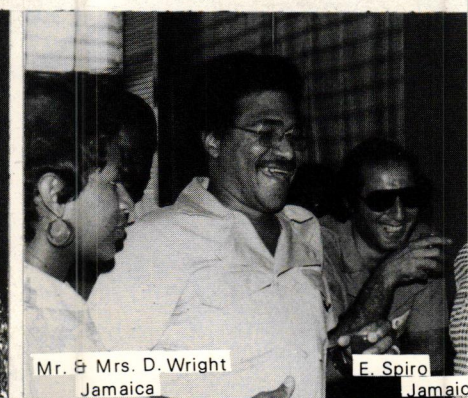
C. Chen

Trinidad & Tobago

L. Ottley



S. Gomez

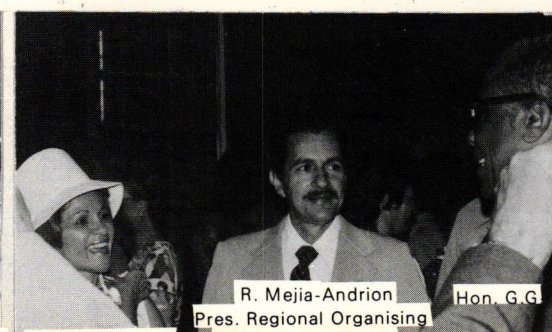


Mr. & Mrs. D. Wright  
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E. Spiro  
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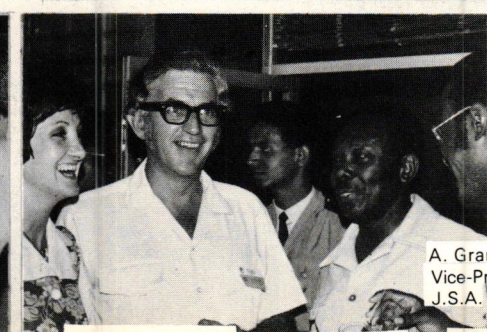


Mrs. Mrs.



R. Mejia-Andrion  
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Hon. G.G.



A. Gra  
Vice-Pr  
J.S.A.



the theme of this Conference is most appropriate. Never in the history of the world has there been so much disharmony in trade, finance, fiscal policies and racial intolerance. The picture suggests that nations are divided as they are by language and racial barriers, economic conditions, and a lack of sufficient knowledge of what pertains in each country are pursuing their own independent policies regardless of the consequences for the economic and social conditions in other nations and territories.

In my way of thinking the impact of tourism on a developing nation ought not to be judged or assessed in terms of the economic gains of the country at the receiving end.

Tourism is in my view the greatest avenue for people of different nationalities and races meeting one another and establishing a "rapport" that the leaders of their respective countries find almost impossible to achieve because of all the tangles of internal political problems or basic ideological differences. But very briefly, it is a world-wide Meet-The-People campaign and programme that must eventually bring peace and understanding between mankind. This may sound very optimistic but history will prove me right.

I would like to say a special word to our Spanish-speaking guests. As Minister of Education before I became Governor-General, I spearheaded a successful drive to spread the teaching of Spanish in our schools. I did so because I am convinced that a great deal of Jamaica's future is going to be tied up with the Spanish-speaking countries who are our neighbours.

This Conference, if I judge from the subjects to be discussed, will have its focus on many important aspects of Tourism and developing countries.

I wish the conference every success. I am sure you will be enjoying a great intellectual treat as you proceed and I will find the discussion very beneficial.

**BY THE MOST HONOURABLE,  
FLORIZEL GLASSPOLE,  
GOVERNOR GENERAL OF JAMAICA.**

## **the First Caribbean And Central American Regional Meeting of the Pan American Federation of Architect's Associations, on Tourism**

It is a cause of special satisfaction to address you on this important occasion. Thanks to the enthusiasm, collaboration, and professionalism uniting the architects of our continent, we have assembled here, in the beautiful city of Kingston, Jamaica, a prestigious group of specialists in the field we are concerned with. Tourism is a very complex socio-economic phenomenon, which, without failing to be economic, should rather be seen as a true social service. Its practice permits the linking of different human groups among themselves, raising their cultural level.

From an economic point of view, tourism redistributes and creates income through the multiplication of investment, it creates employment, channels fiscal income and promotes urbanization. In contrast with other economic activities it offers two fundamental advantages: on the one hand it has the singular characteristic of being able to develop itself in every type of zone or region of the country, limited only by the necessity of investing on reasonable tourist attractions; and, on the other, of being a species of industry-motor, the generator of employment, population nuclei, and small industries.

To permit tourism to evolve at the chance of demand, in an unplanned manner, not only in respect of the infrastructural works but also in private investment, is to waste and not to use to advantage the promising potential of tourism.

The necessity for planning in the future a programme of tourist development is imminent and in harmony with the general development plans of each country. However, it should not be overlooked, when drafting these programmes, that the potential of tourism for generating a greater volume of foreign exchange is, perhaps, the most important factor for the development of Central America and the Caribbean, where, in addition, the insufficiency of foreign exchange from exportation, the growing need for imports, and the consequent increase in the foreign debt are very obvious.

**BY ARQUITECTO RAFAEL NORMA,  
PRESIDENT OF THE F.P.A.A.**

In the social and cultural fields, international tourism can produce positive as well as negative effects, such as effects are invested with great complexity, and it will be necessary that we, the architects become bound together actively with this contemporaneous socio-economic phenomenon and participate in its dynamics, in order to be able to evaluate the true impact which the development of this sector can have on the countries of Central America and the Caribbean.

On behalf of the Jamaican Society of Architects, I take this opportunity to welcome you to this Inaugural Conference of the First Caribbean and Central American Regional Meeting of the Pan American Federation of Architects' Associations on Tourism.

We of the Jamaican Society of Architects consider it a privilege to be your hosts and we sincerely hope that your stay in our country will not only be enjoyable but most rewarding.

It is our earnest desire that not only will this meeting assist in establishing and strengthening personal friendships, or merely promote cross fertilization of ideas, but above all, through the exchange of ideas and frank discussions, it will initiate or reaffirm in the minds of all of us the vital importance of our role in the development of our countries and the controlling and shaping of our environments.

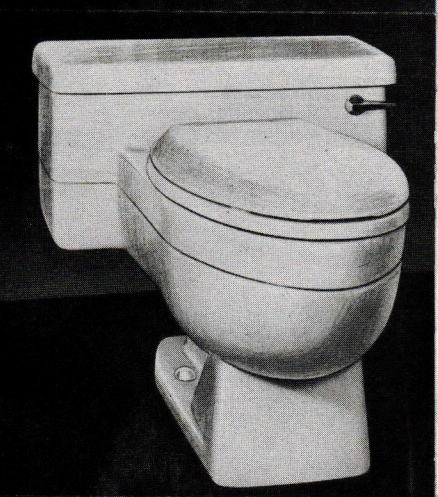
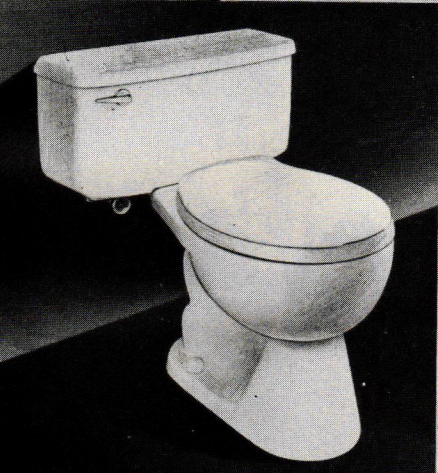
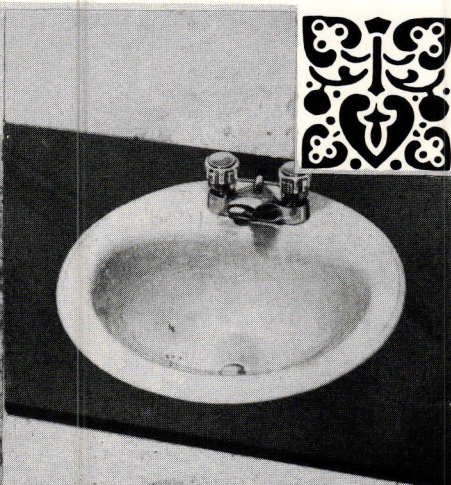
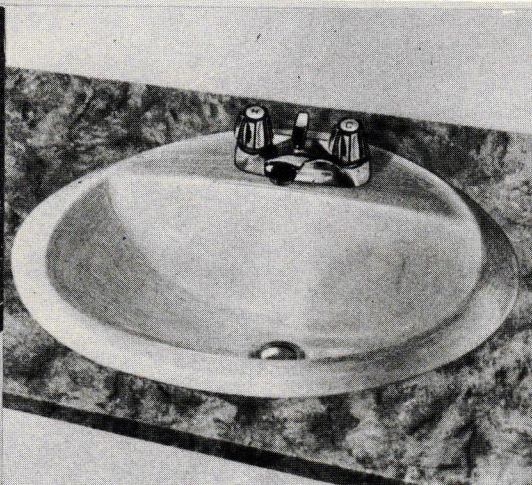
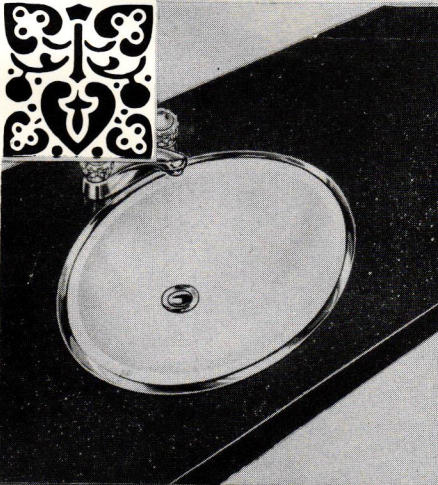
We know that you will all agree that we cannot assist only in the direct planning of the built environment of our countries, but by virtue of our training, it is possible for us to comprehend in greater dimensions the many problems that beset us, and we can assist in guiding the formulation of policies towards the development of our countries.

For too long many of us have sat in complacency, functioning within our small private spheres. By being fully aware of the sense of immediacy that pervades our countries, the sense of power held by the present, and being aware that the future of our countries is a living part of the present, it is imperative that we act now.

**BY ARCHITECT HERBERT D. REPOLE,  
PRESIDENT OF THE JAMAICAN  
SOCIETY OF ARCHITECTS.**

Finally to our colleagues from Latin America we say that although there is a difference of spoken language, since our hearts speak the same language of brotherhood and love, we will always easily communicate and express our earnest concerns and desires to help and assist each other in the business of guiding the development of our respective countries. For the mind will always respond to the truth of a heart that speaks with love.

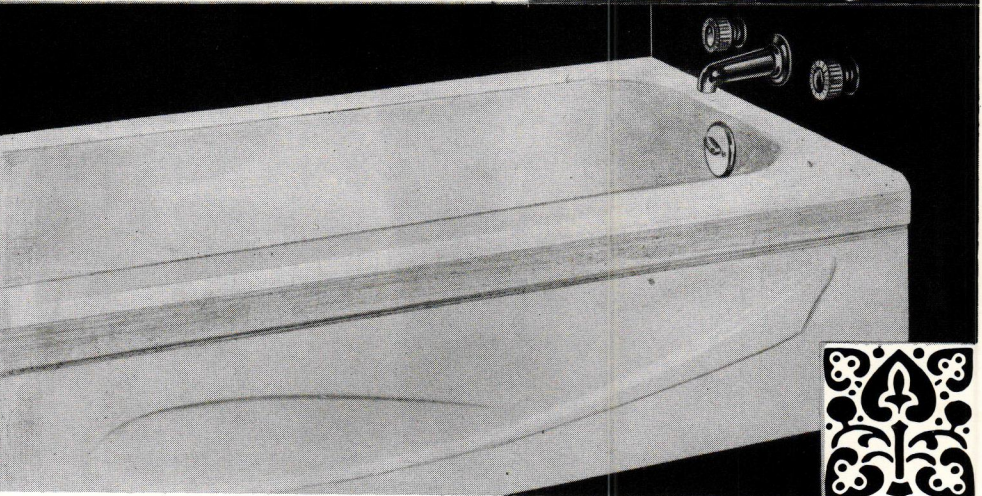
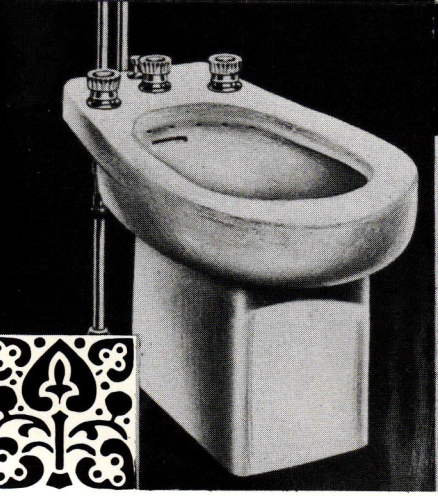
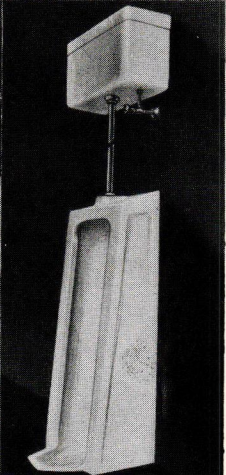
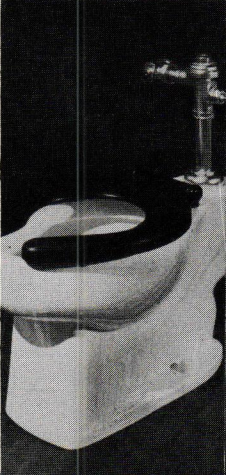
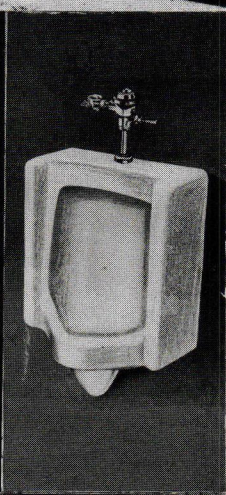
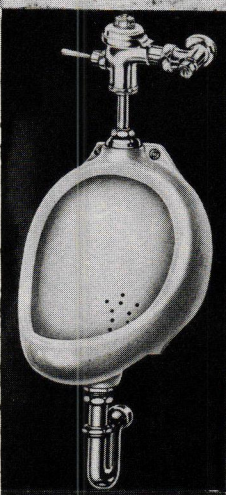




  
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**DELEGATES**  
who attended The First Caribbean  
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Conference of the Pan-American  
Federation of Architects.

McLEOD, LOUISE  
McMORRIS, VAYDEN R.  
MENDES, STEPHEN  
PANTON, VERMA W.  
REPOLE, HERBERT D.  
REPOLE, KURT  
ROBINSON, HERBERT W.  
ROBOTHAM, HUGH  
RICHARDS, R. ALFONSO

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SHARP, DUNCAN  
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SPIRO, ERAN  
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THORNE, KARL  
TWISS, DAVID  
WRIGHT, DOUGLAS

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ESPONDA, RAUL  
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REYNOSO, VICTOR HUGO  
TREVINO, GUSTAVO  
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**Panama**  
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FIGUEROA, RAUL F.  
GOMEZ, SONIA  
MEJIA-ANDRION, RODRIGO

**Trinidad & Tobago**  
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LEWIS, BRIAN  
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**U.S.A.**  
OLIVER, LUCILLA  
SHARPE, RICHARD

**Uruguay**  
ROCCO, JUAN JOSE CASALS

# OPENING NIGHT RECEPTION



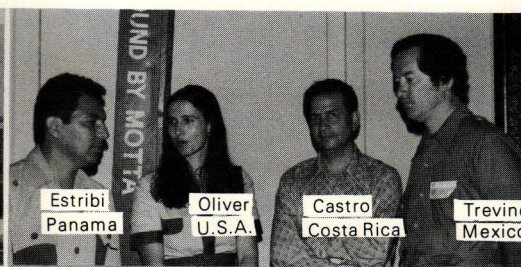
Photos by Jeanne Shearer



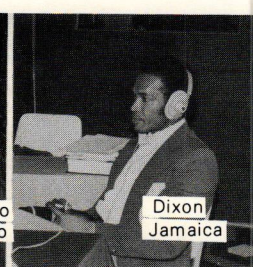
# WORKING SESSIONS



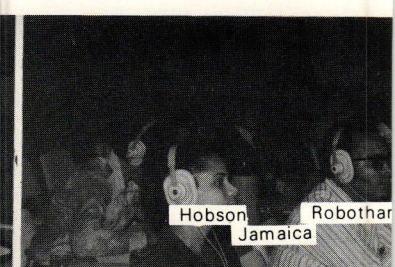
Repole Stephenson Panton



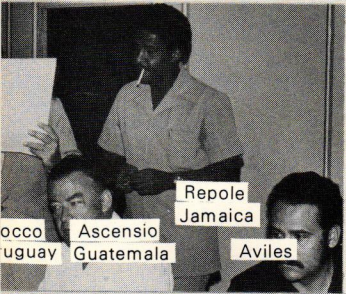
Estribi Panama Oliver U.S.A. Castro Costa Rica Trevino Mexico



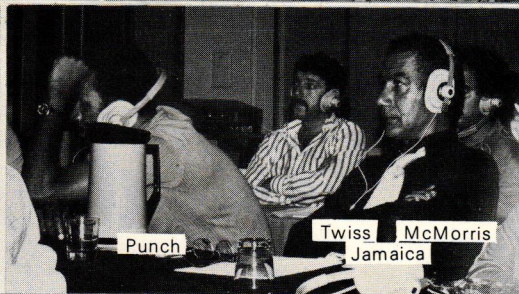
Dixon Jamaica



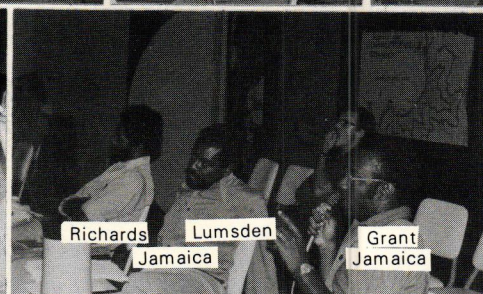
Hobson Jamaica Robotham



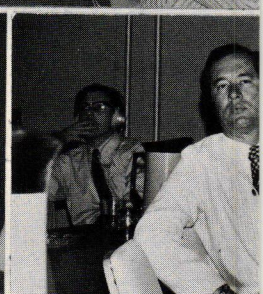
Repole Ascensio Aviles  
Jamaica Guatemala



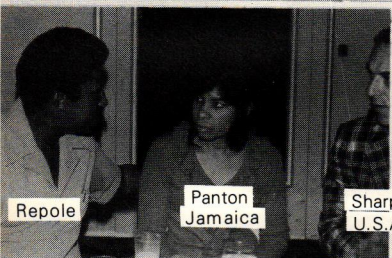
Punch Twiss McMorris  
Jamaica



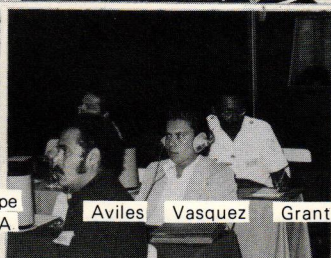
Richards Lumsden  
Jamaica



Grant Jamaica



Repole Panton Sharpe  
Jamaica U.S.A.



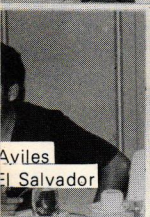
Aviles Vasquez Grant



Veza Espailat Vasquez  
Dominican Republic El Salvador



Mejia-Andrion Duron  
Panama Honduras



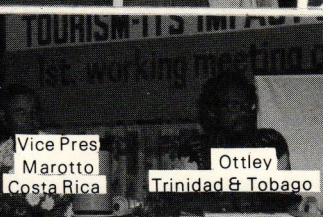
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El Salvador



Mrs. H. Repole



McLeod



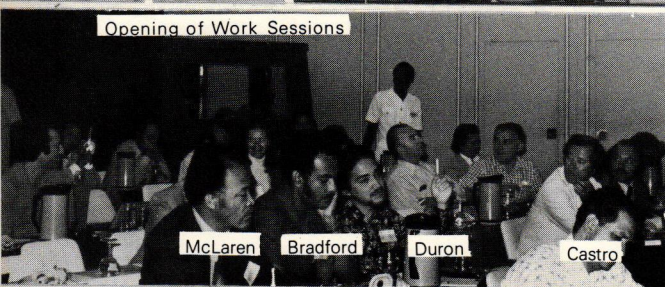
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Costa Rica Trinidad & Tobago



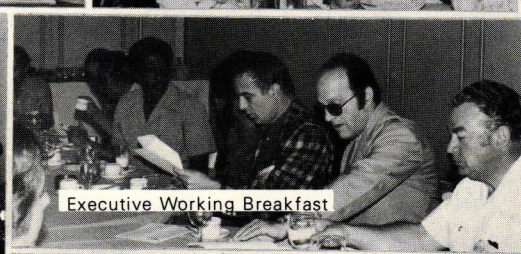
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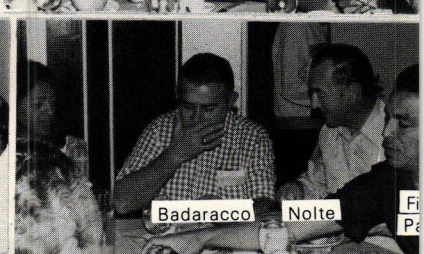
Rundle Punch  
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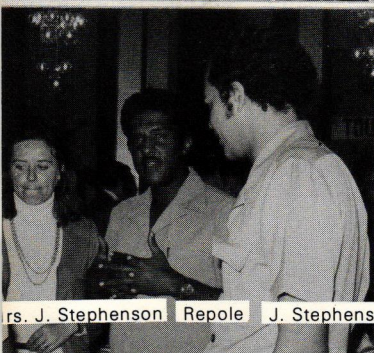
Opening of Work Sessions



Executive Working Breakfast



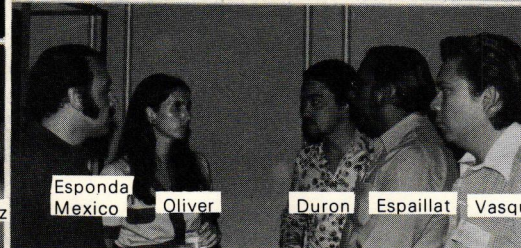
Badaracco Nolte



Mrs. J. Stephenson Repole J. Stephenson



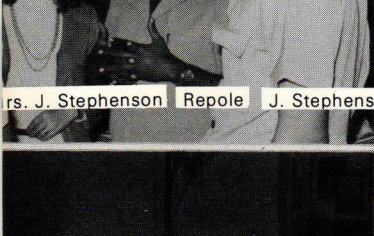
Mrs. Mejia-Andrion Gomez



Esponda Oliver Duron Espailat Vasquez



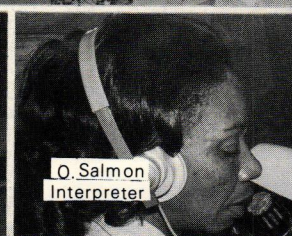
Reynoso Uriza Peuneda



Oliver Nolte Badaracco



Ambassador Panama Estribi Mejia-Andrion



O. Salmon Interpreter



Espailat Massop



Oliver Nolte Badaracco



Ambassador Panama Estribi Mejia-Andrion



McLeod Jamaica



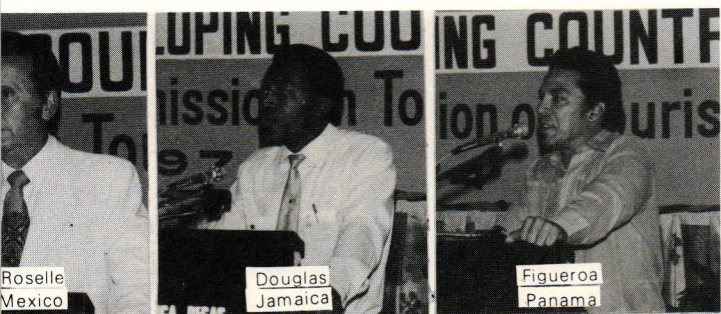
Asher Jamaica



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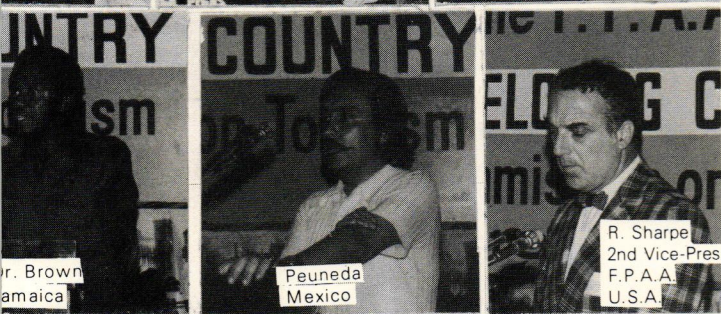
# WORKING SESSIONS



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Mexico

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Jamaica

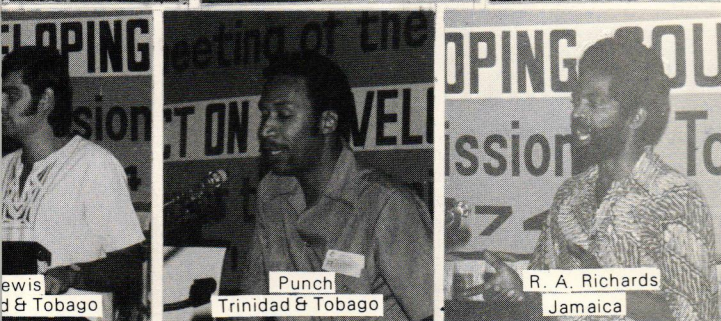
Figueroa  
Panama



Mr. Brown  
Jamaica

Peuneda  
Mexico

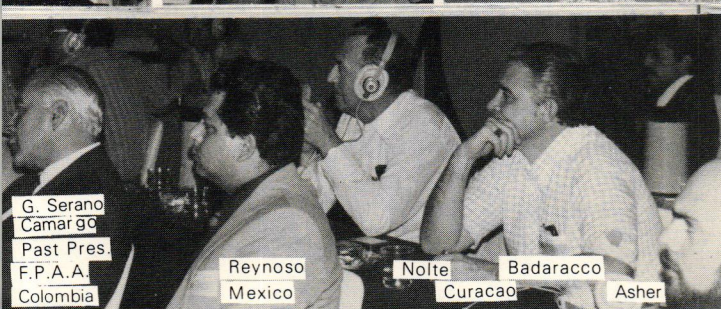
R. Sharpe  
2nd Vice-Pres.  
F.P.A.A.  
U.S.A.



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& Tobago

Punch  
Trinidad & Tobago

R. A. Richards  
Jamaica



G. Serano  
Camargo  
Past Pres.  
F.P.A.A.  
Colombia

Reynoso  
Mexico

Nolte  
Curacao

Badaracco  
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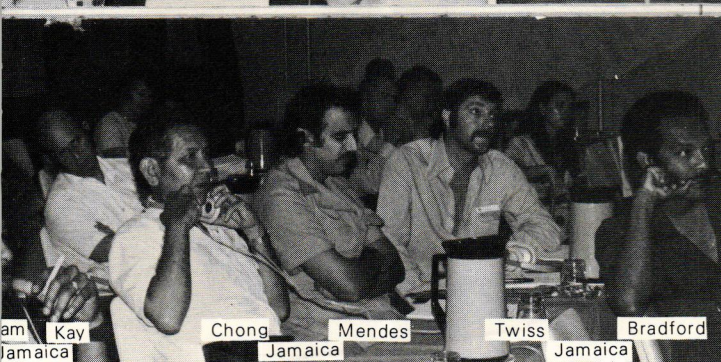


Gomez  
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Esponda

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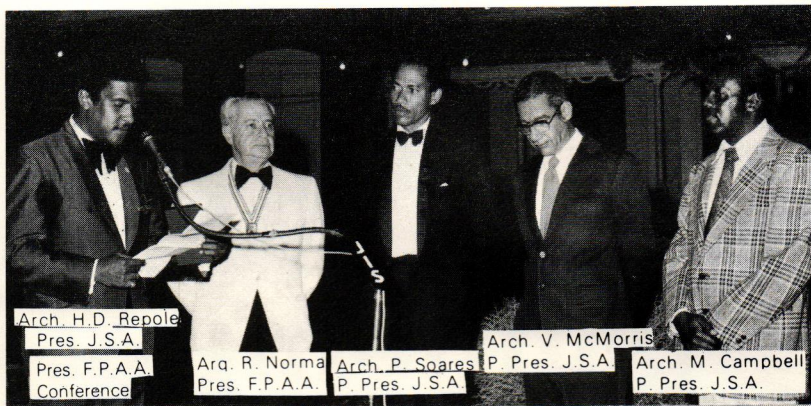
Chong  
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Mendes  
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Twiss  
Jamaica

Bradford

# CLOSING DINNER DANCE



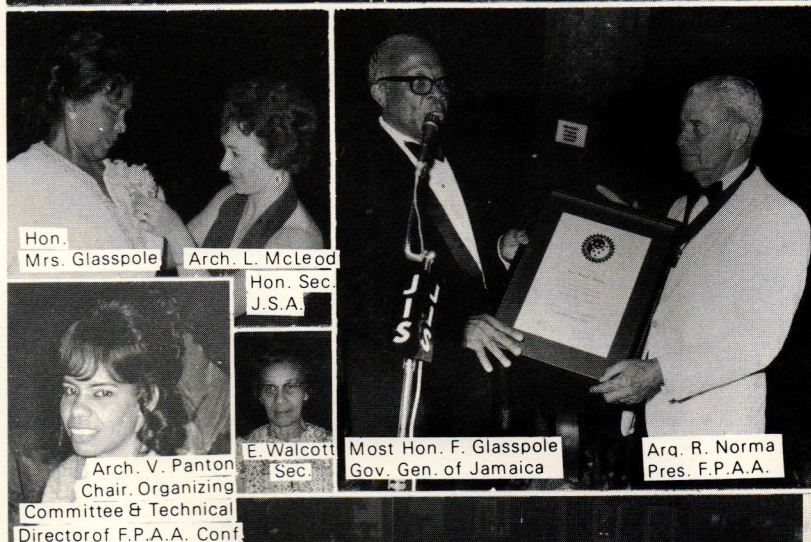
Arch. H.D. Repole  
Pres. J.S.A.  
Pres. F.P.A.A.  
Conference

Arq. R. Norma  
Pres. F.P.A.A.

Arch. P. Soares  
P. Pres. J.S.A.

Arch. V. McMorris  
P. Pres. J.S.A.

Arch. M. Campbell  
P. Pres. J.S.A.



Hon.  
Mrs. Glasspole

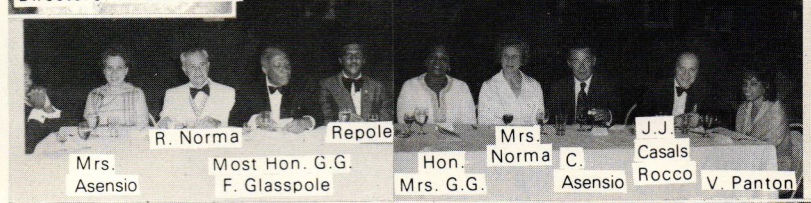
Arch. L. McLeod  
Hon. Sec.  
J.S.A.

Arch. V. Panton  
Chair. Organizing  
Committee & Technical  
Director of F.P.A.A. Conf.

E. Walcott  
Sec.

Most Hon. F. Glasspole  
Gov. Gen. of Jamaica

Arq. R. Norma  
Pres. F.P.A.A.



Mrs.  
Asensio

Most Hon. G.G.  
F. Glasspole

Hon.  
Mrs. G.G.

Mrs. Norma  
C. Asensio

J.J. Casals  
Rocco

V. Panton



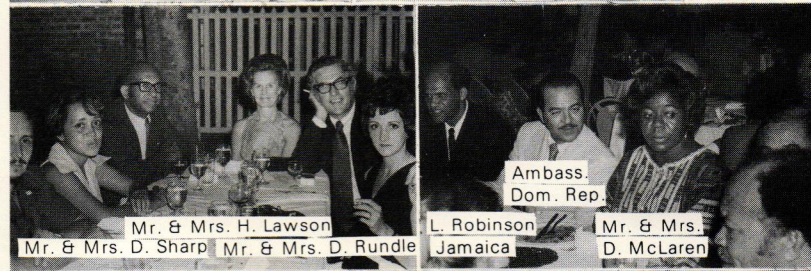
Mrs.  
H. Repole

Mr. & Mrs.  
K. Repole

F. Graham  
Jamaica

Mr. & Mrs.  
D. McGraham

L. Girvan

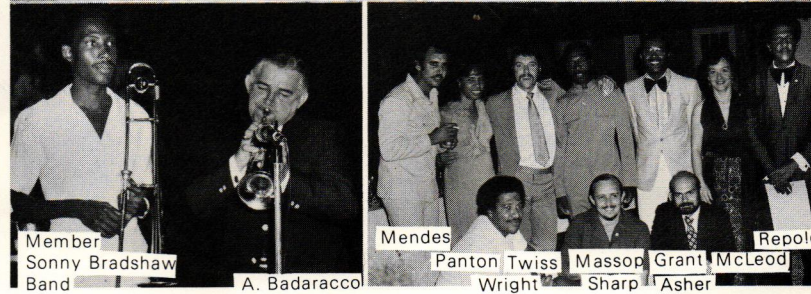


Mr. & Mrs. H. Lawson  
Mr. & Mrs. D. Sharp

Mr. & Mrs. D. Rundle

L. Robinson  
Jamaica

Mr. & Mrs.  
D. McLaren



Member  
Sonny Bradshaw  
Band

A. Badaracco

Mendes

Panton  
Wright

Twiss  
Sharp

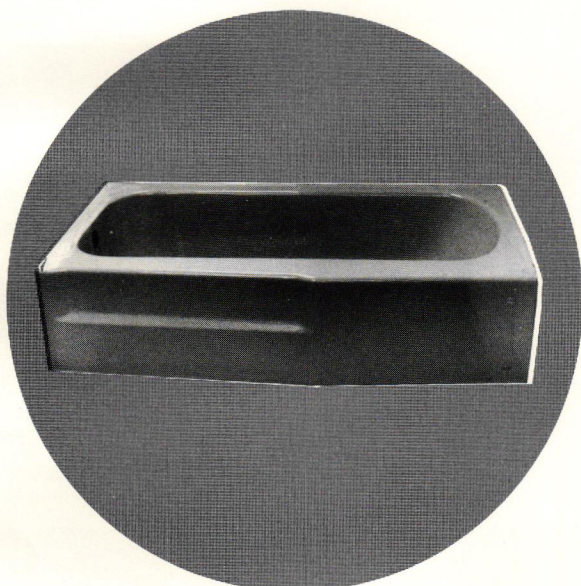
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Asher

Grant  
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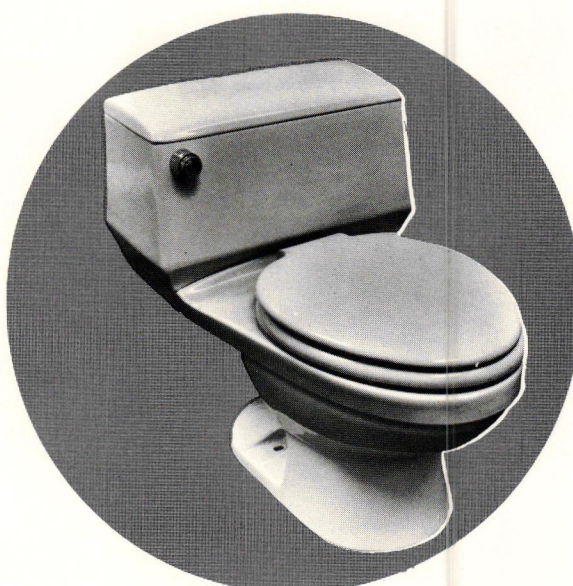
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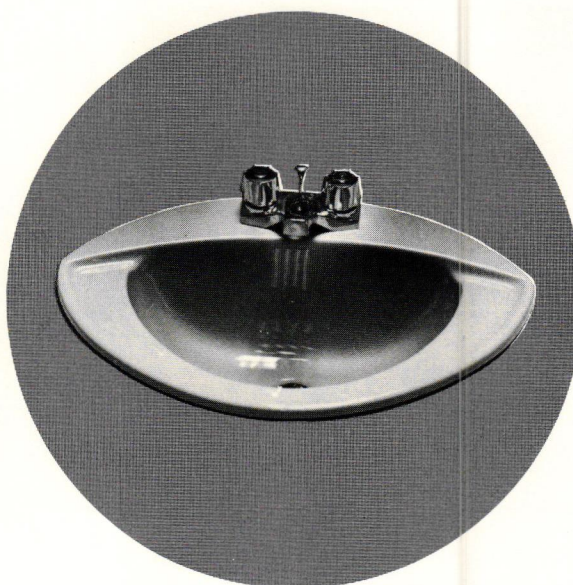


Antigua

Bath &



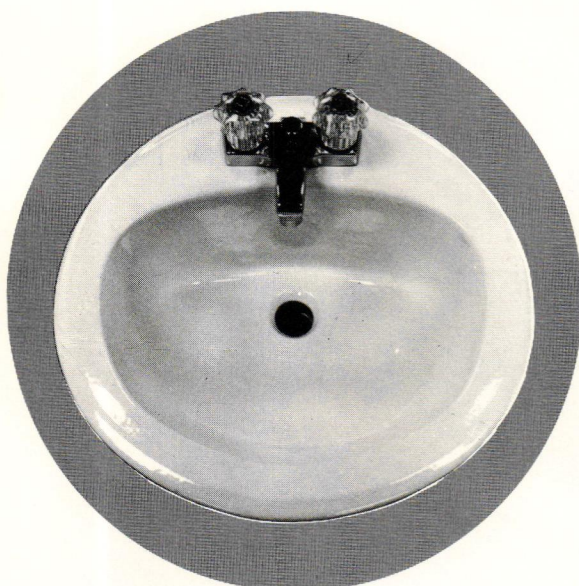
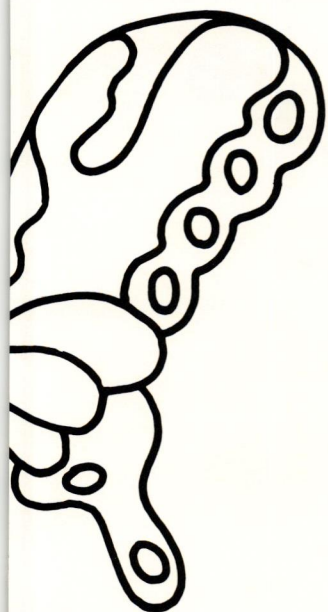
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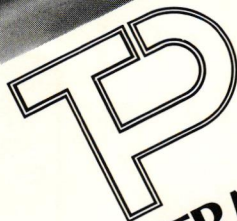


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# Opening of the First Work Session

BY MR. JACK STEPHENSON

PARLIAMENTARY SECRETARY IN THE MINISTRY OF INDUSTRY  
COMMERCE AND TOURISM, JAMAICA.

Jamaica and the rest of the Caribbean is going through what we would term "the regional co-operation" phase. In Central America you started off years ago in trying to form your economic community — in Europe they have already done so — in the Caribbean we are now in the process of doing so.

You have chosen the topic of Tourism as the central theme for this seminar. Tourism in the Caribbean is becoming or has become in several instances the mainstay of the economy — for instance, Bermuda or Nassau could not survive at all without tourism. Jamaica depends to a great extent on tourism, not only in the matter of providing employment, but also in the matter of earning foreign exchange. Perhaps I could give you an idea in economic terms of what it means. If we take the year 1972 for instance, bauxite earned approximately \$180 million in foreign exchange, tourism \$108 million, and agriculture \$64 million for our country. The foreign reserves that this country had at the end of December of last year were approximately \$73 or \$74 million. In 1973 we spent \$60 million on oil. This year the forecast expenditure on oil is in the vicinity of \$120 - \$140 million and when you consider that we get \$108 million from tourism, it begins to illustrate why tourism is so important to us.

But apart from the foreign exchange, there are other areas of importance. For instance in the area of employment — the average income per capita is in the vicinity of \$500; in the tourism field, for a worker directly employed in tourism, his average income is \$2,200. There are approximately 10,000 people directly employed in tourism and indirectly about 20,000. It is true that in labour terms this is reasonably small, because we are talking about a labour market of over 700,000 people, but it also affects other industries like construction.

The fastest growing item in world trade is tourism. In 1960 there were about 25 million international arrivals. In 1970 that figure had moved to about 168 million international arrivals. In 1973, total expenditure in tourism was in the vicinity of 23-24 billion dollars which means that about every country has realized the potential that tourism has, in particular in the area of foreign exchange, so competition is now exceptionally strong.

On the local scene, in 1969 we had approximately 5,600 rooms; by the end of this year, we will have between 11,000-12,000 rooms. So in approximately six years we will more than have doubled our tourism product. Let us look at the growth trend in tourism. In 1969 there were 2,110,000 visitors to the West Indies and Central America [excluding Mexico]. In 1970 that figure had moved to 2,119,000. In this country alone, the Government has over \$60 million invested in the hotel structure itself.

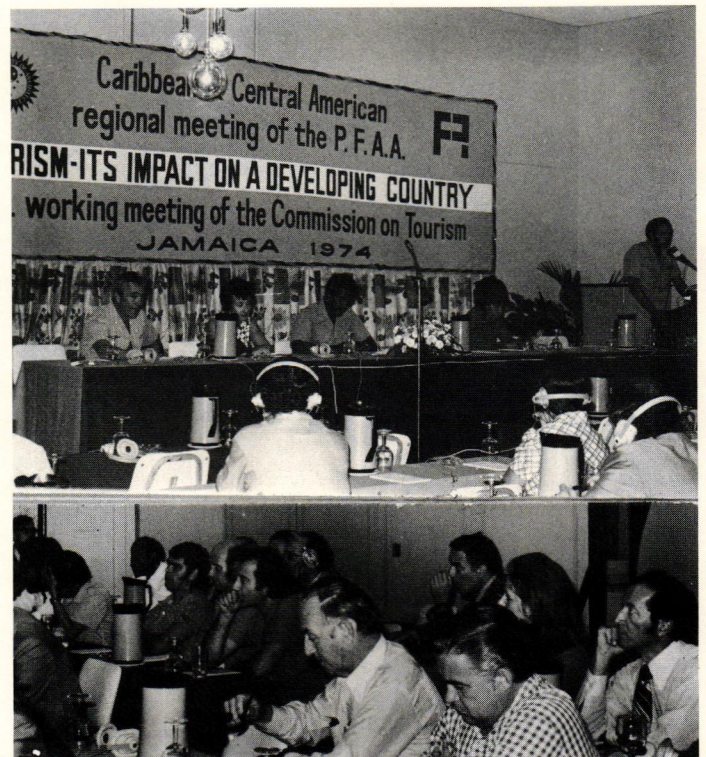
Why should we be supporting a hotel structure that is only going to cater to one segment, not only of our society but of another society, because naturally this is going to incur a bias about what is tourism. In Europe, ITCs or charters as we know them [which can include your board and lodging], have become the thing of the day. In Central America and the Caribbean the bulk of our visitors come from America. In Jamaica approximately 80% of our visitors are from North America. At this stage, North America has not really seriously looked at the matter of ITCs but we believe it is on the way. Now for ITCs to exist, a tour company must interplay. Tour companies go into areas that have to be very low cost, so if you have a room that costs \$20,000, there is absolutely no way that you are going to develop this type of market. So that rather than building one building for \$20 million or three or five buildings for \$15 million, if you had many cheaper buildings, you would be creating competition. So for economic reasons we should be looking at hotels that cost considerably less. In fact we are introducing our own people into it. With the ITC markets we are catering to just about every type of person that we could possibly think of. In advocating this, we are not adopting an inflexible position, but it is one we certainly cannot ignore.

The development of tourism in Jamaica over the years has been random — a hotel built here, a hotel built there. In the last seven months we have started to try and compile statistics to see exactly where we should go. Let us look at hotel development in Jamaica. Ocho Rios is about 60 miles from Montego Bay and from an international airport. The sprouting of convention hotels there is not logical, because a convention hotel should be situated in very close proximity to the international airport to cut down on the cost of transportation.

We can look at tourism in two main ways. There is the 'macro' way which is basically the interpretation of our Gross Domestic Product, the interpretation of our foreign exchange; the 'micro' way is the



interpretation of specific hotel projects, the interpretation of insuring that everybody has a stake in the industry. The history of Jamaican tourism has been that the entrepreneur or the owner of the hotel gets the tax incentive and this is one of the things that has caused so many large structures since 1968 when the Law came into effect. What we have done now is to say that not only the entrepreneur should have this tax incentive in tourism, but the man at the other end of the economic scale should be a vital part of the industry and this is why in our ground transportation for instance, we brought in cars at the end of last year where the taxi drivers did not have to pay the duty which is 71.5% of the cost, insurance and freight value, and also a 50% purchase tax. In other words if we can make this man feel a part of tourism, if he understands that tourism cannot survive without him, then we believe that our tourism will have a better chance of survival.



Above: Architects Marotto—Vice Pres. F.P.A.A. Conf., McLeod—Hon. Sec. F.P.A.A. Conf., Repole—Pres. F.P.A.A. Conf., Panton—Ch. Conf., Organising Committee & Technical Director of F.P.A.A. Conf., preside while Mr. Jack Stephenson gives the opening address. Delegates in foreground use headphones to hear simultaneous translation into Spanish.

Below: Some of the Delegates and visitors at the Opening of the first Work Session.



# Tourism in the Americas

## *An alternative for development*

BY ARCHITECT LUCILLA OLIVER

CHIEF SPECIALIST IN TOURISM IN THE O.A.S.

The importance that tourism has acquired in the world as a factor of economic and social development, has given it the category of prior and strategical field in the plans of many governments.

The motivation to travel has existed for a long time; however, the concept of tourism as a social-economical factor has only had importance since the second World War, when the development of transport, especially by air, has allowed a great increase of travelling people.

One of the principal characteristics of tourism is its great dynamism and its capacity to change. Various factors, many times alien to the same pole of attraction, change a touristic current in a short time; changes in the market for instance, the increase of air-fare prices, the devaluation of money, or the attitudes in the market itself, can generate great changes that can affect any zone of destination; also situations in the receptive locality itself, like political changes, health problems, revaluation of the money or the insufficiency of information and broadcasting, can quickly change the attitude of a market.

It must be pointed out that this field is evidently beneficial economically as it influences the balance of payment of each country.

It is estimated that between 10% and 20% of the income produced touristically is converted into government income, according to the degree of development of each country. This contribution to the national income is a factor that is frequently forgotten by the governments, who on many occasions are against the high cost of touristic promotion and the capital investment necessary, without considering the return gains that tourism gives the country and the government itself.

At the same time, tourism provides great opportunities of employment. It uses local people in great scale, not only in the travel and services industry itself but also in the various other production fields, like building, agriculture and small industry. If it is considered that the service offered to the visitor would be difficult to substitute by machinery it can be concluded that a properly orientated touristic development could help greatly to combat unemployment, which is an aspect of growing interest in Latin America and the Caribbean.

However, the aspects of tourism are not exclusive to the economical field; they also influence the social, cultural and historical aspects of the country. Tourism acts as an important educational element, thanks to the exchange of knowledge, ideas, races and religions it generates; it helps to value the history of countries, and to know the different cultures and regions, and it eliminates social and political barriers created by man. It can be said that it has no barriers.

Tourism has an important role in the process of integration of countries through a fundamental exchange of people, ideas and cultures, giving a good basis for an effective and real social and economical integration, both at regional and sub-regional level.

One of the most important characteristics of the touristic development is that it is based on the exploitation of natural and cultural permanent resources like scenery, sun, snow, beaches, historical monuments and folklore, which, adequately protected and kept, are not in danger of exhaustion as happens with the extraction of minerals and hydrocarbonate,



they do not need constant renovation as happens in agriculture, and they do not imply permanent importation of raw material and therefore expense, as happens in many different fields of industry and manufacture.

Nowadays, the touristic industry has become a very competitive field. Because of this, it is going through a great change and, as a result, its occupational structure has become, day after day, more sophisticated and therefore, specialized, requiring a high level of technique and professionalism.

It is important to point out that the problems of tourism lie in three basic fields which, although they require technique and orientation according to their characteristics, must be related to each other to achieve the necessary interaction.

These sectors need the help of and coordination with other areas of national development that are not directly part of tourism, such as, public services, housing, changing politics, agriculture education, health, urban development, industry in general.

### World Importance

The great touristical movement in today's world, is a human and socio-economic activity which, analyzed, shows that less than 3% of more than three thousand million people who inhabit the earth participate in it, leaving to one side the great majority of people who have not the opportunity or possibility to travel.

The United Nations Conference about Tourism and International Journeys, celebrated in Rome in 1963, declared that tourism is "a basic and gratifying human activity, deserving the praise and help of all the governments." With this, tourism was recognized as a mature force in the national and international life of all countries.

Over-population, advancements of modern technology, social achievements, increase of family income, and achievements in Medicine, have resulted in an increase of human resources, less working hours, an increase of money for trips and recreation, an increase in the time dedicated to productive entertainment, and a longer average lifetime, all of which have made tourism an important factor of development in economic, social, spiritual and cultural progress. Among these advancements, the most important ones are the constant increase of the standard of life and the economical capacity of certain groups, the quick develop-

ment of transport, and the betterment of communication systems which have generated a greater interest in people to know other places and cultures.

The governments of the various nations are currently confronted nationally and internationally with the extraordinary phenomenon of Tourism and its increasing economic, sociological, cultural and political impact, within their own countries and abroad.

Some countries, conscious of the economic importance of tourism have increased their income and bettered the standard of living of their people, capitalizing on the benefits it offers by organizing its touristic structure internally and trying to unify and canalize the efforts of promotion to take advantage and develop this lucrative resource.

Currently, Tourism represents approximately 5% of the world market of export, becoming the most important field in world commerce.

Tourism, in its modern epoch, which comprises the last 25 years, has had a quick growth. The most important characteristic of its modern development has been its rapid transformation and evolution in the last few years.

	1962	1972	% increase
Total of arrivals in the world (millions)	81.4	198.0	114%
Total of increase in the world (millions US dollars)	7.880	24.200	210%

### Growth of Tourism in the world.

From this transformation there has been a great change: from an exclusive tourism to a tourism of the masses with various characteristics, in social, economic and cultural fields, and a variety of interests and motivations. Nowadays, this situation is translated into a series of new "touristic expressions" which range from an increasing national tourism, with a whole new set of characteristics, to various types of specialized international tourism.

Modern tourism has had a notable impact in places and countries of reception; when thinking in numbers, the volume and importance it has acquired in a short time is seen.

In relation to the demand, it must be pointed out that the U.S.A. market, which has the highest economical potential in the world, is also the principal world market for trips, nation-



and international. Because of its high standard of living, the United States continually generates a high personal income and a greater demand for services, including trips and entertainment.

European tourist currents have continued to flow especially from the North to the South, in search of sun and beaches. On the other hand, the Japanese market continues to grow and the number of people who are well off and who travel outside Japan increases, as well as its touristic expenses.

#### The Americas and Tourism

International tourism is based on physical and cultural elements as attractions to the visitors of other countries. Then, why is it that countries of the American world, which have this great variety and diversity of facilities, this great number of cultural expressions and this great quantity of resources, are so much behind the world tourist market? To answer this question properly it is necessary to analyze several of the aspects of these countries.

On the American continent tourism is a recent phenomenon. Its historical participation in world tourism has been very little, having, therefore, little to do as a touristic region, in spite of its great attractions.

	1965		1971	
	Total	% World	Total	% World
North America				
Arrivals (millions)	19.4	16.8%	n.d.	15.1%
Income (millions US\$)	2,070	18.8	n.d.	14.1
Latin America and the Caribbean				
Arrivals (millions)	2.7	2.3	n.d.	3.0
Income (millions US\$)	87.0	7.9	n.d.	9.0
Total of the Americas				
Arrivals (millions)	22.1	19.1	36.0	18.1
Income (millions US\$)	2,940	26.7	5,160	23.1

#### Participation of the world in Tourism.

The growth achieved in 1971 in relation to the year before was of 5% in arrivals and 8% in income. The existing projects for 1980, based on the historical growth of the different tourist regions until 1971, give North America 16% of the world total and Latin America and the Caribbean 8.6% of it. These calculations are based on annual growths estimated to be 4.4% for North America about 5.8% for South America and the Caribbean.<sup>1</sup>

In 1971 the income of Mexico from tourism were equal to 40% of the total of its exports; and 40% of Panama's exports, while during 1972 they only reached 22% in Uruguay.<sup>2</sup>

However, the touristic balance of payment of the world shows a negative situation; according to the partial calculations, the expense in 1970 of trips in the Member States reaches a total of \$6,883.8 million while touristic income is \$4,939.7 million.<sup>3</sup> From this it is seen that residents of America spent \$1,944.1 million more than other residents spent in the Americas.

In particular, it must be noted that, for instance, the touristic movement in Latin America outside the area was quadrupled between 1958 and the beginning of 1969.

#### Possibilities that Tourism offers countries of the Americas.

In the majority of countries of the world, economy is basically agricultural and their industrialization can only be achieved with great effort and slow development. Tourism can be in a few years very important in the economy of the world, with small economic help from the governments. It is also an important instrument in the increase of job opportunities; its development generates the growth of industry and complementary services.

The inhabitants of urban zones wish to leave the noise of the city, its confusion, pollution and continuous traffic. The countries of this Hemisphere certainly offer opportunities for such escape, many have a lot of opportunities; on the other hand, they have great resources that could facilitate the development of national regional and international tourism; they have many differences, physically and culturally, two important facts of attraction and interest to tourists; there are also many towns, villages and

people away from the great cities, each place with special characteristics and which require time and leisure to visit.

The countries of this hemisphere have sufficient and varied attractions and resources so that a journey to any of them is full of joy, and experiences.

Considered as a whole, these countries have enough touristic attractions and facilities to compete in the international market. The United States has an exceptional position and can keep it with no difficulty. In addition, although Latin American countries have the basic elements necessary for touristic development, they lack the necessary facilities to compete on the international market and attract massive tourism.

The Caribbean, though, is prepared to compete in the market, with a modern and capable touristic plant which offers facilities for lodging and entertainment at medium and luxury levels.

The rapid growth of tourism encouraged by the formula "more tourists — more income" — attractive both to the public and private sector; the lack of local capital and the limitations of capable personnel, have generated an increase in the participation of foreign capital and resources, and a resultant imposing of their own ideas of development and tourism.

As for the touristic market, the opinion of the majority of the members of the tourist industry is that the ideas themselves, in the Americas, should be reconsidered. In the case of the Caribbean the "product" offered is in general what is expected of the market, although the prices are high and a greater variety is necessary, with more cultural attractions.

The positive effects that tourism can generate in countries have been largely proved in other places and it is evident that the Americas must make a greater effort to increase their participation in the world tourism market.

We must not forget the negative effects, like the ones mentioned about the Caribbean, or the disorganized development of extensive coastal areas, which is a problem of Spain, or the pollution that exists in some parks in the United States, not to mention the increase of wages which creates a situation whereby people do not want to work in agriculture because it is not so well paid.

#### Concepts for Tourism Development in the Americas

The touristic development in America is fundamentally different from its European counterpart as the American problem is to "capture" new markets whereas in Europe it is that of "adaptation" to the existing touristic currents.

The American countries need special models based on geographical realities and their socio-economy, useful only to start an adequate development that would benefit all social levels.

On the other hand, the great variety of attractions that this hemisphere offers implies the need for adequate and careful planning especially taking these differences into account especially as far as tourist circuits is concerned.

It is without doubt that, adequately planned and oriented, tourism can offer great benefits to the American countries currently confronted with problems whose conventional solutions are not only difficult and complex but have been shown to be much slower when applied.

It is necessary to point out that the tourist sector can become a factor (if it is capable of co-operating to generate employment) in the development of regional economy and income.

The application of tourism to what has been called the amplified economic spaces — as a result of the process of integration among several countries, is the concentration of the economy and population in just one or a few cities and the maintenance of marginal areas (or empty areas). The city plays a major role in tourism, even if it is not necessarily a tourist resort, it is a center of functional services and it generates labour. If for a moment one supposes the non-existence of frontiers and of institu-

tional barriers in the various American countries, units appear which include several first-class cities evenly distributed. This fact modifies the typical or classical development of tourism in under-developed countries.

There is no doubt that in American countries, tourism has internal problems and requires orientation which would permit the utilization of existing resources to the utmost, and, at the same time, which could be adapted to each country's general programme without creating resorts for tourist purposes only.

In recent years, the development of tourism in American countries has been based on the following general points:-

- Its foreign exchange earning capacity can be converted into a major factor in the national economics.
- Its effect on the Balance of Payments and on the direct income of the various governments can be of great importance if it is considered that between 10% and 20% of the earnings which are produced — are converted into governmental income — through taxation.
- Because of the numerous aspects which tourism offers, its multiplying effect could play a major role within the countries' economy.
- Tourism could be an important factor in combating unemployment since it is almost impossible to mechanize it and because it represents a high percentage of use of labour force per invested capital.
- With adequate development and orientation, internal tourism could become one of the most important factors in the decentralization of internal economy due to its great economic distribution potentiality.
- Proper orientation and development of internal tourism could be the solution of some social problems which present themselves in the cities of this hemisphere, in this way allowing residents to rest in areas different to their usual work places, a necessity which day by day becomes imperative due to the increase of tensions created by the big urban developments.
- If it is properly organized — its "raw material", that is natural and cultural tourist attractions — is not exhausted or transferred, representing, therefore, no danger of exhaustion of the country's resources.

#### Orientation of Tourism development

In recent times some governments have given Tourism the priority which it should have within their National Plans of Progress.

They have realized that tourism, as an "invisible export", obtains foreign capital without escape abroad of natural resources, excepting craft works and souvenirs bought by the visitors.

The orientation which is given nowadays to tourism in American countries is characterized by its goal to directly benefit the residents, not only as participants but also as users.

The few existing indicators of the importance of national tourism in Member states of the O.A.S. do not permit an adequate comparison. It is clear that its importance in a country's economy rests on that country's capacity for the distribution of wealth.

With a view to unifying forces, the Member states have desired to carry out subregional development programmes and promotional campaigns which might enable them to compete under better conditions in the principal markets. Through the efforts of these same Member states, the main "tourist regions", whose characteristics are relatively similar, have been identified and are geographically grouped: the chief means of transportation "sell" them as "regions" and their net-works create regional circuits; the countries which adopt them have already been working for some time on joint developments and tourism promotional

Continued on page 34

1. Information: UIOOT  
2. Information: National Offices of Tourism  
3. Analysis of touristic impact — CEA



# Jamaica's Economy and the Contribution of Tourism

BY MR. AINSLEY ELLIOTT — JAMAICA TOURIST BOARD

The principal receipts of the Services section of the Balance of Payments accounts (which are from Tourism) have grown rapidly over the past 5 years rising from J\$73.2 million in 1968 to J\$107.9 million in 1972, or at approximately 10% per annum. Earnings from tourism in 1973 were estimated at J\$115.8 million, an increase of 7.3%.

During the two decades ending 1971 the flow of foreign investment into Jamaica has been rapid, enough to enable the country to finance the deficit on its current international transactions and to increase external reserves. More recently, capital in-flows have slowed down with the completion of some large projects. This together with the oil crisis has compelled the government to implement corrective economic measures, which were announced in mid-January, 1974.

It is generally agreed that the principal problems of the Jamaican economy are unemployment combined with a degree of under employment of the labour force and a need to earn more foreign exchange in order to alleviate the balance of payments problem. As has already been recorded, the tourist industry is important to the Jamaican economy as an earner of foreign exchange. In 1968 it earned J\$73.2 million, approximately 19.7% of Jamaica's gross foreign exchange earnings. For 1973, it is estimated that earnings were up to J\$115.8 or approximately 19.5% of gross foreign exchange earnings.

Using the results of a 1970 'Tourist Expenditure Survey' done by the National Planning Agency, approximately 66% of the earnings is retained in Jamaica, 34% of it being utilized to buy imports for the industry or to remunerate foreigners for their capital invested in the industry. Of the retained earnings in 1973, it is estimated that:-

local wages, salaries and tips accounted for.....	J\$37.8 million
local profit interest rent and depreciation accounted for....	J\$12.6 million
Government revenue excluding personal income tax accounted for.....	J\$ 9.3 million
and local goods and services accounted for.....	J\$16.7 million

Employment in tourism is diffused and not always easily identifiable. But employment in accommodation facilities i.e. hotels, guest houses and resort cottages is identifiable. At the end of 1971 there were approximately 9,400 persons working in this area of the business. At the end of 1973 this number is estimated at 10,500 (the employment survey is not yet completed). There were also some one thousand persons involved in the transportation sub-sector. But what is the total employment as a result of tourism?

If we use Travel Research Journal's research estimates (see Travel Research Journal 1972 edition), i.e. one job for every job that exists in the accommodation sub-sector, employment in tourism would be approximately 21,000 (excluding employment in construction). This is not an unimportant contribution in a country which has a reported unemployment of 23% — total labour force being estimated at 800,000.



One of the important considerations is that most jobs in tourism do not require a high level or expensive training to develop skills. (Examples of these are waiters and room maids). Tourism therefore offers an attractive avenue for development to a country such as Jamaica, which has a large body of unskilled, unemployed citizens, and very limited resources.

Jamaica, like most developing countries, is short of capital and jobs. A large portion of scarce capital is being channelled into hotels and other resort facilities for the reason that tourism is labour intensive, depending, as it does, on personal services. And though it may initially cost much the same to create a job in tourism as it does in manufacturing, a hotel, as a capital asset, normally has a much longer economic life than the manufacturing plant.

In a low wage economy, workers directly employed in tourism also rank high on the scale of earnings. In 1972, when a comparison was last made, the average annual income, including tips, was estimated at \$2,200, compared with an annual average of over \$3,000 for bauxite and alumina workers, generally considered to be the 'elite' of Jamaica's labour force.

What then is the likely future of Jamaica's tourism?

In the foreseeable future domestic tourism is likely to remain relatively unimportant. Due to a comparatively small population and low income per capita, foreign visitors to the island are likely to remain the backbone of the industry. These foreign visitors come mainly from North America. In 1973 there were 418,257 visitors to Jamaica who stayed for one or more nights. The average stay per visitor was 8.3 nights. Of these visitors, 325,313 or 77.8% of them were from the U.S.A. and 36,867 or 8.8% were from Canada — 86.6% of those visitors were from North America.

There are many forecasts as to how the number of visitors to Jamaica will grow. But these forecasts vary widely. In one series done by the Jamaica Tourist Board in 1971 and up-dated in 1973 projections ranged from 11.3% to 15% per annum up to 1977 from a 1971 base of 359,323 visitors who stay over night or longer. It was felt however, that the most probable rate of growth over that period would be 13.5% per annum and that rate would decline to 11% per annum between 1978 and 1982. Actual performance in 1972 was +13.5% and 1973 was +2.6%, an average of approximately +8.0% per annum over 1972-1973.

The International Bank of Reconstruction and Development in its "Current Economic Posi-

tion and Prospects of Jamaica — Tourism (June 1971) suggested that the rate of increase in U.S. tourism to Jamaica would be a 13-15%.

Another international research group, operating from the physical planning side, also reporting in 1971, has stated that increase in tourism at a growth rate of 7% may take place in Jamaica up to 1975".

Kates, Peat, Marwick & Company produced three forecasts for their "Jamaica Airport Development 1970-1990" study. The rates of growth in their projections may be summarised as follows:-

	Minimum %	Most Probable %
1971 — 1973	7.2	10.7
1976 — 1980	6.0	10.0
1981 — 1984	8.8	8.3
1985 — 1990	4.1	6.3

All of these projections have a number of factors in common. None foresaw or have foreseen the international fuel problem and the rapid escalation in the cost of fuel air fares. None of them anticipated the current rate of international inflation. All projections show positive growth although the rate of growth vary in magnitude.

Whichever projection turns out to be nearest to the growth in tourism traffic that actually takes place, there will be more than adequate accommodation to house tourists at least in 1982. This view is based on the knowledge that the number of hotels and resort cottages currently under construction together with the fact that the 10,000 rooms currently available for accommodating guests are being less than utilized. Airport facilities should be adequate for the streamlining and modernising currently taking place at both airports are largely based on the "most probable" projections done in the airport development study. Other airport structure is being provided accordingly.

## TOURISM IN THE AMERICAS

Continued from page 33

programmes. Five identifiable "tourist regions" stand out as follows:-

- (1) North America
- (2) Central America
- (3) The Caribbean
- (4) The Andine Group
- (5) The Southern Countries.

This effort at alliance does not imply for the moment that the individual work that each country has been doing loses importance.

During 1972 as a result of the celebration of the 1st EXTRAORDINARY INTER-AMERICAN CONVENTION OF TOURISM which was held in Brazil during the TOURISM YEAR OF THE AMERICAS, the representatives of the Member States of the O.A.S. to the said convention formulated and agreed upon a DECLARATION OF PROPOSALS now known as the DECLARATION OF RIO DE JANEIRO in which directives for the development of tourism in the Americas.



# Tourism-Development and Architecture

PRESENTED BY ARCHITECT, LEOPOLD ESPAILLAT NANITA ON BEHALF OF THE DOMINICAN COLLEGE OF ENGINEERS, ARCHITECTS AND SURVEYORS. (CODIA).

Tourist construction constitutes an industry of transformation that works with an irreplaceable natural resource: the landscape.

There are many cases in which disorientated development of tourist establishments, in areas of dramatic beauty has ended up by destroying the flora and fauna of the sites, distorting their natural profile and finally led to disenchantment, and determination to find some other 'natural' environment uncontaminated by human hands", that will bring a balanced boost to both spirit and body — the aspiration of every tourist.

The calmer pace of life, added to the climatic factor — i.e. the escape from the cold to the sun — contributes to the total attraction that this region offers to the tourist.

The development of tourism demands as a fundamental requirement for survival, the preservation of the natural attributes of the region. That can only be achieved through dedicated professional application of the techniques of urban planning. It is within this premise that architecture will function most effectively in the design and construction of the tourist super-structure.

The transformation of the microscopic vision of man's surroundings to the macroscopic vision of the urban phenomenon constitutes the highest aim of the Associations of Architects and Universities, which must produce new generations of professionals more in tune with the demands of the present society and that of the future.

The advent of tourism as an important item of the economy of our small countries is a recent process.

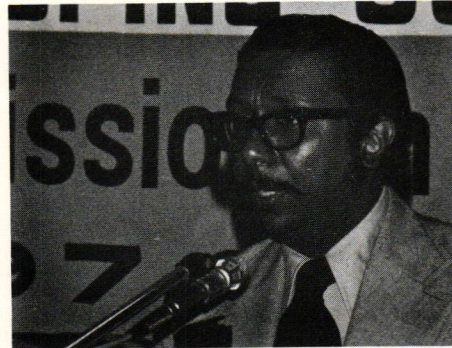
In the case of the Dominican Republic we confess that only recently have we initiated the process of bringing our tourism potential into focus. For this reason, our presence here at this Conference is fundamentally aimed at making contact with our colleagues in these beautiful brother countries of the Caribbean who have had much more experience in coping with problems encountered by the Architect involved in tourism planning.

It is evident that the architect has an important role to play in satisfying the different contradictory elements, i.e.: the wishes of the tourist, those of the developer, and the regulations established by zoning. He must obtain results that will satisfy these demands and at the same time fulfill his professional obligations.

It is therefore important that the architect be involved in the first phases of the project and work in close collaboration with economists. This represents another aspect of the change necessary in the concept of the architect. In most cases, the initiative for tourist development arises from foreign contractors. This type of development in tourism, which does not answer to the dynamic of local contractors, but instead to the speculation of the foreign contractor, is really quite dangerous.

Intermediary speculators have bought land at amazingly low prices, and their only function is to generate a demand and push up the prices of land — The difference in prices is subtracted from the economy in the form of foreign currency.

Even worse, in many cases, the highly acclaimed plans for tourism are, in fact, fundamentally an operation for the sale of Real Estate with an eye on the local market. The material-



ization of this aspect of the project merely entails the acquisition of the undeveloped resources of a country by foreigners at a ridiculously low cost, then selling these same resources, at a developed price, to the nationals, thus capitalizing on that country's resources.

If we have learnt anything from this experience it is the absolute necessity for each country to expressly prohibit the acquisition of undeveloped land by foreigners and also to regulate adequately foreign investment in the economic structure of its tourist industry.

Other important negative effects can result from a tourist industry dominated by the foreign investor. There is the possibility that, on account of multi-national control, the hotel establishments might lack native characteristics because of the adoption of stereo-typed versions of architectural designs as well as methods of operation based on international systemization.

The necessity of offering the tourist a variety of experiences, in which the atmospheric and landscape contrast plays a significant part, seems to indicate that it is in the process of defining the physical environment for tourism, that the soundest bases of differentiation and of self identity will be established.

It would be illogical to expect that there should exist marked architectural differentiation between each Caribbean country, given the similarities of climate, physiography and landscape. But some differences in their cultural background, landscape, economy and technology can introduce interesting variants which might foster some degree of differentiation, and which consequently will become stimulating in the regional context.

Another complex factor, is the constructive technology and the availability of materials which offer a guarantee of stability and permanence which permits the paying off of finances with a mortgage guarantee, and diminishes the risks of destruction by hurricane, fire or earthquake.

The possibility of combining these factors, constitutes the major difficulty for the architects of our countries. This is a result of the traditional training which we have been subject to and the lack of official attention and interest in Tourism. Consequently, architects are found to be lacking in academic training, and, therefore, experience in the subject, whenever plans for tourism are being drawn up.

As the foreign entrepreneur is generally forced to make decisions and act on them at once, it is not logical to expect that he will succeed in his projects unless the country in

question provides specialized human resources. But there will still be the lack of experience, as a dissuading factor, hampering the employment of local architects.

As the promoters are usually foreigners, foreign firms, "specialists in the subject" will be responsible for their realization.

The technological transference will never come about if this is allowed to continue.

Moreover, this foreign participation ends up frequently as the vehicle for a stereotyped and stagnant reproduction of mediocre touristic architecture and lack of imagination.

It is clear that a country which desires to develop itself for tourism cannot wait until the training of its national human resources is achieved. It is imperative therefore, that a policy be put into effect which will propitiate technological transference and offer nationals participation in the experience.

All of this can be achieved by means of a very simple formula — the employment of expert services as advisers or consultants to local firms.

The field of tourist planning is an area of great importance which falls fully within the responsibilities of the architects. This includes the formulation of politics in the economic aspects as well as in other areas.

In this case, as in those previously examined it is necessary to give to the national professional the leading role and the power to decide, and to seek foreign consultants who are not only capable and experienced but who have in addition, the mentality which ensures that his labour and his recommendations are the results of a professional conscience and of an independent criterion.

In this area also it will be necessary to require the introduction of training at the universities for the development of human resources which will be capable of taking charge of the tourist planning of their country.

Finally, I wish to express the conviction which motivates the Dominican architects who are part of the Dominican College of Engineers, Architects and Land Surveyors (CODIA), that it is important that the Architects from the Caribbean and this Hemisphere unite in a common criteria; that while protecting our practices in our respective countries, we promote and establish the mechanisms through which we may be able to strengthen our inter-change of experience in a consultory and advisory manner which may shape technological transference and that we may harmonize and approach our respective professional practices in a frame work of mutual respect.

The presence of CODIA at this important event which has its headquarters in the beautiful, inviting and brotherly country of Jamaica, is an eloquent message of our will to remain linked with the Panamerican Federation of the Association of Architects and, in general, with the fraternal society of architects which make up its membership, and in particular to the Jamaican Society of architects, our pleasant hosts.



# Tourism..... Secondary Accommodation

BY ARCHITECT WILSON CHONG — JAMAICA



The purpose of this paper is to point out the advantages of the apartment/hotel as a secondary method of accommodation which would cater to families and/or groups necessitated by economy. The hotel as a primary means of accommodation serves a specific need for those wishing total service but because of its high cost of operation, its rates are beyond a substantial potential market. It is prudent, therefore, that this market should be exploited, but before elucidating let us first examine the situation in Jamaica at the present time as it applies to this secondary operation.

These needs are being fulfilled at the present time by the proliferation of detached houses generally on  $\frac{1}{2}$  1 acre of land holdings built and owned by various individuals for speculative purposes. They are unsatisfactory as a building type since they are not generally designed as groups with even the barest form of social or technical infrastructure. In short, they do not and cannot feasibly be economical to operate even when designed as complete groupings. As a matter of fact, it can be stated that they are deficient in the capacity to be economical and

efficient in all the parameters needed to provide a viable tourist accommodation.

For example, walking distances to facilities would become laborious for all but the smaller schemes. Because of the extensive land areas necessary to accommodate this type of planning, there would be problems of security and high operational first cost for infrastructure and general servicing and maintenance because of the necessary required roads and the consequent electricity, telephone, and water services, etc. In addition, it would be expensive to provide for a standby electrical plant, and water services unlike tall buildings which must provide a day's supply at a roof top and ancillary generating units.

It is the Author's experience during his stay in the Runaway Bay area some years ago that there was an actual shutdown of water and electricity on a nightly basis. This does not help our image as a tourist resort.

In putting forward the advantages of the apartment/hotel, the first example of the few in Jamaica which comes to mind is the Turtle Beach Towers in Ocho Rios, which is a fairly

efficient unit. For example, when considering the merits of this apartment/hotel, the facilities are shown proximate to the facilities such as restaurant, bar, etc. In this instance, the walk is only 200 feet from the furthest tower and within a protected compound. With the detached house scheme, this walk would be many times greater and of course, difficult to protect. The facilities consist of a restaurant and a pool only because it is in a centre of a town where the other minimal services are immediately available.

The buildings were designed as condominium units which facilitated financing, and the amount of units (176 approximately), justified the existence of an administrative office and a maintenance staff to monitor the operation. The operational costs are certainly minimal when compared to a hotel, less risky and particularly attractive to local residents.

It is interesting to note that the occupancy rates for 1972-73 were as follows — efficiency 90%, 1 bedroom units 60%, 2 bedroom units 50%. It would appear from these figures that economics played a large role in the visitor's decision.

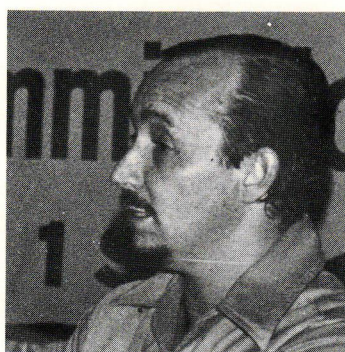
As it is assumed that a high percentage of these building groups will be in non-urban areas, the following minimal facilities are suggested:

- i) Swimming Pool, Tennis, Badminton and other games
- ii) A restaurant providing full meals and snacks.
- iii) A combination Grocery and Pharmacy
- iv) Hairdressers and Barber Shops
- v) Dry Cleaning and Laundry (self-help)
- vi) Offices for the operation of the compound inclusive of Postal Services etc.
- vii) Miscellaneous shops only as necessary

The above should be minimal. There may be a tendency to provide more facilities, but this could be self-defeating if it causes an escalation of rates.

In conclusion, the promotion of apartment hotels to fill the needs of a secondary operation within the constraint of sound town planning practice would expand the potential of the tourist industry and should be encouraged.

# Tourism in a Developing Country



## Short Term Gain for Long Term Disaster

BY ARCHITECT DUNCAN A. SHARP  
— JAMAICA

First of all, let me establish an irrevocable fact: The Government in a developing country does that which is politically expedient at that point in time.

Having said that, let me elucidate further — it is expedient for a Government, with a high ratio

of unemployment to accept any reasonable proposition which will offer short term employment to 800 "chronically unemployables" and long term employment to 250-300 souls, and these are approximate figures for what it might take to build a resort hotel, but at what national

cost. This hotel might "capture" a prime beach lot and subscribe absolutely nothing to the community at large.

It is my contention that no Government in any developing country should stoop to making their citizenry feel strangers in any part of the country because that part happens to be a "tourist resort".

It is all very well for us as architects to look down with smug faces and say that we professionals should not attempt to solve a country's problems, but should design within the terms of reference laid down for us which we know full well that we are being instructed on a false set of parameters. Surely we are guilty as the Governmental "ostriches" in planting our heads firmly into the ground, that we may appear unaware of what is about us. Believe me, we are as guilty.

What I am striving to project is the necessity for a national pride and a national integrity in the development of any tourism within a society. Most of us within the Central American area up to relatively recently have been oozing with some colonial power, and within a relatively short time, we have had not only shed the bonds of colonialism, but also embarked on a search for a national identity. Any aspect of tourism that will tarnish that national identity should be looked at through a microscope.

Every piece of natural physical beauty, every strip of beachland and every historical re-



The post World War II rise of tourism in the West Indies is attributable to an organic process of rising real incomes and increasing leisure time in North America and has been accelerated by stimulants such as large marketing expenditures and investment incentives (e.g. tax holidays, accelerated depreciation allowances, etc.)

The tourist industry has been allowed to grow at a phenomenal rate with tourism planners and others involved, aiming to cater to the changing market demands both in the type of tourism demanded by consumers and the quantity, to satisfy the markets of North America. This has been done with little regard for its effects on the natural life of the people of the islands — both social and environmental with questions relating to the capacity of the local environments to accommodate this type of development, being totally ignored.

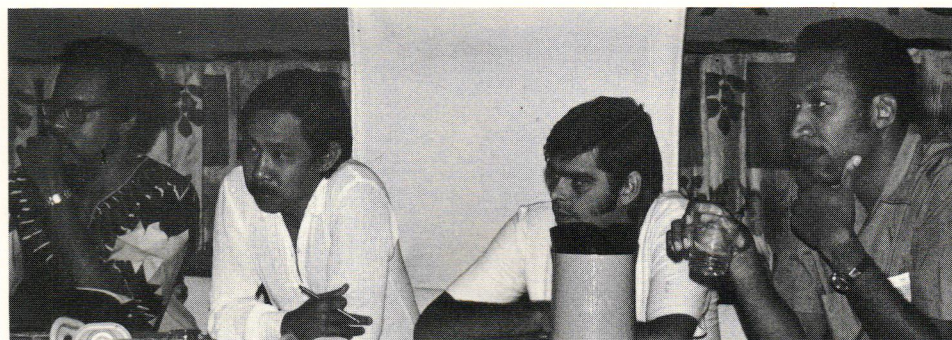
This has led certain academics in the Caribbean to a more indigenously-oriented approach to tourism policies and away from policies which cater 'blindly' to market demands. The 'indigenization' approach thus stresses the need for internal considerations to take precedence over the market function. Unfortunately, in some countries recognition of these problems has come too late and remedial planning will have to be instituted to ameliorate the effects of past policies.

This difficulty should not be allowed to obstruct the need for policy revision on Caribbean tourism for two reasons:

Tourism, being an export industry, is a foreign exchange earner but unlike other export industries the product of the sector is consumed within the confines of the producing or exporting nation with many side effects of both production and consumption being felt locally.

Paradoxically tourism for all its negative attributes appears to be a major hope, for the economic survival of many of the Caribbean Islands when seen in the 'light' of unpredictable world demand for the production of agricultural staples, deteriorating terms of trade and, for the countries fortunate enough to possess a mineral resource, the astronomical input of capital and technical skills required to exploit that resource.

The need for serious examination of the tourist sector is, therefore, clear, but what strategy is finally adopted will depend on whether the



# Tourism, Its impact on a Developing Nation

BY THE TRINIDAD & TOBAGO SOCIETY OF ARCHITECTS PRESENTED BY  
ARCHITECTS: RUSKIN PUNCH; COLVIN CHEN; BRIAN LEWIS; LOUIS OTTLEY.

development policy seeks to raise gross domestic product or seeks to raise the level of national well-being. The 'Indigenization' approach is far more likely to result in a rise in the national well-being in aspects of employment, real income or national ownership of the means of production.

Although there has been some hotel development in Trinidad and Tobago, the nation cannot be regarded as a tourist centre. Government's policy has not been clarified and seems to be somewhere between a negative policy of restriction and control, and a positive one of promotion and development. There does exist a Hotel Incentives Act, and the Tourist Board spends \$2M. annually for marketing expenditures abroad, but the potential for organic growth is low in view of the presence of several factors to which tourism is sensitive, resulting in a poor investment climate for the industry (e.g. Aliens Landholding Act and inefficient incentives and promotional agencies).

"Trinidad and Tobago is, therefore, one of the few Caribbean nations which can examine the tourism question and make the choice of

developing tourism to meet its own criteria rather than having to try to close the stable door after the horse has gone".

At present the only investors likely to engage in hotel development in Trinidad are the multinational Corporations whose ability to:

- (i) Take risks and even operate at a loss in one of its many locations cannot be equalled by any other business organization, and
- (ii) Operate effectively because of their own subsidiary supply companies in a situation where efficient linkage industries for the hotel industry are otherwise absent.

In Tobago a different trend appears, namely, beach-oriented tourism, the growth of which has been nullified by the lack of a clear Government policy for tourism and infrastructure development.

## NOTE:

(A Slide Show then followed concentrating on the island of Tobago in particular. Varying strategies for the development of the tourist industry in that still relatively undeveloped

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must be considered a national asset, to be shared with our countrymen and those to whom we wish to purvey it, but not with the exclusion of our countrymen, never, because it is theirs. It is the right of every national to have access to that which is good and pleasing and enjoyable within that nation's bounds.

One is not so unreasonable as to maintain that these be free, but certainly that they be available at moderate cost.

Regarding the role of our nationals: We must understand that a visitor to our country is a visitor even as to our own houses. Visitors must be regarded and treated with the greatest civility — but never with subservience. In the development of a national identity, the hardest thing to achieve is the lack of imitation and to instill the basic premise that that which we produce is good. Good not by any other criteria than our own.

I personally abhor the propensity of Jamaican waiters and taxi drivers to speak with a pseudo North American accent. This in itself can be termed as automatic "second-classness". If that waiter went to North America the national is not going to speak English with a Jamaican accent to please him!

I do not see any logic in our zeal to perpetuate Miami Beach in Ocho Rios. I would feel equally uncomfortable if we tried to re-create Acapulco in Ocho Rios. When a tourist comes to Ocho Rios, there must be no doubt in that

visitor's mind that he is in Ocho Rios. On entering a resort hotel, too often, the identity is lost. It is very possible for a visitor to arrive in a country, stay two weeks and leave and their life style is not changed at all from that to which they were accustomed: the food and drinks are the same, the decor is the same, the people with whom they cohabit are the same, the only difference is a little bonus sunshine and a beach. On the menu the local food is added as an appendix to the bill of fare, presumably — "for those who dare". I submit it is the non-local food that should be added as the appendix.

I am sure you are all aware of the situation in Spain since the influx of British Tourism over the last decade. There are certain Spanish resorts that so proliferate Old English Tea Shops and Fish 'n Chip Shops, that it is difficult to find a good local restaurant — short term gain for long term — what?

Consider the hotel in which we are conducting this meeting. The only concession made to this Tropical setting is the inclusion of air conditioning. The building would be better situated on the M4 Motorway on the approaches to Heathrow Airport, London, and yet I do not blame British Airways/Fortes, because they struck a deal with the Government where the design was carried out by their architects and the Government took the "politically expedient" move and agreed. You see the

tragic situation is that even our Governments are, from time to time, prone to thinking of their own professionals as second-class citizens. They are still bound with the colonial attitude that anything which comes from North America or Europe is better.

Consider our visitors, they are not all rude, they are not all bestowed with a surfeit of money or a shortage of brain. Many of them are relatively poor and require accommodation which is less salubrious than that which proliferates.

To summarize; I am trying to advocate that any Government in establishing a policy for tourism must —

- (a) never preclude the national
- (b) if they are going to strike a "politically expedient" deal, they must be prepared to stand the costs of infrastructure and secondary development.
- (c) they must be prepared to negotiate for local expertise within these deals, so as not to produce "displaced buildings".

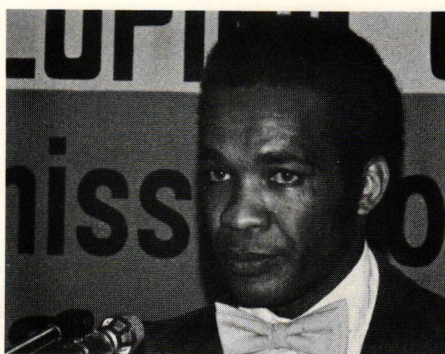
And the general population must:

- (a) be proud of what they possess and purvey.
- (b) give the tourist a square deal and a civil reception.

In conclusion, may I say that Tourism is viable in a developing country, but at our terms, also that my allegiance is to my country and to no particular 'vox politic'.



# Designing for Tourism



BY ARCHITECT LASCELLES DIXON — JAMAICA

The problems associated with tourism in developing countries are basically socio-economic and similar in nature. Any attempt to improve and make grand provisions for the accommodation of tourism on any scale, without first of all dealing with the root cause of those problems most affecting it, is but a superficial treatment.

It becomes necessary therefore, that solutions to social problems should go hand-in-hand with the development of tourism in developing countries. It is necessary also, that a hierarchy be established with respect to the degree of seriousness of these problems in the light of how they affect both tourism and the society as a whole. This should be used as a guideline in planning, by those who hold the reins of decision-making. The social and economic ills which affect tourism most seriously are the very ones which are perpetrated whether or not the tourist industry exists. In the same sense architectural solutions by them-

selves, are indeed secondary in coming to grips with the real problems facing tourism in developing countries.

## The Jamaican Experience

The resentment shown to tourists and the very rejection of tourism in some quarters, expresses some degree of social overtone. The resentment of the working class Jamaican is not only deep rooted in his history ("the backlash of colonialism"), but is to some extent, an expression against certain social conditions which he has to endure while in his own mind, the tourist enjoys all the good Jamaica has to offer. The attitude shown to these visitors may also be an extension of their dislike for the Jamaican whites and light browns who have long been the symbol of wealth, privilege and authority within the society.

The labour intensiveness of the tourist industry is usually given as a major advantage for its development. It is for this same reason that the demand for housing in resort areas surpasses

normal requirements. Poor housing and hence slum conditions are catalysts for all kinds of social problems which are indeed negative forces in stimulating the growth of the industry. Designing for tourism therefore, should be an integral part of overall planning strategy from both the physical as well as the sociological points of view. As such, tourism would not have been treated as being an entity solely for the tourist, rather it would have been totally integrated into the national fabric.

## Foreign and Private Ownership

A situation which is most disturbing to many Jamaicans, is the outright foreign and private ownership of choice beach-front property. Although in many instances such properties are situated in areas which were developed with taxpayers' money, they are sold to foreigners who stand to derive great economic benefits from such development. The sore-point of private ownership of our best beaches still persists. Nearly all of the resort hotels along the North Coast and in Montego Bay have sole rights to some of our best beaches, the use of which is restricted by private and foreign ownership.

Outright foreign ownership of land should be restricted and/or replaced to lease-hold privileges, with provisions made for local people to become "Partners in the Development of Tourism". One example of this kind of partnership could possibly be ownership through the purchase of investment shares (the details of which could be worked out). By so doing, the workers will see themselves as having an interest to protect through participation in ownership. The concept "Tourism is your business mine too" would become truly significant and meaningful.

## The Architectural Response

Having responded to the social implications of the society, as well as having become aware

# New Trends in Forms of Tourism Development



BY ARCHITECT ERAN SPIRO — JAMAICA

Currently, tourism is fast becoming the largest international money earning venture for those countries which have developed tourist infrastructure. It is an increasingly accepted concept that man needs a certain period of relaxation and freedom from the cares of his daily routine. Most people try to have a vacation every year. This socialization of man toward the idea of a vacation starts during early school age with summer vacation.

The geographical location of a country is a strong determinant with regard to its tourist potential. The better the climate, the richer the historical background and the natural beauty, the more people it will attract.

In the past, most people who travelled throughout the world in search of the unknown, new discoveries or adventure, were of considerable means. At the beginning of the

sixties lower air fares brought about a major change in the type and number of vacationers. Travel was made accessible to a wider cross section of people. This also included travel for business which is not here considered to be of a touristic nature.

The world economy is fast moving towards becoming a homogeneous one, and interdependence of countries on one another for goods and services has been accelerated.

At this conference, we are pondering the question of tourism in a developing country. This question is not one with ready answers. Most of our countries have very strong class divisions within them and have suffered 300 years of neglect, abuse and ignorance. The tourist industry was one part of the colonial tradition of exploiting nature and man with complete disregard for preserving either. One

can clearly see that tourist facilities in most developing countries (Third World) catered largely to the affluent European and North American.

Communication (the media is the message) is fast changing the face of the earth. Tourism (vacationing) is widely publicized through the media to promote countries as it is a large foreign exchange earner. However, there are indications that this has failed to promote tourism because of excessive use of gimmicks and by outright lying about the social and economic realities of the host countries. The present slack period in tourism can be partly attributed to a let down experienced by the traveler when, upon reaching his destination, it falls short of what was promised.

In a sense our past and present tourism promotion and development is lacking the fundamental basis of human values, which means unspoiled and unpolluted environment, freedom from tension, honesty and value for money, cultural stimulation and a pleasant man-made environment. It is said, "The relationship between man and his cultural dimension is one in which both man and his environment participate in molding each other."

Today, in the Third World, when realities are fast changing the structure of a country, let us try to develop a comprehensive approach to tourism. Vacation villages could be developed and become an integral part of our community life. This would be an alternative and more complementary form of development than the "Miami Beach" syndrome. Physical development should adapt itself to the geography, climate and cultural heritage of a country. Tourism is more than a business — it is an exchange of ideas, thinking, and emotions between diverse groups of people.

Although the world now is going through an energy crisis and resultant financial crisis, I am sure that man's survival instincts will overcome



the life-style of its people, the architect's main aim is the fashioning of the environment which embraces both the natural and man-made phenomenon. The primary intent, in such response, should be an attempt at enhancing the characteristics which are peculiar to that particular society. It is his responsibility to provide solutions which generate from a thorough understanding of the society for which he plans. He must be doubtlessly aware of the implications which may result from the decisions he makes. The architect therefore, is not only concerned with the physical building, but he is concerned with people, the way in which they interact and respond to the fashioned environment.

The development of identity in international tourism is paramount; this is seen in terms of providing facilities with which that particular country alone can be identified. By so doing the problem of duplication of tourist facilities between countries would be reduced. This in itself would pave the way for such new concept as an "Island Hopping Package Deal" in the Caribbean area. In a sense, this is a further step in Caribbean integration of the tourist industry. One of the unique features of Jamaica, is its untainous characteristic which offers among other things, a wide variety of micro-climatic conditions. The mountains themselves are belished with lush tropical vegetation. This fact is typical of Jamaica and contributes to its natural scenic beauty. This visually dynamic and exciting mountainous feature is yet to be exploited as a major tourist attraction. Such as cable car tours, and rentable cable car condominiums are not considered far fetched, rather it may well be considered a revolutionary concept to tourism in the Caribbean. This could certainly contribute toward making Jamaica a prime place to visit. ▲

Trends: Continued from page 38

the setbacks. In assaying new trends in tourism, we should give strong consideration to the modest types of facilities and development, not only so that they will be in keeping with the country's character and environment, but so that we can attract many more people who would be able to afford the air fare but at present cannot afford high-priced accommodation.

As the industrial world is moving further and further into an urban age, the need of the Third World countries to preserve their surroundings, which are still rich in flora and fauna, is essential, as it is their main attraction. Jamaica, at present, is considered to be the largest botanical garden in this hemisphere. Will it continue to be so, and for how long? — Not if we do not evaluate the direction of our tourist development and up-date it continually to meet changing values.

In conclusion, one can clearly state that the centuries has been an era of change and transition in all facets of life: political, economic and social. I do not believe that we in the Third World are blind, maybe just a bit overwhelmed by the industrial West. However, the cost of industrialization is fast becoming their downfall financially and socially. It is hard not to repeat the mistakes of others, particularly as they seem to offer material well-being (which is largely achieved at our cost). But I think that our architects, planners and politicians have to collaborate in developing new forms of tourism that contribute to — not undermine, the survival and ascent of the developing countries. It is the man-made and man-designed environment that influences man's behaviour and predisposition. In most cases it is created by the architect. His responsibility is greater than ever. Let us hope that he is equal to the task. ▲



## Rescue of the Canal Zone

### NATURAL RESOURCES OF PANAMA - IN ORDER TO DEVELOP IN ITS ENTIRETY, THE COUNTRY'S TOURISM PROGRAMME

BY ARCHITECT FELIPE ESTRIBI-PANAMA

I am grateful for the opportunity offered to my country — The Republic of Panama — to speak once more about the serious problem that dramatically confronts the legitimate need to implement that which in the Isthmus is referred to specifically as the 'development of its town planning'. The capital city of Panama is searching with tenacity for urban expansion in the presence of the territorial strip of land known as "The Canal Zone."

The Panamanian Society of Engineers and Architects has been considering this special situation with interest; i.e.: the presence of the barrier that limits our two most important cities — Panama and Colon — preventing the growth of both, so much that it affects the growth of our economy.

Panama has a demographic growth rate which is quite high. This phenomenon greatly influences our urban progress, especially if we take into consideration the fact that the capital was founded in 1509. At present the capital population is over half a million inhabitants.

Unfortunately "The Zone" that exists along the Canal prevents the utilization of the potential resources existing and necessary for a population with growing needs.

The economic studies prepared, covering beneficial development possibilities of the country, establish, in a clear manner — with the mathematical precision of numbers — that the **Geographic Position** — that Panama enjoys and, basically, its cities at both ends of the well known waterway, is a valorized commodity in relation to the possibility of its absolute independence — as it is with copper, petroleum, tin, etc. — as it is of logical interest to other countries. As was stated by the Executive Planning Committee of the President of the Republic of Panama in 1963 when evaluating the "InterAmerican Committee of the Alliance for Progress." "It is necessary to eliminate the concept of the Canal Zone, because the most appropriate areas for industrial and commercial development are found in this zone, and because, there, one finds the harbours, the water, the energy, the centre of international transport and adequate areas for urban expansion and for tourism". There, we find that combination of advantages which comprise our main natural resource: the geographical position. The elimination of the Canal Zone would consequently fulfil a vital necessity for the country.

Undoubtedly, the process of economic recovery is a phenomenon which, particularly in developing countries, must respond with dynamism to the effects brought on by a society which necessarily becomes more urbanized every day, because it is undeniable that there are more and more people with less space in

which to live and who demand more and better services.

The present is the century of speed. Modern man is propelled by the desperate hurry to reach goals which provide him with opportunities for leading a better life in a healthier environment, and the architect involved, conscious of his obligations, is left with no other alternative than to efficiently provide an adequate answer to these aspirations.

When our country broke away from Colombia in 1903, the capital scarcely had a population of 30,000 upwards.

The contrast is startling if measured against the present population. So that, if we take a progressive look into the future towards the not so distant end of the century, figures arrived at by our statisticians will allow us to see the chaotic panorama of a narrow city with a population of over the million.

Because of circumstances beyond our control, the generation of the present decade, even while studying, or completing studies, must face up to the necessity of making plans. Without sufficient natural resources, the situation which the near future presents with all its socio-politic and economic trends calls for an intelligent and preventive stance.

At present, in spite of the fact that nature has endowed this country with a considerable amount of land, the Public Works Department has reclaimed the area of Paitilla, with a view toward providing some escape from the congestion of city life and offer reasonable prospects for the hotel industry.

At the moment, precisely because of certain geographical conditions, just as tourist activity is expanding to benefit from the facilities which the paradisiacal islands of Taboga and Contadora offer, we have seen the ever-pressing demand to direct this dynamic source of tourism with new installations in the so-called Canal Zone.

Similarly, Colon, at the other end which relies on extensive marine areas, suitable for maximum development of the tourist industry, is faced with problems completely out of its control and jurisdiction.

The expansion of the "Free Zone" created in Colon is limited because it is surrounded by the so-called "Canal Zone". It is also important to state that the tourist phenomenon is very recent and that the decision to PLAN its development is still more recent. The need to PLAN the SPACE is applicable to almost all the socio-economic activities that are relevant to the planning of Tourism.

The standards and technical specifications applicable to the tourist organization within the usable SPACE can and must be considered

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similar to those traditional in the urban activity. However, the complexity and variation of certain specific factors lead towards requirements which differ both qualitatively and quantitatively.

Among the characteristic of the Urban tourist movement the following stand out:-

- a) The need for speedy action in the planning and formulation of projects.
- b) The siting of the buildings according to local customs and traditions; providing conditions of comfort and adequate services to suit the needs and customs of the visitor.
- c) Projects of general infra-structure.
- d) Division of land into sections, defining the end purpose of each one according to the needs of the programme.
- e) Provision of Open Spaces which allow for expansion (a benefit of the researches into urban norms of a general nature which are carried out for the tourist industry).

The essential objective of the plans is to study the layout of "OPEN SPACES" allocated for use in tourist activities; setting up the technical and economic guide-lines which must serve as a basis for definite formulation of the potential perspectives in urbanization, building installations etc., as well as all that relates to the functioning of the SPACE in which the tourist activity develops.

The most typical characteristic of life is movement and the more dynamic it is the more evolved and developed life will be. Hence, Tourism — tourist demand — has reached the mass level which it now has, when certain countries and societies have reached a certain level of economic development.

Tied to this, as it is, tourism is not only a social phenomenon which is irreversible but one that is definitely growing. During the last few decades, a new breed of tourist has appeared different from those at the start of the century. In developed countries, pleasure trips and vacations which were traditionally the privilege of a few have lost their preponderance in the tourist industry. The middle class, whose income is constantly increasing, is claiming a larger share in the tourist package every year. Youth participation in tourism is becoming more important daily. These same factors can be observed and are also easily seen in developing countries.

Thus, it is worthwhile noting that Tourism, particularly in developing countries, demands, in relation to the growth, a proportional increase in imports.

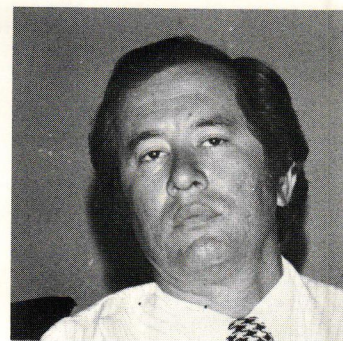
Considering all these factors it is no exaggeration to state that tourism as a decisive factor in economic development is, at the same time, a generating factor, a catalytic element or an accelerating agent of progress on the SPACE which it demands.

With regards to the fact that there is a tourist demand and a supply which tries to fulfill its needs, it follows that tourism is 'merchandise' — it would be better to classify it as a "good" in the economic sense of the term — which has its own market, defined and characterised by the peculiarities of the forces of demand and supply which interact upon it.

Tourist demand is a complex one, it is an integrated demand. The object-motivation of tourist demand are sometimes simple (a beach, a landscape, a worthwhile moment) — but as the tourist must temporarily shift his place of abode in order to satisfy his desire, he inextricably takes with him the entire gamut of his normal demands. Besides the first and basic demand for transportation, vitally necessary for movement, the demands for lodging, food and service of all sorts, travel with the tourist.

In the forces of demand involved in tourism are in reality a complex of demands, the forces of supply must necessarily be a complex of supply which covers and supplies the forces of demand as completely as possible. ▲

# Tourism and its Impact in the Development of the Countries



BY ARCHITECT  
GUSTAVO H. TREVIÑO  
MEXICO

## Generalities

Dictionaries define tourism as the traveller's sport. The word tourist should be specifically applied to those who travel for pleasure.

Today, man enjoys an advanced level of technology. The industrial society has made it possible to enjoy high incomes which in turn make it possible for people to acquire a variety of goods and services, among which, annual paid vacations are most outstanding.

Countries possessing natural, historical and cultural beauty can take advantage of Tourism.

In theory, foreign tourism can assist in an important manner in achieving a more equal distribution or a rise in the standard of living in the countries which benefit from tourist inflows. Nevertheless, this factor of economic multiplication can only function in reality if there is an integrated national touristic policy.

It is a well known fact that after armament and war expenditure, tourism expenditure is the second in importance in relation to the monetary resources of the world. The Tourism Industry thus becomes one of the most suitable means to compensate the Balance of Payments. Spain and Mexico are clear examples of the latter.

Our country needs to master the latest technology since National Tourism is fundamental for the development of the Mexican economy.

Owing to the world competition Mexico encounters in tourism, to urge foreigners to our beautiful country and to make them feel like returning, an array of services must be co-ordinated and put together which will not be limited to any single economic sector.

The infrastructure provided by the Public Sector constitutes the backbone of any programme of Tourism Development.

We propose to integrate the necessary interest and the shares in the private and public sectors to achieve the maximum optimization of resources in the zone, offering as attractions high indices of rent production and services by means of the study of the mechanism for the emission of non-participating Stocks and Shares of programmed tourist centres. These shares offer to the buyer an attractive rent production, a programmed use of the installations or both. This permits the exploitation of tourism resources to be realized in a coordinated form and at maximum advantage, apportioning at the same time, the necessary capital for the development and recreation in other centres in the country.

The importance of the tourist industry in Mexico has been recognized extensively by the Government which has seen fit to establish two strong organizations for the promotion and development of tourism, i.e.: the Department of Tourism and the National Council of Tourism.

## Position of the Architect With Regard To This Problem

The Architect should try to find a suitable position on the interdisciplinary team in which he should be integrated.

The Architect, by participating in such a process, will have to struggle on behalf of the

tourist complex so that he may achieve certain objectives: i.e.: The tourist complex must be designed:

- To promote a dynamic and extensive type of tourism.
- To put into effect the theory of constructive rest which will have to be considered as one of the most important and necessary social benefits in the contemporary world.
- To rescue man and his family from the polluted atmosphere of large cities and to allow him to return to nature.
- To obtain and encourage sound foreign investments which will allow economic and touristic development to accelerate.
- To satisfy the desires and the motivations necessary for the tourist which according to an investigation done by the Behaviours Science Corporation are:-
  - (1) That a wide range of activities will have to be available in the area. These activities should vary from the possibility where the tourist can have complete rest where he gets the feeling of being alone, to where he has at his disposal many exciting and interesting things to do;
  - (2) That a foreign atmosphere should be created, which means that the design of the buildings should be different from that of the tourist place of origin, and that the people should obviously be different from those with whom he has daily contact;
  - (3) There should exist the possibility of buying, at low cost, foreign articles which can be easily transported.
  - (4) "There should be an absence of exaggerated poverty" since this produces a strong and negative reaction in most tourists;
  - (5) A tourist area should have a musical characteristic of its own which blends with the area and which is at the same time both romantic and entertaining;
  - (6) A different language from its own should be spoken, but at the same time it should be possible for him to be understood in his own language;
  - (7) He should be assured of cleanliness both in the facilities as well as in the food which is offered him.

## Methodology of Design

The method of designing should be:-

- 1) From the urban plans of the region, the best options for the integration with the bordering areas and with the existing infrastructure, will emerge.
- 2) Within the same complex all the possibilities for added touristic recreation options will have to be studied, evaluated and weighed, so that, the autonomous or semi-autonomous recreative complex which is being created is attractive.

Continued on page 4



enough in itself to adequately counter-balance its relative distance to the tourist place of origin. Therefore we must subdivide the programme into three basic parts;

- A) Roads, accessibility, means of internal and external communication.
- B) Accommodation — Permanent accommodation for employees and public officials of the complex. Resort cottages, holiday clubs, retirement houses, hotels, motels, trailer parks, camping sites for tents, etc.
- C) Businesses and recreational spots. Among others we can mention, restaurants, cafeterias, bars, night-clubs, discotheques, inns, playgrounds for children and for adults,

lounges and dancing schools, go-cart tracks, cars, bikes, skates, etc. Greyhound race tracks or other types of animal races, golf courses, fairs, theatres, sports fields, normal swimming pools and with simulated wave actions, beaches, yacht clubs, fishing clubs and skiing.

- 3) As a promotive element of the tourist potentials of all centres of attraction in the country, ways are presently being studied for reserving, in the future tourist programmes a portion of land dedicated to the creation of an ecological anthropological park which brings together, within a conceptual programme for amusement parks, the architectural, urban, cultural, and scenic elements. This would result in a frank motivation

effort directed towards national and foreign tourists in order to widen their knowledge of the country, by symbolically visiting the urban and recreational regions and centres represented within the park area and so invite them to the original sites. The adequate measure and selection of the types of attractions which are most in harmony with the site, average population and the recreational levels sought after, must be the key to the success of the promotion of tourism, in the functioning of the type of tourist, his economic level, the intended duration of stay, and the monthly changes planned for use and occupation of the areas which make up the project for the tourist centre. ▲

There has been a steady decline in the growth rate of the tourist industry in Jamaica over the past five years. In 1973 the tourist industry had a 48.9% bed occupancy rate as compared to 68.8% bed occupancy rate in 1968. Although there has been some increase in available beds the net growth rate has decreased. While the growth rate in Jamaica was declining world tourism has been increasing at a phenomenal rate. The International Union of Official Travel Organization (IUOTO), has pointed out that "World tourism in 1969 resumed the accelerated pace which characterized expansion in the early 1960's". According to IUOTO, world tourist arrivals grew by 8% and receipts grew by 9% in 1969. "In the face of this, no local industry that shows such a downward trend can be said to be in a healthy state", said a Jamaica Tourist Board spokesman.

We are close to the American continent, the source of most of the world's tourists. Why is it then that we are experiencing a decline in the industry? I have surmised the following as possible answers to this question:

- (a) The Jamaican social system is not constructed to enhance the tourist industry.
- (b) Inadequate infrastructure to support the industry even at the minimum level.

Within the Jamaican social system we find the working class as a sub-group. It is this sub-group that this paper will attempt to discuss relative to the Tourist Industry. For the benefit of this paper the working class is defined as any person who receives less than J\$3,000.00 gross income per annum. This figure would include more than 80% of the Jamaican labour force bearing in mind that more than 50% of Jamaicans earn less than \$500.00 per annum.

The triad of social, economical and political elements are inseparable when one tries to understand the nature of the forces that cause people to respond to any given situation. It is also equally difficult to determine which of these elements precedes the other.

#### The Social Impact

In the past, the luxury hotel trade catered primarily for the elderly and rich, and facilities were provided within the hotel itself to meet the needs of the tourists. This separation may have avoided contact but at the same time it fostered resentment among Jamaicans who were excluded or made to feel excluded from hotels. For the hotel worker, the resentment was fermented in another way. At the hotel they were exposed to a great deal of affluence and grandeur. After work they had to repair to ghettos and shanty towns, little or no infrastructure, not enough food and inadequate social amenities — a juxtaposition of extreme wealth and utter degradation.

In more recent years, there has been a fall in the age group of tourists — particularly in the summer months — and for these people, sea, sun and sand are insufficient. They tend to be better educated, more interested in learning about foreign places and cultures — they wish to interact with the working-class. At this level

## Tourism... its Impact on the Working Class

BY ARCHITECT R. ALFONSO RICHARDS — JAMAICA



they have run into resentment and rejection as they symbolize privilege, affluence and oppression to the working-class. The working-class man in Jamaica sees himself as being poor and oppressed, he sees no immediate solution to his problems and therefore vents his hostility on the tourist. It is obvious that this hostility will inhibit the growth of tourism, if it continues.

Resentment of the tourist industry is found in all areas of the Jamaican society and while it may be more subtle in the upper classes it is expressed overtly in the lower classes.

Colour and racial tension are also underlying factors generating resentment. Previously, the hotel industry catered almost exclusively to caucasians. The industry, being what it is, was consciously or unconsciously perpetuating a racial hierarchy, reminiscent of slavery — the management and guests are white while the servants are black. A situation so thoroughly installed and maintained cannot help but explode into racial tension and resentment.

The nature of tourism is such that 'menial' and personal service is a large part of the job. In fact, it is this characteristic which makes it labour intensive. To some extent, the resentment and rudeness shown by the hotel staff, is a reflection of the dislike of this type of work. The slogan, 'service is not servitude' has become popular among those who would like to see a change in the attitude of the working-class. However, this is proving to be a waste of time unless meaningful changes occur in the industry as well as in the total fabric of Jamaican society. "Servitude" so painstakingly installed, cannot become "service" by slick 'sloganeering'.

Another source of resentment is the fact that the tourist industry takes undue advantage of a high unemployment rate. This is the capitalist doctrine of supply and demand.

The Jamaica Tourist Board has not been instrumental in reducing the tensions which exist between the working-class and the tourist. In fact, it serves only to aggravate an already bad situation. Their advertising concepts have projected the working-class as primitive, servile imbeciles. In the light of such advertising is it little wonder that the tourist is arrogant and

impudent to the working class!

The foregoing discussion indicates that it will be a long time before the insidious effects of slavery, exploitation and contemporary racial discrimination are reduced to a level, whereby black people and white people can work together to make tourism a viable industry in Jamaica.

#### The Economic Impact

The estimated receipts from the tourist industry for 1973 was put at J\$115.8 million. Tourism is the second largest earner of foreign exchange after bauxite and alumina for some-time now, and accounts for some 20% of total export receipts in 1972. The Economic Survey of Jamaica 1972 reports:-

"Earnings from tourism in 1972 were estimated at \$107.9 million. This was an increase of 18.8% over the 1971 figure of J\$90.8 million.

Estimates of income accruing to those persons directly employed by the industry was put at J\$14.8 million. Tips were estimated to be J\$5.1 million".

Total earnings of employees was therefore approximately J\$20 million. The estimate for tips seems unusually high as this would be more than 33% of salaries. Tips are generally known to be within the 10% to 20% range. Albeit these figures show that less than 20% of all tourist income goes to salaries and it must be kept in mind that the estimate includes the wages of the managerial staff that are usually highly paid. Since the tourist industry is a labour intensive industry this proportion of total income seems to be extremely small. The Jamaica Tourist Board justifies this gross inadequate distribution of income by saying that the average hotel worker earns approximately J\$2,200.00 per annum (including tips), compared with J\$3,000.00 for bauxite and alumina workers. It is, however, clear from the above figures that the working-class do not share significantly in the tourist economic pie.

Because of this the hotel worker finds it difficult to rise above the day to day survival pattern compounded by the high cost of living around resort areas. It cannot be argued that the tourist dollar provides infrastructure and





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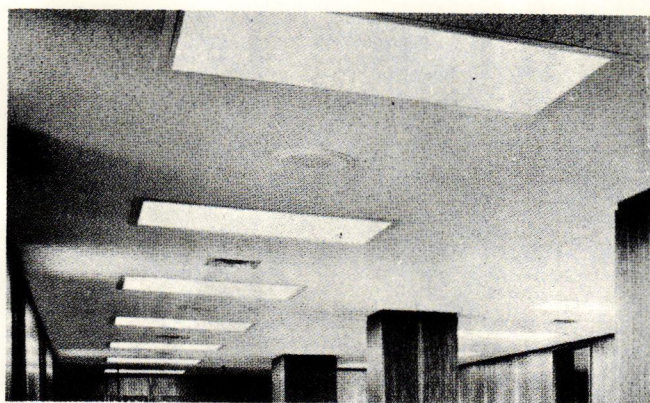


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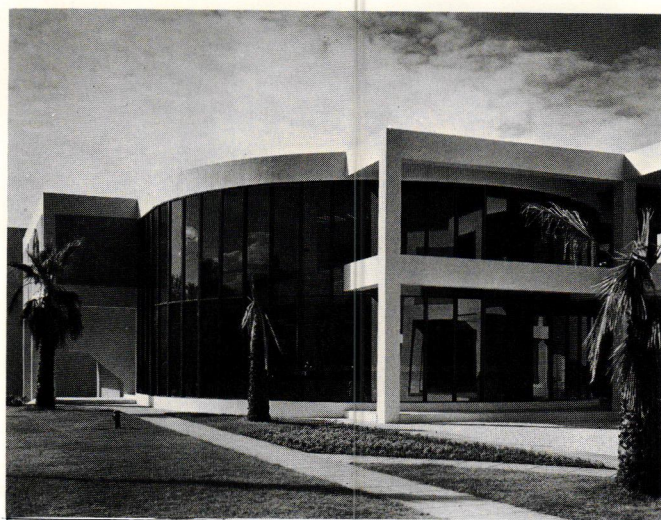
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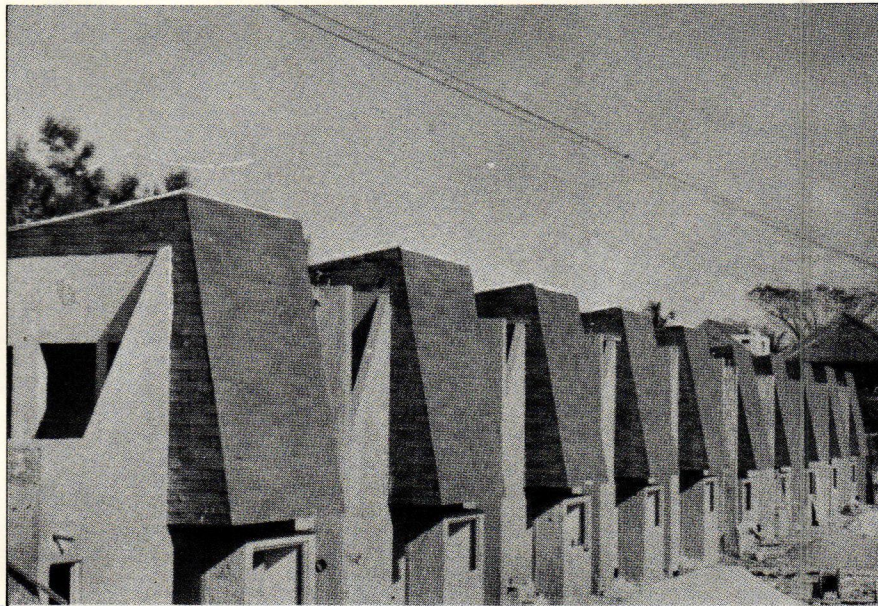


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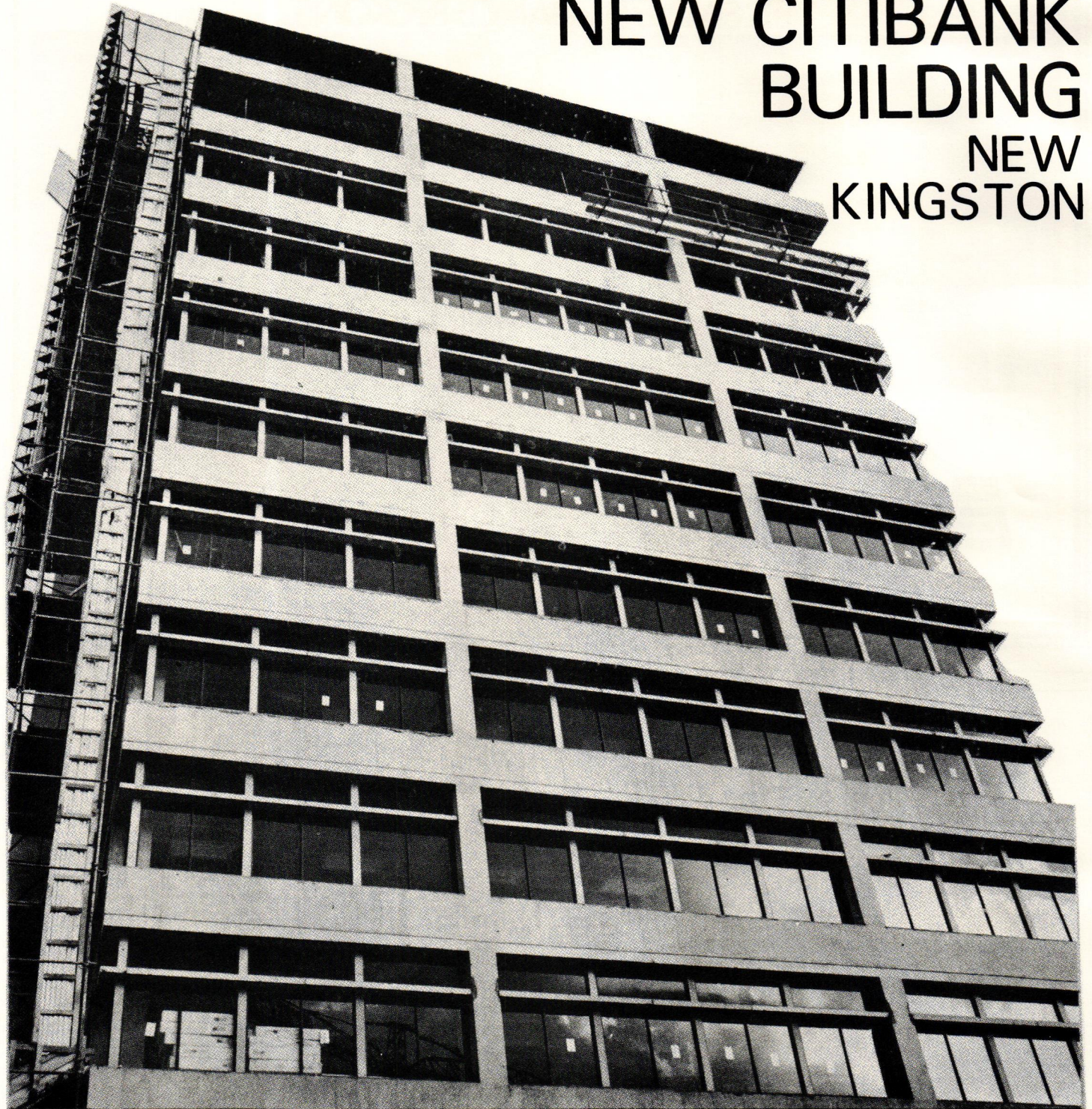


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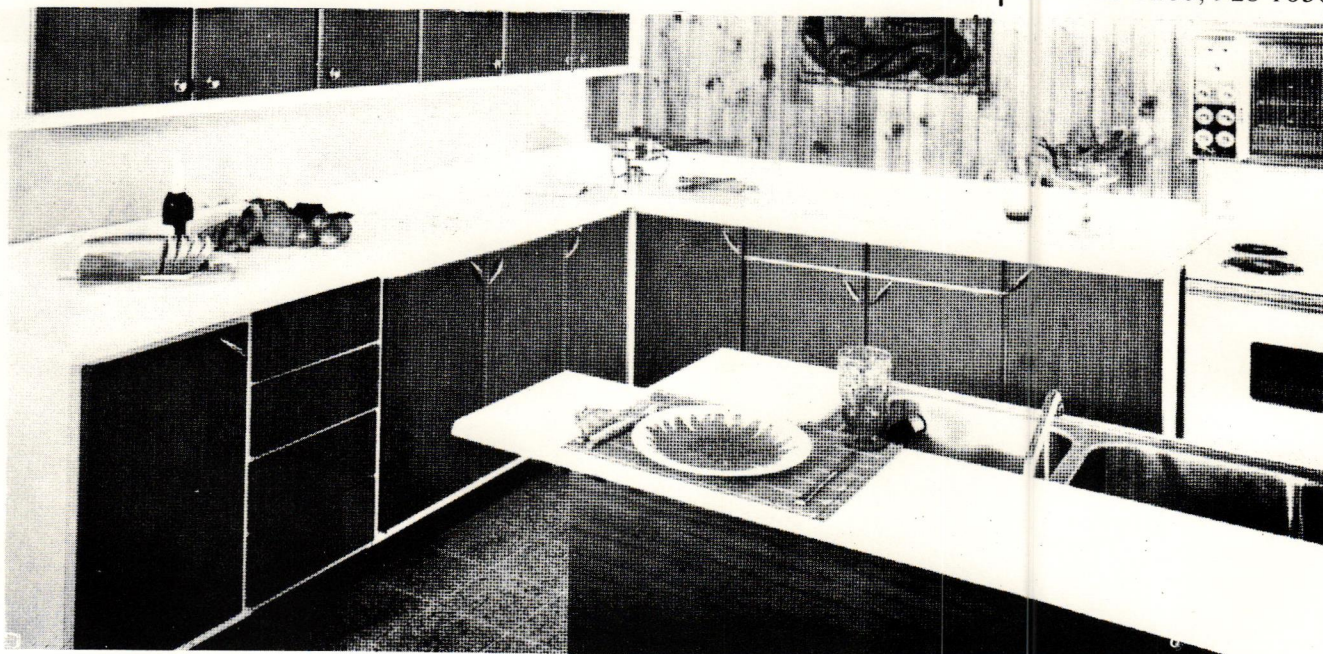
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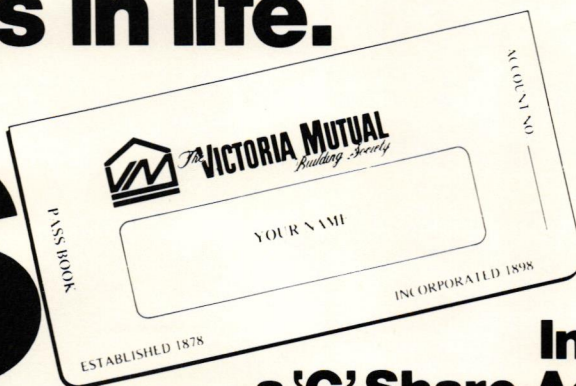
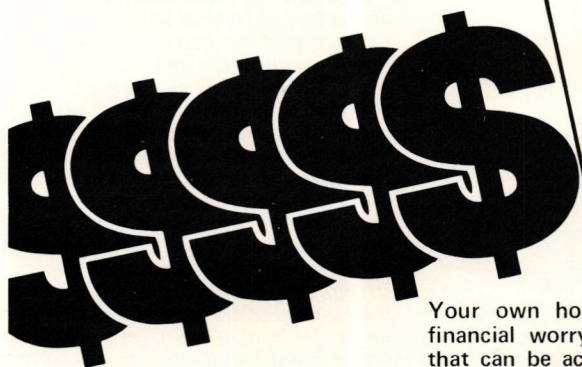


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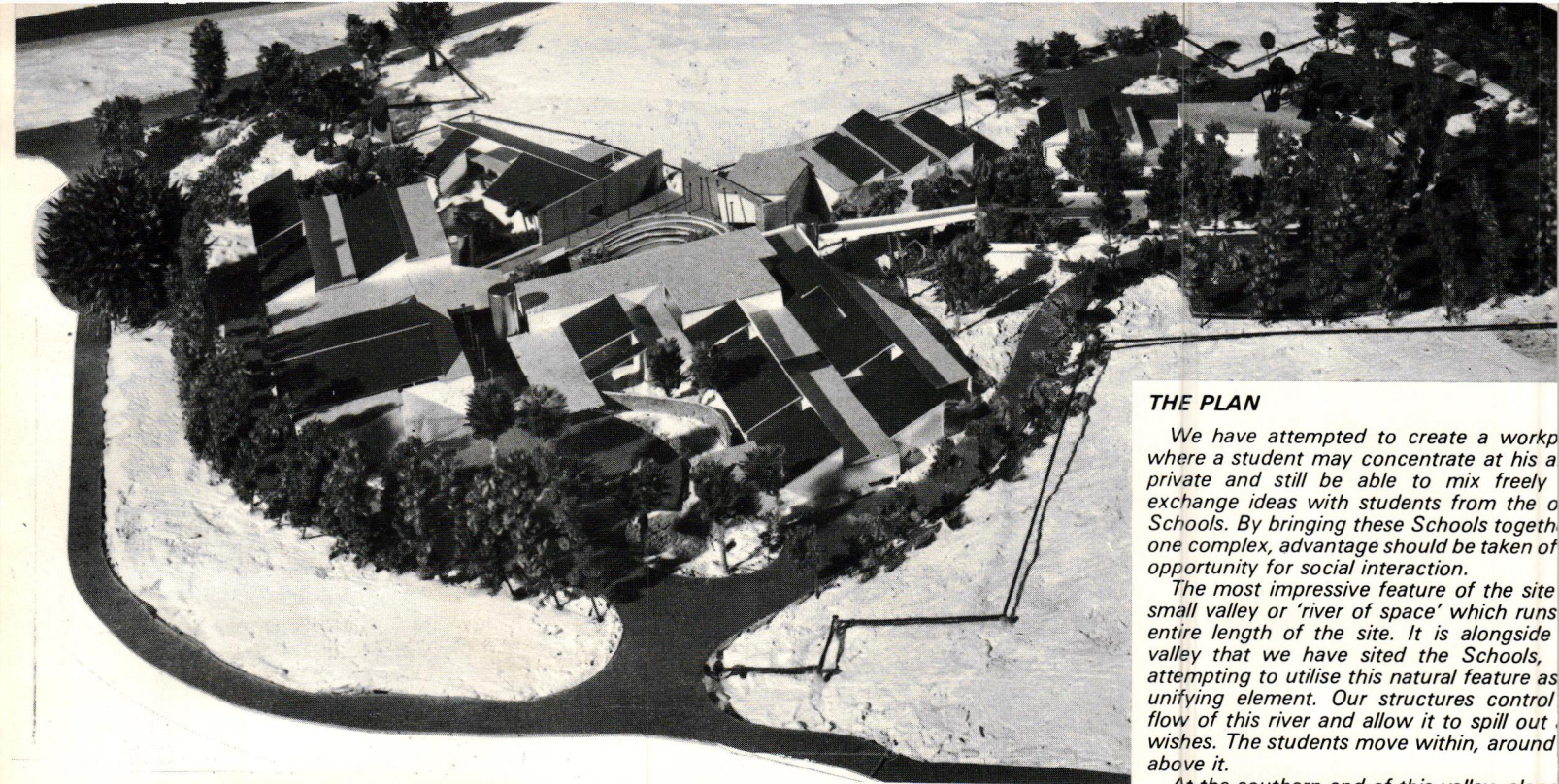
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## THE PLAN

We have attempted to create a workup where a student may concentrate at his private and still be able to mix freely exchange ideas with students from the other Schools. By bringing these Schools together one complex, advantage should be taken of opportunity for social interaction.

The most impressive feature of the site is a small valley or 'river of space' which runs the entire length of the site. It is alongside this valley that we have sited the Schools, attempting to utilise this natural feature as a unifying element. Our structures control the flow of this river and allow it to spill out at various points. The students move within, around and above it.

At the southern end of this valley, along Arthur Wint Drive, we have located the scheme's Central Facilities [i.e. Theatre, Library and Students' Canteen]. This location will not only allow easy pedestrian access for those within the complex but will also afford good access to those members of the public visiting the 'Centre' for the sole purpose of using the facilities. Located at the front of the site the facilities will provide the visitor with his first glimpse of the Centre.

To allow easy vehicular access, the entrance has been positioned at the eastern end, as far away as possible from the junction between Arthur Wint Drive and Tom Redcam Avenue. A student coming by car can either be 'dropped off' close to the entrance or can drive to the major car park which has been located at the rear, so as not to be visible from the road.

If the student has been 'dropped off' he will approach the entrance between large stone walls which curve around the Central Facilities and School of Art buildings and finally emerge at the main entrance gate. Passing through the main entrance he will arrive directly at the heart of the complex at the centre of which lies the Amphitheatre.

Alternatively, if the student has driven to the car park at the rear of the site he will approach the centre of the complex along a promenade which channels the daily users of the Schools along the sides of the valley. Starting as a collector of pedestrian traffic along the outer perimeter of the Music School's roof, it 'becomes' a bridge 15 feet high soaring across the valley to the Art School, then drops down through a chasm to the level of the Amphitheatre located within a 'pool of space' at the main intersection of all lines of circulation and at the heart of the overall complex. Circulating the Amphitheatre and providing access to the Schools of Dance and Drama it then rises up to the level of the Central Facilities — the visitor's first introduction to the complex.

At ground level, along the bottom of the valley, runs a less formal pathway complementing in character the more geometric walkway above. This passes through soft landscaped areas under bridges, alongside the lower levels of the Schools, the Amphitheatre, the Students' Canteen and Common Room. Finally, it terminates in a peaceful park through which pedestrians coming from the 'Library Theatre' and the neighbouring Civic Facilities will enter the complex.

We feel that equal in importance to the artist's personal work and thought, is the opportunity for communication with the

# Cultural Training Centre

DESIGN COMPETITION  
WINNER

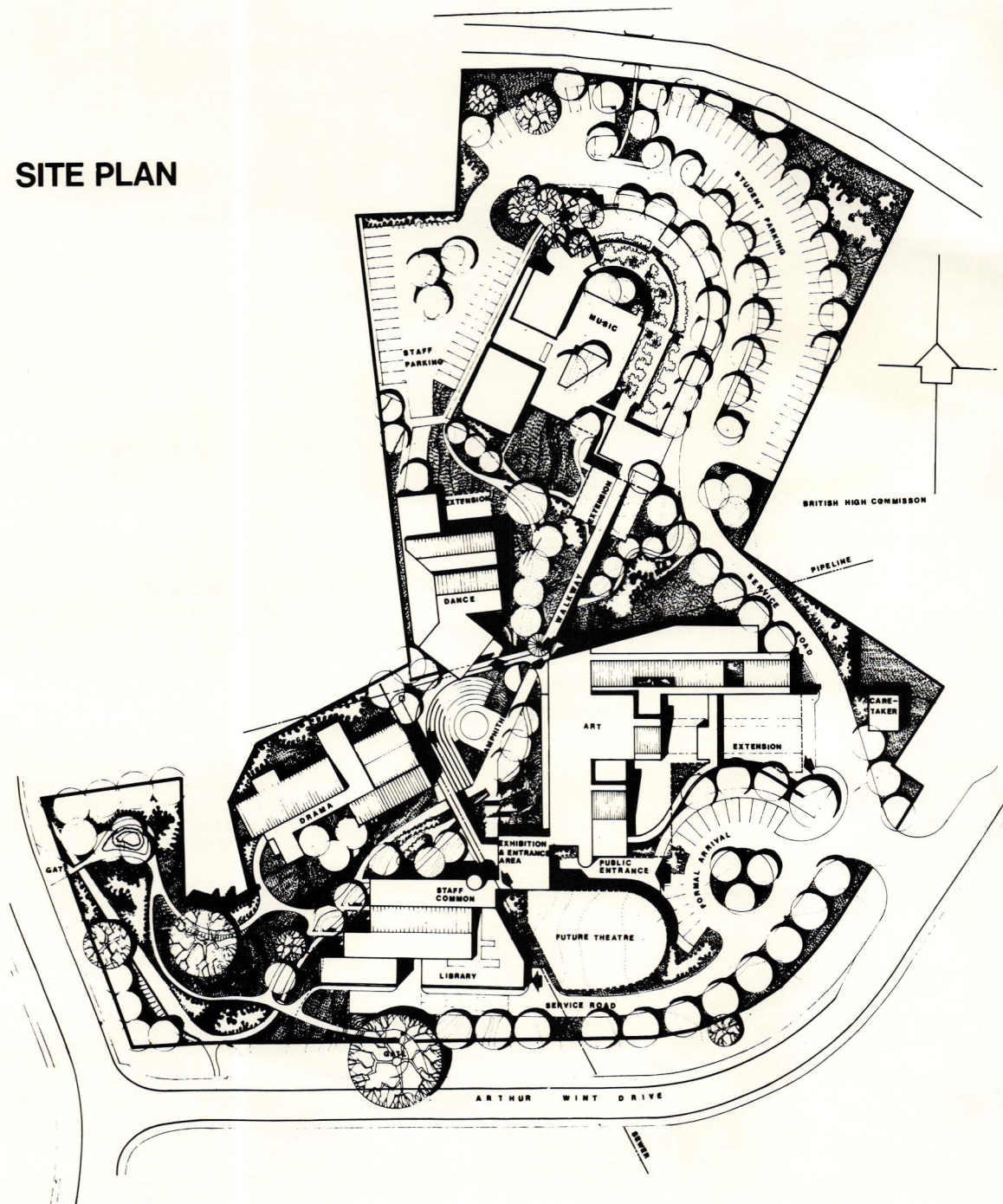
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ARCHITECTS & TOWN PLANNERS

Photos by Neville Hylton





## SITE PLAN



ists. Thus we have created a place where a high value is set on accommodating the chance encounter while allowing the artist the freedom to escape into his own personal thoughts. It is this sense of community and privacy which is the social basis of our physical plan.

### Structure

It has been said that the difference between modern structure and its ancestors can be seen to the difference between "Vertebrates" and "Crustaceans". The "Vertebrate", a skeleton structure, which arrived with the use of steel and cast iron, freed us from the confines of the bearing wall. It opened up the sides of the buildings and let light and air through the exterior walls.

It is this duality [Vertebrate — Crustacean] which is the key to the structural and spatial organization of this scheme. Where spaces require a high degree of separation or privacy, we have tried to relate them to the "Crustacean" system of masonry bearing walls and concrete slabs, but where they may be com-

bined in a flexible relationship with other functions or with the exterior gardens, the "Vertebrate" — long span steel frame — system is used.

Thus, the Music School which is by nature a series of air-conditioned introverted compartments, is concrete and block and the School of Art, which we have interpreted as one large flexible workshop, is of steel frame. The other buildings fall between these two extremes. Of all the buildings, the School of Dance is probably the clearest combination of the two ideas. Here, the smaller spaces requiring separation are grouped along the eastern site boundary within a continuous compartmented structure of concrete and block. This structure is the opposite of the long span steel structure which houses the dance studios. This contrast is heightened by the barrier of circulation and token penetration of garden which separates the structures.

### Construction

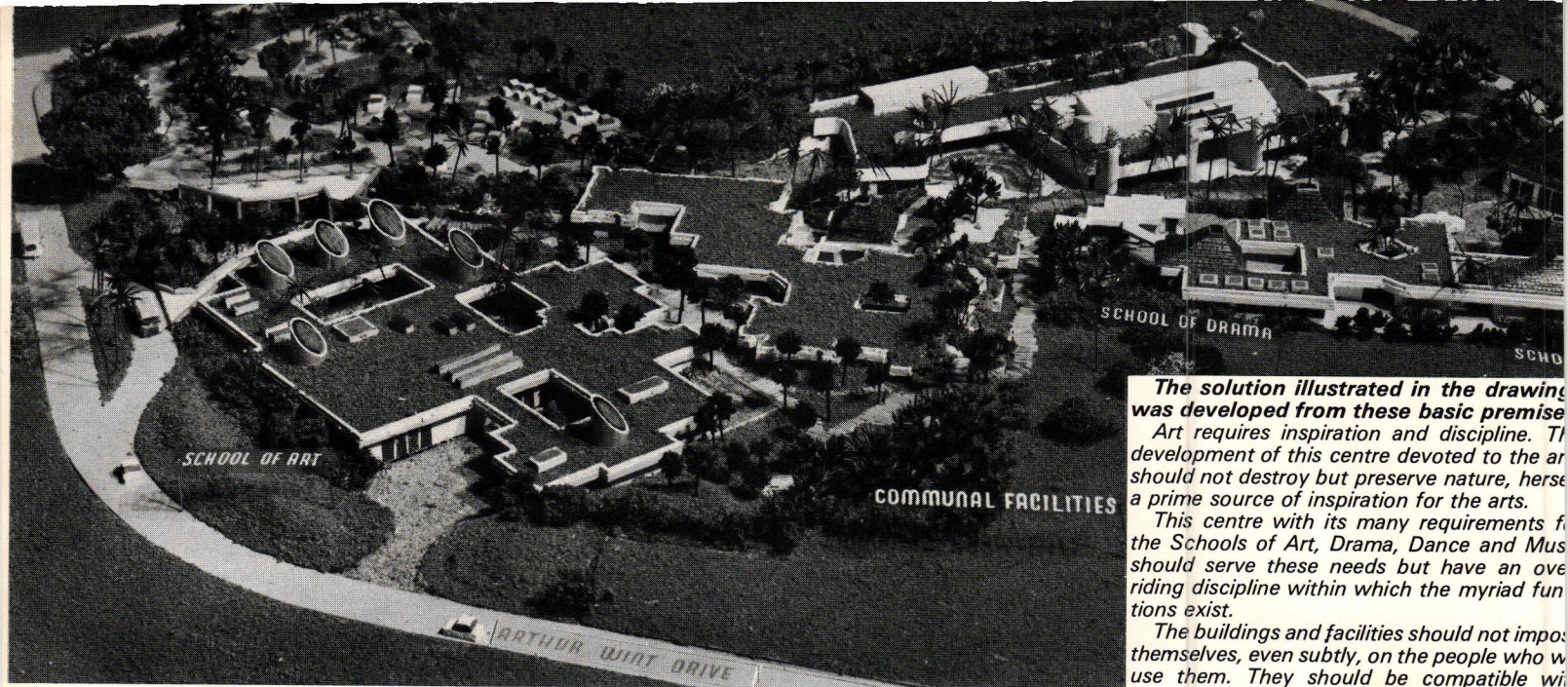
As previously mentioned, our attempt was to maximize on the rolling character of the site. In

order to do this, the buildings sit into the slopes and on top of the flats, avoiding the valleys where foundation surprises are often found. This approach creates two interesting features:

- 1). That our buildings tend to go down into the ground, rather than reaching for the sky; and
- 2). that many of the walls are retaining walls.

One can picture the construction as a two-step procedure of terracing land and then roofing the terraces. We expect that the time lost in land sculpture will be more than made up for in speed of assembly of the steel frames. It is also our expectation that much time, capital and recurrent cost will be avoided by the elimination of the usual encrustment of finishes. We feel that the architectural dignity appropriate to Jamaica should be sought in the clear expression of the construction process rather than in architectural monumentality or pretentious materials or finishes.





*The solution illustrated in the drawing was developed from these basic premises:*

*Art requires inspiration and discipline. The development of this centre devoted to the arts should not destroy but preserve nature, hence a prime source of inspiration for the arts.*

*This centre with its many requirements for the Schools of Art, Drama, Dance and Music should serve these needs but have an overriding discipline within which the myriad functions exist.*

*The buildings and facilities should not impose themselves, even subtly, on the people who will use them. They should be compatible with whatever currents or styles pertain in the various arts, at any time.*

*The solution illustrated represents a complex of buildings dug into, under, and alongside the site.*

*By going underground, the varied programmes of the schools could be fulfilled without forcing them into an architectural mold of compatibility. Each can retain its own character.*

*This architecture of landscape allows the buildings to be receptacles for the needs and requirements of the users. It does not impose form other than that of nature on the users.*

*The appearance of the complex will be constantly changing with the seasons, the skies, the landscape, and will not merely reflect an architectural style which will some day be dated.*

*Expansion can follow any form, any need, rather than fit into a bay size or facade treatment.*

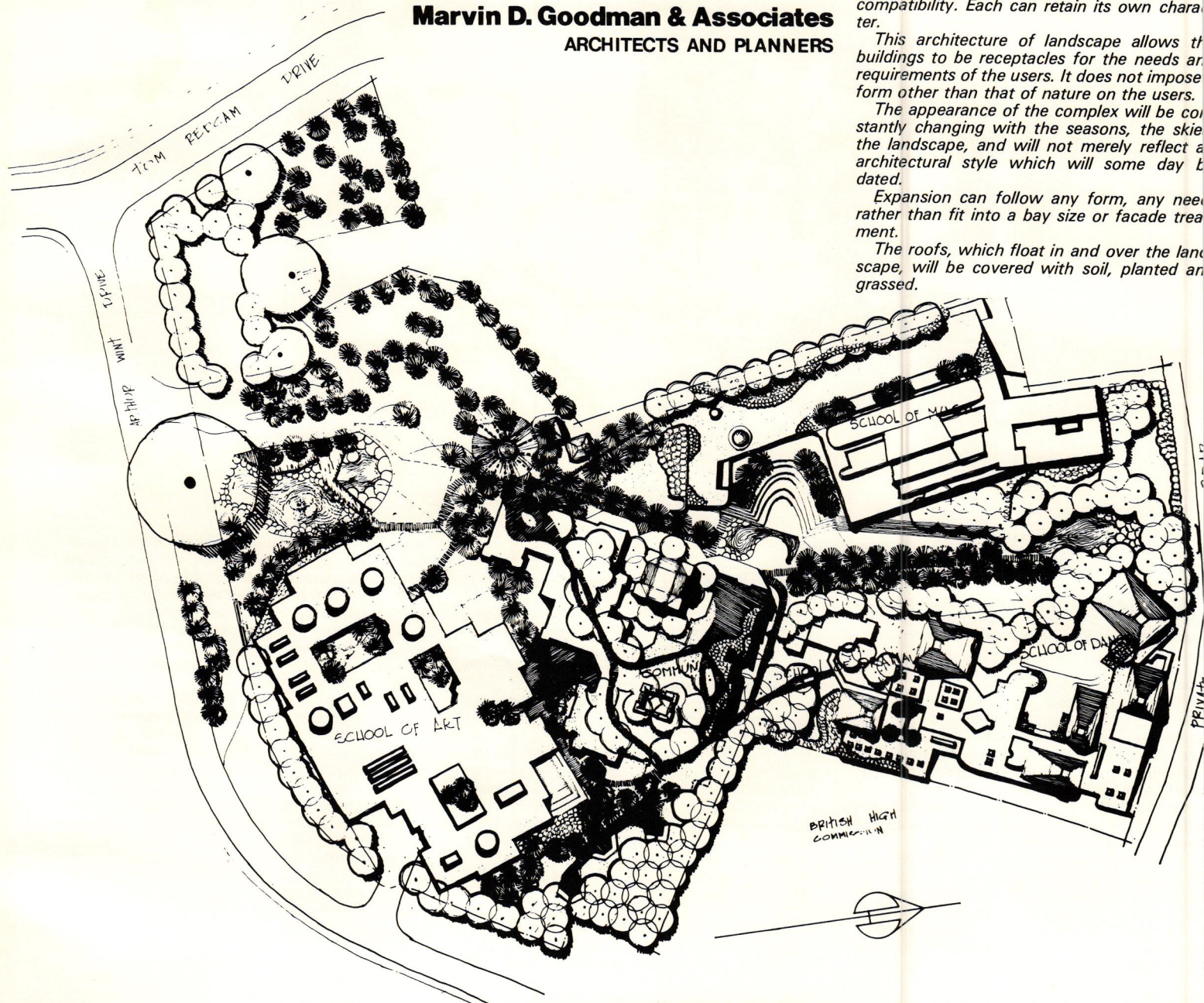
*The roofs, which float in and over the landscape, will be covered with soil, planted and grassed.*

# Cultural Training Centre

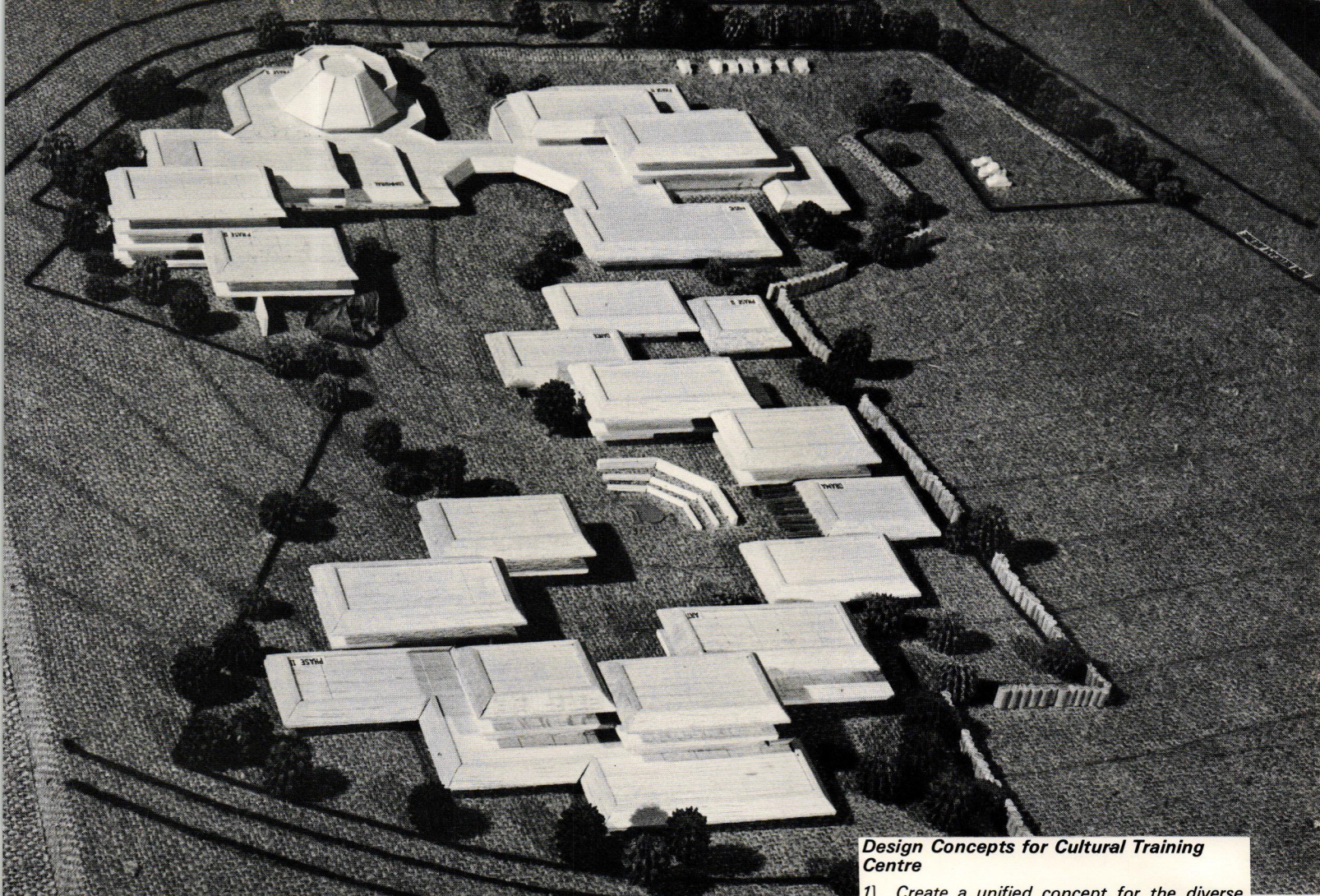
DESIGN COMPETITION 2nd. PLACE WINNER

**Marvin D. Goodman & Associates**

ARCHITECTS AND PLANNERS







**Design Concepts for Cultural Training Centre**

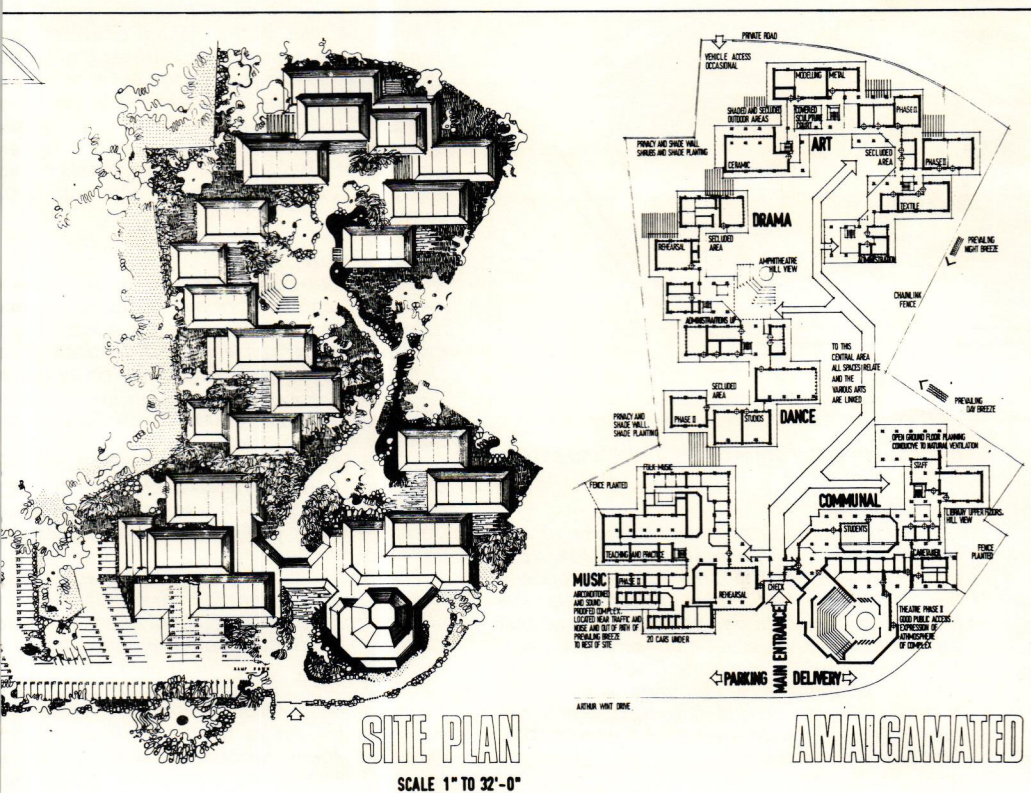
- 1) Create a unified concept for the diverse elements which make up the centre. Produce a layout that allows:-
  - a) Flexibility.
  - b) Privacy, yet at the same time an uninterrupted connection with nature and outdoors.
  - c) Future expansion and continuation of the initial concept.
  - d) Is conducive to natural ventilation and climate control using, correct orientation of buildings, also the landscaped areas with their plants, to cool prevailing breezes.
- 2) Locating noisy areas away from the path of prevailing breezes.
- 3) The stimulating force for the activities of the centre is seen as the internal garden with its tropical vegetation.
- 4) Create a zone or core within the centre, surrounded by buildings, small in scale and mass. A series of pavilions floating in a sea of tropical vegetation.
- 5) Screen the core from disturbing and noisy elements by means of the airconditioned or lesser noise sensitive sections.
- 6) Design buildings which lend themselves to a repetitive building system by using a standard structural module, particularly for roof elements, with resulting economies in construction cost.
- 7) Locate the School of Art, the furthest from the noisy element with maximum uninterrupted North Light.

# Cultural Training Centre

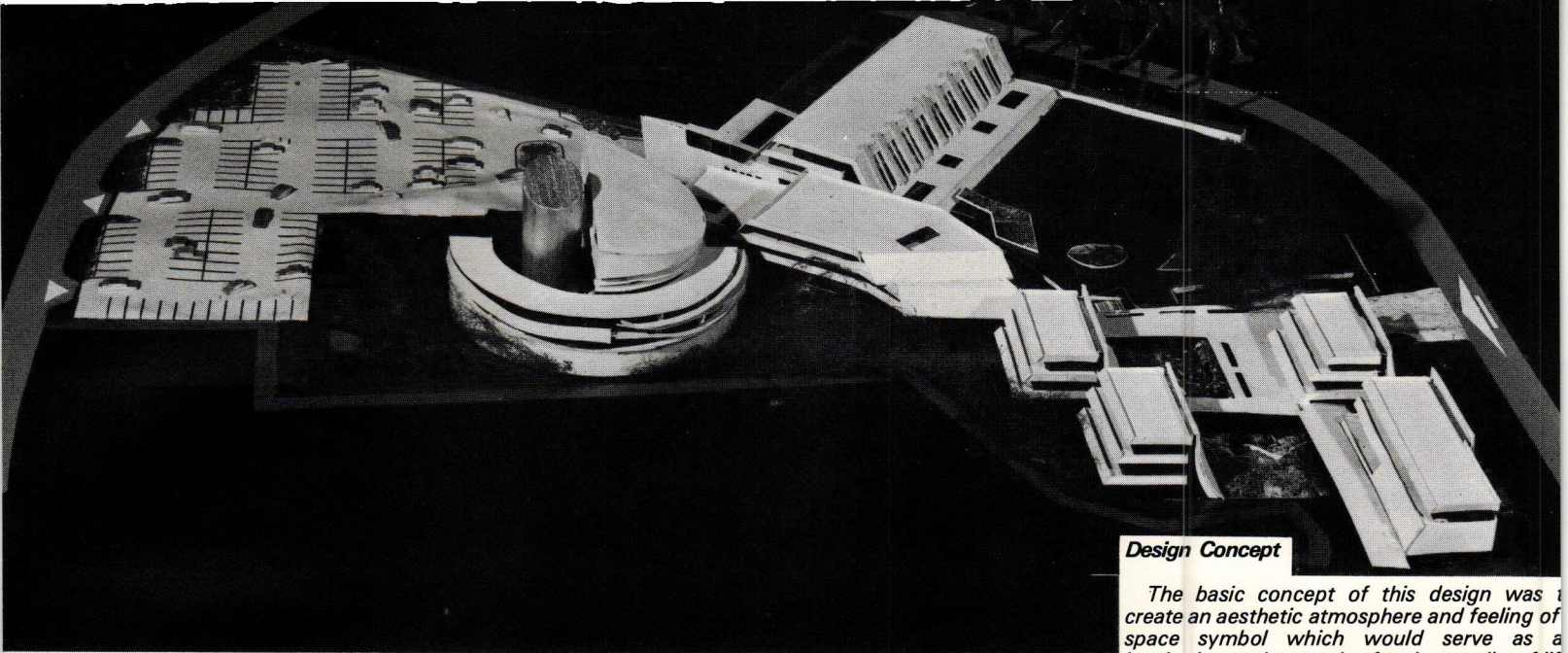
DESIGN COMPETITION 3rd. PLACE WINNER

**David G. Kay & Associates**

ARCHITECTS







### Design Concept

The basic concept of this design was to create an aesthetic atmosphere and feeling of space symbol which would serve as an inspiration to the people of various walks of life. The complex, although the result of an architectural fusion of the four separate schools with its varying historical development and philosophies, allows for the separateness, characteristic individuality and administration which reflects the characteristic daily life, and privacy of these principal buildings. In an effort to achieve this the Site was developed as a stage on which the principal players were the four autonomous schools. These were brought together visually by design, placement and choice of material and linked by the Piazza and Communal Buildings still allowing for the unmistakable individuality of each of the principal institutions.

In an effort to foster public participation, to assist the fusion of the total complex and to make the maximum use of our salubrious climate the Piazza is used as a promenade centre where the public can meet with a feeling of intimate togetherness and to "breathe freely". From this Piazza the distant Blue Mountain Peak can be seen forming a back drop to the buildings. The proposed arrangement was planned to create an environment of inspiration and a cultural expression of lasting value to our Society and which would be capable of fostering the growth of ideas and philosophies which are a part of our cultural heritage.

The buildings of the School of Drama and Dance, representing the four ethnic groups were designed and arranged to form ballerina shapes and shadows and would be enhanced by the plantings and landscaping of the Piazza to present an excellent vista from Arthur Wint Drive at which in time would be of lasting prestige value and a national landmark for our and future generations.

### Construction

The construction generally is of a simple reinforced concrete frame designed in economical spans. Maximum use is made of local materials and in some cases, little used cheap cladding and decking materials such as Asbestos cement sheets and strammit are proposed also maximum use of fair faced finishes and textures are envisaged.

In the case of the School of Drama and Dance the basic reinforced concrete frame culminated on to "A" Frames with reinforced Concrete Block infilling, to form the textured panels of the buildings.

The School of Art is proposed as an open building with interior planting and landscaping planned to give a graceful fluid effect. Asbestos cladding is used for economy and richness of texture.

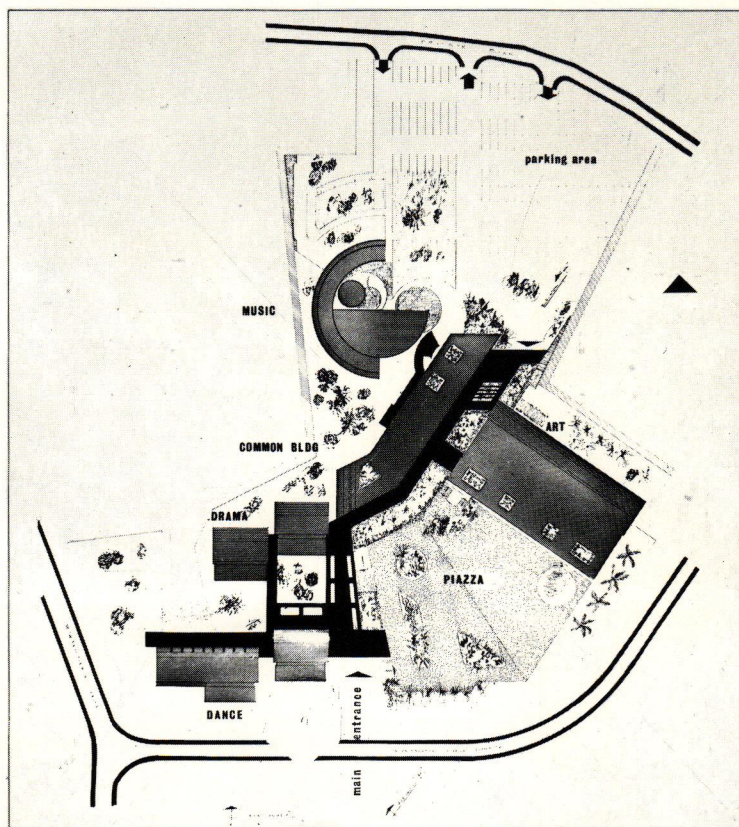
The School of Music was designed as a curved building which by international research has been proven to be the most economical shape for sound proofing. It is proposed that the roof decking be built up of heavy duty "Strammit Slabs".

# Cultural Training Centre

DESIGN COMPETITION 4th. PLACE WINNER

**Lloyd Robinson/Roger Diab**

ARCHITECTS



### Siting

The main entrance is to be from Arthur Wint Drive but the entry to the parking will be from the Private Road at the back of the site.

### Piazza

The piazza is to be built up of excavation and site levelling materials also from spoils usually carted away after the completion of construction and ultimately landscaped with flowering scrubs and precast slabs.

### Site Drainage

By a system of underground agricultural pipes and open channels the site is to be drained towards the existing natural gully which

has a storm water drain outlet under and across Arthur Wint Drive.

### Landscaping

It is the intention to keep as many of the existing trees as possible, particularly the *Lignum Vitae*, in the area of the proposed School of Dance and School of Drama, also the old cotton tree, although the retention of this desirable tree may present a conservation problem, as one third of the trunk is already hollow. The landscaping and plantings was to be treated with great sensitivity to complement the buildings and provide a graceful fluid and flexible aesthetic environment to spontaneously unite the complex of buildings into a cohesive whole with the landscape.



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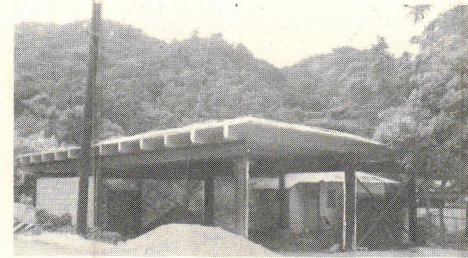
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## The Gordon Town Community Centre



In 1973 The Jamaican Society of Architects decided to volunteer their architectural skill and talent to the community at large.

The Government's decision to utilize Labour Day in a more productive way, proved a suitable launching pad for the Society's efforts. It was decided to construct a Community Centre, because a project of this nature would help to a great extent in rescuing the youth of the country from crime, deprivation, illiteracy and the numerous maladies that afflict our society.

A search began for a community that in our opinion best answered the aims and objectives of the type community project we had in mind. A number of Community Organizations were approached and the selection narrowed down to the Gordon Town Community for the following reasons:-

- [1] A tremendous sense of cohesiveness exists among the people, a basic but vital ingredient for growth and development of a community and for realization of a project of this nature.
- [2] A number of people in the area have been active in establishing cultural educational and recreational activities and have seen the need for sharing and growing together. They have volunteered to teach and assist in the general operation and maintenance of the Centre.
- [3] Lastly but not least, the site is ideally located and allows for a matrix of activities and architectural expression.

After negotiations with the K.S.A.C. and the Ministry of Agriculture the site was acquired and work commenced on May 23, 1973.

The Jamaican Society of Architects contribution was to design, coordinate and assist in the construction of the building. Assistance was sought from Masterbuilders, Engineers, manufacturers, distributors and other people involved in the building industry to provide materials and services for the project. The people of Gordon Town would assist in the provision of skilled workmen, labourers and in whatever manner they saw fit to contribute toward the realization of the Community Centre. The idea was to take the building to the stage where the people of Gordon Town could complete it on their own with assistance and guidance from the Jamaican Society of Architects.

The building is unique in its concept and design. It consists of an Assembly Hall for meetings, public functions etc. and a classroom, storeroom, utility block enclosing an existing building and connected by a series of cutstone steps which double as an outdoor theatre. From the main level of the building, a series of cutstone terraces winds down the banks of the river. This area will be adequately landscaped and will be used for picnics and other recreational activities.

The main structure of the building consists of Universal "I" Beam columns and beams supporting precast, prestressed double "T" concrete roofing sections, infill walls and fairface concrete blocks and cutstone.

The building is now nearing completion and it is hoped that in a few months time it will be ready for occupancy.



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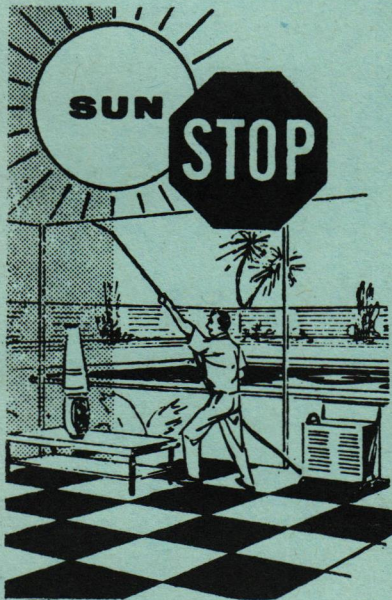
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