

**Big Ships, Small Towns: The Impact of New Port Developments  
in the Cruise Tourism Industry. The case of Falmouth Jamaica**

**by**

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**A thesis**

**presented to the University of Waterloo**

**in fulfillment of the**

**thesis requirement for the degree of**

**Master of Arts**

**in**

**Recreation and Leisure Studies – Tourism Policy and Planning**

**Waterloo, Ontario, Canada, 2013**

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## **AUTHOR'S DECLARATION**

I hereby declare that I am the sole author of this thesis. This is a true copy of the thesis, including any required final revisions, as accepted by my examiners.

I understand that my thesis may be made electronically available to the public.

## **ABSTRACT**

The cruise sector constitutes one of the fastest growing sectors of the tourism industry. With the continued growth of the industry comes the need to develop new ports to accommodate the increased volume of ships as well as the increasing size of modern cruise ships. It is important to understand how the development of new cruise ports impacts the local community. Therefore, the purpose of this study is to identify the attitudes and perceptions of residents regarding the impacts of the new cruise ship port development in Falmouth, Jamaica. The Historic Port of Falmouth was developed through a partnership between Royal Caribbean and the Port Authority of Jamaica and is the largest purpose-built port of call in the Caribbean.

A case study approach was utilized to identify the attitudes and perceptions of residents regarding the impacts of the new port development in Falmouth, Jamaica. The study consisted of semi-structured interviews, and participant observation. The research took place in Falmouth in March 2012. A total of 23 interviews were carried out with residents who had varying levels of involvement with tourism.

The three overarching themes emanating from the analysis of the data are: Big Ships, Big Disappointment, What could be improved? and All is Not Lost at Sea. Findings revealed that Falmouth residents are disappointed with the development because they have not received the economic benefits they were promised by Royal Caribbean. Despite the residents' frustration and disappointment with the port, many still believe that it has given some

opportunity for residents to improve their quality of life. The powerlessness of members of small Caribbean communities in the face of large tourism developers is evident throughout the study.

## ACKNOWLEDGEMENTS

First and foremost, I would like to take this opportunity to thank my loving parents for their constant support. I would also like to thank Rachel Sarchielli for keeping me sane and believing in me throughout the entire research process. I would not have been able to complete this thesis if it was not for them.

I would also like to thank my research supervisor; Dr. Heather Mair for her helpful input, guidance, and patience which helped me every step of the way and enabled me to fulfill my degree requirements. Further, I would also like to extend my appreciation to my committee member, Dr. Bryan Smale for his comments and support.

Last but not least, I would like to thank the people of Falmouth who donated their time to share their thoughts and feelings towards the new port development.

Thank You.

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## CHAPTER 1

### INTRODUCTION

#### 1.0 Introduction

The cruise sector constitutes one of the fastest growing sectors of the tourism industry. In 2001, more than 12 million people took cruises, up more than 7 times since 1980 (ITF/War on Want, 2002). Over the past decade, cruise ship travel has grown by 8.4% a year, which is roughly three times faster than the global economy (ICCL, n.d). According to the Cruise Lines International Association (CLIA), it is estimated that 14.3 million passengers took cruises in 2010, 10.7 million from North America and 3.6 million sourced internationally. This represents a total increase of 855,000 passengers or 6.4% growth from the previous year. Although the industry has experienced massive growth, recent events have damaged the industry as a whole. The engine fire aboard Carnivals *Triumph* (in February, 2013) that stranded thousands of passengers for days combined with last years sinking of the Costa *Concordia* off the Italian coast has led to a 12% decrease in cruise prices (Tuttle, 2013).

Although the growth of cruise tourism is a global phenomenon, the Caribbean region dominates the industry. At any one time, there may be as many as 70 cruise ships operating in the Caribbean region (Clancy, 2008). With the continued growth of the industry comes the need to develop new ports to accommodate the increased volume of ships as well as the increasing size of

modern cruise ships. Given the size and volume of the industry, it is important to understand how the development of new cruise ports impacts the local community.

The social, cultural, economic and environmental impacts of tourism developments on the residents of host communities (whether beneficial or not) should be understood. This understanding may help to ensure the acceptance, if not the success, of tourism development (Brunt & Courtney, 1999). Even though tourism development is considered to have an important role in enhancing local economies, (e.g. as a source for employment opportunities, additional tax receipts, foreign exchange benefits, and revenues) tourism development also has the potential for negative outcomes (Ko & Stewart, 2002). Lui and Var (1986) noted that tourism development is usually justified on the basis of economic benefits and challenged on the grounds of social, cultural, or environmental destruction.

Understanding the impacts of tourism on a destination and the associated perceptions and attitudes of local residents towards tourism continues to be an important issue in the field of tourism research (Cavus & Tanrisevdi, 2003). Additionally, understanding resident perceptions and attitudes towards tourism could play an important role in the future planning and policy considerations for successful development, marketing and operations (Zhang *et al.*, 2006). As my research makes clear, the growth of the cruise industry and resulting port developments warrant a close examination of both the positive and negative impacts.

In the town of Falmouth, Jamaica, a new cruise port has been constructed to accommodate the newest and largest passenger vessels in the world. Darley (2011) pointed out that the port itself is the largest purpose-built port of call in the Caribbean and can accommodate 16,000 passengers and the arrival area can accommodate 4,000 passengers. Walker (2009), a maritime lawyer and cruise industry expert explained that the arrival of these mega ships would result in an infusion of money into the town and the surrounding parish. Although nestled between two well-developed tourist areas, Montego Bay and Ochos Rios, Falmouth had only seen limited tourism activity prior to the new cruise port development. The scale of this development and its location in Falmouth make this study both interesting and timely.

### **1.1 Purpose Statement and Research Objectives**

The purpose of this study is to identify the attitudes of residents regarding the impacts of the new cruise ship port development in Falmouth, Jamaica.

### **1.2 Research Objectives**

The aforementioned purpose is met through an exploratory case study conducted in Falmouth, Jamaica. This case can be considered an example of how a new cruise ship port development impacts the attitudes of the local community. The following research objectives are pursued:

- To gain an understanding of the impacts that the new cruise port development has on the town of Falmouth

- To explore residents' attitudes towards the new cruise ship port development in Falmouth
- To understand how the history of Falmouth has contributed to the residents' attitudes towards the cruise ship port development.

This chapter has provided a brief summary of both the cruise tourism industry and the impacts of tourism development. As the cruise tourism industry continues to grow and new ports are developed to meet the demand, there is a need for a greater understanding of how these new ports will have an impact on the local communities where they are located. Chapter 2 presents an examination of the existing, relevant literature in order to get a sense of what we know about the issues facing both communities and the cruise tourism industry. It focuses on the overall impacts of tourism as well as the impact of cruise tourism developments in the Caribbean region. Following the literature review, chapter 3 provides a detailed explanation of the town, the port, and the visiting ships in order to set the stage for my findings. The methodology and methods that were utilized to gather and interpret the data are also addressed in this third chapter. Chapter 4 presents my research findings and the major themes that emerged from the data. Lastly, in chapter 5, I draw conclusions and present both recommendations and limitations of the study. I also provide some recommendations for future research in chapter 5.

## CHAPTER 2

### LITERATURE REVIEW

#### 2.0 Introduction

This study on the new cruise port in Falmouth, Jamaica will showcase the impact that a massive tourism development can have on a community that has had very little previous experience with the tourism industry. This literature review contains four sections. The first provides an overview of the literature assessing the tourism industry broadly as well as its projected growth. It is this growth of tourism and cruise tourism in particular that has created the demand for the development of new cruise ports. The second part of this chapter outlines research relating to resident attitudes towards tourism development and how this kind of research might play out in Falmouth. The third part of this chapter outlines research concerned with the positive and negative impacts that can result from tourism development. This is an important area to explore as it provides a general understanding of what potential impacts may be felt by residents of Falmouth as a result of the new cruise port development. The fourth section outlines literature relating most directly to tourism impacts in the Caribbean region. This is important as Falmouth is located within the Caribbean region and gaining an understanding of how tourism has previously affected the area provides essential background for this case study. The fifth section offers an in-depth discussion of the cruise tourism industry and looks closely at what we know about its impacts on the Caribbean region.

Tourism creates enormous economic impacts. It also leads to many environmental and social consequences. A thorough understanding of each of these components is essential for understanding how the new cruise port development may impact the town of Falmouth. The literature reviewed here also gave shape to the study as I asked residents about their views of these impacts.

## **2.1 An Overall View of the Tourism Industry**

The World Travel and Tourism Council (WTTC, 2011) states that tourism is one of the world's largest industries, contributing US\$5,834.5 billion to the global GDP, 9.3% of the total in 2010. By 2020, the WTTC estimate that this number will grow to US\$11,151 billion, 9.6%. According to the WTTC, the industry also supports over 235 million jobs, and these are forecast to increase over 303 million by 2020 (WTTC, 2011). These figures demonstrate the current scale of the tourism industry and its projected growth in the future. Although these figures are all very positive, at least in an economic sense, it is important to understand that both positive and negative impacts result from tourism and its ongoing development.

## **2.2 Resident Attitudes towards tourism development**

Residents' attitudes towards tourism have been studied extensively. The role of residents is critical and it is important to understand and assess their perceptions of, and attitudes toward, development (Snepenger & Akis, 1994;



Sheldon & Abenoja, 2001). Differences in attitudes have been examined according to degree of tourism development (Long, Purdue & Allen, 1990), the level of an individual's involvement in the tourism industry (Smith & Krannich, 1998), and maturity of destination (Sheldon and Abenoja, 2001). Getz (1994) argued that people's attitudes are strengthened by their experience, and have strong associations with their personality and values. Murphy stated: "If residents resent or fear tourism, their resistance and hostility can destroy the local industry's potential" (1985, 153). More recently, Choi and Murray (2009) argued that understanding residents' perceptions of tourism policies is a part of the planning process for sustainability and a key indicator of the successful development of local tourism. Thus, understanding of residents' attitudes towards the new cruise port development in Falmouth may help determine the perceived success or failure of the project.

Smith and Krannich (1998) stated that there is a direct relationship between tourism development and negative attitudes about tourism held by local residents. Building on Smith and Krannich's research, Williams and Lawson (2001) argued that studying resident attitudes towards tourism impacts would assist tourism planners with selecting developments that could minimize negative impacts and maximize the positive impacts of tourism. Many studies have indicated that people who gain economically from tourism will perceive a more positive impact from it (Chon, 2000). Additionally, Sharma (2004) suggested that better attitudes among residents towards tourism impacts will lead to a more successful development. Andiotis (2009) confirms these earlier studies as a

balance of residents' attitudes of the costs and benefits of tourism is considered a significant factor in tourist satisfaction. In a study conducted by Moscardo (2008), 329 case studies of tourism impacts in 92 countries identified a number of different negative impacts. In that study, negative impacts of tourism were reported in more than 80% of the 329 cases reviewed (Moscardo, 2008). This shows that although tourism has the potential to have a positive impact on the local community, those benefits may come at a cost.

Historically, resident attitude research has taken a quantitative approach which works well for getting a sense of the impacts that result from tourism. The quantitative approach allows the researcher to reach a large pool of participants, but may not allow for a deep understanding of the meaning of the impacts. Typically, scales are used to measure how much or how little tourism impacts the resident. I do not feel that this approach truly captures the attitude of the resident. For my research in Falmouth, Jamaica, I used a qualitative approach to seek a more personal and potentially fuller understanding of how the new cruise port is impacting the local community. Aspects of the previous quantitative research on resident attitudes helped frame my interview questions.

This section has provided a brief overview of the existing literature about residents' attitudes towards tourism development. The following sections provide a review of the existing literature pertaining to the positive and negative economic, social, and environmental impacts that may result from tourism development.

## **2.3 Tourism Impacts**

The purpose of this section is to provide a review of the literature assessing the positive and negative impacts of tourism with a focus on a destination's economic, social, and environmental characteristics. By reviewing existing literature on these types of impacts, we can gain a better understanding of what members of the town of Falmouth have experienced as a result of their new cruise port.

### **2.3.1 Economic Impacts of tourism**

According to Mason (2003), the economic impacts of tourism are the most widely researched impacts of tourism on communities. Ap and Crompton (1998) indicated that tourism development further improves transport infrastructure, public utilities, and increases tax revenues. More recently, Easterling (2004) suggested, positive economic impacts of tourism include “contributions to standard of living, increased employment, improvement of development, and infrastructure spending” (p. 54). Additionally, Sharma (2004) stated that tourism creates employment opportunities in both developed and developing countries; however, the extent of these opportunities and impacts varies between the developed and the developing countries. Ashe (2005) suggested that tourism can have positive effects on local economies and a significant impact on national economic growth. As a result of positive impacts, Andriotis (2005) concluded that many communities have seen tourism as a promising opportunity for reducing economic problems in their communities. My

case study in Falmouth explored these potential economic benefits and their impact on the local community.

Although tourism development can bring positive economic benefits, it can also create negative economic impacts. Negative economic impacts resulting from tourism development can include increased land and housing prices, higher taxes, and inflation levels (Ap & Crompton, 1998). Additionally, Ap and Crompton suggested that tourism contributes to resentment concerning the employment of non-locals in managerial and professional positions. The attitudes of the locals towards the new cruise port development and those employed at the port were of interest in my study. The number of local employees employed and their role at the port were explored as this contributed to the perceived impact of the new cruise port development.

The commercialization of relationships between the residents and the tourists as well as an over-dependence of residents on tourists can result from tourism development (Easterling, 2004). An example of overdependence on tourism is illustrated by Wall and Mathieson (2006). These authors found the economic crisis of 2001 in Asia led to a drastic reduction in the number of Japanese tourists coming to Canada, leading several tourist operators who specialized in supplying tourist services to the Japanese market to go bankrupt. According to Wall and Mathieson (2006), another negative economic impact of tourism development on the destination is the increased need to import goods. This is likely to occur in developing countries because they are “frequently unable to supply the quantity and quality of goods and services required to meet

the demands created by tourists” (Wall & Mathieson, 2006, p. 103). This may not be true in all cases, however, it may take some time before the new cruise port in Falmouth is able to match the local supply of goods with the demand created by cruise passengers.

Many researchers have shown that residents’ support for tourism is directly related to the extent to which they feel they are benefiting economically (Haralambopoulos, 1996). Easterling (2004) stated that while the majority of residents recognize the economic potential of tourism, most admit they have not personally benefited from it. The concept of leakage captures the extent to which less-than-expected economic returns may be a result of tourism. Chase and McKee (2003) explained economic leakage as tourist revenue flowing out of the country in which it was spent. More recently, Sandbrook (2008) broadly defines tourism leakage as the failure of tourist spending to remain in the destination economy. Large scale leakage has been associated with mass tourism (Hampton, 1998) and with high-end, luxury tourism (Scheyvans, 2002), both of which are typically externally-controlled. Mowforth and Munt (2003) stated that tourism is a poor development strategy as the industry does not leave significant revenue in host economies. This economic issues of the large scale, externally-controlled cruise port will be addressed further in my research findings and concluding chapter.

### 2.3.2 Socio-cultural Impacts of tourism

Ivanovic (2009) argued that tourism is a powerful agent for social and cultural change. Pizam and Milman (1984) argued socio-cultural impacts of tourism are concerned with the:

[w]ays in which tourism is contributing to the changes in value systems, individual behaviour, family relationships, collective lifestyles, moral conduct, creative expressions, traditional ceremonies and community organization (cited in Haralambopoulos & Pizam, 1996, p. 503).

Other scholars suggest that tourism development is believed to improve residents' overall quality of life (Andereck & Nyaupane, 2011; Burns, 1996; Bystrzanowski, 1989; Pizam, 1978; Milman & Pizam, 1988; Perdue, Long & Allen, 1990). Burns (1996) argued that tourism can also improve community social interaction, togetherness and sharing of ideas and an enhanced sense of place. Other researchers (see, for example, Ap & Crompton, 1998; Easterling, 2004) have suggested that tourism can bring an increased understanding of other cultures while strengthening the cultural identity and building an increased sense of community pride for the host destination.

Kreag (2001) stated influxes of tourists bring diverse values to the community and influence behaviours and family life. In a more recent study, Fredline, *et al* (2006) stated that consideration should be given to the impact that tourism has on the community as a whole as well as the individuals who make up that community. Smith and Robinson (2006) suggested that tourism can help create confidence in the community as well as identity. Lastly, Nyaupane, *et al* (2006) stated that tourism promoted the local community's interest in furthering

their education and knowledge while seeking to provide better tourist services. My research contributes to the knowledge in this area by showing the potential positive social impacts that result from a new tourism development.

Although tourism has the potential to provide positive socio-cultural impacts, research also indicates there are many negative socio-cultural impacts, which can result from tourism development. Krippendorf (1987) suggests that real understanding and communication between hosts and guests is rarely produced; that two categories of people are created: those who serve and those who are served. Var and Kim (1990) stated that tourism has often been criticized for the disruption of traditional social and cultural behavioural patterns. Additionally, Haralambopoulos and Pizam (1996) argue that tourism has an impact on the transformation of the social system within communities, by altering the, “socio-economic status of some individuals” (p. 505). Mason and Cheyne (2000) built on this concept and suggested that residents express concerns regarding the fear of perceived changes and loss of control over their environments as a result of tourism development.

Munt (1994) stated that residents’ negative attitudes towards tourism may become hostile behaviours and that conflict between hosts and guests is inevitable. Many other studies report increased tension as a result of overcrowding (Ap & Crompton, 1998; Faulkner & Tideswell, 1997). More recently, it was found that local residents resented having to share public areas with tourists (Andereck *et al.*, 2005; Fredline, 2002). Choi and Sirakaya (2005) stated that increased tourist numbers can lead to traffic congestion particularly in town

centres in seasonal destinations thereby affecting the locals' way of life. My research contributes to this body of knowledge as the number of cruise passengers that arrive in Falmouth each visit is almost equal to the town's population. Additionally, Yen and Kerstetter (2009) found that tourists often socialize late into the evening and consume alcohol leading to increased noise levels for locals. Additionally, overall crime rates are often perceived to increase due to tourists in the region (Andereck *et al.*, 2007; Diedrich & Garcia-Buades, 2008; Haley *et al.*, 2005; Park & Stokowski, 2009).

Capenerhurst (1994) stated that the number of people in the host community also affects the reaction of residents towards tourism development. For example, smaller host communities may have stronger reactions to tourism development than larger host communities as development is more evident. Capenerhurst argues, "at the local level where facilities are seen to be built, where land and other resources are allocated between competing users, and where the wishes of permanent residents need to be accommodated as well as visitors" (p. 152, cited in Mason & Cheyne, 2000, p.395). My case study in Falmouth explored how the local community reacted to these potential socio-cultural impacts. The following section will review the existing literature on the environmental impacts of tourism.

### **2.3.3 Environmental Impacts**

Along with economic and social effects, tourism development can create both positive and negative impacts on the physical environment of the



destination. Mason (2003) suggested that tourism development can be of benefit to the physical environment in that it helps increase awareness of the environment and measures to protect the natural resources, the establishment of national parks or wildlife preserves, the preservation of historical buildings and monuments, as well as improved roads and other public facilities. Tourism development has also been responsible for introducing planning controls in some places in order to maintain the quality of the environment (Wall & Mathieson, 2006).

Despite these positive impacts, there is an increasing amount of literature evaluating various forms of tourism and suggesting that the growth of tourism has direct negative impacts on the environment. These negative impacts include overcrowding in public areas, noise and water pollution, traffic congestion, and other forms of negative impacts caused by the influx of tourists (Andereck *et al.*, 2005; Haley *et al.*, 2005; Jurowski & Gursoy, 2004). Negative environmental impacts can occur in both large and small destinations. Holden (2000) stated that for small island states, the loss of agricultural land for airport or seaport development can lead to an increased reliance upon food imports to meet local needs. Holden also suggested the development of infrastructure and facilities that are required for tourism development such as airports, often involves the transformation of agricultural and recreational land. Additionally, in many regions, urban tourism development encroaches upon the natural habitat of native animals (Frauman & Banks, 2011; Huh & Vogt, 2008).

This section has presented a sense of the positive and negative impacts that occur as a result of tourism development. The following section will provide a detailed analysis of the literature pertaining to the Caribbean region and the impacts that result from tourism development.

## **2.4 Caribbean Tourism**

This section provides an overview of tourism in the Caribbean and highlights research describing the important role tourism plays in the region. I also discuss the positive and negative impacts that studies have shown tourism to have on the region.

The Caribbean is a region consisting of the Caribbean Sea, its islands (most of which are enclosed by the sea), and the surrounding coasts. Figure 1 outlines the geographic location of the region.

**Figure 1: Map of the Caribbean Region**



(Retrieved from: <http://www.islandofcaribbean.com/>)

### **2.4.1 Economic Impacts of Tourism in Caribbean Region**

Tourism development is the backbone of many Caribbean economies (Cabezas, 2008). For the small island nations, tourism represents what sugar was a century ago: a single crop controlled by foreigners and a few elites, which contributes to global capitalism (Cabezas). Additionally, Cabezas argued tourism has been seen as a key generator for foreign exchange and employment as well as contributor to sustainable development, the alleviation of poverty, and a means for Caribbean states to enter the globalized economy. The following table (Table 6) summarizes the economic significance of tourism in the region for the year 2011.

**Table 1: Tourism Economic Estimates and Forecasts for 2011**

CARIBBEAN	2011			2021		
	USDbn <sup>1</sup>	% of total	Growth <sup>2</sup>	USDbn <sup>1</sup>	% of total	Growth <sup>3</sup>
Direct contribution to GDP	15.8	4.6	4.4	22.9	4.7	3.7
Total contribution to GDP	48.6	14.2	4.2	70.7	14.6	3.8
Direct contribution to employment <sup>4</sup>	687	4.0	3.1	876	4.3	2.5
Total contribution to employment <sup>4</sup>	2,167	12.6	2.9	2,764	13.7	2.5
Visitor exports	26.2	16.7	4.8	37.8	15.8	3.7
Domestic spending	10.0	2.9	3.7	14.7	3.1	4.0
Leisure spending	33.8	9.9	4.7	49.2	10.2	3.8
Business spending	3.1	0.9	2.4	4.5	1.0	3.7
Capital investment	5.7	11.6	5.7	8.4	12.5	3.9

<sup>1</sup>2011 constant prices & exchange rates; <sup>2</sup>2011 real growth adjusted for inflation (%); <sup>3</sup>2011-2021 annualised real growth adjusted for inflation (%); <sup>4</sup>000 jobs

(Source: WTTC, 2011)

The economic importance of tourism in the Caribbean region cannot be overlooked; however, it is essential to examine the negative impacts that may arise as a result of the growing tourism sector. As is noted below, critics contend that any relative benefits of tourism have been far outweighed by the negative impacts of the industry in the Caribbean.

King, Leblanc, and Van Lowe (2000) stated that while the flow of foreign capital has increased within the region, intra-island wealth distribution has been low. They contended that too much profit from the tourist industry goes to foreign investors who own hotels, communication systems, and intra- and international transportation systems, which have thrived during the tourist boom. They pointed out that increases in real wages in the Caribbean are misleading and that tourism has created new and strong divides between tourism workers with access to foreign currency and those not involved in the industry. My

research contributed to the knowledge in this area by examining where the arriving passengers' money is being spent.

Edwards (2009) explained that in many countries in the region, the development of these types of resorts and the tourism industry are heavily subsidized by their governments. In Jamaica, tax holidays (e.g. no taxes for 10, 15, 20 years) are given to hotels and attractions and duties are waived on imports of construction materials and other things required for tourism development. Additionally, the governments' facilitation of fast-tracking permit requirements and their suspected role in strategically navigating around environmental and planning regulations acts as an incentive for the perpetuation of this type of mass tourist development (Edwards). Edwards also explained that although tax holidays and other waivers make development more attractive to developers, this approach may increase the negative impacts felt by the local population.

King *et al.* (2000) explained that unlike the proponents who claim that the tourism has ended the Caribbean's dependency on cash-crop economies, critics claim that the growth of tourism has created a new mono-commodity system that is equally as vulnerable to the outside world: the commodity is the Caribbean land, culture and people. Furthermore, they pointed out that the Caribbean is four times more dependent on tourism than any other region in the world and this dependence is being increased by threats to its agricultural, mining, and textile industries. Despite these arguments, The Jamaica Tourist Board (2011) states that:

As our biggest industry, tourism provides jobs in sectors other than its own. It helps to fuel our economy, empowering people in all sectors, from the farmer whose crops are used in hotel kitchens to the artist selling his craft in a shopping village.

This shows that although some scholars have suggested the Caribbean region is being negatively impacted by tourism, local agencies continue to promote a positive image of the industry. My study contributes to the understanding of local communities support of tourism development despite negative impacts.

It is clear that there are large-scale economic impacts as a result of tourism development in the Caribbean region. The following section addresses the social impacts of tourism in the Caribbean region.

#### **2.4.2 Social Impacts of Tourism in the Caribbean Region**

Tourism has created important social impacts on the Caribbean region. Zappino (2005) argued that tourism has brought celebration of indigenous Caribbean cultures and historic sites. Additionally, Zappino outlines how many local arts and crafts trades have been revived and made into important local industries by members of local communities. This may not always be the case as locals may be selling non-authentic products. Historic sites and monuments have been renovated as tourism attractions, and cultural festivals and local events have been developed and supported due to high tourist interest. However, the author also explained that many critics contend that any relative social benefits developing as a result of tourism are far outweighed by the negative impacts on the industry.

Zappino (2005) stated that one important problem for the tourism development in the region is a lack of inclusion of members of local

communities in the private tourism sector. As a result, the local inhabitants do not have a strong sense of ownership or control over the tourism product. In addition, tourism development in the Caribbean (similar to many other parts of the world) often prevents people from having the right of access to land, water, and other natural resources (Zappino).

The World Bank (2003) has described another negative social impact of tourism in the Caribbean region. Sex-tourism is an on-going feature and is a well-known attraction for many tourist customers. This problem is also connected to the transmission of several infectious diseases such as HIV/AIDS, and outside of Africa, the Caribbean has the highest incidence of HIV/AIDS. Related to this, the trafficking and exploitation of children is also of major concern in the Caribbean. Coffey (2004) stated that the number of children (girls and boys) who are sexually-exploited in the Caribbean is increasing while the average age of exploited children is decreasing. Seelke (2010) stated that the trafficking of children for sexual exploitation is most common in countries that are both popular tourist destinations and are centres of sex tourism. Additionally, Seelke concluded that this problem is exacerbated by the fact that most countries in the Caribbean have established 14 years of age as the legal age of consent to work. Jamaican Health Minister Rudyard Spencer (2011) said the sexual exploitation of Jamaica's children, particularly for commercial purposes, is a challenge requiring immediate attention and a "united effort" to solve.

Zappino (2005) reported tourism is often more labor-intensive than other economic sectors in the Caribbean. Additionally, Hemmati and Gardiner (2002)

explain that the formal tourism industry in the Caribbean is of great importance for women (46% of the tourism workforce are women, compared to 34-40% in other general labour markets). The working conditions are often not up to North American standards, especially for unskilled labour, which mostly includes women, children and casual labour. Overall, even in formal areas of the profession, women tend to receive lower remuneration and occupy less prestigious jobs.

As is noted above, there are social benefits that can be derived from tourism development in the Caribbean; however, similar to the aforementioned economic impacts, previous research and this research suggest the negative impacts seem to take precedence. Research highlighting the environmental impacts of tourism in the region is discussed next.

#### **2.4.3 Environmental Impacts of Tourism in the Caribbean Region**

The Caribbean region is directly dependent on its natural resource base for economic development (World Bank, 2001). Whether it is the traditional economic activities of agricultural products (sugar, coffee, banana, and spices), or the newer tourism product of sun, sand, and sea, the countries of the Caribbean rely directly on the environment for economic development and growth. In the case of tourism, whether cruise ship based, or land-based, Caribbean countries rely on their natural environment as the primary lure to visitors (World Bank). Importantly, researchers have begun to focus on the environmental impacts that tourism can create in this region and their work



reinforces the point that this natural environment must be managed sustainably in order for the region to continue to benefit from tourism.

Zappino (2005) stated that in the Caribbean, mass tourism development has been the primary strategy of choice; however, these large-scale resorts and their infrastructure along fragile coastlines are causing irreversible damage to the natural environment. Zappino points out that the large groups of tourists that go to the Caribbean create a variety of threats for the environment. These threats are discussed in more detail below.

Tourists generate significant amounts of waste. According to the World Bank (2001), tourists also generate substantial amounts of liquid waste, much of which goes untreated. Additionally, in the Caribbean it has been estimated that tourists generate twice as much solid waste per capita than local residents (Zappino, 2005). The increasing number of cruise ships in the region is likely to exacerbate marine pollution problems associated with oil and solid waste production.

Furthermore, as Zappino (2005) stated, tourist facilities are often built in environmentally sensitive areas. In the Caribbean, most of tourism facilities are located within 800 metres of the high water mark, and the majority of the tourist activity takes place in ecologically-sensitive areas near shore (World Bank, 2001). According to McElroy and Albuquerque (2002) tourism-based construction in the Caribbean has been identified as a major cause of beach erosion, siltation of lagoons, deforestation and coral reef damage as a result of cruise ship anchoring. Research at the World Bank indicates that tourists place a

high demand on energy and freshwater resources as they typically use much higher amounts of both energy and freshwater when compared to local residents. Examining research outlining these environmental threats created by tourism in the Caribbean provides a starting point for understanding the important role that developers must play in minimizing the negative environmental impacts. My research contributes to the existing literature regarding the important role tourism developer's play. By examining the impacts of the new cruise port in Falmouth, I am able to see what has worked well and what could potentially be improved for future cruise port developments.

The economic, social, and environmental impacts of tourism on the Caribbean have been addressed in this section. The following section provides a more focused examination of how these impacts relate specifically to the cruise tourism industry in the Caribbean.

## **2.5 Cruise Tourism: An Overview**

Although cruise tourism has been growing all over the world, it is in one sense a truly regional phenomenon. The Caribbean region continues to be the most popular cruise destination. Cruise tourist arrivals in 2004 totaled nearly 20 million, compared to 3.8 million in 1980, and 7.8 million in 1990 (CTO, 2007). According to the Florida Caribbean Cruise Association (FCCA, 2008) statistics, this region accounted for 41.02% of all itineraries. There are about 300 ships sailing the world's seas, with an additional 35 ships scheduled to join the global fleet by 2012 representing investments of over US\$ 20 billion (Brida & Aguirre,

2008). As more and bigger ships are built, passenger numbers continue to rise, resulting in increased economic, social-cultural, and environmental impacts (Brida & Aguirre).

Brida and Aguirre (2008) argued that in the Caribbean region, there has been a significant investment made by local governments to build infrastructure for supporting mega cruise ships and their thousands of passengers. Despite this input of financial resources, there are a small number of studies based in the Caribbean assessing whether the benefits of attracting cruise tourism to a destination outweigh the costs. My study contributes to this body of research as it helps determine if the local community of Falmouth feels the input of financial resources outweighs the costs.

Despite downward pressure on travel as a result of the economy and fuel costs; 77 percent of past cruise vacationers and 55 percent of vacationers who have not taken a cruise, expressed interest in doing so within the next three years (Castellani & Sala, 2009). The following sections outline what we know about cruise tourism's economic, social, and environmental impacts.

## **2.6 Economic Impacts of Cruise Tourism**

As cruise ships continue to grow, additional investments are required. Gooroochurn and Blake (2005) argued that under these types of tourism scenarios with high infrastructure costs, rapid growth of tourism may result in a stagnation or even decline in a nation's Gross Domestic Product. Other scholars suggested that the arrival of cruise ships and their passengers is typically

expected to stimulate economic activity (Manning, 2006). Some economic impacts may be direct, such as the purchase of fuel, water, payment for berthing, port fees etc., however, most of the economic impacts will be linked to tourists and their activities (Manning). Brida and Aguirre (2008) categorized the economic benefits of cruise tourism in this Region by five main sources: 1) spending by cruise passengers and crew; 2) shore-side staffing by the cruise lines for their headquarters, marketing and tour operations; 3) expenditures by the cruise lines for goods and services necessary for cruise operations; 4) spending by the cruise lines for port services; and 5) expenditures by cruise lines for maintenance. Brida and Aguirre stated that accommodating large cruise ships in port requires substantial capital investments in infrastructure and maintenance costs. Additionally, Brida and Aguirre stated that without significant foreign investments into this infrastructure, it is questionable as to whether the construction of large cruise ship terminals could pass a cost-benefit analysis.

Nonetheless, the economic impact of the cruise industry in the Caribbean and Latin America is continuing to grow. Business Research & Economic Advisors (BREA, 2009), a professional market and economic analyses firm, outlined that in 2008-2009, cruise ship ports brought 17.5 million passenger and crew visits to 29 destinations generating US\$2.2 billion in direct spending by passengers, crew and cruise lines. Additionally, cruise-related expenditures generated 56,000 jobs throughout the Caribbean and generated \$720 million in wage income to Caribbean residents. Lastly, BREA explained that the typical cruise ship carrying 2,550 passengers and 480 crew members conservatively

generates \$285,773 in passenger and crew expenditures during a single port-of-call visit. Although these aforementioned figures are all very positive, as my research shows, the economic impacts associated with cruise tourism are very complicated.

Clancy (2008) argues that passenger spending, which used to occur in ports, has been substituted for on-board passenger spending from which the cruise company still benefits. Modern cruise ship offerings include themed restaurants, shows, casinos, spas, golf lessons, indoor shopping malls, bingo, art auctions, cafes and bars, discos and nightclubs (Clancy). Clancy explains that these aforementioned offerings increase passenger's spending on-board, which over the last ten years has been the source of the largest growth in revenues for cruise lines. For example, the on-board revenue manager for Holland America (a subsidiary of Carnival Corp., the world's largest cruise company) reported that ship revenues from bar sales, casinos, photography, retail sales, art sales, internet charges, shore excursions, and spas grew by 41% between 1996 and 2001 (Klein, 2002, p. 40).

Essentially, cruise lines have internalized many aspects of the cruise product that had previously been externalized (Clancy, 2008). While casinos, spas, shopping and excursions have become major revenue earners, many of those activities rely upon outside vendors who are contracted out by the cruise companies. This is exemplified by on-board shopping where most cruise lines contract with Greyhound Leisure Services' International Cruise Ships Division

or Miami Cruise Line Services, which is owned by Louis Vuitton Moët Hennessy (Clancy).

Clancy (2008) also pointed out that cruise companies have also internalized the sales of shore excursions while externalizing their production as excursions are purchased by passengers on-board the ship but are then carried out by outside vendors that have contracts with the cruise companies. These contracts result in a 10-40% price cut for cruise companies and they lessen the potential profits of the local providers (Klein, 2002, pg. 35). Klein (2000) stated that a shore excursion costing a passenger US\$99 may yield the in-port provider \$10 or less and the cruise line and the excursion concessionaire share the remainder. Klein also stated that this often leaves the shore excursion provider in the unfortunate position of being paid \$10 for a product for which the passengers expect \$99 worth of value. Additionally, Klein explained that if passengers are disappointed with the excursion, they often blame the port; not the cruise ship.

Cruise companies have also increased revenues by capitalizing on revenues from passengers who go into port. As a result of the short stays of cruise ships in Caribbean ports, most passengers' spending is on excursions, restaurants, and shopping (Clancy, 2008). In addition to marketing contracted excursions from the ship, cruise companies have generated significant revenues through 'approved' or 'recommended' vendors on shore.

Klein (2002, p. 29) reports that one Virgin Island upscale store paid a cruise line \$700 per port of call to be listed in the ship's marketing materials in 1994. Kroll (2004) found similar occurrences in Alaska where many merchants

paid between \$200 and \$500 per ship to be recommended by the cruise line. My research builds on these studies by providing insights into how the cruise companies in Falmouth are capitalizing on passengers in port. A deeper discussion about where the passengers are spending their money in Falmouth will be presented in the concluding section.

Earlier studies on shore excursions have focused on tourist expenditure and income generated from cruise ships in port communities (Henthorpe, 2000; Wilkinson, 1999). Their findings indicate that tourist expenditures are lower than what had been estimated and, if one included economic leakage and social and environmental costs, the economic benefits resulting from cruise ship visits are modest. Wilkinson found that compared to stay-over tourists in the Bahamas, “cruise visitors have very little potential economic impact” (pg. 269). Additionally, Clancy illustrates that cruise companies also attempt to cater to passengers on land or at least lead them to activities that are offered at private areas away from the busy port areas. Some cruise companies have taken this idea to the next level by offering ‘private islands’ where passengers are captive to cruise line offerings and have no interaction with the local culture (Klein, p. 41; Wood, 2000, p. 432). These territories are private islands and are property of the cruise line. This obviously reduces the economic benefit as there are no profits generated for local tourism providers who cater to passengers in traditional ports of call (Brida & Aguirre, 2008). My study contributes to this body of knowledge by providing a current understanding of how local residents react to cruise passengers’ time spent or lack of time spent in the port area.

This section has provided a review of research illustrating that although cruise tourism does generate economic gains for the destinations, the cruise companies are increasingly finding ways to keep more profits for themselves. The social impacts of cruise tourism are explained in the next section.

### **2.6.1 Social Impact of Cruise Tourism**

Although there may be interactions between passengers and local residents, Henthorne (2000) found that cruise passengers are in port and in a country for only a very short time (i.e., the average stay is little more than 5 hours), and as a result, form hurried (and many times incomplete) impressions of the country and the people encountered during their stays. Contrary to this, Brida & Aguirre (2008) found that interactions between cruise passengers and local residents can have positive effects offering residents the potential to learn about the world and other cultures.

The Economic Commission for Latin America (ECLA, 2005) found that the increasing size of cruise ships, number of berths available, and the resulting infrastructure in the Caribbean can cause congestion. The increasing size of cruise ship can cause overcrowding to occur in port facilities, urban settings, and attractions (ECLA). When there are many ships in port, which is common in the Caribbean, the congestion is likely worse. According to Espinal (2005), there can be major competitions for space, particularly among small ports where the ratio of cruise tourists/inhabitants is large. In the Bahamas, the ratio for cruise tourist to local inhabitants is 11:1, 8:1 for Aruba, 7:1 for Antigua and Barbuda and 5:1



for Dominica with the average being 2:1 in four other Caribbean countries (Espinal). ECLA research suggests that residents and tourists may avoid visiting certain facilities and attractions due to anticipated overcrowding by cruise tourists. Despite the large volume of tourists, Jaakson (2004) argues that there is limited interaction between the cruise passengers and the local population and refers to this occurrence as the tourist bubble. My research contributes to the literature surrounding tourist bubbles and will be further discussed later on in detail.

The concept of tourist bubble builds upon the aforementioned idea that interaction between cruise ship passengers and the local culture is becoming increasingly limited. A cruise ship is a controlled, safe, pleasurable environment with a wide range of recreational activities and facilities. A cruise ship can be considered a tourist bubble because it is a space designed for tourists and those who serve them; where passengers and crew are actors and where all of the activities are scripted and closely monitored (Weaver, 2003, pg. 270-75). Passengers on a typical seven-day cruise will stop at five ports and likely engage in an organized activity that features some form of trip that has been previously organized or contracted by the cruise company or they may choose to explore the town on their own (Jaakson, 2004).

Questions about the authenticity of the experience have been included in discussions about tourist bubbles (Bruner, 1994; Hughes, 1995; Salamone, 1997). Much research and scholarly writing on authenticity builds on the work of Cohen (1972) who argued that, “tourists would like to experience the novelty of

the macro-environment of a strange place from the security of a familiar micro-environment” (pg. 166). Cruise passengers have the opportunity to venture beyond the cruise ship bubble and enter the “real” world of the port; however, how “real” is the “real world” part of the port in which they visit? Jaakson (2004) concludes that most cruise ship passengers escape one tourist bubble (the ship), only to enter another one (the port). The ship is secure, tightly controlled and comfortable whereas the port experience may be influenced by fear of not knowing the local language, fear of becoming lost and fear of crime. These are all contributing factors as to why the majority of cruise passengers confine themselves to their comfort zones: the tourist bubble.

Additionally, as cruise ships become larger and more luxurious, with increasing on-board offerings, there are fewer reasons for passengers to go ashore at all (Clancy, 2008). The President of Carnival Cruise Lines said this upon the launch of the *Voyageur of the Seas* in 1999, “[t]his ship can truly function as a destination. You can go on a seven-day cruise and never get off the ship” (as noted in Wood, 2000, p.434).

Although the cruise line will benefit from keeping the passengers on board, the local population may not receive the positive benefits that can result from increased social interactions with tourists. Alternatively, the local population may be spared the impact of having to deal with tourists who are different from them (and often not concerned about really learning about the local culture). This discussion reinforces the point that as the cruise industry

grows, there will be a variety of both positive and negative social impacts upon the local destination. Environmental impacts of cruise tourism are discussed next.

### **2.6.2 Environmental Impact of Cruise Tourism**

Johnson (2002) explained that infrastructure such as ship construction, the creation of cruise terminal facilities and berthing access all have impacts on the environment. Additionally, Johnson stated that modifications to the natural and built environment to enable destinations to serve as cruise line destinations involve loss of natural habitat, exploitation of local construction materials and changes to local coastal wave and sediment patterns. My study provides an understanding of the extent to which locals feel the environment has been impacted as a result of the new cruise port development.

Cruise ships generate a variety of waste that can result in discharges into the marine environment, which include sewage, grey water, hazardous wastes, oily bilge water, ballast water, and solid waste (Brida & Aguirre, 2008). Additionally, cruise ships also emit pollutants to both the air and water. Brida and Aguirre argued that the environmental costs of the sector are difficult to measure as the cruise industry is largely unregulated, which makes it difficult to gauge the variety of its impacts, despite enforcing environmental standards for the industry. More recently, Brida and Zapata (2010) argued that there are operational impacts related to the use of energy, water and damage to the marine ecosystem. Additionally, these authors noted that there are impacts linked to

transferring people to and from the departure points; cruises increase the use of air travel.

Also, cruise ship anchoring in tropical waters has been associated with severe long-term damage to coral reefs, while dredging channels for the larger ships causes increased turbidity that is damaging to sea grass beds and corals (Lewis *et al.*, 1985). Additionally, cruise ships dumping waste represents a serious environmental impact. According to the United States Environmental Protection Agency (2000), a typical cruise ship discharges about 1 million litres of 'black water' (sewage) during a 1-week voyage. Davenport and Davenport (2006) indicate that substantial quantities of garbage, wastewater and sewage are often discharged, untreated, into pristine marine habitats. Also, since ship-generated waste can no longer be legally dumped at sea, solid waste is often dumped in landfill sites at tourist destinations, which contributes to pollution and habitat loss (Davenport & Davenport). Table 7 illustrates the type of waste and damage produced by a typical 3,000 passenger cruise ship.

**Table 2: Type of damage produced by typical 3000 passenger cruise ship**

<i>Type of waste</i>	<i>Description</i>	<i>Damage for a large ship with 3,000 passengers</i>
Blackwater	Is sewage, wastewater from toilets and medical facilities, which can contain harmful bacteria, pathogens, diseases, viruses, etc.	15,000 to 30,000 gallons per day
Graywater	is wastewater from the sinks, showers, galleys, laundry, and cleaning activities aboard a ship	90,000 to 255,000 gallons per day
Solid waste	Includes glass, paper, cardboard, aluminium and steel cans, and plastics	24% vessel worldwide (by weight) comes from cruise ships
Hazardous wastes	Includes discarded and expired chemicals, medical waste, batteries, fluorescent lights, and spent paints and thinners, among others.	Quantities are small, their toxicity to sensitive marine organisms can be significant
Bilge water	Contains solid wastes and pollutants containing high amounts of oxygen-demanding material, oil and other chemicals.	An average of 8 metric tons of oily bilge water for each 24 hours of operation.
Ballast water	Often contains non-native, nuisance, exotic species that can cause extensive ecological and economic damage to aquatic ecosystems	Is little cruise-industry specific data on the issue.
Air pollution	Generated by diesel engines that burn high sulphur content fuel, producing sulphur dioxide, nitrogen oxide and particulate, in addition to carbon monoxide, carbon dioxide, and hydrocarbons.	Again, there is little cruise-industry specific data on this issue

(Source: Brida and Zapata, (2010) pg. 219. Adapted from: The Ocean Conservancy (2002)

As a result of these environmental impacts, there has been much protesting in hopes of trying to get the cruise industry to act more responsibly. Table 8 shows some of the fines paid by cruise companies as a result of breaking environmental laws. To help regulate cruise activities, The Ocean Conservancy (2002) suggested reducing and regulating cruise ship discharges to improve the water, improving monitoring and inspection; strengthening enforcement mechanisms and training programs.

**Table 3: Fines Paid by Cruise Companies**

<i>Cruise Line</i>	<i>Fines (US\$)</i>	<i>Violation</i>
Holland America (1998)	\$2 million	Oily bilge water in Alaska's Inside Passage.
Royal Caribbean (1998)	\$9 million	Falsifying records of oily bilge discharges in Florida and Puerto Rico.
Royal Caribbean (1999)	\$18 million	21 counts of dumping oil, dry cleaning fluids, etc., in US Coast Guard.
Royal Caribbean (2000)	\$ 6.5 million	Dumping toxic chemicals and oil-contaminate into the Alaska's waters.
Carnival Corporation (2002)	\$ 18 million	Dumping oily waste from five ships and admitted that employees made false entries in record books from 1998 to 2001.
Norwegian Cruise Line (2002)	\$ 1.5 million	Discharging oily bilge water and other waste from two ships. The fine was considered lenient.
Carnival Cruise Line (2003)	\$200,000	Noncompliance with California state ballast water law.
Celebrity Cruises (2006)	\$100,000	Dumping 500,000 gallons of untreated wastewater into Puget Sound (Washington State).
Louis Cruises (2007)	\$1.57 million	Oil/fuel spill in Washington State.

(Source: Brida and Zapata, (2010) pg. 220. Adapted from: <http://www.cruisejunkie.com/envirofines.html> (2008)

Although cruise ships represent only a small fraction of the entire shipping industry worldwide, public attention to their environmental impacts results from the fact that cruise ships are highly visible and also because of the industry's desire to promote and maintain a positive image (Brida & Aguirre, 2008). The recent partial sinking of the Costa Concordia, a 4,200 passenger cruise ship off the Italian Coast has people talking about the cruise industry more than ever. The January, 2012 disaster occurred as a result of the captain taking the ship off-course to sail closer to the tourist island of Giglio (USA Today, 2012). As of January 23, 2012, the confirmed death count was 15 and efforts to remove the 2,200 metric tons of heavy fuel and 185 tons of diesel and lubricants

are underway (Associated Press, 2012). In an effort to protect the natural environment, 8 kilometers of oil barriers have been put in place to reduce the potential of an environmental disaster (Associated Press, 2012). This event has called into attention the potential risks that are involved with ships of this scale. My research is focused on the new cruise port of Falmouth that was purpose built to berth the two largest passenger vessels ever constructed. As a result of the Italian disaster and my research in Jamaica, I feel that the current trend of building bigger ships is not in the best interest for passenger and environmental safety. This will be discussed further in my research findings and concluding chapters.

## **2.7 Impact of New Cruise Port Developments**

Tourism-related development can help regenerate city waterfront areas (Kotval & Mullin, 2001), and this has led to increased competition amongst port cities for such development. Additionally, Millspaugh (2001) stated that waterfront tourism development brings increased visitor numbers and associated spending power. New cruise passenger terminals may generate additional revenues as a result of year-round activities. This is because the new terminals are open to the general public and may act as venues for activities such as concerts, conferences, exhibitions and retail uses, in addition to their main function (Capocaccia, 2001). Bruttomesso (2001) found that there is a positive effect on the regeneration of the wider area surrounding the new port development.

Matvejevic (2001) explained that activities based on maritime transport are desirable in terms of the achievement of sustainable development outcomes. A new cruise terminal may also be attractive for the host community. The aesthetic image of the cruise ship may lead to an enhanced image of modernity, leisure and luxury to the city as a whole, as well as to potential investors and visitors (Figueira de Sousa, 2001). For example, Matvejevic explained that the city of Genoa built a major new port to strengthen its position within Europe as a hub for cruise traffic. This new cruise terminal operates year-round, combining passenger and commercial services and other tourism-based activities that provide a link between the port and the city.

Although there are positive impacts resulting from new cruise port developments, there are several problems associated with such developments. For instance, the economic impact of cruise terminals is very difficult to estimate, as it is largely dependent on the number of passengers visiting the port (McCarthy, 2003). The general consensus is that the economic impact of visiting cruise ships is relatively small due to the fact that there is great competition amongst host ports resulting in small fees for the cruise companies (McCarthy, 2003).

The section has provided a review of research illustrating that there are both positive and negative impacts on the local community as a result of cruise tourism. Despite some of the aforementioned negative impacts, cruise tourism continues to grow and play a large role in the Caribbean region. To understand



the broader context for the role that the new Falmouth port is playing in Jamaica, the following section provides an overview of the history of tourism in Jamaica.

## **2.8 Tourism in Jamaica**

Jamaican tourism emerged officially at an international exhibition held on the island in 1891 (Taylor, 2003). Jamaica was seen as a place where international tourists could take a break from stressful labour and recuperate in a healthful and luxurious environment (Taylor). Taylor, in: *“To Hell with Paradise”* (2003) explained that a group of Jamaican entrepreneurs saw the island’s potential and began to cultivate a tourism psychology which has led, more than one hundred years later, to an economy dependent upon the tourist industry.

According to Taylor (2003), the steamships that carried North American tourists to Jamaican resorts also carried U.S. prejudices against people of colour. The author examined the problems associated with founding a tourist industry for a U.S. or European clientele in a society where the population is predominantly poor, black, and has a past with slavery and colonialism (Taylor). These difficulties were addressed clearly by author Jamaica Kincaid in her 1988 book titled *“A Small Place”*. This book gives a highly personal history of Kincaid’s home, the Caribbean island of Antigua. Although Jamaica is not directly addressed in this book, connections can be drawn between Antigua and Jamaica as they have similar pasts. Kincaid (1988) explained that tourists are motivated by boredom in their own lives and will never fully understand the “small place”

they have chosen to visit. Kincaid describes tourists as morally ugly as they make use of other, usually much poorer people for their pleasure. Additionally, Kincaid points out those beautiful places that attract tourists are often a source of difficulty for those who live there. For example, the beautiful clear sky in Antigua attracts tourists, but also makes fresh water a scarce resource for the local community (Kincaid). The moral ugliness stems from the fact that tourists only care about the beauty, and the drought is someone else's problem (Kincaid). Jamaica also uses its natural beauty to attract tourist and Kincaid's words can be applied to suggest that Jamaica's tourists may too be morally ugly.

Building on the concept of tourism being morally ugly, Taylor (2003) stated that by the 1990's, tourism had become the lifeblood of the Jamaican economy, but at an enormous cost: enclaves of privileges that exclude most of the local population, drug trafficking and prostitution, soaring prices, and environmental degradation. As a result, Taylor stated that some Jamaicans regard tourism as the new kind of sugar. My research contributes to this notion and the neocolonial literature by addressing the divide between large scale tourism developers and the local community, more specifically, Royal Caribbean and the people of Falmouth. The role of public policy in Jamaica has also played a role in the how the new cruise port is impacting the local community of Falmouth.

Chambers and Airey (2001) focused on two distinct contrasting periods of public policy that influenced Jamaican tourism development. In the first era, (1972-1980) referred to as 'The Socialist Era', the Jamaican government pursued

goals of self-reliance combined with seeking to integrate Jamaican life with tourism. In the second period, (1980-1989) 'The Period of Capitalism', focus was shifted to reducing government intervention and pursuing foreign exchange earnings. Chambers and Airey found that in the first era, when the government declared itself to be socialist, policies were aimed at increasing the local content in the ownership and operation of tourism facilities. Although some success was achieved in making the tourism product Jamaican, the government policies contributed to the overall decline in the industry (Chambers & Airey, 2001). During the second period, Chambers and Airey found that a change in policy was related to the successful recovery of tourism numbers but increased tension between locals and tourists. This shows that public policy plays a large role in the success of tourism developments. In the Falmouth, cruise port case; there are elements of both aforementioned eras as the development is a partnership between the Jamaican government and Royal Caribbean Cruise Line. The socialist era is represented by the investment made by the Jamaican government, and the capitalist era is represented by the investment made by Royal Caribbean. My research built on the research conducted by Chambers and Airey by exploring how these two forms of policy interact together on a large scale tourism development. Although there may be historical and political challenges associated with tourism development in Jamaica, the importance of tourism for the Jamaican economy cannot be ignored.

The island's warm climate and year-round sunshine, beaches, and beautiful landscape attracted over 2.75 million visitors in 2009 (JTB, 2011).

Additionally, tourism revenues in 2010 accounted for roughly 10% of GDP and both arrivals and revenues grew, up 4% and 6% respectively (CIA, 2011).

Although tourism has been a successful sector of the Jamaican economy, it has not escaped the problems associated with focusing on tourism as a means for national economic development (King, LeBlanc & Van Lowe, 2000).

Jamaica is not immune to the aforementioned impacts that result from tourism developments. Large-scale tourist developments inevitably have an impact on local communities and their natural environments (King, *et.al.*). The extent to which these impacts affect the local community was the focus of my research.

Walker (2009) explains that Jamaica has a history of being exploited by foreign plantation owners, sugar barons, slave owners and bauxite-mining companies and that new cruise port developments may become another example of the exploitation. The most recent cruise port development, The Historic Port of Falmouth, developed in partnership between Royal Caribbean and the Port Authority of Jamaica has promised to deliver 400,000 passengers a year to Falmouth over the next 20 years. The extent to which Falmouth residents feel Royal Caribbean is upholding its promise will be addressed in a later section.

## **2.9 Summary**

This literature review provided an overview of research assessing the impacts that occur as a result of tourism development. It also provided a more detailed synopsis of research on tourism development in the Caribbean region. Both the general impacts as well as impacts, which are specific to the Caribbean,

were considered in the context of the cruise tourism industry in the area.

Although the development of tourism may lead to many economic and social benefits, researchers also suggest that the negative impacts may outweigh the positive impacts. Cruise tourism is one of the fastest growing segments of the tourism industry and is enormous in the Caribbean region. Although the cruise companies and tourism boards portray this industry in a positive manner, research suggests that the way this industry is developing, particularly in the Caribbean, may be detrimental to the social, economic and environmental health of the local communities.

Thus, this research project focuses on the positive and negative impacts of tourism on the new cruise port development in Falmouth, Jamaica, as these impacts are perceived by members of the community itself. The next chapter outlines the case study to be used in this study.

## CHAPTER 3

### RESEARCH METHODS

#### 3.0 Introduction

Chapter 3 describes the methods of research that were used to develop an understanding of resident's perceptions of the impact of the new cruise port development in Falmouth, Jamaica. The chapter is divided into four sections: 1) description of the study area; 2) discussion of the methodology; 3) explanation of data analysis procedures and 4) timeline of the research.

#### 3.1 The Study Area

In order to set the stage for the research, the following section provides an overview of Jamaica as well as a description of the community of Falmouth. The island of Jamaica was discovered by Christopher Columbus in 1494 and was settled by the Spanish in the 16<sup>th</sup> century (CIA, 2011). The Central Intelligence Agency (CIA) publishes The World Factbook annually, which provides information about 267 countries, including the history, people, government, economy, and geography (CIA, 2011). The Taino Indians, who inhabited the nation for centuries, were gradually exterminated and replaced by African slaves (CIA). In 1655, England seized the island and established a plantation economy based on sugar, cocoa, and coffee. The abolition of slavery in 1834 freed a quarter of a million slaves and many of the freed slaves became small farmers. In 1958, Jamaica joined other British Caribbean colonies to form the Federation of

the West Indies (CIA). Jamaica became fully independent when it withdrew from the Federation in 1962. The 1970s featured deteriorating economic conditions and led to ongoing violence between rival gangs affiliated with major political parties, which then led to powerful organized crime networks involved with money laundering and drug smuggling. Today, violent crime, drug trafficking, and poverty pose major challenges to the government. Despite these concerns, many rural and resort areas remain relatively safe and tourism is a major contributor to the economy (CIA). Tourism revenues accounted for approximately 10% of GDP in 2010 and both arrivals and revenues were up 4% and 6% respectively from 2009 (CIA).

Jamaica is located in the Caribbean Sea, south of Cuba. The following map shows the location of Jamaica and the Caribbean as well as the town of Falmouth located on the north shore.

**Figure 2: Map of Jamaica**



(Retrieved from: <http://www.fantasyisle.com/map.htm>)

### **3.2 History of Falmouth**

Falmouth is the capital of the Parish Trelawny and is situated on Jamaica's north coast near Montego Bay. The current population is approximately 8100 (Darley, 2011). Founded by Thomas Reid in 1769, Falmouth flourished as a market centre for the Parish of Trelawny for forty years (FHR, 2011). The Falmouth Heritage Renewal (FHR) is an American non-profit organization and a registered Jamaican non-profit charity, which is dedicated to saving the historic, cultural, and architectural heritage of Falmouth, Jamaica. (FHR, 2011) Research by the FHR indicates that in the late eighteenth and early nineteenth centuries, Jamaica had become the world's leading sugar producer. Currently, the town of Falmouth is noted for being one of the Caribbean's best-preserved historic towns (FHR).

In the late eighteenth and early nineteenth centuries, Falmouth was one of the busiest ports in Jamaica. The FHR (2011) indicates that during this time, nearly one hundred plantations were actively manufacturing sugar and rum for export to England. It was noted by the FHR that in Falmouth Harbor, as many as 30 tall-ships could be seen on any given day, delivering goods and slaves and loading their cargo holds with rum and sugar manufactured on nearby plantations.

Starting in 1840, Falmouth's post-emancipation fortunes as a commercial centre declined. Since then, the Falmouth Heritage Renewal (2011) explains that Falmouth has seen little commercial advancement; however, houses continue to be built. The town's buildings make up the historic townscape of Falmouth.



Within the Falmouth Historic District lies the largest collection of intact Georgian buildings in the entire Caribbean. There are many small houses known for their unique gingerbread fretwork and jalousie windows, major merchant and planter complexes, and commercial buildings, all dating from 1769-1840.

### **3.3 The Historic Port of Falmouth Jamaica**

Walker (2009) indicated that several year ago, Royal Caribbean Cruises needed a port to accommodate its newly constructed “Genesis” class cruise ships: The Oasis of the Seas and the Allure of the Seas, the largest passenger ships in the world. The cruise line approached Jamaica and proposed a deal in which Royal Caribbean would agree to use Falmouth as a port for its new mega ships, as long as Jamaica spends approximately \$120 million to deepen its port and create a huge facility to accommodate the two ships, which each carry over 6,000 passengers. Walker explained that the arrival of these mega ships would result in an infusion of money into the town and the surrounding parish. Darley (2011) pointed out that the port itself is the largest purpose-built port of call in the Caribbean and can accommodate 16,000 passengers and the arrival area can accommodate 4,000 passengers. Morrison (2011) argues that Falmouth’s Georgian architecture sets it apart as a cultural heritage site and this has been incorporated into the design of the port development. The port, officially named The Historic Port of Falmouth, opened on March 22, 2011. The following images are renderings of the port.

**Image 1: The Historic Port of Falmouth with two ships docked**



(Retrieved from: <http://falmouthport.net/index.html>)

**Image 2: Overhead view of the Port**



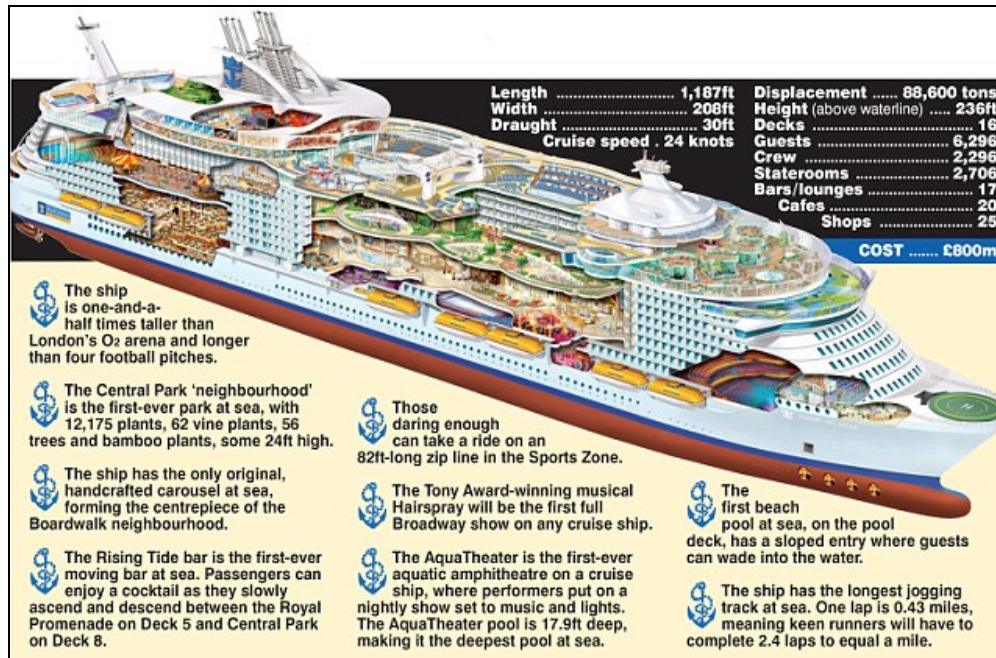
(Retrieved from: <http://falmouthport.net/index.html>)

### **3.4 Oasis-class Ships**

The ships that the Historic Port of Falmouth was designed for are named the Oasis of the Seas, and the Allure of the Seas. They are Oasis-class ships in the fleet of Royal Caribbean International and are the world's largest passenger ships (RCI, 2011). The Oasis of the Seas was completed in October of 2009 and twin ship, the Allure of the Seas was completed in December 2010. Both ships cruise the Caribbean from Port Everglades in Fort Lauderdale, Florida (Honeywell, 2009). Oasis of the Seas set a new record for carrying over 6,000 passengers, and 2,165 crew members.

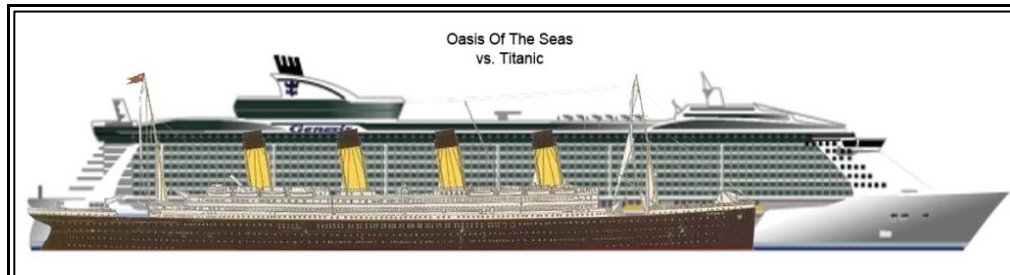
The Oasis class has surpassed the earlier Freedom class as the world's largest passenger ships. At 1,187 feet in length and 208 feet wide, the Oasis is 69 feet longer and 28 feet wider than the next largest passenger ship (RCI, 2011). Additionally, the ships weigh 88,600 tons making them almost 45% larger than any other passenger vessel. The Oasis of the Seas cost US\$1.24 billion and is reportedly the world's most expensive commercial ship ever built (Boston Globe, 2006). The ships are currently making bi-weekly calls to the new port in Falmouth (RCI, 2011).

**Image 3: Cross section of The Oasis of the Seas**



(Retrieved from: <http://thexodirectory.com/wp-content/uploads/2011/01/Oasis-of-the-Seas-Cross-section.jpg>)

**Image 4: The Oasis of the Seas vs. Titanic**



(Retrieved from: [http://malcolmoliver.files.wordpress.com/2010/03/oasis\\_titanic.jpg](http://malcolmoliver.files.wordpress.com/2010/03/oasis_titanic.jpg))

**Image 5: The Oasis of the Seas in comparison to the Titanic**



(Retrieved from:[http://www.reddit.com/r/pics/comments/1by3kp/size\\_comparison\\_titanic\\_vs\\_allure\\_of\\_the\\_seas/](http://www.reddit.com/r/pics/comments/1by3kp/size_comparison_titanic_vs_allure_of_the_seas/))

This section presented a description of the study area in order to provide context for my research. Understanding the scale of the ships, the port area, and the role of tourism in Jamaica is necessary as this research explores perceptions of the impact of this new port development on people living and working in the town of Falmouth, Jamaica.

### **3.5 Methodological approach**

A case study approach was utilized to identify the attitudes and perceptions of residents regarding the impacts of the new cruise ship port development in Falmouth, Jamaica. The rationale for choosing a case study approach, which is explained in detail in the next section, is that it allowed for a comprehensive

understanding of a single case (Babbie, 1990) and therefore was well suited to address my research objectives, which are as follows:

- To gain an understanding of the impacts that the new cruise port development has on the town of Falmouth
- To explore residents' attitudes towards the new cruise ship port development in Falmouth
- To understand how the history of Falmouth has contributed to the residents' attitudes towards the cruise ship port development.

Case studies are a strategy of inquiry in which the researcher explores a program, event, activity process, or one or more individuals in depth. Cases are bounded by time and activity, and researchers use a number of data collection procedures over a sustained period of time (Stake, 1995). Stake (2000) explains that case study research is neither new nor essentially qualitative. Additionally, Stake notes that case study is not only a process of inquiry; it is also the results and product of that inquiry.

For my research, I conducted an intrinsic case study because I wanted a particular understanding of one particular case (Stake, 2000): the new cruise port development in Falmouth, Jamaica. Stake explains that an intrinsic case study is not undertaken primarily because the case represents other cases or because it illustrates a specific problem, but instead because, in all its shapes and forms, this case itself is of interest. Based on this definition, my study fits neatly into this

type of case study as I was not trying to understand some abstract construct or generic phenomenon, nor was I trying to build theories (Stake). I conducted this case study because of an intrinsic interest in the Historic Port of Falmouth. Further, following Stake, I chose to conduct an intrinsic case study instead of a multiple case study or collective case study, which involves the process of jointly studying a variety of cases in order to better understand a phenomenon, population, or general condition because the site and characteristics of the development are unique and other case studies on this subject do not exist.

According to Bryman, Teevan and Bell (2009), case study design often favours methods like participant observation and unstructured interviewing as these are viewed as particularly helpful in generating an intensive, detailed examination of a case. Additionally, they note that it is sometimes difficult to distinguish case studies from other research designs because almost any kind of research can be classified as a case study. Bryman, Teevan and Bell note that what distinguishes a true case study is the goal of finding and revealing the features of the case. The collection of in-depth, often qualitative data that may be unique to time and place is a characteristic of case study research. Stake (2000) explains that qualitative case researchers gather data on all of the following:

- 1) the nature of the case, particularly its activity and functioning;
- 2) its historical background;
- 3) its physical setting;
- 4) other contexts, such as economic, political, legal and aesthetic;
- 5) other cases through which this case is recognized; and

6) those informants through whom the case can be known.

Throughout my research process, I reflected on these points and tried to address each of them to develop the most thorough understanding of the new port development and its impact on the local community.

Regarding case selection, Stake (2000) notes that researchers should choose cases that feature some typicality, while leaning towards those cases that offer the most opportunity to learn. Falmouth, Jamaica was chosen as the area for this case for several reasons. First, the size of the development in comparison to the population of the town is large and therefore may yield increased impacts on the host community. Additionally, Falmouth has never had a cruise terminal. Furthermore, the size of the ship that this port has been designed to cater to will bring a large volume of tourists into the town resulting in potentially heightened impacts to the community in comparison to other, more moderately sized ships. Second, there is very little literature pertaining to new port developments and their impact on the local community. Therefore, this research contributes to tourism studies by focusing on the effects new cruise port developments have on the historic town of Falmouth, Jamaica. Third, the timing of the project suited my research goals in that the port opened in March, 2011 and therefore, I was able to capture the host communities' perception of the impacts approximately one year into the port's existence. It was hoped that in this time, the people of Falmouth would have generated ideas about how the new development has affected them while still being able to reflect on the state of the town prior to the new port development.



### **3.6 Methods**

Multiple methods were used to collect data in order to mitigate the limitations inherent in any single method of research. Qualitative interviews with key informants and participant observation were conducted throughout my time in Falmouth. The first step in my research was to become familiar with my surroundings in Falmouth and to get prepared my interviews through participant observation. Throughout my time in Falmouth, I continued to observe and take in my surroundings to better understand the impact of the port development.

#### **3.6.1 Participant Observation**

Participant observation is a field research method where the researcher actively participates in the activities, interactions, and events of the study population or in its community setting to learn explicit and implicit aspects of the culture, events, and/or routines that occur (Dewalt & Dewalt, 2002; Ritchie, 2003). This method combines note-taking, document analysis, informal interviewing, participation, observation, examination, and reflection (Denzin, 1989). This method allows data to be gathered in the natural setting (Ritchie, 2003).

Participant observation allowed me to become familiar with the effects of the new port development and the interactions that occur between the tourists and the host community. This method generated new findings that helped me prepare for the interview process. For example, observing the large gate denying residents access to the new port gave me a sense of how the port would be

perceived by my participants. This among many other observations are presented and discussed in the next chapter.

By observing the locals and the cruise passengers prior to conducting my interviews helped trigger some important things to ask about. I spent my first few days in Falmouth carrying out participant observation and getting a sense of what the town was all about.

Participant observation has several advantages and disadvantages. This method allows the researcher to observe and experience natural phenomenon as it is revealed, allowing for subtle behaviours and social processes to be captured (Babbie, 2001; Creswell, 2009). Additionally, this method is described as being flexible and inexpensive, as it can be done with paper and pen (Babbie).

Although there are clear strengths to this research method, there are also disadvantages. One challenge is a participant observer may affect behaviours and actions of those being observed (Babbie, 2001). Participation in events may also mean that, as a participant, the researcher can affect social processes and therefore, capture something that is not a normal or a naturally occurring phenomenon (Babbie, 2001). Additionally, there will be time and resource constraints that limit the ability to observe. Finally, not all phenomena can be seen, experienced or recorded (Dewalt & Dewalt, 2002; Flick, 2002).

The purpose of this method was to provide a clear context for understanding the impacts of the new port development in Falmouth. I tried to talk to as many people as possible in and around the port development. By talking with locals, tourists, and cruise employees, I was able to get a better sense

of how the port development is impacting the town of Falmouth. Before actually getting into any conversations about the impacts of the cruise port, I made sure I introduced myself as a researcher from the University of Waterloo. I also informed the potential participant that I was conducting a study on tourism development impacts. Additionally, I informed the potential participant that if I had their permission, I might use what they say as part of my findings, noting that their identity will be anonymous.

It should be noted that the interview participants all reside in Falmouth and have varying levels of involvement in the tourism industry and the cruise port development. Each interview was conducted face-to face and was digitally-recorded when possible. Not all participants agreed to have their interview-digitally recorded as they indicated our discussion would jeopardize their employment situation or their wellbeing. Other participants simply did not want to be recorded and did not provide a reason. Some participants agreed to be interviewed as long as the interview was conducted out of the public eye. This meant that some interviews took place behind buildings or in alleyways. The implications of this are addressed in a later section. The participants were all Jamaican and between the ages of approximately 20-65. Half of the participants were male and the other half was female and on average, the interviews lasted about forty-five minutes. None of the participants requested a transcript of the interviews; however, some expressed interest in receiving final results of the study.

To ensure that I accurately depicted these conversations, I used a digital voice recorder, with the permission of the participant. This proved to be very challenging as many of my participants did not want to be recorded with the voice recorder. The participants who did not want to be recorded stated that they were fearful of saying too much or getting themselves in trouble from either the government or cruise managers. Despite not being allowed to record most of my participants, almost all of them allowed me to use a notebook to take down notes from our conversation. Once I returned to the guesthouse where I was staying, I immediately wrote reflective notes about what I observed. In addition to re-writing notes taken from my time in town and writing summarizing notes, I also spoke into my voice recorder to share any and all information that I could remember from the day. Once I returned to Waterloo, I used the reflective notes taken in Falmouth to supplement the descriptive notes that I generated with the digital voice recordings. This provided the best opportunity for accurate recording of my observations of behaviours and events in Falmouth.

While conducting field observations, I often had my camera with me, which allowed me to take visual reminders of what I saw in town each day to supplement my field notes. I took all the photographs that are used to provide additional context to my findings while I was in Falmouth. For the photographs that include people's images, I made sure to ask their permission to take their photo and permission to use their photo in my thesis.

### **3.6.2 Qualitative Semi-Structured Interviews**

A qualitative interview is a conversation between an interviewer and a participant, where the interviewer asks questions and then listens to responses (Babbie, 2001; Warren, 2002). Semi-structured interviews are based on a series of semi-structured questions that allow for probing or follow up discussion during the interview process (Rothe, 1993). In this study, semi-structured interviews were carried out with as many key informants as possible. I was able to interview employees at both the Urban Development Corporation (UDC) and the Social Development Commission (SDC). The UDC is the Jamaica's main urban and rural development agency and facilitator. The UDC opened a branch in Falmouth in 2010 in order to prepare and upgrade the town prior to the arrival of the cruise ships. The SDC works in collaboration with the UDC to "promote and control schemes for, and to do any act or thing which may directly or indirectly serve the advancement of – sport, social, cultural and economic development – for the people of Jamaica and workers in particular" (SDC, 2013). In Falmouth, the SDC worked to educate and inform residents in Trelawny and surrounding areas about the changes that would occur with the arrival of the ships. Specific findings from the interviews with the UDC and SDC are presented and discussed in the next chapter. In addition to speaking with these two government organizations, I also interviewed innkeepers, members of the Falmouth Heritage Renewal, taxi drivers, the cruise port general manager, craft managers, craft vendors, tourism operators, tour guides, tourism police, and a

number of other key informants that were connected to the cruise tourism industry.

While in my guest house, prior to heading to my research site, I conducted internet searches for individuals or groups in Falmouth that could act as key informants. By looking up their addresses, I was able to make my way to town and locate their office and either interview them or try to set up a future interview. If they were unable or unwilling to be interviewed, most were still able to direct me to someone who had knowledge of the port and would be willing to be interviewed. From there, snowballing was used to help locate potential key informants to be interviewed. Key informants were selected based upon their role in the community. If I determined that the participant had knowledge of the port development and was able to offer insights into the impacts of the development, they were approached to try and set up an interview. Additionally, I was able to make use of a contact I had made prior to departing for Falmouth who was a manager on the pier. She has spent her whole life in Falmouth and was able to show me around town and introduce me to other prominent business people in the community. She also gave me a personal tour of town that included a visit to Falmouth's cricket stadium where hundreds of school children had come together to showcase a variety of arts and crafts. Although I did not interview any of the children at the stadium, I was able to converse with many of their teachers and get a sense of the role the port development was playing in their lives. Observations from my time at the stadium will be addressed in the next chapter. Most importantly, her role on the

pier allowed me to enter the new port area and experience what the cruise passengers experience on the new port. This gave me the opportunity to interview numerous employees on the pier and also have a brief interview with the ports general manager. Additionally, my contact set up a tour of town on the tram that departs the pier area and tours passengers around Falmouth. My experience on the pier will be explained in detail in the next chapter.

In addition to my internet searches and the use of the snowballing approach, I also handed out small notecards to people around town outlining that I was a researcher from the University of Waterloo and that I was conducting a case study on the impacts of the new cruise port. I included contact information on the card such as my email and phone number and was hopeful that I would hear back from a number of people who would be willing to be interviewed. By handing out these notecards to both people who were clearly involved with tourism, and those who are not, I was hopeful to hear all sides of the story. Despite handing out about 100 of these notecards, I did not hear back from anybody. I handed them out during my first few days in Falmouth but after the first week in town, it became clear that although some residents had cell phones, it was unlikely that they would make the long distance call to contact my phone. Additionally, something that I did not take into account prior to departing was that most people in Falmouth have limited internet connections or no computer at all. Informal conversations with residents indicated that most people must go to the library to access the internet.

I formally interviewed 23 participants (See Appendix A) and had informal conversations with approximately 50 participants. The formal interviews lasted between 30 minutes and an hour whereas the informal conversations were much shorter. The informal conversations contributed to the overall research findings as they provided additional participant insights into their attitudes towards the development. The rationale for conducting the informal conversations was to maximize the time spent at the research site and to substantiate findings gathered from the formal interviews. I did not digitally record these informal conversations, but I did capture them in my notebook as soon as possible, typically right after the conversation took place.

One unexpected challenge that arose throughout the interview process was that many participants, those who did not have government jobs, would not share any information about the port until I purchased something from them or simply gave them a few dollars. Once a monetary transaction occurred, the participants would share as much information as they could to help me with my research. Although this became expensive, the information from these participants allowed for an understanding of a variety of opinions regarding the impact and effects of the new cruise port development. There are several strengths and weaknesses involved with this research method.

One strength of qualitative interviews is that participants can share their opinions on issues that may not be fully captured in closed survey questions, allowing for the clarification of answers and expansion on important ideas (Rothe, 1993). Additional strengths of qualitative interviews are that they are



flexible and can be modified during the interview process (Babbie, 2001). Also, subtle nuances in the participants' attitudes and beliefs, which may not be captured in quantitative methods, can be gathered (Babbie, 2001). There are however, several weaknesses or disadvantages of this method.

With qualitative interviews, one weakness is the researcher's reliance on personal opinion or judgment when discussing issues and in analyzing dialogue (Babbie, 2001). In this study, this weakness was addressed by interviewing several people from different areas of tourism along with those not directly involved with tourism to gain a broader understanding of the impacts of the new development. Another weakness regarding interviews is that the interview process is not fully consistent across the various participants as every interview will take on a different shape (Babbie, 2001). The implications of this are that the quality of data gathered may be highly varied. This does not necessarily mean that quality information will not be present in each interview.

The goal of this research method was to gather information regarding the impact of the new cruise port development. Throughout the study, I had time to revise and improve my research questions to maximize my understanding of the case. I had time after conducting the interviews to begin data analysis, which allowed me to identify key areas to explore with future participants. Although I started with a list questions, I remained flexible and was open to make changes that yielded the best results, as I moved through the interviewing process. The guide I used to conduct the interviews can be found in Appendix B In an effort to accurately capture the interviews, I used an audio-recording device when granted

permission to do so. Throughout the research process, it became clear that many of the participants were unwilling to have their interview recorded. In addition to not allowing the interview to be recorded, many were unwilling to read the information letter (See Appendix C) and sign the consent form (See Appendix D). Many participants said they did not want to read anything and because they preferred me to explain the study to them, which I did. As many participants were unwilling to sign the consent form, I had to very clearly ask for their verbal consent and state that their names would not be attached to any of my findings. It became clear that many participants were hesitant to share details of how the port was impacting their lives as they expressed fear for their jobs or future employability. The inability to digitally record the interviews made capturing the key points more challenging than anticipated but immediately following the interviews, I would find a quiet place in town and speak into my voice recorder to capture all I could from the interview. This proved to be successful and very helpful when I started to analyze the data. Upon completion of the study, I sent a feedback letter and summary of results form (See Appendix E) to the participants thanking them for their participation in the study.

The following section explains how I analyzed the data that were gathered through my personal observations and interviews in Falmouth.

## **3.7 Data Analysis**

### **3.7.1 Analysis of Semi-Structured Interviews**

The analysis processes were adopted from Charmaz (2006). During the analysis process, I used a hard copy of the interview transcripts and coloured highlighters to help organize my data. Where I did not have the actual transcripts because some interviews were not digitally recorded, I used a colour highlighter to organize my notes. I analyzed the data from the informal conversations I conducted in a similar manner. The analysis process was broken down into three stages of grounded theory coding (initial coding, focused coding, and theoretical coding) with each stage involving multiple steps.

#### *Initial Coding*

This process involved line-by-line coding (Charmaz, 2006) to separate the data into three categories, economic impacts, social impacts and environmental impacts. Coloured highlighters were used to visually separate the data into its respective category. For example, economic impacts were highlighted blue, social impacts yellow, and environmental impacts green. Line by line coding and the visual aid of highlighters provided me with a good understanding of the data and as limited my chance of excluding any valuable information. I then transferred the highlighted data into Microsoft word to allow for easy manipulation of the data. I created headings and pasted the related data

into respective sections. Through this process of initial coding, I was able to sense some commonalities within the data.

### *Focused Coding*

Focused coding involved identifying the codes that best capture the attitudes towards the port development. This process involved reviewing my initial highlighted codes of economic, social, and environmental impacts and further separating them into one of two categories, positive resident reaction to the port, or negative resident reaction to the port. Because I am a visual person, I printed the data from the initial coding stage and once again used colour highlighters to separate the data into either positive or negative resident reaction categories. This was done by carefully going through all of the data in each of the aforementioned three categories. After completing the field research, I was well aware of the residents' reaction to the port, but it was in this focused coding stage where I was able to see the participants' quotes begin to shape the major themes of my study. The development of the initial themes of economic, social, and environmental impacts coupled with positive or negative reactions to the port helped me understand the data as a whole.

### *Theoretical Coding*

The final stage of coding involved the process of theorizing about the categories by looking at relationships between the positive and negative resident reactions and the economic, social, and environmental impacts. The purpose of

this stage was to show how all of the previously developed themes work together in the overall process (Charmaz, 2006). It was in this stage of analysis where the three overarching themes emerged from the data: Big Ships, Big Disappointment, What could be improved? and, All is Not Lost at Sea. In addition to the emergence of the major themes, this stage of analysis also revealed a number of sub-themes that provide further understanding of the residents' reaction to the new port development in Falmouth.

### **3.7.2 Analysis of Field Observations**

Observations were recorded in my notebook in the format of field notes. The field notes were read several times to “reinforce any hypotheses or themes developed during the data collection phase” (Berg, 2009, p.228). Similar to the analysis approach taken for the interview data, I used coloured highlighters to divide the data into the initial themes mentioned in the previous section. The field notes data were then added to their respective theme in a word document to further support my emerging understanding of the data.

### **3.8 Timeline**

The field research took place over three weeks in March, 2012. I chose this time frame because the port would have been open for one year. This meant that participants have likely lived in Falmouth with and without the new port development. At this time, the port was also fully constructed and allowed me as a researcher to see the full picture of the ships arriving, passengers unloading,

and then the departure of the ships. Although three weeks does not seem like a long time, the overall theme that will be presented in the next section reveals that this amount of time was more than satisfactory as participants shared very similar views on the new port.

This chapter provided an outline of the methods that I used during the process of data collection and data analysis. This data will be presented in Chapter four where the results of the data analysis are discussed.

## CHAPTER 4

### RESEARCH FINDINGS

#### 4.0 Introduction

The purpose of this study is to identify the attitudes of residents regarding the impacts of the new cruise ship port development in Falmouth, Jamaica. As was discussed in Chapter Three, the methods of data collection included semi-structured interviews and field observations. Pseudonyms are used to protect the identities of the participants.

The first section of this chapter, (4.1) Background-(Re)Building the Port of Falmouth provides an in-depth look at the Historic Port of Falmouth and the physical changes that have occurred in town as a result of the development. The three overarching themes emanating from the analysis of the data are: (4.2) Big Ships, Big Disappointment, (4.3) What could be improved? and (4.4), All is Not Lost at Sea. These themes capture the participants' perceptions of, and reactions to, various elements of the cruise port development. Each of these themes has a number of sub-themes, which are further discussed in their respective sections. The presentation of data within these themes varies as some sections rely heavily on direct quotations taken from the interview participants, while others utilize fewer quotations and rely more on my observation notes.

#### **4.1 Background: (Re)Building the Historic Port of Falmouth**

Although my research is focused on identifying the attitudes and perceptions of residents regarding the impacts of the new cruise ship port development in Falmouth, Jamaica, it is essential that the port itself be described in order to provide context. Thus, in this first section, I include a discussion of how the port development process unfolded and provide an overview of some features of the port. I also include background information about the town to help provide a general understanding of what the area surrounding the port features. Data for this section were obtained through interviews and personal observations during my time in Falmouth and on the pier itself.

##### **4.1.1 Big Ships, Big Promises**

On my first day in Falmouth, I contacted the Parish of Trelawney's Urban Development Corporation (UDC) and set up an interview for that afternoon. I interviewed two employees, Kathryn and Erin, together. They explained how the port was developed. Kathryn stated:

*From as early as 2008, the Government of Jamaica, through its agency, the Port Authority of Jamaica, signaled its intention to facilitate the development of the Historic Port of Falmouth, in conjunction with international partner, Royal Caribbean Cruise Line. The Trelawney capital, Falmouth was among several Caribbean cruise destinations set to benefit from port development in the region. This was a part of the global preparation being made by Royal Caribbean for berthing of the newest and largest class of cruise ships, the Genesis Class – Oasis of the Seas.*  
Erin added that:

*Works related to the development of the pier is the responsibility of the Port Authority of Jamaica in partnership with Royal Caribbean. Danish construction company Pihl, is the contractor for the project. The new port itself is built on 11*



*acres of reclaimed land and the port side development uses a themed mixed-use area which restores the 18<sup>th</sup> century historic port with Georgian architecture.* When I asked what benefits the Port was expected to bring, Kathryn stated that:

*Royal Caribbean has, under contract, guaranteed cruise passenger count to Jamaica of 667,000 passengers per year for the next ten years. If you look at what a passenger spends in Ocho Rios as a guide, passengers be spending \$130 U.S. on average and a disembarkation rate of 70%, this translates into large amounts of money being spent each year.*

Thus, Royal Caribbean and the Port Authority of Jamaica partnered to develop the Historic Port of Falmouth and the town expected to receive significant economic benefits. Whether or not residents have witnessed these benefits is a major theme emerging from this analysis and is discussed in a later section. To provide further background about the new development, the following section presents information regarding how often and for how long ships dock in Falmouth.

#### **4.1.2 Ship Days**

In Falmouth, cruise ships do not arrive in the port every day. As a result of this, the town has to make the best of the days when the ships are in port. As mentioned above, Royal Caribbean has guaranteed a certain number of passengers to Jamaica over the next ten years; however, those numbers do not guarantee money being spent in Falmouth. The ships that do arrive are the largest in the world, and when two ships are in port at the same time, there are as many as 15,000 passengers in Falmouth. Most of the ships enter Falmouth at approximately 10 a.m. and depart at approximately 6 p.m. The following table presents how many ship days there are from May, 2012 – December, 2012. The

term ‘Ship days’ refers to how many days there are when one or two ships are in port. Total ship arrivals refer to how many ships arrive in Falmouth each month.

**Table 4: Ship Days and Ship Arrivals in Falmouth**

<b>Month</b>	<b>Total Ship Days</b>	<b>Total Ship Arrivals</b>
May	6	10
June	8	12
July	7	6
August	9	7
September	6	6
October	8	8
November	6	8
December	13	20

Adapted from: <http://cruisefalmouthjamaica.com/shipslist.html> (Accessed: June 12, 2012).

This table shows that there can be many days between when ships come into port in Falmouth and as a result, there is a lack of consistency for the residents of Falmouth that may contribute towards their reaction to the port. The next section presents my personal observations of the pier.

#### **4.1.3 Experiencing the Port**

Having had the privilege to enter the port area for one day while in Falmouth, I was able to get a first-hand glimpse of what the new port was all about. It should be noted that the only reason I was granted access to the port without a cruise card was because of a contact I had established prior to my departure for Jamaica. Cruise passengers are supplied with “cruise cards” on the

ship that act as photo identification granting them access to and from the port. Despite this personal contact with a manager on the pier, I still needed to show my passport to the guards in order to enter the area. Only passengers and employees are allowed to pass through the gates and enter the port.

The following is an extract from my observation notes about my experience at the Historic Port of Falmouth.

*Thursday, March 22 2012: After meeting all of the security requirements, I waited by the gate for my contact Samantha to let me in. Samantha is a craft employee on the pier. While waiting for her to arrive, I looked carefully at the main sign at the gate. The sign read “The Historic Port of Falmouth.” [Image 6] I knew this is what the port was called, but having spent the previous week in Falmouth, looking through the gates it seemed peculiar to me, since the area I was leaving was the historic part of Falmouth and through the gates, was something brand new, something that looked almost like a well-kept Disney World.*

**Image 6: Sign at entrance to Historic Port of Falmouth**



(Photo taken: March 22, 2012)

*Samantha arrived shortly and before long, we were walking down the new interlocking path leading deeper in to the pier area. The walk from the gate to the first shop or where the passengers hang out is pretty far, a solid 5-minute walk at least. I was thinking to myself “is this long gap between the passenger area and the town there in order to try and keep passengers on the pier?” On this pathway, I glanced quickly at the historical storyboards that depict the long history of Falmouth. The storyboards were very visually appealing and show the long history of Falmouth. [Image 7] Although the storyboards were well done, I quickly became distracted by just how massive the two Royal Caribbean ships are. [Image 8] I have been watching ships come and go over the last week, but walking up between two of them gave me a new perspective of their sheer size, and with that, their potential to bring thousands of passengers into town.*

**Image 7: Storyboards on walkway leading to town**



(Photo taken: March 22, 2012)

**Image 8: Two Royal Caribbean ships in port**



(Photo taken: March 22, 2012)

*I was toured around the craft market on the pier where I met all of the vendors as they presented their carvings, clothing, and other souvenirs catered for the passengers. [Image 9,10] While being toured around by my contact, she was keen to announce that all of the crafts for sale had been made right here on the pier. I was somewhat doubtful of this as some vendors were selling wood carvings, instruments, and clothes in their stall and I was being led to believe that this one person has the skill-set to create all of these things, right on the pier. Regardless, it was nice meeting all the vendors. One thing that really stood out amongst the vendors on the pier versus the vendors in the town was their selling style. The vendors on the pier are much less aggressive than the vendors in town. On the pier, passengers approach the kiosks or stalls and look at their own pace, whereas in town, it is difficult to walk five feet without being aggressively pulled towards their wares.*

**Image 9: Craft Market on the Pier**



(Photo taken: March 22, 2012)

**Image 10: Craft Vendors selling wood carvings on the Pier**



(Photo taken: March 22, 2012)

*After being shown around the market area of the pier, I conducted my interview with Samantha. I conducted my interview just beside the passenger reception area, where the arriving passengers have to clear customs. We sat on the side of a fountain and while I conducted the interview, Samantha made reference to the many passengers who were wandering the area. Many of the passengers around us were getting ready to board the trolley tour that would be departing shortly. Following the interview, Samantha gave me the opportunity to go on the trolley tour that starts on the pier and essentially does a loop of the town. [Image 11] My fellow trolley riders, mostly white cruise ship passengers who appeared to be American based on their accents, all had their cameras out and were keen to see what was beyond the gate. Before the trolley exited the new port area, the tour guide explained that the Historic Port of Falmouth was just voted the number one cruise pier in the world at the 2011 Seatrade Insider Cruise Awards.*

**Image 11: Tourist trolley loading up prior to departure**



(Photo taken: March 22, 2012)

*The guide also said at least three times that she was there to inform and protect us as we entered the town. After spending the week prior in the town as a researcher and tourist, it was interesting to be surrounded by predominantly American cruise passengers who were entering the town of Falmouth for the first time. As we were passing through the gates entering the town, [Image 12] I could overhear some of the passengers' reaction to the town, the actual historic Falmouth. There was an American couple beside me, possibly in their thirties, who were discussing how the town looked like a ghetto and that it was dirty. Despite their reactions to what they were seeing in town, they happily sang along to the tour guide leading the song "if you're happy and you know it, say Yah*

*Mon!” as we drove through town. Local residents all waved at us as we drove by them and we waved back.*

**Image 12: Tourist trolley leaving gated port and entering town**



(Photo taken: March 22, 2012)

*Despite the marketing, which implies that the trolley will provide a full tour of town, it only shows a very small part of Falmouth. [Image 13] It essentially just did a loop of the perimeter of the town while the guide pointed out historic sites along the route. It should be noted that the trolley tour only stops once on the 40-minute tour. It stops at the Parish Church (c.1796) for about 15 minutes, just long enough to go in, look around, mingle with the vendors out front, then back on the trolley to head back to the pier. [Image 14,15] This means that passengers who take this trolley tour are only seeing a very small portion of Falmouth and that there is very little opportunity for the passengers to spend any money in town. I did not see any passengers purchase anything from the vendors outside the church as they are selling the same products as are being sold on the pier. The church vendors were selling dresses, hats, wood carvings and other Jamaican souvenirs. The prices were comparable to those on the pier as the vendors at the church are licensed meaning they are part of the craft association and are easily recognized by their bright yellow shirts. Overall, the prices are fairly decent by Canadian and American standards, \$5-10 for a wooden necklace.*



**Image 13: Marketing materials for Trolley tour**

## Falmouth Sightseeing by Trolley

Step back in time and experience Historic Falmouth the way it was done 300 years ago

**From : \$23 USD**


Departs From : **Falmouth Trelawny, Jamaica**

Meeting Point : **Will be advised on confirmation**

Duration : **40 min.** (Approx.)

Availability : **Daily**

[View Price Information](#)



### Tour Description

Step off the ship and go back in time. Experience the rich culture as your driver and experienced tour guide take you on a very informative trolley sightseeing tour through the streets of Historical Falmouth.

Sit back, relax and be entertained in the warmth of the friendly people as you travel back in time to the mid to late 1800s. Falmouth, one of Jamaica's National Heritage Sites, was the wealthiest town in Jamaica when sugar was king.

The planters' dwellings are embodied on every corner and the administrative buildings of that era are very much alive today. This authentic living and working town houses many uniquely beautiful and varied 19th century Georgian architecture throughout the town, from wooden cottages to brick mansions to plantation complexes.

Come experience Falmouth as we deliver a quintessential Caribbean experience with a nod to its colonial past.

(Retrieved from: [http://www.jaital.com/falmouth-sightseeing-by-trolley-tour\\_bUzK\\_9732.html](http://www.jaital.com/falmouth-sightseeing-by-trolley-tour_bUzK_9732.html))

**Image 14: Tourist trolley stopped at Parish Church**



(Photo taken: March 16, 2012)

**Image 15: Vendors' goods for sale at Parish Church**



(Photo taken: March 16, 2012)

*Once the trolley returned to the pier, I had the whole afternoon to explore and take on the role of cruise passenger. The passengers who get off the ship have*

*about 7 hours to spend in the port or go to a tourist attraction of their choice. I quickly realized that I was not a good fit with the rest of the passengers as I was more interested in spending time in the town where there were many more authentic restaurants and places to shop. There were jerk chicken vendors and many places to purchase a cold Red Stripe beer on the pier, but there were also many American food chains on the pier such as Quiznos Sub. The craft market did sell a variety of souvenirs for reasonable prices, but there were also many luxury diamond and clothing stores along with a Harley Davidson store. Having spent time in town and now having spent time on the pier, it is amazing to see just how different the two really are as there are no chain restaurants or high-end diamond stores in town.*

This section presented a snapshot of The Historic Port of Falmouth and my experience in it. The next section discusses the physical changes that have occurred in Falmouth as a result of the port development.

#### **4.1.4 Physical changes**

Throughout the interview process, the participants did discuss some beautification that occurred in Falmouth as a result of the development, but most of the discussion focused on their negative reaction to the physical changes that have occurred in town. Data for much of the following section was collected during my visit to the Falmouth Heritage Renewal (FHR), an American non-profit organization and a registered Jamaican non-profit charity, which is dedicated to saving the historic, cultural, and architectural heritage of Falmouth, Jamaica. (FHR, 2013). Additionally, since 2006, the University of Virginia has worked in partnership with the FHR to help give its students a unique, hands-on experience in historic building documentation and renovation. I set up an interview with this group online once I arrived in Falmouth. When I arrived at the FHR building in Falmouth, two employees, both of who are Falmouth

residents, greeted me. They had prepared a presentation for me and provided a detailed handout (see Appendix E) of the changes that have occurred in Falmouth since the development of the port. The following points were derived from their presentation and subsequent interview. The FHR did not discuss in detail the residents' reaction to the development as they focused on the physical changes that have occurred as a result of the port development. Our interview did however set the stage for my future interviews that would reveal participants' dissatisfaction with the physical changes that had occurred.

#### **4.1.4.1 Waterfront Access**

The vast dredging of the sea floor and construction of the new port has dramatically changed the shoreline in Falmouth. As a result of the development, some waterfront properties are now landlocked. Churches on both Seaboard and Lower Harbour Streets are no longer on the shore. In addition to some properties becoming landlocked, others have had their water access removed as a chain-link fence was constructed from the port, extending north up the entire east shore of Falmouth. This fence denies children at the Falmouth All Ages School access to the water. Informal conversations with school children revealed that they were able to play in the water prior to the construction of the fence. The rationale for extending this fence was that the shoreline has become more dangerous as the sea is much rougher as result of the sea floor dredging that was required to construct the land needed for the port. Additionally, a secure iron fence has been installed between the town and the new port development. This fence acts as a

border control and is equipped with armed guards who allow only cruise passengers or cruise employees to enter. The fence that divides the town and the port is shown in Image 16.

**Image 16: Guarded fence separating town from port**



(Photo taken: March 18, 2012)

#### **4.1.4.2 Relocation**

While some properties have lost access to the water but have remained in their original location, other properties have had to be relocated entirely as a result of the port development. The historic fishing village was relocated from Seaboard Street to Rodney Street as it became landlocked by the port development (Figure 3). Public transportation has been relocated from Water Square in order to convert it to a pedestrian zone. Water Square is a central

meeting and commercial area in town that was once a reservoir that supplied piped water to the residents of Falmouth in the early 19<sup>th</sup> Century. Additionally, the construction of the new bus terminal to help ease the transportation of cruise passengers and local residents has pushed the squatter settlement of Dump that contains 130 families to an area overlooking the town called Hague (Figure 3). Participants' reaction to the relocation of the fisherman's village and the Dump is explained in a later section.

**Figure 3: Map showing relocation on Fisherman's Village and Dump Settlement**



(Retrieved from: [http://giantsoftheseas.com/wp-content/uploads/2011/05/Falmouth\\_map2.png](http://giantsoftheseas.com/wp-content/uploads/2011/05/Falmouth_map2.png))

#### 4.1.4.3 Additional Physical Changes

Despite the negative impacts presented above, some beautification and restoration activities did occur in Falmouth as a result of the cruise port development. The Falmouth Heritage Renewal employees shared that the historical storyboards around town have been made larger and now have more of a visual impact than the ones that existed prior to the development. Two examples of the storyboards at Victoria Park, and the Baptist Masne, the current home of the Falmouth Heritage Renewal are shown in Image 17 and Image 18.

**Image 17: Historical storyboard for Victoria Park**



(Photo taken: March 18, 2012)

**Image 18: Historical storyboard for Baptist Manse**



(Photo taken: March 18, 2012)

Additionally, the employees at the Falmouth Heritage Renewal (FHR) stated that there has been an increase in tourist-oriented businesses near the port and more focus on developing tourist-oriented stores on Tharpe Street. The FHR employees also stated that as a result of an increased demand for parking spaces, the land surrounding the church at the end of Market Street now functions as a parking lot on ship days.

As a result of the cruise port development and the town preparing for the arrival of passengers, the buildings immediately around Water Square have been painted using government funding (FHR, 2012). Further changes included Water Square being converted to a pedestrian-only space and the conversion of two-way streets to one-way streets. The one-way streets have been added to improve the flow of traffic entering and leaving the port area. Additionally, the one-way streets aid the trolley-tour that originates in the port to make its way through



town. Furthermore, landscaping has been added to Water Square, the Courthouse, and along the streets leading to Water Square from the port. The facades of the Courthouse have also been lime-washed and painted. Lastly, the employees at the FHR stated that many of the roads in the vicinity of the port have been repaired or resurfaced while roads used by the locals remain in desperate need of repair. Driving in and out of Falmouth, I could see that shore erosion was occurring on the coastlines of Harbour and Rodney Streets. Participants shared that Harbour Street is one of the main roads into Falmouth and as a result of the sea floor dredging required to build the port, the road is breaking apart to the point where the two-lane road has been eroded to one lane. The erosion taking place on Harbour Street can be seen in Image 19, the new port is in the background.

**Image 19: Erosion on Harbour Street as a result of seafloor dredging**



(Photo taken: March 20, 2012)

Some participants briefly mentioned these improvements but they focused their attention on how the development has been a major disappointment. The upgrades in Falmouth were limited to areas in close proximity to the port while other areas in town saw little to no improvement. The following section presents an overview of the existing tourism infrastructure in Falmouth and highlights some changes that have been made as a result of the cruise port development.

#### **4.1.5 Changes to tourism infrastructure in Falmouth**

Prior to the completion of the port development, Falmouth had very little experience with and exposure to tourism. There are some tourism attractions in Falmouth such as Martha Brae rafting tours, and Glistening Waters, a boat cruise that showcases phosphorescent algae, however, though my observations, the scale of tourism brought by the cruise development was very new to Falmouth. To increase the safety of the thousands of potential cruise passengers leaving the port area and entering the town, there was a strong police presence just outside the gates and throughout an area that I refer to as the main tourism corridor between the gates and Water Square. The tourism corridor featured many craft vendors and shops selling souvenirs similar to the souvenirs that could be purchased on the pier. The walkways and streets leaving the port (tourism corridor) all had new interlocking bricks to make them look clean and new, but also to help guide passengers towards Water Square, the town centre. In addition to the police, there were also highly visible tourism ambassadors wearing white

uniforms and safari-type hats to help answer questions and guide tourists to where they wanted to go. The main corridor that connects the port to Water Square is shown in Image 20.

**Image 20: Walkway connecting the port to Water Square on a ship day**



(Photo taken: March 22, 2012)

To further improve the safety of tourists, the FHR employees explained that both craft vendors and taxi drivers had to obtain licenses. The craft vendors had to pay a daily fee of approximately \$10 US to sell their goods and were required to wear a bright yellow shirt, the same shirts worn by the vendors on the pier. The taxi drivers also had to pay a fee to obtain a red plate that shows tourists that they are licensed. There are public buses available in town; however, these busses appeared to be used strictly by locals. On the pier, there were dozens

of buses available for passengers and just outside the gates of the pier on ship days, there were a handful of busses available for charter. The busses on the pier were frequently filled with passengers whereas the busses just outside the pier typically sat idle as the drivers desperately tried to attract passengers. The desperation of one bus driver outside the pier became clear when he agreed to drive me twenty minutes back to where I was staying for the same price as taxi fare despite having no other passengers. Many participants considered the craft vendors and bus drivers very fortunate if they were able to operate on the pier as this guaranteed them much more business. Despite being regulated by the police, many vendors and taxi drivers operated without the required licensing due to the cost of obtaining a license.

Although the area in close proximity to the port was beautified for the arrival of tourists and had visible law enforcement, there were many things that were very unorganized and would likely make things difficult for passengers who did venture into town. William at the Falmouth Heritage Renewal explained that there was a visitor information centre on the pier, but not one in town for non-cruise passenger tourists. This presented a number of challenges for tourists such as finding a place to eat or places to visit in Falmouth. Additionally, the process of getting a taxi is very difficult for tourists in town as there is no official taxi stand nor is there a phone number to call for a taxi. This makes getting in and out of Falmouth a challenging and costly experience if your starting point is anywhere other than cruise pier. This section provided an overview of relevant existing tourism infrastructure in Falmouth. The following section presents a

selection of media articles that showcase the significance of the Historic Port of Falmouth.

#### **4.1.6 Extra Extra, Read all about it**

To provide further context and to set the stage for my interview findings and resulting major themes, I conducted a brief analysis of blogs and newspaper articles related to the new cruise port development. I analyzed twenty relevant blogs and newspaper articles including, but not limited to, the newspaper the Jamaican Gleaner, Royal Caribbean's official blog, and Cruise Law News, a cruise tourism blog written by Jim Walker, an American maritime lawyer. Additionally, the power balance, or imbalance in this case between the people of Jamaica and Royal Caribbean is presented in this section.

The following is a snapshot of newspaper and blog headings that lend additional support to the major themes of my findings but also reveal the power imbalance between Royal Caribbean and Falmouth, Jamaica.

- The Jamaican Gleaner (2011) – “No Traffic, no commercial benefits for Falmouth Town centre”
- The Jamaican Gleaner (2012) – “Caribbean cruises leave wave of bitter merchants”
- The Jamaican Gleaner (2013) – “Cruise shipping not benefitting the small man – students”
- Royal Caribbean Blog (2011) – “Some complain effects of cruises to Falmouth not felt yet”
- Royal Caribbean Blog (2012) – “Jamaicans upset over lack of passenger spending”

- Cruise Law News (2011) – “Will Royal Caribbean Ever Live Up to Its Promises to Falmouth Jamaica?”
- Cruise Law News (2012) – “Falmouth Jamaica: Victim of the Royal Caribbean System”

The content of the newspaper articles listed above set the tone for my findings of the local Falmouth residents being frustrated and disappointed with the port development. The titles of the Royal Caribbean blog and Cruise Law News blogs address the frustration of residents, but also directly and indirectly speak to the power imbalance at play in this case study. In the 2011 article written by Jim Walker of Cruise Law News titled “ Will Royal Caribbean Ever Live up to Its Promises to Falmouth Jamaica?” he writes:

*“When we left Falmouth to drive over to Ocho Rios, we parked and looked back at the new port. I took a photo of the Allure of the Seas looming over the few two story buildings at the port which were not knocked down during the "revitalization" of Falmouth. I could not help but think what an appropriate image of the relationship between this huge cruise company and the little town of Falmouth.*

*Counting all passengers and crew, the Allure contains more people than all of Falmouth. When the cruise ship left to sail back to Miami, it was leaving with literally tens of millions of dollars destined for the cruise line's coffers. Aside from the money spent on Bob Marley t-shirts and wood carvings, few U.S. dollars remained in Falmouth.*

*As a history major, I believe that the answers to questions about the future remain firmly planted in the past.*

*Jamaica has a history of being exploited by foreign plantation owners, sugar barons, slave owners, and bauxite-mining companies.*

*In the end, Royal Caribbean will do no better for Falmouth than those in the past who have taken greatly and given little in return to this beautiful island.”*

In a 2012 follow-up article titled:“Falmouth Jamaica: Victim of Royal Caribbean System” Walker writes:

*“The Associated Press published an article today regarding the plight of Falmouth. The world's biggest cruise ships are sucking most of the money out of the Jamaican port and leaving little behind except crushed expectations of the local community.*

*” takes a look at Royal Caribbean's "development" of this historic port where it promised that if Jamaica spent a couple hundred million dollars building a deep water port for its monstrous ships the Oasis of the Seas and the Allure of the Seas, the mostly U.S. passengers would each spend would over \$100 ashore and infuse the local Jamaican economy.*

*Jamaica lived up to its end of the bargain, around Falmouth. But the residents of Falmouth are seeing little money in return. The AP article quotes a local businessman saying: "We were promised that we'd be able to show people our Jamaican heritage, sell our crafts. But most of the tourists stay far away from the local people . . . we're on the losing end."*

*The AP article says that the people in Falmouth are "growing angry" and predicts that things will only get worse, quoting a local vendor:*

*"The pot is starting to boil and, trust me, it will boil over if things don't change around here . . . why can't we, the people who actually live here, make a living off the cruise ships, too?"*

*The answer lies in history of the non-sustainable cruise industry. Poor Caribbean countries like Jamaica are beholden to selfish billion dollar U.S. based cruise corporations. In the end game, the local Jamaicans are victims of the exploitative cruise line system.”*

Royal Caribbean’s official blog has many articles outlining the complaints from local Falmouth residents and their disappointment with the pier. In response to some of the complaints from locals, a 2012 article titled “Jamaicans upset over lack of passenger spending,” Royal Caribbean brand communications manager H.J Harrison Liu explained:

*"We don't discourage guests from going into the town of Falmouth, but many of our guests choose a Royal Caribbean excursion to see some of the country's beaches and famous attractions."*

The authors goes on to explain that:

*“According to trade groups, about \$2 billion a year is pumped into the economies of the Caribbean by the cruise ship industry. Critics, however, say that all that money does not produce a lot of revenue for locals because most passengers dine and shop in international chain stores such as Colombian Emeralds or Diamonds International.*

*According to William Tatham, vice president of Jamaica's port authority, that's because the city is still adapting to its new role as a resort town. He noted that nearly all businesses in the town are aimed at locals, such as hardware suppliers, meat markets and general stores.*

*"The problem in Falmouth is that the residents are not tourist savvy," Tatham said.”*

These articles demonstrate the power struggle that exists between Royal Caribbean and Falmouth. On one side, Falmouth residents are blaming Royal Caribbean for their exploitative approach to cruise development and Royal Caribbean and the Port Authority of Jamaica are blaming Falmouth residents for not being tourism savvy enough to reap any rewards. A deeper discussion of this debate will be addressed in the next chapter but it is important to note the significance of this article being posted on Royal Caribbean’s official blog.

This section presented necessary background information about the port and the changes that have occurred in Falmouth to provide context for the overall themes of this research. The following section presents the first major theme of this study.



## **4.2 Big Ships, Big Disappointment**

The major finding that emerges after analyzing the interviews with participants was that their expectations have not been met and that they are dissatisfied with the development. Participants expressed that although Jamaica is benefitting from the cruise development through increased visitor numbers to the island, Falmouth and the people of Falmouth are not yet seeing the benefits they expected. This section presents a number of sub-themes that illustrate how having an impressive new pier and the biggest ships can still lead to the participants' overall dissatisfaction with the development.

### **4.2.1 Rumour or Reality**

As discussed in a previous section, the development of the Historic Port of Falmouth began in 2008 with the partnering of Royal Caribbean Cruise Lines and the Port Authority of Jamaica. The port was constructed to accommodate the largest cruise ships in the world. This section describes what I heard from participants in terms of their perceptions of the process of port development.

In essence, the participants were initially uncertain as to whether the development was a rumour or a reality. William, an employee at the Falmouth Heritage Renewal stated:

*When discussions first started about the port, people were not sure if it would ever actually be constructed. They were told prior to construction that something was going to happen to Falmouth, but talk about the development would come and go. People almost missed/have missed their opportunity to cater towards tourists. Right now, the locals are playing a catch up game trying to capitalize on passengers.*

Samantha, a craft employee who works on the pier stated:

*Well, before this port was finished, there were continuous meetings outside [in town], in the parish council and other venues where residents were informed about these meetings, representatives coming in from the environmental department, stating the fact that everything will be alright, and so far, so good. The meetings that were held, the Port Authority, Royal Caribbean, local government, they were not, well, I was kind of disappointed with the turn out. Locals should have attended more. Some did, but not everybody. I am writing a book right now called "The Day the Ship Came in." I used to park my car right here, then I came in one morning, and it was all fenced around, and I thought, what is going on here? What? I enjoyed the growth, I enjoyed watching the growth. I've been taking pictures from the first day, all the way up until the first day when the Oasis came in. I was telling persons about this big ship because I've been going to the meetings and telling the locals. Some of the locals, they laughed, and I said, trust me, the ship is called the Genesis of the Seas, it's on the internet right now, sometimes I could not even believe it, it's going to happen.*

Jacob, a tourism promoter and employee at a local café described his experience of development as:

*When I heard, I was in the States and when I came [back to Falmouth] I questioned people around. For me, it's happy for Trelawney and for Falmouth. I didn't know if the government would accept it because there was some conflicting opinions and one government did not want it to happen. I've been hearing lots of people say that they didn't do it the right way, the ways that the people wanted to do it. But anyways, cruise line and government come to agreement, and they employ a lot of locals when building it. A lot of Jamaicans. I've said it before and I'll say it again, it's good for the people.*

Through discussions with participants, it became clear that there was overall confusion and doubt regarding the development of the port. As a result, tourism officials tried to address this uncertainty by hosting meetings to inform residents. Kelly, an employee at the Social Development Commission stated that:

*We had a handful of meetings to inform the locals and stakeholders involved about the potential impacts. Not many people showed up to these meetings.*

When asked about what they discussed at these meetings, Kelly replied:

*They talked mostly about how it [the port] wouldn't have much of an environmental impact on the town.*

After discussing the process of development and how Falmouth residents were informed about the future port development with participants, it became clear there was a knowledge gap in terms of what the construction would actually mean for the local residents.

#### **4.2.2 Different study, same disappointment**

While interviewing two employees at the Urban Development Corporation (UDC), I was informed that the corporation was conducting research in the Parish of Trelawny regarding the port development. They explained that they did a 10% sampling of each community in the Parish of Trelawny in an effort to understand the issues surrounding the development and how to prioritize solving these issues. The UDC did not reveal the number of participants as their research was still underway. Their study had 5 questions about the pier and based on the results they had received at the time of my research, they found that the majority of their participants had not benefitted from the development. Their findings also indicated that most participants' reaction to the development was focused on economic benefits and very little emphasis was placed on the environment or social impacts. Lastly, the UDC employees explained that the locals did believe that the port was beautiful and could be beneficial, but that the majority of Falmouth residents that have completed the UDC's survey were not reaping any direct benefits. The findings from their study reinforced what I was beginning to discover throughout the interview process. As is illustrated below,

participants in my study explained that they thought there would be more money coming to the area and that their lives would improve as a result. This expectation was shaped by the anticipation of thousands of cruise passengers entering the town to eat and shop. The next section presents the concern expressed by participants regarding where the passengers are spending their money.

#### **4.2.3 Your bus is now boarding**

The lack of economic benefits to Falmouth residents is a major source of their disappointment with the port development. This is a result of passengers leaving the fenced-in port area on buses and heading to the more developed tourism operations in either Montego Bay or Ocho Rios. David, a private tour bus driver I met in Water Square stated:

*What is happening to the cruise ships now, although they are coming to the area, there is not much money that is left in the area [Falmouth]. So I always tell people when they come, for the island to get significant returns, we would have to have less people booking tours on the ships. Because the more tours that are booked on the ship, is the less money that is left in the economy, we are not gaining it, it is leaving us. So when people will walk off like you and come out to spend that dollar, this dollar will do more in the economy than when the cruise ships book you up and send you off because they [cruise company] only pay to us a small commission.*

Many participants shared this frustration regarding the lack of money being spent in Falmouth. As one craft vendor who was set up outside of the main gates to the port explained:

*Not much people staying in Falmouth, they go on buses that leave from the pier and go out of town. Twenty percent of passengers get off the ship and come into town, if that.*

Samantha stated:

*Those who go out on the buses, they go, and when they come back, they go back in [to the port], they bypass the town. Wherever they are going, trust me, there is something there to entertain them, trust me, craft shops, whatever. So by the time they get back here, they don't have time to shop, so we have to depend on those who are on the pier to spend. Do you know this has been over a year now, and I don't think anybody out there [in town] who can say to themselves, wow, I've got this out of the industry. They are more in debt than anything. The persons who wanted to be part of this, went to the bank, took out money to do this, and it's not happening. To rent a place, or to do this or that, and now they are in big trouble because the money isn't coming in, it is going out of the place. But some [passengers] do go outside [the pier], just to see, not to spend money, but there is a reason.*

Later in the interview, Samantha added:

*I have a little craft shop in town. It's not even worth me opening up, because people aren't going out there. That's why I'm not opening it up. I am disappointed. I was expecting more persons out in the town.*

Craft vendors who were located just outside the port's gates also shared this frustration. The vendors explained to me that they were expecting more from the passengers numbers and spending. They said that only a small portion of passengers were staying in Falmouth and most leave on buses out of town. The vendors felt as if they were being hidden away from cruise passengers. They also expressed feeling left out of the potential economic benefits resulting from the port development. They shared that locals were being pushed back from the port area by Royal Caribbean employees. I do not have any direct quotes from these participants as they did not allow me to digitally-record the interviews; however, I could hear the disappointment and frustration in their voices regarding the number of passengers who enter the town.

Falmouth is located right between Montego Bay and Ocho Rios. Both of those cruise ports are well established and as a result tourism operators have developed attractions that are easily accessed by cruise passengers arriving in Falmouth. By constructing the new port in Falmouth, cruise passengers are within an hour-long bus or taxi ride to these tourism attractions. The promises that Royal Caribbean made to the Jamaica regarding visitor numbers and spending may be accurate, however, those numbers are reflected throughout Jamaica as a whole. Almost as soon as the ships arrived, the steady flow of white buses packed with cruise passengers make their way out of the port, and onto the roads leading towards Montego Bay and Ocho Rios. Approximately an hour before the ships depart, that same flow of buses and taxis returns the passengers to port.

Overall, many participants shared this negative reaction towards the port and the passengers. I made every effort to speak, at least informally, to anyone I possibly could including police officers, tourism officers, taxi drivers, restaurant servers, employees at grocery stores, and school children and they all shared their negative feelings regarding their unmet expectations. All of them hoped for more passengers in town, and as a result, an improvement to their lives. I got the sense that Falmouth residents are proud of their town and I can understand why they are upset with the development. They hoped they would get to share their town with thousands of passengers, but this has simply not happened. Throughout the construction phase of the development, and then the arrival of the first ship, the residents were hopeful that the passengers would stay and spend in Falmouth. It

was not until the port was completed that the residents began to realize their expectations would not be met.

#### **4.2.4 Big Ships, Big Bubble**

Despite the thousands of passengers departing the Historic Port of Falmouth *en route* to more established tourism destinations, there are many passengers who either stay on the ships, or stay on the new pier itself. If passengers do not leave the ship, the cruise company still makes money through the various retail outlets onboard. If the passengers do get off the ship and spend time in port, again, the cruise company benefits from spending in the shops and restaurants in the gated pier area. When passengers do not leave the port area and enter the town of Falmouth, there is very little positive economic impact made in town. Geoffrey, an employee at the Falmouth Heritage Renewal stated that:

*Some passengers think that the new pier is the 'Real Falmouth'.*

As a result of this, he explained that passengers think they are getting the experience of being in the historic town of Falmouth, when they are really seeing a developer's interpretation of what Falmouth used to look like. While speaking with Geoffrey, he also explained that the bird's eye view that the passengers have on the ship makes them weary to enter the town.

*The passengers see a ghetto but really what they are looking at is a two-hundred year old market.*

Samantha described one experience she had while talking with a passenger:

*One woman came to me and said, they sometimes told me that they were told to not go out there [the town] and I say, Who told you that? The woman said they told us that on the ship.*

Samantha went on to say:

*Sometimes I just sit and watch, and think, this couple will go out, this one will not. You just look and you can tell who will go and who won't go. Those who won't go have a vision of a picture of the outside, which is negative, so they aren't even going to chance it.*

Many of those who do leave the pier do so on either the trolley-tour, which as explained above, is a 45-minute tour of town, or on a horse and buggy tour. Although these trips get passengers out into the town of Falmouth, this method of exploring the town does not contribute much to the town economically. Unlike the trolley tour that makes one stop on its tour, the horse and buggy tour does not make any stops in town. However, this is one of the few ways interaction may occur between locals and passengers. The residents typically do not get the chance to converse with the passengers, but they do get a glimpse of the cruise passengers as they drive by on either the trolley or horse buggy. These tours of town are an extension of the cruise ship and the cruise pier in the sense that the passengers do not truly explore the town as they are confined to the tour organized by Royal Caribbean. Many participants shared that these tours did not accurately showcase 'the best' of Falmouth and that they hoped more passengers would explore the town on foot, increasing the likelihood of passenger spending in town.

Jacob, who works at a café directly across from the church where the trolley tour makes its one stop stated:



*This is a beautiful place, but when people come on the trolley, they only come and spend 5 minutes, they don't even have time to look anywhere. They [trolley tour guide] told me that they can only give them [passengers] a few minutes because they have to get those people back so more can come. If they stayed even a minute longer, they would lose money. The trolley tour doesn't show people anything about town but now they have walking tours which gives people a better idea of the town.*

For the passengers choosing to leave the port area on foot, as soon as they pass through the gates they are entering a completely different place and for most, likely stepping out of their comfort zone. Once passengers enter the town, within a few seconds they are approached by a number of private tour operators offering tours of the area, bus drivers looking to take them to either Montego Bay or Ocho Rios, or locals who are paid minimal salaries to direct them to either their shop or their friend's shop. During my observations of the passengers entering the town it became clear that many were overcome with fear and would immediately turn around, and re-enter the pier. For the first few ship days when I was in Falmouth, I endured a similar experience of being immediately and aggressively approached by a variety of tour operators and vendors. It was not until the local vendors and operators began to recognize me as a researcher that they became less aggressive with their selling techniques. Samantha stated:

*People outside [local residents and vendors] expect them [passengers] to come and swallow what they are going to give them out there. But, they cannot stand the harassment. I know some of them out there, and I say, you can't keep buggin' them like that... and one of them said to me... "If I don't bug them, then I don't get no money" then I said, no no no, that's not true, "I need to bug them to get the money, you think I come out here to stand up?" Just a comment like that, he means it, he is mentally set in his head, as soon as they see the passenger, they start yelling at them to come this way. You chase them away. They [passengers] are not used to it. People tell me they went outside for 10 minutes and had to get back to the ship. The locals know it, but they don't want to change it, and a lot of them [vendors] out there are from Montego Bay, and they only come here on ship days. It's a money making thing, and everybody could benefit if there was more*

*social order. Not everybody likes this kind of behavior, even my sister thinks there is too much pressure, and she is Jamaican. On non-ship days, it's fine, but on ship days, it's crazy, even for people that are from around here.*

After spending some time in Falmouth, I can sympathize with the cruise passengers because the area just outside of the port is hectic on ship days. Most of the passengers are not used to the very aggressive method of selling and the almost expected negotiation of prices for goods. On some ship days, even on days when the Oasis of the Seas, the world's largest passenger ship was in port, I rarely saw more than a handful of passengers making their way deep into town. The passengers who do enter town will walk on the new pathway that leads from the port into Water Square, then turn around and walk right back into the port. On non-ship days, I would only see one or two other white people in Falmouth who appeared to be tourists.

Having interviewed three craft vendors who were located just outside the gates of the port, it became very clear why they needed to be as aggressive as they are with the passengers. There is only a very limited opportunity to sell their goods and they need to capitalize on every potential sale they can. From their perspective, this selling technique makes perfect sense, but as a first contact for passengers 'brave' enough to leave the bubble of the ship and subsequent bubble of the port area, it does not provide a warm welcome. All of the vendors I interviewed or had casual conversations with shared that they were disappointed by the number of passengers entering Falmouth and that they felt left out. Not only the craft vendors were disappointed, almost everyone I spoke to other than those who work directly on the pier shared their disappointment with the

development. The next section discusses participants' reaction to the physical changes that have occurred in Falmouth as a result of the port development.

#### 4.2.5 Access Denied

As explained a previous section, a secure iron fence has been installed between the town and the new port development. This fence is equipped with armed guards and only cruise passengers or cruise employees are allowed entry.

Jim, a longtime resident of Falmouth who had no connection to the tourism industry asked:

*How can it [the port] benefit the community, when locals don't even know what is beyond the walls?*

This reaction was shared by a server at a downtown restaurant who stated:

*The pier has entered our lives, but locals are unable to see the benefits, it's like a foreign object comes in and we don't even know what is beyond the gates.*

William explained that:

*Initially, locals thought the chain-link fence put up during construction between the port and the town would be taken down after construction. Now that the port is almost complete, the chain fence has been replaced with the new, more real, iron gate which blocks locals from entering the port area.*

Locals have never had the opportunity to enter the port area and they are unsure if they will ever get that opportunity. Abigail explained:

*The only way to get into the pier area is if they know a passenger on a ship, and most do not, it's very frustrating. Why doesn't Royal Caribbean have a fundraiser for the [local] kids on the pier, allow them to connect with other people?*

She expressed her concern that her children will likely never leave Jamaica and interaction with people from different parts of the world would be

valuable to her children and all children of Falmouth. The construction of the gate has limited the participants' access and understanding of the port development. Throughout my interviews and observations, the residents' inability to access the shore where they were once able to has been a major source of disappointment. The next section discusses how relocations that have occurred as a result of the development have impacted some residents.

#### **4.2.6 Cruise ships can stay, you must go**

As described in a previous section, the fisherman's wharf was relocated from Seaboard Street to Rodney Street. The rationale for relocating the wharf was because the once historic wharf became landlocked as a result of the new Historic Port of Falmouth. While on a tour of town with David, a private tour guide who I met while walking through Water Square, we drove by the new wharf and he stated:

*So, these would be people that are disenfranchised by the cruise ship, they have fresh catch of the day. Their docks would be right close to where your harbor is. [Referring to the former location of their docks where the new port is located] So anything that comes into being, some people will benefit while others lose. So, these would be a set of the losers because they had to move their spots from where they were down here.*

Later that day, I walked back to the new fisherman's wharf and interviewed a fisherman named Jordan. Jordan was a fisherman at the old wharf as well and he explained his positive outlook on the relocation. He stated:

*It's not that bad that we had to move because we're still on the water and we're still getting fish.*

I was surprised as I thought he would be more upset but he was a very positive young man who was happy to be employed. After briefly speaking with Jordan, I was able to meet and discuss the relocation with Theodore, the landowner of the wharf who also operates a small restaurant on the property. Theodore, a Rastafarian who described being good friends with Bob Marley, was less positive about the recent relocation. He did not want to have his interview recorded but agreed that I could use his words in my study. Theodore explained that he had to personally purchase eight dump trucks worth of rock, which cost him 1.5 million Jamaican dollars (approximately \$16,000 CAD) to stabilize the shoreline. He explained that since the sea floor had been dredged, there was no natural break slowing the waves from crashing into the shore and eroding the beach. He had to invest his own money despite the government initially stating that they would help cover the costs. Theodore has not yet heard from the government but knows that in order for fishing to survive in Falmouth, and to maintain his current buildings, he will have to continually dump rock to re-establish the shore. He also stated that fishing techniques have had to change as a result of the increasing water depth that has presented challenges. Despite these difficult changes, Theodore takes great pride in keeping the fisherman organized and giving them a place to stay.

Alex, a local fisherman explained that:

*When the ship comes, it brings a lot of dirty water with it that spreads all about down here. So basically, you can do no form of fishing when the ship comes. The Port Authority and Caribbean Lines people did not give us a choice, we had to cooperate with them. They now have our old location which they needed to complete the pier. What they did was dump sea floor all around our boats. So we moved from the previous location and relocated to this new location on Rodney*

*Street. We were growing up, fishing here for over one hundred years and supplying the community with fish, and now that has been cut off. In terms of the fish catch now, we find that we catch about maybe 55-60% [compared to what they used to catch at the other location]. This is due to extensive dredging of the harbor which disturbed the natural habitat of the fish, so the fish move away. We need to go out further and further to catch fish which costs us a lot in petrol. Since the establishment of the pier, the fish population has diminished. Because they want the development, they cut the coral, we could not oppose it. Now, when the weather comes in heavy, heavy seas, the shoreline start to erode so now what it needs is some boulders to secure it. [Image 21] Someday, we might not have this building, because the sea cut away cut away. [Image 22] They promised us these things [economic benefits and boulders to secure shoreline] but they have not been fulfilled. All I know is that a politician tell a lot of lies, so, I don't know.*

**Image 21: Rocks to help prevent shore erosion at the Fisherman's Wharf**



(Photo taken: March 19, 2012)

## Image 22: Buildings at the Fisherman's Wharf



(Photo taken: March 19, 2012)

This presents a key example of how the pier has negatively impacted not only the local fishermen, but also the environment and the food supply of Falmouth. The fishermen were not the only participants that I spoke to directly affected by the cruise development.

The construction of the new bus terminal to help ease the transportation of cruise passengers and local residents has pushed the squatter settlement of Dump to an area overlooking town called Hague. While in Hague, through formal and informal conversations with its residents, I learned that the government relocated 130 families and have not provided basic services for the people affected by this relocation.

Mindy, a resident of Hague explained that she thinks the cruise ships are good for Trelawny because they generate excitement for the children; however,

she was very concerned about their current living situation and the lack of consistent electricity and water. Carl, another resident of Hague explained the relocation in more detail:

*Before living here, I lived at a spot called Dump. Now they wanted this area [Dump] for bus park, and as it happened, we were the ones in the way. So we were relocated to this spot of land. There is hardly any water and no roads. We have been here for over a year and there are no changes. We are not just one or two, we are 130 families.*

The disappointment with the relocation and the pier in general was present throughout Hague. Steven, a Hague resident, explained that when he now tries to go down the hill and into town on ship days, the police and other security officials tell him to go back up the hill. There seemed to be many efforts in place by the authorities to prevent interaction between the passengers and the recently relocated residents of Hague. Steven stated that he felt left out of the development and was unclear about what the future will hold. Most participants I spoke with in town did not discuss this relocation, which supports the point that the community of Hague may be a group that has been left out of not only the port development, but potentially of Falmouth as a community. In addition to the fishermen and the residents of Hague, other residents had also been impacted by relocation as a result of the port development.

While in Falmouth, I was able to speak to three craft vendors who had prime real estate directly across from the port. They were one of the first points of contact for the passengers as they entered the town. I was unable to get an interview with them on a ship day, as they were busy trying to sell their products to passengers. However, they did tell me to come back on a non-ship day and



they would do their best to tell me their experiences regarding the port development. I returned two days later and was able to carry out my interview as there were no ships and few tourists in town. This group wanted their interview to take place out of the public eye so we moved to a small confined area behind their makeshift stalls. They mentioned that they were fearful that if the cruise company saw them talking with me they would be punished or lose their vendor license. They also did not agree to have their interview digitally-recorded, but did allow me to take notes with my notebook. Similar to many participants, they had very little to say about the port until I purchased souvenirs from them. My interviews with the vendors revealed that they were informed by Royal Caribbean a week prior that they would have to leave their current area and that they had one month to relocate. This upset them greatly because Lisa, a vendor explained to me that:

*The Council for Trelawney Division states that: The Port Authority has to give 12 months notice to evacuate and they were only being given one month.*

The vendors shared that they were expected to move deeper into town in order to create less of a busy environment for the passengers. Lisa further explained that:

*Royal Caribbean claims the land they are on is their land, land that has been Falmouth for hundreds of years.*

Abigail added:

*How much longer until they push us until we can't even sit in the town square? Soon enough the whole town may be owned by Royal Caribbean.*

There was a strong sense of desperation in their voices. Michael explained:

*I needed to get a loan to get started, but I can't pay it back. I need money for my children's education.*

This sentiment was shared by all three vendors who expressed that they need laptops for their children and that it was hard to live and budget costs. They all expressed that there was no job security and they did not know what the immediate future held for them. The vendors explained that they had had odd jobs before the cruise development, but that they thought investing in tourism would be much more profitable than it has turned out to be. Another issue brought up by all three craft vendors was that they were initially told there would be a rotation system in place, which would allow all licensed vendors an opportunity to work on the pier. This has not yet happened and from what they have heard, this will not happen. Abigail stated that:

*Those selected to be in the pier get consistent work there, where the other vendors are being forced away to the area that is hidden.*

Throughout my time in Falmouth, this type of empty promise was repeated by many participants and as a result perpetuated their disappointment with the port development. The next section provides some insight from participants regarding additional frustrations such as shore erosion that is occurring as a result of the dredging of the coral reefs to construct the pier.

At the time of my research, the port had been operating for just over a year and it was clear participants were upset and disappointed with the cruise development for a number of reasons. Although most participants emphasized the lack of economic impacts, there were no clear plans or initiatives in place from the cruise industry, the government or the community to support economic

development. Participants also explained that all of the improvements that were made in Falmouth are limited to a small area around the pier. Additionally, there is concern that the economic benefits presented by the cruise port development are not available to local business people. Most local businesses are unable to afford retail space on the pier. According to Reggie, a shop vendor in the Albert George Market, rent on the pier is four times higher for a retail space (measuring 10 feet by 10 feet), which was well beyond his budget.

Employees who were hired to work on the pier were not necessarily from Falmouth or even from the Trelawny Parish. Prior to construction, locals were informed that the pier development will generate job opportunities, however, numerous locals explained that many employees on the pier were from outside of Falmouth. While walking throughout town, tourism ambassadors try to provide and connect tourists with licensed vendors. Although this seemed to be beneficial for the tourists and those Falmouth operators who could afford a license, it negatively impacts those vendors and taxi drivers who are unable to afford a license. Franklin, an unlicensed taxi driver, explained that he was unable to afford the new tourism license that would allow him to pick up tourists and passengers. In order to make travel safer for cruise passengers, tourism operators are now required to have special licenses as was discussed in a previous section. Franklin knows he is not supposed to be picking up tourists, but he explained that this is his livelihood. It made more financial sense for him to risk being caught and paying a fine than to pay the licensing fee. This shows one example of how

not all operators can keep up with the required changes that have occurred as a result of the port development.

#### **4.2.7 Further frustrations**

Further frustration stemmed from the erosion occurring on the coastlines of Harbour and Rodney Streets. As previously mentioned in the background section, Harbour Street is one of the main roads into Falmouth and it is breaking apart to the point where the two-lane road has been eroded to one lane. While using this road to get into and out of town throughout my time in Falmouth, I asked many taxi drivers what they thought about the erosion and they all had very similar responses. One driver explained that although the road is eroding, nobody is taking ownership to have it repaired. The driver stated that the government thinks the cruise company should fix it and the cruise company thinks the government should fix it. Shanice, the innkeeper who sometimes drove me into Falmouth, explained that this type of situation is pretty typical in Jamaica. She stated that nothing would be done until the road cannot be used at all. She expressed her anger that a properly walled shoreline had been built around the pier, but not around the rest of the town's coastline. Kelly at the Social Development Corporation echoed Shanice's thoughts when she stated:

*Nothing will likely happen until the road is gone, so again, it's kind of this reactive approach. People don't know whose responsibility the infrastructure belongs to anymore and nobody wants to take responsibility. The road will be a major safety issue soon.*

In my personal experience, this section of Harbour Street is quite scary as the road is literally falling into the ocean. The next section presents the lack of tourism attractions in Falmouth at the time of the cruise port opening.

#### **4.2.8 Too little too Late**

At the time of the grand-opening of cruise development, there was an absence of tourism operations in Falmouth designed to attract and keep cruise passengers in the town. There are new attractions being developed, such as a river boarding outdoor adventure, but overall, the lack of tourism activities offered by Falmouth may have contributed to Royal Caribbean partnering with more developed tourism attractions in the region. However, this might have been factored in by Royal Caribbean from the beginning as it means less investment on their part as they can rely on existing developments in more established tourism areas. According to Royal Caribbean's official website, their "things to do" list for passengers arriving at the new port includes eleven attractions but only includes three things to do that are actually in Falmouth. Their website lists taking a historic walk through Falmouth, going on a horse and buggy tour, and the raft tours on the Martha Brae River. As mentioned earlier, the horse and buggy tour starts on the pier and does not make any stops in town, similar to the trolley-tour, it does a loop of some recently renovated areas of town then heads back into the pier. Passengers that opt for this tour do not benefit the local Falmouth residents. Passengers wanting to go rafting on the Martha Brae River typically leave the pier on cruise-operated buses and bypass the town entirely.

The rest of their “things to do” list features attractions located well outside of Falmouth. These include the Good Hope Great House, The Appleton Estate Rum factory, Dunns River Falls (located in Ocho Rios), ziplining (Ocho Rios), bobsledding (Ocho Rios), swimming with dolphins (Ocho Rios), Breezes Grand resort (Negril) or Cornwall Beach (Montego Bay). It is easy to understand why the cruise passengers are not spending time in the town itself when Royal Caribbean is presenting attractions well outside of Falmouth.

This discussion of the major theme of ‘Big Ships, Big Disappointment’ highlights the participants’ overwhelmingly negative reaction to the port development. The next section presents the second major theme of this research in terms of what the participants felt could be improved with both the cruise port and the town of Falmouth.

#### **4.3 What could be improved?**

Many participants shared that they were surprised more development in and around Falmouth did not occur prior to the port opening. I also found that participants suggested many good ideas regarding how to make the situation better, and yet most did not know who would be responsible for making the desired changes. Samantha shared this comment regarding the lack of changes being made to improve the lives of the residents:

*Why aren't people doing it, it is politics? Stop talking, that's what I said, stop talking the talk and start walking the walk. Outside, as I said before, I am so disappointed, there is no money being made in Falmouth, I don't know what the response is from the people you've been talking to, but the economy is not right out in Falmouth. The town itself needs cleaning up; it needs to be changed up to make the environment look a little healthier. The outlook of the buildings needs paint. Government needs to do this, but I suppose they don't have any money.*

This reflects the overall attitude of many participants. There was no doubt that they were

disappointed with the cruise development and how it had not met their expectations, but nobody knew who was going to go about improving this situation. Janet, from the Urban Development Corporation stated that:

*Overall, the community is not being very proactive. This is a major issue right now. People could reap more benefits, but people are waiting for change instead of being proactive to make change happen. There is no discussion or local forum that has been organized to take initiative of the current situation which is the cruise port. It is hard to get people motivated for change when they have not seen the pier.*

With the exception of those who already worked on the pier, every participant was excited for the potential opportunity to enter the port area. Numerous participants offered the suggestion that on non-ship days, residents could access the port or at least get a tour so they can better understand the development and how they can potentially benefit more from the passengers. Many additional suggestions were made about the process of generating change and what physically needs to change regarding the cruise port. Geoffrey from the Falmouth Heritage Renewal (FHR) explained that:

*A small number of people will have to create change as the majority of people have lost interest. They are not concerned with changing or creating new things to cater to the passengers as locals are simply accepting that it [the pier] is there. This small minority of people will have to go about developing museums and tourism developments catered towards the cruise passengers, in order to get them to stay and spend here in Falmouth*

This quote reveals that although people want changes to occur, there does not seem to be anybody leading the charge to foster any changes. Many participants stated that they thought the government should be the one

spearheading the changes William explained there is no visitor centre in town for cruise passengers or other tourists. He said:

*There are tourism ambassadors, but no go-to-place in town to get people organized.*

The craft vendors who work on the pier and out in town agree that a craft market should be constructed in Falmouth. There is an official craft market on the pier, but in town the vendors appear unorganized and are scattered throughout town.

It should be noted that those directly involved with tourism and those not involved with tourism had different thoughts about what should change or be developed in town. For example, the relocated residents of Hague have a very different set of interests than those already employed on the pier. Participants in Hague wanted running water or compensation for being uprooted, whereas those already employed in tourism were more focused on generating economic benefits for Falmouth based on passenger spending. When I asked Samantha, what needs to change, she stated:

*The mentality, the mindset of the people and those in control, the local government. The government needs to step in on this in order to help the residents, the parishioners, the locals to benefit from this industry, they need help, they can't do it all by themselves. They need a market [in town]. Unity is strength, and really, look at this, Matt, look at this, look how big this project is, now tell me, how can you have...even if you are deaf, blind, dumb or stupid, if you have a project like this coming, the first thing you're going to think of is, okay, its tourism, what do the tourists want? And how do I do that? Build a craft market for the people, take all of those craft persons off of the street. Tourists don't want to see no tarp or little shack and that's why the people [passengers] don't feel safe. If the thing was properly organized and displayed nicely, it would be more attractive to the passengers, and the locals themselves.*

Samantha, a craft employee on the pier explained that the vendors in the street need to be trained in:



*Customer service skills, behavioural attitude, entrepreneurship skills, production, interaction, all that sort of thing, so at the end of it, you feel professional, confident. You have to talk to tourists, and your behavior, tourism is very delicate, it is a beautiful industry, you have to know what you're doing, otherwise, you can lose it. So we have to be positive about what we are doing for it to be successful.*

She explained that she is running government-funded training programs but they need to be improved in order to get all the vendors on a standard level. Once the vendors are trained properly and a craft market in town is developed, Samantha thought that more passengers would leave the pier and spend money in town.

Another change that the participants thought would improve their lives and experience with the port was the development of additional tourism attractions actually in Falmouth. Currently, according to Trip Advisor, the number one attraction in Falmouth is a tour company that takes passengers out of Falmouth to visit sites such as the Appleton Rum Factory, and Bob Marley's home. Both of these are located more than an hour outside of Falmouth. The tourist attractions that are offered in Falmouth include a historical walking tour of town, raft tours on the Martha Brae River, Captain Hook Adventures (a pirate-themed dinner onboard a galleon) and Glistening Waters. The walking tours and river tours are well-suited towards passengers but they do not attract the same volume of passengers as the other attractions located near Montego Bay and Ocho Rios. Glistening Waters is a restaurant located a short drive from the port which features boat tours of its luminous lagoon. At night, tourists are invited to swim amongst microscopic organisms that emit a phosphorescent light when agitated. I personally enjoyed this attraction very much, and it does draw many

tourists from nearby resorts but it does not attract cruise passengers. Cruise passengers do not have the opportunity to take the boat cruise as it begins after sunset in order to maximize the visibility of the glowing water. John, one of the boat operators at Glistening Waters explained:

*We have an amazing attraction, people come from all over to check us out. It's too bad that the ships all leave so early and they [cruise passengers] do not get to see what we are all about. We are a night time attraction, and because of this, business has not improved as a result of the pier.*

This quotation relates to the fact that Falmouth did not prepare or get organized to take advantage of the development. The participants knew they wanted more from the port in terms of passengers entering the town and spending, but most seemed unsure of the next step to take and who would take action to make their desired changes a reality.

This theme of 'What could be improved?' presented the participants' thoughts towards the changes that they feel would improve their lives but also the uncertainty regarding who would make these changes. Despite the participants' overall negative feelings towards the new port, there was optimism, if somewhat resigned. The next section will present the third and final theme of my findings, 'All is not lost at Sea.'

#### **4.4 All is not lost at Sea**

While on the pier, I was introduced to a manager and was able to briefly discuss the development with him. At first, he seemed cautious and hesitant when I explained my research to him, but then he shared with me just how positive the pier has been. Overall, he said that the development has been

“overwhelmingly positive for everybody.” There were elements of the new pier that have undoubtedly been beneficial for Jamaica as a whole, as cruise passengers are arriving in Jamaica and spending money, however, as mentioned earlier, the passenger’s money is leaking out of Falmouth. Samantha stated:

*The money still comes to Jamaica, and not specifically to Falmouth, but that was the original idea. Falmouth is a poor parish, it’s kind of forgotten. Slavery, sugar, rum, all that’s gone, and now nothing, so we should be grasping at this, we should be using up all of resources. Without this development, there wouldn’t be anything, and I don’t think I would be here to be quite honest with you. I don’t think I would be here.*

When I asked her what would be happening in Falmouth if the cruise port were not here, she replied:

*Nothing, absolutely nothing. Therefore, it is giving people something and providing some work for some people.*

Other participants shared similar thoughts regarding the development. Jacob shared that:

*Prior to the development, there was not much tourism going on here in Falmouth, there were people from resorts coming in, but they stayed at the resort and did not really come into town. Now I have something to do and I am trying to make the best of it.*

Despite the port development not meeting residents’ expectations, it has indeed changed their lives and they know it is something that they will have to live with. Multiple vendors working outside of the pier explained that they were happy to be sharing their work with the rest of the world. Other residents pointed out that as a result of the development, Falmouth has made a name for itself. Although the port had not turned out to be as positive as the participants hoped, most shared thoughts that they were proud of their town, and proud that they were chosen as the development site.

Participants did not explicitly state this, but it was clear that residents were genuinely interested in seeing people from other parts of the world. Residents were not shy to approach me as they thought I was a cruise passenger and they wanted to know everything about me. School children exclaimed, “White Person!” on numerous occasions when they saw me. As a result of very few passengers entering the town, the interaction between resident and tourist is fairly limited, but nonetheless, the port has allowed for some of this type of interaction to occur.

As noted above, the participants shared a general disappointment regarding the development of the port, however, almost surprisingly; most agreed that tourism was the right tool to improve the lives of Jamaicans. David, a tour guide stated:

*The life of Jamaicans from beginning until now has been based around the lives of tourists. If you have attractions for the people, then your city can be better.*

Samantha agreed that tourism was the right tool as long as it was coupled with other local products. She stated:

*It's one of the right tools, one of. We have other resources that we can work on to make money for the locals. We have so many talented people here, um, herbs, we have a lot of stuff here, it drives you crazy, tourism in the sense of passengers coming here then leaving, we have other stuff. We can produce all kinds of stuff naturally, it makes me sick. You can't even think about hunger here, there is food everywhere, it's wild, it just grows, we have water and sunlight. This is not only for getting a tan, it's for agriculture, we can plant, and we got it all here you know. So we should be rich if managed properly, that's why I get so upset.*

These quotes reveal the complexity of this issue; the optimistic attitude and yet the immediate disappointment with tourism that was found throughout my time in Falmouth. Participants were adamant that their expectations had not

been met, but they were not quite ready to dismiss the possibility that tourism can and will be beneficial for them in the future.

#### **4.5 Summary of Results**

This chapter presented the analysis of my data gathered through observations and interviews. Background information about The Historic Port of Falmouth and the town of Falmouth was presented to set the stage for discussion of the findings. The first theme that emerged from the data analysis was ‘Big Ships, Big Disappointment’, which sought to capture the disappointment and frustration felt by Falmouth residents towards the port development. The second theme that emerged was ‘What could be improved?’ This theme drew attention to the changes Falmouth residents felt would improve their lives but also exposed the challenges in terms of the power and ability to make those changes. The third theme was ‘All is not lost at sea’, which illustrated the notion that despite the residents’ strong feelings of disappointment and frustration with the port, there are some good things that have come as a result of its development.

## CHAPTER 5

### DISCUSSION AND CONCLUSION

#### 5.1 Summary

The cruise ship industry represents one of the largest components of tourism and is experiencing rapid growth. The total worldwide cruise industry is estimated at US\$ 36.2 billion (a 4.5% increase over 2012) with 20.9 million passengers (a 3.3% increase over 2012) (Cruise Market Watch, 2013). Although the growth of cruise tourism is a global phenomenon, the Caribbean region dominates the industry. At any one time, there may be as many as 70 cruise ships operating in the Caribbean region (Clancy, 2008). With the continued growth of the industry comes the need to develop new ports to accommodate the increased volume of ships as well as the increasing size of modern cruise ships. This case study examined the Historic Port of Falmouth that was constructed to berth the world's newest and largest mega cruise ships, the Oasis of the Seas and the Allure of the Seas.

The purpose of this study was to identify the attitudes and perceptions of residents regarding the impacts of the new cruise ship port development in Falmouth, Jamaica. Semi-structured interviews and participant observation were used to collect the data. A case study was chosen because it was thought that it would reveal a deeper understanding of the residents' reaction to the port development. In total, 23 semi-structured interviews were carried out over a three-week period in Falmouth. In addition to the 23 formal interviews, many

informal conversations took place with residents of Falmouth providing more insight into their reaction to the port development. These various sources offered a multi-layered detailed understanding of the residents' reaction to the port.

Personal observations were carried out as I traveled throughout the historic town of Falmouth and on the new port development. Observations were carried out as frequently as possible on both ship and non-ship days. Materials from the local press and online blogs were briefly examined to supplement my research findings.

Interview data were analyzed by grouping findings into major themes and sub-themes. The analysis led to three overarching themes: 1) Big Ships, Big Disappointment, 2) What could be improved? And 3) All is Not Lost at Sea. These themes capture the participants' perceptions of, and reactions to, various elements of the cruise port development.

Personal observations were recorded as field notes, and interpreted upon completion of the data gathering process and return to the University of Waterloo. The personal observations were divided into and applied to the thematic categories presented above. My personal observations were also a key component in presenting the background information that set the stage for the presentation of my analysis.

In order to place the results of this study in the context of relevant literature, in section 5.2, I return to the main theme that emanated from the analysis of the data: the disappointment and frustration felt by Falmouth residents as a result of the new cruise port development. In this section, I also

provide a brief discussion of a selection of media articles, which give additional context to my study.

Additionally, I make recommendations to improve the situation in Falmouth and other future port developments in section 5.3. In section 5.4, I discuss some limitations to my research, and in section 5.5, I make recommendations for future research in the field.

## **5.2 Discussion and Connections to the Literature**

### **5.2.1 Big Dreams and empty promises**

Prior to the completion of the port, Falmouth residents were excited about how this huge development would improve their lives and inevitably provide some economic benefits. This finding supports Andriotis' (2005) suggestion that many communities see tourism as a promising opportunity for reducing economic problems in their communities. One participant explained that Royal Caribbean was under contract to bring 667,000 passengers per year for the next ten years and that they would spend approximately \$130 U.S. on average with a disembarkation rate of 70%. Prior to the development, those types of economic benefits were something Falmouth residents could only dream of. So what happened?

The frustration and disappointment felt by Falmouth residents is focused primarily on the lack of economic benefits resulting from the port development. I speculate that residents of Falmouth anticipated those numbers promised by



Royal Caribbean would not leak almost entirely into other more developed neighboring tourist areas.

The port development has not solved economic problems in Falmouth and some participants shared that since the arrival of the ships, their economic fortunes have actually declined. This decline is a result of communities and businesses being relocated to make way for the port and small business owners who invested in tourism enterprises expecting more passengers to enter the town. Since very few passengers leave the port area and enter the town, it has left many residents unable to pay back loans they took as the port was being constructed.

Regarding employment opportunities, some jobs were created during the construction of the port and a number of service jobs have been created in the enclosed port area. Despite this job creation, the overall sentiment of participants is that the port development only slightly increased employment opportunities. It should be noted that I do not have any actual statistics to support the employment numbers. This finding supports work by tourism scholars (see for example, Britton, 1982; Harrison, 2001; Scheyvens, 2002; Mowforth & Munt, 2003) who suggested that with mass tourism, come high levels of economic leakage, domination by large trans-national corporations and weak economic linkage to local communities often with the creation of low-skilled, underpaid jobs. The lack of employment opportunities for Falmouth residents is a direct result of the fence separating the town from the port and the number of passengers who depart Falmouth on busses *en route* to Montego Bay or Ocho Rios attractions.

Results supported the suggestion made by Easterling (2004) that the commercialization of relationships between the residents and the tourists as well as an over-dependence of residents on tourists can result from tourism development. This was most evident in areas just outside of the ports gates where vendors acted aggressively to try and sell their products. Many residents were hoping that by investing in tourism-related businesses, the cruise development would improve their economic status. However, it has done the opposite and left many locals worse off than before the port was constructed. The number of ship days each week and the short period of time spent in port amplifies the desperation of some residents. As presented in the previous chapter, cruise ships do not arrive daily and often there are 4 or 5 day gaps between ship arrivals.

Results supported suggestions made by Haralambopoulos (1996) that residents' support for tourism is directly related to the extent to which they feel they are benefitting economically. Additionally, scholars have found that local community residents are likely to support tourism development if they perceive that the industry results in more benefits than costs (Gursoy & Rutherford, 2004). One of the most crucial benefits of tourism development derived by local residents are real or expected economic ones, which in turn contribute to support for tourism (Akis, Peristianis, & Warner, 1996; Gursoy, Jurowski, & Uysal, 2002; Perdue, Long, & Allen, 1990). Falmouth residents do not feel they are benefitting economically from the port and as a result, are becoming increasingly disappointed and frustrated. Furthermore, analysis of interview data supports Easterling's (2004) suggestion that while the majority of residents recognize the

economic potential of tourism, most admit they have not personally benefited from it.

Results suggested that leakage was a key contributor to the disappointment and frustration felt by Falmouth residents. As explained in a previous chapter, the concept of leakage captures the extent to which lower-than-expected economic returns may be a result of tourism. Falmouth has received lower-than-expected economic returns because few cruise passengers enter the actual town. As discussed earlier, many passengers leave Falmouth to head to more developed tourist areas. These results support previous research (Hampton, 1998; Scheyvans, 2002) that large-scale leakage has been associated with mass tourism and high-end, luxury tourism, both of which are typically externally controlled. Furthermore, the results support research by Mowforth and Munt (2003) who suggest that tourism is a poor development strategy, as the industry does not leave significant revenue in host economies. I speculate that Royal Caribbean never designed the new port development to provide any significant economic benefit to Falmouth. Royal Caribbean needed a place to dock their biggest ships in Jamaica and neither Montego Bay nor Ocho Rios had ports deep enough to accommodate them. Therefore, again I speculate that Falmouth was the place chosen for development as it is conveniently situated between Ocho Rios and Montego Bay. However, a significant portion of the money being spent in Jamaica is leaking back the cruise company in the United States. My study contributes to the body of knowledge regarding leakage in cruise tourism industry by examining the effects of leakage on a new cruise port development.

Up to this point, leakage studies have only been conducted on more established cruise ports.

Results also revealed that Falmouth residents felt as though they were being left out of the development because they are typically unable to afford to rent commercial space on the port. Royal Caribbean owns the land that makes up the new port and therefore controls the access to its commercial space. This means that passengers are able to do their luxury and souvenir shopping without ever having to leave the port area and enter the town. Additionally, since the arriving passengers only have about 6 hours in port, it is more convenient for passengers to shop on the port instead of shopping in town. This finding supports Clancy's (2008) suggestion that as a result of short stays in Caribbean ports, most passengers' spending is on restaurants and shopping in the port area.

In addition to internalizing the shopping experience for cruise passengers, the excursions and tours that are offered to the passengers are typically pre-booked on the ship or in the port area. The cruise company contracts out the bus drivers and vendors and they all depart from within the gates of the port area. This leads to a convoy of hundreds of buses driving through the gates and driving out of Falmouth on ship days. Because the bus drivers and vendors who operate on the port pay a fee to Royal Caribbean to have access to the passengers, it takes away from their potential earnings if they were to operate independently outside the port. However, the drivers operating independently outside the port never appeared to be busy because it is more convenient for passengers to board buses from within the gates. These results support Clancy (2008) who suggested that

cruise companies have also internalized the sales of shore excursions while externalizing their production as excursions are purchased by passengers on-board the ship but are then carried out by outside vendors that have contracts with the cruise companies. Suggestions made by Klein (2002) pointed out these contracts result in a 10-40% price cut for cruise companies and they lessen the potential profits of the local providers.

Overall, Falmouth residents have not received the economic benefit they had expected. This overarching result supports earlier research (Henthorne, 2000; Wilkinson, 1999) that suggested tourist expenditures are lower than what had been estimated and, if one included economic leakage and social and environmental costs, the economic benefits resulting from cruise ship visits are modest. This result further supports Wilkinson's suggestion that compared to stay over tourists in the Bahamas, "cruise visitors have very little potential economic impact" (pg. 269). This little economic impact is a major source of frustration because Royal Caribbean and the Port Authority of Jamaica sold Falmouth on the idea that thousands of passengers would enter the community and spend money in town. As mentioned earlier, residents remain hopeful that passengers will enter town and have a positive economic impact, but the port has been designed to limit the number of passengers who enter the town in order to maximize Royal Caribbean's profits.

Residents have not yet become hostile towards the port development or the passengers who enter town on their own, or by way of trolley or horse wagon tour, but I suspect that if things continue the way they are going now, this will be

inevitable. This suggestion supports Munt (1994) who stated that residents' negative attitudes towards tourism development may become hostile behaviours and that conflict between hosts and guests is inevitable. At the time of my field research, residents shared their disappointment with the development, but did not direct their negative attitudes to the passengers or cruise employees in a hostile manner.

Prior to the port development, tourism in the town of Falmouth was almost non-existent. The scale of the cruise port development and the potential for tourism dollars entering town as presented by Royal Caribbean was almost beyond belief for the residents. The size of the town in relation to the number of passengers that arrive on the ships acts as a constant reminder of the disappointment and frustration felt as a result of the development. This finding supports Capenerhurst's (1994) suggestion that the number of people in the host community also affects the reaction of residents towards tourism development. For example, smaller host communities may have stronger reactions to tourism development than larger host communities, as development is more evident.

Data analysis revealed that although Falmouth residents were focused on the economic impact of the new port, they were also aware of social and cultural impacts taking place. Residents were excited to have passengers enter the town and appreciate the historic buildings and architecture found throughout Falmouth, but as explained previously, very few passengers entered the town. Nevertheless, without the development of the port, very few tourists would have included Falmouth on their trip to Jamaica. This finding supports Zappino's

(2005) suggestion that tourism has the potential to bring celebration of indigenous Caribbean cultures and historic sites. Additionally, many Falmouth residents have started selling crafts as a result of the expected arrival of thousands of cruise passengers. This also supports Zappino's suggestion that many local arts and crafts trades have been revived and made into important local industries by members of local communities. Nonetheless, as the port development has led to a resurgence in the craft and souvenir markets, numerous participants who were not directly involved with the craft market on the pier explained that only a small selection of craft vendors actually produce their own work. I was informed that most of their work comes from the workers in the central rural areas of Jamaica or is shipped to Jamaica from China. Therefore, although the economic benefits of selling crafts may be authentic, many of the products being sold are not. I speculate that this shows how the social and cultural values are devolving as a result of the port development and how a new economic dependence on tourists has emerged.

As a result of the port development, residents shared their thoughts regarding both positive and negative environmental impacts. Residents believed that some infrastructure was improved in town as a result of the port development. Roads connecting the port to Water Square in the town centre had been paved with interlocking bricks and in the area surrounding the port, landscaping was done to beautify the town for arriving cruise passengers. Additionally, historical storyboards in town were improved to be more visually appealing and some buildings were lime washed and painted to restore them to

their original splendour. These results support Mason's (2003) suggestion that tourism development can preserve historical buildings and monuments as well as improve roads and other public facilities. However, my findings do not support Mason's (2003) suggestion that tourism development can be of benefit to the physical environment in that it helps increase awareness of the environment and measures to protect the natural resources. My interviews revealed that residents had very little knowledge or information about how destructive the cruise ships are for the local environment. Additionally, participants shared that there were no obvious measures in place by either the government or the cruise company to protect the Falmouth's natural resources.

Results show that residents were aware of some environmental impacts of the new cruise port development in Falmouth, but many residents lacked specific information regarding the extent of these impacts. The economic impacts were the most discussed throughout the interview process. The beach erosion at the relocated fisherman's wharf and the lack of promised government assistance to restore the shoreline was seen as a negative impact of the port. Additionally, residents were upset about the erosion of Harbour and Rodney Street as a result of the sea floor dredging to complete the port. These findings support McElroy and Albuquerque's (2002) suggestion that tourism-based construction in the Caribbean has been identified as a major cause of beach erosion and coral reef damage as a result of cruise anchoring. Although this point was not directly shared by participants, I can argue that the new cruise port and the world's largest ships that dock there support the World Bank's (2001) suggestion that



tourists place a high demand on energy and freshwater resources and typically use much higher amounts of both energy and freshwater when compared to locals.

The residents of Falmouth were aware of environmental impacts that have occurred as a result of the port development. However, in the interview process, as mentioned earlier, only the most obvious impacts were addressed such as the increased turbidity of the sea resulting in shore erosion and construction of the port, which drastically modified the shoreline. This result supports Johnson's (2002) finding that modifications to the natural and built environment to enable destinations to serve as cruise line destinations involve loss of natural habitat and changes to local coastal wave and sediment patterns. The changing waves and sediment patterns have limited residents' access to the shoreline as a fence has been constructed from the port that extends all around the west side of Falmouth. Additionally, some relocated fisherman revealed that their fishing techniques had to change because the dredging of the sea coral led to the depletion of fish close to shore. This finding supports Lewis *et al* (1985) who suggested that dredging channels for the larger ships causes increased turbidity that is damaging to the sea grass beds and corals.

Conversations with participants revealed that prior to the construction of the port, various government organizations such as the Urban Development Corporation held public meetings to inform the residents of the potential environmental impacts, however, I was informed that these meetings were not heavily attended. I believe that the lack of concern shared by residents regarding

environmental impacts is a result of the port being new as well as a separate entity from the town. What Royal Caribbean does with the waste from their ship and the passengers in port is out of sight from Falmouth residents. This separation may decrease the immediate concern of the locals, but it does not decrease the amount of waste being dumped from the ships. I sense that in the near future, the residents will become more aware of the waste and subsequent environmental impacts created by the port and the ships. This anticipated awareness of the environmental impacts will inevitably lead residents to become more disappointed and frustrated with the port development.

This study supported Bruttomesso's (2001) argument that cruise port developments can have a positive effect on the regeneration of the wider area surrounding the new port development. Results show that residents admit that there have been improvements in the area surrounding the port, but also admit they expected more positive impacts to occur. The regeneration that occurred in Falmouth was focused on aesthetics and beautifying the town for the arriving passengers, very little was done to promote actual economic benefits for the community.

### **5.2.2 Quality of Life and Community Pride**

There are numerous studies (see, for example, Andereck & Nyaupane, 2011; Burns, 1996; Bystrzanowski, 1989; Pizam, 1978; Milman & Pizam, 1988; Perdue, Long & Allen, 1990) that address the belief that tourism development improves residents' overall quality of life. In my study, I found that Falmouth

residents did not feel their lives had improved as a result of the port development. Results indicated that residents feel isolated from the development and the apparent economic success of the development because most have never been granted access to port area. The separation has left many Falmouth residents feeling powerless and unable to improve their lives because the very limited interaction between arriving tourists and the local community. Additionally, some Falmouth residents have seen their land taken from them, their businesses relocated, and their access to the shore removed as a result of the port development. These findings support Zappino's (2005) suggestion that in the Caribbean, there is lack of inclusion of members of local communities in the private tourism sector and that locals do not have a strong sense of ownership or control over the tourism product. Furthermore, it supports Zappino's suggestion that tourism development in the Caribbean often prevents people from having the right of access to land, water, and other natural resources.

Additionally, an examination of the interview and observation results indicated that there was very little interaction between cruise passengers and the residents of Falmouth. It was found that Falmouth residents who were hired to work on the pier were much more likely to interact with passengers than those who worked in town. Participants in town shared that much of the interaction stems around the selling of souvenirs and only a few have a chance to experience this. As soon as the passengers walk through the gates, local vendors aggressively trying to sell their crafts immediately surround them. In my experience, this initial aggressive interaction is often enough to lead the

passengers back into the port area before they get to see what the town has to offer.

In addition to the limited interaction between Falmouth residents and passengers, results revealed further frustration stemmed from passengers' apparent fear to enter the town of Falmouth. My observations supported the residents' claims that passengers were fearful to enter the town. Although the new port is successful in showcasing a replica of the original Georgian architecture found in Falmouth, I would argue that port area as a whole lacks authenticity and shares qualities found in a typical North American theme park. The look and feel of the new cruise port in comparison to the town of Falmouth, which is highly visible from the ships balconies, is very different. I speculate that the new port area is within the comfort zone of most passengers whereas the town and "real" Jamaica may be beyond their comfort zone. These results support the work of Cohen (1972) who, as noted above, suggested that, "tourists would like to experience the novelty of the macro-environment of a strange place from the security of a familiar micro-environment" (pg. 166). These results also support Jaakson's (2004) suggestion that most cruise passengers escape one tourist bubble (the ship), only to enter another one (the port).

My findings revealed that Historic Port of Falmouth contains qualities of a tourist bubble. The port area is an extension of the ship and allows passengers to shop and explore "Jamaica" without ever venturing off the Royal Caribbean compound that is the port to enter "real" Jamaica and the town of Falmouth. This finding supports Weaver's (2003) argument that a cruise ship can be considered a

tourist bubble because it is a space designed for tourists and those who serve them; where passengers and crew are actors and where all of the activities are scripted and closely monitored. Although Weaver is focusing on cruise ships and not cruise ports, his findings can be extended to the port area in Falmouth as it is a contained area owned by Royal Caribbean. These results strongly support Krippendorf's (1987) suggestion that real understanding and communication between hosts and guests is rarely produced; that two categories of people are created: those who serve and those who are served. In addition to the limited interaction between passengers and locals, my results indicated that some residents felt the cruise companies were taking over their town by relocating communities and by threatening to push some craft vendors away from the port. Furthermore, the conversion of Water Square into a pedestrian zone has decreased business for the storefronts that were accessible by car prior to the development. These results support Mason and Cheyne's (2000) suggestion that residents express concern regarding the fear of perceived changes and loss of control over their environments as a result of tourism development.

Furthermore, previous research (see, for example, Ap & Crompton, 1998; Easterling, 2004) suggests that tourism can bring an increased understanding of other cultures while strengthening the cultural identity and an increased sense of community pride for the host destination. As alluded to earlier, during construction, Falmouth residents did have an increased sense of pride and were hopeful that the development would strengthen their cultural identity. When the first cruise ships arrived in Falmouth, community pride was evident through the

thousands of residents who lined the ports gates to welcome the passengers. However, it did not take long for the residents to realize that despite their expectations, most passengers do not enter Falmouth which resulted in decreased community pride and an overall negative attitude towards the port. I speculate that in the future, if the fence is removed that separates the town from the port, more interaction between passengers and locals would once again restore community pride. It appears difficult for the residents to be proud of their town when the first thing most arriving passengers do is leave. Although residents admit that the port development has helped put them on the map, results do not support the findings of Smith and Robinson (2006) who suggest that tourism can help create confidence in the community as well as an identity.

### **5.2.3 Moving forward but stuck in the past**

Despite Falmouth residents' disappointment with the port development, many still view tourism as a way to improve their lives. The fact that residents still support the project and tourism development in general is very interesting and I suggest that it stems from surface level thinking. On the surface, the port was constructed to bring in wealthy cruise passengers who would spend money in their town. Now that the port is finished, the wealthy passengers are indeed arriving and therefore, residents see tourism as a good thing because it is bringing money to them, or at least the potential for money. Prior to the development, this potential for prosperity was non-existent and there was little opportunity available to improve their lives. As it stands currently, residents are

recognizing that the port is not improving their lives, but they remain hopeful because the ships continue to arrive. The disappointment felt by the residents is a result of the disconnect that exists between the flow of money between passengers and the residents of Falmouth. The high level of external control in this development and the limited tourism knowledge of Falmouth residents perpetuates this disconnect. This case demonstrates the powerlessness of local residents who desperately want to benefit from the port but are unsure how to do so. Even if the residents greatly improved their tourism skill sets, there is no guarantee that the cruise company would acknowledge these improvements or find a way to allow more locals to benefit from the port.

Falmouth is a very distinctive case of tourism development as a result of the foreign investment made by Royal Caribbean Cruise lines and the Port Authority of Jamaica. Both of these partnering organizations have invested heavily in bringing more passengers to Jamaica, but neither of them appears to have invested in bringing and keeping tourists in Falmouth. As a result, the residents' attitudes towards the development reflect the lack of tourist dollars flowing into Falmouth. Jamaica has had a long history of being exploited by foreign investment and the Historic Port of Falmouth appears to be another victim. This supports Cabezas' (2008) suggestion, noted earlier, that for the small island nations, tourism represents what sugar was a century ago; a single crop controlled by foreigners and a few elites, which contributes to global capitalism. Although the new port development acts as a generator of foreign exchange on the national level, the local level has been all but ignored.

Results suggested that residents feel like they are not only being left out of the port development in terms of economic gains and socio-cultural benefits, many shared that the new cruise port was exploiting Falmouth. Some residents shared that the new port represents what slavery represented more than 150 years ago; white people using Jamaica to get rich while leaving little benefit for the island. This finding supports Walker's (2009) pre-development hypothesis that Jamaica has a history of being exploited by foreign plantation owners, sugar barons, and slave owners and that the new cruise port development in Falmouth would be another example of the exploitation. It also supports Taylor (2003) who stated that by the 1990's, tourism had become the lifeblood of the Jamaican economy, but at an enormous cost: enclaves of privileges that exclude most of the local population and environmental degradation. In Falmouth, the development of the port caused large-scale environmental degradation through sea floor dredging and shoreline manipulation and once it was completed, a fence was installed to exclude the locals from entering the port area.

In Kincaid's 1988 book titled "*A Small Place*", she describes tourists that visit her home island of Antigua as morally ugly. Kincaid (1988) explained that tourists are motivated by boredom in their own lives and will never fully understand the "small place" they have chosen to visit. Kincaid describes tourists as morally ugly as they make use of other, usually much poorer people for their pleasure. In Falmouth, the majority of the cruise passengers who either stay on the newly developed port or leave town on a tour bus, may be perceived as morally ugly by locals because they are using the beauty of Jamaica and its



people for their pleasure. Cruise passengers are likely unaware of their exploitative nature due to their lack of understanding the “small place” they are visiting. That being said, it is difficult to place blame on the cruise passengers as they are just part of the bigger issue, which is the moral ugliness of cruise companies who exploit small places like Falmouth, Jamaica in order to make profits.

Falmouth is at the mercy of the cruise company and yet, many residents still feel that tourism is the best and only path to a better life. Although there exists great pride for Jamaicans to be free from hundreds of years of colonial rule, I believe they understand and reluctantly agree that their economic future is dependent on foreign and mostly American investment. Although residents are not seeing the benefits they had hoped for as a result of the port, it has laid the groundwork for future potential benefits. The neocolonial situation in Falmouth will likely continue to disappoint and frustrate residents as the fence separating the port from town acts as a symbol of economic disparity and ways of the past. In Falmouth, Royal Caribbean has found a different and more discreet way to exploit Jamaica than slave owners in the past.

The following section suggests some recommendations for future tourism researchers and for the town of Falmouth to help cope with the development along with some ideas to improve future port developments in the Caribbean region.

### **5.3 Recommendations**

The findings of this study leads to four recommendations for the local government, the residents of Falmouth, and cruise companies. First of all, it is recommended that the local government work towards more investment in tourism attractions in the town of Falmouth. One of the major issues leading to resident frustration with the port is that the passengers depart Falmouth for more developed tourist areas. If more attractions were developed within the town or just outside of Falmouth and could be connected to the cruise company, more passenger dollars would stay in Falmouth instead of leaking out into Montego Bay and Ocho Rios. The challenge with this recommendation is that the investment will likely have to be made from a local government with limited resources. I speculate the national government would not support further tourism investment in Falmouth, as they invested \$US 120 million to partner with Royal Caribbean to build the port. Additionally, the national level government is receiving economic benefits from the passengers regardless of whether they depart Falmouth for more developed areas. Furthermore, it is unlikely that Royal Caribbean will invest more into the town of Falmouth and its tourism development, as they would prefer the passengers stay on the ship or stay on the port. If passengers do want to go on an excursion, they can book them on the port, which further maximizes Royal Caribbean revenues. Unfortunately, there appears to be little benefit for Royal Caribbean to support further development in Falmouth and therefore, I speculate residents will become increasingly upset

with the port as they will continue to feel left out until more local tourism development occurs.

Secondly, results suggested that the fence separating the town from the port was a major point of contention. During construction, residents by Royal Caribbean and the construction company that the fence was temporary and would be removed once the port was completed. This was not the case as a guarded solid iron fence was installed to replace the chain-link fence used during construction. Understandably, the fence is in place for border control and security purposes, however, residents feel as though it has closed them off from the development. The port has also denied residents access to a shoreline that was once theirs to use for fishing and recreational purposes. Ideally, the fence would be removed and residents and passengers could share both the port and the town resulting in increased social and economic exchange. A more realistic recommendation would be to open the port once a month on non-ship days for the residents to take a tour and explore the port. Although this will not generate economic returns for the locals, it will foster some understanding of what is beyond the gates. Additionally, granting residents limited access to the port may help boost morale in terms of understanding what the port is all about and how they can reap future benefits from passengers.

Thirdly, results suggested that the area just outside the gates features numerous craft vendors and tour operators who aggressively try and sell to the arriving cruise passengers. As soon as the passengers leave the comfort of the fenced in port area and enter the town of Falmouth, they are barraged by vendors

and often intimidated to the point where they return to the port before having a chance to explore the beautiful historic town. The development of the port area and promises made by Royal Caribbean led many residents to invest their savings into obtaining craft vendor licenses to sell souvenirs to the arriving passengers. Since the port opened, residents have realized that most passengers do not enter the town and therefore do not purchase the vendors' goods. This has unfortunately led to a high level of economic desperation in Falmouth and contributes to the aggressive sales approach deployed on the few passengers who enter the town. My recommendation is that additional training and workshops are given to vendors as part of obtaining a tourism vendor license. The training needs to become mandatory and focus on less aggressive selling techniques that typical cruise passengers are more accustomed to. The Urban Development Corporation and the Social Development Corporation could take on this project as it falls under both of their mandates to improve economic and social conditions in Falmouth. Although this recommendation may eventually lead to more passengers entering Falmouth and spending more time and money in town, there are challenges associated with changing the mentality of local vendors. The Jamaican culture and subsequent selling culture is very different from the United States where majority of the cruise passengers reside. Asking the local Jamaicans to change for the tourists may contribute to taking away part of their identity. It will be a delicate balance for the craft vendors between being less aggressive towards passengers while maintaining strong Jamaican values.

Lastly, the disappointment and frustration felt by Falmouth residents towards the cruise port leads to one major recommendation that extends beyond this particular port development. The overall design of the port is intended to benefit Royal Caribbean and Jamaica as a whole by increasing visitor numbers to the country. Results show that beyond the beautification of the town in the area immediately surrounding the port, very little was done to actually improve the lives of Falmouth residents. It is awe-inspiring to think the world's largest passenger ships can dock in a small town such as Falmouth and contribute this little to the local community. As discussed above, this speaks to the exploitative nature of cruise companies in the Caribbean region. To help combat this development approach taken by cruise companies, I recommend that prior to governments partnering with the cruise companies to develop future ports, there needs to be a guarantee that a significant investment will be made to the local community that will result in economic benefits.

Using results from this study, it is clear that painting buildings and landscaping around the port area does not generate significant economic impacts for the local community. The investment made by the government and cruise companies needs to include tourism attractions within the local area that can be operated and staffed by residents.

Additionally, Caribbean governments need to negotiate better terms with cruise companies prior to development regarding economic promises being made to the communities that house these developments. Promising a certain number of cruise passengers to Jamaica does not reflect any guarantee that those

passengers will stay and spend in Falmouth. Therefore, I suggest that in addition to economic promises being made to the country as whole, specific, measurable economic promises are made to the local community as well. If the cruise company does not meet their official economic contribution on the local level, then they will have to pay a tax that covers the difference. This money could then be used by Falmouth to repair roads and restore the shoreline that is being eroded as a result of the sea floor dredging required to build the port. Having the cruise company help to repair the physical damages in town that resulted from the port development would likely help ease the frustration felt by residents. Although this recommendation would increase the economic impact on the local community, it does not negate the fact that cruise passengers are prone to embarking on shore excursions far away from the port area. Additionally, cruise companies understand that Caribbean destinations are eager to have their business, which forces governments to succumb to the demands of the cruise company, meaning that although there is merit in this recommendation, this type of exploitative development will likely continue. The following section addresses some limitations to my research.

#### **5.4 Limitations to the Research**

Although most participants allowed me to voice record our interviews, some participants only allowed me to take notes in a notebook during the interview. As soon as I left the research site each day, I spoke the notes taken from prior in the day into my voice recorder. I was able to faithfully capture what

was said in the interviews, however, there was some potential for disconnect as I did not have verbatim quotes from the participants to support my findings.

Another limitation to this study was the length of time spent in Falmouth as a researcher. Having spent three weeks in Falmouth, I am certain I captured the participants' overall attitude towards the development, however, if I could have spent a longer period of time in town, I would have received more insights into the how the port is impacting the local community. Additionally, my time in Falmouth was just one snapshot into the residents' reaction to the port. If I were able to make multiple research trips to Falmouth, would my findings be similar? I speculate that they would be but perhaps Falmouth residents would have either become more, or less frustrated with the port as time passes.

Though most participants were open to sharing their experience with the port, many were hesitant to share their reaction to the development for fear of jeopardizing a future employment opportunity with the port or damaging their reputation. Additionally, I speculate that at first, some participants thought I worked for the cruise port and were not initially willing to share their negative reactions towards it. Therefore, the negative reactions that presented themselves throughout my study may have not revealed the whole extent of resident frustration.

Last, my time actually spent at the research site in historic part of Falmouth was limited by the lack of places to stay in town. There are no hotels, guesthouses, or bed and breakfasts within the historic part of town meaning I had to stay at a guesthouse approximately 5 km away from the port development.

Additionally, the logistics of getting to town were difficult because there are no official taxi numbers to call in Falmouth. The only way to get a taxi would be if the previous taxi driver gave you his number or if the innkeeper gave me the phone number of one of her friends, who were typically very expensive and unlicensed. Furthermore, once the cruise ships departed at about 6pm, there were no taxis available in town to get back to the guesthouse where I was staying. This meant that all interviews and observations had to be conducted during the day in order to maximize my personal safety. These logistical challenges all presented a challenge in terms of the amount of time I was able to spend on site.

### **5.5 Recommendations for Future Research**

Results suggested that more research into the ‘great divide’, the wall or fence put up that separates the cruise passengers from the residents and town should be carried out. The social and economic implications of the fence in Falmouth warrant further study, as it was a key determinant in the residents’ negative reaction to the port.

My study also revealed that the town of Falmouth lacked appropriate tourism infrastructure and attractions to draw cruise passengers from the port into town. Therefore, I suggest that there is a need to further research the level of tourism readiness in a community when faced with a major tourism development.

Furthermore, results from this study revealed that economic, social and environmental sustainability are difficult to achieve on the local level when faced with a cruise port development. Can a local Caribbean economy compete with



the cruise corporations? Is there a way to foster more community involvement when faced with a corporate tourism development? Can Caribbean residents protect what is theirs, or must they succumb to the development at all costs? I suggest further research is required to measure the overall sustainability of the cruise tourism industry on Caribbean communities.

Although my study focused on resident attitudes towards the port development, I suggest research be carried out to measure the cruise passengers' attitude towards the port and port community. It would be interesting to see how the passengers perceive their impact on the local community. I speculate that there would be significant disconnect between how the passengers think they are impacting Caribbean ports of call when compared to how the residents are impacted by the port development. This study would enhance our knowledge of social, economic and environmental impacts of cruise tourism while offering insights into how port communities can benefit more from arriving passengers.

Results suggested that despite the lack of benefits that the port has provided the local residents, many residents still suggested that tourism is the best development approach to improving their lives. I suggest that there should be a study conducted that tests the local community's threshold of tourism support through various stages of development. In addition, the frustration threshold when facing a new development should be tested against the level of overall support of tourism as a development tool. This study would provide a deeper understanding of how residents react to tourism developments as well as further illustrate the neocolonial challenges that face the Caribbean region.

Lastly, research into the residents' reaction to the Historic Port of Falmouth in 5, and 10 years is warranted. This would give a detailed insight into how the residents will have grown with or further against the port development. It will also give a better understanding of what worked and what did not work with the Falmouth development, which can act as a model for future communities who are presented with a large corporate cruise port development.

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## APPENDIX A: List of Interviews

*Samantha* – Employee at the Historic Port of Falmouth

*David* – A licensed tour guide operating out of Water Square

*Jordan* – A fisherman who has worked at both the old and new wharf locations

*Alex* - A fisherman who has worked at both the old and new wharf locations

*Theodore* – The land-owner of the new fisherman’s wharf

*Kathryn* – Employee at the Parish of Trelawney’s Urban Development Corporation

*Erin* – Employee at the Parish of Trelawney’s Urban Development Corporation

*Janet* - Employee at the Parish of Trelawney’s Social Development Commission

*Kelly* – Employee at the Parish of Trelawney’s Social Development Commission

*Jacob* – A tourism promoter for a restaurant across from the Parish Church

*Michael*- Licensed craft vendor located across the street from Port

*Abigail* - Licensed craft vendor located across the street from Port

*Lisa* – Licensed craft vendor located across the street from Port

*Reggie* – A shop vendor in the Albert George Market downtown Falmouth

*Franklin* – Unlicensed taxi driver operating downtown Falmouth

*Shanice* – Inn-keeper that housed me and drove me into town

*Geoffrey* – Employee at the Falmouth Heritage Renewal

*William* - Employee at the Falmouth Heritage Renewal

*Jim* - Long time resident of Falmouth with no connection to tourism industry

*Mindy* – A resident of Hague who had been relocated from the development

*Carl* - A resident of Hague who had been relocated from the development

*Steven* - A resident of Hague who had been relocated from the development

*John* – Boat operator at Glistening Waters (tourist attraction)

**APPENDIX B: Interview Guide**  
**IMPACT OF FALMOUTH CRUISE PORT STUDY**

**1. Background information**

**First, I would like to ask some background questions about you so that I can provide a summary of the people that I interviewed**

- How long have you lived in Falmouth?
- What do you do for a living?
- What is your role in tourism in Falmouth?
- Has that role changed over time?

**2. Perspectives on the new cruise port**

**How would you describe your experiences and feelings about the new cruise port development?**

**Probes:**

- Prior to construction, what were your initial thoughts about the cruise port?
- Have you changed your opinion since it opened? (If so, why)
- What does the cruise port mean to you?

**3. Do you encounter any difficulties and challenges as a result of the new cruise port development?**

**Probes:**

- Access to jobs, availability of jobs etc
- Quality of available jobs
- Crowding in the town
- Increased traffic (Congestion)

**4. As a result of the port development, how have you been personally impacted?**

**Probes:**

- Social or cultural impacts
- Economic impacts
- Environmental impacts

**5. As a result of the port development, how do you feel the town has been impacted?**

**Probes:**

- Social or cultural impacts
- Economic impacts
- Environmental impacts

**6. Has the new port development met your expectations? (How? If not, why)**

**Probes:**

- Contributes economically to the town
- Infrastructure being improved
- Enhanced sense of pride towards Falmouth

**7. Would you suggest that the overall impact of the cruise port has been positive, or negative? (Why)**

**8. Prior to the port being developed, what did the tourism industry look like in Falmouth?**

**9. What do you think needs to change in terms of the cruise port in Falmouth?**

**10. What do you think needs to stay the same?**

**11. Would you suggest that tourism development is the right tool to improve the lives of Jamaicans?**

**12. Is there anything else you would like to tell me about the new cruise port and the town of Falmouth?**



## **APPENDIX C: Information Letter**

February 27, 2012

Dear Sir/Madam,

My name is Matthew Kerswill and I am conducting a study on the experience of local residents in regards to the new cruise port development in Falmouth, Jamaica. I am conducting this study as part of my Master's degree in the Department of Recreation and Leisure Studies at the University of Waterloo in Ontario, Canada under the supervision of Dr. Heather Mair. I would like to provide you with more information about this project and what your involvement would entail if you decide to take part.

The overall purpose of this study is to understand the experience of residents regarding the new cruise ship port development in Falmouth, Jamaica. There has been no research done on the experience of the host community in terms of new cruise port development of this scale. Through this study, we will gain a better understanding of the how the new cruise port development has changed the lives of people living in Falmouth, Jamaica.

Therefore, I would like you to participate in my study. Participation in this study is voluntary. It will involve an interview of approximately 1 hour to 1.5 hours in length to take place in a mutually agreed upon location according to your convenience and comfort eg. restaurant or park, etc. The types of questions that will be asked during the interview will include questions related to your background, your role in tourism, how the cruise development has changed your life, and how it has changed the community. You may decline to answer any of the interview questions if you wish. Further, you may decide to withdraw from this study at any time without any penalty by advising the researcher. With your permission, the interview will be audio recorded to facilitate the collection of information, to be transcribed later for analysis.

Shortly after the interview has been completed, you will have the option to review the interview transcript to give you an opportunity to confirm the accuracy of our conversation and to add or clarify any points that you wish. You will also have the option to review the findings of my research upon the completion of my fieldwork. All information you provide will be considered completely confidential. Your name will not appear in any thesis or report resulting from this study; however, with your permission anonymous quotations may be used. Data collected for this study will be retained for approximately seven months in my supervisor's office. Only researchers associated with this project will have access to the data. There are no known or anticipated risks to you as a participant in this study.

If you have any questions regarding this study, or would like additional information to assist you in reaching a decision about participation, please contact me at 011+1-226-929-9434 or by email at [mkerswil@ahsmaill.uwaterloo.ca](mailto:mkerswil@ahsmaill.uwaterloo.ca). You can also contact my supervisor, Dr. Heather Mair at 011+1-519-888-4567 ext.35917 or by email [hmair@uwaterloo.ca](mailto:hmair@uwaterloo.ca).

I would like to assure you that this study has been reviewed and received ethics clearance through the Office of Research Ethics at the University of Waterloo in Ontario, Canada. However, the final decision about participation is yours. If you have any comments or concerns resulting from your participation in this study, please contact Dr. Susan Sykes from the Office of Ethics at 011+1-519-888-4567 ext. 36005 or [ssykes@uwaterloo.ca](mailto:ssykes@uwaterloo.ca).

Thank you in advance for your assistance in this project.

Yours Sincerely,

Matthew Kerswill  
Masters Candidate  
Department of Recreation and Leisure Studies  
University of Waterloo  
Ontario, Canada

## APPENDIX D: Consent Form

By signing this consent form, you are not waiving your legal rights or releasing the investigator(s) or involved institutions from their legal and professional responsibilities.

I have read the information presented in the information letter about a study being conducted by Matthew Kerswill of the Department of Recreation and Leisure Studies at the University of Waterloo in Ontario, Canada under the supervision of Professor Heather Mair. I have had the opportunity to ask any question related to this study, to receive satisfactory answers to my questions related to this study, and any additional details I wanted.

I am aware that I have the option of allowing my interview to be audio recorded to ensure an accurate recording of my responses. I am also aware that excerpts from the interview may be included in the thesis and/or publications to come from this research, with the understanding that the quotations will be anonymous.

I was informed that I may withdraw my consent at any time without penalty by advising the researcher.

This project has been reviewed by, and received ethics clearance through, the Office of Research Ethics at the University of Waterloo. I was informed that if I have any comments or concerns resulting from my participation in this study, I may contact the Director, Office of Research Ethics at 011+1-519-888-4567 ext. 36005 or by email at [ssykes@uwaterloo.ca](mailto:ssykes@uwaterloo.ca).

With full knowledge of all foregoing, I agree, of my own free will, to participate in this study.

YES  NO

I agree to have my interview audio recorded.

YES  NO

I agree to the use of anonymous quotations in any thesis or publication that comes of this research.

YES  NO

I agree to allow the researcher to contact me again for the purpose of collecting more information or for clarifications.

YES  NO

Please print and sign your name below:

Participant Name:

Participant Signature:

Witness Name:

Witness Signature:

Date:

## APPENDIX E: Feedback Letter and Summary of Results

### Feedback Letter and Summary of Results

Dear Participant,

I am writing to thank you for taking the time to talk to me about your experiences as resident of Falmouth Jamaica regarding the new cruise port development. I appreciate your time and input towards the study and it was a pleasure meeting you. I would like to reassure you about the confidentiality of the information collected during our interview, which will be kept secure in my supervisor's office in Waterloo, Canada.

I have included with the letter a brief summary of my study results. Please feel free to review this and to provide further information or comments to me about the issues we discussed. Your continued input is much appreciated. If you have any concerns or questions about the study, please feel free to contact Dr. Susan Sykes in the Office of Research Ethics at 011+1-519-888-4567 ext. 36005 or by email at [ssykes@uwaterloo.ca](mailto:ssykes@uwaterloo.ca). You can also contact my supervisor, Dr. Heather Mair at 011+1-519-888-4567 ext. 35917 or by email [hmair@uwaterloo.ca](mailto:hmair@uwaterloo.ca).

Thank you again for your time and I look forward to receiving your comments.

Yours sincerely,  
Matthew Kerswill  
Masters Candidate  
Department of Recreation and Leisure Studies  
University of Waterloo  
Ontario, Canada

## APPENDIX F: Handout and Map from Falmouth Heritage Renewal

### CHANGES THAT HAVE OCCURRED SINCE THE CRUISE SHIP DEVELOPMENT

- Some waterfront properties now landlocked:
  - Churches on Seaboard and Lower Harbour Streets
- Places relocated since the initiation of the port of development
  - Fishing village relocated from the Seaboard Street to Rodney Street – whole waterfront is fenced off, two churches have lost their sea front, along with the Falmouth All Ages School
  - Public transportation relocated from Water Square in order to convert it to a pedestrian zone (further east, outside of where tourists spend time)
  - Tax office relocated from Seaboard Street
  - Market and new transportation center to be relocated – not sure where or when the transportation centre will become permanent
- Waterfront no longer accessible to the public along the coast from King Street to east end of drag-line. (\*Make a before and after map showing the changes)
  - Gate added at the end of King Street
  - Other waterfront areas fence (eg. Falmouth All Age School)
  - Port area gated is not open to the general public (yet?)
  - Road is eroding – governments claim it is someone else's problem “nobody claiming responsibility”
- Beautification of some public places undertaken
  - Buildings immediately around Water Square painted through govt. funding
  - Courthouse facades lime-washed
  - New landscaping added in Water Square, at the cenotaph and courthouse
  - New landscaping added along streets leading to Water Square from the port
- New traffic management strategies implemented
  - Water Square converted to a pedestrian only space
  - Many streets converted to one-way streets
- Historical storyboards are now larger and have more visual impact
- Some roads repaired

- Many roads in the vicinity of the port repaired/resurfaced while roads used by the local remain in need of repair
- Increase in tourist oriented business including:
  - Street-side craft vending
  - Old stores being replaced by tourist oriented stores on Tharpe Street (across from the foundry)
- Other new business opportunities
  - Because there is an increase in demand for parking spaces:
  - Church at the end of Market Street now functions as a parking lot on ship days
  - Street-side paid parking spaces have been increased

