

THE GTTP CASE STUDY WRITING COMPETITION



Figure 1 An aerial view of the Trelawny Multi-Purpose Stadium. Photo courtesy of www.cwcblogspot.org

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Thesis Statement:
***The “Trelawny /Greenfield
Multi-Purpose” Stadium:***
***Is this the
launching pad for
developing Sports
Tourism in Jamaica?***

INTRODUCTION



Figure 1 Building the Trelawny multipurpose stadium. Photo courtesy of www.cwc.org

Sports tourism is defined by the Caribbean Tourism Organisation as, international trips specifically taken to watch sporting events, common examples of which include international events such as world cups (soccer, rugby, cricket, etc), the Olympics and Formula One Grand Prix, regional events (such as the Carib Beer Cricket Series) and individual (non-team) participant sports such as tennis, golf and horse racing.¹ Sports tourists are those individuals who travel in order to visit sports sites, attend or participate in sports events, see sports personalities, observe sporting activities, learn more about sports or improve skills among other things.² Sports

tourism is a new, innovative and uncharted avenue which can furnish an opportunity for the diversification of the Jamaican tourism product.



Figure 2 Map of Jamaica showing the location of the Trelawny Multi-purpose Stadium in relation to the country's major resort towns. Photo courtesy of www.mapsofworld.com



Figure 3 The West Indies Cricket Team plays a Test Match. Photo Courtesy of www.cricketblog.com

As the largest Anglophone island, Jamaica is situated at a central location, within close proximity to the North, South and Central American continents and with a population of approximately 3 million, Jamaica has been doing remarkably well in the tourist industry, welcoming well over half its population in visitor arrivals annually.³ The preponderance of resort towns such as Ocho Rios, Montego Bay and Negril are a testament the nation's superior standing and wealth of experience in the

tourism sector. It is of interest to note that Jamaica's current and principal

tourist markets of North America and Europe account for a substantial share of sports enthusiasts. This fact poises Jamaica to be able to fully capitalize on its already well-established position in the tourist market. In addition to this, the country's salubrious climatic conditions and the advantageous locations of our two international airports provide the ideal situation to be home to sports tourism.

Given the vast scope of the sports tourism industry, it is easy to appreciate that the benefits which sports tourism can procure are innumerable. The researchers, for the purpose of

convenience, have organized these benefits into four main categories: socio-cultural, health, technological and economic.

In relation to sports tourism, a socio-cultural advantage is the bolstering of national identity. Intense patriotism and national prestige is characteristic of many a Jamaican when a sporting event is staged. We make direct reference to the 2008 Beijing Olympic Games and the even more recent, IAAF World Championships in Berlin, a time when Jamaica celebrated the finesse of its athletes. These events are emblematic of the euphoric climax in nationwide solidarity. This source of patriotism also extends to parish level as in Trelawny for example; the citizens of Falmouth took great pride in being the host community of the ICC Cricket World Cup 2007 Opening Ceremony and the Greenfield Cricket Stadium.

Sports have, and continue to play an important role in the empowerment of youth. This is especially important since a good share of Jamaica's top athletes hail from impoverished, inner-city and rural communities. World-class sprint-hurdler and 400m hurdle World Champion, Melanie Walker, jumped over barrels in her backyard before leaping to success as a world-class hurdler.



Figure 4 World Champion Melanie Walker of Jamaica; Photo courtesy of www.gleaner-jamaica.com

Through organisations and events such as the National Premier League, National Basketball League, the VMBS Boys’ and Girls’ Championships and the Scotia Bank Kiddies Cricket tournament, many young people are given the opportunity to experience personal and academic fulfilment through sports. An investment in sports tourism would indubitably enhance this relationship as sports would not only be seen as a form of recreation but also as a major and nascent instrument of promoting academic. Head of Independence Park Limited, Major Desmond Brown, was quoted in a July interview, as saying that *“an absence of sports in such a crime-ridden society as Jamaica’s would result in a societal implosion as sports act as a powerful release and unifying factor for the country.”*

Through sports tourism, cultural exchanges can be facilitated in the context of the interaction of more than one cultural background. The sports tourist can experience and learn about the culture of the destination even though the main purpose of their travel is to participate or observe sports while locals can also be exposed to the tourist's new way of life. This results in a mutual understanding between both the foreigner and the local, in a time when such interactions are valued due to common tensions between individuals of different backgrounds such as Christians and Muslims. Cricket, for example has a major set of spectators that follow their team to any country in which they are playing. These tourists can thus experience new cultures.

Sports tourism can also counter a major negative effect of globalisation by the preservation and invigoration of traditions that were once being hauled into decadence. These can be resuscitated when intangible and material aspects of culture are showcased, for example the featuring of traditional foods and the use of our mass vernacular at sports venues. In promoting cultural persistence the tourist experience is enriched.

As evidenced by the physical and industrial development of tourist towns, sports tourism will contribute to the improvement of infrastructural quality and change in land use in Jamaica. Examples of this are specific to road works and availability of utilities for example in Trelawny at the Multi-Purpose Stadium. Consequently rural and urban areas would be furthered developed as a by-product of the promotion of sports tourism as local employment would be created.

Physiological, psychological and social health benefits comprise the source category: health benefits. Physiological benefits would result in the form of sportsmen adopting the role of health icons for their country. Their admirable physique would serve to motivate people for locally and internationally to lead healthy lives.



Figure 5 Asafa Powell runs to victory. Photo courtesy www.iaaf.org

Psychological benefits manifested through mental relaxation and rejuvenation when sports are done for recreation. Of interest, is the fact that the brain secretes endorphins when one engages in sporting activities.⁴ These endorphins alleviate stress and act as analgesics as it fortifies the body against pain.⁵ These beneficial properties positively impact parties involved in sports tourism.

Technological advancements are a significant advantage to the integration of sports tourism in Jamaica. Barriers to communication such as foreign languages have been overcome by translation tools; location, by efficient transportation.

The last and possibly most important benefit of sports tourism in Jamaica is the economic aspect. The influx of foreign exchange is of mammoth significance to our economy. Sports tourism would manifest a new and worthwhile venture for earning foreign currency. According to Jamaica Golf Association President, Gordon Hutchinson, in a Gleaner article dated 27 January 2008; sports tourism is estimated to contribute at least US\$500 billion per annum to the world wide economy.⁶ For these benefits to be realised, proper and efficient planning is necessary.

The sports that the researchers propose for further development in Jamaica are horse racing, golf, netball, athletics, swimming, polo, cricket, surfing, hiking and biking tours and basketball.

Venues for occasions and other facilities would have to be developed as a prerequisite for successfully developing sports tourism in Jamaica. New marketing strategies and tactics to enable a more effective advertising scheme in the international arena would have to be implemented. Undoubtedly, this would entail our moving away from the clichéd sun, sea and sand, by displaying a different facet of our island to the global tourism market in other words diversifying and rebranding, ***“BRAND JAMAICA”***.

With the increase in rooms annually, the need for accommodation that this investment requires would be satisfied. However, the development of sports-themed resorts could, like the ingenious ‘all-inclusive resort’ model, create an entirely new genre of vacationing.

Incorporation of other tourism sub-sectors, for example cruise shipping, health and wellness tourism, would promote economic expansion through linkages between industries.

AGAINST THE HISTORICAL BACKDROP OF FALMOUTH

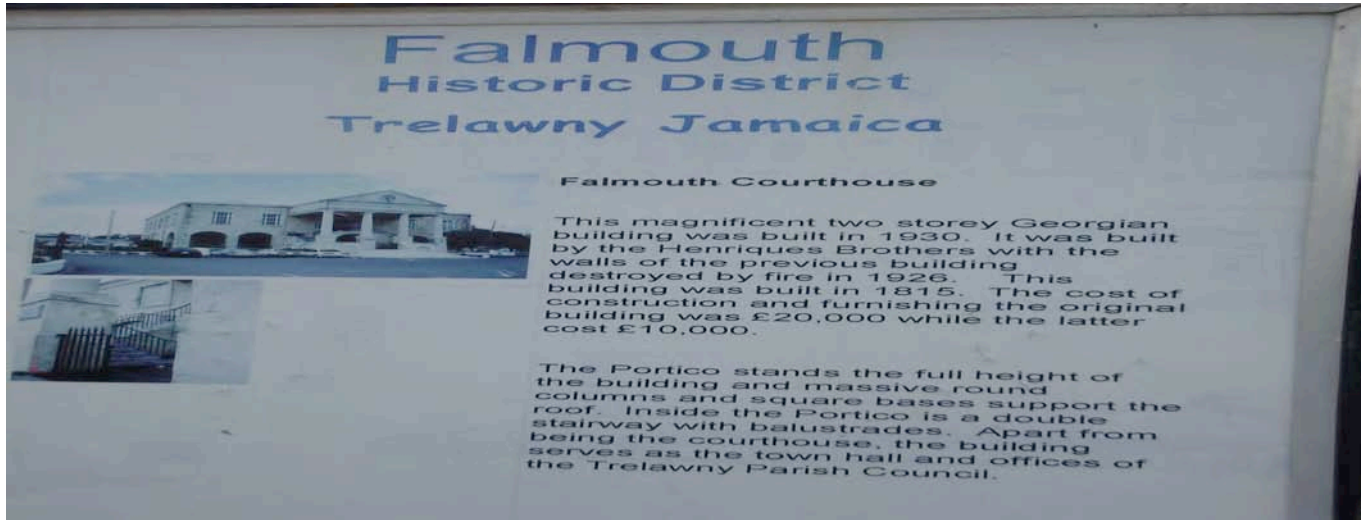


Figure 6 The impressive Georgian structure of the Falmouth Courthouse. Picture courtesy of Alcia Bromfield



Figure 7 Another of the historic buildings in the parish capital, the courthouse

We are very fortunate in that the setting or physical backdrop of our study is the historical resort town capital of Falmouth in the parish of Trelawny. This town is located on the northern coast of the island and is found in the midst of two of the Caribbean's leading resort areas: Montego Bay and Ocho Rios. This small, yet culturally rich town is poised to be the sports tourism Mecca of the region as with a firm/strong share in the tourism sector already; Falmouth is now the home to one of the largest cricket stadiums in the Caribbean.

The history of this serene town dates back to the days of '*King Sugar*'. During the late eighteenth to nineteenth century, a time when Jamaica was the leading sugar- producing country in the world, Falmouth was a busy port town.⁷ With over one hundred (100) sugar plantations, Falmouth was home to a diverse population of hundreds, if not thousands people who had one thing in common - 'sugar'. At its peak, Falmouth was a buzz of economic cultural and social activity.⁸ There was, like many other towns in the Caribbean at the time, a strict model or hierarchy of persons and at the zenith of which was the Plantocracy. This was the group that was primarily responsible for the development of Falmouth as a centre of cultural exchange and economic venture.

Today, remnants of what used to be what many described as the north coast's interpretation of Port Royal lay unspoilt in an enchanting and old-world arrangement just begging to be indulged in.



Figure 8 A view of Falmouth against the background of the Caribbean Sea. Photo compliments of Alcia Bromfield.

As one of the first towns in this hemisphere to receive piped water (even before New York City in the US!), Falmouth was a study of what was during its ‘hey day’, modern architecture and technology.⁹ Today Falmouth is credited as being one of the best organised and best preserved Georgian towns in the world. As a town washed by the Caribbean waters, Falmouth wreaks of old world charm and one is overcome with a feeling of enchantment while in the town.



Figure 9 A proud resident walks past the renovated fire station. Photo courtesy of Alcia Bromfield

As Jamaica's sixth and newest resort area, the town of Falmouth is not only embellished with a shore line comparable in splendour and tranquillity to any beach in the Caribbean but also well endowed with a lush and diverse flora and well preserved Georgian buildings and architecture. These assets lay at the centre of plans by the government of Jamaica, in particular the Parish Council of Trelawny to develop Trelawny as Jamaica's edgy and frontier tourism town.



These plans aim to broaden the scope of Trelawny's, and by extension, Jamaica's tourism offerings by making full use of eco-tourism in the Cockpit Country, heritage and sports tourism. Construction has already begun on a multimillion dollar pier or cruise ship dock and shopping complex. This will indubitably help catapult Trelawny into sports tourism stardom. The Greenfield Multipurpose stadium is "ground zero" for sports tourism in the parish.



Figure 10 Mayor Colin Gager shares the development plans of Falmouth with students, Stann-Omar Jones and Andre Tate. Picture courtesy of Alcia Bromfield

The researchers will show and expound on the usefulness of the Greenfield Multipurpose Stadium as the *raison d'être* for sports tourism in Trelawny and by extension Jamaica and the Caribbean.

AN OVERVIEW OF SPORTS TOURISM IN JAMAICA

Our picturesque isle of Jamaica is swiftly adopting global tourism trends; adapting to an ever-changing tourism environment and subsequently diversifying its tourism offerings. One parameter for expansion has been sports tourism which until recently was an untapped reservoir of potential. The government of Jamaica has recently adopted a new approach to sports tourism to boost foreign investments and propel the country's tourism product into a new sphere.

Sports tourism has been seen as a lucrative and viable addition to the jewels of Jamaica. This venture promises to attract a significant number of international visitors as with the 2007 Cricket World Cup which drew about 100 000 visitors to the Caribbean. It also facilitated inter-regional travel among a great percentage of the sports enthusiasts who came to the region for Cricket World Cup (CWC). Increased media exposure and TV coverage of the event not only drew fascinated tourists but also foreign investors who were looking for the "next big thing". Sports tourism can be marketed in a similar way to continue this trend.

Media may also cause fans to idolize certain sport figures and this may attract even more tourists to the country where their idol lives. Jamaica's Usain Bolt for example is a legend in athletics and should his exploits and sheer brilliance and dominance in sprint be used to market events, there is no telling the publicity and increased tourism arrival that his name could bring.



Figure 12 Jamaica's Usain Bolt doing his signature "To The world" hand gesture, often mimicked by Jamaicans and foreigners alike; Photo courtesy of www.oneindia.in

Other games such as netball have also been on the receiving end of international media coverage. Jamaica's goal shooter sensation, Remaldo Aitken is ranked the number one goal shooter in the world. Having hosted Netball World Cup here, further bids to host this event at the Trelawny Stadium can prove to be a big boost for sports tourism and usage of the facility.



Figure 13 The Sunshine Girls of Jamaica play New Zealand. Photo courtesy of www.gleaner-jamaica.com

Sporting events are themselves becoming more appealing with the inclusion of special ceremonies or festivals and a higher level of travel comfort and accommodation in fine style. Indeed, air travel to sporting destinations has become more affordable, accessible and frequent, therefore driving its demand. This will eliminate the seasonality of the tourism product and showcase the nation not only as a place for sportsmen but sports-watchers. Generally, sports tourists are between the ages of 18 and 34 and in the middle socio-economic class. This coincides with the profile for the average sports tourist following football while those following

cricket tend to be slightly older with more disposable income. The sports tourists interested in athletics tend to be young, low-spenders.¹⁰

It is note-worthy that The Johnny Walker Professional Golf Tournament in Jamaica has produced great economic benefit in the country. The competition was aired in 83 countries with over 300 million viewers and television news reports went to more than 200 broadcasters in 130 countries.¹² In this case the sponsor ended up spending more than Jamaica which used just over US\$1 million. Sponsor funding was US\$15 million.¹³ Without illustrating further, sports tourism in Jamaica is made with small local investment when compared to the funding of sponsors and is met with an extremely high level of success. If we have achieved this much success with such small funding, what if we had chosen to spend as much as our sponsors? The possibilities would be limitless. This illustration demonstrates the great profitability and feasibility of sports tourism in Jamaica.

The two main events which give Jamaica impetus to launch into the trillion-dollar sports tourism industry are the 2007 Cricket World Cup as well as Jamaica's stellar performance in the 2008 Beijing Olympics. Sabina Park in Kingston, the Trelawny Multi-Purpose Stadium, the National Indoor Sports Centre, Mona Hockey Field, internationally acclaimed golf courses as well as modern facilities of the National Stadium are infrastructural features of the sports tourism phenomenon in Jamaica.

With this latest development in the sports tourism policy, it has been acknowledged that certain island facilities such as Sabina Park, the Multi-Purpose Stadium and the National stadium have been grossly under-utilized. The policy seeks to maximize the use of these facilities to generate

revenue, employment and investments as the government seeks to become a host nation for even more sporting events.

Also, in a vast and ever-changing world, our local facilities which were top-class at one time, have now become obsolete. With continuously rising world standards, stadia become obsolete very often. The National Stadium built in 1962 was once world-class but now is in dire need of improvement. Proposals have been made within the government for a new stadium in the Sabina Park area, another Jamaican sporting venue (horse racing).



Figure 11 The main road leading to the stadium. Picture courtesy of Alcia Bromfield

LOOKING AT THE TRELAWNY MULTI-PURPOSE STADIUM

The Trelawny Multi-Purpose, approximately 40 km east of second city Montego Bay, was, in part, a gift to Jamaica from the People's Republic of China arising from Chinese interest in the region.¹³ The stadium was built in partnership with the Chinese government for the purpose of hosting the opening ceremony for the 2007 Cricket world Cup at a cost of US\$30 million.¹⁴



(a)

Figure 14 Building the Trelawny Multipurpose Stadium. Photo courtesy of www.tuffchin.com



(b)





(c)

Figure 15 The seats of the stadium have the shape and colours of the Jamaican Flag. Picture courtesy of Stann-Omar Jones

It also hosted several warm-up Cricket World Cup matches.¹⁵ Its construction spanned November 2005 to June 2006 with an almost entirely Chinese labour force.¹⁶ The permanent seating capacity of the stadium is 10 000 but it can be increased to about 25 000 if the seats are needed, with temporary seating.¹⁷

According to the Jamaica Observer in an article entitled “Trelawny Multi Purpose Stadium has Great Potential” written December 2006, the then Prime Minister of Jamaica who sealed the deal between The People’s Republic of China and Jamaica, Mr. Percival James Patterson, was right in “seizing the opportunity to provide a modern, full-sized stadium for Jamaica’s north and south coasts.” Initially, it was intended that the stadium would be home to cricket, soccer, rugby and American football, training by foreign teams, mass meetings and entertainment events, thus the

name “Multi-Purpose”. Strategically placed with Montego Bay to its west and Ocho Rios to its east, this geographical location is smack in the centre of a “thriving tourism industry”. Nearby areas of accommodation include the Starfish Hotel and several inns. The same article quotes Portia Simpson Miller, former Prime Minister of Jamaica as saying:

Figure 16 Sections of the stadium making it look more like an abandoned building. Photo courtesy of Alcía Bromfield



“We expect that the Trelawny facility will become the centre of a thriving sports tourism sub-sector. We expect that sporting teams from a variety of

disciplines in North America and Europe will soon be checking out the

possibility of spending time during the off season on Jamaica’s exotic north coast, precisely because of the existence of a modern stadium, within easy drive of their hotel.”

Situated in a largely rural area, despite efforts by the Jamaican government to urbanize the area, the stadium has been severely under-utilized.

Since the Opening Ceremony of Cricket World Cup 2007, it has since been used for a mass convention of the Jamaica Seventh Day Adventists and a concert dubbed “Curefest” put on by Jamaican entertainer, Jah Cure. The stadium’s lack of use is presumably what has retarded the growth of the environs. Its original intention has been evidently skewed due to its total non-use.

Since its construction and subsequent dormancy, the stadium has been a source of heated controversy. Members of the Jamaican public felt it was a waste or valuable resources to build a brand new stadium when a “sprucing up” of the 100 year old Sabina Park, a cricket oval in the country’s capital of Kingston, could have been more lucrative. Dr. Patrick Harris, the previous Member of Parliament for Falmouth quoted in the Gleaner November 4, 2007 concedes that he likes the idea of the stadium but believes that “breaking into the sports tourism sector will take time”.

In October 2007, the government announced changes that would be applicable to the stadium. Speaking at a Post Cabinet Press briefing, Karl Samuda, Minister of Industry, Commerce and Investment, said a committee had been formed to calculate how the stadium would be run. He said that “privatisation of the stadium is an option”. As of March 2008, the running of the stadium has stopped being financed by funds from Jamaica, Trade and Invest, JAMPRO and the National Housing Trust. He is also quoted in same article in the Gleaner as saying, “While the idea of a multipurpose sports and entertainment centre is a laudable one, the vision needs to be translated into a reality capable of being financially feasible”.

METHODOLOGY

The researchers employed a plethora of different practices in order for the collection of data and information for the case study.

The researchers gained primary data from sources closely associated with the Trelawny Multi-purpose stadium. Interviews were conducted with:

- ♣ Major Desmond Brown, Manager of the Independence Park Limited
- ♣ His Worship, the Mayor of Falmouth, Colin Gager
- ♣ Sharon and Sandra, janitorial workers at the stadium as well as other townspeople in Falmouth

In addition to this, an on-spot questionnaire was conducted using the accidental sampling method with a total of 100 respondents. Along with this, a *voxpath* was done in the town of Junction, St.Elizabeth to greater represent the views of the Jamaican people.

Secondary information was also gleaned from reputable sources. Secondary analysis of articles written on the stadium was also done. Sources for the secondary analysis include the following sources:

- The Jamaica Observer
- The Daily Gleaner
- The History of Falmouth by Carey Robinson

The researchers also did a field study of the town of Falmouth and the site of the Trelawny Multi-Purpose Stadium and its environs.

RESEARCH & ANALYSIS



Figure 17 Picture of Jamaica showing the location of the Trelawny Multi Purpose Stadium.

Image compliments of the mapsofworld.com



Figure 18 An aerial view of the Trelawny Multi-Purpose Stadium. Image courtesy of 2009 godaddy.com

How viable is the Trelawny Multi-Purpose Stadium, the home of the Trelawny Cricket Association, as a route for the expansion of sports tourism? Andre Tate and Stann-Omar Jones, students of Munro College in Jamaica carried out an in-depth case study and this is what they found out from their comprehensive research.

Location of the Stadium

The Trelawny Multipurpose Stadium located in Greenfield, Trelawny was constructed in 2007 in partnership with the People's Republic of China. The opening ceremony for the Cricket World Cup was held there as well as a few of the warm up matches. The Opening Ceremony saw thousands of people from all over the World pouring into the laid-back parish of Trelawny to be a part of the historic opening of the 2007 Cricket World Cup.



Figure 19 A section of the night sky depicting the fireworks during the Opening Ceremony.

Picture courtesy of 2009 godaddy.com



Figure 20 A large section of the crowd that came to witness the spectacular event. Picture

courtesy of Keril Wright

Life at the Trelawny Multi-Purpose Stadium after Cricket World Cup 2007

Since then, very little activity has gone on there and it is the opinion of many Jamaicans that the stadium is a “white elephant”. In fact, the present government of Jamaica is trying to avoid paying the huge debt amounting to millions that has been accrued in the building of the stadium considering a number of remedial actions which might see the stadium being transferred into the hands of the private



Figure 21 Under-utilized land at the stadium. Photo courtesy of Andre Tate

sector. Additionally, according to an article published on November 4, 2007 in the Jamaica Gleaner entitled “CWV Legacy – No foreign enquiries yet for the Trelawny Stadium”, Dorain Luton, Gleaner reporter notes that the stadium continues to rack up “monthly maintenance bills of three million dollars”. In that same article, Major Desmond Brown, head of Independence Park Limited (IPL), the company that manages the facility, says to date, “*there has not been a single request to his office from overseas teams to use the facilities as was expected...*” He, however, along with His Worship the Mayor, Colin Gager and Mr. Dennis Seivwright, President of the Trelawny Chamber of Commerce, along with the many locals of the parish, feel that with promotion and marketing, this land mark can become a major income earner for the country through sports tourism.

In an interview with Major Brown, (op.cit) a notable Jamaican sports figure and enthusiast, a major flaw in our society is that sports is simply a benevolent activity and not a source of big business for many. Once we change this perception, sports tourism will have greater potential in our island. If not, it is doomed to failure. He assured us from the onset that there was indeed nothing wrong in Jamaica as a location for sports events, as in previous times we have hosted at the National Stadium, several games including the World Junior Games (2002) and the Special Olympics (2003). He also reassured us that Jamaica had no problem with the management or organization of sports events as he opined that Jamaica had probably one of the most talented and dedicated team of sports event planners in the world.



Figure 22 The West Indies Cricket Team. Photo courtesy of www.crickblogspot.com

He, however, spoke of the under-utilization of the Trelawny Multi-Purpose Stadium as a sports venue due to its flawed existence. He said funding for the stadium dwindled greatly towards the completion so the government's dream of a true "multipurpose stadium" could not be realized and it simply became a venue for the 2007 Cricket World Cup. The stadium was essentially, and can only be used as a cricket stadium although proposed improvements to the stadium include a baseball diamond, in-door sports areas, two new pavilions, a gymnasium and state-of-the-art changing

rooms equipped with a Jacuzzi and other fixtures.

A major blunder in the building of the stadium, according to Brown, is that cricket is played from east to west. Alarmingly, the pitch is built the other way around so during games, the sun can shine in the bowler's eye.

The lack of lighting at the Trelawny Multi-Purpose Stadium is another major problem as most games are played in the evenings and continue into the night; a schedule made to accommodate persons from the working class who want to attend the games. The stadium's lack of lighting is due to the fact that the money allocated to the building of it had run out before the project was finished. The researchers theorize that this was because of improper planning. A generator

system providing light to the stadium had to be used during the opening ceremony of the Cricket World Cup in 2007.

Major Brown also opined that a “good” stadium requires at least 55 000 seats – a figure that the Multi-Purpose Stadium lacks by over 25 000. He spoke to the poor marketing of the venue and without this marketing he says, event hosting will be very minimal.

In a Gleaner article, “Athletics shutout - Trelawny stadium cannot accommodate running track” dated Sunday, August 31, 2008, Dr. Wayne Reid, who had responsibility for building the stadium said that the stadium could not accommodate a mundo track for track and field.

"It could take the track running eight lanes. The problem is that once you put in a track you cannot have a cricket field inside. You can only have a football field," Reid explained.

The reason for the lack of a running track, according to Dr. Reid is because it would not have been spectator-friendly. If one was made it would have to be built on the other 100 acres of land surrounding the stadium.

"If you make it that big, you would have to go there with binoculars or telephone your friend at the other side and ask what is taking place," he said.

Major Brown is of the opinion that certain tactical strategies could be implemented by operators of the stadium and the government to maximize the stadium’s usage. These include:

- **Public subscription for the stadium**

This means the public is more involved in the use of the stadium. Competitions such as Schoolboy Cricket, small matches and music concerts can be played at the stadium.

- **Naming Rights**

This means firms can name the stadium after themselves in exchange for financial considerations. An example of this is with the Emirates Stadium in Holloway in the London Borough of Islington named after the major Middle Eastern airline, Fly Emirates. The cost of this contract is £100m to be paid over the course of the deal and a £15m contribution towards the capital costs of the stadium's catering facilities from catering firm, Delaware North, which has a 20-year exclusive contract to run the stadium's catering operation. This serves an important source of revenue for the Emirates Stadium.

- **Sports Tourism Policy**

A clear-cut policy for sports tourism needs to be made in order to capitalize on the opportunities that sports tourism offers for the country through revenue, investment prospects and media exposure.

- **Collaboration with agencies**

By teaming up with the Jamaica Tourist Board and sports agencies through aggressive campaigning (*Sun, Sea Sand and Sports*), the stadium will benefit through greater use and operational revenue. This should be advantageous due to our strategic position in the world and the great market in East Coast USA.

S.W.O.T ANALYSIS

Strengths of the Trelawny Stadium include its:

- ✓ Pristine serenity, suitable for training
- ✓ Beautiful environs, view of the majestic Caribbean Sea, horizon and the historic town of Falmouth
- ✓ Lush vegetation and environmentally friendly environs
- ✓ General good climate, weather and cool, maritime sea-breezes
- ✓ Close proximity to accommodation (hotels, inns etc.) and attractions such as Outameni Experience, Glistening Waters Luminous Lagoon and the rafting on the Martha Brae River, Great Houses such as The Good Hope Plantation.



Figure 12 A lone cyclist rides over the legendary Martha Brae River. Photo compliments of Alcia Bromfield

- ✓ Home to International Sports figures led by the impressive three times world record holder and Olympians, Usain Bolt, Michael Frater, Marvin Anderson and Veronica Campbell
- ✓ Located 15-20 minutes away from the Sangster International Airport Montego Bay.



Figure 24 The Baptist manse, another beautifully preserved building boasting the Georgian architecture for which Falmouth is known.

Photo courtesy of Alcia Bromfield



Figure 25 The azure, calming waters at Glistening Waters in Falmouth. Photo courtesy of Alcia Bromfield

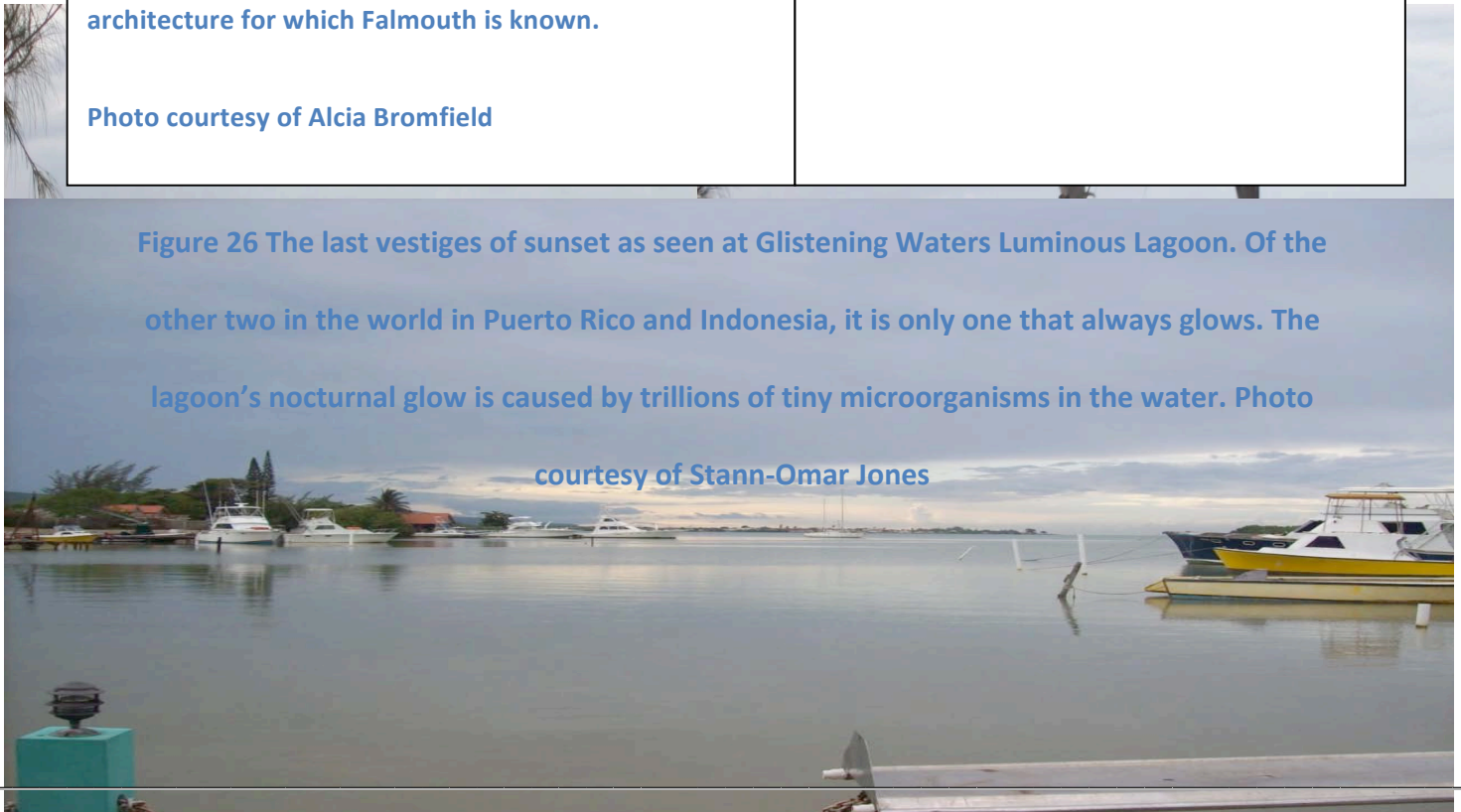


Figure 26 The last vestiges of sunset as seen at Glistening Waters Luminous Lagoon. Of the other two in the world in Puerto Rico and Indonesia, it is only one that always glows. The lagoon's nocturnal glow is caused by trillions of tiny microorganisms in the water. Photo courtesy of Stann-Omar Jones



Figure 27 Looking out at the Fisherman's Inn, an place of accomodation close to the Trelawny Multipurpose Stadium. Photo courtesy of Alcia Bromfield

Weaknesses of the Trelawny Multi-Purpose Stadium

As discussed in the preamble above, the weaknesses of the stadium include the following:

- ❖ The position of the cricket pitch from west to east
- ❖ The lack of lighting to facilitate late evening games
- ❖ Lack of marketing for the facilities
- ❖ Inadequate sporting facilities as currently, cricket is its only focus

- ❖ High cost of maintenance - \$3m monthly : \$1.1m for security and \$400 000 for electricity

Opportunities for the Stadium's Development

At present, it is a common belief that the stadium presents enormous opportunities to the development of the parish and the country in general.

- ♣ One such way is through the promotion of sports tourism. Jamaica and Trelawny in particular are home to the top sprinters in world athletics. Should track and field events be planned and marketed for the stadium, names like Trelawny's own Usain Bolt and Veronica Campbell-Brown could draw thousands of tourists to the parish.
- ♣ According to His Worship the Mayor, Colin Gager, eminent basketballers have shown keen interest in utilizing the stadium for development meets. At least two of these prominent players have also expressed a desire to buy real estate near the stadium to facilitate ease of access to the stadium.
- ♣ Senator Dennis Meadows strategized that if the stadium was named in honour of Olympian Usain Bolt. This could be a possible marketing strategy for the ailing stadium.
- ♣ The University of Technology (UTECH) has also expressed considerable interest in obtaining the stadium to use it as apart its western campus. UTECH is world renown as the home training ground for the MVP Track Club which has produced track athletes such as Asafa Powell (Powell once held the record as the fastest man in the world).

- ♣ The acquisition of the stadium by UTECH could also lead to the educational advancement of many Jamaicans in the western end of the island.
- ♣ In interviews and *vox pops*, many Jamaicans postulate that the stadium should be put to more use. In an article published in the Observer on Tuesday, August 28, 2008, one of Jamaica's leading dailies, Ken Chaplain, a noted sports enthusiast and pastor writes ***“Jamaica finished third in the athletic section and 13th in the overall standing, winning 11 medals - six gold, three silver and two bronze - setting three world records and breaking one Olympic record at the 29th Olympiad in Beijing”***. He goes on to say, *“The world is now looking more on Jamaica and we will have to defend our reputation for years to come. Government, the private sector, the Jamaica Amateur Athletic Association and corporations must come together and set up a long-term development programme Further, I suggest that the stadium be developed and equipped as an Olympic Training Centre with dormitories where athletes can go to train free of cost for the Olympics and other international track and field events.”*
- ♣ The stadium also has the opportunity to be a huge attraction for tourists and other sports enthusiast if it were renamed. It is the view of many that its new name should be a

reflection of Trelawny's Olympian, in particular, Usain Bolt.

- ♣ Another opportunity for the said stadium includes hosting the World Championships.

In an interview with His Worship The Mayor, Colin Gager, Mayor of Trelawny, it was revealed that development plans are in place for



Figure 28 His Worship the Mayor, Colin Gager. Photo courtesy of Alcia Bromfield

Falmouth which will help to attract even more sports tourists. These are expected to be finished, for the most part, by the year 2017. These include:

- ♣ The building of a Cruise ship pier which entails dumping up to 13 miles of land into the sea without destroying the eco-system of the area
- ♣ The building of the 2200-acre and 5 000-room Harmony Cove Hotel and Casino by the Tavistock Group from Florida, providing over 20 000 jobs to the nation
- ♣ Making Falmouth a Heritage Tourism project in Falmouth where the town will be remodelled to reflect a 17th century English town. There will be no vehicular traffic in the town and visitors will be given tours of the best laid out town in Jamaica in horse-drawn buggies along cobbled stone streets.
- ♣ The making of Coffee, rum and pickapeppa (hot pepper) tours
- ♣ Burwood Beach – imitating Little Ochi concept where visitors to the fisherman’s beach can “catch” their meals and watch it being cooked
- ♣ Mega-cultural attraction, Outameni Experience – heritage tourism
- ♣ Falmouth Museum
- ♣ Art Galleries
- ♣ 2 000-room resort in Oyster Bay, Trelawny being developed by the Excellence Group of Companies
- ♣ Eco-tourism project in Cockpit Country by STREA (Southern Trelawny Environmental Agency)
- ♣ The 140-lot Tamarind Ridge gated community by Silver Sands Jamaica Limited with spectacular scenic views of the sea and mountain range

- ♣ The US\$1.2 billion 900 acre-resort development and township by Amaterra Jamaica Limited
- ♣ Trelawny businessman Keith Russell and his American partner Chip Murphy revealed a mixed-use land project which will see the area just outside of Duncans and next door Harmony Cove become home to a 2,000-room resort and an 18-hole championship golf course
- ♣ 2,000 villas and townhouse lots, luxury apartments and a commercial centre - the first of its kind in Jamaica

Threats

A major threat to the stadium is the problem of crime and violence in the island. Because of the intense crime fighting measures put in place in the island's capital, a number of the criminal elements have infiltrated the quieter rural towns. Trelawny, unfortunately is one of these towns. Crime and violence can be a deterrent to visitors and sports enthusiasts alike. However, like in most cities of the world visitors to the parish will be advised to be cautious in their interactions and take measures to prevent harm to their person.

The current world economic recession is indeed a threat to the stadium due to its debilitating effect on government expenditure. This may affect the funding for the facility in a negative way, especially in a time when advancement is needed for the Greenfield Stadium.

QUESTIONNAIRE

1.) Male ____

Female ____

2.) To what age group do you belong?

12-20 ___ 21-30 ___ 31-40 ___ 41-50 ___ 51-60 ___ 61+ ___

3.) Have you ever heard of the Trelawny Multi-Purpose Stadium? Yes ___ No ___

4.) Do you agree with the decision of building a stadium in rural Trelawny? Yes ___ No ___

5.) If yes, do you still believe that the construction of the stadium was a good decision? Yes ___
No ___

6.) Do you believe that the stadium has potential for improvement? Yes ___ No ___

7.) Do you feel the stadium has benefited your country or community? Yes ___ No ___

8.) What can the government do to make people use the stadium more?

More advertisements/marketing ___

Use as training centre _____

Lease or Sale/Privatization _____

Upgrade/Improvement _____

Other _____

- 9.) Do you believe that the parish of Falmouth can become a great tourist spot? Yes ___ No ___
- 10.) Do you believe the recent investments in Falmouth will benefit the stadium? Yes ___ No ___
- 11.) Do you feel the stadium should be able to host more than cricket? Yes ___ No ___
- 12.) Do you believe the location of the Greenfield stadium is good? Yes ___ No ___
- 13.) Do you believe that the national problems of crime and economic recession have retarded the use of the stadium? Yes ___ No ___
- 14.) Do you feel that renaming the stadium after Olympic gold medallist, Usain Bolt, would be in the stadium's best interest? Yes ___ No ___
- 15.) Do you feel that the Greenfield Stadium can host another major sporting event after Cricket World Cup 2007? Yes ___ No ___

PRESENTATION OF DATA

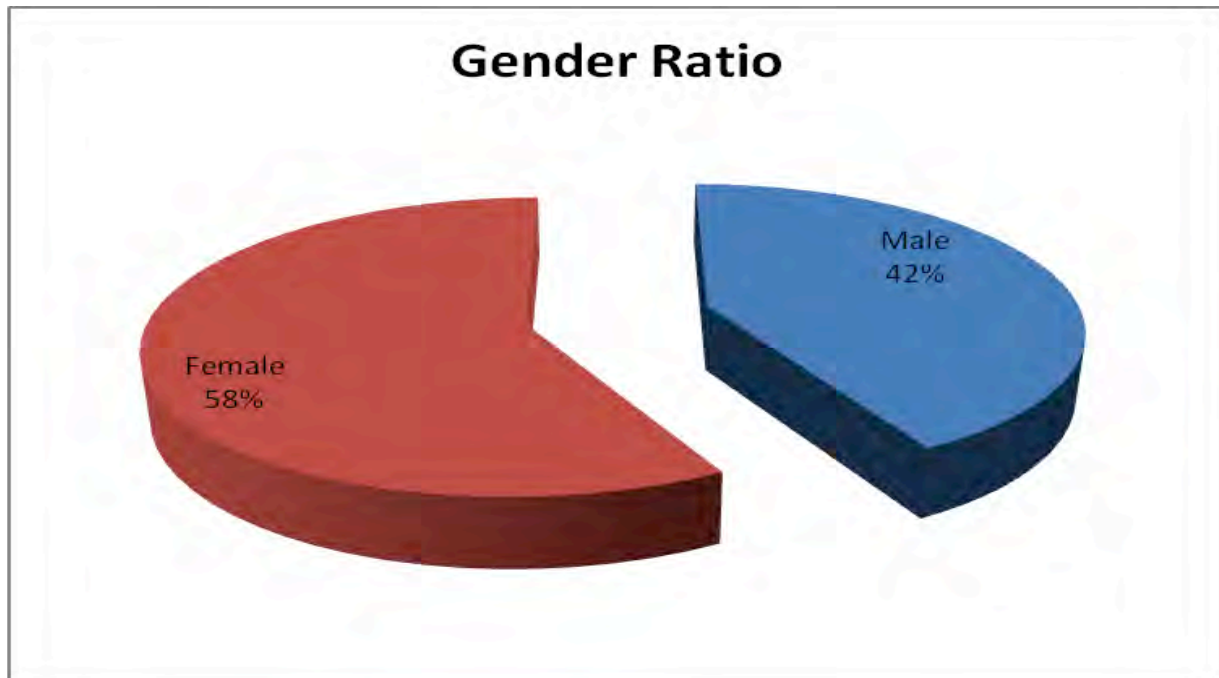


Figure 29 Pie chart showing the ratio of males to females based on the questionnaire

Figure 29

The method of sampling used was *accidental* therefore the proportion of males to females was not equal. This was appropriate because the researchers wanted the sampling to be as spontaneous as possible. No particular age, socio-economic class or ethnic group was selected.

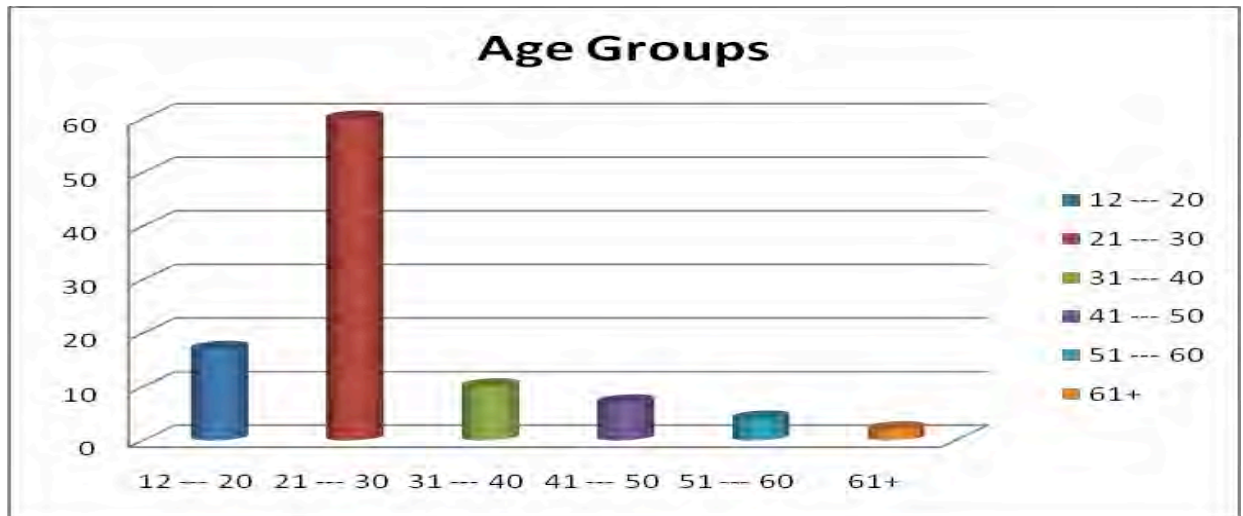


Figure 30 Column chart displaying the distribution of age groups who did questionnaire

Figure 30

This shows the distribution of age groups of the respondents with the vast majority being adults of age 21 – 30.

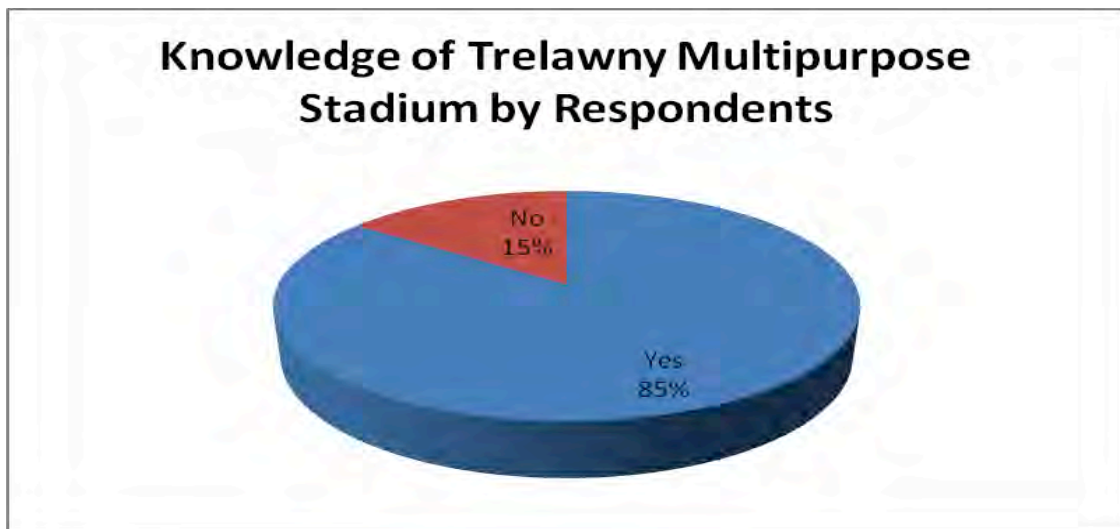


Figure 31 Pie chart revealing how many of the respondents know of the Trelawny Stadium

Figure 31

The majority of respondents have heard of the presence of the controversial stadium. Only a small percentage (15%) has not heard of the stadium.

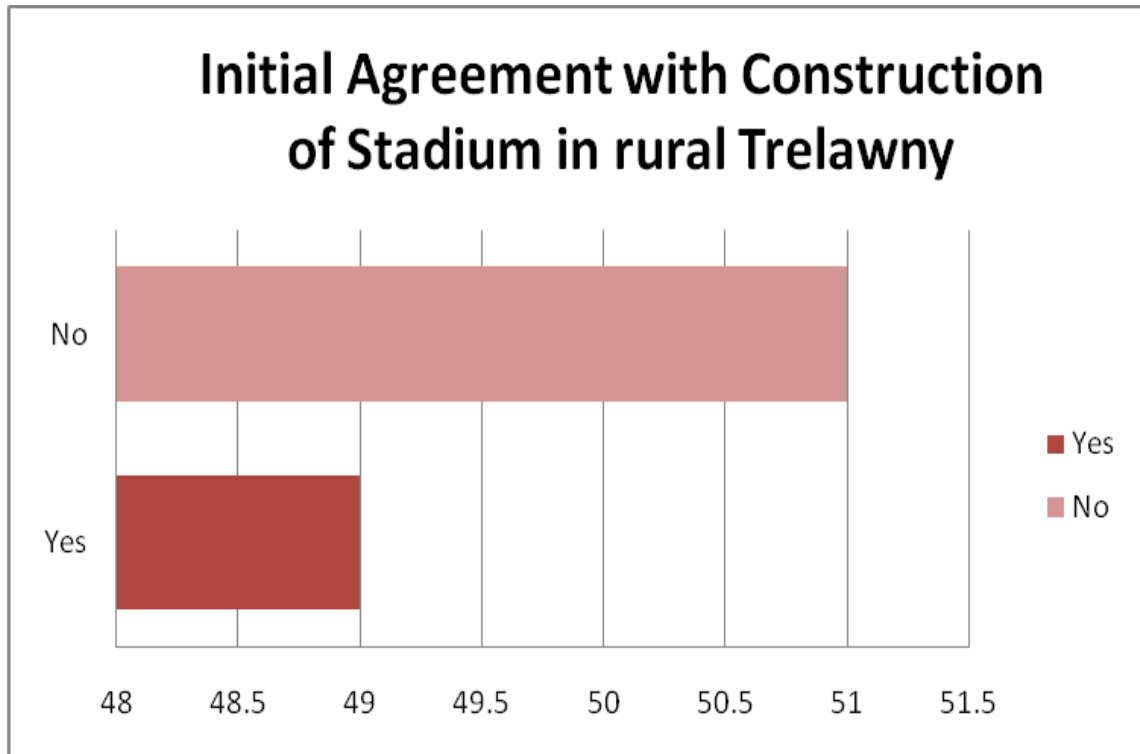


Figure 32 Bar chart displaying the proportion of respondents who agreed with the construction of the stadium as opposed to those who did not agree at first

Figure 32

Fifty-one (51) of the respondents were in disagreement with the construction of a stadium in rural Trelawny while forty-nine (49) were in agreement. The figures are not very far apart and this shows the general controversy surrounding the issue of the stadium. Agreement with the stadium's construction was due to the prospect of economic advancement, the development of sports tourism and global exposure with the Cricket World Cup 2007. Disagreement with the

erection of the stadium was mostly due to the opinion of some that it was a waste of government resources and that there was a lack of long-term vision for the stadium.

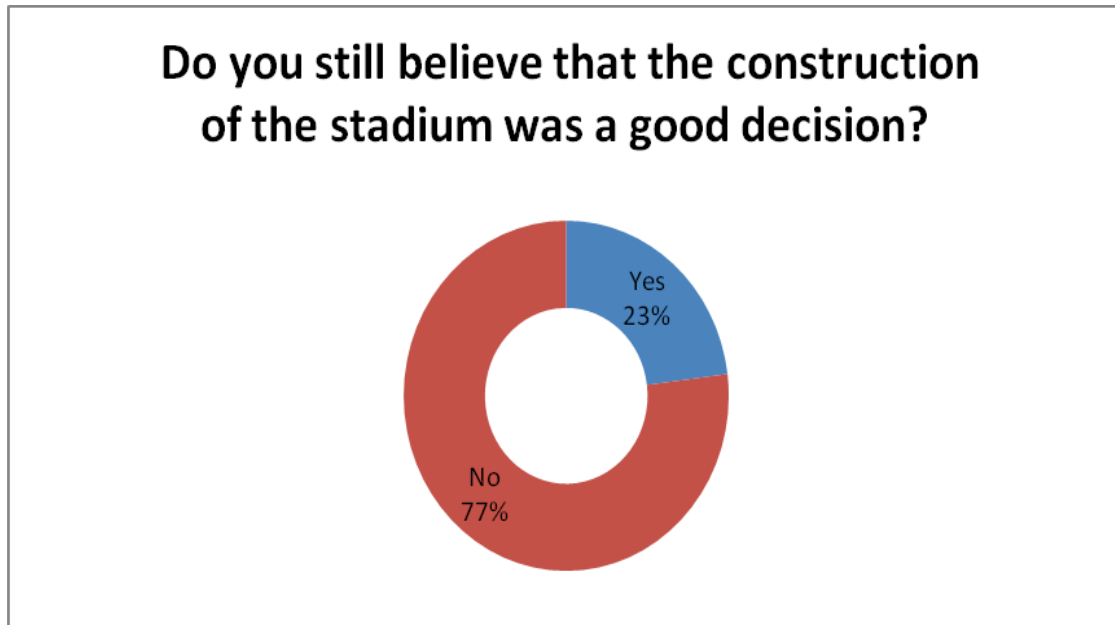


Figure 33 Doughnut chart showing the number of respondents who currently believe that the Trelawny Stadium was a good decision

Figure 33

This chart shows that seventy-seven (77%) of the respondents currently believe that the construction of the stadium was a bad decision. This response is affected due to current national crises such as economic recession and the debt burden of the island. Twenty-three (23%) believe it is still a good decision as they still envision its sheer potential.

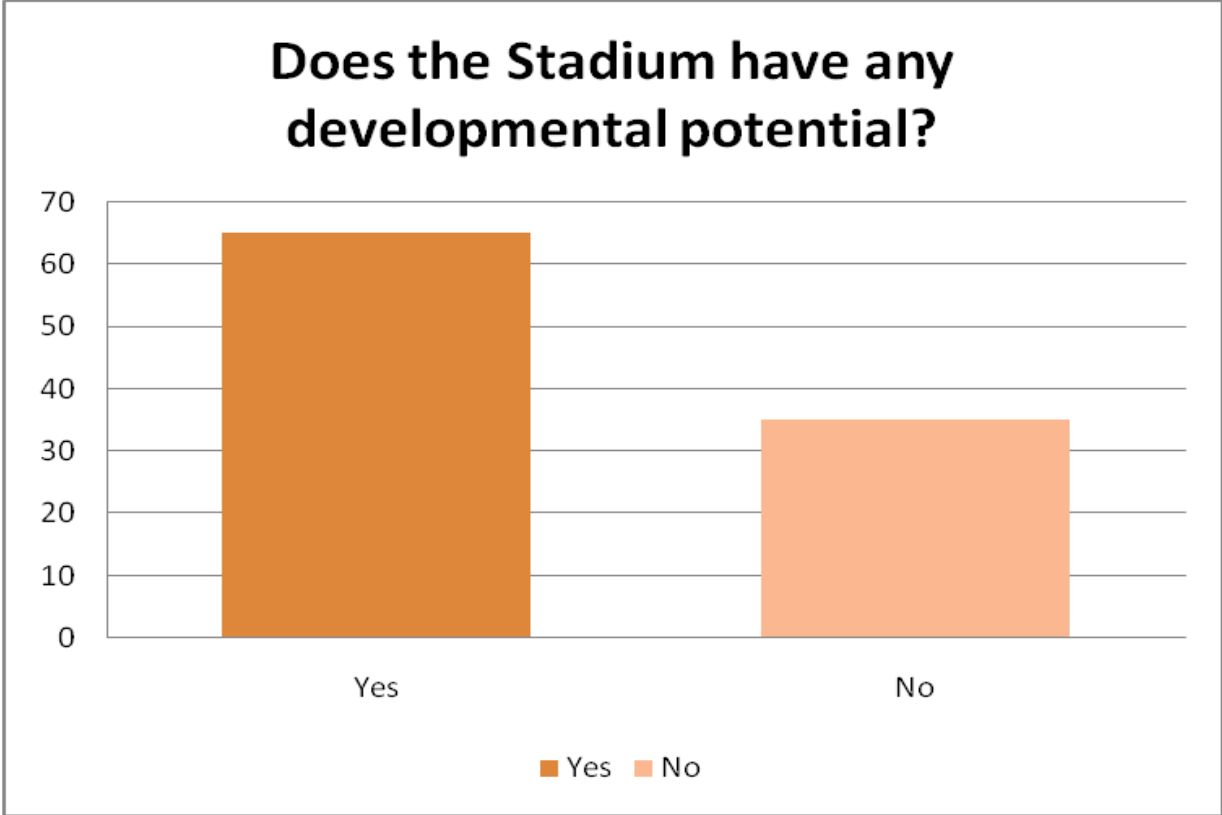


Figure 34 Bar chart showing the number of respondents believing that the Trelawny Multipurpose Stadium has potential for development

Figure 34

Most respondents feel that the stadium has potential for development. A smaller fraction of respondents did not believe so.

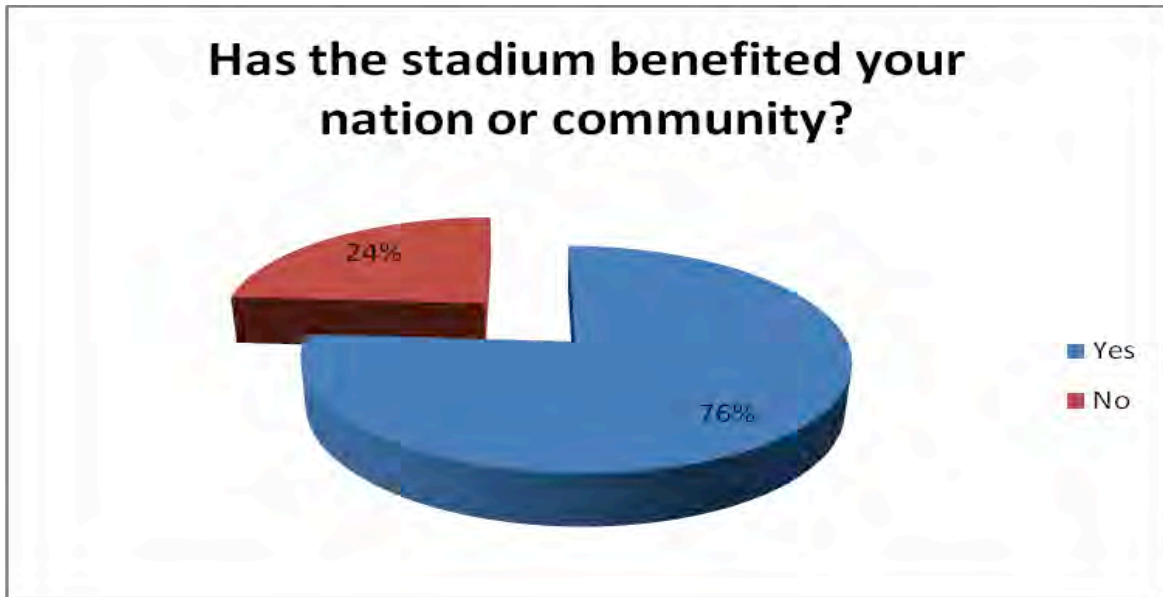


Figure 35 Pie chart showing the number of respondents who believe the Stadium has benefited their country or community

Figure 35

Seventy-six (76) per cent of the respondents said the stadium has not benefited their nation or community in any way. This demonstrates how the stadium has lacked a lot of local impact especially in regards to heightened economic activity through sports tourism. Twenty-three per cent report that the stadium has benefited their country or community.

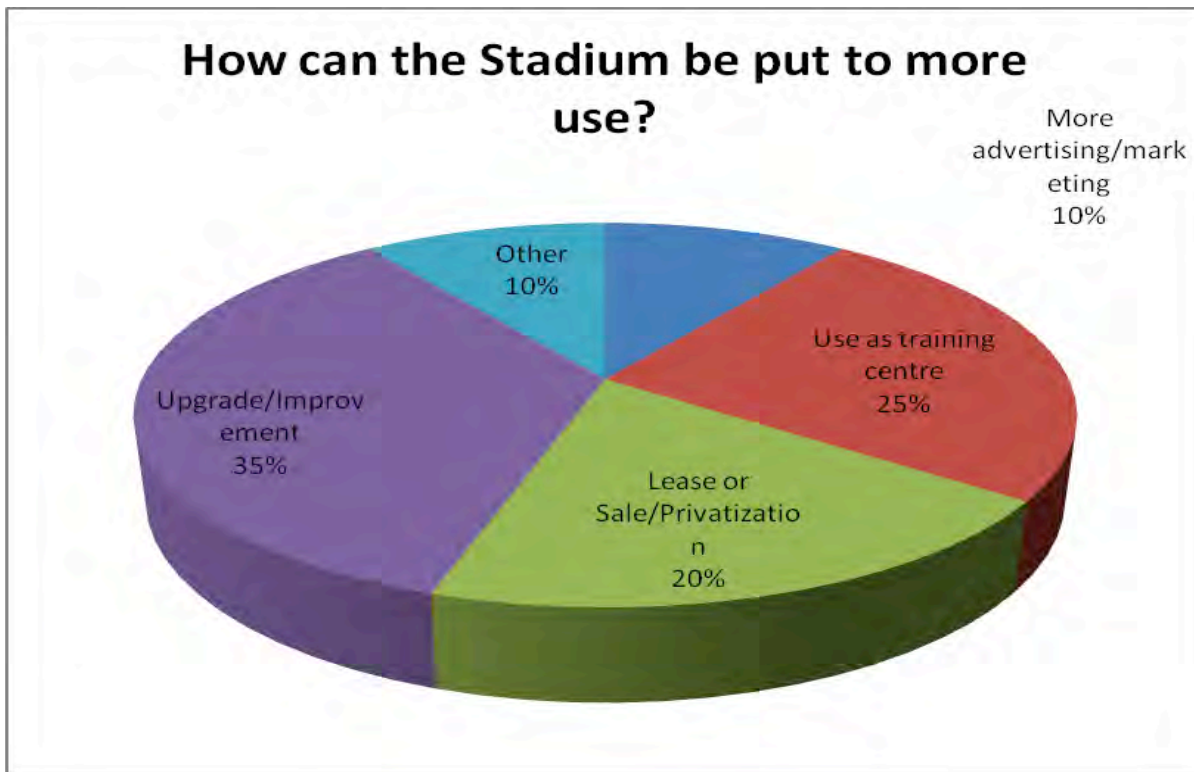


Figure 36 Pie chart proportionately showing the different things that the Government can do to maximize the stadium’s usage

Figure 36

The above activities were selected by respondents as activities the Government could undertake to make more use of the stadium. Thirty-five per cent chose “**Upgrade/Improvement**” while twenty (20) per cent chose “**Privatization**”. Twenty-five (25) chose the option to “**Use as a training centre**” while another 10 per cent chose “**Other**”. It is interesting to note that privatization was the second-last option in its number of selections, showing that the people of Jamaica do not want for it to pass into a private firm’s hands (nationalization).

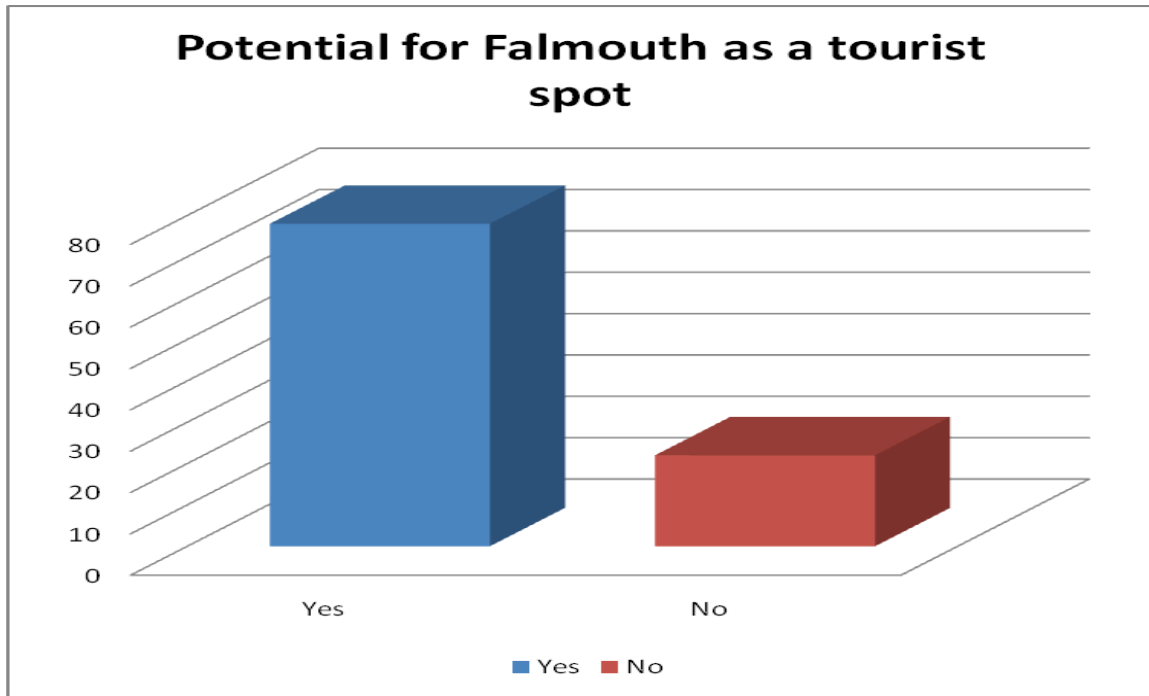


Figure 37 Column chart showing the results of the respondents when asked if they believed Falmouth could become a great tourist destination

Figure 37

Most respondents felt that Falmouth could turn into a major tourist area. While less than twenty (20) believe that it does not have that potential. This ties in with the stadium because the more developed Falmouth becomes, the greater the prospect of success is for the Trelawny Stadium.

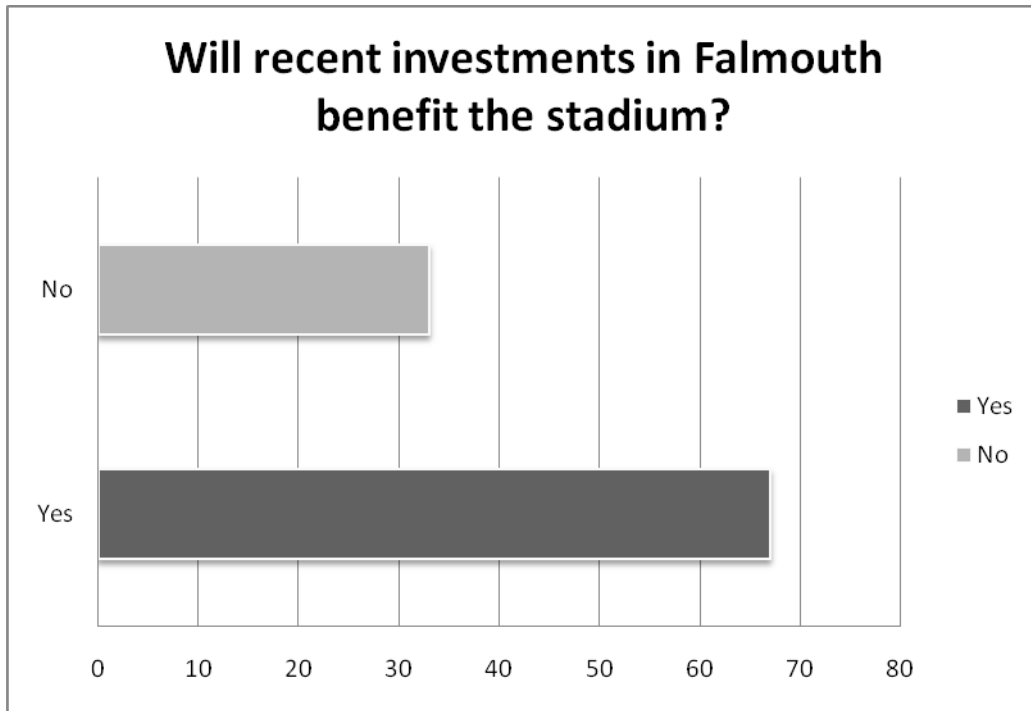


Figure 38 Bar Chart displaying the number of respondents who believe that recent investments in Falmouth will benefit the Stadium

Figure 38

Most respondents feel that recent investments in Falmouth will result in benefits to the Stadium. These will see major improvements in Falmouth and as a result, the urbanization will draw more people to the nearby stadium.

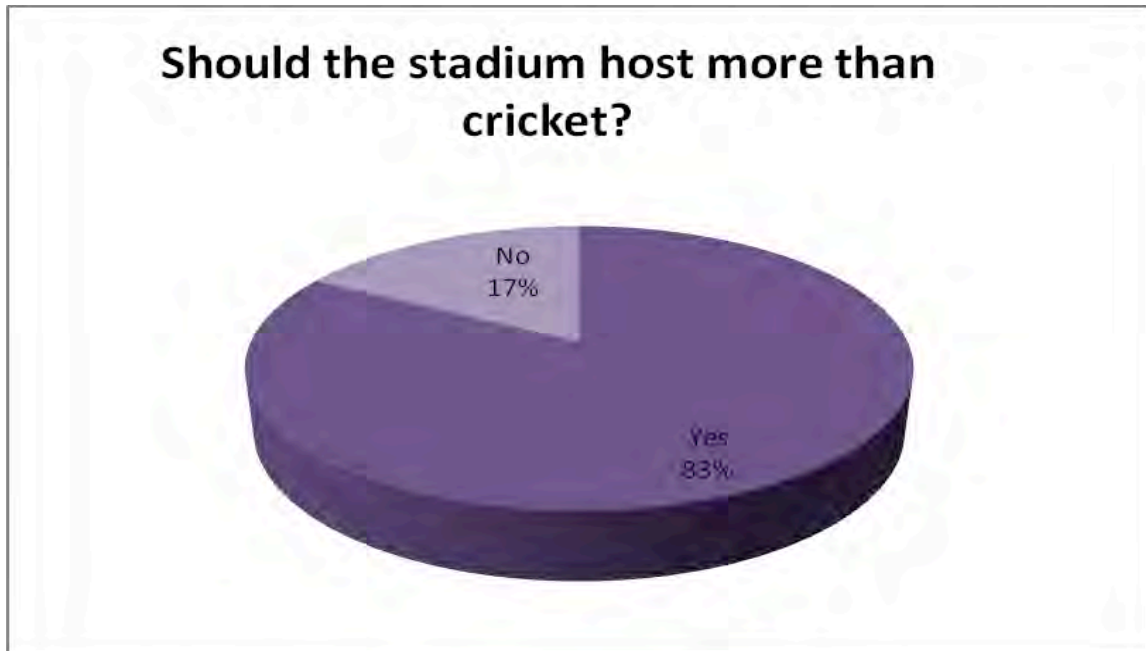


Figure 39 Pie chart showing the ratio of respondents who feel the stadium should host more than cricket as opposed to those who believe it should not

Figure 39

Eighty-three (83) per cent of the respondents believe that the stadium should be diversified so that it can attract more people to use its facilities. The dominance of cricket limits the stadium to one sport. Another seventeen (17) per cent believe otherwise. This may be because of government expenditure constraints. Diversification of a cricket stadium is not the most pressing national issue right now to these individuals.

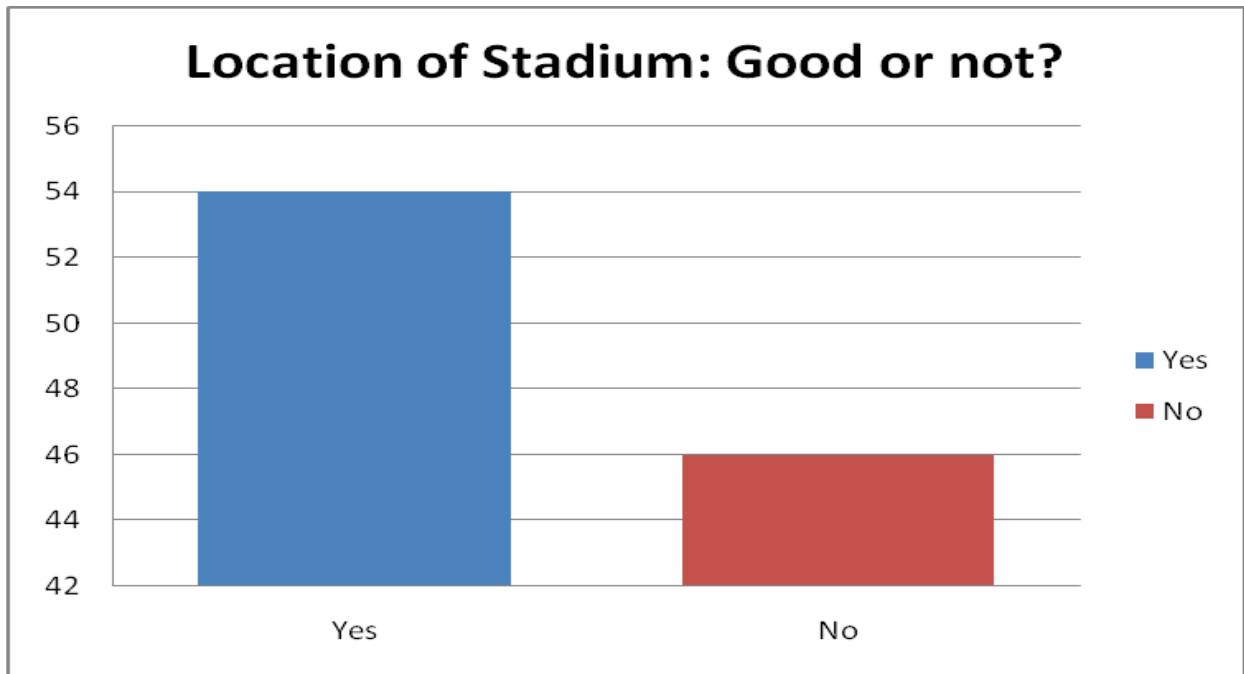


Figure 40 Column chart revealing the respondents' views on whether the location of the stadium is good or not

Figure 40

The location of the stadium was one of contention as 52 of the respondents believed it was appropriate while the remaining and significant number of 48 respondents believed it was suitable. This close number expands itself to the broader scope of Jamaica where this issue is controversial. Is a rural location in such a laid-back parish as Trelawny, a good location for a multipurpose stadium that wishes to attract a foreign market? Would a semi-rural or urban location have been better?

Do you believe that the national problems of crime and economic recession have retarded the use of the stadium?

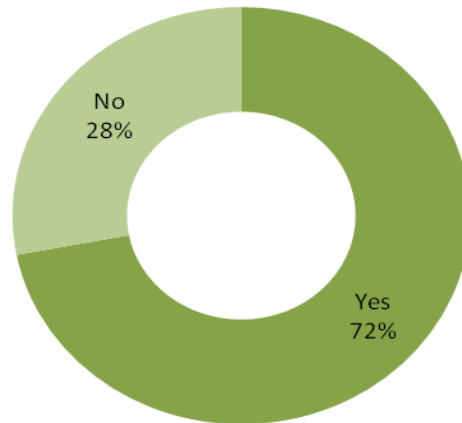


Figure 41 Doughnut chart showing the percentage of respondents believing that the recession and crime has negatively affected the stadium

Figure 41

Most respondents believe that crime and the recession have impacted the use of the stadium negatively. This helps to corroborate the threat of crime and recession on the stadium in the SWOT analysis.

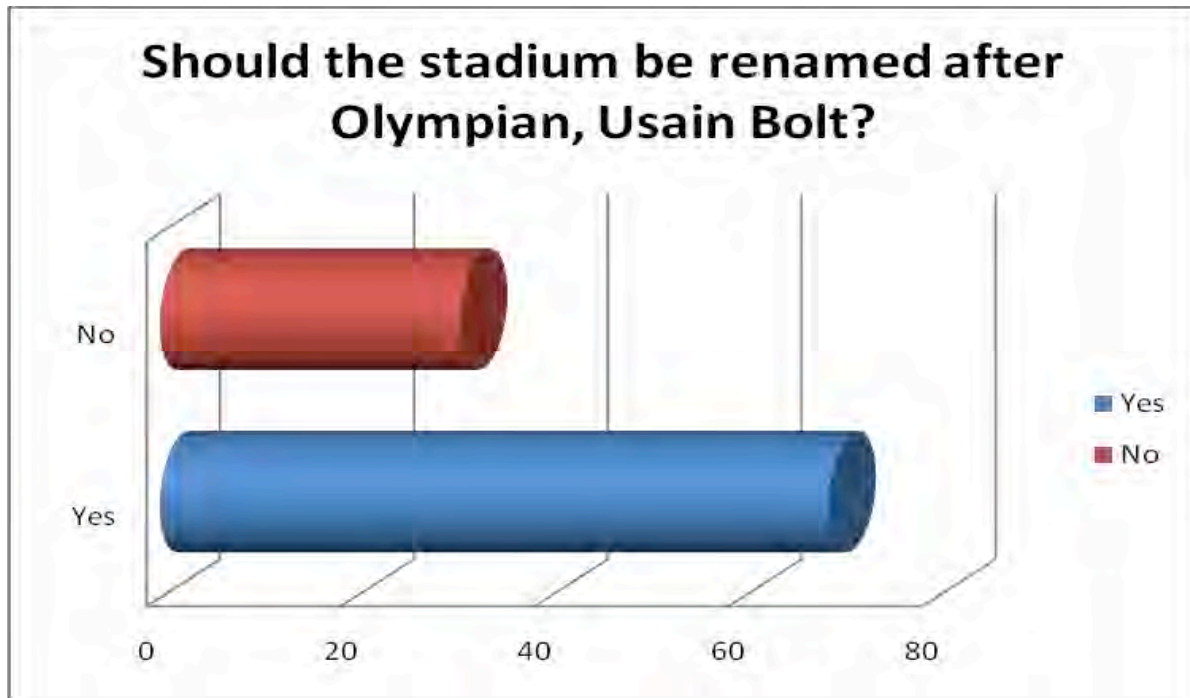


Figure 42 Bar chart showing the number of respondents who believe the Trelawny Multipurpose should be named after Usain “Lightning” Bolt

Figure 42

In the euphoria of Usain Bolt’s international triumphs at the 2008 Beijing Summer Olympics, the more recent Berlin World Championships as well as the global media frenzy swarming him, most respondents believe that the stadium should be named in his honour. This would shed needed publicity on the idle facility and would be a great marketing tactic.

Can the Greenfield Stadium host another major sporting event after Cricket World Cup 2007?

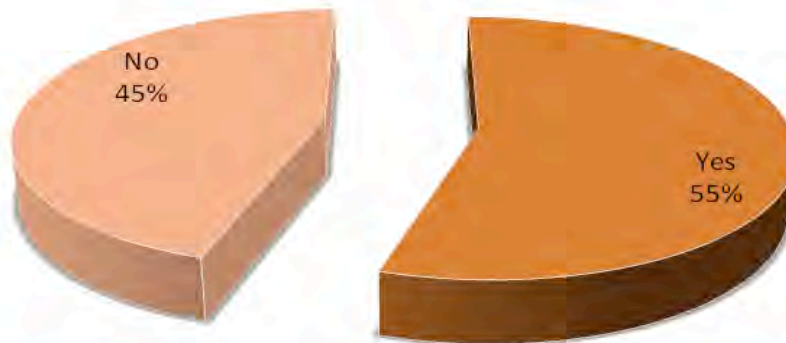


Figure 43 Pie chart showing the views of respondents on whether the Trelawny Stadium can be used to host another major sporting event after CWC 2007

Figure 43

Most respondents believe that the stadium can host another major and high-profile event such as the initial Cricket World Cup of 2007. They may believe that with improvement, it can host such an event. The other forty-five (45) per cent believe that it cannot, probably due to its lack of infrastructure such as lighting and because the reigning government had no long-term vision for it.

FINDINGS

These were the findings based upon the above questionnaire:

- Most Jamaicans believe that even though the stadium has a huge amount of potential, it was a poor decision on the part of the government due to the lack of vision and infrastructural incompleteness.
- It can be inferred that most Jamaicans wish to keep the stadium even in the economic climate. Privatization seems like a last resort.
- Based on the responses, the popularity of the Trelawny stadium has dwindled over the last two years.
- Falmouth can become a thriving tourist resort and most people believe that when this occurs the stadium will gain momentum.
- Most believe that the stadium's use should be diversified to surpass the playing of only cricket to have a true multipurpose facility.

RECOMMENDATIONS

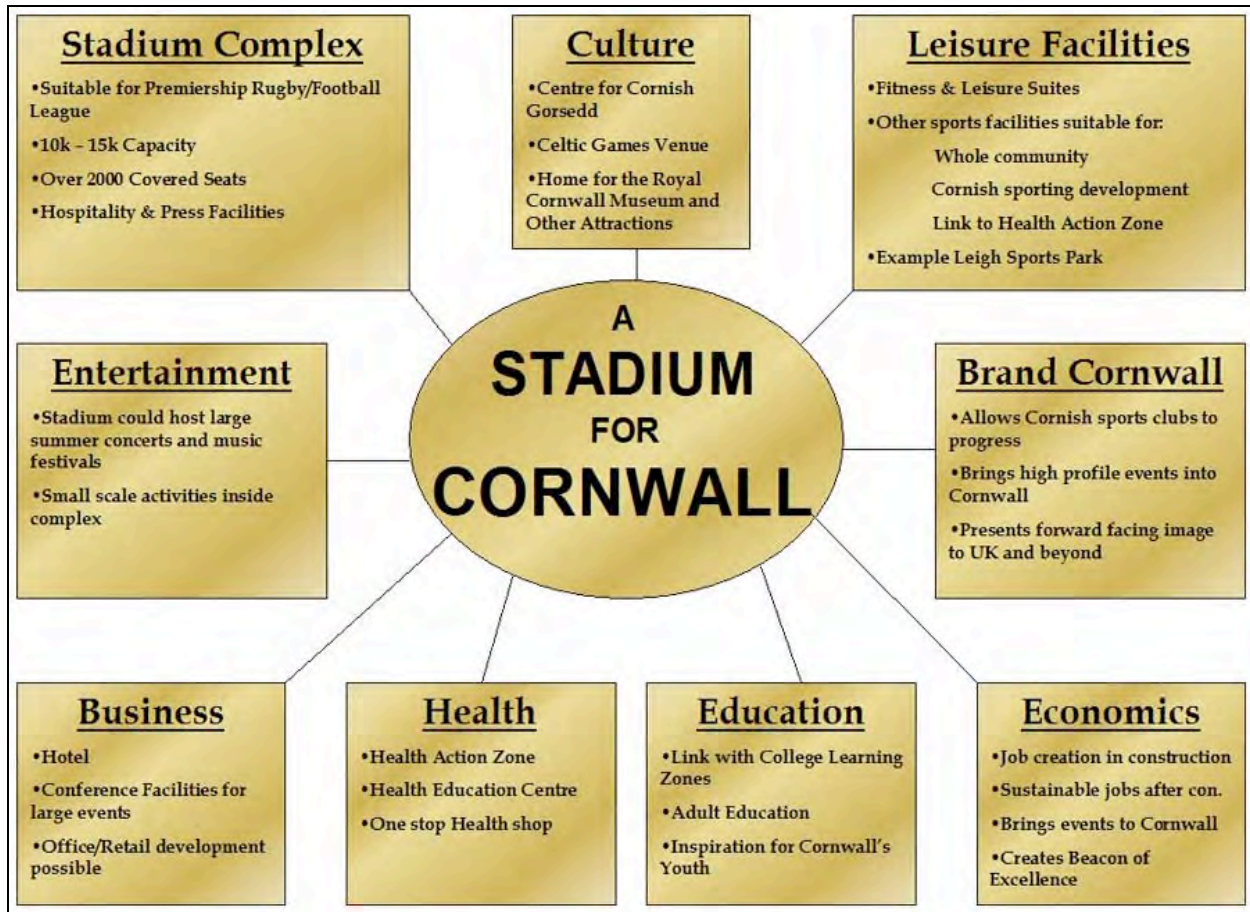


Figure 44 Model giving overview of a “good” stadium, the example being the stadium of Cornwall in England. Photo courtesy of cornwallstadium.net

As seen above, a number of requirements are needed for a stadium to be effective in its capacity. In light of this, the following recommendations will be made to the Trelawny Multi-Purpose Stadium as follows:

- The potential of the stadium as a true multipurpose facility needs to be maximized by the inclusion of popular sports which are more marketable locally and abroad than cricket.

- The stadium needs to replicate international standards by improving its amenities as per the advice of Major Desmond Brown, General Manger of Independence Park Limited, with the view to attract international sporting teams to use the facility.
 - Fitness and leisure facilities as well as state-of-the art changing rooms
 - Facilities suitable for the adjoining communities to elevate local community use
 - Larger seating capacity (up to 55 000 seats as opined by Major Brown)
- Operators should explore the possibility of converting the present facility into a football stadium which could be used to host local Premier League matches as well as international games.
- Providing discounts to local subscribers for the stadium is also a plausible method of attracting more Jamaican residents to the stadium.
- Should be marketed as a venue for the hosting of large concerts and music festivals.
- Should be made more available or accessible to Falmouth and by extension, Trelawny dwellers for the hosting of local events and activities to the benefit of the stadium and community.
- Operators of the stadium should explore the use of international media to sell or market the stadium and its offerings to the global sporting community.
- Engage local entrepreneur by sensitizing them as to the great wealth that can be accumulated from participating in sports tourism through seminars, conferences and lectures. Encourage

them to invest in ventures such as the Trelawny Stadium that would support a tourism industry within the parish. The lecture could highlight to these businesspeople, benefits like:

- The stadium's proximity to hotel and housing accommodation
 - Its tranquil location right off Falmouth
 - Stadium's location relative to airport. It is rather close and the driving takes less than 25 minutes.
 - The prospect of their brands being advertised.
 - Greater profit margin of sports tourism due to its lack of saturation in Jamaica.
- Incorporation of the stadium with local tours of great houses, natural parks and other attractions to boost the town's offerings as tourism centred settlement. With the advent of the new cruise ship pier to Falmouth, the stadium could be an added feature to the tours that cruise-ship tourists may go on.



Figure 45 Stone Brook Housing Development - providing housing accommodations metres away from the Trelawny Multipurpose's Entrance. Photo courtesy of Andre Tate

CONCLUSION

The town of Falmouth epitomizes Jamaica's dynamic and growing tourism industry. It is emblematic of our newest frontier, sports and heritage tourism, and as masters of the tourism frontier, it is our obligation to make full use of this. Jamaica must chart a course in this relatively unspoilt terrain by using its unique melange of culture and heritage, extensive experience and creative energies to its advantage by packaging, marketing and delivering its diverse tourism product to the sports tourism market.

The market is bursting at the seams with prospect and the Trelawny Multipurpose Stadium is the perfect medium to capitalize on this potential. Through cricket and other sports, Jamaica can attract a larger share of the global tourism market. We must realize the potential of our small island nation and harness the energy to make Jamaica's dream of a sports tourism paradise, a reality.

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THE TEACHERS' LESSON PLANS

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BROMFIELD**

MUNRO COLLEGE

ST. ELIZABETH, JAMAICA

RATIONALE

The case study done by Andre Tate and Stann Omar Jones of Munro College in Jamaica, examines critically whether the Trelawny Multi Purpose Stadium can be the catalyst for Sports Tourism in Jamaica.. The research revealed that the initial plans for the stadium had hopes of seeing the stadium being used regularly by both Jamaicans and foreigners alike with sporting interest. This has not materialized however as since it was built, the only major event held there was the Opening Ceremony for the 2007 World Cup Cricket. The research findings however show that the stadium can be used for a number of other activities. Should the Jamaica Tourist Board market the stadium as the ideal spot where visitors and locals alike can have sporting events such a baseball, track and field, cricket, and netball among other events such as conventions., then there is the possibility that Sports Tourism can be launched.. As teachers, we are mandated to provide our students with opportunities to examine and evaluate situations as they exist within the nation and disseminate information that can help them to make informed choices and participate in nation building decisions. It is therefore with this view that I now outline how beneficial this work can be to those who seek to know more about Jamaica's rich, sports history and its intricate link with tourism.

Sports in Jamaica: A synopsis

Jamaica is home to a Usain Bolt. It is home to Asafa Powell. It is home to Merlene Ottey. It is home to Remelda Aitken, Christopher Gayle, and Theodore Whitmore. Who are these people? The Beijing Olympics, Berlin Games, World Cup Football 1998 and Cricket World Cup will reveal a few to you. However, it is the infectious Usain Bolt who may jump out at you when you look at the list of names. Usain Bolt has become the darling of sports and the world governing body of sports has endorsed that Bolt has transformed the sport. Bolt and his compatriots though are new to Jamaica's sport history as years before they were born, Jamaica fielded athletes such as George Rhoden, Herb McKinley, Donald Quarrie, Grace Jackson and Juliet Cuthbert.

Jamaica has the distinction of having the most success per capita in track and field. Its first Olympian to win a gold medal was Dr. Arthur Wint who won the 400m in 1948. Track and field is ingrained in Jamaica as the school's programme has sports days and from this athletes are

selected to represent their schools at the much touted Boys' and Girls' Championship – a three day event held at the national stadium annually.

Cricket is one of the remnants of British colonial rule that has remained in Jamaica. Known as the King of Sports, cricket was once played by the elite in Jamaica. Today, this is not so and the 12,000 seat Sabina Park Stadium is one of the most popular in the Caribbean. Eminent cricketers from the country include George Headley, Courtney Walsh, Jeffrey Dujon, Jimmy Adams, Courtney Walsh, Maurice Foster and Michael Holding.

Popularity in sports played in Jamaica has extended to football, netball, boxing, basketball, tennis, dominoes and more recently, rugby. Jamaica has even had a bobsled team that was placed 14th ahead of the US, France, Russia and *Italy in 1992*.! With this rich history, it is only fitting that the Trelawny Multi-Purpose Stadium be used as the launching pad for Sports Tourism in the country.

CLASS ROOM USE

GENERAL OBJECTIVE: Upon the completion of this lesson, students should understand the nature of sports tourism and develop an appreciation for the facilities and talent that the country has that can promote this aspect of the country to potential visitors

SPECIFIC OBJECTIVES: Students will be able to:

- Define the concept of sports tourism
- Listen to a vox populi and make notes
- Discuss the benefits that can be derived from sports tourism
- List at least three facilities in the country that can accommodate sports tourism
- Design a website for the country that can promote this concept
- Write an essay in response to prompts that asks them to write on the topic of sports tourism
- View a Dvd of track and field events then conduct a panel discussion to discuss the pros and cons of sports tourism
- Go on a field trip to the site of the Trelawny Multi-purpose stadium
- Suggests at least three ways that the government can improve the facilities of the stadium

- Display a willingness to listen to their peers as they share excerpts from a book written on sports in Jamaica
- Show tolerance and respect to their peers
- show a willingness to work in groups

RESOURCES:

Television Jamaica's DVD "Pursuit of Gold"

Sprinting Into History – Delano Franklyn

Vox populi

Pictures of the The Olympic Games in Beijing, World Cup Football, world Netball, World Cup Cricket

Teacher's notes (above)

Website: www.jamaicaobserver.com

www.gojamaica.com

Content Summary

Some Stadii and other Sporting Facilites in Jamaica

- ✚ Sabina Park
- ✚ The National Stadium
- ✚ Trelawny Multi Purpose Stadium
- ✚ Harbour View Mini Stadium
- ✚ The National Arena
- ✚ Half Moon Golf Course
- ✚ Caymanas Track
- ✚ Brancourt
- ✚ Jarret Park
- ✚ Folly Oval
- ✚ Catherine Hall Sports Complex
- ✚ Mona Astra Turf
- ✚ UWI Bowl

USES/ Sports played there

- ❖ Cricket

- ❖ Football
- ❖ Netball
- ❖ Basketball
- ❖ Dominoes
- ❖ Golf
- ❖ Horse racing
- ❖ Track and Field
- ❖ Tennis
- ❖ Volleyball
- ❖ Hockey

TEACHER'S TASK	STUDENTS' TASK	SKILLS TO BE ACQUIRED/DEVELOPED
<p>INTRODUCTION</p> <p>To introduce the lesson, teacher show clips of the vox populi and ask students to listen and note the respondents' views</p>	<p>Watch the clip of the video presentation</p>	<p>Critical listening writing</p>
<p>DEVELOPMENT</p> <p>Teacher will show pictures of the Trelawny Stadium and ask them to write their opinion of its use. She will also share newspaper clippings with them that speak to the stadium after the World Cup Opening Ceremony.</p>	<p>Observe pictures.</p> <p>Describe stadium.</p> <p>State how it has been used since it was built. Suggest ways that it can be utilized.</p>	<p>observation note taking Share their views</p>
<p>Initiate a discussion on the sporting events that Jamaica</p>	<p>Participate in discussion</p>	<p>Speaking analyzing</p>

<p>has participated in and can promote to the rest of the world so as to boost tourist arrival.</p>		
<p>Share sections of Delano Franklyn's book with students. Select students for a panel discussion. Delegate roles to the panellists to guide the discussion. Panelist will include the Minister of Tourism, The Minister of Sports, The Developer of the Stadium, The Mayor of the Town of Falmouth, a resident of the town of Trelawny</p>	<p>Read Independently</p> <p>Process and gather information</p> <p>Assume role of panelist</p>	<p>Critical reading</p> <p>Analysis</p> <p>Evaluation</p> <p>Speaking</p> <p>arguing</p>
<p>Distribute pictures of sport facilities in Jamaica. Allow students to browse web to find reports</p>	<p>View Pictures</p> <p>Browse the web for related stories</p>	<p>Gathering and processing information</p> <p>Analysis</p>

<p>on them and then say how well or how poorly they are equipped to deal with international events</p>	<p>Evaluate worth</p>	<p>synthesis</p>
<p>CULMINATING ACTIVITY</p> <p>Have students write an essay on the benefits that can be derived from promoting Jamaica as a destination for Sports Tourism</p>	<p>Brainstorm for ideas for their essays</p> <p>Write their essays using the writing process</p>	<p>Brainstorm</p> <p>Write</p> <p>Edit</p> <p>redraft</p>
<p>ENRICHMENT EXERCISE</p> <p>Students will be asked to work in groups to design a website that promotes Jamaica as a sports tourism</p>	<p>Design website</p> <p>Work in groups</p>	<p>Application</p>

destination.		
Seek permission from parents to take students on a field trip to the Trelawny Multi-purpose Stadium and Its environs	Make preparation for the field trip	