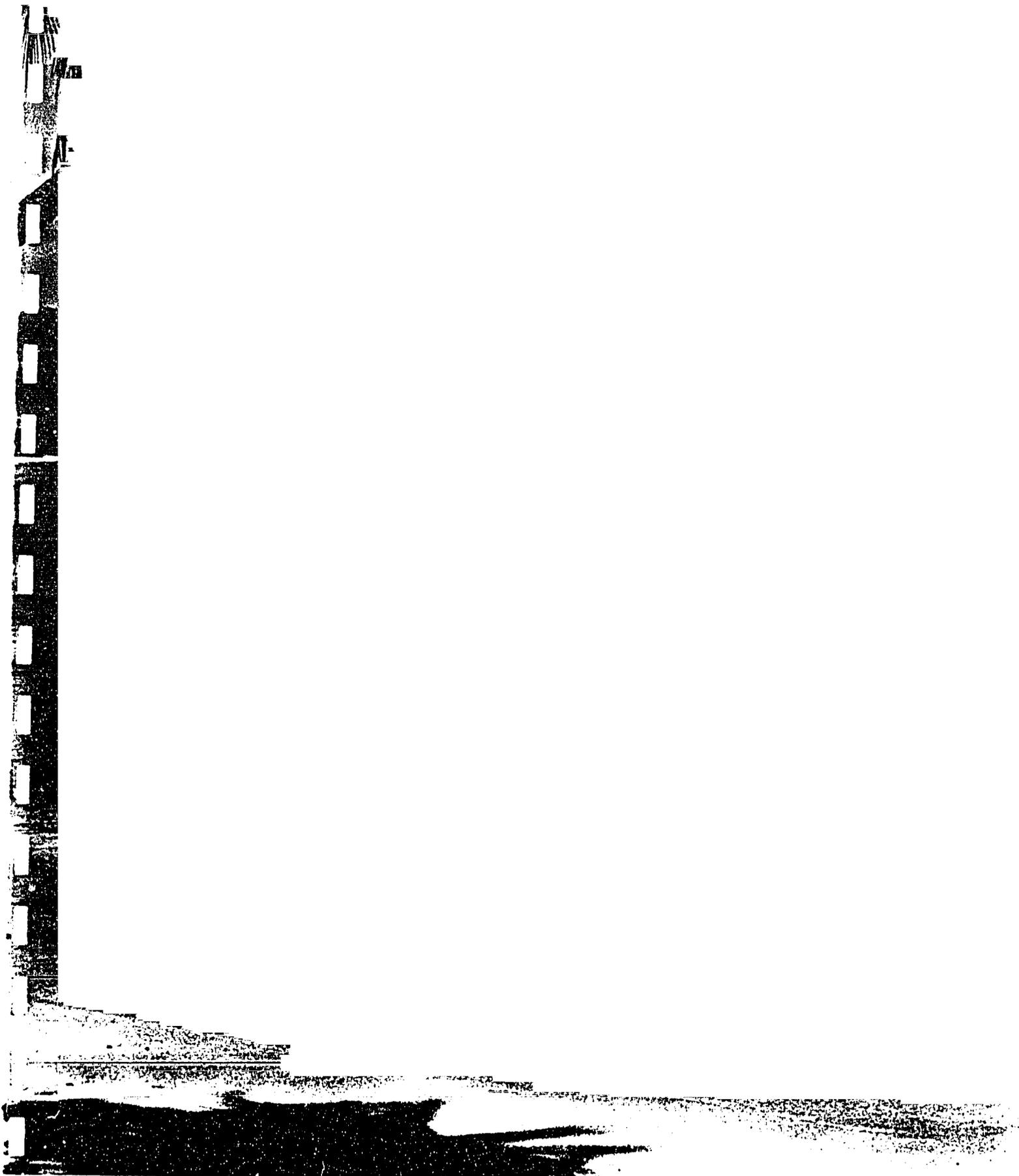


The logo for neidcorp, featuring a stylized graphic above the text "neidcorp" in a bold, lowercase, sans-serif font.

## GRENADA TOURISM ACTION PLAN

**Contract # 538-P000-C00-9092-00**  
**Prepared for USAID R/DOC**  
**October 1989**

**NEW ENGLAND INTERNATIONAL DEVELOPMENT CORPORATION**  
THE BISHOP HOUSE • 32 ELM STREET • P.O. BOX 1629 • NEW HAVEN, CT 06506 U.S.A. • TEL. 203 776-8225 • TWX 7104653235



A VIEW FROM THE GRAND ANSE





**neidcorp**

Aaron S. Williams  
Director R/DOC  
USAID  
PO Box 302  
Bridgetown  
Barbados

October 6, 1989

**Ref: USAID Contract No. 538 P000-C-00-9092-00  
Grenada Tourism Action Plan**

Dear Mr. Williams,

Pursuant to our engagement by the United States Agency for International Development we are pleased to render a Tourism Action Plan for the Government of Grenada.

Our investigation entailed visits to Grenada, over 80 interviews with members of the public and private sector and the utilization of 142 sources of reference. Our objective was to capture a broad spectrum of views and information sufficient to enable a comprehensive approach to meeting Grenada's growing tourism needs. To this end, we actively solicited input from Government officials, the Ministry of Agriculture, Forestry, Lands & Tourism, the Ministry of Finance, the Industrial Development Corporation, the Port Authority, the Grenada Development Bank and other agencies. Equally, we had the pleasure of consulting with members of the Chamber of Commerce, private developers, banks, taxi operators, the Grenada Hotel Association, independent hoteliers, authorized hotel promotional representatives in North America, public relations consultants, airline officials, cruise ship officials, local merchants and other tourism related parties. A key objective of our exercise was to invite information from all walks of tourism life - from the local apartment hotel owner to the larger international operator.

Based upon our assessment of Grenada, its tourism development objectives and its strong potential as a destination within the emerging arrivals and expenditure markets of the Eastern Caribbean, we are pleased herewith to confirm our recommendation that USAID consider the provision of a minimum US \$8.4 million in assistance to the Government of Grenada according to the priorities and allocations prescribed. However, we wish to emphasize that in order to maintain Grenada's competition amongst other more developed destinations, this assistance has been recommended over the next thirty six month period when we view the need for action to be most critical. It should be noted that we have identified \$8.4 million in recommended assistance but

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actual needs may be significantly higher due to requirements which are tourism related but were not specifically included within our scope of work.

In our opinion, a concentrated effort instituted by the Government of Grenada which embraces regular ministerial interface, creates a high level of public awareness of tourism benefits and fosters greater co-ordination within the private sector could serve to attract upwards of US \$70 million in additional investment and generate approximately US \$9.5 million in recurring benefits. Successfully implemented, this Action Plan will enhance the contribution of tourism as the country's second largest industry whilst reinforcing national economic foundations. It is for this reason that we suggest every priority be given to the appointment of an ombudsman within the Office of the Prime Minister to facilitate the implementation of the Plan.

It is important to point out that of the 112 recommendations made, 38 or 34% bear an identified cost. A number of local administrative, legislative and policy recommendations at nominal costs have been incorporated into the Action Plan following our extensive review of Grenada's tourism infrastructure. The underlying philosophy which has been applied in the construction of these suggestions is to maximize the availability of finite human, financial and promotional resources through a concentrated and targeted effort dedicated to capturing more of the available market share. This will require the maintenance of an open dialogue between the public and private sector so that both may unite in the achievement of basic tourism development goals.

On behalf of the Directors and employees of Neidcorp we wish to express our appreciation for the warm reception and high co-operation that we received from the people of Grenada. The Journals of Columbus reflect that upon the discovery of Grenada on his third voyage in 1498, he observed that the island had much promise for development. Five centuries later, we take this opportunity to reconfirm his opinion and hereby transmit to USAID our affirmative recommendation for the implementation of this Tourism Action Plan.

Yours sincerely,

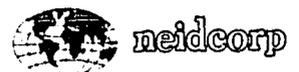
**THE NEW ENGLAND INTERNATIONAL DEVELOPMENT CORPORATION**



**Cesar N. Anquillare**  
President



**John J. Mezzanotte**  
Executive Vice President



## Grenada Tourism Action Plan Summary

This Tourism Action Plan details recommended financial assistance, administrative and policy measures to be executed in order to strengthen the Grenadian tourism industry. The Plan has been predicated upon an extensive analysis of the existing tourism industry, regional market, host country needs assessment, and the identification of both obstacles and remedies to stimulate investment into the tourism sector.

Prior to the formulation of recommendations contained within this Action Plan, a thorough review was undertaken of all previously conducted tourism development reports, project feasibility studies, economic and market reviews as exercised by international agencies and consultants. A dedicated effort was made to determine the extent to which past suggestions had been implemented. This was followed by the field work of five team members in Grenada when over 80 interviews and consultations were held with representatives from the public and private sectors.

Sections I - VI of the Action Plan concentrate upon the existing framework of Grenada's tourism industry in comparison with global and regional trends. Section VII pinpoints specific areas of intervention options. Section VIII provides a list of 112 recommendations and associated costs whilst detailing action priorities.

### I. Importance of Tourism To Grenada

A successful tourism industry is the key to Grenada's economic self-sufficiency. Despite existing obstacles, there are significant economic benefits to be enjoyed with respect to enhancement of Gross Domestic Product, foreign exchange earnings and employment generation as the tourism industry is expanded and strengthened.

The economic contribution of tourism to the Gross Domestic Product (GDP) of Grenada is measured primarily by the Hotels and Restaurants sector. Though presently accounting for only 6.1% or EC \$21.3 million of the Country's current GDP of EC \$350.2 million, this sector has exhibited the highest growth in current terms in the past five years at 131.5%.

Growth in the Hotels and Restaurants sector contribution to GDP, (and thus the overall tourism contribution to the economy) is currently being hindered by several factors:

- \* The existing hotel plant is insufficient in both quantity and quality. The real contribution of the Hotels and Restaurants sector is therefore being supported by a few Grenadian properties which are of an acceptable standard and capable of generating average annual gross revenues of US \$15,000 per room.
- \* Strong ethnic tourism results in high secondary bedroom demand, with the largest market segment of stayover visitors preferring non-paying home accommodations to hotels.

- \* The cost effective modernization of the Country's hotel plant is required if Grenada is to enhance the Hotels and Restaurants sectoral contribution of tourism to GDP.
- \* Hospitality training is needed in conjunction with an expanding hotel supply to further improve the quality and therefore the economic potential of the accommodations sector.

As the Hotels and Restaurants sector of GDP represents only one part of the actual economic benefits of tourism, several additional points of consideration have been identified with respect to other sectors of GDP, foreign exchange earnings, and employment generation.

- \* As tourism is an important local consumer, linkages to other sectors, including agriculture, transportation, construction, retail and manufacturing, must be strengthened in an effort to augment tourism's contribution to GDP.
- \* Presently, the cruise ship industry offers the highest number of arrivals and the lowest corresponding economic contribution due to its lesser developed state. Steps should be taken to provide cruise visitors more opportunity for expenditure which can be linked to local manufacturing and handicrafts to stimulate export.
- \* Grenada suffers from a foreign exchange leakage problem more serious than other destinations, diluting the actual economic benefits of tourism. The high leakage theory is supported by the fact that tourism expenditures are growing at a faster rate than actual economic contribution to the country's GDP.
- \* The majority of Grenada's stayover market constitutes Caricom visitors who are not conducive to the generation of high net foreign exchange earnings and thus a focus is required on tourism markets and product. Historically, the contribution of exports to gross foreign exchange has been greater than that of visitor expenditures.
- \* Although tourism is Grenada's second largest sector of employment, accounting for an estimated 2,225 public and private positions, significant additional employment could result from industry growth.
- \* Grenada is presently served by only six airlines, with access remaining a key developmental obstacle.

Despite the above mentioned problems, there is considerable potential for the development of tourism in Grenada as an industrial catapult to economic self-sufficiency and stability.

- \* It is forecasted that for every 100 new rooms added to Grenada's existing accommodation supply, the net GDP effect is an increment of approximately EC \$900,000 in average annual tourism earnings.

- \* Factors contributing to foreign exchange increases within the tourism sector are directly related to increases in arrivals. Contingent upon the type of tourism development undertaken and financial assistance to be rendered, it is projected that foreign exchange earnings could approach between EC \$52.5 million to EC \$61.7 million by 1995.
- \* Employment generated under worst case and best case tourism development scenarios is projected to be between 1,500 and 2,100 new positions, respectively.

## II. Trends In Tourism Growth

Grenada has experienced a significantly higher growth in stayover arrivals over the past five years at 89.8% - more than world or regional arrivals at 37.1% and 37.9% respectively. This figure placed Grenada fifth in arrivals growth in the entire Caribbean for that time period. Of these arrivals, cruise ship tourism generates more than twice the arrivals of stayovers. In 1988 stayover arrivals totaled 61,700, with cruise and other sea arrivals approaching 139,000.

Tourism expenditures continue to grow faster than arrivals on an international and regional basis. In Grenada's instance, expenditures have increased only marginally faster than arrivals, possibly attributed to a shortage of outlets to capture tourism expenditure.

Grenadians abroad remain the greatest segment of stayover arrivals at 24%. Other Caribbean arrivals account for an additional 25.7% of the Grenadian tourist market. The concentration of ex-patriate and intra-Caribbean arrivals, who generally stay in private homes or self catering establishments, does not contribute significantly to the economic benefits of tourism nor to the development of an international standard hotel industry.

Arrivals from England and the rest of Europe are the fastest growing market segments, with increases of 36.4% and 42.2% respectively in 1988. Canada follows with a 26.4% change and the United States with a 22.8% increase. Accompanying these improvements were marginal increases in Caribbean and expatriate arrivals and a decrease in arrivals from Trinidad and Tobago, suggesting a trend toward a greater concentration of arrivals from higher expenditure markets.

Tourists to Grenada exhibit a longer than average length of stay at 9.1 days. This is primarily due to the long travel distance from Grenada to North American and major European supplier markets. This may change with the introduction of additional air service by airlines easing access.

Several potential obstacles exist to further growth in positive tourism arrival trends:

- \* The limited exposure of Grenada in the marketplace as a Caribbean vacation destination.

- \* Perceptions of social, political and economic security on the part of investors to stimulate tourism projects.
- \* Development of cruise ship infrastructure in Grenada may not keep pace with the potential regional development of the industry which is presently the Island's largest. In 1988, port calls fell to 234 from 260 in 1987, suggesting that poor facilities and port congestion are negatively impacting potential contribution from this sector.
- \* Several Caribbean destinations are presently undertaking tourism development strategies which may enable them to gain a larger share of regional arrivals to the detriment of Grenada. These countries include Cuba, Mexico and Trinidad/Tobago. Cuba is becoming competitive to Grenada within the Canadian and European markets.
- \* The average length of stay regionally may fall significantly as airlines and tour operators use shorter trips to create more competitive tour package prices to counterbalance increasing hotel rates.

Future tourism growth in Grenada stands to benefit from a dynamic world travel market which has experienced consistent growth on the international, regional, and local levels. Grenadian stayover arrivals are projected to reach between 79,300 and 107,300 based upon worst case and best case scenarios for 1995.

### III. The Hotel and Accommodations Sub-Sector

Grenada's existing accommodation supply is insufficient in both quantity and quality for an international standard tourism industry, despite some growth in recent years. In 1988, Grenada's room supply totaled 1,019 rooms, up 73.3% from 588 in 1983. This number is still not large enough to warrant consideration for regularly scheduled air service from major international carriers, creating a cyclical disincentive for additional hotel investment.

Virtually all of the constructions occurring in recent years have been small, local projects, many undertaken by Grenadian investors or joint venturers who perceive less commercial risk. Other investment has been concentrated on the renovation of aging establishments. All properties on the Island except the 186 room Ramada Renaissance offer less than 50 rooms, presenting difficulty for accessing the international market. A large international hotel property of at least 200 rooms is needed to serve as an anchor for further airline and accommodations development. Grenada does not benefit from its TIEA status due to an undeveloped market of meetings and convention tourism.

Grenada's accommodation market suffers from extremely low average annual occupancies, which is another disincentive to foreign investment into the hotel sector. In 1987 the Island-wide occupancy was calculated at 38.5%, rising slightly to 48.5% in 1988. This is significantly below the regional figure of 65%. The data is somewhat misleading, as the Island's better properties enjoy much higher levels of occupancy, and it is suggested that these be presented separately in statistical publications.

Approximately 56.2% of visitors to Grenada stay in private homes and are considered stayover tourists. This is a major contributing factor to the low occupancy levels, and to the continuing imbalance between perceived and actual growth in arrivals.

Most hotel properties in Grenada do not presently offer the extensive amenities needed to compete in the international tourist market. Grenadian establishments have been unable to penetrate major sub-markets related to gaming, convention, incentive travel and golf occupancy. Grenada's yachting market holds considerable promise, having the potential to return to the mecca it once was contingent upon the timely upgrading and expanding of existing marina facilities.

Hotel operations on Grenada exhibit fluctuating levels of profitability. First class hotel properties on Grenada are profitable. Lower historic construction costs enable older Grenadian properties to set lower room rates while retaining profitable levels of operation, while the profitability of smaller establishments is likely to be affected by high fixed operating costs.

Investor perceptions of risk with respect to development in Grenada are greater than other Caribbean destinations. This is due to the relatively undeveloped state of the hospitality industry and history of conflict. Areas of risk include the basic commercial risk of a new enterprise, risk elements specific to off shore operations in the Caribbean, and particular concerns pertaining to Grenada. Due to the comparatively recent development of the hospitality industry, Grenada has not yet established itself as a destination for the profitable development, refinancing and resale of hotels which raises liquidity concerns for investors.

Upcoming political events in Grenada may further influence investors' perceptions of political and commercial risk. Grenada has not had an election since the existing administration superceded the interim government in 1985. The results of the next series of elections could be a major factor in the continuing development of the tourism industry. Also, the pending outcome of the trial of Bernard Coard and his accomplices could continue the image problems of the country and the Grenadian court system.

Grenada's tax system plays a significant role in determining investor attitudes. The introduction of the VAT has stirred significant concerns from the time it was introduced in 1986, while recent tax reforms have not yet been fully effective due to incomplete implementation. Frequently changing tax rates may not invite long term investor confidence. If not clearly promulgated, taxation policies may constrain future tourism development

Fiscal incentives and investment concessions are vital to the stimulation of large foreign investment into the Grenadian tourism sector. Incentive legislation in Grenada is over twenty years old and requires modernization to remain competitive. Investor applications for incentives require considerable attention as part of a revamping effort within the Industrial Development Corporation.

Low availability of financing is another form of disincentive. In Grenada, existing development finance corporations and banks may not be sufficient to produce the high level of required hotel rooms due to local lending and sovereign risk limitations. These oblige the developer to fund more equity in comparison with USA real estate ventures that are more leveraged. Infrastructural burdens in remote areas of the island requiring higher equity commitments on the part of developers may cause these areas to develop at a far slower pace. Infrastructural assistance in some form of donor matching grant is suggested for these areas.

#### IV. Infrastructure

The infrastructure in Grenada is deemed adequate to support a first tier of tourism arrivals for a maximum estimated capacity of 70,000 stayover visitors and approximately 150,000 cruise ship visitors. The Point Salines International Airport, which has a runway length capable of accommodating a Boeing 747 jumbo aircraft and can presently process 350 passengers per hour, should be able to meet the requirements of the 107,300 air arrivals projected by 1995. However, the port facilities at St. George's suffer from extreme congestion due to limited amounts of dockage area and competition for combined use by commercial and cruise passenger vessels. This will constrain the island's ability to capture a significant proportion of the 30,000 new cruise ship berths expected to come on stream over the next five years.

Since the intervention, Grenada has benefitted from extensive amounts of foreign aid dedicated to the improvement of a seriously deteriorated road system. Properly maintained, Grenada's roads should be adequate to accommodate anticipated increases in tourism activity through 1995. However, signage is poor and commands immediate attention if intra-island tourism is to bring associated expenditure benefits to the more remote regions of the island.

Grenada continues to experience water shortages despite average annual rainfall of 60 inches on the coastline and up to 200 inches inland. It is projected that hotel demand for water could approach 200,000 gallons per day by 1995.

Utilities on Grenada appear adequate for tourism into the foreseeable future. Grenelec reports that the capacity of the company to provide electrical services for existing and anticipated demand is sufficient. Grentel, a joint venture between Cable and Wireless and the state owned telephone company, is in the process of enhancing local communications. However, the island does not presently have adequate facilities for the processing and treatment of sewage, particularly in the Grand Anse area.

Action must be taken to preserve Grenada's natural and historic environment as part of its basic tourism infrastructure. The environment has been somewhat adversely affected by tourism development due to a combination of planning requirements and associated costs. The many landmarks bequeathed by Grenada's fascinating history provide much opportunity for restoration and development into unique tourist attractions.

Labor is a vital part of the tourism infrastructure. In order to compete within the international tourism industry, high service standards and skilled workers are required, especially given levels of service expectation by travellers from the North American and European markets.

#### V. Administration of Tourism

Grenada has adequate human resources but requires administrative direction with respect to tourism organization, promotion and development. Investor perceptions of political and economic stability are determined not only by the policies expressed by the administration, but also by the ease or difficulty of related procedures established.

Tourism will require an independent Ministry in order to meet the anticipated levels of growth. Grenada's two largest industries, agriculture and tourism, remain combined under one Ministry, though certain responsibilities will shortly come under control of a revitalized Tourist Board. This organization has not yet been activated, thus its probability for success in the administration of tourism has not been determined.

A low tourism budget may be partially responsible for the lesser developed state of the industry. The total budget allocations for tourism have dropped two years successively from US \$695,800 in 1987 to US \$657,400 in 1988 decreasing to US \$625,100 in 1989 or an average of US \$3.10 per arrival.

Substantial reorganization of the Grenada Industrial Development Corporation (IDC) is required in order to stimulate tourism investment. It appears that the IDC is much more involved in the determination of applicable concessions and their constructive packaging as opposed to the thorough screening of the applicant. Another disadvantage is the present location of the IDC in a residential district overlooking St. George's inconvenient to visiting investors.

A primary objective of the Ministry of Tourism is to create and promote a positive marketing image. Within the North American market, Grenada is making significant progress despite a critical situation of limited funds and personnel. Virtually all promotion to the United States is presently funded through an annual contribution of \$50,000 to the CTO which assists in Grenada's promotion (along with other members) to 38 US cities. The long term effectiveness of these direct promotions is restricted due to a lack of marketing tools and insufficient finances to enable implementation to address an increasing number of visitor inquiries.

Several other local and international organizations have played a role in the organization and development of tourism in Grenada. These include but are not limited to the Grenada Hotel Association, the National Development Foundation, the Chamber of Commerce, the United States Agency For International Development, the Organization of American States, and the European Economic Community.

## VI. Concepts of Tourism Development

Grenada is a lesser developed Caribbean tourist destination, and consequently offers only a limited tourism product. Considerable diversification of this tourism product is required to meet expanding global markets. Possible areas of market development include floating hotels and other sea based room constructions to immediately augment room supply, the integration of tourism with the national park system, institutional linkages between existing organizations in Grenada and their overseas counterparts and residential tourism focusing on condominium hotels and the second home market. Image recovery for the destination will be a factor in the success of any new development.

Grenada does not presently have a professional planning unit or a complete national plan for tourism development. There is an absence of vital linkage between the Ministry of Lands, the IDC, and other agencies to coordinate the development of 12,000 acres of Government owned lands in an effort to maximize development value. Grenada is presently receiving a much higher maximization of asset value from the more developed agricultural sector than from tourism.

The specific sites available for development require immediate organization, appraisal, planning, study, and promotion. The recent advent of an improved roads network should have a positive effect on development as the further accessing of sites enhances their value and stimulates settlement of ownership claims. Land issues relating to unclear title and historic compensation claims have previously served to slow development.

Government taxation policies play a role in land development. The invocation of the Real Property Tax was an important measure of the Administration to discourage real estate speculation, though the creation of a low property tax rate structure has yielded minimal financial result.

## VII. Priority Interventions and Options

Several areas of priority intervention are required if Grenada is to actuate its potential for tourism investment and development:

- \* Initiative to stimulate hotel and accommodations investment in Grenada to date has not been successful. Efforts by the IDC are clearly not drawing the desired number or quality of investors. Targeted investment missions concentrating upon specific forms of tourism development should be undertaken.
- \* Specific action is required by the Government in the formulation and proclamation of a tourism policy to include revised administrative procedures.
- \* The private sector role of tourism development has largely been orchestrated by the Grenada Hotel Association.
- \* Development/and land use planning, and its economic impact are two issues which must be addressed by both the Government and the private sector.

- \* Building codes require further promulgation as part of an informational package to the potential developer.
- \* Hotel training and labor skills are essential ingredients critical to the development of a successful hospitality industry.
- \* Integration of domestic agricultural/aqua-cultural production with hotel and restaurant menus is desired as a means to further promote a unique tourism product. This may also potentially stimulate export.
- \* Adequate infrastructural facilities, including electricity, telecommunications, roads, and waste management are required to keep pace with development.
- \* Environmental problems must become a priority area of attention, specifically the Grand Anse - Grenada's single most important natural attraction for stayover tourists.

### VIII. Action Plan

A minimum of US \$8.4 million has been identified in requirements over the next three years to stimulate the Grenadian tourism industry. This will enable the country to capture a greater percentage of regional arrivals and expenditures. The majority of recommendations presented require immediate attention, with all tasks suggested to be executed over a maximum 36 month period.

**Table 1**  
**Summary of Grenada Action Plan Costs**  
**by Area**

Area	Year 1	Year 2	Year 3	Total	%
Policy Changes	\$755,000	\$330,000	\$390,000	\$1,475,000	17.6%
Technical Assistance	1,185,000	1,317,500	1,242,500	3,745,000	44.6%
Training	370,000	370,000	380,000	1,120,000	13.3%
Infrastructure	645,000	832,500	582,500	2,060,000	24.5%
<b>Total</b>	<b>2,955,000</b>	<b>2,850,000</b>	<b>2,595,000</b>	<b>8,400,000</b>	<b>100.0%</b>

Source: Neidcorp

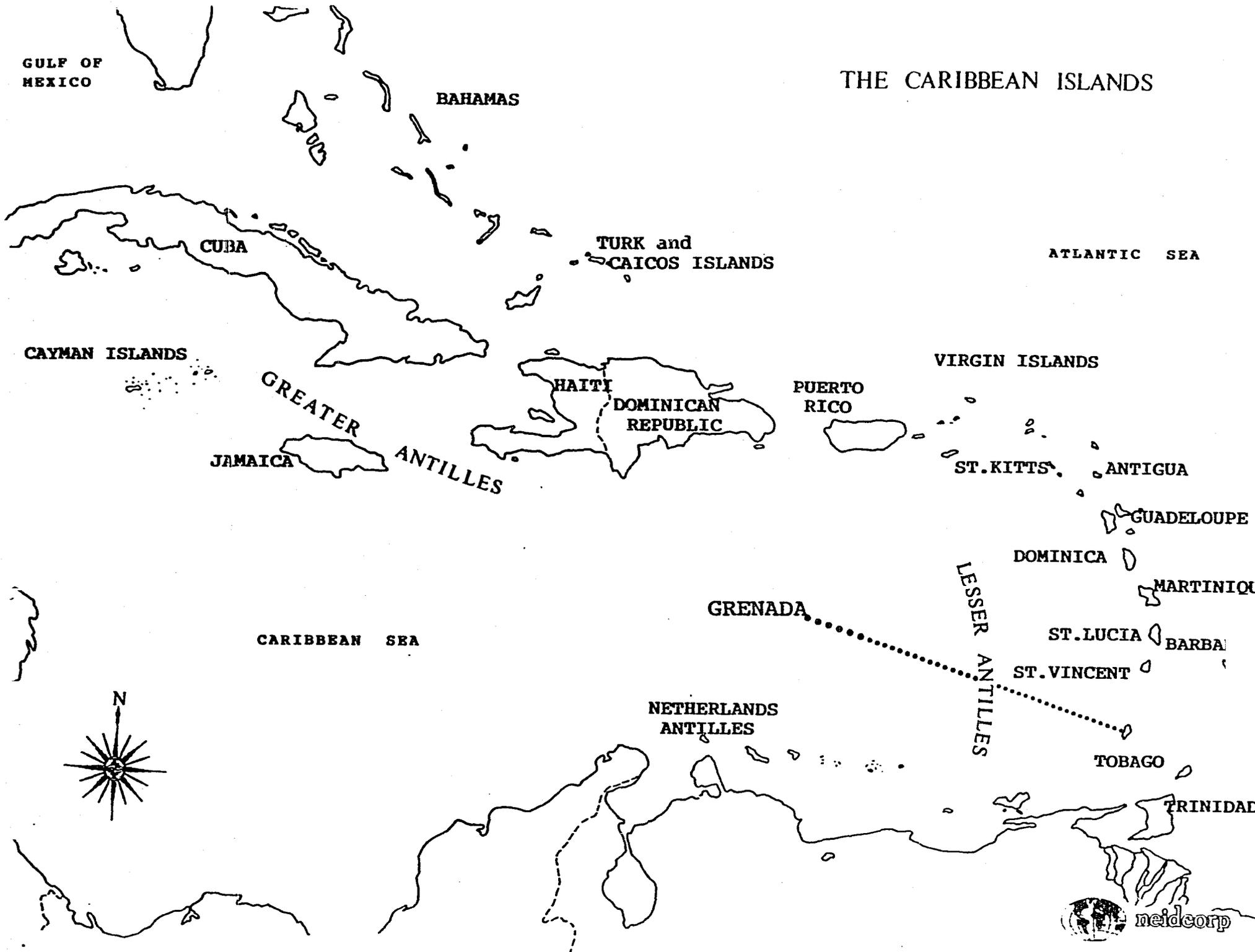
**Table 8-2**  
**Summary of Grenada Action Plan Costs**  
**By Priority**

Priority	Year 1	Year 2	Year 3	Total	%
Priority 1	2,355,000	1,902,500	1,927,500	6,185,000	73.6%
Priority 2	600,000	370,000	380,000	1,350,000	16.1%
Priority 3	0	465,000	140,000	605,000	7.2%
Priority 4	0	112,500	87,500	200,000	2.4%
Priority 5	0	0	60,000	60,000	.7%
<b>Total</b>	<b>2,955,000</b>	<b>2,850,000</b>	<b>2,595,000</b>	<b>8,400,000</b>	<b>100.0%</b>

*Source: Neidcorp*

It should be noted that certain tourism needs and requirements exist which were beyond the scope of work for this Action Plan. However, based upon the fulfillment of the needs cited within this Action Plan and the effective implementation of a tourism administration/investment promotion policy by the Government of Grenada, it is anticipated that the country may soon join the ranks of those more developed Caribbean nations who have prospered through the tourism industry. Ultimately tourism itself may be viewed as an effective industrial means - a future plank to promote manufacturing, construction, financial services and other diversified industries while underwriting social, economic and political stability. We are therefore pleased to endorse and recommend the institution of this Tourism Action Plan.

# THE CARIBBEAN ISLANDS



GULF OF MEXICO

BAHAMAS

CUBA

TURK and CAICOS ISLANDS

ATLANTIC SEA

CAYMAN ISLANDS

GREATER ANTILLES

JAMAICA

HAITI

DOMINICAN REPUBLIC

PUERTO RICO

VIRGIN ISLANDS

ST. KITTS

ANTIGUA

GUADELOUPE

DOMINICA

MARTINIQUE

GRENADA

ST. LUCIA

BARBADOES

ST. VINCENT

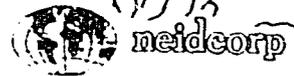
CARIBBEAN SEA

LESSER ANTILLES

NETHERLANDS ANTILLES

TOBAGO

TRINIDAD



GRENADA  
BASIN

GRENADA

CARIBBEAN  
SEA

Sugar Loaf

Leveta Bay

Green Island

Sandy Island

Sauteurs

Levera Pond

Grenada Bay

Duquesne Bay

Victoria

S.T. PATRICK

Lake Antoine

TOBAGO  
BASIN

S.T. MARK

Gouyava  
(Charlotte Town)

Mt. St. Catherine  
840m. (2757ft.)

Pearls  
Airport

S.T.  
JOHN

Mt. Grandby  
683m. (2241ft.)

Great River  
Bay

Grand Bay

Grenville

S.T. ANDREW

Marquis Island  
St. Andrew's Bay

Grand Etang

Mt. Lebanon  
715m. (2346ft.)

Willis

Grand Mal Bay

S.T.  
GEORGE

Mt. Sinai  
703m. (2306ft.)

Gt. Bacolet Bay

Crochu Harbour

ST. GEORGE'S

St. David

S.T. DAVID

Martin's Bay

Grand Anse Bay

Morne Rouge Bay

Westerhall

Westerhall  
Bay

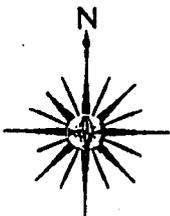
Cance Bay  
POINT SALINES  
INTERNATIONAL  
AIRPORT

Lance aux Epines

Hog Island

Glover Island

Calivigny Island



neidcorp

# Grenada Tourism Action Plan

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