



# St. Kitts and Nevis YACHTING Policy

2014

Ministry of Tourism & International Transport  
Government of St. Kitts and Nevis

## ACKNOWLEDGEMENTS

In researching, preparing, drafting and finalising this policy document, Liz Thompson (Consultant) and Marsha Branch (Research Assistant) of the **Isada Consulting Group** had the full support of contracting agency ECLAC and the government of St Kitts and Nevis. The assistance and facilitation of the Director and Department of Maritime Affairs were invaluable, while the openness and support of the civil service, private sector and wider members of the public were significant elements in completing the project. St Kitts and Nevis proved to be an entirely enjoyable place to work.

The kindness and courtesies extended to us, as well as the clarity of the policy vision articulated by the Minister of Tourism, made the assignment a fascinating one. We extend our appreciation to ECLAC for the organisation's work in helping the region craft sustainable development solutions to its social and economic challenges. We express our profound respect for the government and people of St Kitts and Nevis and wish them every success with this new policy and economic thrust.



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**Message from the Honourable Richard Skerritt  
Minister of Tourism & International Transport Of St. Kitts &  
Nevis**



After careful strategic repositioning, Travel and Tourism are now well established as key economic drivers in the economy of St. Kitts and Nevis. The Government of St. Kitts and Nevis has determined that growing our fledgling yachting sector would be an appropriate step to further improve the sustainability of our tourism product and revenues.

A vibrant yachting sub-sector is expected to add a further dimension to the existing sub-sectors of Hotel and Restaurant, Villa & Condominium, Cruise Shipping and Education Tourism. Our geographic location mid-way across the southern Caribbean, close to popular regional yachting grounds, the attraction of new

investments in marina projects, the modernisation of our International Airport, and the enthusiasm of local stakeholders have collectively contributed to the timing of this strategic decision to develop a high quality yachting sector in St. Kitts & Nevis.

In developing the policy, the Ministry of Tourism & International Transport established the Yachting Development Task Force, which engaged stakeholders on the identification of best practices. Toward the end of 2013, with the support of UN ECLAC, international consultant Elizabeth Thompson conducted research, met with several national stakeholders and prepared a draft policy for their review. On behalf of the Federal Government, I want to record our deep appreciation for the support of ECLAC and the work of Ms Thompson who has helped us to arrive at this crucial launch point. I also thank all local stakeholders for their ongoing enthusiasm and feedback.

At the heart of the national yachting policy is the social, environmental and economic well-being of our country and citizens. The primary objective of the policy is to create a strong revenue stream by developing a varied, high quality yachting product and related services sector, capable of delivering a superior and sustainable yachting experience to all yachtspersons visiting our shores. It is the intention of the government of St Kitts and Nevis that our yachting sub-sector will generate new opportunities for full participation and investment by nationals and local communities in the production and delivery of goods and services, as well as providing careers, decent work, and sound livelihoods for residents.

It is my honour and pleasure, on behalf of the Federal Government of St Kitts and Nevis to present to you our national policy –

**Yachting St Kitts & Nevis - A Superior Sustainable Experience**

A handwritten signature in black ink, appearing to read 'R. Skerritt', written over a light blue horizontal line.

Honourable Richard Skerritt

Minister

**Message from the Honourable Mark Brantley  
Deputy Premier and Minister of Tourism - Nevis**



Yachting is an important niche for Nevis' tourism product. This is a comprehensive federal policy which seeks to foster a yachting sector and address the needs of those arriving in Nevis by sea. It is heartening that the framework of this policy with its focus on social economic and environmental factors emphasizes the three pillars of both sustainable development and sustainable tourism. A sustainable approach to the yachting industry is in keeping with our destination brand "Nevis Naturally" and reflects the heightened environmental

consciousness of Nevis, the protection of our coastal areas and reefs, strong social sensibilities and our intention to ensure the harmonious co-existence of the yachting sector with our local fishing and sea faring communities. At the same time, bearing in mind that yacht calls to Nevis have almost quadrupled over the period 2007 to 2012, we must ensure, through the use of this policy and the ensuing strategic plan, that we are poised to take full advantage of what is clearly becoming an increasingly lucrative tourism sub- sector. The Nevis Island Administration will do all in its power to ensure that the necessary support mechanisms and resources are provided for the effective development and implementation of the National Yachting Policy of St Kitts and Nevis.

A handwritten signature in blue ink, appearing to read 'Mark Brantley', written over the printed name.

**Hon. Mark A.G. Brantley**

Deputy Premier

Minister of Tourism, Health, Gender, Social Affairs, Social Development,  
Youths, Sports, Community Development and Culture

## **Vision Statement**

**It is the vision of the Federal Government of St. Kitts and Nevis to facilitate through this policy, the development of a world class and sustainable yachting sector, which contributes to strengthening our economy and improving the quality of life for the local community, while providing a memorable experience for visitors.**

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## Working Definitions

**Berths** and **Slips** are mooring dockage and anchoring points for marine vessels

**Marinas** offer wet storage and moorings with changing, bathroom, shower and waste disposal for 10 or more vessels.

**Sustainable Development** is regarded as having three interlocking pillars – social, economic and environmental.<sup>1</sup>

The expression **sustainability** will refer to long term social and economic growth, coupled with environmental protection

The expressions **sustainability** and **sustainable development** are used in the context of the definition popularised by the Brundtland Commission and the Earth Conference 1992 (the Rio Conference on Sustainable Development), “development which meets the needs of the present generation without compromising the ability of future generations to meet their own needs.”<sup>2</sup>

The expression ‘**yachting sector**’ or ‘**yachting industry**’ is used to describe the social and economic activity and facilities needed to support the provision of goods and services to domestic and visiting yachterspersons and vessels visiting the country, and the revenues, income and foreign exchange derived directly and indirectly therefrom.

**Yacht** is a seagoing vessel measuring at least 5 meters or just over 16 feet, which is either engine or sail powered and is used for pleasure.<sup>3</sup> It is a “pleasure vessel” within the meaning of the Merchant Shipping Act.

**Yachting** is understood to mean pleasure boating.

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<sup>1</sup> <http://www.un.org/en/ga/president/65/issues/sustdev.shtml>

<sup>2</sup> <http://www.worldbank.org/depweb/english/sd.html>

<sup>3</sup> As defined by ECLAC (2004) LC/CAR/G.775

**“Yachting St. Kitts & Nevis A Superior  
Sustainable Experience”**



## EXECUTIVE SUMMARY

The Federal Government of St Kitts and Nevis has already effected a shift from the agricultural mono-crop of sugar, into tourism and services and is now seeking to further diversify and strengthen the national economy. It is imperative that a small island developing state, in a time of extreme economic challenge globally, regionally and nationally, should attempt to build a resilient economy through the provision of niche and specialist services that exert minimal pressure on the society, the natural and built environment. It is in this regard that the Government seeks to develop a national yachting sector. St Kitts and Nevis are already established destinations for land based and cruise tourism. It is expected that the new niche will enhance the existing tourism product.

It is the vision of the Federal Government of St Kitts and Nevis that the national yachting policy will be a key tool in delivering a product of international quality, expanding the tourism product into a specialist niche, providing a superior, sustainable product and service for yachtspersons, earning foreign exchange for the country, preserving the environment, and providing decent work and livable incomes for nationals and communities which will ultimately ensure to the benefit of all citizens of St Kitts and Nevis. It is the intention of the government to facilitate the development of a world-class and sustainable yachting sector which contributes to improving the quality of life for the local community, while providing a memorable experience for visitors.

Statistics from the Eastern Caribbean Central Bank, the *Review of Yachting in St Kitts 2012*,<sup>4</sup> undertaken by the Department of Maritime Affairs and the BREA Study<sup>5</sup> all show that the yachtsperson is a high-spend tourist and that the revenues generated by yachting exceed those of the cruise tourism. The location of St Kitts and Nevis in the Caribbean island chain, which is the world's second most popular cruising ground for yachts, and more particularly its strategic and fortuitous location in the Eastern Caribbean, which is a hub for yachting in the region, boasting some of the more mature and sought after yachting destinations in the region, represents an opportunity that must be seized and leveraged.

The yachting policy of St Kitts and Nevis will be marketed under the slogan and brand, ***“Yachting St Kitts & Nevis – A Superior Sustainable Experience.”*** The superiority of the experience will be based on the ease of the island's entry procedures, the competitiveness of its product and the high quality of the goods and services provided to yachtspersons. Sustainability will be based on social, economic and environmental considerations and suitable measures and structures will be put in place to give full effect to each of these three critically interconnecting elements.

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<sup>4</sup> Review of the Yachting Sector In ST Kitts (2012) by the St Kitts Department of Maritime Affairs

<sup>5</sup> Business Research and Economic Advisors. Details of the study are found in the body of the policy

The principal considerations underpinning the policy will be the safety and security of national borders, citizens and yachtspersons, the country's international reputation, the protection of society, economy, its natural and built environments and the revenues to be derived from a vibrant yachting sector. It is a critical component of the government's strategy and initiative that the average citizen should participate in and benefit from the yachting sector.

A SWOT Analysis shows the Federation of St Kitts and Nevis as having both tremendous strengths and opportunity as a yachting destination, which even without strategic marketing, planning and preparation, already has a nascent or emergent yachting sector. The 2012 study of the yachting sector conducted by the Department of Maritime Affairs notes that about 2053 yachts place the Federation on their travel itineraries every year with Nevis recording 657 and St Kitts 1396. Even with these figures it must be conceded that a dearth in the collection and collation of "reliable and accurate data make it impossible to accurately determine the contribution of the yachting sector to GDP."<sup>6</sup>

It is clear however, that every year the full gamut of pleasure vessels including bareboats, crewed yachts, charters, live aboard yachts, motor and sailing yachts, as well as super and mega yachts, the numbers and international sales of which have increased despite the global recession, now clear into the Federation's ports and harbours. Nevis does not currently have any specific port facilities to accommodate super and mega yachts but it is anticipated that Tamarind Cove will primarily cater to cater to 40 to 80 foot craft as well as a few large yachts in the 120 - 150 foot range. Over the next several months bunkering facilities will be constructed at Long Point Deep Water Port.

As is typical, in addition to the strengths and opportunities, the SWOT analysis also identifies the threats and weaknesses likely to impact the success of the yachting subsector. It is expected that these challenges will not be insurmountable and are outweighed by the strengths and opportunities available to the country, the foreign exchange to be earned, the potential social growth and the wider, long-term economic benefits.

The government of St Kitts and Nevis will play an enabling role to create an appropriate legal, regulatory, fiscal and governance environment and framework. This role will include the provision of incentives and resources for the training of citizens and civil servants as well as the purchase of equipment to allow government employees to properly perform their jobs, to facilitate marketing, advertising and public education, the conduct of visitor satisfaction surveys and tourism product reviews. Incentives will be provided to the private

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<sup>6</sup> Review of the Yachting Sector 2012, Department of Maritime Affairs, St Kitts

sector in order to spur investment in the new and emerging sector. A yachting coordinator will be appointed and a unit of government established to act as a liaison with the private sector and the wider public, as well as to provide advice to government, work to develop the sector and make such recommendations to government as may be necessary. A multi-stakeholder standing committee to represent private and public sector interests in the industry will be formalized.

In due course a specially dedicated unit will also support the implementation of this policy in addition to evaluating its impact and effectiveness. The unit will also make recommendations in an annual report to the Minister of Tourism and International Transport. Reports will be generated for both islands and data will be collected, analyzed and disaggregated so as to allow for effective decision making in respect of both St Kitts and Nevis.

While the policy will be a work in progress, growing with the development of the sector, a date of two years to coincide with the opening of Christophe Harbour is being set as the first benchmark and target for implementation of the major provisions of the policy which is expected to last for 5 years, from 2014 to 2019. After this, the policy will undergo a major review and redevelopment in light of changes in the national circumstances and international market.

The function of a policy is to articulate a vision and broad framework. It has no life of its own. Structures for implementation, review and monitoring will therefore be put in place to ensure the effectiveness and continuing relevance of the policy and to obtain feedback about the perspectives and concerns of stakeholders, the satisfaction levels of yachters, changing market trends and circumstances.

## **SECTION 1: PRELUDE TO THE POLICY**

### **Background Overview and Context**

#### **Geography of St Kitts and Nevis**

The islands of St Kitts and Nevis were “discovered” by Columbus in 1493 at which time an indigenous Indian tribe, the Kalinago were already resident there. St Kitts is a 68 square mile (180 square kilometer) island located at latitude 17.30 degrees North and longitude 62.80 degrees West, bound by the Caribbean Sea on the west and the Atlantic Ocean on the east. The second island Nevis, has a similar climate, a land mass of 36 square miles or 93 square kilometers and is located at latitude 17.10 North, longitude 62.35 West, approximately 3.5 km, or 1.9 nautical miles south-east of St. Kitts. The two islands “are the summits of a submerged mountain range which forms the eastern boundary of what is known as the Caribbean Tectonic Plate”<sup>7</sup> and are composed almost exclusively of volcanic rock. Their geology is similar to that of other volcanic islands in the archipelago which makes up the Lesser Antilles.

The annual temperatures of the islands range between 24 to 27 degrees Celsius or 75.2 to 80.6 degrees Fahrenheit, with low humidity at 71%. St Kitts and Nevis are tropical islands with wet and dry seasons; they are subject to hurricanes. In 1999 St Kitts was hit by two hurricanes, Jose and Lenny and then by Hurricane Omar in 2008. Hurricanes Lenny and Omar also severely impacted Nevis, forcing the closure of several hotels, including the luxury Four Seasons Resort which is the largest source of foreign exchange earnings for the island. The Four Seasons was forced to remain closed for two years to properly refurbish after the severe hurricane damage which it had sustained.

#### **General Overview and Background**

The islands of St Kitts and Nevis form a political union or Federation. They are member-countries of the Organisation of Eastern Caribbean States (OECS), an intergovernmental organisation of nine countries established by the Treaty of Basseterre in 1981.<sup>8</sup> St Kitts, the larger of two islands, has political and international administrative responsibility for the Federation. At the international and practical levels, the Federation is led by a Prime Minister, Dr. The Right Honourable Denzil Douglas with the seat of government located at Basseterre. There is a unicameral legislature of 14 members, eleven of whom are elected parliamentarians (eight to represent St Kitts and three to represent Nevis); there are three appointed Senators in the House.

In addition to the Federal government for the two islands, Nevis also has the equivalent of

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<sup>7</sup> Wikipedia

<sup>8</sup> [http://www.nationalarchives.gov.kn/index.php?option=com\\_content&view=article&id=70&Itemid=30](http://www.nationalarchives.gov.kn/index.php?option=com_content&view=article&id=70&Itemid=30)

a local government known as the Nevis Island Administration, led by a Premier currently the Hon. Vance Amory. Nevis holds three seats in the federal parliament. As a Commonwealth country, Her Majesty Queen Elizabeth II is Head of State and is represented in the country by a Governor General, at this time Sir Edmund Lawrence. The responsibility for policy matters relating to tourism on St Kitts resides with Senator Hon Richard Skerritt and on Nevis with Hon Mark Brantley, Deputy Premier. Consistent with the political, administrative and operational procedures and legislation, overall responsibility resides with the federal government, the seat of which is located on Basseterre.

The twin island state is amongst the world's 10 smallest sovereign nations and is the smallest in the Americas. The combined population of modern St Kitts and Nevis is 52,000. Life expectancy is 77.5 years for women and 72.6 years for men. The literacy rate is 97.8%.<sup>9</sup> Of 186 countries across the globe, the UNDP Human Development Index 2013<sup>10</sup> ranks St Kitts and Nevis as number 72,<sup>11</sup> thereby classifying the twin state as having "high human development."

## **The Economy and Tourism**

The Commonwealth-World Bank Joint Task Force Report on Small States<sup>12</sup> identified these states as having certain peculiar characteristics, specifically – small size and small population bases, remoteness and insularity, limited institutional capacity, inability to create economies of scope and scale, small domestic markets, limited diversification, a high degree of openness, economic vulnerability, extreme vulnerability to exogenous shocks, susceptibility to natural disasters and extreme economic and environmental events, all of which lend to high income volatility resulting in access to external capital being of critical importance to the economy and national development. Given these factors it is important for the government to identify sustainable sources of foreign exchange earning and revenues for its coffers.

Briguglio et al (1995)<sup>13</sup> refer to the small islands' "pressing need to diversify into new economic activities." While it will take time to grow and diversify the economy of St Kitts and Nevis, it is also critical that niche markets and new target areas should be identified to build on the country's strengths and open new opportunities for attracting foreign direct investment, as well as for exploitation and investment by nationals. The country's small size and inability to generate economies of scope and scale require the government and

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<sup>9</sup> <https://www.cia.gov/library/publications/the-world-factbook/geos/sc.html>

<sup>10</sup> [http://hdr.undp.org/sites/default/files/reports/14/hdr2013\\_en\\_complete.pdf](http://hdr.undp.org/sites/default/files/reports/14/hdr2013_en_complete.pdf)

<sup>11</sup> St Kitts and Nevis' HDI rank or position of 72 is shared jointly with Dominica, Georgia and Lebanon

<sup>12</sup> <http://www.cpahq.org/cpahq/cpadocs/meetingchallengeinglobaleconomy1.pdf>

<sup>13</sup> <http://siteresources.worldbank.org/PROJECTS/Resources/40940-1118776867573/FinalReportSmallStatesAug9-06.pdf>

national planners to seek means of economic growth which can bring high financial and foreign exchange yields while protecting the natural resource base and providing citizens with upward social mobility, decent work and livable wages.

In August 2014 the Economic Commission of Latin America and the Caribbean (ECLAC) reported that the economy of St Kitts and Nevis will experience a 3.1% growth in 2014, making it the fastest and strongest growing in the Eastern Caribbean and fifth in the CARICOM region.<sup>14</sup> The gross domestic product (GDP) of St Kitts and Nevis is US \$946.3 million. GDP per capita is US \$16,500. Inflation is 2% down from 5.9% in 2011. In 2012 the ratio of public debt to GDP was 144%, reduced from 154% in 2011. The currency of St Kitts-Nevis is the Eastern Caribbean (EC) dollar which is pegged to the US dollar at an exchange rate of EC \$2.7 to US \$1.00. The government pursues a policy of citizenship by investment, also known as economic citizenship, which started in 1984.<sup>15</sup> The policy yields high revenues and can now be considered mature and entrenched. The government indicates that it conducts investigations of due diligence before offering economic citizenship to applicants which, once granted is for life.

As at 2005, a World Bank Survey put unemployment in St Kitts at 11%.<sup>16</sup> Consistent with international patterns, there is a higher unemployment rate amongst women and youth than amongst men. Government statistics of 2009 indicate that the unemployment rate is 6.7%.<sup>17</sup> According to the figures provided by the Nevis Island Administration, the unemployment rate on the island was 4.4% as at 2001.<sup>18</sup> Unemployment levels have been mitigated by a new policy called the People Employment Program (PEP).<sup>19</sup> The programme gives training and work attachments to unemployed persons so as to equip them with skills and opportunities for employment. According to the government's website, the PEP policy and programme are intended to "contribute to national social and economic transformation, by the establishment of various projects that primarily will provide employment opportunities for qualifying Nationals of St Kitts and Nevis...providing participants with training to enhance employability and build entrepreneurial skills, which will facilitate participants' smooth integration into the work-force." The programme is also aimed at contributing "to household disposable incomes through the payment of a weekly stipend or the provision of micro-financing for small entrepreneurs."

Tourism replaced the agricultural monoculture of sugar cane and sugar exports as the country's largest foreign exchange earner in the 1970s. At the end of the 2005 season, the

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<sup>14</sup> <http://www.caribjournal.com/2014/08/11/the-caribbeans-fastest-growing-economies-in-2014-report/>

<sup>15</sup> <http://www.mystkittsnevisrealestate.com/st-kitts-nevis-economic-citizenship-program.html> and

<http://www.ciu.gov.kn>

<sup>16</sup> More reliable recent statics have been difficult to locate

<sup>17</sup> More reliable current statistics are unavailable

<sup>18</sup> <https://www.cia.gov/library/publications/the-world-factbook/geos/sc.html>

<sup>19</sup> <http://www.sknpep.com/about.cfm>

sugar industry was formally closed and since then the economy has been driven by a services industry with financial services including ship and yacht registration and tourism as the lead sectors. The downturn in the international economy impacted on tourism arrivals in the last four years, although some measure of recovery is now being seen. Passengers arriving by air in 2012 and 2013 numbered 125,972 and 127,422 respectively. The labour force is comprised of approximately 20,000 people. In St Kitts, some 6,000 people, or almost 30% of the labour force, are directly or indirectly employed in the tourism sector.

Figures from The Department of Labour of Nevis indicate that the numbers directly employed in the tourism sector are growing, from 17% in 2010, to 22% in 2011 and 25% in 2012. Land based tourism arrivals on Nevis reached a peak of 40,000 in 2007. Since then with the loss of direct airlift, the majority of tourists for Nevis now have to transit through St. Kitts. The Nevis Island Administration estimates that as many as 80% of their visitors come through St Kitts with only 9,855 arriving by direct air route in 2013.

There is significant buoyancy in the cruise sector. A 2012 study of 21 countries in Latin America and the Caribbean conducted by US-based research firm BREA (Business Research & Economic Advisors) reported a 400% increase in cruise passenger arrivals from 117,000 in the 2005/2006 cruise year to 629,000<sup>21</sup> in the 2011/2012 cruise year. That figure is well above the average 13% increase throughout the Caribbean for the same six year period. During the 2009/2010 cruise season, the BREA study reports that St. Kitts and Nevis exceeded the half million passenger arrival mark for the first time in its history.<sup>22</sup>

According to figures from the BREA study, direct cruise tourism spending increased 10-fold during this six year period from US \$6.7M to \$70.6M. The average spend per passenger for the 2011/2012 cruise year was US \$108.90. Direct tourism revenues amounted to US \$53.7 million in 2012, or 7.5% of GDP, while the total contribution of travel and tourism to GDP was US \$185.8 Million (25.9% of GDP).

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<sup>20</sup> Source – St Christopher Air and Sea Ports Authority – Ministry of Finance and Statistics

<sup>21</sup> National data collection agencies for St Kitts and Nevis put arrivals at around 550,000 cruise and yacht passengers. This figure varies from those of the BREA study but still show substantial growth

<sup>22</sup> Data from both the BREA study and national statistics support this increase

**Table 1. St. Kitts & Nevis' Passenger Arrivals By Air & Sea**

ST. KITTS	2010	2011	2012	2013
Yacht	191	188	1079	1098
Cruise	512,259	600,135	522,285	570,935
Air	127,512	130,672	125,089	126,648

Table 1a. Passenger Arrivals to St. Kitts

NEVIS	2010	2011	2012	2013
Yacht	3412	4464	2766	5719
Cruise	3542	5,247	5289	4064
Air	12,775	11,382	9,865	9,855

Table 1b. Passenger Arrivals to Nevis

## Hotel Accommodation

The largest and best known hotel on St Kitts is the Marriotts Resort located at Frigate Bay. Nevis has a larger number of highly rated hotels anchored by the five diamond property Four Seasons Resort, followed by four star hotels such as Nisbet, Montpelier, Hermitage and Mount Nevis.

## Cultural Activity

The country's cultural offerings include a limited calendar of cultural events ranging from the St Kitts annual carnival "Sugar Mas" which takes place from mid-December to early January, to the St Kitts-Nevis cross channel swimming competition, and on Nevis, the Round Booby Island Yacht Race, Culturama (Nevis' summer festival) and the Nevis International Triathlon. There is scope for additional sports and cultural activities to this list.

## The Establishment of a Yachting Subsector

Given the need for the expansion of the economy and for finding special niche markets to spur that growth, the government of St Kitts and Nevis intends to develop a yachting industry as part of the broader tourism product and economic policy. The yachting product



will be developed and promoted as being both superior and sustainable. The **superiority** of the product will be based on the quality of goods and services together with the excellence of the experience offered to yachtspersons. The **sustainability** of the product will be based on the protection of society, citizen, economy and environment.

Sustainable development is regarded as having three interlocking pillars which foster the quality of growth and development that “meets the needs of present generations without compromising the ability of future generations to meet their own needs.”<sup>23</sup> It is also predicated on ensuring that the very foundation of growth and development is not jeopardised. When used in this policy, the expression sustainability will refer to long term social and economic growth, coupled with environmental protection. The policy of the Government of St Kitts and Nevis is to target a sustainable growth and development path for the country and its citizens. The society must be one in which all citizens have at the opportunity for upward social mobility and to live in dignity.

The National Yachting Policy of St Kitts and Nevis (***Yachting St Kitts & Nevis***) will be integrated into the broader national policy and plans including the national strategic development plan and strategy, the physical development plan, the tourism policy, the sustainable development policy and strategy, health, environment and security planning and policies.

### **Yachting in the Caribbean – The Case for St Kitts and Nevis**

The development of a yachting subsector in St Kitts and Nevis must be located within the context of the wider Caribbean and global yachting sector. Camper and Nicholsons, a high profile agency which conducts research, produces and publishes data on global yachting, reports that the sector has experienced some shrinkage in light of the global financial crisis with overall yacht construction and yachting generally showing marginal decline. They report however, that the Caribbean cruising grounds continue to be the second most popular in the world after the Mediterranean, noting that despite the decline in the global yachting sector, the Caribbean market “remained steady,” attracting Charters for larger yachts with longer stays.”<sup>24</sup>

To some degree the Caribbean islands have historically always had marine based activity that included fishing, trade and movement between the indigenous Indian populations, especially in the islands of the Eastern Caribbean – Dominica, St Lucia, Grenada, St Vincent and the Grenadines and St Kitts and Nevis. It has even been posited that historical

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<sup>23</sup> This is the universal definition of sustainable development made popular by the Brundtland Commission

<sup>24</sup> <http://www.camperandnicholsons.com/publications/document/view?fn=45>

data indicates that indigenous seafaring peoples of South America made their way to the Caribbean by boat for the purpose of exploration and trade.<sup>25</sup> The modern Caribbean has a vibrant tourism product, including yachting, cruise and land based tourism. Yachting is an important constituent element of that product for Antigua and Barbuda, Barbados, the British Virgin Islands, Grenada, Guadeloupe, Martinique, St Lucia, St Maarten, Puerto Rico,

St. Barths, St. Eustatius, Saba, St. Thomas, and St. Vincent and the Grenadines. These islands together currently host over 80 regional marine events specifically targeting the yachting sector. These events range from fishing tournaments to annual regattas which increase the already substantial yachting traffic in the Caribbean, particularly between the British Virgin Islands (BVI) and those of the Eastern Caribbean.

The yachting products of some of these islands can now be considered well defined, mature and established. Some islands show particular types of specialisation – charter, cruising and servicing, while others have made successful incursions into areas such as home porting. Comprehensive data on foreign exchange earnings for all the region’s yachting destinations are unavailable but some information is available showing direct and indirect earnings and the sector’s contribution to job creation and regional economies. The 2012 BREA study put the contribution of tourism to Caribbean economies at US \$2 billion per annum,<sup>26</sup> generating some 45,225 jobs and \$728 million in wages.

In relation to a breakdown for individual islands, available statistics indicate that Caribbean foreign exchange earnings derived from the industry average between US \$5 million per annum in Dominica to US \$100 million in the BVI.<sup>27</sup> In 2012, Trinidad and Tobago assessed the sum earned in that country at US \$23 million per annum and the jobs generated as 1200 from the visits of 1845 yachts. An economic impact assessment of July 2013<sup>28</sup> carried out by ISLA Consulting and Advisory Inc placed Grenada’s earnings from Yachting at US \$49.2 (EC \$133.1) million per annum and the jobs generated at approximately 1000, of which 800 are direct jobs and 200 indirect. Despite this data it must be noted that in St Kitts and Nevis insufficiencies in the collection and collation of “reliable and accurate data make it impossible to determine the total real contribution of the yachting sector to GDP.”<sup>29</sup>

The physical location of St Kitts and Nevis, together with the mature yachting industries and hubs/destinations existing all around them, make the twin island state immensely well

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<sup>25</sup> Beckles, H. McD, Shepher, V. A. (2004) *Liberties Lost: Caribbean Indigenous Societies & Slave Systems*

<sup>26</sup> <http://www.cruiseforward.org/stories/economic-benefit/stories/2013/10/07/small-caribbean-nations-benefit-from-cruising> see also <http://www.f-cca.com/downloads/2012-Cruise-Analysis-vol-1.pdf>

<sup>27</sup> This data is derived from a study conducted by the Government of the Netherlands. However, challenges in data collection and collation and the limited ability in some islands to disaggregate data for purposes of analysis makes critical and comparative assessment difficult.

<sup>28</sup> <http://www.islaca.com/wp-content/uploads/2013/07/Grenada-Yachting-EIA-2013-summary.pdf>

<sup>29</sup> Review of the Yachting Sector 2012, Department of Maritime Affairs, St Kitts

suited as a natural stop in a loop of islands within easy reach of each other, and a natural extension of current itineraries for seagoing pleasure vessels. The vast majority of large yachts visiting the Caribbean region spend most of their time in the island chain of Anguilla, St. Maarten, St. Barths and Antigua, on what is known as “the milk run.” St. Kitts and Nevis is within a 55 nautical miles (NM) range of these islands and is therefore perfectly placed to attract this yachting traffic.

### The Caribbean Island Chain



Figure 1 – Map of the Caribbean – Source <http://www.infoplease.com/atlas/caribbean.html>

Four (4) main sub-sets of the yachting sector can be identified as elements of the Caribbean yachting and tourism products. First, there is the highly seasonal mega or super yacht segment which exhibits sophisticated and high demand for goods and services with consequentially high expenditures. Second, there is the crewed and bare boat charter market, the spending patterns of which roughly correlate to the expenditures of tourists who patronize four or five star/diamond hotels. Third, are the cruisers, which tend to be more long stay and whose passengers generally have more limited budgets. Fourth, are the day sailing, diving and game-fishing boats, which have long been popular in the region

and generate significant business activity.

A perspective of the benefits offered by the yachting sector is captured in the *Draft Yachting Policy of Trinidad and Tobago* which comments thus: “In anticipation of future growth, the number of planned, recently constructed or renovated marinas has increased throughout the region. New facilities in the Dominican Republic will facilitate traffic from the USA and the Bahamas to Puerto Rico and the Eastern Caribbean. New marinas such as those in St. Lucia, Grenada and Carriacou will support an increased number of yachts operating in the Region. Moreover, renovation of marinas such as those in St. Lucia, St. Thomas or St. Maarten will contribute to modern infrastructure and an enhanced (and upmarket) yachting experience.” These observations also hold true for St Kitts and Nevis.

The figure below highlights yachting activity in the region and makes apparent the ideal and strategic geographical position of St Kitts and Nevis for capturing some of the region’s existing yachting traffic and attracting new business. It is significant that the BREA Study highlights St Kitts and Nevis as one of the most popular islands in the Caribbean and worldwide for cruise tourists with a high visitor satisfaction level.

### Yachting Activity In Islands Neighbouring St. Kitts & Nevis



Figure 2 - Map showing yachting activity in islands neighbouring St. Kitts Nevis – Source Caribbean Sailing Association, Caribbean Marine Association (with thanks to the management of the Christophe Harbour Marina).

The market is not limited; the culture of the market is that seafarers look for new ports, experiences and activities to expand their itineraries and stops. Despite limited facilities and readiness approximately 1396 yachts visit St Kitts and 657 visit Nevis annually. St Kitts records stop-overs from both super and mega yachts, some with crews as large as 65. Nevis does not currently have harbour or port facilities to accommodate yachts in these categories. Tamarind Cove on Nevis will cater primarily to crafts between 40 to 80 feet and a few large yachts in the 120 - 150 foot range. It is anticipated that Long Point Deep Water Port will have bunkering facilities constructed in the near future.

International data points to megayachts as being the most stable sector in the industry. This cohort of the yachting market continued to demonstrate strong growth even during the international financial crisis. This was the clear finding of Camper and Nicholsons; it strongly suggests good market potential and bodes well for the roll out of St Kitts and Nevis' yachting policy and that country's development of the sector. With strategic effort, carefully targeted policies and incentives, the potential for a successful yachting industry as a niche in the St Kitts Nevis tourism product can be realised.

### The Caribbean Yachting Market

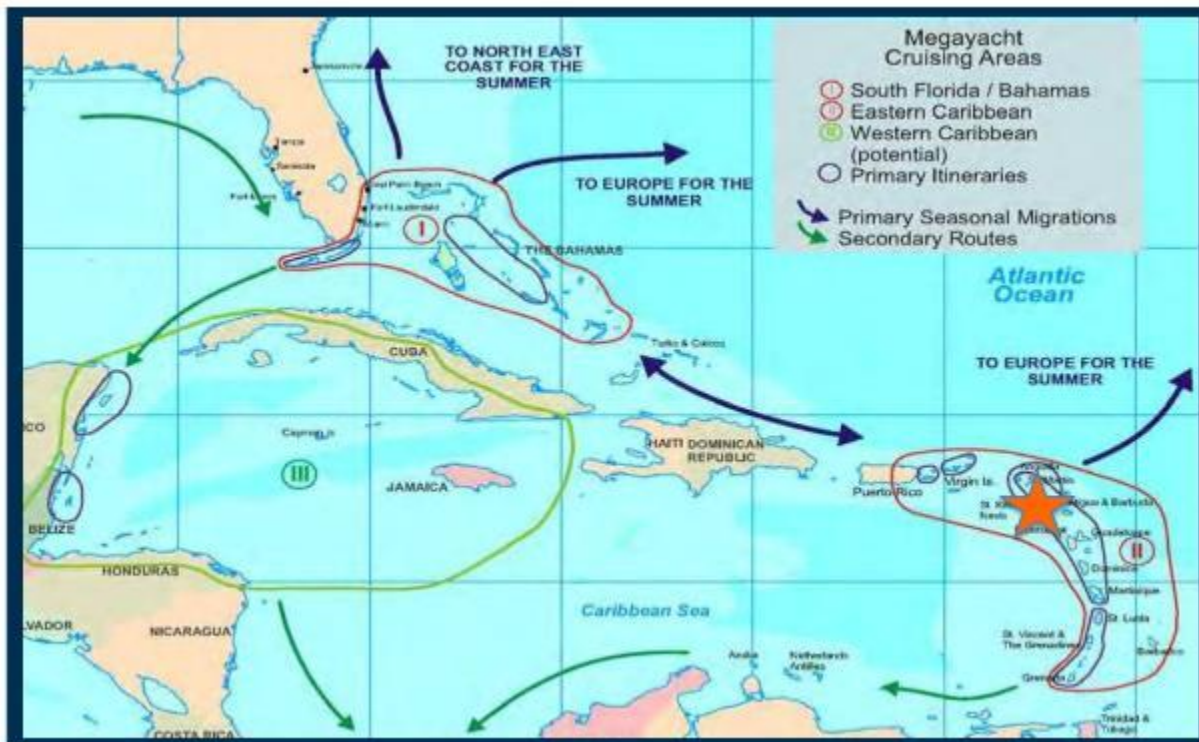


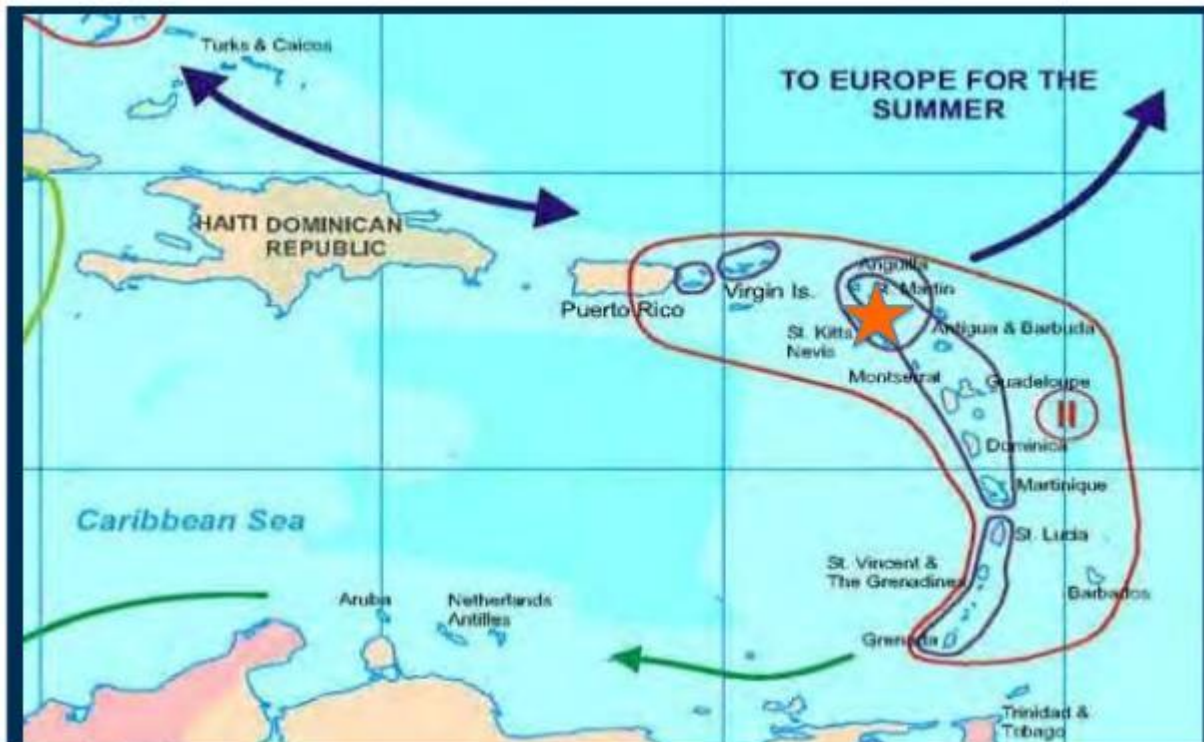
Figure 3 – Map showing the Caribbean “yachting market” and the St Kitts Nevis potential – Source Caribbean Sailing Association, Caribbean Marine Association (with thanks to *the management of* Christophe Harbour Marina).

## The Special Position and Circumstances of St Kitts and Nevis

St Kitts and Nevis is fortuitously located to capture the attention and interest of yachters currently transiting through the Caribbean. The figures below show the location of St Kitts-Nevis vis a vis islands with an existing focus on, or events intended to attract yachting. Even without any aggressive marketing effort, St Kitts and Nevis already attract a significant number of yachts, their crews and passengers. The islands recorded 8,188 visitor arrivals by yacht in 2012, and 12,186 in 2013. An added bonus is the keen private sector interest and investment in the development of the sector on both islands. In St Kitts there are 12 indigenous private sector companies which currently provide direct services to the yachting sector and collectively employ approximately 100 people while on Nevis 8 companies provide these services and directly employ 15 people. The number of indirect beneficiaries/employees multiplies exponentially with the provision of related goods and services.

## Breadth and Opportunities for Yachting





Figures 4 and 5 – Maps showing the breadth of opportunity Source Caribbean Sailing Association, Caribbean Marine Association (with thanks to *the management of Christophe Harbour Marina*).

### Current Profile of the Yachting Sector of St. Kitts and Nevis

As is the case with that of its regional neighbours, the emerging yachting sector for St Kitts and Nevis displays a high degree of seasonality, bringing yachtspersons principally between the months of October and May, with June to September being the low season. This broadly mirrors the Caribbean hurricane season of June 1<sup>st</sup> to November 30<sup>th</sup> where adverse weather conditions make the transit of yachts through the Caribbean less pleasurable. St Kitts currently hosts approximately 1200 yachtspersons every year, earning the country approximately US \$30 million<sup>30</sup> per annum.<sup>31</sup> These figures relate only to St Kitts.<sup>32</sup> There is significant marketing of the islands of the Eastern Caribbean as a destination for cruise liners which bring significantly higher visitors to the region than do yachts. Nonetheless data discloses that the earnings from yachting and the spend from yachtspersons are higher than those from cruise.

No recent data is available but the Eastern Caribbean Central Bank (ECCB) puts the regional spend from yachting passengers in 1999 at US \$15 million and US \$10 million for

<sup>30</sup> Data Source – Ministry of Tourism

<sup>31</sup> Data Source – Ministry of Tourism, Department of Maritime Affairs, as reported in “A Review of St Kitts Yachting Sector 2012”

<sup>32</sup> Data collection and collation do not currently allow an assessment of the figures for Nevis.

cruise passengers. The 2012 BREA study says of tourism growth in St Kitts and Nevis, “The most dramatic increases over the six-year period (2006 – 2012) were in direct cruise tourism spending, which increased nearly ten-fold from \$6.7 million to \$70.6 million over the six-year period. Average per passenger expenditures in St. Kitts have almost doubled since 2006, while average expenditures across the Caribbean have actually declined by 2%. Average per passenger spend in St. Kitts was measured at \$57.40 in the 2005/2006 cruise year, 40% below the Caribbean average, but increased to \$108.90 in the 2011/2012 cruise year, 14% above the Caribbean average.” If the higher spending pattern for yachting over cruise still holds true, then the cruise figures suggest significant earning potential from yachting. It must be noted that the precise contribution of the yachting sector to GDP is not known.

There are a number of boatyards, marinas and ports operated by both government and the private sector. Christophe Harbour on St Kitts is a new private sector marina with 250 berths and high end real estate for purchase now under construction. The St Kitts Urban Development Commission operates a small marina with 32 berths for which there is high demand by visiting yachtspersons. It is also well used by local boats, particularly catamarans. There are 3 public sector operated ports, no private ports, 1 government owned and operated marina and approximately 12 privately owned and operated docks.

### **Bays and Harbours on St Kitts and Nevis**

The visits of yachts and the development of a yachting subsector in Nevis has been severely constrained by the dearth of suitable ports and mooring facilities. Nevis does not have natural harbours. Oualie Beach is the most sheltered bay on the island and yachts primarily anchor or moor off Pinneys Beach which is on the sheltered leeward coast of Nevis.

St Kitts boasts a number of natural bays and harbours which are relatively conducive to good mooring. The accessibility of these bays and harbours is discussed below.

#### **Ballast Bay**

Ballast Bay - located on the Southeast Peninsula - is small and regularly used for anchorage because it is sheltered and calm.

#### **Basseterre Bay**

The Port of Basseterre - St. Kitt's main port of entry and anchorage for visiting yachts – is calm. Services are readily accessible.



### **Cockle Shell /Banana Bay**

Cockleshell Bay - St. Kitts' most popular beach – is on the southeast peninsula. Yachting conditions are ideal, but anchorage will be limited until permanent moorings are provided to protect the sea grass bed.

### **Dieppe Bay**

Dieppe Bay is a sheltered volcanic beach, protected by a reef. It is popular for sunbathing, swimming and snorkeling. Its natural features and contours together with short distance and travel time from St Barths would make it an ideal port of entry but this could constitute a danger to the reef, although opinion was advanced by national seafarers that there is a natural opening in the reef which allows entry to vessels. With proper markings to ensure safe navigation, protect the reef and seagoing vessels from damage, this bay has the potential to be a port of entry.

### **Friars Bay**

South Friars Bay is adjacent to South Frigate Bay and is becoming popular for marine sports. Yachts occasionally drop anchor there.

### **Frigate Bay**

South Frigate Bay Beach - one of St. Kitts' most popular – can also be used for anchorage because of its sandy seabed and amenities on the shore.

### **Majors Bay**

Majors Bay on the south has a concave coastline and mostly calm waters. It is a major anchoring ground for visiting yachts.

### **Old Road Bay**

Old Road Bay on the west is seven nautical miles from Basseterre. Although occasionally some visiting yachts anchor at this unsheltered, historical point, anchorage is strongly discouraged as a result of the many fish traps in this area and the need to protect fisheries and the livelihoods of fishermen.

### **Pump Bay**

Pump Bay on the northwest is highly exposed, but yachts interested in such sites as Brimstone Hill occasionally anchor at this location.

### **Shitten Bay**

Shitten Bay is St. Kitts' smallest bay facilitating anchorage. It is sheltered by a hillside and

therefore ideal for anchoring a few yachts.

### **White House Bay**

White House Bay - St. Kitts' most popular bay for anchorage - is concave, sheltered and generally calm, thus perfect for dropping anchor.

### **Ports of Entry**

#### **St. Kitts**

- Christophe Harbour (yachts)
- Port of Basseterre
- Port Zante
- Pump Bay – Sandy Point
- St.Kitts Marine Works Marina, New Guinea

#### **Nevis**

- Charlestown Port
- Long Point Port

### **Private Docks**

#### **St.Kitts**

- Beach House (Christophe Harbour), Turtle Beach
- Bird Rock, Beach
- Carambola, Friars Beach
- Fisherman's Wharf
- Frigate Bay
- Major's Bay
- Reggae Beach, Cockleshell Bay
- Salt Plage (Christophe Harbour), White House Bay
- St.Kitts Marine Works

#### **Nevis**

- Cades Bay (Sea Bridge Terminal) – this is not used by yachts
- Charlestown Seaport (the official port of entry – unsuited to pleasure craft)
- Four Seasons Resort (private dock, not for customs clearance)
- Long Point Port (official declared port of entry - unsuited to pleasure craft)
- Oualie Beach.

## Types of Boats Characterising the Yachting In St Kitts and Nevis

The 2012 Review of the Yachting Sector conducted by the national Department of Maritime Affairs identified a number of sailing vessels which now comprise the island's yachting sector.

They are:

- **Bareboats** – Those usually rented for a fixed period and without a crew, although they may occasionally include a captain only. Bareboats generally demonstrate less of the seasonality of the sector and spend longer periods in the region.<sup>33</sup> There is no detailed data on the number or percentage of these making up the St Kitts-Nevis sector.
- **Charter Yachts** – Four companies supply the island with yachting charters but this is yet to evolve into a major element of the island's yachting product.
- **Crewed Yachts** – Are rented for a fixed period with a crew responsible for all aspects of the sailing, operation and maintenance of the vessel.
- **Cruisers** – Also known as cabin cruisers, are in the luxury end of the market and are generally approximately 12 meters or 40 feet in length. Such vessels frequently visit St Kitts-Nevis.
- **Live Aboard Yachts** – Are those on which yachtspersons have their principal residence and are not a common feature of the St Kitts-Nevis yachting market.
- **Local Yachts** – There are now six catamarans, locally constructed and crewed. Their focus is short trips and day sailing, they infrequently go out of the St Kitts-Nevis maritime territory.
- **Mega Yachts** – This category is the highest end in the market and vessels range from 50 metres, or 165 feet and over. The super and megayachts are the equivalent of floating luxury residences and can be as large as 150 meters, or 330 to 500 feet. St Kitts receives approximately 45 annual visits from vessels in the super and mega yacht categories. There are currently no purpose built ports or anchorages in Nevis to accommodate mega and super yachts but their anchorage can be accommodated at Pinney's Beach, Oualie Beach and Cades Bay.
- **Motor Yachts** – Averaging about 60 feet (about 20 meters) with crews of varying sizes, are frequent visitors to St Kitts-Nevis.
- **Sailing Yachts** – Ranging in size from 5 to 23 meters or 16 to 75 feet, with crews numbering up to 9, are the historical core of the class of yacht which typically visits St Kitts and Nevis.
- **Super Yachts** – Are in the size range of 30 metres or 100 feet and above

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<sup>33</sup> ECLAC (2004) LC/CAR/G.775

St Kitts and Nevis already attract the full range of yachts in the industry and have the potential for a multidimensional yachting product which services all sizes of yachts and industry sectors.

### **SWOT Analysis of Yachting in St Kitts**

Having reviewed the broad background, it is essential to consider the strengths, weaknesses, opportunities and threats inherent in the current state of yachting in St Kitts and Nevis and the strategic development of a sector for the island. In this regard, the data collected by the Department of Maritime Affairs in its 2012 Review of the St Kitts Yachting Sector is an extremely useful tool in understanding the current status of yachting and in providing a Gap Analysis.

#### **Strengths**

- St Kitts and Nevis is already a well established tourism destination
- The freshness of St Kitts and Nevis as a new destination for yachting
- The islands are in the centre of popular yachting destinations in the Caribbean
- The location of the twin island state would make it an easy stop and natural extension of the itineraries of current yachtspersons
- The Caribbean, particularly the Eastern Caribbean has popular and well travelled “cruising grounds”
- Likely fit with the economic citizenship programme
- There is already a cache of fledgling support services catering to the sector
- Keen private sector interest in the development of yachting
- Strong private sector investment in the construction and provision of marinas, slips and berths
- The engagement of an entrepreneurial private sector
- An aware and engaged public service
- Although small, St Kitts and Nevis have much pristine land and natural beauty
- There is expertise within the country to help support the development of the industry and an example of this is a national who is a world class yachtsman
- Diversification of the tourism product which will support yachting, including the entry of new hotels, such as the proposed Park Hyatt hotel, Christophe Harbour, Kittitian Hill and Tamarind Cove developments, and with them related restaurants, entertainment and service facilities, as well as the existence of world heritage sites such as the historic Brimstone Hill

- A private boatyard has already invested in a 150 ton travel lift on St Kitts; this is a substantial asset and gives the island competitive advantage
- Nevis has well regarded four and five star hotels of the type which would be appropriate accommodation for high end visitors and yachtspersons
- Vibrant yacht club on Nevis which can help to foster local interest
- A twin island state creates a heightened level of curiosity, interest and recreation and the possibility of a more varied visitor experience
- The existence of an international open ship and yacht registry
- The once inactive St. Kitts Yacht Club has been revived and is currently a key stakeholder in developing the local yachting sector
- Emerging yachting destination with a good opportunity to differentiate its yachting products and to compete effectively with other Caribbean yachting destinations

### **Weaknesses**

- Inadequate dialogue and cooperation between St Kitts and Nevis on the development of the sector and the establishment of mechanisms for joint administration and operation
- A lack of awareness amongst citizens about the industry and its benefits
- Inadequate facilities and support services
- Insufficient high end goods and services
- Lack of trained people to supply the industry with required skills and services
- Insufficient support and facilitation for yachtspersons
- Inadequate dissemination of information on customs procedures and processing as well as immigration entry requirements
- Cumbersome government rules
- Absence of a single coordinator or agency to liaise with the many government agencies which have decision making authority over various aspects of the industry
- No industry specific policy, laws or regulations to accommodate and accelerate the industry's organisation and development
- Inadequate data collection to determine social, economic and environmental impacts of the sector to date
- Poor data collection and collation for planning and decision making purposes
- An inadequate number of marinas, berths, slips and mooring buoys
- Poor maintenance of existing berths, slips and buoys
- No marine and coastal legislation for environmental protection and no special provisions for the yachting sector
- Inadequate tender docking facilities

- Absence of dinghy docking facilities
- Absence of fuel docks
- Not a large enough number and diversity of cultural or community based events
- No significant yachting related events to attract the sailing and yachting communities

**In the case of Nevis the following weaknesses are also noted:**

- Poorly lit marine hazards such as Cow's Rocks
- Limitations to the operations of SAILCLEAR including lack of reliable internet access
- Challenges with clearance for yachts at late hours
- Harmonization issues with immigration/customs procedures and regulations of neighbouring French and Dutch territories and with St Kitts
- For a yacht to be cleared 3 officers from different government agencies must be present at the same time (Port, Immigration, Customs)

**Opportunities**

- The destination already attracts mega yachts and this is a growth sector internationally
- Enough lead time to train nationals, sensitise citizens and prepare the public sector
- Expansion of the industry can be developed in a structured organised way
- To attract local, regional and international investments by companies and individuals to support and service the sector
- To build in appropriate socio-economic benefits
- Opportunities to build new local industries and businesses
- Potential to create wealth and decent work
- For direct and indirect benefits to several industries and sectors
- Expand the national tourism product
- For new accompanying real estate development which will create additional jobs, economic activity and revenue streams
- To exploit all sectors of the yachting market thereby reducing the element of seasonality
- A new destination with good facilities and services is likely to create strong market buzz and keen interest
- For a partnership and synergistic relationship with Nevis to broaden the experience provided to yachtspersons
- To market St Kitts and Nevis as a child and family friendly destination

- Harmonisation of policy, approaches, government services and training, access procedures and for cooperation and efficiency in the development and servicing of the sector.

### **Threats**

- Lack of readiness to seize or maximise the opportunity
- Lack of readiness of the citizens and services which can adversely impact the quality of the visitor experience
- Overly cumbersome entry and related requirements which can act as a barrier in attracting yachtspersons
- Absence of policy and regulation
- Poor and inadequate lighting, security, environmental and social planning related to the industry
- Rejection by the population of an industry that is high end without sufficient benefit for local populations thereby resulting in the alienation of nationals
- Absence of incentives to create the enabling environment for full private sector investment and participation which is critical to the sector's development and growth
- Strong competition from Caribbean neighbours with well established full service yachting sectors and numerous sailing and cultural events to create further attraction and interest
- High tax levels on goods bought locally by yachtspersons making the provision of goods and services uncompetitive and dampening demand on St Kitts and Nevis vis a vis other Caribbean destinations
- A perception that the national crime rate is high and the destination is unsafe
- St Kitts Nevis, like the rest of the Caribbean is in the hurricane belt

This SWOT Analysis is an important instrument in the shaping of the national policy, developing and executing strategic planning.

## **SECTION 2: FRAMING THE POLICY**

### **St. Kitts and Nevis Yachting Policy Framework**

#### **Vision Statement and Objectives**

The Government of the Federation of St Kitts and Nevis will develop and implement a policy under the brand, “***Yachting St Kitts & Nevis – A Superior Sustainable Yachting Experience.***”

The basis and objective of the policy are to develop and implement a varied and high quality yachting experience and service that will create a sustainable revenue stream for the country, offer opportunities for locals to invest, generate growth and provide careers, decent work and livable wages. The government will seek to foster full participation by the private sector, citizens and communities so as to ensure they are the primary beneficiaries of the monies spent by yachtspersons and passengers who visit St Kitts and Nevis.

Central to the policy are the protection of the society, the maintenance of national security, social growth and the country’s international reputation, the strengthening and diversification of the economy and the protection of the natural and built environment of St Kitts and Nevis. The Government will therefore take the steps necessary to create a product that is socially, environmentally and economically sustainable and build a full service industry that can benefit the country over the long term. Social and cultural sensitivity, safety and security considerations for citizens, yachtspersons and the country’s physical borders are critical components of the approach which the government will employ. The sector must possess and reflect the DNA of St Kitts and Nevis and must be geared at building acceptance and preventing the creation of an “us and them mentality” amongst citizens.

This policy is intended to anchor the enabling framework for the development of a yachting industry/sector in the twin island state. Its aim is to build confidence and create consistency by providing certainty for citizens and investors, as well a sense of security about their person and their investment. For yachtspersons and their passengers, the yachting and visitor experience will be a ***superior*** one. For the citizen and country the industry and sector will be ***sustainable***.

#### **Key Elements and Features of the St Kitts and Nevis Yachting Policy**

St Kitts already has some elements of a yachting sector, albeit ad hoc, lacking in policy coherence and needing an appropriate enabling framework. A number of marina and port developments are now proposed for the near future. In some cases work on these facilities has already started. The Christophe Harbour Marina and Property Development on St Kitts, with some 250 berths aimed at the high end including the mega and super yachts, is



scheduled to come on stream in 2015. It will have an accompanying residential component inclusive of villas and condo type residences. Port Zante is working on an expansion since current demand for berths has outstripped capacity. The Tamarind Cove Marina at Nevis will also have residences and is relatively close in physical proximity to Christophe Harbour.

These new projects will coincide with the development at Kittitian Hill, a luxury eco-resort and the construction of a Park Hyatt Hotel and will augment the St Kitts Marriott Hotel and the Four Seasons Resort, the premier brands in the Federation. With the exception of Port Zante, the construction of marinas and related facilities and services for the yachting sector has been predominantly private sector led on St Kitts and exclusively private sector led on Nevis. Given the construction of new marina and ancillary infrastructure now underway in St Kitts and Nevis, there is a window of opportunity for government by way of policy formulation and implementation which will help to create an enabling environment, spur the development of yachting and its emergence as a strong niche subsector of the national tourism product.

In order to give effect to this, the national yachting policy will be framed and elaborated under three broad heads:

- ! **Elements to Create Superiority of Experience**
- ! **Elements to Ensure Social Economic and Environmental Sustainability**
- ! **Elements of Implementation Monitoring and Evaluation**

#### **Elements of The Strategy to Create A Superior Experience**

**The Government of St Kitts and Nevis is cognisant of the fact that in order to develop a superior and sustainable yachting product and experience strategic decision making will be critical. Government must play a pivotal and enabling role.**

- ! **The role of government** – is to be a facilitator and to make the decisions to put in place appropriate fiscal, legal, regulatory, governance and institutional structures, with marketing, public education and stakeholder engagement, to catalyse and support the development of a national yachting policy. In that regard the Government of St Kitts and Nevis will:
  - Identify sources of revenue to support the provisions of the policy.  
Such sources of funding will cover activities such as training of nationals in the full range of skills and services needed to meet the needs of the growing sector, the purchase of equipment for safety and security, testing and monitoring and the new inspection activities which will be required to be performed by Customs, Immigration, the

Coast Guard, Fire Service, and other agencies and departments of government which service the yachting sector, as well as institutions of tertiary and general training central to the tooling and preparation of citizens in the building of the sector. Funding will also be allocated for marketing and public relations, training civil servants and giving them essential tools, skills and attitudes.

- " **Appoint a National Yachting Coordinator (NYC)**, whose function it will be to act as a liaison between the public and private sectors in organising, recommending, facilitating, or coordinating activities relating to yachting in St Kitts and Nevis, promoting communication and cooperation amongst agencies responsible for various aspects of yachting and leading the public education, identifying and advising government on the issues affecting the sector and the sector's needs for growth and smooth functioning. The Government will also assign such other duties to the NYC as may be necessary. The National Yachting Coordinator will be a person who is knowledgeable about the yachting sector and who is capable of leading the Yachting Unit when it is established. The NYC will report to the Director of Maritime Affairs.
  
- " **Appoint the St. Kitts and Nevis National Advisory Committee on Yachting (STKNNACY)**, which will comprise of 23 members representing public and private sector agencies and stakeholders servicing and overseeing the yachting sector in St. Kitts and Nevis. The primary goal of this committee is to review and advise the Minister on all matters pertaining to the development of the yachting sector, gaps in effectiveness or implementation of this policy and corrective measures which may be needed from time to time. The SKNNACY will support the government in public education, building and developing the yachting sector and shaping public opinion on matters related to the sector. The Committee will be chaired by the Director of Maritime Affairs and each member will serve for a period of 3 years. If necessary, membership will be on a rotational basis so as to allow for the widest possible representation from the private sector as the industry develops and grows. The National Yachting Coordinator will serve ex officio on the STKNNACY.
  
- " **As significant progress is made in developing the yachting sector, establish a National Yachting Unit (NYU)** within the Department of Maritime Affairs to support all activities relating to the development of

yachting, including data collection and analysis; monitoring national, regional and international trends in the yachting sector and market, together with such other data and market intelligence as is necessary to inform marketing, policy formulation and decision making. The Unit will oversee and ensure the development and implementation of national yachting policy, including undertaking such reviews as are necessary to ensure its efficacy, social, economic and environmental benefits. The NYU, NYC and the STKNNACY will meet with the multiple and conflicting users of marine areas affected by yachting, discuss their challenges and concerns and advise the government on solutions that will minimise and reduce social disharmony. The Unit will also undertake such other functions as are outlined in this policy instrument and as may, from time to time, be assigned by the Government.

- " **Enact new legislation and regulations** to ensure the smooth functioning of the yachting sector, protect national borders, citizens and visitors and to encourage yacht owners with the St. Kitts and Nevis international ship registry. Such legislation will include but not be limited to:
- A Yachting Act which will lay out the rights and responsibilities of yachtspersons and seafarers entering St Kitts and Nevis, matters relating to their protection, vessels and equipment and related issues
  - Appropriate Regulations to support the Act
  - A Marine and Coastal Pollution and Protection Act
  - Marine and Coastal Pollution and Protection Regulations to support the Act (as necessary)
  - CITES Legislation (Convention on the Trade of Endangered Species)
  - Regulate the noise, movement and risks of jet ski use in the near shore, bays, inlets protected areas and marine areas where there are multiple and competing uses
  - Put rules and measures in place to reduce noise pollution which may emanate from yachts to hotels, private residences, properties and communities onshore, as well as to reduce noise levels from shore based activities and entertainment which may adversely impact the occupants of yachts which are at anchor in local ports/harbours/bays.
  - Govern the use of jet skis and other small craft while in ports, bays and harbours to reduce user conflicts and the risk of physical harm to other users of the port, bay or harbour, as well as to reduce the creation of nuisance to other users.

- " **Make such amendments to existing legislation** on all thematic areas including health, environment, safety, pertaining to the coast guard, covering but not limited to the rights to board and search yachts and vessels in the territorial waters of St Kitts and Nevis, as may be necessary to give effect to a regime of support and regulation.
  
- " **Provide Fiscal Incentives for Investment** – the Yachting sector in St Kitts and Nevis has been enthusiastically driven and supported by the private sector. If the sector is to be moved beyond its embryonic stages to a mature industry with high yield, the private sector will require an appropriate enabling fiscal regime to catalyse local and foreign business investment in the provision of facilities, equipment, goods and services. Government will also grant incentives to develop the local yachting sector to encourage locals to become owners of yachts to enable their participation in the industry.
  
- " **Keep a national register of private companies** supplying goods and services to the yachting sector in order to allow duty free concessions on materials for repair and/or refurbishment of yachts and the supply of goods for their use on board the vessel or to take out of the country. Appropriate measures, checks and balances will be developed to prevent abuse of this system of concessions.
  
- " **Simplify and consolidate the taxes, duties and fees** earned from yachts entering the country's ports, marinas and harbours. It is a frequently used policy approach to provide incentives to fledgling industries until they find their footing. The expenditure of yachtspersons when on the twin island state, now far exceeds the revenues collected by way of customs and duties. A review and cost benefit analysis will be conducted to determine if all fees, duties and taxes should be waived, or kept at a minimum, as a means of supporting the development of an industry which will have high yields in the jobs created, the dollars spent on island and in the taxes collected from businesses servicing the industry. In making this decision, the government will give careful consideration to what is necessary to make the yachting sector of both islands competitive vis a vis other yachting destinations in the region and globally. At the regional level, the intention is to ensure that amongst Caribbean yachting destinations, St Kitts and Nevis should become the first choice of yachtspersons for provisioning, goods and services.

- " **Simplify the procedures and processes for entry into and travel between St Kitts and Nevis.** Complaints have been made that these structures are now unclear, cumbersome and duplicated. The government will ensure that forms for entry and Customs clearance will be fully available online for access by vessels which have internet capability on board. For those which do not, computers will be provided in entry terminals so that yachtspersons can complete the process online immediately upon entry. The forms so completed with necessary supporting documentation will then be presented to Immigration and Customs officials. Existing processes will be simplified for expedited entry into and egress from the territorial waters of St Kitts and Nevis, always having regard however, to the need to balance facilitation of yachtspersons and the interests of national security.
  
- " **Facilitate easy movement of equipment and crafts** of various types now found on board yachts. Some yachts are equipped to carry jet skis, submersibles and small crafts; some mega yachts can even carry helicopters on board. In the past, a yachtsperson who landed in their yacht but then sought to move around the island on their ship-borne jet ski, submersible, small craft, or helicopter, for example to go to Nevis, encountered bureaucratic difficulties in obtaining permission to use these crafts while in port or transiting to the sister isle. This kind of difficulty will be eliminated. New rules will be put in place to ensure that when a yacht has entered and cleared any of the country's ports and harbours, the initial entry permission will thereafter apply to all equipment on the yacht, including but not limited to life, or other boats or small crafts on deck or in tow, helicopters, jet skis or other pleasure craft on the vessel at the time it is cleared, provided such equipment is clearly marked and identified. A full list of the same must be provided to Customs at the time of entry into the islands maritime space and the equipment returned to the vessel and taken out of St Kitts and Nevis' territorial waters when the yacht leaves. Where the equipment so landed is found in the possession of a citizen or resident of St Kitts and Nevis (unless left for a period not exceeding 4 months for the purpose of repair, maintenance or refurbishment) a duty of 200% over the ordinary duty rate of such equipment will be payable by the person in whose possession the equipment is found.
  
- " **Build the product and market by undertaking the marketing and public relations required at home and abroad** to announce, signal and promote St Kitts and Nevis as a serious entrant and player in the yachting sector.

Government will provide its embassies, consulates, missions, tourism offices and marketers with full information and promotional material, so as to heighten their awareness and outreach to the international yachting community. In addition, the government will have a strong and skilled marketing and advertising presence at all major international yachting shows, regattas and industry related events where the promotion of St Kitts and Nevis can be undertaken. To give support to indigenous crafts and cottage industries, locally made paraphernalia such as tee shirts, souvenirs, pens and other trinkets, goods and sweets will also be produced, offered and distributed at these events. In addition to the use of a dedicated website, social media and social network campaigns, promotions will be undertaken in e-magazines and print publications relating to the yachting industry. A budget separate and apart from the general tourism budget will be set aside for these promotional activities.

- " **Promote and encourage the teaching of swimming, sailing** and other marine sports as part of the extra curricula activities of national schools.
- " **Sponsor and support the hosting** of a St Kitts and Nevis Sailing Week, an annual regatta, game fishing tournaments and other marine based entertainment and competitions to help generate interest and excitement in the sector and to attract yachtspersons to the twin-island state.
- " **Through the use of public education, grants, scholarships and bursaries**, support the training of nationals at all levels at regional and international institutions and facilitate the training of civil servants who are the face of the country, the first point of contact for yachtspersons and can therefore strongly influence visitors positively.
- " **Training and entrepreneurial opportunities** will be extended to all citizens with special emphasis on women and youth who constitute the majority of the unemployed. Technical and vocational training will be increased and strengthened.
- " **Broaden the cultural and entertainment offerings available** to nationals and visitors so as to enhance their on-island activity and enjoyment. Although small, the two islands have enough undeveloped land that can be used for nature based tours, nature based tourism activity and other cultural experiences. Government will consider its own role in providing such activities and encourage private sector initiation of a more varied

tourism product and experience. Efforts will be made to expand the tourism product currently being offered and enhance its appeal through the promotion of national heritage and historical sites such as Brimstone Hill. In addition, it is recognised that activities such as golf and polo are natural fits with the yachting market and every effort will be made to expand these.

- " **Review and continuously strengthen the safety and security systems** on island and at public ports and marinas and put measures in place to ensure the highest possible safety and security standards at private marinas and ports so as to maintain the safety of national borders, citizens and yachtspersons.
- " **Develop facilities, equipment, resources and skills for search and rescue operations** to properly mobilise such an effort independently of or in conjunction with regional and international agencies.
- " **Consider the practicality of implementing a 24 hour system** amongst Customs and Immigration officers who service the yachting sector so as to offer combined facilitation services for yachtspersons entering and leaving St Kitts and Nevis, including allowing for dual training and function, and providing these agencies with technology and capacity to communicate in real time when servicing the industry.
- " **Encourage increased vigilance by the Coast Guard** using current and additional resources at their disposal. Emphasis should be placed on effectively monitoring maritime traffic in the anchorages, coastal and other water ways of St.Kitts and Nevis. This will include creating the environment for the safe and secure movements of yachts, and the persons trading on or servicing them.
- " **Continuously review the systems used in yachting sector management** with a view to determining suitability and effectiveness, as well as improving efficiency, including the rules of the Joint Regional Communication Centre, eSeaClear, EAPIS, the OECS Cruising Card and other existing systems.
- " **Give consideration to** supporting harmonised Caribbean regional policies and initiatives whenever beneficial and conducive to serving and expanding the island's yachting sector.

- " **Adopt and where necessary adapt and implement best practices** used in yachting regionally and internationally. The yachting sector of St Kitts and Nevis will become a model of best practices so as to reflect and replicate the highest possible industry standards.
- " **Improve data gathering, collection and collation** to facilitate more informed decision making.
- " **Ensure the agencies responsible** for fire, health, the environment and other relevant departments are equipped to deal with and respond to a mass or other emergency events in the marine environment.
- " **Build competitive advantage in the market place** through quality of product and service, access to required skills, cost and pricing, ease of entry and general facilitation and the variety and enjoyability of the on island experience.
- " **Obtain liability insurance** that will protect government from legal action for injury or fatality to persons, loss of, injury, or fatality of pets, damage to personal property of yachtspersons, their equipment and vessels caused by the actions or negligence of any officer of government acting in the exercise of their duties.
- " **For marketing purposes consider renaming ports and landing areas** using names with more novelty to create additional appeal and mystique around the destination. To further involve citizens in the sector, public competitions to select the names can be held.
- " **St Kitts and Nevis will work collaboratively for a national and complementary yachting product** which enhances the experience for yachtspersons, especially having regard to the physical proximity of Nevis, and specifically the Tamarind Cove and Christophe Harbour marinas which also creates additional scope to optimise the opportunity and benefits for citizens and country.



## **Elements to Ensure Social, Economic and Environmental Sustainability**

**The issue of sustainability is linked to social, cultural, economic and environmental protection and preservation. The three are interconnected and inextricable. It is through the protection of society and environment that the economy can be sustainably grown over the long term without compromising the very factors on which that economic growth is created and built.**

At the centre of the country of St Kitts and Nevis is a decent, resilient, hardworking people, a talented public sector and a private sector willing to assume some level of entrepreneurial activity and risk. The citizen is as yet largely uninformed about the benefits and potential of yachting. The public sector has reacted positively to the government's policy direction. Much of the effort, vision and development of services, support systems and structures have come from a highly motivated private sector. The government will act on its responsibility to inform citizens, involve them in the economic activity relating to yachting, empower the private sector and preserve and protect national security, the natural and built environments.

### **! Social Sustainability**

**The yachting sector must be sustainable with clear benefits for the citizens of St Kitts and Nevis. New sectors and enterprises are sometimes introduced into societies which they ultimately go on to negatively impact, resulting in conflict with, and alienation of local populations. The yachting sector will be developed and pursued in such a manner as to preserve social harmony.**

- " **Promoting public sensitisation**, education, information and training have already been discussed.
- " **The preparation of the public and the educational system** through training courses will ensure that nationals are able to fill the emerging jobs, participate in the economic activity generated by yachting and garner the benefits to be obtained.
- " **Encouragement and incentives** will be given for the public to enter into micro and medium enterprises and cottage industries aimed at supplying the yachting sector with high value services, value added and artisanal goods, including but not limited to organic produce, local crafts, pastries, sweets and other goods.
- " **Through the unit responsible for yachting**, the multiple users of the

islands' marinas, ports and harbours, including fishermen, will be encouraged to meet regularly, their concerns addressed and the competing interests suitably managed so as to reduce conflict and confrontation, ensure that the interests of all users are satisfied and advise government on issues which might result in social disharmony if not sensitively handled and resolved.

- " **Undertake consultations with the fishing community** and if practical and warranted, build artificial reefs and Fish Aggregating Devices (FADs)<sup>34</sup> to compensate for any loss of fish spawning grounds and habitats, to ensure the maintenance of fish stocks and revenue streams for fishers and to meet the demand for fresh fish which is likely to rise as tourist arrivals from yachting increase.
- " **Cultural activity and events will be promoted** and villages and communities will be encouraged to sponsor and host food based, cultural and recreational activities which would serve to attract other nationals, yachtspersons and general tourists. "*The Strip*" is an example of what can be done to promote such activity but such places and activities can be made more diverse. This is intended to create opportunities for artists, craft makers, local story tellers, dancers, singers, musicians, and other artistes, as well as small business persons, to create and explore new avenues of business and investment.
- " **Use Social Impact Assessments (SIAs)** to review the impact of major projects on local communities, services, and infrastructure.
- " **Ensure that local communities have proper services and infrastructure** that serve to prevent nationals from feeling disadvantaged as compared with the large residential communities of expatriates, which will accompany the new marinas and related developments.
- " **Link the national yachting policy and other national policies** for the creation of synergies, coherent approaches and integrated national policy, planning and implementation.
- " **Develop a mass casualty fire and general evacuation plan** for public ports and marinas, require the owners of private facilities to do the same and file these plans for review with the Department of Maritime Affairs, the National Yachting Coordinator and the Yachting Unit when it comes on stream.

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<sup>34</sup> <http://www.fao.org/fishery/equipment/fad/en>

- " **Seek to attain such international** environmental and yachting certifications (Blue Flag, Green Globe and similar) that will mark the country as having the highest international environmental standards and a premier yachting destination.
- " **Ensure that full records of weapons and ammunition** on board yachts are declared to the Customs and Excise Department and that while retained on board such weapons and ammunition are properly sealed and secured and are taken out of the country on departure.
- " **Continue to exchange information** with other Caribbean countries that helps to track the movement of yachts, identify criminals and monitor the movement across the region of those who may constitute a security risk.

#### ! **Economic Sustainability**

**The development of the yachting sector will be pursued in such a way as to bring long term benefits to the national economy, leading to an increase in revenues for government and benefits to citizens who invest, or are directly employed in yachting activities, as well as those who benefit indirectly from the growth of the sector.**

- " **The private sector will be empowered** through the creation of the enabling environment and incentives for their entrepreneurial innovation, investment and full participation in the yachting sector.
- " **Assessments will be conducted and measures employed** to ensure that government derives revenues from the yachting sector without constraining the innovation, competitiveness and creativity of those who seek to invest. A cost benefit analysis will be conducted to determine if government's revenue collection from the yachting sector and the collection methodologies used constitute a disincentive to the development of the sector.
- " **Citizen participation in this new niche will be encouraged and promoted.** It is intended that the sector will benefit the whole society, not by way of trickle down but through full participation.
- " **Ensure local colleges and training institutions include yachting related skills in their curricula** to enable training in as many aspects and niches of

yachting as is possible, so as to have a cohort of trained nationals equipped to offer full suites of services and skills to the yachting sector and to create a hiring platform for crews and other personnel skilled in yachting related disciplines and services.

- " **Reduce taxes and fees on the importation** of boats, yachts and other marine vessels and pleasure crafts, including small crafts such as jet skis, for use locally but not to so low a level as to act as a disincentive to local boatbuilding, which will be encouraged.
  
- " **Strengthen the appropriate institutions and systems so that St. Kitts and Nevis becomes a leading international ship registry**, committed to providing the highest quality ship registration services for all classes of vessels including commercial vessels and yachts. This will be fully supported by creating the necessary enabling environment to incentivise the yachting sector, as well as to encourage and attract foreign owned yachts and other vessels to carry the flag of St. Kitts and Nevis. This will include:
  - Taking a creative approach to amendments to legislation as described elsewhere to reduce customs duty on yachts used as pleasure vessels
  - For a yacht < 24m – legislation to accommodate a simplified registration procedure as is common in other jurisdictions having an international open and yacht registry.
  - Adoption of both small and large pleasure yacht “Codes for construction and operation”
  - For commercial Yachts – adoption of a “code of construction and operation” similar to the United Kingdom Maritime and Coast Guard Agency(MCA) Large Yacht 2 Code (LY2) which is universally accepted as an industry standards
  - Part-Commercial registration – allowing an owner of a pleasure yacht to charter it out, subject to survey to make sure the yacht is safe to allow passengers on board for part of the year
  - Introduction of a Tender Identification System – this will facilitate “Tenders and Toys” e.g. jet skis and power boats to be identified and attached to the mother – ship (yacht) which satisfies increasing port security and other port state requirements
  - Facilitates the registration of mini-submarines
  - Increase the number of ports of registry

- " **Develop management plans for users** with competing interests in the marine environment, with particular emphasis on indigenous artisanal fishers and local pleasure craft operators as a means of reducing incidents of conflict, threats to the livelihoods of locals and consequential potential for resentment of and jeopardisation of the yachting sector.
- " **Balance the requirement for concessions in order to build the sector** as against the need for government revenues and the wider economic interest, recognising the importance of long term planning.
- " **Guard against yachts bringing large sums of money for the purpose of money laundering** by requiring declaration of cash sums in excess of US \$10,000
- " **Conduct cost benefit analyses** of economic and financial issues relating to yachting and tourism where greater clarity is needed for decision making purposes.

## ! Environmental Sustainability

**Environmental protection is central to protecting the economy, tourism product and natural resource base. The yachting sector is based on the enjoyment of the marine environment.**

- " A number of specific operational plans will be put in place at public ports and marinas and required at private ports and marinas so as to reduce the risk of damage to the environment and mitigate any damage that might be caused.

### **Such structured documents and plans will include and cover :**

- " An Oil Spill Response and Clean-up Plan
- " Water and sea-water quality monitoring so as to assess pollution levels
- " Fire aboard ships within the marine environment
- " The development of Marine Management Areas (MMAs), Marine Protected Areas (MPAs) and plans
- " Monitor, Reduce and Eliminate the use of (TBTs) and dibutyltins (DBTs) and reduce the incidence of their entry into the marine environment
- " Prevention of overfishing and protection of local fisheries, fish stocks, juveniles, sea grass beds, and coral reefs
- " Development of a scale of compensation based on size, for the reckless or negligent damage to reefs and coral beds by yachts, yachtpersons or equipment used by them.
- " Prevention of the illegal mining of sand
- " Rules to reduce the likelihood of entry and penetration of alien and invasive species into the marine environment
- " **Conduct Environmental Impact Assessments (EIAs)** in areas heavily used for tourism and yachting in order to safeguard the natural and marine environments.
- " **Consistent with the concept and principles of sustainable tourism**, before the end of the 5 year duration of the policy, a carrying capacity study of St Kitts-Nevis' tourism and yachting sectors will be conducted in order to gauge their social, economic and environmental impacts on St Kitts-Nevis, so as to better inform planning, policy making and implementation for tourism and the yachting sector, as well as to take such steps as may be necessary to remedy, repair or mitigate any negative impacts or damage
- " **Require the production of certification of good health** for pets travelling

with yachtspersons to reduce the incidence of zoo noses and vector borne diseases which may adversely impact citizens and local animal populations.

- " **Control and restrict yachtspersons' importation and release of exotic species** which have no natural predators on the nation state and which might disrupt the natural balance of local ecosystems.
- " **Prohibit painting, scraping, and related activities** to vessels while still in the water at government and private ports, marinas, facilities or berths, so as to prevent the discharge or intrusion of substances harmful to the marine environment, its flora and fauna. When in dry dock repair work to vessels must be so sensitively managed as to preclude any damage to the marine and natural environment.
- " **Prevent by use of moral suasion and then by legislation and inspections,** dumping, discharge or leaking into coasts, bays, slipways, berths, or harbours and the general marine environment of diesel, oils, grease, fats, ballast water, grey water, blackwater, sewage, solid waste and sullage, whether by activities at boatyards, or ports, and marinas, whether owned by the public or private sector.
- " **Develop formal plans, facilities and equipment for the management and proper disposal of wastes** at ports, harbours, marinas and landing sites owned and operated by the public and private sectors.
- " **Ensure proper equipment and facilities** for bathrooms, the disposal of all types of waste (except black water and biohazardous materials which the country will not accept) at both public and private sector ports, harbours and marinas and encourage private sector investment in such equipment and facilities.
- " **Promote the sale for use by yachtspersons of locally** grown and produced goods, foods and produce where possible, particularly from small farmers and organic producers.
- " **Over time phase in green** facilities, buildings, management and operational practices so as to be consistent with the theme and objective of sustainability, reduce operating costs on the long term and maintain a small ecological footprint.

- " **Employ conservation practices**, renewable resources, green practices, resource efficient management measures, equipment, buildings and facilities; encourage reuse, reduction and recycling, and plan the industry in such a way to ensure the smallest possible ecological footprint. The use of renewable energy and water recycling will be prioritised.
- " **Collect data on ship generated waste** and promote investment in equipment and facilities for composting, landfilling, recycling, and waste to energy facilities as a means of appropriately managing increased volumes of ship generated wastes and managing them jointly with municipal solid waste, oils inclusive of cooking and automotive oils, blood and grease.
- " **Monitor and where possible, prevent waste water runoff** or alternatively minimise intrusion into the marine environment.

**Copies of all plans which the private sector is required to develop under this policy must be filed with and approved by the Yachting Coordinator of the Department of Maritime Affairs.**



### **SECTION 3: FOLLOWING THE POLICY**

#### **Elements of Implementation, Monitoring and Evaluation**

A policy statement articulates a vision and a broad strategic framework. It has no life of its own. It is the actions taken which breathe life into the policy document and make it a strong and effective instrument capable of delivering on the imperatives which it enunciates. Structures for implementation, review and monitoring will therefore be put in place to ensure the effectiveness and continuing relevance of the policy and to obtain feedback about the perspectives and concerns of stakeholders, the satisfaction levels of yachtspersons and changing market trends and circumstances in yachting and tourism.

All good policies require consistency of effort, adequate resources, appropriate structures, targeted strategies and stakeholder support in order to achieve effective implementation. In turn, implementation requires monitoring and review in order to determine if the policy is achieving its objectives, to assess gaps in implementation, make comparative analyses with competing markets, evaluate and assess trends and to determine the need for changes. These measures are also needed to build confidence in the policy and emerging sector amongst citizens and potential investors who must, to the extent possible, be assured that their investment will not be stranded as a result of the absence of structured cohesive policy instruments, inconsistency in implementation, or failure to implement the policy altogether.

Implementation, monitoring and evaluation will be the function of the Yachting Coordinator and the Yachting Unit working collaboratively with the Yachting Advisory Committee and other relevant government agencies. This grouping will produce annual reports of the findings and recommendations for action and new measures which will be given to the Minister of Tourism of St Kitts who has ultimate responsibility for this policy. The Reports generated under the provisions of the policy will produce data relevant to both islands and the Ministry of Tourism of each island will share its data with the other island so as to enable proper decision making and the strongest possible for the twin island state. Annual reports will be produced and will inform and be informed by regular reports on issues which affect the sector, of which the government, through the Minister, should be kept abreast or which require ministerial intervention.

#### **Implementation**

In order to implement the policy, the Government will develop a strategic plan which will show how the policy will be rolled out and phased, identify key stakeholders, give timelines for attaining specified goals, establish objective criteria to determine attainment of critical benchmarks and goals, to ensure the policy is responsive to market trends, competition and the diverse interests of stakeholders. The Strategic Plan for the yachting sector will be an internal

government document to guide policy makers and technocrats on operational matters while the policy document will be broadly distributed and publicised.

### **Monitoring**

In order to best gauge the impact of the policy and the evolving sector, the government of St Kitts and Nevis, through its relevant agencies, will conduct exit surveys at ports and harbours which will allow for evaluation of the experience of crews and passengers from yachts while they were in the country. Monitoring and oversight will inform planning and decision making.

### **Evaluation**

The data collected by the Ministry of Tourism and Statistical Department will be collated and disaggregated so as to allow for assessment of yachting arrivals, the spend of passengers versus those of cruise ships and long stay visitors. This data will be used to further define and differentiate the St Kitts-Nevis Yachting brand and to effect such improvements as the market requires. It will also drive the determination of how the niche can be further developed and the benefits of the sector fully accessed by nationals.

**After 5 years this policy will undergo a comprehensive review and if necessary will be revised as the market conditions and altered national and global circumstances demand.**

## CONCLUSION

The country of St Kitts and Nevis possesses tremendous potential as a yachting destination. That potential will be explored and exploited by the national government. The measures outlined in this policy are intended to give full effect to building a **successful, superior, sustainable yachting sector** from which all sections of society can benefit.

St. Kitts- Nevis will aim to:

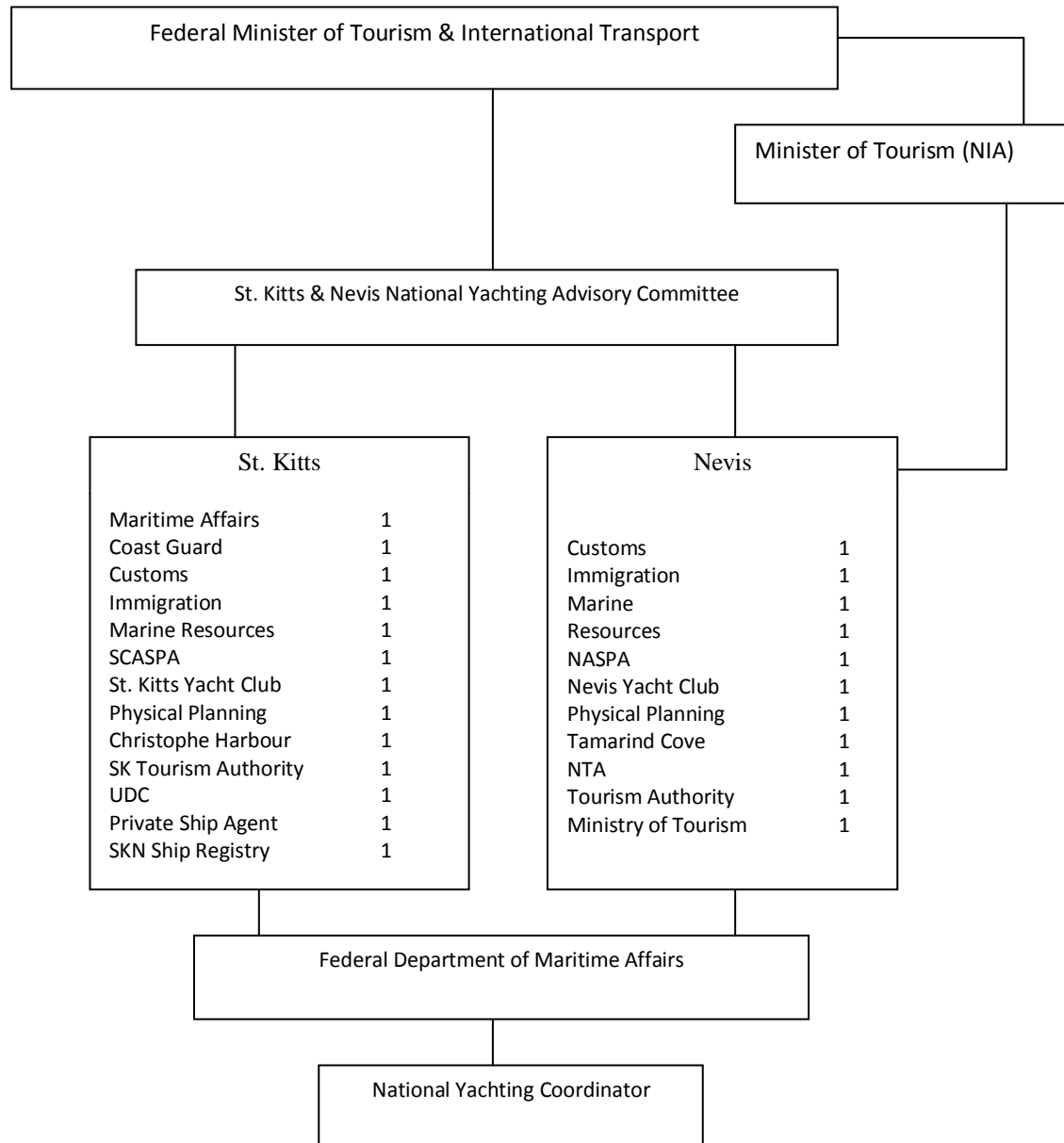
**Attract Yachting Business**  
**Obtain Yachting Business**  
**Maintain Yachting Business**  
**Repeat Yachting Business**

St Kitts-Nevis will become a premier yachting destination in the Caribbean; the society, economy, environment and national boundaries will be protected and the citizens and country will benefit from the development of the sector.

Yachting St Kitts & Nevis – A Superior Sustainable Experience

# APPENDICES

## Appendix 1



## Appendix 2

### Companies Involved in Yachting

#### **On St Kitts**

- Blue Water Safari
- Christophe Harbour
- Fortress Marine
- Indigo Yachts
- Leeward Island Charters
- Original Boat Builders
- Premium Yacht Services
- Serviciz
- Percy Taxi
- Port Zante Marina
- St. Kitts Marine Works
- St. Kitts Yachts Services

#### **On Nevis**

- Nevis Yacht Club
- Caribbean Canvas Company Ltd
- Scuba Safaris
- Islander Water Sport
- Oualie Beach Resort
- Four Seasons Resort, Nevis
- Nevis Boatyard
- Tamarind Cove Marina Development (under construction)
- Long Point Deep Water Port (bunkering facilities to be constructed shortly)

### **Appendix 3**

#### **Government Agencies with Responsibility for Yachting**

##### **On St Kitts**

- The Coast Guard
- The Custom and Excise Department
- The Immigration Department
- The Department of Maritime Affairs
- The St. Christopher Air and Sea Ports Authority
- The St. Kitts Nevis Defense Force Coast Guard

##### **On Nevis**

- The Nevis Air and Sea Ports Authority (NASPA)
- The Nevis Tourism Authority
- The Ministry of Tourism, Nevis

### **Appendix 4**

#### **Current Direct Employment From Yachting**

- Boat Captains
- Mates
- Deck Hands
- Carpenters
- Laminators
- Medical, Electrical and Plumbing Installators
- Dock Masters
- Security Officers
- Office Attendants
- Managers
- Suppliers

### **Appendix 5**

#### **Required Skills and Services for Yachting Sector**

- Boatyard
- Canvas and sail repair
- Chandlery
- Charter Services and Tour Operators
- Computer engineers and technicians
- Dry Dock Facilities and Services
- Engine Repair and Restoration
- Fiberglass Technicians

- Fuelling and Oil Supply
- High End Supermarket and Gourmet Suppliers
- Joinery and Upholstery
- Marine Refrigeration and Air-conditioning
- Metal and fiber glass fabrication
- Nannies and Child Care
- Personal Assistants and Secretarial Services
- Pet Care (general grooming etc) and Kenneling
- Propeller Maintenance and Repair
- Sail Making Repairs and Rigging
- Shipwrights
- Tours – land and marine including SCUBA diving
- Waste Disposal and Management
- Veterinary Services
- Welding and Fabrication
- Yacht Maintenance

#### **Appendix 6**

#### **General Skills & Services Currently Offered By Marinas on St Kitts and Nevis**

- Berthing
- Water
- Garbage disposal
- Electricity
- Wi-Fi
- Fuel
- Taxi
- Bathroom
- 24 hour security

#### **Appendix 7**

#### **General Skills and Services Currently Offered on St Kitts**

- Yacht design
- Yacht construction
- Yacht repair
- Launch and recovery
- Vessel storage
- Sandblasting
- Pressure washing
- Steam cleaning
- CCTV coverage
- Internet service
- 24 hour security

- hull maintenance and engine repair services
- dock reservation
- provisioning
- client meet and greet
- freight forwarding
- executive transport
- tours
- concierge services
- aircraft ground handling services
- clearance services
- emergency repairs,
- mechanical repairs
- guided tours,
- chandelling service and provisioning
- berth reservation,
- bunkering,
- island tours,
- dinner reservations,
- appointment booking,
- VIP concierge services,
- courier services,
- communication,
- custom and immigration procedures,
- mechanical repairs,
- laundry and dry cleaning,
- land and property enquiries,
- on board entertainment,
- limousine service,
- airport meet and greet,  
private charters

It is important to note that these services are small, limited and embryonic and will not support a fully fledged yachting industry



**Appendix 8**  
**Customs Fees and Charges Levied on Yachts Entering and Departing**  
**St Kitts & Nevis**

Gross Tonnage	Yacht Fee (EC \$)	Custom Fee (EC \$)	Additional Fee (EC \$) <small>For departure more than 7 days after entry, or outside 8am-4pm, or on weekends</small>
001 not exceeding 100	20.00	10.00	10.00
100 or more	20.00	50.00	10.00

**Please Note - Customs charges are separate from Port Authority and Immigration charges.**

**Appendix 9 – Pilotage Fees**

Tonnage	Fees
Below a 100 tons	Free
Below 100 tons if pilot is used	80.00
From 100 to 499	220.00
From 500 to 1999	440.00
From 2000 to 4999	640.00
From 5000 to 9999	840.00
From 10000 to 19999	1400.00
From 20000 and over	1600.00

## Appendix 10

### Harbour Dues

Tonnage	Fees
20 tons	6.00
21 tons but not exceeding 30	10.00
31 tons but not exceeding 50	12.00
51 tons but not exceeding 100	24.00
101 tons but not exceeding 150	49.00
151 tons but not exceeding 500	73.00
500 tons but not exceeding 2000	98.00
2001 tons but not exceeding 10000	200.00
Ships over 10000	600.00

## Appendix 11 Yachting Fees and Dues on Nevis

### Mooring Rates Effective 2011

Size of Vessel	Up To 2 Days	2 Days To 1 Week
Class 1 0 – 35 ft	EC\$40 US\$15	EC\$54 US\$20
Class 2 36 – 60 ft	EC\$52 US\$20	EC\$67 US\$25
Class 3 61 – 90 ft	EC\$67 US\$25	EC\$80 US\$30

## Appendix 12

### Nevis Air And Sea Ports Authority Port Dues

<b>Gross Tonnage</b>	<b>Harbour Dues</b>	<b>Navigational Fees</b>	<b>Subsequent 24 Hrs of Part Thereof</b>
001 not exceeding 100	\$50.00	FREE	\$12.00
100 but not exceeding 500	\$100.00	\$218.00	\$25.00
500 but not exceeding 2000	\$150.00	\$436.00	\$100.00
2000 but not exceeding 5000	\$200.00	\$640.00	\$100.00
5000 but not exceeding 10000	\$200.00	\$840.00	\$100.00
10000 but not exceeding 20000	\$600.00	\$1400.00	\$300.00
Over 20000	\$600.00	\$1400.00	\$300.00

**Passenger Tax - \$13.25 per Passenger**  
**Environmental Levy - \$4.00 per Passenger**

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