

Public Private Investment Ltd.
Conceptual Framework Proposal
for
The Development of a Heritage Tourism
Developmental Product

***“Infrastructural Improvement, Service
Delivery and Wealth Creation”***

To

**The Government of The Bahamas and the
Antiquities Monuments and Museums Corporation**

Submitted By:
The PPIL Group

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PPIL Group

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INTRODUCTION AND BACKGROUND

*“Encourage public/private partnership in the restoration and maintenance of historic sites throughout the country and designate iconic locations as “must see” to broaden and enhance the tourism experience,” **2017 Manifesto***

Public Private Investment Ltd (PPIL) was established, as a special purpose vehicle (SPV), specializing in the creative design and management of critically important national assets and treasures.

The principals, who are drawn from diverse backgrounds, are ‘nationalistic minded’ persons, who view the Government of The Bahamas’ attempts to ‘*create a cultural renaissance*’ and ‘*rejuvenate the tourism sector*’, as a clarion call to arms for Bahamians, to innovatively participate in the country’s nation-building endeavours.

In this vein, the PPIL Group views the development of an effective heritage tourism model as critical to any attempt to diversify our economy and strengthen its core tourism product. The Group’s proposal is premised on this view.

This underlying Public Private Participation (**PPP**) strategy is therefore designed to financially leverage the showcasing of key heritage sites, to provide the necessary resources to restore, modernize and sustain the ongoing management of these assets.

This strategy speaks to the development of a ‘signature’ Heritage Tourism Tour program, to be featured as a cultural focal point for ongoing efforts to preserve The Bahamas’ unique footing, as the ‘cultural and geographical jewel of the Caribbean’.

In addition, we view the promotion of heritage tourism as a natural linchpin for national economic diversification efforts to create wealth and employment. By extension, this serves to facilitate the preservation of our cultural and historical identities.

This narrative feeds into the Government’s commitment to ‘**Strengthen the Heritage Tourism Initiative**’.

In this vein, the PPIL Group has developed and is proposing a ‘tailored’ model for the operation and management of the following national heritage assets:

- Water Tower
- Fort Fincastle
- Fort Charlotte
- Fort Montague
- National Museum
- Pompey Museum

- Government House
- Botanical Gardens/ Heroes Park

To position the group as the PPP practitioner of choice, the team sought to include persons who were instrumental in creating the ‘tour differentiation strategy’, which is championed by the Antiquities Monuments and Museums Corporation (AMMC). This strategy was previously accepted but not concretized by the former government. The team also sought to include a principal renowned for creating innovative financial models, inclusive of a ‘tailored’ financial model for a heritage tourism initiative.

Bound by a common vision and national pride, our team sees the restoration, modernization and/ or effective maintenance of the referenced sites, which are seen as primary tenets of our tourism product, given their visibility and popularity, as the precursor of the launch of a vaunted/ novel heritage-touristic tour product.

PPIL sees the development and launch of a ‘leading edge’ tour programme, featuring properly managed national heritage sites, as the leveraging tool that translates our unique culture and leading cruise ship destination position, into new wealth creation and employment generation. In this vein, **the Group commits to placing considerable focus on collaborating with all relevant stakeholders.** This speaks to an underlying commitment to a demand-driven service model, which provides the modern visitor with an unforgettable cultural immersion experience.

“The Bahamas as only we know it.....The untold stories”

Our proposal, to manage key heritage sites, under a ‘tailored concessionary’ contract, underscores the fact that the country’s historical and cultural assets have to be managed in a non-traditional fashion, to ensure maximum benefit to The Bahamas. This initiative, which addresses the concerns of all key stakeholders, combines asset management, with cultural/ heritage preservation, empowerment and job creation.

With respect to the development, operations and management of key heritage-tourism assets, the Team’s remit is consistent with the following stated and written Government’s policies and sentiments:

- **‘Create a cultural renaissance’**
- **‘Rejuvenate the tourism sector’**
- **“The business of tourism in The Bahamas represents the largest percentage of our GDP and is driven by a strong demand from our customers to experience these phenomenal resources.”**
- **“In the face of mounting global and regional competition, it is important therefore, that The Bahamas tourism industry be continuously reinvigorated to maintain its prominence as the premier warm weather destination in our region.”**

- **“Encourage public/private partnership in the restoration and maintenance of historic sites throughout the country and designate iconic locations as “must see” to broaden and enhance the tourism experience”**

THE FRAMEWORK

The PPIL Group is desirous of entering into a 25 year concessionary contract with the Government of The Bahamas, to operate and manage the following national heritage assets:

- Water Tower
- Fort Fincastle
- Fort Charlotte
- Fort Montague
- National Museum (Collins House)
- Pompey Museum
- Government House (Public areas)
- Botanical Gardens/ Heroes Park

This objective is in direct response to the Government’s expressed desire to utilize Public Private Partnership arrangements to restore, manage and (economically) leverage important ‘iconic locations’.

The Group shares a common vision, with respect to the level of national discipline, pride and discourse required, to leverage our riveting heritage and history into a transformative medium for economic diversification, touristic growth and wealth generation. We see the formation of critical stakeholder alliances, restoration of institutional trust and restorative upgrade of heritage assets, as the precursor and keys to the onset of a successful heritage tourism program.

The framework to deliver the above, will be anchored by the Team’s undertaking to formulate a process delivery mechanism that is built on the following:

1. **Highly Developed Network Capacity:** The group’s outreach must include personalities across sectoral, industrial and political divides. This includes a strong demonstrative connectivity with customer supply groups, i.e., the Florida Caribbean Cruise Association stakeholders;
2. **Strong Corporate Social Responsibility Ethos:** This speaks to a strong recognition of the ongoing need to build up communities that complement and adds to the heritage tour narrative. PPIL commits to the provision of technical and financial support to entrepreneurial-minded residents, from historical communities like Gambier, Adelaide and Fox Hill, to establish complementary ‘village tour programs’ to transform these areas;

3. **Commitment to Generating 3rd Party Wealth Creation Opportunities:** This speaks to a transparent program, which encourages and invites innovative Bahamians to participate in the process. The Team understands that the success of this initiative is directly correlated to the program's ability to regenerate its experiences and inspire innovative 'internal' and 'external' 'spin-offs'. We will make every effort to support this culture;
4. **Commitment to Job Creation/ Expansion and Skills Training:** The group is conservatively projecting the creation of x permanent and y temporary jobs. Strong emphasis will be given to the indirect creation of jobs, by encouraging and supporting spin-off activities, inclusive of the aforementioned (complementary) 'village' or 'neighbourhood' tour operations. We see this market as truly global and will be seeking to hire bilingual tour guides and operators, in addition to maintenance engineers, merchandisers, etc.
5. **Collective Discipline:** The preservation and maintenance of our heritage sites are paramount to the successful delivery of a wholesome Tourism Experience. The framework has to be anchored by an operational and maintenance program that is supported by a strong management ethos and stakeholder commitment.

In this vein, PPIL commits to ongoing collaboration with all stakeholders and industry benchmarking. The benchmarking exercises will include country missions to heritage cities, villages and cultural sites from around the region, inclusive of St. Lucia's vaunted '**Gros Islet**' Street Party (Fish Fry), Curacao's '**Rif Fort**' and Barbados '**Oistins**' and '**Harrison's Cave**'. We see benchmarking as a vital part of our program and undertake to officially underwrite a bi-annual benchmarking process, to ensure ongoing fine-tuning of the tourist product. As part of our CSR outreach, the Group commits to including independent persons from the various heritage-villages in these missions.

To underscore its commitment to this nationally important initiative, PPIL is willing to provide The Bahamas Government with a 'hit or miss' Guarantee, for this project. Under the terms of the Guarantee, if the Team does not deliver all agreed 'Outcomes' in the specified time frames, the Government has the irrevocable right to terminate the PPP agreement.

EXPECTED OUTCOMES

The Public Private Investment Ltd. Group anticipates the following (short term) outcomes, reflective of optimised return on investment, broad wealth creation, job creation and expansion, increased national cultural and heritage awareness:

1. Modernised and Improved Heritage sites;
2. AMMC conversion to revenue centre, freeing resources to focus on core competencies;
3. New 'demand driven' tourism products;

4. Key involvement and support of regional tourism ‘super’ players;
5. Fostering of Coalitions and Strategic Alliances, to sustain integrity and viability of heritage assets;
6. Proliferation of ‘skilled’ jobs and wealth creation opportunities, across youth and gender lines;
7. Major Socio-Economic Impact, in terms of employment, earning capacity and national pride.

WHY THE PPIL GROUP?

The Group came together as a collection of business persons from diverse business and political backgrounds, to dispel the commonly-held myth that Bahamians cannot work together; or do not have the acumen and financial resources to lead quality innovative projects. The group sees its broader purpose as providing a viable ‘stay at home’ option, when the Government is seeking to attract quality and high socio-economic impact projects.

It further sees itself as uniquely qualified to become a leader in the heritage tourism diversification drive. In this vein, the Team has proactively, interviewed and/ or formed relationships with ‘key industry players’, with a view of determining the most direct, effective and acceptable ‘collaborative’ path to package and deliver a viable heritage tourism product.

Our modernization and product diversification strategies have been formulated over the past several years and have intensified in recent months, with the crystallization of the Government’s plan to leverage the country’s enviable geo-touristic and heritage position, via PPP initiatives.

As a result, the Group currently enjoys the following competitive advantages over other players:

- **Expansive and Solid Industry Network**, anchored by a former Minister of Tourism, two (2) former AMMC Chairpersons and ‘key industry and sectoral’ stakeholder champions;
- A **‘ready to go’** path to crystallisation and **‘immediate conversion’** from **‘Cost to Revenue Centres’**, highlighted by a \$32 million initial investment, and a **‘rollout’ heritage tours** scheduled for Q1 2018;
- **An immediate solution to mitigate monies owed to Cruise lines** by government, alleviating cash flow and demand pressures;
- **A modern CSR (Corporate Social Responsibility) policy**, that commits to the provision of financial and technical support, i.e., angel funding and grants, to local

entrepreneurs, to develop complementary independent ‘neighborhood’ tour packages in historical villages, i.e., Gambier, Adelaide, Fox Hill, etc.

- **A Comprehensive Preservation Schedule** for all designated sites and villages;

ABOUT THE TEAM

Dr. Nigel Lewis: A renowned dentist, businessman and nationalist, who has a passion for nation building and mentoring young persons. ER0049943 cvca.ca

Anthony Ferguson, CFA: A certified financial analyst and leading financier, brings years of financial modeling and business acumen to the team. Has served with distinction on many local, regional and international boards and is renowned for his astute and innovative business instincts.

Olvin Rees: Businessman and consultant, who specialises in the oil and energy sector. A former director and marketing manager of Shell Bahamas Ltd. and former chairman of the Bahamas National Pride Association.

Courtney Strachan: Businessman and marketing expert, is a former chairman of the Bahamas’ Antiquities Monuments and Museums Corporation and champion of the current AMMC ‘Heritage Tours’.

Vincent Vanderpool Wallace: Businessman and highly sought after tourism consultant, a former Minister of Tourism of The Commonwealth of The Bahamas. Has also served as Secretary General & CEO of the Caribbean Tourism Organization and Director-General of The Bahamas Ministry of Tourism. Is well regarded throughout the region and in the global tourism industry. .

Carl Culmer Sr.: Communications consultant and former telecommunications executive. Has a passion for community building and is involved in many civic and community activities and organisations.

Donald Demeritte, CMC: A certified management consultant and former banker, with over 20 years of international and regional exposure. Is recognized as an innovative ‘change agent’ and ‘forward thinker’. Has demonstrated experience in PPP design and innovation.

Antoine Bastian, CPA: Key participator in The Bahamas’ financial services industry. Responsible for the launch of Genesis Fund Services Limited, where he served as the Managing Director.

Michael Maura Jr.: President and CEO of Arawak Port Development Company. Experienced PPP practitioner and Chairman of the Bahamas Chamber of Commerce & Employers Confederation.

HERITAGE PROJECT PROJECTED TIMELINE

Project /Task	Person	Start Date	Due Date
Initiate & Conclude MOU discussions	PPIL/ GOBH	July 14, 2017	Aug. 14, 2017
Mobilize Project Team	PPIL	Jul. 13, 2017	Jul. 13, 2017
Initiate Project Meeting	Project Coordinator	Jul. 17, 2017	Jul. 17, 2017
Develop and Finalize Project Implementation Plan	Project Team	Jul. 17, 2017	Aug. 31, 2017
Agree Memoranda of Understanding strategy to engage Strategic Partners, i.e., Transportation, Cruise Ships, Police, etc.	Project Board	Jul. 27, 2017	Aug. 11, 2017
Approve Final Implementation Plan	Project Board	Aug. 31, 2017	Sep. 07, 2017
Obtain GOBH Non-Objection (Approval) Project Implementation Plan	PPIL/ GOBH	Aug. 11, 2017	Sep. 08, 2017
Initiate Capital Development Work	PPIL	Jul. 17, 2017	Jul. 17, 2017

Project /Task	Person	Start Date	Due Date
Mobilize Product Development Committee	Project Team	Jul. 17, 2017	Jul. 17, 2017
Develop Marketing Plan	Project Team/ Consultant	Jul. 17, 2017	Aug. 31, 2017
Approve Marketing Plan	Project Board	Sep. 01, 2017	Sept. 08, 2017
Develop Operations Plan	Coordinator	Sep. 01, 2017	Oct. 01, 2017
Approve Operations Plan	Project Board	Oct. 02, 2017	Oct. 09, 2017
Develop Training Schedule	Coordinator/Marketing Sub-Committee	Oct. 09, 2017	Oct. 13, 2014
Approve Training Schedule	Project Team	Oct. 15, 2017	Oct. 20, 2017
Develop Financial Projections/ Budget	CFAL	Sep. 15, 2017	Oct. 20, 2017
Approve Financial Projections/ Budget	Project Board/ PPIL	Oct. 23, 2017	Oct. 27, 2017
Initiate Marketing Campaign	Project Team/ PR Consultant	Nov. 01, 2017	<i>On-going</i>
Initiate Training	Project Team	Nov. 13, 2017	Jan. 31, 2018

Project /Task	Person	Start Date	Due Date
Pompey Museum/ City Tour	Project Team	Feb. 2018	Ongoing
Government House Tour	Project Team	Mar. 2018	Ongoing
Trilogy of Forts Tour	Project Team	Apr. 2018	Ongoing
<i>Official Product Launch</i>	<i>PPIL</i>	<i>Q1 2019</i>	<i>Q2 2019</i>