Grenada

Grenada: Blue Growth Coastal Master Plan

{October 13, 2016}

GEN04

LATIN AMERICA AND CARIBBEAN
BLUE GROWTH
COASTAL MASTER PLAN

Grenada
GRENADA - CARRIACOU - PETITE MARTINIQUE

April 30, 2016

THE GOVERNMENT OF GRENADA
with the support of
THE KINGDOM OF THE NETHERLANDS
and in partnership with

WORLD BANK GROUP

GRENADA INDUSTRIAL DEVELOPMENT CORPORATION

RM STRATEGIES
Grenada is 19 km long with a coastline of 121 km and an exclusive economic zone (EEZ) in the sea of 26,000 km². We have committed to conserve at least 20% of our nearshore marine resources and rebuild natural capital.

Properly planned, the carrying capacity of these ecosystems can generate blue growth exports and/or jobs in a range of sectors, including: coastal and marine protection, watershed, sewage and waste management, organic agriculture, waterfront wellness services and retirement properties, coastal eco-tourism, dive tourism, sport fishing, yachting and marina services, traditional boat building, fisheries, aquaculture, ocean energy, climate resilient coastal infrastructure, blue biotechnology and international education in marine science and policy.
Dear friends,

The people of our tri-island nation of Grenada, Carriacou and Petit Martinique place great emphasis on the viability of our living planet where oceans comprise more than 70% of the surface and over 90% of the living biosphere and are valued at over US $24 trillion. Grenada and many other small island states are advocates and guardians of this resource. Already, Grenada has been a leading voice on climate change and our “PURE GRE-NADA” brand highlights our natural heritage and pristine environment, the genuine hospitality of our people and our energetic focus on sustainable development. Building on this, Grenada is pleased to be working with a range of international partners on the global blue economy. This is an area of growing interest for international institutions such as the World Bank, the European Commission, the OECD, the G20, FAO and for many nations.

Taking account of all the possibilities, this Blue Grenada Masterplan is a draft integrated spatial plan for our marine and coastal environments and the economic activities they can support sustainably. Potential investment options with attractive returns valued at over US $1 billion (around 200% of GDP) have been identified. These have the potential to build new environmental and economic resilience while delivering social impact, satisfying jobs and enviable livelihoods.

Stakeholders were engaged to contribute to the draft plan and, as a “work-in-progress”, broader consultations will follow to invite discussion and spur new ideas. Moreover, the plan has the potential to place Grenada at the forefront of blue innovation, given in particular the proposed development of a new Global Blue Innovation Institute to be established in Grenada. Collectively, these initiatives may increase the value of the resources we share and trade with our international partners and with the many visitors to our shores. And the dividends of these efforts will benefit the global commons as well as current and future generations of Grenadians.

I take this opportunity to thank our nationals and our international friends who have contributed to the ideas herein, and to thank especially, the Government of the Netherlands for their support on this important endeavor.

Dr. The Right Hon. Keith Mitchell
Prime Minister of Grenada
Blue Growth Coastal Master Plan

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Introduction

The island nation of Grenada lies north of Venezuela and Trinidad and Tobago, and south of the Grenadines, where the Caribbean meets the Atlantic. Its territory encompasses the main island of Grenada, home to most of the country’s 110,000 people, and several other isles, the largest and inhabited ones being Carriacou and Petite Martinique.

Long one of the world’s leading producers of spices, Grenada ranks second worldwide in the nutmeg market, accounting for 20% of the global supply, and also exports mace, cinnamon and cloves. Over the last quarter-century it has developed a tourism-based service economy, and it now brands itself as “Pure Grenada: The Spice of the Caribbean.”

The island is amongst the most beautiful in the Eastern Caribbean, benefiting from golden-sand beaches and a uniquely reticulated coastline that delivers a myriad of creeks and bays.

BLUE OCEANS AND FISHERIES
Grenada is committed to enhancing the health of its oceans through long-term sustainable protection. The government has worked with several conservation organizations, donor governments and development partners on activities to protect its marine and coastal assets, including its vital fisheries sector through educational and advocacy programs and active implementation of marine adaptation and conservation activities.

With MPAs spanning the tri-island state, coral reef restoration and reef building projects underway, coastal resilience projects implemented and operational, enhanced protection of endangered marine biodiversity, and adaptive strategies in place to account for the important link between climate change and our oceans, Grenada is well on its way to preserving its natural ocean capital.

BLUE TOUIRISM
Like many Caribbean islands, Grenada depends largely on tourism as a viable industry to support its economic activities, and in recent years, has seen a surge in visitor arrivals to the island. Tourists flock to Caribbean destinations, like Grenada, to experience healthy, thriving, and well preserved natural blue assets. Without adequate protection in place to sustainably manage Grenada’s attractive “Blue” assets, the future of the island’s tourism industry will be at risk.

Grenada has incredible potential to substantially enhance its sailing, fishing and diving industries, and further develop its “Blue” Exclusive Economic Zone (EEZ) for additional economic benefits. By leading initiatives like The Blue Network, and establishing the Blue Innovations Institute, Grenada is uniquely positioned to garner partnerships and resources to ensure its Blue Growth and economic security.

BLUE COMMUNITIES
Working towards the sustainable management and preservation of Grenada’s “Blue” assets is not a unilateral process. The Government of Grenada in acknowledging the important role of its coastal communities, is implementing blue community approaches into its implementation strategies, involving communities and grassroots groups on the ground, through the establishment of community co-management agreements and community managed blue projects. Indigenous approaches to blue initiatives unique to Grenada’s circumstances will be included in future development.

A Blue Communities approach will enhance overall advocacy and allow for capacity building and timely responses to key needs. With most of its population living along its coastlines, like many other Caribbean islands and global Small Island Developing States, action on “Blue” initiatives in Grenada will be nearly impossible without community involvement.

BLUE VISION
The sea and the coasts are key drivers of a sustainable economy and an opportunity for blue growth - an initiative to harness the untapped potential of Grenada’s oceans and coasts for jobs and economic growth. Opportunities for investment are based upon Grenada’s Blue Growth Vision:

*to optimize the coastal, marine, and ocean resources to become a world leader and international prototype for Blue Growth and Sustainability*
Exclusive Sea Area of over 10,000 square miles
The Best Sailing in the Caribbean
The Gateway to the Grenadines
Integrated Coastal Zone Management Policy

The Integrated Coastal Zone Management Policy for the tri-island State of Grenada, Carriacou and Petite Martinique provides a vision for the future use, development and protection of the nation’s coastal zone by setting out policies to guide relationships among resource users, community facilities and activities, and physical development and infrastructure.

The Integrated coastal zone management (ICZM) is a comprehensive approach to the management of the coastal zone that takes account of all of the sectoral activities that affect the coastal zone and its resources, dealing with economic and social issues as well as environmental and ecological concerns.

The coast in Grenada is a naturally variable and dynamic interface between the land and the sea. Generally, the country’s coastal zone is characterized by clear waters, along with the presence of several marine ecosystems, such as coral reefs, beaches, sea grass beds, mangrove swamps and coastal lagoons. These combined ecosystems are inhabited by approximately 70 marine or brackish water species, and more than 15 species of fresh water fish. There is almost continuous urban development along the west coast of mainland Grenada.

CLIMATE CHANGE IN GRENADA

Grenada, as a small island developing state (SIDS), must deal with the current and possible future impacts of global climate change that threaten sustainable economic development and social cohesion. Observed sea level rise over the past years has been significantly higher than the projections from the Fourth Assessment Report (2007) by the United Nations Intergovernmental Panel on Climate Change (IPCC), and all indications from the Fifth Assessment Report (2014) are consistent with this trend.

Ocean acidification is also increasing, leading to decreased oceanic food production as well as stressed and damaged coral reefs affecting biodiversity, tourism and sustainable fisheries. Islands are disproportionately affected by these impacts.

According to the Climate Risk Atlas for Grenada, the country has already experienced significant losses to infrastructure and coastal resources due to sea level rise, elevated sea surface temperatures and increasing intensity of storms and hurricanes as evidenced by the widespread destruction and loss of life caused by Hurricanes Ivan and Emily in 2004 and 2005. As these impacts worsen, there is an ever-increasing risk of Grenada losing its remaining natural resources (CARIBSAVE, 2010). To reverse this trend, there must be an immediate national response of adaptation so as to improve and increase the resilience of key marine ecosystems and also to ensure that habitats and species are preserved.

DEFINING GRENADA’S COASTAL ZONE

The following is a list of criteria were used in defining the coastal zone.

- All of the smaller islands surrounding the tri-island state that are included in the national jurisdiction;
- A seaward boundary for Grenada, Carriacou and Petite Martinique that extends to the exclusive economic zone;
- A landward boundary for Grenada, Carriacou and Petite Martinique that is guided by the 150ft contours and the 100ft and 75ft contour elevation lines, taking into account areas of high importance and vulnerability;
- All coral reefs—both near-shore and barrier reefs—reef flats, sea-grass beds, beaches, sand dunes, estuaries, mangroves, wetlands, other coastal vegetation and coastal cliffs;
- All Coastal Protected Areas (Marine and Terrestrial) in their entirety;
- Major socio-economic activities located in coastal areas;
- Major coastal development (e.g. ports, marinas, distilleries, oil refinery, landfills, land reclamation etc.) with the potential to cause negative environmental impact incidents, should be governed by the framework, and should therefore be included;
- Future marine-based economic activity (e.g. off-shore oil and gas) must also be considered;
- All peninsulas in their entirety given their size and proximity to the coast.
GUIDING PRINCIPLES

The following key principles underlie the policies which will guide the future management of the coastal zone of Grenada, Carriacou and Petite Martinique:

Sustainability of the coastal zone, to be achieved through integrated coastal zone management, heightened environmental awareness, and community stewardship.

Precautionary Principle holds that, faced with the threat of serious or irreversible damage, lack of scientific certainty should not constitute a reason for not taking action to protect coastal resources and ecosystems.

Good Governance, reflecting transparency in management, participation, integration of all sectors, regulations to avoid user conflicts and an understanding of the value of Grenada’s coast.

Equity as manifested by transparency and fairness in decision making and provision of access to public coastal spaces including all beaches.
Integrated Coastal Zone Management Policy

POLICY GOALS

1 Governance – holistic decision making for coastal sustainability

Provide the administrative framework for development, regulation and protection of the coastal zone in order to optimise all benefits (historic, cultural, religious, health and well-being, aesthetic and socio-economic) to be derived from use of the coastal zone without compromising the coastal zone and its ability to provide these benefits for future generations.

2 Sustainability – preserving ecosystems, promoting sustainable livelihoods

To enable ecosystems to continue to contribute to the social and economic development in Grenada, Carriacou and Petite Martinique by protecting these ecosystems from over-exploitation, degradation due to inappropriate and unsustainable use and from extreme events and other negative influences.

3 Capacity Development – institutional, technical and sectoral

To create a culture that is cognizant of coastal zone and ecosystem management and preservation and of the importance of ensuring equitable and sustainable use and development of coastal resources, by educating the citizenry about the integrated approach to coastal zone management.

POLICY OBJECTIVES

1 Governance Objectives

1.1 To ensure good governance through a coordinated and integrated approach to the management of Grenada’s coasts.

1.2 To ensure adequate levels of consultation with relevant Government technical agencies, public and private sector agencies, academia and other non-governmental agencies and stakeholders, regarding proposed developments in the coastal zone.

1.3 To encourage public participation and stakeholder involvement in the management and stewardship of the coastal zone.

1.4 To fulfill international and transboundary obligations related to the coastal zone.

2 Sustainability Objectives

2.1 To preserve and enhance the quality and health of coastal processes and ecosystems, ensuring that they can continue to perform ecosystem functions that are critical for sustaining livelihoods, preserving biodiversity (including protected and/or endangered flora and fauna) and protecting the coastal zone.

2.2 To facilitate optimal conditions for ecosystem restoration, rehabilitation and recovery.

2.3 To plan and manage development in the coastal zone in a way that reduces vulnerability and risk associated with coastal hazards such as tsunamis, hurricanes and coastal inundation, and to build resilience by introducing vulnerability and risk reduction measures into the coastal management process. Tsunamis are relevant to Grenada due to the seismically active Caribbean area, as well as the undersea volcano “Kick em Jenny” north of the mainland.

2.4 To prevent, reduce, or mitigate the discharge of pollutants into near-shore areas due to human activities.

3 Capacity Development Objectives

2.1 To develop the institutional, professional and technical capacity for integrated coastal zone management

3.2 To achieve a high level of public awareness and education about Integrated Coastal Zone Management (ICZM), planning and resource use.

3.3 To use a systematic approach in promoting education and awareness of the importance of coastal resources and encourage the use of best practices.

3.4 To minimise the potential for user conflicts in the coastal zone.
COASTAL ZONE MANAGEMENT ISSUES

- Marine pollution from land-based, marine-based and atmospheric sources – runoff from watersheds;
- Degradation of coastal mangroves due to inappropriate disposal of solid waste;
- Ecosystem degradation and increased coastal erosion due to beach sand mining;
- User conflicts in coastal areas;
- Inappropriate and/or unplanned installation of coastal protection structures or beach enhancement programmes;
- Removal of coastal vegetation, including sea grasses, that binds sediments and assists in prevention of beach erosion;
- Introduction of invasive species (such as the Lionfish which has currently invaded Grenada and much of the Caribbean region) that have devastating effects on coastal ecosystems and fisheries;
- Back-filling, dredging and land reclamation especially in mangrove areas to make way for commercial and residential development, and use of mangrove trees for fuel and other human requirements;
- Destabilization of coastal cliffs by inappropriate infrastructure.
The sea and the coasts are key drivers of a sustainable economy. Because of their outward-looking geography, ports and coastal communities are important resources for developing new ideas and innovation. This has opened up an opportunity for blue growth – an initiative to harness the untapped potential of Grenada’s oceans and coasts for jobs and economic growth. The potential is significant, provided the appropriate investments are made.

In a recent Caribbean Regional Fisheries Mechanism (CRFM) meeting, the Caribbean members were urged to reverse the decline in Aquaculture. In addition to the promotion of the fishing industry, Grenada sees this as an opportunity to become a Fisheries leader in the region and the world.

The following Blue Growth Economic Sectors are expected to play a dominant role in providing new jobs and alternative livelihoods: TOURISM, LEISURE, SERVICES, BUSINESSES, FISHERIES, SHIPPING, RESEARCH, ENERGY, HOUSING, EXPLORATION.

The blue economy also needs to be sustainable and to respect potential environmental concerns given the fragile nature of the marine environment. Grenada is committed to the preservation of significant area as Marine Protected Areas as well as its Terrestrial Protected Areas. From elfin forest to the mangroves to the coral reefs, from waterfalls to heritage sites that reflect Grenada’s culture through time, Grenadians have embraced these resources and shared them with visitors. Their protection for today and tomorrow is a national goal and an international commitment.

This commitment to natural conservation will be a major consideration in the identification of Blue Growth Incentive Zones that will be considered for Smart Growth development.

The approach to sustainability is rooted in the Triple Bottom Line: planning and design that creates financial, social and environmental benefit. This approach is intrinsically tied to human health and wellbeing. The design of buildings and campuses must address larger public health issues such as air quality, connections to nature, and activity levels.

**Sustainability** is not just about using less resources, it is about regeneration and resiliency. This principle may include producing as much or more energy on site than is used, cleaning and returning water to natural systems, turning waste into compost or energy, as well as using landscape design to clean the air, manage storm-water runoff and reduce heat island impacts. In addition, design for resilience will allow the campus to better function in the wake of a natural disaster, when conventional energy and water sources might be less available.

**Energy** at the building scale should consider strategies for passive design, energy efficiency and energy recovery should be considered. In addition, each project should explore the viability of renewable energy production on site, such as solar power, solar thermal hot water, geothermal, geothermal, wind, biofuel, and waste to energy strategies.

**Water** may be harvested from rainfall as well as mechanical condensate. Building gray-water and potentially also black water may be treated for reuse or infiltration through biological systems.

**Waste** considerations should be incorporated into a site-wide plan for waste reduction, waste recycling, composting, and waste to energy systems. In natural systems, there is no such thing as “waste”.

**Blue Growth Vision**

**SUSTAINABLE DEVELOPMENT APPROACH**
Grenada, Carriacou, and Petite Martinique have a land mass of over 400 square kilometers, and an exclusive sea area of over 26,000 square kilometers. Its extensive coastline and sea area offer significant resources for growing a Blue Economy. Opportunities for investment that are reflected in this document are based on Grenada’s Blue Growth Vision:

*to optimize the coastal, marine, and ocean resources to become a world leader and international prototype for Blue Growth and Sustainability*
Blue Growth Planning
Blue Growth Planning

PLANNING OBJECTIVES

The Government of Grenada desired a Blue Growth Investment Prospectus to generate investment, jobs, and growth. The Investment Prospectus is informed by this high-level coastal development master plan for Grenada, Carriacou, and Petite Martinique that outlines a “Blue Growth” and “Sustainable Nation” strategy.

Coastal communities have an opportunity to make the best use of land while protecting critical natural resources. As a result, a common set of overarching issues must be considered when managing growth and development.

The “Blue Growth” and “Sustainable Nation” strategy will outline an approach for development that will improve sustainable productivity at land and at sea so as to benefit the tourism sector, fishermen, farmers, agri-businesses, education and research. The blue economy must be sustainable and respects the marine environment.

The Blue Growth strategy should consider maritime clusters – groupings of industries, suppliers, and educational/research institutions that reinforce each other through their close proximity. Blue Growth focus areas will include Blue Energy, Fisheries, Aquaculture, Maritime and Coastal Tourism, Education, Ports and Marina Services, and Blue Biotechnology.

A “Smart Growth” strategy for urban planning should concentrate growth in development centers with mixed-use components. Open spaces, farmland, natural beauty, and critical environmental areas must be preserved and enhanced.

All of the Potential Opportunities should be evaluated and prioritized to determine which projects could be combined for greater efficiency and investor interest, and which projects would have the most spin-off development opportunities.

PLANNING PROCESS

Raymond Moldenhauer, Director of RM STRATEGIES and the Principal Strategic Planning Consultant, led the planning process and was responsible for the development of the report, coordination with Government Advisors and Government Consultants. He met with key stakeholders and private sector entities and community groups, toured the islands and potential sites, attended the Blue Growth Conference in Grenada, identified development alternatives, led planning workshops, and prepared and presented reports to Government for their review and approval.

Government Advisors confirmed the project goals and vision, reviewed the development of the planning alternatives, and approved the preferred direction that is documented in this report. Key Advisors included:

- Ambassador Angus Friday
- Senator Simon Stiell

Consultations with key Government Counterparts provided critical data and input into the process in order to assure that the report is comprehensive and addressed the key planning issues. Key Government Counterparts included:

- Patricia Clarke – Foreign Affairs
- Merina Jessemy – Agriculture, Environment
- Timothy N.J. Antoine – Finance, Planning, Economic
- Arlene Buckmire-Outram – Tourism
- Marilyn Austin-Cadore – Fisheries
The planning process included 3 stages of development:

**STAGE A   Data Gathering, Stakeholder Meetings, Vision**
- Island tours and meetings in Grenada with key Stakeholders
- Gather planning data (topographic, infrastructure, demographics, planning, photos,...)  
- Gather previous master plans and coastal development plans, as well as information on Legacy Projects, Existing Projects, and Planned Projects (to the extent that these are readily available).
- Discuss planning, infrastructure, and sustainability issues that a master plan must address with Key Stakeholders, Government Advisors and Counterparts, Consultants, and where feasible, community leaders.
- Prepare a preliminary report that summarizes key findings

**STAGE B   Developing Blue Growth Planning Options**
- Prepare preliminary planning concepts for key Blue Growth Development Zones
- Review preliminary planning concepts with Key Stakeholders, Government Advisors and Counterparts during planning workshops in Grenada  
- Determine high priority initiatives and potential Government Blue Growth Policies
- Prepare a preliminary report that summarizes key conclusions

**STAGE C   Documenting the Final Blue Growth Master Plan**
- Refine planning concepts for High Priority Development Zones in Grenada, Carriacou, and Petite Martinique
- Develop Market Sector Investment Prospectuses
- Prepare the final report and presentation
- Present the Blue Growth Conceptual Coastal Master Plan to Government and key Stakeholders

Additional Key Stakeholders that participated in planning meetings and workshops provided insight and assisted in the evaluation of alternative development options. Key Stakeholder Participants included:

- Minister Roland Bhola – Agriculture/ Fisheries/Environment
- Raphael Joseph – Foreign Affairs
- Dieter Rothenberger – GIZ
- Andre Joseph Witzig – GIZ
- Ronald Theodore – GIDC
- Gerlinde Seupel – GHTA
- Jennifer Alexis – Ethical Ideas
- Fitzroy James – Economic Development
- Roland Balder – Fisheries/MPA
- Anthony Jeremiah - Agriculture/ Fisheries/Environment
- Kirl Hoschtialtek - Tourism
- Aiden Forteau - Agriculture/ Fisheries/Environment
- Daniel Lewis - Agriculture/ Fisheries/Environment
- Rolf Hoschtialtek – Discover Grenada
- Robin Swaisland - Envisionation
- John Hare – Sustainable Nation Development
- Nikoyan Roberts – GTA, Nautical Development
- Minister Alexandra Ottway-Noel – Implementation
- Fabian Purcell – Physical Planning Unit
- Ian Evans – Port Authority
- Maxine Welsh – Environment
- Eva Wuttage – GIZ
- Timothy Antoine – Economic & Technical Group
- Marc DeCaul – Grenada Sailing Week
- Zaidy Khan – UN Fellow
Blue Growth Planning

MARINE ECONOMIC SECTORS

The following ocean-related economic activities are included in the context of the proposed Blue Growth Development Incentive Zones:

MARINE TOURISM
Marine Tourism will include all travel accommodation facilities from Guest Houses to Boutique Hotels to 5 Star Hotels, as well as Cruise Ship accommodations, and amenities including Restaurants, Conference Centers, Fitness Centers, Casinos, and Retail Shops.

MARINE LEISURE
Marine Leisure will include all ocean based recreational activities and facilities to accommodate Fishing, Boating, Scuba Diving, Snorkeling, Surfing, Kayaking, Hiking and Educational Excursions and other water and/or coastal activities.

MARINE SERVICES
Marine Services are all businesses and facilities that support Yachting such as Marina Slips, Boat Services and Storage, Fuel, Food, and Supplies, Laundry, and other amenities that boaters desire and seek out.

MARINE BUSINESSES
Marine Businesses include all economic activity and facilities related to the boating industry such as Boat Building and Manufacturing, Boat Financing and Insurance, Boat Registration, Boat Chartering, etc.

MARINE FISHERIES
Marine Fisheries includes facilities such as Fishing Fleet Docks, Moorings and Slips, Fish Processing and Ice Plant, Fish Markets, and Transport Facilities. It also includes facilities for all Aquaculture activities either in the water or on land.

MARINE SHIPPING
Seaport Terminal activities and facilities include Container Ship Dockage and Container Storage, General Purpose Cargo Terminal, Refrigerated Cargo Terminal, and a Foreign Fee Trade Zone.

MARINE RESEARCH
Marine Research into the potential benefits from the ocean’s biological resources and unique environment can foster research activities by academic, private, government and international institutions. Spin-off activities include the production of Pharmaceuticals.

MARINE ENERGY AND ENVIRONMENT
Marine Energy includes the harnessing of renewable energy from the waves, wind, and sun. It also includes Deep Ocean Water Applications such as sea-water air-cooling for commercial and industrial buildings, as well as potential waste to energy projects. Water management and desalination of sea water are also critical activities.

MARINE HOUSING
Marine Housing includes all community housing developments that occur along the coastal waters. The developments will range from individual homes to villas and multi-family apartment complexes. They may be associated with a marina or waterfront.

MARINE EXPLORATION
Marine Exploration includes the exploration of the Seabed for Hydrocarbons and Minerals, Marine Extraction, Marine-related Environmental Services, and other technical, legal, and financial services required for the exploration activities.
Blue Growth Planning

GRENADA’S MARKET ADVANTAGE

Grenada’s strategic location in the world offers a number of significant factors that will play into the development of a successful Blue Growth Economic Plan:

- Grenada is located in close proximity to both North and South America with convenient access to/from major cities throughout the world.
- Grenada has an exclusive economic zone of over 10,000 square miles.
- Grenada is the Gateway to the Grenadine Islands and the best sailing in the Caribbean.
- Grenada is one of the most politically stable countries in the region
- Grenada’s infrastructure is good and supportive of investors
- Grenada has excellent Port facilities and an International Airport

Grenada has also achieved Global recognition for the following Blue Growth Activities:

FIRST UNDERWATER SCULPTURE PARK IN THE WORLD
- The underwater park has been acclaimed by National Geographic one of the “Top 25 Wonders of the World"

TOP DIVING DESTINATION IN THE CARIBBEAN
- Scuba Dive Magazine cited Grenada as the Top Diving Destination in the Caribbean for Advanced Diving and Wreck Diving

THE MOST ACTIVE UNDERSEA VOLCANO IN THE REGION
- Kick Em Jenny, the site of the first shallow vent biological communities ever found, is being studied by leading institutions from around the world.

The islands of Grenada, Carriacou, and Petite Martinique are abundant with unspoiled landscapes and beaches, warm clear water, and sunny blue skies - making it a major Caribbean tourist destination. The charming villages, towns, and harbors reflect the maritime heritage. In addition to providing berths for large cruise ships, Grenada is a major destination point for private yachts and mega yachts. Grenada is also home to St. George’s University, the leading academic center in the Caribbean.
Blue Growth Planning

CURRENT INVESTMENT PROJECTS

There is a significant number Blue Growth Projects that are currently in the construction or advanced planning and design stages:

A - CARRIACOU RESORT MARINA DEVELOPMENT
A new Marina and Resort development is currently under construction at Tyrrel Bay, Carriacou.

B - LEVERA RESORT DEVELOPMENT
The Resort Development is being planned to include Hotels, Villas, and Golf Course.

C - BACOLET BAY HOTEL AND SPA RESORT
The Spa Resort is being planned for a Spa Hotel, Villas, and Restaurant.

D - CLARKE’S MARINA DEVELOPMENT
The New Zealand-based developer is investing $30 million in the expansion of the Clarkes Court Bay Marina in Grenada in order to develop a “world-class marina.”

E - MOUNT HARTMAN RESORT DEVELOPMENT
A Chinese developer is currently in the detailed design stages for a $2 Billion Resort on the Mount Hartman Estate property.

F - SECRET HARBOR RESORT MARINA DEVELOPMENT
Current planning includes a Marina expansion and the development of a Resort Hotel and Villas.

G - SAWIRIS HOTEL DEVELOPMENT
A five-star hotel is now under construction at the former Silver Sands Hotel site on Grand Anse Beach North.
DEVELOPMENT INCENTIVE ZONES

Specific Development Incentive Zones in Grenada, Carriacou, and Petite Martinique have considered the following factors:

- Development must be in harmony with the Marine Protected Areas
- Development must enhance the existing Cultural Characteristics and Activities of the area and promote its strengths in the Global Market

The following nine Development Incentive Zones have been identified along with a specific Blue Growth Focus:

1. **PETITE MARTINIQUE** - Focus on Marine Services and include marinas and marina housing communities.

2. **CARRIACOU** - Focus on Boutique Tourism and include marinas, boutique resorts, and marina housing communities.

3. **NORTHERN GRENADA/RONDE** - Focus on Ocean Research and include satellite research facilities, marinas, and boutique resorts.

4. **VICTORIA** - Focus on Eco Tourism and include guest houses, commercial, and retail specialty centers.

5. **GOUYAVE** - Focus on Fisheries & Aquaculture and include fishing fleet marinas, fish processing, and fishing village commercial/retail.

6. **ST. GEORGE’S/GRAND ANSE** - Focus on Global Tourism and include resort hotels, casino, conference center, tourism center, sports center, and medical tourism.

7. **SOUTHERN GRENADA** - Focus on Science and Technology and include SGU program growth and expansion, new national teaching hospital, and new international business ventures.

8. **SOUTHEAST GRENADA** - Focus on Retirement Residential and include marina housing communities, and boutique resorts.

9. **GRENVILLE** - Focus on Shipping & Industry and include the relocation of the St. George’s Port, free trade industrial zone and cargo air terminal.
Blue Growth Development will be supported by the following marine transportation projects:

**DUMFRIES AIRPORT**
The current airport runway in Carriacou does not allow for larger commercial jets to land and take-off. The relocation of the airport to Dumfries will allow for direct commercial flights to Carriacou, which will increase tourism and also open up land for the development of other economic activities including a Commercial Center, Fishing Village, Aquaculture Center and Marine Housing.

**WEST COAST FERRY SERVICE**
The Blue Growth Master Plan promotes the expansion of the current Ferry Service from St. George’s to Hillsborough, Carriacou, and on to Town Dock in Petite Martinique to include Sandals, Gouyave, Victoria, and Sauteurs.

**EAST COAST HIGHWAY**
With the relocation of the port to Grenville, a new East Coast Highway will be built to move goods and services to St. George. This would also open up additional land along the Southeast Coast for the development of additional marine residential communities on the numerous peninsulas. A second phase of an East Coast Highway may include a Northeast Highway from Grenville to Sauteurs.

**ST GEORGE’S HARBOR WATER TAXI SERVICE**
As St. George’s Harbor is developed, a new market for regular scheduled water taxis would connect the Cruise Ship Esplanade, with Portofino, the Carenage, the proposed Central Harbor Development, the Lagoon, Port Louis Marina, and finally around the corner to the Port Louis Phase 2 development project.

**INTER-ISLAND FERRY SERVICE**
An Inter-Island Ferry Service might also be developed to include Trinidad, Union Island, St. Vincent, St. Lucia, Martinique, Dominica, and Barbados.
With the relocation of the port to Grenville, a new East Coast Highway will be built to move goods and services to St. George. This would also open up additional land along the Southeast Coast for the development of new marine residential communities on the numerous peninsulas. A second phase of an East Coast Highway may include a Northeast Highway from Grenville to Sauteurs.
Blue Growth Planning

BLUE GROWTH CENTERS OF EXCELLENCE
Nine focused Blue Growth Marine Centers of Excellence will promote Grenada in both the Caribbean and Global Market:

1 MARINE SERVICES
Development of new Full Service Marinas on Petite Martinique and Carriacou will enhance their strategic location as a “Gateway to the Grenadines” and southern safe-haven during the hurricane season. New jobs will help to boost the economy in those areas and allow residents to pursue work without having to leave the islands,

2 BOUTIQUE TOURISM
New smaller-scale Resort Hotels with high-end amenities will help to increase the International Tourism Business to northern Grenada, Carriacou, and Petite Martinique. The relocation of the existing Lauriston airport in Carriacou to Dumfries, with a longer runway that will accommodate commercial airlines, will open the door for new tourism opportunities.

3 MARINE RESEARCH
Northern Grenada, with access to the pristine ocean waters surrounding Ronde Island, the Leatherback Turtle nesting area near Levera, and the submerged volcano - Kick Em Jenny just off shore, should establish itself as the base of operations for significant Marine Research into the potential benefits from the ocean’s biological resources and unique environment. Facilities that foster research activities by academic, private, government and international institutions could include: Ocean Life Research, Turtle Research, and expanded Submarine Volcano Research.

4 ECO TOURISM
With its close proximity to Mount St. Catherine, the highest mountain peak in Grenada, and to numerous waterfalls, Victoria is a prime location to promote Eco Tourism in Grenada. The scenery is breathtaking and the flora and fauna of the rain forest would be major draws for hikers. Development will highlight activities centered on Healthy People and a Healthy Planet, including Renewable and Efficient Energy.

5 FISHERIES/AQUACULTURE
The village of Gouyave is the “Fishing Capital of Grenada” and host to weekly “Fish Friday” festivals. Development here will further promote the fishing industry in Grenada with increasing exports to North America and Europe. Caribbean Regional Fisheries Mechanism (CRFM) members were also recently urged to reverse the decline in Aquaculture. In addition to the promotion of the fishing industry, new development should advance Gouyave as a Fisheries and Aquaculture leader in the region.

6 GLOBAL TOURISM
The southwest quadrant of Grenada, with the international airport and cruise ship terminal will further promote development that will focus on Grenada as a World-Class Tourism Center for Hospitality, Education, Medical Care, and Sports. New facilities that will enhance the global market image include a Grand Anse Tourism Center, Medical Tourism Hospital and Wellness Campus, Hotel/Casino, Regional Sports Center and Village, and the site for the proposed Blue Growth and Oceans Governance Institute.

7 SCIENCE AND TECHNOLOGY
This area, with proximity to the airport, major businesses in St. Georges, and St. Georges’s University, is envisioned as a high-tech knowledge corridor for new international ventures and services in concert with the proposed new Google partnership.

8 COASTAL RESIDENTIAL
The southeast coast of Grenada, with numerous peninsulas and protected coves, is ideal for the development of Marina Communities for residents as well as retired expats. The developments will range from individual homes to villas and multi-family apartment complexes.

9 SHIPPING & INDUSTRY
Relocation of the Port to Grenville, in conjunction with a Free Trade Industrial Zone and Cargo Air Terminal, will increase Grenada’s role in the Shipping Industry as well as to allow the development of light industrial activities and other new economic opportunities for Grenada’s east coast.
GLOBAL TOURISM INCENTIVE ZONES

The following areas and programs have been identified for the development of projects that promote Global Tourism:

ST. GEORGE’S NATIONAL SPORTS CENTER
- Sport Facilities
- Resort Hotel
- Housing

ST. GEORGE’S HARBOR
- Resort Hotels
- Hotel/Casino
- Restaurants/Retail Shopping
- Mega Yacht Births
- Marina Housing
- Fishing Village and Marina

GRAND ANSE TOURISM CENTER
- Resort Hotels
- Conference Center Hotel
- Family Tourism Entertainment Center
- Restaurants/Retail Shops/Theater
- Blue Innovations Institute
- Coral Restoration Institute

MORNE ROUGE MEDICAL TOURISM CENTER
- National Teaching Hospital
- Medical Tourism Hospital
- Medical Research
- Spa and Wellness Center
- Sports Rehabilitation Center
- Mental Health Rehabilitation Center
BOUTIQUE TOURISM INCENTIVE ZONES

The following areas and programs have been identified for the development of projects that promote Boutique Tourism:

HILLSBOROUGH, CARRIACOU
- Resort Marina
- Resort Hotel

LAURISTON, CARRIACOU
- Resort Marina
- Resort Hotel
- Resort Villas
- Beach Club
- Water Sports Pavilion
- Beach Bar and Grille
- Tennis Club

SAUTEURS, GRENADA
- Resort Marina
- Yacht Charter Hotel
- Yacht Charter Villas
- Restaurant
- Ferry Dock

LEVERA, GRENADA
- Resort Hotel
- Resort Villas
- Restaurant

VICTORIA, GRENADA
- Eco Tourism Visitors’ Center
- Eco Commercial/Retail
- Restaurant
- Guest House
- Ferry Dock
FISHERIES/AQUACULTURE INCENTIVE ZONES

The following areas and programs have been identified for the development of projects that promote the expansion of the fishing industry:

HILLSBOROUGH, CARRIACOU
- Fishing Village
- Fishing Fleet Marina
- Fish Market
- Fish Processing Plant
- Aquaculture Plan
- Special Event Grounds
- Ferry Dock

GOUYAVE, GRENADA
- Fishing Village
- Fishing Fleet Marina
- Fish Market
- Fish Processing Plant
- Aquaculture Plan
- Special Event Grounds
- Ferry Dock

ST. GEORGE’S, GRENADA
- Fishing Village
- Fishing Fleet Marina
- Fish Market
- Fish Processing Plant
- Aquaculture Plan
- Special Event Grounds
MARINE SERVICES INCENTIVE ZONES

The following areas and programs have been identified for the development of projects that promote the expansion of Marine Services:

TOWN DOCK, PETITE MARTINIQUE
- Regional Marina (Grenadines)
- Marine Service Yard

WEST POINT, PETITE MARTINIQUE
- Community Marina

HILLSBOROUGH, CARRIACOU
- Fishing Fleet Marina

HILLSBOROUGH, CARRIACOU
- Resort Marina

WINDWARD, CARRIACOU
- Boat Yard Marina

SAUTEURS, GRENADA
- Community Marina

GOUYAVE, GRENADA
- Fishing Fleet Marina

ST. GEORGE’S, GRENADA
- Fishing Fleet Marina
Blue Growth Planning

COASTAL RESIDENTIAL INCENTIVE ZONES

The following areas and programs have been identified for the development of projects that promote new Coastal Residential Communities:

WEST POINT, PETITE MARTINIQUE
- Community Marina
- Residential Villas
- Residential Apartments
- Community Club House and Pool
- Commercial/Retail/Restaurant

TYRREL BAY, CARRIACOU
- Community Marina
- Residential Villas
- Residential Apartments
- Community Club House and Pool
- Commercial/Retail/Restaurant

LEVERA, GRENADA
- Community Marina
- Residential Villas
- Residential Apartments
- Community Club House and Pool
- Commercial/Retail/Restaurant

SOUTHEAST COAST, GRENADA
- Community Marina
- Residential Villas
- Residential Apartments
- Community Club House and Pool
- Commercial/Retail/Restaurant
SHIPPING & INDUSTRY INCENTIVE ZONES

The following areas and programs have been identified for the development of projects that promote the relocation of the Port and expansion of Industry:

GRENVILLE, GRENA DA
- New Port (relocated from St. George’s Harbor)
- Free Trade/Industrial Development
- Port/Industrial Housing
- Regional Cargo Air Terminal
- Waste to Energy Plant

HALIFAX, GRENA DA (ALTERNATIVE PORT LOCATION)
- New Port (relocated from St. George’s Harbor)
- Free Trade/Industrial Development
- Port/Industrial Housing
- Regional Cargo Air Terminal
- Waste to Energy Plant

Additional Due Diligence Studies are required to determine the best location for the relocation of the St. George’s Port.

The Grenville location is convenient to the major shipping lane between Grenada and Trinidad Tobago. A Brazilian sponsored Free Trade Zone and Industrial Development would potentially lead to increased shipping to/from South America.

The Halifax location would offer calmer waters and could be combined with the Waste to Energy Plant.
Blue Growth Strategic Projects
Petite Martinique
The Government of Grenada is encouraging project investment into specific designated areas in Petite Martinique via Public Private Partnerships, and/or Private Development. Special Blue Growth Development Incentives will be provided for these strategic projects:

- P1a  Town Dock Service Marina
- P1b  West Point Marina Community

Preliminary Design Concepts have been developed for Strategic Projects in order to best convey the vision to Investors. These diagrams and benchmark images are indicative of the desired project scope and scale, but are not final designs. The Investor is invited to discuss alternative concept plans and/or a project scale that may better meet their Financial Pro Forma.
Town Dock Service Marina

**PROJECT SITE**
- Town Dock Open Field: 2.25 Acres
- Private Waterfrontage: .75 Acres

**CURRENT LAND OWNERSHIP**
- Government (open field)
- Private (waterfront Lots)

**PROGRAM AREA**
- Marina: 60 Slips
- Boat Yard: 2.25 Acres
- Buildings: 10,000 SF
- Parking: 40 Cars
- Guest House: TBD

**PRELIMINARY PROJECT COSTS**
- Construction: US$ 7 - 10 M
- Project Costs: US$ 2 - 3 M
- US$ 9 - 13 M

**PROJECT DESCRIPTION**

The Blue Growth Development Zone for Marine Services will include the area from the Open Field north of the Town Dock and all of the adjacent beach frontage.

Consideration will be given for the relocation of the School Play Field in order to utilize this site to create a major Grenadines Marine Service Center. In addition to a new marina with travel hoist, additional boating facilities will include a Boat Yard, Laundry, Ship’s Store, and small Boutique Hotel or Guest House.

This functional development will enhance the Town Dock image and be more inviting to the significant number of boaters who frequent the Grenadines’ waters.
West Point Marina Community

PROJECT SITE
- Open Land South of Town Dock 10 Acres
- Protected Cove

CURRENT LAND OWNERSHIP
- Private

PROGRAM AREA
- Marina 80 Slips
- Marina Housing 160 Units
- Marina Club House 5,000 SF
- Commercial Buildings 15,000 SF

PRELIMINARY PROJECT COSTS
- Construction US$ 50 - 60 M
- Project Costs US$ 10 - 12 M
- US$ 60 - 72 M

PROJECT DESCRIPTION

The Blue Growth Development Zone for Marina Housing will include the area around the cove north of Petite Martinique’s West Point.

A new Marina Community Development would include an 80 slip marina, Club House and pool, restaurant and water sports center. 160 Housing Units (1,2 and 3 bedroom apartments) would average 1,000 SF per unit.

This development might also be a possible second area location for a Jean-Michael Cousteau Dive Center, who just recently opened a Dive Shop on Petite St. Vincent.
Carriacou
The Government of Grenada is encouraging project investment into specific designated areas in Carriacou via Public Private Partnerships, and/or Private Development. Special Blue Growth Development Incentives will be provided for these strategic projects:

- C2a Windward Boat Yard Marina & Village
- C2b Hillsborough Fishing Village/Resort
- C2c Lauriston Resort

Preliminary Design Concepts have been developed for Strategic Projects in order to best convey the vision to Investors. These diagrams and benchmark images are indicative of the desired project scope and scale, but are not final designs. The Investor is invited to discuss alternative concept plans and/or a project scale that may better meet their Financial Pro Forma.
Windward Boat Yard Marina & Village

PROJECT SITE
- Windward waterfront 8.0 Acres
- Reclaimed land 1.5 Acres

CURRENT LAND OWNERSHIP
- Grenada Port Authority (Ferry Dock)
- Private

PROGRAM AREA
- Boat Yard Marina 50 Slips
- Boat Building 10,000 SF
- Boat Museum 5,000 SF
- Commercial/Retail 24,000 SF
- Restaurant 4,000 SF
- Boat Sheds 4,500 SF

PRELIMINARY PROJECT COSTS
- Construction US$ 17 - 19 M
- Project Costs US$ 2 - 3 M
- US$ 19 - 22 M

PROJECT DESCRIPTION
The Blue Growth Development Zone will include the coastal frontage and the strip of land on the opposite side of the main road west of the Windward Dock for development of an expanded Boat Building industry. In order to further promote the boat building tradition of Carriacou, the creation of a Boat Building Village and Museum should be considered. This would make Windward a better tourist destination and event center.

The village could include a completed boat on display (and for sale), museum, retail, and restaurant, along with a path that takes you to multiple boat building sites to see the work in progress. Potential Boat Buyers from the Caribbean would also be able to meet with the builders and review the types of boats and options they would like. A new Marina and reclaimed land will accommodate a new boat yard.
**Hillsborough Fishing Village/Marina Resort**

**PROJECT SITE**
- Existing Hillsborough Dock
- Former Hotel Site 3.5 Acres

**CURRENT LAND OWNERSHIP**
- Grenada Port Authority (Dock)
- Private (Hotel Site)

**PROGRAM AREA**
- Fishing Fleet Marina 40 Slips
- Resort Marina 40 Slips
- Resort Hotel 82,000 SF
- Resort /Marina Parking 60 Cars
- Ferry Dock
- Waterfront Market
- Special Event Grounds

**PRELIMINARY PROJECT COSTS**
- Construction US$ 30 - 35 M
- Project Costs US$ 8 - 10 M
- US$ 38 - 45 M

**PROJECT DESCRIPTION**

The Blue Growth Development Zone includes Historical Hillsborough and the adjacent coastal land north of the public beach. A new Resort Marina north of the Public Beach will enhance the image of Hillsborough as a major tourist destination. A new Fishing Marina just south of the Public Beach will enhance Hillsborough’s cultural heritage and promote the growth of the town as a charming Fishing Village.

In addition to the new restaurant and Boutique Hotel that is being constructed on the south end of Hillsborough Beach, the former hotel site on the north end of the beach is a prime location for a new and expanded Resort Hotel and Resort Marina. A new Fishing Marina would replace the existing dock. This would allow the Ferry Boats to return to Hillsborough.

The current local market could be relocated to open to the main street, with access to the beach and sea and directly linked to a special cultural event grounds at the current market site.
Lauriston Resort

**PROJECT SITE**
- Lauriston Airport Site 100 Acres

**CURRENT LAND OWNERSHIP**
- Government

**PROGRAM AREA**
- Resort Hotel 200 Rooms
- Resort Villas 192 Units
- Beach Club 10,000 SF
- Beach Pavilions 3,000 SF
- Tennis Pavilion 3,000 SF

**PRELIMINARY PROJECT COSTS**
- Construction US$ 200 - 250 M
- Project Costs US$ 50 - 60 M
  US$ 250 - 310 M

**PROJECT DESCRIPTION**

The Blue Growth Development Zone includes the site of the existing Lauriston Airport, which is being relocated to Dumfries. This site would lend itself to a full range of Resort facilities and features a sand beach and mangrove wetlands.

A Boutique Hotel of up to 200 rooms would occupy the site of the current airport terminal, and have direct access to the south end of Hillsborough Beach. 16 four-story villas, with 12 units each, would be located in three areas: along Paradise Beach, Hillsborough Beach, and the existing runway.

A Beach Club and Pool would be located with direct access to Paradise Beach. The mangrove wetlands would be preserved and have access only via a Kayak Launch that will be located near the Water Sports Pavilion and Dock. Other Resort amenities include a Tennis Pavilion with 4 courts, and a Beach Bar & Grille near the Resort Hotel.
The Government of Grenada is encouraging project investment into specific designated areas in Grenada via Public Private Partnerships, and/or Private Development. Special Blue Growth Development Incentives will be provided for these strategic projects:

- G3a  Sauteurs Marina/Charter Hotel
- G3b  Levera Beach Resort
- G4a  Victoria Eco Tourism Center
- G5a  Gouyave Fishing Village
- G6a  National Sports Center
- G6b  Esplanade Fishing Village
- G6c  North Harbor Hotel/Casino
- G6d1 Central Harbor Mixed-Use Village
- G6d2 Central Harbor Blue Growth Institute
- G6d3 Central Harbor Hotel/Conf. Center
- G6d4 Central Harbor World Trade Center
- G6e  South Harbor Maritime Village
- G6f  The Carenage Cultural Centers
- G6g  Grand Anse Tourism Center
- G6h  Blue Innovations Institute & Coral Restoration Institute
- G6i  Morne Rouge Health Center

Preliminary Design Concepts have been developed for Strategic Projects in order to best convey the vision to Investors. These diagrams and benchmark images are indicative of the desired project scope and scale, but are not final designs. The Investor is invited to discuss alternative concept plans and/or a project scale that may better meet their Financial Pro Forma.
Levera Beach Resort

PROJECT SITE
• Levera 400 Acres

CURRENT LAND OWNERSHIP
• Private

PROGRAM AREA
• Boutique Hotel 80 Rooms
• Hotel Villas 60 Units
• Restaurants 6,000 SF
• Clubhouse 4,000 SF

PRELIMINARY PROJECT COSTS
• Construction US$ 90 - 100 M
• Project Costs US$ 20 - 25 M
• US$ 110 - 125 M

PROJECT DESCRIPTION
Levera is a 400-acre site with sweeping views of the Eastern Caribbean Sea and Southern Grenadine Islands. The site contains a spectacular white-sand beach fringed by palm trees, and dramatic natural topography that reaches an elevation of 800 feet.

Located on Grenada’s relatively undeveloped northeast coast, the location is ideal for a secluded, intimate getaway, yet easily accessible from the islands international airport, 90 minutes drive away.

Adjacent to the property is the Levera National Park, an important wildlife habitat with an extensive mangrove swamp. The beach at Levera is an important breeding ground for marine turtles which travel thousands of miles to return to their place of birth to lay their eggs.
Sauteurs Marina & Yacht Charter Hotel

PROJECT SITE
- Reclaimed Land 10.0 Acres

CURRENT LAND OWNERSHIP
- N/A

PROGRAM AREA
- Marina 65 Slips
- Yacht Charter Hotel 40 Rooms
- Resort Villas 8 Units
- Restaurant 2,000 SF
- Commercial 10,000 SF
- Parking 68 Cars
- Ferry Dock

PRELIMINARY PROJECT COSTS
- Construction US$ 30 - 35 M
- Project Costs US$ 7 - 9M
- US$ 37 - 44 M

SAUTEURS, GRENADA

PROJECT DESCRIPTION
The Blue Growth Development Zone for this specialty marina includes reclaimed land adjacent to Sauteurs and below Caribs leap. The marina project will include 65 slips and accommodate a Ferry Terminal for the new ferry stop.

The strategic location on the north coast of Grenada would provide protected slips and immediate access to the Grenadines. A 40 room specialty Yacht Charter Hotel with restaurant would occupy the reclaimed land opposite the marina. 8 Resort Villas would ring the perimeter of the land mass with views to Ronde Island.

Two commercial buildings opposite the ferry stop would house a Ferry Terminal as well as other commercial and/or retail businesses.

An extension of the south shore would provide additional protection for the new harbor. The space would be used for community picnics and special gatherings or events.
The Blue Growth Development Zone for Eco-Tourism includes the open land south of the St. Catherine River in Victoria. This gateway site to Victoria would lend itself to the promotion of the area as a major Eco-Tourism destination.

Hikers would be able to use this site as their base for the steep climb to the top of Mount St. Catherine, the highest mountain peak in Grenada. From here they would also pick up guided tours to Tufton Hall Waterfall, the largest waterfall on the island. Reaching nearly one-hundred feet long, this massive waterfall falls in a series of cascades that creates a site of immense beauty and a sound that emanates the beauty of the surroundings. Tucked away in jagged terrain and forests, Tufton Hall Falls is surrounded by green trees and covered with grey and brown rocks. The ground takes after the mountainous region, and the constant drops and inclines will leave any hiker breathing heavy and longing for the crisp pool that awaits them at the falls.
Victoria Eco Tourism Center

PROJECT SITE
- Land South of St. Catherine River 3 Acres

CURRENT LAND OWNERSHIP
- Private

PROGRAM AREA
- Ferry Terminal 1,000 SF
- Eco Visitors Center 3,000 SF
- Commercial 3,000 SF
- Restaurant 3,000 SF
- Guest House 6,000 SF
- Parking 32 Cars
- Ferry Dock

PRELIMINARY PROJECT COSTS
- Construction US$ 3 - 4 M
- Project Costs US$ 0.5 - 1 M
  US$ 4 - 5 M

PROJECT DESCRIPTION
The Blue Growth Development Zone for Eco-Tourism includes the open land south of the St. Catherine River in Victoria. This gateway site to Victoria would lend itself to the promotion of the area as a major Eco-Tourism destination. It would also be the site for a new Ferry Dock and Terminal as part of the expanded West Coast Ferry Service.

An Eco-Tourism Visitor Center would be located adjacent to the new Ferry Terminal. An Eco-based commercial development would be located on the opposite side of Queen’s Street and include a Restaurant, Retail Shop and Guest House. Hikers would be able to use this site as their base for day excursions to Mount St. Catherine, the highest mountain peak in Grenada as well as for guided tours to Tufton Hall Waterfall, the largest waterfall on the island.
Gouyave Fishing Village

PROJECT SITE
- Area surrounding the Fish Market: 1.5 Acres
- Reclaimed Land north of Dock: 2.0 Acres

CURRENT LAND OWNERSHIP
- Government (Fish Market/Parking)
- Private (Adjacent Land)

PROGRAM AREA
- Marina: 40 Slips
- Event Grounds: 2 Acres
- Event Pavilions (7): 4,000 SF
- Retail: 3,000 SF
- Fish Processing Center: 7,500 SF
- Parking: 50 Cars
- Ferry Dock

PRELIMINARY PROJECT COSTS
- Construction: US$ 9 - 12 M
- Project Costs: US$ 1 - 2 M
- US$10 - 14 M

PROJECT DESCRIPTION
The Blue Growth Development Zone for Fisheries and Aquaculture includes the land adjacent to the existing dock as well as reclaimed land north of the dock.

The creation of a fishing fleet marina will allow the existing fish market to expand processing and transporting of fish. A larger Fish Processing Plant would occupy the site of the current parking lot. Other facilities would include Retail as well as a Seafood Restaurant.

In order to open up more of Gouyave to the Sea and further promote its heritage as the Fishing Center for Grenada, an area north of the dock would be reclaimed in order to create an Event Grounds with Event Pavilions. This will allow “Fish Friday” to move to this oceanfront location adjacent to the new Fishing Village.

Consideration might also be given to the development of an Aquaculture Processing Center in this area or nearby.
The area fronting on Grand Anse Bay from the National Stadiums to Quarantine Point has been designated as a major “Global Tourism” region for continued Blue Growth development.

An expanded Sports Center is planned to include new facilities for Tennis, Gymnastics, Aquatics, as well as a Sports Resort and Sports Housing.

Three major “Anchor Projects” are envisioned for St George’s Harbor development of the large North, Central and South Harbor parcels of land.

Key properties along Grand Anse Beach as well as the adjoining land provide opportunities for accommodating a large-scale conference venue as well as additional family oriented facilities.

Medical Tourism would dramatically increase the Tourism market in Grenada with the development of a comprehensive Health and Wellness Center at Morne Rouge.

And the Quarantine Point site offers a unique opportunity to advance blue growth and research with the siting of the Blue Innovations Institute as well as the Coral Restoration Institute, with the Grand Anse Reef just off shore.
National Sports Center & Sports Village

PROJECT SITE
- National Stadium Site 37 Acres
- Adjacent Land 20 Acres
- Reclaimed Land 16 Acres

CURRENT LAND OWNERSHIP
- Government (National Stadium Site)
- Private (Adjacent Land)

PROGRAM AREA
- Tennis Pavilion 12,000 SF
- Field House 50,000 SF
- Aqua Center 36,000 SF
- GNSA Offices 10,000 SF
- Hilltop Housing 200 Units
- Resort Hotel 120 Rooms
- Practice Field/Special Event Grounds

PRELIMINARY PROJECT COSTS
- Construction US$ 110 - 130 M
- Project Costs US$ 30 - 40 M
- US$ 140 - 170 M

PROJECT DESCRIPTION
The Blue Growth Development Zone for the Sports Village Tourism Center includes the existing National Stadium grounds as well as the adjacent hilltop land. In addition, it is envisioned that reclaimed land along the coast would provide key waterfrontage for the enhanced sports complex.

A new Tennis Pavilion and Courts, Indoor Field House and Gymnasium, and Aqua Center with Olympic Swimming Pool and Diving Pool will provide the additional sports venues to make this site the premier sports center in the Caribbean. A Sports Village and Resort Hotel would be developed on the reclaimed land north of the river. Housing would be developed on the hilltop.

A Special Event Grounds and Practice Field would be developed on reclaimed land south of the river. This lighted site would be available for the community to utilize on a daily basis for multiple sports activities.
National Sports Center & Village
St. George’s

THE TRANSFORMATION OF ST. GEORGE’S

The Blue Growth vision for St. George’s Harbor takes advantage of three very prominent sites:

NORTH HARBOR
This elevated site at the entrance to the harbor is currently occupied by the National Hospital that will be relocated to a new Health and Wellness Campus at Morne Rouge Bay. It would be ideal for the development of a five star hotel and casino along the cliff and terracing down to the harbor, taking on a character reminiscent of Monaco.

CENTRAL HARBOR
The Central Harbor site is the heart of the harbor experience and would be ideal for a high density mixed use marine project. The prominent site should become the focus for St. George’s and a symbol for Grenada in the global tourism market. A very “iconic” building is envisioned for this site as a home for the Blue Growth and Ocean Governance Institute, a Five Star Hotel, or perhaps a World Trade Center.

SOUTH HARBOR
This elevated site, together with the North Harbor cliffs, forms a “gateway” into St. George’s Harbor. The site is being planned for the second phase in the development of Port Louis as a Maritime Village Haven and Mega Yacht Marina and will include a hotel, townhomes, apartments, villas and private home sites.

The three anchor projects will transform St. George’s into one of the most desirable destinations in the Caribbean. Their success are also expected to create numerous spin-off development opportunities around The Carenage for new commercial, retail and restaurants, as well as Cultural Centers for Poetry, Dance, Music and Performance.

The Esplanade and Cruise Ship Terminal site could include new commercial as well as a Cultural Event and Entertainment Center. A new Fishing Village would also allow the fishing fleet to move from The Carenage harbor to a dedicated fishing fleet marina near the current Fish Market.
The Esplanade Fishing Village / Cruise Center

**PROJECT SITE**
- The Esplanade (Vacant Land) 2 Acres
- Reclaimed Land 6 Acres

**CURRENT LAND OWNERSHIP**
- Government (Fish Market, Parking Deck)
- Private (Vacant Land)

**PROGRAM AREA**
- Fish Processing Plant 10,000 SF
- Fishing Commercial 6,000 SF
- Cruise Commercial 48,000 SF
- Performance Pavilion
- Fishing Fleet Marina 55 Slips
- Surface Parking 60 Cars
- Parking Deck Expansion TBD

**PRELIMINARY PROJECT COSTS**
- Construction US$ 27 - 30 M
- Project Costs US$ 5 - 8 M
- US$ 32 - 38 M

**PROJECT DESCRIPTION**

The Blue Growth Development Zone for the St. George’s Fishing Village and Cruise Center includes vacant land along the Esplanade and potential reclaimed land to the north.

The project will activate the Esplanade and new Waterfront Promenade by locating a Performance Pavilion on the unused land adjacent to the Cruise Ship Terminal and a new Fishing Marina Village and Fish Processing Plant on reclaimed land to the north. Additional Tourism Commercial and Retail opportunities will be developed along the enhanced promenade.

The new Fishing Fleet Marina will allow the fishing boats to be relocated from the crowded Carenage docking area to a new protected marina. In addition to the Cultural Event Pavilion and Grounds, the practice field for the Sports Center can also be utilized for Special Cultural Events.
North Harbor Hotel / Casino

PROJECT SITE
• Existing Hospital Site  8 Acres

CURRENT LAND OWNERSHIP
• Government

PROGRAM AREA
• Resort Hotel  350 Rooms
• Casino  100,000 SF
• Restaurants
• Conference Center
• Parking (Below Grade)  200 Cars

PRELIMINARY PROJECT COSTS
• Construction  US$ 160 - 200 M
• Project Costs  US$ 40 - 60 M
  US$ 200 - 260 M

PROJECT DESCRIPTION
A 300+ room, five-Star Resort Hotel and Casino would occupy the very prominent site of the existing hospital, creating a new iconic image to the entrance to St. George’s Harbor. An ocean walkway would link the Cruise Ship Esplanade to the Carnage.

From the commanding high point, the facility is envisioned to terrace down the existing terrain towards the Harbor, allowing rooms and suites to have large terraces for lounging or private pools. The Casino levels would also have direct access to outdoor terraces facing the Caribbean Sea. Private Villas would be located on either side of the high-end resort.

An additional Parking Deck, built into the hill of Fort George, could provide valet parking for the hotel on the lower level and visitor parking on the upper level for Fort George.
North Harbor Hotel / Casino
Central Harbor Mixed-Use Village

PROJECT SITE
- Existing Cargo Terminal Site 14 Acres

CURRENT LAND OWNERSHIP
- Grenada Port Authority

PROGRAM AREA
- Iconic Building 170,000 SF
- Retail/Restaurants 40,000 SF
- Office/Commercial 80,000 SF
- Apartments 120 Units
- Surface Parking 280 Cars
- Mega Yacht Docking

PRELIMINARY PROJECT COSTS
- Construction US$ 100 - 115 M
- Project Costs US$ 25 - 30 M
- US$ 125 - 145 M

PROJECT DESCRIPTION
The Blue Growth Development Zone for the high density Mixed Use Tourism Center is located at the current Port and Cargo Terminal Site.

This strategic site is envisioned to be the home of a “signature” building that will symbolically promote Grenada’s Blue Growth Vision to the world. The site would also include Harbor Apartments with Retail at grade, a Waterfront Restaurant, Office and Commercial space, parking, and space to berth mega yachts.
Central Harbor Mixed-Use Village
Central Harbor Blue Growth Institute/Convention Center

PROJECT SITE
- Existing Cargo Terminal Site 14 Acres

CURRENT LAND OWNERSHIP
- Grenada Port Authority

PROGRAM AREA
- Institute Building (Lease Space) 240,000 SF
- Conference/Convention Center 100,000 SF
- Imax Theatre 20,000 SF
- Retail Pavilion 64,000 SF
- Restaurant Pavilion 48,000 SF
- Parking Deck 500 Cars
- Mega Yacht Docking

PRELIMINARY PROJECT COSTS
- Construction US$ 120 - 150 M
- Project Costs US$ 30 - 50 M
- US$ 150 - 200 M

PROJECT DESCRIPTION
The Blue Growth Development Zone for the high density Mixed Use Tourism Center is located at the current Port and Cargo Terminal Site.

This strategic site is envisioned to be the home of a “signature” building for promoting the Blue Growth vision to the world. The building would house multiple International Ocean Research Institutes, Education Center, Conference/Convention Center as well as an Imax Theatre. The iconic building, with an ocean graphic laminated to the glass of the facade, would light up at night to become the symbol for ocean research.

The scientists would conduct marine and environmental research and thereby create technologies designed to foster the protection and restoration of coastal marine systems and their watersheds, sustainable use of their resources and improvement of human health.

The site would also include Retail Shops, Restaurants, Parking Deck, and space to berth mega yachts.
Central Harbor Blue Growth Institute/Convention Center
Central Harbor Hotel/Conference Center

PROJECT SITE
- Existing Cargo Terminal Site 14 Acres

CURRENT LAND OWNERSHIP
- Grenada Port Authority

PROGRAM AREA
- Hotel 300 Rooms
- Conference Center 50,000 SF
- Restaurant 10,000 SF
- Apartments 120 Units
- Retail 30,000 SF
- Surface Parking 390 Cars
- Mega Yacht Docking

PRELIMINARY PROJECT COSTS
- Construction US$ 180 - 220 M
- Project Costs US$ 50 - 60 M
- US$ 230 - 280 M

PROJECT DESCRIPTION
The Blue Growth Development Zone for the high density Mixed Use Tourism Center is located at the current Port and Cargo Terminal Site.

This alternative approach for the strategic site is envisioned to be the site of a “signature” five star Hotel and Conference Center. The design concept for the iconic structure:
- The form is an abstraction of a split nutmeg – exposing the fruit and mace covered seed
- Each of the Luxury Hotel Rooms, with a large Balcony, are oriented outward to St. George’s Harbor
- The Hotel interior circulation opens to an 8-story atrium
- The Atrium is framed by a steel tube structure that is representative of the mace covering of the Nutmeg

The site would also include Harbor Apartments with Retail at grade, a Waterfront Restaurant, parking, and space to berth mega yachts.
Central Harbor World Trade Center/Conference Center

PROJECT SITE
- Existing Cargo Terminal Site 14 Acres

CURRENT LAND OWNERSHIP
- Grenada Port Authority

PROGRAM AREA
- World Trade Center 120,000 SF
- Conference Center 30,000 SF
- Restaurant 10,000 SF
- Apartments 120 Units
- Retail 30,000 SF
- Surface Parking 390 Cars
- Mega Yacht Docking

PRELIMINARY PROJECT COSTS
- Construction US$ 80 - 100 M
- Project Costs US$ 20 - 30 M
  US$ 100 - 130 M

PROJECT DESCRIPTION

The Blue Growth Development Zone for the high density Mixed Use Tourism Center is located at the current Port and Cargo Terminal Site. This alternative approach for the strategic site is envisioned to be the site of a “signature” World Trade Center. The design concept for the iconic structure:

- The form is an abstraction of a split nutmeg – exposing the fruit and mace covered seed
- The symbolic Atrium, facing the entrance to the harbor, is framed by a steel tube structure that is representative of the mace covering of the Nutmeg

The site would also include Harbor Apartments with Retail at grade, a Waterfront Restaurant, parking, and space to berth mega yachts.

ST. GEORGE’S, GRENADA
Central Harbor World Trade Center/Conference Center
South Harbor Maritime Village

PROJECT SITE
- Port Louis  30 Acres

CURRENT LAND OWNERSHIP
- Private

PROGRAM SUMMARY
- Marina
- Mega Yacht Births
- Hotels
- Spa
- Apartments
- Townhomes
- Villas
- Private Residences
- Restaurants
- Commercial/Retail

PRELIMINARY PROJECT COSTS
- Construction  US$ 350 - 400 M
- Project Costs  US$ 75 - 100 M
  US$ 425 - 500 M

PROJECT DESCRIPTION

The Blue Growth Development Zone for the Maritime Village is located adjacent to the Port Louis Marina and Yacht Club. The site is being planned for the second phase of the development of Port Louis as a Maritime Village Haven and Mega Yacht Marina and will include a hotel, townhomes, apartments, villas and private home sites.

An elegant Caribbean-style five-star hotel would occupy the top of the hill, surrounded by private home lots. A more contemporary luxury hotel would be located on the lower grounds at the entrance to the harbor along with a luxury spa. The Maritime Village would include additional retail, commercial, and restaurants.
The Carenage Cultural Centers

**PROJECT SITE**
- The Carnage 16 Acres

**CURRENT LAND OWNERSHIP**
- Private
- Government

**PROGRAM AREA**
- House of Music 6,000 SF
- House of Dance 10,000 SF
- House of Performance 20,000 SF
- House of Art 4,000 SF
- Parking Deck 240 Cars
- Classic Boat Marina 10 Slips
- Commercial TBD
- Retail TBD
- Restaurants TBD

**PRELIMINARY PROJECT COSTS**
- Construction US$ 23 - 25 M
- Project Costs US$ 5 - 8 M
- US$ 28 - 32 M

**PROJECT DESCRIPTION**

The Blue Growth vision for The Carnage, one of the most picturesque harbors in the Caribbean, is to reanimate the ring of buildings with cafes, shops, restaurants and cultural centers, transforming it into a recreational space where tourists and locals alike can enjoy the natural harbor and beauty of the old town.

The implementation of “Cultural Houses” along the Carnage aims to promote the development of culture nationally, while at the same time creating a vibrant link between visitors and locals. In addition to local art galleries, key projects include a House of Music, House of Dance, House of Performance, House of Art, and a Poetry Pavilion.

The transformation of The Carnage also includes an expanded boardwalk, lined with trees, and a new Parking Deck that will allow the promenade and Wharf Road to become a more pedestrian space and experience. The seawall and immediately adjacent land behind will also be raised as a protection from sea level rise.

ST. GEORGE’S, GRENADA
There are a number of potential opportunities for improving the Grand Anse Beach experience.

The new Silver Sands Resort (Parcel A) will anchor the north end of the beach, while Mount Cinnamon and the Flamboyant Hotel should continue to provide excellent anchor facilities on the south end.

The Master Plan looked primarily at Parcel C and D for potential development opportunities. The two land units could also be considered as one parcel, particularly if the road between the two properties were converted to a pedestrian promenade. The two properties are being considered for the development of a Conference Hotel (Parcel D) and a Beach Resort (Parcel C).

Government is currently considering a land exchange for Public Parks with beach access. The developer of the Riviera Resort desires to expand their frontage via the acquisition of Camerhogne Park. Government is proposing to replace that park with 2 other beach frontage/access Public Parks—one at the property behind “Umbrellas” (Parcel 2) and one at the Vendors Market site (Parcel 1a). Consideration should also be given to expanding site 1a by looking into the opportunities that parcel 1b and 1c could also provide. Parcel 1c is also the site of a public dock.
GRAND ANSE BEACH

Riviera Hotel

Silver Sands Beach Resort

Radisson Grenada Beach Resort

A

B

Radisson Grenada Beach Resort

1a

1b

1c

Silver Sands Beach Resort
**Grand Anse Beach Tourism Center**

**PROJECT SITE**
- A) Land North of Spiceland Mall 5 Acres
- B) Waterfront Land 5 Acres
- C) Land South of Spiceland Mall 6 Acres
- D) Land opposite Spice Island 5 Acres

**CURRENT LAND OWNERSHIP**
- Site A Government
- Site B St. George’s University
- Site C Government
- Site D Private

**PROGRAM AREA**
- Resort Hotel 140 Rooms
- Conference Hotel 200 Rooms
- Family Center 5 Acres
- Special Event Grounds 5 Acres

**PRELIMINARY PROJECT COSTS**
- Construction US$ 150 - 200 M
- Project Costs US$ 40 - 60 M
  - US$ 190 - 260 M

**PROJECT DESCRIPTION**

The Blue Growth Development Zone for the Grand Anse Tourism Center includes the entire length of the Grand Anse Beach as well as the property adjoining either side of Spiceland Mall. An existing road will be partially closed to create a pedestrian promenade that links the ocean to the Special Event Grounds.

The area north of Spiceland Mall might be considered for the development of a Family Entertainment Center which would include a swimming pool, river pool, miniature golf, go cart track, and other activities that vacationers staying in the Grand Anse hotels would seek out. Spiceland Mall should explore the possibility of adding a Theater and/or Family Arcade.

The ocean front property right on Grand Anse Beach is envisioned for a Resort Hotel. The land south of Spiceland Mall is considered a prime location for a Grand Anse Conference Center and Hotel. The private land opposite Spice Island Resort, if not used for expansion of the resort, could be utilized as parking and activity grounds for special events.
Blue Innovations Institute / Coral Restoration Institute

PROJECT SITE
- Quarantine Point 8.5 Acres

CURRENT LAND OWNERSHIP
- Government (Public Park)

PROGRAM AREA
- Blue Innovations Institute 47,000 SF
- Coral Restoration Institute 7,000 SF
- Marine Dock 8 Slips
- Floating Research Platform 2,000 SF
- Parking 70 Cars

PRELIMINARY PROJECT COSTS
- Construction US$ 19 - 22 M
- Project Costs US$ 4 - 5 M US$ 23 - 27 M

PROJECT DESCRIPTION

The Blue Innovations Institute and Coral Restoration Institute occupy a prominent site only a short boat ride to the Coral Restoration Reef and new Underwater Sculpture Park. Both facilities will accommodate coral research administrative and laboratory space as well as educational exhibits for tourists.

A permanently anchored research platform will allow both researchers and divers to access the site.

All of the structures will be influenced by the shapes in the sea. The Blue Innovations Institute will take form as a spiraling seashell growing around a multi-story vertical atrium. The stretched fabric canopies over the Coral Restoration Institute’s outdoor laboratory platforms will take on the form of a starfish.
Southwest Grenada is envisioned as a Health Science & Technology Zone that will further build upon the success and recognition of St. George’s University (SGU) as one of the world’s top international medical schools.

The development of a new National Teaching and Medical Tourism Hospital is a key driver to seeing that vision come to reality. In partnership with SGU, the two institutions will guide and direct the growth of the Health Science industry in Grenada to include numerous related fields related to medical technology.

**HEALTH SCIENCE & TECHNOLOGY ZONES**

1. ST. GEORGE’S UNIVERSITY
2. PHARMACEUTICAL/BIOMEDICAL
3. MEDICAL ICT
4. MEDICAL MANUFACTURING
5. HOSPITAL/WELLNESS CENTER
6. NATIONAL TEACHING HOSPITAL/ MEDICAL TOURISM HOSPITAL/ WELLNESS CENTER
7. WELLNESS & CONVALESCENCE
MOUNT HARTMAN ESTATE
Morne Rouge Health and Wellness Center

PROJECT SITE
- A) BBC Site  40 Acres
- B) Morne Rouge Bay Site  22 Acres

CURRENT LAND OWNERSHIP
- Site A  Government
- Site B  Private

PROGRAM AREA
- Hospital  240 Beds
- Medical Research  80,000 SF
- Mental Health Rehabilitation  48 Beds
- Sports Rehabilitation  60 Beds
- Wellness Spa Hotel  80 beds

PRELIMINARY PROJECT COSTS
- Construction  US$ 370 - 450 M
- Project Costs  US$ 90 - 110 M
  US$ 460 - 560 M

PROJECT DESCRIPTION
The Blue Growth Development Zone for the Health and Wellness includes the BBC Site and land fronting on Morne Rouge Bay. The National Hospital will be relocated from St. George’s to the BBC Site. Additional facilities will include a Medical Tourism Hospital (sharing certain support and diagnostic services), a Medical Research Campus (in cooperation with St. George’s University), and a Mental Health Rehabilitation Facility (in cooperation with a private operator).

The Morne Rouge Bay waterfront site will accommodate a Sports Rehabilitation and Extended Care Facility in support of the Medical Tourism Hospital as well as a Wellness Spa Hotel that would accommodate families traveling with medical tourism patients.
Morne Rouge Health and Wellness Center
Grenville Port / Free Trade Industrial Park

Grenville is being considered as a site for the new Cargo Container Port that would relocate from St. George’s Harbor. The available land would allow the Port to greatly expand in size to take on a much larger role in the transshipping market.

The Grenville location is convenient to the major shipping lane between Grenada and Trinidad Tobago. A Brazilian sponsored Free Trade Zone and Industrial Development would potentially lead to increased shipping to/from South America.

This project would also create a significant economic boost to the entire east coast region.

The restoration of several mangrove islands as well as coral reefs will become part of the overall project as well.

Detailed Due Diligence Studies are required to determine the final feasibility and cost of building a port on the East Coast of Grenada.
Grenville Port / Free Trade Industrial Park- Alternative A

PROJECT DESCRIPTION
The Blue Growth Development Zone for the proposed relocation of the St. George’s Container Port is reclaimed coastal land between Grenville and Telescope Point. The land north of Telescope Point is envisioned for an adjoining Free Trade Industrial Park.

The new 100 Acre Port facility will have over 4,400 feet of dock with multiple shore cranes (The existing 14 acre St George’s Port is limited has less than 1,100 feet of dock and no shore cranes). The adjacent 100 Acre Industrial Park will accommodate over 1,000,000 square feet of light industrial and warehouse space.

A new 3 mile truck bypass coastal highway will be located along the Grenville water frontage, along the Port and Industrial Park, and reconnect with Cammel Road.

The reclaimed land in front of Grenville will also be used for a new Waterfront Park (with a tall sculpture that will also function as a landmark for guiding ships into the channel) and a new 120 slip protected marina.
Carriacou

Hillsborough Fishing Village/Marina Resort
Grenada

Levera Beach Resort

G3 a
Grenada

The Carenage Cultural Centers
FOR MORE INFORMATION

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