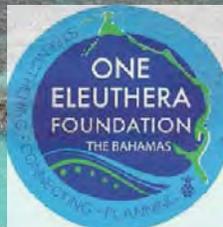


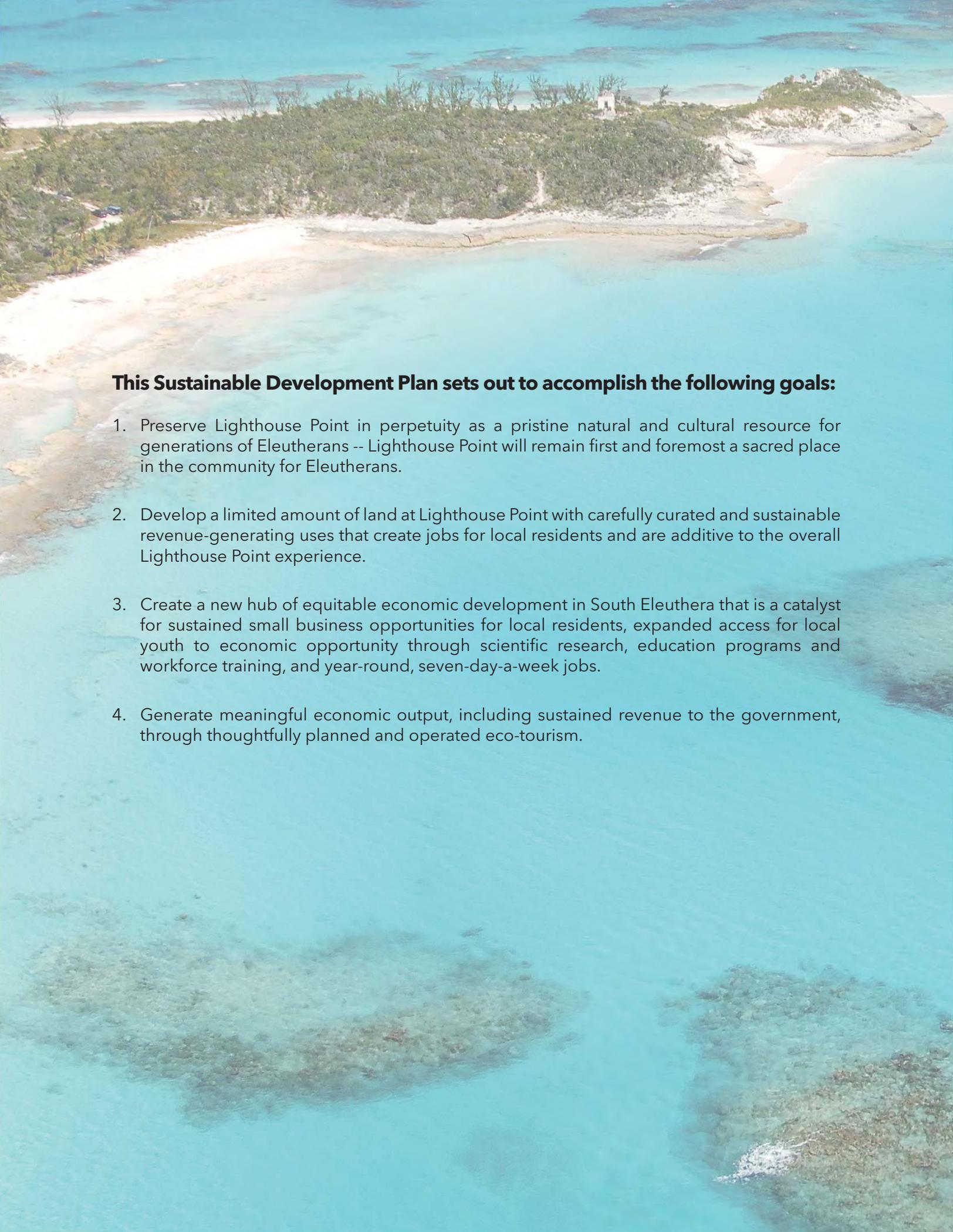
FOR BAHAMIANS, BY BAHAMIANS

# Sustainable Development Plan for Lighthouse Point

SUBMITTED BY LIGHTHOUSE POINT PARTNERS



Prepared by: James Limá Planning + Development



**This Sustainable Development Plan sets out to accomplish the following goals:**

1. Preserve Lighthouse Point in perpetuity as a pristine natural and cultural resource for generations of Eleutherans -- Lighthouse Point will remain first and foremost a sacred place in the community for Eleutherans.
2. Develop a limited amount of land at Lighthouse Point with carefully curated and sustainable revenue-generating uses that create jobs for local residents and are additive to the overall Lighthouse Point experience.
3. Create a new hub of equitable economic development in South Eleuthera that is a catalyst for sustained small business opportunities for local residents, expanded access for local youth to economic opportunity through scientific research, education programs and workforce training, and year-round, seven-day-a-week jobs.
4. Generate meaningful economic output, including sustained revenue to the government, through thoughtfully planned and operated eco-tourism.

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# EXECUTIVE SUMMARY

This document is the work of a unique and unprecedented coalition of Eleuthera-based organizations focused on the preservation and sustainable development of Lighthouse Point (LHP) in South Eleuthera. Our coalition comprises the Bahamas National Trust, Leon Levy Foundation, One Eleuthera Foundation, The Island School and Cape Eleuthera Institute, and other local organizations with deep and enduring commitments to the Eleuthera community. **Our high-capacity, well-resourced team is “ready-to-go” with the experience, capabilities, financial resources, and community support to implement the vision outlined herein for LHP.**

We believe our vision is aligned with the long-term vision of the Government of The Bahamas for individual islands and island groups of The Bahamas to build permanent and sustainable jobs and economic development upon the history, culture, desires and ambitions of its local communities. That is at the core of all our plans.

Unlike previous plans for Eleuthera that were based on large-scale developments or smaller ones that failed to deliver on the permanent jobs promised, our plans are based on attracting global eco-tourism brands with proven track records of job creation, sustainability and economic contribution so that our economic projections for permanent sustainable jobs and for incremental GDP are not speculative. **These include premier brands such as Alila Hotels and Resorts, Banyan Tree, and Six Senses. The global brands we attract will be joined by successful Bahamian entrepreneurs including Little Island Group (the Ocean View Club and the Other Side), Holowesko Partners (The Island House), and Bahamas Boutique Hotels Group Limited (Hope Town Harbour Lodge).**

Overseen by an entity comprised of broad local representation, the establishment of best-in-class and internationally recognized brands in LHP will not only stimulate a wave of local entrepreneurial activity, including additional accommodation providers, they will also attract year round to The Bahamas an incremental group of quality visitors that The Bahamas has failed to attract heretofore. This approach offers the opportunity to establish the entire island of Eleuthera as the eco-island of The Bahamas if not our region through integrating a strong economic underpinning with socially responsible development that is locally-driven for Eleutherans, by Eleutherans.

We have built local community support for our Sustainable Development Plan’s approach to land stewardship, maximized public access, and the creation of entrepreneurial opportunities and permanent and sustainable jobs for Eleutherans at this historically significant and environmentally sensitive site. By prioritizing sustainable development and the establishment of a world-class National Park, our team has carefully curated a plan to unlock LHP’s eco-tourism destination opportunity that is always additive to the visitor experience. Our plan is designed to increase access to economic prosperity for Eleutherans and preserve the site’s tremendous natural and cultural assets for all Eleutherans for generations to come.

The development program of this proposal consists of:

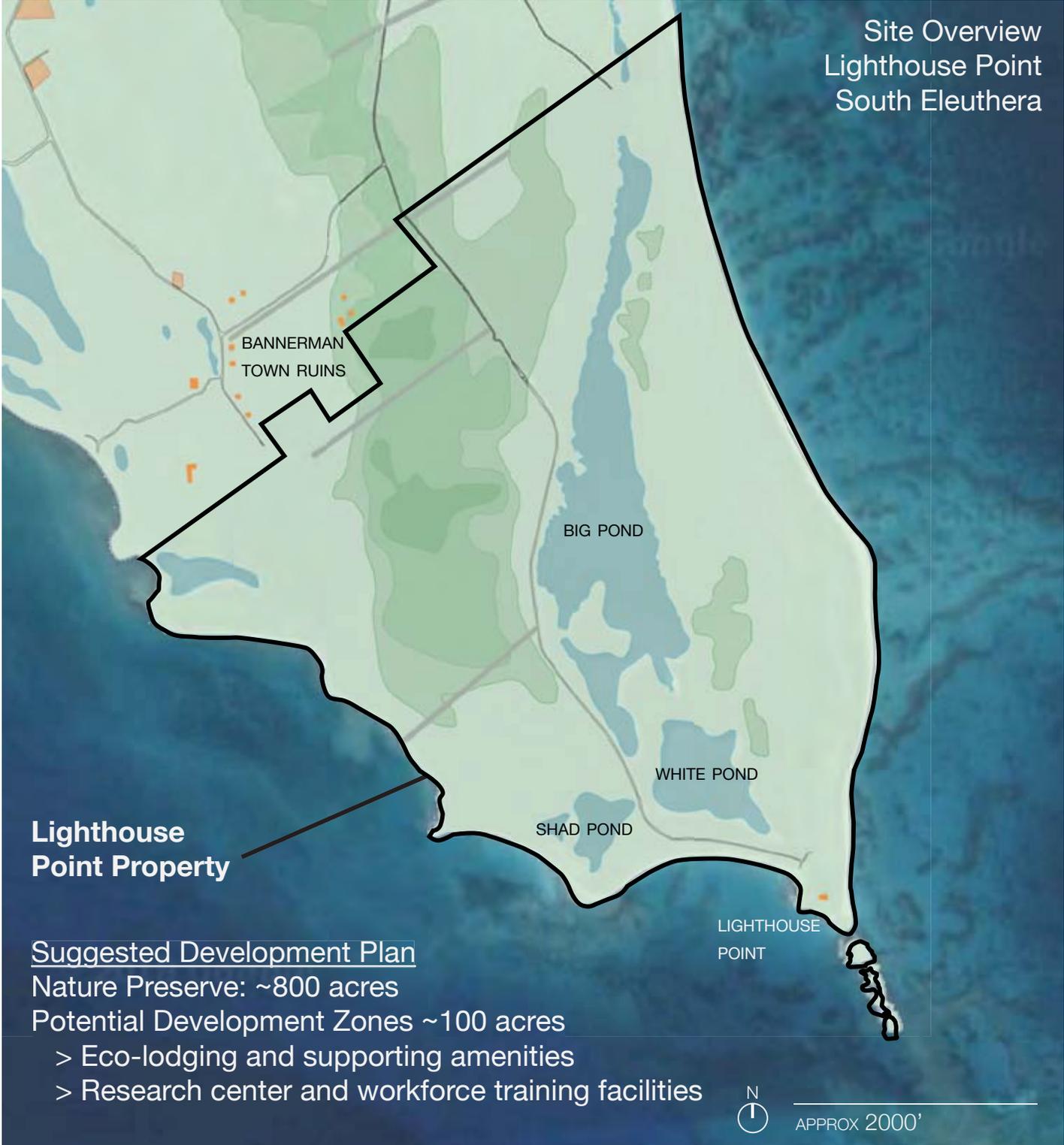
- **Lighthouse Point National Park** - approximately 800 acres (including Crown land) preserved for all Eleutherans and visitors for generations to come;
- **Sustainable Development** - eco-lodging and supportive hospitality uses, research center, educational and workforce training facilities, and accessory support services on approximately 100 acres of the site, adjacent to the National Park.

Compared with alternative proposals currently under consideration from foreign entities for incompatible commercialization and restricted public access to LHP, our proposal outlines land use for the total area of the site. **We have defined a thoughtfully customized plan for Lighthouse Point that integrates a new National Park with complementary eco-tourism to create over 350 meaningful jobs across all acres of the site.**

In addition, our Sustainable Development Plan creates significantly greater long-term public benefit for the local community and The Bahamas as a whole that can weather economic cycles better than competing plans. In fact, our low-intensity, but full-time program actually produces more jobs than the cruise-related proposal.

- **Permanent Year Round Jobs + Economic Benefits**  
190 new, full-time and year-round permanent jobs for local residents amounting to \$7.7 million in earnings annually, many created within months of site acquisition.  
**» THIS PROPOSAL WILL PROVIDE MORE AND HIGHER-QUALITY JOBS, WHICH ARE ESTIMATED TO BE 146% HIGHER THAN DISNEY'S PROJECTED WAGES.**
- **Immediate Construction Jobs + Economic Benefits**  
166 person-years of work in site preparation and construction, amounting to \$11.25 million in earnings, plus \$16.9 million in related economic output, and a \$14.3 million one-time GDP increase.
- **Long-term Sustainable Economic Development**  
\$13.76 million in annual economic output and \$11.56 million annual GDP increase from operations and off-site spending.
- **Social, Cultural, and Educational Benefits: For Eleutherans, By Eleutherans**
  - » Establish LHP as a regional model for preservation and eco-tourism through attracting best-in-class eco-tourism brands to LHP and establishing permanent protection and public access to the preponderance of the site, consistent with the *Shared Vision for South Eleuthera*;
  - » Establish a new economic hub in South Eleuthera stimulated by land-based sustainable development that creates opportunities for local entrepreneurship, job readiness, and scientific research;
  - » Focus on youth educational and discovery programs in partnership with local, regional and international organizations, linked to the unique ecological, environmental and historically significant resources of land and sea at this sacred place in South Eleuthera.

Site Overview  
Lighthouse Point  
South Eleuthera



**Lighthouse Point Property**

- Suggested Development Plan
- Nature Preserve: ~800 acres
  - Potential Development Zones ~100 acres
    - > Eco-lodging and supporting amenities
    - > Research center and workforce training facilities



# 01 BACKGROUND

## **Rejecting Outdated and Unsustainable Development Models**

In 2009, a diverse group of concerned individuals representing local communities, educators, environmental and heritage conservationists, and second homeowners came together in response to proposed development at Lighthouse Point. Led by current One Eleuthera Foundation Chief Executive Officer Shaun Ingraham, the group adopted the name “Friends of Lighthouse Point,” sharing a deep concern that if approved as planned, the proposed development would be destructive not only to Lighthouse Point, but in the long term, potentially restrict the sustained economic growth that development is intended to achieve. Eleuthera’s long history of failed large-scale developments is a strong indicator that such models are not sustainable in the local context. Their inevitable closure, and the subsequent abandonment of sites, leaves behind profoundly degraded environments.

Acting on these concerns, the Friends of Lighthouse Point engaged Michael Singer Studio to initiate a planning process exploring alternative models that focus on dual missions of preservation and sustainable development of Lighthouse Point and the surrounding communities. This work was supported by Eleanor Phillips and The Nature Conservancy and aligned with the Eleuthera Masterplan commissioned by the Bahamas Government in 2005. The outcome and recommendations, resulting from 18 months of community engagement and site inspections, was published in May 2010 in *A Shared Vision for South Eleuthera*. In the report, planning guidelines and three distinct sustainable development zones are explored as alternatives that can simultaneously support economic growth and protect and sustain Lighthouse Point’s environment while maintaining public access to this extraordinary place. Through these efforts, the One Eleuthera Foundation was formed, built upon the principles and ideals of the Shared Vision report. The Shared Vision is the foundational document for this Sustainable Development Plan for Lighthouse Point.

## **Cohesive Vision for a Sustainable Development Approach at LHP**

Building from the strong foundation of the Shared Vision, the Leon Levy Foundation commissioned reports on LHP that explore its potential as a natural protected area self-sustaining through limited eco-lodging and other eco-tourism uses adjacent to the preserved area. The findings are published in two documents entitled *Economic Benefits of Lighthouse Point Preserve South Eleuthera* by James Lima Planning + Development (2016) and *Concept Plan for a National Park at Lighthouse Point South Eleuthera* by Marvin and Lee Cook, Caribbean Heritage Concepts, LLC (2016).

A report was commissioned by the Antiquities Monuments and Museums Corporation of The Bahamas (AMMC), *A Conceptual Interpretive Plan, Heritage Site Programs for Bannerman Town* (2004) by Wilderness Graphics, which lays out guidelines for the development of a Historic Town Centre at Bannerman Town, the gateway community to LHP.

Our Sustainable Development Plan builds on these efforts to create a cohesive vision for a sustainable development approach at Lighthouse Point.



## The Opportunity

The Lighthouse Point property of approximately 800 acres is currently on the market for sale and is being pursued by a major cruise line for a private cruise port development. We have an unprecedented opportunity - an imperative - to secure Lighthouse Point and protect it for the benefit of Bahamians for generations to come. Lighthouse Point Partners, a consortium of local not-for-profit entities, will be responsible for purchasing the site - which will be owned in perpetuity by a public-benefit entity with meaningful local stakeholder representation. Most importantly, Lighthouse Point Partners will guide the establishment of a **governing entity that prioritizes broad, local representation to ensure this plan is led by representatives of the local community.**

The Lighthouse Point area is notable for its cohesive natural environment, long vistas, several unique historic places and ruins, and extensive extraordinary beaches. Both the number and diversity of ecosystems and the relative remoteness of the area contributes to the overall intrinsic environmental value of Lighthouse Point as a whole. Another critical environmental resource is Big Pond, which is a largely undisturbed rare hypersaline lake, researched by international groups for scientific purposes. The ruins of old Bannerman Town, the historic lighthouse and traces of a Lucayan presence at Lighthouse Point all represent the cultural and historical diversity of the site. Even today, Eleutherans and tourists from all over the island come to explore Lighthouse Point. **Visited freely by generations of Bahamians, it is spoken of as a sacred place.** The presence and layering of environmental, cultural and historical resources reinforces the importance of recognizing the value of Lighthouse Point and the need to both preserve its sense of place while exploring strategies for sustained public access and use. Retaining access for locals to this extraordinary national treasure is of utmost importance.

Equipped with the financial, technical, and managerial capacity to advance this project, our team is "ready-to-go" to realize the vision for Lighthouse Point.

# 02 THE PLAN

## FOR SUSTAINABLE DEVELOPMENT AT LHP

### **A Legacy Project: National Park, Eco-Lodging, and Research Center**

The development program of this proposal consists of:

- **Lighthouse Point National Park** - approximately 800 acres of tremendous natural and cultural assets preserved for all Eleutherans and visitors for generations to come;
- **Sustainable Development** - eco-lodging, workforce training opportunities, research center, and supporting amenities on approximately 100 acres, adjacent to the National Park.

The preliminary estimated development cost for this project is approximately \$23 million plus land acquisition cost. Significant portions of this sustainable development plan for LHP will be implemented within 3-5 years of property acquisition. Local job creation will occur promptly upon site acquisition as we undertake the labor-intensive process of site work and stewardship on hundreds of acres of National Park grounds. Through intentional partnerships with individuals and organizations who share a common vision, Lighthouse Point will become a model for preservation, sustainable development, and workforce training that leaves no one behind. This proposal is locally-driven and harnesses international partnerships to support the creation of a world-class eco-tourism resort destination that protects and celebrates the unique history of the area and its people. The program of this vision for LHP consists of:

#### **LIGHTHOUSE POINT NATIONAL PARK**

Approximately 800 acres of preserved natural environment, including:

- An extensive trail system with boardwalks and interpretive signage;
- Visitor Center;
- Viewing platforms and towers;
- Improved access roads and sustainable infrastructure;
- Invasive species removal and management;
- A weather station;
- Marine conservation and environmental education programs;
- Extensive Marine Protected Area.

#### **ECO-TOURISM AND RECREATION**

Eco-lodging of approximately 100 units arranged in one or more development zones bordering the National Park, restaurant and bar facilities aligned with the economic development and preservation mission of the National Park, and accompanying logistics and support facilities that provide improved transportation and encourage hiking, snorkeling, birding, guided nature tours, beaching, fishing.

#### **LEARNING AND RESEARCH**

A new research and educational facility - including training for Bahamian scientists and linkages with local and international science institutions. Research and programming will be led by Cape Eleuthera Institute and One Eleuthera Foundation. Facilities may include both educational and scientific research facilities, and dormitory spaces for up to 20 students and other visitors. Research and education programs at the station have the potential to expand the positive impacts of the Lighthouse Point National Park for international benefits.

## Expanding Local Hiring and Seven-Day-A-Week Job Opportunities

Building off workforce training and community development initiatives and programs led by the One Eleuthera Foundation (OEF) and Centre for Training & Innovation (CTI) that are already in motion, our consortium's proposal for Lighthouse Point prioritizes local hiring, job training, and coordinated employment outreach with partners such as local and national government offices and the University of The Bahamas to expand economic opportunity for Eleuthera residents. **Our Sustainable Development Plan creates an estimated 190 permanent jobs - at wages approximately 146% higher than Disney's proposal - and approximately 166 sustainable development construction jobs on site.**

Importantly, this plan is designed to stimulate economic opportunity in adjacent gateway communities by first attracting internationally-recognized, best-in-class eco-tourism brands as anchors to provide the stable economic underpinning upon which local entrepreneurship can flourish. Workforce training, support for social enterprises, and job readiness programs already in place in Eleuthera through OEF and CTI will be strengthened through the accompanying benefits provided by our Sustainable Development Plan.

Education and development opportunities for local youth further strengthen the economic future of the island by inviting the next generation of Bahamians to engage with this special place. Increased visitation and spending will also create new opportunities for local ownership and entrepreneurship in a growing economic landscape. These initiatives will build off existing in-place infrastructure of the One Eleuthera Foundation and Centre for Training & Innovation.

The hospitality component of this plan will engage high quality operators to ensure local hiring and year-round, seven-day-a-week job opportunities. Hospitality training for residents will provide greater access to economic opportunity and will employ the excellent programs available at the University of The Bahamas. **See enclosed Letters of Interest from prospective eco-lodge developers and operators. Each has an excellent track record of hiring and training local residents to benefit directly from new eco-tourism investments.**

*"We regularly invite classes to experience our operation. Students interested in farming better understand what chefs want when they see it plucked from farm and arranged on a plate. Students interested in a career in Restaurants and Catering gain appreciation for design and aesthetics as all of our properties operate with an open door policy that invites guests into the kitchen to interact with our chefs...."*

*"As a 'young' Bahamian Entrepreneur I cannot think of any greater privilege than that of participating in softly developing this beautiful landscape in a manner that preserves the beauty that defines everything that is truly wonderful about our nation - our people, our sand and our sea."*

*- Benjamin Simmons, Owner and CEO, Little Island Group*

## **The Eleuthera Employment and Training Center**

This project will tie into existing economic development programs already underway in Eleuthera, and will serve as the catalyst for secondary benefits for gateway communities adjacent to LHP. This includes the creation of the **Eleuthera Employment and Training Center**, which builds upon the employment and training programs currently administered by the Centre for Training & Innovation and One Eleuthera Foundation, to serve locally-owned businesses and increase access to workforce training and economic prosperity through employment at, and supportive of, the Lighthouse Point Sustainable Development Plan.

## **Combining Sustainable Development + World-Class Eco-tourism**

Located at the southern tip of Eleuthera, Lighthouse Point is a rare place where the most significant natural and historic features of a region have all converged. This area has been heralded by many as one of the last remaining natural sanctuaries where individuals can engage in recreational, research, and cultural activities. It is an ideal site for combining preservation, education, sustainable development, and world-class eco-tourism. Our proposed investment at the site prioritizes the relationship between land, water, views, and ecology, with the overall goal of sustainable protection and conservation of those assets.

**Our proposal is well grounded in market demand in the region.** Multiple economic measures indicate a growing tourism sector. Data from the Caribbean Tourism Organization (CTO) shows a long-term growth trend of tourism in the region since 2010. LHP is conveniently located in proximity to the Rock Sound International Airport to capture the tourist arrivals. The driving distance from the Lighthouse Point to the Airport is approximately 36 km.

In particular, eco-tourism is seeing substantial growth. According to studies, 43% of travelers would take into account the ethical or environmental footprint of their vacation. The eco-tourism sector is estimated to grow to 25% of total global travel market within 5 years, generating \$470 billion in annual revenues. Global terrestrial protected areas receive 8 billion visits annually, generating \$600 billion in direct in-country expenditure. Such a shifting trend provides a unique opportunity to balance natural preservation and economic development at LHP.

## **Amplifying Local Culture and Heritage, Not Erasing It:**

There is magic at Lighthouse Point. From the top of the wind-swept cliffs to the wave-battered limestone outcroppings just offshore, the southern tip of Eleuthera captures the hearts of all who set foot on its white sand beaches or fish along its shores. The narrow undersea bank stretching from Lighthouse Point to Half Moon Caye, known as The Bridge, is rich with marine life. Pelagic fishes seem to congregate here along both the northern and southern drop-offs to feed on tight schools of baitfish skipping across the surface. Birds dive down from above to forage alongside bonita and mahi-mahi, and sharks patrol between ancient coral heads rising up from the seafloor.

Establishing Lighthouse Point as a remarkable National Park will ensure the continued opportunity for present and future generations to experience many layers of history, ecosystems and natural beauty within this single extraordinary place. The National Park will maintain this

site as a destination for current uses including beaching, fishing, crabbing, and collecting top. Lodging development will be carefully sited in the least ecologically-sensitive areas and designed to seamlessly integrate the natural and built environments in ways that amplify local culture and celebrate our unique local heritage. It will stand as a demonstration of sustainable development practices in every respect.

Assets that make this a truly one of a kind place on the planet include:

- The scale of this spectacular environment along 4.5 miles of breath-taking oceanfront;
- Diverse and important terrestrial and marine ecologies, including over 200+ bird species and Big Pond, a rare hyper-saline water habitat of high scientific value;
- Historic sites and ruins - including Millars Plantation, Old Bannerman Town, a historic lighthouse, and Lucayan artifacts.

This model of generating economic growth while preserving the pristine environments of Eleuthera is demonstrated by the many proven past successes of the Bahamas National Trust, Leon Levy Native Plant Preserve, One Eleuthera Foundation, and The Island School and the Cape Eleuthera Institute. Our plan represents an opportunity to leverage this consortium's talent, experience, and considerable resources to advance an even more impactful strategy for Eleutherans' benefit long-term.



Students explore Lighthouse Point. Photo courtesy of The Island School.

## Development Approach: Preserving and Enhancing Environmental, Cultural and Historical Resources

The Lighthouse Point area is notable for its cohesive natural environment, long vistas, several unique historic places and ruins, and extensive extraordinary beaches. Both the number and diversity of ecosystems and the relative remoteness of the area contribute to the overall intrinsic environmental value of Lighthouse Point as a whole. Another critical environmental resource is Big Pond, which is a largely undisturbed rare hypersaline lake, researched by international groups for scientific purposes.

The ruins of old Bannerman Town, the historic lighthouse, and traces of a Lucayan presence at Lighthouse Point all represent the cultural and historical diversity of the site. Even today, Eleutherans and tourists from all over the island come to Lighthouse Point. **Visited freely by generations of Bahamians, it is spoken of as a sacred place.** The presence and layering of environmental, cultural and historical resources reinforces the importance of recognizing the value of LHP and the need to both preserve its sense of place while exploring strategies for sustainable public access and use.

### LIGHTHOUSE POINT NATIONAL PARK

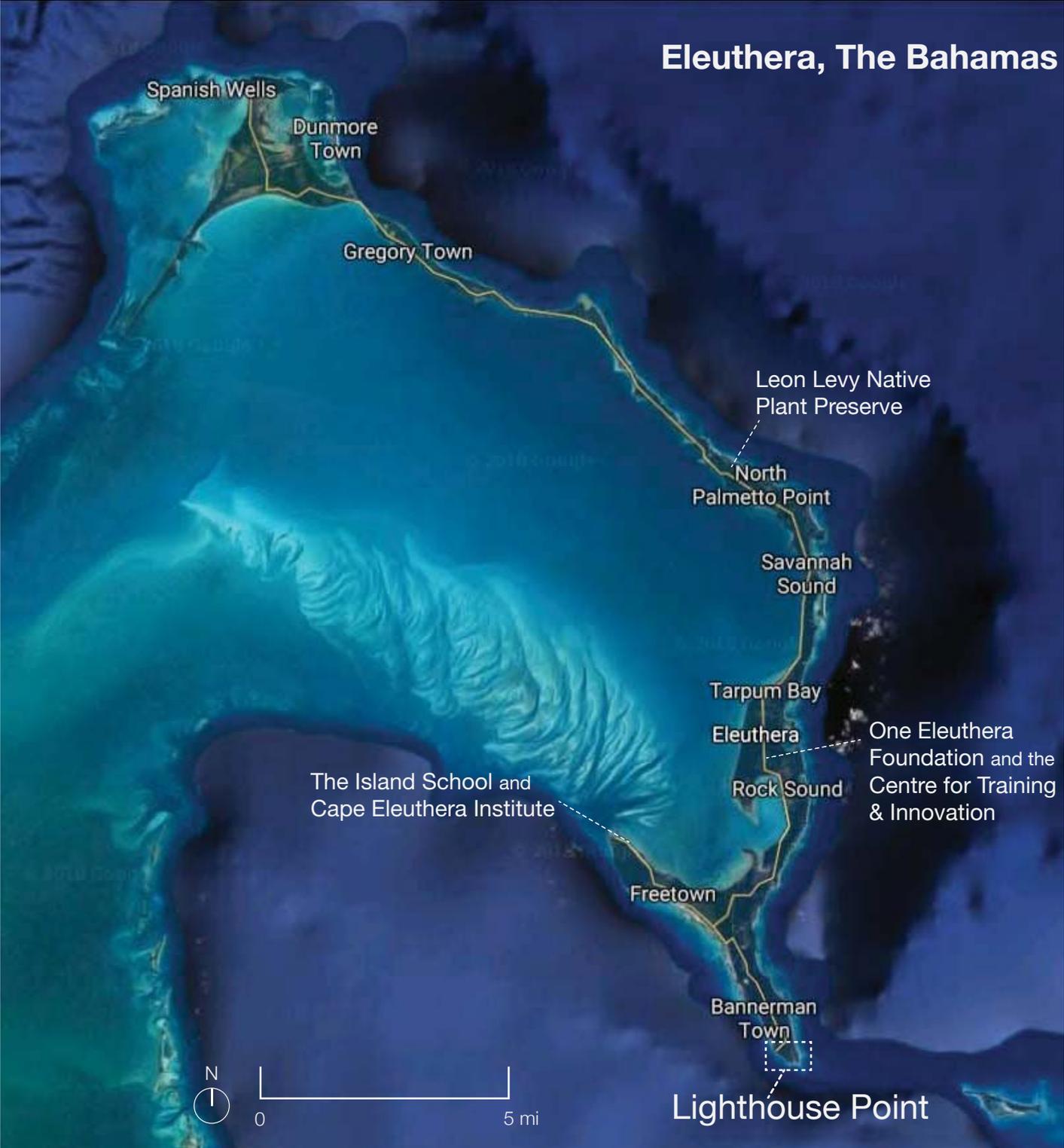
Minimal changes will be needed in order to facilitate visitor access and management, including trails, visitors outposts, sanitary conveniences, waste management, and picnic sites. Our intention is to facilitate public access and use that preserves the integrity of LHP. This preservation approach aligns with The National Development Plan of The Bahamas, Vision2040, in recognizing the value of services provided by natural ecosystems, both terrestrial and marine, and the need to ensure their preservation.

**The National Park component of this Sustainable Development Plan works to support the establishment of the proposed Marine Protected Area surrounding LHP, thereby helping the government achieve its target of 20% protection of the nearshore marine environment by 2020 as part of The Bahamas' international commitment under the Caribbean Challenge Initiative (CCI).**

### SUSTAINABLE DEVELOPMENT

Low-impact, sustainable development will facilitate ecologically-sensitive construction that is scale-appropriate, blended into the natural environment, and incorporates sustainable design principles in every respect. International best practices for nature park design and management will guide all development in these zones. The majority of the full-time employment potential occurs within this zone through hospitality management and enterprise partner facilities.

# Eleuthera, The Bahamas



# 03 THE ENTITY

## **Lighthouse Point Partners: Trusted, Credible, and Well-Resourced**

Our coalition, Lighthouse Point Partners (LPP), is led by the Bahamas National Trust, Leon Levy Foundation, One Eleuthera Foundation, and The Island School and Cape Eleuthera Institute. Our team is a trusted, credible, and well-resourced group of mission-driven organizations with deep roots in the communities of Eleuthera.

We have built local community support for our Sustainable Development Plan's approach to land stewardship, maximized public access, and the creation of entrepreneurial opportunities and permanent and sustainable jobs for Eleutherans at this historically significant and environmentally sensitive site. We are dedicated to creating sustainable and equitable economic development outcomes as expressed by the local community as key priorities for this site. Lighthouse Point Partners have developed this implementable and balanced plan to preserve Lighthouse Point's tremendous natural and cultural assets for all Eleutherans for generations to come, while strengthening both local and national economic prosperity in The Bahamas.

We are pleased to offer a model for sustainable development at Lighthouse Point that fulfills objectives outlined in both the policy pillars of Vision2040 and the community's Shared Vision plan for South Eleuthera. **Lighthouse Point is a legacy project that will establish a world-class and unique resort destination conjoined with a remarkable new National Park that will be owned in perpetuity by a public-benefit entity with meaningful local stakeholder representation for the benefit of Bahamians for generations to come.**

The preferred structure for Lighthouse Point Partners is a company limited by guarantee because of the flexibility it offers and its ability to enshrine governance mechanisms into its memorandum and articles of association. This structure will facilitate an effective and efficient mechanism for carrying out the Lighthouse Point Partners proposal and local vision for this site while offering Bahamians the ability to invest and participate in the development of LHP.

Through intentional partnerships, with individuals and organizations who share a common vision, LHP can become a regional model for preservation and sustainable development that leaves no one behind, that is locally-driven, and that harnesses international partnerships to create of a world-class heritage destination that protects and celebrates the unique history of the area and its people. Together with other local stakeholders, our team will extend and unify environmental stewardship at LHP by creating a new National Park and eco-resort that unlocks the highest long-term potential for the site to benefit The Bahamas for generations.

Our collective track record includes The Exuma Cays Land and Sea Park - the world's first protected area of its kind, created in 1959 by the Bahamas National Trust and the founding of the Leon Levy Native Plant Preserve in Governor's Harbour. We will leverage our collective leadership in providing public access to natural assets across The Bahamas to identify a Bahamian planner to partner with us in future stages of masterplanning and development; attract global eco-tourism brands to this sacred site; and build a rich and diverse program of activities and events that are true to the unique value of the location, and the culture and spirit of local communities.

## **Lighthouse Point Partners:**

### **THE BAHAMAS NATIONAL TRUST (BNT)**

BNT was established in 1959 as a statutory organization with responsibility for the conservation and management of the National Park System of The Bahamas. Led by Eric Carey, BNT is a non-governmental, non-profit, membership organization. Its mission is to conserve and protect places of historic interest and natural beauty of The Bahamas, through stewardship and education for present and future generations. Today, it manages 32 national parks protecting over two million acres around the country. The economic value of the protected areas and national parks that the Bahamas National Trust manages are worth hundreds of millions of dollars, derived from the value of forests, wetlands, and reefs that provide opportunities for commercial fishing, tourism, subsistence resources, and spiritual peace or mental well-being. The Bahamas National Trust's educational programs impact 10,000 Bahamians every year.

BNT is an official advisor to the government on development, conservation, and biodiversity issues and policies. It is governed by an independent council that includes representatives from the public and private sectors, as well as from international scientific institutions. Lighthouse Point will add critically needed coastal hardwood and beach habitat ecosystems to the country's protected areas, which are currently under-protected in The Bahamas. The preservation of this terrestrial area will, in effect, help to reduce the impact on and degradation of adjacent near-shore marine ecosystems. BNT, under the leadership of Dr. Ethan Freid, completed a plant assessment of LHP. The work included identification and mapping of critical habitats and natural ecosystems. As part of the planning process, BNT will also develop a natural resource database for the site that will provide critical information as nature tours and trails are developed. This project will also involve local capacity building in terms of land stewardship, guide training, management of fees, and trail maintenance.

In 2008, there was public outcry in response to a proposed large-scale development that would have destroyed the character of Lighthouse Point. During this time, the Bahamas National Trust (BNT), in partnership with the Leon Levy Foundation (LLF), was leading the way in establishing what would become the Leon Levy Native Plant Preserve in Governor's Harbour, Eleuthera.

### **THE LEON LEVY FOUNDATION (LLF)**

LLF is a private foundation that supports the preservation, understanding, and expansion of knowledge in nature, art and humanities, the ancient world, and human rights. Since its inception, the Foundation has made grants totaling nearly \$310 million. The Leon Levy Native Plant Preserve (LLNPP), located in Governor's Harbour, Eleuthera, is a 25-acre preserve founded in 2009 by Shelby White, trustee of the Leon Levy Foundation, in honour of her late husband, Leon Levy. The Preserve is the first national park on the island of Eleuthera, operated by the Bahamas National Trust and funded by the Leon Levy Foundation. Please see enclosed letter from Shelby White regarding the Foundation's financial capabilities relevant to this proposal.

LLNPP will leverage its expertise to advance the Lighthouse Point project, extending its successful model to this critical part of Eleuthera. The Preserve has positioned itself as a successful destination for eco-tourism, outdoor education, and natural history sciences - and is currently the top visitor destination on Eleuthera thereby inducing economic spending in hospitality and retail sectors in the surrounding area. The Preserve offers miles of trails through the native habitat with interpretive signage and provides The Island School and other knowledge-seekers the chance to study native plants. The Preserve serves as a research center for traditional bush medicine, a facility for the propagation of indigenous plants and trees, and an educational center focused on the importance of native vegetation to the biodiversity of The Bahamas.

## **THE ONE ELEUTHERA FOUNDATION (OEF)**

OEF is an Eleuthera-based, non-profit organization incorporated in The Bahamas in 2012. Led by Shaun Ingraham OEF has advocated for many years for a plan for Lighthouse Point that maximizes local community benefit. OEF has organized and engaged local stakeholders since 2009 and published *A Shared Vision for Lighthouse Point* - a plan that is created For Eleutherans, By Eleutherans. The Foundation strengthens organizations and communities on Eleuthera by connecting them to the resources and expertise necessary for developing and implementing plans that sustainably advance Eleuthera's culture and heritage, health and wellness, economy, education, and environment. OEF has established two signature projects: the Centre for Training and Innovation and the One Eleuthera Cooperative Credit Union. The One Eleuthera Foundation's Centre for Training and Innovation (CTI) is an education, training and business enterprise school, hotel, restaurant, and farm that offers educational opportunities for all residents of Eleuthera and from other islands of The Bahamas. Students learn skills on the job while an enterprise centre assists with small business (new and existing) development, capacity building, and expansion. OEF will make investments in partner organizations committed to strengthening the gateway communities and will provide ongoing support for increasing access to economic opportunity in Eleuthera. This ensures that locals are equipped to engage in the development process in a meaningful way and to benefit from their rich historical and natural assets. The One Eleuthera Foundation of the US (OEFUS) was established in 2016 and focuses on developing US-based funding support for OEF Bahamas projects. OEFUS will provide strategic insight and direction on philanthropic development to support OEF Bahamas and by extension other local project partners in their individual project mandates.

## **THE ISLAND SCHOOL AND CAPE ELEUTHERA INSTITUTE (CEI)**

The Island School, founded in 1999 by Chris and Pam Maxey, offers students from around the world a transformative educational experience through joining the local community and learning outside the walls of a classroom. With the campus and surrounding ocean as the school's laboratory, The Island School teaches students how to live sustainably and explore the framework of Eleuthera's cultural and environmental landscape. CEI was established in 2006, and grew out of the need to extend The Island School's initiatives and research in sustainability. CEI collaborates extensively with related institutes and governments and focuses on sustainable systems design and research, as well as courses and workshops in the tropical sciences. CEI is a model of sustainability with significant investment in renewable energy systems, food systems, and responsible waste management. Construction of CEI utilized an excess of 75% local construction materials and the Hall for Graduate Studies on the campus is LEED certified. The Institute will bring their unprecedented expertise in sustainable design, renewable energy, and responsible waste management to the development of LHP and its gateway communities. The Island School and Cape Eleuthera Institute, along with Center for Sustainable Development and Deep Creek Middle School, contributed over \$1.5 million to the economy and tax base of Eleuthera in the last fiscal year. Collectively, they have made over \$20 million in infrastructure investments and support over 52 full time jobs in the local economy. Indirect contributions to the local economy include spending from staff, students, and guests with locally-owned vendors and businesses. The Island School alone brings the families of over 150 students to stay for up to 5 days each year, contributing to the local economy.

# 04 FINANCING

The preliminary development budget is estimated at \$23 million, plus land acquisition cost. The budget is presented in four phases representing various development stages that will be refined through the masterplanning process. Development will occur in areas that are the least environmentally-sensitive and will be identified upon land acquisition and subsequent environmental and cultural asset assessment, and stakeholder engagement.

## DEVELOPMENT BUDGET LIGHTHOUSE POINT, ELEUTHERA

BUDGET SUMMARY BY PHASE	ESTIMATED COST	FUNDING SOURCES
Phase 1: Pre-Development and Initial National Park Improvements	\$3,000,000	LPP
Phase 2: Expanded Visitor Center and National Park Amenities	\$4,000,000	LPP
Phase 3: Eco-tourism Resort and Supportive Amenities	\$10,000,000+	Developer partners
Phase 4: Research, Education, and Training Facilities	\$6,000,000	LPP and other grants
SUB-TOTAL	\$23,000,000	
LAND ACQUISITION	TBD	LPP

*Source: Concept Plan for a National Park at Lighthouse Point South Eleuthera by Marvin and Lee Cook, Caribbean Heritage Concepts, LLC (2016).*



Students explore Lighthouse Point. Photos courtesy of The Island School.

# 05 PHASING

**The detailed process of environmental assessment, site planning, and stakeholder engagement will occur upon land acquisition as a part of the masterplanning process. The proposed phasing below will be informed and expanded through this process.**

## **PHASE 1: PRE-DEVELOPMENT AND INITIAL NATIONAL PARK IMPROVEMENTS**

This phase centers on strengthening the involvement of gateway communities and preparing the site for sustainable development and will include:

- Community engagement
- Plan, design, and construction staging - masterplanning process
- Site access and infrastructure development
- Site preparation for National Park
- Development of basic amenities including trails, viewing platforms, and signage
- Initial maintenance and staff facilities
- Construction of a basic Visitor Center
- Park opening

## **PHASE 2: EXPANDED VISITOR CENTER AND NATIONAL PARK AMENITIES**

This phase further develops the Lighthouse Point National Park, including:

- Road, trail, and bike path expansion
- Signage, amenities, and visitor center expansion
- Infrastructure management and upkeep
- Park management

## **PHASE 3: ECO-TOURISM RESORT AND SUPPORTING AMENITIES**

This phase advances almost simultaneously with Phase 4 and will include:

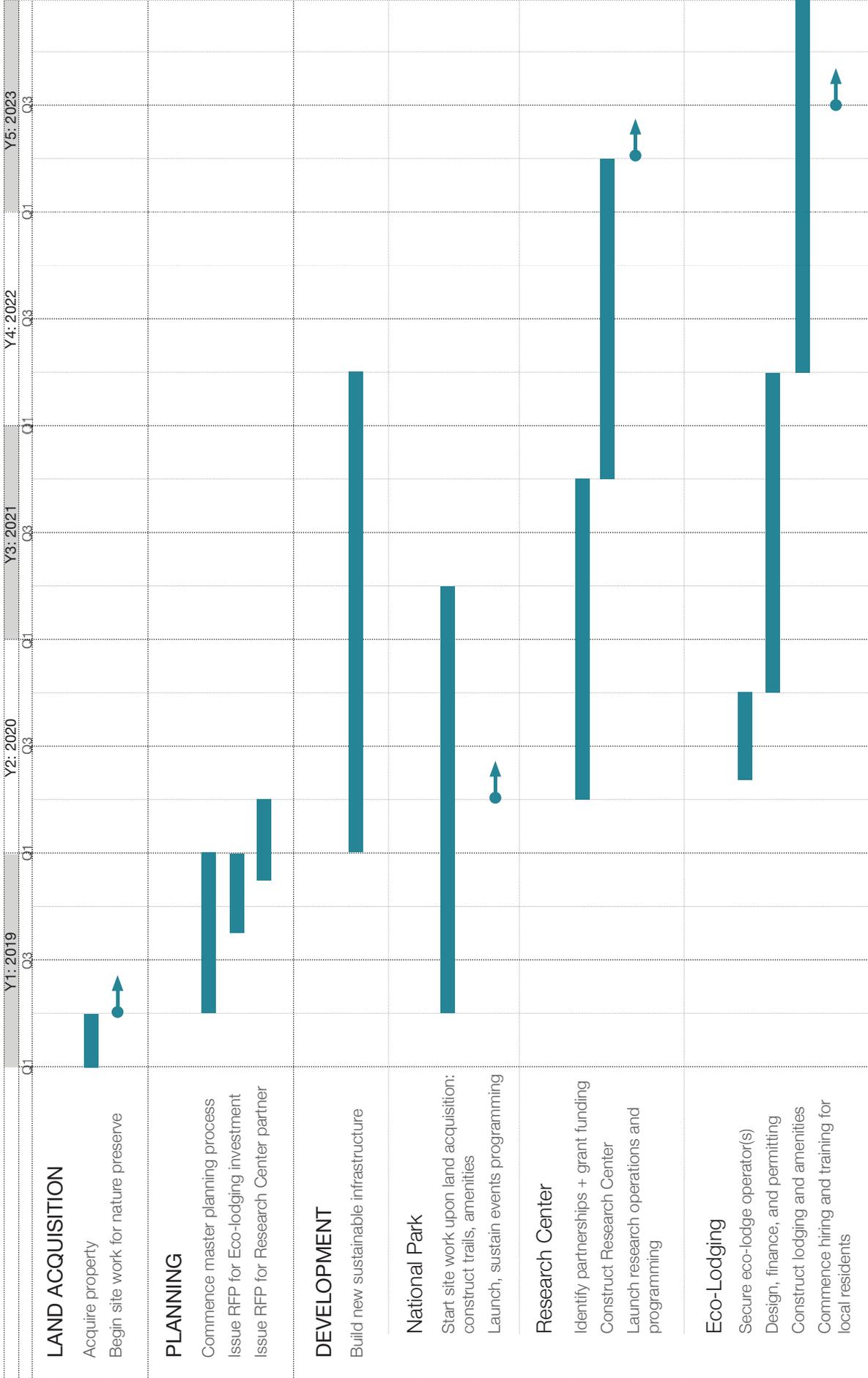
- Eco-lodge operator(s) identification
- Design, finance, and permitting stage
- Commercial resort development leases
- Lodging and amenities sustainable construction
- Hiring and training for local residents

## **PHASE 4: RESEARCH, EDUCATION, AND TRAINING FACILITIES**

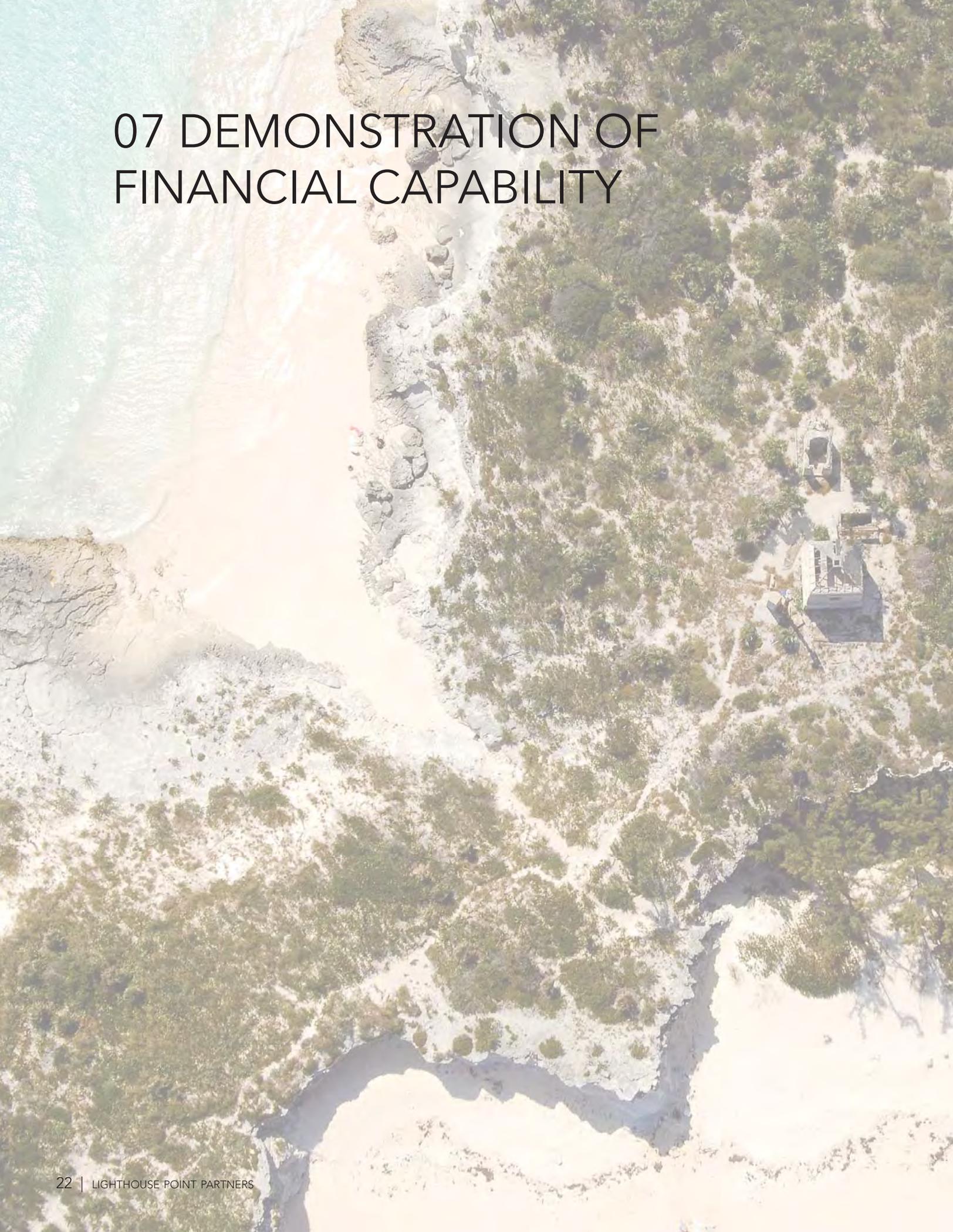
This phase advances the development of the research center, including:

- Partnership and grant funding identification
- Development of research and education center complex
- Launch of experimental programming and research operations
- Concessions and vendor operations across site

# 06 PROJECT TIMELINE



# 07 DEMONSTRATION OF FINANCIAL CAPABILITY





March 7, 2018

Dr. The Hon. Hubert A. Minnis MP  
Prime Minister  
Office of the Prime Minister  
Sir Cecil Wallace Whitfield Centre  
P.O. Box CB 10980  
Nassau, N.P., The Bahamas

SHELBY WHITE  
TRUSTEE

Dear Prime Minister:

I represent the Leon Levy Foundation which created the Leon Levy Native Plant Preserve in Governor's Harbour, Eleuthera. We are a New York City-based foundation with assets in excess of \$500 million and we are prepared to make a bid for Lighthouse Point in consortium with a team of other philanthropists who are interested in seeing sustainable job growth and development on South Eleuthera. The bid would not require the raising of additional equity and we would be able to close quickly once a deal that reflects market value is agreed upon with the owner. We seek to create a sustainable land preserve and eco-tourism destination with lasting jobs and value for the people of The Bahamas.

The Leon Levy Foundation has invested approximately \$10 million in Eleuthera to create and operate the Leon Levy Native Plant Preserve. We have been involved with numerous multi-million dollar projects in the United States and Israel. We created the Institute for the Study of the Ancient World in New York City with a gift to New York University of \$200 million in 2006. We are currently building a \$10 million museum in Israel to house an ancient Roman mosaic and to foster economic development in the multicultural city of Lod. We make annual grants in excess of \$30 million.

A group of like-minded organizations in Eleuthera, including One Eleuthera Foundation, the Island School and Cape Eleuthera Institute, the Deep Creek Middle School, and the Leon Levy Native Plant Preserve in partnership with the Bahamas National Trust, have the experience and the motivation to execute a plan for Lighthouse Point focused on local job growth and education for Bahamians around sustainable economic development, eco-tourism, and terrestrial and marine science and research. Our Lighthouse Point plan, enclosed with this letter, will build upon South Eleuthera's strengths and assets to create in South Eleuthera and The Bahamas a best-in-class model for sustainable job creation, educational opportunities, and environmental stewardship.

The Leon Levy Native Plant Preserve has become the number one tourist attraction on Eleuthera as measured by Trip Advisor and we have created 10 permanent Bahamian jobs in education, horticulture and administration. We have recently acquired additional land adjacent to the Preserve with plans for developing a science program and creating an incremental five to six jobs. The Preserve connects with over 350 school age Bahamian students each year, actively engaging them in the study of Bahamian native and culturally important plants through field trips to the Preserve, school visits and an annual summer camp. The Preserve's annual summer internship program provides three Bahamian undergraduate students with an intensive eight-week course of study on the natural history of the Bahamas, and covers all costs.

We look forward to further discussion.

Sincerely,



## Board of Directors

Rob Baird  
Springfield, MO

Lynn Dobson  
Seneca, SC

Marty Erbaugh  
Hudson, OH

Marjie Findlay  
Boston, MA

Lane Glaze  
President/Chair  
Beaufort, SC

Jeff Gowdy  
Nashville, TN

Dr. The Honorable Hubert A. Minnis MP  
Prime Minister  
Office of the Prime Minister  
Commonwealth of the Bahamas  
Cecil Wallace Whitfield Building  
PO Box CB 10980  
Nassau, N.P., The Bahamas

September 21, 2018

Dear Prime Minister,

I am writing you on behalf of the Board of Directors for One Eleuthera Foundation of the U.S. (OEF-US). As a 501(c)3 entity incorporated in the United States, OEF-US works in the States to raise funds and awareness in support of our sister entity, One Eleuthera Foundation (OEF), based in Rock Sound, Eleuthera.

The purpose of this letter is to inform you of our success in raising \$6,463,165 (USD) in support of the effort to preserve Lighthouse Point and create a sustainable local economy for the people of Eleuthera as presented by the consortium (including OEF, Leon Levy Foundation, Bahamas National Trust, BREEF, Cape Eleuthera Foundation, etc.). This total represents pledges from more than **four dozen** U.S.-based individuals, foundations and endowments, with the smallest pledge or contribution to date being \$10.00.

This significant financial commitment reflects a deep desire to preserve the beauty of Lighthouse Point for future generations while also providing a sound, ecologically-sensitive development plan and economic stimulus which will enhance the lives of all who call South Eleuthera "home."

Should you or someone from your office have any questions, please do not hesitate to contact me.

Sincerely yours,

  
Rev. Lane Glaze  
President/Chair  
One Eleuthera Foundation of the U.S.

# 08 LETTERS OF INTEREST

**1. Little Island Group - Ben Simmons, Owner and CEO**

**2. Holowesko Partners - Mark Holowesko, Owner and  
Lauren Holowesko, Director of The Island House**

**3. Bahamas Boutique Hotels Group Limited - Peter Andrews, Chairman**



LITTLE ISLAND GROUP  
Court Street  
Dunmore Town  
Harbour Island  
Bahamas

The Hon. Dr. Hubert A. Minnis MP  
Prime Minister  
Office of the Prime Minister  
Commonwealth of The Bahamas  
Cecil Wallace Whitfield Building  
P.O. Box CB 10980  
Nassau, Bahamas

September 10, 2018

**Re: Letter of Interest for Lighthouse Point, Eleuthera**

Dear Prime Minister Minnis:

As the owner and CEO of the Little Island Group Ltd, I am pleased to submit to you our company's strong expression of interest in the opportunity to participate in development and operation of a new thoughtfully planned and executed eco-lodge of the highest caliber at the Lighthouse Point property in South Eleuthera. Specifically, we would be interested in being a part of the proposed community-driven plan that would preserve most all of this magnificent, one-of-a-kind property for predominantly public benefit use.

Little Island Group Ltd is a wholly Eleutheran and Bahamian company and currently owns and operates two boutique Hotels in the North Eleuthera area. Firstly *the Ocean View Club* which is the only Bahamian owned hotel on infamous Pink Sands Beach and has been dubbed by Conde Nast traveller as the 'Bahamas's most stylish hotel'. Our second property is called *the Other Side* and is a solar powered luxury Glamping site located on the Harbour Island Commonage near upper Bogue. In the short time that we have been open we have had the honour of being the first Bahamian property on the cover of the renowned Conde Nast UK travel magazine. We also were the only Bahamian property on the 2017 Conde Nast Hot List and were rated as the nineteenth best facility in the Bahamas, Bermuda and Turk and Caicos on the Readers choice awards within the first 10 months of opening. The Other Side is truly unique as it represents first commercial venture of it kind on the Harbour island commonage and as a commoner myself my company donates five per cent of the properties revenue to the commonage committee to further the beneficial use of the land of all Harbour island commoners.

Our firm has a strong interest in pioneering Bahamian entrepreneurship and investing in and operating smaller, sustainable properties throughout the Bahamas in the effort to bolster an authentic Bahamian experience, surrounded by unspoiled natural beauty. Local community leaders and other supporters of a predominantly public land conservation approach to future use at Lighthouse Point have identified limited developable areas within the one-of-a-kind and historically significant 900-acre property. These parcels appear to be an ideal fit for our business model and offer just what our clientele is looking for: a well-curated hospitality experience, with excellent amenities and services, surrounded by an inspired natural Bahamian setting with spectacular water views and pristine beaches.

Little Island Group would be interested in exploring with the local consortium led by the Bahamas National Trust and representatives of the Leon Levy Foundation the business terms upon which we would commit resources to develop a hospitality component at this site that might follow in the manner of our 'glamping' property in Upper Bouge and potentially consist of approximately ten to fifteen luxury Tents/cottages constructed with little impact to the current topography. We would imagine this facility to be fully powered by the sun and feature a substantial kitchen garden to ensure the highest quality local produce and culinary experience to match.

Our facility in North Eleuthera is in the progress of completing a large organic kitchen garden with 80 'raised' vegetable beds which we hope will be the cornerstone of a educational program that would use our facility as a platform for vocational and educational advancement of young Bahamian teens and adults in the area during the shoulder season (August through November). We plan to feature agriculture, culinary and interior design programs, as well as primers in photovoltaics and alternative technologies. We would hope to bring something similar to the Lighthouse Beach location, once established, with a thorough focus on the development of Bahamian entrepreneurship. My brother has been a teacher with ministry of education for over 8 years and has stressed to me the immense importance of connecting the theoretical principles that our youth are exposed to in school with inspiring aesthetically rich real world examples. Our business model connects industries in unconventional ways. We regularly invite classes to experience our operation. Students interested in farming better understand what chefs want when they see it plucked from farm and arranged on a plate. Students interested in a career in Restaurants and Catering gain appreciation for design and aesthetics as all of our properties operate with an open door policy that invites guests into the kitchen to interact with our chefs. Those interested in interior design will comprehend the importance of energy efficiency and ecology when thinking about style. Those interested in the implementation of alternative energy solutions gain an understanding of how to holistically think about energy the requirements of the facility as well as how to aesthetically incorporate them into architecture. Finally those interested in hospitality entrepreneurship might be inspired by a model that is unique, ecological, sustainable and ultimately cool and stylish or dare I say 'instagram-able'. As a 'young' Bahamian Entrepreneur I cannot think of any greater privilege than that of participating in softly developing this beautiful landscape in a manner that preserves the beauty that defines everything that is truly wonderful about our nation - our people, our sand and our sea.

At this preliminary stage we have not had the opportunity to do due diligence to project the viable number of accommodations to develop at this location, however we believe this is the right complementary use for this pristine site to generate sustainable sources of revenue to fund the maintenance and operations of the public lands and help ensure that future generations of Bahamians have access to this extraordinary place.

We look forward to the progress on the land acquisition by the locally-based consortium with whom you and your staff have been speaking and hope for an outcome concerning the future of the property that will be an important part of your legacy to strengthen and protect the natural and cultural resources so revered in this great country.

All best wishes,

Benjamin Simmons  
Owner and CEO  
Little Island Group

September 25, 2018

Dr. The Rt. Hon. Hubert Alexander Minnis  
Office of The Prime Minister  
Sir Cecil Wallace Whitfield Center  
PO Box CB 10980  
Nassau, The Bahamas

**RE: The Island House – Lighthouse Point, Eleuthera**



THE  
ISLAND  
HOUSE  
NASSAU

Dear Prime Minister:

This letter represents our interest and enthusiasm in joining the discussion led by the Leon Levy Foundation surrounding the development of Lighthouse Point, Eleuthera.

We would be interested in presenting a proposal for the expansion of The Island House brand with the development of a second eco-conscious boutique hotel platform within the Lighthouse Point reserve.

We had previously shown an interest in expanding into Eleuthera but had not found a suitable location. Through the collective efforts of the Leon Levy Foundation, The Bahamas National Trust and One Eleuthera, Lighthouse Point would be an ideal location for a natural reserve supported by the commercial offerings of a eco-conscious development in conjunction with a farming program to reestablish the great farming history of Eleuthera and provide significant job creation.

MAHOGANY HILL  
WESTERN ROAD  
PO BOX N-7776-78  
NASSAU, THE BAHAMAS

THE-ISLAND-HOUSE.COM

We support the proposed concept of developing Lighthouse Point with a focused and authentically Bahamian philosophy; similarly to our Island House platform. We too believe in offering a Bahamian and sustainable product that incentivises not only the global industry of Eco-Tourism but the local community at large.

We have been successful in implementing this platform in Nassau with the first iteration of The Island House. The Island House Nassau currently employs 135 Bahamians with only 4 additional work permits. We have three successful restaurants on property, an art house cinema which houses The Island House Film Festival for the third year running this coming Feb 1-3, 2019, and Bahamian art throughout the property. We have also committed to minimizing our carbon footprint with the implementation of solar, an energy management system and a dedicated plastic free zone, with the commitment of eliminating plastic usage in all of our restaurants and hotel rooms. We would implement our current systems and an extensive solar program to create a completely 'off the grid' and sustainable hospitality platform in Lighthouse Point.



The Island House programming is instrumental to our brand and strengthens our local tourism product. We support local artists, entrepreneurs, musicians, filmmakers and farmers through our weekly farmers markets in an on-going program offered not only to our guests but also the entire community. Our hotel program is successful because we are committed to the in-house management and education of our staff and community. The importance of local knowledge, hospitality management and a sustainable business is instrumental in protecting this land while making it economically viable.

This proposed development is in line with the Government's strategy to spur the growth of the economy through boutique, eco-friendly hotels that use and promote local products. We look forward to joining the discussion and working together to continue improving our Bahamian hospitality products and creating a productive economy and community.

Thank you for your kind consideration.



# BAHAMAS BOUTIQUE HOTELS GROUP LIMITED

The Hon. Dr. Hubert A. Minnis MP  
Prime Minister  
Office of the Prime Minister  
Commonwealth of The Bahamas  
Cecil Wallace Whitfield Building  
P.O. Box CB 10980  
Nassau, Bahamas

September 10, 2018

**Re: Letter of Interest for Lighthouse Point, Eleuthera**

Dear Prime Minister Minnis:

As Chairman of the Bahamas Boutique Hotels Group Limited, I write to express our company's extremely strong interest in the opportunity to participate in carefully curated development and operation of an eco-lodge of the highest caliber as part of the proposed community-driven plan to preserve the Lighthouse Point property in South Eleuthera for predominantly public use.

The Bahamas Boutique Hotels Group Limited has a strong interest in expanding its existing Bahamian investments in and operation of smaller, sustainable properties in areas of The Bahamas that retain an authentic Bahamian experience, surrounded by unspoiled natural beauty. Local community leaders and other supporters of a predominantly public land conservation approach to future use at Lighthouse Point have identified limited developable areas within the one-of-a-kind and historically significant 900-acre property. These parcels appear to be an ideal fit for our business model and offer just what our clientele is looking for: a well-curated hospitality experience, with excellent amenities and services, surrounded by an inspired natural Bahamian setting with spectacular water views and pristine beaches.

Obviously at this preliminary stage we have not had the opportunity to do due diligence to project the viable number of accommodations to develop at this location, however over a period of time I could see thirty cottages/suites of high quality to blend in perfectly with the special part of our country known as Lighthouse Point, perhaps adjacent to and sharing hospitality-related facilities with one or more lodges within the prescribed developable zones at the site.

We look forward to the progress on the land acquisition by the locally-based consortium with whom you and your staff have been speaking and hope for an outcome concerning the future of the property that will be an important part of your legacy to strengthen and protect the natural and cultural resources so revered in this great country.

All best wishes,



Peter N. Andrews



The Other Side, Eleuthera, The Bahamas - Little Island Group



The Island House, Nassau, The Bahamas - Holowesko Partners



Hope Town Harbour Lodge, Abaco, The Bahamas - Bahamas Boutique Hotels Group Limited

# 09 ECONOMIC IMPACT

## Create Year-Round Jobs and Long-Term Economic Benefits through Sustainable Development at Lighthouse Point

The Lighthouse Point National Park and adjoining sustainable eco-tourism development will provide long-term economic benefits to local communities. Our team is committed to investing in projects that respond to local need and will endure inevitable economic cycles. The partners on our team have a history of commitment to and investment in the culture, heritage, and infrastructure of Eleuthera, and will continue that focus through this vision for LHP.

### PERMANENT ECONOMIC CONTRIBUTIONS:

190	full time jobs
\$7.7M	earnings annually
\$13.76M	economic output annually
\$11.56M	annual GDP increase
\$300,000	in annual NIB payments

These 190 projected jobs are full-time, year-round permanent employments that provide high-quality and secure economic benefits for Bahamians. The jobs range from transportation and recreation to National Park and resort operations, as well as highly specialized professional and managerial positions for local residents.

These jobs will help build and strengthen the region’s human capital, providing pathways for individuals’ long-term professional success and livelihood. Targeted investments in local hiring and training programs will ensure that Bahamian residents have the skills and information to seize and excel in these opportunities.

### ONE-TIME ECONOMIC CONTRIBUTIONS (OVER 2-YEAR CONSTRUCTION PERIOD):

166	person-years of work in construction
\$11.25M	earnings
\$16.9M	economic output
\$14.3M	one-time GDP increase
\$438,000	in NIB payments

## Expand On-the-Ground Efforts Already Underway

The One Eleuthera Foundation is already providing support for social enterprises and workforce training in Eleuthera through the Centre for Training & Innovation and other initiatives and will continue to build upon these efforts through the support of Lighthouse Point Partners and our Sustainable Development Plan.

### **The Lighthouse Point National Park with complementary eco-tourism development will create over 350 meaningful jobs for Bahamians.** This includes:

- Sustained year-round jobs for locals that provide more economic security to locals than temporary cruise stop-over supporting jobs.
- Opportunities for management jobs and local entrepreneurship through integrated workforce training programs and local stakeholder engagement throughout the masterplanning and implementation of our Sustainable Development Plan.
- Professional jobs in financial management, marketing, development, science and education programs, administration, and external affairs.
- Both experienced hire and entry-level positions in National Park operations, routine maintenance, periodic restoration, guest services, and concessions.
- Scientific research and educational programming positions in wildlife and plant conservation, climate science, and biology.

### **Direct Employment On-Site Summary:**

- National Park, research and education, and visitor services:  
32 jobs; wages are 93% higher than minimum wage
- Eco-lodge management, operations and maintenance:  
48 jobs; wages are 370% higher than minimum wage
- Restaurant and bar management, maintenance and operations:  
45 jobs; wages are 154% higher than minimum wage
- Retail and recreation:  
18 jobs; wages are 152% higher than minimum wage

Preliminary estimates indicate that a total of 32 people would be directly employed in the management, maintenance, and operations of the National Park, research and education facilities and visitor services, with aggregate annual wages and salaries of \$676,480. In addition to these jobs, it is estimated that the eco-lodge, restaurant/bar and retail store/recreation hub would together employ 111 people, with aggregate wages and salaries totaling approximately \$5.32 million. These jobs would include:

- 48 people directly employed in eco-lodge management, operations and maintenance
- 45 people directly employed in restaurant/bar management, maintenance & operations
- 18 people directly employed in retail and recreational jobs

Based on earnings of preserve and park employees data, and data derived from IMPLAN on the earnings of those employed in commercial operations, we estimate that the annual and weekly earnings (weekly assumes average over a 52-week period) of those directly employed at Lighthouse Point would average as follows:

- For National Park workers, approximately \$21,100 (\$406 / week)
- For retail and recreation workers, \$27,600 (\$531 / week)
- For restaurant and bar employees, \$27,700 (\$533 / week)
- For eco-lodge management, maintenance and operations, \$51,300 (\$986 / week)

In addition to these direct jobs, the operations described above would contribute to the vitality of the local economy through purchases of goods and services by the National Park, the research and education center and the associated commercial businesses, and through the household expenditures of local residents directly employed in these operations. We can estimate these indirect and induced (or “multiplier”) effects using the IMPLAN input-output modeling system, a modeling tool commonly used in economic impact studies.

Using IMPLAN, we estimate that the operations would directly and indirectly generate:

- 168 full time jobs in the Bahamas, with earnings totaling approximately \$6.7 million (in 2018 dollars)
- Nearly \$12.4 million in annual economic output
- An increase in of nearly \$10.4 million in the Bahamas’ annual GDP

**Direct, Indirect & Total Annual Impact of Ongoing Operations at LHP**

(employment in jobs; income, value-added and output in thousands of 2018 dollars)

	<b>JOBS</b>	<b>EARNINGS</b>	<b>VALUE-ADDED</b>	<b>OUTPUT</b>
<b>DIRECT</b>	143	\$5,319.7	\$7,669.0	\$9,177.0
<b>INDIRECT</b>	5	\$337.5	\$575.8	\$648.2
<b>INDUCED</b>	20	\$1,047.4	\$ 2,131.5	\$ 2,526.5
<b>TOTAL</b>	168	\$6,704.6	\$10,376.3	\$12,351.7

In addition to the impacts described above, the National Park would contribute to the vitality of the local economy through off-site local spending by visiting scholars and students, by eco-lodge guests and by other visitors to the National Park. Assuming that occupancy in the eco-lodge averages 60 percent and 2.0 persons per unit; average off-site spending of \$20 per guest per day; off-site spending of \$10 per person per day for other visitors; and \$100,000 per year in off-site spending by visiting scholars and students, we estimate that off-site spending will directly and support 19 jobs, with earnings totaling \$805,000, including:

- 14 people employed in restaurant and bar jobs
- 4 people employed in retail and consumer service jobs
- 1 person employed in local transportation

Including the indirect and induced effects of off-site spending by visitors to Lighthouse Point, we estimate that such spending would directly and indirectly support:

- 22 full time jobs, with \$989,000 in earnings (in 2018 dollars)
- Nearly \$1.36 million in economic output
- An increase of nearly \$1.16 million in the Bahamas’ annual GDP

### Direct, Indirect and Total Annual Impact of Off-Site Visitor Spending

(employment in jobs; income, value-added and output in thousands of 2018 dollars)

	<b>JOBS</b>	<b>EARNINGS</b>	<b>VALUE-ADDED</b>	<b>OUTPUT</b>
<b>DIRECT</b>	19.0	\$805.1	\$788.4	\$923.5
<b>INDIRECT</b>	0.4	\$27.4	\$49.0	\$54.1
<b>INDUCED</b>	3.0	\$157.0	\$319.5	\$378.8
<b>TOTAL</b>	22.4	\$989.5	\$1,156.9	\$1,356.4

Based on the direct and indirect earnings cited above, we estimate that the National Park, associated commercial operations, and off-site visitor spending will also generate approximately \$300,000 in annual NIB payments.

In addition to its ongoing impact, development of Lighthouse Point will also create business and employment opportunities in site preparation and construction. Based on data on site preparation and assuming a cost of \$150 per square foot for the new facilities described above, we estimate that site preparation and construction will directly and indirectly generate:

- Approximately 166 person-years of work over a two-year period (including 120 person-years in construction and related industries, and 40 in other sectors of the Bahamas economy, as a result of indirect and induced effects), with \$11.25 million in wages
- More than \$16.9 million in economic output
- A one-time addition of nearly \$14.3 million to the Bahamas' GDP
- Approximately \$438,000 in NIB payments

### Direct, Indirect and Total Annual Impact of Construction at LHP

(employment in person-years; income, value-added and output in thousands of 2018 dollars)

	<b>JOBS</b>	<b>EARNINGS</b>	<b>VALUE-ADDED</b>	<b>OUTPUT</b>
<b>DIRECT</b>	120	\$9,122.8	\$10,177.3	\$12,077.1
<b>INDIRECT</b>	5	\$341.0	\$441.8	\$582.3
<b>INDUCED</b>	35	\$1,787.0	\$3,636.8	\$4,310.8
<b>TOTAL</b>	160	\$11,250.8	\$14,255.9	\$16,970.2

## Methodology

Economic impact projections were supplied by James Lima Planning + Development, an economic development and land use planning firm with expertise in community-driven projects that deliver sustainable growth and quality of life enhancements.

The economic impact indicators are based on a project buildout using the IMPLAN regional impacts estimation software. The IMPLAN software estimates and aggregates the impacts of direct on-site economic change and changes in regional supply chains and associated increases in household spending.

# 10 WHAT'S AT STAKE

## **Our Community-Supported Eco-tourism Plan is Designed to:**

- Align with the long-term vision of the Government of The Bahamas for individual islands and island groups of The Bahamas to build permanent and sustainable jobs and economic development upon the history, culture, desires and ambitions of its local communities.
- Reinforce, celebrate, and amplify authentic Bahamian culture and our remarkable pristine places, by partnering with world-class partners in eco-tourism and scientific research to create experiences the are always additive to this unique, exquisitely beautiful and sacred place in Eleuthera, to preserve the site's tremendous natural and cultural assets for all Eleutherans for generations to come.
- Create more than 350 meaningful permanent and construction jobs for locals.
- Offer almost 150% higher average salaries than the cruise-related proposal, for high caliber 7-day-a-week jobs, many of them managerial and professional positions.
- Establish an entity comprised of broad, local representation to oversee the development and implementation of this plan.
- Stimulate a wave of local entrepreneurial activity to strengthen community development programs already in place and increase access to economic prosperity for Eleutherans.

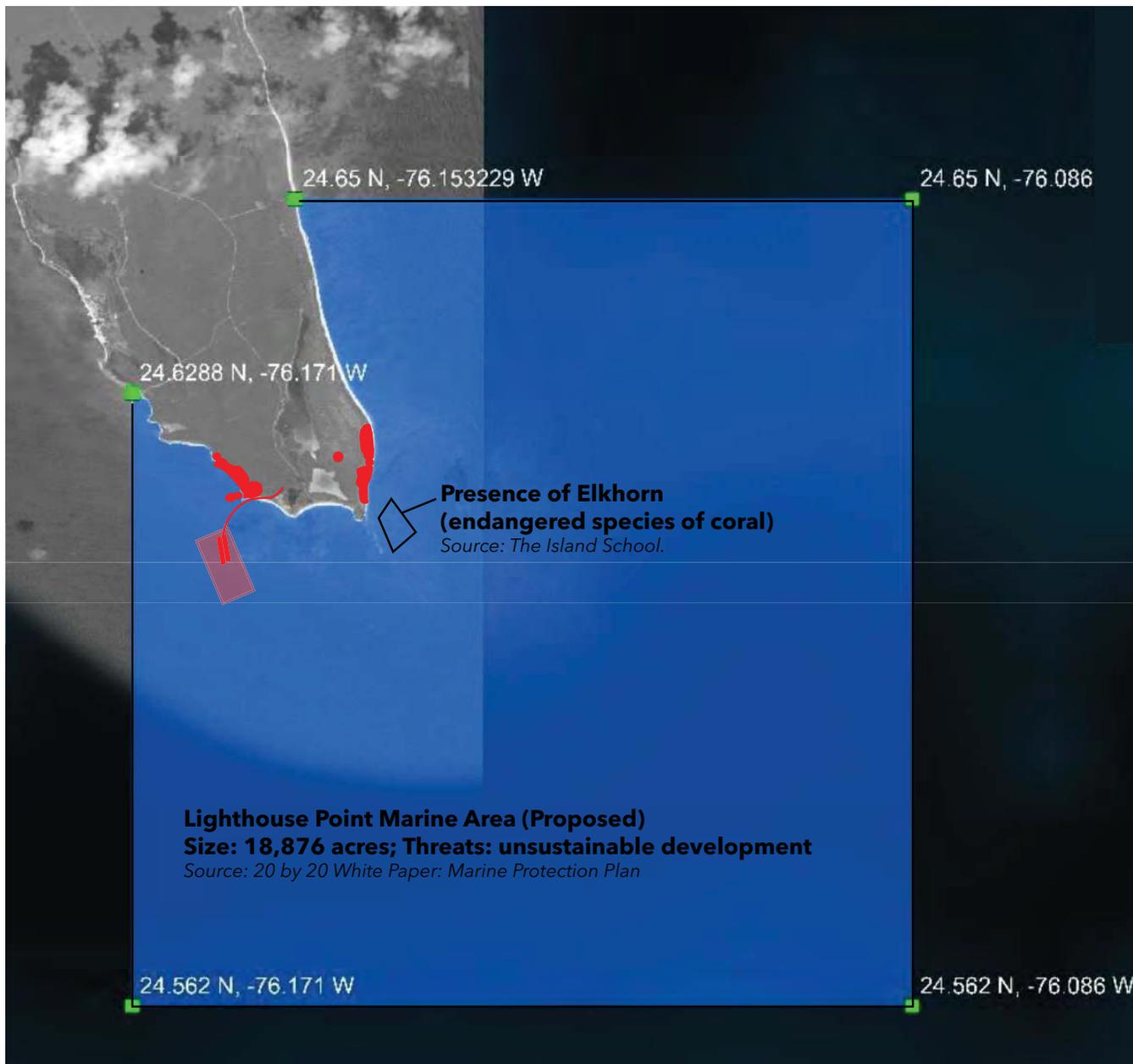
Unlike previous plans for Eleuthera that were based on large-scale developments or smaller ones that failed to deliver on the permanent jobs promised, our plans are based on attracting global eco-tourism brands with proven track records of job creation, sustainability and economic contribution so that our economic projections for permanent sustainable jobs and for incremental GDP are not speculative.

This approach offers the opportunity to establish the entire island of Eleuthera as the eco-island of The Bahamas if not our region through integrating a strong economic underpinning with socially responsible development that is locally-driven **for Eleutherans, by Eleutherans.**

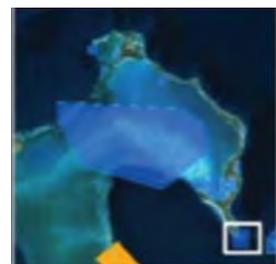


Photo courtesy of The Island School.

# Proposed Cruise Line Plan is Incompatible with Local, National, and International Plans and Commitments for Marine Protection + Public Access.



- Proposed boundary points
- Proposed Protected Area
- Proposed Disney Development (Private)
- Existing Protected Area



**What's At Stake: Precious Marine Ecosystems Surrounding Lighthouse Point and Public Access to the Site for Eleutherans for Generations to Come.**



**Endangered Elkhorn species of coral found adjacent to Lighthouse Point.**



Photos courtesy of The Island School.

# APPENDIX

## **Support for Locally-Driven Sustainable Development at LHP**

The following parties all seek the preservation of Lighthouse Point and surrounding areas with the goal of protecting this place of outstanding beauty from large-scale development and ensuring continued opportunity for present and future generations to experience many layers of history, ecosystems and natural beauty within this single extraordinary place:

- 28,800+ individuals who have signed on to the Save Lighthouse Point petition
- The Bahamas National Trust
- Bahamas Reef Environmental Education Foundation (BREEF)
- Bannerman Town Millars John Millars Eleuthera Association (BTMJMEA)
- Cape Eleuthera Institute
- Center for Sustainable Development
- EARTHCARE
- Eleuthera Arts and Cultural Center
- Eleuthera Land Conservancy (ELC)
- Governor's Harbour Heritage Trust
- The Island School
- Leon Levy Native Plant Preserve
- Mission Blue
- One Eleuthera Foundation
- Organization for Responsible Governance
- Raising Awareness about the Bahamas Landfill
- re-Earth Bahamas
- Save Lighthouse Point
- Save the Bays
- South Eleutheran Mission
- Students of Central Eleuthera High School & other #SaveLighthousePoint advocates
- Waterkeepers Bahamas

## **Culture and History at Lighthouse Point**

In addition to the environmental diversity of the area, the site and its immediate context have a number of notable cultural and historic resources that are currently underutilized. The Lighthouse of Lighthouse Point is still intact along with the remains of a cistern, a separate kitchen structure, and a nearby dock. The historic lighthouse was established in 1903 -

originally called the Eleuthera Island South East Point Light. The northwest area of the site encompasses the ruins of what used to be Bannerman Town; old homes, a church, stonewalls, and a large L shaped cistern mark a community that disappeared decades ago. Off site, just north of Millars (the settlement now often called, incorrectly, Bannerman Town) are a series of building ruins collectively referred to as the Millars Plantation which has artifacts that date as early as the 1780's, and may reveal a significant cultural and historic story about Eleuthera and The Bahamas. Recent preliminary archaeological survey work has also noted the presence of Lucayan artifacts at Lighthouse Point that suggest the area may have been a ceremonial site.

Many visitors have noted that Lighthouse Point can tell a comprehensive story about the cultural, historical, and environmental history of Eleuthera, providing a unique educational and experiential tour opportunity for both Eleutherans and tourists alike. Currently many Eleutherans and tourists visit Lighthouse Point for recreation, leisure, site seeing, hiking, educational tours and crabbing. Students from schools in the region camp on-site as part of their environmental education curriculum. Many families have a precious generational connection to Lighthouse Point, recalling visits with parents and grandparents over several decades.

## **The Diversity of Life at Lighthouse Point**

Within the Lighthouse Point area are broadleaf coppice forests, coastal dunes, coral reefs, saline ponds, salt meadows, brackish wetlands, limestone cliffs, rocky shores, and white sand beaches. Both the number and diversity of ecosystems and the relative remoteness of the area contributes to the overall intrinsic environmental value of Lighthouse Point as a whole. Within this range of diverse ecosystems one can find small treasures such as a grove of *Lignum vitae* (the National Tree of The Bahamas, and one of the hardest woods in the world), dense patches of bromeliads, land crabs and even wild goats. Site studies of the Lighthouse Point area have also identified over 50 species of avian wildlife in the area, and the site contains good habitat zones for the endangered Kirtland's Warbler.

Another critical environmental resource on site is Big Pond, which has been noted as a largely undisturbed rare hypersaline lake. Hypersaline lakes like Big Pond are inland bodies of water that have higher levels of salinity than the oceans. Conditions in hypersaline lakes are challenging for life forms and are characterized by wide changes in salinity and acidity. As such, living organisms that thrive in such conditions are of significant value to researchers in a variety of fields including medical research and genetics. Additionally, NASA scientists have been studying hypersaline lakes as sites for interpreting Mars meteorites and material samples. Despite that, the ecologies of hypersaline lakes has been deteriorating worldwide due to encroachment of human settlement. Big Pond is especially important in this regard due to the fact that it is surrounded by undeveloped land. As noted in the statement below from concerned scientists, each hypersaline lake is different and offers unique opportunities for research. Accordingly, Big Pond and its surroundings must be considered as environmental resources that need to be protected from development impacts, and impacts from the existing road should be minimized and mitigated.



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*Cittarium pica*, commonly known as whelks or wilks, shells have been found at the tip of Lighthouse Point near pre-historic tools and Palmetto ware. These discoveries suggest a Lucayan presence at the site.



Remnants of an old dock just west of the lighthouse, and oral histories of the area, suggest a history of trade. More research would need to be conducted to understand the extent and types of trade conducted in the region.



Research suggests that the sea cave at Lighthouse Point may have been used as a Lucayan ceremonial area. More research and on-site archaeological study would need to be conducted to confirm this hypothesis.



Gorgeous patch reefs and golden beaches where turtles breed aside, the hypersaline lake, Big Pond, harbors many answers about the origin of life, climate change, even offers windows in deeply rooted medical research questions and also in the search for extraterrestrial life. This environment is truly UNIQUE, unrivaled in the entire world! Its sediments may appear slimy with thin crusty layers inside, but they are in fact time capsules of microbes and environmental conditions under which they are constructed. These ecosystems are similar to the earliest life forms we know of on Earth, going back over three billion years in time . . . there are only a handful of ecosystems like this that remain on Earth today, all slightly different, each with its own unique characteristics. We need to keep Big Pond...

- 2009 Letter from Concerned Scientists to the Bahamian People regarding the future of Big Pond at Lighthouse Point