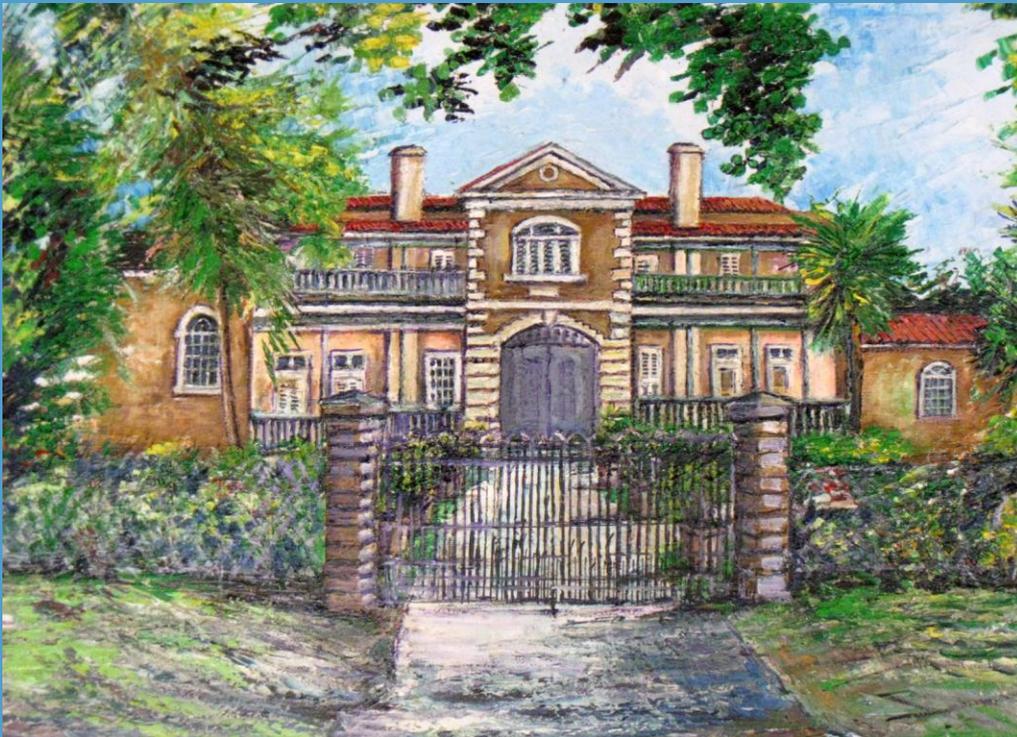




FINAL REPORT

BARBADOS TOURISM MASTER PLAN 2014–2023

REPORT VI: CULTURAL HERITAGE & ATTRACTIONS



Environmental Planning Group Inc.

HLA Consultants

2014

BARBADOS TOURISM MASTER PLAN

2014 – 2023

REPORT VI: CULTURAL HERITAGE AND ATTRACTIONS

Ministry of Tourism and International Transport

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2014

DISCLAIMER

This report, prepared by Environment Planning Group Inc. in association with HLA Consultants, has been reviewed and approved by the Ministry of Tourism and International Transport. The contents indicate the challenges that are existing as determined by the consultant, and the consultant's recommendations, strategies and actions for their mitigation. The foregoing does not signify that the contents always necessarily reflect the policies and views of the Ministry.

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The consulting team wishes to thank the Hon. Richard Sealy, M.P., Minister of Tourism & International Transport, Ms. Shelley Carrington, Permanent Secretary(Tourism), Ms. Gale Yearwood and Ms. Sherry Waithe of the Tourism Master Plan Project Unit and the staff of the Ministry of Tourism & International Transport for their support and participation in the TMP process.

Many representatives from government ministries, NGO's and industry stakeholders went out of their way to collaborate in wide ranging discussions over the duration of the project. These also included NCF, CTO, BMHS, BHTA, BTA, BTII, TDC, IICA, TCPO, BWA Central Bank of Barbados, Barbados Garrison Historical Consortium Inc., Natural Heritage Department, Barbados National Trust, Cruise Tourism Task Force, Barbados Chamber of Commerce, Barbados Council for the Disabled, Future Centre Trust and the Barbados Youth Business Trust.

In addition, we wish to express appreciation to all those who took time to attend meetings, share advice and information, and provide us with written comments/inputs in the workshop sessions.

In the production of these documents, the work of local artists has been featured as an opportunity to showcase the visual arts in Barbados.

REPORT VI: CULTURAL HERITAGE AND ATTRACTIONS

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Summary

Barbados is an island with a rich history and diverse cultural heritage products ranging from historic buildings and nature sites to oral history and festivals. Since cultural heritage tourism has been found to be a major interest of the ‘new traveller’ and a fast growing, high spending market in itself, preservation of Barbados’ cultural products offers a vital opportunity for expansion of the tourism sector.

During the course of TMP research and consultation, stakeholder comments and site visits throughout the island confirmed that there is a need for new attractions to meet visitor preferences and expectations, and help Barbados flourish as a vibrant destination with many sites to experience. Although Barbados has a rich cultural heritage, facilities, maintenance systems, interpretation, packaging and marketing need improvement. A number of existing attractions are in urgent need of upgrading. In addition, although Barbados has much to offer relative to natural sites, it does not have the range of unique experiences compared to competing nature tourism destinations.

The importance of interpreting this rich cultural and natural history for visitors and residents through new products and improved existing products is underscored by the economic recession the country has experienced in recent times. To once again attract the attention of international visitors, Barbados needs to significantly improve its product offering. The ‘sea, sand, and sun’ offering, if well managed, will always be a prime attraction for tourists. However, in a global context, the new discerning visitor requires more diversity while on vacation. Barbados has a significant opportunity to provide this additional product with a focus on its unique cultural and natural heritage.

This Report sets the stage and provides the context for the recommendations, strategies and actions that address cultural heritage and attractions. It provides an overall vision for Barbados’ attractions and cultural & natural heritage, and emphasizes the importance of ‘place’ and the island’s rich legacy of both tangible and intangible products. Tangible heritage includes the island’s natural and built heritage, while intangible heritage encompasses traditions and cultural expressions in a variety of forms such as festivals and events.

The recent designation of Historic Bridgetown and its Garrison as a UNESCO World Heritage Property is a significant achievement and invaluable to cultural heritage tourism. An important common theme shared by many destinations that have UNESCO-designated sites is a promotion of those sites and their legendary histories, while drawing attention to the cultural heritage of the destination. It is recognized that through the efforts of the Barbados Garrison Historic Consortium, several of these potential stories and legends are now being presented to both visitors and residents.

The White Paper on the Development of Tourism in Barbados emphasizes the need for Barbados to “*become a destination of choice globally based on the offering of its products, services, rich cultural heritage, affordability and intrinsic value*” (Strategic Solutions Inc., 2012, p. 29). It also states that:

“Government will promote the UNESCO designated Historic Bridgetown and Its Garrison as a centre-piece of our heritage tourism offering” and that the UNESCO World Heritage inscription of Historic Bridgetown and Its Garrison is an “invaluable addition to Barbados’ tourism product and will contribute greatly to heightening the island’s reputation as a heritage tourism destination. World Heritage status will give Barbados immediate visibility, credibility and marketability with both local and foreign media” (Strategic Solutions Inc., 2012, pp. xi and 227).

Renewed concentration on developing quality cultural heritage areas will therefore provide a unique setting for the tourism product, forming a distinctive point of differentiation. Barbados’ cultural and natural heritage resources include:

- *Built Heritage:* Attractions
 - *Natural Heritage:* Parks, Reserves, Coastal and Marine Experiences, Nature Attractions
 - *Indigenous and Traditional Knowledge:* Stories and Oral Traditions, Traditional Practices, e.g. folk medicine
 - *Popular Culture:* Cultural Festivals and Events, Arts and Craft Exhibitions
- The UNESCO World Heritage Property embodies these four categories above.

Through a range of TMP research, stakeholder workshops and project interviews, the core experiences of Barbados’ heritage landscape were distilled. Over 35 themes were identified. These included sugar and rum, independence, national heroes, and folklore and traditions. Further, these story lines could be categorized into thematic groups as illustrated below:

- **Freedom and Resilience Stories** – Forging new lives and liberties
- **Laying the Foundations** – The influences, early political figures, architecture
- **Locals and Legends** – People both past and present who have contributed to the development of the Nation
- **Ten Fathoms and Maritime Exploits** – As a maritime community, the sea has always been an all-pervasive part of Barbadian life
- **The Story of Sugar** – The story of the origins of sugar and rum production, the associated oppression and survival, sugar barons and the plantocracy
- **Natures Treasures** – The natural environment, its sites, flora and fauna
- **Wellness and Healing Arts** – Barbados’ salubrious climate is recognized as a place of healing, a recuperative environment and traditional cures
- **Sport in ‘Bim’** – Traditional sports, sporting personalities, cricket legends
- **Cultural and Creative Arts** – Art and craft, creative and performing arts
- **Eat, Drink and Be Merry** – Social and cultural life, culinary experiences, music

The rich cultural history of Barbados makes it ideal for the theme “Discover Barbados - the Land of Legends”. The narratives, when presented as part of this core theme, have the potential to be:

- Exciting, entertaining and educational
- Appealing across generations and diverse demographics
- Become the “talk of international visitors”

- Able to position Barbados globally as a unique place to experience “hands-on”, the range of storylines pertaining to “Discover Barbados - the Land of Legends”
- Key in growing the Barbados Visitor Economy

The legends and story lines are the ‘hooks’ that provide ‘the sense of place’. Intuitively, they satisfy the need to appreciate both the tangible and intangible qualities of local culture while addressing relevance and connection, which carries through to contemporary life. A variety of interpretive installations, programmes and tours, lighting, plaques and markers, and public art would support a web of sites throughout the island that visitors are drawn to repeatedly.

It is therefore recommended that Barbados develops the theme ‘DISCOVER BARBADOS - THE LAND OF LEGENDS’ and that the strategies and actions presented to achieve this development be highly prioritized and implemented in the short term. The resulting social and economic benefits would be significant.

A Conceptual Approach: ‘Discover Barbados - The Land of Legends’

Throughout its history, individuals and groups have made enormous impact (both positive and negative) shaping the island with lasting repercussions to not only Barbados, but also the Americas, Africa and Europe. Value lies in the nearly four centuries of maritime and mercantile development and the Island’s role in the launching and growth of the British Empire in the Atlantic World, and in particular, the development of the international trade of sugar as a staple. Barbados’ strategic location is a defining feature. Its topographic and geographic situation are a major factor in its evolution, as is the adaption of European and African aesthetic to fit a tropical island landscape.

Hence, it is recommended that the island be viewed in the context of a *Cultural Heritage Landscape*. The island is unique, containing a vast array of individual heritage features such as structures, spaces, archaeological sites and natural elements, which together create a significant type of heritage form, distinct from that of its constituent parts. A major factor is the high percentage of cultural features that have been retained throughout Barbados.

It is important that the theme ‘Discover Barbados - The Land of Legends’ be presented through a collection of well-linked attractions and experiences. Visitors of all demographics will desire to be part of as many experiences as possible. There is significant marketing potential associated with ‘Discover Barbados - The Land of Legends’. For example, many places can provide certificates of achievement that are easy to provide, yet are memorable for the recipient, and give a sense of pride and accomplishment. There are also many ‘made-in-Barbados’ merchandizing opportunities that can strengthen this branding.

The recommendation to consider the island as a ‘cultural heritage landscape’ provides the framework for developing interpretive experiences within Barbados. The framework is based on sound design principles so that ideas can grow from a purposeful, practical foundation and respond to the stated goals, audiences, and constraints of the sites and resources. This will create experiences designed to encourage cruise passengers, locals, and an ever-expanding base of visitors to discover and participate in the broad range of experiences of ‘Barbados the Land of Legends’.

Key conceptual groupings will be discussed later in this report in the interpretive design approaches for 'Discover Barbados - The Land of Legends'. While the main theme is 'Discover Barbados - The Land of Legends' there are also several sub- themes:

- **Over Water** - As an island nation, the sea has been an abiding part of Barbados' history. Many of the legends relating to Barbados are nautical. People chart their lives based on events at sea and natural disasters from storms and hurricanes.
- **Over Land**- At one time considered Britain's most valuable possession, the island's legacy is rooted in both African and European values.
- **Over Time**- Both historically and to date, Barbados has influenced and been influenced by the world. Stories couched in time, such as that proposed by the Mermaid Tavern, have tremendous appeal and are an important means of education.

Summary of Recommended Strategies and Actions

It is important to note that implementation of the proposed recommendations, strategies and actions will benefit from implementation of other complementary, high priority actions presented in this Tourism Master Plan (refer TMP Implementation Plan in Report I, Section 5.0). They address the following:

- Access to capital
- Public service creating an enabling environment
- Public sector providing the necessary incentives and support
- Private sector becoming full partners in tourism projects
- Public policy and supportive systems
- Training for new employment opportunities
- A healthy, safe, welcoming Barbadian environment
- Development on the basis of principles of sustainability and responsibility
- Marketing that effectively delivers the message of 'Discover Barbados - the Land of Legends'

The following Actions are recommended to promote Barbados' Cultural Heritage and Attractions in support of Strategic Imperative 2 on '**Enhance the Visitor Experience**' and its corresponding Strategies as follows:

- (1) Strategy 2.2a relating to **Built Heritage**: "*Improve and enhance the inventory of built heritage attractions and their associated services to entice visitor interest and promote increased visitor spending*". The Actions that relate to Strategy 2.2a are as follows:

2.2a-1 Rejuvenate Historic Speightstown

2.2a-2 Refurbish Morgan Lewis Mill and Environs

2.2a-3 Assess Heritage Properties

2.2a-4 Revitalize Historic Oistins

2.2a-5 Recreate the Mermaid Tavern in Oistins

2.2a-6 Preserve the Lighthouses

(2) Strategy 2.2b also relating to **Built Heritage**: “*The UNESCO designated World Heritage Site of Historic Bridgetown and its Garrison is a critically important part of the Barbados cultural heritage that needs to be further developed to attract visitors to the capital and its environs, thereby revitalizing Bridgetown and promoting increased economic activity*”. The Actions that relate to Strategy 2.2b are as follows:

- 2.2b-1 Maintain the UNESCO World Heritage Designation**
- 2.2b-2 Develop the Nidhe Israel Synagogue’s Historic Environs**
- 2.2b-3 Enhance the Bay Street Corridor**
- 2.2b-4 Prepare UNESCO World Heritage Educational Kits**
- 2.2b-5 Develop a UNESCO World Heritage Mobile Exhibition**
- 2.2b-6 Develop a Package to Showcase Heritage Sites and Attractions**
- 2.2b-7 Develop River Boat Tours in Bridgetown**
- 2.2b-8 Redevelop the Historic Cheapside Market**
- 2.2b-9 Create a Multimedia Extravaganza in Bridgetown**
- 2.2b-10 Promote Heritage Tours by Night**
- 2.2b-11 Develop a Historic Rocklyn Bus Tour in Bridgetown**
- 2.2b-12 Pursue Linkages with Caribbean UNESCO World Heritage Sites**
- 2.2b-13 Support the Work of the Barbados Garrison Historical Consortium**
- 2.2b-14 Open the Historic Garrison Underground Tunnels**
- 2.2b-15 Purchase Trams to Transport Visitors around the UNESCO Site**
- 2.2b-16 Refurbish the Historic Carnegie Library in Bridgetown**
- 2.2b-17 Acquire Maycock’s Gully by the Garrison**
- 2.2b-18 Construct a Treetop Canopy Walk in Maycock’s Gully**

(3) Strategy 2.3 relating to **Cultural Heritage**: “*Develop and promote the island’s cultural heritage, and its associated services, to increase its visibility to visitors, arouse their interest, and promote increased visitor spending*”. The Actions that relate to Strategy 2.3 are as follows:

- 2.3-1 Develop a ‘Discover Barbados’ Centre at the Bridgetown Port**
- 2.3-2 Develop a New Sugar Museum**
- 2.3-3 Develop an Emancipation and Survival Interpretive Centre**
- 2.3-4 Develop a ‘Playcation Barbados’ Programme**
- 2.3-5 Create an ‘Experience Barbados’ Website**
- 2.3-6 Design an ‘Experience Barbados’ e-Book**
- 2.3-7 Develop an ‘i-Tour Barbados’ Electronic Application**

2.3-8 Appoint a Team of Tourism Ambassadors**2.3-9 Develop Tourism Information Booths****2.3-10 Create a Holetown Heritage Park****2.3-11 Design a Caribbean ‘Walk of Fame’ in Bridgetown**

(4) Strategy 2.4 relating to **Natural Heritage**: *“Conserve selected natural environment attractions and associated services, and promote their sustainable use within the BVE for the enjoyment of all visitors and residents”*. The Actions that relate to Strategy 2.4 are as follows:

2.4-1 Create Natural Heritage Tour Packages**2.4-2 Develop an Eco-Centre in the Scotland District****2.4-3 Develop Barbados National Park Adventure Tours****2.4-4 Develop a Marine Interpretive Centre at Carlisle Bay****2.4-5 Develop a Perfume Garden and Perfumery**

These Actions are more fully described in Sections 4.0, 5.8, 7.7, 8.7 and 9.4.

1.0 Introduction

At the commencement of the Tourism Master Plan in January 2012, the Ministry of Tourism and International Transport addressed the issue of attractions in Barbados being on the decline, due to the fact that a number of these sites had closed and others were in a deteriorated condition, e.g. the historic Morgan Lewis Sugar Mill. The situation analysis at the time was that the decline did not augur well for the competitiveness of the Barbados tourism product. In addition, research assessments by the Caribbean Tourism Organization (CTO) revealed that intangible heritage products often have low levels of investment (CTO, 2008).

Against this background, the TMP consultants reviewed the various tourism product offerings through island-wide site visits. Discussions were also held with various stakeholders and participants during key workshops held in February and November 2012. It was noted that there is still significant potential in Barbados for development of new and existing products. In addition, reference was also made to relevant Government of Barbados studies across sectors. As a result, a number of strategies and actions have been developed to address this current challenge against the background of a rich legacy of natural, cultural, and built heritage. With this strategic approach, it is now imperative to actively consider implementation of these action plans and programmes.

Within the context of the Tourism Master Plan and the Barbados Visitor Economy, this Report puts forth a vision for showcasing the island's attractions and unique cultural heritage products. The report specifically examines the quality and quantity of product, their suitability, and what can be done to improve the cultural heritage offerings. It emphasizes the importance of place and the island's rich legacy of both tangible and intangible products around the theme '*Discover Barbados - the Land of Legends*'.

A glossary of terms used in the Report is provided in Appendix 1.

1.1 Global and Regional Overview

Heritage visitors are one of the highest-yield tourism groups with longer stays and higher spend per day than traditional tourists. Sustainable heritage tourism generates important revenue for local communities. It is noted therefore that efficient heritage tourism policies and infrastructure at a regional level can be an important approach to attracting international travellers with special interest in heritage and the arts (United Nations, 2010).

Within the overall cultural heritage sector, the following primary challenges to heritage tourism were reported by the CTO (2008):

- Low returns on high cost investments
- Declining share of local value-added for heritage sites/experiences
- Cruiseship and tour operators are the main beneficiaries from heritage tourism
- Cruiseships and tour operators have excessive market power relative to attractions
- Free rider problem with key stakeholders, especially for festivals
- Over-investment in tangible heritage and under-investment in intangible heritage

There is continuing competition from other 'sea, sun and sand' destinations such as destinations in the Mediterranean and Pacific, and from Caribbean neighbours, particularly the Bahamas, Cuba and Jamaica.

The following recommendations for the development of sustainable tourism were also highlighted (Henry, 2010):

- Don't just sell experiences – sell meaningful experiences
- Enhance the learning opportunities in your offerings
- Give your visitors the tools to be creative
- Create experiences that offer personal satisfaction
- Create environments that foster togetherness
- Offer visitors a way to participate and contribute
- Tell visitors how their participation is benefitting others

The CTO (2008) recommendations regarding development of attractions are summarized below:

- Sites and experiences must be known beyond the local community
- Attractions should provide experiences that can be consumed
- Attractions should offer interesting and unique sites and experiences - authentic, and different where relevant
- Attractions need to be robust and provide for management of visitor numbers
- Attractions must be able to absorb visitation by: being accessible, providing the tourist with a compelling reason to visit and conserving the tangible as well as intangible heritage assets

Further, research determined that private and public attractions provide a broader range of facilities and services when compared with those operated by NGOs. Private agencies tend to invest in revenue generating services such as bars and shops, whereas sites managed by public agencies provide more amenity-based services such as information desks, tour guides attendants, and restrooms.

The TMP recognizes that since both quality provision of amenities and revenue generation are required for the longevity of tourism enterprises, collaboration and joint ventures between public and private entities can be successful, where stakeholders contribute to the viability of those areas that lie within their strengths.

1.1.1 Cultural Heritage Trends and Visitor Demographics

An evaluation of global tourism trends and international traveller demographics indicates a growing demand for authenticity in the tourism experience, along with eco-friendly and community-oriented travel options (CTO, 2008).

Cultural and natural heritage tourism is a growing trend, which offers real growth potential for Barbados and focuses on cultural, heritage or historical elements. Hausmann (2007) noted that “cultural tourists tend to be older, better educated and earn more money than the travelling public as a whole. They generally spend more money on holiday, stay longer in a particular area and participate in more activities than other tourists”.

The White Paper emphasizes that *“culturally motivated visitors are often the highest spending visitor segment in the tourism marketplace, so targeting this segment can be a powerful tool for adding value to tourism and making it more sustainable”* (Strategic Solutions Inc., 2012, p. xi). Targeted marketing is necessary for the generation of large and diverse visitation levels. Data presented by the CTO (2008) regarding the generation of sustainable strategic business management models for heritage tourism highlights that heritage visitors:

- Are one of the highest yield tourism groups
- Spend 38% more per day than traditional tourists
- Stay 34% longer than traditional tourists
- Spend 20% more and stay 22% longer than arts-oriented visitors

With respect to regional heritage tourists specifically, it was noted that:

- Long-stay visitors- 75% of adults that visited the Caribbean went to a cultural activity or event
- Diaspora visitors—a large group which comprises a growing segment which have an interest in cultural and heritage events, e.g. Caribbean nationals account for 25% of visitor arrivals for the Crop-Over Festival
- Cruise ship passengers - this group of visitors is the largest market for heritage tourism but is not well documented

1.1.2 Classification of Cultural Heritage Tourism

The Caribbean Regional Sustainable Tourism Development Programme (CTO, 2008) categorizes heritage tourism as (1) tangible heritage, and (2) intangible heritage. As illustrated in Figure 1, this classification is further divided into ‘tangible’ natural and built spaces / landscapes, and ‘intangible’ cultural expressions, i.e. indigenous and traditional knowledge, and popular culture forms. The potential economic value of these tangible and intangible products to their host communities and nations is increasingly being explored through the development of tourism products and initiatives that are appealing to visitors.

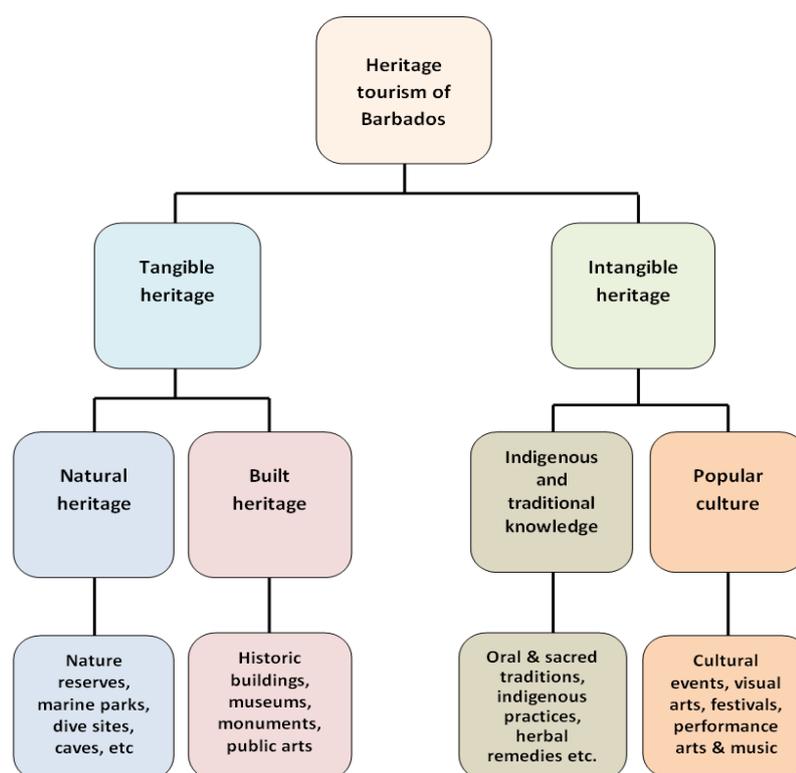


Figure 1. Cultural Heritage Tourism classification (adapted from CTO, 2008).

Comparatively, cultural products and services offered by other global destinations can be assessed to identify those characteristics that make them unique while capturing the imagination of visitors.

CTO (2008) conducted an assessment of the region's best practice examples with respect to cultural heritage tourism. These included both tangible and intangible heritage sites as follows:

- Tangible Heritage:
 - *Built Heritage*: Brimstone Hill Fortress, St. Kitts; the BMHS, Barbados; the Bob Marley Museum, Jamaica; Rose Hall House, Jamaica;
 - *Natural Heritage*: Green Grotto Caves, Jamaica; Asa Wright Nature Centre, Trinidad; Harrison's Cave, Barbados
- Intangible Heritage
 - *Indigenous and Traditional Knowledge*: Santigron Maroon Tour, Suriname;
 - *Popular Culture*: Trinidad and Tobago Carnival; World Creole Music Festival, Dominica

Recommendations based on lessons learned from these case studies are summarized in Section 1.1.4.

1.1.3 International and Regional UNESCO World Heritage Sites

The United Nations Educational Scientific and Cultural Organisation (UNESCO) has been committed to the identification, protection and preservation of the world's cultural and natural heritage. This is enshrined in the *Convention on the Protection of World Cultural and Natural Heritage (1972)* to which Barbados became a signatory in 2002. The Convention recognizes the following categories of cultural heritage products:

- Monuments
- Groups of buildings
- Sites

Research conducted by the CTO (2008), revealed the following characteristics of the UNESCO World Heritage designation:

- UNESCO designated sites galvanize the significance of built and cultural landscapes to locals, and generate increased tourism
- The designation generates significant marketing capital for listed sites as well as destination branding for the country
- Listing establishes a high standard through which a product can be comparatively merited worldwide

The UNESCO World Heritage List includes 981 properties comprising part of the cultural and natural heritage that the World Heritage Committee considers as having Outstanding Universal Value (UNESCO World Heritage Centre, 2013). As awareness of UNESCO World Heritage sites burgeons and their cultural importance is recognised, demand to visit these sites is projected to increase.

The Caribbean has 24 inscribed World Heritage Sites (17 cultural and 7 natural) and over 3 dozen more on the Tentative List, creating further potential for Caribbean heritage to be exemplified on the world stage.

A number of destinations have UNESCO designated sites that are showcased as attractive tourism products. An important theme within many of these destinations is the quality of presentation and incorporation of the Sites as anchors to attract attention to other nearby attractions.

In Canada, interpretive centres have been developed as part of an attraction to tell a unique story around a theme of significance and appeal. At other sites, the actual resource or collection of resources becomes the interpretation centre. Visitors are immersed in the experience as they move throughout the designated site.

Two UNESCO World Heritage sites that have a number of parallels to the UNESCO designated property in Barbados (i.e. at Historic Bridgetown and its Garrison) are located in Quebec City, Canada and Old Havana, Cuba. A third World Heritage Site in Alberta, Canada is included as a prime example of local community buy-in. Dominica also provides

valuable lessons for Barbados. These are presented separately in Sections 1.1.3.1 to 1.1.3.4 as best practice models.

Within the Caribbean region, Cuba attained one of the largest combined numbers of UNESCO designated cultural and natural properties. Also, Dominica, St. Lucia, St. Kitts, Antigua and St. Vincent are amongst the closest neighbours achieving the status that has been granted for national parks and nature reserves (see Figure 2).



Figure 2. Primary World Heritage Sites within the Caribbean region, 2010(Cummins, 2010).

A 'jewel in the crown' is Old Havana, which for the last 30 years has been one of the historical wonders of the Western Hemisphere and a major international draw. Historic Bridgetown and its Garrison can be said to be equally important, and with registration, provides Barbados with a focus from which other opportunities can develop.

It is recommended that Barbados explore linkages with other regional sites and territories to take advantage of the recent UNESCO designation, and form competitive packages to promote in international tourism markets. The proposed 'Eastern Caribbean Fortifications' project is now being planned as one such example (refer Action 2.2b-12).

Additionally, tour operators should be encouraged to develop new promotional World Heritage travel packages for both cruise passengers and stayover visitors to link Barbados with other countries having UNESCO World Heritage status, e.g. Cuba, Dominica, St. Lucia, St. Kitts and Antigua.

1.1.3.1 World Heritage Site in Quebec City, Canada

In 1985, UNESCO added Québec City to the list in recognition of its outstanding universal value and, through its architecture and streetscapes, shows evidence of its role as a capital under French, British, and Canadian rule (see Figure 3). The recognition spurred its Government to undertake necessary conservation work.

With studies predicting continued growth, tourism is an increasingly important factor in the planning and management at UNESCO World Heritage sites. Québec City's inscription on the World Heritage List has been in place for 28 years and has resulted in the renaissance of the city, often coinciding with a boost in visitation rates. Even at current rates, tourism is an important factor driving the City's approach not only to development, but also to the quality of life for its citizens.



Figure 3. World heritage Site in Quebec City: Gates to Quebec City (left); Auberge Le Saint-Pierre and associated cobble-stoned city square (right).

In Québec City, where the status has been used to full effect, the UNESCO designated site has brought partners together, leveraged additional funding, led to new development with enhanced educational benefits, improved conservation, and led to regeneration in some associated locations. In summary, the World Heritage Site designation has acted as an opportunity to use the UNESCO process and brand as a catalyst for implementing positive change.

Key areas of importance as they relate to Barbados include: (i) using its World Heritage Site as a catalyst for urban economic regeneration, (ii) supporting a living working community, and (iii) promoting global recognition as a unique place worth visiting. Securing support from communities within the zone of Historic Bridgetown and its Garrison will be vital in both capitalizing from the inscription as well as improving places for the benefit of residents within the area. Actions providing amenities or improvements to those communities can bear fruit in the long term.

1.1.3.2 World Heritage Site in Old Havana and its Fortifications

Havana was founded in the year 1519 as San Cristóbal de La Habana and was the main port of Spanish colonies in the Americas. The City became the main yard for naval construction in the entire Caribbean, and its location made it a place for gathering of annual treasure fleets from the Americas to Europe. Old Havana and its Fortifications were inscribed with the Cultural and World Heritage Site status in December 1982 (see Figure 4).

The area nominated for the World Heritage status has 18 fortifications along the coast, harbour, and in the old city centre called La Habana Vieja. Apart from these, there are approximately 3,000 buildings. Although being part of a metropolitan city with approximately 2 million inhabitants, the old city, with its blend of neoclassical and Baroque monuments makes Havana a city of historical importance.



Figure 4. Heritage sites in Havana and La Trinidad, Cuba

Through a series of policy instruments and associated conservation actions, the Office of the City Historian was recognized as the coordinating entity for the rehabilitation process. An exclusive budget for the rehabilitation and restoration work to the Historical Centre was established, thereby starting the first of a series of five-year restoration plans from 1981.

UNESCO supported the rehabilitation initiative through technical and emergency assistance of the World Heritage Committee. Increasingly successful, the Cuban Government decided to further empower the Office, and authorize the creation of an independent executive agency for the development, funding, renovation and restoration of the old walled city.

Of particular importance was the policy “to achieve an integral self-financing development which makes the investment in heritage recoverable and profitable” (National Habitat Committee, 2007). To implement this policy, the Office created an organizational structure with specialized directorates, departments and an enterprise capable of carrying out the process of strategic planning in its widest environmental view, including the organization and implementation of an investment process to support it. The structure incorporates the management of tourism, real estate and tertiary sectors to generate financial resources for conservation. This is an outstanding model for consideration by Barbados.

The Office, through its management efforts, had achieved the recovery of 33% of the area of the Historical Centre. The Office holds a majority of shares in specially established tour, travel and real estate companies to reap the benefits of exploiting the city's cultural assets.

Key areas of importance as they relate to Barbados: Cuba's model outlines the value of providing the appropriate management structure and lead organizations to coordinate capital investment in a World Heritage Site, and achieving an integral self-financing development which makes the investment in heritage recoverable and profitable. The emphasis and commitment to high quality rehabilitation, re-interpretation of space and adaptive reuse are invaluable in consideration of Barbados' many historic buildings within the UNESCO district, as well as sites such as plantation houses, lighthouses and forts that remain in disuse as untapped potential.

1.1.3.3 World Heritage Site in Dominica's Morne Trois Pitons

The Committee inscribed the Morne Trois Pitons National Park on the basis of natural criteria (viii) and (x) for its diverse flora with endemic species of vascular plants, its volcanoes, rivers and waterfalls, and ongoing geo-morphological processes with high scenic value.

Morne Trois Pitons National Park was first proposed as a forest reserve in 1952 and designated as a National Park in 1975. It is located in the highlands of south-central Dominica and is the remains of a former volcano. The luxuriant natural tropical forest blends with scenic volcanic features of great scientific interest in this majestic national park that is centred on the 1,342 metre high volcano known as Morne Trois Pitons.

There is an area known as the Valley of Desolation or Grand Soufriere, with fumaroles, hot springs, mud pots, sulphur vents and a Boiling Lake, which is the world's second largest of its kind (see Figure 5). The valley acts as a large 'amphitheatre' surrounded by mountains and consists of at least three separate craters where steam vents, small ponds, and hot springs bubble up through the ground.

Key areas of importance as they relate to Barbados: Dominica's land mass is very similar in size to Barbados. The World Heritage Site offers a stimulus to a more 'authentic' and deeper cultural visitor experience based upon an understanding of distinctiveness and sense of place. The Morne Trois Pitons site has innovated with its designated status to try and add value to its tourism product by using the designation as a stimulus to new activities. The Barbados National Park is similarly an outstanding natural and cultural heritage resource to be maximized.



Figure 5. Views of Dominica's World Heritage Site: Valley of Desolation (left); Trafalgar Falls (right).

1.1.3.4 World Heritage Site in Alberta, Canada

The site of one of Canada's World Heritage Sites is located in Fort MacLeod, Alberta. It is called the 'Head-Smashed-In Buffalo Jump', which was inscribed in 1981 as a UNESCO designated cultural site because it represents the largest buffalo jump in North America. Native North American tribes chased herds of buffalo over a cliff before preserving the meat for the winter, hence the term 'buffalo jump'.

The cliff site in Alberta was used for over 7,000 years by a number of native North American tribes. Originally widely regarded as a scientific site, over time the place has come to be respected as a critically important location for native North American culture. The site's designated status provided a powerful focus for the ecology, mythology, lifestyle and technology of the native Blackfoot peoples. This focus resulted in the \$10 million interpretive centre at the site. The result is the largest facility devoted to North American native Indian culture in Canada. The interpretive centre attracts 75,000 - 80,000 visitors each year, with a wide international visitor profile.

The interpretation of the site is respectful of the native cultures it represents, and is created through working with the elders of the tribes. Native interpreters guide visitors through thematic areas of the centre that display the native cultures, scientific knowledge of the site and environment, ecology of the buffalo herds, and native perspective and narrative. Visitors can also experience native North American life by staying in traditional campsites and witnessing craft skills and traditions. Local stakeholders believe that visitor numbers are affected heavily by the area's World Heritage Site status, and point to other comparable attractions that draw less than a third of the number of visitors.

The main conclusions drawn from assessing the experiences of comparable sites are generally that the World Heritage Site designation increases the popularity of a location, acts as a 'magnet for visitors', and is 'virtually a guarantee that visitor numbers will increase' (Shackley 1998, Preface). According to more recent studies (Arezki et al. 2009; Yang et al.

2010; Yang and Lin 2011), World Heritage Sites are increasingly becoming one of the main tourist resources in many countries, and are currently widely used in marketing campaigns to promote tourism and increase the visibility of destinations.

Key Areas of interest as they relate to Barbados: Use World Heritage Site status to put a commercial value on an indigenous cultural tradition to promote the conservation and celebration of uniqueness. Maximize authentic heritage elements to generate a cultural showpiece, e.g. the proposed BMHS Emancipation and Survival Interpretive display through high quality interpretation.

1.1.4 Key Lessons Learned from CTO Case Studies

The following TMP recommendations are based on key lessons learned from CTO (2008) case studies:

- (1) Over-dependence on Government funding can stymie marketing focus. Expansion and diversification of income sources is critical to achieving the required business results on a sustained basis. The growth of investment income is an example of ways in which cultural heritage tourism operators can finance new investments. Diversification of income sources through venue rentals and merchandising are real options for local plantation houses.

The development of more festivals that feature cultural heritage elements offers a prime opportunity to generate diversified income sources on a year-round basis for cultural practitioners and artistes. TMP Report V, Part 2 and Report VI identify a range of such opportunities that should be developed at varying levels of priority. New attractions and services as described therein also offer practitioners fresh avenues to market products or form beneficial associations. In addition, professional and consultancy services are avenues for income growth. The adaptive reuse of Barbados' heritage houses has already proven successful with plantations such as Sunbury Plantation, and historic residences such as George Washington House. Such models can be expanded within the Barbados National Park to draw visitors inland, while linking nodes along proposed cultural heritage routes (refer Section 3.2.2).

- (2) Attracting and retaining highly trained, motivated staff and visitor management aptitude is a critical success factor for sustained visitation. An indicator of success would be low staff turnover.

The Barbados National Tourism Host Programme should be used as a comprehensive resource for staff training at all levels in the tourism industry.

- (3) Web-based reservations have the potential to reach new audiences and eliminate the 'middleman', thereby improving revenue margins. However, the Barbados Small Business Association recognized that in 2013, over 60% of its members did not have an online presence.

Several of Barbados' cultural experiences and attractions still depend on telephone contact to initiate bookings. The Small Business Association Tech Smart Website Project of 2013, sponsored by the Central Bank of Barbados, assisted 50 businesses in developing promotional websites. Cultural practitioners should be encouraged to register their business facilities for the next website offer. E-commerce tools and i-products are also growing in popularity globally. As such, related products are proposed in the TMP (e.g. refer Action 2.3-7 in Section 9.4).

- (4) Scholarly research activities help build one's reputation to sustain the authenticity factor, which is critical to marketing and branding.

The Bellairs Research Institute has successfully piloted research programmes in natural heritage. The University of the West Indies has also promoted studies with other institutions, e.g. the University of Charleston on a project examining Black History. Linkages of other cultural experiences with such programmes can diversify and strengthen outputs and should be encouraged.

- (5) Meeting and exceeding the expectations of purposeful visitors, i.e. those seeking a specific cultural product, is an important requirement to remain as a market leader. Word of mouth promotion from such a target group is invaluable.

Encourage cultural heritage stakeholders to maintain a high standard of heritage products through implementation of annual surveys of their visitor base.

- (6) Environmental and ecological standards need to be continuously updated and financed to satisfy the demands of the visitor and build media impact.

Provide continuing incentives to stakeholders in order to maintain recognized international certification.

- (7) The provision of incentives to providers of ground transport, e.g. taxi drivers, to generate increased visitation to Barbados' attractions is a cost effective marketing strategy.

The TMP proposes relevant Actions to improve the visitor transport service, including that offered by taxis in Barbados (refer Report V- Part 1, Actions 8.1-5 and 8.1-10).

- (8) Strong brand identity based on popular culture names / icons generates high and growing visitation levels and destination branding features.

The TMP proposed Caribbean Walk of Fame (refer Action 2.3-11) is an example of utilization and promotion of local icons. Opportunities for additional models should be investigated.

- (9) Developing leverage with tour operators is vital for income growth in the tourism industry.

Tour operator linkages formed through Historic Bridgetown and Garrison tours should be assessed and modeled.

- (10) Local membership and involvement can be critical to the longevity of cultural products.

Community heritage tourism efforts should be nurtured from the 'bottom-up' or grass roots level, and participants trained in mechanisms for sustaining the heritage products generated, preferably independent of long-term governmental support, to encourage longevity of output.

- (11) Unique art forms are recognized as a key driver of market expansion. Strategic management and marketing are essential for product development and aesthetic differentiation. Merchandising and intellectual property commercialization are areas for expansion.

Efforts of organizations such as COSCAP in representing and marketing the works of local artistes should be highlighted within the industry to encourage artistes to maximize returns from their creations. Opportunities created through policy development, e.g. the Cultural Industries Bill, should be made clear to cultural practitioners through workshops and disseminated information.

- (12) Regional tourism is an expanding market facilitated by accessible and affordable ferry services.

The feasibility and viability of ferry services, both locally and regionally, should be assessed to diversify the transportation modes in Barbados (refer Action 8.1-2 and 8.1-11 in Report V, Part 1).

- (13) Developing a heritage product brings with it the responsibility of making it available for current and future generations, including the youth. By encouraging attendance by educational groups, sites and attractions can help to educate locals regarding their distinct heritage.

Utilize products such as the TMP proposed UNESCO World Heritage Educational Kits (refer Action 2.2b-4) and the UNESCO World Heritage Mobile Caravan (refer Action 2.2b-5) to mobilize heritage development within local communities.

- (14) National and regional Non-Governmental Organisations can often provide a wealth of valuable information on the different forms of cultural heritage, and can be involved through a partnership process in the provision of expertise for the design and interpretation of heritage tourism products.

Create a database of associations based on the four identified heritage groupings that can be made available to local practitioners toward the formulation of linkages and information sharing.

- (15) Community stakeholders include residents living in proximity to a development and who may be affected by increased vehicular traffic and other associated activity. It is thus important that they be consulted regarding concerns and ideas in the partnership development process. In addition to providing staff, there may be other opportunities to benefit community residents, e.g. by exploring cooperation with local artisans, craft workers and musicians. At the national level, citizens can be a source of needed support in the off-season, helping to counter the effects of seasonality.

Pilot projects involving local communities have been promoted to varying levels of success in projects such as 'de Heart uh Barbados' and other local events instituted by Community Councils. The challenges associated with the promotion of Community Tourism have been assessed (see Section 3.2.2.4 in Report V, Part 2), and should be factored into heritage tourism development proposals.

2.0 Cultural Heritage Resources in Barbados

The Barbados Tourism Master Plan 2014-2023 has reviewed development needs for advancing local cultural heritage products. The proposed strategies and actions presented herein are based upon the goals of upgrading heritage products and services, and of meeting modern market demands regarding conformance to international standards, adherence to national policy guidelines, and provision of high-quality experiences and interpretation, education and training, and service excellence. There is also a need for tax incentives for businesses and organizations either to become involved or to fund heritage products.

In addition, key TMP strategies and actions take into account cross-sectoral linkages. Where feasible, modern technological applications such as audio-visual presentations and web-based applications are integrated into the planning process.

The recommended TMP strategies and actions also address the fact that product enhancement, at both the local and national levels, would be required to improve Barbados' competitiveness, with support from marketing and brand development programmes.

The White Paper on tourism policy emphasises the need for Barbados to “*become a destination of choice globally based on the offering of its products, services, rich cultural heritage, affordability and intrinsic value*” (Strategic Solutions Inc., 2012, p. 29). Barbados' wealth of cultural heritage resources will need to be maximized to generate interest and revenues as marketable tourism products.

With respect to the UNESCO World Heritage inscription, it states that Historic Bridgetown and its Garrison is an “*invaluable addition to Barbados' tourism product and will contribute greatly to heightening the island's reputation as a heritage tourism destination. World Heritage status will give Barbados immediate visibility, credibility and marketability with both local and foreign media*”, and that “*Government will promote the UNESCO designated Historic Bridgetown and Its Garrison as a centre-piece of our heritage tourism offering*” (Strategic Solutions Inc., 2012, pp. xi and 227). Renewed concentration on developing quality cultural heritage areas, particularly within the World Heritage district, will therefore provide a unique setting for the tourism product, maintaining a competitive advantage.

Under the 1972 Convention, Barbados is mandated to integrate the protection of cultural and natural heritage into regional planning programmes, set up staff and services at heritage sites, undertake scientific and technical conservation research, and adopt measures that give this heritage a function in the day to day life of the community.

In addition to Historic Bridgetown and its Garrison, Barbados received UNESCO's approval for the Scotland District, Industrial Heritage of Barbados: the Story of Sugar, and Harrison's Cave to be considered for inclusion on the tentative list (UNESCO World Heritage Centre, 2013).

Products such as those included within the UNESCO World Heritage Property are a prime resource for the development of Barbados' heritage brand. Notwithstanding Barbados' rich history, when the island is researched on the worldwide web, cultural or natural heritage themes are not the predominant information gained, hence heritage remains in the background of what people perceive when they hear of Barbados (pers. comm., S. Devonish, Director, NHD, March 2012). With regard to intangible heritage, the aspects of indigenous and traditional knowledge are less well known than popular culture which revolves around events such as the Crop Over Festival, Holetown Festival and Oistins Fish Festival, which integrate cultural events with creative and performing arts.

Many of Barbados' attractions remain in good condition. However, the need for ongoing regular maintenance of existing facilities is the main challenge. Others require improvements to the quality of the infrastructure, products, or services. Sites that are not currently in operation will need to be upgraded in all areas of development to return the attraction to a viable state.

The process of integration is a primary means of enriching Barbados' tourism product through the blending of intangible heritage with the tangible heritage on the island. The George Washington House event '*Dinner with George*' is a good example of mixing oral tradition with the culinary arts and built heritage. Developing excellence in the application of interpretive media is one means of delivery, in addition to the training of tour guides. This is especially relevant for tours of the UNESCO World Heritage Property and also the Barbados National Park.

Categories of local heritage products, as summarized in Tables 1 and 2, include indigenous and traditional knowledge that encompass oral and sacred traditions, herbal remedies, popular culture, national celebrations, festivals and cultural events, in addition to music, visual and performing arts. Development of these intangible products are described in greater detail in Report V, Part 2, Section 3.2.2.2.

Table 1. Barbados' heritage products: Built and Natural Heritage.

Built Heritage
UNESCO World Heritage Property Historic Bridgetown and its Garrison
Attractions Historic Buildings, Monuments, Museums, Lighthouses & Signal Stations, Historic Churches & Religious Centres
Natural Heritage
Barbados National Park
Coastal Experiences Beaches, Coastal Parks and Amenities, Recreational Activities
Marine Experiences Marine Parks & Wrecks, Submarine Tours, Scuba Diving, Snorkelling, Yachting & Deep-Sea Fishing
Nature Attractions Caves & Gullies, Historic Sites & Parks, Scenic Attractions, Sporting Attractions, Gardens, Nature Trails and Agricultural Markets

Table 2. Barbados' heritage products: Indigenous and Traditional Knowledge, and Popular Culture.

Indigenous and Traditional Knowledge
Stories and Histories Oral history - Transfer of past knowledge, experiences, legends and stories
Traditional Practices Herbal and medicinal practices; interactive or visual demonstrations, e.g. product making, craft and building techniques
Popular Culture
Cultural Festivals and Events Crop Over Festival, Holetown Festival, Oistins Fish Festival, theatrical and performance events; music festivals; literary festivals; film festivals and visual arts
Art & Craft Experiences Tradeshows, exhibitions and symposia; art museums and tours featuring creative works; arts & craft events, craft markets and potteries

The CTO (2008) assessment of viable heritage tourism products for select countries within the Caribbean region indicated that comparatively, Barbados possesses a fair degree of strength with respect to natural heritage and built heritage as illustrated in Table 3. It presents a comparison of select destinations in the four categories of heritage tourism product development. The data illustrates that, whereas Barbados has a significant presence of built and natural heritage products, the categories of indigenous/traditional knowledge and popular culture are less developed.

“Heritage tourism investments are largely focused on tangible heritage forms such as built heritage and natural or cultural landscapes. Intangible heritage, for example, the folk and traditional knowledge as well as popular culture, is under-represented in heritage investments and promotions” (CTO, 2008).

Table 3. Heritage potential of select regional countries (Adapted from: Heritage Tourism Products, Caribbean Tourism Organization, 2008).

Country	Natural Heritage	Built Heritage	Indigenous & Traditional Knowledge	Popular
Barbados	3	3	1	2
Jamaica	2	3	2	3
Trinidad & Tobago	3	1	1	3
Suriname	3	3	3	1
St. Kitts & Nevis	1	3	2	2
Dominica	2	1	3	3
Ranking: 3=significant presence, 2=less significance, 1=limited presence				

2.1 Assessment of the Local Cultural Heritage Sector

The Tourism Development Programme on 'Heritage, Nature & Community Tourism' assessed planning and feasibility, and defined the investment required to optimize Barbados' objectives for product development (ARA, 1998). It was acknowledged during that study that the tourism product was in need of rejuvenation, especially given competition from emerging markets.

With respect to heritage tourism in Barbados, an assessment was conducted of existing challenges, along with opportunities for improving local products within the 4 heritage categories depicted above (i.e. Natural Heritage; Built Heritage; Indigenous and Traditional Knowledge; Popular Culture). Stakeholder input was reviewed regarding the weaknesses and gaps in development of the sector from a range of public and private sector stakeholders. Policy recommendations and cross-cutting issues that affect the viability of the heritage tourism sector as a whole were also assessed, and proposed actions for improving existing cultural heritage offerings are presented later in this report.

The Division of Culture and Sports presented the following challenges hindering improvement of the cultural heritage sector holistically (Johnson, 2013):

- There is a lack of understanding by the banking sector about the viability of the sector, and as a result, cultural practitioners experience difficulty in accessing credit from lending institutions
- Business persons holding events have expressed concerns about the rate and payment of VAT
- Event planners particularly have highlighted concerns regarding inefficient bureaucratic processes related to obtaining entertainment licenses
- Musicians and artists are still required to pay high customs duties and taxes on equipment and raw materials

In this regard, the TMP proposed the formation of a Barbados Festival Arts Association (BFAA; refer Action 2.1J-9 in Report V, Part 2), which would be pivotal in informing cultural heritage stakeholders of existing concessions and policy initiatives relevant to their needs, representing their groups in dialogue with financial or Government institutions, creating updated policy frameworks pertaining to accessing funding, gaining vital concessions, and achieving administrative efficiencies.

In addition, approval of the draft Cultural Industries Bill would address issues related to duties and taxes. (per. comm., S. Johnson, Ministry of Culture and Sports, Government of Barbados, January 2013). Cultural practitioners must have an understanding of the baseline principles of viable business practice in order to maximize the proposed facilities and mechanisms being established by Government to improve the cultural sector, including the Cultural Industries Development Bill.

The Business Development Department of the National Cultural Foundation focused the 2013 Business of Your Art (BOYA) seminar series specifically on entrepreneurial ideas directly related to Heritage. Additionally, partnership with the City of Bridgetown (COB) Credit Union in 2012 provided cash sponsorship into BOYA. The dialogue resulted in a commitment by COB to assist in the start-up funding of potentially viable business plans developed in the programme. The purposeful initiation of additional opportunities such as this will be necessary to propel the sector forward. The proposed BFAA is intended to stimulate this process.

2.1.1 National Policy Framework

In addition to Government's primary policy document, the Tourism Development Act 2002, the draft Cultural Industries Bill and the Preservation of Antiquities and Relics Act 2011, also create a framework within which heritage products of Barbados can be developed.

The proposed draft **Cultural Industries Bill** constitutes a broad legislative framework to enable development of the sector. The proposed legislation would establish funding for cultural projects and duty free concessions, in addition to providing income tax allowances for approved cultural practitioners. The proposed legislation allots BDS \$50 million towards development of the sector (Austin, 2012). Passage and enforcement of legislation that protects all aspects of cultural heritage is a critical step. Tax incentives for volunteers offer an additional mechanism for improving involvement in the sector (Farmer, 2008).

The **Preservation of Antiquities and Relics Act 2011** is critical to the framework of maintaining the designation of Historic Bridgetown and its Garrison as a UNESCO World Heritage Property. Aspects of the proposed legislation have been deemed too harsh (Watson, 2012), and the Act is currently under review.

Policy frameworks must be sensitive to issues of preservation, the adaptive reuse of buildings, and the conservation of landscapes, streetscapes and potential archaeological sites, as well as to indigenous and traditional knowledge. With respect to tangible heritage, planning and zoning are key institutional tools for the conservation of areas of cultural significance. Policies set out within the Physical Development Plan (Amended 2003) have therefore been referenced where applicable within sections of this report.

When reviewing the World Heritage Site (WHS) status, retention of the UNESCO World Heritage designation is predicated upon compliance with international standards. Also, WHS status is a mechanism for developing local confidence and civic pride while facilitating increased opportunities for interaction with local communities.

NGO's such as national heritage trusts and cultural foundations play a vital role in the preservation of key heritage assets across the region (CTO, 2008). The Barbados National Trust operates as the primary non-governmental organization that stimulates preservation efforts. The objectives of the Trust include the listing of built and natural heritage sites, their photographic and architectural record, along with public awareness. The Trust also acts in an advisory capacity to the Government of Barbados and private entities.

2.1.2 Tangible Heritage

Further to the analysis of the cultural heritage sector in Barbados, the Tourism Advisory Council (2009) presented the following primary recommendations to accelerate development of tangible heritage products across the island. These include, *inter alia*:

- Creation of an inventory of heritage assets and attractions along with priorities for development
- Linkages with prime niche markets along with the incorporation of technological tools such as GIS mapping to enhance service and product delivery
- Self-guided audio tours and virtual tours as a new means of product delivery
- Developing authentic products and tour packages that reflect the visitor demand for 'real places'
- Maximization of interpretive and directional signage for historic sites and road networks along with the use of traditional media (e.g. maps, publications, and internet resources)
- Involvement of communities and small businesses in tours and product development
- Exploring relationships with other regional sites and territories to take advantage of the recent UNESCO designation

2.1.2.1 Built and Natural Heritage

Following consultations with key stakeholder agencies, including the Division of Culture and Sports, BMHS, NCC, NCF, BNT, and BGHC, priority areas of development with respect to built and natural heritage assets were identified. It was found that the majority of existing, land-based attractions listed in Appendix 3 (Table A3.1) provide good to excellent infrastructure, products and services with respect to supplying quality cultural heritage products. However, a number of attractions were also identified that would require improvements relative to infrastructure, products and services in order to meet the requisite standard for serving the tourism industry, now and in the future, and maximizing their revenue generating potential.

Some improvements include product linkages with related attractions in order to stimulate higher visitor attendance or increased usage. In addition, collaboration between stakeholders may be the only obstacle to improving efficiencies in product delivery. For example, managers of heritage sites have expressed concern regarding difficulties in accessing cruise visitors and long-stay visitors. With the recent inscription of Historic Bridgetown and its Garrison, there needs to be improved collaboration between BTA, heritage site managers, tour companies and the BHTA (pers. comm. S. Johnson, Division of Culture and Sports, 2013)

Private agencies and NGO's must also be proactive in seeking funding for advancement of their products and services. For instance, the Revitalisation of Bridgetown Initiative has accessed funding through the Inter-American Development Bank; this will help to promote new attractions that highlight Bridgetown's World Heritage designation (Vaswani, 2014).

Those attractions identified as non-operational or requiring the most attention are identified in Table 4, which presents a summary of attractions and heritage sites and the corresponding section references in this report. At present, 18 of the island's attractions consisting mainly of soft adventure and cultural activities, built heritage and natural assets are marketed by the BHTA (Strategic Solutions Inc., 2012).

Table 4. Heritage assets requiring upgrade to infrastructure, products or services, including non-operational sites, and their corresponding reference sections.

Heritage Assets Requiring Upgrade to Infrastructure, Products or Services	Reference Section in TMP Report VI
Sir Frank Hutson Sugar Museum	4.6
Folkestone Park and Marine Reserve	6.6
Morgan Lewis Windmill	8.3.2
Gun Hill Signal Station	7.4.1
South Point Lighthouse	7.4
St. Ann's Fort / Naval Magazine	5.6
Barbados Museum & Historical Society	5.6
3W's Monument	7.6.2
Farley Hill National Park	8.3.3
Andromeda Botanic Gardens	8.3.1
Chalky Mount Potteries	8.3.8
Hill Crest	8.3.7
Arbib Nature Trail	5.4
Sites that are not-operational	
Graeme Hall Nature Sanctuary	8.6.2.1
Sam Lord's Castle	7.2.7
Needham's Point Lighthouse	7.4
Ragged Point Lighthouse	7.4
North Point Lighthouse	7.4
Carnegie Free Library and Supreme Court (Former) Only in Strategies	5.8
St. Joseph Parish Church	7.3.1

2.1.3 Intangible Heritage

Aspects of various intangible heritage elements in Barbados are examined in Sections 2.1.3.1 to 2.1.3.11, including specific challenges for each and proposed recommendations to address these challenges.

2.1.3.1 Popular Culture

Barbados' products in the category of Popular Culture can expand their presence in the cultural heritage market in comparison with other destinations. Barbados faces regional competition from events such as the Trinidad & Tobago Carnival and the Dominica World Creole Festival. However, the Crop Over Festival has a strong visitor base, both internationally and regionally, but must be supported by ongoing, year-round, quality cultural events.

Overall, the following recommendations describe paths toward enhancing prospects within this sector (Smith and Young Marshall, 2006; Smith, 2013):

- Develop an expansive cultural policy to encompass varied sub-sectors
- Generate fiscal incentives for industry participants and sponsors
- Develop funding programmes to promote public/private partnerships
- Create programmes for stimulating innovation
- Encourage institutional networking and resource sharing
- Promote local content on media outlets
- Use ICT and e-commerce opportunities
- Maintain up-to-date intellectual property mechanisms
- Identify and develop primary products or services for export

One of the challenges that has been identified in Barbados is that there has been a sharp decline in live entertainment opportunities in the hotel sector and nightclubs (pers. comm., S. Johnson, Division of Culture and Sports, 2013). This is particularly noted in 4 and 5 star accommodations where high quality entertainment packages should be developed. It has also been highlighted that the staging of more widespread festival events is vital in stimulating continued activity for cultural practitioners (pers. comm., E. Smith, Director, COSCAP, 2013).

Links should be created between the development of cultural industries and the provision of high quality entertainment in hotels (pers. comm., S. Johnson, Division of Culture and Sports, 2013). Collaboration between the BHTA, COSCAP and the NCF would therefore aid in advancing the needs of performers.

Additional themed festivals and events should be developed to complement Crop Over and provide community and cross-sectoral promotions (refer Actions 2.1J-3, 2.1J-4, 2.1J-6, and 2.1J-8 in Report V, Part 2, Section 3.2.2.2).

Another challenge identified through TMP research concerns cultural heritage involvement within the wider hotel sector. For the most part, there is an absence of local artwork and craft at many hotels, and low participation in premier cultural shows (pers. comm., S. Johnson, Division of Culture and Sports, 2013). The music of local artistes would also benefit from greater access and prominence within the hotel sector.

Utilize the TMP proposed Barbados Festival Arts Association (refer Action 2.1J-9 in Report V, Part 2, Section 3.2.2.2) to coordinate and promote cultural events with the BHTA to encourage increased awareness and participation of visitors accommodated in the hotel sector.

Further, the introduction of mobile modules and displays as proposed by the TMP can advance the exposure that cultural practitioners have within the hotel market for exhibiting local artwork, fashion, textiles, sculpture and performing arts creations on a regular rotation basis (refer Action 2.1J-1).

2.1.3.2 Local Manufacturing

McClellan (2012) outlined mechanisms for improving the presentation of cultural heritage products through the manufacturing sector supported by the BIDC. These are as follows:

- Developing unique products that appeal to both the domestic and international markets, and taking advantage of the strength of the Barbados brand
- Linking with other productive sectors that contribute to economic growth and employment
- Promoting environmental sustainability, preservation and conservation of Barbados' natural resources
- Producing goods that meet and exceed the expectations of customers
- Supporting policy and legislative frameworks, and an efficient business environment

Cultural products, decorative accessories for hotels and restaurants, designer goods and indigenous art have been gaining popularity in the handicraft market, a principal market for visitors. However, as with heritage properties, stakeholders within the creative industries sector have noted that access to cruise ship visitors is a challenge. The Barbados Chamber of Commerce has also expressed concern that the proposed Sugar Point Cruise Terminal on Harbour Road will rival Bridgetown to attract visitors and shoppers, creating adverse competition (Vaswani, 2014).

The proposed 'Discover Barbados' Centre would provide previews of the island's attractions and experiences to stimulate the visitor to leave the Port and immerse themselves in the wider cultural heritage landscape of the island, including Historic Bridgetown and its Garrison (refer Action 2.3-1 in Section 4.1).

New outreach avenues should be explored for the creative arts industries. For example, it is recommended that a display module be developed for use at ports of entry and secure locations such as hotels for exhibiting local artwork, fashion, textiles, sculpture and performing arts creations on a regular rotation basis. The modules would also be useful for the display of Quick Response coding (QR Codes) for information regarding each exhibit item (refer Action 2.1J-1 in Report V, Part 2, Section 3.2.2.2).

Greater collaboration between the BTA, BHTA, stakeholders and tour companies will be necessary to facilitate greater exposure to heritage products within prime local markets.

The development of art tours is also recommended where visitors are provided with the opportunity to meet with artists in their working environment (refer Action 2.1J-5 in Report V, Part 2, Section 3.2.2.2). In addition, the recently announced Government 10-point plan for Barbados' tourism sector estimated to cost BDS\$20 million, includes a proposal to rebrand the Hastings to St. Lawrence Gap strip as a weekend 24-hour indigenous arts and crafts and cultural performers' market (Alleyne, 2013). This will not only help to stimulate commercial activity relative to local creative arts along a popular coastal route, but also to promote the sector to both local and international visitors.

Future governmental objectives for enhancing the industry as noted by Belgrave (2013) include the following:

- Enactment of the Cultural Industries Bill
- Establishment of a National Art Gallery and a Film and Digital Media Commission
- Restoration of the Daphne Joseph Hackett Theatre at Queen's Park
- Pursuit of the acquisition of the Globe Cinema and transformation of the building into a Centre for the Creative Arts

Awards such as the UNESCO Award of Excellence for Handicrafts, the first of which was accorded to a Barbadian, are avenues through which development and recognition within the creative industries can be stimulated (Pilé, 2013).

2.1.3.3 Cultural and Performing Arts Centres

Currently, the number of world-class facilities and performing centres for the arts and entertainment industry of Barbados is limited to the Frank Collymore Hall, the Errol Barrow Centre at UWI Cave Hill, and public open spaces and parks. Closure of sites such as the

Daphne Joseph Hackett Theatre and Plantation Garden Theatre, which served as key entertainment centres for the cultural performances, have left a void in performance venues.

Historically, Queen's Park Gallery (QPG) has collaborated with institutions and organizations such as the National Art Gallery Committee, BDC, Audio-Visual Aids Department, Commission for Pan-African Affairs, and diplomatic missions in Barbados when presenting artistic showcases. It has provided an accessible venue suitable to patrons and visitors. It accommodated the mounting of exhibitions and sale of work by artists who would not otherwise have that capability (NCF, 2013). However, the building that includes the Daphne Joseph Hackett Theatre is now closed due to its dilapidated condition, and consequently the Gallery was relocated to Pelican Craft Centre. The availability of print and online catalogues to local tourism establishments and visitors such as the Barbados Arts Directory can broaden the scope of marketing within the tourism industry.

The historic Empire Theatre, built in 1922 and listed as a UNESCO World Heritage building in Bridgetown, is to be restored through a public-private sector partnership that will allow for it to be leased by a private consortium. The refurbished theatre, whose operation aims to be self-sustaining, will seek to attract locals and visitors.

It has been emphasized that Barbados would benefit immeasurably from the establishment of a dedicated performing arts centre as a home for dance, drama, film, poetry and fashion with requisite performance amenities such as rehearsal areas (Austin, 2012). Private organizations such as the BEAT Foundation (Building Capacity for the Creative Arts) aim to foster a "thriving entertainment industry through the fusion of creative and passionate people, enabling and inspirational facilities, with excellence applied to projects and productions". Visionary infrastructural projects include an amphitheatre, a Performing Arts Theatre; a School for Media and the Creative Arts; and a dedicated entertainment and arts district in historic Bridgetown (BEAT, 2013).

There is an urgent need to create a National Dance Theatre, National Portrait Gallery, National Performing Arts Company and National Theatre Company (pers. comm., Stacia Bryan, BDO, NCF May, 2013).

2.1.3.4 Arts and Crafts

One of the earliest examples of showcasing local arts and crafts in Barbados is the Chalky Mount Potteries, though in decline now with competition from more recent private sector pottery ventures. Also, Pelican Village opened in 1964 and has provided a location for a diversity of arts and craft vendors to ply their trade.

The *Bajan Pride Exposition* was developed through the Ministry of Tourism's Community Tourism Programme, with core objectives that encourage the use of local arts and crafts within the tourism industry, and providing opportunities for local artisans to sell their products

to both visitors and locals (Ministry of Tourism, 2011). To date, the Bajan Pride Exposition, which has been held at Holetown, Pelican Craft Village, Independence Square, Bathsheba, Dover, Jubilee Gardens, the Bay Street Esplanade, Chalky Mount and Martin's Bay, is dependent on governmental support.

Another recent addition to the community tourism craft landscape is the *Barbados Arts and Craft Experience*, a Ministry of Tourism pilot project launched in 2011 as part of Tourism Week. The visitor is involved in the artisan experience through this cultural hands-on experience by doing activities. The visitor pays a fee to work alongside and learn the skill of an artisan in areas such as basket-making, jewellery, pottery or other local crafts. Thus, the visitor becomes intimately involved as part of the experience. An opportunity is also provided for the visitor to sample local cuisine provided as part of the experience. Thus far, these activities have only been undertaken in Pelican Village.

The Caribbean Export Development Agency (CEDA) notes that critical elements required for the creation of a fashion industry in Barbados are lacking, e.g. designer accreditation and apprenticeships, standard sizes and a regional industry association. Poor collaboration between designers and manufacturers has been identified, in addition to inefficient business procedures. Access to financing on appropriate terms is seen as a critical issue for small and micro-enterprises. Solutions regarding equity funds and the provision of venture capital are urgently needed to stimulate the sector (CEDA, 2008).

Through the development of a National Registration System for Art and Craft makers, which should include fashion design, cultural artistes can be identified and their works supported through initiatives across Barbados.

Regarding the marketing of local arts and crafts, the absence of a dedicated, semi-enclosed market constitutes a missed opportunity for the regular showcasing of these local creative products. The development of a permanent site that would allow craft vendors to display locally made craft, art, sculpture, woodcraft, textiles, metal craft, fashion, and photographic works on a weekly basis would be an important step in propelling the industry beyond dependence on transient presentations at farmers markets and national exhibitions.

The development of a large, well-planned, permanent Barbados Craft Market facility that is attractive to consumers would help to promote small business entrepreneurs in the art and craft sector. The market could also offer local musical performances. The ability to showcase local crafts independent of agricultural produce, without the high overheads of space rental, would help to generate interest in, and support of, the local craft industry in Barbados. Vacant lands in the vicinity of Bridgetown, e.g. in the Spring Garden area or Carlisle Bay, could be considered as a venue for this permanent market (refer Action 2.1L-1 in Report V, Part 2, Section 3.2.2.4).

2.1.3.5 Creative Arts Centres

The Pelican Craft Centre, also known as Pelican Village, was established in 1964 as a tourist-oriented industrial park, and is the main art and craft hub of the island. The Centre is also home to the Barbados Arts Council that represents local artists, and through the Pelican Art gallery artists can host exhibitions. A new product offering is the 'Barbados Arts and Crafts Experience' that invites visitors to work with a local artisan to make personalized souvenirs for a small fee. Transportation and lunch are included in this experience.

Despite the extensive renovations, the Centre has not ever held pride of place as a craft village nor received the level of visitors that would have been expected given its proximity to the Barbados Port and Bridgetown. Among the reasons posited for its poor performance is the lack of effective marketing. According to the BIDC(2008), many craft persons have been unable to earn considerable benefits outside of limited production and retailing through craft fairs and the Pelican Craft Centre. Although intended to be the premier, local craft resource, the Pelican Craft Centre has been performing below expectations.

The Barbados Manufacturers Association (BMA) is seeking to develop a consistent supply chain for several categories of related souvenir items to the hotel sector. This segment of the market is catered to largely through the Pelican Craft Centre and retail shops at the airport and seaport. There has been an inability of operators to effectively integrate unique craft products into the growing tourism sector, or to adequately promote their craft as a branded product.

The Pelican Craft Centre would increase in popularity if it could be marketed as an attraction (Browne, 2013). According to PCS (2009), the Pelican Craft Centre, if suitably developed, could generate a new and vibrant tourism product. The use of interpretation would improve the historic significance of the Centre. Meeting facilities at Pelican Craft Centre include the Bagnall's Point Gallery and Annex which has theatre-style seating for approximately 100 persons, while the Pelican Training Room is suitable for meetings, workshops and seminars.

The Pelican Craft Centre, which is situated within the buffer zone of the UNESCO World Heritage Property, needs to be more widely promoted as a cultural hub and learning facility.

In order to enhance the presentation of Pelican Craft Centre as an attraction, the use of interpretive signage and media to tell the story of the artists and artisans and the nature of their work is recommended; linking the Centre through marketing initiatives with proposed attractions such as the Caribbean Walk of Fame (refer Action 2.3-11 in Report VI, Section 4.8) is also proposed. Linkage with the proposed Sports Hall of Fame (Belgrave, 2013) is also recommended.

2.1.3.6 The National Art Gallery

There is currently no permanent home for a national gallery in Barbados. The National Art Gallery utilizes a variety of locations to showcase the works of local artists. The Gallery's Committee serves to develop programmes that are attractive to an international audience while providing opportunities for the local community to be exposed to regional and international art exhibitions, biennials and visual art symposia (Cummins, 2008). Provision of adequate facilities at the Barbados Museum and Historical Society is hampered by severe infrastructural constraints.

The National Art Gallery Committee is responsible for the coordination of local exhibitions, catalogues and DVD production. Events that have been held include the Black Diaspora Visual Art Symposium and The Road to Many: Toward a Genealogy of Barbadian Art. These high quality exhibitions and symposia are of keen interest to locals, the Diaspora, and international audiences.

Upgrade facilities at the BMHS to facilitate the showcasing of National Collections. Explore facilities at Parliament Buildings for accommodating the National Art Gallery. Link the National Art Gallery Committee website with other tourism sites that interface with international visitors, such as the BTA's, which can serve to boost exposure in the local art and craft niche. It is also recommended that other tourism sites be encouraged to offer web links in their menu options to key associated cultural sites within the **'Discover Barbados - The Land of Legends'** thematic and promotional system.

2.1.3.7 Performing Arts

New and regular events that showcase aspects of Barbadian heritage, such as folk culture, songs and storytelling, can expand this niche in an area that has been made popular by local groups such as the Cavite Chorale. Within the jazz arena, performances such as Naniki Jazz Safari and Honey Jazz provide opportunities to present Barbadian artistes and musicians on the national stage. Venues include the Frank Collymore Hall and Ilaro Court.

The event '1627 and All That', which showcased the history of Barbados in song, dance and theatre involving the Landship and historical elements, were challenged by having a dedicated venue and a need for an increased marketing budget. Proposed upgrades to venues such as the Daphne Joseph-Hackett Theatre and the Empire Theatre are critical for development of this and other performance-based products that showcase the island's rich cultural heritage.

One of the most enduring examples of performance-based community tourism is The Landship. Indigenous to Barbados, it started in 1837 as a friendly society to benefit its members. The dance performances of this group, which mimic the British navy organization,

are still a highlight at many tourism events. The Landship, although declining in numbers, has its own management structure and continues to attract members to ensure its survival.

2.1.3.8 Music Industry

Barbados faces regional competition from events such as the St. Lucia Jazz Festival, Dominica's World Creole Music Festival, Jamaica Jazz & Blues Festival and Reggae Sunfest, and Grenada's Spicemas. With specific reference to the Barbados music industry, there has been a drop in performances and live music at nightclubs due to the costs associated with live entertainment.

A viable avenue for development is the mobile music market, i.e. the digital distribution of Barbadian music. This has strong marketing potential for tourism, and could strengthen online linkages with possible extensions into online concerts. In the same manner that the BTA and private firms sponsor production of local shows, this could be extended to international broadcasts online, which offers a potentially strong opportunity to showcase the extended tourism product. There is also a market for Barbadian music and videos on 'YouTube' and other media. Barbadian artistes performing live concerts and performances can be presented as products for domestic and international tourism (refer Action 2.1J-2).

The Copyright Society of Composers, Authors and Publishers (COSCAP) Foundation is intended to provide a mechanism for promoting and stimulating growth for the Barbadian music industry. This is to be achieved by creating developmental opportunities for COSCAP members and creating educational activities with the aim of fostering understanding of the local creative industries overall, and music in particular (COSCAP, 2009). COSCAP's mandate is to license music and pay royalties, but it has progressed toward establishing a Foundation to play a developmental role in the sector. Financing has been difficult as well as sourcing the personnel to advance its mission (pers. comm., E. Smith, COSCAP, 2012).

According to COSCAP, there has been no study relating to fees that should be paid for creative products in Barbados, including those involved in the music industry. The English speaking Caribbean does not have a regional organization with expertise in music to arrange and coordinate musical showcases and festivals. Publishing and licensing agreements are necessary to strengthen the industry.

The promotion of publishing and licensing agreements would facilitate the more efficient functioning of the local music industry in areas such as revenue collection.

2.1.3.9 Audio-Visual Creative Industry

With respect to media presentation via television, radio, cinema, and theatre, updated broadcast policies are required to enhance the industry's potential; in addition, a film authority needs to be developed to authorize offshore film-makers wishing to produce films on the island. Some key stakeholders in this sector include the Association of Music

Entrepreneurs, the Fashion and Design Association, the Craft Union, and the Barbados Arts Council (King, 2013).

Although mechanisms for the protection of intellectual property are now well developed, *enforcement remains a challenge, particularly for musicians* (Farrell, 2010). This process is overseen locally by COSCAP.

2.1.3.10 Festivals

Festivals continue to grow as the arts, popular music, entertainment, and special themed events become more recognized. Reggae Sunfest in Jamaica, Trinidad Carnival, Santo Domingo's Festival de Merengue, the St. Lucia Jazz Festival, the St. Kitts Music Festival and the Barbados Crop Over Festival are amongst the leading Caribbean festivals.

Festivals are an area with the potential to build linkages with tourism and can showcase the widest range of products or experiences (pers. comm. Erica Smith, CEO, COSCAP, February 2012). Barbados' calendar encompasses a variety of jazz festivals, film festivals, performing arts festivals and music awards, as well as the Holders Season, Oistins Fish Festival, Barbados Reggae Festival, Gospelfest, the National Independence Festival of Creative Arts (NIFCA), the Crop Over Festival, CARIFESTA, the St. Lawrence Gap Music Festival, the Celtic Festival, and the newly-launched Barbados Summer Arts Festival (BSAF).

Crop Over Festival – Crop Over is Barbados' most prolific festival. Caribbean nationals were found to comprise approximately 25% of visitor arrivals for the Barbados Crop Over Festival (CTO, 2008). It was estimated that approximately BDS\$80 million was injected into the economy in 2012 based on visitor arrivals and revenue generation during the Crop Over period (Madden, 2012).

The Crop Over Festival is considered an indigenous and composite carnival festival that includes music, dance and masquerade arts. The Festival provides significant opportunity for a wide range of creative practitioners to market their products, including music, arts (including culinary), design, crafts, film and video, television and radio. The National Cultural Foundation sponsored Crop Over celebration is the largest platform for local groups to showcase and sell their products and services to locals and visitors. However, it is an annual event sponsored by Government, with activities concentrated in the months of May, June, July and the first week of August.

The Holetown Festival and the Oistins Festival- These are the two longest lasting festival-based community tourism initiatives to date. Like other sustainable community initiatives, they draw upon an existing management structure for support. These are annual events with activities that take place over the period of one week.

De Heart uh Barbados® (Dhub) – Started in 1999, Dhub, a 2-day festival, was less successful at maintaining the viability of its tourism products than the larger established festivals. Combining governmental support with private sector involvement, owners/managers of Harrison's Cave, Welchman Hall Gully, Jack-in-the-Box Gully, the

Flower Forest, Highland Outdoor Tours, Abyssinian Sustainability Project, and Springvale Eco-Tours and Heritage Museum hosted an inaugural two-day weekend of activities to highlight the central uplands of Barbados. The Integrated Nature Tourism Area (INTA) focused on the cultural heritage of the Harrison's Cave Communities and nature-based tourism. The two-day event was eventually rebranded and registered as de Heart uh Barbados®. It was coordinated and funded by Government until 2008 when Government financing was no longer available. Presently, the walk and 10K run are aspects that remain of the 'Dhub' celebrations.

Settlers: The West Coast Experience– This festival was initiated by a youth group who conceived a midnight carnival to be held during the tourist season that would provide an avenue for community involvement. The carnival is a heritage tourism entertainment product, featuring moonlight costume revelry along Barbados' platinum coast, culminating with the Barbados Breakfast Festival at Trents. The initiative started in 2011, but the group relies heavily on private sector sponsorship for survival.

As previously noted, event planners in Crop Over desire more efficient mechanisms for expediting the hosting of events. In particular, statutory requirements regarding entertainment licenses will need to be geared toward smoother enabling processes. It has also been found that a large number of beneficiaries (e.g. hoteliers, airlines, restaurants) often do not share the cost of production. *Thus, where corporate sponsorship is weak, most festivals are unsustainable without needed public investment (Nurse, 2003). Festival organizers and producers have identified the acquisition of sponsorship as being a major challenge to the longevity of productions.*

Given the number and diversity of festivals that are organized annually in Barbados, and the ongoing need for sponsorship and venues, it is suggested that a Barbados Festival Association be established to represent the major festival partners, and market advertising packages to business partners to help foster sponsorship, promotion and representation (refer Action 2.1J-9 in Report V, Part 2, Section 3.2.2.2).

The proposed Barbados Festival Arts Association (BFAA) would act as the primary association for supporting and facilitating festival activities and event stakeholders, both in the professional arena as well as amateur performers within the creative and performing arts sector. The Association is intended to oversee the planning and coordination of events and stimulate individuals, groups, communities and businesses to participate in Barbados' creative celebrations. The BFAA would collaborate with private and public agencies in the development of efficient mechanisms for staging cultural heritage activities.

2.1.3.11 Food and Farmers Markets

The historic Cheapside Market is the oldest farmers' market in Barbados and continues to attract tourists who either wish to experience the ambience of a local market, take photos of local produce, or cook themselves utilizing local ingredients.

However, current TMP research noted the following concerns/needs: Illegal roadside vending compromises the viability of vendors within the defined market area, and maximization of outdoor areas would enhance the experience at Cheapside. Unsanitary conditions within the marketplace require action regarding regular maintenance and garbage collection for internal and external areas; Sanitation Service Authority, NCC and Environmental Protection Department could facilitate necessary improvements. Lack of promotion at the Bridgetown Port displaying information on key sites including Cheapside Market is also an issue, including the lack of a signed route with way-finding elements from the Bridgetown Port into the city centre via Pelican Craft Centre to the Market.

Promote signage development for interpretation of the historical aspects of Cheapside Market. Institute a site management programme to ameliorate vending conflicts and improper use of the site (refer Action 2.2b-8).

In recent times, new farmers' markets have emerged, some of which provide additional attractions that have appealed to visitors. Private sector farmers' markets at Brighton, St. George and Holders, St. James are both weekly events. They offer arts, craft and a diversity of food in addition to farmers' produce. Specialty coffees and cheese by a local artisan are some of the items that can be bought there. These markets are operated by the private sector (see also Report V, Part 2, Section 3.2.2.1).

A derivative of Dhub is the Grapefruit and Molasses Foodies Inc. This NGO-hosted monthly farmers' market is held in Sturges, St. Thomas to celebrate the area as the bread-basket of the island, with the focus exclusively on local produce, food and drink, and locally made and produced art and craft. The market operates on a Government grant, and utilises the grounds of the Natural Heritage Department for their market. The market is not advertised and relies on 'word of mouth', so patrons are generally from the local area.

More recent agricultural festivals would be Agrofest. Agrofest is a revival of the annual Agricultural Exhibition of yesteryear that used to be held in Queens Park, Bridgetown. Now in its ninth year, it is sponsored by the Barbados Agricultural Society (BAS) and affords the farming and food producing communities an opportunity to showcase livestock and food. Local crafts persons and performers also partake in the festival, which covers a long weekend and is enjoyed by approximately 60,000 locals and tourists.

While its strengths have been in the appeal of its exhibits largely to a local audience, wider promotion of Agrofest to visitors and the hospitality sector is recognized by BAS as being

important for growth. In addition, way-finding at Agrofest can be significantly improved to maximize the visitor experience.

Enhanced marketing should include advertising brochures available to hotels, and online social media. For example, the virtual 'Backyard Gardening Zone' (Waithe, 2012) can be used to generate agro-tourism interest within overseas markets, particularly amongst the Diaspora and health & wellness visitors. Further, provision of a site map to visitors would allow them to take full advantage of the local product offering.

A park-n-ride system should also be considered, as attendance is expected to increase and could lead to crowd congestion.

Section 3.2.2.1 in Report V, Part 2 reviews further challenges and opportunities presented to the Agro-tourism niche.

2.1.4 Indigenous and Traditional Knowledge

Within this category, Dominica and Suriname have been recognized to have more established tourism-related products with which to attract the heritage visitor. For example, in Suriname, the Santigron Maroon Tour is a prime example of best practice in transferring indigenous and traditional knowledge. Sections 2.1.4.1 to 2.1.4.3 examine aspects of indigenous and traditional knowledge in Barbados, and provide corresponding analysis and recommendations.

2.1.4.1 Local Cuisine

The representation of Bajan cuisine has long been championed by local chefs at workshops, festival demonstrations, culinary schools, television cooking shows (e.g. Cooking the Bajan Way, Caribbean Cuisine and Dueling Chefs), competitions and exhibitions in an effort to emphasize Bajan food and its cultural roots, particularly given international culinary influences (Overman, 2011). The interactive workshop entitled 'Bajan Cultural Immersion - Cooking the Bajan Way' presented at the Barbados Network Consultation 2012 - 2nd Diaspora Conference aimed to reconnect the Diaspora with their culinary roots, a need that local Executive Chef, Peter Edey insists is becoming urgent (Pilé, 2012).

Section 3.2.1.3 in Report V, Part 2 characterizes the linkages between heritage and the Culinary Tourism niche market. One of the primary needs identified is for the development of a consistent 'Farm to Table' programme that links local farmers with hotels and restaurants. Further recommendations are provided in that section.

There is a missing link between the local cuisine and what is served in hotels (pers. comm. S. Johnson, Division of Culture and Sports, 2013).

The following recommendations are proposed in relation to culinary links to local cultural heritage:

- Integrate traditional food and beverage locations into heritage routes to be developed through the 'Discover Barbados' system.
- Develop a system of themed food trails that provides interesting and informative food-based activities (refer Action 2.1c-1 in Report V, Part 2, Section 3.2.1.3)
- Industry stakeholders must aim to develop the framework for a consistent Farm to Table programme that links locally farmed produce with hotels and restaurants
- Stimulate the development of Barbadian cuisine through the training of local chefs, the use of local food and products (refer Action 2.1c-2 in Report V, Part 2, Section 3.2.1.3), and the staging of festivals and competitions showcasing Caribbean foods (refer Action 2.1c-5 in Report V, Part 2, Section 3.2.1.3)
- Expand media showcases for Barbadian cuisine to include webinars featuring lessons in traditional food preparation techniques. These can also be marketed to the Diaspora.

2.1.4.2 Oral History

The University of the West Indies established the Oral History Project (OHP) to enable research into under-documented areas of local history and to capture broader historical perspectives through the recording and archiving of first-hand eyewitness accounts.

Historical information gathered included plantation subdivision and village-formation; the origins of socio-cultural institutions such as friendly societies, fraternal orders and cricket clubs; mass politics and the labour movement; migration and return migration; the growth and consolidation of local businesses, and the life histories of a wide cross section of West Indians. The Oral History Project has acquired hundreds of hours of interviews covering these and other subjects.

The Oral History Project has collaborated with other UWI research units and with Government agencies in the planning and execution of projects requiring oral history methodology. Selected collections, including an extensive collection of history lectures, interviews and associated photographs, will be made accessible on the web in the future.

In May 2014, the NCF facilitated the launch of the National Oral History Programme (NOHP) online database where clips of interviews were made available, commencing with poet laureate/ writer George Lamming offering his reflections on culture. Interviews will also be posted to Facebook, YouTube and Twitter.

In addition, the National Cultural Foundation's research project, the Crop Over Oral History Project 2013-2015, will add valuable information to the cultural landscape regarding Crop Over events in Barbados' pre-Independence period. During the 2014 Crop Over Festival, excerpts will be uploaded to the NCF website.

The BIM Literary Festival also contributes to the sharing of Barbados' oral history through book readings, workshops, poetry, and open presentations. The inaugural theme was "Words Need Love Too," a poem by Barbados' best-known poet, Kamau Brathwaite. The first BIM festival featured literary greats such as Nobel Laureate Derek Walcott, Alba Prize winner George Lamming, and Giller Award winners Austin "Tom" Clarke and Lorna Goodison.

The Bridgetown Literary Tour, a pilot heritage tourism project celebrating the works of Barbadian writers, will be launched during the Literary Festival. This biennial festival offers an opportunity for writers and publishers to market their work while attracting visitors to the island who desire an authentic cultural experience.

Regional competition is provided by the Calabash International Literary Festival in Jamaica, founded in 2001 by a Jamaican novelist, and has etched out a niche as an event grounded in community and people, with local accommodation being provided. The Home Accommodation Programme in Barbados, if fully functional, would have provided a range of comparable experiences. However, a revitalized accommodation programme would be necessary to supply this need (refer Report VI, Section 2.3.1, Report V, Part 1, Section 2.0 and Report V, Part 2, Section 3.2.2.4).

In contributing towards the future of tourism development, Oral History information from sources described above should be utilized to:

- Inform interpretive presentations for the development and promotion of events and attractions
- Add value to cultural presentations and promotional material used locally and internationally
- Educate youth into the importance of linking their cultural past with present day entrepreneurial outputs

2.1.4.3 Barbadian Genealogical Research

One of the challenges identified through TMP research is that the Barbados Department of Archives does not have access to the human resources and technical capacity that is required in order to provide accurate records to locals and the Diaspora researching their genealogy. Cross-referencing of records located at religious institutions and cemeteries may also become necessary for detailed research.

As one potential mechanism to achieving this goal, the Department of Archives could be equipped with additional personnel and technological tools to effectively fulfill the potential of this project. The initial scope could be determined by offering an online invitation through stakeholder groups for expressions of interest from individuals, families and organizations. Digital records could then be made available online to the Diaspora as a paid service provided by a dedicated branch of the Archives Department (Fraser, 2011).

The following recommendations are proposed and supported by the TMP relative to genealogical research:

The Tourism Advisory Council (2009) advised that a research facility be developed to trace family roots through reference books, censuses, and oral history in order to attract the Diaspora market.

Histories could also be solicited from applicants through an online collection centre for historic documentation. Photographs from personal archives can also be used to compile a story and fill information gaps that would benefit the archives (pers. comm., A. Cummins, BMHS, 2012).

2.1.5 Incentives and Heritage Product Development

Weaknesses in the sector were identified as follows by the Division of Culture and Sports (pers. comm., S. Johnson, 2013):

There is a lack of understanding by the banking sector about the viability of the sector and as a result cultural practitioners experience difficulty in accessing credit from lending institutions (Johnson, 2013). The strength of the cultural heritage sector can therein be adversely affected by the inability or constrained ability of cultural practitioners to finance their activities, such as promotion and event hosting or the holding of performances.

This gap has been recognized in Barbados by the Copyright Society of Composers, Authors and Publishers (COSCAP), which has created a foundation to fund member's activities (see also Report V, Part 2, Section 3.2.2.2).

Table 5 below presents existing mechanisms for funding and incentives. Other funding mechanisms include the Tourism and Manufacturing Guarantee Facility (BIDC, 2009). The BMA, BEF, SBA, and institutions such as UWI continue to collaborate towards achieving excellence in the sector.

Table 5. Existing mechanisms for funding and incentives.

Mechanism	Process
Small Business Development Act (1999)	Duty free concessions for small manufacturers encompass a range of tax exemptions
The Fiscal Incentives (Amendment) Act (2001)	A maximum 15-year tax holiday to any manufacturer of products exported outside of CARICOM that contain a notable percentage of local value added Allowances on market research and development, investment and export (BIDC, 2009)
Special Technical Assistance Programme administered by the BIDC	Provides BDS\$7 million annually to manufacturing and services sub-sectors BDS \$1million granted to the basic industries towards performance

Mechanism	Process
	enhancement and mitigation against high production costs (BIDC 2009)
The Barbados Investment Fund and the Small Hotels Investment Fund.	Equity financing for Small and Medium Sized Businesses (SME) operating in Barbados and engaged in manufacturing, agro-industry, tourism and a range of services sub-sectors
The Enterprise Growth Fund	Provides local companies with loan financing, venture capital, and technical assistance through, inter alia, loans & equity for SMEs
The BIDC Incubator Programme	For start-up and emerging enterprises offers businesses key development support
Small Business Venture Capital Inc.	The Small Business Association, Barbados' representative body for micro, small and medium enterprises, operates SBVCI a government supported company that makes equity finance available to qualifying businesses
Special Development Areas Act (2002)	Provides various concessions to approved developers for carrying on specific activities in select locations namely Speightstown, Carlisle Bay Redevelopment Area, St. Lawrence Gap and the Scotland District Conservation Area. Eligible activities include arts and cultural investments for which tax concessions may be granted in building construction, land tax exemptions, and income tax reductions.

Internationally, the CARIFORUM-EU Economic Partnership Agreement makes provision for the export of creative services such as entertainment through income tax and customs duty concessions, in addition to incentives and credits. This will allow for persons in the creative sectors to carry the Barbados Brand into the European market, and also to enter into collaborative partnerships through a Cultural Protocol (Smith, 2011).

The BIDC has recommended the establishment of economic clustering so that small producers can cooperate and network to achieve economies of scale. Strengthening the network of local partnerships was also viewed as key to leveraging marketing opportunities. The cluster arrangement serves to empower artisans by making them active stakeholders towards upgrading their skills, applying quality standards, acquiring infrastructure support, and creating centres of excellence, since the cluster creates a hub for distribution of information and innovation and developing business connections (BIDC,2008). The primary benefits of clustering are to provide access to finance, raw materials, technology and product design.

2.1.5.1 Promotion and Marketing

Challenges identified in promotion and marketing of cultural heritage products include the fact that Barbados is not marketed as a heritage destination to the extent of its potential, therefore cultural attractions, in terms of visitor numbers, lag far behind beach-based activities (Farmer, 2008). From the perspective of the hospitality industry, live performance opportunities in the hotel and entertainment sector, specifically with respect to nightclubs, have experienced a sharp decline. The interface between the creative industries and tourism establishments provides a number of avenues to foster greater cooperation for growth in both sectors.

A stronger linkage between development of the creative industries and the provision of high quality entertainment in the hotel sector will need to be generated. Facilities such as changing rooms and performance spaces available to entertainers are lacking in most hotels. These are particularly warranted in 4 and 5 star accommodations where high quality entertainment packages should be developed. A greater presence of local art and craft is substantially needed in hotel establishments that are a prime showcase for local products (pers. comm., S. Johnson, Senior Cultural Policy Officer, Ministry of Culture, January 8, 2013).

Promote and market Barbados' creative and performing arts: The 2013 symposium, eCREATE, focused on art and music, and explored the potential for international exposure of local artists and musicians in the Brazilian market. One of the main objectives of the symposium was the creation of a short film using cultural heritage to market Barbados as a premium destination, in addition to a market-ready mobile application focused on the heritage tourism market.

Conduct market research and market development: The NCF's Cultural Industries Symposium and Trade Show, in partnership with the BTA and BIDC, aims to provide mechanisms for professional business development and training opportunities, market research, market development and cultural product and service development.

2.1.5.2 Training

Practical business skills for entrepreneurs in the creative industries, as well as interactive discussions with successful businesses persons, are a feature of the programme (Nieves, 2011). Assistance to the creative industries through education and training includes the NCF 'Know the Business of Your Art' (BOYA) seminar series that was launched in 2011. Through BOYA, participating stakeholders are assisted in developing their trade through elements such as viable business plans.

Educational programmes for the creative industries are currently held primarily at the Barbados Community College and the Errol Barrow Centre for Creative Imagination. The Youth Achieving Results (YAR) programme of the NCF and the Ministry of Culture provides opportunities for youth to access their musical and visual arts talents that may ultimately be showcased in the tourism arena.

Further, it has been agreed that attention should be devoted to finding mechanisms to marshal the considerable creative talents and energies of the region's young people, in a structured and comprehensive approach to growing these industries (United Nations, 2010). Initiatives such as the NCF's Youth Achieving Results (YAR) Performing Arts Programme has facilitated the training of youth in areas such as vocal, dance, personal

development and entrepreneurship. Graduates would be eligible for participation in the Performing Arts Company to be introduced in the near future (NCF, 2013).

One of the challenges identified relative is that the availability of training opportunities for mature musicians is still considered to be an area for improvement (pers. comm., S. Johnson, Senior Cultural Policy Officer, Ministry of Culture, Division of Culture and Sports, January 8, 2013).

Collaboration between the National Cultural Foundation and COSCAP should be used to identify the level of demand for training of mature artistes with a view to tailoring future NCF seminars to meet the requirements of this niche.

2.1.5.3 Research and Data Collection

In reviewing the cultural heritage sector, difficulties are encountered in mapping the 'creative production chain' since different levels of accuracy and data types are used by practitioners to measure the flow of resources. For example, some attractions differentiate between bookings by local versus international or regional visitors, whereas others do not. With respect to the creative economy, numbers are small when measured by traditional means. The use of more detailed classifications generates greater impact regarding the value and dynamism of the creative economy (United Nations, 2010).

It has been found through the process of TMP development that the sector, as part of the overall creative economy, can benefit from improved measurement and reporting of visitor numbers and product sales in heritage categories. It was noted that the unavailability of detailed statistical data in Barbados regarding customer demographics compromises future planning (Refer Report V Part 2). According to McClean (2012), the need for the application of science and technology, and increased investment in research and development, must also be underscored. Capturing trade data on craft products is also considered a key step in progressing the creative industries in Barbados. For example, all souvenirs or textiles sold to visitors are not authentically Barbadian, whether in resource materials used or products created. Also, local artistes may be promoting non-local music forms or performance themes.

Within historic Bridgetown, the BCCI aims to collaborate with the BTA and BHTA on identifying visitor preferences (BCCI, 2010). In addition, the Holetown Chamber of Trade Inc. (HCTI) plans to define the demographic for Holetown in order to provide businesses with a competitive advantage (pers. comm., Mark Simmons, HCTI, June 2012). In order to fully serve the heritage sector, data collected should reflect not only purchases of local craft, souvenirs and liquor, but also distinguish between sites and experiences.

Recommendations regarding research and data collection:

- Implement measurement tools such as the Culture Satellite Accounting (CSA) to allow more accurate record of trade of goods and services in the cultural heritage sector. It is currently adopted by several countries and is useful for the economic measurement of the revenue flows
- The definition of cultural heritage goods and services will need to be refined to distinguish them from general classifications of creative products.
- Research visitor shopping preferences regarding types of tangible and intangible cultural goods consumed to improve the outputs of the cultural heritage sector
- Conduct sampling of visitor demographics at attractions. This can be achieved through the proposed Tourism Ambassadors programme (refer Action 2.3-8 in Section 9.4)
- Conduct visitor exit surveys at the Bridgetown Port to capture preferences of cruise ship passengers with respect to desired heritage products, both tangible and intangible, as well as those consumed on-shore

2.2 Cultural Heritage Development in Town Centres and Communities

2.2.1 Oistins

The success of Oistins as a cultural hub can be partly attributed to the fact that it combines the majority of the facets of culturally based community tourism in one location, e.g. craft, cultural performances, an annual locally-themed festival, and a weekly farmers' market offering local produce.

The town's role in the history of Barbados dates back to the 1600's as a major port where the Charter of Barbados and 'Articles of Agreement' were signed in January 1652 at the Mermaid Tavern, which no longer exists. Since the commemoration of the signing of the charter at the Mermaid Tavern is of national significance, it may be used as a catalyst to promote the redevelopment of the Oistins town core in relation to future community services and tourism. In recognition of the historic importance of this event, the TMP proposes commemoration through interpretation (refer Action 2.2a-5 in Section 4.6.1).

In addition, the Oistins Fish Festival is held annually to celebrate those who work in the local fishing industry. This year-round event has become self-sustaining, and has expanded to offer opportunities for local craftspeople to display and sell their wares to the hundreds of people who have chosen Oistins as the 'must see' entertainment spot. Visitors are treated to live calypso and reggae music, craft fairs, family games and stalls selling an array of seafood dishes. Popular events and attractions also include the fish boning competition, boat races and the grease-pole competition.

Vendors lauded the opportunity to interact with visitors from all around the globe, especially repeat customers. The open-air setting and the popularity of the location among locals and visitors were also highlighted as benefits of the Oistins Bay Garden operation. Vendors conveyed that a strong community spirit exists among them, making Oistins what it is. The craft vendors highlighted the financial benefits of operating in such a popular location.

Arising from TMP research, existing concerns relate to the deteriorating quality of facilities and visitor management inefficiencies. The National Conservation Commission, the agency tasked with management of the Oistins facilities, has been responsible for the upkeep and maintenance of the property, including the allocation of space to vendors. Several areas of concern in the Oistins area, mainly pertaining to the inadequacy of the infrastructure, is as follows (pers. comm. K. Neblett, 2013):

- The area was designed for fewer visitors than it currently receives
- It was initially set up for the long serving vendors, and then additional BTII vendors
- There are more customers than the area can service properly, causing long lines for vendors and also for washrooms, which has implications regarding health and sanitation
- The area was not designed to accommodate the number of BBQ grilles currently in use, causing negative impacts regarding air pollution and reduced walkway spaces

Currently, there is traffic congestion on access roads to Oistins on weekends, public holidays and during special events. Patrons park in all available parking lots and spaces in the area. There is also space for parking to the rear of Grannies restaurant, but it has timber posts that make navigation difficult.

The Bay Garden system is not fully connected to the sewage system, and drainage systems often fail during heavy use periods of the Fish Fry event. Vendors have erected canopies to cover their seating areas in the event of rain, and they have commenced to install seating, thereby causing further congestion. There is also the risk of fire hazards.

Additional areas of improvement that were identified relate to issues of land use. Concerns include the following (see also Report II, section 1.3):

- The existing jetty is for commercial purposes and the landing of fish and associated vessels. Tourism activities there, e.g. tours, are not accommodated
- Poor lighting within the Oistins Centre
- Recreational opportunities along the coastline are interrupted by the Oistins Civic Centre, where some buildings are in disuse

Oistins food vendors also identified the following *challenges*:

- Current stall configuration results in more business for roadside stalls which hinder the view of those vendors to the rear
- The location of the stage, which faces south, contributes to an uneven distribution of customers
- Vendors located towards the rear of the stage cannot benefit from the entertainment
- Limited room exists for expansion or integration of newer vendors

- There is inadequate shelter during heavy rainfall, since water collects along the walkways directly in front of vendor's stalls
- There is a need for increased vendor and stakeholder input in the management of Oistins

Further to the various challenges outlined above, the TMP recommends the following actions:

- Address adverse conditions with respect to congestion by diversifying the areas associated with intense use due to cultural activities
- Utilize the open space west of Oistins Bay Garden as an additional recreational activity zone for both vendors and visitors
- Via a boardwalk, link the Bay Garden with Enterprise Beach where additional open space is available
- Improve the performance facilities in the expanded site to allow the staging of larger productions
- Initiate the redevelopment of the existing parking area to accommodate additional vehicles. Redesign of the existing car park could accommodate 25% more cars, and there is another area adjacent that, if developed, could create 60 more spaces
- These increases in vehicular capacity will necessitate rationalization of the already congested traffic flows at entrance and exit points to businesses within proximity to the Bay Garden as well as at entrances and exits to parking areas
- Co-ordinate the use of existing parking facilities adjacent to the proposed western site
- Create a more efficient transportation hub at the existing bus terminus
- Accommodate heritage tours and activities through redevelopment of the original historic fort site adjacent to the existing bus terminus

2.2.2 Holetown

According to the PDP (Amended 2003), tourism is the dominant industry in Holetown. The centre is also a hub for high-end visitors, including those staying in and around the Sandy Lane estate. The Holetown coastal community includes a Marine Reserve at Folkestone, historic churches such as St. James Parish Church of 1683, and a variety of commercial complexes and luxury residences. This catchment is an ideal demographic for heritage tourism development. Currently, private enterprises, along with the Holetown Chamber of Trade, collaborate on the maintenance and upkeep of the town.

Key elements of tangible, built heritage include the Holetown Monument, as well as the St. James Parish Church, a focal point on the proposed Heritage Church Tours (refer Action 2.1k-3 in Report V, Part 2, Section 3.2.2.3). Natural heritage aspects include Folkestone Park and Marine Reserve, which is now undergoing major refurbishment (see Section 8.6.1). Whereas this Marine Park is primarily used for watersports activities and locals using the terrestrial park site for picnics, the existing green space and public verge in Holetown is in close proximity to all services and sites such as the Chattel House Village, but its potential value as an attraction is not fully maximized.

One of the challenges noted is that the historic Holetown Monument, a significant feature marking the town's early origins, requires maintenance and immediate area upgrade as a matter of priority (pers. comm. E. Phillips, Chairman, Holetown Festival Committee, 2014).

It is proposed that an 'Adopt-a-Monument' programme be established to assist in the maintenance of important heritage monuments and sites, such as the Holetown Monument, as a public-private partnership venture. The green space is proposed for adaptive use as a heritage park featuring approved, non-amplified musical concerts through performances similar to the Barbados Police Band (refer Action 2.3-10 in Section 4.7).

Examples of intangible heritage in Holetown include the annual Holetown Festival and the weekend farmer's markets established through the Holetown Chamber of Trade Inc.

2.2.2.1 Holetown Quadri-Centennial Event

The year 2025 will mark the 400th anniversary of the arrival of Captain John Powell claiming the island in the name of King James I of England; a significant milestone for Barbados and a prime opportunity for the promotion of tourism. The NGO, Jamestown Barbados 1625, aims to promote the historic significance of the area from Holetown to Trents as a cultural heritage site for both recreation and education that focuses on the settlement in 1625 (pers. comm., L. Farnum-Badley, July 2012).

The 'Jamestown Barbados 1625' tourism development project seeks to attract the romantic traveller by taking advantage of Holetown's colonial heritage. The objective is to provide businesses and investors in the tourism sector with a historical theme. Initiatives proposed include replicating the scene of the first landing through sculptural elements. Projects such as these could enhance the offerings of 'Discover Barbados - the Land of Legends' along the proposed 'Barbados Trail' network being developed by the BTA. Additional concepts of the proposed 'Jamestown Barbados 1625' project include:

- Construction of a boardwalk along the north side of the Holetown lagoon, connecting the streetscape to the shoreline
- Creating a distinctive historic character through the installation of period-styled amenities (e.g. lamp-posts, cobble-stone surfaces) and improving the environment through the planting of large shade trees
- Establishing recreational trails in adjacent green spaces
- Developing a heritage museum

Challenges related to Holetown include the following: There are approximately 20,000 visitors over the annual Holetown Festival weekend. In order to increase visitor numbers, enhanced local and international marketing is required. Congestion during the Festival is acute, particularly on the southern end. Noise effects from other festival events such as the Midnight Carnival and Playground disturb neighbouring communities and property owners and have been discontinued.

Agreement has been made with the Sunset Crest Property Owners Association not to extend further south of the current festival boundary. There is also visitor reluctance to walk beyond Limegrove. The Trents playing field is used for other festival activities and cannot accommodate stalls. There is a Heritage Bus Tour with local guides held on 2 days of the festival.

This publicly sponsored festival does not garner significant revenues for organizers but provides opportunities for stall holders, 95% of whom are repeat vendors who often occupy the same spot they had the year before.

- In order to reduce congestion, it is considered important to reorganize the Holetown Street Parade format by commencing the Classic Cars Parade from Sunset Crest, and the other parade components starting from Trents, allowing both patrons and parking zones to be more dispersed (pers. comm. E. Phillips, 2014)
- Wider promotion of the tour may realise improved patronage to make more regular hosting possible. A charge of \$10 does not cover all expenses, but again it is not a profit-making exercise
- Public sector support should be provided for the development of the 'Jamestown Barbados 1625' initiative, which should be marketed in association with a festival event to complement the Holetown Festival, but at another time of year in order to maximize visitor attendance and spread the benefits over a longer period of time

2.2.3 Speightstown

Speightstown, also known as Little Bristol, is a small town with significant heritage tourism potential. Its unique character is based on its architectural heritage dating from colonial times. There are still some fine examples of 18th-19th century architecture that, together with its forts, could be developed into a stimulating heritage experience for visitors (see Figure 6).



Figure 6. Heritage properties in Speightstown: former Noel Roach & Sons building (left); Arlington House (centre); Old Post Office (right).

The PDP states that tourism development shall constitute the main component of the future development of Speightstown, and supports the development of tourism accommodation, retail, restaurant and entertainment uses within this mixed-use corridor. Support is also given for heritage tourism development and improvement of the pedestrian environment (Government of Barbados, 2003, pp. 7-18 and 7-19).

Speightstown was formally twinned with the town of Reading, UK on January 21, 2003. Reading's Barbados and Friends Association (BAFA) has existed for over 35 years. The Twinning Charter provides for the BAFA to continue to promote links between the people and organisations of Reading and Speightstown. Reading community reunion activities for Speightstown and other communities have been considered as a future initiative to attract visitors.

Another twinning opportunity for Speightstown relates to the Barbados-Carolina connection, which is a story of historic significance. It began with the 17th century emigration of planters and servants in 1670 to Albemarle Point on the Ashley River near present-day Charleston (Frazier, 2011).

"Five of the first six South Carolina governors came from Barbados or descended from Barbadians," Barbados Deputy Consul General Philip St. Hill said. "Barbados is very proud of this connection."

The twinning in 1997, the partnership between the Barbados-Carolina Committee and the South Carolina National Heritage Corridor, the re-opening of the Charles Towne Landing State Historic Site Interpretive Center in 2006, and the appointment of an honorary consul for Barbados in South Carolina in 2008 are all indicators of the duration of this connection.

'Barbados Comes Back to Charleston' was held in 2011 to showcase Barbadian culture, tourism and business opportunities and to rally Barbadians living in the United States.

As with Reading, opportunities for ancestry/genealogy tourism can be explored through communications with stakeholder groups. New promotions to activate travel connections should be implemented. Greater awareness can be encouraged through non-profit groups such as '*The Friends of Charles Towne Landing*' that provides interactive connections with their community through the South Carolina state park commemorating this historic event.

The TMP proposes implementing a promotion within the two Barbados sister cities with a relevant theme. For example, Staycations are offered for a prescribed period for bookings made from these twinned centres. Consideration can also be given to offering rewards for Diaspora members travelling for the first time in over 10 years from these cities to Barbados in an effort to renew ties (refer Action 2.1g-1 in Report V, Part 2, Section 3.2.1.7).

Notwithstanding the above, the town is in urgent need of rejuvenation (refer Action 2.2a-1 in Section 4.5). Many of Speightstown's buildings have been declining over the last few decades due to neglect and lack of funding for maintenance. Moreover, the realignment of Highway 1 in that area has led to a reduction of visitor traffic through the town centre.

A major challenge for further developments within this historic town includes funding mechanisms and the enhanced marketing of Speightstown.

In July 2013, visitors were ferried between Bridgetown and Speightstown for a series of musical events during the Crop Over season (Nation News, 2013). This type of activity should be promoted more regularly as a significant tourism draw that would help to boost economic activity in both town centres and establish an important link for both domestic and international visitors.

In addition, a diversity of regular cultural activities is recommended to boost the patronage of Speightstown and associated revenues from visitors (refer Action 2.1J-8 in Report V, Part 2, Section 3.2.2.2).

With the potential to travel via ferry from the Bridgetown Port to Speightstown (refer Action 8.1-2 in Report V, Part 1, Section 1.4), the limitations created by the distance from the Port to Speightstown would be reduced.

There are a number of challenges associated with the revitalization of Speightstown: Entrepreneurs in Speightstown identified the discontinued Barbados Transport Board service through the town centre and associated reduction in visibility of town events as a primary contributor to the decline in visitorship (Atwell, 2012).

The Speightstown Jetty, which is utilized by fishermen, locals and visitors for recreational purposes, remains in disrepair due to storm events. The Jetty serves a valuable function as

a recreational resource in association with the boardwalk that follows the shoreline adjacent to the Speightstown Esplanade.

There is also an opportunity to develop the indigenous handicraft sector and provide improved vending locations to expand the scope of craft centres beyond Pelican Village (Cumberbatch, 2011).

Former Minister of Commerce and Consumer Affairs, Haynesley Benn, described other heritage areas that need to be addressed in Speightstown (Burnham, 2012) as follows:

- Revitalization of aging and derelict properties with assistance provided to property owners for upgrades, even if the properties are not listed heritage buildings
- Planning of a higher number of cultural activities, particularly at the Speightstown Esplanade
- Encourage youth groups and cultural clubs from schools and churches to spearhead the return of culture and entertainment related activities

It is recommended that key heritage properties be restored through private-public sector partnerships in the following manner:

- Upgrade and ensure regular maintenance of the Jetty as an important future goal in improving commercial and recreational activities
- Establish the former ferry service from Speightstown to Bridgetown
- Improve the Transport Board bus service within the town centre
- Link Speightstown to northern activity routes in the proposed 'Discover Barbados' system to improve visibility and attract visitors to the town
- The prime location of the Old Post Office building in the town centre is a priority node upon which to build Speightstown as a creative hub. The Speightstown boardwalk, Caribbean Museum of Art, and key historic forts are all within walking distance
- Promote the development of crafts and farmer's markets at sites within the core of Speightstown
- Implement a Speightstown Festival Series (refer Action 2.1J-8 in Report V, Part 2, Section 3.2.2.2) to engage youth, creative arts groups and cultural practitioners in increased heritage activities

2.2.4 Bridgetown

The 2011 UNESCO World Heritage designation for the island's capital city of Bridgetown and its Garrison will require the maintenance and conservation of the designated area to be addressed through a comprehensive management plan. In addition, the PDP tourism designation is intended to capitalize on lands within the Bridgetown urban core to create a unique tourism zone, with amenities to serve both business and recreational visitors, including the highlighting of historic sites (Government of Barbados, 2003).

The PDP also states that Government shall support the expansion, improvement and redevelopment of visitor accommodation facilities and related retail and entertainment uses on and around Needham's Point, maximizing the use of the refinery site and developing a pedestrian connection along Carlisle Bay to the Pierhead (Government of Barbados, 2003, p. 6-40 and 6-41). The proposed Sugar Point Development is intended to facilitate new cruise berths. In this regard, any future proposals and development uses are to have regard for the guidelines of the UNESCO World Heritage designation.

Some of the challenges pertaining to Bridgetown: As a capital city, Bridgetown is generally hot and uninviting to the pedestrian. There is evidence on a daily basis of litter and pollution. In recognition of this, the Barbados Chamber of Commerce and Industry has been engaged in an ongoing programme to revitalize Bridgetown since 2008. The programme will help to beautify the historic urban centre and provide enhanced security features (BCCI, 2013). In addition, options for visitors to engage in cultural activity in Bridgetown are not fully maximized after dark and on holidays. A more in depth review of Bridgetown is presented in Section 5.0.

The TMP recommends strategies and actions to improve the environmental quality of Bridgetown (refer Action 11.1-5 in Report II, Section 3.0)

In order to improve cultural activity, proposals are made for tour linkages with the Garrison Historic Area (refer Actions 2.2b-7 and 2.2b-10 in Section 5.8).

2.2.5 St. Lawrence Gap

St. Lawrence Gap, popularly known as 'The Gap', is located between the primary town centres of Bridgetown and Oistins, and represents an important hub for both domestic and international tourists on the island's south coast.

The TMP has identified a number of challenges associated with St. Lawrence Gap as follows: Despite recent development upgrades, there has been a subsequent ongoing lack of maintenance of the area's physical infrastructure. Derelict open lots and the lack of upkeep of infrastructural elements have affected the character of the area in recent years. To address this concern, a new initiative being spearheaded by the Dream Makers Millennium Foundation, a private sector group, seeks to establish improvements, including street lighting, landscaping, maintenance of street infrastructure, policing of the area, and noise reduction (Cummins, 2013).

The Gap is an example of a mixed use zone for residential and entertainment purposes, which can cause conflict if not properly planned. Noise pollution within the Gap is exacerbated by clubs extending the permitted times of operation for outdoor entertainment. Enforcement of noise pollution policies is a concern, as noted by UWI's Green Economy Scoping Study (Forthcoming 2014).

Support should be given to initiatives through which infrastructure can be maintained at a high standard. It will also be critical to ensure enforcement if the various uses of the Gap are to be compatible and if the area is to be marketed as a primary hub for tourism in Barbados.

2.3 Heritage Tourism in Local Communities

Community tourism in Barbados significantly integrates a wide range of cultural heritage products. Key examples of heritage-based community tourism initiatives past, present and proposed are presented in this section to convey the diversity of local projects within communities as they relate to cultural heritage integration. Some of the constraints that have hindered the success of these projects, and by extension cultural heritage expansion, through the avenue of community tourism are also highlighted.

A selection of examples of past, present and proposed heritage-based initiatives were reviewed to convey the diversity of projects on the local Cultural Heritage landscape as well as the challenges encountered. These examples included:

- Built Heritage: Built attractions and heritage sites
- Natural Heritage: Bath to Martins Bay Nature Trail, the newly proposed Trailway project, and National Trust Hikes
- Popular Culture:
 - Festival-based initiatives: Holetown, Oistins, Crop Over, de Heart of Barbados, Agrofest and 'Settlers - The West Coast Experience'
 - Food and farmer's initiatives: Cheapside, Brighton, Holders, the Grapefruit and Molasses Foodies Inc.
 - Community tourism initiatives: Local food is featured in Moon Town, Lemon Arbor, Weston, Baxter's Road and the Oistins Fish Fry
 - Craft-based Activities: Chalky Mount Potteries, Pelican Village, Bajan Pride Exposition and the Barbados Arts and Craft Experience
 - Performance-based activities: The Landship, Pine Creative Workshop performances

Overall it is noted that heritage development at the community level will require improvements in the areas of enabling frameworks, capacity building, product promotion, and monitoring and evaluation, in order for initiatives to remain sustainable over the long term (see Report V, Part 2, Section 3.2.2.4 for a more complete analysis of the potential for Community Tourism in Barbados).

Currently, the success of cultural heritage product development through community heritage tourism initiatives is heavily dependent on institutional support. Where governmental impetus is removed, many ventures eventually disappear. Cultural heritage stakeholders are therefore best served in the long-term through a 'bottom-up approach' by initiating their own visitor experience platforms and playing a greater role in developing outlets for cultural heritage growth and associated revenue generation.

Heritage promotion in communities will require an enabling framework, capacity building, product promotion, and monitoring and evaluation if persons are to become actively engaged in the industry over the long term to make it more sustainable.

Other recommendations are provided that will contribute to development within this sector as follows:

- Amendment of existing legislation to provide policy support, incentives and standards for initiatives
- Establish an agency to facilitate the design, implementation monitoring and evaluation of the needs of the sector to an existing agency
- Establish standards against which community initiatives could be measured
- Create incentives to enhance joint ventures between the private sector and community-based initiatives
- Establish a fund to support community-based tourism initiatives (refer Action 2.1L-3 in Report V, Part 2, Section 3.2.2.4)
- Conduct market research to identify the best mix of community tourism products and locations
- If supported by the market research, replicate Oistins at suitable locations such as Speightstown and Baxters Road
- Identify and implement appropriate infrastructural changes to enhance product development
- Use success models such as Oistins, and the Landship to showcase viable ventures and thereby raise public understanding of the benefits
- Develop a plan for joint ownership of Oistins between government and a cooperative representing the vendors
- If supported by the market research, create a tourism market place that operates from dawn to dusk, providing the best of Barbadian cuisine, accompanied by visual and performing arts (refer Action 2.1L-1 in Report V, Part 2, Section 3.2.2.4).

Currently, the majority of examples of heritage tourism within communities occurs in locations such as Moon Town, Half Moon Fort, St. Lucy; Weston, St. James; Lemon Arbor, St. John; and Martin's Bay, were found to revolve around food and beverage enterprises, particularly rum shops/village shops or fish fry activities associated with a central fish market.

Where it operates in tandem with community tourism, heritage tourism shares challenges regarding fragmentation of activities and inconsistent experience delivery. Tourism stakeholders indicate that tourism development in communities *“does not have a “home... there is no real plan for its development, no business plan for its sustainability or marketing,*

nor has funding been made available for its development”, and that “It is not a cohesive programme and as such it is hard to identify “active groups” in community tourism. There are a few groups trying to do their own thing, e.g. fisher-folk at Martin’s Bay, Conset Bay, Weston, and of course Oistins. However these persons may not even consider themselves as ‘community tourism’ operations” (TMP Tourism stakeholder interviews, 2012). Heritage activities are propelled primarily by individual business persons.

Additional challenges regarding congestion of community areas and developmental impacts are reviewed below. Congestion within residential areas and rural roads resulting from cultural heritage activities pertain to the following areas:

Moon Town – This rural fishing village offers a quaint setting that has grown in popularity owing to its recreational ‘lime’ on weekend nights. A primary challenge with this location is the space for adequate parking that leads to vehicle congestion on one side of the roadway. There are 4 dedicated parking spaces at the central fish market. However, a TMP survey showed that approximately 35 - 45 cars visit Moon Town during peak hours.

Lemon Arbor – This area also provides a rural inland village experience of food and drink to locals and visitors. Parking occurs within a cleared area and vehicular overflow spills into the residential village area.

Martin’s Bay – Mature and returning nationals, in addition to retired locals visit the local rum shop and restaurant facilities within a beachside setting. The locality is isolated and is not well known, and *“because of the setting, when we get people come, it is like something newly discovered. Once some people accidentally meet up on it, you see the shock and awe! And definitely the ambiance keeps them coming. It is like a secret in Barbados right now”* (Madden, 2012). However, it was added that though there was room for *“a few more” businesses to come in the area, it should be kept “measured” so as to not change the atmosphere and make patrons uncomfortable*”. Hence, the balance between development and business expansion is recognized as a future concern.

Bathsheba / Hill Crest – This beachside community overlooking the Atlantic Ocean is utilized by craft vendors awaiting business from tour bus visitors. Proposals to develop Hillcrest further for craft outlets were opposed by residents who preferred the area to remain idyllic with low visitor traffic. Concerns regarding increases in crime along with a potential visitor influx were also raised by the community.

Baxter’s Road – This city attraction was very popular but went into decline in the late 1990’s, in part due to proximity of low-income areas with escalating crime levels. Baxter’s Road was for many decades a ‘social spot’ for food, drink and entertainment in the main urban centre of the island. Many can still recall the fish and ground provisions obtained from coal pots and the liver cutters from the Pink Star.

The Barbados Police Force has been engaged in a focused and targeted programme to address crime in the adjacent Orleans and other areas surrounding Baxter’s Road, and therefore some consideration could be given to investigating infrastructural improvements

and the revitalization of this area, especially in light of the fact that Bridgetown is designated as a World Heritage Property.

Creating a larger, more expansive network of experiences through implementation of the proposed 'Discover Barbados' programme where 'no attraction or experience is an island'. Associated opportunities exist such as the promotion of traditional Bajan village shops (refer Action 2.1h-2 in Report V, Part 2, Section 3.2.1.8. By diversifying localities, congestion issues in communities can be minimized and intimacy of experiences preserved for the wider benefit of all stakeholders.

2.3.1 Home-Based Accommodation and Heritage Linkages

Home-based accommodation also makes a contribution to the sharing of cultural heritage, although to a lesser extent than public events. As previously reviewed in Report V, Part 1, Section 2.6.3 and Part 2, Section 3.2.2.4, the Ministry of Tourism and the Natural Heritage Department initiated a 'Bed and Breakfast Accommodation' Pilot Project in 2003 to encourage interface of visitors with local culture by providing home-based accommodation. As of July 2008, only 94 rooms were registered under the Home Accommodation Programme.

Key challenges faced by home accommodation operators included poor marketing or advertising resulting in low business activity, the global recession, and lack of communication and governmental assistance. In addition, the key reasons for discontinuing home accommodation operations provided by 75 past home accommodation operators included no formal support or assistance from the Government, the level of difficulty of accessing further financial assistance and the stringent home accommodation guidelines and standards (UWI Business Development Office, 2011). This opportunity to encourage cultural heritage linkages between visitors and locals through home accommodation would require re-evaluation of these requirements.

3.0 Discover Barbados - The Land of Legends

3.1 What Barbados is Selling

The White Paper refers to the Barbados Brand as follows:

“There has been much discussion about the Barbados Brand and what actually defines it ... there exists no definitive statement of what the brand actually is” (Strategic Solutions Inc., 2012, p. 65).

“Barbados needs to identify its core competencies and unique attributes to create a distinct brand identity and positioning in the market that will successfully differentiate the Barbadian product and make the brand sustainable and enduring (Strategic Solutions Inc., 2012, p. 66).

“Defining the Brand is the root of any strategic marketing plan. It assists in identifying the type of customer or niche markets the destination is trying to attract and allows for a more strategic and targeted approach to be taken. It also eliminates ad hocism and wastage of scarce financial resources (Strategic Solutions Inc., 2012, p. 66).

Rationalising Barbados’ National Brand Image must involve moving beyond the ‘silo’ approach to tourism planning and development to a truly integrated policy design and implementation that accounts for the ways in which the Barbados Visitor Economy has evolved, as well as its embedded, symbiotic relationship with virtually every national economic sector.

Tourism globally has increased substantially, while in Barbados the numbers are declining. It has become clear that Barbados needs to “rejuvenate” its product in order to stop losing market share. The question is: how? The Tourism Master Plan represents a shift towards a balanced, sustainable, market-driven, visitor focused approach to tourism. While new products and programmes are essential to this revitalization, alone they will not be sufficient. Also required will be defining the “Barbados offer” and communicating it globally. This is part of the branding process discussed in Report IV, Section 1.0.

Most international tourism destinations adopt one, or several, themes or ‘hooks’ from which the international community can identify them. The themes emphasize what is best and most unique about a place, ranging from a natural asset, such as ecotourism in Costa Rica, or a cultural historical asset, such as the Mayan ruins in Mexico, to a theme focusing around more recent man-made features and activities, such as gambling and nightlife in the Bahamas.

Outside of “sun, sand and sea”, which is not unique to Barbados, the island has not had a clear product with which the international traveller can identify. A large number of themes are not necessary; indeed, many countries do very well on a single theme. Identifying Barbados’ main attractions, both existing and potential, has been an essential part of the Tourism Master Plan preparation. The thematic framework presented below provides a recommended thematic framework for the presentation of Barbados’ cultural heritage products.

3.2 How Barbados Attracts Visitors Now

The heritage tourism product in Barbados includes tangible heritage, such as attractions, and intangible heritage, such as traditions and cultural performances, all of which must be highlighted effectively to attract prospective visitors. Typical illustrations of Barbados' cultural heritage products include signage, promotional videos, maps, photographic exhibitions, online directories and varied print material. Performances, cultural displays or cameos by notable personalities have been used to promote heritage elements and generate interest in the visitor. Local attractions, festivals, and other cultural heritage offerings are most often presented as:

- Singular tour attractions, e.g. Harrison's Cave
- Independent encounters such as a select performance
- Aggregations of disparate sites
- Broad groupings such as 'Nature' or 'Art' offered primarily at a site-specific level

How are visitors to be directed strategically through the maze of 'must-do' activities? The weakness of the current approach is the lack of connectivity of experiences within a more integrated framework. Barbados' heritage would be more effectively developed through the concept of a 'cultural landscape' connected by defined themes that can be followed through on the ground.

In a Cultural Landscape, it is most important that before the international visitor arrives or the local visitor leaves home and sets out on their journey, they have a keen expectation of multiple interactions, not only at the destination, venue or attraction that is the stage for the cultural experience, but particularly with the people and complementary places that can uplift the experience as a whole. Visitors would be strategically encouraged to explore a wide range of activities by increasing the range of experiences encountered en route to any primary experience, rather than depending on the visitor to effectively create their own ideal selection of activities chosen from the volume of tour operator recommendations.

Competing destinations such as Cuba have embraced the notion of immersing visitors in holistic, customized, private journeys that extend their initial concepts of exploration, inviting visitors to see through the eyes of its people, and aiming to treat visitors as individuals, mixing "must-see" sites with unique adventures and experiences, not all of which are in guide books.

3.2.1 Strategic Directions

Research compiled by the CTO (2008) presented key recommendations for branding heritage tourism as follows:

- Mythologize the asset
- Build a story around the asset
- Emphasize its otherness
- Show a direct link from the past to the present
- Make it triumphant
- Make it a spectacle

- Make it a fantasy
- Make it fun, light and entertaining
- Certification and standards has helped to build environmental standards as well as generate strong marketing capital
- Build visitor and stakeholder value
- Build brand recognition (e.g. destination branding, media value)

In addition, the CTO (2008) presented key lessons from success models throughout the Caribbean as follows:

- International certification (e.g. Green Globe)
- Trained and motivated staff and branded teams can be a key asset in terms of achieving high customer satisfaction
- Customer surveys are an important management tool for quality control and to monitor the performance of the tour guides
- Scholarly research is key to maintaining the authenticity of the site and can assist in building new story lines

3.3 The Way Forward

Further to the CTO region-wide research and recommendations, characterization of the local assets and definition of heritage resources were prioritized as first steps. Barbados has many distinguishing cultural features and stirring narratives to relate to visitors. With the use of imagination these can:

- Be exciting, entertaining and educational
- Appeal across generations and diverse demographics
- Become the ‘talk of international visitors’
- Be key in growing the visitor economy
- Position Barbados globally as the unique place to listen to and intimately experience ‘*Discover Barbados - The Land of Legends*’

The presentation of heritage products can be taken to a higher level of success through integrated promotion and packaging of the large number of **legends** and **interpretive themes** that make up Barbados’ rich cultural heritage. Extension of the foregoing cultural immersion principles to the island’s heritage assets, if carried through within a consistent system, will be instrumental in strengthening the sector by:

- Refining the content and modes in which the legends and stories are portrayed
- Guiding the visitor deliberately through the *Cultural Heritage Landscape*
- Ensuring that ‘No Attraction is an Island’

It is proposed that the island be viewed as a ‘Cultural Heritage’ Landscape. The island is unique, containing a vast array of individual heritage features such as structures, spaces, archaeological sites, and natural elements, which together create a significant type of heritage form, distinct from that of its constituent elements or parts. A major factor is the high percentage of cultural features that have been retained throughout Barbados.

The primary objectives are to:

- Capture the visitor's attention and imagination
- Induce actual movement of the visitor across Barbados' cultural heritage landscape
- Involve visitors in a wider cross section of activities
- Realize increased benefits to the economy

This can be achieved through the implementation of distinctive branding that focuses the visitor on the range of interesting elements that Barbados has to offer.

It is proposed that Barbados develop the theme '**DISCOVER BARBADOS - THE LAND OF LEGENDS**', and that the strategies and actions presented to achieve this be high priority/short term. This addresses the current situation regarding poor attractions. The resulting economic and social benefits will be significant.

It is important that the proposed theme be presented through a collection of efficiently inter-linked attractions and experiences. Visitors (domestic, overseas and all demographics) will wish to experience as many storylines and associated venues as possible. They will especially want to see how they all relate to each another.

There is significant marketing potential associated with 'Barbados - the Land of Legends'. For example, many places can provide certificates of achievement (e.g. see Figure 7). They are easy to provide, yet are memorable for the recipient, and give a sense of accomplishment. There are also many 'made-in-Barbados' merchandizing opportunities that can go with this branding.



Figure 7. Certificate that can be awarded for participation in 'Discover Barbados - The Land of Legends'.

3.3.1 Barbadian Legends and Stories

In order to isolate those local concepts having the highest potential for success, research was also undertaken through two series of workshops which were held in 2012. Stakeholders (approximately 40 in total) were asked to identify the cultural narratives they believe that visitors should hear or experience, and also those they would personally like to hear if they were that visitor to Barbados. Table 6 illustrates this creative imagination and the potential for diverse Barbadian storylines.

Table 6. Stakeholder responses to ‘Cultural Narratives to be Told and Heard’ at TMP workshops.

Legends and Cultural Narratives to be Told and Heard	
Crop Over – Its Meaning and Origin	Sugar & Rum
National Heroes	Bridgetown Stories - Camels in 1600's
Independence	Important People/Heroes in Statues
Sam Lord's Castle & the Pirate Legend	Our Music /Story of Soca/ Spouge
Rum Shops	Cricket Legacies
Uses of Resources – Water, Sun	Artists, Literary Figures
Our Churches – Religion	Festivals
Village Life	Value of Coastal Environment
Carlisle Bay Wrecks - WWII	Arawaks & Caribs
Cave Systems	The Barbados Landship
Local Characters	Story of Food
Story of Golden Square, Clement Payne, Freedom & 1937 riots	Rock Hall / Story of Slavery and the First Free Village
Ghost Tales	Guy Fawkes
Aspects of our History	Our Outstanding Athletes & Sports Personalities
Folklore and Traditions	Our Military History
Old Customs, Traditions & Pastimes	Our Longevity and Centenarians
Our Parliament	Bajan Discipline/ Child Rearing
Medicinal Plants (Bush teas)	

Each narrative can be organized under one of the following themes:

- **Freedom and Resilience Legends:** Forging new lives and liberties
- **Laying the Foundations:** The influences, early political figures, and architecture
- **Locals and Legends:** People, both past and present, who have contributed
- **Ten Fathoms and Maritime Exploits:** A maritime community; the sea has always been an all-pervasive part of life
- **The Story of Sugar:** The story of the origins of sugar and rum production, oppression and survival, sugar barons, British plantocracy and their wealth
- **Natures Treasures:** The natural environment, green monkeys and sea turtles
- **Wellness and Healing Arts:** Barbados' salubrious climate is recognized as a place of healing, recuperative environment and traditional cures
- **Sports in 'Bim':** Sporting personalities, cricket legends
- **Cultural and Creative Arts:** Art and craft, creative and performing arts
- **Eat, Drink and Be Merry:** Social and cultural life, culinary experiences, music

The preliminary list of narratives that were identified supports the content categories which form the basis of the matrix shown in Table 7. Importantly, it is used to build and organize content and interpretive experiences. This is designed to include the full spectrum of stories that can be distributed amongst interpretive attractions throughout the island. While the tables present many ideas, other possibilities regarding legends and story lines emerge as the strategies and actions are presented (refer Sections 4.0 to 7.0).

It is interesting to note that many of the recommended actions/projects presented to achieve 'Discover Barbados - The Land of Legends' are not new thematically. A number have been conceptualized over the past few years. It is also important to note that implementation of the proposed actions will not be truly successful without implementation of the many enabling strategies and actions presented within the entire TMP. These address the following issues:

- Access to capital
- Political will
- Public service creating an enabling environment with fast approval response
- Public sector providing the necessary incentives and support
- Private sector becoming full partners in the projects
- Public support
- Training for new employment opportunities
- A healthy, safe, clean, and welcoming Barbados environment
- Development on the basis of principles of sustainability and responsibility
- Marketing which effectively delivers the messages of '*Discover Barbados - The Land of Legends*'

Table 7. Barbadian narratives by theme.

Focus Questions:									
<ul style="list-style-type: none"> • What stories must we tell about Barbados? • What stories would we be delightfully surprised to hear about Barbados? 									
Freedom & Resilience Stories	Laying the Foundations	Locals & Legends	Eat, Drink and Be Merry	Ten Fathoms & Maritime Exploits	The Story of Sugar	Natures Treasures	Health & Wellness Traditions	Sports in Bim	Cultural & Creative Arts
Nation History	Public Institutions	National Heroes	Crop-Over & other annual festivals	Military History	Sugar	Coastal Environs	Herbal Remedies	Kensington Oval	Potteries & other crafts
Independence	Parliament	Sam Lord's Castle - Luring of ships for plunder	Rum Distilleries & Rum Shops	Signal Stations, Garrison/ Careenage	Folklore & Traditions	Fishing	Bajan Longevity	Cricket Grounds	Crop-Over & other annual festivals
Rock Hall - First Free Village	Mermaid Declaration	Florence Daysh (1908-1979)	Music, Bajan Foods	John Blackwood & Dry Dock	WWII Carlisle Bay	Caves and Gullies	Medicinal Plants in Gullies	Outstanding Athletes & sports persons	
Samuel Jackman Prescod; Dr. Charles Duncan O'Neal, Bussa	Village Life	Camels in the 1600's	Specialty Food, Culinary	Military Cemetery	Police Stations & Police Force	Marine Life & Ship Wrecks	George Washington	Sir Garfield Sobers; 3W's Cricket Legacy	
Slave Revolt 1816	Hill Crest, Amerindians Arawaks	Garrison Tunnels	Cheapside & other Markets		Sugar Production, Morgan Lewis Mill	Sea Turtles Green Monkeys		Body Building; Boxing	
Guy Fawkes	Holetown First Landing; Genesis of Bridgetown	Ghost / 'Duppy' Stories				Catching Lizards			
Hurricanes/ Land Slides	Plantations					Chalky Mount			
Golden Square - Clement Payne, Freedom, 1937	Barbados Railway Cotton and Sugar Production								
Moravian Mission work 1955; Universal Adult Suffrage	Bajan Discipline Education								

3.4 Lessons from Thematic Presentations

Refinement of themes was achieved through a review of successful local models. The most holistic and viable thematic presentation has been the UNESCO World Heritage Property, which, while focusing strongly on built heritage, encompasses rich underlying cultural stories that are also being explored in other parts of the island.

The recent designation of Historic Bridgetown and its Garrison as a UNESCO World Heritage Property presents a tremendous opportunity for Barbados to put a commercial value on one of its indigenous cultural attractions, ensuring its conservation and the celebration of its uniqueness. As well as the Garrison, there are two sites, i.e. the Scotland District and 'Barbados Industrial Heritage - the Story of Sugar', which are recommended for inclusion on the UNESCO World Heritage List.

A key example of a recent successful thematic presentation during 2013 was a pilot project executed by the Ministry of Tourism and BMHS known as ***Freedom Footprints – The Barbados Story***. This experience combines distinctive and varied cultural elements in a cross-island journey encompassing:

- Heritage sites – Historic Bridgetown and its Garrison, Barbados Museum and Historical Society, 'The Cage', Newton Slave Burial Ground, Gun Hill Signal Station
- Local guides
- Community stops - Bourne's Land
- Local shops and traditional foods - Village Bar, Lemon Arbor and Sweet Bottom Bar

An important common element within many destinations that have UNESCO sites is the unique presentation of their sites – they present, with imagination, the legendary stories those places and people have to tell, and incorporate each as an anchor to draw attention to the overall wonders of the destination. World Heritage status acts as a magnet for visitors and helps build a destination image widely used in marketing campaigns to promote visibility and label destinations. The Story of Sugar, the Scotland District National Park, and Historic Bridgetown and Its Garrison as UNESCO World Heritage Sites are poised to be internationally recognized attractions/products that can deliver the best possible experience.

Overall, the rich resources available for interpretation of the cultural heritage of Barbados make it ideal for an overall thematic framework. The framework is an opportunity to present and interpret multiple perspectives and meanings. When the venues for telling many of these storylines are developed and active, they will have the potential to stimulate the interest of all visitors. Barbados will then be positioned as 'Discover Barbados - the Land of Legends'.

3.5 Conceptual Framework

It is important that 'Discover Barbados - the Land of Legends' be presented through a collection of well-linked attractions and experiences. Visitors (domestic, overseas, and all demographics) will want to experience as many legends, activities and venues as possible and want to return for more. But they will especially want to see how they all relate to each

other. They will wish for optional packages where more than one story venue can be purchased at a time.

Developing a collection of disparate venues that tell stories will not suffice. They require being linked through gateways, nodes, corridors and parishes that form the essence of Barbados. The following conceptual approach illustrates potential concept/context presentation of 'Discover Barbados - The Land of Legends'. At the time of implementation, it is recommended that the context be planned and designed to have the best fit for the attractions' strategies and actions that will be presented.

3.5.1 Conceptual Approach

Overall, the UNESCO attractions will serve a score venues for presentation of 'Discover Barbados - the Land of Legends'. As well, strategies and actions have been recommended, including the development of several cultural, historical and natural resource-based interpretive facilities. Some, such as the proposed 'Develop a Discover Barbados Centre' at the Bridgetown Port (Action 2.3-1) are new while others, such as the proposed New Sugar Museum (refer Action 2.3-2), are expansions of existing facilities and programmes.

It is recommended that the entire island of Barbados be considered as a 'Cultural Heritage' Landscape. The island is unique, containing a vast array of individual heritage features such as structures, spaces, archaeological sites, and natural elements, which together form a significant type of heritage form, distinct from that of its constituent elements or parts. A major factor is the high percentage of cultural features that have been retained throughout Barbados.

The Cultural Heritage Landscape in concept would thrive on a range of integrated cultural routes that link people with places in a recognizable framework that can be engaged wherever the visitor chooses to be. Examples of key heritage routes (guided or self-guided) that can be used by visitors to easily follow with minimum translation is presented in Section 3.5.2.

3.5.2 The Process

In order to take full advantage of returns from each visitor's stay, it will be necessary to inspire visitors and facilitate their onward journey to as many sites as possible across the island's cultural landscape.

This can be achieved through the presentation of pre-planned, themed heritage routes that connect major sites, but also focus on people and local experiences along an identifiable trail and known ahead of time; the visitor would be able to anticipate a rich cultural encounter and seek it out. This does not exclude the incorporation of impromptu experiences. The process would involve the following 8 steps:

Step 1. Get Our Story Straight

- Identify holistic themes that link heritage experiences
- Identify a stage or route along which a specific theme will be presented
- Define key connections between primary experiences and personalities
- Select associated quality experiences including community links and particularly major heritage town centres

Step 2. Engage the People who will Participate in Presenting the Legends and Stories

- Involve tourism practitioners and service providers in developing the thematic framework

Step 3. Make Sure the Story Fits the Bill

- Upgrade those heritage products that require improvement
- Add products, infrastructure or services where required to enrich the story
- Ensure that the quality of the products, infrastructure, and services are maintained at a high standard
- Establish funding opportunities for product development

Step 4. Equip the People to Convey Discover Barbados themes

- Involve tourism stakeholders and service providers in assimilating the thematic elements, benefits and role in everyone's success
- Provide training where required

Step 5. Get the Story Out

- Target existing and new source markets
- Attract the priority niche markets
- Promote the refined legend within the local and international arena
- Incorporate social media and new technologies

Step 6. Follow the Story Through on the Ground

- Ensure that the legends and stories can be upheld in policy and practise
- Minimize fragmentation and isolation of thematic elements
- Create sustainable linkages between communities, sites and people
- Provide visual markers and images that are easily recognizable in material presented, media, and en route
- Provide efficient transportation linkages
- Allow for periodic evaluation of the effectiveness of the thematic framework

Step 7. Reward the Visitor who Participates in Multiple Experiences

- Maximize the use of 'heritage passports', packages and prepaid full services that allow pre-planning for visitor volume and facilitation of appropriate levels of discounts

Step 8. Reward the Practitioner, Service Provider and Community for Consistent Value Added

- Develop a dependable reward system to encourage stakeholder commitment to excellence
- Promote incentive programmes

Various strategies and actions would support these steps throughout the TMP. Examples of potential themed routes and options for presenting the island's legends and associated experiences are illustrated in the interpretive sample boards in Figures 8a to 8d.

Throughout its history, individuals and groups have made enormous impact (both positive and negative) shaping the island with lasting repercussions to not only Barbados, but also the Americas, Africa and Europe. Value lies in the nearly four centuries of maritime and mercantile development and the island's role in the launching and growth of the British Empire in the Atlantic World, and in particular the development in the international trade of sugar as a staple. Barbados' strategic location is a defining feature. Its topographic and geographic situations are a major factor in its evolution, as is the adaption of European and African aesthetic to fit a tropical island landscape.

The TMP recommendation to consider the island a 'cultural heritage landscape' provides the framework for developing interpretive experiences within Barbados. The framework is based on sound design principles so that ideas can grow from a purposeful, practical foundation and respond to the stated goals, audiences, and constraints of the sites and resources. This will create experiences designed to encourage cruise passengers, locals, and hopefully, an ever-expanding base of visitors to discover and participate in the broad range of experiences of 'Discover Barbados - the Land of Legends'.

The legends and stories of Barbados are the hooks that provide 'the sense of place'. Intuitively, they satisfy the need to appreciate both the tangible and intangible qualities of local culture, while addressing relevance and connection that carries through to contemporary life. The process relies and builds on the past for inspiration, weaving local legends and stories and expressing the relevance of the past as it pertains to today. Rather than a single focused interpretive experience, it is suggested that thematic storylines be crafted incrementally, consistent with the idea of a distinct cultural landscape in which a series of the components including nodes, gateways, corridors, and the eleven parishes create linked experiences. A variety of interpretive installations, programmes and tours, lighting, plaques and markers, and public art will support a web of sites throughout the island that visitors would be drawn to repeatedly.

The specific strategies and actions, whose descriptions follow later in this report, are intended to fit within the context of the gateways, nodes, corridors and parishes. Many of the themes evolve from their very nature and unique characteristics.

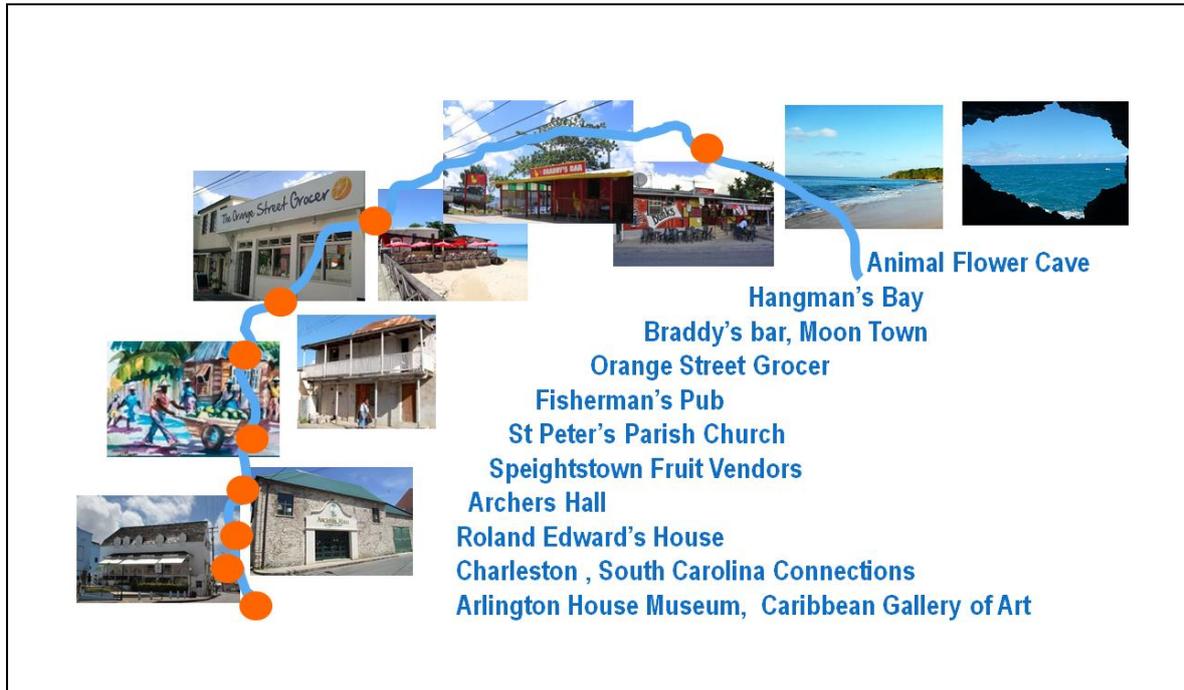


Figure 8a. Proposed ‘Discover Barbados’ Theme: Locals and Legends. Route: Speightstown to Animal Flower Cave.

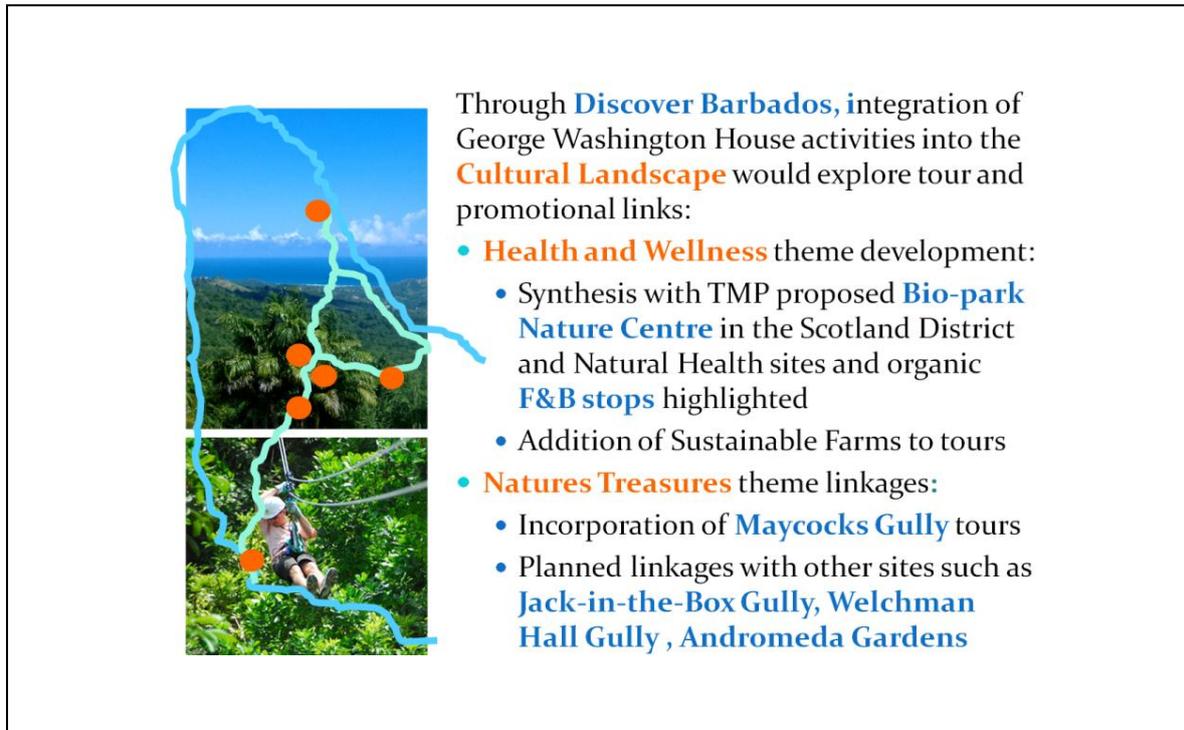


Figure 8b. Proposed ‘Discover Barbados’ Theme: Health and Wellness, Nature’s Treasures. Route: Garrison Historic Area to Scotland District via Highway 2.



Figure 8c. Proposed 'Discover Barbados' Theme: Nature's Treasures. Route: Martin's Bay to Bathsheba via Highway 3/ East Coast Road (Ernie Bourne Highway).



Figure 8d. Proposed 'Discover Barbados' Theme: Sports in Bim: Locals and Legends. Route: Kensington Oval to North Stars via Highway 1 & Highway 5 respectively.

3.6 Groupings

The key conceptual groupings identified in the interpretive approaches for Discover Barbados - the Land of Legends form the basis of the physical and media design recommendations that define and promote the tourism aspirations of Barbados. The place groupings, which have distinguishing characteristics that are unique to each, are as follows:

- Parishes
- Nodes
- Gateways
- Corridors

Each group then contains a selection of elements that will be utilized to highlight the resources and emphasize the special character of each place, such as interpretive themes (refer Section 3.7); brand identity, signage, websites, and programmes /tours (refer Section 9.0). These areas reinforce the work already taking place with Government, individuals and business groups to promote Barbados.

Illustrated in Figure 9 is a schematic plan highlighting the conceptual groupings, including gateways, nodes, corridors, and parishes, that combine to form the ingredients of a distinct cultural landscape. These are highlighted in the conceptual diagram and are described in more detail in the pages that follow. The diagram considers zoning in a purely conceptual manner.

3.6.1 Gateways

Gateways are situated at key entry points to different parts of Barbados and can be composed of signage, sculpture, murals or other visible and recognizable installations. They may also simply be a building or a lookout that is iconic or has some unique treatment that defines it as special. Gateways must work for the various forms of travel/mobility, i.e. cruise, vehicular and pedestrian. In many instances, the island's churches are strategically located at intersections and roundabouts. Some of the obvious gateways in Barbados include:

- Grantley Adams International Airport, Cruise Terminal and Port
- Chamberlain Bridge and Independence Arch
- Entrance to St. Lawrence Gap
- Welchman Hall Gully Area
- Emancipation / Bussa Statue Roundabout
- Lookout at Cherry Tree Hill
- St. John's Church - Churches as way-finding markers support gateways

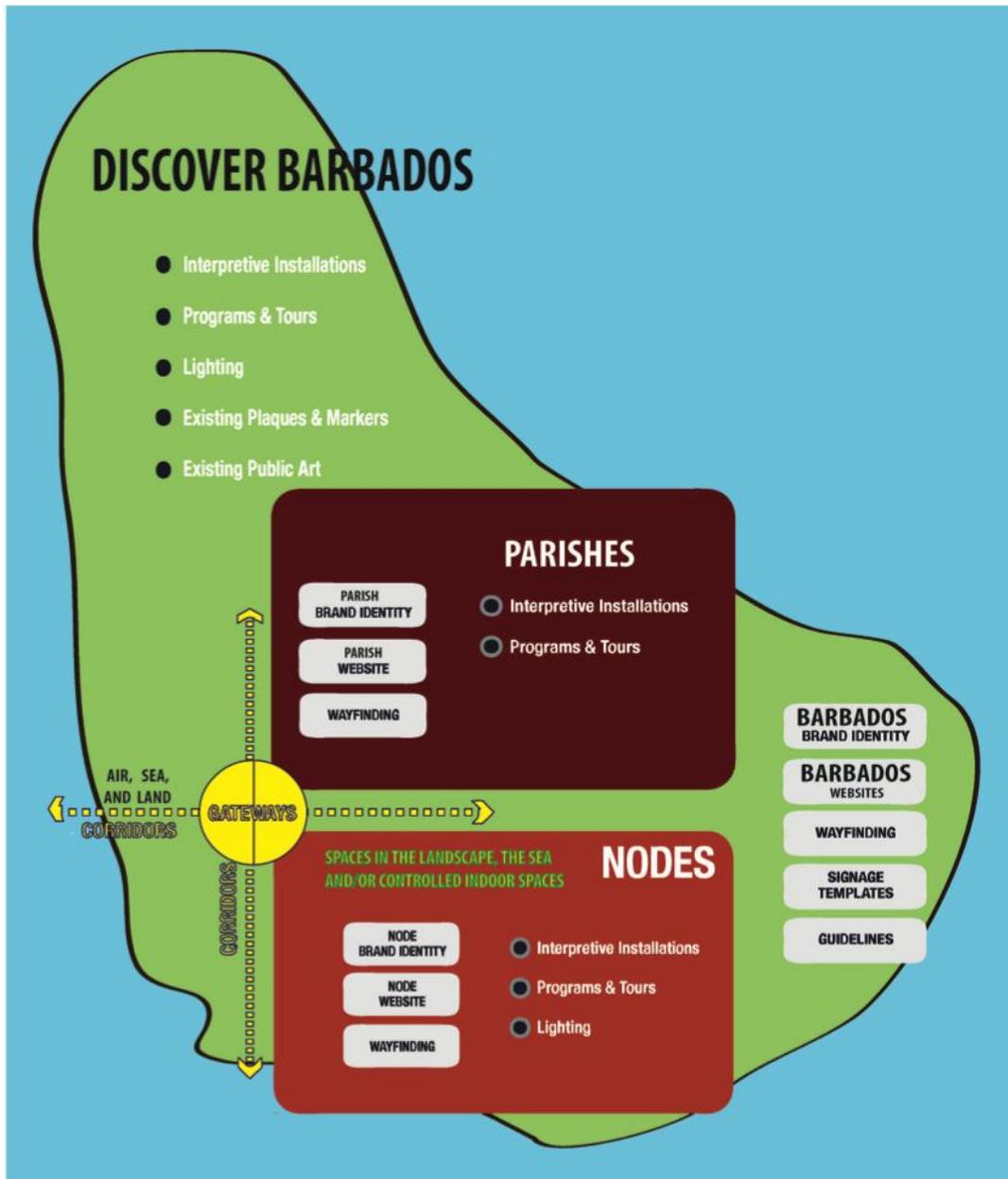


Figure 9. Discover Barbados schematic plan presenting conceptual groupings (Source: Commonwealth Resource Management, 2013).

The use of prominent gateways, along with existing interpretive signage at key transition points into historical and culturally significant zones such as the Garrison Historic Area and the proposed Barbados National Park, would create memorable and unique experiences across the island. Figure 10 illustrates locations that are recognizable gateways.

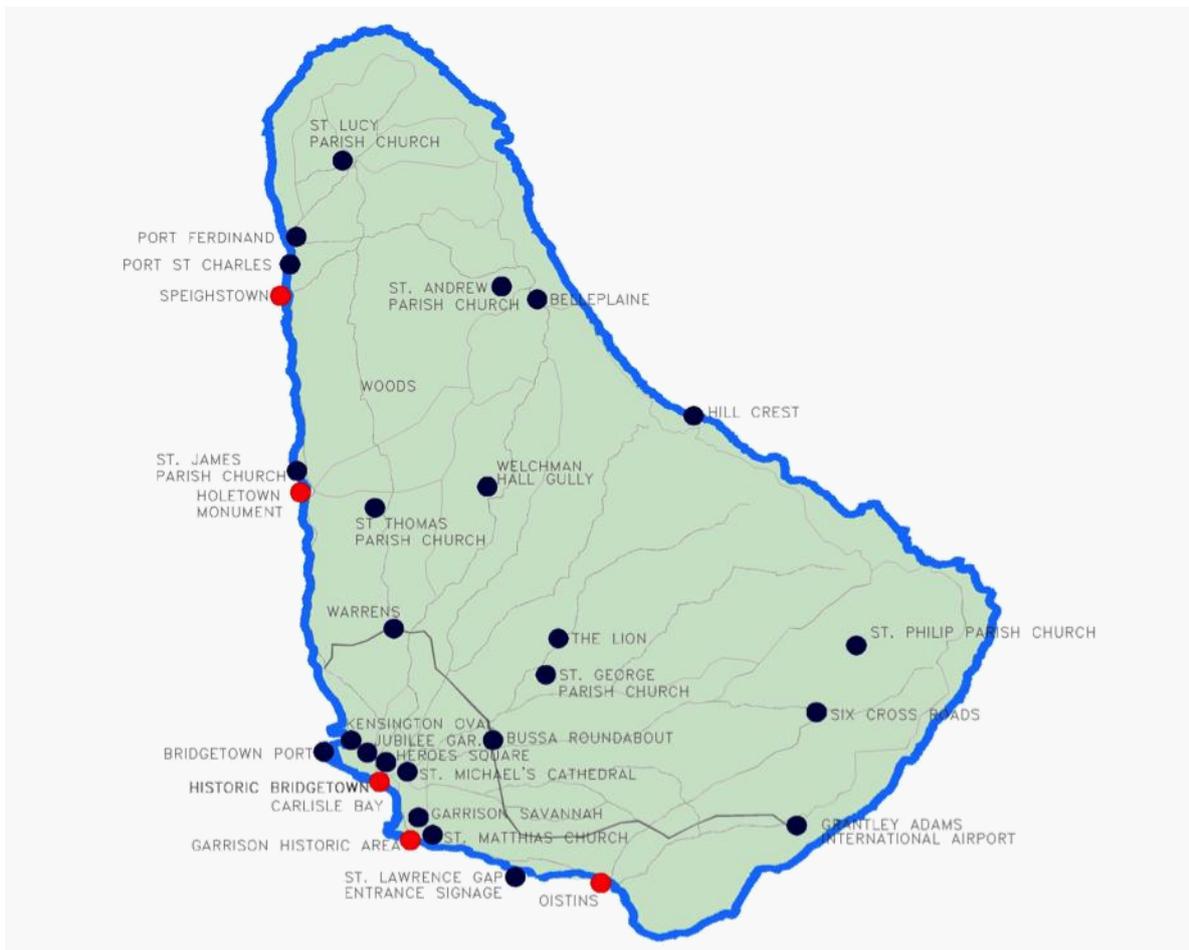


Figure 10. Map illustrating select gateway locations in Barbados.

3.6.1.1 Gateways to the UNESCO World Heritage Site

Entry into the UNESCO World Heritage Property constitutes an important transition into a unique environment. Currently, the Historic Bridgetown and its Garrison area is marked by informational signs suitable primarily to pedestrians. There are currently 13 World Heritage Site signs erected at key entry points (see Figure 11). The value of denoting gateways was also highlighted by the TDP Sub-programme C (1998) for the Scotland District which is currently on the UNESCO Tentative World Heritage List.

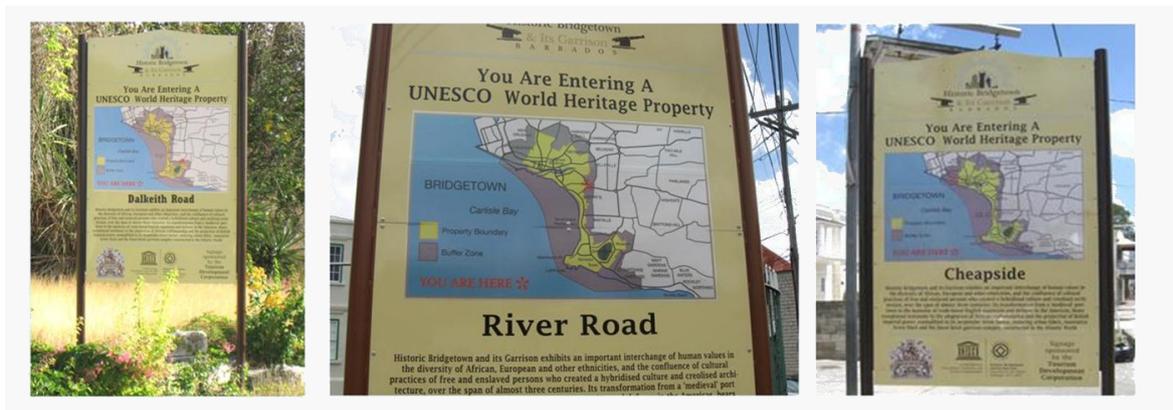


Figure 11. Examples of UNESCO World Heritage Property gateway signage.

The identification of prominent gateways along with existing interpretive signage at key transition points into historical and culturally significant zones, such as the Garrison Historic Area and the Scotland District, would create memorable and unique experiences across the island. The design and implementation of signage markers recognizable by visitors entering via the main highways helps to underscore the importance of the boundaries of the designated UNESCO World Heritage area. Where still in evidence within Bridgetown, cannons posted at street corners continue to serve as unique historic markers.

It would also be beneficial to identify locations in order to establish primary gateways along the most highly trafficked routes. These key sites would receive upgraded treatment such as flagpoles for raising of the national flag on commemorative occasions or more significant markers. Gateways to the Barbados National Park can be similarly conceived and implemented in order to highlight transition into this historic landscape that is recorded on the UNESCO World Heritage Tentative List.

3.6.2 Nodes

Nodes are key, accessible and logical components that focus visitor interest and movement to create destinations where legends and stories are experienced. As the 'stars' of the 'Discover Barbados - The Land of Legends' theme, nodes possess a higher proportion of interpretive media and physical resources required to make them successful. They vary in scale depending on the particular site and resources available. The intent is to unite many legends in one place, or emphasize a strong legend or theme by taking advantage of a good site, buildings or public location. Some of the nodes already exist in some capacity and simply need to be refined through good interpretation, while others have yet to be created and developed. The plan must capture the potential within existing attractions/sites to realize their ability to become a node. The nodes listed below are key and need to be developed as priority over a short period of time so residents and visitors can comprehensively discover 'Barbados - The Land of Legends'. Select priority nodes are listed below:

- The Garrison, as told through the UNESCO World Heritage designation
- Historic Bridgetown
- The Bridgetown Port including Pelican Village, Cheapside Market and Broad Street
- The Careenage, Dry Dock and Warehouses
- Proposed Sugar Museum provides an interpretive node for a series of inter-related attractions
- Carlisle Bay, including St. Charles Fort and Needhams Point Lighthouse
- Oistins Town Centre and the proposed Mermaid Tavern
- Speightstown and Six Men's Bay
- Newton Burial Ground Project
- Andromeda Botanic Gardens
- Graeme Hall Nature Sanctuary
- Morgan Lewis Sugar Mill
- St. Nicholas Abbey

- Flower Forest
- Harrison's Cave

Nodes can be sorted into several functional categories including:

- **Large-Scale Nodes:** A large-scale node is a development or district that is unified, self-contained and promotes a focused message and services. They are real destinations for visitors that can feature multiple venues and are capable of standing alone. The Garrison is a good example of an existing space that has the potential and is in the process of becoming the island's premier large-scale node.
- **Spaces in the Landscape:** A space in the landscape can be a plaza, gathering area, or designated place of cultural activity that is used to focus a story. It might include a series of installations and built structures that have some critical mass but are less visible compared to large-scale nodes. Often such areas evoke strong associative significance where the cultural activity is not readily apparent but becomes evident through archaeology, literary work, iconographic and archival records. A good example of such a space is Newton Burial Ground, dating between 1600's-1800's, which is the largest, undisturbed slave cemetery within the Caribbean region. Another example is Andromeda Botanic Gardens, an existing attraction with regional significance.

Linear interpretive trails, for example, in marine or terrestrial areas (natural / forested, subterranean, or urban) offer visitors the opportunity to appreciate Barbados' natural ecosystems.

- **Controlled Indoor Spaces:** Controlled indoor spaces provide a way to communicate more complex legends and stories to visitors, often those requiring audio-visual installations, movies, time lapse animation, or valuable artefacts. Interior exhibits are capable of interpreting stories in great depth, and can feature a range of changeable content including media which is sensitive to the exterior elements such as archival materials (i.e. scrapbooks, photographs) interactive kiosks, and models. These spaces can include existing venues such as Harrison's Cave and the Nidhe Israel Museum in Bridgetown, or potential sites such as at the Groves Field Research Station, and the TMP proposed 'Discover Barbados' Interpretive Centre at the Port, Mermaid Tavern, Marine Interpretive Centre and Heritage Town Centre at Speightstown. These venues are essential to telling the legends.

3.6.3 Corridors

The movement of visitors and the linkages across the Island are a vital way of maximizing product development and delivery. They are also a character defining feature and an intrinsic part of the island's cultural landscape. For visitors, however, self-guided travel throughout the island is a major challenge. Despite the high quality of many of the destinations, they fail to achieve their true potential because access is often difficult. Traversing the island often confounds visitors who perceive the intricate road system as a labyrinth. This applies not only to roads in the rural countryside, but Bridgetown as well. This

also applies in some cases to the physical condition of the routes and more often to the organic routing and way-finding. Way-finding is unique at best, and more often intermittent, with all types of signs, including hand-lettered signs placed in random locations. These factors along with the required left-hand driving, limit the motivation of tourists to travel independently.

The network of roads, paths, and highways evolved over time, with all roads leading to Bridgetown. Figure 10, presented earlier, illustrates the main roads and routes connecting the system. A coastal road loops around most of the island with seven principal roads emanating from Bridgetown. A series of secondary roads provide cross traffic and local trails, with the road system radiating out from the urban centre. Corridors serve as the delivery system for the strategy and as a linear experience.

Corridors are special in that they contain a variety of experiences that are thematically linked but not limited to one parish or another. Rather they cut across the island through parishes, nodes, and gateways, therein contain the potential to cut across time, subject matter and media (see Figure 12). Corridors are approached as linear experiences to create discovery elements that visitors and residents can encounter as part of their daily routine or as a special outing. The length of each corridor may also be defined by the identification of a significant gateway site at the beginning and end of each corridor. For example, the Bay Street heritage corridor depicted is framed by Bridgetown at one end and the Garrison at the other.

St Lawrence Gap offers visitors an excellent opportunity to present an interpretive corridor experience based on food and festivities under the 'Discover Barbados' category 'Eat, Drink, and Be Merry', while the Rail to Trail addresses the Industrial Heritage and the Island of Sugar as part of the World Heritage Site candidate story. Other examples include The Gully Trail System, and Cherry Tree Hill lookout. The National Trail System, as part of the Barbados National Park proposal, provides examples of corridors that offer an appreciation of the variety of flora and fauna of Barbados relative to the island's range of natural ecosystems (refer Section 8.2 Barbados National Park). They include three biophysical categories. In addition, urban walking tours through parts of Bridgetown, Speightstown, Hometown, Oistins and other developed areas can be encompassed within the Corridor category.

Each corridor, whether in an urban area or in the rural countryside, cuts across nodes and through parishes and is therefore intertwined with the narratives interpreted therein. Furthermore, each corridor leads people to places, and starts and ends at a gateway experience. The implementation of a system of interpreted corridors as a part of 'Discover Barbados - the Land of Legends' will require investment in directional signage, mapping of roads and trails, and their promotion. Each of the themes supporting the nodes utilizes interpretive media along corridors, forming their own web of linked attractions, and allowing visitors to explore. Media presented along corridors can include not only directional signage, but also sculpture, interpretive signage, and landscape features, and should be scaled to reflect the location along the corridor.

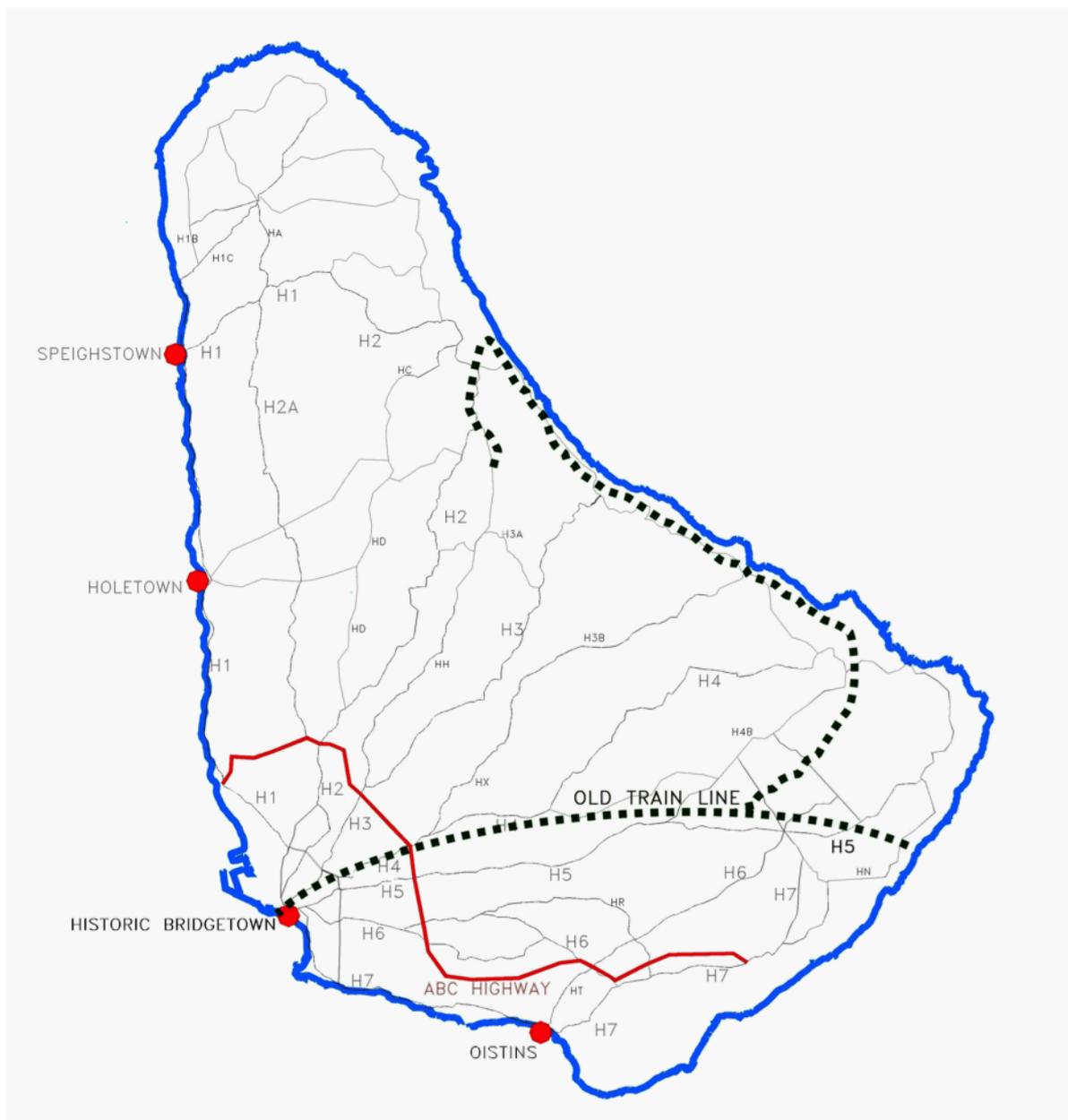


Figure 12. Primary corridors in Barbados showing the ABC Highway and the Old Train Line.

3.6.3.1 Barbados Trail Concepts

The Barbados Tourism Authority developed Trail proposals that are intended to encompass a range of local heritage sites. *“All trails lead to Barbados...the real Barbados that is. More than the shimmering sand, sun and pristine beaches, it’s the people, culture and heritage that make it so uniquely Bajan. Pick your trails and come explore our magical island ... By car, by moped, by taxi, by foot. Come experience a journey of self-discovery and follow our trails to a world apart from founding cultures, yet deeply connected with the past and the present”* (BTA, 2013). The BTA Barbados Trails, utilizing the theme of self-guided adventure,

are to include the Heritage Trail, Romance Trail, Rum Runners Trail, Nature Trail, Faith Trail and Water Trail.

The proposed Heritage Trail includes Arlington House Museum, Sir Frank Hudson Sugar Museum, Springvale Eco-Heritage Museum, Museum of Parliament, Tyrol Cot House Museum and Heritage Village, Gun Hill Signal Station, Sunbury Plantation House and the Garrison Historic Area. Of these, the Sir Frank Hutson Museum located at Portvale Factory Yard and Eco-Heritage at Springvale, St. Andrew may need to be revisited, due to existing deterioration in the case of the former. The proposed new Sugar Museum would help to address this issue (refer Action 2.3-2 in Section 4.2). In addition, the TMP is proposing the development of culinary trails that would feature the local cuisine as an important aspect of the island's unique cultural heritage (refer Action 2.1c-1 in Report V, Part 2, Section 3.2.1.3).

3.6.4 Parishes

The Parishes fill an important gap in support of community tourism with such events as church dinners, community events, fish fries, small-scale accommodation, ecotourism, craft outlets and reunions. The purpose of the parishes as a conceptual grouping is to ensure that the communities' heritage is retained and communicated as part of the Discovery experience. Who better to tell their stories than the people who live there? Keeping *local* legends *local* enables the residents to honour the heritage of their communities, homes, and the people who once lived and worked amongst them, and also supports Domestic Tourism.

Traditionally, the island has had a strong affiliation with various religions and a refuge for religious minorities because of its reputation for religious tolerance. Churches of various faiths are located throughout the island and have served as centres for community life.

Interpretive experiences within Parishes are site specific as a way to ensure that individual stories are interpreted in their specific area's context, rather than the broader 'Discover Barbados' themes and stories (see Figure 13). Examples include Sweet Vale in St. George as a component linked to the Newton Burial Interpretation Centre, and the weekly fish fry in Oistins Market linked to the proposed Revitalization of Historic Oistins and the Mermaid Tavern interpretive experience (refer Actions 2.2a-4 and 2.2a-5 in Section 4.6). Similarly, the parish of St. James comes alive during the Holetown Festival. Improvement of streetscape, green public spaces and Holetown Monument environs used for this annual festival can support heritage activities and community celebrations such as the proposed Holetown Quadri-Centennial Event (refer Action 2.3-10 in Section 4.7).

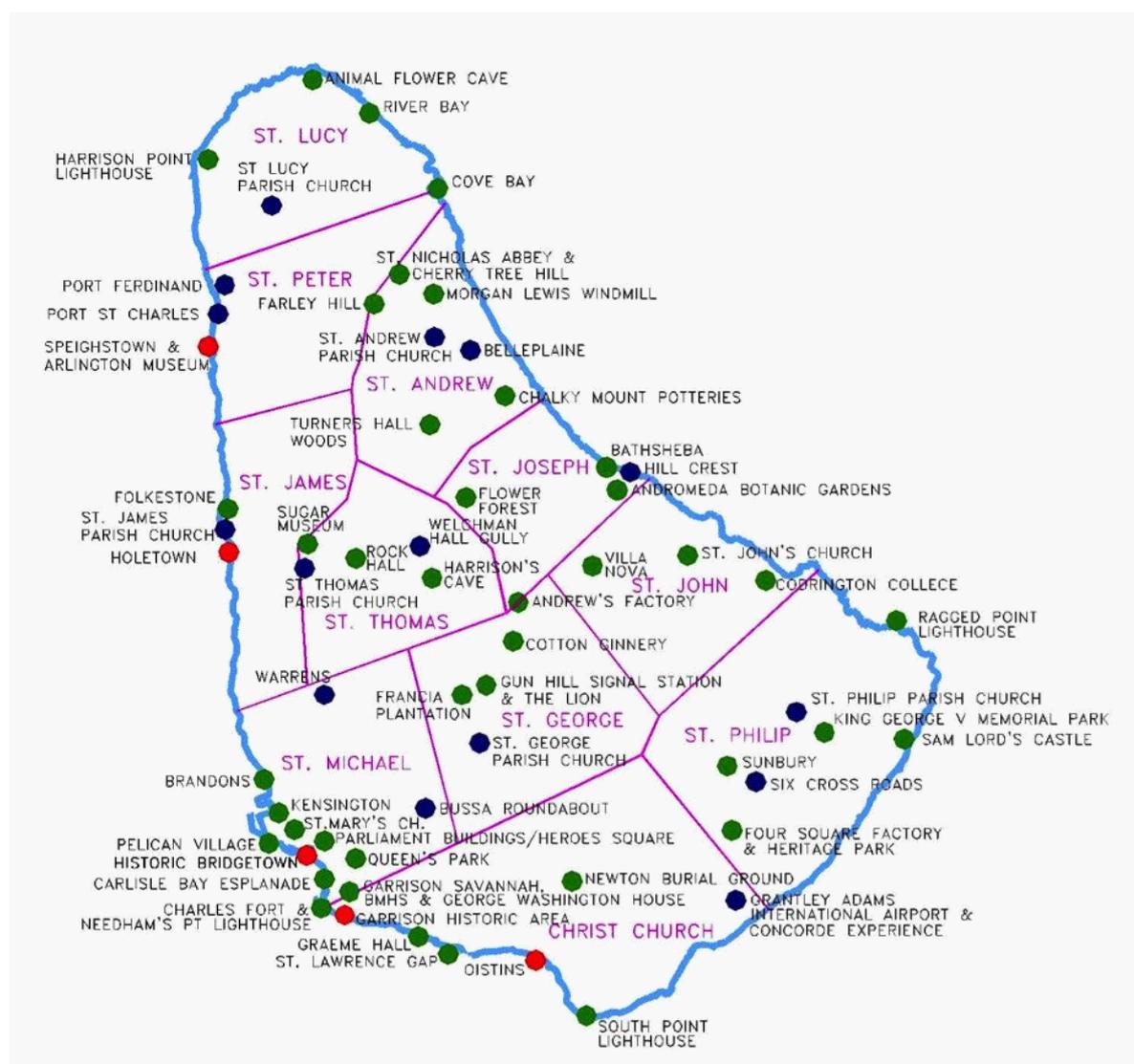


Figure 13. Map illustrating Parishes with associated nodes (green), gateways (blue) and major towns (red).

In order to maximize visitor appreciation of the range of activities on the island, many of which are available in close proximity to tourism accommodation areas, it is recommended that popular attractions and sites be located according to parishes and predominant tourism zones. Used within a pocket Guide Book, this system would allow visitors to more easily identify attractions that are within easy access of their accommodation and increase the potential for increased visitation (see Figure 14). Attractions or the location of services and amenities would be identified on a simple colour-coded reference map that is matched to colour-coded attraction listings or pages.

This would offer an excellent opportunity to identify and promote what the White Paper expressed as “*lesser known or potential attractions that are being overshadowed or under sold compared with the mainstream, well-known attractions*” (Strategic Solutions Inc., 2012, p. 50).

A sample cover and insert for the proposed pocket Guide Book: ‘Discover Barbados – The Land of Legends’ is presented in Figures 14a and 14b.

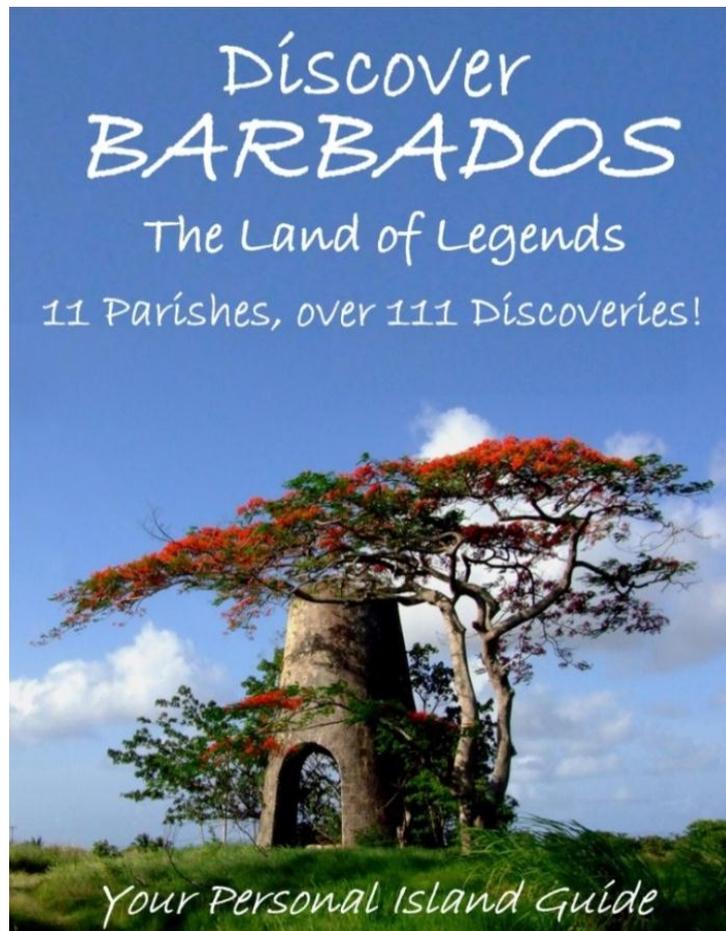


Figure 14a. Sample cover for the proposed ‘*Discover Barbados*’ pocket Guide Book (Photo: C. Scott, 2010).

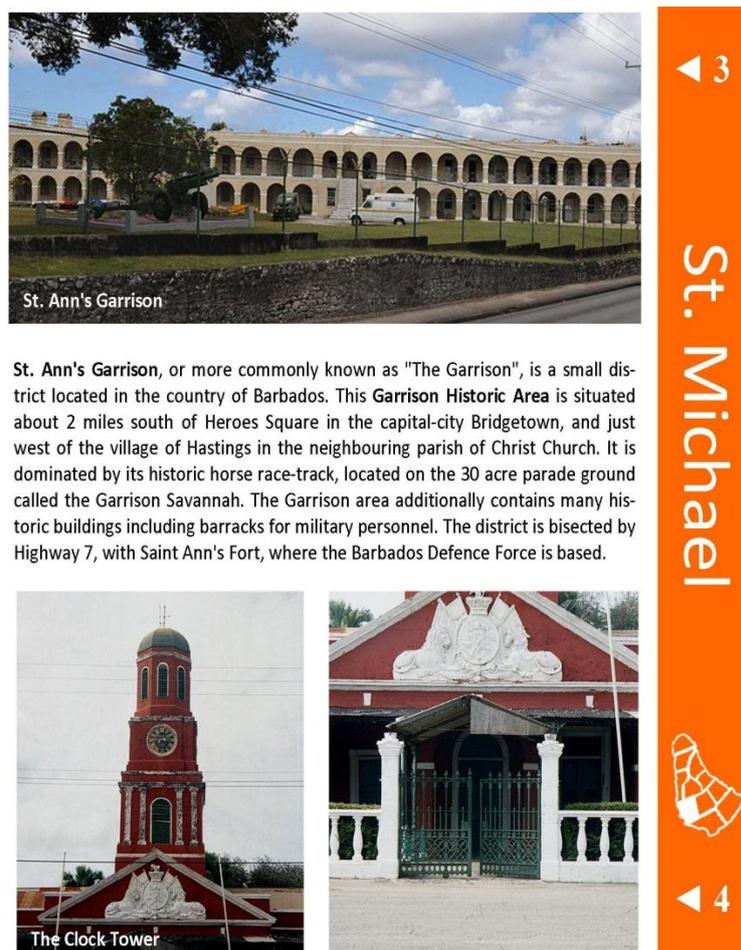


Figure 14b. Sample insert for the proposed 'Discover Barbados' pocket Guide.

3.7 Interpretive Themes

The development of a thematic framework, the filter through which all interpretation is organized, is an important part of the process. Why have themes? Interpretive planning uses themes to unify content, creating an overarching context through which all interpretation is organized and delivered. Interpretive themes express ideas or concepts that, by acting as unique threads running across many topics, help us understand a place. Interpretive themes reflect the big ideas communicated to visitors and should answer the question: *What do you want to resonate with visitors after they leave Barbados?* These elements form the foundation of all interpretation and visitor experiences, creating an overarching rationale that unites topics and legends to produce a powerful, cohesive approach for telling the legends and stories. This creates a consistent message to visitors and clarifies what will be interpreted.

'Discover Barbados - the Land of Legends' is organized around a main theme and 3 sub-themes as follows:

Main Theme:

Discover Barbados – A Gateway to Our Island: *Since its founding, Barbados continues to evolve as a dynamic, culturally rich, and diverse country.*

Stakeholders' comments during the workshop, as well as additional research provides a strong rationale for a thematic structure that reflects the people, places and events that create a vibrant, absorbed lifestyle, and that in turn will shape a unique, changing experience for visitors.

Sub-Themes:

- **Over Water** – As an island nation, the sea has been an abiding part of Barbados' history. Many of the legends relating to Barbados are nautical. People chart their lives based on events at sea and natural disasters from storms and hurricanes. Ecologically and culturally, the sea is a prime interpretive filter.
- **Over Land** – At one time considered Britain's most valuable possession, the island's legacy is rooted in both African and European values. Barbados supplied, and still supplies, high demand products.
- **Over Time** – Both historically and currently, Barbados has influenced and has been influenced by the world. Stories couched in time, have tremendous appeal and are an important means of education.

These sub-themes serve as the cornerstone for the telling of many legends and stories on a varied scale, and which could be interpreted throughout Barbados. Table 8 illustrates the main theme, three sub-themes, and content categories presented above. They also illustrate potential themes for 'Discover Barbados - the Land of Legends', organized by theme and sub-theme, and identify potential stories and topics that can be addressed within.

Repositories of Legends and Stories – In addition to the BMHS, which is a cultural treasure trove, the Barbados National Heroes Gallery in the West Wing of the Parliament Buildings serves as a focal point for the immortalization of some of Barbados' most legendary figures, i.e. its National Heroes.

In addition to these icons, Barbados' history features persons such as Sam Lord, King Dyal and Florence Daysh, whose lives and memories evoke key themes for the 'Discover Barbados' framework. Beyond the annual activities of National Heroes Day and Errol Barrow Day, which primarily engage the domestic tourism market, 'Discover Barbados, the Land of Legends' will be used to present the island's legends more interactively to the international visiting audience, including:

Table 8.Main Themes and sub-themes for ‘Discover Barbados - the Land of Legends’.

		Main Thematic Categories									Sub-Themes			
		Freedom & Resilience	Laying the Foundations	Locals & legends	Ten fathoms & Maritime Exploits	The Story of Sugar	Natures Treasures	Wellness & Healing Arts	Sport in Bim	Cultural and Creative Arts	Eat , Drink & be Merry	Over Water	Over Land	Over Times
‘Discover Barbados - The Land of Legends’ – Sample Categories														
BARBADOS: ALL AREAS		✓	✓		✓	✓		✓	✓			✓	✓	✓
NODES	Pelican Village			✓						✓	✓	✓		
	Cheapside Market and Hall		✓							✓				✓
	Bridgetown & Its Garrison	✓	✓	✓				✓				✓	✓	✓
	Carlisle Bay				✓							✓		✓
	Newton Burial Ground	✓		✓								✓	✓	✓
	Oistins	✓	✓	✓				✓			✓	✓		✓
	Speightstown/Six Men’s Bay		✓		✓		✓				✓	✓		
	Groves Field Research Station	✓	✓			✓	✓	✓			✓		✓	
	Andromeda Botanic Garden		✓			✓	✓	✓					✓	
	Graeme Hall Nature Sanctuary						✓				✓	✓	✓	
CORRIDORS	H1										✓			
	H2 AND H2A		✓											
	H3 AND H3A			✓							✓			
	H4 ,H5, and H6										✓			
	Garrison Road	✓		✓										
	St Lawrence Gap						✓	✓			✓			
	Road at Cherry Tree Hill													
	Bay Street, Broad Street	✓				✓	✓							
	Barbados Windward Hiking Trail						✓						✓	
	Discovery Route Sugar Trail	✓	✓			✓					✓		✓	✓
	Military/Maritime Trail		✓		✓	✓						✓		
GATEWAYS	Grantley Adams Airport	✓	✓	✓	✓	✓	✓			✓	✓	✓	✓	
	Six Cross Roads	✓										✓		
	The Careenage				✓							✓		
	Lighthouses				✓							✓		
	Historic Churches	✓	✓									✓	✓	✓
	Emancipation Roundabout	✓		✓	✓									✓
PARISHES	St. Lucy		✓				✓	✓	✓					
	St. Peter		✓	✓			✓	✓	✓		✓			✓
	St. James		✓		✓		✓	✓	✓		✓			✓
	St. Thomas		✓				✓	✓	✓					
	St. Michael		✓	✓	✓		✓	✓	✓					
	Christ Church		✓				✓	✓	✓					
	St. George		✓				✓	✓	✓					
	St. Philip		✓				✓	✓	✓					
	St. John		✓				✓		✓					
	St. Joseph		✓				✓		✓					
	St. Andrew		✓				✓							

Errol Walton Barrow – The ‘Father of Independence’ and author of free education

- Sir Grantley Adams – Barbados’ first Premier and defender of social justice for all
- Bussa – Leader of Barbados’ largest slave revolt
- Sarah Ann Gill – Defender of religious freedoms and Barbados’ only heroine
- Samuel Jackman Prescod – A renowned humanitarian, journalist and politician
- Sir Frank Walcott – A progressive leader and trade unionist
- Charles Duncan O’Neal – First black activist, supported free education, human rights
- Sir Garfield Sobers – Legendary sportsman and world-class cricketer
- Clement Payne – Trade union pioneer and social reformist
- Sir Hugh Springer – Barbados’ former Governor General and statesman

Cultural repositories, museums and organizations, as well as locals and cultural practitioners seeking to maintain the legends through various artistic forms, should be engaged with development of the framework and providing tangible tools for promotional use.

Figure 15 summarizes the main theme and three sub-themes presented above. The collage of images provides an essential understanding of each conceptual sub theme, and touches on topics and sub-topics. Importantly, this section presents potential themes but not exhaustive descriptions regarding the content for ‘Discover Barbados - the Land of Legends’.



Figure 15. Collage of main interpretive themes and images.

3.8 Niche Markets and Cultural Heritage

The tangible foundational elements relative to the built and natural heritage environments are reviewed in Sections 7.0 and 8.0. The intangible heritage elements comprising popular culture and traditional knowledge are assessed within the niche markets report (see Report V, Part 2), which presents recommended actions that support the development of cultural heritage products across the island.

Eight primary niche markets were prioritized for development based on anticipated demand, planned local supply, provider support and competition, niche market trends, favourable product-market match, and potential for maximized growth in benefits beyond current levels. These niche markets were identified as follows:

- Accessible Tourism
- Silver Market Tourism
- Culinary Tourism
- Health & Wellness Tourism
- Conference (MICE) Tourism
- Sports Tourism
- Diaspora
- Domestic Tourism

Information on each of these niche markets is reviewed in Sections 3.8.1 to 3.8.8 below, and presented in more detail in Report V, Part 2, Sections 3.2.1.1 to 3.2.1.8. Agro-tourism was also identified as an important niche market relative to cultural heritage, and is discussed in Section 3.8.9 below and more fully addressed in Report V, Part 2, Section 3.2.2.1.

3.8.1 Accessible Tourism

According to Rains (2011), "...what if the first question we asked was, "what is so unique about this situation that it justifies exclusion?" instead of, "how much does it cost to make it accessible?" Economically, inclusion expands your market. It just makes good sense. Ostensibly, usable products become their own advertisement. The aim is to make Barbados' cultural landscape truly inclusive. Whereas accessibility can be seen as doing *for* the visitor, inclusion is *doing with* the cultural visitor.

The promotion of Barbados as a disabled-friendly destination broke new ground on February 5, 2014 when a 23-person post-polio group visiting from Florida went on an island tour from the Bridgetown Port to Mount Gay Visitors Centre, Holetown, Speightstown, St. Lucy's Parish Church, the Richard Haynes Boardwalk, Historic Garrison, Carlisle Bay, and Government Headquarters (Pitt, 2014). Three disabled accessible vehicles were used courtesy of the Ministry of Tourism and the Barbados Council for the Disabled.

Expansion of cultural options is a priority within this niche. The access of persons with disabilities to heritage attractions and activities, e.g. UNESCO sites, nature trails or performance events, is an area of the current cultural landscape that requires significant improvement. The White Paper also states that "*while there has been some progress in making hotels and other tourism facilities accessible, significant work is needed to make*

Barbados a destination that caters to all types of disabilities" (Strategic Solutions Inc., 2012, p. 210).

The upgrading of cultural heritage facilities and services must now be rated as highest priority given that 10% of the world's population is disabled and persons with disabilities are interested in travel, often doing so with companions (Rhodda, 2008; World Health Organization, 2013). This market could therefore be lucrative for Barbados if the appropriate facilities are put in place to support them.

Established in 2005, Fully Accessible Barbados (FAB), an initiative of the BCD, is a programme designed to promote the required changes in the enabling environment to facilitate individuals with disabilities being able to enjoy full access to all facilities. The FAB accredited standards are based on international requirements for accessibility. Properties are currently being assessed to determine the level of accessibility to a range of disabled persons (pers. comm., R. Tudor, April 21, 2013).

Categories of disability range from persons who are independent wheelchair users, wheelchair assisted, mobility challenged, blind and visually impaired, or deaf and hearing impaired.

Provision for the physically challenged or elderly has been addressed at select sites, including George Washington House, Kensington Oval, Bath Beach Facility and Harrison's Cave, which was recognized in 2010 within the categories of wheelchair assisted, mobility challenged, the deaf, the blind and the impaired, as Category 1. During 2010, Government also gave its commitment that the NCC would strive to ensure that the areas for which it has responsibility, including the parks, beach facilities and playgrounds, were all accessible to those with disabilities (Tudor 2010). Specially equipped wheelchairs donated by the Rotary Club of Barbados have also opened the way for disabled persons to access the island's beaches.

"It is unfortunate that we do not recognise the true potential of the disabled. We have a tendency to overlook them and to not recognise their spending capacity, so we are losing a significant part of the market because we are insensitive" (Harper, J. in Toppin, 2010.) With respect to the international and domestic market, it was noted that if Barbados could attract 18 per cent of the disabled market, the country could earn over \$500 million per annum, and further there are approximately 28,000 disabled people in Barbados alone (Toppin, 2010).

Fully Accessible Barbados also advocates bringing the culture to the disabled visitor. A fully accessible Cultural Landscape would require the following:

- Modern adaptive equipment available to enhance the visitor experience
- Staff training in methods to make a disabled visitor welcome
- An understanding of concepts in Universal Design to minimize the capital costs in providing infrastructural access, ramps equipment etc. Universal Design is a framework for the design of places, information, communication and policy to be used by the widest range of people operating in the widest range of situations without special or separate design (Rains, 2011).

- Signage - adequate notification on modes of transportation (e.g. buses, bus stops) and at sites
- Sign language interpreters for attractions and tourism services
- Accessible marketing techniques, i.e. how to market effectively and use the right imagery

3.8.2 Silver Market

In order to appeal to the Silver Market, tourism destinations provide services that appeal to this group, which tends to have a higher disposable income and enjoys holidays in destinations where they can meet people and experience aspects unique to them (Turkel, 2006). The Silver Market has the potential to continue to grow in Barbados, especially if appropriate services and attractions are provided for that market segment. However, the development of accessible infrastructure is becoming critical due to the aging of the world population, as disability increases with age.

Market research conducted by the Cultural Traveler in the USA found that cultural visitors comprised, in large part, silver market travellers who also tend to generate the greatest return on investment (Henry, 2011). Another benefit noted is the associated multigenerational travel which is further boosted by longer stays and higher spend than other groups. Since cultural tourists were found to demand value for money, the local value-added generated by heritage attractions would improve the marketability of the Barbadian Brand and the destination image.

In harmony with the TMP thrust to generate tourism products that are viewed by departing visitors as “stimulating experiences and memories”, actions have been proposed that specifically target the Silver Market in order to attract more of that demographic to Barbados (refer Actions 2.1b-1 and 2.1b-3 in Report V, Part 2, Section 3.2.1.2). These offerings would involve activities focused on art, culture and historical themes, and select local live performances in music or sports.

3.8.3 Culinary Tourism

"The only way to reach the world effectively with anything is through your culture; culture that persons could get only if they come to your country, or if it is prepared by your people. Food, for me, is that true culture, and if we want to reach the world, we have to reach it with food and music. So, our Tuk band and our culinary delights are two of the strongest things we can use to help Barbadians to reach the world..." (Local Executive Chef, Peter Edey in: Pilé, 2012).

A growing awareness of the economic, environmental, and health related benefits of consuming local produce has led to an increased desire to sample local dishes, foods, and drink in travel destinations and also the emergence of local food festivals, as well as increased interest in local markets (CTO, 2008). It is expected that consumers will

increasingly seek authentic experiences, interacting more closely with local communities of which culinary experiences are key (ITB Berlin (2012)).

'Bajan food' is partly rooted in slavery and African traditions. For example, slaves were allowed to use only the left over, undesirable cuts of pork which were used to create the local dish 'Pudding and Souse'. Improving the knowledge of visitors and locals regarding local produce and meats, such as black belly lamb, and traditional dishes such as 'cou-cou and flying fish', and 'Pepperpot', can give locals and visitors a richer understanding of the island and its culinary origins. In addition, some value added products can be better marketed through clearer labelling and information on products regarding the origin and use of less familiar ingredients such as tamarinds, guavas, and golden apples (pers. comm., Keeley Holder, Agricultural Consultant, 2012).

A disparity was recognised between local cuisine and typical hotel menus wherein more local cuisine needs to be served as occurs in other destinations (per. comm., S. Johnson, Ministry of Culture and Sports, Government of Barbados, January 2013). The White Paper also emphasized that "*one of the biggest priorities for Government is to initiate a greater infusion of local food on hotel and restaurant menus...tourists are more likely to be exposed to Italian cuisine than local cuisine on many menus around the island*" (Strategic Solutions Inc., 2012, p. 142).

Having a vibrant 'Farm to Table' programme in Barbados that features local meats and produce would help to bridge this gap. Through the 'Slow Food' movement recently certified in Barbados, a Farm to Table programme was launched in 2012 linking these local farmers with hotels and restaurants, and providing an outreach programme in local schools (Business Barbados, 2012). In this regard, the efforts of the BHTA (having already promoted linkages between local farmers and hotel restaurants), Slow Food Barbados movement, and other supporters of local foods such as the 'Grapefruit and Molasses' initiative in St. Thomas, should be encouraged and supported.

With regard to passing on traditions, local eating spots providing indigenous foods in authentic settings have grown increasingly popular with visitors. Barbados needs to capitalize on this and boost its marketing drive of unique local cuisine so that more visitors are aware of what the island has to offer in the culinary arena. The White Paper (Strategic Solutions Inc., 2012, p. 141) emphasized that local cuisine should be showcased on the BTA website and in all international promotions. In addition, initiatives undertaken relative to the development of food trails and culinary retreats will require appropriate marketing drives. Promoting Bajan Food Facts (refer Action 2.1c-6 in Report V, Part 2, Section 3.2.1.3) has been proposed in order to help close the widening gap between traditional culinary knowledge and food preparation choices today, in order to achieve the following:

- Ensuring the culinary culture of the island remains vibrant
- Increasing awareness of Bajan foods and dishes
- Transferring Bajan culinary traditions to second and third generation Bajans, and thus preserving the island's culinary culture
- Transferring knowledge of Bajan food traditions to locals and visitors

Local Foods – Traditional modes of preparing popular foods from 'cou-cou' to 'conkies' and 'comfort foods' can eventually dwindle away without continuing education of preparation

techniques. The proposed Bajan Culinary Retreat would expand on the current BTA programme contained within the Barbados Food & Wine and Rum Festival, and provide locals and international visitors with the opportunity to learn about the history of traditional foods in addition to tips on preparing local delicacies (refer Action 2.1c-3 in Report V, Part 2, Section 3.2.1.3).

Food Trails – Barbados is the birthplace of rum, which originated on the island in 1703 as a by-product of the sugar industry. The BTA is embarking on a Trails Programme that will include a Rum Runners Trail featuring selected rum shops and local eateries, and a Romance Trail featuring specific restaurants. These trails can be developed further through planned themes with associated guidebooks and maps, as well as with the proposed Authentically Bajan programme (refer Action 2.1c-1 in Report V, Part 2, Section 3.2.1.3 and Action 2.1h-2 in Report V, Part 2, Section 3.2.1.8).

The private sector is also actively supporting the elevation of the island's culinary heritage through, for example, the Culinary Alliance of Barbados, a BHTA programme developed in 2005 to help develop the culinary tourism potential in Barbados. The programme is dedicated to promoting local food and beverage production skills while elevating standards in order to position Barbados as a world-class culinary destination (pers. comm., Michelle Smith-Mayers, Assistant Executive VP, BHTA, February 8, 2012).

Food Festivals – Barbados hosts a number of annual food festivals, including the Food & Wine and Rum Festival, and food expositions such as Food Expo and BMEX. These types of premier local food events should be staged more frequently and be more widely promoted to encourage visitor attendance and support the development of Barbadian cuisine in the global culinary arena.

Prior to 2010, the BHTA also sponsored a 'Taste of Barbados' festival that featured local chefs preparing dishes with local foods. This annual event was very successful, but has not been held since 2009 (pers. comm., Michelle Smith-Mayers, Assistant Executive VP, BHTA, February 8, 2012). It spanned a period of nine days in early October and was meant to give both locals and visitors the chance to "experience Barbados' culinary cornucopia, the best of local produce, and local chef wizardry" (Repeating Islands, 2009). As a complement to the annual Food & Wine and Rum Festival, the 'Taste of Barbados' event should be revived, and could be aligned with Agrofest's 'Dinner Under the Stars' event.

In addition to these existing food events, an opportunity exists for the development of an annual initiative that features Caribbean cuisine as a culinary art form and brings together professional chefs from across the Caribbean. The proposed Caribbean Food Festival would feature top culinary competitions to draw regional and international visitors and participants and provide global exposure of Caribbean cuisine and chefs via media, including television, establishing Barbados as a hub for Caribbean cuisine, and help to consolidate Barbados' position as the preferred Caribbean culinary destination (refer Action 2.1c-5 in Report V, Part 2, Section 3.2.1.3).

Overall, Barbados has the potential to diversify its tourism product through enriched culinary heritage presentations and programmes that include:

- Facilitating agro-tourism linkages, including a consistent Farm to Table programme that links local farmers with hotels and restaurants
- Stimulating the development of Barbadian cuisine through the training of local chefs, the use of local food and products (refer Action 2.1c-2 in Report V, Part 2, Section 3.2.1.3), and the staging of festivals and competitions showcasing Caribbean foods (refer Action 2.1c-5 in Report V, Part 2, Section 3.2.1.3)
- Promoting programmes and products relative to Barbadian cuisine on a global scale through effective marketing drives, including the targeting of food media outlets
- Showcasing Barbadian cuisine in the media, including television shows that are locally produced
- Developing an electronic application that visitors can access on their mobile devices that provides quick and accurate information on where to dine in Barbados, linked to associated international applications (refer Action 2.1c-4 in Report V, Part 2, Section 3.2.1.3)
- Developing a system of themed food trails that provide interesting and informative food-based activities (refer Action 2.1c-1 in Report V, Part 2, Section 3.2.1.3)

3.8.4 Health & Wellness Tourism

Barbados has long been considered the ideal destination for vacation and leisure travel due to its salubrious climate, beaches, heritage and culture. A well-documented event in 1751 was the visit of George and Lawrence Washington, the latter being ill with tuberculosis and advised to seek a health-giving climate for his recuperative needs. Since that period, the opportunities for Health & Wellness Tourism have increased globally, giving rise to the need for specialized facilities and services.

The health and wellness sector can potentially become a year round business, and Barbados is adequately poised to focus its marketing efforts in promoting wellness and healthy lifestyles by taking greater advantage of the natural heritage resources of the island as the foundation of nature retreat development.

Health tourism is distinct from medical tourism in that it offers services in naturopathic medicine and the full range of complementary healing modalities. Types of non-acute health care include herbal and medicinal treatments. In order to take advantage of the floral diversity and medicinal plant resources of Barbados, the TMP proposed Herbal and Medicinal Interpretive Centre is designed to help visitors appreciate native herbal plant resources and traditional remedies of the island by developing a unique botanical reference centre and associated medicinal plant exhibit area. The centre would feature specimens indigenous to the Caribbean that promote healthy diets, while enhancing awareness of Caribbean natural products. These would include natural beverages, health and home care

products made from local extracts, and organic cosmetics such as soaps and creams. The medicinal garden would incorporate interpretive exhibits and 'green technologies' to educate visitors (refer Action 2.1d-4 in Report V, Part 2, Section 3.2.1.4).

Currently, retreat activities are either seasonal or dispersed at villas where practitioners and services are brought in upon request. There is a need to develop a dedicated health retreat centre with wellness activities and exercise programmes for all interested parties in an ideal location such as the Scotland District. This area is one of Barbados' primary natural heritage assets that affords the tourism sector a wide range of possibilities for engaging the senior traveller or the 'eco-adventurer' seeking a healthy environment. The proposed Health Retreat would offer optional day visits or stay-over packages in fully accessible facilities on the East Coast (refer Action 2.1d-2 in Report V, Part 2, Section 3.2.1.4).

In addition, the TMP proposed George Washington House 'Health Spa' would offer a more strategic approach to the attractions at George Washington House' based on the historic visit to Barbados by the Washington brothers, which was linked to the health and recuperation benefits offered on the island. This concept is supported by the Tourism Advisory Council (2009) report and, based on appropriate research, an outbuilding such as Chelford House would be selected for retrofitting as a new spa / health centre. Medical practices and stakeholders in the UNESCO Garrison district would also be linked to complement this proposed attraction that could also be marketed in the context of heritage and cultural activities (refer Action 2.1d-3 in Report V, Part 2, Section 3.2.1.4).

3.8.5 Conference Tourism

As a reasonably accessible destination with good transportation and technological infrastructure, Barbados has several advantages over other Caribbean countries to attract the MICE market. However, while the marketing initiatives and offerings through the official websites have profiled meeting facilities, this aspect of tourism has not been strategically targeted as a critical niche market. Developing and maximizing the potential of the MICE niche market will require policy support, significant infrastructural development, and changes in marketing strategies.

In order to attract conferences and promote Barbados within the cultural heritage sector for large tradeshows, (e.g. the Monuments – Trade Fair for Conservation and Restoration of Cultural Heritage which hosted 143 exhibitors, 3,254 visitors in a 2,287 square metre area in Prague in 2012, or the popular Art Basel show in Miami which attracted 60,000 visitors and over 200 galleries from across the world), the offering by MICE providers and product suppliers in Barbados would need to be improved in the areas of capacity development and coordination, service quality, plant and infrastructure to include conference facilities, accommodation, ground transportation and airlift. Summary issues are presented below and more fully reviewed in Report V, Part 2, Section 3.2.1.5.

A major challenge to maximizing the Barbados MICE market overall is the absence of a venue where external agencies or conference promoters and organizers desirous of selecting Barbados can find relevant information. This points to the urgent need for a Convention Bureau or 'one stop shop' where meeting promoters and organizers can get a

full range of information on facilities (conference rooms, accommodation, places of interest and tours, etc.) that would appeal to their clients. A 'one-stop-shop' would also significantly reduce the current bureaucracy that often makes it difficult to capitalize on emerging opportunities in the MICE market (see also Action 2.1e-3 in Report V, Part 2, Section 3.2.1.5).

In addition, greater support is needed to maximize the opportunities for the MICE Product Club initiative. Neither the BHTA nor BTA have been able to provide the resources to enable the Product Club to carry out its mandate and consistently showcase the Barbados product competitively in international travel shows like the WTTC (refer Action 2.1e-2 in Report V, Part 2, Section 3.2.1.5).

A major consideration in attracting the MICE market is the quality of service the country is able to provide. International experience suggest that visitors in the MICE market are generally more demanding of quality accommodation, transportation, amenities, and service since they are likely to approach it from a business perspective rather than a more relaxed leisure tourist. Many also look forward to interesting and easily accessible sea and land based tours and attractions.

To respond to these demands, Barbados needs to increase its capacity to offer a higher level of service to the discerning business traveller relative to the amenities offered, the places they visit, the tours they take, and the people with whom they interact. The quality of service at all levels is a major consideration in attracting and retaining MICE market initiatives.

Service providers will need to be able to recognize and respond to the different interests, standards, and requirements of the business visitor from not only the traditional British/ European and American markets, but also from the emerging BRIC countries, especially China and Brazil. Expanding the MICE market will therefore require higher levels of language capability as well as multi-language provision in signage and basic tour guiding (see also Report III, Section 1.0).

Development of strategic planning regarding the introduction of a major conference hotel facility at Needham's Point is ongoing. This would be a welcome move since it would enhance the infrastructure available to the MICE market and increase the attractiveness of Barbados as a MICE destination. In pursuing such an initiative, experience from the international arena suggests that an effective marketing plan should be developed that parallels the infrastructural development process so as to ensure that the facility will be appropriately utilized from inception (refer Action 2.1e-1 in Report V, Part 2, Section 3.2.1.5).

3.8.6 Sports Tourism

The White Paper noted that sports tourism plays a significant part in the global tourism industry, garnering approximately 10% to 14% of tourism business worldwide, and also calls for a diversification of the sports offerings in Barbados that are promoted nationally and internationally, such as road tennis (Strategic Solutions Inc., 2012, p. 144).

With its origins in Barbados in the early 1930's, the game of road tennis is played all over the island and its potential for future development has been noted within local sporting circles (barbados.org). National inter-parish road tennis championships and the 'Racquets of Fire' series have been two of the major events used in promoting the sport. Promotional efforts have been undertaken by the BRTA featuring international tennis champion Andy Murray on CNN World Sport with a wide global audience.

There is no cohesive showcase of the history of local sports and games, nor permanent facilities to house them. It has been recommended that the creation of a multi-purpose sporting venue would be the most viable solution to the challenge of housing the range of sporting associations in Barbados (Bennett, 2013) though, it was noted that the cost of building such a facility would be substantial.

"We need to have a permanent home for road tennis in Barbados. It is imperative that if we are to go forward, that we need to find somewhere where road tennis players can call home. Stakeholders have indicated that revitalization of the Barbados Road Tennis Association (BRTA), which has been non-operational since 2008, will provide impetus to the sport" (P. Garner, in: King, 2013).

The TMP recommends the development of a new arena that not only allows local sports exhibitions and tournaments to be played, but also provides a museum-style showcase of photographs and memorabilia for the history of all authentic Barbadian sports and games (see also Action 2.1f-4 in Report V, Part 2, Section 3.2.1.6). Revenues for the facility can be garnered through associated use for non-traditional sports such as skating which can draw notable profits due to international popularity.

With reference to indigenous games, several Bajan games of origin, e.g. the donkey cart, ice-cream blocks and 'penny pines', are quickly becoming a part of the island's eroding heritage. In Barbados, the highest priority is most often given to Cricket as the primary sport, evolving from the island's colonial heritage. The game is played at all levels of society and forms the basis of school-based, community-based, parish-wide, national, regional and international tournaments.

The game is presently administered by the Barbados Cricket Association (BCA) which was established in 1933, in lieu of the Barbados Cricket Challenge Cup Committee founded in 1892. Four of the original seven teams from the inaugural season, still exist, i.e. Lodge, Harrison College, Pickwick and Wanderers. Local cricket legends such as Sobers,

Weekes, Walcott, Worrell, Hall, Haynes, Boyce and Greenidge, paved the way for the establishment of the sport in Barbados. There are more than 120 teams that are now in competition. The continuity of this widespread sport is well supported through privately and publicly sponsored 'kiddy cricket camps' and under-13 tournaments. The cricket season runs from May to December.

Beyond the sport of cricket, there are several other traditional games that have been the bedrock of cultural development in the area of sport and games. These include warri, guttaperks, and rollers (see Figure 16). Warri, also called 'Sugar Island Warri' or the 'Game of Houses', is the oldest lasting game in Barbados, and was played by dockworkers, fishermen, and also on plantations. The game is kept alive by older players and some younger initiates. "It was brought to the Caribbean by African slaves and still exists in small pockets in Barbados" primarily through the impetus of local enthusiasts (Farnum-Badley, L. 2014). Horsenicker seeds from the *Caesalpinia bonduc* tree traditionally serve as counters. Visitors buy nine out of ten locally made warri boards games that are marketed in Barbados.



Figure 16. Barbadian art displayed at the Hometown Festival depicting traditional games of the 'guttaperk' and cane truck making.

Like warri, the century-old game "Potta" from which Barbadians have coined the colloquialism "in potta", meaning "in trouble", would also benefit from stimulus amongst the younger generation. In addition, a proposal as been made to expand the format of the Barbados Council for the Disabled domino competition to include Potta which can be played by the blind (Burnham, 2013). These and similar opportunities (see Table 9) will actualize the important task of linking niche markets such as Accessible Tourism and Domestic Tourism with Cultural Heritage Tourism.

Table 9. Traditional Barbadian games (*Source:* Davis, 2013).

Traditional Game	Description
Guttaperk	A Y-shaped branch and strip from a bicycle inner tube or leather affixed to the two ends of the 'Y'
Rollers	1. A disused bicycle wheel with no spokes and a rod to roll it 2. The 'tinnin blink' or iron 'big bommer' used the bands of a wooden barrel from sugar factories 3. A two-wheeled tin can assembly steered with a long stick cross
A Whirly Gig / Gig-a-bob	A stick and cord spinner that utilizes a hollowed mango seed holder
Cane Trailer/ Tractor	Re-creations of cane transport vehicles made from tin and board and loaded with cane-peel to represent the canes
Trash Bone Kites	Homemade kites constructed from cane blades (trash bones), or coconut branch spines, bread paper and white or brown cord called "coacha" or "herringbone" respectively
Top	A contraption made from a piece of wood with a nail as the tip for spinning
Yoyo	A homemade toy made of timber and a nail
Rifle	A device made from wood and strips of bicycle rubber tubing creating a trigger for launching seeds or stones
Popper	A hollowed cassava stick filled with a seed that popped on expulsion

Dominoes, a more established game played locally, is sometimes called the "all-Caribbean game" for its regional popularity. 'Slamming a dom' has been a Barbadian activity for generations, coming via the sugar trade from Europe to England and the Caribbean. The game is featured prominently in Oistins, Six Mens' Bay and Moon Town, and frequented by patrons of the popular Fish Fry activities (see Figure 17).

**Figure 17.** Local Poppa and Warri game boards and Dominoes 'cards'.

In general, knowledge of indigenous games is disappearing from Barbadian society particularly among the youth. Loss of traditional art will deplete the richness of our cultural heritage (Farnum-Badley 2014).

It is recommended that the invigoration of local sports and games activities can be advanced through the introduction of 'Authentic Barbadian Games' in schools that revitalizes the art of games such as 'warri' and roller making, supported by donation of materials and resources. This will stimulate the continued longevity of such art forms on the local scene. Further, through exhibition matches featuring these traditional games, it can be a regular feature of cultural presentations and festivals, such as those at Hometown and Oistins. The TMP proposed 'National Parish Games' would also provide an opportunity for the development of these cultural games (refer Action 2.1L-4 in Report V, Part 2, Section 3.2.2.4).

3.8.7 Diaspora

"There is a tendency to think that Diaspora tourists will always come, that we don't have to market to them, that we don't have to entice them, that we don't have to plan for them. That is not true, because they operate in market spaces that are very competitive. Our advantage is that they have identity links to the region. Unless we begin to strategize about this target market, and target them in a more sophisticated way, we may begin to lose this market share" (Nurse, 2011).

The Barbadian community abroad represents a valuable repository of physical and intellectual resources. The establishment of the Charter for Returning Nationals in 1991 laid the groundwork for progress within this niche. Visitors of the Diaspora and regional tourists constitute a substantial and increasing share of cultural and festival tourism (Henry, 2011). CTO surveys of heritage tourism indicate that nostalgia can be generated in Diaspora groups as well as repeat visitors by stimulating memory (CTO, 2008). Importantly, regular visits to the island by the Diaspora help to balance the fluxes of tourism seasonality.

Generate a database of past visitors' contact information through which repeat visits can be initiated by visually encouraging recall of cultural experiences. The proposed free e-magazine 'Experience Barbados' can be distributed to prospective and past visitors to promote the island. Visitors can also be allowed to submit endorsements of the island for publication in the e-magazine (refer Action 2.3-6 in Section 9.4).

In order to profit fully from this segment, Barbados will need to develop its capabilities for linking persons overseas more successfully with their Barbadian origins and utilizing available connections to also attract friends and family members. Currently, the Barbados

Department of Archives does not possess the human resources and technical capacity to provide individuals researching their genealogy with accurate records. Cross-referencing of records located at religious institutions and cemeteries may also become necessary for detailed research. The Tourism Advisory Council (2009) advised that a research facility be developed to trace family roots through reference books, censuses, and oral history in order to attract the Diaspora market.

As one potential mechanism to achieving this goal, the Department of Archives could be equipped with additional personnel and technological tools to effectively fulfill the potential of this project. The initial scope could be determined by offering an online invitation through stakeholder groups for expressions of interest from individuals, families, and organizations. Digital records could then be made available online to the Barbadian Diaspora as a paid service provided by a dedicated branch of the Archives Department (Fraser, 2011). Histories could also be solicited from applicants through an online collection centre for historic documentation. Photographs from personal archives can also be used to compile a story and fill information gaps that would benefit the archives (Cummins, A. 2012).

The development of an online genealogical research facility providing paid services through a new branch of the Barbados Department of Archives is recommended. This can create a financially viable sector within tourism.

In addition, events organized by Barbadian associations overseas, such as the St. Patrick's Association which attracts past and present residents from the area for periodic local celebrations, is a prime example of community spirit and stewardship of local heritage by the Diaspora. International personalities such as Kevin Weekes and Anson Carter, former professional National Hockey League players, retain connections through community linkages, including hosting local golf tournaments with proceeds going to support local sports bodies or youth groups. There is significant potential to further engage the Diaspora in the marketing of the island, drawing international visitors through sponsored initiatives, and utilizing social media through online interactive competitions and promotions (refer Actions 2.1f-2 and 2.1g-4 in Report V, Part 2, Section 3.2.1.7).

3.8.8 Domestic Tourism

The White Paper states that "*the best way for Barbadians to understand and foster a greater appreciation of the industry is if they get an opportunity to be tourists, sample the Barbadian product as consumers and become more involved in the decision-making process*" (Strategic Solutions Inc., 2012, p. 90). The improved dispersal of domestic visitors across the island will substantially benefit the exposure of an increased number of visitors to the cultural heritage assets of the nation and spur revenue generation through multiple outlets. A key factor influencing Domestic Tourism is the variety of experiences available to domestic visitors who continually seek new options. Means for improvement of existing cultural resources and diversification of heritage products has been recommended herein.

Importantly, to safeguard one of Barbados' most widespread examples of vernacular architecture, it is recommended that Barbados develop and encourage local recognition of traditional village shops and maximize this popular cultural heritage resource (see Figure 18). Through the TMP proposed programme to promote these traditional shops, the ones that meet basic criteria would be invited to participate in a regular tourism promotion (refer Action 2.1h-2 in Report V, Part 2, Section 3.2.1.8).



Figure 18. Examples of traditional Barbadian rum / village shops.

In order to engage domestic visitors in a wider cross-section of the Cultural Heritage Landscape, they will be encouraged to seek recreation further afield via the proposed framework to enhance the Domestic Tourism industry (refer Action 2.1h-1 in Report V, Part 2, Section 3.2.1.8). In addition, the use of local media to encourage locals to seek out new places can be enhanced through targeted media competitions involving village shops and key locations along the island's trail system being developed by the BTA (e.g. BTA Rum Trail and Faith Trail). Further, through the proposed Activities Programme and Events Calendar that would be coordinated with the national calendar of events, a wider range of local cultural events, such as performances and historic tours, will be more widely marketed, particularly via social media, internet-based networks and the proposed *Tourism Information Public System (TIPS)* (refer Strategies (refer Action 2.1h-3 and 2.1h-4 in Report V, Part 2, Section 3.2.1.8).

The proposed 'Experience Barbados Rewards System' would strengthen the effort to draw domestic visitors into the Cultural Heritage Landscape by providing benefits based on levels of participation (refer Action 2.1h-5 in Report V, Part 2, Section 3.2.1.8). Where heritage attractions and cultural practitioners become partners of this system, both the service provider and visitor will experience greater benefits. Marketing of local heritage assets would also be supported through on-the-ground initiatives such as the proposed Tourism Ambassadors programme (refer Action 2.3-8 in Section 9.4).

3.8.9 Agro-Tourism

The agricultural heritage of the island is intimately linked to the six categories of agro-tourism: agro-trade, culinary tourism, farm-based and agro-ecotourism, community tourism, health and wellness tourism and agro-heritage tourism (Waithe (2006). Heritage tours of agricultural heritage sites such as plantations and museums, as well as farmers' community

markets and food & beverage supplies for traditional culinary preparations are mainstays of this niche, which also supports authentic Barbadian food festivals, and to a lesser extent, farm-stays, organic spa treatments, and the local herbal industry. Each is a contributor to the diversity of the underlying cultural experience of the visitor, connecting visitors and the cultural knowledge available through farmers and vendors.

Agrofest, the island's premier annual agricultural exhibition, has grown from 22,000 attendees in 2005 to over 70,000 in 2012 (Waithe, 2012). This festival promotes heritage development through popular cultural presentations such as the 'Plantation Buffet' and 'Dinner Under the Stars' that offer an appealing selection of local foods.

The involvement of the youth in preserving agricultural heritage is also important. For example, organizations such as the Barbados '4-H Foundation' serve well in providing the upcoming generation with training in traditional farming techniques, junior achievement programmes, international student hosting, and market days. The broadening of the selection of agricultural tours for schools would stimulate greater exposure and heritage preservation in this area of indigenous knowledge. Presently, there are 19 farmers growing produce without the application of pesticides; although there are currently no local standards or controls that would certify this produce as organic, the attempt is being made by these farmers to provide a healthier option to consumers.

Barbados aims to maximize the potential of local agricultural products in the tourism industry, and to promote a Farm to Table programme that links local farmers to hotels and restaurants through local initiatives including 'Slow Food Barbados'. The Food, Wine and Rum Festival and smaller community festivals such as the "Sweet Life Folk Fair" hosted by the IICA do well to promote the island's agro-tourism product in showcasing local fare alongside folk performances, handicraft, culinary treats and heritage tour presentations.

Importantly, farm-based ecotourism could be enhanced by the development of further initiatives to highlight farms and local produce, including outputs such as horticultural products that supply the tourism industry. The TMP proposed 'Island Farm Festival' aims to promote heritage in this sector through the development and marketing of an island-wide agricultural tour experience focusing on local fruits, vegetables and horticultural producers (refer Action 2.1i-1 in Report V, Part 2, Section 3.2.2.1).

In addition, the need exists for more high quality agricultural markets as attractions across the island to allow for the expansion of agro-tourism to its full potential. Markets facilitate commercial opportunities that showcase local foods and produce, as well as displaying local items for international and domestic visitors to enjoy. The historic Cheapside Market is currently the primary venue for fresh produce and has tremendous potential for marketing as a heritage product, yet it is frequently unkempt and suffers from lack of enforcement of regulations pertaining to sanitation and vendors' activities. This is of particular concern since it is strategically located at a major entry node to the UNESCO World Heritage Property. An obvious linkage between Cheapside Market and the Bridgetown Port should be considered to enhance visibility and benefit peripheral communities through increased retail activity (refer Action 2.2b-8 in Section 5.8).

4.0 Development of Major New Attractions and Nodes

The preceding chapters presented select story lines and a conceptual framework within which to implement 'Discover Barbados - the Land of Legends'. This section presents the recommended strategies and actions that describe some of the principal venues or attractions for relating those narratives.

The recommended main attractions and mechanisms to lead the development of island themes are presented in the primary interpretive categories as follows, and summarized in Table 10 below the bulleted lists:

- **UNESCO World Heritage Property**

Historic Bridgetown and its Garrison:

- Establish a group dedicated to maintaining the UNESCO designation
- Tours of historic Bridgetown properties
- Extend the character and linkages between Bridgetown and Carlisle Bay
- Support the work of the Barbados Garrison Historical Consortium Inc
- Open the Garrison tunnels to the public
- Purchase trams for conveyance throughout the UNESCO site
- Purchase/lease a portion of Maycock's Gully and design a treetop canopy walk

- **Island Stories:** Venues for presenting holistic interpretive showcases or themed events:

- 'Discover Barbados' Centre at the Bridgetown Port
- Flying Fish Centre – A cultural performance and entertainment centre

- **Freedom and Resilience Stories**

- Emancipation and Survival Interpretive Centre
- Newton Burial Ground
- Gun Hill Signal Station
- Tyrol Cot

- **Laying the Foundations**

- Historic Churches
- Nidhe Israel Synagogue and Museum
- Codrington College
- Historic Railway Project
- Mermaid Tavern

- **Ten Fathoms and Maritime Exploits**

- Marine Interpretive Centre at Carlisle Bay
- The Lighthouses
- Dry Dock
- Carlisle Bay

- **The Sugar Story**
 - New Sugar Museum
 - Morgan Lewis Mill
 - St. Nicholas Abbey
 - Francia Plantation
 - Sunbury Plantation House

- **Nature's Treasures**
 - Barbados National Park Adventure Tours
 - Natural Heritage Tour Packages
 - Eco-Centre in the Scotland District
 - Folkestone Marine Park and Reserve
 - Open Windows to the Sea
 - Harry Bayley Observatory
 - Graeme Hall Nature Sanctuary
 - Chancery Lane Swamp

- **Locals and Legends**
 - Caribbean Walk of Fame
 - Speightstown Heritage Centre

- **Wellness and Healing Arts**
 - Develop Capacity in Health & Wellness
 - George Washington House Health Spa
 - East Coast Health Retreat
 - Herbal & Medicinal Interpretive Centre

- **Sports in Bim**
 - Multi-Purpose Sports and Entertainment Arena
 - Premier Sporting Attractions
 - Youth Sports Festival

- **Cultural and Creative Arts**
 - Speightstown Creative Arts Centre
 - Art and Performance Festivals

- **Eat, Drink and Be Merry**
 - Traditional Bajan Village/Rum Shops
 - Culinary Festivals
 - Culinary Trails
 - Rum Distilleries
 - Public Markets

Regarding UNESCO World Heritage products, many of the sites within Historic Bridgetown and its Garrison are relatively unknown to Barbadians in general. Although hundreds have been introduced to key highlights through heritage walks and local television showcases, many sites remain unexplored, minimized, or are taken for granted as part of the enduring landscape. As a result of these observations, the following is recommended:

- Encourage and highlight new private sector initiatives such as the restaurant facilities located at the historic Dry Dock that reflect adaptive reuse of prime heritage sites and demonstrate the viability of heritage tourism enterprises
- Develop a mobile UNESCO World Heritage photographic exhibition to exhibit all of the UNESCO properties within the communities and educational institutions of Barbados. This would facilitate increased awareness of the key heritage products within the Domestic Tourism market and stimulate recognition of these iconic cultural features that otherwise may be minimized (refer Action 2.2b-5 in Section 5.8)
- Restore the historic Carnegie Free Library in Bridgetown with a new focus aimed at incorporating Information Technology and related electronic media to tell the general history of Barbados (refer Action 2.2b-16 in Section 5.8)
- Develop an educational kit comprised of training and documentary tools that present the geographical and cultural characteristics of Historic Bridgetown and its Garrison. The kit will be a teaching aid for use by educators, providing resource material for the programming of classroom activities and educational series (refer action 2.2b-4)
- Create a new experience within Barbados' prime historic landscape that becomes a focal point in the calendar year at Independence, highlighting the UNESCO commemorative designation and complementing other prime events such as the Crop Over Festival and major cricket tournaments. This will inject an annual celebratory high point within the domestic and international visitor experience and boost UNESCO World Heritage awareness.

Barbados' attractions and venues will become a backdrop or stage for hosting the range of cultural activities available on the island (see Table 10). Intangible heritage activities such as Crop Over events, the Barbados Landship, and music and food festivals to include the Food & Wine and Rum festival, should take advantage of cultural heritage sites to enhance the authenticity of presentations and performances.

These attractions become the foundation for 'Discover Barbados - The Land of Legends'. The attractions or "nodes" are physically located within the context of the "gateways", "parishes, and "corridors" as illustrated in Figure 19.

Table 10. Prime attractions featured within ‘Discover Barbados – the Land of Legends’.

Barbados - the Land of Legends	Themes	Discover Barbados: Key Attractions and Experiences		
		TMP New Proposals/ Flagship Projects	Current Project Proposals	Existing Sites & Attractions
Key Interpretive Sub-Themes	Story Themes Identified in TMP Workshops			
Island Narratives	Overarching cultural heritage themes	‘Discover Barbados’ Centre	–	–
Freedom & Resilience Stories	Slavery, Independence, Military History, Freedom Movements, Moravian Mission work Hurricane Events (e.g. Janet) The 1816 Slave Revolt, 1937 Riots, Clement Payne Our Customs, Traditions & Pastimes	Survival/Emancipation Interpretive Centre Forts and Fortifications	–	BMHS, Newton Burial Ground, Barbados Slave Route Signage Project Fortifications (St. Ann’s Fort, Barbados National Armoury, Signal Tower, Gun Hill Signal Station, Military Cemetery Tyrol Cot, Golden Square Site Rock Hall Free Village and Monument
Laying the Foundations	Development of: Bridgetown, Public Institutions, Post Office, Markets, Parliament, Churches, Major Towns Amerindians/Arawaks, Mermaid Declaration, Village Life, Railway, Plantations	UNESCO World Heritage Projects (various) Revitalize Historic Oistins Rejuvenate Historic Speightstown Barbados National Park Adventure Tours	Rail to Trail Project	Nidhe Israel Synagogue Historic Churches Holetown Monument Codrington College
Ten Fathoms & Maritime Exploits	The Careenage, the Dry Dock, Military History (WWII Carlisle Bay), Ship Wrecks Pirates and Shipwrecks, Marine Life	Marine Interpretive Centre at Carlisle Bay	–	Lighthouses Sam Lord’s Castle The Dry Dock
The Sugar Story	Sugar Production and Plantation Sites The Story of Rum and Rum Shops	New Sugar Museum	–	Morgan Lewis Wind Mill St. Nicholas Abbey Sunbury Plantation House Francia Plantation
Natures Treasures	Native Vegetation and Landscapes, Green Monkeys and Sea Turtles, Tidal Pools, Underground Caves	Perfume Garden & Perfumery	Folkestone Marine Park & Reserve – Sustainable Eco-Tourism Centre	Barbados National Park – (The Amerindian Passage, Naturally Barbados) Graeme Hall Nature Sanctuary, Andromeda Botanic Gardens, Chancery Lane Swamp
Locals & Legends	National Heroes, Local Characters, e.g. King Dyal Ghost/‘Duppy’ Stories, Steel Donkey, Guy Fawkes, Bajan Longevity, Florence Daysh 1908-1979	Caribbean Walk of Fame	–	Sam Lords Castle
Sport in Bim	Cricket Legacies, Outstanding Athletes and Sports Personalities	Multi-Purpose Sports Arena (refer Report V, Part 2, Section 3.2.1.6)	–	Cricket Legends Museum Kensington Oval UWI Cricket Walk of Fame
Wellness and Healing Arts	Use of Natural Resources, Medical Plants & Bush Teas, Gullies, Cave Systems, Coastal Environments	Recuperative Centre Eco-Centre in the Scotland District Herbal & Medicinal Interpretive Centre	Jelani Enterprises Organic Farm	Harrison’s Cave Welchman Hall Gully
Cultural & Creative Arts	Art and Craft – Art, Sculpture, Potteries, Woodwork Artists and Literary Figures (e.g. Frank Collymore, George Lamming)	Creative Arts Centre Caribbean Walk of Fame, Speightstown Festival Series	Golden Calabash Centre Flying Fish Centre	Pelican Village Chalky Mount Potteries
Eat, Drink and Be Merry	Our Music, Cropover and other Festivals, The Story of Food	Promoting Traditional Bajan Village Shops, Caribbean Food Festival, Developing a Festival Series in Parks, Storytelling Festival	–	Food, Wine & Rum Festival, Public Markets

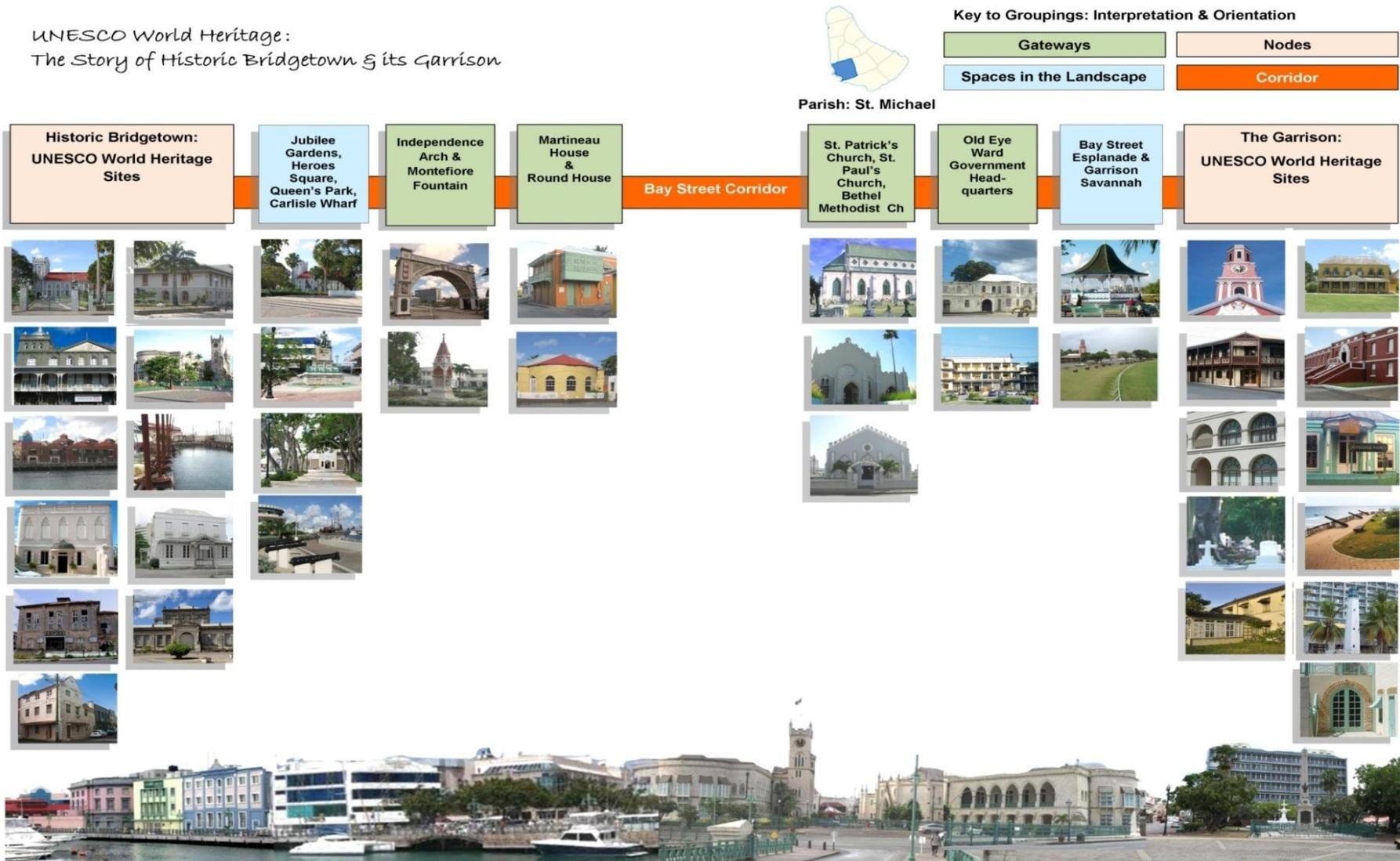


Figure 19. Illustrative example of an interpretive corridor and associated attractions along the Bay Street Corridor (Source: EPG Inc., 2013).

Actions recommended to support the development of major new attractions and promote Cultural Heritage Tourism in Barbados are presented in Sections 4.1 to 4.10. They are in support of Strategic Imperative 2 on **'Enhance the Visitor Experience'**, and each correspond to one of the Strategies as follows:

- Strategy 2.2a which states: *"Improve and enhance the inventory of built heritage attractions and their associated services to entice visitor interest and promote increased visitor spending"*
- Strategy 2.3 which states: *"Develop and promote the island's cultural heritage, and its associated services, to increase its visibility to visitors, arouse their interest, and promote increased visitor spending"*
- Strategy 2.4 which states: *"Conserve selected natural environment attractions and associated services, and promote their sustainable use within the BVE for the enjoyment of all visitors and residents"*

4.1 'Discover Barbados' Centre

The Bridgetown Port is the gateway for a vast number of potential visitors to a community with its origins dating back to the 17th century. With over 500,000 cruise ship visitors per year, the Port should be the hub of tourism activity; however, the reality exists that a large number of passengers do not leave the ship or the Port. An estimate of the number of those who stay on board or near the Port is between 20% and 50%, and for those who do visit the island, the dollar generated is one of the lowest in the Caribbean (see Report V, Part 2, Section 1.3).

The questions that need to be asked are "Why so few?" and "Why so low?" It is imperative that the way in which a visitor relates to Barbados' tourism offerings is well understood in order to ensure that development objectives effect a successful translation from the visitor's viewpoint. Therefore, one primary goal is to find ways to encourage guests to disembark the cruise ships, and to find creative ways to tell the island's narratives, both past and present, that will facilitate greater appreciation and entice visitors, and residents, on an adventure to *'Discover Barbados'*.

Towards this goal, an interpretive centre was initially conceived as a recommendation in the cruise tourism study, which was completed as one of six studies in the 1998 TDP Sub-Programme A. Notwithstanding the implementation deficit that ensued, it is recommended that this should be delivered through the proposed Sugar Point development.

The objectives of a 'Discover Barbados' Centre are to:

- Enhance tourism opportunities by creating a series of high visibility tourism awareness exhibits
- Implement island-wide branding, focusing on 'Discover Barbados – Gateways to our Island' as an overarching theme
- Present a holistic range of tangible and intangible heritage experiences along thematic routes that visitors can follow
- Give cruise passengers an opportunity to discover what Barbados is all about

- so they will recommend the destination and want to return as stay-over visitors
- Offer a product that encourages local residents, stay-over visitors and school children to take the time to explore their country
- Recommend appropriate methods of presentation, which demonstrate design excellence and improve the public and private realm

Cruise passengers, short term holiday visitors, long term stay-over visitors, and residents come in all types and must be understood as complex groups. However, when dealing with opportunities to attract visitors, there are three types of people – ‘Skimmers, Strollers, and Students’:

- ‘Skimmers’ are usually prevalent amongst cruise passengers and group tours who browse the island quickly and leave potentially to return later for a longer visit, but sometimes for a single visit only; so the experience must be powerful
- ‘Strollers’ who want to be entertained and informed but are willing to spend more time and will visit the island’s attractions. For this group, providing a memorable experience will help guide their enthusiasm
- ‘Students’ who come to pursue specific interests and often wish to learn in detail about the attractions and have specific reasons for visiting

A successful discovery experience can meet the needs of all three groups. In summary, the focus is on making a successful destination attraction by looking at it from a visitor’s viewpoint. It is important to involve stakeholders from the start in order to reach consensus on the content, themes and storylines to be conveyed. Thematic elements should be placed in an international tourism marketing context, and site developments need to be absolutely compelling, a ‘must see’ in order to draw people to a unique experience. The ongoing challenge is to present the multifaceted events and lives, past and present, that are associated with Barbados’ transformation from a prized colony to an independent island nation. In this regard, the following elements are recommended:

- ***The Visitor Rainbow:*** There will be no such thing as a typical visitor to the ‘Discover Barbados’ exhibits. The audience will be made up of a spectrum of young and old, Barbadians and international, local, cruise and stay-over tourists, individual and group, and knowledgeable or naive visitors, and students.
- ***Interpretation is a Two-Way Process:*** In selecting themes and media, it is important to remember that all communication is a two-way process. Think not only of the messages to be transmitted, but what visitors are interested in receiving. Visitors from other parts of the world may have information to share, and efforts should be made to allow opportunities for dialogue and conversation. The approach is to ask the questions, which stories must be told? And which stories or legends would people be delighted to hear?
- ***Authenticity is Key:*** To meet the objectives of the project in terms of building pride and to meet the expectations of discerning visitors, there should be no compromise on authenticity. The interpretive concepts will not sensationalize,

over-commercialize or over-simplify the story of Barbados. Instead, tell authentic stories in ways that are acceptable and in keeping with the subject matter.

- **Memorable Experiences:** In developing the interpretive concepts, implement approaches that allow visitors to actively experience and discover - in contrast to simply being passive spectators. Meaningful memories and experiencing the island first-hand will be the key message. A visit to 'Discover Barbados' will be fun and the first step in a love affair with paradise.

The above applies not only to the 'Discover Barbados' Centre at the Bridgetown Port described below, but to all interpretive projects.

2.3-1 Develop a 'Discover Barbados' Centre at the Bridgetown Port

Description:

- Barbados receives approximately 650,000 cruise ship visitors per year. On a Barbados day-stop, a large percentage of passengers do not leave the ship or the Port area estimated to be between 20% and 50%
- Cruise passengers are often returning cruise passengers. On return, there are few new things for them to do. Therefore, they are less inclined to take a cruise with a Barbados stop
- Many do not have a good opportunity to discover what Barbados is all about
- An objective is to impress passengers with what Barbados has to offer so they want to return as stayover visitors
- The 'Discover Barbados' Centre at the Port would provide an opportunity for this discovery of the country and entice many so they want to return, and want to talk about this experience with others
- To achieve this impression, it must be well developed and presented to the highest standards
- The 'Discover Barbados' Centre would also serve as an education resource for Barbadian school children, other residents, and visitors
- Pelican Village is currently not successful as it could be; the 'Discover Barbados' Centre developed in proximity to, and in symbiotic relationship with the retail shops can lead Pelican Village to greater success and benefits
- The Barbados Investment Development Corporation should have an interest in investigating this potential. Further, they have lands and buildings which may be very suitable as a location

Expected Outcomes:

- Can become the hub for 'Discover Barbados - the Land of Legends'
- A place to come and learn about all the features and facts about Barbados
- Links well with experiences throughout the island
- An opportunity to teach the major cruise market about Barbados so they want to return to discover more
- A revenue generation Centre
- An education resource for children
- Increased training, linked with improved quality assurance standards, will give greater visitor satisfaction as well as more transferable skills
- Improved environmental sustainability and social sustainability

- More focus on authentic Barbados increases local and national pride, and delivers the authentic and interpretive experiences the visitor is seeking
- Greater product diversification and current product improvement provides new offerings to entice such important market influencers as cruise lines; and product improvement increases visitor satisfaction
- Induces cruise conversion to stayover visitation
- Communities become more involved with tourism activities and see economic benefits

Guidelines for Implementation:

- Further develop the concept
- Select a consulting team with proven ability to plan and design a substantial Interpretive centre
- Work with the TMP Implementation Unit to obtain the required funding

Challenges With Implementation:

- Raising sufficient funds to enable a substantial Discovery interpretive center with a “wow” factor
- Assuring the design truly reflects the essence of Barbados
- Assuring the Centre is both educational and entertaining

Recommended Implementation Agency:

BPI (in collaboration with BTII)

Priority / Implementation Timeframe:

High/Short Term: This is viewed as an **urgent** priority action in the TMP Implementation Plan (refer Report I, Section 5.0)

Target Users:

- All categories of visitors both stayover and cruise
- School children
- Residents

Who Benefits:

- All visitors, especially cruise passengers
- Businesses of Pelican Village
- The accommodation sector
- The government through increased taxation revenues
- School children
- The Country in general through increased tourist satisfaction and positive impacts

Risks:

- The major risk is proceeding with the development planning and design, then not being able to obtain funds for implementation
- Not having all partners on side
- Not being able to approve in a timely fashion
- Not being able to implement in a timely fashion

Estimated Costs:

- We recommend a substantial development budget in the range of BDS\$30 million to create the required effect from this major interpretive centre
- We recommend a design & planning budget (excluding detailed architectural design) of BDS\$1 to \$1.5 million

Source of Funds:

- BIDC
- Government of Barbados
- BTII
- Corporations
- Individuals
- NGO's
- IFI's
- TMP implementation fund
- Cruise lines

Revenue Generation Potential:

- Enables Pelican Village to realize its revenue potential
- Tremendous given that it would attract tourists and their spending

Further Development Work Required:

- Obtaining agreement of all partners
- Development of terms of reference
- Acquisition of approximately BDS\$1.5 million to proceed with planning and design

Other Considerations: None

4.2 New Sugar Museum

Shortly after the arrival of the first English settlers in 1625, diversified agricultural crops such as cassava, indigo, tobacco and cotton were introduced to Barbados. Over time, sugar cane became the dominant crop on the island, necessitating a shift towards production on larger plantations with high value per capita output. This trend in agricultural activity created rapid physical transformation of the Barbados landscape, creating a principally deforested environment (Menard, 2006).

Over the ensuing 370 year period, Barbados enjoyed economic prosperity, and as a by-product of the sugar process, also earned the distinction of being the birthplace of rum. Mount Gay distilleries started to produce the spirit in 1703. Since that period, the oldest rum in the world has become internationally acclaimed, winning numerous prestigious awards.

The Sugar Revolution remains linked with the history, culture and story of Barbados, and was of critical importance to its economic success until the early 1970's when 'King Sugar' gave way to tourism as the primary revenue earner. The exhibits located at the Nidhe Israel Museum in Bridgetown highlight the story of the early origins of sugar technology that was introduced from Recife, Brazil (see Figure 20). This historic event and its subsequent impact on the economy of the island should be more fully showcased for the benefit of residents and visitors.



Figure 20. Illustrations from an interpretive Sugar Museum exhibit in Brazil (Source: F. Chandler, June 2012).

Since the Sir Frank Hutson Sugar Museum at Portvale is no longer in operation, there is currently a need to diversify the product offering relative to the story of sugar. It is recognized that the St. Nicholas Abbey tour is an excellent example of a best practice model. The TMP proposes a new Sugar Museum as a key attraction that would incorporate all the elements of the story of Barbados and sugar agriculture, i.e. the products, process, places and the people (see Figure 21).



Figure 21. Sample promotional poster featuring the primary sites in the Sugar Story.

Given the importance of sugar to the development of Barbados, the TMP proposes a new Sugar Museum to be created at the Sugar Cane Field Research Station in Groves, St. George. The existing property incorporates the necessary infrastructure, inclusive of public parking areas that can accommodate tour buses. The visitor appeal would be enhanced by linking the proposed site through guided tours to Andrews Sugar Factory, St. Joseph and Fisher Pond Plantation House as a unique and appealing package that could be marketed regionally and internationally.

2.3.2 Develop a New Sugar Museum

Description:

The objective is to develop a Sugar Tour and Museum at the existing Groves Research Field Station. The existing site is strategically suited to the development of an agro-tourism centre featuring one of the island's primary agricultural products, sugarcane. The proposal is to construct an interpretative centre with artefacts and exhibit items and interactive media particularly aimed at culturally interested visitors of all age groups. This should be a major new attraction in Barbados to provide a strong destination character - a place with exciting interpretive centres, including a UNESCO World Heritage Site.

Expected Outcomes:

- Offering a competitive product regionally in the area of indigenous and traditional knowledge
- Expansion of the tourism product offering through the regeneration of a key attraction with expanded interpretive exhibits.
- Potential to add a Cotton Experience Tour by linking with the nearby Cotton Ginnery would be an asset
- Increased interpretive opportunities would aid in marketing key heritage features
- Promote as a guided package tour for visitors and locals, inclusive of educational institutions

Guidelines for Implementation:

- Development of the site at Groves plantation would require upgrade/refurbishment to the existing grounds with respect to the removal of disused machinery, upgrade of built infrastructure and construction of a new Centre
- The Centre would be built to international standards and feature modern interpretation
- The combined tour experience would need to be planned and marketed as a new attraction

Challenges With Implementation:

- Rationalization of the existing functions of the Groves site to accommodate increased public access
- Relocation of some aspects of Sir Frank Huston Museum equipment and displays will need to be preserved and relocated securely with heavy lifting equipment

Recommended Implementation Agency:

Ministry of Agriculture (in collaboration with MTI and BMHS)

Priority / Implementation Timeframe:

High/Short Term: This is viewed as an **urgent** priority action in the TMP Implementation Plan (refer Report I, Section 5.0)

Target Users:

- Locals and visitors
- Schools
- Diaspora
- Research academics

Who Benefits:

- Visitors and locals through introduction of core elements to Barbadian history with respect to sugar production
- The tours will benefit educational institutions and students at all levels
- Government through increased revenues
- Communities near the location
- Local businesses

Risks:

Extensive collaboration amongst stakeholders will be necessary in order to execute a coordinated, world class, interpretive experience

Estimated Costs:

- Costs are estimated to be minimum BDS\$10 million
- Further costing associated with tour planning and development would need to be determined based on the regularity of tours

Source of Funds:

Sources of funds for the capital works are to be determined

Revenue Generation Potential:

- Fees for guided tours will be applied
- The island's businesses through increased tourism revenues

Further Development Work Required:

Sourcing additional sponsors for maintenance of the historical structures

Other Considerations: Linkages with Cruise Tourism, Community Tourism, Culinary Tourism, Diaspora, Shopping Tourism, Silver Market

4.3 Emancipation and Survival Interpretive Centre

The Cultural Heritage focus is on providing a showcase for indigenous heritage and oral history linked to the story of emancipation. For some years, there has been regional and local support to proceed with an Emancipation and Survival Interpretive Centre. This is a story that has not been interpreted and told to a major extent in the Caribbean. Yet, this is at the very foundation of the settlement of Barbados and the evolution of the sugar industry.

The support would make this a project of strong appeal to many markets. With the BMHS proposed location at Newton Burial Ground, this project has the potential of becoming a destination attraction where people would make a visit to Barbados specifically to visit this Centre. Linkages which are significant should be made with:

- The TMP proposed new Sugar Museum that would reinforce the presentation of indigenous and traditional cultural products (see Action 2.3-2 in Section 4.2).
- The historic signing of the Emancipation Act in 1838 at the 'New Town Hall', situated at the former Codd's House in Bridgetown
- The Oral History projects of the University of the West Indies and the National Cultural Foundation

The Emancipation and Survival Interpretive Centre is a project that was conceptualized initially by the BMHS and linked to a "Sugar Trail" proposal under the TDP (ARA, 1998). Currently, the BMHS has commenced preliminary feasibility planning to develop an Interpretive Centre in close proximity to the Newton Burial Ground. A concept for this project is presented below, as are methods of implementation. These may differ from the concepts and approaches that the BMHS prefer as they go forward, and are presented for guidance.

Some of the major advantages of this interpretive centre include the following:

- Serves as a venue to present all aspects of Barbados, both historical and contemporary, that can be a showpiece
- Directs tourists (stay-over and cruise) to experiences they can enjoy throughout the island
- Encourages cruise passengers to leave the ship and the Port area to learn more about the country, which would result in an increase in cruise/stay-over conversion rates
- Serves the local school market as a learning discovery centre for education, and also for residents
- Serves as a business incubation centre for new businesses directly and indirectly linked to the centre
- Generates social and economic benefits
- Integrates the total Barbados tourism product and experiences
- Links well with 'Discover Barbados -the Land of Legends'

The past and present culture of Barbados is inseparably linked to the historical progression from the original settlement of the island, the introduction and practice of slavery on the island, emancipation and survival, the development of the country under British rule, and ultimately the Declaration of Independence in 1966. These historical events are also closely

Barbados' strategic maritime and military position in the West Indies, maritime trade and agriculture, and especially the cultivation and processing of sugar.

It is recognised that slavery was an abhorrent period in the history of Barbados and the world, and that the topic is a sensitive and emotionally painful issue for many people. However, as has been achieved in a number of facilities around the world, related for example to the Jewish Holocaust and the Aboriginal People of Canada, it is important that people understand not only what occurred, but also the courage and leadership of those that led the way to emancipation and human freedom. Through the use of actors, multi-media presentations and interactive displays, we believe that the Centre would engage Barbadians and visitors to the island in a historical journey that would educate and remind all of the importance of human respect, dignity and freedom.

One focus needs to be on the educational aspects of the interpretive project. The interpretive experiences need to be linked to the school curriculum, and provide a "living" experience to students covering this aspect of history. This project has the potential to attract a high number of visitors by linking to many other events and attractions, but especially, by offering a product with imagination and animation, i.e. an exciting learning product. This interpretive project will enhance and build on a critical mass of existing attractions in 'Barbados - the Land of Legends', and will benefit all Barbadians.

The planning should occur through effective consultation with Barbadians to assure the project reflects preferences of residents. Further, it is important to have a project based on a strong market research programme to ensure it reflects market preferences and is a market success. The proposed Centre needs to use imagination and innovation in arriving at revenue generation programmes that will ensure the sustainability of the venture in the long term. For the centre to be a cultural, economic and social success requires careful and detailed planning. Sustainability and responsibility in development and operations must reflect energy-efficient 'green technologies'.

The plan must address ways in which to involve the local population in meaningful ways, especially the youth. This includes looking at training, providing job opportunities, and establishing interpretive programmes and museum experiences that have an economic component addressing the skills and aptitude of the local community. The plan should look at new associated business opportunities and how residents can participate in these.

In association with the proposed Centre would be key sites of interest, including the Rock Hall Freedom Village and the site of the now demolished Codd's House in Bridgetown which was then called the 'New Town Hall' where the Emancipation Bill was enacted in 1838. The site of the Village, along with other historic areas that tell the story of slavery and emancipation, can be effectively linked to this proposed interpretive project. Rock Hall Freedom Village located at Rock Hall Village in St. Thomas was founded in 1841, just 5 years after emancipation. Such sites can benefit from the installation and upkeep of interpretive signage, seating areas, parking or lay-bys, and lighting where feasible to accommodate visitors. Directional signage from public main roads will also be an important component of future development.

Presented below is the description for the interpretive project "Emancipation and Survival" as a venue of 'Discover Barbados - The Land of Legends'.

2.3-3 Develop an Emancipation and Survival Interpretive Centre

Description:

Design and build an Interpretive Centre themed on Emancipation and Survival leading to modern day democracy and self-governance.

Barbados receives over one million visitors per year, many of whom are members of the Diaspora whose ancestors experienced slavery in Barbados, and others are descendants of those who benefited from slavery. Most current residents of Barbados are also descendants from that period. However, many do not have a good knowledge or comprehension of that era. This proposed Barbados Museum Centre near Newton Burial Ground has great potential to become a major new destination attraction. It would be developed to be educational, and at the same time challenging and enjoyable so visitors want to return; a great resource for school children and island residents. It would appeal to all visitors, regardless of family linkages to that historical time. An objective is to help visitors comprehend what it meant to survive that period in history. To achieve these objectives, it must meet a high standard of presentation criteria.

Expected Outcomes:

- A new attraction that focuses on Barbados' history and cultural heritage
- Engaging Barbadians and visitors in a historical journey that would educate and remind all of the importance of human respect, dignity and freedom.
- Serves as a venue to present all aspects of Barbados, both historical and contemporary, that can be a showpiece
- Directs tourists (stay-over and cruise) to experiences they can enjoy throughout the island
- Serves the local school market as a learning discovery centre for education, and also for residents
- Serves as a business incubation centre for new businesses directly and indirectly linked to the centre
- Development of an Interpretive Centre in close proximity to the Newton Burial Ground

Guidelines for Implementation:

- Further develop the concept
- Through the BMHS and the MTI, develop terms of reference for a planning study to include detailed design, costing, feasibility, financing, education programming, impacts and mitigation, and operations planning
- Carefully select a consulting team with proven ability to plan and design an appealing, impressive, and informative Interpretive Centre
- Work with the BMHS and the MTI to obtain the required funding

Challenges With Implementation:

- Raising sufficient funds to enable a substantial Centre to be created
- Assuring that the design truly reflects the essence of this period in time
- Assuring the Centre is both educational, respectful and enjoyable

Recommended Implementation Agency:

Barbados Museum and Historical Society (in collaboration with the MTI)

Priority / Implementation Timeframe:

High/Short Term: This is viewed as an **enabling** priority action in the TMP Implementation Plan (refer Report I, Section 5.0)

Target Users:

- Residents of Barbados
- School children
- Diaspora
- All visitors, both stayover and cruise
- Institutions of higher learning
- Churches

Who Benefits:

- School children
- Residents
- Diaspora
- All visitors
- Businesses in general
- The accommodation sector
- Food services
- Transportation
- The Government through increased taxation revenues
- The country in general through a better knowledge of this period, increased tourist satisfaction and positive impacts

Risks:

- The major risk is proceeding with the development planning and design, then not being able to obtain funds for implementation
- Not having all partners on board
- Not being able to approve or implement the development in a timely fashion

Estimated Costs:

- A development budget of minimum BDS\$30-\$40 million to create the required quality is recommended
- Design and planning budget, without detailed architectural drawings, of BDS\$1.5 Million

Source of Funds:

- Barbados Museum & Historical Society
- Government of Barbados
- Corporations
- Individuals
- NGO's

- IFI's
- TMP implementation fund
- Cruise lines / airlines

Revenue Generation Potential:

- Enables a substantial gate fee
- Enables many projects that will attract more tourists and their spend

Further Development Work Required:

- Obtaining agreement of all partners to proceed
- Development of terms of reference
- Finding the BDS\$1.5 million to proceed with planning and design

Other Considerations: Linkages with the Diaspora, Rock Hall Freedom Village, Newton Burial Ground Slave Route Project

4.4 Barbados Marine Interpretive Centre

The strategy to develop a Barbados Marine Interpretive Centre has been discussed and conceptualized for several years. TMP consultants were involved in developing this concept with the Barbados Marine Trust and later in association with the proposed Pierhead developments.

A marine interpretive project is highly recommended for Barbados. Everything about Barbados is inextricably linked to the sea. Barbados rose from the sea to become its current land mass, and its settlement also came from the sea. The sea has supported and still supports life in and around Barbados.

This project is an excellent fit within the theme of 'Discover Barbados - the Land of Legends'. There are many legends and themes that can be presented at this proposed Marine Centre. The recommended location at Carlisle Bay is ideal in that it is at one of the historical and current 'gateways', is close to the Port, is along a major 'corridor' of the South Coast Road, and is a 'node' in itself.

When a 'Marine Interpretive Centre' is addressed, referring primarily to sea life and its relationship to the land and people, it is differentiated from 'maritime' which refers more to man-made objects used in relationship to the sea (e.g. ships, dry dock, navigational instruments).

The recommended location of Carlisle Bay is justified by its marine history and the fact that it is already a location of several conservation projects. Additionally, it is close to the cruise terminal and is already used by cruise passengers and other visitors who would be an important source market for this Centre. It is also easily accessed from the major tourist areas of the south and west coasts. There may be facilities in or near the Bay that would lend to this type of development, and it can act as a significant link between the UNESCO areas of Historic Bridgetown and its Garrison (see Figure 22).

The design for the Centre needs to address how the development and implementation will occur such that the project is socially, environmentally and financially sustainable over the long term. It will also be critical that it be designed with extensive consultation to assure the 'vision' comes from the people, and that the project clearly serves both the Barbados resident market and the visitor market.



Figure 22. Carlisle Bay (left); nearby coral reefs (right).

It is recommended that the funds for the planning/feasibility assessment of the Marine Interpretive Centre come from Government sources. The development funds should come primarily from philanthropic sources. Past results showed considerable potential for philanthropic donations towards a Barbados Marine Centre Interpretive Project.

The Centre needs to be dedicated to promoting environmentally and socially sustainable uses of the marine areas of Barbados, working with Government and other stakeholders to bring about effective development and management. It needs to be sustainable in all aspects, and become an innovator and leader of conservation programmes and educational programmes for schools and education institutions at all levels. The opportunities for volunteerism in association with this proposed Centre are significant.

Preliminary Vision

The project will be of an exemplary high standard in sustainable tourism in Barbados and the Caribbean. This is a unique project that would have a strong international market appeal. It would embody all the principles of sustainable tourism and allow for a maximum of tourist expenditures to benefit Barbados and applied to local conservation projects.

The vision embodies the very intent of sustainable tourism: Sustainable tourism development meets the needs of the present visitors and host countries while protecting and enhancing opportunities for the future. Resources are managed to meet economic, social and environmental needs and integrity.

The following considerations are key to this project:

- a) Good prospects for reasonable short to intermediate term profits
- b) Generation of a sustainable profit stream that will be used for the management of designated protected marine areas
- c) Easily recognizable branding potential to enhance its marketability and regional thrust
- d) Inclusion of sound environmental ethics and practices
- e) Consists of educational and environmental awareness components

The intent is to provide school children, residents of Barbados and visitors an interpretation of the Barbados marine and coastal environment. It is intended to be a quality, educational and entertaining set of experiences which focus not only on the Centre, but also on the land and people in surrounding communities.

It is also recommended that the experiences be designed to be accessible. Too often marine experiences are for divers and snorkelers who are relatively fit. Modern technology, through the use of interactive underwater cameras, can bring the same experiences to those who cannot have direct access. The concept should be developed in Barbados by its residents.

The Barbados Marine Interpretive Centre would have as its focus:

- Presentation of the Barbados marine history and current situation
- Interactive living environmental experiences for residents and visitors
- Interaction with the Barbados of today
- Educational focus for schools and others, becoming an educational institution in its own right
- Providing business opportunities and linking with the private sector
- Linking with communities throughout Barbados
- Linking with other programmes and venues
- Effective marketing and awareness building
- How it fits within the 'theme/brand' of 'Discover Barbados - The Land of Legends'

This Centre could have programmes that would host youth cultural camps, festivals and events that demonstrate both the Barbados natural environment of yesterday and today, and provide participants with an educational and entertaining perspective. The project research would determine the viability of all the ideas. The interpretive experiences can be related to the school curriculum, and provide a 'living' experience to students.

This project has the potential to attract a high number of visitors by linking it to many other events and attractions, but especially by offering a product with imagination, and animation - an exciting learning product. The planning must be thorough, well detailed and based on effective consultation with local residents to ensure the project reflects the preferences of residents. Further, it is important to have a project based on a strong market research programme to ensure it reflects market preferences, and is a market success. The plan must use imagination and innovation in arriving at revenue generation programmes that will ensure the sustainability of the venture in the long term.

Through design and programming, it will be important to involve the local population in meaningful ways, especially the youth. This includes looking at training, providing job opportunities, and establishing interpretive programmes and museum experiences that have an economic component which relate to the skills and aptitude of the local community. The plan will look at new associated business opportunities and how residents can participate in these.

The following is a summary presentation of this proposed project, including estimated costs.

2.4-4 Develop a Barbados Marine Interpretive Centre at Carlisle Bay

Description:

Design and Build a Marine Interpretive Centre at Carlisle Bay.

Barbados' marine environment is a large part of what determines its' unique character; the ocean dominates life in many ways. While there are opportunities to learn about marine life, its impacts on terrestrial Barbados, its residents, and the attraction it has for visitors, there is no one place that tells its stories. The Marine Interpretive Centre would become a popular attraction and a place to learn about this unique marine environment.

The island receives over one million visitors per year and many do not have a good opportunity to discover what Barbados' marine life is about; the same applies to residents. This is a significant opportunity to have a place of learning and research for students at all levels. Some of the interpretation can be over water or under water; cameras underwater can be a method of bringing virtual interpretation to shore, making parts of the marine environment accessible to all.

There is great potential for strong partnerships (e.g. with Folkestone, Bellairs Research Centre, UWI, BMT, etc.). The combination of all the interpretive centres proposed by the TMP, along with existing ones, positions Barbados as a major destination with a unique interpretive character. An objective is to impress visitors with what Barbados has to offer to encourage them to return as stayover and long-stay visitors.

Carlisle Bay is recommended as the location because it has a suitable marine environment with rich history and creates a strong linkage between Historic Bridgetown and its Garrison. The Marine Interpretive Centre would provide an opportunity for this important aspect of Barbados, encouraging many to want to talk about this experience with others. It must be interactive, educational and entertaining.

A 'champion' needs to be found to take this development concept forward in a collaborative framework with the Coastal Zone Management Unit, the Ministry of Tourism, the Barbados Marine Trust, Ministry of Environment, BTII, and other key partners.

Expected Outcomes:

- An interpretive centre that tells the marine stories of Barbados
- A place for all to learn about marine Barbados
- An opportunity to teach visitors about marine Barbados, so they want to return to discover more
- A revenue generation centre
- An education resource for children
- Increased training, linked with improved quality assurance standards will give greater visitor satisfaction, as well as more transferable skills
- Improved environmental and social sustainability
- Economic and social benefits to the island
- More focus on authentic Barbados increases local and national pride, and delivers experiences the visitor is seeking
- Greater product diversification and current product improvement provides new offerings to entice important market influencers such as cruise lines; and product improvement increases visitor satisfaction
- Communities become more involved with tourism activities and see economic benefits

Guidelines for Implementation:

- Further develop the concept
- Through CZMU, key partners and the TMP Implementation Unit, develop terms of reference for a planning study to include detailed design, costing, feasibility, financing, education programming, impacts and mitigation, and operations planning
- Select a team with proven ability to plan and design an impressive Interpretive Centre
- Work with the champions and partners to obtain the required funding

Challenges With Implementation:

- Raising sufficient funds to enable a substantial interpretive centre
- Key partners agreeing to be the 'champion' of this project
- Assuring the design reflects the essence of marine Barbados
- Ensuring the Centre is both educational and entertaining

Recommended Implementation Agency:

CZMU (in collaboration with the MTI and key partners)

Priority / Implementation Timeframe:

High/Short-Medium Term: Given the need to grow the visitor economy and the need for quality tourism attractions in Barbados, this should be high priority

Target Users:

- All types of visitors, both stayover and cruise
- School children
- Institutions of higher learning
- Residents

Who Benefits:

- All visitors
- Barbados residents
- Students
- Communities of the island
- Businesses across the island
- The accommodation sector
- The Government through increased taxation revenues
- The country in general through increased tourist satisfaction and positive impacts

Risks:

- The major risk is proceeding with planning and design, then not being able to obtain funds for implementation
- Not having all partners on board
- Not being able to approve in a timely fashion
- Not being able to implement in a timely fashion

Estimated Costs:

- Substantial development budget of minimum BDS\$30 to \$40 million to create the required impact. Most funds to come through a fund development programme
- A design and planning budget of BDS\$1 to \$1.5 million provided from Government

Source of Funds:

- Government of Barbados
- Corporations
- Individuals
- NGO's
- IFI's
- TMP implementation fund
- Cruise lines
- Airlines

Revenue Generation Potential:

- Strong impact enables a substantial gate fee
- Tremendous given it enables many projects that will bring more tourists and their spending

Further Development Work Required:

- Obtaining agreement of all partners to proceed
- Development of terms of reference
- Acquisition of the BDS \$1.5 million to proceed with planning and design

Other Considerations: Linkage with the proposed Sustainable Eco-Tourism Centre at Folkestone Park and Marine Reserve

4.5 Speightstown Cultural Heritage Centre

Speightstown has experienced neglect for many years and has lost a number of its significant heritage properties. Others are currently in a sad state of disrepair. The realignment of the highway has led to reduced traffic into the town centre and consequently loss of retail income for many small businesses and vendors.

It is proposed that a cultural heritage tour experience and activity destination be developed in Speightstown that showcases the creative arts to be located at the historic Speightstown Post Office building. The centre would provide a hub for local artists and crafts persons; this would also complement the experience of the Arlington Museum (see Figure 23) and Caribbean Gallery of Art in Speightstown. Walking tours of historic Speightstown, including the forts, would also be offered. A seasonal highlight of the experience would be the Art and Craft Street Fair within the Speightstown Festival Series (refer Action 2.1J-8 in Report V, Part 2, Section 3.2.2.2).

To date, the BTII has begun the process of seeking a public-private partnership in redeveloping the historic Post Office building. Refurbishment of the property is one of several initiatives that are aimed at rejuvenating the business and social life of Speightstown (BTII, 2013). Since the Speightstown and St. Peter community will be the beneficiaries of the increased economic activity, they should participate in the development activities. The Barbados National Trust will also be instrumental in the redevelopment process. The focus of the redevelopment programme and restoration, which would also incorporate other noteworthy properties, would be on activities aimed at generating visitation levels that would stimulate increased revenues.

The proposed addition of a ferry or schooner service from the Bridgetown Port or in close proximity to the Bridgetown harbour area to Speightstown would also boost the number of visitors to Speightstown and the creative arts hub by providing a complete package experience attractive to cruise visitors and residents alike (refer Action 8.1-2 in Report V, Part 1, Section 1.4). A return bus service would need to be available to the Port area to facilitate efficient use of turn-around times for ferry passengers, particularly cruise visitors. Overall, the Speightstown creative arts centre would complement a range of existing activities in the Speightstown town centre by contributing local flair and creativity through fashion, art, and music, including:

- Restaurants and cafés that would cater to lunchtime guests
- Shopping for goods and souvenirs
- Street markets for agricultural produce
- Museum, street fairs, art galleries, and heritage products
- Accommodation
- Esplanade, boardwalk, beaches and pier (to be refurbished)



Figure 23. Arlington Museum (top); Speightstown Jetty (middle); Queen Street (bottom).

The proposal to rejuvenate historic Speightstown is presented below.

2.2a-1 Rejuvenate Historic Speightstown

Description:

Develop a restoration programme for Speightstown incorporating past research studies. Encourage a tour experience with activities that showcase local creative arts and utilize the historic Speightstown Post Office building. Existing proposals for the redevelopment of the property through BTII may be advanced to meet the current need for cultural heritage activities and experiences that will re-energize the historic town (see Figure 24). The facility could be visited via schooner or overland by cruise or stay-over visitors.

In addition, the ferry (refer Action 8.1-2 in Report V, Part 1, Section 1.4) would be scheduled to stopover in Holetown to introduce the Folkestone marine experience featuring the proposed sustainable eco-tourism centre and marine museum currently being developed through the National Conservation Commission.



Figure 24. Proposed Redevelopment of the Old Post Office and streetscape improvements in Speightstown (BTII, 1998).

Expected Outcomes:

- Creating visitor awareness of UNESCO World Heritage Sites and access to other local attractions and sites
- Providing visitors with information regarding shopping and entertainment activities

Guidelines for Implementation:

It will be necessary to first assess the present state of the site and identify the governmental agencies responsible for the maintenance of the property. Further, to ensure the proper preservation of the building and its surroundings as significant cultural features that are capable of being economically viable, special attention should be paid to:

- The views of historians and tourism advisors as to preservation methods
- The preparation of outline plans where detailed or extensive work on the building is required

The process would entail obtaining estimates from building design consultants regarding the cost of executing the proposed works, followed by preparation of a preliminary report in respect of prime use of physical spaces in the centre whereby craft displays could be maximized. The existing proposal provides for craft sales within the main courtyard, which could be opened to the seaside and the Speightstown boardwalk that is actively being utilized by locals and visitors as a recreational corridor. The proposal also features a two-storey infill building that would expand the options for exhibitions or related activities (see Figure 25).



Figure 25. Drawing of proposed renovations for the Old Post Office Building, Speightstown
(Source: BTII, 1998).

Interpretive signage located on-site should map heritage sites throughout Speightstown, which should themselves be interpreted through appropriate signage under the 'Discover Barbados' theme.

Recommended Implementation Agency:

Barbados Tourism Investment Inc.

Priority / Implementation Timeframe:

High/Short Term: This is viewed as an **urgent** priority action in the TMP Implementation Plan (refer Report I, Section 5.0)

Target Users:

- Craftspersons
- Visitors and locals

Who Benefits:

- All visitors, both domestic and international
- Crafts persons utilizing the centre for showcasing their businesses and products
- All businesses in Speightstown dependent on visitor traffic

Risks:

Identifying the most viable visitor routes and locations for booth placement.

Estimated Costs:

BDS\$300 - \$350 per square foot

Source of Funds:

BTII in collaboration with BTA

Revenue Generation Potential:

Indirect revenues through increase in visitor travel beyond the confines of the Port

Further Development Work Required:

- Identification of locations
- Booth design and implementation
- Identification of marketing and information tools and media

Other Considerations:

- Linkages with Cruise Tourism, Silver Market, Community Tourism

4.6 Historic Oistins

Oistins is enjoying a level of popularity and growth linked to its role as a fishing centre. The town's role in the history of Barbados dates back to the 1600's as a major port where the Charter of Barbados and 'Articles of Agreement' were signed in January 1652.

Oistins, today is a regionally significant and growing urban community along the south coast of Barbados. It has maintained its historical role as the primary fishing centre on the island through the continued use of Oistins Bay as an important anchorage and the redevelopment of the Oistins Fish Market during the early 1980s. The establishment and ongoing operations of the Oistins Fish Fry, and the annual Oistins Fish Festival have also strengthened the community's role in the overall tourism industry in Barbados.

Recent tourist exit surveys have shown that the Oistins Fish Fry, serving both Barbadians and visitors, is now the most popular tourist attraction in Barbados. This underscores the continuing strength of its fishing character. During the day, the town bustles with commercial activity. It is also a social centre, where people engage in various activities, or enjoy a regular game of dominoes.

The Oistins Community Plan (Government of Barbados, 2003) confirms the need to maintain the central role of the community as a major fishing centre. The Ministry of Public Works has sought to improve the quality and performance standards of Oistins' main fish facility, the Berinda Cox Fish Market, ensuring that visitors are provided with a high standard product. The Oistins Fish Fry and annual Bay Gardens Fish Festival have strengthened the community as a popular attraction on the island, serving both locals and tourists.

Within Oistins, there are few outdoor amenities, e.g. site furniture, consistent landscape design and lighting, and waste bins - all elements that can improve the character and appearance of the area. Development considerations for the town include improvements to green spaces and community lighting along Highway 7 to improve user security.

Barbados Tourism Investment Inc. (BTII) commissioned a Social Impact Assessment on the relocation of the Oistins Civic Centre that focused on the redevelopment of the existing 2 acre beachfront site (Axys and Jacques Whitford, 2006). Proposals were made for enhancing the fabric of Oistins through transformation of the site and maximizing its tourism potential through implementation of tourism accommodation. Options were presented for hotel, condo or guest house/villa development. In approaching future options for redevelopment or renovation of the existing Civic Centre site, the Axys (2006) study recommended that Government take into account the upgrade of civic green space with improved access to Enterprise Beach and the Bay Garden, provide adequate public parking for users of the public areas at Enterprise Beach and associated facilities, and allow for tourism activities that do not intrude on residents of the area or its fishing heritage.

According to a recent socio-economic study conducted by UWI (Leslie, 2010), 52% of Oistins residents that were surveyed agreed that the town requires greater development, and that future tourism activities should take greater advantage of the beachfront zone through amenities including a boardwalk, or through festival activities that encompass a water-based

component. With regard to other infrastructural requirements, an improved bus terminal, roadways, pedestrian access, additional seating for patrons, and drainage were highlighted as priorities (Leslie, 2010). Recommendations were also made towards the improvement of pedestrian and vehicular circulation patterns within the most heavily used zones.

In view of these results, the TMP proposes that the visitor experience be enhanced through the upgrade of the existing coastal environment at Oistins for retail and recreational activities including a new boardwalk, enhanced retail facilities, improved public parking and sanitation practices.

A proposal to revitalize historic Oistins is summarized below.

2.2a-4 Revitalize Historic Oistins

Description:

Oistins is one of the most popular destinations in Barbados for visitor activity, particularly the weekend fish fry. Adjacent buildings and attractions from a bygone era lend to its visitor appeal (see Figure 26). Currently, the popular cultural attraction and beachfront area at the Bay Garden is affected by the following: Inadequate lighting of public areas, public health issues from garbage skips, abandoned sea vessels and equipment, poor drainage and degraded pedestrian/vehicular access south of the Oistins Bay Garden area, and inadequate washroom facilities to accommodate residents and visitors, particularly on weekends.



Figure 26. Oistins Civic Centre (left) with historic cannons (middle); access to Enterprise Beach (right).

Opportunities exist to improve patronage and tourism activities through improvement of these deficiencies, as well as introduction of the following new features:

- Design of a boardwalk along the shoreline between Oistins Bay Garden and Enterprise Beach, as well as the adjacent communities, e.g. Enterprise, Scarborough and Keizer Hill
- Enhance the area of vendor retail facilities along the beachfront zone

- Locate and provide historic interpretation of the site of the original fort adjacent to the existing bus terminus for heritage tours
- Redesign of the major bus terminus parking area and development of an Oistins Cultural Heritage Centre to facilitate the improvement programme
- Adaptive reuse of existing, disused public buildings at Oistins Civic Centre

Expected Outcomes:

- Continuous public access along the shoreline from Oistins to the popular Enterprise Beach park
- Beachfront enhancement for public use
- Overall improved visitor satisfaction with the Oistins experience that translates into positive publicity and higher revenues
- Heightened safety and security
- Improved access and public health standards for patrons of the Bay Garden experience
- Increased community activity
- Improved facilities for craft vendors

Guidelines for Implementation:

- Create a new boardwalk with kiosks linking the improved Bay Garden to Enterprise Beach
- Remove dilapidated boats/vessels from the beach front
- Re-level and pave the degraded pedestrian/vehicular access way to the rear of the Bay Garden
- Replace damaged light bollards and install additional lighting within the Bay Garden area and in select new areas along the proposed boardwalk
- Reconfigure the existing bus terminus parking
- Locate the site of the original Fort through surveys and oral history
- Reposition historic cannons to the coastal site of the original Fort as a touristic attraction
- Convert the disused building adjacent to the Oistins Terminus; the proposed cultural information centre for the town's tourism activities would feature interpretive displays and be used as a location to book tours such as fishing or dive tours.
- Enhance existing pedestrian sidewalk from Oistins Bay Garden for proposed environmental upgrade, as demonstrated at Trevor's Way, with screen to boatyard and improved street planting. Existing window to the sea located at southern end of Oistins to be upgraded to a performance plaza (see Figures 27 and 28).



Figure 27. Proposed area of boardwalk along beach frontage.



Figure 28. Existing public open space west of Oistins boatyard.

See also Figures 29, 30, and 31 below for proposed improvements to Oistins.

Challenges with Implementation:

Public/private sector support for the initiative

Recommended Implementation Agency:

BTII (in collaboration with MTI and MTW)

Priority / Implementation Timeframe:

High/Short Term: This is viewed as a **sustaining** priority action in the TMP Implementation Plan (refer Report I, Section 5.0)

Target Users:

- All visitors and locals
- Creative and performing artists (at the proposed esplanade)

Who Benefits:

- Barbadians, particularly those in adjacent communities, in addition to visitors, will benefit from the boardwalk which will significantly improve outdoor recreational opportunities and retail activity in the area
- Persons requiring outdoor performance areas or exhibition space within Oistins
- All users from improvements and upgrades

Risks:

- Underutilization of the proposed amenities
- Location of jetty to be confirmed as proposed by CZMU

Estimated Costs:

- Bay Garden boardwalk and environmental upgrades approx. 275 m – BDS\$4 million
- Performance area development, approx. 370 sq. m - BDS\$500,000
- Cost for analysis and implementation of jetty to be determined

Source of Funds:

Barbados Tourism Investment Inc., Tourism Development Corporation

Revenue Generation Potential:

- Revenues from tours launched from the new jetty
- Indirect through increased visitors, bookings and retail activity

Further Development Work Required:

- Detailed planning of boardwalk and delineation of coastal route
- Liaising with community representatives regarding intended recreational uses
- Locating site of original Fort
- Relocating existing bus terminus to new site



Figure 29. Artist's impression of proposed boardwalk at Oistins (*Source:* EPG Inc 2013).



Figure 30. Proposed improvements to Oistins south end; (Source: EPG Inc., 2013).



Figure 31. Proposed coastal improvements from Oistins to Enterprise Beach (Source: EPG Inc., 2013).

Other Considerations: Linkages with Creative and Performing Arts, Health & Wellness Tourism, Community Tourism

4.6.1 Mermaid Tavern Interpretive Centre

The Mermaid Tavern, with its original location at Oistins, is a project whose concept design commenced with the Tourism Development Programme. It represents an important timeline in the history of Barbados. The potential storylines and manner of presentation provide an interesting project for 'Discover Barbados - The Land of Legends'. This project also incorporates interpretation of the Berinda Cox Fish Market, which is the historical and current base of Oistins.

Oistins is central to the political, social and economic history of Barbados. In the 1600's, it was the major port from which exports of cotton wool, molasses, and sugar were shipped abroad. "It was also here located in a pub called 'The Mermaid' that the commissioners of peace met with representatives of Sir George Ayscue, who had been sent out by Oliver Cromwell to subdue the royalists to draw up what was referred to as "The Charter of Barbados" or the "Articles of Agreement" and which was eventually signed on January 11, 1652. It is claimed that the American Bill of Rights was influenced by this historic document" ("Changing Faces of Oistins", Charles McKenzie, May 1973).

The building, which housed the 'Mermaid', no longer exists. The same applies to other buildings of historical significance, such as three fortifications that stood there at the time. There are limited remnants of some historical buildings that can be assessed for stabilization, conservation, adaptive reuse and interpretation.

The period presentation of the Mermaid Tavern could be used as a central element in a historical theme for the redevelopment of the Oistins town core in relation to future community services and tourism.

This interpretive project will be designed to integrate with other initiatives in the area, and take a holistic approach to Oistins community development. The concept is to provide, after much research and consultation, a plan to develop Oistins' interpretive potential. This interpretation will focus on the history associated with the Mermaid Tavern of the 1600's (see Figure 32) and other Oistins landmarks, fortifications, and fisheries. The integration of these themes will serve to make this project significant to Barbadians as an educational and entertaining cultural location, and to visitors as a place to go to enjoy and learn more about Barbados.

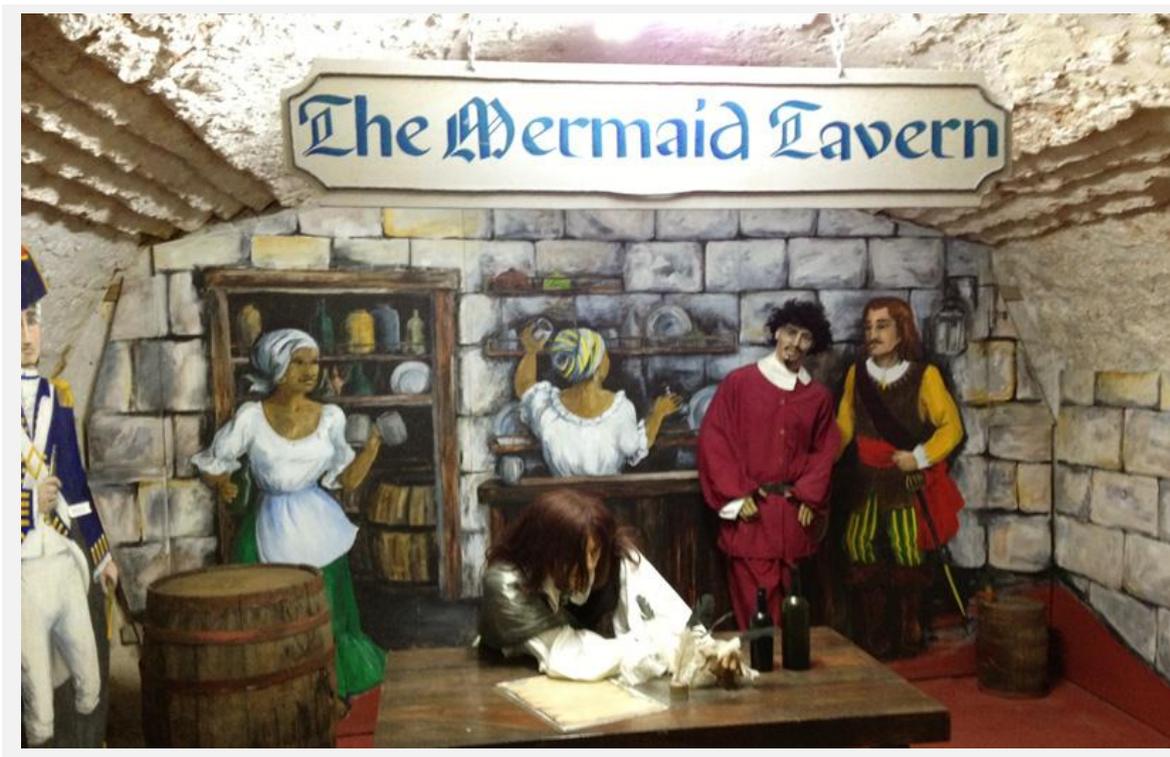


Figure 32. Interpretive exhibit at the Barbados National Armoury, the Garrison.

Based on available information, there are no other similar interpretive projects of significance in the Caribbean. This will greatly assist in making this a unique addition to the mosaic of Barbados attractions, and will greatly enhance its revenue generation potential.

The Cultural Heritage interpretive project will have, among others, as its focus:

- An interactive living history experience for residents and off-Island visitors
- Interaction with the Oistins of today, and all that occurs there, such as the fish fry
- Educational focus for school children and others
- Linkages to communities throughout the island

This might be an appropriate place to have facilities that will host youth cultural camps, festivals and cultural events that will demonstrate yesterday and today, and provide participants with an educational and entertaining perspective. The project research will determine the viability of this proposal.

The planning must be thorough, well detailed, and based on effective consultation with Barbadians to assure the project reflects preferences of residents. It is important to have a project based on a strong market research programme to ensure it reflects market preferences, and is a market success. This is a project that uses imagination and innovation in arriving at revenue generation programmes that will ensure the sustainability of the venture in the long term.

It is important for the plan to knit a cultural identity into the community. This includes how to conserve, present and interpret the heritage of the community to its residents. The

development plan should explore how to enhance and promote Oistins' cultural resources to a wider tourism market coming to Barbados. This includes looking at services allied to the cultural resources, especially food and accommodation that will make Oistins and Barbados an attractive destination for visitors.

It is necessary to address how to involve the local population in meaningful ways, especially the youth. This includes looking at training, providing job opportunities, and establishing interpretive programmes and museum experiences that have an economic component addressing the skills and aptitude of the local community. Associated business opportunities and how residents can participate in these are integral to the development. Figure 33 illustrates an artist's impression of the proposed Mermaid Tavern.

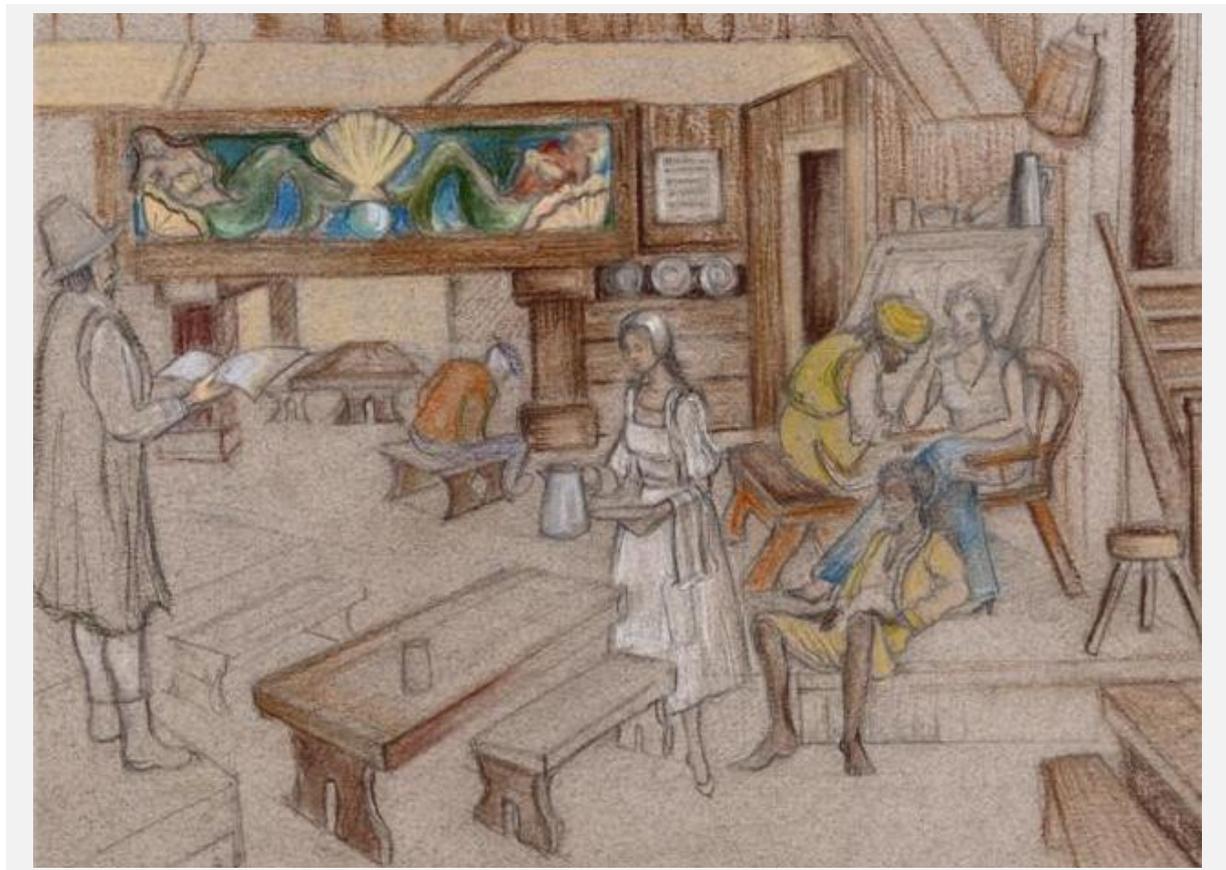


Figure 33. Artist's impression of the Mermaid Tavern experience (*Source:* HLA Consultants, 2010).

The proposal to develop the Mermaid Tavern in Oistins is presented below.

2.2a-5 Design a Mermaid Tavern Interpretive Centre in Oistins

Description:

- This tavern represents significant political and social history of the island (e.g. see Figure 34)
- The tavern was likely located near the shoreline within the fish market at Oistins
- Many residents do not have a good appreciation of the political and social history of Barbados
- Barbados receives over one million visitors per year and many do not have a good opportunity to discover what Barbados is all about, including its history
- An objective is to impress visitors with what Barbados has to offer so they want to return as stay-over visitors
- The Mermaid Centre will serve as an education resource for local school children. It will also serve as an educational and entertainment resource for residents and stay-over visitors
- These proposed interpretive centres, in combination, will give Barbados a strong 'Discover Barbados The Land of Legends' destination character
- Barbados Tourism Investment Inc., Ministry of Culture, Ministry of Tourism and International Transport, and the Barbados Museum and Historical Society, along with partners, should have an interest in pursuing this proposal.

Expected Outcomes:

- An interpretive centre that provides interest to the visitor
- A place of learning about aspects of Barbados' history
- Contributing to the redevelopment of historic Oistins
- An opportunity to teach cruise and stayover visitors about Barbados, so they want to return to discover more
- A revenue generation centre
- An education resource for children
- Increased training, linked with improved quality assurance standards will give greater visitor satisfaction, as well as more transferable skills
- More focus on authentic Barbados increases local and national pride, and delivers interpretive experiences that the visitor is seeking
- Greater product diversification and improvement provides new offerings to entice important market influencers such as cruise lines; product improvement increases visitor satisfaction
- Communities become more involved with tourism activities and see economic benefits

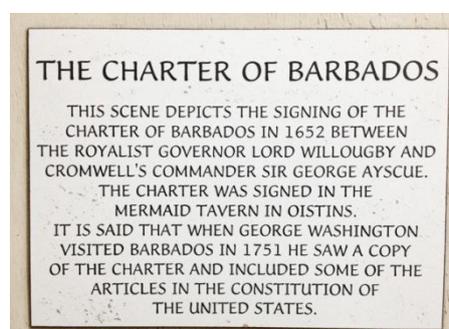


Figure 34. 'Charter of Barbados' plaque, Mermaid Tavern exhibit, Barbados National Armoury

Guidelines for Implementation:

- Further develop the concept
- Provide terms of reference for a planning study to include detailed design, costing, feasibility, financing, education programming, impacts and mitigation, and operations planning
- Select a consulting team with proven ability to plan and design an interesting Interpretive Centre
- Work with the 'Champions' to obtain the required funding

Challenges With Implementation:

- Raising sufficient funds to enable an impressive interpretive centre
- The champions of this project securing a suitable location within Oistins
- Assuring the design authentically reflects the essence of Barbados
- Assuring the Centre is both educational and entertaining

Recommended Implementation Agency:

BTII (in collaboration with MTI and BMHS)

Priority / Implementation Timeframe:

High/Medium Term: Given the need to substantially grow the visitor economy and for quality tourism attractions in Barbados, this is of high priority

Target Users:

- All categories of visitors
- School children
- Post-secondary educational institutions
- Residents

Who Benefits:

- All visitors
- Businesses at Oistins and others throughout the Island
- Government through increased taxation revenues
- School children
- The country in general through increased tourist satisfaction and positive impacts

Risks:

- The major risk is proceeding with the development planning and design, then not being able to obtain funds for implementation
- Not having all partners 'on board'
- Not being able to gain approvals in a timely fashion
- Not being able to implement in a timely fashion

Estimated Costs:

- A development budget of minimum BDS\$30 million through various sources of revenue generation
- A preliminary feasibility design and planning budget of BDS\$1 to 1.5 million from Government revenue

Source of Funds:

- BTII
- Government of Barbados
- Corporations
- Individuals
- NGO's
- IFI's
- TMP implementation fund

Revenue Generation Potential:

- Enables a substantial gate fee
- Enables businesses in the area to realize their revenue potential
- Potentially attracts more tourists and visitor spend

Further Development Work Required:

- Obtaining agreement from all partners to proceed
- Development of terms of reference
- Acquiring the BDS\$1.5 million to proceed with planning and design

Other Considerations: Linkages with the proposed Oistins revitalization project (refer Action 2.2a-4 in Section 4.6)

4.7 Holetown Heritage

England first claimed the island of Barbados in 1625 when Captain John Powell landed in Holetown. The name 'Holetown' comes from the town's main outlet to the sea known as 'The Hole', which provided a safe landing place for the settlers. Holetown celebrates the founding of the first five plantations in Barbados, the first major fortification, the first place of Justice, and the first Governor's House. The town was also involved in transatlantic trade with Bristol, London and Boston (www.barbados.org). Barbados' oldest church, St. James Parish Church, was constructed in 1628, a year after the first settlers arrived. Visitors can now view the Holetown Monument that was erected near the first landing site to commemorate this historic event.

The year 2025 will mark the 400th anniversary of the arrival of Captain Powell claiming the island, in the name of King James I of England; a significant milestone for the island and a prime opportunity for the promotion of tourism in Barbados. The NGO, Jamestown Barbados 1625, aims to promote the historic significance of the area from Holetown to Trens as a cultural heritage site for both recreation and education that focuses on the settlement in 1625 (pers. comm., L. Farnum-Badley, July 2012).

The 'Jamestown Barbados 1625' tourism development project seeks to attract the romantic traveller by taking advantage of Holetown's colonial heritage. The objective is to provide businesses and investors in the tourism sector with a historical theme. Initiatives proposed include replicating the scene of the arrival of the first settlers through sculptural elements. Projects such as these could enhance the offerings along the proposed 'Barbados Trail' network being developed by the Barbados Tourism Authority. Additional concepts of Jamestown Barbados 1625 include environmental improvements for recreation.

The Holetown Chamber of Trade Inc. (HCTI) aims to encourage visitors and locals to choose Holetown for their shopping needs in order to stimulate commercial activity in the area. There has been a decline in visitor shopping in recent years that has been attributed to declining visitor arrivals. The HCTI is currently developing programmes for improving the physical appearance of this primary centre (pers. comm., M. Simmons, HCTI, July 2012). The objective of HCTI is to develop a high quality product in Holetown through initiatives that include generating a green community, maintaining streetscapes, waterways, and beaches, in tandem with a neighbourhood beautification and landscape improvements.

Taking into account the priorities for uplifting the environmental and functional character of Holetown, the TMP proposes the development of a Heritage Park concept inclusive of the Holetown Monument along with improved parking areas. The proposal is presented below.

2.3-10 Create a Holetown Heritage Park

Description:

Development of a commemorative public park within the existing 'green corridor' or green buffer that runs parallel to Highway 1 from the Holetown Chattel Village retail shops to the public parking area is proposed (see Figure 35). Other open spaces would also be included including the area surrounding the historic Monument. An important consideration is that the proposed Park would be used to host the upcoming heritage events for the 400th anniversary. The Park would maximize the potential for heritage tourism activities and also provide a performance bandstand for open-air concerts. An interpretive package would also include new signage.



Figure 35. The Holetown Chattel House Village and area for the proposed park development.

Priority / Implementation Timeframe:

Medium/Medium-Long-Term

Target Users:

- Locals and visitors
- Diaspora
- Silver Market

Who Benefits:

- All users through tourism awareness and improved recreational and retail opportunities
- Local orchestras and instrumental bands through public exposure

Risks:

Increased needs for security within park areas and traffic management
Support of neighbouring communities

Estimated Costs:

Installation of park infrastructure inclusive of bandstand estimated at BDS \$600,000

Source of Funds:

BTII, TDC, local businesses and offshore/international businesses/ corporate sponsors

Revenue Generation Potential:

- Use of the park for events such as concerts, community markets, exhibitions and fairs will allow vendors and businesses within the area to gain revenues
- Uses such as photo shoots or fashion displays can bring indirect revenues for cultural artistes

Further Development Work Required:

- Physical planning for park layout and infrastructure
- Design development and implementation in the long term
- Event planning for events such as exhibitions and sunset concerts

Other Considerations: Linkages with Creative and Performing Arts, Community Tourism, Diaspora

4.8 Caribbean Walk of Fame

Through its history, the island of Barbados has produced a large number of both local and international icons that are well known in areas such as sports, music, creative and performing arts, statesmanship and philanthropy. High on this list are our National Heroes, with names such as Rt. Excellent Sir Garfield Sobers, Rt. Excellent Errol Walton Barrow and Rt. Excellent Sarah Ann Gill, in addition to persons who have contributed to building local communities. National service awards have also been granted to a number of committed nation builders.

Further, our sister nations have similarly contributed to the regional and international arena, with unique talents and skills to distinguish themselves in the Caribbean Region and beyond. From King Dyal to Rihanna, the creation of the Caribbean Walk of Fame aims to honour and promote Barbadian and Caribbean excellence. The Walk of Fame would create an added attraction in Bridgetown that draws local, regional and international visitors. In particular, visitors from the Bridgetown Port will be encouraged to leave the Port area and explore the route that would ultimately lead to Broad Street.

The Walk will be developed incrementally as each 'Star', or family representative as appropriate, is invited to participate in a ceremonial laying of their plaques. Each of these ceremonies will provide repeated opportunities to stage formal events surrounding plaque unveiling. This unique attraction is not typical of the Caribbean Region, and will differentiate Barbados' offering. An illustration of the Caribbean Walk of Fame interpretive concept is presented in Figure 35.

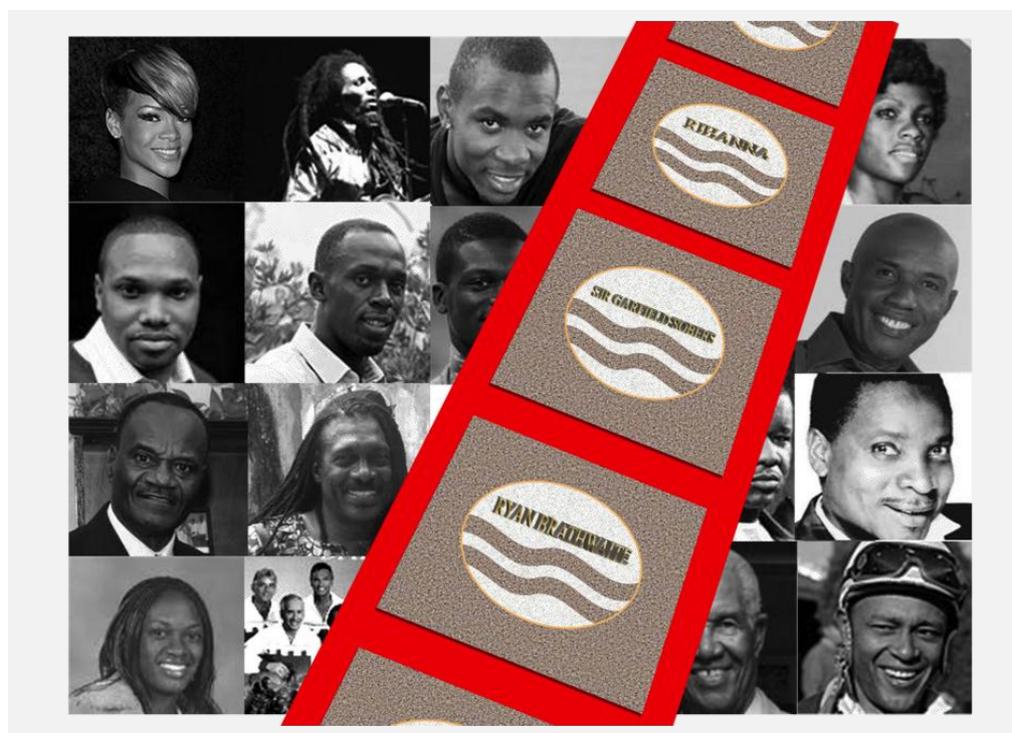


Figure 35. Concept for a Caribbean Walk of Fame mosaic.

The proposal for the Caribbean Walk of Fame in Bridgetown is presented below.

2.3-11 Design a Caribbean Walk of Fame

Description:

The Caribbean Walk of Fame would offer a unique element in the Caribbean by highlighting local and regional personages or celebrities that have achieved notable positive recognition locally, regionally or internationally. The Walk of Fame would also generate a link with our Caribbean partners in saluting key figures throughout our region. Categories would include music, sport, and community service amongst others.

Further, the White Paper (2012) encourages the “development of attractions that would attract the special interest and family niche markets”. This attraction offers an opportunity to highlight both past and present history to youth through well-known icons across genres and talents.

Expected Outcomes:

- Creation of a new attraction for Barbados whereby induction of each honouree into the Walk of Fame would be a publicized event
- Fostering linkages with regional neighbours
- Promoting local and regional talent by featuring the stars of four nations
- Utilization of the Walk of Fame as a primary theme to raise the profile of the primary pedestrian route from the Port to Broad Street. This could be enriched by other themes such as the proposed Eco-Routes (refer Report II, Strategy #2VE: ENV - XII) along its length.
- The Caribbean Walk of Fame could be developed in association with the University of the West Indies.

Guidelines for Implementation:

- Personalities from throughout the Caribbean will be nominated by select committee. The opening of the Caribbean Walk of Fame should be a highly publicized event with at least three notable personalities being inducted in three differing categories. Posthumous recognition may also be granted.
- Install commemorative, locally-produced, brass plaques at intervals of 20-30 feet or along pathway and sidewalks along a prioritized route toward Bridgetown.
- The Walk of Fame should be made handicapped accessible along its length
- Create interpretive signage within the Port and at key nodes such as Jubilee Gardens, and Trafalgar Square to highlight history of Walk of Fame honourees. The signage would also provide a “You-Are-Here” map.
- A visitor information Kiosk along the route would inform visitors about key city sites and local products and services.

Challenges with Implementation:

Development of a regular schedule of induction to create an interesting Walk of Fame

Recommended Implementation Agency:

Ministry of Family, Culture, Sports and Youth (in collaboration with MTI and MTW)

Priority / Implementation Timeframe:

Medium /Medium Term

Target Users:

- Barbadians and visitors
- Regional visitors

Who Benefits:

Barbados and the entire Caribbean through the joint recognition of cultural or other iconic figures that have contributed to our society

Risks:

Establishing contact with a wide enough cross section of the communities across Barbados to stimulate interest and participation.

Estimated Costs:

- BDS\$3,000 per panel: 3ft. x 3ft. reinforced, brushed terrazzo or epoxy stone panel with inset commemorative medallion, uniquely designed, bearing the honouree's name.
- BDS\$500 for a commemorative plaque to be presented to the honouree

Source of Funds:

Private sponsors would fund each panel and be given a plaque in acknowledgement of their contribution

Revenue Generation Potential:

- Indirect revenues through publicity of the island and the Walk of Fame
- Increased promotion for businesses along the chosen route

Further Development Work Required:

- Selection of nominees
- Design of the commemorative panel

Other Considerations: Linkages with Creative and Performing Arts, Diaspora, Sports Tourism

4.9 Multi-Purpose Sports and Entertainment Arena

Barbados would benefit from a multi-purpose sports and entertainment centre that would service multiple activities appealing to both visitors and locals. Skating and its associated sports is a very popular activity globally. It is internationally recognized through Olympic competitions, and is a favourite leisure time activity. Barbados has strong linkages to ice hockey, especially through the National Hockey League (NHL) in North America, e.g. Kevin Weekes is a former NHL goaltender and current NHL analyst with strong and active ties to Barbados (his parents are from Barbados); several other current NHL players also have 'family roots' in Barbados; the official Caribbean home of the Ottawa Senators hockey team is in Barbados.

At present, the only other skating arenas in the Caribbean region are in Haiti and Puerto Rico. This type of development in Barbados would be a unique attraction for all ages and would have substantial social benefits. It could be designed to accommodate indigenous sports, including road tennis which is currently a growing activity in Barbados and needs an official covered facility for major tournaments, and entertainment events such as the staging of local and international musical performances. This proposed initiative is more fully described in Report V, Part 2, Section 3.2.1.6.

4.10 Perfume Garden and Perfumery

Perfume has captured the interest and imagination of people for as long as flowers have been on earth. Perfume making has evolved into a multi-billion dollar industry. Many brand name international companies make their unique patented brands of perfume. Many celebrities have their own unique essence, creating a brand for that one product or line.

To diversify Barbados' product offering, the concept is presented as a tourism initiative in the TMP to capture the interest and imagination of stakeholders, Government, sponsors, and partners, and hopefully entice them to participate in a unique undertaking. This can be located at existing botanic garden sites or other sites as appropriate. Several of the existing venues, while individually attractive and having significant ornamental and environmental reserves, lack the scope to capture the curiosity of visitors in large enough numbers.

The primary goal is to develop an interactive perfume garden as a major attraction, preferably in association with an established garden, and develop a perfumery in association with the garden. Key objectives include:

- Developing a strategy for the economic viability of creating a perfumery or scented garden and an overall interpretive plan as part of integrating and strengthening an established attraction, or creating a new one
- Identifying business opportunities and determine ways in which the financing of the capital cost as well as ongoing revenue/expenses can be achieved
- Developing an action plan for the conceptual design and interpretative strategy
- Carrying out the planning and construction of the perfume garden and fabrication of interpretive elements throughout the garden

Interpretive Strategy

An interpretive garden of this nature with associated interpretive programme is a major undertaking. The fact that some existing gardens are already well established with most of the infrastructure in place makes this endeavour more viable than starting with an undeveloped site. The story of perfume customized to the Caribbean is a winning proposition that can be developed in a responsible and cost effective manner.

In a garden, the means by which the themes are communicated is different from other types of attractions. It has to take into account seasonal changes, is dependent on weather, and is far more tactile and interactive. A garden experience relies not only on the visual but also other senses, particularly scent. The interpretive plan should address the entire garden with an overall interpretive plan that takes a guest from the parking area to the visitor reception area and through the gardens. Fragrances will reinforce and strengthen the existing experience.

The 'Art of Scent' Interpretive Experience

In an entertaining manner, the age-old art of scent would be explored. The chemistry and art of blending/combining scents for fragrances would provide an interactive opportunity for visitors. Other topics related to the science of fragrances include:

- Where does scent come from?
- How does it affect us? Pheromones in animals; perfumes in humans
- Plant breeding to increase scents
- Plant biology: the origin of scent
- Chemistry of extraction
- Spices are yet another scent: How do they work? How is flavour created and sensed?
- Aromatherapy - Healing and pleasure qualities of perfumes, flavours and smells

Longwood Gardens in the US provide a rental exhibit that takes visitors into the art of perfume making, where they can create and leave with their own scent (see Figure 36).



Figure 36. Exhibit panels in the Longwood Perfume Presentation. (Source: Commonwealth Historic / Longwood, 2013).

The Visitor Experience

The sense of arrival is an important part of the visitor experience. Good examples where the arrival experience is a feature of the site are the mahogany grove leading past St. Nicholas Abbey and up to Cherry Tree Hill; another is the arrival entrance to Codrington College. After leaving the parking lot, the experience will continue at a forecourt garden to the reception area. Visitors would pass a reception/orientation area where they would receive information about the site and what is blooming throughout the entire garden, as well as the plans for the perfume garden and other parts of the property. Visitors would stroll along a series of paths through the rooms of the garden and arrive upon a greenhouse/conservatory. The glasshouse holds precious specimen plants; the benches have equipment for the extraction of the flower essences.

The visitor would then follow a well-scripted garden experience containing scents, colours, and a series of 'photo' moments. The Perfume Garden would be the showcase in the garden. It is a living interpretive exhibit, a portfolio of scented plants and flowers, vivid colour combinations and breathtaking views. The tour would loop, arriving back at the main building, where one would enter a small interpretive area, which might include a short 10-12 minute multimedia production on the science of perfumes, the opportunity to create personalized fragrances, and displays describing the history and romance of perfume. A retail shop displaying many of the essences and perfumes would conclude the visit.

After exiting the multimedia show, guests would be directed to the gift shop, which is the major revenue source of the garden:

- Scented plants for sale outside the shop in a shade house
- Perfumes from sponsor partner
- Books, candles, spices, related products
- Flower essences, aromatherapy
- Web site including e-commerce

Everyone from Rihanna, Madonna to rapper Nicki Minaj has commissioned their own scent. It merits consideration if the garden pitched a rare opportunity to an international celebrity to commission a perfume based on tropical scents that are grown on the island, and have the opportunity to use the garden for videos and promotion.

The Gardens could be organized by types of scent, and within 'rooms' of the garden. The walls of these rooms are thickly planted edges, which act to hold the smells together in one area and enable guests to experience / learn the different classifications of scents. Parts of the garden would have the character of a monastic walled garden where one moves through a series of inter-connected rooms. One of the best examples of this type of garden is Sissingherst in Kent, England.

Signage Requirements

There is a requirement for a commitment to this high profile theme by an existing garden operator or a potential new one. Some of the key considerations include the following:

- Way-finding will need to be a key component of the development
- Upgraded parking and entrance to the grounds
- An interpretive master plan for the garden
- Exhibit design and preparation of an interactive presentation of the science of perfume
- Within the garden, signage requirements would include interpretive panels and interactive exhibits along with plant identification, season of bloom, and part of flower/plant/leaf used in perfumes
- A 'Scent Seeker Map & Guide' would be created along with interpretive labeling. The use of an iPod system will also be considered as a means of reducing the amount of visual clutter
- Programming and publications, extending the reach of Perfume experience and the themes it presents, are an integral part of the exhibits and associative revenue streams (rentals, product sales, programmes, etc.)
- Research and preparation of text for panels and/or multi-media, marketing, promotional materials must all be considered to sell the gardens on an international stage
- A retail shop displaying many of the essences and perfumes would conclude the visit
- Addressing accessibility, visitor comfort and visitor services

The interpretive exhibits in the perfume garden and throughout would be built to international standards and would feature displays, media productions, and programming linked to the 'Discover Barbados - the Land of Legends' concept. The programming needs, associated with the exhibits, must be linked to the horticultural and gardening activities of a botanic garden and the requirements for collections management. Interpretive guides and facilitators will be part of the gardening staff and it will be important to ensure they are well versed and capable of dealing with the public and able to discuss the gardens with visitors.

The proposal for the development of a perfume garden is presented below.

2.4-5 Develop a Perfume Garden and Perfumery

Description:

There are a number of sites in Barbados that are set up as private gardens opened to the public, allowing visitors to experience and enjoy lush, tropical environments. Currently, none of these establishments offers the opportunity to learn about or create floral scents and perfumes. This initiative proposes the development of an interactive Perfume Garden as a new attraction for Barbados, preferably in association with an established garden, as follows:

- An interpretive garden of this nature with associated interpretive programme is a major undertaking. The use of an established mature garden with some infrastructure in place would make this endeavour easier than starting with an undeveloped site
- The story of perfume customized to the Caribbean is a proposition that can be developed in a responsible and cost effective way. The market appeal and resulting increased visitation should increase the potential for the project to become financially viable
- The means by which themes are communicated in a garden environment is different from other types of attractions. It has to take into account seasonal changes, is dependent on weather, and tends to be more tactile and interactive
- A garden experience relies not only on the visual but also other senses, especially scent
- The development would address the entire garden with an overall interpretive plan that takes a visitor from the parking area to the reception area and then through the gardens. Fragrances, the hallmark of the garden, along with colour and design, will reinforce and strengthen the existing outdoor experience

In an entertaining manner, different scents and the sense of smell will be explored. The chemistry and art of blending/combining scents for fragrances will provide an interactive opportunity for visitors. Other topics related to the science of fragrances include:

- Where does scent come from?
- How does it affect us? Pheromones in animals and perfumes in humans
- Plant breeding to increase scents
- Plant biology and the origin of scent
- Chemistry of extraction
- Spices are yet another scent: How do they work? How is flavour created and sensed?
- Aromatherapy - healing and pleasure qualities of perfumes, flavours and smells

Many celebrities, from Rihanna to Madonna and rapper Nicki Minaj, have commissioned their own scent. The garden could pitch a rare opportunity to a celebrity to get in on the foundation, commission a perfume based on tropical scents that are grown on island, and have the opportunity to use the garden for promotion

Expected Outcomes:

- An interpretive centre in a natural setting with strong impact, which tells the story of plants that grow in Barbados, with a focus on the ones that can be used in perfumes; the floral species that are indigenous, with facts on their natural habitat and ecology, will be highlighted
- Diversification of the nature tourism product in Barbados
- Developing a nature tourism product that is interpretive, educational, and interactive
- A place for all to come learn about scents and have the opportunity to make their own
- A revenue generation centre
- An education resource for children
- More focus on 'authentic Barbados' increases local and national pride, as well as delivering an interpretive experience that the visitor is seeking
- Greater product diversification and current product improvement provides new offerings to also entice such important market influencers as cruise lines
- Product improvement increases visitor satisfaction

Guidelines for Implementation:

- Further develop the concept
- Approach potential champion(s) to gauge interest
- If an interested private sector partner is found, along with a suitable garden, and is prepared to invest, the Government should provide an incentive (for example the costs of the development plan could be paid by Government)
- Work with the champions and partners to obtain the required funding

Challenges With Implementation:

- Identifying a site that has the capacity to undertake a major internationally promoted interpretive experience
- Rationalization of the existing functions at the identified site to accommodate increased public access, vehicular traffic and pedestrian use of the gardens

Recommended Implementation Agency:

Private sector

Priority / Implementation Timeframe:

High/Medium Term: Given the need to grow the visitor economy, and the need for quality tourism attractions, this initiative should be considered as high priority

Target Users:

- All categories of visitors, both stay-over and cruise
- School children
- Residents

Who Benefits:

- All visitors
- Barbados residents
- Students
- Government through increased taxation revenues

Risks:

- Not finding a suitable and interested partner

Estimated Costs:

- It is recommended that Government, or the implementation fund when begun, fund the development plan, estimated at BDS\$200,000
- Costs of the garden to be paid by the proprietor

Source of Funds:

As above

Revenue Generation Potential:

- Gift shop
- Scented plants for sale outside the shop in a shade house, gazebo
- Perfumes from sponsor partner
- Books, candles, spices, related products
- Flower essences, aromatherapy
- Web site including E-commerce

Further Development Work Required:

- Finding a champion to drive the project
- Development of the terms of reference
- Finding the funds to proceed with planning and design

Other Considerations: Linkages with Silver Market, Nature Tourism

5.0 The Story of Historic Bridgetown and its Garrison

The Barbadian cultural landscape encompassing Historic Bridgetown and its Garrison has witnessed 300 years of change and adaptation in an urban and military context. The ensemble is one of the earliest town sites and ports established in the Caribbean network of military and marine mercantile settlements of the British Empire. Developed as a nexus in the international trade of sugar, it established its importance as a commercial port for not only goods and slaves destined for Barbados, but also as a trans-shipment point for goods and enslaved persons distributed throughout the Americas. Bridgetown and its Garrison became the eastern Caribbean headquarters for the British Navy until 1816 and for its Army until 1905.

After more than a decade of considerable effort by key stakeholders, Barbados' historic capital city was inscribed on the UNESCO World Heritage List on June 25, 2011. This UNESCO inscription for Historic Bridgetown and its Garrison presents Barbados with an attraction that has immediate international recognition and appeal. As a UNESCO World Heritage Property, it presents the potential of a heritage destination attraction on par with such sites as Old Havana and its fortifications, the Pitons of St. Lucia, Brimstone Hill in St. Kitts, the Citadel La Ferriere in Haiti, and Willemstad in Curacao and Charleston, South Carolina. One should not undervalue the marketing potential of this UNESCO recognition.

The White Paper proposes that Barbados “*promote the UNESCO designated Historic Bridgetown and its Garrison as a centre-piece of our heritage tourism offering*” (Strategic Solutions Inc., 2012, p. 227). Many countries successfully focus and ‘brand’ their international marketing on their UNESCO site(s). However, to achieve this first requires the site be effectively presented.

While the Garrison has been in place for several hundred years, it has never been well presented and interpreted for the public. Within the Garrison complex, there are a number of components which merit consideration for development. Substantial planning work was instituted as part of the Tourism Development Programme (1998), and some proposals were implemented (e.g. Clock Tower restoration). However, in general, little has been completed with the exception of the restoration and presentation of George Washington House. A new awareness was created in preparation for the UNESCO application, and select elements such as signage installations have been successful.

The White Paper (Strategic Solutions Inc., 2012, p. 115) advocates the establishment of the following to upgrade the attraction:

- *Interpretation and Visitor Centres*: Exhibits galleries, interpretative signage, souvenir shops, restroom and restaurant facilities, and tour routes complemented by regular showings of multi-image presentations
- *Outreach Programme*: Aimed at sensitizing the local community about the benefits of the UNESCO sites to Barbados and eventually to them
- *Resource Material*: In the form of books, guidebooks, brochures, touring maps, CD-ROMs and other technological tools will be developed to highlight the rich

historical value of the sites. It also notes that an exclusive website on the UNESCO Sites is planned for attracting international attention

- *Capacity Building:* Through training of the local population, particularly the youth, as tour guides in interpretation and communication skills

The White Paper also proposes that authorities “*fast track the implementation process to ensure that the interpretation of this World Heritage Site achieves world class status*” (Strategic Solutions Inc., 2012, p.116).

5.1 National Policy Framework

In addition to Government’s primary policy documents, the Tourism Development Act 2002, the draft Cultural Industries Bill, and the Preservation of Antiquities and Relics Act 2011 also create a framework within which heritage products of the island can be developed.

The draft Cultural Industries Bill constitutes a broad legislative framework to enable development of the sector. The proposed legislation would establish funding for cultural projects and duty free concessions, in addition to providing income tax allowances for approved cultural practitioners. The proposed legislation allots BDS\$50 million toward development of the sector (Austin, 2012). Passage and enforcement of legislation that protects all aspects of cultural heritage, both tangible and intangible, is a critical step. Tax incentives for volunteers, as exists in some international destinations, offers an additional mechanism for improving local involvement in the sector (Farmer, 2008).

The Preservation of Antiquities and Relics Act 2011 is critical to the framework of maintaining the designation of Historic Bridgetown and its Garrison as a UNESCO World Heritage Property. Aspects of the proposed legislation have been deemed too harsh (Watson, 2012), and the Act is currently undergoing further review.

When reviewing World Heritage Site (WHS) status, other factors that come into play include retention of the UNESCO World Heritage designation being predicated upon compliance with international standards. Development must be sensitive to issues of preservation, adaptive reuse of buildings, and conservation of landscapes, streetscapes and potential archaeological sites. Also, WHS status is a mechanism for developing local confidence and civic pride and facilitating increased opportunities for interaction and engagement with local communities. Figure 37 illustrates the context for the existing World Heritage Sites.

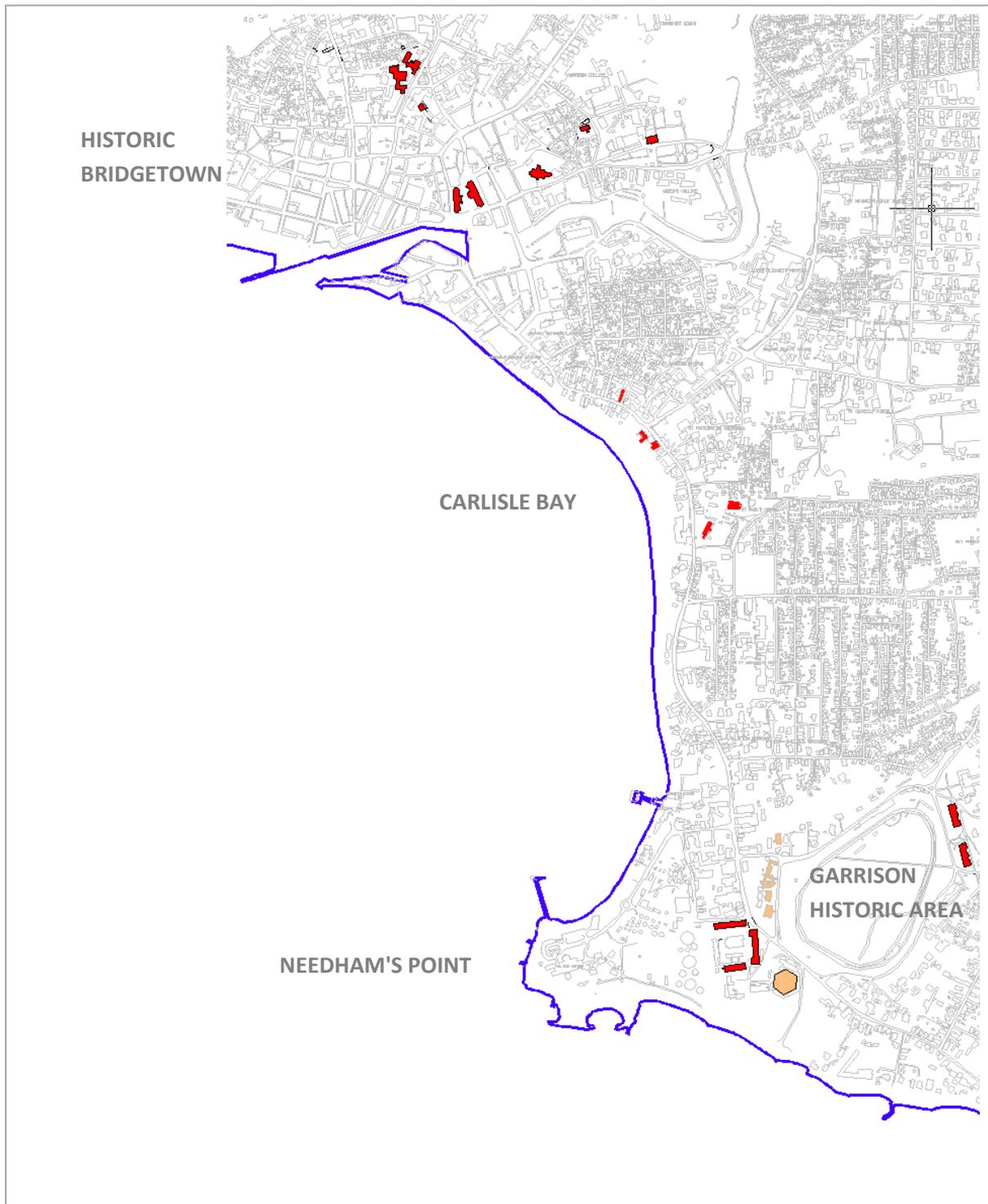


Figure 37. Map showing the locations of key UNESCO World Heritage Sites (in red).

5.2 UNESCO World Heritage Stakeholders

There are various stakeholder agencies that have collaborated to ensure success in attaining the World Heritage designation. The key agencies have been the Barbados World Heritage Committee, the Barbados Museum and Historical Society, and the Barbados Garrison Historical Consortium Inc. (BGHC).

At present, the Ministry of Culture, Sports and Youth is the focal point for all matters pertaining to World Heritage matters. Table 11 presents a list of the key stakeholders collaborating on the preservation and maintenance of the World Heritage Property.

Table 11. Local UNESCO World Heritage stakeholders.

Primary Governmental and Non-Governmental Agencies
Barbados World Heritage Committee
Barbados Museum and Historical Society
Barbados Garrison Historical Consortium Inc.
Barbados Defence Force
Barbados Tourism Investment Inc.
Bush Hill Tourism Trust Inc.
Needham's Point Development Inc.
National Sports Council
Barbados Turf Club
Hilton Barbados
Barbados Light and Power Company Limited
Tourism Development Corporation

Through significant development work, the BGHC has progressed key projects such as the 'Changing of the Sentry' ceremony, a popular weekly presentation held at the Garrison. This ceremony is intended to highlight an important aspect of Barbados' military history. In addition, a section of the 'Tunnels' under George Washington House has been opened. The BGHC is currently involved with private tour companies providing heritage tours of the area. There are plans to further develop recent activities, including the Changing of the Sentry.

5.3 Development of UNESCO World Heritage Inscription

Throughout the process of heritage development, it will be necessary to enhance several aspects of Barbados' heritage product delivery system to ensure comprehensive, quality performance. Mechanisms proposed at the CTO 11th Annual Conference on Sustainable Development for furthering public awareness of UNESCO designations are summarized below (Cummins, 2010). Some of the strategies and tools proposed would be generated

through passage of the Cultural Industries Bill and final rationalization of the proposed Antiquities Bill. With respect to the challenges faced, it would be critical to:

- Equip the World Heritage Committee to complete its mandate
- Train heritage workers, planners and site managers
- Build public awareness of World Heritage concepts and conventions
- Create detailed inventories/documentation of the heritage
- Develop and adhere to national legislation, e.g. the Greater Bridgetown Development Plan to contextualize heritage in key areas
- Creation of measured surveys of sites, monuments and landscapes
- Maintain cleanliness of the Property through daily visits by sanitation personnel

Inventory and documentation of sites has commenced through public-private collaboration of entities such as TCDPO, Lands and Surveys Department, Land Tax Department, in addition to private property owners within the UNESCO designated zone.

Against this background, there are seven Action Plans for the Management of Bridgetown and its Garrison being monitored by the Ministry of Culture, Sports and Youth as follows:

- Protecting, Preserving and Enhancing Heritage
- Education, Capacity Building and Research
- Traffic Management
- Tourism Management
- Public Awareness
- Cultural and Heritage Interpretation
- Risk Management

Thus far, 18 listed properties have been prioritized for measured surveys and documentation by the Town & Country Development Planning Office and the Ministry of Finance (see Figure 38). Site assessments have commenced in the following categories: Civic Buildings, Religious Buildings, Garrison Blocks and private residences. These are presented in Table 12.



Figure 38. Properties within the UNESCO World Heritage Property in Bridgetown: Carlisle Wharf (left); Old Town Hall (middle); St. Mary's Church (right).

Table 12. List of Bridgetown World Heritage Sites undergoing assessment.

Historic Bridgetown and Its Garrison - Key Listed Properties	
The Old Supreme Court, Coleridge Street	Nidhe Israel Synagogue, Synagogue Lane
West India Barracks, Coleridge Street	Rus In Urbe House, Crumpton Street
The Public Library, Coleridge Street	The Old Eye Hospital, Bay Street
Iron Barracks, Coleridge Street	St. Paul’s Anglican Church, Bay Street
The Parliament Buildings, Trafalgar Street	The Round House, Bay Street
St. Michael’s Cathedral, St. Michael’s Row	The Belair Jazz Club, Bay Street (untenanted)
Queen’s Park House, Constitution Road	Block ‘A’, The Garrison
Martineau Building, Bay Street	Block ‘B’, The Garrison
St. Mary’s Church, Cheapside	Block ‘C’, The Garrison

Given the collective importance of the facts presented, the inscription of Historic Bridgetown should be marked with annual celebrations through events that utilize the city centre as a backdrop. This would be a dramatic visual presentation for a series of UNESCO themed events, including heritage walks and guided tours, lectures, parades and exhibitions. Potential exists for further development and interpretation of properties, including the Carlisle Bay corridor as illustrated in Figure 39.



Figure 39. Old Eye Hospital (left); Bandstand (middle); Barbados Light & Power Co. Ltd. Building (right).

The creation of a major cultural event featuring a theatrical ‘light and sound extravaganza’, centred at the Parliament Buildings and Heroes Square, would generate activity and attract both locals and visitors to the excitement of UNESCO events (refer Action 2.2b-9 in Section 5.8).

Important public/private sector initiatives and incentives can encourage and stimulate involvement in UNESCO World Heritage Sites. Examples of these are illustrated in Table 13.

Table 13. Public and private sector initiatives to stimulate involvement in UNESCO World Heritage (Cummins, 2010).

Proposed Public Awareness Measures
Production of local television & radio programmes highlighting heritage sites & the need to protect them through community involvement
Commissioning & printing of publications of Historic Bridgetown
Signposting of Slave Route sites & historic Bridgetown sites by the Ministry of Tourism
Programming for youth under Barbados/Youth Path & ASP projects
Educational videos and publications developed for schools audio-visual aids departments
Publication of Pathway to a Heritage Strategy
Public lecture series, for example on topics such as geology & the city
Creation of community heritage corps aimed at local management & interpretation of sites
Creation of Barbados World Heritage website
Measures that May Encourage Private Sector Involvement in the Protection of Heritage
Tax incentives to develop sites/buildings as heritage tourism resources
Inclusion on national advisory committees or commissions
Strategic partnerships between public & private sectors
Waiver of customs and duties on importation of construction materials and supplies
Reduction of custom duties on importation of antique furniture & furnishings
National honours for contributions to restoration & historic preservation
Incentives for investment in development & promotion of authentic heritage resources
Incentives for training of staff in management & interpretation of sites
Actions that Can Promote NGO Involvement in the Protection of Heritage
Support given for the professional development & training of NGO employees
Inclusion of NGO representatives on advisory committees
Government subventions to support heritage NGOs
Capital works funding for building or site restoration and/or interpretation
Promotion of NGO heritage programmes through Government Information Service
Waiver of customs & duties on importation of construction materials/supplies
Tax exemptions for the NGOs involved in recognised public conservation programmes
Inter-sectoral programmes & initiatives towards adaptive reuse

Key listed heritage products in Bridgetown and the Garrison area are illustrated in Figure 40.



Figure 40. Key listed heritage sites in Bridgetown and the Garrison area: Parliament Buildings (left); typical site around the Garrison (middle); George Washington House (right).

It is also proposed that a mobile UNESCO World Heritage photographic exhibition be developed to exhibit all of the UNESCO properties (refer Action 2.2b-5 in Section 5.8 and Appendix 3). This would facilitate increased awareness within the Domestic Tourism market of key heritage products. Displays at educational institutions would also ensure that the youth become familiar with these products. This may be facilitated by the BMHS in association with the National Library Service.

5.4 Interpretation and High Quality Experiences

The White Paper notes that *“with respect to the interpretation of the destination, visitors want to learn something while on vacation, therefore providing easy-to-understand interpretation, such as signs, exhibits or informative tour guides, will help them to understand what they are doing and the significance of where they are”* (Strategic Solutions Inc., 2012, p.115).

The development of a quality cultural heritage tourism product will be heavily dependent on the establishment of a consistent level of interpretation and presentation delivered through multimedia and tour guide personnel. Several of the projects proposed incorporate an enhanced level of interpretation through signage using multimedia.

Interpretation defines the historical or cultural context of the attraction and translates cultural narratives into an easily understood audio-visual presentation. This consideration is particularly helpful to visitors who speak a foreign language. The Harrison’s Cave redevelopment project is an example where a range of interpretive media featuring local artists was successfully employed to engage visitors.

Figure 41 illustrates sites within Barbados’ UNESCO World Heritage Property, including one with existing signage.



Figure 41. UNESCO World Heritage Sites: Clock Tower (left); Savoy (middle); Naval Dockyard sign (right).

Interpretation can be introduced in a wide range of spheres. For example, four joint commemorative stamps marking the UNESCO inscription of Historic Bridgetown and its Garrison as World Heritage Properties, along with the 50th Anniversary of the Barbados National Trust (BNT) were exhibited at the Barbados Postal Service in honour of this significant moment in Barbadian history. Gun Hill Signal Station, the Public Library, the Main Guard, and St. Mary’s Church are the sites illustrated in Figure 42. Philately projects can also further tourism awareness efforts, particularly through school-based applications towards engaging the youth who will be the next generation of stewards of Barbados heritage.

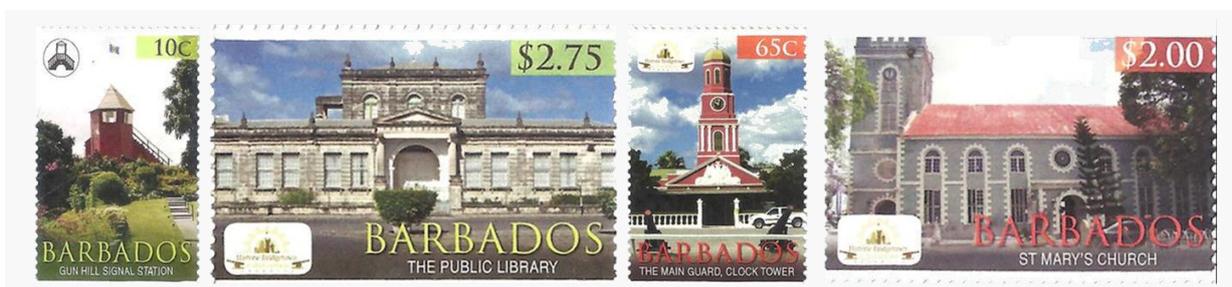


Figure 42. Postage stamps featuring select heritage and UNESCO World Heritage Sites in Barbados (Source: BPS).

The White Paper confirms that “by encouraging consumers to join competitions and share their experiences, photos and videos, the trend generates brand awareness and loyalty for travel companies. It works through the offering of points, badges and real-life gifts, with some websites allowing web users to explore the country’s attractions, complete challenges and win trips to the desired country” (Strategic Solutions Inc., p. 22).

It is therefore recommended that a competition focused on Domestic Tourism be developed based on the historic sites of Barbados and UNESCO World Heritage Sites involving photography, heritage stamps and other media suited to interpretation (refer Action 2.2b-6 in Section 5.8).

Linkages of cultural heritage with other niche markets will also be vital to generating wider attendance at sites and attractions. For example, the inaugural show *'Creative Styles of Historic Bridgetown and its Garrison'* presented a premiere fashion show at the Barbados Museum and Historical Society in November 2012. In addition, Heroes Square in Historic Bridgetown, is also the location of events such as *'Bridgetown Alive'* currently held from July through September.

5.5 Youth Involvement

The UNESCO Poverty Alleviation through Heritage Tourism Programme Youth PATH project, which commenced in 2002, aimed to contribute to poverty alleviation in the Caribbean. The purpose was to enable young people, aged 15 to 25 years, to gain skills for employment opportunities in Community-Based Tourism and the preservation of natural and cultural heritage sites. The Programme comprised of three phases: Phase I (2002-2003) was implemented in 5 Caribbean countries (Barbados, Bahamas, Jamaica, St. Lucia and St. Vincent and the Grenadines); in Phase II (2004-2005) the Programme was expanded to Belize, Dominica and Suriname; during Phase III (2006-2007), Grenada and St. Kitts and Nevis were included (Cummins, 2010).

Development of this programme along with the National Tourism Host Programme and TMP initiatives that are designed to increase youth tourism, youth involvement through direct employment and event participation will collectively expand the fora in which the youth can make an active contribution to the tourism industry (refer Action 3.2-10 in Report III, Section 5.9).

With respect to current trends, the White Paper (2012) confirms that *"visitors, especially repeat ones, are increasingly choosing to board public buses instead of hailing taxis to visit popular attractions, and they are buying food and liquor at supermarkets instead of eating out. In Barbados, for example, visitors can pay \$2 to travel by public transport to go anywhere in the country, while to go around the island by taxi would cost in the region of \$150. Tourists are also booking outings through small, local operators instead of relying on hotels or buying pricey packages"* (Strategic Solutions Inc. p. 42). In this regard, the TMP proposal to develop a programme for exploring Barbados with community guides has been proposed to maximize youth involvement in facilitating visitor travel and heritage interpretation as a means of revenue generation (refer Action 2.1L-3 in Report V, Part 2, Section 3.2.2.4).

Other youth projects featuring innovative ideas to advance heritage tourism goals should also receive public recognition and be promoted within educational settings. This would

serve to inspire younger persons to pioneer new modes of cultural heritage development and to model demonstrated best practices.

5.6 Primary World Heritage Sites and Products

The White Paper states that *“a number of visitors find Bridgetown to be hot, dirty, congested, busy and not an enjoyable experience, with the evident absence of public lavatory facilities. Several expressed a desire not to go back. This undesirable impression that exists about the capital does not augur well for this newly inscribed World Heritage site”* (Strategic Solutions Inc., 2012, p. 115).

The historic Dry Dock in Bridgetown (see Figure 43), with its unique screw-lifting mechanisms to repair ships in the late 19th century, is the only remaining facility of its kind in the world. World Heritage status should attract private sector initiatives for the restoration of this relic, which would also complement efforts to enhance the urban corridor between Bridgetown and the Garrison.



Figure 43. Heritage attractions in Bridgetown: the Dry Dock (left); Spirit Bond (middle); Nidhe Israel Synagogue (right).

The White Paper also states that *“to change the prevailing view of Bridgetown and to attract tourists to visit this valuable heritage attraction, the area has to be transformed into a pristine condition, similar to that of the Garrison area”* (Strategic Solutions Inc., 2012, p.116). Figure 44 provides examples of some of the heritage properties found in Bridgetown.

Carlisle Bay and the corridor along Bay Street are complementary components and intrinsic parts of the UNESCO World Heritage Property. The Bay’s significance lay in its strategic position, making it the first landfall for ships travelling from Europe that needed to replenish their provisions before proceeding onward. Marine legislation would need to be in place before a meaningful analysis of the Bay can be carried out (see also Action 12.1-5 in Report II, Section 3.0). The beach and streetscape linking Bridgetown and the Garrison is a weak link relative to marine and land based resource management.

In the late 18th century, the development of the Garrison complex was established around Charles Fort and St. Ann’s Fort. The oldest section along Bay Street is part of today’s

commercial corridor linking the south coast to Bridgetown. The BGHC has indicated that improved linkages of the Garrison Historic Area (GHA) with Carlisle Bay will be pursued.



Figure 44. Examples of heritage properties in Bridgetown: *Rus In Urbe* House (left); Queen's Park (middle); the former Empire Theatre (right).

The GHA is primarily a cluster of military buildings set around a central racetrack and ringroad that offers a high quality mixed-use attraction. Underground tunnels and St. Ann's Fort are features that enhance the interpretive potential of the area. There is also potential for the tunnels, when open to the public, to become a major attraction in conjunction with other features of the Garrison.

The Museum, Bush Hill, the Race Track, St. Ann's Fort and the Guard House are key features of the inscribed UNESCO zone. George Washington House has employed an aggressive strategy for development, while work on the Guard House has been carried out. The Guard House acts as a core site for the gathering of visitors and presentation of such events as the Changing of the Sentry. St. Ann's Fort is functioning in its original capacity and is maintained by military personnel along with the Main Guard. The Fort also holds a significant collection of cannons. A clearer understanding of the long-term plan for continued use of St. Ann's Fort by the military, inspection of the facility, and a better understanding of roles will all be required moving forward.

The GHA is a high priority opportunity for the Tourism Master Plan. It is critical that the product be managed in a respectful but aggressive manner. The Garrison presents potentially the most significant opportunity to refocus the tourism product and to interpret and conserve a significant part of Caribbean and national history. It will require adherence to a management structure, conservation plan, standards and guidelines, and an interpretive and programming plan.

The Management Plan is an essential part of the next steps, but more importantly the management of the Garrison will determine if the area can be a successful answer to the need for a quality tourism product. Its biggest weakness will be the requirement for a management structure that is flexible enough to incorporate various interests. A financial strategy for development and operations will also required.

Key sites and services within the GHA are described as follows:

Barbados Museum & Historical Society (BMHS) – The BMHS, the oldest museum in Barbados, was formerly the Garrison’s prisons and was used for the detention of soldiers pending court marshal. Parts of the structure date back to 1835. The Museum is annexed to the former Regimental Guard House, an older building now used as a residence. The BMHS is a non-profit institution. Its mandate is to collect, document and conserve evidence of Barbados’ cultural, historical and environmental heritage, and to interpret and present the evidence for all sectors of society. The BMHS product includes:

- Main building and galleries
- A venue for Meetings, Incentives, Conferences and Exhibitions
- An event venue for film and TV shoots, weddings and incentive group activities
- Heritage research, including access to the library and other collections

The Museum should capitalize on its role as a major player in management of the World Heritage Site. The Museum and its personnel played a pivotal role in achieving World Heritage status. Their presence is an important and essential part of the Garrison landscape.

Currently, the main museum building is well used and fairly well maintained, however targeted repairs are necessary to upgrade the product. The entrance to the building and the main parking area are in urgent need of revitalisation, both in hard and soft landscape treatment (see Figure 45). Consideration should be given to increasing the gallery space and possibly a new wing, keeping the existing architectural style and continuing the courtyard plan. A new location for the gift shop has been very successful.

With respect to product development, upgrades to the main exhibition spaces comprising three core galleries, the Harewood, Jubilee and Aall Galleries, are estimated to be BDS\$5 to \$6 million. Current proposals for expansion encompass Barracks Block B. Infrastructural upgrades include roof repairs, building expansion and general remedial works to deteriorating structures; the main parking area requires surfacing and lighting to elevate the product to a much higher standard. Capital cost projections for infrastructural upgrades to the Museum are presented in Appendix 2.



Figure 45. Barbados Museum & Historical Society: frontage (left); parking area (middle); interior courtyard (right).

Interpretation should also be incorporated at the Museum to create linkages with other Barbados National Trust properties, the UNESCO World Heritage Sites, and key historical locations in order to promote these assets to a wider audience and stimulate interest amongst domestic and international visitors.

George Washington House (GWH) – George Washington and his brother resided in this Barbadian plantation house (also called Bush Hill House) for two months in 1751. The island was the only country outside of the United States ever visited by this American icon, who chose GWH to be his residence. GWH is currently administered by the Bush Hill Tourism Trust and the project is funded by BTII. The pedestrian entry to the House has been rearranged in order to rationalize visitor entry (see Figure 46). George Washington House will form part of the Garrison Historic Tour run under the auspices of the Barbados Garrison Historical Consortium.

Increased visitor activity is being actively stimulated through projects such as the “*Dinner with George*” initiative. The experience affords patrons a dinner opportunity to explore historic themes with ‘George Washington’ whose character is portrayed by a local historian. It is expected that the opening of the Garrison’s underground tunnels will generate increased visits to GWH, as their entrance access will occur through the property. The on-site café will generate additional visitor traffic (pers. comm. Gollop, W., 2013). Other proposed improvements include marketing and education through re-launch of the site’s Facebook page and new brochure development.

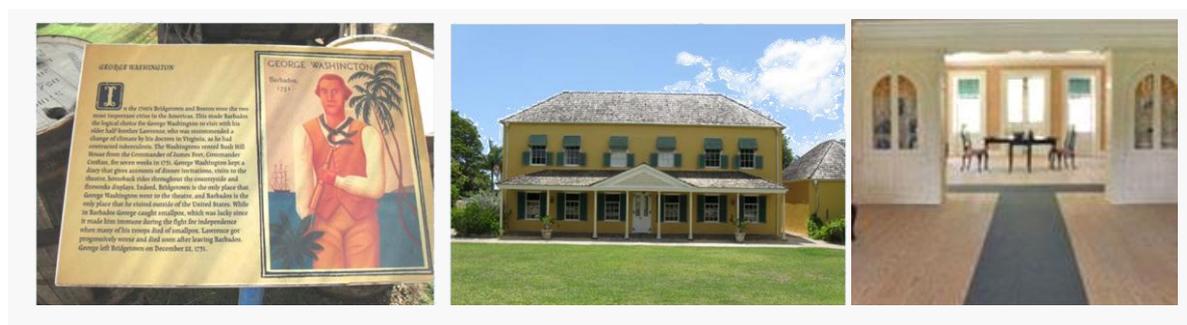


Figure 46. George Washington commemorative signage (left); perspectives of the George Washington House exterior (middle) and interior (right).

Maycock’s Gully – Although this gully is a natural feature of the Garrison’s cultural landscape, it was not identified as part of the World Heritage designation. Given its military significance as part of the fortification and as a deterrent from attack, it represents an important consideration. The gully offers an excellent buffer to preserve the historic character from off-site development. An acquisition plan or long-term lease arrangement should be part of the development plan (refer Action 2.2b-17 in Section 5.8). In addition, a gully interpretive plan should become part of the total product. Again, this will further enhance the Garrison area as a premiere attraction in Barbados.

The Barbados National Armoury – The armoury currently houses a collection of British 17th century artefacts, including an impressive collection of cannon (see Figure 47), and is

visited by appointment only. It is anticipated that this attraction can be fully opened with the support of agencies such as the TDC.



Figure 47. Exhibits in the National Armoury, the Garrison.

Garrison Historic Tour – The proposed Garrison Historic Tour is being facilitated through an agreement with a private tour company for guided organized tours within the GHA. During the 2012-2013 winter season, the tour was promoted onboard 57 cruise ships visiting the island. The tour commences at GWH and encompasses the National Armoury, St. Ann's Fort, Charles Fort, and the Main Guard. Access to the 3,200 ft. long tunnels will be managed via admittance to GWH, and is expected to open in 2014. It is also intended that GWH be linked to adjacent Maycock's Gully, which traverses the edge of the historic property. The gully has undergone conservation efforts through drainage re-engineering and cleaning. Currently, statutory approvals and requirements for public use are being pursued by the BGHC, in addition to arrangements for use of the lands that are in private ownership.

Virtual Tours – Virtual, interactive tours have already been developed and presented to audiences utilizing the cinema at George Washington House. Live commentary from the tunnels is broadcast for the benefit of tours or special presentation groups. This would be important to sustain particularly for the physically challenged. A three dimensional model of the GHA is also being developed as an educational and promotional tool. This, along with proposed high-resolution imagery of the area, will expand the product development opportunities for the Garrison sites and attractions.

Proposed Heritage Tram Tour – Proposed tours of the GHA are to be conducted on replicas of a historic tram that would complete a full circuit around the Garrison Savannah, encompassing Charles Fort at Needham's Point (see Figure 48). The proposed electric-powered trams are intended to raise revenue for the BGHC and are to be launched in 2014.

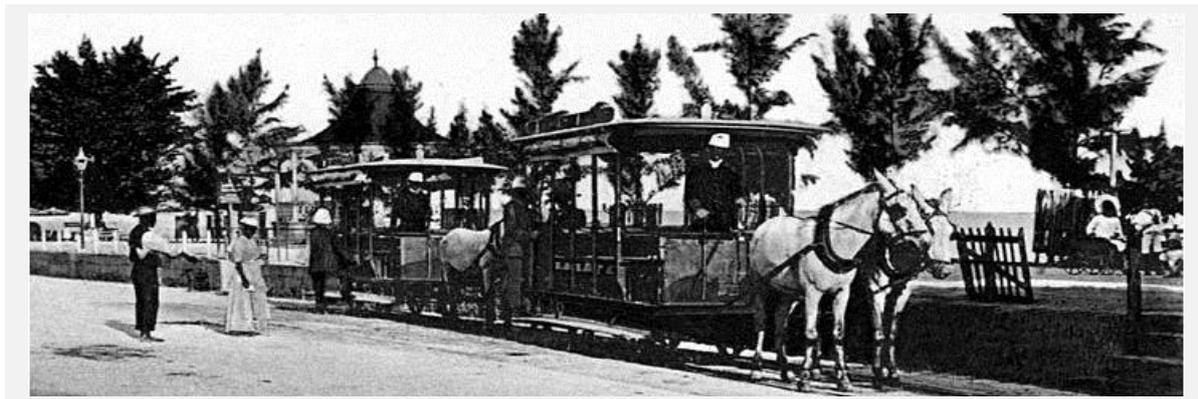


Figure 48. Historic Tram Line along Hastings main road, circa 1900's.

Self-guided Tours – The advent of modern digital technologies has made it feasible to offer personalized access to education and tour information. The project, funded by the Tourism Development Corporation, enables visitors with cellular phones to access audio-visual data by scanning Quick Response (QR) codes with their handsets. The codes will be placed on site exhibit material, allowing users to view related content on BGHC websites. Initially, information is being developed for approximately 60 sites within the GHA. It is expected that the project can eventually include other locations within the UNESCO World Heritage Property (see Figure 49).

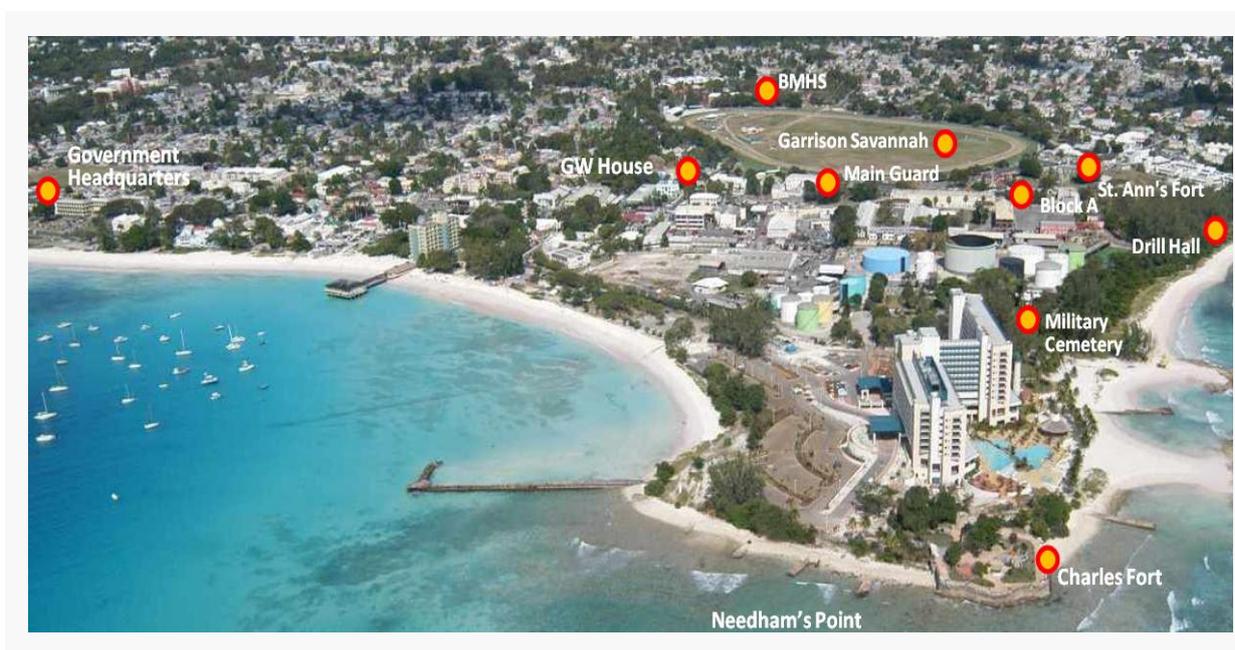


Figure 49. Aerial Photo of UNESCO World Heritage Sites situated at the Garrison.

Restaurant Facilities and Food Outlets – The site at Charles Fort has possibilities as a dinner venue. Development proposals that include an overhead covering for the site are being pursued. The Octagonal Cookhouse (1808) is also slated for development as the core of a village of food outlets.

Site Infrastructure and Amenities – Improvements in the site furniture of the GHA has commenced with the addition of benches and garbage bins surrounding the Savannah. These are styled in timber to reflect the architectural character of the area, and have visually improved the product.

Marketing and Promotion – The Ministry of Tourism and International Transport has funded the publication of brochures featuring a map of the GHA that highlights the heritage elements and attributes of the area. The map also features tourism and recreational amenities in the area, for example restaurant facilities. Additional tour development activities are planned as follows:

- Night-time tours of the Main Guard (where the clock tower can be accessed internally), historic tram tours, and multi-media tours
- Dinner events at GWH and Charles Fort
- Brochures and web promotions

5.7 Product Development

Barbados' UNESCO World Heritage Property has a wealth of legends and stories to present within the theme 'Discover Barbados - The Land of Legends'. These include the following range of topics:

- The intensive, manual construction of over 4,000 ft. of limestone tunnels
- The historic development of Bridgetown and its infrastructure
- Foods and social life of the era
- George Washington's sojourn in Barbados
- The evolution of historic transportation modes
- The Garrison's military history and potential conflicts
- The Military Cemetery
- Fortifications and armaments (e.g. Charles Fort, St. Ann's Fort)
- Carlisle Bay
- Local folklore (e.g. ghostly appearances in the tunnels)
- The economic importance of the site to trade, e.g. fishing, sugar, cotton
- Dress of the period and its evolution

The Property's potential is therefore significant. With many historical buildings integral to the area, and many in poor condition, it could be a challenging designation to maintain. Retaining the UNESCO World Heritage designation along with proper presentation of the Property is critical to the growth of Barbados' tourism sector and to the social well-being of Barbadians.

5.8 Actions Recommended

Recommended Strategies and Actions are presented in relation to the UNESCO World Heritage Property in Barbados. Throughout the TMP reports, other strategies are presented which relate to this area. It must be emphasized how important it is to ensure their implementation to fulfill the potential of historic Bridgetown and its Garrison in order to generate increased economic gains through tourism activity.

The Actions listed below are recommended to support the UNESCO World Heritage Property designation and promote Cultural Heritage Tourism in Barbados. They are in support of Strategic Imperative 2 on ‘**Enhance the Visitor Experience**’, and corresponding Strategy 2.2b which states: “*The UNESCO designated World Heritage Property of Historic Bridgetown and its Garrison is a critically important part of the Barbados cultural heritage that needs to be further developed to attract visitors to the capital and its environs, thereby revitalizing Bridgetown and promoting increased economic activity*”. The full descriptions of each of these Actions follow below.

- 2.2b-1 Maintain the UNESCO World Heritage Designation**
- 2.2b-2 Develop the Nidhe Israel Synagogue’s Historic Environs** (see Section 7.3.2)
- 2.2b-3 Enhance the Bay Street Corridor**
- 2.2b-4 Develop UNESCO World Heritage Educational Kits**
- 2.2b-5 Create a UNESCO Mobile Exhibition**
- 2.2b-6 Develop a Programme to Showcase Heritage Sites and Attractions**
- 2.2b-7 Develop Riverboat Tours of Historic Bridgetown**
- 2.2b-8 Enhance the Historic Cheapside Market**
- 2.2b-9 Create a Multi-Media Extravaganza in Bridgetown**
- 2.2b-10 Promote Heritage Tours by Night**
- 2.2b-11 Create a Historic Bridgetown Rocklyn Bus Tour**
- 2.2b-12 Pursue Linkages with Other Caribbean World Heritage Properties**
- 2.2b-13 Support the Initiatives of the Barbados Garrison Historical Consortium**
- 2.2b-14 Open the Garrison Tunnels**
- 2.2b-15 Purchase Electric Trams for Transport Within UNESCO Designated Property**
- 2.2b-16 Restore the Historic Carnegie Library**
- 2.2b-17 Acquire Maycock’s Gully at the Garrison**
- 2.2b-18 Construct a Treetop Canopy Walk in Maycock’s Gully**

2.2b-1 Maintain the UNESCO World Heritage Designation

Description:

Establish a multi-stakeholder group located in the Ministry of Culture, Sports and Youth working with UNESCO stakeholders, whose primary responsibility is maintenance of the UNESCO designation.

Currently, those responsible for maintaining the UNESCO designation work within several different agencies, and have other responsibilities. The designation is at risk unless there is focused attention to its maintenance. Given the historical basis upon which the designation was granted, the poor condition of many of the buildings, and the need for coordinated planning and focus, this could be a challenging designation to maintain. Hence, focus and attention to the Property's maintenance will be required.

Expected Outcomes:

- Establishment of a small group of professionals whose primary focus will be the maintenance and interpretation of the UNESCO site
- Assurance the UNESCO site will not be easily compromised
- Upgrading of the attractiveness of the UNESCO site through better maintenance, preservation, and restoration of historical buildings

Guidelines for Implementation:

- Led by the Ministry of Culture, put forward a proposal for this multi-agency group to be established and centralized
- The group is to pursue fundraising efforts

Challenges With Implementation:

Sustaining the determination and consistency of the maintenance of the UNESCO designation over the long term

Recommended Implementation Agency:

Ministry of Culture

Priority / Implementation Timeframe:

High/Short Term: This is viewed as a **sustaining** priority action in the TMP Implementation Plan (refer Report I, Section 5.0)

Target Users:

- All categories of visitors
- School children
- Researchers
- Residents

Who Benefits:

- All visitors
- Residents
- Students
- Business community
- Barbados in general through increased tourist satisfaction and positive impacts

Risks: The lack of effort to maintain the UNESCO designation
Estimated Costs: There are no supplementary costs, since it is borne out of existing budgets
Source of Funds: Existing budgets
Revenue Generation Potential: Substantial given that it would enable the maintenance of the UNESCO designation through the upgrade and upkeep of the built historical product, which would attract more visitors and their associated spend
Further Development Work Required: Obtaining agreement of all partners to proceed
Other Considerations: Cultural Heritage existing and proposed activities supporting maintenance of the UNESCO designation.

2.2b-3 Enhance the Bay Street Corridor

Description:

Preserve and extend the character of the Garrison area to provide greater linkages with the Carlisle Bay area and the Bridgetown city centre. Existing legislation including PDP policies and the UNESCO designation create the enabling environment.

Expected Outcomes:

Improvement of the overall ambience of the Garrison Historic Area and unique character of the Carlisle Bay/Bay Street corridor

Guidelines for Implementation:

- Retain all 'open windows to the sea' and public beach access points
- Discourage potential major developments which obliterate coastal views
- Create tax incentives for property owners
- Improve the public amenity and interpretive signage of Carlisle Bay and Browne's Beach
- Promote the upgrading of existing buildings through a proposed 'Paint the Town' programme of refurbishment activities
- Review the Pierhead Marina Project to determine an implementation programme
- Incorporate Queen's Park and Barbados System of Parks and Open Spaces
- Commence a street tree planting programme in the urban corridor
- Rationalize need for existing/proposed sidewalks along Bay Street
- Conduct a comprehensive assessment of pedestrian crossings
- Enhance the efficiency of solid waste management in the area
- Install new litter bins through sponsorship arrangements
- Engage all relevant agencies including the SSA, NCC and FCT and encourage neighbourhood recycling programmes for the respective areas

Challenges With Implementation:

- Achieving 'buy in' from the various stakeholders
- Obtaining the necessary permits could be time consuming with the slow approval process through several Government agencies

Recommended Implementation Agency:

- Barbados Tourism Investment Inc. (in collaboration with Ministry of Transport and Works)
- It is strongly recommended that a committee *not* be the vehicle for implementation and management
- Garrison stakeholders to be included in the Bridgetown initiative

Priority / Implementation Timeframe:

High/Short Term: This is viewed as a **sustaining** priority action in the TMP Implementation Plan (refer Report I, Section 5.0)

Target Users:

- All stay-over tourists
- All cruise ship visitors
- Residents of the area
- All markets
- Combined with Garrison area experiences and the UNESCO designation, this significant linkage can make historic Bridgetown a destination attraction for all Barbadians and visitors

Who Benefits:

The beneficiaries will be all residents of Barbados, including students, businesses in all sectors, residents and Government through increased revenues

Risks:

- The major risk is proceeding with the development planning and design, without access to funds for implementation
- Not being able to obtain timely permits from Government agencies and ministries
- Lack of cooperation between agencies and ministries
- The Garrison area entities struggling over coordination

Estimated Costs:

- Excluding any land acquisition, an approximate cost estimate could be BDD\$1 million for design and development
- Signage, education materials, and associated costs could be an additional BDD\$250,000

Source of Funds:

- No clear source of funds at this time
- Could be eligible for funds under Government and agency programmes, including Barbados Tourism Investment Inc.
- Could also be eligible for funding from IFI's
- May qualify as part of a specially developed fund for TMP implementation

Revenue Generation Potential:

- Would enhance the wider area as an improved 'tourism zone' attracting greater interest and more retail business opportunities
- Private tour operators to assist with promotion activities

Further Development Work Required:

- Design
- Costing
- Identifying any need for land acquisition
- Conducting an environmental review/scoping exercise
- Source financing
- Identifying an implementation and operations entity
- Methods used to maximize this UNESCO designation opportunity

Other Considerations:**2.2b-12 Pursue Linkages with Other Caribbean World Heritage Properties****Description:**

Linking select territories in the region that have UNESCO World Heritage Properties through the creation of special travel packages is proposed, for example with Dominica, St. Kitts, Antigua, St. Lucia and or Cuba. New promotional World Heritage travel packages for both cruise and stay-over visitors would be developed through a 'Caribbean Heritage Passport'.

This approach would allow visits to specific clusters of World Heritage Properties at a more attractive cost compared to individual trips to single destinations. In addition, features can be introduced to encourage repeat visitation over the long-term. These would include:

- Family / Group membership
- Yearly or lifetime membership passports
- CARICOM visitor/ user benefits
- Domestic visitor benefits
- Youth or school passes

Tour companies would be involved in marketing and promotion of the passports which can be pre-sold to visitors

Expected Outcomes:

- Widespread promotion of local and regional UNESCO World heritage designated properties
- Increased visitation levels to Caribbean-wide World Heritage Properties
- Introduction of value packages that would be attractive to groups such as schools, families or organizations so that a higher number of visitors can be expected to patronize participating attractions
- Advanced payments would generate upfront income
- The number of pre-bought passes can be tracked to allow better planning of schedules or activities for attractions
- Craftpersons associated with World heritage attractions will benefit from increased patronage
- Support for the Barbados Visitor Economy

Guidelines for Implementation:

- Prepare a project brief outlining the structure of the proposed 'Caribbean Heritage Passport' to be presented and discussed with regional UNESCO World Heritage Property management agencies
- Solicit feedback from stakeholder organizations
- Formulate a proposal confirming common objectives, agreed initiatives, membership terms, fees, and mechanisms for distribution of benefits
- Design a 'Caribbean Heritage Passport' that can be a card or downloadable reference number confirming member details
- Prepare initial promotional material to be shared with direct tourism service providers

Challenges With Implementation:

Attaining agreement of a majority of regional UNESCO World Heritage Property management agencies

Recommended Implementation Agency:

Ministry of Culture (in collaboration with the Ministry of Tourism and International Transport)

Priority / Implementation Timeframe:

High/Short Term: Given the importance of the UNESCO designation to the Barbados Visitor Economy, it is recommended this be implemented in the short term

Target Users:

- All categories of visitors
- Silver Market
- School children
- Residents

Who Benefits:

- All visitors
- Participating UNESCO World heritage member states
- Groups (educational and other)

Risks:

Non-participation, withdrawal, cancellation of passport access or loss of UNESCO World heritage designation by any member state will reduce viability of the passport

Estimated Costs:

To be determined

Source of Funds:

Participating member states

Revenue Generation Potential:

The potential is high given the primacy of these attractions on any visitor's schedules

Further Development Work Required:

- Preparation of a brief defining the passport structure, conditions for use, benefits and requirements
- Obtaining agreement of all partners to proceed

Other Considerations: Linkages with Silver Market, Domestic Tourism, Diaspora

2.2b-13 Support the Initiatives of the Barbados Garrison Historical Consortium

Description:

The Garrison area possesses significant tourism assets for Barbados. With proper programming and development, it has the potential of becoming the leading attraction in the country; the attraction that can make a difference in attracting more people, both stayover and cruise, to Barbados and encouraging more spending. The UNESCO designation, while very important, will not by itself attract significant users and expenditures. The Garrison area needs to be brought to life with a critical mass of activities and places for visitors to see, learn, participate, enjoy and relax.

There are various Ministries, agencies and organizations that are stakeholders at the Garrison. While it is recognized that all exercise control over their own jurisdictions, better coordination is required to achieve the needed development.

The Barbados Garrison Historical Consortium, comprised of a Board of 15 representing a mix of public and private stakeholders, has become a champion for the Garrison by initiating programming that has attracted positive attention and visitors. More development and programming is being planned to achieve the critical mass required to attract large numbers of visitors who will pay more and receive value for their expenditure.

BTII, through its Chief Executive Officer, and acting as Chair of the Bush Hill Trust, has provided much needed encouragement and financial support to the activities of the Consortium, as has the Tourism Development Corporation. To assure their long-term security, the Consortium needs to have the power and recognition to continue with implementation in a timely manner.

Guidelines for Implementation:

- It is recommended that all stakeholders in the Garrison Area be encouraged to provide recognition to the BGHC
- The Ministry of Tourism is recommended to designate a senior member of staff as the direct liaison between the Ministry and the Consortium
- The Ministry of Tourism is recommended to facilitate, through the Consortium, all the relevant strategies and actions of the Tourism Master Plan 2014-2023

Challenges With Implementation:

The major challenges might be with the reluctance of Garrison Area stakeholders to accept the recognition and role of the Consortium

Recommended Implementation Agency:

Ministry of Tourism and International Transport

Priority / Implementation Timeframe:

High/Short Term: Given that tourism is the leading economic sector, tourism's contribution to the economy declining, and the potential that a developed and well presented Garrison Area represents, this initiative should be treated as high priority

Target Users:

- All stayover tourists
- All cruise ship visitors
- School students, through the great opportunity for educational programming at the Garrison
- Residents
- This can be a model for cooperative action in Barbados

<p>Who Benefits:</p> <ul style="list-style-type: none"> • Residents • School children, especially through educational programming • New and existing Garrison Area businesses enabled through the developments • Businesses in all sectors • Government through increased revenues • Tourists
<p>Risks:</p> <p>Lack of cooperation and coordination among stakeholders, organizations and ministries</p>
<p>Estimated Costs:</p> <p>This can come from existing budgets if a current staff member is allocated to this function. Otherwise, the cost is the assignment of one dedicated staff person from the Ministry of Tourism – about BDS\$60,000/yr.</p>
<p>Source of Funds:</p> <p>Ministry of Tourism and International Transport, BGHC</p>
<p>Revenue Generation Potential:</p> <ul style="list-style-type: none"> • Through gate charges at the Garrison’s attractions • Revenue generating potential is enhanced through increased number and quality of attractions that draw visitors to Barbados and associated increased expenditures
<p>Further Development Work Required:</p> <p>None</p>
<p>Other Considerations:</p>

2.2b-14 Open the Garrison Tunnels

Description:

- The Barbados Garrison Historic Consortium have the available funding to open approximately 208 ft. of the underground tunnels at the Garrison - specifically the portion that runs under the grounds of George Washington House. It is planned to open that section to the public as soon as the final funds for the entry and exit staircases are found – this is a relatively small amount (approximately BDS\$80,000)
- This proposal is to open an additional section, linked to the open 200 ft. section. It would run under the Savannah, make a sharp left turn, and finish near the Barbados Museum. The total length is approximately 2000 ft., some of which will need to be cleaned out because of the accumulation of sand
- Safety exits and entry points will need to be built, and lighting will need to be installed
- This addition provides an exciting added dimension in a close to ½ mile trek through tunnels that conclude at the Museum where more experiences await the visitor. There is also the possibility for interpretation along the walls of the tunnels and at rest areas
- An interpretive programme will be developed with pre and post visitation materials
- A curriculum-relevant programme will be developed for school children
- The programming will be linked to other Garrison experiences, such as the Museum, Changing

<p>of the Guard, the Canopy walk with nature interpretation over Maycock's Gully, George Washington House, the Cannon Collection, Charles Fort, and Military Cemetery</p> <ul style="list-style-type: none"> • The design will safeguard the safety of users
<p>Expected Outcomes:</p> <ul style="list-style-type: none"> • Increased opportunity for visitors to explore and engage in interpretive activities, walking tours and re-enactments of historic life • Enhanced international promotion and marketing possibilities • Provides an avenue to expand the scope of Domestic Tourism
<p>Guidelines for Implementation:</p> <ul style="list-style-type: none"> • Obtain funds from Government, IFI's, NGO's or the proposed "One Barbados Foundation" when it is in place • Charge the Garrison Historic Consortium with the responsibility for design, costing, fund sourcing, tender and construction supervision, interpretive signage and programming, implementation, and operations
<p>Challenges With Implementation:</p> <ul style="list-style-type: none"> • Obtaining funds • Ensuring the Garrison area stakeholders encourage and cooperate with this new initiative • Obtaining the necessary permits could be time consuming with the potential slow approval process through several Government agencies
<p>Recommended Implementation Agency: The Barbados Garrison Historical Consortium Inc.</p>
<p>Priority / Implementation Timeframe: High/Short Term: Given the UNESCO designation of the Garrison Historic Area, the tremendous tourism destination potential that it holds, and with linkages to Carlisle Bay and Historic Bridgetown, this strategy rates as high priority</p>
<p>Target Users:</p> <ul style="list-style-type: none"> • All stayover tourists • All cruise ship visitors • Schools • Residents • Combined with all Garrison area experiences and with the UNESCO designation, this is an added component which can make the Garrison area a destination attraction within Barbados for all visitors
<p>Who Benefits:</p> <ul style="list-style-type: none"> • Residents and visitors • School children • Businesses in all sectors • Government through increased revenues
<p>Risks:</p> <ul style="list-style-type: none"> • The major risk is proceeding with the development planning and design, then not being able to obtain funds for implementation • Not being able to obtain timely permits from Government agencies and Ministries • Agencies and Ministries competing over jurisdiction • Lack of cooperation amongst the Garrison area entities

Estimated Costs:

- For complete development, including clearing tunnels, lighting, repairing weak areas, emergency exits, rest areas, and ventilation, the cost is estimated at BDS\$1 million
- Another BDS\$100,000 should be allocated to planning, design and initial administration costs
- Programming, signage, education materials, initial staffing could be another BDS\$250,000

Source of Funds:

- No clear source of funds at this time
- Could be eligible for funds under various Government and agency programmes
- Could be eligible for funding from IFI's
- May fit very well as part of a specially developed fund for TMP implementation

Revenue Generation Potential:

- Would have a gate charge, or be part of a gate charge for greater Garrison area experiences through tour packages
- Added to the other Garrison area attractions, the revenue generation potential is significant
- Indirectly, this collection of experiences at the Garrison could result in more tourists coming to Barbados, engaging in more activities, and getting cruise passengers away from the Port to enjoy and spend more

Further Development Work Required:

- Design and Costing
- Identifying access to all sections of the tunnel
- Sourcing financing
- Integrating this initiative into the total Garrison experience
- Conducting an environmental review
- Developing educational programming

Other Considerations:**2.2b-17 Acquire Maycock's Gully at the Garrison****Description:**

This proposal is to commence a lease/purchase with the portion immediately adjacent to George Washington House for the purpose of creating a buffer for the UNESCO site and developing recreational opportunities within the gully that is adjacent to the Garrison site.

- The Garrison area represents a significant tourism asset for Barbados. With proper programming and development, it has the potential of becoming a leading attraction that can make a difference in drawing more visitors to Barbados and encouraging more spending. The UNESCO designation, while very important, will not by itself attract significant users and expenditures. The Garrison area needs to be brought to life with a critical mass of activities and places for visitors to see, learn, participate, enjoy and relax
- The Gully formed part of the natural defense system of the historic Garrison
- The Gully represents an added attraction and base of activities that add to the critical mass of opportunities required at the Garrison Area. The Gully can combine a nature interpretive experience in combination with the other Garrison experiences. It can become part of the group of activities required to draw visitors in a readily accessible area

- It also has the potential for archaeological digs in which visitors could participate as volunteers
- Acquisition of the gully would allow for the development of a canopy walk. The walk would extend from Bush Hill over the gully, in its' tree canopy. Interpretive programming would be provided in this unique setting
- The floor of the Gully would also be developed with trails to provide additional nature interpretation at that level
- Garrison sources indicate the owner of the 2.5 acre portion of the Gully is willing to sell for BDS\$1 million; a price reduced from his purchase price
- Other portions of the Gully could be purchased after this initial transaction

Guidelines for Implementation:

- It is recommended that the Ministry of Tourism or a relevant Government Ministry or agency provide BDS\$1 million for the purchase of Maycock's Gully
- It is recommend that the management and development responsibilities for the Gully be vested in the BGHC

Challenges With Implementation:

The challenge could be with the reluctance or inability of Government to come up with the funds. If that were the case funds, should be sought from another source

Recommended Implementation Agency:

Ministry of Tourism & International Transport (in collaboration with the Barbados Garrison Historical Consortium Inc.)

Priority / Implementation Timeframe:

High/Short Term: This initiative would allow for Action 2.2b-18 to be implemented, which would add to the tourism product and enhanced appeal of the Garrison area

Target Users:

- All stayover tourists
- All cruise ship visitors
- Students, through the great opportunity for educational programming at the Garrison and the Gully
- Residents

Who Benefits:

- Residents
- School children, especially through educational programming
- New and existing Garrison Area businesses enabled through increased tourism developments
- Businesses in all sectors
- Government through increased revenues
- Tourists

Risks:

Not being able to obtain funds for implementation

Estimated Costs:

- BDS\$1 Million
- More funds would be required to purchase additional land in Maycock's Gully

Source of Funds:

- Ministry of Tourism and International Transport, Ministry of Culture
- Possibly other sources

Revenue Generation Potential:

- Revenues through gate charges and increased numbers of visitors

Further Development Work Required:

- Land assessment
- Negotiating a purchase agreement with the vendor

Other Considerations:**2.2b-18 Construct a Treetop Canopy Walk in Maycock's Gully****Description:**

- The materials would be wood to harmonize with the natural environment (see Figure 50)
- The elevation would be at canopy level 20 – 30 metres above ground
- Access at one end would be via a wood ramp inclining upwards from the grounds of George Washington House, making it wheelchair accessible, and accessible to the elderly and others who are somewhat physically challenged
- At the other end, a staircase would wind down to ground level (optional use)
- The canopy walk will be approximately 500 – 750 metres in length
- An interpretive programme will be developed with pre and post visitation materials
- A curriculum-relevant programme will be developed for school children
- The programming will be linked to other Garrison experiences such as the tunnels, the Barbados Museum, the Changing of the Sentry
- The design will safeguard the safety of users



Figure 50. Example of a canopy walk in Alberta, Canada (Photos: HLA Consultants and Commonwealth Historic Resources).

Guidelines for Implementation:

- Ministry of Tourism, Ministry of Culture, and the Bush Hill Trust to designate the Garrison Historic Consortium with the responsibility for design, costing, fund sourcing, tender and construction supervision, interpretive signage and programming, and implementation and operations
- It is recommended that an appropriate structure be developed for implementation and operation of the treetop canopy walk, integrated with other Garrison experiences

Challenges With Implementation:

- Access to the gully will need to be obtained and guaranteed for many years. At this time the gully is in a relatively natural state, and is not used. It is in private ownership, and may be for sale. It might be possible to obtain a guaranteed access lease for a fee
- Obtaining the necessary permits could be time consuming with the slow approval process through several Government agencies

Recommended Implementation Agency:

- This is not clear at this time as there is no clear 'custodian' of the Garrison area experiences, except through the Bush Hill Trust
- The Garrison Historical Consortium Inc. would be an appropriate candidate to implement and manage this initiative in cooperation with the Ministry of Culture and Ministry of Tourism
- It is strongly recommended that a Committee is *not* the appropriate vehicle for implementation and management

Priority / Implementation Timeframe:

High/Short Term: This initiative is dependent on Action 2.2b-17 being implemented, and would add to the tourism product and enhanced appeal of the Garrison area

Target Users:

- All stayover tourists
- All cruise ship visitors
- Schools
- Residents
- All markets
- Combined with all Garrison area experiences and with the UNESCO designation, this is an added component which can make the Garrison area a destination attraction within Barbados for all visitors

Who Benefits:

- Residents of Barbados
- School children
- Businesses in all sectors
- Government through increased revenues
- Tourists

Risks:

- The major risk is proceeding with the development planning and design, then not being able to obtain funds for implementation
- Not being able to obtain gully access for development
- Not being able to obtain timely permits from Government agencies and Ministries
- Agencies and ministries competing over jurisdiction
- Lack of cooperation amongst the Garrison area entities

Estimated Costs:

- Not including land acquisition, a very rough estimate could be as high as BDS\$1 million for design and development
- Programming, signage, education materials, initial staffing could be another BDS\$250,000

Source of Funds:

- No clear source of funds at this time
- Could be eligible for funds under various government and agency programmes
- Could be eligible for funding from IFI's
- May fit very well as part of a specially developed fund for TMP implementation

Revenue Generation Potential:

Would have a gate charge, or be part of a gate charge for the greater Garrison area experiences through tour packages

Further Development Work Required:

- Design
- Costing
- Identifying access to gully
- Sourcing financing
- Identifying an implementation and operations entity
- How to integrate this into the total Garrison experience
- Conducting an environmental review

Other Considerations: Acquiring Maycock's Gully (see Action 2.2b-17)

2.2b-15 Purchase Electric Trams for Transport Within the UNESCO Designated Property

Description:

The Garrison Historic Consortium has plans to purchase trams that would be used to convey visitors throughout the UNESCO site. The trams are intended to replicate historic methods of transport and would be propelled by electric motors.

It is important that these trams be dedicated to move people from one UNESCO point of attraction to another. The attraction would be for movement facilitation and their unique mode of transport.

The trams would facilitate movement of cruise visitors as well as residents and stay-over visitors. Users could get on at any one point and for a fixed price get on and off as often as they wish to move from one site to another.

Expected Outcomes:

- Facilitation of visitor movement in and around the UNESCO Property
- Experiencing a unique method of transport in Barbados

Guidelines for Implementation:

Since the Garrison Historic Consortium has already done the research and sourced the trams, what is now required are the funds to implement the initiative

<p>Challenges With Implementation: Obtaining the funds</p>
<p>Recommended Implementation Agency: The Garrison Historical Consortium Inc. (in collaboration with the Ministry of Tourism and Ministry of Culture)</p>
<p>Priority / Implementation Timeframe: High / Short Term</p>
<p>Target Users:</p> <ul style="list-style-type: none"> • Cruise passengers • Stay-over Visitors • Residents
<p>Who Benefits:</p> <ul style="list-style-type: none"> • Visitors and Locals • School groups • Residents
<p>Risks: Not accessing adequate funding</p>
<p>Estimated Costs:</p> <ul style="list-style-type: none"> • Approximately BDS\$150,000 per tram for purchase • Operating costs may be covered by tram fees, or a relatively small subsidy may be required
<p>Source of Funds: Government of Barbados</p>
<p>Revenue Generation Potential:</p> <ul style="list-style-type: none"> • Increased revenues through more visitors • Sales of souvenirs, cultural materials, and arts and craft items within the UNESCO Property • Tours should include a visit to a market or retail space featuring arts and crafts or local goods in order to promote sales of Barbadian goods and provide exposure to local brands
<p>Further Development Work Required:</p> <ul style="list-style-type: none"> • Development of tour routes, schedules and scripts for presentation by guides • Identification of retail shopping locations to be incorporated in the tours where feasible
<p>Other Considerations: Linkages with most niche markets. Can be developed as a cruise package promoted and sold by cruise lines.</p>

2.2b-16 Restore the Historic Carnegie Library

Description:

In 1904, Barbados became the first British colony to receive a donation by philanthropist, Mr. Andrew Carnegie to construct a free library open to all persons. The historic Carnegie Free Library building (see Figure 51) was closed in August 2006 after a 20 year period of deterioration. This proposal addresses the urgent need for restoration of the interior of the existing building. The programme of preservation work should incorporate work to the adjacent Old Supreme Court. The recommendations include the following:

- Refurbish the library facilities with a new focus aimed at incorporating Information Technology and related electronic media to tell the general history of Barbados from Amerindians to the present.
- The context includes the story of the Montefiore Fountain commemorating the advent of piped water to the city, the Nidhe Israel Synagogue, the Old Supreme Court, and the Parliament Museum. Equip interior space with interpretation exhibits to tell the story of sugar and rum.
- Link to walking tours of historic Bridgetown and also market to cruise and long stay passengers



Figure 51. Historic Carnegie Library, Bridgetown.

Expected Outcomes:

- Increased public awareness of key aspects of UNESCO World Heritage
- Expansion of the tourism product offering
- Promotion as a guided tour for visitors and locals, inclusive of school groups

Guidelines for Implementation:

- The restoration of the Carnegie Free Library will be a necessary prerequisite to the commencement of public tours
- The library should be retrofitted to meet modern international standards incorporating interpretive media systems
- Involve all stakeholders at each site in the process
- Producing interpretive data relevant to historical or other features
- Planning, scheduling and marketing of the tour

<p>Challenges with Implementation:</p> <ul style="list-style-type: none"> • Coordination with all stakeholders • Finding or training experienced guides • Bilingual capability is an advantageous but not readily accessible skill
<p>Recommended Implementation Agency: This restoration project should be a joint venture between the Ministry of Education, Ministry of Culture, Ministry of Tourism, Ministry of Public Works, BTII, and BMHS</p>
<p>Priority / Implementation Timeframe: High/ Medium Term</p>
<p>Target Users:</p> <ul style="list-style-type: none"> • Locals and visitors • Diaspora • Students/Academics
<p>Who Benefits:</p> <ul style="list-style-type: none"> • Visitors and locals through exposure to Barbadian history • Students through educational displays and cultural information
<p>Risks: Due to prolonged closure, the Carnegie Library building has deteriorated at an advanced rate and may require extensive restoration efforts</p>
<p>Estimated Costs:</p> <ul style="list-style-type: none"> • Primary costs will be dependent upon the extent of restoration work required on the library • Other costs associated with tour planning would need to be determined based on the regularity of the tour
<p>Source of Funds: Sources of funds for the capital works are to be determined</p>
<p>Revenue Generation Potential: Tour fees will be applied</p>
<p>Further Development Work Required: Sourcing additional sponsors for maintenance of the historical structures</p>
<p>Other Considerations: Linkages to Cruise Tourism</p>

2.2b-4 Develop UNESCO World Heritage Educational Kits

Description:

Develop an educational kit comprised of training and documentary tools that present the geographical and cultural characteristics of Historic Bridgetown and its Garrison. The kit will be a teaching aid for use by educators, providing resource material for the programming of classroom activities and educational series. The kits will facilitate the structuring of educational site tours and field investigations. In addition, the kits and digital resources would be made available for use in the Ministry of Tourism's National Tourism Host Programme.

Expected Outcomes:

- Increased student awareness of their heritage environment and UNESCO
- Promotion of the array of UNESCO heritage sites, attractions and products within the domestic tourism market

Guidelines for Implementation:

- Design a series of educational tools featuring print, audio-visual and digital media for use by educators in secondary and tertiary level institutions
- Distribute kits to schools and college teaching professionals in addition to cultural and heritage institutions involved in planning and programming educational activities. Kits would be provided to schools in support of school-based tourism programmes such as Tourism, Education and Me (TEAM) and the Schools Tourism Education Programme (STEP)
- Educational kits can be developed for *kids and teens* (“KaTs”) i.e. children aged 12 years and under comprising colouring books of Barbadian heritage scenes and buildings. Crayons may be included in these activity packs that can be made available to restaurants that provide children’s menus

Challenges With Implementation:

Integration of kits into future educational planning structures and curricula

Recommended Implementation Agency:

Ministry of Education (in collaboration with the Ministry of Culture and Ministry of Tourism)

Priority / Implementation Timeframe:

High/Short term: This strategy is planned as a core initiative toward creating a sound knowledge base within young persons before entering the professional arena, having an understanding of this key heritage base

Target Users:

- Teaching professionals
- Cultural heritage stakeholders
- Barbadian residents
- School groups

Who Benefits:

- Barbadian residents
- Attractions and businesses in heritage sectors

Risks:

Inability to integrate kits into future educational planning

Estimated Costs:

- Costs will be dependent on the media and tools selected
- Kits can be produced with booklets and digital compilations for BDS\$20 each

Source of Funds:

- Sponsorship may be supplied to this educational programme by companies who may be allowed to advertise free of charge within print or digital publications
- Ministry of Tourism educational programme allotment

Revenue Generation Potential:

- Indirect through preservation of cultural heritage assets for future use in tourism
- Direct through visits to UNESCO heritage sites by students and educational institutions

Further Development Work Required:

Development of educational package content

Other Considerations: Linkages with Education Tourism**2.2b-8 Enhance the Historic Cheapside Market****Description:**

Historic markets, such as Faneuil Hall Market in Boston and Jean-Talon Market in Montreal are examples of tourism attractions known for their range of produce and retail products. Enhance Cheapside Market and existing environs (see Figures 52 and 53) to meet international best practice standards to add to the UNESCO World Heritage experience in Barbados.



Figure 52. Sidewalk vending outside Cheapside Market (left); Market entrance (right).



Figure 53. Existing open lawns outside Cheapside Market.

Expected Outcomes:

- An improved market experience for both locals and visitors
- This marketplace and heritage site would be elevated to the standard of international historic markets, thereby raising its appeal to patrons
- The market would become a significant feature along the improved pedestrian routes into Bridgetown from the Port (refer to Actions 11.1-5 in Report II, Section 3.0 and 7.1-1 in Report V, Part 1, Section 1.3)

Guidelines for Implementation:

The following actions are proposed (refer Figure 54):

- Maximization of outdoor areas at Cheapside Market for reintroduction of the outdoor market experience through the use of open grounds to the north and east of the market facility
- Existing vendors paying for booths on the interior would be granted the first option to rent outdoor spaces
- Implementation of a vegetation buffer with vintage posts or rails to integrate the site into the urban context of St. Mary's Church and Jubilee Gardens
- Improve the *sanitary conditions* within the marketplace through regular maintenance and garbage collection for internal and external areas. Sanitation Service Authority, NCC and Environmental Protection Department can facilitate necessary site improvements
- Utilize a large interpretive signboard at the Port entrance gates, and display information on key UNESCO World heritage Sites including Cheapside Market
- Develop a signed route with way-finding elements from the Bridgetown Port entrance into the city centre via Pelican Craft Centre to Cheapside Market
- Signage development for interpretation of the historical aspects of the market site

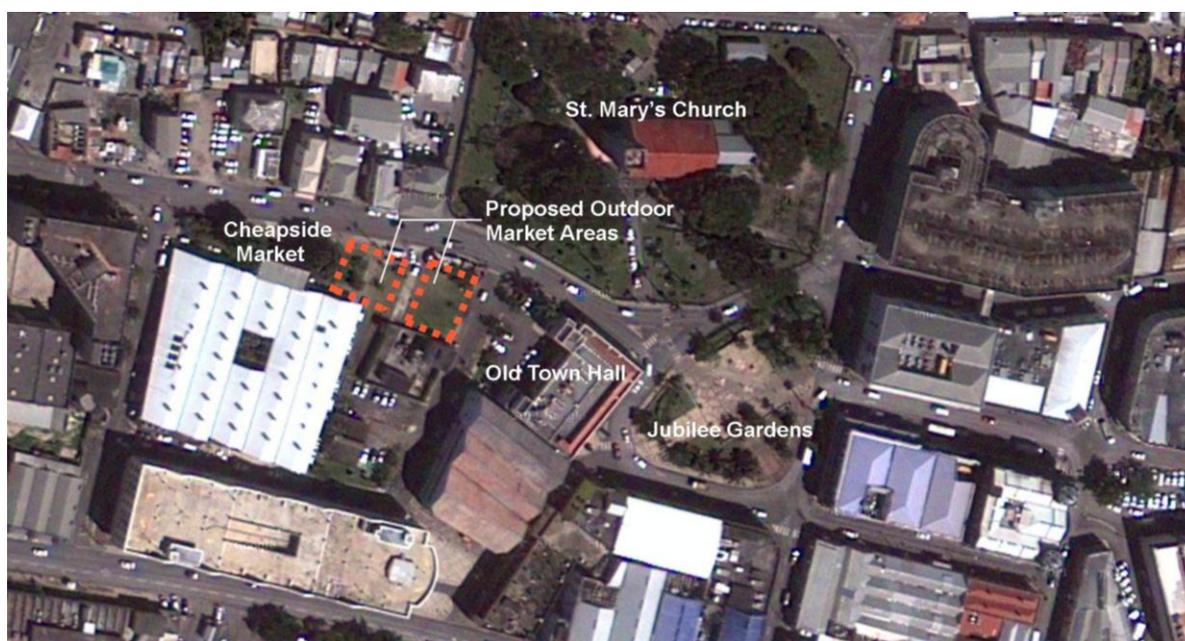


Figure 54. Existing layout of Cheapside Market and environs with proposed external use areas.

Challenges with Implementation:

- Enforcement of regulations to control 'ad hoc' vending activity along the public sidewalk areas
- Ongoing maintenance programme to meet the objectives of a cleaner city environment

<p>Recommended Implementation Agency: Barbados Tourism Investment Inc. (BTII) in strategic planning and development work (in association with the Ministry of Agriculture, Ministry of Transport and Works, and the Ministry of Health)</p>
<p>Priority / Implementation Timeframe: High / Medium Term</p>
<p>Target Users:</p> <ul style="list-style-type: none"> • Cruise visitors • Domestic and long-stay visitors • Diaspora
<p>Who Benefits:</p> <ul style="list-style-type: none"> • Visitors and locals • School groups
<p>Risks: Not achieving full cooperation and support of relevant stakeholders, including vendors and public service agencies</p>
<p>Estimated Costs: Project costs to be determined; however a budget of BDS \$ 250,000 is proposed in the interim</p>
<p>Source of Funds:</p> <ul style="list-style-type: none"> • BTII • Tourism Development Corporation may also be considered for specific components, e.g. signage
<p>Revenue Generation Potential:</p> <ul style="list-style-type: none"> • Increased revenues through increases in visitors at the Market and in Bridgetown • Sales of souvenirs and arts and craft items on site, in addition to local produce • Tours should include a visit to the market featuring arts and craft or local goods in order to promote sales of Barbadian products and provide greater exposure to local brands
<p>Further Development Work Required:</p> <ul style="list-style-type: none"> • Promotion of the Market on tour routes • Implementation of recommended site improvements • Outdoor market planning
<p>Other Considerations: Linkages with Cruise Tourism, Community Tourism, Diaspora, Culinary Tourism, Silver Market Tourism</p>

2.2b-10 Promote Heritage Tours by Night

Description:

To develop heritage tours on select evenings of the year that feature historic sites within the UNESCO World Heritage designated area. The tour may be combined with the proposed torchlight tour of the Main Guard being developed, or the 'Dinner with George' event held at George Washington House. Potential sites include:

- The Barbados Museum and Historical Society
- National Armoury
- Military Cemetery
- George Washington House
- National Heroes Museum at Parliament

Transportation would be provided via the electric tram (refer Action 2.2b-15) that would follow a regular circuit, in addition to regular public transport via Bay Street.

Boat rides within the Careenage basin, first launched during an event coordinated between the Urban Development Commission and Corporate Barbados, may also be offered. Private tour operators have also commenced night-time submarine tours that may be launched from the outer basin. Coordination with events such as Friday Night Live (the inaugural event which was held in October 2012) can also form part of the overall schedule to create a dynamic offering for Bridgetown and Garrison as a whole.

Expected Outcomes:

- Expanding the scope of Barbados' capital city with the goals of revitalisation and sustainability at the forefront
- Increased numbers of visitors patronizing the UNESCO Sites
- Stimulation of night-time commercial activity within the urban environs

Guidelines for Implementation:

Individual events or packages and schedules for operation should be developed in collaboration with Museum operators, tour operators and governmental and non-governmental agencies, including: Bridgetown Development Committee, Urban Development Commission, Rural Development Commission, Barbados Chamber of Commerce and Industry, National Cultural Foundation, Barbados Investment and Development Corporation, Barbados Port Inc., Community Independence Secretariat, Royal Barbados Police Force, Barbados Defence Force and the National Conservation Commission

Challenges with Implementation:

Coordination of event times and packages between operators

Recommended Implementation Agency:

Ministry of Culture (in collaboration with the UDC and associated stakeholders)

Priority / Implementation Timeframe:

Medium/Short Term: The primary attractions are existing and available for integration into a holistic package

Target Users:

- Locals and visitors
- Silver Market
- Educational Groups

Who Benefits:

- Museum operators
- Participating performers and cultural artistes
- Vendors servicing event areas

Risks:

- Lack of participation by attractions or tour operators
- Poorly coordinated packages of events

Estimated Costs:

- Costs to individual attractions and operators would be an extension of existing budgets for daytime activities
- Marketing costs are to be determined based on the number of attractions participating and the range of associated cultural events to be encompassed, particularly during the Crop Over Season.

Source of Funds:

- Individual attractions and operators would provide for their individual operational and marketing costs
- Marketing and promotion of the holistic package would be funded by the BTA

Revenue Generation Potential:

- Admission fees to museums
- Performance fees for artistes
- Improved sales for associated vendors
- Increased revenues for public transportation providers

Further Development Work Required:

- Tour coordination and consolidation into overall package or sustainable offering
- Event planning for associated night-time shows such as sunset concerts
- Mapping of regular event locations
- Marketing and promotion

Other Considerations: Linkages with Creative and Performing Arts, Domestic Tourism

2.2b-9 Create a Multi-Media Extravaganza in Bridgetown

Description:

The development of a multimedia extravaganza at the Parliament Buildings Courtyard and Heroes Square is recommended to commemorate the historic achievements of the city. The event will portray and celebrate the past 4,000 years of settlement incorporating the story of early inhabitants to present day Barbadians.

The cultural event would incorporate theatrical performances by local artistes, as it uses the historic facades as a backdrop for the presentation, using laser lighting technology in addition to video and musical arrangements (see Figure 55). A premier dinner event would be a major highlight of the commemorative occasion.



Figure 55. Views of Bridgetown at night and the Parliament Buildings illuminated.

Expected Outcomes:

- Generation of a new experience within Barbados' prime historic landscape that becomes a focal point in the calendar year, highlighting the UNESCO commemorative designation. It would complement other prime events such as the Crop Over Festival and major cricket tournaments.
- The aim of this showcase is to inject an annual celebratory high point within the domestic and international visitor experience and boost UNESCO World Heritage awareness
- There would also be interpretation through light and sound of the historic site to create an immersive environment using a dynamic modern art form
- The opportunity would be created to expand the acumen of local talent in presenting the displays
- Use of a local form of theatre, music and rhythm would enrich and personalize the experience in a Barbadian context

Guidelines for Implementation:

- Develop a video mapping and presentation that projects images, motion graphics or photo elements onto the iconic facade of the Parliament Buildings or within the night sky above the courtyard. The show would integrate local theatrical and musical presentations that may be recorded or performed live
- The show would be viewed from Heroes Square or Independence Square where local culinary and craft booths would be available
- A gala dinner with admission by ticket into the Parliament Buildings Courtyard would accompany the show
- Recorded performances can be varied annually

<p>Challenges With Implementation: Expertise and technological requirements may need to be accessed externally</p>
<p>Recommended Implementation Agency: Ministry of Culture (in collaboration with the Bridgetown Alive Committee and BTII)</p>
<p>Priority / Implementation Timeframe: Medium/ Medium Term</p>
<p>Target Users:</p> <ul style="list-style-type: none"> • All visitors and locals utilizing the key sites identified • Local musicians and theatrical performers
<p>Who Benefits:</p> <ul style="list-style-type: none"> • Music artistes through promotion and sale of local products • Users through exposure to cultural heritage • Barbadians overall through publicity of the island's rich talent
<p>Risks: Technical inability to service, update and maintain the digital interface</p>
<p>Estimated Costs: A conservative estimate is BDD\$250,000 for the multi-media product in addition to other start up costs</p>
<p>Source of Funds: Barbados Tourism Investment Inc. and private sponsorship</p>
<p>Revenue Generation Potential:</p> <ul style="list-style-type: none"> • Advertising • Product sales at associated booths • Gate receipts • Performer fees
<p>Further Development Work Required: Developing the content of the show to international standards</p>
<p>Other Considerations: Linkages with Creative and Performing Arts, Culinary Tourism</p>

2.2b-6 Develop a Programme to Showcase Heritage Sites and Attractions

Description:

- Develop a programme to showcase heritage activities and attractions. Programme would be modeled after the existing Barbados National Trust Open House Programme
- Develop competitive activities that enhance tourism awareness and education regarding UNESCO World Heritage Sites that would capture the interest of persons locally and engage persons in Domestic Tourism through active participation
- UNESCO World Heritage Educational Kits suitable for distribution to select age levels within primary and secondary school institutions should be made available through the proposed programme (refer Action 2.2b-4)

Expected Outcomes:

- Creating visitor awareness of UNESCO World Heritage Sites
- Promotion of heritage sites, attractions and products available to the Domestic Tourism market

<ul style="list-style-type: none"> • Educational kits would aid in familiarizing students with heritage products and preservation needs and techniques
<p>Guidelines for Implementation:</p> <ul style="list-style-type: none"> • Design a multifaceted competition with a prize structure based on demonstrated knowledge of local heritage products, particularly UNESCO World Heritage Sites. Participants may be required to identify sites based on clues given on radio or in print media. Competition rules may include requirements for the use of heritage resources, such as submission of entries utilizing heritage stamp postage • Locals should be encouraged to participate in challenges that are promoted and delivered via local media or via social media. Photographic competitions can be executed via the web • Prizes may be offered to maximize public involvement with heritage attractions through entry to a range of attractions for a party of a given size or an 'Open Heritage Passport' to heritage activities or attractions • Educational kits would be supplied to schools in conjunction with programmes such as Tourism, Education and Me (TEAM) and the Schools Tourism Education Programme (STEP)
<p>Challenges with Implementation: Allocation of an overarching development agency</p>
<p>Recommended Implementation Agency:</p> <ul style="list-style-type: none"> • Barbados National Trust – Open Heritage Programme • Barbados Tourism Authority – Heritage Treasures Competition • The Ministry of Tourism in collaboration with the Ministry of Culture and the Ministry of Education – Educational Kits
<p>Priority / Implementation Timeframe: High/Short Term: This initiative is intended to generate a surge of interest from local persons and improve their knowledge of heritage properties in a short time frame</p>
<p>Target Users:</p> <ul style="list-style-type: none"> • Barbadian residents • School institutions
<p>Who Benefits: The beneficiaries will be all residents of Barbados, attractions and businesses in heritage sectors and increased domestic visitor traffic and spend, in addition to locals receiving intangible benefits of educating future stewards in heritage products, historical characteristics, and cultural contribution.</p>
<p>Risks: None envisioned</p>
<p>Estimated Costs:</p> <ul style="list-style-type: none"> • Costs will be dependent of the mode and media selected for promotion of the competition • Prizes can be non-monetary and accommodated with existing attractions, and may be scheduled on days of low visitor numbers to avoid conflicts with heavy visitor bookings
<p>Source of Funds:</p> <ul style="list-style-type: none"> • Sponsorship for individual plaques and signage. Sponsors will be recognized on signage pieces. • The Tourism Development Corporation can also be considered for funding this venture

Revenue Generation Potential:

Indirect revenues through increase in visitors

Further Development Work Required:

Identification of signage and plaque placement along the heritage site routes

Other Considerations: Linkages with Educational Tourism

2.2b-11 Create a Historic Bridgetown Rocklyn Bus Tour

Description:

A recent initiative by the private sector comprising corporate businesses commenced in October, 2013 with a shuttle service, the 'Bridgetown Express', from south and west coast hotels to Broad Street, and potentially from the Port, to enhance retail shopping activities in the city. The shuttle will be operated six days a week for a fee.

This strategy proposes the development of a *heritage* shuttle and tour loop utilizing Jitney-styled replica buses (see Figure 56) from the Port through Bridgetown via Princess Alice Highway, Cumberland Street, Broad Street, the Wharf Road and culminating in Pelican Village. This tour will emphasize heritage sites along the route and introduce users to key linkages with historic sites within the UNESCO World Heritage Property.



Figure56. Jitney/Rocklyn Buses awaiting passengers (Source: Buses From the Past: Barbados Forum).

Expected Outcomes:

- Visitors will have increased access to Bridgetown attractions and also retail services
- Visitors will be introduced to aspects of Barbadian culture through exposure to built heritage and indigenous culture

Guidelines for Implementation:

- A minimum of two replicas of Rocklyn or Jitney-styled tour buses would be utilized for this tour
- Confirm the tour route from the embarkation point at Pelican Village via Princess Alice Highway, Prince Alfred Street, Broad Street, the Wharf Road and embarkation and disembarkation points (see Figure 57)
- Tours may be scheduled every half hour in order to maximize patronage
- Visitors would not be allowed to disembark the tour until Heroes Square or the culmination in Pelican Village
- Local instrumental music would be featured during the tour
- Tour guides would point out heritage sites along the route
- The Old Town Hall, St. Mary’s Church, Jubilee Gardens, the Colonnade, Parliament Buildings, Heroes Square, The Careenage, Old Spirit Bond, Carlisle Wharf and the Old Mason Hall would be the key heritage sites featured



Figure 57. Map of Bridgetown showing proposed Rocklyn Bus tour route and primary stops.

Challenges With Implementation:

Maintenance of buses will be the primary challenge

Recommended Implementation Agency:

Barbados National Trust

Priority / Implementation Timeframe:

Medium/Medium Term

Target Users:

- Local and international visitors
- School and university students

Who Benefits:

- Barbados National Trust properties
- UNESCO attractions and stakeholders, visitors, residents and Bridgetown businesses through increased patronage and associated revenues

<p>Risks: None envisioned</p>
<p>Estimated Costs:</p> <ul style="list-style-type: none"> • Costs for placement of signage within the Bridgetown Port and for primary route stops is estimated at BDS\$10,000. The tour would also be promoted on existing BTA tourism websites. • Operating costs for buses is estimated at BDS\$1,000 per day per vehicle • Fees for tour guides to be determined
<p>Source of Funds: Barbados Tourism Authority and the Tourism Development Corporation</p>
<p>Revenue Generation Potential: Would enhance visitor and local traffic within the Bridgetown and corresponding retail and service opportunities</p>
<p>Further Development Work Required:</p> <ul style="list-style-type: none"> • Investigation of the primary and most viable service times for the route • Identification of vehicles and service personnel to service the route • Scheduling of the route stops and times in association with the BTB • Sourcing tour guides
<p>Other Considerations: Linkages with Community Tourism, Shopping Tourism, Silver Market Tourism</p>

2.2b-7 Develop Riverboat Tours of Historic Bridgetown

Description:

Develop guided tours of Bridgetown to visit historic sites incorporating the newly restored waterway of the Constitution River.

Tour 1: These sites would incorporate the following UNESCO listed buildings and monuments. Tours can incorporate a visit to the new public park located at Church Village adjacent to the Central Bank where musical performances or cultural shows can be presented.

- Parliament Buildings
- Nidhe Israel Synagogue
- Carnegie Free Library
- The Old Supreme Court
- Montefiore Fountain
- Harrison College
- Rus-In-Urbe House
- Queen's Park & Buildings
- St. Michael's Cathedral
- Central Bank Property

Tour 2: These heritage sites incorporate lower Broad Street and associated attractions, and can be linked to the above via riverboat tours (see Figure 58).

- Cheapside Market
- St. Mary's Church
- Old Town Hall
- Jubilee Gardens
- The Barbados Mutual Building
- The Dry Dock
- The Spirit Bond
- Fort Willoughby



Figure 58. Illustration of the proposed Constitution River improvement (BTII, 2013).

Expected Outcomes:

Promotion of the history of Barbados and increased exposure given the rich culture of Barbados. This will be an opportunity to pass on some of the unique histories of the island.

Guidelines for Implementation:

- Tour routes (see Figure 59) and options may be pre-arranged through local tour operators, and should be coordinated with the Barbados Museum & Historical Society
- Tours for cruise visitors may be arranged from the Bridgetown Port through the establishment of a tour booking station
- The proposed tour station would consolidate and provide information to cruise visitors for the booking of tours within Historic Bridgetown and its Garrison

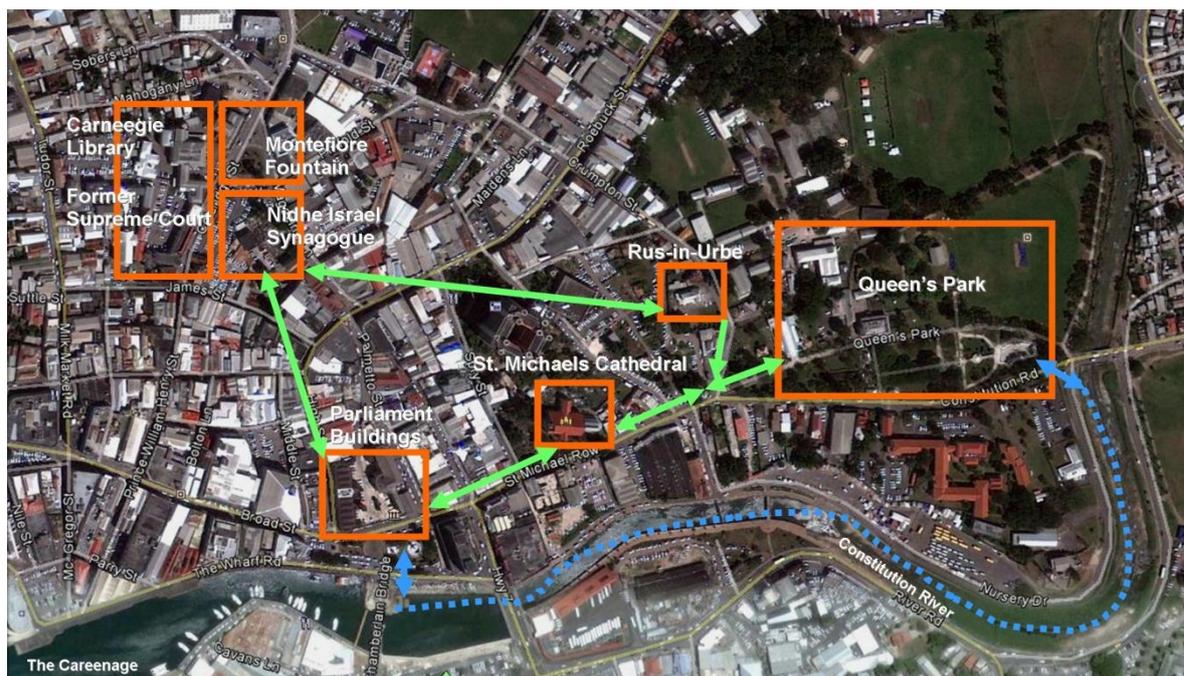


Figure 59. Proposed heritage tour routes showing potential waterway loop.

Challenges with Implementation:

Upgrade of external infrastructure and services at some of the sites will be required in order to improve current standards and meet consumer demands

Recommended Implementation Agency:

Joint venture between the UNESCO World Heritage Committee and the Ministry of Culture (in collaboration with the Bridgetown Chamber of Commerce, BMHS, BNT, UWI History Department)

Priority / Implementation Timeframe:

High / Medium term

Target Users:

- Silver Market visitors
- Cruise passengers
- Stay-over Visitors and locals
- Primary and secondary schools
- Research professionals, university students, academics

Who Benefits:

- Visitors and Locals
- School groups

Risks:

Low registration for tours due to weak marketing or low visitor numbers

Estimated Costs:

Cost of Guides: BDS\$150 - \$250 per hour
 Boat rental costs – to be determined depending on type of boats to be used for the tours

Source of Funds:

To be determined; may require special Fund to be set up

Revenue Generation Potential:

- Increased revenues through visitor attendance
- Sales of souvenirs, cultural materials, and arts and craft items on site
- Tours should include a visit to a market or retail space featuring arts and crafts or local goods in order to promote sales of Barbadian goods and provide exposure to local brands

Further Development Work Required:

- Development of tour routes, schedules and scripts for presentation by guides
- Identification of a retail shopping locations to be incorporated in the tours where feasible
- Queen's Park area may be considered as a viable site for this activity

Other Considerations: Cruise Tourism, Community Tourism, Diaspora, Silver Market

2.2b-5 Create a UNESCO Mobile Exhibition**Description:**

Develop a mobile UNESCO World heritage photographic exhibition to display all of the UNESCO properties within communities and educational institutions of Barbados. This would facilitate increased awareness of key heritage products within the Domestic Tourism market and stimulate recognition of these iconic cultural features that otherwise may be minimized.

Expected Outcomes:

- Promotion of a key historical age for Barbados
- Increased tourism awareness regarding the prominent elements and historic properties of the inscription

Guidelines for Implementation:

- By open invitation, request Barbadians to submit their best photos of inscribed sites or associated heritage experiences, e.g. the Changing of the Guard at Independence Day ceremonies
- Detail the appropriate sizing requirements for photos
- Prizes may be offered for amateur photographers whose photos are selected. Prizes would be commensurate with the level of competition
- Supplement selected photos where necessary to complete the photographic record and mapping of all properties and landscape
- Catalogue and mount prints assembly in exhibition units
- Design displays and exhibitions within a mobile transportation unit (e.g. see Figure 60)
- Establish a schedule of visits to schools and community centres that may be promoted in the media
- Outfit a mobile exhibition unit / trailer to accommodate a tailor-made exhibition
- Plan associated cultural events around community showings



Figure 60. Sample exhibition unit designs (Excel Trailers, 2013).

Challenges with Implementation:

None envisaged

Recommended Implementation Agency:

Ministry of Culture (in collaboration with the Ministry of Education)

Priority / Implementation Timeframe:

High / Medium term: It will be important to maintain the impetus of the inscription amongst the general public

Target Users:

- All residents
- Students at local educational institutions

Who Benefits:

- All residents
- School groups

Risks:

- Low public interest or poor attendance at exhibitions
- Inadequate promotion of exhibition venues in communities and school settings

Estimated Costs:

- Vehicle and custom Exhibition Unit: BDS\$300,000
- Development of exhibition materials: BDS\$50,000

Source of Funds:

Ministry of Culture

Revenue Generation Potential:

Exhibition mobile units can be used for fundraising activities

Further Development Work Required:

- Development of exhibition content
- Development of exhibition schedules
- Staffing of mobile unit - This may be developed in association with the proposed *Tourism Ambassadors* programme (refer Action 2.3-8 in Section 9.4)

Other Considerations: Tourism Awareness, Education Tourism, Community Tourism, Diaspora