
6.0 Current Project Proposals

A number of new project proposals that aim to showcase Barbados' unique cultural heritage have been presented to the Ministry of Tourism and International Transport during the TMP review period. These projects have significant potential for expanding the current range and diversity of tourism attractions. They include the Rail to Trail Project, Flying Fish Entertainment Centre, Golden Calabash Arts Centre, Harry Bayley Observatory, and Folkestone Marine Park & Reserve, each reviewed separately in Sections 6.1 to 6.5. The TMP has taken these proposals into account as part of its review process leading to recommendations for additional cultural heritage attractions aimed at enhancing Barbados' tourism product and overall competitiveness in the tourism market.

6.1 Rail To Trail Project

The Barbados Railway, which operated from 1873–1937, provided both freighting and passenger transport services. Thereafter, the Railway's assets were sold, leaving the ironworks, abutments and earthworks of the track-bed as the only tangible evidence of this formerly vibrant route for inland transport. The Railway continues to be a captivating story for both locals and visitors and merits further consideration for development as presented below (PESL et al., 2012).

The historic railway line has been used for a range of functions such as roadways, footpaths, watercourses and utility service routes. Sites associated with the railway include the Atlantis Hotel and the Beach Facility at Bathsheba. The historic importance of the former railway is also commemorated through the Barbados National Trust's annual 'Colin Hudson Great Train Hike' event. However, overall, the railway's heritage and sports tourism potential has not been fully realized.

With the objective of adaptive reuse of the route, a paved cycle trail of 16.2 km. has been proposed from Bulkeley Sugar Factory, St. George to Conset Bay, St. John (see Figure 61). In order to enhance the recreational value of the railway, the proposed rail to trail route is to feature rest stops, picnic areas and be landscaped at key locations. Trail amenities would also include picnic benches, bins and shelters. Interpretive signage would be developed to feature aspects of local heritage such as sugar production, slavery and emancipation and island development. The project is also aimed at promoting health and wellness activities.

It is anticipated that the Trail would be used for national, regional and international sporting events to include marathons and cycling races. The project is designed as a family-centered, sustainable venture that aims to provide a readily accessible green corridor or inland boardwalk for multiple outdoor uses. The estimated development budget is BDS\$ 13.9 million.



Figure 61. Bulkeley Factory showing the proposed start of the Rail to Trail Route (orange dashed line; adapted from Google Maps / PESL, 2012).

6.2 Flying Fish Entertainment Centre

The Flying Fish Entertainment Centre is a proposal that aims to “expand the quality and diversity of the arts and entertainment sectors of Barbados” through the creation of a maximum 400 seat capacity auditorium for the hosting of regular cultural performances by local entertainers (MJH Consulting Ltd, 2013).

The Centre is proposed as a significant contribution to Barbados’ 50th year of Independence, generating foreign exchange earnings and employment opportunities in addition to enhancing the tourism industry. Further, it is expected that the Flying Fish Centre would aid in improving arts and cultural development in the island through opportunities for artisans and cultural industries practitioners.

The proposed Centre is intended to provide family-oriented performances (e.g. music, dance, and drama) particularly for cruise visitors based on local themes. The facility would also provide culinary options and retail access for visitors. The presentation of diverse Bajan performances through a mid-day high-quality show is expected to be a keen selling point for the Centre and Barbados. Day-time shows would also be complemented by evening performances of music, drama, conventions and lectures and other local events are proposed. The Domestic Tourism market would be a focus for these activities (MJH Consulting Ltd, 2013; refer also Report V, Part 2, Section 3.2.1.8).

6.3 Golden Calabash Arts Centre

Golden Calabash is an Arts and Craft studio of sculptor and artisan Wayne Wells that has been in existence for the past 25 years. The Artist works mainly with Mahogany. The Studio’s work has been highly recognised and many unique pieces have been selected as gifts by the Barbados Government to be presented to various foreign officials and Heads of State.

Presently, the studio is located at Pelican Village but will soon be relocating to Baxters, St. Andrew where the hosting of an arts and cultural centre is envisaged. The proposed 'Golden Calabash Arts and Cultural Centre' will be created utilizing the land resources and specialized skills of the artists towards an eco-tourism heritage project. The part of St. Andrew where the Cultural Centre would be housed is within the Scotland District, an area designated by the Government for special development (see Figure 62). This area is also referred to as the Barbados National Park.



Figure 62. Proposed site for the Golden Calabash Centre, Baxters, St. Andrew.

Featured at the Arts Centre will be life-sized sculptures and installations created by some of Barbados' most prominent artists. This outdoor 'sculpture garden', consisting of works in wood, clay, stone and iron, will be the first of its kind in Barbados. The theme will pay tribute to the island's African and Amerindian ancestors: their struggle, victory, beauty and pride. These will be supported by artists of the Caribbean and Africa with an emphasis on live demonstrations.

The Centre's vision will be built around excellence in infrastructural layout, artistic offerings and service, and will be accomplished by using appropriate and creative technology. Too often, international standards are compromised while falling back on excuses such as lack of resources, finances and Government support. When creativity is channelled from the essence of Caribbean civilization, there are no artistic presentations anywhere in the world where excellence cannot be attained with the appropriate effort being applied.

In Trinidad, there are venues with large life-sized artistic offerings pertaining to the East Indians contribution to that particular country. In the Caribbean, Africans are approximately 80% of the population and the question is still to be asked 'where are our contributions in terms of galleries, museums and gardens'. From first-hand experience, a large number of tourists from within the Diaspora are coming to Barbados because of the island's reputation of self-governance. Upon arrival they take pride and want to spend their money with the following:

- Barbadian owned businesses and tourist attractions
- Visit institutions that celebrate African ancestry

This need by the Diaspora is undercapitalized in Barbados and hence the island is losing much foreign exchange (see also Report V, Part 2, Section 3.2.1.7). World tourism today from Africa throughout the Caribbean is tapping into the rich diversities that the Diaspora market has to offer. At the Atlanta airport are magnificent large life-sized stone sculptures from Zimbabwe. A similar attraction is envisioned for the GCAC which is deliberately positioning itself to tap into the Afro and Caribbean Diaspora market.

Locally produced items by artists of different disciplines will also be available for demonstration and sale. The planned diversity of activities in a natural setting will ensure that the Centre is welcoming to individuals of all ages and interests.

6.4 Harold Bayley Observatory

Astro-tourism projects are currently being implemented internationally in destinations such as the United States, the United Kingdom and Puerto Rico, capitalizing on an increasing public awareness and interest regarding space exploration and such phenomena as eclipses and meteor showers (Small, 2013).

The Barbados Astronomical Society's (BAS) recent launch of the March 15, 2014 reopening of the observatory, involved the implementation of an Astro-Tourism Programme in collaboration with the BHTA, Barbados Coach Operators, Taxi Operators and the BTA. The programme aims to expand the scope of night-time recreational activities for the island's guests and local visitors to the observatory (see Figure 63). The Astro-Tourism Programme will include the following:

- An 'Educate and Entertain' programme for evening visitors with targeted marketing and awareness building within the hotel sector.
- A 'Heliospheric Programme' which is a day-based initiative to complement the night-time programme which will involve (1) partnering with coach and taxi operators to organize weekly tours to the observatory during cruise ship calls at the Port, (2) souvenirs and refreshment offerings and (3) multi-media presentations.

Domestic Tourism will also benefit from this initiative with adequate promotion (refer Report V, Part 2, Section 3.2.1.8).



Figure 63. Harry Bayley Observatory and Reflector Telescope, Clapham, St. Michael (photo provided by the Barbados Astronomical Society 2013).

The Barbados Astronomical Society project refurbishment encompassed (1) a new computerized telescope which will serve as a prime tourism attraction offering “Sky Tours” to visitors and locals; the high-tech astronomy features are also expected to stimulate a high level of interest through the Schools Education Programme and (2) ground floor refurbishment and expansion. This extension will complete the observatory as a fully functional tourist attraction as well as an impressive amateur astronomy education and research facility.

6.5 Folkestone Park and Marine Reserve

The Folkestone Park incorporates a Museum along with interpretive displays, a shop, recreational park, tennis courts and picnic areas. The Marine Reserve comprises a demarcated protected area. Folkestone Park and Marine Reserve’s recent redevelopment programme aims to protect and rehabilitate damaged ecosystems in the Park and encourage users to improve stewardship of the marine reserve and its terrestrial resources. Replacing the current revetment will be two pocket beaches, improved water access points, and a new walkway to facilitate increased pedestrian traffic by visitors to the park. It is also anticipated that the upgrades will generate more retail business and provide accessible facilities (Rawlins-Bentham, 2012).

The Feasibility Study of Harrison’s Cave and Associated Sites, Carlisle Bay and Folkestone Park and Marine Reserve (Axys, 1998) set the stage for the development of the three sites named into high quality tourism venues. Development plans highlighted therein for Folkestone Park and Marine Reserve are being updated through the ‘Friends of Folkestone Foundation’, a charitable, Barbados based incorporated society partnering with the National Conservation Commission.

The Friends of Folkestone Foundation, now an incorporated, non-profit organization, will act as a supporting non-governmental body aimed at progressing development of a Sustainable Eco-Tourism Centre (SETC) at Folkestone Park and Marine Reserve (FPMR) and associated visitor interpretation programme (see Figures 64 and 65).

Future goals for FPMR include the following:

- Development of a website for communications, marketing and fund-raising purposes
- Establishment of a funding sponsor/partner for refurbishment of FPMR Education Facility
- Upgrades to the existing Folkestone Marine Museum for the integration of exhibits within the future Visitor Services Centre (VSC) building estimated at BDS \$1.5 million
- Physical renovations for the Sustainable Eco-Tourism Centre will require approximately BDS \$5 million
- Establishment and funding of international training programmes for FPMR staff and SETC volunteers to implement 'best practice' approaches for all activities at the Centre
- Development of an educational playground facility that incorporates environmental principles in the play elements, sustainable design and recycled materials

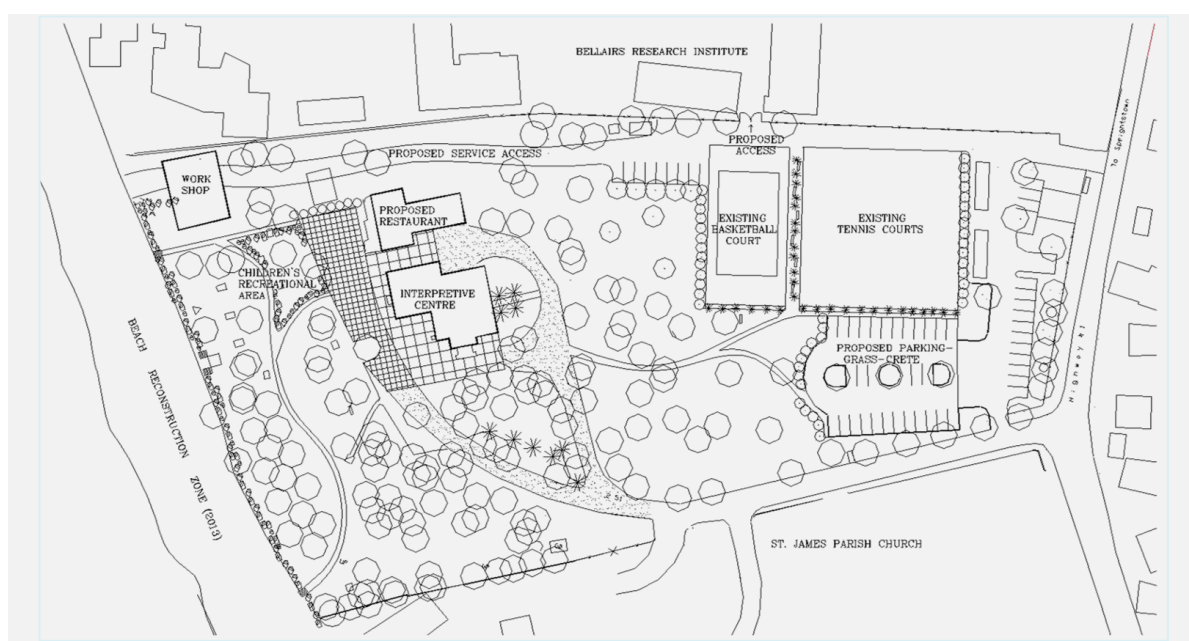


Figure 64. Proposed layout of Folkestone Park and Marine Reserve (Axys, 2000).

The Centre is planned to be an LEED Silver or Bronze Rated Visitor Centre that exemplifies green practices, sustainable technologies, rainwater harvesting and grey water recycling. The TMP acknowledges the feasibility studies of Harrison's Cave and Associated Sites (Axys, 2003) that recommend the redevelopment of the current administrative and interpretive building to incorporate a restaurant facility on the site, taking advantage of the beach-side quiet park setting. The aim is to generate revenues for maintenance of the facility.

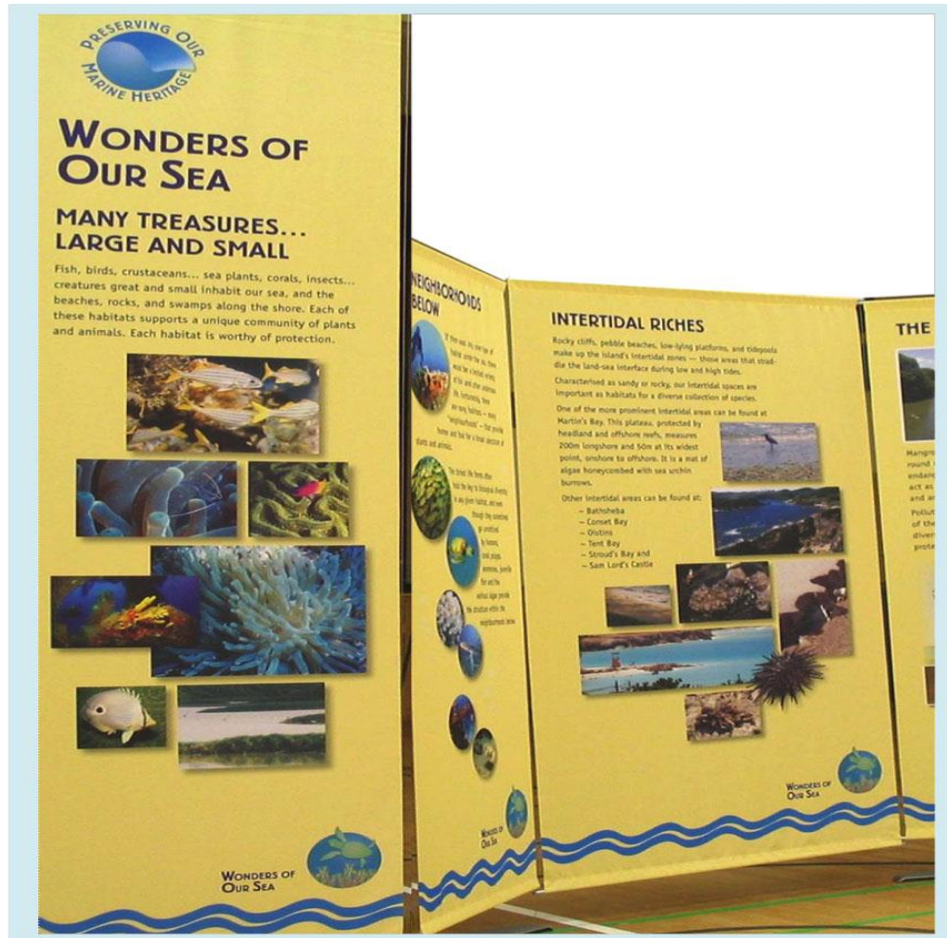


Figure 65. Folkestone Marine Park and Reserve mobile displays (Blackbird, 2011).

7.0 Existing Sites and Attractions

Barbados possesses numerous cultural heritage sites and attractions that already attract, or have the potential to attract, large numbers of visitors. These include Harrison's Cave, Morgan Lewis Mill, St. Nicholas Abbey, Cherry Tree Hill, Sunbury Plantation House, Barbados Slave Route signage project, Newton Burial Ground, Gun Hill Signal Station, Tyrol Cot, and a variety of museums, historic churches and lighthouses. A review of selected sites and attractions is presented in Sections 7.1 to 7.6, with specific recommendations highlighted in each section.

In assessing and developing recommendations that were designed to feature Barbados' unique cultural heritage, attract more visitors, and improve the visitor experience, TMP stakeholder workshops and interviews were conducted, and priority listings of top sites and niche market activities were generated. A summary of the three highest ranked responses in each category is presented in Table 14.

Table 14. Summary of stakeholder responses to heritage sites and attractions.

| Prioritized Heritage Products and Attractions | |
|--|---|
| Stories to be Told of Barbados | Nature Trails |
| Crop Over | Jack-in-the-Box Gully |
| The Sugar Story | Barbados National Park Escarpment Trail |
| National Heroes of Barbados | Old Train Line |
| UNESCO Heritage Sites – GHA | Nature Sites |
| The Clock Tower | Harrison’s Cave and Welchman Hall Gully |
| The Tunnels | Graeme Hall Nature Sanctuary |
| St. Ann’s Fort and Drill Hall | Flower Forest |
| Existing Heritage Museums | Gardens |
| Barbados Museum and Historical Society | Andromeda Gardens |
| George Washington House | Orchid World |
| Nidhe Israel Museum | Hunte’s Gardens |
| Historic Churches | Parks |
| St. John Parish Church | Farley Hill National Park |
| St. Mary’s Church | Queen’s Park |
| St. Michael’s Cathedral | King George 5 th Memorial Park |
| Markets | UNESCO Heritage Sites – Bridgetown |
| Cheapside Market | Parliament Buildings and Heroes Square |
| Brighton Market | The Mutual Building |
| Redland Farmer’s market | Carneegie Library |
| Craft Villages | Plantations |
| Pelican Craft Village | St. Nicholas Abbey |
| Medford Craft Village | Sunbury Plantation House |
| Tyrol Cot Heritage Village | Francia Plantation House |
| Potteries | Cemeteries |
| Chalky Mount Potteries | St. John Parish Church |
| Earthworks Potteries | St. James Cemetery |
| Red Clay Pottery | Christ Church Parish Church |
| Scenic Sites | Development of New Attractions |
| Cherry Tree Hill | The Sugar Museum |
| Farley Hill | Cruise Port Interpretive Centre |
| Cove Bay | Lighthouses |

Given the lack of comprehensive information on heritage sites and attractions in Barbados, a necessary first step would be to assess and develop an inventory of existing heritage properties (refer Action 2.2a-3 in Section 7.7). The initial focus should be on historic towns and the UNESCO World Heritage Property, identifying properties in need of restoration or refurbishment and preparing a shortlist of endangered properties island-wide, then developing a priority work programme for revitalisation. This important exercise will promote the enhancement of Barbados’ heritage tourism product and the development of an effective marketing scheme for the island’s prime heritage tourism attractions.

7.1 Barbados Slave Route Signage Project

The Barbados Slave Route Project Heritage Trail and Tour evolved through the UNESCO World Tourism Organisation's Cultural Slave Route Signage Project. The development of the Barbados Slave Route Heritage Trail and Tour, *'Freedom Footprints - the Barbados Story'* forms part of the African Diaspora Heritage Trail movement which has seen growth since the inception of the overall slave route UNESCO project.

The trail is developed around memorable sites related to the slave trade including the evolution of free villages and post emancipation experience of freed slaves and underscores Barbados' commitment to attract more visitors from the heritage tourism market.

The legacy of enslavement on the Barbadian landscape encompassed several additional sites related to the slave trade such as Gun Hill Signal Station and Sweet Vale, St. George, Bourne's Land, Christ Church and The Cage, Bridgetown. Other key sites include the Emancipation Statue; the Cotton Tower; Sharon Moravian Church, St. Thomas; Bayley's Plantation, St. Philip and Codrington College. Self-guided tours are also planned (Lashley, 2010).

Under Phase One of the project in progress, five sites and places of memory have been designated for signage as follows: Gun Hill, St. George, Sweet Bottom, St. George, Bourne's Land, Christ Church, Newton Burial Site (see Figure 66) and The Cage, Bridgetown.



Figure 66. Newton Burial Ground, Christ Church.

In addition to land acquisition by Government for development of the attraction, the burial site at Newton requires several site amenities in order to deliver an attraction that is of a high quality. These include:

- Parking for tour buses and other vehicles
- Refreshment facilities
- Site amenities, e.g. benches, fencing
- Directional and interpretive signage
- Vegetation buffer with appropriate seating

7.2 Historic Buildings and Plantations

Sugar plantations and other historic buildings offer a glimpse into the Barbados of yesteryear. Many plantation houses are now privately owned, and a few offer a place in which to dine (e.g. Sunbury House and Fisher Pond Plantation). Examples of these and their existing and potential uses in the promotion of local cultural heritage are also reviewed in Section 4.3 through linkages with the sugar story.

Many of the former plantations and associated historic Great Houses are now abandoned or in ruin, particularly in the Scotland District. Adaptive reuse of plantation properties as heritage or health & wellness centres is recommended. Linkages between these properties should be made throughout the Scotland District and associated cultural and natural heritage sites.

Historic houses such as George Washington House have recently been placed in the limelight owing to their excellence in promoting Barbados' local heritage. It has been redeveloped as a museum and currently acts a popular visitor attraction. Other historic buildings of interest as prime examples of the island's cultural heritage include:

- Tyrol Cot
- Sunbury Plantation
- St. Nicholas Abbey
- Morgan Lewis Mill
- Springvale Museum
- Traditional Chattel Houses
- Sam Lord's Castle
- Glendairy Prison

These properties are more fully described in Sections 7.2.1 to 7.2.8.

7.2.1 Tyrol Cot Heritage House and Craft Village

Tyrol Cot was the home of Sir Grantley Adams, first premier of Barbados and was also the birthplace of the late Tom Adams, former Prime Minister of Barbados. Tyrol Cot is an architectural gem built in 1854 by William Farnum, a prominent builder who also built part of Glendairy prison and the porch of the east wing of the Public Buildings. It is built of coral stone on two levels, with a basement. Tyrol Cot was the centre stage for many of the significant political events of both Barbados and the Caribbean, from prior to the events of 1937 until the birth of the Federation.

The site is owned by the Barbados National Trust (BNT) and is currently under lease by a private tour operator. The property consists of a great house featuring combinations of classical and tropical vernacular, 3 acres of grounds and a collection of chattel houses developed as a craft village with a slave house, stone stable and bath-house (see Figure 67). The great house, built in 1854, was the residence of Sir Grantley Adams for more than 60 years. Sir Grantley was the leader of the democratic process in Barbados during the late 1930's and 1940's, and the only Prime Minister of the Federation of the West Indies from 1958-1962. The story being told is that of the birthplace of Barbadian democracy.



Figure 67. Tyrol Cot site (left and middle); promotional signage (right).

Located close to the Bridgetown Port, it should be well visited by visitors to the island. For individual tourists, it can be a difficult location to find due to poor signage. For tour operators it is within easy reach, though challenges exist with parking across the street. The property is well maintained but showing natural signs of wear, for example at the entrance gate which is the first point of impression. These issues will need to be addressed for the product to attain a higher quality. The house, with its period furnishings, is well preserved. The story, which focuses on the Adams family and the birthplace of democracy, although extremely relevant to Barbadians, is only marginally interesting to most visitors. The interpretation lacks context and skirts the real story, i.e. Emancipation – the transference of a country through the legacy of enslavement to a progressive democracy.

Tyrol Cot house is known principally within the local populace versus the international market. Opening hours are predominantly on weekdays, which does not facilitate the widest patronage. The focus of visitor experience is the great house where the presentation is passive with faded labels and photos that are difficult to view. The garden

and craft village present indistinct, mixed interpretation, which is intended to commemorate folk culture of Barbados, combining a slave hut, blacksmith with rum shop and crafts (see Figure 68).



Figure 68. Chattel Houses at Tyrol Cot.

7.2.1.1 Development of Tyrol Cot's Interpretive Theme

It is fully recognized that a huge part of the story of Barbados is linked to the enslavement of a people, which is a sensitive topic. It is important that visitors to the island understand not only what occurred, but also the courage and leadership of those who led the way to emancipation and freedom. This story is currently not being told anywhere on the island. The BMHS plans to tell the story of enslavement at the Newton Burial Ground. However, this is in the early, planning stages, with a projected timeframe estimated to be between 5 and 10 years.

An interim solution worth considering is to reposition the interpretive message at Tyrol Cot, which currently is only being told as a fragment. The more relevant story that should be presented at Tyrol Cot surrounds the subject of enslavement and emancipation, culminating in the birth of democracy, and the role of civil rights leaders such as Bussa and Sir Grantley Adams.

“The house is presented as so many thousands of people remember it, as if Adams had just stepped out for a few minutes. But by making this decision, it means that you have no room for interpretation, for displays, for fully telling the story of why the house is so important. So the story has to be told by a hand-out or in the guide’s brief explanation” (pers. comm., P. Hynam Roach, 2012).

In developing Tyrol Cot, the intention of the Barbados National Trust was to recreate the home to convey the appearance that Sir Grantley Adams was still in residence. However, it was recognized from the outset that the resultant impact would not be as monumental, hence alternative proposals were made to include the establishment of a Museum of the Rise of Democracy in the legendary basement, but spatial constraints negated this action. Audio recordings were also considered but required financial sponsorship for implementation.

Given the considerations noted, the entire site will need to be used to tell the story, with the house serving as a focal point. It is proposed that interpretation be maximized on the exterior of the house with internal focal points planned to act as key highlights using themed, period sensitive audio-visual media consoles that have been technologically re-engineered, for example, the historic Rediffusion radio and black and white television sets. The vehicular route to Tyrol cot is also inadequately signposted.

It is suggested that throughout Tyrol Cot, interpretive elements should be selectively implemented in order to enliven the experience. These include:

- Creation of a sculptural recreation in wax of the former premier at work in his study
- Air historic speeches during tours within the house utilizing an appropriately designed audio console
- Feature short-form historical films on Sir Grantley Adams' life and work

Such an approach would require a re-orienting and repositioning of the entire visitor experience from parking, visitor flow, interpretive plan and exhibits. The advantage is that the major expense associated with physical plant is already in place. The house and grounds offer an excellent commemoration of Sir Grantley Adams; weaving an animated story and making it accessible and relevant to a wider audience could be achieved with a well thought out interpretive and exhibit plan. Domestic visitors were a prime consideration in developing this particular product (see also Report V, Part 2, Section 3.2.1.8).

Interpretation should also be included at the BMHS to reference not only Tyrol Cot, but also the other heritage properties along with the UNESCO World Heritage sites and key historical locations. Similarly, each heritage location should highlight select properties along with brief interpretation. For example, current signage at Tyrol Cot, as illustrated, draws attention to six other attractions across the island but offers no interpretation to inform and entice the visitor.

Medford Craft World is a mahogany craft village located in close proximity to Tyrol Cot. Creating a linkage or package tour featuring both Tyrol Cot and Medford Craft Village would be beneficial in exposing both properties to increased visitor numbers.

7.2.2 Sunbury Plantation House

Sunbury Plantation House, St. Philip was built around 1660. The attraction features mahogany antiques, along with a unique collection of horse-drawn carriages (see Figure 69). Sunbury is the only Great House on the island that allows visitor access to all of its rooms to present interpretation of plantation life of the time. Sunbury Great House hosts a range of celebrations and private functions. The site’s Courtyard Restaurant offers a mobile website, displaying the range of technological tools open for marketing attractions and sites in Barbados (see Figure 70). The application can be translated into 42 additional languages.



Figure 69. Sunbury Plantation Great House (left); the environs (middle); antique carriage (right).

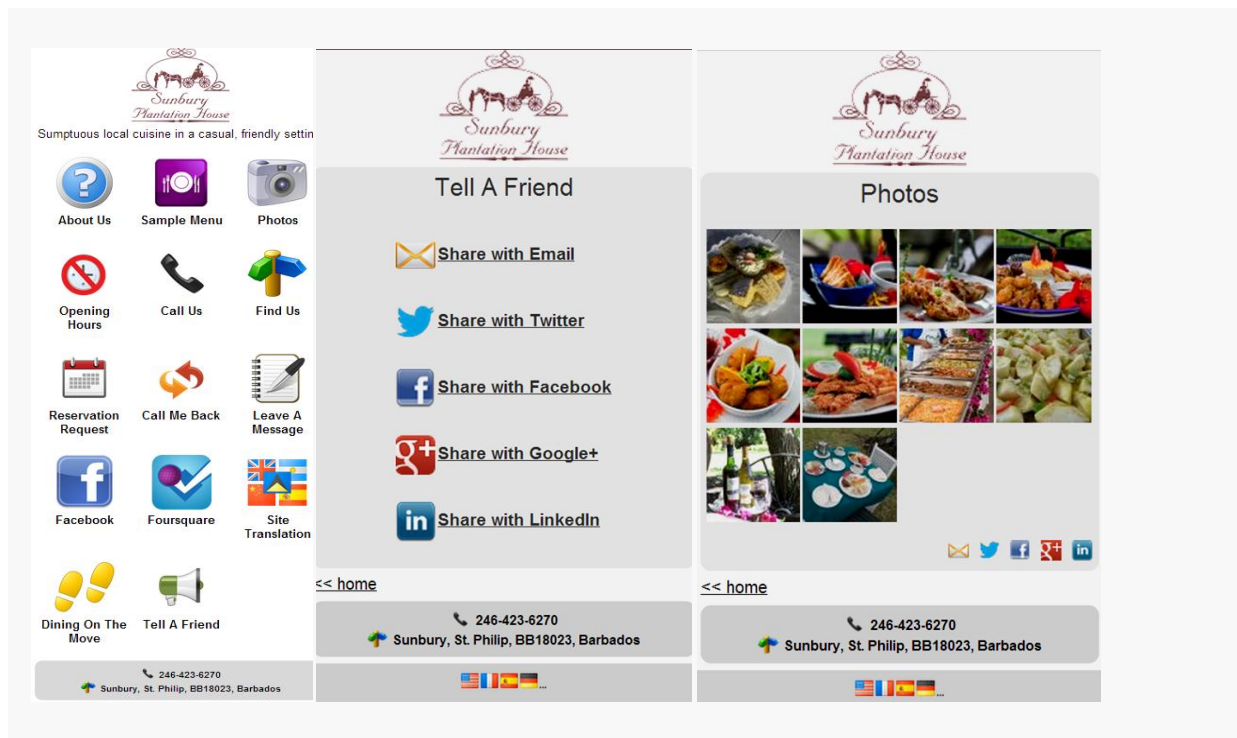


Figure 70. Mobile website pages developed for Sunbury Plantation.

Tours of the Great House operate daily. However, a number of the functions at the site are held in the evening. Consideration may be given to offering special tours for private events in order to maximize exposure to visitors. Tours to Sunbury Plantation can also be linked to similar properties or great houses, e.g. St. Nicholas Abbey (see Section 7.2.3).

7.2.3 St. Nicholas Abbey

The St. Nicholas Abbey Great House is a historic Jacobean mansion constructed in 1660. The site features the great house, a rum bond, herb and formal gardens, a chapel, boiling house, orchard and Terrace Café (see Figure 71). The on-site rum and sugar museum features historic artefacts, including slave records. The museum also houses a shop. During cane season, the steam mill and rum distillery operate several days a week. St. Nicholas Abbey also caters to private events and can make available a small chapel for wedding events.

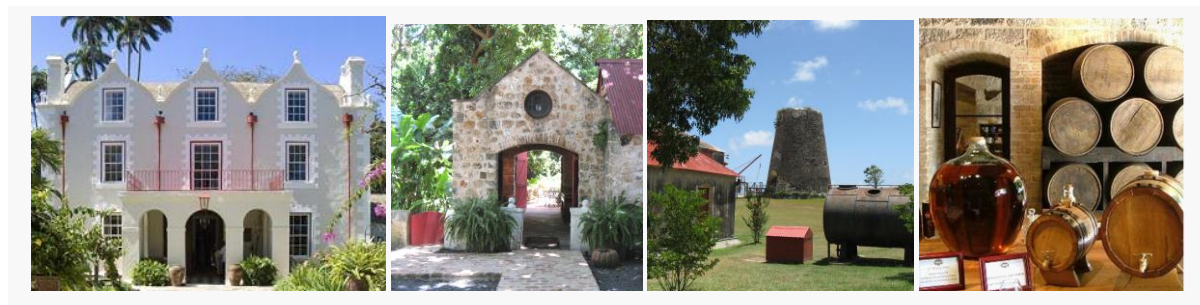


Figure 71. Views of the historic St. Nicholas Abbey property.

The historic preservation initiative from 2007-2008 included renovations to the Great House where roofs, fenestration, furniture, fittings were refurbished. Upgrades were also conducted on displays, walkways, and fire and electrical systems along with safety and access for visitors. The former stables were converted to a museum, cafe gift shop, and offices. Renovations were also completed on the chimney stack. In 2008-2009, a new distillery was installed, the plantation manager's house was converted into a Rum Bottling facility in addition to storage within cellar stores for rum casks (St. Nicholas Abbey, 2012).

At St. Nicholas Abbey, the Great House may be utilized as an official entrance for private events and a short tour may be facilitated for guests upon arrival. Visitors may also purchase a wide range of locally made products in addition to rum made on site.

Future initiatives include Boiling House renovations, development of a Steam Museum to showcase steam engines and tools of the sugar production era, renovations to the Mule Pen

and the Cow Pen, the latter of which would form a rum bond for St. Nicholas Abbey rum. In the future, it is the goal that full management of the plantation lands, which were primarily leased by the BAMC for cane production, be reintegrated into the plantation operations for the production of St. Nicholas Abbey products such as molasses, syrup and cottage industries.

It is proposed that the St. Nicholas Abbey marketplace be expanded to include further local products, including fresh produce. This is aimed at maintaining the future sustainability of the property. Heritage tours to St. Nicholas Abbey could be linked to Morgan Lewis Mill, Sunbury Plantation House, and the proposed new Sugar Museum (see Action 2.3-2 in Section 4.3).

7.2.4 Morgan Lewis Mill

Morgan Lewis Mill, the only functional wind-powered sugar mill remaining on the island, is a unique product within the Barbadian landscape and a rarity within the Caribbean (see Figure 72). The centuries old structure comprises a tower, mill arms, and rotational gears transfer the wind power from the sails to rollers that crush the cane. The tail is connected to the housing atop the mill, allows optimal adjustment of the sail assembly to be rotated to face the prevailing wind. The existing interpretive area, though now closed, was used to feature a historic film in the Mill Theatre, in addition to artefacts and photos. Housed inside the mill is an exhibit of old photographs documenting the heydays of sugar. Visitors can still gain entrance to the Mill to see elements of the machinery.

The immediate surroundings to the Windmill are in very poor condition, both aesthetically and in terms of infrastructure. The historic house, boiling house and other building are now too deteriorated to restore. However, the foundations of those buildings could be stabilised to be able to tell the story of a working sugar factory in that era, with one of the only working Windmills in the region. A visit to Morgan Lewis beach could be part of this experience.



Figure 72. Morgan Lewis Mill (left); historic entrance to Mill (right; *Source: BNT*).

It is recommended that immediate attention be given to upgrading the facilities at Morgan Lewis Mill that have deteriorated in recent years (refer Action 2.2a-2). Key considerations to be taken into account for the proposed development are as follows:

- The proposed multi-purpose facility should feature interactive multi-media interpretive exhibits depicting the Mill operations. In addition to the holistic Sugar Story, the existing local sites that have contributed to the success of the story should be presented to promote the diversity of products
- The development of a modern souvenir shop and cafe could feature the range of by-products of the overall sugar production process, where possible for sampling, i.e. cane juice, molasses, Barbadian sugar etc. Currently, cane juice may be sampled on site on select days only during the grinding season
- External visitor circulation (pedestrian and vehicular) can be significantly enhanced, along with appropriate siting of the picnic area and buffered parking
- The clay soils of this Scotland District site will require adequate site engineering and drainage for all infrastructural elements in order to avoid slippage
- The restoration of site buildings which have fallen into ruin would require additional funding
- Since the canvas sail of the windmill is not typically attached until the time of grinding, interpretation and signage should relate the mill process and associated machinery, in addition to the mill wall construction
- Attention to the impacts of the surrounding agricultural uses

Cost projections for proposed upgrades are provided in Appendix 2.

7.2.5 Springvale Eco-Heritage Museum

This small but intriguing Museum found in a converted former Plantation Manager's House provides the opportunity of looking back into a bygone era in Barbadian culture through the use of memorabilia, artefacts and interpretive exhibits (see Figure 73). The Museum is located at Baxters, St. Andrew in close proximity to Harrison's Cave and Welchman Hall Gully, St. Thomas. The attraction adds value to the cultural offerings in the central region of the island.

It is recommended that funding support be obtained to sustain and further develop this unique property, given its strategic vantage point as a 'gateway' to the Scotland District and Barbados National Park.



Figure 73. Springvale Eco-Heritage Museum and local artifacts.

7.2.6 The Traditional Chattel House

Over time, the chattel houses of Barbados have retained their heritage appeal, adding significantly to the charm and beauty of the landscape (see Figure 74). Along with the local village shops, they convey a remarkable historical and cultural story related to the post-emancipation plantation economy.

Chattel houses were located on plantations lands as removable structures, since workers often had to relocate their families, if circumstances required. Over time, they evolved both in style and detail, 'borrowing' some elements, e.g. entrance porches and fretwork, from the stately plantation houses. These ornate features added character and interest to the buildings (Walker, 2011). Built with pride, each of these wooden structures had its own unique character.



Figure 74. Original art by Virgil Broodhagen (2006 and 2009) depicting the Barbadian chattel house in the rural landscape.

Given its appeal across the Barbadian cultural landscape, the chattel house acts as a unique Barbadian icon that can offer a unique experience to visitors. As this once pervasive emblem slowly disappears from the landscape, opportunities have arisen to maintain the legacy of this icon. Chattel house villages have been immortalized in select locations such as St Lawrence Gap, Chattel House Village in Holetown and Tyrol Cot in St. Michael.

Chattel houses are now being utilized both as places of business and as tourist attractions, becoming a signature element of the local tourism brand. “It is one aspect of the visual heritage of Barbados...all these adaptive reuses of chattel houses mean that somebody can, with a modest outlay, acquire a business place. This is the renaissance of the chattel house, its architecture being a whole rich story of a people” (H. Fraser: In Evanson, 2012).

Prime examples of the chattel house are located at Carlton in St. James, Wildey, Brittons Cross Road, Brittons Hill, Villa Road in St Michael, Pilgrim Place in Christ Church and Around The Town in Speightstown. The chattel house and its origin amongst the people of Barbados was most recently utilized in the 2014 Holetown Festival to relay the imagery of a cultural hub (see Figure 75). There are restaurants operating in refined chattel houses that provide added ambiance to the dining experience. Showcasing more of these unique iconic venues would add to a visitor’s culinary experience, especially if the cuisine offered features local dishes (see also Section 3.2.1.3 in Report V, Part 2).



Figure 75. Chattel house representation at the 2014 Holetown Festival.

Today, chattel houses are slowly diminishing in number since tastes and building styles have changed, but their use is now being adapted to commercial enterprises. The historical connection to South Carolina as some of the plantocracy relocated northwards is an opportunity to be further explored in the context of developing heritage tourism.

The story of sugar and the discovery of ‘rumbullion’ production, or ‘rum’ as it became known in 1651, is another historic linkage with the local chattel house (see also Section 4.3). In both urban and rural villages, the ‘village shop’ became an extension to the chattel house where food and rum were sold. This later gave way to the rum shop, a unique Barbadian institution, with its own exuberant and authentic atmosphere. There are approximately 1,000 rum shops to be explored on the island (Laurie, 2001). Some of the better known ones include, Fisherman’s Pub, Gagg’s Hill Shop, Yellow Bird Bar, Nigel Benn Aunty Bar, Old City Bar and Braddies Bar (see also Section 9.1.1.2).

Chattel houses still exist in the major towns from Speightstown to Oistins and are spread across the rural landscape. Visitors have often expressed interest in visiting these houses, and it is recommended that efforts be made to take greater advantage of this opportunity.

Church Village in Bridgetown, an existing dense enclave of dilapidated chattel houses, has been recently developed as an urban park. The chattel houses housed there were removed or demolished, all being in a state of deterioration.

In order to showcase this important aspect of Barbadian cultural heritage, it is recommended that:

- There should be designated locations in the city for interpretation of the 'chattel house' and its cultural significance. This would enhance the TMP proposed UNESCO tours of Bridgetown (refer Action 2.2b-7). This product offering should be made available to cruise and stay-over visitors as part of the UNESCO product development. Alternatively, arrangements should be made for visits to existing, well maintained chattel house properties with agreed owner permissions.
- Promotion of traditional village / rum shops be encouraged through the development of a formalized programme that will encourage their prominence in the cultural heritage landscape of Barbados (refer Action 2.1h-2 in Report V, Part 2, Section 3.2.1.8).
- Authentic chattel house experiences should be developed for visitors that recreate this traditional aspect of Barbadian life and culture. This feature would complement existing presentations of life within historic plantation houses (e.g. Sunbury Plantation, see Section 7.2.2).

Ultimately, this cultural heritage experience is of tremendous importance and must be preserved at all costs if Barbados is to be seen as a unique destination delivering an 'authentic experience' to its visitors.

7.2.7 Sam Lord's Castle

The ruins of Sam Lord's Castle, a former Georgian Style mansion built in 1820 by the notorious pirate Samuel Hall Lord, are located in the parish of St. Philip (see Figure 76). Legend suggests that Sam Lord acquired substantial treasures by pillaging ships that were en route to the city of Bridgetown. Passing ships were lured unsuspectingly onto coral reefs by hanging lanterns that were placed in trees by the wily buccaneer. Captains mistook these lights for Bridgetown and wrecked their ships on the reefs.

According to legend, Sam Lord's treasures were kept in a network of tunnels located under the beach and also the Castle, though no trace has ever been found. Tragically, this stunning mansion of legend was destroyed by fire on October 20, 2010.



Figure 76. Existing ruins of Sam Lord's Castle in St. Philip.

Sam Lord's Castle was operated successfully as a popular hotel resort for many years. Given its significance as a prime cultural heritage attraction in Barbados, it should be restored at the earliest opportunity to benefit the tourism sector.

7.2.8 Glendairy Prison

Located on a 14 acre site and comprising impressive structures of Georgian architecture, this historic facility was completed in 1855. Historically, this prison augmented the jail known as the 'Old Town Hall' in Bridgetown. Architecturally, the prominent arched facades of Glendairy Prison resemble the military structures at St. Ann's Fort. Due to a prison riot, the West Wing was partially damaged by fire in March 2005. As the damage was not extensive, the potential of this 14 acre property for adaptive reuse needs to be fully explored. During its most active periods over the past 150 years, there was capacity to accommodate almost 500 prisoners.

Primary structures on the compound remain intact and structurally viable for restoration. The Task Force for the Preservation of Barbados' Built Heritage will assess the future of Glendairy Prison following completion of the restoration plans for the Empire Theatre, Carnegie Library and Queen's Park House (Evanson, 2014). Through visits by government and private sector representatives, Professor Emeritus Henry Fraser, has identified the former prison buildings as a valuable national resource, and has proposed site development

options that include conference facilities, a prison museum in the main building, student research, workshops for the manufacture of quality local furnishings and a public area for recreational activities.

The TMP supports the redevelopment options proposed which would showcase the former Glendairy Prison as a historically interesting and significant visitor attraction for Barbados through its adaptive reuse.

7.3 Centres Of Worship

7.3.1 Historic Churches

Barbados boasts over 60 historic churches, several of which were built over a century ago. The seven main parish churches built during the Bishop Coleridge era included St. Mary's Church, Cathedral of St. Michael's and All Angels, St. James Parish Church, St. Peter Parish Church, St. Lucy Parish Church, St. John Parish Church, and the Christ Church Parish Church.

Eventually, all eleven parishes had their own parish church, bearing various forms of European architectural styles. St. Mary's Church and St. Michael's Cathedral both lie within the UNESCO World Heritage Property in Bridgetown (see Figure 77).



Figure 77. St. Michael's Cathedral (left); St. Mary's Church (right) – both are situated within the UNESCO World Heritage Property in Bridgetown.

St. James Parish Church, originally a wooden building, superseded the original 'Hole Church' of 1629 in Holetown. Key features of the church are the aged bell on the southern porch resting on a coral stone pedestal inscribed with the words, "God bless King William, 1696". St. John Parish Church, which was destroyed by hurricane in 1831 and rebuilt in 1836, offers a panoramic view of the East Coast. The gothic-style architecture, historic

tombs and centuries old gravestones, some built into the floor of the church, make the church an intriguing site and prime visitor attraction.

Christ Church Parish Church is famous primarily for the Chase Vault in which coffins mysteriously shifted inside the sealed structure. Subsequent to an investigation in 1820, the occupants of the vault were interred elsewhere in the cemetery, leaving the vault empty and peaceful, but it is still the subject of a local legend. St. Peter Parish Church, also rebuilt subsequent to destruction by the 1831 hurricane, features a tower that serves as a landmark to seafaring vessels.

Weaving of these key historic buildings and stories into the fabric of the heritage product presents a valuable opportunity. The historic churches regularly contribute to community tourism and domestic tourism events. However, a unified product presenting the rich church histories and heritage of the associated stone edifices needs to be generated and should encompass recent research by the Caribbean Broadcasting Corporation's 2013 series 'Pillars of Worship'.

It is recommended that a pilot project be initiated during the peak seasons of Easter and Christmas to determine the level of local and visitor interest in exploring Barbadian church heritage (refer Action 2.1k-3 in Report V, Part 2, Section 3.2.2.3).

Private-public sector partnerships will be beneficial in enhancing and preserving the unique qualities of these sites for future generations. For example, through collaboration between the BTII and a local private sector business, a traditional-styled chiming clock was installed at the historic St Mary's Anglican Church tower in 2007 (Carter, 2007).

Further, it is proposed that interpretive signage be erected at each of the primary historic churches to introduce the visitor to the role churches played in shaping the heritage and people of Barbados.

7.3.2 Nidhe Israel Synagogue

The historic Nidhe Israel Synagogue in Bridgetown, thought to be the oldest in the Western Hemisphere dating back to 1654, includes a cemetery with monumental inscriptions on tombstones dated as far back as 1658. There is also a ritual bath (Mikvah) recently discovered through archaeological excavations that were conducted in 2008. The Mikvah is thought to pre-date the Synagogue by several years, and is the oldest Mikvah currently uncovered in the Western Hemisphere (pers. comm., K. Watson, 2010). There is also an adjoining building presumed to date back to the 1700's – this building has been restored and now houses the Nidhe Israel Museum, which presents the history of the Jewish settlement in Barbados and the significance of the Jewish community to the history of Barbados.

The existing Barbados Jewish Community manages the entire site (which is vested in the Barbados National Trust) and uses it for worship, burials, and other activities. The

community is small but active, and many visitors to Barbados attend Sabbath services that are held each Friday evening during the winter season. Some visitors also request special services to be conducted at the Synagogue, which can be arranged through the Barbados Jewish Community. There is significant potential to develop this offering on a more regular basis, which will bring more visitors to the island and contribute to the Barbados Visitor Economy.

Further phased development of this heritage site and its environs is planned given its tremendous historical value relative to the island's rich cultural heritage, the commitment to the UNESCO World Heritage designation for Bridgetown, and the potential to enhance the island's distinct tourism product. The TMP fully supports these plans and recommends that the entire city block that houses the Synagogue and associated buildings be preserved and showcased as a unique attraction for Barbados, which can also contribute to the promotion of the island's Faith Tourism niche market (refer Action 2.2b-2 in Section 7.7; see also Report V, Part 2, Section 3.2.2.3). Marketing of the site at ports of entry and with tour operators and international travel media will also be important to help increase visitors numbers (see Action 2.1k-4 in Report V, Part 2, Section 3.2.2.3).

7.4 Lighthouses and Signal Stations

7.4.1 Existing Lighthouses

Lighthouses are potential heritage attractions and worthy of consideration as part of product development. In this regard, four lighthouses have been identified as follows, and all require additional investigations regarding requisite infrastructural improvements:

- South Point Lighthouse
- East Point / Ragged Point Lighthouse
- North Point/ Harrison Point Lighthouse
- Needham's Point Lighthouse

Whereas in some countries such as the UK, visiting lighthouses is a popular activity, in the local context they do not offer sufficient interest and should be combined with a maritime tour.

South Point Lighthouse located in Atlantic Shores was erected in 1852, and is the last of its kind in existence. It was first erected and exhibited in 1851 at the Great Hyde Park exhibition in London. The lighthouse, refurbished and painted in 2004, is depicted on the Barbados 5 cent coin.

Needham's Point Lighthouse, built in 1855, is the second oldest on the island and is distinguished by its octagonal shape. The split red and green light once alerted vessels arriving at Carlisle Bay about which side they were approaching. Hilton Barbados is now the site of the inactive lighthouse whose tower has been restored.

Ragged Point Lighthouse, St. Philip, was built in 1875 of coral stone and commands a spectacular view of the east coast. The light station buildings have fallen into disrepair and the tower is in poor condition. The site is open, however the structure remains closed. This location is a popular stop on island tours.

Maycock's Lighthouse at Harrison's Point, St. Lucy, the most recent of Barbados' lighthouses, was erected of coral stone in 1925. It stands 145 feet above sea level. The site is open at present. A warning light was reactivated in 2011. Figure 78 illustrates all 4 lighthouses.

A request for '*Expressions of Interest – Lighthouses*' has been issued for prospective investors through the Barbados Port Inc. The projections are that it will require a minimum of BDD 1.2 million each to refurbish Harrison's Point and Ragged Point (refer Action 2.2a-6). The Barbados Port Inc., which has responsibility for the lighthouses, has invited investors to enter into a joint venture arrangement to develop the lands surrounding the lighthouses situated at Ragged Point, South Point, and Harrison's Point (Evanson, 2012).

The TMP recommends that potential consideration should also be given to restoring outbuildings and surroundings, such as at Ragged Point lighthouse, for adaptive re-use including opportunities for bed-and breakfast facilities.



Figure 78. Existing lighthouses situated at North Point (left); Needham's Point (left-middle); South Point (right-middle); Ragged Point (right).

7.4.2 Gun Hill Signal Station

Constructed in 1818, this former military outpost and signal station is situated on twenty acres of land in St George. Panoramic views exist of the south and west coasts. Barrack accommodation housed only a small number of officers. This station was built to signal the approach of enemy ships and the safe arrival of cargo ships, and has since been restored by the Barbados National Trust in 1982.

The Signal Tower at Gun Hill Signal Station is in fairly good condition. Restoration of the barracks and the Powder Magazine would provide further facilities for a ticket office and visitor centre. There is a requirement for improved access and dedicated parking. Landscape improvements and walkways should incorporate accessibility for wheelchairs, including better access to the Lion sculpture on Fusilier Road. Renovations to the Cookhouse and barracks, and upgrading of the gardens have previously been completed.

Key considerations to be taken into account for the proposed development are as follows:

- Creation of a connecting hillside pathway to the Lion statue (see Figures 79 and 80). The Lion is currently visited as a separate attraction but requires vehicles, including tour buses, to park on the narrow Fusiliers Road
- Provision of facilities for modern attractions need to be increasingly sensitive to issues of accessibility and as such walkways at the Gun Hill site should facilitate individuals with limited mobility
- The site would benefit from upgraded interpretation regarding its connection to military history, in addition to interpretation for the distant vistas
- Improved signage is also required along the access via Newbury and Fusilier Road

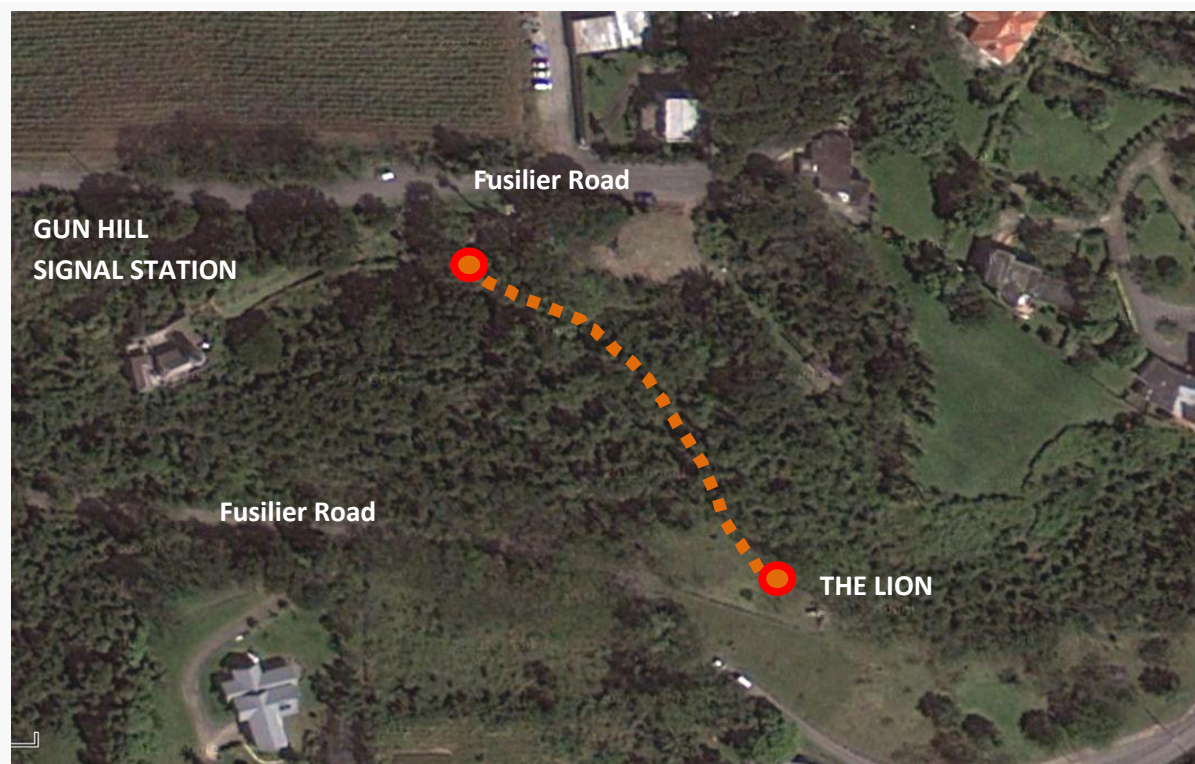


Figure 79. Aerial view of Gun Hill Signal Station, illustrating a proposed trail connecting the Lion Statue nearby (orange dashed line).



Figure 80. Gun Hill Signal Station (left); nearby Lion statue on Gun Hill (right).

7.5 Forts And Fortifications

Military forces were originally established on the island in 1785. From as early as the 16th century, fortifications were constructed to defend the shores of Barbados. Twenty forts and twenty-six batteries were located on the island. Barbados therefore was one of the most fortified of all the Caribbean islands.

Sites include St. Ann's Fort, Charles Fort, Fort Denmark in Speightstown, Oistins, Fort Willoughby in Bridgetown, and related sites such as the Barbados National Armoury and the Military Cemetery. Tours can also be expanded to include signal stations such as Gun Hill and Grenade Hall.

At the regional level, the UNESCO World Heritage Centre and 22 Caribbean representatives met in 2014 to prepare for the Eastern Caribbean Coastal Fortifications serial trans-boundary nomination (UNESCO, 2014). This nomination is proposed on the basis of the history of sea routes and settlement patterns of pre-Columbian societies being instrumental in the identification of coastal fortifications. According to Carrington (2013), it is viewed as one of the largest and most unique examples of adaptation and defense by Europeans and Africans in recorded history.

The linkage of Barbados' military sites is recommended in order to establish a tourism package that would promote these significant cultural heritage assets as a valuable tourism product. These sites can also become integrated into an organized Caribbean tour of forts and fortifications.

7.6 Attractions Related to Sports in Barbados

Cricket in Barbados has benefited from the development of three primary attractions for the island within the last decade. Each located within close proximity of the Bridgetown Port, the West Indies Cricket Walk of Fame, Cricket Legends Museum, and Kensington Oval complement one another. These newer attractions are generally of high standard with

modern amenities and celebrate the internationally recognized accomplishments of iconic sportsmen. They are also important sites that can be highlighted in the promotion of sports tourism initiatives in Barbados (refer Report V, Part 2, Section 3.2.1.6).

The creation of expanded tours linking these three major facilities with the Bridgetown Port would be advantageous. The Caribbean Diaspora visiting the island is comprised of many cricket fans, hence awareness of these attractions will need to be heightened at both ports of entry and in the media to maximize their potential touristic value.

7.6.1 Kensington Oval

The renowned "mecca" of Caribbean cricket hosted its first match in 1882, its first cricket tour in 1895 and its first test in 1930. Kensington Oval has been the stage for momentous matches. The Oval was reopened to the public in 2007 after major renovations for World Cup Cricket. The 12.5 acre cricket ground has an increased capacity of 27,000 spectators. The new ultra-modern stadium is the site of the Sir Garfield Sobers Statue at the entrance of the Sir Garfield Sobers Players' Pavilion (see Figure 81). Tours for visits to the complex can be booked any day of the week.



Figure 81. Kensington Oval featuring the Sir Garfield Sobers statue (Photo by W. Edghill, 2013).

7.6.2 West Indies Cricket 'Walk of Fame'

The Cave Hill Campus is home of the cricket Walk of Fame where the accomplishments of past and present West Indies cricketers are honoured (see Figure 82). The Walk of Fame overlooks the 3Ws Oval at the Cave Hill Campus of the University of the West Indies. The cricket field has been developed to meet international standards. The grounds, which can host approximately 2,000 spectators, feature an indoor cricket academy with practice nets and a gymnasium.

The Walk of Fame attraction is adjacent to a small park where the gravesites of Sir Frank Worrell and Sir Clyde Walcott are located. The campus site is also known for the sculpture shaped in the form of three large wickets commemorating the exploits of the famous 3Ws – Sir Frank Worrell, Sir Clyde Walcott and Sir Everton Weekes, who were all later knighted for their service to cricket.



Figure 82. University of the West Indies Cricket Walk of Fame (left); entrance to the 3Ws Oval (right).

The Walk of Fame and 3Ws Park are open to visitors free of charge, but could be linked to cricket experiences at Kensington Oval and the Cricket Legends of Barbados Museum.

7.6.3 Cricket Legends of Barbados Museum

Barbados' unique cricket museum, opened in 2010, is located in Herbert House, Fontabelle, St. Michael. Inside the renovated historic house, there are displays and themed rooms dedicated to preserving the history and key personalities of the game of cricket. Interpretive displays commemorate cricket legends such as Sir Garfield Sobers, Sir Everton Weekes, Joel Garner, Sir Conrad Hunte and Desmond Haynes (see Figure 83).

Through photography and a range of memorabilia dating back to 1895, the progress of the sport is charted through the years. *Linkages with other cricket-based experiences would lead to improvement of this product offering.*



Figure 83. The Cricket Legends Museum exterior (left); Museum interior features (right).

7.7 Actions Recommended to Promote Existing Attractions

The following Actions recommended to promote existing sites and attractions in Barbados are in support of Strategic Imperative 2 on ‘**Enhance the Visitor Experience**’ and corresponding 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*”; and Strategy 2.2b which states: “*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*”.

2.2a-2 Refurbish Morgan Lewis Mill and Environs

2.2a-3 Assess Heritage Properties

2.2a-5 Preserve the Lighthouses

2.2b-2 Develop the Nidhe Israel Synagogue and its Historic Environs

Full descriptions of the Actions are presented below.

2.2a-2 Restore Morgan Lewis Mill and Environs

Description:

Major refurbishment and restoration to the historic Morgan Lewis Mill infrastructure is proposed. The centuries old Morgan Lewis Sugar Mill, the only remaining functional wind-powered mill in Barbados, encompasses a tower, mill arms, sails, rotational gears, and rollers used to crush sugarcane in a bygone era (see Figure 84). Formerly restored by the Chiltern Partnership in the UK, the Mill houses a photographic exhibit documenting highlights of the Sugar Story. In this context, the property is therefore a candidate for UNESCO World Heritage designation.

Currently, the surrounding environs and structures comprising the overall site are in poor condition, with the syrup house/boiling house having degraded beyond repair. However, through preservation of the ruins, these remnants can be interpreted to present the story of a working sugar factory.

Development of a modest visitor centre is also recommended to house interpretive exhibits and a souvenir centre.



Figure 84. Morgan Lewis Mill (left); the ruins of the Old Syrup House (right; *Source: Barbados National Trust, 2013*).

Expected Outcomes:

- Restoration of a prime tourism attraction for Barbados
- Improved delivery of tours and interpretation of a key story for the island
- Regeneration of pride in the maintenance of a unique cultural heritage resource within the Caribbean
- Revenue generation through ticket sales for interpretive experiences

Guidelines for Implementation:

The proposed areas of development are as follows:

- High priority should be given to immediate environmental maintenance and clearing to improve access, safety and the aesthetics of the site
- Provide a solution to restrict access of birds entering the mill
- Construction of a multi-purpose facility featuring interpretive exhibits that depict the Mill operations and promote a range of cultural products based on the Sugar Story (see Figure 85)
- Development of a souvenir shop and cafe offering by-products of the overall sugar production process such as pure cane juice and molasses
- Improvement of pedestrian and vehicular circulation
- Improved siting of the picnic area and amenities; creation of a screened parking area
- Since the canvas sail of the windmill is not typically attached until the time of grinding, thorough presentation through signage installations will be required to interpret the Mill operations and Sugar experience during the off-season period
- The clay soils of the Scotland District site will require adequate site engineering and drainage for all new infrastructural elements
- It is critical that attention be given to mitigating the impacts of neighbouring agricultural activity where feasible.



Figure 85. Cane crushing rollers within Morgan Lewis Mill and interior mill access (*Source:* Barbados National Trust, 2013).

Challenges With Implementation:

- Renewal or preservation of severely compromised structures
- Funding of maintenance initiatives

Recommended Implementation Agency:

Barbados National Trust (in collaboration with the Tourism Development Corporation)

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:

- Tour operators and taxis featuring the site on their websites and tour routes
- Locals and visitors
- Schools
- Diaspora
- Silver market visitors

Who Benefits:

- Visitors and locals through improved interpretation of Barbadian history with respect to the sugar story and rum production
- The proposed museum element will benefit educational institutions and their students at all levels
- Barbados through increased revenues
- Neighbouring communities that offer visitor amenities

Risks:

Approach to implementation could be inconsistent

Estimated Costs:

Costs are estimated to be minimum BDS \$1.2 million (see Capital Costs - Appendix 2)

Source of Funds:

- TDC
- BTII
- Private sector

Revenue Generation Potential:

Fees for guided tours to be applied

Further Development Work Required:

- Sourcing additional sponsorship for restoration and maintenance of the historical structures
- Acquire two more parcels of land from the Bannister family, through purchase or lease, to provide more parking, bathrooms, interpretation

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

2.2a-3 Assess Heritage Properties

Description:

Barbados has numerous buildings and places of historical interest that have the potential to contribute significantly to the heritage tourism product. These properties and sites are located in both urban and rural areas of the island. Within the World Heritage Property there are approximately 1,600 sites in total. Included in these are the Nidhe Israel Synagogue built in 1654, the Parliament buildings, Dry Dock, Carnegie Free Library, the former Codd's House site, the Barbados Museum, the Clock Tower, St. Ann's Fort and other fortifications. Across the island there are numerous parish churches, sugar mills, plantation great houses, defense posts, signal stations, lighthouses, chattel houses, educational institutions and town centres. The current issue is the lack of comprehensive information on heritage sites and attractions in Barbados.

Expected Outcomes:

- Increased public awareness of key aspects of the UNESCO World Heritage site
- Creation of a unified and complete database of associated heritage assets
- Marketing of registered sites as prime heritage tourism attractions for cruise tourists, stay-over tourists, and locals
- Monitoring of archaeological research or discoveries
- Enhancement of Barbados' heritage tourism product

Implementation Methodology:

- Conduct an assessment of existing heritage properties in Barbados; develop an inventory with a focus initially on historic sites, historic towns and the UNESCO World Heritage Property; identify those properties in need of restoration or refurbishment; prepare a shortlist of endangered properties island-wide and priority work programme for revitalisation

Challenges with Implementation:

- Coordination with relevant stakeholders
- Identification of qualified personnel
- Agreement on work programme priorities among the stakeholders

Recommended Implementation Agency:

Barbados National Trust, in association with Ministry of Culture

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:

- Diaspora
- History enthusiasts
- Archaeologists
- Students in related fields of heritage research

Who Benefits:

- Government personnel involved in preservation and conservation
- Visitors and locals through exposure to Barbadian heritage
- The World Heritage product in Bridgetown is enhanced, which benefits Government's commitment to the designation

Risks:

- Sourcing adequate funding
- Establishing a viable public-private sector partnership to advance the initiative

Estimated Costs:

- A minimum of approximately BDS\$750,000 may be required to implement the initial phases of the study
- Instituting a phased approach to the proposed project would aid these expected budgetary requirements

Source of Funds:

Public funding

Revenue Generation Potential:

- Increased revenues to Government by attracting more cruise and stay-over visitors
- Increase in visitor spend

Further Development Work Required:

- Sourcing funding through benefactors
- Creating a work programme to target properties on the critical list in need of restoration, e.g. in Speightstown

Other Considerations: Seeking professional assistance from the Office of the Historian in Havana, Cuba and Curacao

2.2a-5 Preserve the Lighthouses

Description:

The four existing lighthouses have long been regarded as historic landmarks along the coastline. Constructed during the 19th century, they provided safe passage for incoming ships during a bygone era. Today, they are still regarded as being tourist attractions and merit further protection and conservation given their importance in the history of Barbados.

Given that two of the four structures are in a deteriorated condition, it is recommended that Ragged Point and Harrisons Point lighthouses be refurbished, developing the surrounding lands to provide amenities including restaurants, shops and an amphitheatre.

Expected Outcomes:

- Preservation of some of Barbados' historic landmarks
- Creation of additional sites of interest to locals and visitors
- Employment opportunities for locals

Guidelines for Implementation:

- Establish the degree of refurbishment required
- Determine required facilities on the two sites, preparation of plans and a cost estimate for the repairs and construction
- Preparation of contract documents by Barbados Port Inc. for tendering procedures
- Construction and implementation of final design works

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| <p>Challenges With Implementation: Achieving financing through the Barbados Port Inc.</p> |
| <p>Recommended Implementation Agency: Barbados Port Inc.</p> |
| <p>Priority / Implementation Time Frame Medium/Medium Term: Since diversity in local attractions is required, implementation as early as possible would be an asset</p> |
| <p>Target Users:</p> <ul style="list-style-type: none"> • Local residents • Schools • All Visitors |
| <p>Who Benefits:</p> <ul style="list-style-type: none"> • Visitors (additional attractions) • Government of Barbados and people of Barbados |
| <p>Risks: Not achieving the requisite budgets</p> |
| <p>Estimated Costs:</p> <ul style="list-style-type: none"> • Ragged Point Lighthouse – BDS \$1.8 million • Harrison’s Point Lighthouse – BDS \$1.6 million |
| <p>Source of Funds:</p> <ul style="list-style-type: none"> • Barbados Port Inc. • Lending Agency (IADB, CDB) |
| <p>Revenue Generation Potential: Significant potential as a new attraction, fees can be charged for tours and use of sites</p> |
| <p>Further Development Work Required: Other sources of income which can be developed on the surrounding lands</p> |
| <p>Other Considerations: Linkages with Silver Market, Diaspora</p> |

2.2b-2 Develop the Nidhe Israel Synagogue's Historic Environs

Description:

Bridgetown has numerous buildings and places of historical interest that have the potential to contribute significantly to heritage tourism initiatives. Included in these initiatives is the Nidhe Israel Synagogue, built in 1654 by the original Jewish community that settled on the island during the initial years of British colonization. The Synagogue is thought to be the oldest in the Western Hemisphere (see Figure 86), which is a significant tourism draw.

Since 1986, restorative work has been completed at the Synagogue site by members of the Jewish Community and private benefactors as follows:

- A complete restoration of the Synagogue building close to its original design
- Clean up and restoration of the historic cemetery
- Discovery and restoration of the ritual bath referred to as a 'mikvah' (see Figure 55). The mikvah was uncovered next to the Synagogue during an archaeological dig in 2007. According to renowned local historian Karl Watson (pers. comm., May 2008), the mikvah (circa 1650 – 1654) predates the Synagogue, and may be the oldest one in the Americas. A structure was constructed on top of the mikvah to protect and preserve it
- Restoration and conversion of an adjoining historic building that now houses the Nidhe Israel Museum, which conveys the story of the Jewish settlement in Barbados through interactive displays on the lower level (see Figure 87). The upper level features an archaeology lab for analyzing artefacts, an audio-visual room, and a library

Further development of the site is merited given its tremendous historical value relative to the island's cultural heritage, the commitment to the UNESCO World Heritage designation for Bridgetown, and the potential to enhance the island's tourism product. The site currently in use by the Jewish Community totals approximately 38,837 sq. ft.; beyond this site is an additional 58,257 sq. ft. of property to the west bordered by Coleridge Street and to the south bordered by James Street that is owned in part by Government and Republic Bank.

Further redevelopment of the site via a public-private partnership that would incorporate some, if not all, of these additional lands would add significant cultural, heritage, and tourism value to this important national attraction. Figure 88 illustrates a site plan being proposed by the Barbados Jewish Community that includes projected improvements to the site as follows:

- A commemorative pavilion on the former site of Codd's House
- An extension to the Jewish cemetery
- The development of a Meeting Hall
- Restoration of historic buildings on James Street for adaptive reuse (see Figure 89)
- Restoration of the original pedestrian entrance to the Synagogue site on Synagogue Lane and closure of the existing one; creating a new vehicular entrance on James Street
- Converting the existing car park into a 'green park for cars', with provision for tour buses



Figure 86. Nidhe Israel Synagogue (built 1654; rebuilt 1834; renovated 1986)(left); Mikvah (i.e. ritual bath; circa 1650 - 1654) (right) was discovered following an archaeological dig next to the Synagogue in 2007. In 2008, the structure illustrated was constructed to protect the historic Mikvah.

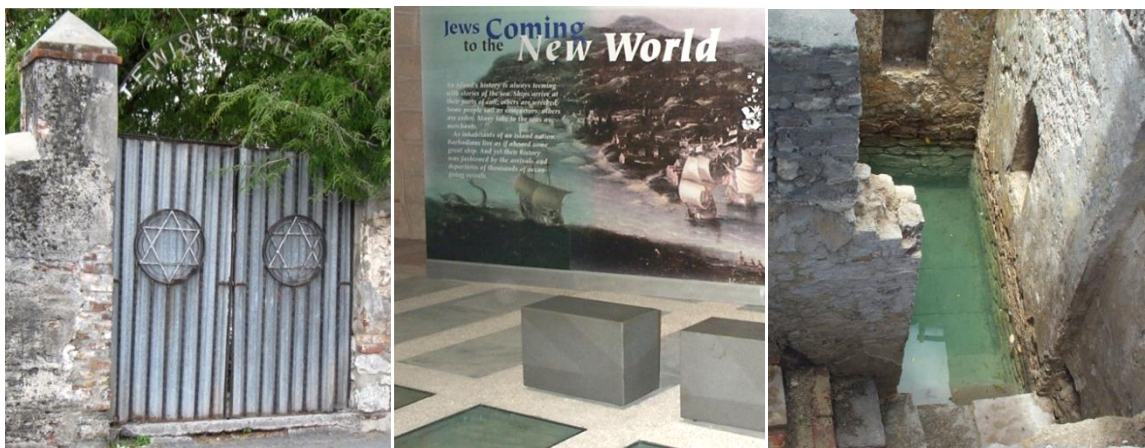


Figure 87. Cemetery gates (left); interior of the Nidhe Israel Museum showing an interactive display (middle); interior of the Mikvah showing original marble steps leading to the natural spring-fed bath and arched ledges used to place candelabra (right).

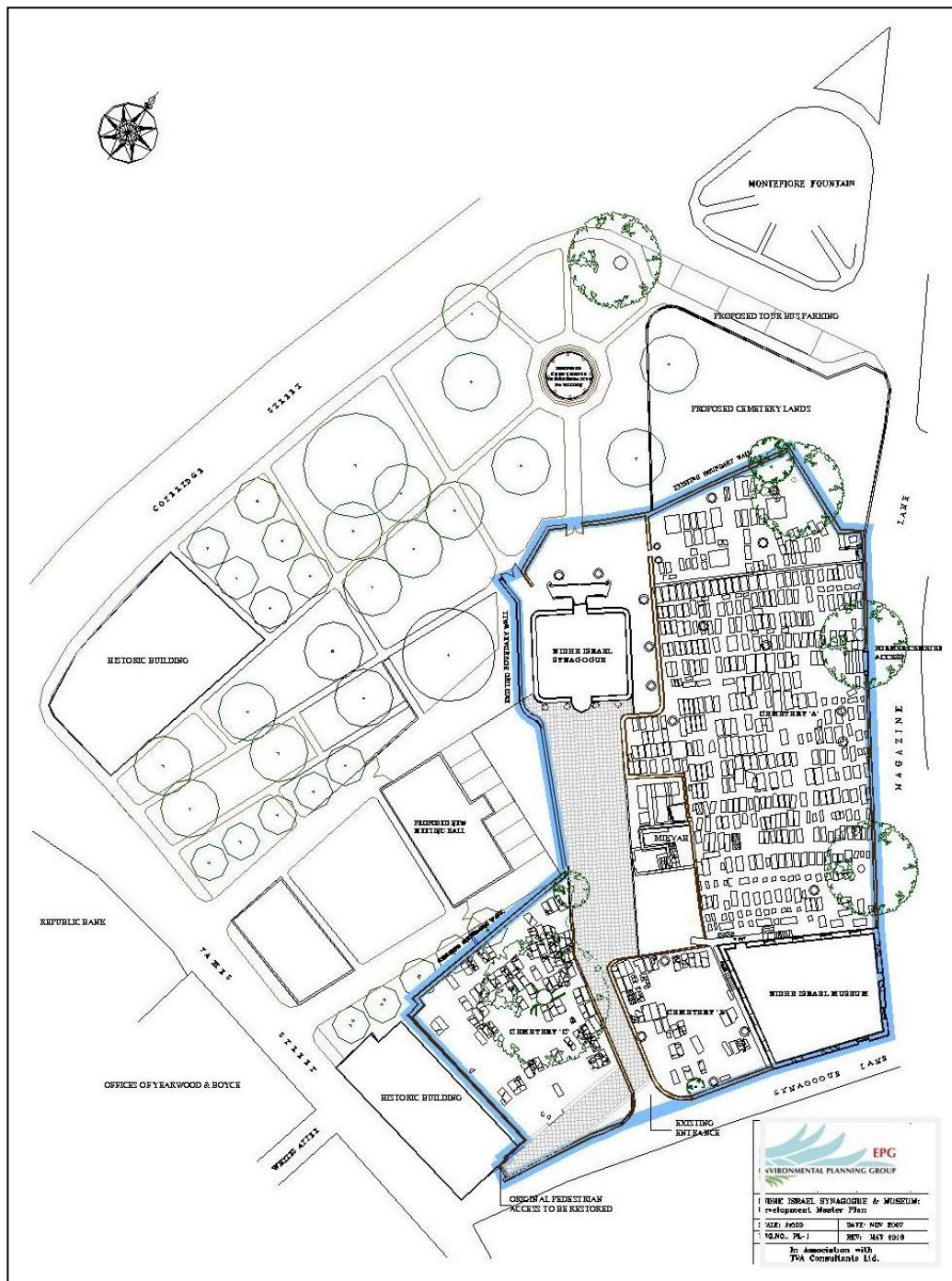


Figure 88. Site plan of the Nidhe Israel Synagogue and Environs – existing and proposed features (EPG in association with TVA, 2006).



Figure 89. Historic building on James Street which adjoins the original Synagogue entrance.

Guidelines for Implementation:

- Establish a public-private sector partnership that will allow the plan to proceed to its full potential
- Finalizing the site's master plan and developing an implementation schedule via a phased approach
- Establishing a fund raising programme to raise capital
- Establish an effective marketing plan that would draw more tourists to the site on a consistent basis, including the promotion of faith based tours. Tours can be ongoing during any further restorative works or improvements to the site
- Planning, scheduling and marketing the guided tours, including adding the tours to existing tour rosters for both cruise and stay-over visitors; tours for local groups as well

Challenges With Implementation:

- Acquiring adjoining lands required to complete the proposed plan for the entire site
- Sourcing adequate funding to enable implementation
- Coordination with relevant stakeholders
- Reliant on existing tour groups to add the site to list of available island tours
- Identifying and training experienced guides with multi-language capabilities
- Implementation of an appropriate marketing plan that improves visitation statistics

Recommended Implementation Agency:

Public-Private Sector partnership between the Barbados Jewish Community, Barbados National Trust and 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)

This heritage site has significant tourism value and can help boost visitor spend. There is also an urgent need to expand the Jewish cemetery to accommodate the needs of the existing Jewish Community.

Target Users:

- Locals
- Stay-over and cruise visitors
- School groups
- Diaspora
- Faith based tourists
- History enthusiasts
- Archaeologists and students in related fields

Who Benefits:

- Visitors and locals through exposure to Barbadian heritage
- UNESCO World Heritage product in Bridgetown is strengthened

Risks:

- Sourcing adequate funding
- Establishing a public-private sector partnership to advance the initiative

Estimated Costs:

- Approximately BDS\$3 million may be required to implement all the planning elements, including the Cemetery extension, restorative works, Codd's House pavilion, and new Meeting Hall
- Instituting a phased approach to the proposed project would help to ease these expected budgetary requirements

Source of Funds:

Private benefactors

Revenue Generation Potential:

Increased revenues to Government by attracting more cruise and stay-over visitors
Increase in visitor spend

Further Development Work Required:

Sourcing funding through benefactors
Creating a marketing plan
Creating a business plan for the operation of the attractions on site
Finalizing the master plan and detailed design drawings with technical specifications

Other Considerations: Linkages with Cruise Tourism, Faith Tourism, Diaspora (genealogy aspects), Education Tourism

8.0 Nature Tourism

The natural beauty of the Barbados landscape and its panoramic vistas are considered as much an important part of the tourism attraction as the 'sea, sand and sun'. There is tremendous potential for expansion of nature-based tourism activities in Barbados. Rolling hills and rugged terrain from the centre of the island to the east coast provide visual respite and rejuvenation from the more developed, crowded urban streets of the west and south coasts. The most viable areas for these pursuits lie within the Barbados National Park, described later in this Section (see also Report II, Section 1.2.1.1). The Barbados National Park or Scotland District provides economic opportunities for sustainable tourism development and the pursuit of health and wellness activities. This will be of increasing importance in enhancing the local tourism product and maintaining a competitive advantage, notwithstanding the fact that other neighbouring territories have comparably more abundant natural resources.

With respect to attractions, the White Paper states that "*the product offering has suffered from the lack of continuous improvement, due to the fact that there are fewer attractions in existence on the island, now than they were five to ten years ago*" with the demise of at least 8 nature attractions and services (Strategic Solutions Inc., 2012, p. 49).

The Physical Development Plan (Government of Barbados, 2003) indicates the policy framework by which natural heritage assets are to be preserved, developed and managed for the benefit of locals and foreign visitors. Implementation of proposals such as development of nature trails can take advantage of this major resource area. The passage or enactment of the Draft Environmental Management Act is key in providing much needed impetus to the management of this protected area, through the National Park Development Plan (Government of Barbados, 1998), which proposes several projects supporting the promotion of nature tourism in Barbados.

Though Barbados is not expected to rival destinations such as Dominica or Costa Rica for nature tourism value, the country can maximize opportunities to more effectively package its natural areas and boost their marketing potential for adventure activities, which involves exploring the open spaces of the island. For example, the gullies of Barbados, a repository for biodiversity, present a unique experience to the visitor, as part of a guided tour programme.

As a best practice case study, the Asa Wright Nature Centre in Trinidad is a not-for-profit Trust established in 1967 to protect part of the Arima Valley in a natural state and to create a conservation and study area for the protection of wildlife and for the enjoyment of all. It was one of the first nature centres to be established in the Caribbean. Comprising nearly 1,500 acres of mainly forested land in the Arima and Aripo Valleys of the northern mountain range, the AWNC's properties will be retained under forest cover in perpetuity, to protect the community watershed and provide important wildlife habitat (see: <http://asawright.org/about-the-centre/>).

Existing sugar estates across the island have contributed to the character of the agricultural landscape, which is an asset to the touristic appeal of the island. However, such properties

are falling into disuse and returning to scrubland. Implementation of development proposals to allow access to funds for development of agro-businesses and increased rebates for returning idle lands into production would allow for improvement of the current situation and promote land stewardship (Government of Barbados, 2012).

Turners Hall Woods, St. Andrew is regarded as the last remaining wilderness area in Barbados and is considered an important natural ecosystem. It has been used for educational tours and hiking trails by the BNT. With appropriate resource management, it could be used to enhance nature-based tourism through a tourism awareness and visitor education programme.

Proprietors living in this area have been developing an organic farm nearby for the past 3 years. It is proposed to extend this concept to become a nature tourism attraction, based on sustainable living with the objective of promoting health and wellness for the benefit of all visitors (pers. comm., I. Jelani, Manager, Jelani Enterprises, 2013). The TMP supports this proposed sustainable tourism project.

8.1 Nature-Based Attractions

Nature-based tourism activities in Barbados encompass a wide range of passive recreational activities. Typically, passive recreation is defined as those forms of recreation not requiring a sporting venue or playing field, as opposed to low-impact activities. Passive activities frequently involve trail hiking, mountain biking, horseback riding, wildlife viewing, camping and picnicking. Nature tourism activities involve leisure, recreation and personal enjoyment; travelling to places or sites of interest across the rural landscape, and includes both marine and land-based attractions, including those listed in Table 15.

Table 15. Overview of key nature-based tourism sites in Barbados.

| Nature Tourism Sites and Attractions | |
|--|-------------------------------------|
| Welchman Hall Gully | Animal Flower Cave |
| Harrison's Cave, Coles Cave | Long Pond/ Coastal Dunes |
| Flower Forest | Chancery Lane Swamp |
| Orchid World | Barbados National Trust Hike Routes |
| Aerial Trek | Hunte's Gardens |
| Safari /Adventure Tours | Gun Hill Signal Station |
| Andromeda Botanic Gardens | Cherry Tree Hill |
| Barbados Wildlife Reserve & Grenade Hall | Farley Hill Park |
| Graeme Hall Nature Sanctuary | Codrington College |
| Arbib Nature Trail | Highland Adventure Centre |
| Hackelton's Cliff | Shorebird Refuge |
| Marine Attractions | |
| Carlisle Bay Marine Park & Dive Shops | Atlantis Submarine |
| Folkestone Park and Marine Reserve | Catamaran and Boating Excursions |

Public/private sector partnerships have been developed between agencies such as Tourism Development Corporation (TDC), Future Centre Trust (FCT) and the Barbados Marine Trust (BMT) in the promotion of nature tourism in Barbados (TDC, 2013).

As illustrated in Figure 90, some of these projects include:

- The Future Trees Project: Installation of trees along the ABC highway
- Hastings Wall Mural: Implementation of a marine-themed mural wall at Blakey's on the south coast boardwalk
- Clean Up Barbados Campaign 2010: Supply of materials for volunteer crews and support for the production and installation of interpretive signage at select locations
- West Coast Beach and Reef Restoration Project: Research funding assistance for erosion stabilization
- Reef Ball Gardens Project: Distribution of 500 reef balls in Oistins Bay and Carlisle Bay to seed artificial reefs
- Carlisle Bay: Installation of interpretive signage promoting environmental best practices



Figure 90. Environmental signage/murals at different sites in Barbados.

Other local nature-based initiatives are related to indigenous and traditional knowledge of the natural heritage of Barbados. An example is the Barbados Herbarium of the University of the West Indies, Cave Hill, which was established in 1977. It was formed from the synthesis of three herbaria on the island, i.e. the Department of Agriculture, the BMHS, and Lodge School. The latter was founded in the 1930's by botanist, E.G.B. Gooding. More recently, the Barbados Herbarium reference collection has been expanded with specimens collected in the Eastern Caribbean. From 2000, a small collection of specimens has been housed once again at the Barbados Museum.

Currently comprised of about 4,000 specimens, the Barbados Herbarium is not open to the public. In 2009 the University and the BMHS launched a virtual herbarium to improve public access to this important national and regional collection. Funding was provided by the Ministry of Environment, Peter Moores Barbados Trust, and University of the West Indies. This virtual medium provides a base for academic research, yet an opportunity exists to expand the exposure of local and international visitors to the flora of Barbados and their historical uses.

One of the actions recommended by the TMP relates to the development of a herbal and medicinal centre that would showcase local flora and their traditional uses as one of the important aspects of the island's natural heritage (refer Action 2.1d-4 in Report V, Part 2, Section 3.2.1.4).

8.2 The Barbados National Park

Natural heritage is defined by the 1972 UNESCO Convention on Cultural Heritage as: *“incorporating the natural features, geological formations or precisely delineated natural areas of outstanding universal aesthetic or scientific value”*.

Barbados' natural heritage includes the Barbados National Park, which comprises one seventh of the island's land mass and is considered by the TMP as the area best suited to the further development of nature-based tourism. Encompassed within the Barbados National Park is the panoramic Scotland District that was placed on the Tentative World Heritage List in 2005 (see Figure 91).

The Scotland District is the summit of an elongated submarine mountain range that is several hundred kilometres long, extending from Trinidad to about Puerto Rico. It contains complexly folded formations that are 30 to 50 million years old, including mineral secretions that resemble huge cannon balls with oil seeping from some of the rock layers and solidified to tar-like substance called 'manjak' (UNESCO World Heritage Centre, 2013). It is interesting to note that in the geological context due to subterranean movement, Barbados is continuing to rise at a rate of one foot per millennium, (pers. comm., L. Barker, Geologist, November 2012).

The Open Space categories within the National Open Space System offer an excellent framework for expansion of the nature tourism product in Barbados, and provide a significant opportunity for further development of integrated nature tourism sites. The National Park Development Plan (Government of Barbados, 1998) facilitates preservation of a natural landscape that is valuable to tourism experiences, as well as the development of new activities and attractions that will widen the scope of current nature-based offerings.

Economic benefits to be derived from the National Park proposals include:

- Direct revenues accrued through promotion of visitor attractions
- Indirect gains through natural resource protection and environmental sustainability
- Benefits accrued to National Park communities through improved local services or amenities, entrepreneurial options and additional local events

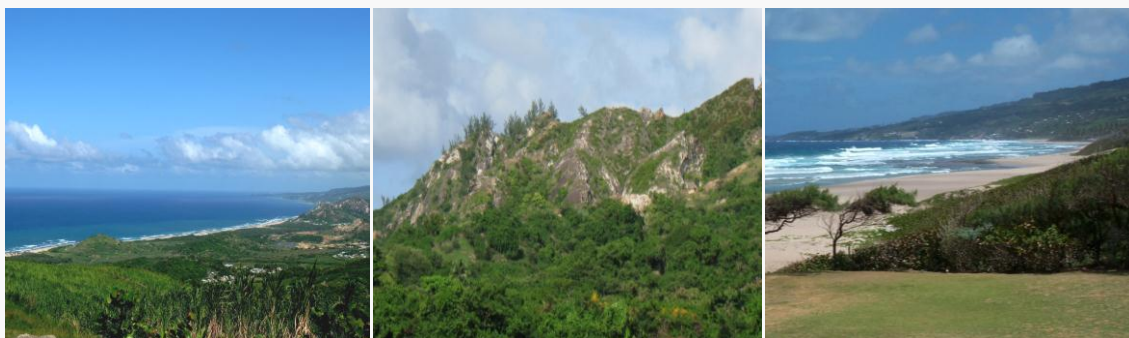


Figure 91. Views of the Scotland District.

National Heritage Conservation Areas (NHCAs) contain core areas, corridors and connecting linkages. Since the majority of lands encompassed by the National Park are in private ownership, the PDP (Government of Barbados, 2003) advocates the formation of partnership agreements with land owners. Existing accommodation is readily available for the nature tourist.

Implementation of the Barbados National Park Plan through enacting the Draft Environmental Management Act would strengthen the Barbados brand, facilitate heritage conservation, and add another dimension to the marketing thrust for the island (refer Action 12.1-1 in Report II, Section 3.0). The development of a new Sugar Museum would also boost the tourism product through international recognition of a significant heritage attraction (refer Action 2.3-2 in Section 4.5).

The Barbados National Park and environs offers great scope for the development of specific tour packages of interpretive nature trails (refer Action 2.4-1 in Section 8.7) that would provide users with an appreciation of the variety of flora and fauna in Barbados' three biophysical categories:

- Marine
- Terrestrial (e.g. gully trails, forest trails, and coastal ecosystem trails)
- Subterranean (e.g. Harrison's Cave, Welchman Hall Gully, other gullies)

However, site accessibility, infrastructure, amenities and trail management are key areas requiring further improvement in order to maximize the potential of this offering. These aspects are discussed below.

8.2.1 National Trail System

With reference to recreational use within the Barbados National Park, the NPDP outlines a series of trail networks suitable for development, along with the required infrastructure. An overarching trail system comprising the Windward Hiking Trail, National Trail System and Interpretive Trails was also proposed under the Tourism Development Programme (ARA, 1998).

The Windward Hiking Trail, the most comprehensive trail route to be promoted, is intended to become a national attraction that highlights the Bath railway connecting to the north coast and Harrison Point Lighthouse. The trail system would be integrated with cultural heritage features along the route. Joe's River trail is identified as having the highest operational and touristic value. The trail, however, requires a strategy for accessibility. Examples of hiking in the Barbados National Park, and local trail routes are illustrated in Figures 92 and 93.



Figure 92. Visitors and locals hiking within the Barbados National Park.



Figure 93. Local trail routes at Hill Crest (left); Bathsheba and bridge over gully (right).

In order to establish standards and provide examples for the development of the National Trail System, three Demonstration Trails were proposed by the Barbados Tourism Development Programme, Sub-programme C (ARA, 1998) as follows:

- *Trail 1* from Farley Hill and St. Nicolas Abbey follows an inland route. Potential interpretive themes to be explored along the trail include the Sugar Story and plantation development.
- *Trail 2* follows the route from the former satellite Earth Station to Bath, with a potential linkage to Codrington College. The loop circles the Bath Plantation gully leading to the coast and is to be handicapped accessible along selected parts. Parking is also proposed at the Earth Station site. Projected visitor numbers were estimated at 10,000 persons annually.
- *Trail 3* along Joe's River is forested and crosses large areas of Crown land, hence access is more feasible. The trail incorporates existing community linkages and Barbados National Trust hiking routes. The trail is also utilized by the Soil Conservation Unit and the trail zone is administered by the National Conservation Commission which would be the lead agency providing security through Park Rangers serving the National Trail System as a whole.

8.2.2 Trail Infrastructure

Trails in the Scotland District may need to be seasonal owing to the potential for slippage during heavy rain events. Controlled use is critical to avoid trail widening which destroys natural habitats. The TDP (ARA, 1998) indicated that facilities required with these trails would be minimal, relying on adjacent communities for basic food and services except at potential trail heads where washroom facilities may be unavailable. Primary trail locations include Joes River, Bathsheba, Hackelton's Cliff, Cove Bay, Long Beach, and Chancery Lane, amongst others. Tours were envisaged to utilize trail guides or be self-guided. Interpretive themes include natural habitats and distinctive landscape features such as the tertiary rock formations of the Scotland District.

The origin of clays used at Chalky Mount Potteries, in addition to the history of sugar plantations, would be focal elements/stories along the trails. Trail construction involving clearance, surfacing and installation of trail signage constitutes approximately 80% of development costs. Accessibility for the physically challenged is also a prime consideration involving short hiking trails, primarily where gradients can be maintained at less than 10% incline. Existing hiking trails present more strenuous requirements. Also, the duration of the hikes often exceeds three hours, which can be prohibitive for one day tours with cruise visitors.

Existing nature attractions, such as Andromeda Botanical Gardens, would benefit significantly from the incorporation of accessible route options (pers. comm., Vicky Goddard, Manager, Andromeda Botanic Gardens, August 2012). The development of a selection of trail options in the Scotland District that facilitate low to medium degrees of difficulty, with fully accessible options, would therefore allow for wider participation and use by local and international visitors.

Current issues related to ongoing trail development include the following: property rights, access and security, trail maintenance, fee structure and collection, limits, and sensitivity of the environmental product.

8.2.3 Trail Management

The NPDP proposes a National Trail System (refer Figure 94) be formally established and managed by a National Trail Association in order to produce a nationally recognized structure through which stakeholders can collaborate. Landowner agreements would be a key issue in effecting a comprehensive trail network. Development, training, marketing, and operating standards would be established by the Association. *The TMP supports this proposed concept.*



Figure 94. Proposed National Park Trail System, NPDP (Government of Barbados, 1998).

8.2.4 National Forests

Crown Lands within the Barbados National Park constitute the greater part of Barbados' woodland areas. These areas have been expanding over time owing to natural regeneration on abandoned agricultural slopes.

The NPDP proposes the implementation of a forestry development programme to enhance nature tourism potential, agro-forestry and resource production for the craft industry which lacks a consistent supply of raw material (BIDC, 2008). The project would be managed by the Natural Heritage Department (NHD) and would be aimed at establishing and maintaining a range of National Forest sites throughout the National Park (see Figure 95). The five sites selected as national forest candidate sites are Hackleton Cliff Woods, Joe's River Forest, Turners Hall Wood, Bruce Vale and Pico Tenerife.

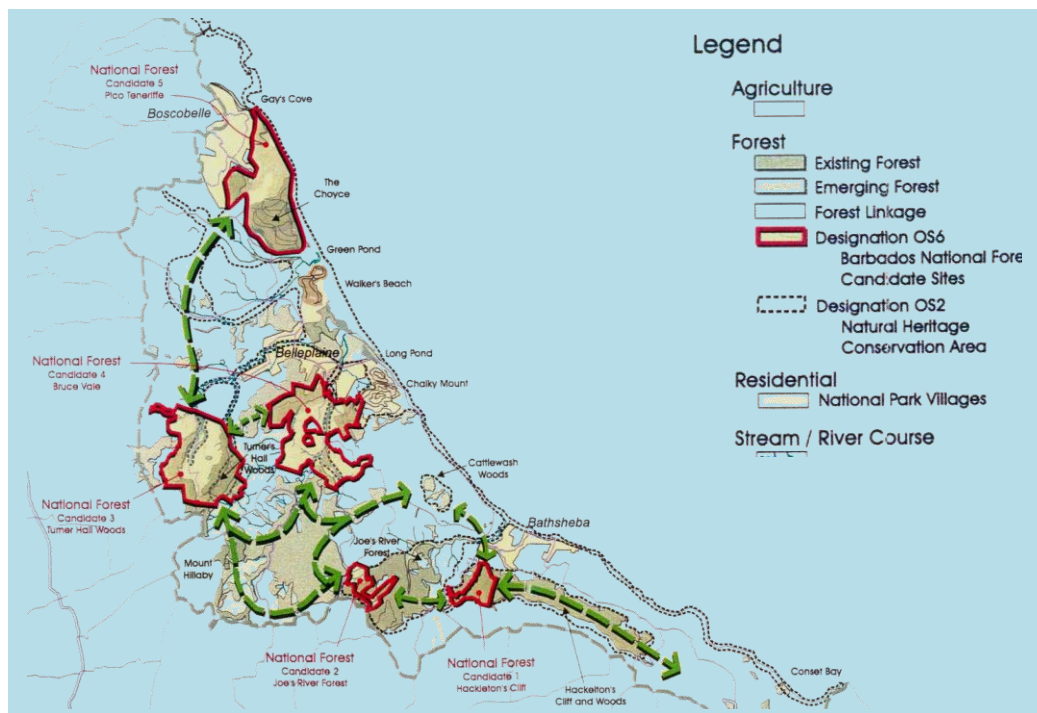


Figure 95. National Forest candidate sites and Forest Linkages (Government of Barbados, 1998).

The cultural heritage landscape of Barbados affords several folk stories that can be shared with visitors. Cultural stories in the area surround not only 'manjak', but also that of "Magnetic Hill" near to Morgan Lewis Mill where metal objects, including vehicles appear to roll uphill, owing to optical illusions in the immediate area. Manjak or glance pitch, also known as "Barbados tar" by the English in the early 20th century, was primarily used as a component of black varnish.

Other heritage aspects of the area should be presented formally in a structured natural heritage tour to complement the proposed Garrison Historic Tour and other walking tours within Bridgetown. Tours would be open to the domestic market, particularly schools, and also international visitors. The development of a Scotland District Heritage Tour using trained guides to relate the natural history, multiple sites and characteristics of this unique region presents an opportunity to expand the tourism potential of this heritage landscape.

The NPDP further indicates that trail development would be best achieved through the following:

- Installation of signature interpretive stone markers at trail heads
- Proposed parking areas would be screened to minimize visual impact
- Demonstration trails would be incorporated in overall marketing of the Barbados National Park trail system
- Trail connections would be identified using signage
- Opportunities for private sector and community involvement would be promoted
- The development of a local Guide Training Programme will be an important step towards developing a high quality, natural heritage product
- The formation of partnership agreements with private land owners will be critical

The upgrading of walking paths and security lighting along frequently used routes within the National Park, in addition to landscape conservation in heavily used areas, was also recommended (Government of Barbados, 1998).

8.3 Popular Sites Associated with Nature-Based Tourism

Sites that depend on the quality and conservation of their natural environments to sustain their overall value, as identified by the TDP and the Barbados National Trust, include:

- Andromeda Botanic Gardens
- Farley Hill Park & Ruins
- Hill Crest
- Codrington College
- Flower Forest
- Barbados Wildlife Reserve
- The Potteries

Overall, there are limited financial resources allocated to comprehensive conservation programmes for sites and attractions associated with nature-based tourism. Thus, it will be necessary to explore funding initiatives from those private properties which constitute the majority of the lands within the Park zone. The National Park Development Plan (NPDP) recommends that partnerships be developed between these facilities and private stakeholders. Owing to their importance, Codrington College and Morgan Lewis Mill have been recommended as potential sites for the National Park Visitor Centre's headquarters (Government of Barbados, 1998).

Each of these sites are discussed separately in Sections 8.3.1 to 8.3.7, including recommendations on site and product development.

8.3.1 Andromeda Botanic Gardens

This attraction in St. Joseph comprises six acres of flowers and plants located on a steeply sloping site near Bathsheba and Hillcrest archaeological site on the East Coast (see Figure 95). Bequeathed to the Barbados National Trust by the late Iris Bannochie, Andromeda

Botanic Gardens are currently managed by the Barbados National Trust in partnership with a private enterprise. The garden and the link to Iris Bannochie is a valuable part of the product and its marketing. It is recognized for its plant collections, particularly heliconia and orchids, neither of which stand out in the present display.

Andromeda Botanic Gardens is remotely situated from tourism centres and has experienced decreasing patronage, as overall visitor numbers have declined. Andromeda Botanic Gardens requires a long-range plan and financing to maintain infrastructural quality (e.g. safe walkways on the sloped site) and prime botanical specimens as the gardens and amenities age. The gardens present a convoluted path system, a need for improved interpretive exhibits, and water supply issues. The path system is in poor condition representing a risk to visitor safety. None of the recommendations put forward in the Discovery Experience Report 2000 were adopted. These included upgrade of the existing path system, reorienting visitor entry, use of the house as a visitor centre and linking the site to Hillcrest and the Coastal Trail System.



Figure 95. Views of Andromeda Botanic Gardens (photos by Innovative Gardens Inc., 2013).

Andromeda Botanic Gardens requires repositioning, which should occur in a manner that preserves and enhances Iris Bannochie's original intent. The circulation system needs to be completely revamped for maximum effect. The size of the property at approximately six acres is a relatively small one, however, the potential exists for a more intensive interpretive experience.

The mission of Andromeda Botanic Garden should include alternate energy sources and water conservation. In order to further domestic tourism needs, a children's garden was built since families requested more local activities for children. The children's garden would benefit from additional design and development. A medicinal herb garden has been proposed, however it is yet to be developed. Current redevelopment needs include the following:

- *Pathways* – Many of the pathways at Andromeda were designed to be used as private garden paths and never intended for high pedestrian traffic. The path system should be rationalized to create an intermediate loop for persons with reduced mobility. Also, the original river rock surfacing, while aesthetically appealing, is very slippery and perilous for visitors to traverse. In general the pathways are extremely worn. Further, the paths are also not wheelchair-friendly and negatively impacts cruise ship bookings.
- *Bridges and the Boardwalk* - Two bridges are in need of replacement and the boardwalk is in need of repair. It has been proposed to replace structural timber elements with concrete structures accented with wood.
- *Tree Trimming* – Visitors most often comment about the lack of colour in the garden owing to the amount of shade now created by mature trees. Select tree removal would allow for colourful gardens to be replanted.
- *Signage* – A comprehensive interpretive programme and improved botanical interpretation is required for the garden. Signage installation should be completed subsequent to repair of necessary infrastructure in order that signage placement can be assessed holistically.

The National Park Development Plan proposed that water supply and water resource management solutions be considered within educational interpretation. Cost projections for proposed upgrades are presented in Appendix 2.

8.3.2 Farley Hill Park & Ruins

Farley Hill Park is situated 900 feet above sea level on approximately 17 acres of land. The focal point is the Great House which is in ruins; still standing however, are the main structural walls (see Figure 96). The first objective is to stabilize the walls in order to ensure safety for visitors to the site. With the necessary interpretation techniques, visitors can then be made aware of the history of this impressive Great House.

Many interesting attractions in other parts of the world have evolved around the ruins of historic buildings. Fountains Abbey in England is one example where historical drama and light shows provide excellent entertainment and at the same time significant educational value. Farley Hill Park is already a major venue for Barbadian families, and with further enhancement of the grounds and service facilities, it would continue to provide a high quality visitor experience. The Park ambience is generated by extensive tree cover which needs to be regenerated through planting of replacement specimens, a number of which are unique.



Figure 96. Farley Hill Park Great House (left and middle); associated buildings (right).

Farley Hill Park's usage for mass public entertainment means that regenerative maintenance is often necessary subsequent to large events. Consideration to any negative impacts on the natural environment at Farley Hill should be part of any future plans to hold mass public events. Overall site maintenance is under the jurisdiction of the NCC. Site amenities include the following: a souvenir shop, a newly renovated play park, public washrooms, tents for rent, a ranger/warden service, and a secured car park.

The setting of the site has inspired the Commission to develop "*Another Side of Farley Hill*", an initiative designed to deliver further opportunities for a variety of functions such as weddings, family or group reunions, moonlight events, Christmas functions, and parties. An upgrade of recreational activities available to the public could also include a short nature hike along the gully segment traversing the southern boundary of the Park.

Importantly, previous studies have recommended stabilization of the ruins for 'adaptive reuse', enhancement of the performance area, rehabilitation of the outbuilding for interpretive displays, and relocation of the existing washroom facilities (see Figure 97).

Whereas the TMP does not propose the reconstruction of the Great House, it considers that stabilisation of the existing ruins and preservation of the existing structure should be implemented as a matter of urgency in accordance with previous proposals (EPG et al., 2006). Adaptive reuse would then become a practical consideration for potential investment.



Figure 97. Farley Hill Park: Restrooms, Shop and Restaurant (top); proposal for site improvements (Environmental Planning Group, 2006).

Currently there is a demand for quality public entertainment or event venues within a park-like setting. Concerts recently held at Farley Hill include *Soca on the Hill*, *Gospel Fest* and *Reggae on the Hill*. The National Conservation Commission seeks to utilize Farley Hill as a key product in this type of market (NCC, 2012), and aims to generate additional business opportunities through public-private partnerships with companies / individuals, including promoters, event planners, photographers, entertainers and caterers that provide various ancillary services.

Marketing of the product is therefore of primary importance. Brochure development should include interpretation regarding the historical use of the property. Actions recommended by the TMP for this area include National Park guided tours from Speightstown as well as Film Night at Farley Hill (refer Action 2.1J-7, Report V, Part 2, Section 3.2.2.2).

8.3.3 Codrington College

Christopher Codrington, the founder of Codrington College, bequeathed his plantation to a Christian society for the establishment of a local college. Codrington College is the oldest Anglican Theological College in the Western Hemisphere (see Figures 98 and 99). It was opened in 1745 and continues to serve the Anglican Diocese and is also affiliated with the University of the West Indies. As a tourism product, the site offers a prime scenic look-out point over the East Coast. Site amenities include parking facilities, benches and picnic tables.

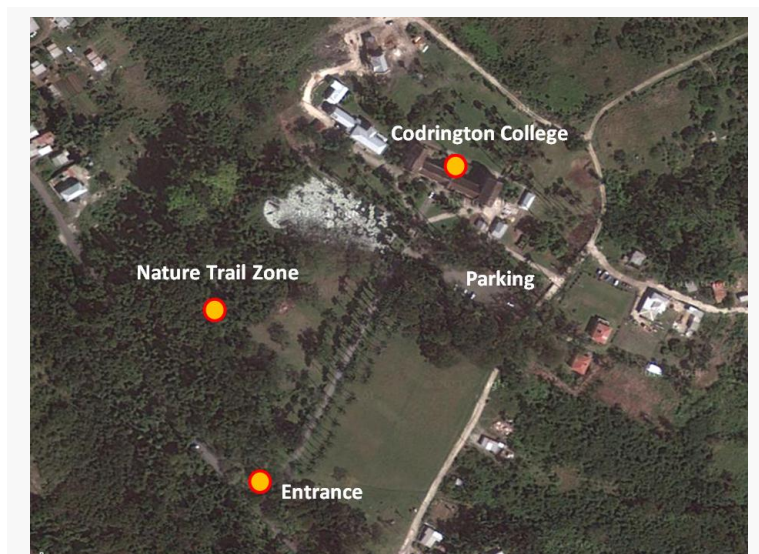


Figure 98. Aerial view of Codrington College (adapted from Google Maps).

The College hosts groups and individuals numbering from 6 to 30 depending on the time of the year. From July to mid-September, conferences, seminars, and retreats can be accommodated for larger groups; the main lecture hall/conference room accommodates a maximum of 150 individuals during this period. There are also three smaller lecture/seminar rooms available for bookings throughout the year.

The idyllic setting of Codrington College, with its well-manicured lawns, gardens, historic buildings and monastic-style chapel, facilitates Domestic Tourism through functions such as weddings, christenings, family reunions, and photo shoots. The grounds, kitchen, and chapel are available for rental during the year, except the Lent season.

A new principal's residence has recently been built at Codrington College. The existing buildings require a high degree of continuing maintenance. So does the now inactive nature trail which once weaved through the forested area of the spacious grounds. The absence of a ticketed entrance fee means that collection of revenues toward upkeep of the infrastructure is by donations to the Codrington College Restoration Appeal Fund (Codrington College, 2013).

The Codrington Restoration Project encompasses the following aspects:

- Restoration of the historical baths
- Restoration of the out-buildings and creation of a heritage tourism centre
- Replacement of the wrought-iron guttering to contain water damage to the structure
- Replacement of deteriorated wrought-iron windows
- Creation of a Centre for Spiritual Renewal open to the public



Figure 99. Codrington College Estate.

Re-establishment of the original interpretive nature trail would enhance the tourism product by adding a further nature-based tourism dimension to the attraction. The TMP recommends linkage of the site to the proposed National Park Trail System as proposed in the NPDP. Visitor admission may be requested at the gate or charged at an entrance station. Proposed signage should include a large site map. National Park promotional materials would feature the site on a map for walking tours.

Interpretation and public washrooms were also recommended for development with outbuilding facilities to minimize disruption of the college's functions. A garden pavilion to be used for college events and receptions was proposed toward the boundary of the rear gardens (Government of Barbados, 1998). Implementation of these recommendations would enhance the tourism potential of this nature-based and cultural heritage tourism attraction.

8.3.4 Flower Forest

This botanical garden of 50 acres features a diverse botanical collection located within a forested setting. The site offers stunning views of the east coast. Printed brochures and trail maps are available to visitors. The site also features a gift shop, restaurant facilities and washrooms. Existing wheelchair accessible paths are being upgraded. The plant collection is being expanded to include new floral specimens.

It is recommended that the national tourism websites feature a Barbados National Park category that lists all of the sites within the Scotland District area with rich interpretation of each site in order to attract more visitors (refer Action 2.3-5). Incentives for taxis and transportation providers to include these attractions on their island tour routes are also recommended (refer Report V, Part 1, Section 1.1, Actions 8.1-5 and 8.1-10).

Given the island's ideal climate and existing floral diversity, the development of a new attraction within an existing established garden that would allow visitors to discover and create their own perfume scents from floral specimens should be considered (refer Action 2.4-5 in Section 4.10).

8.3.5 Barbados Wildlife Reserve

The Barbados Wildlife Reserve serves as an educational and wildlife conservation centre where the Green Monkey can be easily observed within the natural surroundings of Grenade Hall's mahogany forest. Grenade Hall Signal Station, a historic communication site, is fully restored and accessible to visitors within walking distance.

Linking the Reserve to the National Trail System, including Farley Hill / St. Nicholas Abbey, in addition to inclusion in National Park marketing and promotions, will serve to inform visitors of this significant natural heritage offering.

8.3.6 Hill Crest

The Bathsbeba Community Centre is located at this prehistoric Amerindian site. A proposal for the development of an Amerindian Centre identified in the TDP (ARA, 1998) is also supported by the National Park Development Plan. The proposed Centre is aimed at increasing visitor numbers, cultural heritage awareness and would also serve as the catalyst for expanded study and promotion of Amerindian heritage sites across the island.

The concept for the Centre was developed by the Barbados Tourism Investment Inc. (BTII) and involved plans for the construction of vendors' kiosks, food stalls, a museum, bandstand, art village, and children's play park to facilitate a vendors' market and craft hub (Waithe, 2006).

It is recommended that a bus tour be developed to promote heritage sites that highlight the historical development and unique character of the Scotland District from its early geologic history and Amerindian presence through to the development of mechanical technologies that allowed for productive agricultural use of the area and the introduction of transportation means such as the former railway (refer Action 2.4-3 in Section 8.7).

The relocation of the proposed parking to maximize the open space, the visitor arrival experience, and east facing views will be important. This will also facilitate buffering of the vehicular parking area from the residential neighbourhood. Public consultations were held with local residents who raised concerns regarding increased visitor traffic. Programme development is currently on hold.

8.3.7 The Potteries

Chalky Mount Potteries is one attraction within the Barbados National Park that actively promotes community tourism (see Figure 100). This cottage industry hub is supported by a small number of potters. The workshop facilities of the resident potters provide basic amenities and displays. In 2012, the Rural Development Commission sought to keep alive one of Barbados' oldest art forms through marketing assistance. The 2012 Chalky Mount Pottery Festival also provided exposure for this indigenous sector. In June – August 2013, pottery craft fairs were held in Chalky Mount in order to attract visitors and stimulate business for the local crafts persons. Interactive demonstrations were held over a 5 week duration.



Figure 100. Chalky Mount (left); local pottery (right).

Installation of directional signage on the East Coast Road and inland access routes is critical to improving way-finding to this St. Andrew community and its unique indigenous attraction. The potteries located at Chalky Mount offer interesting cultural artefacts including demonstrations of local craft and pottery production. Products are offered for sale in this region of 'home based' cottage industries.

The TMP recommends that given the potential for further development, the potteries should be incorporated into BTA marketing initiatives along with the proposed National Park online website promotions. In addition to signage requirements, the TMP further recommends that consideration be given to planning for improved visitor parking.

8.4 Barbados Gullies

The gullies of Barbados form primary corridors within the proposed Discover Barbados interpretive system. For decades, gullies throughout Barbados were commonly used for habitation/shelter. Currently, the Barbados National Trust (BNT) has organized approximately 100 hiking routes across the landscape, in association with the Duke of Edinburgh's Award Programme, the Future Centre Trust, and the Barbados Heart Foundation. The island-wide programme has attracted up to 300 residents and visitors per hike at peak intervals (pers. comm., John Knox, Barbados National Trust, May 2012). Private groups on organised hiking tours also plan many of their routes to include gullies.

In addition to popular hiking routes, Figure 101 illustrates those gully segments in which recreational activities were found during the Gully Ecosystem Management Study (Environmental Planning Group et al., 2004). The most frequently used hiking routes in Barbados include Jack-in-the-Box Gully, Welchman Hall Gully and the Whim Gully. Figure 93 also shows the location of these hiking routes within the network of approximately 600 kilometers of gullies. Shorter tributaries of other gully watercourses are also used for the collection of medicinal plants.

Other recreational uses for gullies include mountain-biking, horseback riding, camping, and picnicking. Some golf courses also include gullies within their course layouts. An EPG (Environmental Planning Group et al., 2004) survey of potential gully uses for nature tourism activities indicated that locals do not wish gullies to be left completely unattended, nor at the other extreme, made into recreational parks. Responses were not supportive of the notion of structured or guided tours in gullies. In addition, the majority of respondents indicated that they do not use gullies extensively for personal recreation, but rather as access routes between adjacent communities. Gullies are also used for educational purposes and schools tours.



Figure 101. Map showing gully segments being used for recreation and the location of established hiking routes (Environmental Planning Group et al., 2004).

The Gully Ecosystem Management Study (Environmental Planning Group et al., 2004) recorded that hikes organized by the BNT can attract up to 300 participants per hike at peak intervals. Up to 100 routes have been utilized during the BNT hiking programmes. There is a need for additional hiking programmes within the Barbados National Park to complement the BNT hiking calendar. More regular hiking programmes within the Scotland District would expand the options for tourism activities and community involvement. Planning will require training of more guides to operate the increased number of tours. It would also be beneficial for guides to possess bilingual skills for effective communication with international visitors.

In general, there is poor delineation, sign posting, security and maintenance of nature trails. Also, few nature sites or hiking routes feature high quality interpretive signage. All aspects of trail development will need to be prioritized in order to realize the full benefits of nature

tourism. Botanical signage and interpretation has been prioritized at sites such as Harrison's Cave where short nature trails and gully areas are well interpreted.

In order to promote increased visitor activity in local adventure and nature-based tourism, the TMP recommends that guided tours and packages linking gully attractions be added to the existing tourism product.

Gully Trails – Outside of the Barbados National Park, Jack-in-the-Box Gully is the primary location designated as a National Heritage Conservation Area. 'Jack-in-the-Box' gully's connection to Welchman Hall Gully and Harrison's Cave has helped to increase its appeal for recreational use. During March 2013, the BMHS held its inaugural natural history hike through the gully with approximately 75 participants.

Transportation to remote gully trail heads commences primarily from the Harrison's Cave Reception Centre via jeep, shuttle or tour bus; tours can either be self-guided or led by local guides. Formal tours provide commentary on cultural, historic and natural aspects. There is also an opportunity to utilize shuttle rides on guided tours to and from trail heads or access points for interpretation of the natural environment and history.

Welchman Hall Gully – Welchman Hall Gully in St. Thomas is operated by the BNT and has been used by the public as a self-guided nature trail since the 1960's. Approximately 8,000 patrons visit Welchman Hall Gully per year, with visitor numbers varying according to the numbers of cruise ship visitors and marketing levels by the BNT (pers. comm. W. Gollop, Manager, BNT, June, 2013). Private functions such as weddings and parties are also promoted. Although Welchman Hall Gully is a long-established natural attraction in Barbados, it has been subject to habitat modification through the introduction of ornamental horticultural species and paved pathways that facilitate a higher capacity of visitors. The gully was leased in 2007 and promotes guided tours with trained local guides who are from adjacent communities.

Joe's River – Located within the Scotland District, Joe's River Forest is one of the proposed National Forest candidate sites (see Figure 99). The gully system also features an existing trail along the escarpment and other shorter trails. Section B of the Draft NPDP (Government of Barbados, 1998) proposes a National Park Trail System of Recreational /Educational Hiking Trails which will encompass the escarpment trail, as well as others within Joe's River. These will be medium to long hiking trails, with trail heads at sites such as Welchman Hall Gully in St. Thomas.

The Whim Gully – This wooded area located in St. Peter is an exceptional example of recreational use owing to the development of a successful hiking trail through the gully. Known as the Arbib Nature Trail, it covers portions of the Whim Gully. It was established by the BNT and officially opened to the public in November 1999. Directional and interpretive signage is featured in the existing hiking trail. Tours of the trail can also be self-guided. Trail usage is approximately 35-40 persons per hike, and comprised largely of visitors from the

U.K. and Europe (pers. comm. Gollop, W., 2010). Hikes are operated twice daily for 3 days per week.

The Whim Gully interfaces with two neighbouring residential communities. The Arbib Nature Trail was set up in partnership with local residents who approved access to their lands for trail usage. Recurrent challenges such as vandalism and garbage disposal were minimized through community meetings and implementation of a litter patrol group. Solid waste management was subsequently instituted on a bi-weekly basis using private companies. Follow-up community meetings were recommended to promote continuing higher levels of trail maintenance by respective owners.

Since the trail is in close proximity to the Speightstown Regional Centre and Cultural Heritage Area (NPDP, 1998), there is easy access to public transportation routes. The trail is also accessible from the Whim Road which traverses the gully floor. Hiking of the gully is also subject to interruptions during adverse weather.

Current requirements for the Whim Gully include:

- Re-establishment of dilapidated directional and interpretive signage panels
- Continuing litter management campaigns within the gully
- Reinvigoration of public sensitization programmes regarding waste management and illegal dumping

Cuss Out Gully – This less well known resource located in St. Peter connects to the upper branch of the Whim Gully, and encompasses Richmond Plantation and private agricultural lands. The gully, at a depth of approximately 60 feet, exhibits unspoiled vegetation and good aesthetic quality, and forms a link to forested patches along the escarpment and the Barbados National Park. The ravine has been used periodically as a hiking route. However, unlike the Whim Gully, owners' permission for access to private gully lands has never been formalized.

According to the Gully Ecosystem Management Study (Environmental Planning Group et al., 2004), 20% of gully areas were rated as highly suitable for hiking, and 33% were rated with a low suitability for hiking. The remaining 47% of gullies, i.e. almost half surveyed were deemed to be unsuitable for hiking. Within the same survey, a total of 56 gully segments or 6% were rated as highly suitable for horseback riding. The gully located at Kendal, St. John was ranked as highly suitable for such activities. This gully, along with those located at Taitts and Colleton, may be further investigated for future recreational development including horseback riding activities.

Sites used for horseback riding include Applewaites, Todds Plantation, Belle Farm, Gun Hill/Francia Plantation and Claybury Plantation. Horseback riding and biking trails have a greater potential to negatively impact gully areas than hiking trails. It is important that equestrian trails and biking routes take into account erosion prone areas, particularly along slopes. Rocks and tree roots can also hamper progress along these routes. In addition, wet trail surfaces can become easily damaged.

The intensity of usage would therefore influence the future planning of trail routes. The use of natural surfacing materials, for example wood shreds within gullies is preferable to the introduction of new man-made materials, e.g. concrete. Horseback riding and biking trails should first be considered in gullies where there is compact or solid surfacing.

The recreational use of gullies can contribute to the nature tourism potential of Barbados; however, this type of use needs to be strictly controlled and even avoided in gullies which are identified as ecologically sensitive areas.

The TMP recommends that periodic assessment of trail routes will need to be carried out to determine observed changes that may be attributed to public recreational use. Visitor management along trails is therefore essential.

8.5 Harrison's Cave and Associated Sites

The natural areas surrounding Harrison's Cave, which is itself designated by the PDP (Government of Barbados, 2003) as an Open Space (OS2) Natural Heritage Conservation Area and Special Environmental Zone, provides much potential that can be utilized for nature tourism activities. Primary sites and attractions within that zone include the Cave itself, Welchman Hall Gully, Jack-in-the-Box Gully, Cole's Cave, Flower Forest, Springvale Eco-Heritage Museum, and Aerial Trek.

Of these attractions, Harrison's Cave continues to be the most popular natural heritage site in Barbados. Recent upgrades to the attraction, including a new visitor centre, have improved the popularity of the site, featuring interpretive displays, a gully area, and improved tram facilities. Table 16 records visitor numbers over a recent 5 year period.

Table 16. Harrison's Cave visitor statistics 2007-2011 (*Source:* Caves of Barbados Ltd., 2014).

| Year | Total Visitors | Comments |
|------|----------------|---|
| 2013 | 103,451 | - |
| 2012 | 106,873 | - |
| 2011 | 109,678 | - |
| 2010 | 84,328 | - |
| 2009 | 46,133 | 6.5 months/construction closure |
| 2008 | 75,691 | Mid-January opening – 2 days per week operation |
| 2007 | 10,759 | 6 weeks operation to facilitate Cricket World Cup |

The revamped Harrison's Cave has also expanded its offering by providing night-time events and walk-in tours of the cave. Restaurant and shopping amenities will need to be maximized to achieve greater recognition for high quality visitor services. The former 'de Heart uh Barbados' event coordinated by the Natural Heritage Department provided tours of Welchman Hall Gully, Harrison's Cave and surrounding attractions. The two-day community event attracted approximately 3,000 local visitors in the past. Local residents acted as tour guides or alternatively, tours were self-guided. The visitor responses highlighted the potential for successful community-based tourism projects to be developed for Barbados.

Future planning is however necessary to ensure that these programmes are sustainable through a community based 'bottom-up approach' and can obtain the necessary marketing and financing to maintain the event. Programmes such as these, if community-driven and enabled by governmental and non-governmental stakeholders, will continue to generate visitor traffic and diversify the tourism product in key areas, while encouraging micro-enterprise opportunities.

8.6 Marine Conservation Areas

Marine protected areas are regulated by policy documents including 'Guidelines for the Management of the Barbados National Park and other NHCAs' and the 'Integrated Coastal Zone Management Plan' (PDP 2003). These areas include Graeme Hall Nature Sanctuary, Chancery Lane Swamp, Carlisle Bay Marine Park and Folkestone Marine Reserve. The latter was established in 1981 and remains the only legislated Marine Protected Area in Barbados. Appendix 3 presents an inventory of prime beaches and coastal sites, surfing and diving locations, in addition to shipwrecks.

8.6.1 Marine Parks and Reserves

Coastal resources are significantly challenged by the effects of climate change and coastal erosion. The primary marine sites and attractions requiring upgrade to infrastructure, products or services include Carlisle Bay and Folkestone Park & Marine Reserve where Visitor Centre development and museum upgrade, in addition to improved workers facilities, are scheduled for future redevelopment.

8.6.1.1 Carlisle Bay

Carlisle Bay has potential as an intrinsic part of the story of Historic Bridgetown and its Garrison (see Figure 102). The Bay is critically important to Barbados' UNESCO World Heritage designation as it was the main anchorage for sea vessels bringing both slaves during the slave trade era and supplies for merchants and plantations.



Figure 102. Views of Carlisle Bay (left and middle); Bay Street Esplanade (right).

The beach and streetscape connecting Bridgetown and the Garrison is the weak link both from the point of view of underwater and land based resource management. Enforcement of marine legislation and new management guidelines would need to be in place before the Bay can serve its full purpose as both a marine reserve and centre for recreational tourism activities. For example drainage outfalls still pollute the near-shore zone, hence there is a need for improved environmental standards to raise the quality of the product to an international standard.

Although the marine life surrounding Barbados' coastline is one of the primary attractions for visitors seeking to engage in underwater and near-shore adventure, Barbados lacks a comprehensive attraction that relays the holistic story of the local marine environment and its history, both on land and under the water. Whereas Folkestone Marine Park creates an avenue for reef exploration and museum displays, the site, which is limited by physical space constraints for infrastructural development, also lacks a variety of marine components, particularly shipwrecks and naval history to create the fullest impact.

The TMP recommends a Marine Interpretive Centre be created at Carlisle Bay to provide interpretation for the public and visitors to fill this void. The new centre would become a popular attraction and a place to learn about this unique marine environment (refer Action 2.4-4 in Section 4.4).

With respect to improvement of the near-shore zone, the placement of drainage wells would allow alternative drainage and management of overland runoff. In addition, clean up of debris within the Bay and regeneration of marine communities would improve the health and integrity of the coastal product (refer Action 11.1-3 in Report II, Section 3.0). General clearing of debris from the sea bed in Carlisle Bay and strategic placement of reef balls on the seabed to encourage marine growth and fish colonies is one of the supported actions. Maintenance of the marine park protected area can be facilitated by applying rental fees from boats using Carlisle Bay as a berthing area as instituted in other international marine protected areas.

Feasibility Studies of Harrison's Cave and Associated Sites (AXYS 2000), proposed a snorkelling area, swimming raft and underwater trails in Carlisle Bay for divers that would be demarcated using a combination of signage and markers.

The TMP recommends that key stopping points along the underwater trail be designated with large markers, such as cannons and anchors. The proposed underwater trail and proposed swimming raft provide a valuable opportunity for school clubs to undertake education/interpretation activities. Visitors would explore the marine and near-shore areas through diving and snorkelling on the local shipwrecks that would supplement onshore interpretive displays.

8.6.1.2 The Marine Reserve at Folkestone

As described in Section 6.6, Folkestone Marine Park and Reserve is a protected marine management area that constitutes a unique recreational resource for Barbados. Figure 103 provides a depiction of one of the underwater trails at this marine park. The physical improvement of the beach zone, which commenced in 2012, needs to be complemented with infrastructural upgrades to the built infrastructure. The development of a sustainable Resource Centre has been marked as a priority for future improvement of the Folkestone site and associated amenities.

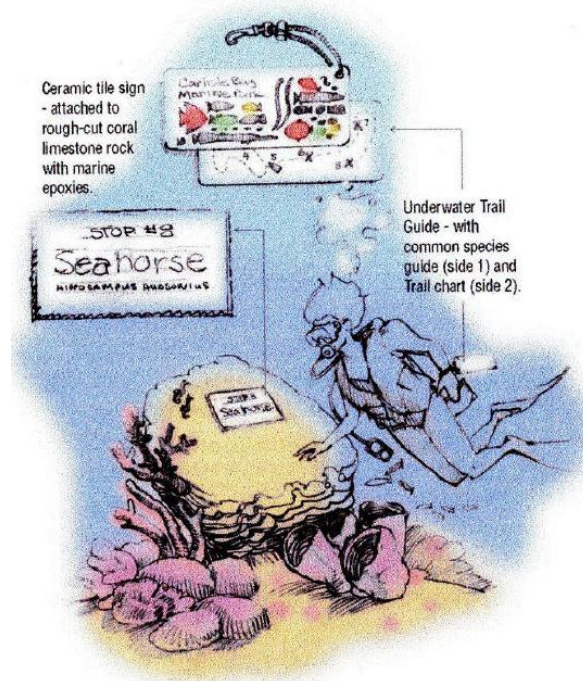


Figure 103. Depiction of an underwater trail at the Folkestone Park and Marine Reserve (AXYS, 2000).

8.6.1.3 Coastal Recreational Parks

Within the UNESCO World Heritage Property comprising Bridgetown and Carlisle Bay, Section 6.3.5.2 of the PDP requires that future physical development addresses the provision of public access to beaches and coastal parks and the enhancement of pedestrian connections. This sets the standard for preservation and improvement of linkages between built areas and the coastal zone.

The 24 public beach facilities operated under the jurisdiction of the National Conservation Commission require continuous maintenance and funding owing to high levels of usage, in addition to instances of vandalism or public negligence. The Ministry of Tourism and International Transport, in collaboration with the Coastal Zone Management Unit, launched the 'Adopt-a-Beach' programme in 1995 to encourage businesses, schools, and community groups to participate in the stewardship of the island's beaches through a system of beach adoption. Activities include beach and underwater clean ups, the provision of creative and effective garbage receptacles and benches, and the replanting of vegetation.

Community volunteers continue to assist in the maintenance of the standard of the beaches. However, continued youth involvement can be valuable in sustaining the overall quality of the beach environment, in addition to aiding in tasks such as identifying sea turtle activity or nesting sites on select beaches. Providing incentives that offer youth and interested persons the ability to gain credits and rewards for volunteer assistance can stimulate a higher level of participation. Incentive options include discounted fee access to NCC sites or services. It is recommended that an incentive system for regular volunteers be established, in association with NGO partners operating through Adopt-a-Beach and other programmes that further the maintenance of public green spaces and beaches (refer Action 2.1n-3 in Report V, Part 2, Section 3.2.2.6).

Select NCC facilities, parks, beaches and open spaces are available for approved commercial or fundraising for a nominal fee. The marketing of this service should be actively promoted to generate additional funds for beach maintenance and development projects. Currently, exclusive use is allowed at 5 primary sites: Farley Hill Park, Queen's Park, King George V Memorial Park, Barclays Park, and Bay Street Esplanade. The development of an expanded promotional package for select NCC parks, beaches and open spaces with site maps, relevant stipulations, available services and associated fees could expand the use and viability of beach sites. Promotion and marketing would be via the web and public advertisement.

8.6.2 Wetlands and Bird Sanctuaries

Compared to other regional tourism destinations, Barbados has less faunal diversity, inclusive of avian populations, although the island does attract a number of migratory birds annually. The Wild Birds Protection Act (1907, Cap. 398) protects 30 species of birds. Other fauna and their habitats are exempt from protection outside of general conservation of

forested areas (PDP, 1998). However, sites such as the Woodbourne Shorebird Refuge (WSR), a 14 acre eco-initiative in St. Philip converted from an abandoned shooting swamp, provides a migratory home for up to 47 species of migratory birds. This location is typically visited by around 15 species of birds daily. The privately funded restoration of a natural wetland allows visitors to engage in bird-watching (Burke, 2012). The establishment of a Shorebird Conservation Trust is hoped to assist in funding conservation measures. The Natural Heritage Department has partnered with the WSR and has assisted with maintenance through the Beautify Barbados programme (NHD, 2011).

Collaboration between conservationists and local hunters has the potential to improve the survival prospects of shorebirds, while additional reserves and the establishment and adherence to quotas on endangered species will establish Barbados as a haven for migratory shorebirds rather than as a location where shorebirds are targets. Other than hunters, for whom the wetlands provide domestic recreational activity, environmental organizations such as the Cornell Lab of Ornithology use Barbados as a destination for studying tropical migratory birds.

As such, support should be given for continued data collection and mutually beneficial alliances between local hunters and agencies such as local and international conservationist organizations. This allows for resource conservation to be balanced with use within the Domestic Tourism segment (Burke, 2009).

An updated list of species recognized for protection by the Wild Birds Protection Act should be carried out to include new species that are endangered. This will require collaboration of local environmental agencies such as the WSR to establish requisite capacities and current levels of endangerment to select bird populations.

Additionally, eco-initiatives by non-profit groups would benefit from support through promotion on local tourism websites such as www.visitbarbados.org, emphasizing green ventures undertaken by selected entities. Opportunities for Volunteer Tourism can also be linked with ecological programmes through highlighting resource contacts.

The protection of mature tree clusters and gully environments from excessive development are important for preserving natural habitats that in turn are beneficial to sustaining a quality environment. Where there is evidence of habitat destruction, regeneration or replacement of habitats should be enforced.

Scenic attractions such as Cove Bay continue to be popular with both tourists and locals. However, site access and upgrading of roads will be required in several locations, particularly for sites lying within the National Park boundaries.

Site improvements would need to be implemented at prioritized sites in order to provide an improved visitor experience. In some locations, as proposed by the NPDP, additional infrastructure such as washrooms and seating will be required.

The Ministry of the Environment has an outreach programme that includes the adoption of primary and secondary schools, dissemination of public awareness materials, organisation

of tours to nature areas, and provision of school presentations, essay and poster competitions on the environment. Public programmes should be geared toward stimulating Domestic Tourism in addition to international visitors, particularly through environmental groups, in order to stimulate interest and attract younger persons.

8.6.2.1 Graeme Hall Nature Sanctuary

The Ramsar Convention on Wetlands is a global treaty that provides the framework for national action and international cooperation for the conservation and wise use of wetlands and their resources. Graeme Hall Swamp has been designated as a Ramsar site which provides a national and international framework for the conservation of this area (see Figures 104 and 105). Other potential Ramsar sites are identified with the various NHCA designations of the PDP (2003). Through the Graeme Hall Ecosystem Management Committee, terms of reference have been developed for an integrated management study (NHD, 2011).



Figure 104. Aerial view of Graeme Hall Swamp and environs.

This wetland area has been marginalised from direct sea access due to the positioning of Highway 7, but is still close enough to be considered within the coastal zone. Many know the Graeme Hall Swamp to be the finest nature sanctuary in Barbados, home to the last significant mangrove and sedge wetland on the island. Graeme Hall Nature Sanctuary has been developed into an ecological, educational, research and nature tourism attraction in which a variety of birds and to a lesser extent, fish, can be observed.



Figure 105. Views of Graeme Hall Swamp and its Nature Sanctuary.

To preserve the area, less than 10% of the Sanctuary's habitat has been developed with interpretive exhibits, trails and support facilities. An on-site café continues to serve patrons who can reflect in an atmosphere of tranquility. An ongoing concern is that the main exhibit areas are currently closed to the public due to certain legalities. In the interest of all considerations, the TMP recommends that this situation be resolved as expeditiously as possible for the benefit of all.

8.6.2.2 Chancery Lane Swamp

Chancery Lane Swamp is located near Long Bay, Christ Church. The swamp is a seasonal, coastal wetland comprised of a mosaic of shallow ponds, mudflats and grassy areas (see Figure 106). It has not yet been subject to development plans, but the potential for this to occur in the future is evident. It is an important archaeological site and is also a nesting area for the migratory Pelican, Blue Heron and Frigate Bird. The swamp is also home to migrant shorebirds and is a recognized Important Bird Area (IBA).



Figure 106. Chancery Lane Swamp (photos by BWA – Water For Life).

Barbados has 7 international priority IBAs covering 0.1% of the island's land area. Of these, 3 have some form of protective designation, but these designations do not preclude threat of development and impacts from runoff from agricultural or built-up areas. The IBAs create an important national network of sites that support water bird species, the status of which should be monitored annually (Burke, 2009).

During the past 10 years, Chancery Lane Swamp has been the subject of a controversial proposal to develop the entire area into a large residential community. To avoid degradation of the wetland and its natural value, the swamp should be buffered from physical development areas and preserved as a natural water catchment area and water bird breeding site. The beach zone also serves as an important sea turtle nesting site.

8.7 Actions Recommended to Promote Nature Tourism

The following Actions recommended to promote Nature Tourism are in support of Strategic Imperative 2 on ‘**Enhance the Visitor Experience**’ and corresponding 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*”.

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 Create a Barbados Marine Interpretive Centre (see Section 4.4)

2.4-5 Develop a Perfume Garden and Perfumery(see Section 4.10)

Full descriptions of the Actions are presented below.

2.4-1 Create Natural Heritage Tour Packages

Description:

Develop specific tour packages highlighting the natural heritage of Barbados to provide users with an appreciation of the variety of flora and fauna of Barbados relative to the island’s range of natural ecosystems. The range of trails should include 3 biophysical categories: coastal/marine, terrestrial, and subterranean.

Packages would be developed as a complete adventure experience incorporating the following:

- Transportation from a central venue
- Pre-arranged lunch menu; proposed locations include Harrison’s Cave restaurant
- A Naturally Barbados Passport featuring incentives for visitors who participate in all tour packages
- Subterranean - Caves Package: Harrison’s Cave, Coles Cave
- Coastal/Marine – Sites Package: Tour locations include Folkestone Marine Park and Reserve, Carlisle Bay and coastal ecosystem trails and mangrove swamps
- Terrestrial - Gully Package: Trails located through wooded areas and gullies. The trail experience would encompass interpretive trails and hikes.

Expected Outcomes:

- Provision of a soft adventure market within nature tourism that utilizes trails to experience the Barbadian landscape and natural areas
- Increased awareness in the biodiversity of Barbados

Guidelines for Implementation:

- Map tours and primary trail routes
- Staff the trails with trained guides; training should be provided if required
- Provide security along the trails using rangers to enhance safety to users
- A Naturally Barbados passport should be created to provide package benefits to visitors who participate in all three adventure tours. This would attract a higher level of involvement
- Promote the system via internet sites

Challenges With Implementation:

- There is potential that trails will intersect private lands when traversing areas such as gullies whereby land owners may be required to give permission for trail activities; this scenario was previously successful in planning the Arbib Nature Trail, St. Peter
- Establishing a complement of staff, particularly with bilingual skills
- Enforcing safety throughout the trail system
- Ensuring the cleanliness of trails on a consistent basis
- Successful implementation will also require the enforcement of environmental legislation pertaining to illegal dumping
- Marketing the programme locally and overseas to attract nature tourists

Recommended Implementation Agency:

Natural Heritage Department

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:

- Stay-over tourists
- Cruise ship visitors
- School Groups
- Residents

Who Benefits:

- The beneficiaries will be visitors seeking knowledge on the natural history of the island
- Residents
- Government of Barbados through increased revenues

Risks:

- Not being able to obtain adequate funds for trail development and implementation
- Not achieving the necessary commitment to high standards of trail maintenance
- Vandalism of trail infrastructure, e.g. interpretive signage, litter bins, lighting units, etc.

Estimated Costs:

- Trail planning and design (infrastructure and amenities) is estimated at BDS \$40,000 per trail, depending upon the terrain of the trail selected
- Interpretive signage and installation is estimated at BDS \$2,000 per sign
- Salaries of Natural Heritage Guides to be determined
- Brochures and marketing budget of BDS \$50,000 per annum

Source of Funds:

To be determined; likely to be a private/public partnership

Revenue Generation Potential:

- Fees collected from a gate charge for each trail experience
- Fees collected for package tours

Further Development Work Required:

- Planning and design
- Identifying appropriate trail sites that are feasible, safe, interesting and accessible
- Costing
- Sourcing sufficient financing
- Development of a guide training programme for each trail category
- Identifying guides, training schedules and tour schedules
- Marketing strategy for trail promotion

Other Considerations: Linkages with Sports Tourism, Education Tourism, Medical Tourism, Health & Wellness Tourism, Community Tourism

2.4-2 Develop an Eco-Park in the Scotland District

Description:

The National Park region can provide greater public services and benefits, and improve the public well-being. This quality environment should be promoted, branding the area as a wellness destination and improving awareness for all landscapes and seascapes of the island (see also Report V, Section 3.2.1.4). Social and economic 'breathing spaces' can aid personal and mental well-being and increase economic prosperity. Public services can include the promotion of indoor/outdoor fitness programmes, and developing more fitness-oriented recreational areas.

The objective of the Eco-Park is to promote natural landscapes, coastal districts and best beaches of the Scotland District as a rejuvenative and therapeutic resource, designed to broaden the product offering of the local Health and Wellness industry (see Figures 107 and 108). As noted recently in the international media, "the dramatic east coast of Barbados, including Bathsheba, offers one of the island's iconic views especially due to the fact that it has "escaped development overkill" (CNN Travel, 2013). The island can therefore take advantage of such international recognition and the existence of excellent coastal sites for appreciation and use by locals and visitors.

The concept of an Eco-Park is recommended to provide a wide range of services in the Scotland District for the purpose of education and awareness. This would include a new Visitor Centre incorporating parking, multi lingual tour guides, restaurant facilities, bicycle rentals, hiking and biking trails that are planned and sign-posted. Information on accommodation in the area, e.g. local "bed and breakfast" establishments, would be available through the Centre. The involvement of local communities would be of paramount importance.



Figure 107. Tidal pools along the East Coast shoreline.



Figure 108. Coastal views at Hill Crest, St. Joseph.

Expected Outcomes:

- A new attraction to promote one of the island's major assets and enhance competitiveness amongst its Caribbean neighbours
- Opportunities to market the vistas and landscapes of the Scotland District as a premier attraction are maximized
- All historic sites, trails, lookouts, beaches and amenities are mapped
- The general amenities of the area are improved and environmental conservation promoted

Guidelines for Implementation:

- Define the primary assets of the Scotland District in collaboration with the Natural Heritage Department
- Reference should be made to all previous studies, e.g. National Park Development Plan
- Identify all Crown Lands and buildings in the area for possible use
- Meet with all stakeholders involved with tours and other health & wellness activities
- Determine the location of a new Visitor Centre through a consultation process
- Promote a set of standards which can be marketed internationally
- Involve participation of local communities and organic farmers

Challenges With Implementation:

- Obtaining full support for the initiative
- Defining a set of internationally comparable standards
- Participation by hotels establishments and locals in maintaining high standards
- Maintaining facilities and beach amenities at a high standard and minimizing vandalism

Recommended Implementation Agency:

Natural Heritage Department (in collaboration with Town Planning Department, National Conservation Commission, Coastal Zone Management Unit, Barbados Hotel & Tourism Association and tourism sector stakeholders, including Barbados Surfing Association)

Priority / Implementation Timeframe:

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

Target Users:

- Hotels
- Locals and visitors

Who Benefits:

Barbados as a whole and visitors through a new nature tourism attraction with improved standards of excellence

Risks:

Not achieving full public/private sector support for the initiative

Estimated Costs:

- Use Crown Lands for development of the Eco-Park and Visitor Centre
- Renovate an existing building/plantation/old factory for the Visitor Centre development plus exhibits estimated at \$3 million
- Trail development and design estimated at \$30,000 per trail

Source of Funds:

Private/public sector partnership

Revenue Generation Potential:

Direct through improved use of rural areas, increased opportunities for entrepreneurship both at inland properties and in coastal areas by stakeholders

Further Development Work Required:

Identification of potentially eligible beach locations, and further Research and Development work related to National Park Plan proposals, targeting suitable lands

Other Considerations: Linkages with Health & Wellness Tourism, Sports Tourism

2.4-3 Develop Barbados National Park Adventure Tours

Description:

Several areas of historic interest are nestled in the heart of the Barbados National Park, also referred to as the Scotland District, a key conservation and heritage site for the island, rich in opportunities for visitors to explore. Early Amerindian people who called the island 'Icherouganaim', inhabited coastal sites as far back as approximately 4,000 years ago, and would have also been settled in areas now known as the Barbados National Park.

The National Park area is a spectacular place in its own right, its individual character forged over time and to a large degree by the collective influence of its early inhabitants, all guardians of its natural beauty. These scenic areas all share in common their special qualities; those inalienable characteristics and values that make them distinctively different and set them apart from the surrounding regions (see Figure 109).

It is proposed to develop a heritage bus tour featuring the sites and interpretation related to the historical development of the unique Scotland District, from its formation to the arrival of the island's first inhabitants, through the development of mechanical technologies that allowed for high agricultural use of the area and the introduction of modes of transportation (see Figure 110). Proposed sites of interest include:

- Amerindian Sites, e.g. Hillcrest
- Former Railway & Stations
- Andromeda Botanic Gardens
- Historic Sugar Plantations
- Animal Flower Cave
- Pico Tenerife
- Mount Hillaby
- Morgan Lewis
- Walkers Savannah & Sand Mine
- Greenland Valley
- Joes River Forest
- Barbados Wildlife Reserve
- Scotland District ancient geologic formations
- Chalky Mount and Potteries
- Codrington College
- Parish Churches
- Turners Hall Woods
- Cherry Tree Hill
- St. Nicholas Abbey
- Long Pond & Dunes
- Hackleton's Cliff
- Welchman Hall Gully
- Farley Hill National Park & Ruins



Figure 109. Scenes from the Barbados National Park in the Scotland District.

Expected Outcomes:

- Improvement of environmental awareness and education regarding the Barbados National Park
- Outreach campaign regarding the application for WH Inscription and its import could be conveyed for greater public information
- Stewardship requirements for local stakeholders and also the role of the Natural Heritage Department in protecting and managing this unique area would also be a central thrust in the awareness building programme

Guidelines for Implementation:

- Designate personnel or a section within the NHD authorized to develop and promote heritage tours of the National Park
- Fund a series of pilot tours as developed for the Freedom Footprints explorations conducted by the BMHS
- Design a variety of tour routes, sites, tour guiding and interpretation required
- Request feedback from tour visitors regarding the interest generated and recommended improvements
- Develop a prime route for promotion within the tourism market
- Organize locations for photo stops and lunch
- The tour should be marketed at museum sites and through electronic media

Challenges With Implementation:

Initial promotion and marketing to attract visitors

Recommended Implementation Agency:

Natural Heritage Department

Priority / Implementation Timeframe:

Medium/Medium Term: Creating visibility for sites and attractions within the National Park will require sustained impetus and tourism information outreach to elevate awareness levels regarding the role of individuals in preserving local history

Target Users:

- All locals and visitors
- Educational groups and schools

Who Benefits:

- All residents of Barbados through awareness and stewardship programmes
- Educational tour groups and schools benefit from outdoor educational options
- Businesses associated with the tour route or tour stops

Risks:

Inability to find trained or knowledgeable guides for interpreting the diversity of National Park themes

Estimated Costs:

- Hiring of Barbados Transport Board buses (BDS \$700 per tour)
- Installation of signage: BDS \$2,000 per sign
- Guides: BDS \$800-\$1,200 per tour

Source of Funds:

- Tour Fees
- BTA – Tour promotion

Revenue Generation Potential:

- Would attract greater interest and stimulate increased business opportunities along the tour
- Private tour operators could also service the route

Further Development Work Required:

Design and implementation of physical upgrades as recommended under the National Park Development Plan (1998) for primary tour sites selected, e.g. trail heads, look outs, viewing areas, coach parking and washroom areas

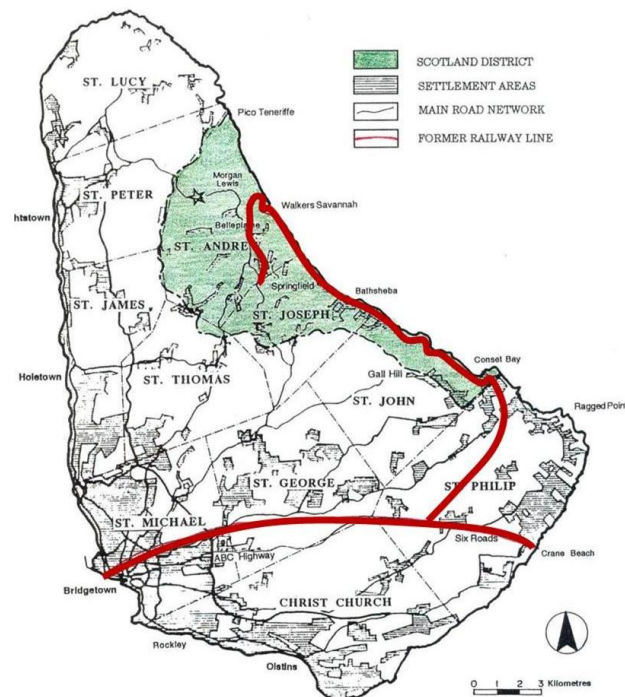
Other Considerations: Linkages with Environment

Figure 110. Map Illustrating the former Railway Line from Bridgetown to Belleplaine, St. Andrew in relation to the Scotland District (Ramsey, 1998).

9.0 Implementation and Promotional Tools

The CTO (2008) advises that in order to develop market leadership, diversify income sources, and generate increased brand loyalty in tourism, there must be an enabling continuous investment in the following areas:

- Conservation of natural and built heritage
- Traditional knowledge and popular culture
- Heritage development
- Product and process innovation
- Developing human resources

An allocation of 5-10% of the annual tourism budget for heritage development and reinvestment of a share of surpluses for conservation, preservation, and curatorial work are recommended as key targets. This thrust would be supported by promoting the growth of cultural industries as key providers of locally produced merchandise, services and intellectual property.

Improved coordination and collaboration between stakeholders (e.g. travel agents, airlines, tour operators, and media) with respect to scheduling, promoting, and advertising of heritage attractions and products will be necessary for improving the experience for visitors and audiences, e.g. quality of attractions, products, guides, venues, security, safety and waste management facilities.

Additionally, CTO (2008) emphasized that generating an individualized destination proposition through 'cutting edge' marketing, management, and programming is vital (see also Report IV, Section 1.0). Investment in branding heritage assets and intellectual property (e.g. trademarks, designs, logos, and domain names), along with the development of alternative and innovative content and events, are seen as critical to sustaining competitiveness since there is a danger of recreating experiences familiar to other destinations.

In order to facilitate increased public awareness of the contribution of heritage tourism, it is recommended that Government agencies record and communicate the contribution of heritage tourism to the economy regarding returns and value-added to taxpayers and key stakeholders. The implementation of Tourism Satellite Accounting will be invaluable to this process. The implementation of expanded training and public education programmes are recommended toward creating a better public understanding of the link between heritage tourism and intellectual property in order to reduce infringement and allow stakeholders to recognize increased licensing and royalty earnings (CTO, 2008). The TMP acknowledges and supports that the Ministry of Tourism is currently in the process of adopting a Tourism Satellite Accounting programme.

Elements such as brand identity, signage and way-finding, interpretive signage, multimedia, programme packages, as well as sculptural and landscape treatments can all act as tools to promote cultural heritage themes in Barbados. A review of each of these key elements is

presented in Section 9.1, with corresponding Actions presented in Section 9.4 (refer Actions 2.3-4 to 2.3-9).

9.1 Key Elements

An interpretive design approach was developed using a series of criteria tailored specially to reinforce a *'sense of place'*. Criteria for interpretive experiences within Barbados must reflect the various challenges and opportunities of its communities. All guidelines included herein should be used to inform future efforts toward designing and implementing interpretive elements of Barbados' cultural heritage and attractions. Table 17 presents a summary of key implementation guidelines.

Table 17. Summary of key implementation guidelines.

| Implementation Guidelines |
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| 1. Put the visitor first. Audience needs and expectations are paramount and must be carefully considered. Visitors must be catered to before they arrive (e.g. via web connections), while they are on island (catering to a full range of experiences), and after they leave (e.g. via past-guest programmes, memberships, and the web). Everything counts! |
| 2. Take advantage of existing capabilities, resources and structures (e.g., walls, sidewalks that may carry interpretive media) |
| 3. Create a sense of discovery: Encourage visitors to “discover” the hidden aspects of the different attractions through directional signage and cater to multiple learning styles, which can include traditional “show and tell,” “hands-on–minds-on” with interactive and engaging experiences, or self-directed and guided experiences. There is a shift towards facilitating rather than informing as visitors become more adept at self-directed learning and information gathering. |
| 4. Capitalize on “eye-catchers” (i.e. dominant views or landmark features) when placing media |
| 5. Embrace both “new” and “old” aspects, that is, comparing and contrasting old and modern elements as part of the rhythm of storytelling |
| 6. Emphasize the unique character of the site, using products and materials that convey the specific sense of place |
| 7. Incorporate heritage names to help tie new features into the design |
| 8. Include the planting of trees as part of new developments where possible |
| 9. Within heritage areas, create distinct educational, exploration, or adventure areas for children (e.g. thematic playgrounds, interpretive areas, or park spaces) |
| 10. Use a consistent and recognizable design system throughout all areas of a site or collection of themed sites to create a sense of one larger entity. Use of strategic variations can help define unique and important areas (e.g. on signage and street furniture) |
| 11. Incorporate both vehicular and pedestrian experiences where feasible in developing tours |

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| 12. Utilize high-quality, weather resistant, outdoor materials that complement the sites and are seen as an extension of the site |
| 13. Utilize new media and multimedia technologies where cost effective, and where they have the greatest advantage to communicating with visitors |
| 14. Create opportunities for ongoing public input. Content should reflect community involvement as well as day-to-day issues and personal or family stories. Blogs or other online forums allow inclusion of the public in ongoing interpretive dialogues |
| 15. Create spaces where programming can occur (e.g. school groups and or tour groups) but does not rely on programmes to be useful or “active” |
| 16. Where possible, incorporate energy efficient materials and practices (e.g. solar technology) |
| 17. Incorporate interpretation into new developments. The plan is developed to reflect existing as well as future planned sites. Interpretive media should respond to the location and stories associated with particular sites where possible |

9.1.1 Brand Identity

In order to present a unified, attractive, and contemporary character, it is highly recommended that various sites undertake, in collaboration with stakeholders, a brand identity campaign specific to their attraction that will visually reflect and represent the site’s important and distinct cultural aspects (see also Report IV, Section 1.0).

Presenting emblems of the local culture is one method of establishing brand identity. There are several emblems and traditions of Barbados’ rich cultural heritage that can be used to stimulate the imagination of visitors and add to their travel experience.

In this regard, it will be important to integrate these cultural icons within the proposed heritage landscape of Barbados. These emblems include:

- UNESCO World Heritage Symbols
- Rum Shops
- Donkey Carts
- Musical Traditions

9.1.1.1 UNESCO World Heritage Symbols

Within the UNESCO World Heritage Property, *full advantage should be taken of the World Heritage emblem* (see Figure 111). The emblem has fund-raising potential that increases the marketing value of products with which it is associated. It symbolizes the Convention, signifies the island’s adherence to the Convention, and serves to identify sites inscribed on the World Heritage List.



Figure 111. Signage for the Barbados Garrison Historic Area signifying the UNESCO World Heritage Property.

9.1.1.2 Rum Shops

Rum shops, a 300 year tradition in Barbados, provide a unique, local experience to visitors and offer an aspect of traditional Bajan village life. These village shops, which are approximated to number over 1,500, are a prolific cultural resource and often take the form of a traditional chattel house, attractively painted and adorned (see also Section 7.2.6). Opportunities can be initiated to maximize their use within the 'Discover Barbados' system.

The TMP recommends the promotion of visitor interaction with Barbadian village life through its small village / rum shops and associated traditional activities (refer Action 2.1h-2 in Report V, Part 2, Section 3.2.1.8).

9.1.1.3 Donkey Carts

The donkey cart, another once popular icon on the local cultural heritage landscape, was pulled by either donkey or mule (see Figure 112). The iconic donkey cart is now virtually unseen in Barbados, and is thought by many to be extinct on the island. The original freight cart form of the two-wheeled donkey cart was used to cart sugar cane, whereas the box cart version, with a rear access panel, could ferry many types of loads. The cart was also a mode of private transportation. A carter wanting to get from one point of the island to the other used the bus or other form of transportation. The donkey cart was once a key attraction at children's fairs, and more formally the Crop Over opening gala.



Figure 112. Heritage photo of a local donkey cart in use as transport.

9.1.1.4 Musical Traditions

The vocal rhythms of the snare and bass drum, flute, and triangle became prominent after emancipation when ensembles called Tuk Bands have played at celebrations, which continue to this day (see Figure 113). In local communities, variations of African beats heralded performances by the Landship, with the plaiting of the maypole as a highlight.



Figure 113. Tuk Band on display during the Holetown Festival.

Barbadian folk music was an enduring and significant part of life amongst slaves whose music enlivened recreational activities such as ‘Crop Over’, which began in the late 17th century. The original ‘Crop Over’ festival featured call-and-response singing and instruments such as the shak-shak, banjo, bones and bottles.

The Royal Barbados Police Band, formed in the late 19th century, remains popular and conducts performances locally and worldwide.

It is recommended that these art forms be introduced into the primary and secondary school environment through a dedicated school programme in order to sustain the musical traditions inherent in Barbadian culture. Musical practitioners would be invited to provide interactive sessions with students to stimulate interest in the traditional musical styles and instruments, as well as the overall creative industries. Other recommended actions include implementation of a variety of festivals (refer Actions 2.1J-4 and 2.1J-10 in Report V, Part 2, Section 3.2.2.2) that would add to the local slate of cultural festivals, and reinforce existing opportunities for expressing cultural heritage traditions.

9.1.2 Signage and Way-Finding

Visitors will require a clear and consistent system of way-finding and orientation to support their visit. Signage throughout Barbados, while unified at some levels, is often inconsistent and varies as one travels through the countryside.

It is recommended that a unified signage and way-finding plan be implemented that spans the entire country without overlooking the variety and character of each parish. Such a system would include orientation signage, kiosks, directional signage, parish markers, and banners. These could vary by parish, and potentially by colour coding, but should be visually consistent and easily understood by visitors regardless of where they explore. A unified way-finding and directional signage system should also work in concert with the proposed interpretive signage program recommended herein. Although a signage system does not need to be implemented all at once, a clear direction should be established that could be expanded and refined over time.

9.1.3 Interpretive Signage

Although interpretive signage is only used to deliver a portion of heritage content, this form of interpretation is easily recognizable by visitors. The interpretive signage system should be geared to each individual site. It should also reflect the brand identity and is therefore another means to convey site character to visitors, supported by signage and way-finding.

At a practical level, an interpretive signage system should provide for a range of information, be highly visible without cluttering, and become a part of the fabric, whether urban or rural, as it is added to over time.

9.1.4 Multimedia

A key aspect of the development of the different sites is the approach taken with multimedia, through the development of an internet presence, podcasting, or via kiosks situated within attractions which may feature interactive modules or listening stations.

A good example of multimedia being used to foster interest in cultural history is New York's 'Living Lore' programme. A sampling of what is offered includes exhibits, features and on-line services (Rockefeller Foundation, 2013). The UWI Oral History Project (2013) and National Cultural Foundation (2013) Crop Over Oral History Project are being publicised through the media to create interest in the subject of tales and stories. These offer an opportunity to enrich the Legends of Barbados.

The design of an *Experience Barbados* website is recommended to enhance an authentic experience. The site would provide customers the flexibility, affordability and convenience they desire with respect to marketing of Barbados' cultural heritage resources through overarching themes important to the visitor experience (refer Action 2.3-5). This promotional site would be supported by the *Experience Barbados e-Book* (refer Action 2.3-6).

Self-guided tours, including audio and podcasts, can be offered for download from specifically prepared tour selections made available from selected websites. Visitors may also be able to rent a hand-held player at designated locations. These experiences can range from a narrated site-based story (e.g. "*the fire spread through Bridgetown in a matter of hours...*") to music (e.g. performances and lectures). There are many good examples of this used elsewhere which can inform the development work needed.

In addition to audio, video imagery or footage (where available) could be developed for selected locations that help visitors see a glimpse of the past "with their own eyes." This is fast becoming possible through personal devices such as the iPhone and Blackberry handheld (refer Action 2.3-7). The social networking aspects of new media and the internet will also be used to encourage story sharing and uploading of photos and other digital media by residents and visitors who can help tell the many stories (refer Action 2.1g-4 in Report V, Part 2, Section 3.2.1.7).

9.1.5 Programmes, Packages and Tours

The Tourism Advisory Council (2009) recommended the development of new heritage tour itineraries in addition to thematic packages of attractions and activities. The White Paper proposes that faith-based, culinary, family reunions and "*cultural heritage packages, can be created to attract this market to the island*" (Strategic Solutions Inc., 2012, p.164). Consideration should be given to creating structured packages and tours island wide such

as the proposed Open Heritage programme promoting Barbados National Trust heritage properties, in addition to attractions within the UNESCO World Heritage Property.

In this regard, the TMP recommends the following should be considered:

- Creating a holistic Domestic Tourism promotional programme to encourage widespread local participation in attractions, tours and heritage programmes (refer Action 2.3-4 in Section 9.4)
- Implementing an independent website for the BNT that is linked to a dedicated heritage page on the BTA main web portals (visitbarbados.org and barbadostrails.com). The new site would provide more comprehensive historical information and details regarding “Open” programmes to locals and visitors
- Maximizing the scope of nature activities available through the Barbados National Park in order to increase family participation in soft adventure activities such as hiking and nature trails with varied levels of difficulty, and options for promoting Accessible Tourism
- Creating cultural heritage connections with neighbouring Caribbean territories through linkage of UNESCO World heritage products. Special packages may also be developed for cruise visitors. Inter-island linkages can be explored with Dominica, Curacao, St. Kitts, St. Lucia, Puerto Rico and Cuba (refer Action 2.2b-12)

In addition, programming and tour proposals are recommended and summarized in the bulleted list below. The development of tours, events, and themed programmes will be important for success, as these transcend other elements such as interpretive signage, sculptural installations and multimedia. The TMP recommends adding more range in content to current local heritage tours (i.e. in the form of additional tours) rather than supplanting existing initiatives.

New programmes, packages and tours should also include the following:

- Refurbished Carnegie Free Library (refer Action 2.2b-16)
- Tours of the Garrison tunnels (refer Action 2.2b-14)
- Expansion of existing tour experiences (e.g. Harrison’s Cave, Garrison)
- Natural heritage tour packages with an environmental focus (refer Action 2.4-1 in Section 8.7)
- Historical and Architectural Tours: a blend of historic facts, anecdotes, views, etc. (refer Action 2.2b-7); Lighting tours of buildings of interest may be included
- Audio Tours: including oral histories, where applicable to share characters, historic personages, quotations, and songs about certain themes such as Barbados Slave Route Project as they are linked to sites (refer Action 2.3-7 in Section 9.4)

-
- Tours of historic churches across the island (refer Action 2.1k-3 in Report V, Part 2, Section 3.2.2.3, Strategy #2VE: FTH - III)
 - Promotion of beaches and upgrade of local shore conditions and beaches to new local standards (refer Action 11.1-1 in Report II)
 - Buildings Tours: an initiative, augmented by site-based media (e.g. interpretive signage, embedded elements, murals, etc.), which provides people with more to discover along the way and reveal what is now 'hidden' in the landscape
 - Develop a video presentation that projects images, motion graphics or photos onto the Parliament Buildings or the night sky above the Parliament Courtyard. The show would integrate local theatrical and musical presentations that could be recorded or performed live
 - Develop an Open Heritage Programme with a roster of heritage activities or attractions (e.g. Barbados National Trust properties modeled after the existing Open House Programme (refer Action 2.2b-10). The new programme would operate in association with the existing Open House programme, which is scheduled for the winter season, and also continue throughout the year with a roster of speakers. A season pass should be marketed to encourage widespread participation in Domestic Tourism. Opportunities also exist for engaging educational institutions
 - 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 would 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)

Tours can be delivered through a variety of modes, including guided tours, brochures, publications and mobile collections (refer Action 2.2b-5). Guided tours create a more memorable, personal experience that has the potential to expose participants to a variety of special places while generating revenue (refer Action 2.2b-7).

Routes can be customized to suit specific groups and tailored to their interests. They can include bus tours, tram car tours, walking tours, etc., and will require curriculum and training to be successful (refer Action 2.2b-11). Night-time tours should also be further encouraged (refer Action 2.2b-10).

Brochures and publications form a part of self-guided initiatives, and can include maps, souvenir booklets, and orientation signage. The current plaque programme at the Garrison should complement these initiatives, wherein new and existing plaques and markers are linked to printed and audio materials.

9.1.6 Landscape Features

As environmental sculpture, landscape features can take the form of soft and hard elements in the landscape that are designed to convey a theme or idea. These are carefully integrated into a specific site, along urban sidewalks or in public areas where they can complement the setting (e.g. see Figure 114). Interpretive media is often integrated with landscape features, however this is not always the case (e.g. trees, wall materials, stonework, surfacing and decorative details can be expressive as well as functional).



Figure 114. Illustration of an interpretive station featuring cultural elements (e.g. rum barrels).

Landscape features that can be used as promotional tours include murals, sculpture, embedded elements and street furniture. These features are reviewed separately in Sections 9.1.6.1 to 9.1.6.4.

9.1.6.1 Murals

Buildings provide opportunities at key locations to tell stories in ways that other interpretive approaches cannot compare. They may also form the basis for gateways, where larger, physical structures may not be the best choice. An excellent example of this is the mural on Toronto's flat Iron Building. Philadelphia is renowned for their exceptional mural programme, which constantly renews its installations with changing themes. Quebec City also has some of the most creative murals integrating building facades and archaeological interpretation that serves as public art. Local examples are illustrated in Figure 115.

Although there is not a tradition of developing murals in Barbados, there is a significant amount of potential for a mural programme in Bridgetown. A mural programme developed over time can help to communicate major Barbados stories and ideas – from key historic sites that may no longer be part of the landscape, to moments in time, movements, and characters from past – while injecting some of the area's most visible buildings with public art.



Figure 115. Murals located at the Richard Haynes Boardwalk (left); Barbados Community College (middle); Speightstown (right).

9.1.6.2 Sculpture

Sculpture can convey the humour, drama, and human character of a story / legend in an evocative, expressive way. However, interpretive sculptures are different from fine art as they are thematically focused and convey specific messages.

As a design approach for Barbados, sculptures can appear in many forms, including small ‘discovery elements’ that people experience, single sculptures that are part of a larger landscape or interpretive area, and a grand, stand-alone installation that involves eye-catching pieces. In all instances, interpretive sculptures will be integrated sensitively into the landscape and urban fabric, ensuring that scale and visibility are considered as part of the setting. The proposed Golden Calabash Centre in St. Andrew is an example of this application (refer Section 6.4).

There already exists a significant amount of pure artistic sculptural installations in the various study areas – some mapped, and others not. All current sculptures should be considered, and, where possible, integrated with new storytelling to maximize their impact.

9.1.6.3 Embedded Elements

Items embedded into the surfaces of sidewalks and walls are often called embedded elements or ‘embedments’. Similar to sculpture, embedded elements are developed through a creative process to convey themes and messages, however, are often smaller and more pedestrian-scaled. Embedded elements may take the form of lettering (e.g. words or quotations), castings (e.g. shapes, icons, objects, bas-relief) or patterns and textures (e.g. stamping) that become an integral part of the site.

As subtle, yet powerful interpretive features, embedded elements often become discovery elements that visitors actively look for as they explore their destination. The TMP recommends their inclusion within the tourism product in Barbados where practical (refer Action 11.1-5 in Report II, Section 3.0).

9.1.6.4 Street Furniture

By using more standard urban components to convey stories for sites such as Historic Bridgetown and its Garrison, the TMP has created an integrated approach to interpretation. In many instances, it is possible to use conventional items such as manhole covers, tree gates, benches, poles, etc. to tell a story – rather than install new media on site.

Street furniture elements can be developed to include unique shapes based on themes, integrated text, imagery, patterns, or icons. In many cases, they have the potential to enrich a site and convey uniqueness, and are recommended as landscape features to be added at key sites and attractions.

9.2 Education and Training

It is recognized that it will be critical for members of local communities, heritage associations and museums to actively contribute to serve as cultural ambassadors to increasing visitor numbers. The White Paper identifies the “Human Factor” as a *“critical component that will determine the future sustainability and competitiveness of the tourism sector”* and advises that there is *“a dearth of mandatory national certification programmes for general front line tourism workers, tour guides or taxi drivers . . . to ensure that a consistent and superior standard of service is being offered to all visitors”* (Strategic Solutions Inc., 2012, pp.71-72). It is therefore important to provide training through accredited programmes for interpretation of cultural resources and building capacity amongst locals to enable them to participate in development activities.

With respect to the development of cultural heritage initiatives and training, the Tourism Advisory Council (2009) and the White Paper (Strategic Solutions Inc., 2012, p. 228) outline Government objectives as follows:

- Develop a comprehensive and unified set of training objectives, tools and materials for all sectors in Cultural Heritage Tourism
- Facilitate education modules highlighting the benefits of Cultural Heritage Tourism and collaborate with tertiary institutions to develop specific education modules designed to address cultural sensitivity training in cultural and ethnic etiquette

- Ensure a high standard of heritage interpretation, branding and promotion of the local product by requiring mandatory heritage certification for all front-line staff, including ticket sellers/concessionaires, concierges / tour guides, and bus / taxi drivers

Currently, the availability of guides trained to international standards to conduct tours is limited, particularly where foreign language skills are needed. Multilingual capability is an asset in engaging a wider cross-section of visitors. Such training will add value to the tourism product and should be considered for key locations where interaction with international/ regional visitors occurs. The process has commenced with some private tour operators and primary attractions such as Harrison's Cave providing training to personnel. In 2010, a group of 9 tour guides were certified with the World Federation of Tourist Guides Association as tour guide trainers (King, 2012).

As self-guided tours become increasingly popular, modern technology has sought to keep pace with tourism trends in the development of GPS guided tours, in addition to MP3 tours utilizing voice or video to varying levels of complexity. This technology provides a prime platform from which to launch innovative products for sightseeing to service the range of attractions in Barbados (refer Action 2.3-7).

The White Paper also highlights national orientation programmes that will be utilized to educate new entrants being organised by the BHTA. They are aimed at re-orienting workers in the tourism industry. It is further noted that *"with the Government's thrust to develop cultural heritage and community tourism, as well as to develop a comprehensive interpretative signage programme and tourism interpretative centres, this training will be particularly critical for tour guides, whose role will be central to the visitor experience"* (Strategic Solutions Inc., 2012, p.183).

Coordination of training modules and methodologies should be largely achieved through implementation of National Tourism Host Programme initiatives that also provide a certification component.

9.3 Service Excellence

Site amenities such as a food and beverage outlets, shopping opportunities, and modern washrooms are critical elements for the provision of a comprehensive, high quality tourism service. The availability of retail shopping opportunities is noticeably absent or inadequately represented at many attractions. Since many of the BNT properties are managed by private stakeholders, there are a varying standard and range of souvenir items and historically relevant memorabilia available for sale at the many of the sites. At George Washington House, a new souvenirs programme is being developed by the Bush Hill Tourism Trust. Sites such as Morgan Lewis Mill are in urgent need of general improvements. The White Paper noted that:

"Service matters now more than ever, and as a result, there has been a paradigm shift in the industry from being a sellers' market into being predominantly a buyers' market" (Tourism Advisory Council, 2009).

Improvements in service excellence would also be facilitated through participation of attraction operators and stakeholders in the National Tourism Host Programme training modules.

TMP Report III, Sections 1.0 and 3.0 review issues of Human Resource Development and Institutional Strengthening respectively. Accreditation of professionals involved in tourism projects will become necessary, as well as investment in development projects, which increasingly require the involvement of personnel certified in Leadership in Energy and Environmental Design (LEED) for practitioners.

9.4 Actions Recommended

The following Actions recommended to promote brand identity and interpretive themes for Cultural Heritage Tourism are in support of Strategic Imperative 2 on **'Enhance the Visitor Experience'** and corresponding 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"*.

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

Full descriptions of the Actions are presented below. Note that Actions 2.3-1, 2.3-2 and 2.3-3 are presented in Section 4.0.

2.3-4 Develop a 'Playcation Barbados' Programme

Description:

Develop a complementary programme to the *Staycation Barbados* programme through which attractions and regularly held recreational tourism activities can be marketed as product packages to boost visitor numbers through Domestic Tourism.

The packages would be presented under defined fee categories as modeled by the existing Staycation Barbados programme utilizing a description of basic services for each package. The logo can also carry a similar design theme (see Figure 116).



Figure 116. Current *Staycation* promotional symbol (left); proposed *Playcation* theme (right).

Expected Outcomes:

- Making attractions alluring to the visiting public, who are increasingly searching for budget-conscious options for rest and recreation that will both be covered under the Staycation and Playcation Barbados themes
- Unveiling of the TMP interpretive outputs for attractions in Barbados
- Consolidation and simplification marketing and promotion of attractions
- Increased visitors to attractions, particularly via Domestic Tourism
- Increased local tourism awareness regarding recreational product offerings in the various categories
- Collaboration between attractions in the development of offerings
- Packages can be marketed to international visitors using distinct categories for local and visitor rates
- Offering opportunities to link Playcation and Staycation packages in a format that is easy to market
- Will create an opportunity for showcasing night-time attractions and regular dinner events

Guidelines for Implementation:

- Define the programme and categories to be proposed through a website format that lists the promotional categories identified under the interpretive themes of the Discover Barbados system. Potential categories include:
 - **Over Land** – Land-based attractions
 - Nature's Treasures – Nature Attractions
 - Museums and Heritage
 - Thrill Seekers – Active sports and tours
 - Island Tours – Taxi or jeep tours
 - Night Lights – Regular nighttime/dinner events and activities

| |
|---|
| <ul style="list-style-type: none"> ○ Over Water – Marine attractions and activities) <ul style="list-style-type: none"> ▪ Ten Fathoms – Snorkeling and diving ▪ Open Water - Water sports ○ Over Time (Combination packages of land and marine activities) <ul style="list-style-type: none"> • Each category would offer attractive fees and rates under the following groupings: <ul style="list-style-type: none"> ○ Deluxe ○ Classic ○ Budget • Develop a logo and associated branding using the already familiar <i>Staycation Barbados</i> theme • Identify attractions and regular tourism activities suitable and willing to participate in the programme <p>Identify package deals and suitable rates to be charged in the product categories. Special categories and rates can be offered through the proposed <i>Activities Programme</i> (Refer Action 2.1n-1 in Report V, Part 2, Section 3.2.2.6)</p> |
| <p>Challenges with Implementation: Developing an effective programme to complement an existing initiative and coordinating both</p> |
| <p>Recommended Implementation Agency: BHTA (in collaboration with Barbados National Trust or private agency to be determined)</p> |
| <p>Priority / Implementation Timeframe: Medium/Medium term: Attractions will benefit from a readily accessible system that links visitors with services</p> |
| <p>Target Users:</p> <ul style="list-style-type: none"> • Locals and visitors • Diaspora • Attractions |
| <p>Who Benefits:</p> <ul style="list-style-type: none"> • Locals and visitors will benefit through improved attractions options and pricing • Attractions gain higher visitor numbers from the domestic market |
| <p>Risks:</p> <ul style="list-style-type: none"> • Achieving "buy in" to the programme • Stimulating support by locals through attractive pricing and marketing |
| <p>Estimated Costs:</p> <ul style="list-style-type: none"> • The cost associated with tours at each attraction will be borne by the attraction • Marketing and website production is estimated at BDS \$50,000 |
| <p>Source of Funds: BTA</p> |
| <p>Revenue Generation Potential:</p> <ul style="list-style-type: none"> • Product sales by stalls (e.g. produce, food, etc). • Indirect through reduction in purchase of imported foods on the day and over the long term through sustained awareness |

Further Development Work Required:

- Promotion of the festival amongst the farming community
- Engagement of farmers for the festival
- Screening of farms for legitimacy during the festival planning and on the festival day

Other Considerations: Linkages with Culinary Tourism, Accommodation

2.3-5 Create an 'Experience Barbados' Website

Description:

The White Paper states that Barbados must “*encourage the use of technological tools to enhance, and not undermine, an authentic experience providing customers the flexibility, affordability and convenience they desire*” (Strategic Solutions Inc., 2012, p. 227). With respect to marketing of the islands cultural heritage resources, the traditional themes of ‘sea, sand, and sun’ for which Barbados is primarily known have been shown to encapsulate a wider range of core experiences that need to be introduced to the potential visitor in a clear and direct web format, reducing the number of intervening sub-menus and categories. Thirteen overarching categories have been proposed to encapsulate the cultural and promotional themes that are important to the visitor experience.

Expected Outcomes:

- The visitor will be presented with a mode of accessing information about the island that reduces the number of pull-down menus typical to many promotional sites
- The site should accommodate translation into the major foreign languages, e.g. Spanish, French, German, Italian, Portuguese, Mandarin

Guidelines for Implementation:

Primary themes can be summarized in the experiences presented to the visitor through the following aspects of Barbadian culture:

- **Smiles** – the genuine warmth and friendliness of the Barbadian people is a consistent comment noted throughout survey responses. Also visitor *satisfaction* was found to reflect the visitor’s feelings regarding their personal *safety*. The CTO Barbados Stayover Surveys (Oct 2010 – Dec 2011) indicate that on average, over 95% of visitors feel safe in Barbados. Further, with respect to cleanliness of the environment and *sanitation*, Barbados is generally viewed to be good to excellent by over 75% of visitors. These categories are combined in the one category.
- **Sugar** – the Story of Barbados’ King Sugar, the original source of the nations pride and industry
- **Sport** – the hosting of active and passive recreational sporting activities. Watersports, the singular sporting category surveyed by CTO (Oct 2010 – Dec 2011) was highly rated by approximately 80% of persons interviewed
- **Song & Sounds** – Experiencing the richness of music and rhythms of Barbadian culture. Nightlife received a good to excellent approval rating by approximately 75% of visitors
- **Skills** – the wide range of physical and intellectual talents possessed by the people of Barbados in business and creative arenas
- **Souvenirs, Craft, Fashion and Film** – The independent category of handicraft and souvenirs, though receiving a passing grade of over 55%, allows for Barbados to improve its offering (CTO,

Oct 2010 - Dec 2011). However, there are excellent examples of craft and memorabilia being produced throughout the creative industries which need to be represented

- **Sites and Attractions** – This category will link to the *Discover Barbados* interpretive network that promotes places of heritage, beauty and repose that visitors, both local and international, come to explore
- **Savour the Flavours** – The tastes and culinary experiences of Barbados encompassing food, drink and associated events. Notably, approximately 80% of visitors rate Barbados' restaurants as good to excellent
- **Spas, Health and Wellness** – The range of health and wellness options on the island
- **Sun, Sand and Sea Turtles** – This category encompasses the mainstay of the Barbadian product and recognizes its enduring appeal among visitors
- **Shopping / Sales** – The category relating visitor experience with sales personnel received a 65% general rating in the CTO Stayover Surveys (CTO, Oct 2010 – Dec 2011). Shopping is lower with a good to excellent approval rating of approximately 55%. This category would allow for promotion of shopping options across the island even prior to visitor arrival
- **Savings and Discounts** – As visitors have been seeking out destinations with the best value for money, this is an extremely important category to highlight at the outset, featuring promotions such as the *Island Inclusive* programme, recently launched in 2013 by the BTA offering coupon discount books to the island's guests
- **Planning Your Stay** – This grouping will feature connections to the best in accommodation and services for registered accommodation providers. Visitors or locals would be linked to BTA or BHTA websites such as *Staycation Barbados*. Special categories such as weddings, or MICE should be linked directly to relevant web pages of BTA or BHTA
- **Social Connections** – Facilitating the ability of past or potential visitors to interact via social media sites will be important

Importantly, the website would also be linked to the proposed *Experience Barbados Rewards* system in order to increase local tourism awareness within the repeat visitor and Domestic Tourism markets (refer Action 2.1h-5) and would provide tourism information for locals participating in the proposed promotion of traditional village shops (refer Action 2.1h-2).

Challenges with Implementation:

Over the long term, in-house personnel providing web administration and graphic design expertise should be available to update and maintain the site

Recommended Implementation Agency:

Ministry of Tourism and International Transport (in collaboration with the Ministry of Culture and Sports)

Priority / Implementation Timeframe:

Medium/ Medium Term

Target Users:

- All visitors and locals
- The Diaspora

Who Benefits:

- New and repeat visitors would use the site as an informational portal
- All users through exposure to cultural heritage
- Barbadians will benefit through increased awareness of the island's culture

Risks:

Technical ability to design, service, and update the website through qualified, *on-staff* personnel may need to be strengthened

Estimated Costs:

Website development estimated at BDS\$10,000 - \$15,000

Source of Funds:

Ministry of Tourism and International Transport, Barbados Tourism Authority

Revenue Generation Potential:

Indirect through increased visitor and local awareness and bookings

Further Development Work Required:

Development of web content and construction of the site with integral links to BTA and BHTA websites

Other Considerations: Linkages with marketing for all niches markets and accommodation services. A proposed web portal design is illustrated in Figure 117.



Figure 117: Screenshot illustrating the proposed Experience Barbados web portal.

2.3-6 Design an 'Experience Barbados' e-Book

Description:

With the diversity of technological options available to the modern traveler, many visitors are increasing their usage of e-book technology which, through both PC and Mac systems and hand-held devices (e.g. Kindle, Nook), makes it easy to transmit and share publications / magazines without requiring users to log on to the internet to browse prior to book downloads. Information is saved safely for travel and later referencing.

It is recommended that Barbados develop an annual e-book for free distribution to Barbadians, tourism stakeholders and tour personnel. The book would complement information provided through the proposed Experience Barbados web portal (see Action 2.3-5).

Expected Outcomes:

- Generation of a modern option for marketing of Barbadian tourism assets and encouraging locals and visitor to engage in their own publicity
- Increased visitors to the island through enhanced awareness of what Barbados offers
- Expanding the modes available for increasing tourism awareness of stakeholders regarding current products and services

Guidelines for Implementation:

An e-book developed to promote all aspects of the local tourism product. Key features of the e-publication to include:

- Celebrity endorsements from Barbadians at home and abroad
- Discounts, packages and opportunities for visitors and locals
- Introduction of new products that have been launched
- Web links to key tourism resources such as www.visitbarbados.com and the proposed web portal, www.experiencebarbados.com(see Action 2.3-5)

The publication will be made available free to all Barbadians and tourism stakeholders at home and abroad. The e-book would be downloaded from the Ministry of Tourism, BTA, BTII, TDC sites and selected stakeholders. Importantly, tour operators can also distribute the book via email to potential visitors as a key promotional tool (see Figures 118 and 119).

In order to stimulate widespread distribution of the publication, it is recommended that the system be established with appropriately matched incentives to reward locals for sharing the e-book within their email and Facebook contacts across the world. Incentives could be developed through the proposed *Experience Barbados Rewards* system (refer Action 2.1h-5). Alternatively, incentives may be developed using the monetary reward system employed by the BTA Barbados Friends and Family Club through which locals would be rewarded for every substantiated booking or visit made to Barbados utilizing a special booking code placed within the e-book.

In order for distribution of the e-book to be a success, local promotion would need to precede the e-book launch. Persons distributing the publication would be informed of all requirements prior to the download process. Reward vouchers would be issued by the BTA.



Figure 118. Screenshot of the proposed e-publication’s cover page for *Experience Barbados*.



Figure 119. Screenshot of the proposed e-publication’s contents page for *Experience Barbados*.

Challenges With Implementation:

Expertise and technological requirements for e-book production may need to be accessed externally

| |
|---|
| <p>Recommended Implementation Agency: Barbados Tourism Authority</p> |
| <p>Priority / Implementation Timeframe: High/ Medium Term: It will be of the highest importance to take advantage of all viable opportunities for marketing the island, particularly where costs of achieving publicity can be reduced</p> |
| <p>Target Users:</p> <ul style="list-style-type: none"> • All potential and repeat visitors • Barbadians • All tourism stakeholders |
| <p>Who Benefits:</p> <ul style="list-style-type: none"> • Visitors to Barbados • Locals through the reward system |
| <p>Risks: Widespread distribution of the e-publication is fundamental to this marketing strategy</p> |
| <p>Estimated Costs: e-Book design and production is estimated at BDS\$50,000</p> |
| <p>Source of Funds: Barbados Tourism Investment Inc.(in collaboration with private partners developing or implementing each tour option)</p> |
| <p>Revenue Generation Potential:</p> <ul style="list-style-type: none"> • Increased visitor numbers and expenditure • Advertisements within the publication by stakeholders |
| <p>Further Development Work Required:</p> <ul style="list-style-type: none"> • Identification of tour routes and constituent sites • Development of input and formats for each technological interface or platform |
| <p>Other Considerations: Linkages with Creative and Performing Arts, Culinary Tourism</p> |

2.3-7 Develop an 'i-Tour Barbados' Electronic Application

Description:

Self-guided tours offer a valuable, modern mechanism for visitors seeking alternatives to select pre-defined tours of the island, including Historic Bridgetown and its Garrison, and other historic towns such as Speightstown, Holetown and Oistins. There are a number of options that can be developed to expand the local product and introduce themes within the *Discover Barbados* overarching interpretive system to be developed for the island (refer Section 3.0). These range from GPS unit rentals to downloadable tour apps for Apple products and Android platforms (see Figure 120).

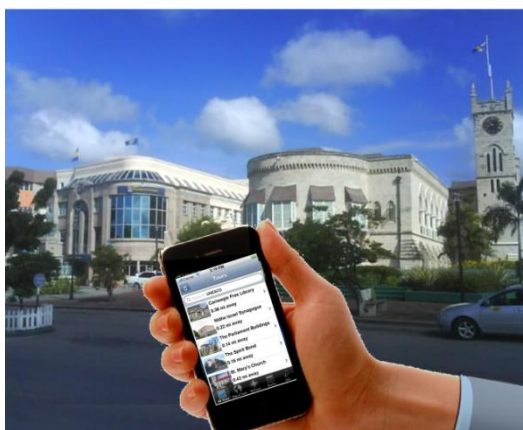


Figure 120. Proposed i-Tour Barbados mobile app usage.

Expected Outcomes:

- Generation of a new way to package experiences within the Barbados' heritage landscape
- Increased visitation by visitors to heritage sites
- Increased tourism awareness regarding the overall cultural heritage of Barbados
- Creation of a tool that can be accessed by visitors prior to travel and convey important tourism information to potential guests of the island
- Flexible touring by visitors
- The audio tracks accompanying various tour selections can also feature local musical artistes

Guidelines for Implementation:

Tour options to be developed are described below (see Figure 121):

- **GPS (Global Position System) Self-Guided Tours** – Using a form of identification and payment security, visitors may rent a GPS unit from tourism information booths (see Action 2.3-9) established at key locations. For example, Jubilee Gardens and Trafalgar Square are potential locations within Bridgetown. Visitors would view a GPS introduction video and tutorial on a GPS unit after checkout before beginning the tour in which narrated videos would automatically trigger based on the visitor's location, interpreting the different buildings and heritage as the visitor approaches them. The GPS Tour device uses close-captioned video for varied languages, audio, musical soundtrack and still photography to deliver content to users at each point of interest
- **GPS iPhone/iPod and Android Tours** – Barbados would also offer heritage tours available, downloadable at defined locations and eventually through the App store to your iPhone/iPod or Android
- **Self-Guided Map Tours** - Visitors would have the option of downloading and printing tour maps for navigating the towns or heritage areas

Live, regular events occurring at a particular heritage location can also be incorporated on the tours and maps, e.g. performances at Pelican Village

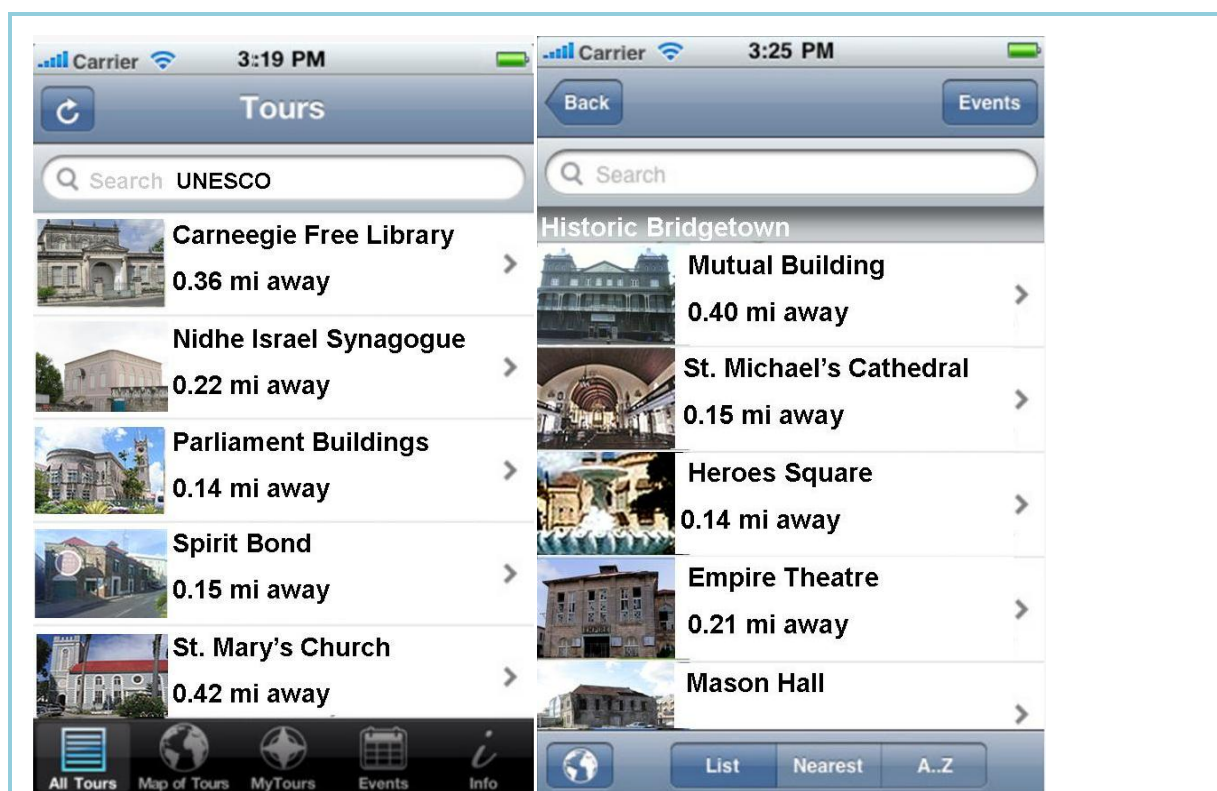


Figure 121. Screenshots from the proposed self-guided tour experience.

Challenges With Implementation:

Expertise and technological requirements may need to be accessed externally

Recommended Implementation Agency:

Ministry of Culture (in consultation with stakeholders who conduct existing heritage tours)

Priority / Implementation Timeframe:

Medium/ Medium Term: Initially, applications can be developed and tested within the local and visitor market

Target Users:

- All visitors and locals
- Diaspora

Who Benefits:

- All users through exposure to cultural heritage
- Barbadians will benefit through broadened awareness of the island's culture

Risks:

Technical inability to service, update and maintain the digital interface

Estimated Costs:

Approximately BDS \$10,000 per tour for design and development

Source of Funds:

A collaborative venture with GOB and private partners developing or implementing each tour option; TDC could be involved for partial support

Revenue Generation Potential:

- Rental of GPS units
- Purchase of Apps
- Admission fees to heritage sites
- Royalties for music artistes whose work is used for audio tracks

Further Development Work Required:

- Identification of tour routes and constituent sites
- Development of input and formats for each technological interface or platform

Other Considerations: Linkages with Creative and Performing Arts, Culinary Tourism

2.3-8 Appoint a Team of Tourism Ambassadors

Description:

The interface between the visitor and local services, products or experiences is one of the most critical factors in tourism planning on the ground. Making the local or international guest feel welcome is the primary goal for the development of 'Tourism Ambassadors' to represent local interests and promote local goods and services at a range of venues and events, whether it is sports, culture, heritage attractions, or any of the key niche markets for Barbados.

It is recommended that formal ambassadorial groups or promotional teams be developed to serve in locations as follows:

- *Mobile teams:*
 - Coastal sites – **Sun Team: From Vibrant Lands to Sparkling Sands**
 - Airport-based sites - **Blue Skies Team: from Blue Skies to Sunny Shores**
 - Port-associated sites– **White Caps Team: From Ship to Shore**
 - Sites and attractions – **Green Team: From Indoors to the Great Outdoors**

Tourism Ambassadors will be stationed at tourism sites across the island to act as the interface between the visitor and local tourism goods and services, providing awareness and education in a range of tourism-related areas. Each specific team of Ambassadors will be identifiable (see Figure 122).

- *Web-based teams:*
 - Home-away Ambassadors –Persons residing in Barbados, inclusive of ex-patriots, who volunteer to be contact persons for foreign visitors based in their country of origin, particularly where foreign language competency is an important requirement

Expected Outcomes:

The teams will provide a range of tourism promotion and awareness services as follows:

- Raising the level of customer service to a higher standard to complement the service that passengers receive on primary transportation modes to Barbados (e.g. airplanes and cruise ships)
- Meeting visitors and the public, and sharing personal knowledge regarding local culture
- Distribution of the proposed *Barbados Shopping Guides* at major towns and ports of entry (refer Action 2.1p-1)
- Being the on-the-ground "eyes" of tourism to give feedback
- Acting as 'way-finders' for guests and also recommending places to visit
- Conducting visitor surveys for tourism
- Making presentations to schools (via the TEAM programme) and tourism / hospitality programmes and hotels – staff or visitors according to programme needs
- Home-away ambassadors will primarily create a familiar linkage between visitors and the island of Barbados through e-mail contact prior to arrival



Figure 122. Sample of Team Wear that could be used by the Tourism Ambassadors.

Guidelines for Implementation:

- A management and administrative structure should be created to assign teams and also monitor the effectiveness of the ambassadorial service
- Determining actual team selection and size; the selection of the teams and training of team members should be conducted with due diligence to appropriateness of persons selected to be

representatives for Barbados

- Selection of team members from approved educational institutions and service groups on a volunteer or paid basis. Members of groups such as the Barbados Association of Retired Persons may also be selected for their knowledge of Barbadian heritage and familiarization with the island
- The Junior Tourism Minister would be invited to serve in select ambassadorial functions
- Create a web-page on a premiere national tourism website, for example, the proposed *www.experiencebarbados.com* site (refer Action 2.3-5) through which visitors may request contact with a local ambassador who would provide the visitor with information based on the cultural norms or preferences associated with their home country
- Based on each individual request, a home-away Ambassador would be assigned to respond by making contact with the visitor via e-mail or Skype prior to or upon their arrival
- Training sessions would be provided in order to set a standard whereby ambassadors would be certified. Collaborative training in tandem with the National Tourism Host Programme will be necessary
- See Figure 111 for suggested sample of team wear, which can be developed in a T-Shirt or Polo style

Challenges With Implementation:

Finding appropriate number of Ambassadors to cover an ample set of locations across the island and providing adequate training suitable to the position

Recommended Implementation Agency:

Ministry of Tourism and International Transport

Priority / Implementation Timeframe:

Medium/Medium Term: Recruitment and training, and linkage with the Barbados Host Programme, will form part of the development process

Target Users:

- Locals
- Schools (TEAM) and Tourism / Hospitality programmes
- Retired Barbadians
- Returning Barbadians / Ex-patriates
- Visitors to the island
- Hotels

Who Benefits:

- Enterprises, events and attractions across Barbados that are promoted by the teams
- Merchants and schools drafted into the TEAM programme
- Students of Tourism and Hospitality programmes through direct service interface
- Foreign residents or returning Barbadians who wish to contribute to Barbados' growth
- Retirees

Risks:

- Ability to manage and allocate teams effectively to maximize their input, e.g. having a work schedule based on prime cruise ship or airline arrival days and peak hours of visitor traffic manages against having ambassadors attend to their other functions.
- Allocation of appropriate hours to ensure effective, consistent service by volunteers

Estimated Costs:

- This will be based on the number of persons per team and the level of expertise/training required in addition to allowances (e.g. for travelling to schools to present programmes and information)
- Costs of team wear estimated at BDS \$60 per team member

Source of Funds:

- Barbados Tourism Authority
- Advertisers

Revenue Generation Potential:

Overall improvement of visitor spending through improved visitor knowledge of opportunities, products, and services available locally and satisfaction with the Barbadian people and environment

Further Development Work Required:

Establishing a set range of duties and criteria for the selection of teams

Other Considerations: Linkages with Tourism Awareness, Education Tourism, HRD, National Tourism Host Programme

2.3-9 Develop Tourism Information Booths

Description:

In order to improve the effectiveness of the delivery of information to visitors, the White Paper (Strategic Solutions Inc., 2012, p. 114) proposed the development of *“strategically located fully staffed Tourism Information and Interpretative Centres...These decentralized points are an ideal community and cultural heritage tourism complement, to educate the general public and the youth in particular on the importance of individual, or a cluster of historic sites, historical monuments, natural resources, wetland ecosystems etc. Programmes celebrating the island, its people, its history, its achievements, its aspirations, and the wide range of activities and attractions available for both residents and visitors will be readily communicated”*.

Selectively placed information booths along routes from the Bridgetown Port to the Bridgetown city centre is recommended to provide visitors and locals with information regarding UNESCO World Heritage attractions and other city products, as well as information on transportation modes. Booths in other popular areas of the island would also be provided, e.g. Holetown, Oistins, Speightstown, St. Lawrence Gap.

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:

Visitor information booths/kiosks would be installed at selected locations to help focus visitors on key heritage and attraction sites and shopping / dining locales. The booths can be used as a distribution node for shopping guides, maps and associated information. Proposed sites include Jubilee Gardens and Heroes Square.

At least one booth should be located in each of the primary development zones, including Bridgetown, Holetown, Speightstown, Oistins, St. Lawrence Gap, and the Garrison Historic Area.

Printable maps showing the location of each booth should be made available online through sites such as the BTA and BHTA websites.

Challenges With Implementation:

Space constraints in urban areas

Recommended Implementation Agency:

BTA (in collaboration with the Tourism Development Corporation)

Priority / Implementation Timeframe:

High/Medium Term: As Barbados' tourism products are developed, mechanisms will need to be in place to provide visitors with information regarding how they can most easily access sites and attractions

Target Users:

- All visitors
- Locals

Who Benefits:

All visitors, both domestic and international.

Risks:

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

Estimated Costs:

BDS\$19,200 per booth: 64 square feet at BDS\$300 per square foot to include security alarm

Source of Funds:

Tourism Development Corporation (TDC) or government funding mechanisms available for financing tourism projects.

Revenue Generation Potential:

Indirect revenues through increases in visitor mobility 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:

- Proposed Bridgetown locations include Pelican Village, Cheapside Market, and Trafalgar Square
- Linkages with Cruise Tourism; Tourism Ambassadors (refer Action 2.3-8)

APPENDIX 1:

Definitions

Definitions

Our Tourism Products

For the purposes of the TMP, Tourism Product has been categorized as (1) tangible product and (2) intangible product. As illustrated in Figure 2, tangible products are broken down further into two main classifications - natural landscapes and built spaces. Intangible products are distinguished as cultural expressions such as indigenous and traditional knowledge and as popular culture. Adapted from the Caribbean Regional Sustainable Development Programme (CTO 2008).

Cultural Heritage

Cultural tourism is frequently used to describe certain segments of the travel market. It may be associated with visits to historical, artistic, and scientific or heritage attractions. The World Tourism Organisation (WTO) has two definitions of cultural tourism. In the narrow sense, cultural tourism includes “movements of persons for essentially cultural motivations such as study tours, performing arts and cultural tours travel to festivals and other cultural events, visits to sites and monuments, travel to study nature, folklore or art, and pilgrimages.” In the broader sense, it is defined as “all movements of persons, because they satisfy the human need for diversity, tending to raise the cultural level of the individual and giving rise to new knowledge, experience and encounters”. Since culture is subjective, definitions of cultural tourism tend to be either too wide or too narrow, limiting their practical use in the field.

Heritage tourism

Heritage tourism is a broad category that embraces both eco-tourism and cultural tourism, with an emphasis on conserving natural and cultural heritage. A category or market segment includes visits to historic sites, museums and art galleries, and exploring national and forest parks. Heritage tourism, because of the large number of activities it covers, is difficult to define and measure.

Eco-tourism

Eco-tourism is one of the most frequently cited categories of the “new” tourism. The International Ecotourism Society defines eco-tourism as, “responsible travel to natural areas that conserves the environment and sustains the well being of local people”. A number of activities have been labelled eco-tourism, including bird and whale-watching, helping scientists conduct conservation research, snorkeling on coral reefs, game viewing and nature photography. Eco-tourism is linked to and overlaps with heritage tourism and cultural tourism.

Indigenous and Community Tourism

Indigenous and traditional knowledge includes, but is not limited to the following: Oral and sacred traditions; Holistic practices and herbal remedies; popular culture; national

celebrations, festivals and cultural events; visual, performance arts and music (SEE BOTTOM p.43)

UNESCO Definition of Cultural Heritage Landscape, including Types

Cultural Heritage Landscapes are closely linked to Tourism Product in that they reference both tangible and intangible product. These are geographic areas of heritage significance that human activity has modified and that a community values. Such an area involves a grouping of individual heritage features, such as structures, spaces, archaeological sites, and natural elements, which together form a significant type of heritage form, distinct from its constituent elements or parts. In this report, the concept of Cultural Landscape definition distinguishes three types of Cultural Landscapes as follows:

- *Type 1* Designed Landscapes: Landscapes, which are designed or intentionally created by an individual or group usually at a specific period(s). Where these landscapes survive, it is often because of perceived cultural significance.
- *Type 2* Evolved Landscapes: Landscapes which have evolved, also called vernacular landscapes, can be either inorganically or organically modified over time, integrating changes introduced by new ways of using the site or, new ways of perceiving it.
- In the UNESCO framework, evolved landscapes have two subsets: Continuing Evolved Landscapes are those where the earlier uses and cultural activities are still in practice. These landscapes have a dynamic quality and Relic an Evolved Landscape where the original cultural activities have ceased, and the landscape stands as a static reminder of past activities.
- *Type 3* Associative Cultural Landscapes: These are places where the cultural activity that structures the space is not physically apparent. They are difficult to classify as designed or evolved because much of the physical property is not evident. The documentation of associative landscapes becomes evident through literary work, iconographic and archival records and art.

Cultural and Natural Heritage Products

The United Nations Educational Scientific and Cultural Organization (UNESCO) has been committed to 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 and Sites, previously described.

APPENDIX 2:

Capital Costs For Selected Projects

| 1.0 ANDROMEDA BOTANIC GARDENS | | | |
|---|------------------------------|------------|------------------|
| Capital Item | Unit / Area (Square Feet) | Unit Cost | Total Cost \$BBD |
| New Construction | | | |
| • Replacement of roof shingles to existing structures | 1 | TBD | TBD |
| Site Amenities / Landscape Features | | | 214,500 |
| • Walkway repair | 1 | 150,000 | 150,000 |
| • Tree trimming | 1 | 80,000 | 80,000 |
| • Signage – Directional & Interpretive | 1 | 15,000 | 15,000 |
| • Waste Bins – Timber-faced | 6 | 250 | 1,500 |
| • Fencing of property | 1 | 48,000 | 48,000 |
| Sub-Total | | | 294,500 |
| Marketing | 1 | TBD | TBD |
| TOTAL | | | \$334,500 |

| 2.0 MORGAN LEWIS MILL | | | |
|--|--|----------------|--------------------|
| Capital Item | Unit/ Area (Square Feet) | Unit Cost | Total Cost \$BBD |
| New Construction | | | 240,000 |
| • Multi-purpose facility: Shop/ Cafe/Admissions | 600 | 300 | 180,000 |
| • Exhibits / Interpretative Displays | 1 | 60,000 | 60,000 |
| Hard Landscape | | | 180,000 |
| • Parking | 1 | 80,000 | 80,000 |
| • Service Entrance | 1 | 20,000 | 20,000 |
| • Retaining Walls | 1 | 40,000 | 40,000 |
| • Site Drainage to maintain stable soils | 1 | 40,000 | 40,000 |
| Site Amenities / Soft Landscape | | | 300,000 |
| • Walkways & Walls | 1 | 80,000 | 80,000 |
| • Directional Signage & Planting | 1 | 100,000 | 100,000 |
| • Storage Building | 500 | 200 | 100,000 |
| • Interpretive Signage Features | 1 | 20,000 | 20,000 |
| Site Services | | | 161,750 |
| • Water | 1 | 9,600 | 9,600 |
| • Plumbing / Septics | 1 | 80,000 | 80,000 |
| • Electrical | 1 | 30,400 | 30,400 |
| • Alarm / Security | 1 | 41,750 | 41,750 |
| Sub-Total: Site Construction | | | 881,750 |
| Planning, Design & Project Administration Services | 17% Construction cost (approx.) | 150,000 | 150,000 |
| Marketing | 1 | 200,000 | 200,000 |
| TOTAL | | | \$1,231,750 |
| Optional programme expansion: Reconstruction of the Boiling House | | | \$2,500,000 |

| 3.0 BARBADOS MUSEUM & HISTORICAL SOCIETY | | |
|---|----------------------------------|---------------------|
| Capital Item | Unit / Area (Square Feet) | Total BDS |
| Upgrades to Existing | | 2,247,800 |
| Barbados Museum Rehabilitation – 3 Core Galleries | 10,000.00 sqft | 6,000,000 |
| Director's House - Renovation | 7000 sq ft | 6000,000.00 |
| Carneid Building | 1 | 1,500,000 |
| Old Chief Justice's Residence - Structural repair and installation of children's museum | 1 | 800,000.00 |
| Furnishings & Equipment | 1 | 60,000 |
| New Construction | | 7,155,000 |
| Block B -Conservation Lab, Storage & Exhibition Area | 1 | 15,000,000 |
| Exhibits/Interpretation, Furnishings & Equipment | 1 | 600,000 |
| Walled Garden – ¼ acre, North Garden | 1 | 500,000 |
| Newton Slavery Museum – Interpretive Signage Vegetation Buffer with Seating Land Acquisition by Government | 1 | 70,000 |
| Interpretive centre | 1 | 1,500,000 |
| Hard landscape | | 780,000 |
| Parking, Service entrance and wall upgrades | 1 | 420,000 |
| Site Amenities / Soft Landscape | | 1,600,000 |
| Walkways & Walls | 1 | 200,000 |
| Directional Signage & Planting | 1 | 200,000 |
| Storage Building | 500 | 100,000 |
| Interpretive Signage Features | 1 | 100,000 |
| Site Services | | 931,960 |
| Plumbing / Septics | 1 | 182,600 |
| Electrical /Generators/A/C | 1 | 526,560 |
| Alarm / Security | 1 | 222,800 |
| Sub-Total: Site Construction | | 12,714,760 |
| Planning, Design & Project Administration 17% Construction cost (approx.)Services | Item | 2,161,510 |
| Marketing | 1 | 100,000 |
| TOTAL | | \$14,976,270 |

| 4.0 BARBADOS MUSEUM & HISTORICAL SOCIETY | | |
|---|--|-----------------------------|
| Capital Item | Unit / Area (Square Feet) | Total Cost \$BBD |
| Upgrades to Existing | Sub-total | 9,960,000 |
| • Barbados Museum Rehabilitation – 3 Core Galleries | 1 | 6,000,000 |
| • Director’s House – Renovation 7,000sq.ft. | | 800,000 |
| • Carneid Building | | 1,500,000 |
| • Old Chief Justice’s Residence - Structural repair and installation of children's museum | | 800,000 |
| • Furnishings & Equipment | 1 | 60,000 |
| New Construction | Sub-total | 16,170,000 |
| • Block B <ul style="list-style-type: none"> ▪ Conservation Lab, Storage & Exhibition Area | 1 | 15,000,000 |
| • Exhibits/Interpretation, Furnishings & Equipment | 1 | 600,000 |
| • Walled Garden – ¼ acre, North Garden | 1 | 500,000 |
| • Newton Slavery Museum* <ul style="list-style-type: none"> ▪ Interpretive Signage | 1 | 70,000 |
| Hard landscape | Sub-total | 420,000 |
| • Parking, service entrance and wall upgrades | 1 | 420,000 |
| Site Amenities / Soft Landscape | | 1,600,000 |
| • Walkways & Walls | 1 | 200,000 |
| • Directional Signage & Planting | 1 | 200,000 |
| • Storage Building | 500 | 100,000 |
| • Interpretive Signage Features | 1 | 100,000 |
| Site Services | Sub-total | 932,000 |
| • Plumbing / Septics | 1 | 182,600 |
| • Electrical /Generators/A/C | 1 | 526,600 |
| • Alarm / Security | 1 | 222,800 |
| Sub-Total: Site Construction | | 29,082,000 |
| Planning, Design & Project Administration Services | 17% Construction cost (approx.) | 4,943,940 |
| Marketing | 1 | 100,000 |
| TOTAL | | \$34,125,940 |

Note: Costs are exclusive of land acquisition and vegetation buffer

| 5.0 GUN HILL SIGNAL STATION | | | |
|---|---------------------------|------------------|-------------------------|
| Capital Item | Area (Square Feet) | Unit Cost | Total Cost \$BBD |
| New Construction | | 200,000 | 60,000 |
| • New trail/walkway to the Lion | 600ft. approx. | | 60,000 |
| Site Amenities / Landscape Features | | 90,000 | 90,000 |
| • Directional Signage & Interpretive Elements | 1 | 90,000 | 90,000 |
| Sub-Total | | | 150,000 |
| Marketing | 1 | 50,000 | 20,000 |
| TOTAL | | | \$170,000 |

| 6.0 HARRY BAYLEY OBSERVATORY | | |
|--|------------------|-----------------------------|
| Capital Item | Unit Cost | Total Cost \$BBD |
| Dome and Observation Deck | | 30,000 |
| <ul style="list-style-type: none"> • New trail/walkway to the Lion • Reconstruction of the dome's base • Refurbishment of the cast iron base ring and replacement of the roller ball bearings. • Replacement of the Aperture Window and associated mechanism owing to warpage and leaking seals. • Motorization of the dome to facilitate efficient rotation. • Upgrade of the walkway and dome floor. • Carpet installation to protect telescope attachments from accidental damage | | |
| Main Telescope | | 33,000 |
| Purchase of modern telescope | | |
| First Floor and Library | 50,000 | 50,000 |
| <ul style="list-style-type: none"> • Upgrades to the degraded timber floor, establishment of a modern Astronomy Research Suite and ceiling construction | | |
| Ground Floor Refurbishment and Expansion | 40,000 | 40,000 |
| <ul style="list-style-type: none"> • Visitor Reception Area <ul style="list-style-type: none"> ▪ Enlargement of the lecture area. ▪ Café / cafeteria development ▪ Souvenir Shop. ▪ Expanded washrooms ▪ construction of secondary observation deck facing south • Administrative Office • Ceiling and window refurbishment • Security installations to prevent recurring vandalism • renovation Utility Room • Overall upgrade and painting of wall surfaces. | | |
| Exterior Facades | 25,000 | 25,000 |
| <ul style="list-style-type: none"> • Stairway repair and replacement of the steel supports • Wall resurfacing and upgrade to include painting | | |
| TOTAL | | \$178,000 |

APPENDIX 3:

Land Based, Marine & Coastal Resources Inventory

Land Based Resources

Many of Barbados' heritage resources remain in good working order, with regular maintenance to the existing facilities being the main challenge. However, 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.

| GENERAL | | | |
|--|------------------------------------|---|------------------------------|
| Good - Excellent | Average | Requires Upgrade to Infrastructure, Products or Services | Not Operational |
| Arlington Museum | Cricket Legends of Barbados | Andromeda Botanical Garden | Arbib Nature Trail |
| Blackman's Bridge | Tyrol Cot Heritage Village | Sir Frank Hutson Sugar Museum | Graeme Hall Nature Sanctuary |
| Barbados Concord Experience | The Main Guard/ The Clock Tower | Folkestone Park and Marine Reserve | Harry Bayley Observatory |
| Cockade House | | Morgan Lewis Windmill | Sam Lord's Castle |
| The Chocolate Factory | | | |
| Fisherpond Plantation House | | | |
| Four Square Rum Distillery & Heritage Park | | | |
| Harrison's Cave | | | |
| Spingvale Eco-Heritage/Old Time Museum | | | |
| Kensington Oval | | | |
| Medford Craft World | | | |
| Malibu Beach Club and Visitor Centre | | | |
| Mallalieu Motor Collection | | | |
| Mount Gay Rum Tour and Gift Shop | | | |
| Sunbury Great House | | | |
| St. Nicholas Abbey | | | |
| Willey House | | | |
| Codrington College | | | |

| LIGHTHOUSES AND SIGNAL STATIONS | | | |
|--|----------------|---|----------------------------|
| Good - Excellent | Average | Requires Upgrade to Infrastructure, Products or Services | Not Operational |
| Cotton Tower Signal Station | | Gun Hill Signal Station | Needham's Point Lighthouse |
| Grenade Hall Forest & Signal Station | | South Point Lighthouse | Ragged Point Lighthouse |
| | | | North Point Lighthouse |

| GARRISON HISTORIC AREA (Select Sites) | | | |
|--|----------------------------------|---|------------------------|
| Good - Excellent | Average | Requires Upgrade to Infrastructure, Products or Services | Not Operational |
| The Garrison Savannah | The Clock Tower / The Main Guard | St. Ann's Fort / Naval Magazine | |
| George Washington House and Museum | Garrison District | Barbados Museum & Historical Society | |

| HISTORIC BRIDGETOWN & CIVIC STRUCTURES (select sites) | | | |
|--|----------------|---|--|
| Good - Excellent | Average | Requires Upgrade to Infrastructure, Products or Services | Not Operational |
| Nidhe Israel Synagogue and Museum | | | The Barbados Public Library (Carnegie Free library) and Supreme Court (Former) |
| Ilaro Court | | | |
| Barbados Museum of Parliament And National Heroes Gallery | | | |
| Government House | | | |
| The Parliament Buildings | | | |

| HISTORIC CHURCHES AND PARISH CHURCHES | | | |
|--|----------------|---|--------------------------|
| Good - Excellent | Average | Requires Upgrade to Infrastructure, Products or Services | Not Operational |
| Sharon Moravian Church | | | St. Joseph Parish Church |
| St. Paul's Anglican Church | | | |
| Bethel Methodist Church | | | |
| St. Michael's Cathedral | | | |
| St. Patrick's Cathedral | | | |
| St. Mary's Church | | | |
| St. Lucy Parish Church | | | |
| St. George Parish Church | | | |
| Christ Church Parish Church | | | |
| St. John Parish Church | | | |
| St. Andrew Parish Church | | | |
| St. Peter Parish Church | | | |
| St. Thomas Parish Church | | | |
| St. Philip Parish Church | | | |
| St. James Parish Church | | | |

| MONUMENTS | | | |
|-----------------------------|----------------|---|------------------------|
| Good - Excellent | Average | Requires Upgrade to Infrastructure, Products or Services | Not Operational |
| Cuban Monument | | | |
| The Lion at Gun Hill | | | |
| Sir Grantley Adams Statue | | | |
| 3W's Monument | | | |
| Sir Errol Walton Barrow | | | |
| Sir Garfield Sobers | | | |
| Holetown Monument | | | |
| Heroes Square: The Cenotaph | | | |
| Nelson Statue | | | |
| Independence Arch | | | |
| Rock Hall Freedom Monument | | | |

| NATURE-BASED RESOURCES / SCENIC ATTRACTIONS | | | |
|--|--------------------|---|------------------------|
| Good - Excellent | Average | Requires Upgrade to Infrastructure, Products or Services | Not Operational |
| Aerial Trek Zipline Adventures | Animal Flower Cave | Farley Hill National Park | |
| Barbados Wildlife Reserve | Hill Crest | Andromeda Botanic Gardens | |
| Flower Forest | | | |
| Jack-In-The-Box Gully | | | |
| Turners Hall Woods | | | |
| Orchid World | | | |
| Welchman Hall Tropical Forest Reserve & Gully | | | |
| Bathsheba/ the Soup Bowl | | | |
| Cherry Tree Hill | | | |
| Culpepper Island | | | |
| Hackleton's Cliff | | | |
| Mount Hillaby | | | |
| Hastings Rocks Esplanade | | | |

| MARKETS: AGRICULTURAL, ARTS & CRAFT, & POTTERIES | | | |
|---|------------------|---|------------------------|
| Good - Excellent | Average | Requires Upgrade to Infrastructure, Products or Services | Not Operational |
| Holders Farmers Market | Red Clay Pottery | Chalky Mount Potteries | |
| Hastings Farmers Market | | | |
| Pelican Craft Centre | | | |
| Earthworks Pottery and The Potters House | | | |
| St. George Farmers Market | | | |
| Cheapside Market | | | |

Primary Coastal and Marine Sites

| Prime Beaches / Coastal Sites | Surfing Locations | Prime Diving Locations | Shipwrecks |
|-------------------------------|-------------------|------------------------------------|------------------------------------|
| Brandon's Beach | Barclays Beach | Folkestone Park and Marine Reserve | Carlisle Bay Marine Park: |
| Brighton Beach | Batts Rock | Folkestone Barge | Berwyn |
| Brownes Beach | Brandons | Allen's | Ce-Trek |
| Casuarina Beach | Carlton | Barracuda Junction | Eillon |
| Cattlewash | Chalky Point | Clarke's Reef | Bajan Queen |
| Colony Club Beach | Church Point | Silver Bank, | Naval Landing Barge |
| Conset Bay | Cobblers Cove | Bells Bouy / Accra | Cornwallis |
| Cove Bay | Congor Bay | Boot / Sandy beach | |
| Crane Beach | Conset Point | Bottle Ground | South Coast |
| Dover Beach | Duppies | Bright Ledge | Friar's Craig (Asta Reef) |
| Foul Bay | Freights Bay | Caribbee Reef | |
| Freshwater Bay | Gibbs | Carlins/ Coconut Court | West Coast (Fitts Village): |
| Gibbes Beach | High Rock | Carlisle Bay | SS Stavronikita/The Stav |
| Glitter Bay Beach | Martins Bay | Castle Bank | |
| Golden Sands Beach | Maycocks | Church Point | Northwest Coast: |
| Harrismith Beach | North Point | Clarks Bank/Brighton | Pamir |
| Heywoods Beach | Parlour | Close Encounters/Dover | |
| Lakes Beach | Pebbles Beach | Dottins | Southeast Coast: |
| Little Bay | Pico Tenerife | Fishermans | Lord Combermere |
| Long Pond/Walkers Beach | Round Rock | Great Ledge/Harpoon's Deep | |
| Mahogany Bay | Salt Ash | Fork Reef | |
| Martins Bay | Sandy Bank | | |
| Maxwell Beach | Sandy Lane | Highwire/Dover | |
| Miami Beach/Enterprise | Silver Sands | Johnson's | |
| Morgan Lewis Beach | Six Men's Bay | Little Sandy Lane | |
| Mullins Beach | Soup Bowl | Lobster Reef / Drill Hall | |
| Needham's Pt/Drill Hall | South Point | Maycocks Reef | |
| Paradise Beach | Tent Bay | Mount Charlie | |
| Paynes Bay | Walkers | North Point | |
| Pebble Beach | | Old Fort | |
| Port St. Charles Beach | | Pieces of Eight/Hastings | |
| Ragged Point | | Silver Bank | |
| Rainbow Beach | | Spawnee | |
| Reeds Bay | | Spawny | |
| River Bay | | | |
| Rockley (Accra) Beach | | | |
| Sandy Beach | | | |
| Sandy Lane Beach | | | |
| Silver Sands | | | |
| Skeetes Bay | | | |
| St. Lawrence Bay | | | |
| Surfer's Point | | | |
| Tent Bay | | | |
| Turtle Beach | | | |
| Welches Beach | | | |
| Worthing Beach | | | |

APPENDIX 4

UNESCO World Heritage Properties

UNESCO World Heritage Property: Bridgetown and its Garrison

(Source: Government of Barbados, 2010)

| PREVIOUS NAME OF PROPERTY | NAME OF PROPERTY | CURRENT USE OF PROPERTY | ADDRESS |
|---------------------------|--|-------------------------|-------------------------------|
| Paul's Boutique | Snaps | Commercial (A) | McGregor Street |
| ManShop | N/A | Vacant | McGregor Street |
| Mustor's Restaurant | Mustor's Restaurant | Restaurant | McGregor Street |
| Lynch Insurance Building | N/A | Commercial (A) | McGregor Street |
| Le Bistro & timex Centre | N/A | Commercial (A) | Prince William & Henry Street |
| The Spirit Bond | The Spirit Bond | Mixed-use | Wharf Road |
| Dacosta Mall | Dacosta Mall | Commercial (A) | Broad Street |
| Barbados Mutual Life | Butterfield Bank /Goddards Enterprises | Commercial (B) | Lower Broad Street |
| Town Hall Building | Town Hall Building | Commercial (B) | Cheapside |
| St. Mary's Church | St. Mary's Church | Church | Cheapside |
| Carlisle Bond | Carlisle Bond | Commercial (A) | Hinks Street |
| Gretna Green | Gretna Green | Residential | Mason Hall Street |
| Viola Cot | N/A | Residential | Mason Hall Street |
| Mrs. Drakes House | Mrs. Drakes House | Dilapidated | Mason Hall Street |
| St. Mary's Junior School | St. Mary's Junior School | School | Mason Hall Street |
| Scotty's | Scotty's | Commercial (A) | Cheapside |
| Travel House | Travel House | Vacant | Cheapside |
| Queensbury | Queensbury | Mixed-Use | Reed Street |
| Thinking Computers | Thinking Computers | Commercial (A) | Reed Street |
| C M Greendige & Sons | N/A | Dilapidated | Tudor Street |
| Maxwell Shop | Flame Shop | Commercial (A) | Tudor Street |
| Liberty Store | Liberty Store | Commercial (A) | Swan Street |
| Kirpalani Ltd. | Stepper's Boutique | Commercial (A) | Swan Street |
| Kiddies Korner | Tim's Restaurant | Mixed-Use | Swan Street |
| Foam House | Foam House | Commercial (A) | Lucas Street |
| Mr. Waithe's House | Mottley House | Commercial (B) | Coleridge Street |
| Central Police Station | Central Police Station | Governmental | Coleridge Street |
| Supreme Court | Supreme Court | Vacant / Governmental | Coleridge Street |

| PREVIOUS NAME OF PROPERTY | NAME OF PROPERTY | CURRENT USE OF PROPERTY | ADDRESS |
|------------------------------------|--|-------------------------|-------------------|
| Public Library | Public Library | Vacant / Governmental | Coleridge Street |
| Parliament & Museum | Parliament | Governmental | Trafalgar St. |
| Jewish Synagogue | Jewish Synagogue | Synagogue | Magazine Lane |
| Nidhe Israel Jewish Museum | Nidhe Israel Jewish Museum | Jewish Museum | Synagogue Lane |
| The Torch Printery | N/A | Commercial (A) | Marhill street |
| Building No. 1 | Shalom Hair & Nails Salon | Mixed-Use | Dottin's Alley |
| Building No. 3 | Island Treasure / Facey Treats | Mixed-Use | Dottin's Alley |
| Olympic Cinema | Bell's Leather Establishment & Accessories | Commercial (A) | Palmetto Street |
| Pal-Mal | Pal-Mal | Commercial (A) | Palmetto Street |
| Sahely's | Sahely's | Commercial (A) | Palmetto Street |
| Realty Investments | Realty Investments | Commercial (A) | Palmetto Street |
| Masonic Lodge | Masonic Lodge | Lodge | Spry Street |
| St. Michael's Cathedral | St. Michael's Cathedral | Church | St. Michael's Row |
| Stratton House | Stratton House | Vacant | St. Michael's Row |
| Gitten's Cozy Nook | N/A | Vacant | Roebuck Street |
| Hilton Bar and Restaurant | N/A | Mixed-Use | Roebuck Street |
| Grasmere | Grasmere | Residential | Roebuck Street |
| Alders Furniture Depot | N/A | Commercial (A) | Roebuck Street |
| V Bourne Bar | Andy's Bakery & Vegetarian Deli | Restaurant | Roebuck Street |
| De Freitas and Co | De Freitas and Co | Mixed-Use | Roebuck Street |
| Straughns Garage | N/A | Mixed-Use | Roebuck Street |
| Lenville | Lenville | Dilapidated | Crumpton Street |
| The Retreat | Harrison 's College | School | Crumpton Street |
| Villa Angela | Villa Angela | Vacant | Crumpton Street |
| Rus In Urbe | Rus In Urbe | Commercial (C) | Crumpton Street |
| Ministry of Agriculture | Harrison's College (Laboratories) | School | Crumpton Street |
| Queen's Park House | Queen's Park House | Mixed-Use | Constitution Road |
| The Engine Room/ the Pumping House | The Clock House | Storage | Constitution Road |
| College Gate | College Gate | Access point | Constitution Road |
| Governor General's Gate | Governor General's Gate | Access point | Constitution Road |
| Bandstand | Bandstand | Bandstand | Constitution Road |

| PREVIOUS NAME OF PROPERTY | NAME OF PROPERTY | CURRENT USE OF PROPERTY | ADDRESS |
|--|----------------------------|-------------------------|-------------------|
| Old Headmistress Office: Queen's College | Ministry Of Education | Governmental | Constitution Road |
| Old Combermere | Ministry Of Education | Governmental | Constitution Road |
| Old Queen's College | Ministry Of Education | Governmental | Constitution Road |
| The Grotto | The Grotto | Dilapidated | River Road |
| Norma villa | Norma villa | Vacant | River Road |
| H Lynch Liquor store | N/A | Dilapidated | Beckwith Street |
| Club Zanzibar | Club Zanzibar | Restaurant/Bar | Nelson Street |
| Maple Leaf Bar | N/A | Mixed-Use | Nelson Street |
| United Bakery | United Bakery | Bakery | Nelson Street |
| Castro Bar | De Last laff | Restaurant | Nelson Street |
| New York Club | New York Club | Dilapidated | Nelson Street |
| Bethel Methodist Church | Bethel Methodist Church | Church | Bay Street |
| The Bamboo Bar | The Bamboo Bar | Mixed-Use | Bay Street |
| The Belair Club | The Belair Jazz Club | Mixed-Use | Bay Street |
| Martineau Building | Martineau Building | Vacant | Bay Street |
| Carlisle View | Carlisle View | Dilapidated | Bay Street |
| The Round House | The Round House | Residential | Bay Street |
| Child Care Department | Welfare Department | Dilapidated | Bay Street |
| Old Eye Hospital | Old Eye Hospital | Dilapidated | Bay Street |
| Barbados Light and Power | Barbados Light and Power | Commercial (B) | Bay Street |
| Washington House | George Washington House | Commercial (D) | Bay Street |
| Hedy's | Hedy's | Vacant | Bay Street |
| Sundale | Sundale | Vacant | Bay Street |
| Clifton Terrace No. 1 | Clifton | Residential | Bay Street |
| Bay Mansion | Bay Mansion | Residential | Bay Street |
| St. Paul's Anglican Church | St. Paul's Anglican Church | Church | Bay Street |
| Coniston | Coniston | Commercial (B) | The Garrison |
| Caledon | Caledon | Dilapidated | The Garrison |
| Barracks | Block 'B' The Garrison | Commercial (B) | The Garrison |

| PREVIOUS NAME OF PROPERTY | NAME OF PROPERTY | CURRENT USE OF PROPERTY | ADDRESS |
|-------------------------------|--|-------------------------|--------------|
| The Bungalow | The Bungalow | Dilapidated | The Garrison |
| Horseshoe Apartment | Horseshoe Manor | Mixed-Use | The Garrison |
| Stafford House | Stafford House | Dilapidated | The Garrison |
| Letchworth House | Letchworth House | Dilapidated | The Garrison |
| Ordance Hospital Ward | Geneva | Residential | The Garrison |
| Ordance Hospital Surgery | Rafeen | Residential | The Garrison |
| Schimits Gate | Schimits Gate | Access Point | The Garrison |
| Officer's Quarters and Stores | Block 'C' Annex | Governmental | The Garrison |
| Cookhouse | Cookhouse | Dilapidated | The Garrison |
| The Singles Mess | The Singles Mess | Dilapidated | The Garrison |
| Officer's Detention Building | The Tower Building | Residential | The Garrison |
| The Prison Warden's House | The Museum Curator's House | Dilapidated | The Garrison |
| Barrack's | Block 'A' The Garrison | Governmental (C.X.C) | The Garrison |
| The Museum | Barbados Museum and Historical Society | Museum | The Garrison |
| Gate Post at Chelsea | North Gate | Access Point | The Garrison |
| Charles Fort | Charles Fort | Commercial (D) | The Garrison |
| Moument (Bush Hill) | Moument (Bush Hill) | Military | The Garrison |
| Savannah Club | Main Guard | Military | The Garrison |
| West India Barracks | West India Barracks | Military | The Garrison |
| Iron Barracks | Iron Barracks | Military | The Garrison |
| Stone barracks | Stone barracks | Military | The Garrison |
| Military Cemetery | Military Cemetery | Military | The Garrison |
| St. Ann's Fort | St. Ann's Fort | Military | The Garrison |
| Savannah Lodge | Savannah Lodge | Dilapidated | The Garrison |
| Nicholls House | Inn Chambers | Commercial (B) | Lucas Street |
| The Barbados Pavilion | The Barbados Pavilion | Mixed-Use | Hastings |
| Aswad Manshop | Street Soldier | Commercial (A) | James Street |

List of Acronyms

| | |
|--------|--|
| BAS | Barbados Astronomical Society |
| BGHC | Barbados Garrison Historical Consortium |
| BHTA | Barbados Hotel and Tourism Association |
| BHTT | Bush Hill Tourism Trust |
| BMHS | Barbados Museum and Historical Society |
| BNT | Barbados National Trust |
| BTA | Barbados Tourism Authority |
| FPMR | Folkestone Park and Marine Reserve |
| GCAC | Golden Calabash Arts Centre |
| GHA | Garrison Historic Area |
| GWH | George Washington House |
| IBA | Important Bird Area |
| LEED | Leadership in Energy and Environmental Design |
| MOT | Ministry of Tourism |
| MTI | Ministry of Tourism and International Transport |
| NCC | National Conservation Commission |
| NCF | National Cultural Foundation |
| NHCA | Natural Heritage Conservation Area |
| NHD | Natural Heritage Department |
| NPDP | National Park Development Plan |
| OS2 | Open Space 2 |
| PDP | Physical Development Plan |
| SETC | Sustainable Ecotourism Centre |
| TDP | Tourism Development Programme |
| TEAM | Tourism Education and Me |
| UDC | Urban Development Commission |
| UNESCO | United Nations Educational, Scientific and Cultural Organization |
| VSC | Visitor Services Centre |
| WHS | World Heritage Site |

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