
TOURISM NATIONAL PROGRAMME BARBADOS (BA-T1033)

Design of new heritage/cultural tourism products

Component I

ICN –Artea

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1 INTRODUCTION.

Cultural tourism concept, trends and outstanding experiences

Cultural tourism can be defined in many different ways. However, we like the definition in Australia's 'Creative Nation' Commonwealth cultural policy document, as it best represents the idea of a destination that truly identifies itself with its own essence and shares it with visitors, making them participants in its nature:

'Cultural Tourism embraces the full range of experiences visitors can undertake to learn what makes a destination distinctive – its lifestyle, its heritage, its arts, its people – and the business of providing and interpreting that culture to visitors.'

Although some of the most visited historic heritage destinations are historic sites and museums, historic heritage tourism also includes intangible experiences that engage visitors with historic heritage sites and the landscapes, stories, traditions and way of life of a place and its people. Visitors are increasingly motivated to engage with and understand people and places and to relate this to their own life.

This trend in heritage tourism is part of the evolution of experience-based tourism, with more tourists looking for new and authentic experiences and wanting to learn about and connect with their own and other cultures. There is an increased interest in tangible historic heritage such as sites, buildings and cultural landscapes, and also the intangible aspects of heritage such as legends and a realistic appreciation of life in the past.

The market for Cultural Tourism is large and rapidly growing. The World Tourism Organization states that Cultural Tourism represents between 35-40% of all tourism worldwide, and that it is growing by 15% per annum – three times the growth rate of general tourism.

Cultural tourists come from a broad age spectrum, with two large segments being young (20-29 years old) and middle-aged (39-59) tourists, both of which are interesting for Barbados and the rejuvenation of its current tourism average age¹. Cultural tourists are demographically diverse, but on the whole economically attractive, with above-average income levels and a tendency towards individuals in professional or managerial positions, which allows them to have higher-than-average spending while on holiday.²

Cultural tourists fall into three broad segments, reflecting different levels of commitment to culture.

¹ According to official data in 2013, Barbados is regarded as a holiday destination for a mature age tourism market, with the UK and Canada having the highest proportion of visitors over 56 years of age (32-33% average), while Germany and Latin American countries have the youngest visitors. In 2013, the biggest age group was 46-55 years (21%) closely followed by 56-65 years (17%). Barbados Statistical Service.

² Research shows that cultural tourists spend about 10% more than general leisure tourists. Experienced and educated heritage and culture tourists spend about 36% more than general leisure tourists. Source: "Why you should cultivate cultural tourism". Ehotelier.com Carolyn Childs -May 14, 2015

Motivated Cultural Tourists	Inspired Cultural Tourists	Incidental Cultural Tourists
The holiday is motivated by the cultural element – their interest may be specialist or general in nature, and their focus might be on permanent features such as architecture or transient opportunities such as a festival.	These have a strong, broad interest in Culture and Sightseeing. A large part of their holiday is inspired by the cultural opportunities associated with a destination.	These typically have another primary reason for their trip and participate in cultural activities that are in keeping with their travel plans or itinerary.

Fáilte Ireland. National Tourism Development Authority

Whether heritage is the primary motivation or an incidental experience, heritage tourists have varying motivations and expectations.

These motivations include:

- Connection with family or cultural roots.
- Nostalgia about the past and seeking an emotional connection.
- Learning about the past.
- Experiencing something new or doing something different.
- Entertainment or learning through entertainment.
- The ‘wow’ or ‘brag’ factor arising from spectacular natural settings or the significance of a place or experience such as World Heritage areas and sites.

All these elements should be taken into consideration when putting together a heritage market and product strategy.

Trends: Creative tourism or the future of cultural tourism

In the field of cultural tourism, creative tourism is for many the future of cultural tourism. It is a great innovator that takes into account the evolution of travellers’ motivations with regard to culture.

The ordered concept of ‘creative tourism’ as we know it today emerged in 2000. In a book entitled ‘Creative Tourism, a Global Conversation’ published in 2009, Crispin Raymond provides the background to the concept which he co-originated with Greg Richards.

“Tourism which offers visitors the opportunity to develop their creative potential through active participation in courses and learning experiences which are characteristic of the holiday destination where they are undertaken.”

Today there is an international network devoted to creative tourism: the Creative Tourism Network. Founded in 2010 in Barcelona by the FUSIC foundation, this network aims to promote the trend and popularise the cities and regions that have the potential to welcome visitors seeking new artistic and human experiences. It comprises a wide variety of member destinations, ranging from national or regional capitals such as Paris, Barcelona and Porto Alegre in Brazil through to the village of Biot in the heart of France’s Côte d’Azur, and from the Spanish region of Galicia to entire countries such as Guatemala, Thailand, etc.

Outstanding experiences

A wide range of activities are possible during a creative tourism trip. Most are specific to each destination as defined by the concept's co-origins, such as the introductory glassmaking course offered in the French village of Biot. Tourists taking this five-day course spend 1 ½ hours a day learning about the different stages with a local master glassmaker and then make their own object.³

Activities are appearing practically everywhere, including in cities that are not members of the Creative Tourism Network. These range from one-hour workshops to courses lasting several days. Some destinations offer more universal activities such as painting and photography courses that are not necessarily related to local traditional arts and crafts. These activities nonetheless provide visitors with an opportunity to meet locals and share an activity that everyone is passionate about.

Local community involvement

One of the key roles of cultural tourism in general is that it should be useful to current local communities, helping them to develop their identity and social cohesion and confidence in their strengths, as well as supporting their economic development. In other words, it should help territories to confront present difficulties and prepare for the future.⁴

If it does not meet this end, heritage loses value for its owners and as an immediate consequence it also loses value for tourists.

Accordingly, creative tourism benefits not only tourists but the interests of local communities.

Similarly, creative tourism is a way of attracting visitors all year round. This is a godsend for destinations such as Ibiza, which is usually swamped by party-goers in the summer but is empty the rest of the year. This new tourism is also helping change the Spanish island's image, which is often merely associated with its nightclubs and not with its stunning natural beauty. Today, people can travel to Ibiza to make their own espadrilles, stay in an isolated artists' residence with local artists or even improve their DJ skills.

³ In Guatemala, the "Maya Textile Route" consists of a nine-day circuit where cultural visits of cities and museums are combined with weaving and dyeing workshops during which visitors learn how to create their own fabrics in the traditional brightly coloured threads of the land of eternal spring. In Thailand, following in Professor Crispin's daughter's footsteps, visitors can take boxing, umbrella painting and origami classes.

In Porto Alegre, capital of the State of Rio Grande do Sul in Southern Brazil, visitors with a musical ear can take part in workshops to learn about regional Brazilian rhythms, with introductions to samba as well as gaucho regional rhythms such as milonga, chamamé, chacarera, etc. What's more, at the end of the workshop participants are given a CD so they can relive the performances and doubtless make their friends and loved ones want to enjoy the same experience once they are back home.

⁴ Data on gross value added (GVA) and employment in the creative tourism industry can be found in the annual creative industries economic estimates of the UK Government. Department for Culture, Media & Sport. <http://www.gov.uk/government/statistics/>

2 DIAGNOSIS

Current range of cultural / heritage products in Barbados

Over time, Barbados has developed a type of cultural tourism based around museums, old sugar houses, the Garrison and industrial factories. However, until now this form of cultural tourism has not been organised within the framework of a National Plan embracing all the different efforts and objectives. In this sense, such a Plan must take a qualitative step first of all to modernise the tourism products currently in the market; and secondly in order to develop new product lines able to connect with the new cultural tourists that are currently travelling around the world.

Taking into consideration this double objective, we are going to develop a diagnosis starting with the current situation of all the tourism products and an analysis of their interpretative concept and manner of presentation.

We will begin with the products designated World Heritage Sites by UNESCO and the heritage resources based around Bridgetown and its Garrison.

2.1 Bridgetown and its Garrison: One sole World Heritage Site for two different spaces

Bridgetown together with the Garrison forms part of the same UNESCO World Heritage Site, but if we analyze the types of resources contained within each of them, it becomes clear that they are completely different and therefore the tourism products to be created should also be different.

Bridgetown is a port city in its fullest sense, while the Garrison is a military fortress.

Therefore, each of them will be analysed separately, although we are perfectly aware that both spaces have been closely related over the centuries, as is recognised by UNESCO.

2.1.1 Bridgetown: a World Heritage Port City

It could be said that in terms of tourism, the city does not exist as a complete and single tourism product. In fact, several tourism products coexist within the city which we will consider afterwards, such as the Synagogue and its museum, the many churches, the Parliament and its museum, the shopping district and even some of the activities for cruise passengers such as the guided visits to some of these places. However, the city as such could not be said to be a tourism product.

The fact that the city has been recognised as a World Heritage Site (WHS) means that it meets a series of requirements that make it worthy of this distinction as a top-level tourist attraction. However, although the city admittedly only achieved this distinction four years ago, until now Bridgetown as a whole has not been marketed as a tourism product. Accordingly, a key task of the National Plan must undoubtedly be to create a tourism product which considers Bridgetown as a whole and not the result of combining several parts, regardless of the importance of each of them.

Therefore, the following must be considered:

A city is a human creation containing several constantly interacting variables that transform it in a specific way to distinguish it from other cities, especially in cases where they are designated World Heritage Cities.

- Both tourism products and the tourism brand are created as a result of an understanding of these different variables.⁵ Nearly all cities have similar types of variables, although their components may be different:
- **The physical and geographical characteristics** of the territory where the city is established. In the case of Bridgetown, it is located on a small island in the Caribbean Sea, where the sun, the heat, the light, the breeze, the humidity, the colour of the sea and its position bordering the Atlantic Ocean and the Caribbean Sea have a specific influence on the creation of the city type.
- **The type of urban development:** As UNESCO identified, the idea of creating a port city in the style of English port cities was decisive in Bridgetown, influencing the nature of its streets and squares, the architectural style, the distribution, the characteristics of the port, its shops and its restaurants.
- **Urban monumental icons:** These are a part of the whole, but are very important in the city creation process. They comprise landmarks around which cities are planned and developed and every city has them without exception. They are a means of getting closer to the city as a whole.
- **The social, economic and cultural context in which the city is created and develops during the course of history:** In this case, the focus is on commerce, the arrival of new ideas from other parts of the world, its role as a commercial and military centre within the English Caribbean, the world of urban and rural slavery and the fight for freedom.
- **The people of the city:** Cities are the sum of their physical and human sides; they cannot be understood separately. As Andrea Stuart⁶ says, *"We are made by the places we love, just as we make them."* Bridgetown people make Bridgetown, just as Bridgetown makes them. It also makes them unique; it makes them from Bridgetown. In order to create the tourism product and its brand it is essential to take into account this variable: what they are like, how they live, their features, their culture, their desires, their past and their future...

Creation of the city as a Tourism Product

The tourism products of a World Heritage City are created based on these variables and they need to be presented in the best possible way to facilitate their appreciation by tourists.

Much of the presentation approach is basic and related to spaces where an understanding of the city begins: information on the city, the possibility of walking around it easily, spaces to go into more depth regarding the themes, etc. There are also other ways of presentation used by each city depending on its economic or management resources and the characteristics of its heritage; these include musical or theatre festivals, gastronomic events and so on. The key is that every city should offer all the basic forms of presentation.

In the case of Bridgetown, hardly any of these basic forms of presentation are currently present:

- There is no place that presents Bridgetown to tourists as a World Heritage City (WHC). Tourists find it very difficult to appreciate this fact, despite its relatively small size.

⁵ These variables form the basis not only for the diagnosis, but also to extract the primary interpretative themes that will be used to create the cultural tourism programme for Bridgetown.

⁶ Andrea Stuart is the author of the book *"Sugar in the blood: A family's story of slavery and Empire"* (2013).

Therefore, it is critical to create a place that helps tourists appreciate and understand the city's status.

- There is no communication or informative material to guide tourists during their visit or help them to understand the city.
- There is no signposting in the city.
- There are accessibility issues, whether physical (footpaths, traffic, pedestrian areas...), informative (language, type of message, clarity) or sensorial (blind and deaf people and people with reduced visibility or hearing...)
- Currently only two sites (the Parliament and the Synagogue, as we will see) provide more in-depth information regarding the themes of the city.

The following is an analysis of the current range of tourism-heritage products in Bridgetown.

The Parliament and its museum

This is one of Bridgetown's most important buildings, located in the heart of the city. It is important due to its history, what it represents to the island, the type of building..., to sum up, it is one of the city's most important monuments.

From a historical point of view, the Parliament of Barbados is the third oldest legislative body in America (behind the House of Burgesses of Virginia (1619) and the House of Assembly in Bermuda (1620)) and it is also one of the oldest in the British Commonwealth of Nations. It was introduced by Governor Henry Hawley and held the first Assembly of Barbados in 1639.

The current buildings of the Parliament were built in the Neo-Gothic style in the 1970s. It was designed by Peter Paterson and modified by John F. Bourne, who was superintendent of public works at the time.

Forms of presentation of the product:

- Nowadays, there is a guided visit around the various rooms where the parliamentary and senate meetings take place. During these visits, the guide explains the history of the Parliament and its importance, some anecdotes and its functioning.
- The visit is in English; there is no written information of any type for tourists who do not speak English.
- There is no other type of presentation.
- The visit to the Parliament and the museum costs \$10.

The Barbados National Heroes Gallery

This gallery is located in the west wing of the Parliament buildings. In 1998, Barbados chose 10 national heroes whose lives demonstrated a commitment to democracy, faith, freedom, social justice and excellence. These national heroes include a leader of the slave rebellion, a writer and orator, a populist leader, a public educator, a union leader, a world-renowned cricket player, the father of independence in Barbados and the founder of democracy in Barbados, among others.

- There is no guided tour of the museum. English is the only language.
- The presentation is obsolete (the panels and audiovisuals used are antiquated compared to those used by modern museums).

- As a museum, it has to be said that it is not overly attractive for the average tourist. The theme is of local interest but it lacks the universal appeal needed for an international public.

The synagogue and its museum

Bridgetown's synagogue is one of the oldest in an English-speaking country in the Americas. Founded in 1654, this temple located in Synagogue Lane was the centre of the community and the place of worship for the Jewish population in Barbados. It is a beautiful building with a square floor plan and rounded corners. The building consists of two levels and is almost cube-shaped, with a mix of styles. The ground floor has segmental arches while the first floor has arches in the Gothic tradition. It is crowned with a balustrade that goes around the four façades of the building. Its interior consists of a sole room with galleries in three of the walls.

- The visit to the synagogue is free and it is open throughout the day.
- There is no information explaining the building to those unaware of the features of Jewish religion.

Nidhe Israel Museum

The Nidhe Israel Museum has been fully refurbished by several benefactors. It is a museum focusing on the explanation of the Jewish diaspora till its arrival in Barbados and its presence on the island.

The museographical features, although relatively new, are merely informative, consisting of panels and audiovisuals with no preserved objects (tools, art works, interesting objects). Despite being called a museum, it does not actually have any exhibits.

-
- The entrance fee is \$10.
- There are only English-language texts.
- There is no supporting material (leaflets).

Heritage Resources that form part of the city's identity and urban landscape but which currently have no form of presentation

• Screw Dock

The only remaining one in the world, construction of this dock began in 1889 and was completed in 1893. Shipbuilding and servicing appears to have been a well-established business in Barbados from the early days of its settlement. The island had an excellent reputation for the quality of workmanship on marine vessels. These ships could either come into Bridgetown and be careened to have their bottoms cleaned of barnacles or they could be lifted out of the water by the screw dock for more serious repairs. The dock measures 240 feet long by 46 feet wide and was capable of lifting 1,200 tons of dead weight.

It should be one of the anchor resources for the creation of tourism products in Bridgetown as a whole. The screw dock is the basis for explanation of many of the characteristics of the city.

- It is currently in a poor state of repair.
- There is no information of any kind to explain what it was and its importance.
- There is no signposting.

- **St. Michael's Cathedral, St. Patrick's Cathedral, St. Mary's Church, St. James Church.**

Religion has been extremely important in Barbados. Anglicanism (St. Michael's Cathedral, St. Mary's) was, of course, the religion of the European elite. Other religions that were being persecuted in Europe also found a haven here (Quakers, Jews). Protestant churches were established for the protection of the enslaved population (Moravians, Methodists). However, opposition to Roman Catholics was so strong that a Catholic church could not be established until 1840 (**St. Patrick's**).

These beautiful churches with different religions and beliefs located in close proximity to each other are of key importance in order to understand the city. They are open to tourists, but there is no presentation or information of any kind.

- **Carnegie Library, Old Town Hall, Central Police Station, Old Law Courts, Barbados Mutual Building, Nicholls Building, Da Costa Building, Carlisle Bay**

These buildings are an important part of the city. They are not open to tourists and there is no tourist information about them.

- **Commerce in Barbados**

Since the early colonial years, commerce has always been an important aspect of the tangible and intangible heritage of this port city. As capital city of the island, it still assumes the role of a commercial centre. The main sites related to commerce are:

- **Jubilee Garden:** the site of a marketplace from the 17th to the 19th centuries, slaves used to sell their products here at the Sunday market.
- **Fish Market:** The Bridgetown Fish Market is very popular with locals. Located on the outskirts of the capital city, this large market offers a wide selection of fish.
- **Cheapside Market:** Cheapside Public Market is the biggest market of its kind in Barbados and is a hub of activity in Bridgetown. Vendors and farmers sell clothing, craft, fruit, vegetables, plants, spices, fresh meats and food in this beautiful architectural gem.
- **Broad Street, James Street:** The main shopping streets in Barbados. Neither of them have any type of tourist information.

2.1.2 The Garrison: British military life on a World Heritage Site

In the case of the Garrison, we can talk of the existence of a tourism product. There are various heritage resources of great importance, such as the fort, the cannon collection and the George Washington House around which the cultural tourism product has been created, attracting many tourists.

The National History Museum is located in the same space that was once the Garrison prison.

It is important to distinguish the National History Museum from the rest of the resources in the Garrison. Although they share the same World Heritage space, the meaning of each of them in terms of cultural tourism and their treatment are very different. The National History Museum, as indicated by its name, has a national character, and aims to display and preserve the history of the country. It should therefore reflect and meet the needs of national history, while the military resources preserved from the time of its use as a military fortress are only a part of that history.

The fortress, the cannon collection, George Washington House, the tunnels, Saint Ann's Fort

Only **George Washington House** is open to the public, while the rest can only be visited on guided tours. These resources are quite scattered around the Garrison, the Hilton Hotel and St. Ann's Fort, which forms part of the Garrison but is still in use as a military base and cannot be visited without an official guide.

Next to George Washington House there is a **café-restaurant** that attracts numerous tourists daily. The house is a recreation of the old Washington House, with the rooms, the kitchen and a great dining room where dinners are held as in Washington's time.

In the house there is no more information other than what the guide explains, and always in English. There are no signs or leaflets, nor any audiovisual resources in case tourists are interested in the objects exhibited.

The **guided visit** is usually done once a week, and twice or three times a week in high season. Depending on the number of tourists, the trip from the Garrison to the Hilton Hotel and then to St. Ann's fort is made either by van or bus. It is a very well-executed tourism product with expert guides. The visit is always in English. Taking into consideration that the majority of visitors (around 40%) are cruise passengers⁷, Spanish or other languages should be incorporated since there are a wide range of nationalities on the ships⁸.

The visit starts at George Washington House with a 15-minute video recreation of Washington's stay on the island, followed by a visit to the tunnels and then a trip by bus or

⁷ In the year up to the end of March 2015 the weekly Day-Tour consisted of 60% stay-over visitors and 40% cruise passengers. The nationalities of all visitors on all tours is estimated to be 40% UK, 35% USA, 15% Canada, 10% other. The Night-Tour has about 50% Barbadian clients. The majority of clients are 35+ years old and the largest group is estimated to be aged 50-60.

⁸ During the field work we were able to verify that Latin American tourists with no English language skills joined the guided visits organised by the Garrison Consortium.

van towards the Hilton to visit part of the fortress and the cannons preserved there. Then the tour goes back to the Garrison on the other side of the coastal road, entering St. Ann's fort, with a visit to the cannon collection. The visit ends with the changing of the guard at the Garrison Savannah.

Around the Garrison there are some pavilions where soldiers and officials used to live. These buildings are only shown from the outside and are only briefly explained during the guided visit since they lack any type of presentation (apart from a sign on the outside wall). These buildings should be included as part of the global storytelling process or route around the Garrison, since they help to provide an understanding of the global 'ecosystem' existing in the Garrison⁹.

Although it is called a military museum and it includes a very important cannon collection, the exhibition resources are not well presented. It only consists of the guide's explanation and some texts on panels which only explain the range, the date and the manufacturer of the cannons. Some of the military uniforms and a recreation of The Mermaid Tavern are quite antiquated from the point of view of heritage presentation.

The National History Museum of Barbados

As we have already said, the museum is located in the old military prison of the Garrison. It is important to note that in general small museums have lost attractiveness in terms of cultural tourism. Only the main art galleries and the leading historical and archaeological museums keep attracting large numbers of visitors at an international level. The rest are no longer as important as they were in the 1980s and 1990s. Many of them are now obsolete and only open once a week or have been closed. Cultural tourists have changed, and they will change even more; although it is still unclear exactly how this process will be, it is likely that small museums will definitively lose the key role they have played in past decades¹⁰.

However, a country that aims to develop a cultural tourism industry needs to have a museum (or several, depending on the size of the country) capable of showing what the country is and what it is like. It should be a reference point for the people of the country, and a place where tourists can find answers to the many questions they have. This assertion is not contradictory with the above conclusions, because although the reduction in museum visitor numbers is a fact, every country needs a space to explain its roots to the world.

The museum should be a reference point in both a museological sense (concept) and a museographical sense (presentation). In other words, the museum not only needs outstanding forms of presentation (audio-visual media, technological media, attractive proposals...), the conceptual aspect and the message the museum aims to transmit is equally important. As Mark Zuckerberg (founder of Facebook) said, "The main reason for technology is to connect people". That is the role of modern museums: to use all the tools available today in order to make people (including cultural tourists) feel like a part of art and

⁹ *These building are somewhat isolated from the rest of the more attractive parts of the Garrison, but they could also be part of a circular walk around the area.*

¹⁰ *'The Museum in Discussion'. Comments by Graham Black in 'Transforming Museums in the Twenty-first Century' (Routledge, London: 2012)*

culture. This implies a museological concept capable of reflecting Barbados' history and at the same time integrating the psychological and cultural needs of current tourists.

Nowadays, the National History Museum of Barbados needs to be reconsidered in light of these two aspects. Logically, since it has not been renovated for a long time, the museum has become antiquated in museological and museographical terms. Barbadian society has changed since its last renovation, as has cultural tourism; the questions raised and the answers expected are very different from those of twenty years ago.

The most obvious change is that we now live in a digital society with new and more immediate ways to access knowledge, and where emotions play a key role in order to impress the public.¹¹

The building itself needs a renovation. As it was the former prison, many of the rooms have aged. The services offered by the museum also need a renovation; needs such as a café, a library, communication and informative media and accessibility are not currently covered. The shop, however, offers an interesting variety of publications and is very attractive.

Nor is the exterior of the building in keeping with what one would expect from a National Museum which is supposedly the main reference point for tourists regarding Barbadian culture.

The museum has the following sections:

- A natural history display that describes the coral reefs of Barbados.
- Artefacts of the Amerindians, the early inhabitants of the Caribbean islands.
- Children's Gallery ('Yesterday's Children'), which offers an exciting and educational journey back into the past.
- Furnishings of an eighteenth century plantation house.
- A collection of rare historical maps of the island.
- A reference library which is available for research on the island's history and genealogy.

There is also a room on African history.

Also noteworthy is the temporary exhibition space, which aims to attract local public to learn more about their history.

The museum has approximately 500,000 exhibits, including archaeological and artistic objects.

With regard to visits:

- Annual visitors number approximately 20,000, with around 12,000 locals, Caribbeans and children who can visit the museum for free. The entrance fee is \$10.

The museum is financed by a government grant and the support of private donors; it currently has a staff of 24 people.

¹¹ *"The museum as an institution is a reflection of society. Our present society is marked by the importance of the spectacle, quality of content and technological challenges ..."* WHERE ARE MUSEUMS HEADED? Dr. M^a Luisa Bellido Gant. Professor of Art History at the University of Granada.

It has expansion plans for the creation of a 20th century zone in a separate pavilion of the Garrison assigned for this purpose.

The museum is aware of its need to connect with tourists in general as well as cruise passengers. The tour operators interviewed during our field work consider that the museum and its presentation approach do not currently meet the necessary conditions to organise a visit for their customers. They consider that the public are used to higher standards and more captivating proposals and that the National Museum does not meet those expectations.

Currently, there are tours nearly every week, along with visits with natural history themes: turtles, etc. Special tours are also offered outside the museum (3 to 4 per year).

Horse races

Although these do not form part of the cultural activities, it is an inseparable proposal which should be taken into account as part of the distinctive identity of the Garrison.

The Barbados Turf Club, which regulates and promotes horse racing in Barbados, was established in 1905 and organises three seasons of racing per year. There are approximately 25 race meetings throughout the year running from January to April (Spring Season); May to September (Summer Season); and November to December (Winter Season). The Garrison Savannah has been the home of horse racing in Barbados since 1845. The officers of the British Regiment who were stationed in Barbados used what was then the parade ground to match their horses in races. Later, wealthy merchants and planters also joined them.

The removal of the insalubrious stables on the north-east boundary is a maximum priority in order to improve the area. Accordingly, negotiations with the Turf Association are vital to the success of future projects for the National Museum (a tourist attraction which is very close to the stables).

2.2 Oistins Waterfront

A key aspect of a country's cultural attractions consists of features that truly represent the popular culture, expressing the identity of a country through lifestyles that have survived over time.

It has to be taken into consideration that a large part of cultural tourism today comprises a search for the real lives of the people who live in that place: what they do, what they want, their desires and fears, what they like and dislike, how they live, their songs and dances, etc. For this segment of cultural tourism, a large part of their holiday experience is related to this encounter. In fact, what these tourists talk about upon their return is related to the people's lives and how in a certain way they felt part of it.

Both private and public tourism agencies are unanimous in their view regarding the success of the Oistins Waterfront among tourists. There is no other place on the island where the local population and tourists are integrated in such a natural way. In fact, it is the only site of this nature mentioned in websites, blogs and tourist guides for the country and it is included on all the tours provided by local agencies.

Gastronomy and music are currently the main attractions. At the same time, located around the Oistins waterfront are a range of tangible activities that could also be attractive for tourists: fishing, the departure and arrival of boats, the fish market, bartering, fish preparation, boat repairs, etc. There are also intangible activities related to folklore, games,

literature, songs, music, cinema, etc. resulting from the relationship that the people from Oistins have created with the sea over the last 200 years.

The annual Oistins Fish Festival takes place every Easter for a week, bringing together locals and visitors alike around the meaning and tradition of the fishing industry, including several fish boning competitions, arts & crafts, live music and cultural entertainment such as the steel pan and tuk band.

The main reason tourists choose to visit Barbados is due to the image of the Caribbean and its beaches. However, when you see tourists going to Oistins for dinner every Friday night or to the market mid-week to watch the preparation of fish or other similar activities, you can tell by looking in their eyes that they are actually more interested in what life is really like in Barbados.

At the same time, it has to be said that Oistins is not currently fully ready for tourism, whether conceptually or in terms of the manner of presentation or the types of services its facilities can offer.

- The **concept** is of vital importance. Without it, it is impossible to develop a solid cultural tourism product. What Oistins is, what can be done to it and what we want it to be in the future are the questions that should shape this concept. It should group human, economic, institutional, and associative efforts, among others. Otherwise, for many of the people working in Oistins, tourism will only be an annoying and irritating nuisance.
- There are currently no forms of presentation of the tangible or intangible activities from the present or the past in Oistins, with the exception of having dinner and the music on Fridays. And both of these, namely the music (the staging and music/video equipment), and the gastronomy (type of cuisine, forms of presentation, preparation time, facilities..) should also be reconsidered.
- At the same time, in order to turn Oistins into an important tourism product it is necessary to brighten up some of its facilities that are currently in a deficient state e.g. the shipyard, the fish market, the public toilets, the boardwalk, the arts & crafts stalls and thoroughfares.

2.3 Other existing tourism products

Next we explain other proposals that are part of the current cultural offer in Barbados, and while of interest (to a greater or lesser extent) they are not as important as those mentioned above. The importance and relevance that designation as a World Heritage Site has for tourists¹² and the experience of living 'like a local' in the Oistins is not comparable to the

¹² Spain is, after Italy, the country with the largest number of World Heritage Sites and one of the leading countries in terms of international tourist arrivals. The most visited monuments and cities include the Alhambra in Granada, the Sagrada Familia in Barcelona, the Mosque of Cordoba, the Fortress of Segovia (Alcazar) and the World Heritage Cities of Toledo, Salamanca and Santiago de Compostela. (Data obtained from several publications, the Spanish Ministry of Culture and the World Heritage Cities Network 2014 and 2015).

interest of other resources. However, the following proposals are also worth mentioning, given that in the future they could be restructured and oriented towards the new needs of a cultural tourism destination.

Tyrol Cot:

This was the home of Sir Grantley Adams, the first Prime Minister of Barbados. It was also the birthplace of his son Tom Adams, the second Prime Minister of Barbados. Tyrol Cot is a beautiful building made of coral stone built in 1854 by William Farnum. It has two floors and a deep basement. In the exterior are several Chattel Houses depicting the days of old with arts & crafts for sale.

Many political events of significance for Barbados and the Caribbean took place in Tyrol Cot. It is presently owned by the Barbados National Trust (BNT) and it is currently leased to a private tour operator.

Tyrol Cot is located near Bridgetown port so it is visited by many tourists, but it is quite difficult to get to as an individual visitor because the signposting is inadequate.

- The house tells the story of the Adams family and its role in the island's political life. This type of interpretative concept is not overly attractive to tourists. Tourists do not have the same attraction toward national personalities as the local public, therefore they prefer to spend their time in the 'must see' places that truly show the country's essence.
- The forms of presentation are antiquated and very static and much of the objects exhibited have deteriorated over time.

Sunbury Plantation House

This is a delightful plantation built around 1660. There is a vast collection of objects donated by its last tenants, including beds, dining wear, furniture, clothes, lamps, etc. Visitors go from one room to another led by a guide who explains what life was like on these types of plantations.

There is a magnificent collection of vintage carriages in the garden, along with a restaurant where many tourists have lunch or a drink. Weddings and events are also celebrated here.

- The form of presentation, consisting of small cards describing the objects, has become antiquated. There is a website as well.
- The interpretative message could be more interesting. It only shows the different tools and objects and there is barely any mention of the people (owners and slaves). As previously mentioned, current cultural tourism aims to get to know more about people (experiences, emotions, etc.)

The opening hours are from 10 am to 5pm and the entrance fee is \$10 for individual visitors.

It is visited by many cruise passengers; the price paid on board for the excursion is much higher.

St. Nicholas Abbey

This is an old sugar plantation with a well-preserved central building in the English style, which is visited by thousands of tourists yearly. One of the main attractions are the mills and buildings to prepare rum from sugar cane. Tourism of Barbados considers it as one of the “seven wonders of the island”.

Along with the central building, St. Nicholas Abbey has an orchard with a chestnut tree, fan palm and avocado trees, as well as a Terrace Café. It is the home of the rum museum, which explains the history of sugar cane and shows old machinery and slave records. During the sugar cane season the mill and the rum distillery operate several days a week.

St. Nicholas Abbey is also available for private events, including a small chapel for weddings.

Gun Hill Signal Station

This is a signal station built by the military to alert the British forces of the arrival of enemy vessels and to ensure safe berthing of ships. Currently it is a military museum. Beside the station there is a sculpture of a lion dating from 1868 visited by a large number of people.

It offers a magnificent view of the island as it is located 700 metres above sea level.

Museums

- Arlington House Museum

This museum located in Speightstown has different forms of presentation to other museums as it is more interactive. It describes the lifestyles of the first settlers on the island, the plantations, the city's port, etc.

- Springvale Eco-Heritage Museum

This museum was once a plantation manager's house. It focuses on the lifestyle, folklore and culture of the 19th century and part of the 20th century.

It has beautiful gardens with banana trees, coconut trees and bamboo trees, along with numerous local vegetables and medicinal plants.

It also has a café and a library.

- Legends of Barbados Cricket Museum

This museum reflecting the importance of cricket on the Island honours the country's best cricket players.

Apart from the museum there is also a souvenir shop and the Pavilion Bar and Restaurant.

Events

- National Trust Open Houses

The aim of this programme is to allow visits to some of the island's loveliest private homes in order to learn more about the island's diverse architecture and history. Once a week a tour and a lecture is carried out in one of the houses. The programme includes all types of houses – from the grand old plantation houses rich with centuries of history to newer, luxurious Bajan-Style villas. The grounds and gardens are a part of the attraction. Refreshments and rum are on sale, as well as crafts.

- **Oistins Fish Festival**

This event started in 1977 and commemorates the signing of the Charter of Barbados. It is also held in honour of the fisherfolk of Oistins and people who have contributed to the Barbados fishing industry. The Oistins Festival showcases a variety of local and regional delicacies, arts & crafts, live music and cultural entertainment such as the steel pan and tuk band. Two of the main attractions are the fish boning competition and the greasy pole competition. There are also boat races. The main entertainment events include the Flood-Lit Tattoo, the Gospel Festival and the Heritage Village.

Every year, attempts have been made to enhance the uniqueness of the festival by focusing its activities around fish.

- **Crop Over**

This event arose in 1974 in order for Barbados to have its own festival like other islands such as Trinidad and Tobago. It used to mark the end of the harvest season, although it has now been reinstated not only for the participation of local people but also as a tourist attraction. It takes place at the end of July – beginning of August. The specific marketing campaign for the festival has the slogan 'Follow me to Barbados'.

The Barbados Tourism Marketing Plan (2012-2013), considers the 13% increase in July 2011 may be directly attributed to the increased marketing efforts implemented for the Festival and the Rihanna concert.

- **Food & Wine and Rum Festival**

The Barbados Food & Wine and Rum Festival was launched in 2010. It consists of a series of culinary and beverage experiences designed to tantalise the taste buds, while offering a variety of other colourful and flavoursome experiences to stimulate the other senses as well. The Festival is promoted as a sophisticated, high-quality and upscale celebration of gastronomic art, featuring acclaimed international and local chefs, wine experts and mixologists.

- **The National Independence Festival of Creative Arts**

This is a celebration of the island's independence for Barbadians of all ages, showcasing their many creative talents. NIFCA was introduced in 1973 as an outreach programme for communities to develop and showcase the many aspects of Bajan culture and creative arts through Drama, Dance, Music, Literary Arts, Culinary Arts, Visual Arts, Photography and Arts & Crafts. It takes place in November.

- **Holetown Festival in Barbados**

This is a week of cultural events and activities held annually during the month of February to commemorate the landing of the first settlers in Barbados. The festival was

founded in 1977 by the late Alfred Pragnell, an entertainer (poet, actor and radio announcer), with the help of Keith Simmons and the members of Trents Northern Youth Group. The Hometown Festival was originally held on the weekend closest to the landing dates, but due to its popularity with both locals and visitors it was extended to eight days. Highlights of the island's history and culture are showcased at this annual festival through arts and crafts, food, music, fashion and theatre.

- **The Barbados Reggae Festival**

This week-long festival held in April is the most popular reggae event on the island. It showcases a wide range of world-class international, regional and local entertainers and musicians. The festival was founded in 2004 by AG Productions, Premier Promotions and Hardcore Promotions.

- **Holders Season**

Holders Season is held on the grounds of Holders House, one of Barbados' most elegant historic plantation houses dating back to the 17th century. This music and theatre festival has become an indispensable part of the island's national calendar. Founded in 1993, it has grown over the years and attracts international performers (jazz, blues, classical music and theatre).

- **Barbados Gospelfest**

This festival was established in 1993 by what was then known as the Barbados Tourist Board. In 1995 the responsibility for management of the festival was passed on to the Gospelfest Organizing Committee, made up of persons from the Christian community who had been involved in planning for the first two years. While maintaining its purpose of attracting visitors to the island, constant efforts have been made to establish Barbados Gospelfest as a Barbadian/Caribbean festival with an international appeal, incorporating and reflecting strong elements of the cultural reality of the Caribbean. This is done by ensuring that local and regional artists participate, sharing the stage with international acts. The international nature of the festival is reflected by the wide participation of artists from Africa, the United Kingdom, Canada, Jamaica, the US Virgin Islands, the French island of Martinique and the USA, among others.

CONCLUSIONS

- Barbadian cultural tourism based on heritage resources needs an update in terms of the concept and the presentation.
- The World Heritage Sites have enough identity to attract tourists at the origin as well as being able to create a cultural tourism product that helps to rejuvenate the destination as a whole.
- Currently, Bridgetown does not fulfil the necessary conditions to be considered a tourism product as such. It needs to meet the following three requirements:
 - o Reinterpretation of its role to take into account the implications of being a World Heritage City.
 - o Due to its status as a World Heritage City, it should meet certain basic requirements related to information, visitor reception, accessibility, preservation and improvement of urban quality.

- Monuments and other landmarks in Bridgetown need to be adequately signposted and presented. Currently, tourists arriving in town feel lost and are unable to grasp an understanding of the city as a whole; several informative actions should be carried out to ameliorate this situation.
- The **Garrison** needs to overcome the current 'disjointed' sensation and offer an image of a compact product containing all the diversity of its interior so it can reach public with differing degrees of interest in cultural features.
- The offer of the Garrison Consortium relating to George Washington House and the weekly tours comprise an interesting, well-developed product that should be reinforced and supported for its improvement and growth. Together with North American tourists attracted by this offer, there is a wide segment of non-English speaking cruise passengers and overnight visitors that should be taken into consideration in the visit (supporting informative material in other languages).
- The **National Museum** needs to update the current proposal to become a key part of the cultural tourism offer of the island, offering a more contemporary and attractive product. It should take into account the idiosyncrasy of the cruise passenger, who is eager to get to know the local culture but limited by time. At the same time, it should not forget to address the local public as they will fill it with life and interaction.
- Horse races should not be excluded from the global offer of the Garrison, since they are a singular proposal in the Caribbean and a hallmark of local identity which adds an element of curiosity.
- Finally, the interpretation of the Garrison needs to be reconsidered with regard to its military history (and its importance in the Caribbean) since it is not sufficiently outlined at present.
- In terms of popular culture, **Oistins Waterfront** is an ideal space to mix with local public and enjoy fresh fish in an informal way; but it also has tremendous potential as a means of presenting an ecosystem based around the sea. This requires a general refurbishment of the space and incorporation of an interpretative project to reorient the whole area. The current musical experience can and should also be improved in quality terms with an adequate programme. The space can attract wide segments of the public and should be strengthened with the specific aim of rejuvenating the public visiting the island.
- Oistins Waterfront is a good place to materialise the '**Bajan**' concept applied to several cultural expressions. It is also a place where creative tourism with involvement of the local community can and should reinforce interest among all types of public through new proposals based around gastronomy, music and fishing.
- The **plantation houses** are undoubtedly the most interesting offer of the private sector. They should be incorporated in the global offer for the country as they are an essential part of Barbadian history. It would be positive to incorporate new forms of presentation in line with the interpretative map created for Barbados in this document. Promotions should be supported by a digital marketing strategy that will be developed in Component II of this project.

- The **existing museums** relating to the island's heritage could be a complementary attraction for tourists with enough time to learn more about specific aspects of the themes exhibited. They should be promoted together with the national museum.
- Events are always a major tourist attraction. Given the number of events throughout the Caribbean area, they should improve their visibility and have an easily accessible monthly event calendar for tourists. It is also necessary to provide these events with an identity and an aura of differentiation.
- Apart from actions that help to reinforce each of the different cultural products, it is necessary to create a common image around the 'Cultural Barbados' concept that progressively pervades travellers' collective imagination.
- Together with this strengthening of the 'Cultural Barbados' concept, these products and events should have a greater presence in its promotion both at the source and destination, since there is a lack in this area. Barbados Tourism Marketing Inc. should lead and coordinate this promotion and incorporate the private sector under a common communicative and commercial umbrella.
- The new cultural offer should take into consideration the cultural motivations of Barbados' main markets. As we will see in the following sections of this document, some of the main markets include among their motivations a specific interest in cultural heritage (see market study in this document and references to ULPGC expenditure study for IDB and Cruise Surveys).

2.4 Current consumption of cultural tourism in Barbados: the experience of cruise passengers

Cultural products are currently offered through different ways: major companies such as Martin Inc, smaller local agencies, stand-alone cultural products such as the Garrison or Plantation Houses and independent local guides.

- Major Operators

There are two major operators, Goddard's Shipping¹³ & Tours and Foster & Ince, which are both well ahead of Sun Tours.

These operators have been consolidating the tour businesses on the island for decades, mainly with cruise lines. They have solid economic structures and some of them have their own tours and attractions, which limits the types of excursions and possibilities of collaboration with other tourism agents on the island (independent guides or small companies).

The companies that work with cruise ships cannot directly offer their tours to cruise tourists, although it can offer them to stay-over tourists. In this case, they have an extensive range of proposals, mainly sunbathing and beaches but also visits to Bridgetown and St. Nicholas Abbey. The Cruise Tourism section of this document specifies some of the cultural proposals offered via Goddard's Shipping.

- Smaller local agencies

Currently, agencies such as West Indian International Tours include proposals relating to cultural and gastronomic heritage for stay-over tourists as a leisure experience, with the presence of Bajan features as a specific attraction.

- Bajan Whirl Island Tour. *Come explore Barbados the true Bajan way! As we go through the pages of history capture the true Bajan spirit with stops at St. Nicholas Abbey, Cherry Tree Hill and some of the most beautiful and historic sites on the island. Local lunch and drinks are served. A true "Bajan" experience.*
- Treasures of Barbados. *Experience the best of Barbados' colonial past. We visit St. Nicholas Abbey, a well preserved plantation great house dating from 1658. Enjoy a refreshing cocktail on the terrace before making our way to the beautiful Atlantic Coast. Here we will stop at the enchanting Andromeda Botanical Gardens.*
- Bajan Way. *The Bajan Way is a new and innovative meal plan. It will allow you to enjoy the genuine hospitality of Barbadian restaurants as well as the freedom of movement throughout the island. With over twenty restaurants to choose from, lunch and dinner can be a culinary adventure every day!!*

These proposals are only an example of the currently existing potential for the creation of an offer based around cultural heritage in a wide sense and the demand for the same among

¹³ It appears that Goddard's Shipping will be closing down during 2015 and so commercial relations with cruises will be mainly through Foster&Ince.

current tourists. If these proposals are widened through improved quality and important offers there is no doubt the sector will include them in their product portfolio.

These small companies cannot work directly with cruise lines due to the onerous insurance requirements. Accordingly, their main targets are stay-over tourists reached via websites, promotions in hotels and in some cases collaboration with international wholesalers.

- **Owners and managers of heritage and tourist products**

Examples include the current proposals in the Garrison or the Sunbury Plantation House. In the case of the Garrison, around 40% of its market consists of cruise passengers arriving through collaboration with Goddards Shipping as its main way of reaching this tourist segment.

Other tourists and stay-overs visit the plantation house as a consequence of promotions in hotels and the websites <http://www.georgewashingtonbarbados.org/> and <http://www.barbadosgreathouse.com/>.

Given that cruise lines add a high commission to the original price of these products, these visits are notably more expensive for cruise tourists than for stay-over tourists.

- **Independent Guides**

There are about 15 guides who have been trained by the World Federation of Tourist Guides Association (WFTGA) as tour guide trainers; this also makes them qualified WFTGA guides. They are currently setting up a local Barbados organisation to be called: The 'Barbados Tour Guide Association' (BTGA). The BTGA will train and standardise the quality of tour guides in Barbados as well as recommending values for guide services. This association is due to be established during 2015 and could be an important new agent in order to offer special guided visits in the near future. In order to compete with the larger tour operators they should provide high quality tours and have a more important marketing presence.

The creation of new cultural products should generate new business opportunities for operators on the Island. It is especially important to ensure the smaller ones can compete by developing special products (**premium product lines**) with creative and authentic experiences based around these products.

In this sense, we strongly believe that the Bajan concept should feature in these new products, but with addition of the local identity sought after by tourists (for example, a Bajan food route should not include international cuisine that tourists can find everywhere else).

Available information regarding cultural tourism in the destination

Although at a digital level there is general information about cultural heritage on the website "visitbarbados" and other websites (see analysis in the digital study¹⁴), visitors to the island can only find scattered information from the private sector. As opposed to other destinations, where there are visible tourist information points to find information and leaflets or free maps, this information is only available for Barbados on the website, at least for stay-over tourists.

¹⁴ BARBADOS TOURISM NATIONAL PROGRAMME. *Design of new heritage/cultural tourism products. Component II: Digital marketing Analysis. ICN-Artea for IDB 2015*

As the Tourism White Paper states, there is a lack of effective local advertising and generally poor communication with visitors once they are present on the island. This issue came up several times in the Visitors Focus Groups developed by the Tourism White Paper team: *“Generally speaking, the accommodation sector typically tends to promote the more traditional restaurants or attractions to their visitors. However, guests are generally not informed of other local cultural or community events and activities that may be taking place on the island. The current practice of waiting for guests to ask is not considered to be appropriate”*.

In these focus groups, visitors complained about receiving information regarding events around the island from unofficial sources, as well as word of mouth from Barbadians on the bus, flyers, or when they attended the Oistins Fish Fry. The majority of the time, they simply found out about all these activities by accident, usually after the event had passed. Members of the travel trade have also expressed the concern that the Barbados product is stale and there is nothing new to do on the island.

In relation to cultural heritage, tourists on the island have the brochures in hotels and information available on websites as a reference. However, it is necessary to have more official information in traditional formats to facilitate consumption of cultural offerings.

The managers of some tourism products have confirmed difficulties reaching stay-over tourists. In fact, a large number of tourists visiting these places are cruise passengers.

Cruise passengers can obtain general information at the information office located in the cruise terminal. If they book an excursion on-board they can enjoy specific experiences designed by the tour operator as indicated below.

2.4.1 Cruise passenger experience in relation to the cultural offer

Cruise tourism represents 60% of the total visitors to Barbados. Within the multiple profiles existing to define the different types of tourists, cruise passengers can be defined as a “social sampler”¹⁵, a moment collector who is eager to make the most of their time in each destination in order to capture the identity and essence of the place without making a major effort.

From a cultural point of view and returning to the categories based on tourist motivations, cruise passengers fall between the ‘inspired cultural tourist’ and ‘incidental cultural tourist’ categories (although they are much closer to the latter). It should be remembered that one of the motivations of cruise passengers is the opportunity to get to know the culture of several places, but unlike more motivated tourists their expectations are created in a relaxed environment without having to make too much effort.

However, this doesn’t mean they are generally superficial tourists who are difficult to satisfy from a cultural point of view. In contrast, for these kinds of tourists it is important to get an in-depth feeling of the culture of a country, savour the pleasures of local life and enjoy and share experiences.

Samplers want to visit all of the ‘must see’ sites and attractions while on vacation to truly feel that they have experienced the full flavour of a destination. With a limited amount of time, these travellers prefer to visit a wider array of sites and attractions briefly than to spend more time visiting just one or two sites in-depth.

¹⁵ Canadian Tourism Commission. *EQ. Profiles 2012*.

"I like to see all of the important highlights of a place, but I don't need to go in depth or spend hours on any one thing. I like to visit the "famous" sites rather than just travel around and observe people in their everyday lives. Time is limited; I like to focus on the 'must see' places that are considered important to make sure I get a taste of everything and get a flavour of the place I am visiting. I like to refer to popular tour guide books to help me plan all of the things I have to see when I visit some place new".

Canadian Tourism Commission.C.T.C EQ Profiles 2012

Many tourists that have travelled on cruises¹⁶ consider that this type of trip becomes a visiting card for each of the countries, since the time available at each stop is not enough to get to know them in-depth but is sufficient to gain a global impression that either provokes a desire to get to know the destination from another perspective with more time or a disappointment that excludes the possibility of going back again. Therefore, it is an important 'first impression' for all destinations¹⁷.

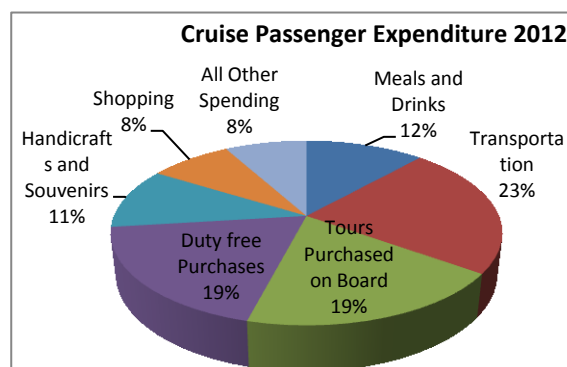
Many cruise lines offer several shore excursions that generally include the following components: gastronomy, family enjoyment, history, shopping, beaches or a mix of everything. It must be noted that the duration of the excursion is generally 3 to 7 hours and therefore programmes are very tight.

In general, cruise passengers in this effortless and relaxing environment buy the excursions to avoid wasting time searching for other alternatives, although now it is more common for tourists to have the possibility of exploring the place on their own by car with a guide, tailoring each trip to their tastes.

The motivations and behaviour of cruise passengers arriving in Barbados are included in this generic profile, and as we will see, knowledge of the history and culture of the island forms part of the usual offer to tourists.

2.4.2 Cruise passengers in Barbados: expenditure.

In terms of the economic impact of cruise tourism, the Florida Caribbean Cruise Association (FCCA) indicated that in 2011/12 (2008/9) expenditure for Barbados amounted to US\$53.7 million (US\$53.6 million), generating full-time equivalent employment of 1,794 (1,665) personnel and wage income of US\$18.3 million (US\$17.2 million). The total expenditure included passenger expenditure during onshore visits of US\$39.8 million (US\$42 million) by 606,800 (608,100) passengers at an average of US\$65.60



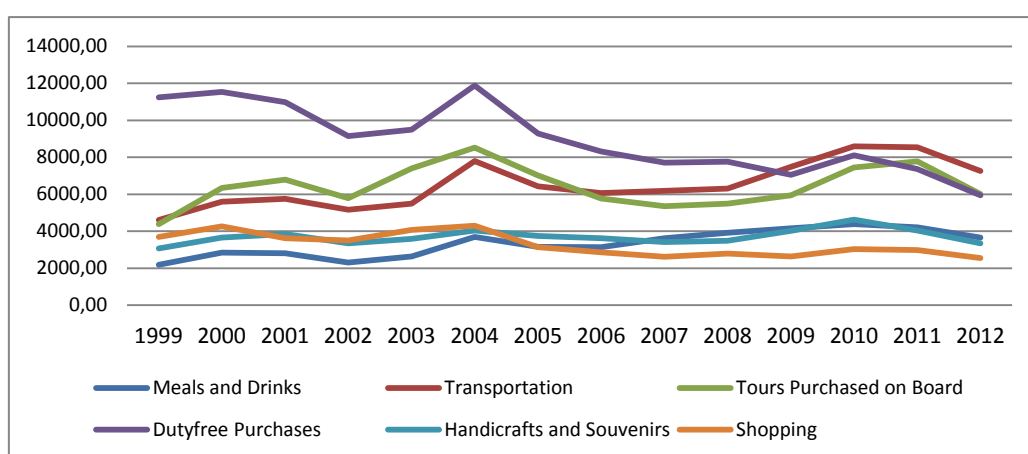
¹⁶ Different types of cruise travellers have been interviewed. The opinion and experience of MSC Cruise travellers has also been gathered for this purpose.

¹⁷ It should be noted that one of the weaknesses identified in BTMP2014-2023 is that "cruise tourists are indicating that they are not very likely to return to Barbados for a land-based vacation."

(US\$69.10) per passenger. This is 31.6% (29%) below the average for the Caribbean region of US\$95.92 (US\$97.26). In addition, some US\$5.9 (US\$6.4) million accrued from 120,000 (117,900) crew visits, an average of US\$48.90 (US\$54.26), again some 49.6% (39.2%) less than the regional average of US\$96.98 (US\$89.24). The balance of US\$8.0 (US\$5.2) million in cruise tourism expenditure was made up by cruise line expenditure.

In terms of specific expenditure, the data of the Caribbean Tourism Association shows that cruise passengers arriving in Barbados spend their money in three main areas: transport (23%), tours purchased on-board (19%) and duty-free (19%). Arts & crafts are only 11% of the total expenditure and general shopping accounts for 8%.

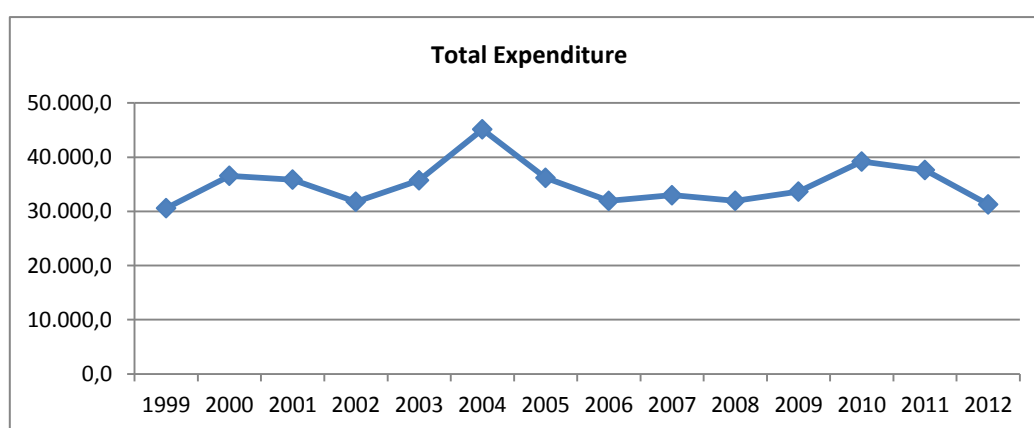
Historical data analysis shows that there is a continuous trend with a slight descent in the amount spent.



ICN-
Artea

compilation based on official data provided by the IDB.

In absolute terms the levels of expenditure are similar to those in 1999, with a descent in the period from 2011 to 2012, probably due to the global economic situation.



ICN-Artea compilation based on official data provided by the IDB.

2.4.2.1 Shore Excursions: consumption of cultural tourism

Excursions are not only one of the most important expenses, they also influence the entire economic value chain, since tourists arriving with limited time to an unknown country are likely to opt for 'managed' consumption via the agencies.

According to the Florida Caribbean Cruise Association, nearly 97% of cruise passengers disembark to visit the destination; about 55% of these purchase a shore excursion and of that 55% nearly 75% did so through their cruise line, while only 15% purchase their tour onshore and the rest (10%) make the purchase through their travel agents or other means.

In Barbados, as in the case of other destinations, most tourists book on-board excursions organised by local agencies; these are quite important companies since cruises demand a high insurance coverage that small agencies cannot afford. These requirements represent a barrier for small agencies that would like to work in this segment¹⁸. Offering cruise passengers the opportunity to directly access (mainly through websites) the services offered by local agencies and local guides would open the door to new agents in the Barbados tourism value chain.

As mentioned previously, there are three main tour operators working directly with cruises in Barbados, managing tours for thousands of visitors over many years. They have their own buses to transfer visitors to different sites on-shore and also hire the services of other providers such as Tiami Catamaran Cruises and Spirit, specialising in catamaran excursions.

These local tour operators have categorised the type of expenditure depending on the cruise line and type of ship. For example, they have determined that **Carnival** have passengers aged 30 to 50 that spend very little, while **Silver Sea** has passengers over 50 that spend more, especially on jewellery and excursions.

In this sense, it is important to differentiate among the lines, since luxury lines attract passengers with a higher spending power, for example: Celebrity, Azamara Cruises, Leisure & Maritime, Ocean Village Cruises, Oceania Cruise Line, Sea Cloud Cruises, Silversea Cruises and Star Clippers.

New cultural products should be able to create **premium product lines** aimed at this type of cruise passenger and offer a **more sophisticated and richer experience** involving a more specialised aspect of the value chain.

We also suggest that information sources should be available for passengers that wish to organise their visit on their own (websites, apps, leaflets, etc.) in order to have longer and richer visits. During our field work we determined that some cruise passengers go back to the cruise ship earlier in the morning as they are unable to find any attractive activities to keep them in Bridgetown.

2.4.2.2 Cruise passenger behaviour regarding cultural heritage

Most cruise lines analysed offer a guided visit to Bridgetown among their tours and some also have visits to the Garrison. In their websites the UNESCO designation is mentioned as a differentiating aspect.

¹⁸ Information provided by tour operators and local agencies.

Visits to the Garrison and plantation houses such as Sunbury and St. Nicholas Abbey form part of their offers linked to cultural tourism on the island.¹⁹

As a reference, the most in-demand heritage tours for Goddards Shipping in order of preference are:

- **Walk around Bridgetown:** very popular with MSC cruises given their passengers' age profile. It is considered to be an attractive activity with high potential for development:
 - Parliament
 - Synagogue
- **Sunbury:** mostly demanded by Royal Caribbean passengers, although it is also very well received by nearly all lines.
- **Colleton House:** located in St. Peter's Church, this is the most expensive 'luxury' option. They own a wonderful art collection that is not advertised. It has a magnificent collection of 'primitive' art, mostly from Papua New Guinea, but also Italian paintings, etc. It is open all year round.
- **St. Nicholas Abbey:** mostly chosen by passengers from Sea Cloud Cruises, but it is very expensive as it is overcharged. The price of the tour is B\$30, however the cruise line adds 200% more (B\$60). It is much more expensive than Sunbury. The Sea Cloud Cruise usually takes passengers to the Morgan Lewis Mill.
- **The Concorde Experience** (it is called an experience rather than a museum), which is privately managed.
- **Arlington Museum** (Speightstown) seems to be a good museum rather than an experience. There are many interactive activities which are ideal for children, but there is a lack of proper bus parking space.
- The **Parliament Museum** is less frequently visited since there is no parking space (parking inside is forbidden) and tourists are dropped off outside. The visit to the museum lasts 45 minutes and although it is a nice building the excursion is not being offered lately.
- **George Washington House** is not really offered by this tour operator.

It is important to note that these agencies do not bring cruise passengers to museums, for example to the National History Museum, since it is considered either that the guides and staff fail to make the most of it to attract cruise passengers or that they are not outstanding spaces, with a local emphasis that disappoints those looking for impressive sites.

The prices for excursions are around **B\$20-90**, however cruise lines charge double for passengers.

This means that **in many cases the prices for excursions are very high, preventing passengers from consuming some products** that would be much more affordable if cruise passengers could purchase them directly (for example the plantation houses).

Although it is a well-established business model, we consider it would be good to provide the opportunity to **promote all cultural offers through a single platform** whereby travellers can create a visit according to their needs or access alternative packages that are suited to new creative tourism trends.

¹⁹ For example, at the Garrison around 60% of the visitors taking part in weekly day tours are stay-over tourists, while 40% are cruise passengers. The breakdown of nationalities for all visitors is: 40% UK, 35% USA, 15% Canada, 10% other.

CONCLUSIONS

- In the case of cruise passengers, it is essential to improve the connection between the port and Bridgetown, providing a more pleasant experience (in physical and informative terms).
- It is necessary to offer (at source and destination) specialised information to cruise passengers and stay-overs to facilitate the purchase of their shore excursions and services of different types and prices. The digital marketing plan should include a specific proposal to enable cruise passengers to access them directly.
- There needs to be a constant renovation process across the entire sector, incorporating creativity and authenticity in the creation of emotive experiences. We would like to highlight this idea, since some of the current proposals lack creativity (for example, the Bajan food proposals that include restaurants without any solid criteria guaranteeing traditional Bajan cuisine).
- Agencies, local guides and tour operators should create and develop new products based around the concept of creative tourism. It is important to have a capacity-building programme regarding creation of new tourism experiences.
- In relation to the proposed products, a refurbished city centre that takes visitors into its Visitor Centre and offers the possibility of routes in an urban context, mixing with the local population and local commerce, should act as a resource for the development of organised or free visits with multiple expenditure opportunities: purchases in local shops, art & craft markets, special visits with local guides, etc.
- The Garrison should become a source of new tourist proposals able to attract the curiosity of cruise passengers willing to pay for unique experiences. There should be more possibilities for cruise passengers to access this product (not just through major tour operators). Languages other than English should also be offered in the promotion and development of the visit.
- Oistins, if refurbished, could become a place for cruise passengers to spend much of their time, not only with a gastronomic experience but also a cultural experience allowing them to get to know more about Barbados' history and culture.
- A premium version of these activities connected to more selective and special experiences should be designed for high-level tourists.
- As mentioned previously, smaller local companies and local tourist guides should be aware of the new cultural offer and be an active part in the creation of new proposals.
- The new reality of cultural tourism products to be offered on the island should be built into all marketing material produced by the island that is directed towards cruise tourism.

- Local agencies and cruise lines should be made aware of the UNESCO sites and encouraged to include details of them in their marketing efforts.

2.4.3 Findings of the Cruise Passenger Surveys

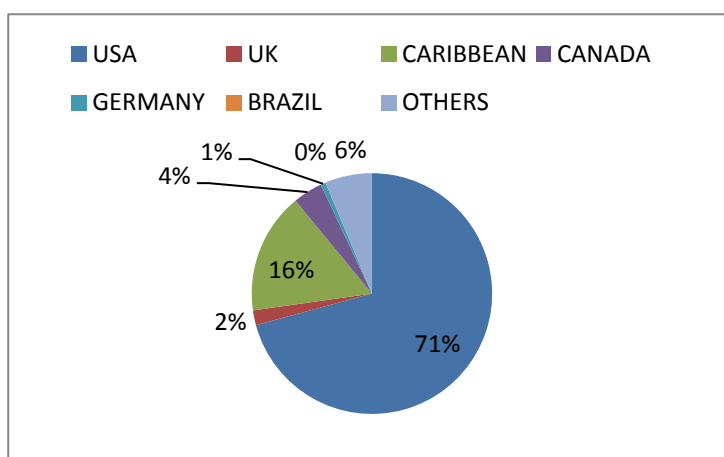
The cruise passenger survey forms part of the present consultancy report and is aimed at a better understanding of the degree of interest and prospects for revenue from the new cultural tourism products.

The sample included 301 completed surveys collected at the Bridgetown Port terminal between the 30th of July and the 26th of August 2015, and was conducted by the Mayhinds consulting company.

PROFILE OF THOSE SURVEYED

Origin

Over the survey period the large majority of visitors were from the USA, meaning that overall survey results tend to show the preferences of the North American visitors making up 71% of the sample; the next largest group were tourists from the Caribbean, representing 16%, meaning that these two markets accounted for 87% of the total. The third largest group was 12 travellers from Canada, representing 4%.²⁰



- **Age.** The average age was 46.3
- **Sex.** There was a fairly even split between the sexes, with 155 men and 146 women.
- **Academic background.** 47% had University Bachelor degrees, with an additional 30% stating that they held Masters or doctorate qualifications. The overall figures give us 77% with a high level of education.
- **Income range.** The majority were from the medium to high income bracket with salaries between \$40,000 and \$140,000 representing 63% of the total; only 9% were from the low/medium income range between \$20,000 and \$40,000.
- **Employment situation.** 68% were in full employment, 13% retired and 12% owned their own businesses.

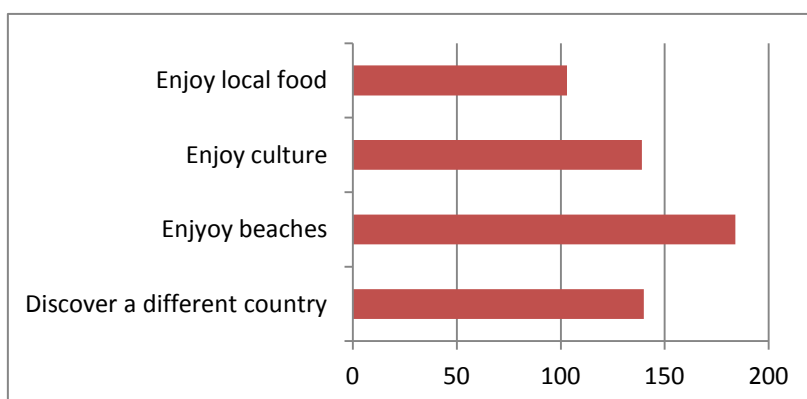
The source markets for cruise tourists that embark and disembark at Bridgetown are significantly different to those in transit, with the UK (87%) and other European (7%) sources dominating the market for embarkations. For transit calls, the position is completely reversed, with North Americans accounting for 81% of this traffic in comparison to the UK with 7%, Germany with 9% and other Europeans accounting for 3%. G.P. Wild (International) Limited Barbados Tourism Master Plan.

- **Travelling companions.** Over the survey period, 75% of cruise passengers were travelling with the family, followed by 20% with a group of friends; only 4% were travelling as a couple.

THE CRUISE PASSENGER AND BARBADOS.

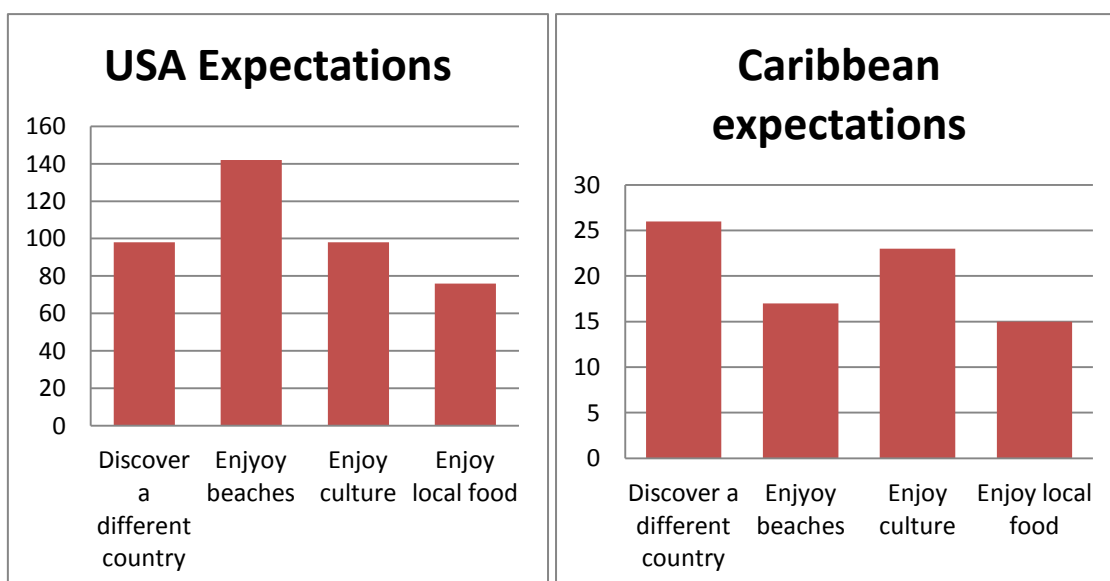
- **Expectations before arrival.**

In terms of passenger expectations before their arrival at the country, the results show that, alongside the predictable desire to enjoy the beach which made up 32% of responses, discovering a new destination and experiencing its culture was the second most important priority among visitors (25%). If we add to this the level of interest shown in enjoying local food (18% of responses), we can confirm that the typical cruise passenger arrives at Barbados with the intention of immersing themselves in the life and culture of the country and getting to know aspects that go beyond the attractions of sun and beach.



Before disembarking, what did you expect from your visit to Barbados?

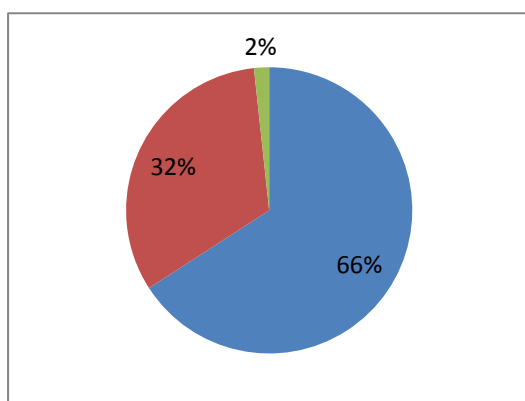
In response to this question (despite the rather lower percentage of Caribbean visitors in the sample), we felt it was interesting to compare the different expectations of North American and Caribbean tourists.



As we can see, the Caribbean public arrives with the main intention of discovering a different country and appreciating its culture, rather than enjoying the beaches - which given their own place of residence and climate is probably not a major consideration or one which would add value to their trip.

▪ Manner in which they have booked excursions in Barbados

I have gone on my own	196
I booked it in the hotel/on board	95
I booked it in Barbados	5



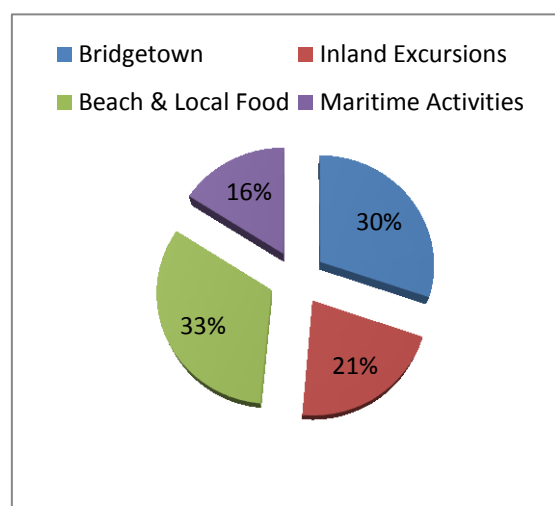
The fact that two thirds, 196 people, have made arrangements on their own demonstrates that there is an important sector of the market (66%) whose activities are not pre-programmed by tour operators and who are therefore open to a whole range of offers.

The small figure of 2% who have booked in Barbados shows the large number of potential visitors who nevertheless do not actually book excursions on the Island.

How did you book your excursions/activities?

▪ Excursions made.

These responses show a balance between the types of activity undertaken, with beach and maritime options making up 49%, while immersion in local life, either in Bridgetown or the interior, represents 51%.



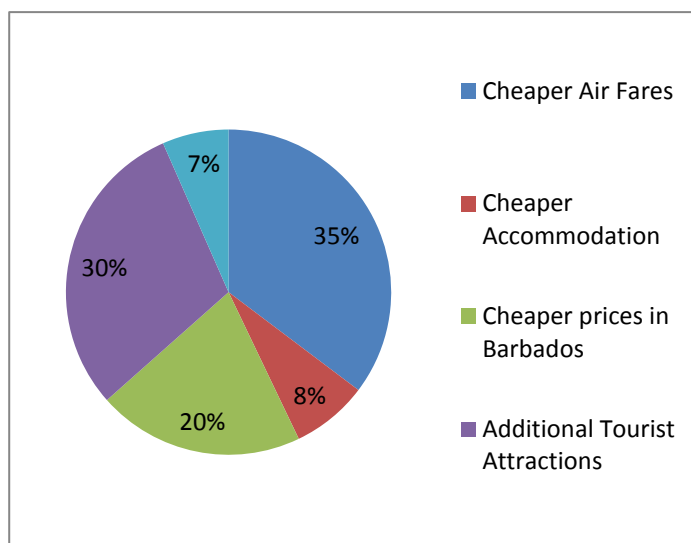
Which kind of visit have you undertaken?

▪ Potential motivation for making a return visit.

The aim was to identify the elements which might encourage visitors to repeat their visit to Barbados. Several variables were presented based on factors related to price, product offer and quality:

- Cheaper air fares
- Cheaper accommodation
- Cheaper prices in Barbados
- Additional tourist attractions or activities
- Better accommodation quality

Cheaper air fares, at 35%, and additional tourist attractions at 30% are the most common responses.



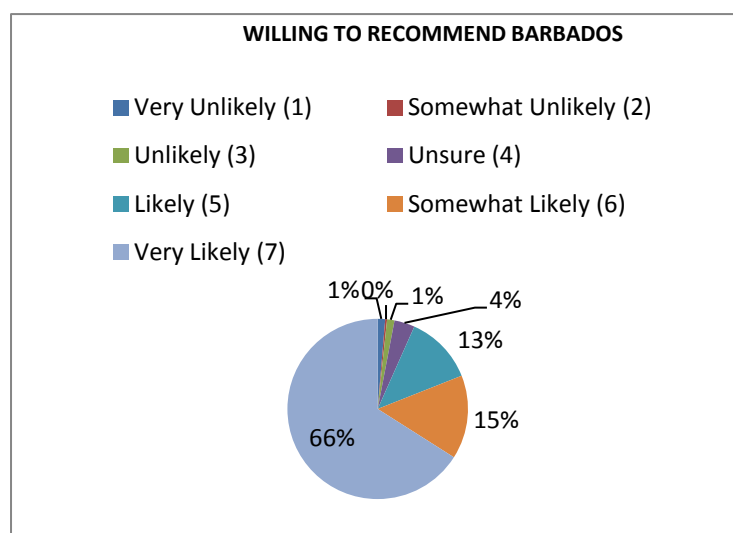
Which of the following aspects may encourage you to repeat your visit?

Taking into account that the cheaper prices in Barbados response accounts for 20%, it seems clear that the cost factor is significant to visitors (even though the cruise passengers surveyed were generally from a mid/high income bracket); in all events, the importance given to extra tourist activities demonstrates the potential for expanding the current tourist offer.

▪ Recommendations to friends and family.

This question aims to assess whether the passenger's experience was satisfactory enough to warrant a recommendation to friends and family.

81% of those surveyed would be very likely to recommend a visit to Barbados (combined total of response options 6 & 7), representing a good degree of individual satisfaction with the experience.



• New Cultural Tourism Products.

One of the main objectives of this survey was to assess the degree of interest in the new tourist products on the part of cruise passengers.

As we have seen from the previous responses, the desire to immerse themselves in the culture of the Island and participate in additional tourist activities beyond those already available, demonstrates significant potential interest in an offer capable of incorporating these demands.

The survey asked cruise passengers to indicate their level of interest in the following four major themes:

- **i) Bridgetown, an example of early Caribbean maritime engineering:** one of the earliest port towns established in the Atlantic colonial trading system, with a unique tropical architecture and seascape.
- **ii) The military world at the Garrison:** a fortification that was once the centre of the British colonial defence network in the Eastern Caribbean.
- **iii) The history of sugar and rum:** including slavery, plantation life, migration, relationships with the British Metropolis and assertion of local identity.
- **iv) Bajan Soul:** Bajan living styles and, in particular, the sea microcosm and its relationship with local spirituality, cuisine, music and dance.




Bridgetown

Investments in downtown Bridgetown aimed at enhancing the touring and sightseeing urban experience with:

- i) Accessibility improvements to main historical landmarks through improvements to sidewalks and entrances.
- ii) A broader access to information on features of the city, through signage in different languages and tourist mobile applications.
- iii) A visitor centre in a historical building in Bridgetown downtown.






Garrison

Investments at the Garrison, aimed at:

- i) Renovating and upgrading the contents of the Barbados National Museum.
- ii) Creating new tourist trails throughout the military complex, in order to:
 - Present a complete and contemporary vision of the history of Barbados.
 - Recreate the colonial British military life and culture.







Sugar and rum experience

The history of sugar and rum, including:

- a) slavery
- b) plantation life
- c) migration
- d) relationships with the British Metropolis and assertion of local identity






Oistins

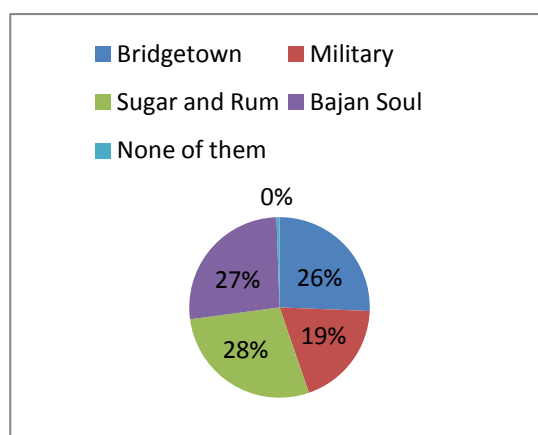
Investments in a popular fish market (Oistins) focused on upgrading the area of market stalls and local restaurants, recreating an old colonial tavern and creating an open-air bio museum that will explain the relations between the sea and the Bajan culture. With these investments you will be able to:

- i) enjoy a local culinary experiences;
- ii) book boat tours and fishing activities;
- iii) learn about local sea life, nautical skills and techniques;
- iv) enjoy local music and dance; and
- v) buy local food/rum and crafts



THEMES. General interest.

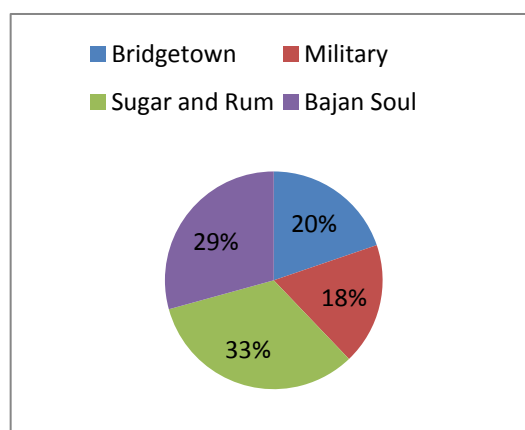
In terms of the themes, and when faced with the direct question of which they would be most interested in and want to know more about, the responses showed a fairly balanced preference. The figures showed that Sugar & Rum was the most popular (211 responses), followed closely by Bajan Soul and Bridgetown while Military World showed slightly less interest (143).



Which of these themes do you consider more interesting and would like learn more about?

THEMES. Specific interest.

When those surveyed were asked more specifically to grade their level of interest in each theme on a scale of 1 to 7, the one which registered the best overall response (most *very interested* ratings) was Sugar and Rum at 33%, followed closely by Bajan Soul at 29%, with fewer visitors showing a high degree of interest in Bridgetown and the Garrison.²¹



Please rate your interests in these themes

However, if we conduct a **detailed analysis** on each theme²² and look at the relative figures, we find the following:

Although Bajan Soul and Sugar and Rum show the best results in terms of maximum interest in the theme, if we look at the whole scale of positive values (interested, more interest, strong

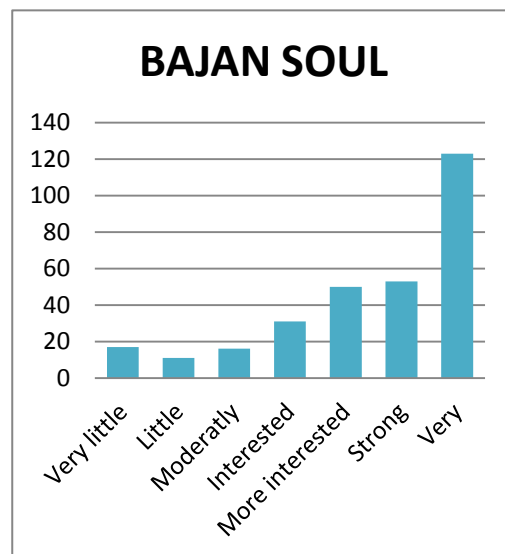
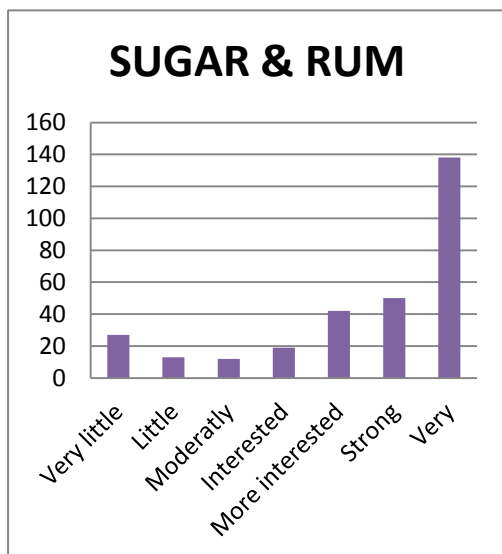
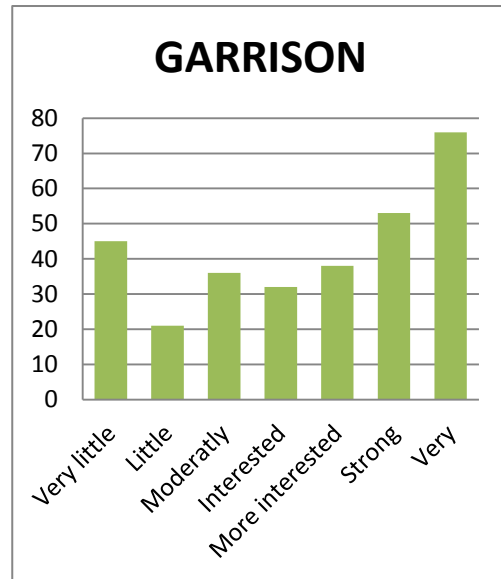
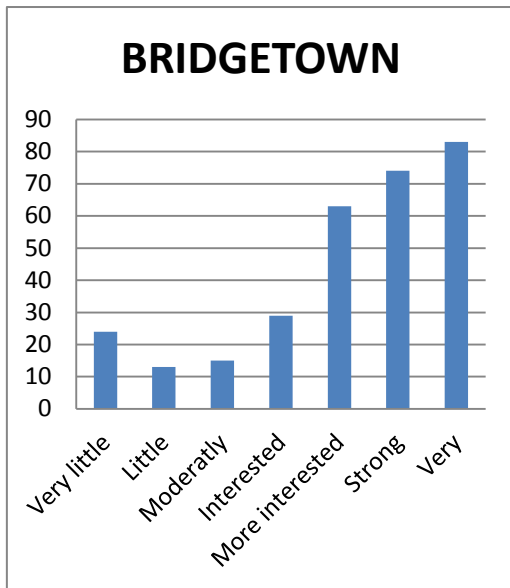
²¹ If we add preference for themes of surveyed tourists at the airport, we get the following ranking: 1. Bajan Soul: 62.1%, 2. Sugar & Rum: 60.7%, 3. Bridgetown: 47.2%, 4. Garrison: 37.4%. Information provided by Mr Juan Luis Eugenio Experimental Design for WTP estimates of tourism products in Barbados". Surveys and econometric study by the ULPGC for the IDB

²² The Caribbean market demonstrates a lower degree of interest in all themes compared with the USA: Bridgetown: USA 67.13 %, Caribbean 55.1%. Garrison: USA 49.29%, Caribbean 42.85%. Sugar & Rum: USA 70.89 %, Caribbean 67.34%. Bajan Soul USA 66.66, Caribbean 59.58%.

interest and very interested) Bridgetown actually has identical results to Sugar & Rum and comes close to Bajan Soul.

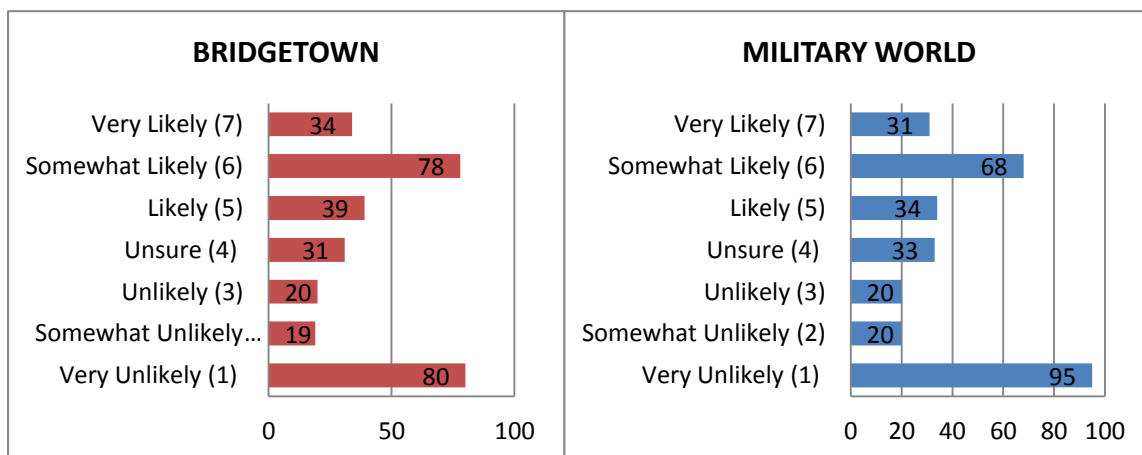
This would demonstrate that, while the city does not have such a powerful and immediate attraction as the other two themes, it nevertheless generates a significant overall interest among passengers.

The Garrison shows the greatest number of visitors who indicate little or very little interest in the subject.



- **THEMES. Evaluation of the products as an encouragement to extend the stay in Barbados.**

14. Would you stay an additional day in Barbados if any of these products were available?



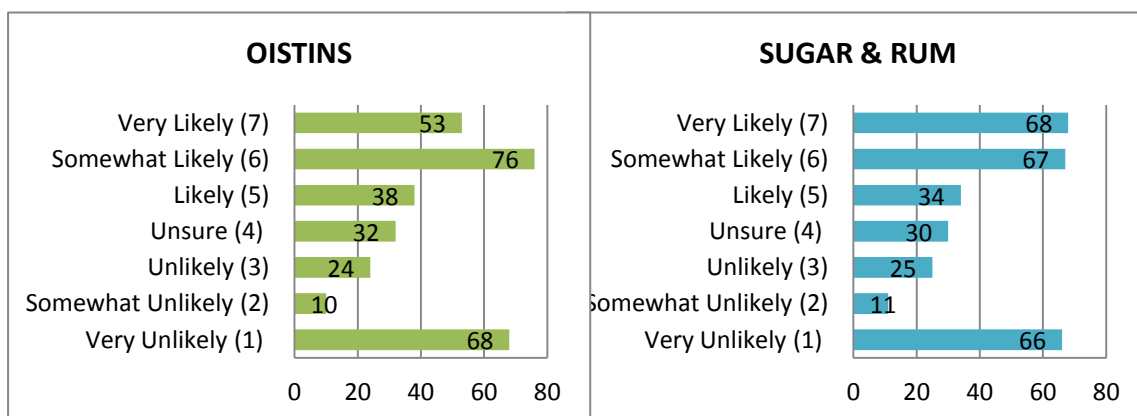
BRIDGETOWN

In percentage terms, if we add up the responses on ranges 7 (Very Likely), 6 (Somewhat Likely) and 5 (Likely) we see that 50% of the passengers surveyed would be happy to spend an extra day in the city; while if we add up the ranges 1 (Very Unlikely), 2 (Somewhat Unlikely), and 3 (Unlikely), 40% would not be interested.

MILITARY WORLD

The total for ranges 5, 6 & 7 show that 44% would be inclined to stay an extra day on the Island; while if we add up ranges 1, 2 & 3, the result shows that 45% would not. This is the only proposed product in which a greater number would not be interested in extending their stay.

OISTINS



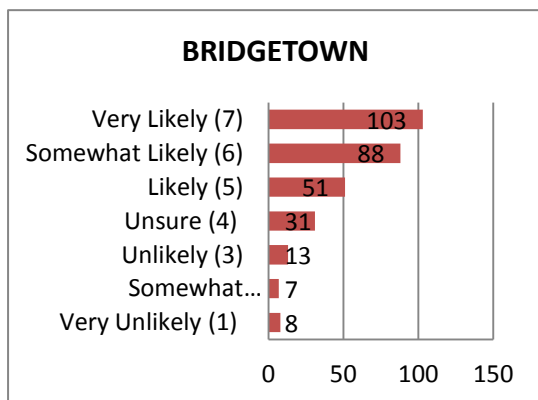
The total for ranges 5, 6 & 7 shows 49 % would be in favour of staying an extra day on the Island; while if we add up ranges 1, 2 & 3, results show that 33% would not.

SUGAR & RUM

If we add up ranges 5, 6 & 7 we see that 56% would be inclined to stay one more day; while the total for 1, 2 & 3, shows that 34% would not be interested.

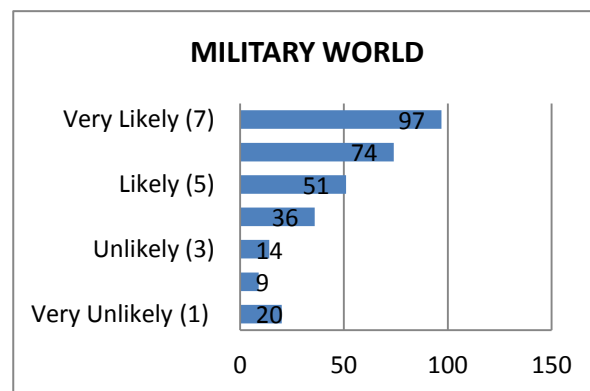
• **THEMES. Evaluation of the products in terms of recommending a visit to Barbados.**

Would you recommend Barbados to family or friends if these products were available?



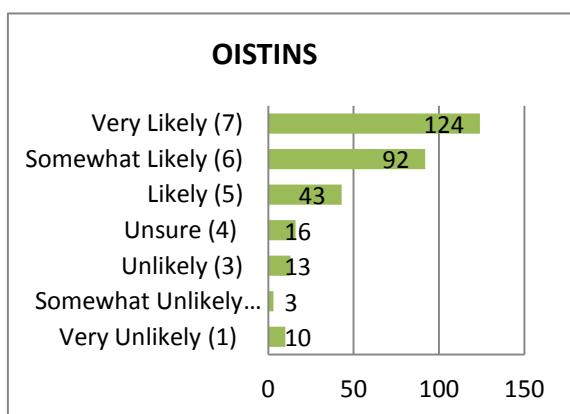
BRIDGETOWN

If we add up the responses in ranges 7, (Very Likely) to 5 (Likely), we see a result in which 80% would recommend Barbados on this basis; while adding up ranges 1 (very Unlikely) to 3 (Unlikely) gives 9% who would not recommend it.



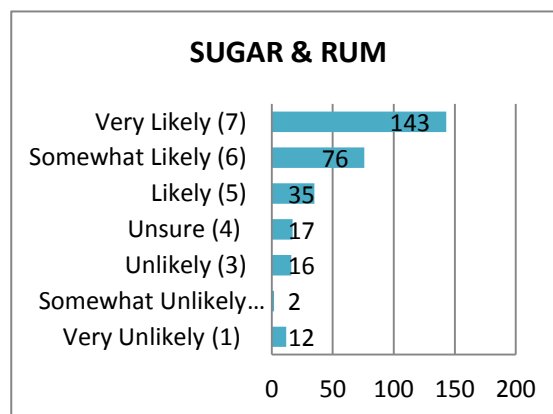
MILITARY WORLD.

If we add up responses in ranges 7 to 5, we see a result in which 73% would recommend it; while adding up ranges 1 to 3 shows 15% who would not.



OISTINS

Adding up ranges 7 to 5, figures for those who would recommend a visit reach 86%; while figures for ranges 1 to 3 show 9% who would not.



SUGAR & RUM

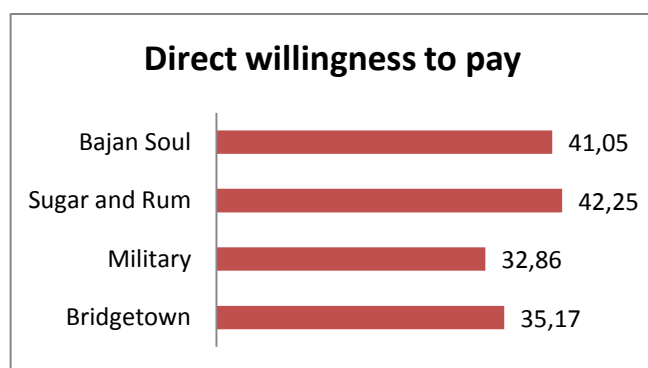
In this case those who would recommend the trip reach 90%; while those who would not make up 10%.

▪ **THEMES. Inclination to spend.**

As mentioned earlier, one of the objectives of this survey is to determine the willingness to pay of cruise passengers. This is an indirect means of measuring passengers' interest on the basis of how much they would consider spending on each product.

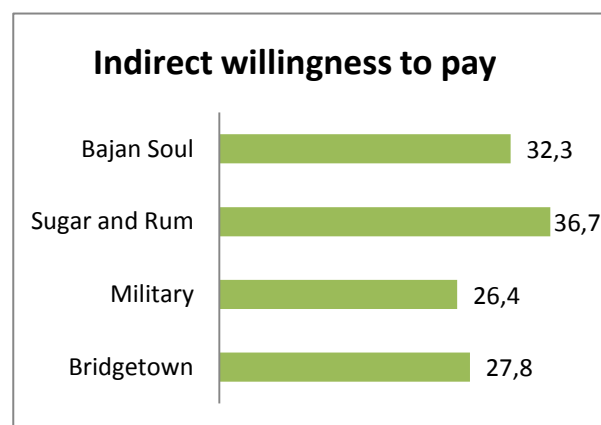
The analysis of willingness to pay has been achieved by the direct question: How much are you willing to pay (in US dollars) for these excursions/activities? The responses were as follows:

How much are you willing to pay (in US dollars) for these excursions/activities?



These results are consistent with the preferences expressed above. Sugar and Rum and Bridgetown registered a similar willingness to pay with \$42.25 and \$41.05 each, while the Military World of the Garrison had a lower inclination to spend with \$32.86 (ten US dollars less than the other two excursions).

At this point, it is worth considering the results obtained by Juan Luis Eugenio of the University of Las Palmas de Gran Canaria²³ who analysed (in this same survey) the inclination to spend through a pioneering methodology. His survey included questions that analysed willingness to pay by giving respondents the choice of different packages and pricing with the thematic products. This data reflects a more unconscious intention regarding tourist spending.



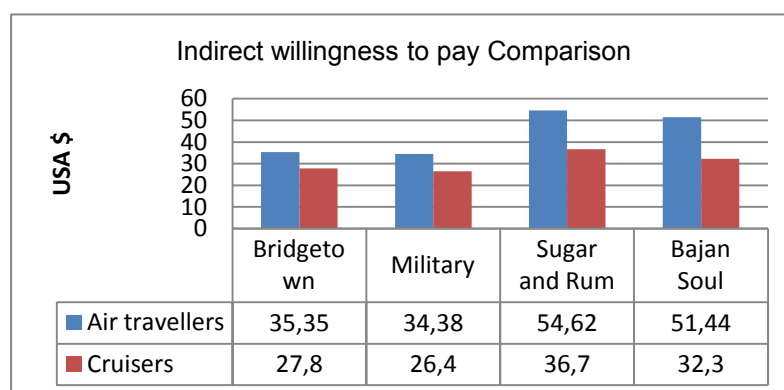
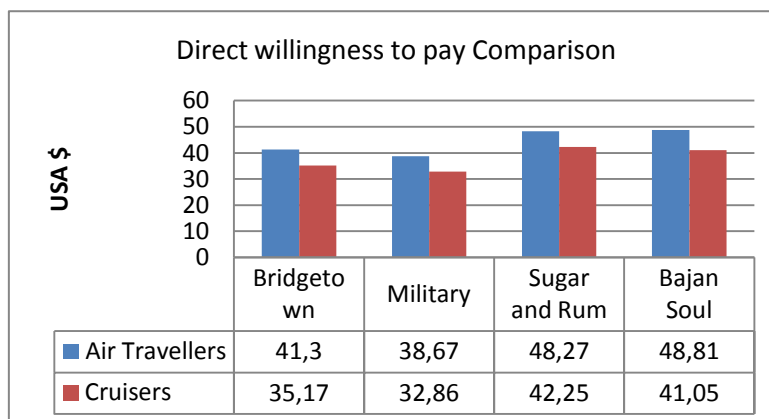
The graph indicates differences of between \$6 and \$9 less than the willingness to pay in the case of direct questioning. In general terms, we can affirm that the ratio reflects the same preference for the products (except in the case of Bajan Soul, which is \$4.4 behind Sugar and Rum).

Please, answer your package choices

²³ *"Experimental Design for WTP estimates of tourism products in Barbados". Surveys and econometric study by the ULPGC for the IDB.*

▪ Differences between cruise passengers and air travellers

From the data provided by the ULPGC²⁴, it seems clear that the stay-over tourist's willingness to spend is much higher than that of cruise passengers. This happens both in the analysis of the direct question on expenditure and the indirect question using set choices. In the latter case, the important difference between the two star products (\$18-19) is also noteworthy.



Finally, it is very interesting to reflect on the estimated annual cost per product established by the ULPGC, which highlights the importance of products such as Sugar and Rum and Oistins that have similar yearly expenditure to other traditional offerings linked to sunshine and beaches.

²⁴ The same survey was carried out for both cruise passengers and air travellers.

Total

PRODUCT

YEARLY EXPENDITURE

Catamaran	22,340,398
Beach tour	20,579,287
Oistins	18,564,896
Garrison	10,527,687
Sugar & Rum	19,904,995
Bridgetown	11,124,137

CRUISE SURVEY CONCLUSIONS.

1. The results of the cruise passenger survey should initially be analysed on the basis of the high percentage of North American participants (71%). This prevents a detailed breakdown of results by tourist sector which might indicate specific preferences and motivations according to nationality, and means that to some degree information is lacking in relation to other important source markets. The second highest level of participation represented is from the Caribbean (16%).²⁵
2. However, although representation of the Caribbean market is lower, we still thought it interesting to extract certain segmented figures which should be taken in context to illustrate the views of those who responded - even if not necessarily conclusive as a fully representative sample.
3. Within the annual cruise sector context, the North American market is very significant in terms of cruise passengers in transit, and in this regard we are dealing with information relevant to the characteristics of this specific group. It should also be taken into account that the study was specifically aimed at analysing the behaviour of a particular market segment and type of tourist, namely the cruise passenger.
4. The type of passenger on these cruises and at this season of the year generally travels with a family and as a result the average age (46.3 years) is relatively high. They tend to have a high income and level of education. As a result their typical profile would suggest they have both the economic means to spend on products & services as well as sufficient cultural awareness to be potentially interested in the themes proposed.
5. A high percentage of passengers (66%) arriving at Bridgetown go on to organise their trip themselves without prior booking on board. This means that a considerable potential niche market exists - namely those people who get off the boat at Bridgetown without a shore excursion already arranged via the large tour operators. Both the future Visitor Centre as well as digital marketing actions should take into account this hole in the market in order to expand the value chain and offer added advantages for the cruise passenger.
6. The private sector should be both informed and actively involved in the design and marketing strategy of the new products.
7. It is possible that many of these passengers will prefer to travel around independently, and for these visitors the self-guided options (suggested routes around Bridgetown, the Garrison or the Bio Museum) will provide attractive options that they can participate in on their own accord.
8. Given that many tourists will make their own arrangements, the importance of good connections to the centre of town and improvements to the urban environment are essential so that visitors feel safe and comfortable when they go off to "explore" the city on their own.

²⁵ The sample is therefore representative of cruise passengers at this time of year and may differ somewhat from a typical cross section at other periods.

9. Travelling with the family is also an important factor to take into account when designing product strategy, which should be geared towards providing options that involve group activities suitable for all ages.
10. The prior expectations of cruise passengers are an interesting indicator, reflecting the fact that although beaches and food are the most common responses, interest in getting to explore and learn about the culture of a different country is not far behind and the majority of those surveyed wished to immerse themselves in the life of the Island.
11. In terms of the themes which most attract the passengers answering the survey, we have identified the two most popular as Bajan Soul & Sugar & Rum. As a result these two themes need particular attention when it comes to product and marketing strategy related to the new cultural tourism campaign.
12. The areas which seem to arouse the most interest are those related to the Island and its way of life - Sugar & Rum and Bajan Culture – ahead of historical features such as Bridgetown and the Garrison. However it should be emphasised that this difference is fairly slight in terms of Bridgetown, if a little more obvious when compared with the Garrison and the military world.
13. From the point of view of product development and marketing, the different themes should be understood in a transversal way, taking advantage of the success of these two major areas.
14. In terms of recommendations to friends and families on the basis of specific products, there is no great distinction, with the Garrison in last place and Sugar & Rum leading with a 17% difference.
15. When it comes to potentially extending their stay for an additional day, Sugar & Rum is still the most popular incentive, with Bridgetown ahead of a visit to Oistins.
16. The results in terms of the Garrison indicate that its World Heritage Listing needs to be given more weight and the attractions on offer there require reinforcement, with the Sugar & Rum theme incorporated in a visible manner via the redevelopment of the Museum and its content.
17. In terms of expenditure, cruise passengers seem to be willing to spend less than stay-over tourists. This is possibly a consequence of the "model of travel", which includes numerous stopovers in different cities, so dosed spending is required.
18. If we consider the analysis of willingness to pay, products for cruise passengers should be around \$30-40 while for stay-over tourists the price significantly increased from \$35 to \$60.
19. To provide more detailed and reliable figures, these surveys should be periodically updated and maintained - and in this regard the Visitor Centre could provide an important source of information in the future.

2.5 World Heritage Sites in the Caribbean: Benchmarking

Given that the main cultural heritage elements in Barbados are UNESCO World Heritage sites, we consider it interesting to analyse similar sites declared by UNESCO in other Caribbean destinations. We have selected only the most representative examples (similar heritage sites), excluding sites relating to nature or landscapes.

COUNTRY	SITE	UNESCO DESCRIPTION
CUBA	- Archaeological Landscape of the First Coffee Plantations in the South-East of Cuba (2000).	- The remains of the 19th-century coffee plantations in the foothills of the Sierra Maestra are unique evidence of a pioneer form of agriculture in a difficult terrain. They throw considerable light on the economic, social, and technological history of the Caribbean and Latin American region.
	- Historic Centre of Camagüey (2008)	- One of the first seven villages founded by the Spaniards in Cuba, Camagüey played a prominent role as the urban centre of an inland territory dedicated to cattle breeding and the sugar industry. Settled in its current location in 1528, the town developed on the basis of an irregular urban pattern, highly exceptional for Latin American colonial towns located in plain territories.
	- Old Havana and its Fortification System (1982)	- Havana was founded in 1519 by the Spanish. By the 17th century, it had become one of the Caribbean's main centres for ship-building. Although it is today a sprawling metropolis of 2 million inhabitants, its old centre retains an interesting mix of Baroque and neoclassical monuments, and a homogeneous ensemble of private houses with arcades, balconies, wrought-iron gates and internal courtyards.
	- San Pedro de la Roca Castle, Santiago de Cuba (1997)	- Commercial and political rivalries in the Caribbean region in the 17th century resulted in the construction of this massive series of fortifications on a rocky promontory, built to protect the important port of Santiago. This intricate complex of forts, magazines, bastions and batteries is the most complete, best-preserved example of Spanish-American military architecture, based on Italian and Renaissance design principles.
	- Trinidad and the Valley of los Ingenios (1988).	- Founded in the early 16th century in honour of the Holy Trinity, the city was a bridgehead for the conquest of the American continent. Its 18th- and 19th-century buildings, such as the Palacio Brunet and the Palacio Cantero, were built in its days of prosperity from the sugar trade.
	- Urban Historic Centre of Cienfuegos (2005)	- The colonial town of Cienfuegos was founded in 1819 in the Spanish territory but was initially settled by immigrants of French origin. It became a trading place for sugar cane, tobacco and coffee.

COUNTRY	SITE	UNESCO DESCRIPTION
DOMINICAN REPUBLIC	Colonial City of Santo Domingo (1990).	<ul style="list-style-type: none"> - After Christopher Columbus's arrival on the island in 1492, Santo Domingo became the site of the first cathedral, hospital, customs house and university in the Americas. This colonial town, founded in 1498, was laid out on a grid pattern that became the model for almost all town planners in the New World.
HAITI	National History Park – Citadel, Sans Souci and Ramiers (1982).	<ul style="list-style-type: none"> - These Haitian monuments date from the beginning of the 19th century, when Haiti proclaimed its independence. The Palace of Sans Souci, the buildings at Ramiers and, in particular, the Cita del serve as universal symbols of liberty, being the first monuments to be constructed by black slaves who had gained their freedom.
St KITTS AND NEVIS	Brimstone Hill Fortress National Park (1999).	<ul style="list-style-type: none"> - Brimstone Hill Fortress National Park is an outstanding, well-preserved example of 17th- and 18th-century military architecture in a Caribbean context. Designed by the British and built by African slave labour, the fortress is testimony to European colonial expansion, the African slave trade and the emergence of new societies in the Caribbean.
CURAÇAO	Willemstad Historic Area, City Centre and Port (1997).	<ul style="list-style-type: none"> - Site inscribed on the UNESCO's World Heritage List in 1997 The people of the Netherlands established a trading settlement at a fine natural harbour on the Caribbean island of Curaçao in 1634. The town developed continuously over the following centuries. The modern town consists of several distinct historic districts whose architecture reflects not only European urban-planning concepts but also styles from the Netherlands and from the Spanish and Portuguese colonial towns with which Willemstad engaged in trade.

BERMUDA	Historic Town of St George and Related Fortifications (2000).	- Site inscribed on the UNESCO's World Heritage List in 2000. The Town of St George, founded in 1612, is an outstanding example of the earliest English urban settlement in the New World. Its associated fortifications graphically illustrate the development of English military engineering from the 17th to the 20th century, being adapted to take account of the development of artillery over this period.
PUERTO RICO	La Fortaleza and San Juan National Historic Site (1983).	- Site inscribed on the UNESCO's World Heritage List in 1983. Between the 15th and 19th centuries, a series of defensive structures was built at this strategic point in the Caribbean Sea to protect the city and the Bay of San Juan. They represent a fine display of European military architecture adapted to harbour sites on the American continent.

An analysis of these sites from the point of view of their heritage significance shows that:

- The existing World Heritage in the Caribbean reflects the common past of the territory through common types of heritage, such as urban and military/defence sites.
- The defensive systems recognised in Cuba, Puerto Rico, Bermuda and Curaçao are all good examples of defensive engineering (more or less integrated into the cities).
- Cities also play an important role, each of them with their hallmarks of urban or cultural identity (Spanish or English) and with different degrees of conservation.
- Common themes are present in all these places (such as slavery, trade, sugar plantations, etc.), as these comprised the basis of the economic and social system throughout the Caribbean.
- Cuba stands out due to the number of sites declared by UNESCO, and its capital Havana as an important port city for shipbuilding activities.²⁶
- The tourism reputation of this heritage is uneven, although in most cases there is a strong tradition of conservation, enhancement and promotion based around these monuments (Puerto Rico, Curaçao, Bermuda).
- The existing offer is highly developed and competitive and has features in common with Bridgetown and its Garrison, so it is important to emphasise the identity that makes the Barbados sites truly unique in their field.
- It must be emphasised that **none of these cities represent the power of the British Empire and the cosmopolitan, strategic and logistical role cities assumed in the way**

²⁶ The restoration of relations between Cuba and the United States in late 2014 heralds a new era that will undoubtedly affect tourism and competition for main source markets such as the USA.

that Bridgetown does. Its status as the main port city and cosmopolitan metropolis for the British Empire needs to be highlighted.

- None of the fortresses analysed have the same **hybrid nature** as the Garrison. These characteristics should be stressed to promote it as a singular element which is different to all other existing garrisons in the Caribbean region.
- It is essential to present this heritage as a tourism product, imbuing it with 'humanity' and promoting it as a means of **reaching the soul of the country**.

Events based around World Heritage Sites

Some of the most outstanding activities relating to World Heritage Sites that add value to this heritage include: **living histories** recreating historical moments that commemorate historical dates or events; **dance, music and art festivals/events** located on the heritage sites and **walking tours** around the main sights of each city.

Some examples are:

- **Puerto Rico: Battle of 1797 Reenactment** – April 24 to April 26 – A great event for adults and children. Every year people can enjoy a battle re-enactment at the forts featuring artillery and infantry demonstrations and parades by uniformed soldiers.
- **Old Havana: City in Movement**. April – Annual. National and international dancers and dance companies perform in the squares, parks and museums of Old Havana. The UNESCO World Heritage-listed historic city centre of Havana makes a spectacular setting for artists who perform both traditional and contemporary dance. Workshops, exhibitions and conferences run alongside the dance performances.
- **The colonial city of Santo Domingo** serves as the stage for the development of musical activities of great success among tourist and locals, such as Bonyé (in the ruins of the former convent of San Francisco) and jazz in the wall. There is also an Animation Plan for tourist and locals which integrates several proposals linked to the local music and culture.
- **St. George's Walking Tour in Bermuda**
St. George's Walking Tour Guide shows the scenes of this quaint UNESCO World Heritage Site to share significant moments in Bermuda's history and entertaining facts and stories about past residents, while showing visitors St. George's unique architectural and scenic sites.

BENCHMARKING OF PROMOTION OF WORLD HERITAGE DESTINATIONS

Component II of this assignment consists of a benchmarking study of the country's main competitors in the Caribbean region from a general perspective. We will specifically consider how World Heritage Sites are promoted in these destinations.

Based on the official websites of the countries and promotional leaflets we can conclude the following²⁷:

- **CUBA. Arts & Culture**

Despite being the Caribbean island with the largest number of World Heritage sites, Cuba does not take advantage of this status in order to strengthen the importance of the resources that are presented as its global cultural heritage. The important role of culture in the country's identity is stressed and it is promoted as a 'multi-faceted' destination, with history and culture forming part of the destination's overall character.

One of the most culturally rich destinations in the Caribbean, Cuba has 265 museums, 120 art galleries, 70 theatres and 46 art schools, in addition to community culture centres and music clubs in virtually every city.

The real Cuba is a vibrant mix of history and music, poetry and passion, adventure and astonishingly rich culture. Christopher Columbus called it "the most beautiful land human eyes have ever seen." But don't take his word for it. Discover it for yourself.

- **DOMINICAN REPUBLIC: DISCOVER D.R: Santo Domingo, Punta Cana, Samaná, Puerto Plata, La Romana.**

The City of Santo Domingo is among the top 5 iconic destinations within the country. It is presented as both a metropolis and a colonial city designated a World Heritage site by UNESCO. Cultural heritage forms part of the strongly promoted "Has it all" campaign:

This is the largest, most animated, cosmopolitan and people-friendly city in the Caribbean and Central America. Avoid peak hour traffic, and you are in a metropolis that has it all.

Every first time traveller is advised to leave the comfort of their resort and, for at least a day, visit the Colonial City, recognised by UNESCO as a World Heritage Site. The Colonial City is a very walkable grid of 16 short streets with jewels of 16th to early 20th century architecture. Cobblestone lanes and iron street lamps lead to the many small museums, shops, hotels, restaurants and bars that are tucked away on every street. The Chu Chu Colonial offers a 45-minute trip around the city to help newcomers get their bearings.

²⁷ The following web have been analysed: <http://www.cubatravel.cu/es>, <http://www.godominicanrepublic.com/es/>, seepuertorico.com/es/, <http://www.haititourisme.gouv.ht/>, <http://www.gotobermuda.com/>, <http://www.stkittstourism.kn/index.php>, <http://www.curacao.com/>

- **PUERTO RICO. HISTORICAL SITES.**

It could be said that Puerto Rico, despite allocating space and content to its cultural and heritage proposals, omits the designation by UNESCO of the La Fortaleza and San Juan National Historic Site as a specific promotional value.

As one of the earliest Spanish settlements in the New World, Puerto Rico's oldest structures aren't just historic. Many of them were among the first of their kind built in the Western Hemisphere. Any of them are guaranteed to take you back in time.

- **BERMUDA. EXPLORE BERMUDA. Hamilton & Nearby Parishes, Reefs Wrecks and Sails, Royal Naval Dockyard, South Shore Bermuda, St. George's**

The city of St. George's is among the 'must sees' on the Island. It should be stressed that Bermuda grants a key role to the different urban and heritage elements (Hamilton & nearby parishes) that enhance the general image of the destination. St. George's is defined as the oldest English city in the new world and emphasis is placed on its colonial identity.

St George's and St Davis Islands.

The Town of St. George is the oldest continuously occupied town of English origin in the new world. Picturesque cottages, quaint lanes and alleyways and a wealth of historic architecture attract visitors from all over the world. The town and its surrounding fortifications were recently designated a World Heritage site by UNESCO. Dotted with 18th century homes, colonial landmarks, and thriving businesses, restaurants and shops, the Town of St. George is a breath-taking blend of both colonial and modern worlds.

- **ST KITTS. CULTURE&HISTORY: Island History, Heritage Society, National Museum, Sugar Industry, Arts & Culture, Educational Opportunities, Meet the people.**

The reference to the World Heritage designation is very discreet, not only on the website but also in its promotional brochure. The *Brimstone Hill Fortress* is described as a living museum. St. Kitts grants a special importance to the country's leading role in cane crops and its inspiring role in the industrial revolution.

Once called the Gibraltar of the West Indies for its domination of 18th century battles, St. Kitts so honours its past with careful restoration that the UN has designated The Brimstone Hill Fortress & National Park a World Heritage Site, and it is a living museum of historical exploration.

In the middle of it all - The peaceful calm of St. Kitts suggests nothing of the extraordinary history of the island. For centuries, St. Kitts occupied a critical position in the European struggle for the islands of the West Indies, which were rich with sugar plantations and were considered the gateway to the Caribbean. As a result, the struggles and conflicts in and around St. Kitts shaped much of the history of the entire Caribbean.

CURAÇAO. CULTURE. HISTORIC CAPITAL.

Strangely enough this small destination is the one that best 'defends' the UNESCO designation on its web page. It is important in the information hierarchy, promoting its status as a member of the exclusive club of port cities in the area that have been designated World Heritage Cities by UNESCO (without mentioning Bridgetown). The information is accompanied by colourful and attractive images which are distanced from the typical 'boring' postcard clichés.

Culture, creativity and experiences are the three categories presented on the tab DISCOVER, and only one proposal related to sun and sand is displayed there. Curaçao has clearly positioned itself in order to differentiate its offer and be more competitive with other elements (creative tourism, experimental tourism, experiences like a local...) that are distanced from the sun and the beach.

WILLEMSTAD

Explore Euro-inspired Willemstad, the most fascinating city in the Caribbean. This lively port is one of six UNESCO World Heritage sites in the region, joining the ranks of Old Havana, Old San Juan, and Colonial Santo Domingo.

UNESCO WORLD HERITAGE SITE

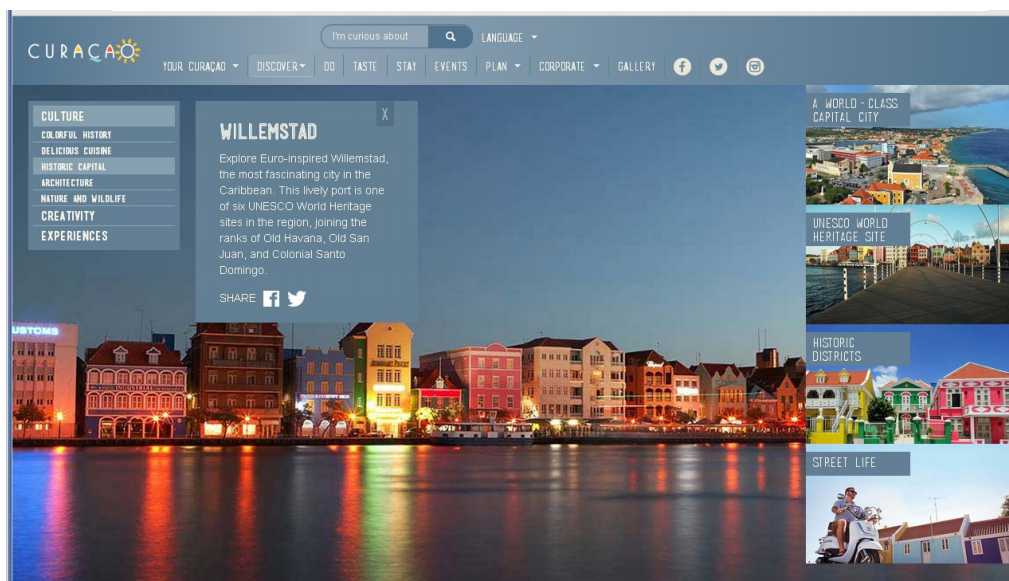
In 1997, the UNESCO World Heritage Site committee selected the historic city centre — one of just six Caribbean sites chosen — because of its "outstanding value and integrity, which illustrates the organic growth of a multicultural community over three centuries, and preserves to a high degree significant elements." For more information: www.unesco.org

A WORLD-CLASS CAPITAL CITY

Every great destination has its marquee attraction. Willemstad is ours. It is the centre of everything we've been and everything we plan to be. No visit to Curaçao would be complete without time spent exploring one of the world's richest cities in culture and diversity.

The city itself is actually divided in two sections — Punda and Otrobanda — connected by the famous Queen Emma pontoon bridge. Like Havana and Old San Juan, Willemstad is a typical port town. However, it is one without a hinterland – trade was focused with the surrounding colonies, mainly the Spanish colonies on the South American continental coast, but also with French and English colonies. Punda – once fortified and walled to protect Curaçao from piracy – along with the neighbourhoods of Otrobanda, Pietermaai and Scharloo, preserve some 765 buildings as national monuments. Chief among these are Fort Amsterdam, the Governor's Palace, Mikvé Israel-Emanuel Synagogue and the landmark Penha building.

After decades of ongoing preservation efforts, Willemstad is proud to be one of the best walking cities in the world.



HAITI. HISTORY.

Haiti has History as one of the main tabs in its web, which mentions the monuments designated by UNESCO.

Its heritage is somewhat different to the rest of the places mentioned, highlighting its symbolic value as a global monument representing independence and the fight for freedom.

CONCLUSIONS.

- Although the sun and the beach is still the main brand and offer for all these countries, historic heritage has an increasingly relevant role as a reflection of the local identity and as a complementary tourism proposal.
- If we analyse the heading associated with the heritage offer, Art, History and Culture are the most commonly mentioned words used to introduce the cultural tourism proposal in which World Heritage is included.
- Despite being an element that adds value and interest for cultural tourists, in general the UNESCO designation is not stressed, always assuming a secondary role. Curaçao is without a doubt the country that best uses the UNESCO 'seal' on its website as a promotional strategy.
- In general, the description of the monuments is fairly historicist and conventional, without involving emotional elements or being linked to the enjoyment of a particular experience capable of being unique.
- There is no link to a global experience allowing the essence of the island to be enjoyed from several perspectives, nor is the heritage given a modern-day twist. Perhaps the Dominican Republic is the country that best defends the emotional experience linked to its heritage and the global identity of the country, placing Santo Domingo in an outstanding position within its offer. Curaçao also stands out as it integrates several proposals as part of the global experience.

- The former British colonies promote their importance in the New World through elements such as sugar cane and their key role in the British Empire.
- Historic cities assume their main role as emblematic spaces with a colonial past reflected through their architecture and history, but they are also attractive as lively destinations for the modern tourist. Willemstad in Curaçao is a good example to follow as its website has an attractive layout and balances all these aspects.
- **Barbados should exploit its competitive advantage in promotions, using the UNESCO brand to guarantee an informative and fun experience. It should link cultural desires to the hedonism that tourists in the Caribbean demand, and open the doors to personal stories linked to these places.**
- **Bridgetown should emphasise its key role as a port city** and its importance and leadership in the British Colonial Empire through the different interpretative elements that have been identified in the interpretative map of this Project. Its importance as a metropolis was much greater than any other British port cities.
- As mentioned above, **The Garrison should also enhance its hybrid nature** to distinguish it from other garrisons and military spaces and present itself in a creative and leisure-oriented way.

2.5.1.1 New possibilities based around the new cultural tourism offer for cruise passengers and stay-over visitors

We have used the information gathered during our fieldwork and interviews with several agents to identify the profiles of the current tourist and the potential tourist that could be attracted by new proposals. This is a synthesis based on mixed sources that gives an approximate idea without any statistical value.

CURRENT TOURIST	POTENTIAL TOURIST
Mature tourism, both cruise passengers and stay-over.	Widening the generational profile A younger tourist attracted by the island as a creative and unique space within the Caribbean. Multi-generational families that find many options to enjoy a family vacation in Barbados. A senior tourist aware of the reason for choosing or repeating a visit: safety and security, accessibility, enjoyment, rejuvenation.
Stay-over and incidental tourists in cultural terms. Cruise passengers without any clear motivation towards Barbados.	Less incidental and more inspired , attracting new tourists motivated by the cultural factor. The culture and an 'authentic' local experience as an extra stimulus to choose the destination. The experience obtained from contact with a clearly differentiated local culture.
Dominance from the UK, USA and Canada; on the path to recovery but still short of the 'golden' period.	Reinforcement of motivation to attract these main markets again with new reasons and collaboration with the private sector. Competition to increase interest among Germans and Latin Americans (especially Brazilians, where there are existing flight connections). Take into consideration young German tourists, who have a special interest in 'like a local' experiences.
Cruise passenger with higher expenditure rates.	Progressively recover an average expenditure similar to the rest of the Caribbean, offering 'temptations' or unavoidable purchase items to improve the local economy (experience kits and premium offerings created not only by wholesalers but also a wider range of providers).
Stay-overs that increase average expenditure.	Progressively recover an average expenditure similar to before the economic crisis with new proposals that include the idea of exclusivity based on high-quality experiences related to heritage.

This is an overview of the current situation and the potential offered by a well-designed renovated offer.

In this sense, tour operators have shown an interest in the idea of diversifying the country's current cultural offer (In fact, the Martin Inc company has assumed responsibility for the management and redevelopment of the space located beside the Screw Dock as a gastronomic venue, reflecting its interest in Barbados' heritage). However, it is necessary to overcome a certain amount of scepticism existing through actions that demonstrate the government's firm position regarding cultural tourism. It is also important that tour operators understand the new proposals and the attractiveness of becoming a leading destination for creative tourism, how this widens the range of possibilities for their excursions and the kinds of relationship they should establish with other agents in the country to foster this more creative aspect.

Smaller agencies also view positively the idea of incorporating cultural heritage in the country's global offer and consider that European tourists are especially receptive to these types of proposals.

Guides and heritage managers are fully aware of the positive implications of strengthening cultural heritage and see this as an opportunity to specialise and differentiate their services from bigger tour operators.

For all types of tourists (groups and individual excursions), the new products should allow a step forward in the cruise passenger and stay-over experience, incorporating them in the new creative tourism concept and thereby generating increased expenditure.

2.6 General profile of the main markets, trends and general behaviour on arrival

In the introduction we mentioned three types of cultural tourist defined by *Fáilte Ireland. National Tourism Development Authority*:

Motivated Cultural Tourists	Inspired Cultural Tourists	Incidental Cultural Tourists
The holiday is motivated by the cultural element – their interest may be specialist or general in nature, and their focus might be on permanent features such as architecture or transient opportunities such as a festival.	These have a strong, broad interest in Culture and Sightseeing. A large part of their holiday is inspired by the cultural opportunities associated with a destination.	These typically have another primary reason for their trip and participate in cultural activities that are in keeping with their travel plans or itinerary.

In this respect, it could be said that Barbados' natural characteristics, geographical position and history limit the offer for motivated and inspired cultural tourists, which have the cultural element as their main reason for travelling to a destination. However, in the case of incidental cultural tourists, although they have another main reason when choosing a destination, cultural elements influence them when making the final decision. The development of an interesting and appealing cultural offer in the country will therefore result in a deviation of tourists from competitor countries.²⁸

Image building for Barbados' heritage products is required to increase the enthusiasm of cultural tourists for the country.

Currently, Barbados does not have an image as a cultural heritage site, basing most of its tourism attractiveness on the sun & sand & sea brand.

As previously said, Barbados has a unique opportunity to take advantage of the inclusion of Bridgetown and its Garrison as a UNESCO World Heritage Site to redirect the existing brand towards a more sophisticated cultural tourism image.

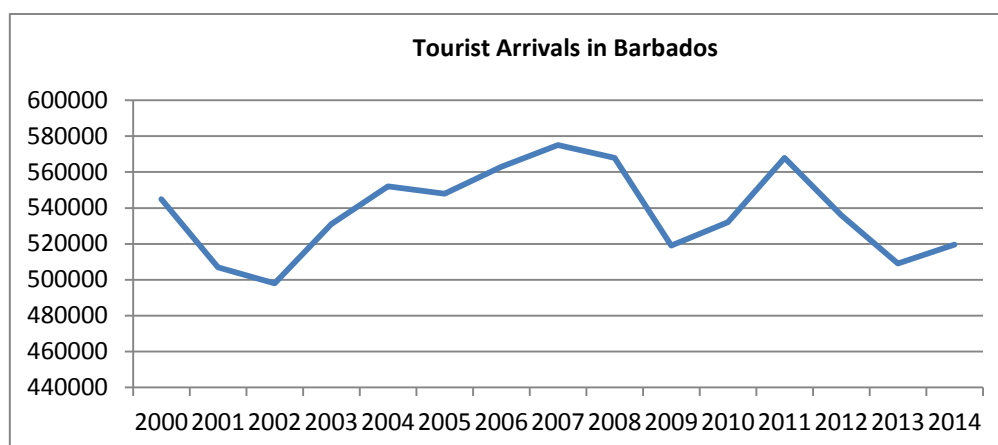
As previously stated in relation to creative tourism, cultural tourists have become increasingly interested in experiences that develop their creative potential such as learning the skills, crafts, cooking, activities and language of the communities they visit, particularly traditional skills. In doing so, they also have opportunities to engage with locals and experience a range of other tourism opportunities. Barbados needs to explore this area and strengthen ties with its Bajan culture, which differentiates it from the rest of the Caribbean universe.

²⁸ Recent research regarding tourist expenditure in Barbados shows that cultural motivations represent 18% for American tourists and 24% for Canadian tourists. *Tourist Expenditure Research. University of Las Palmas for IDB.2015.*

2.6.1 General Data

According to official data²⁹ the total number of international tourists arriving in Barbados was nearly 1,300,000 in 2013; 60% of these were cruise passengers (86% in transit, and 14% embarking in Barbados) and the other 40% (around 510,000 people) were stay-over visitors.

In recent years, Barbados' tourism has suffered a decline since 2008 when it reached its peak. There were 10.5% less tourists in 2013 than in 2008, with the exception of 2011 when tourist numbers matched those of 2007. However, in 2014 there was a recovery, with the number of tourists increasing to levels similar to those of 2008.



ICN-Artea compilation based on World Bank data and Caribbean Tourism Organisation Data.

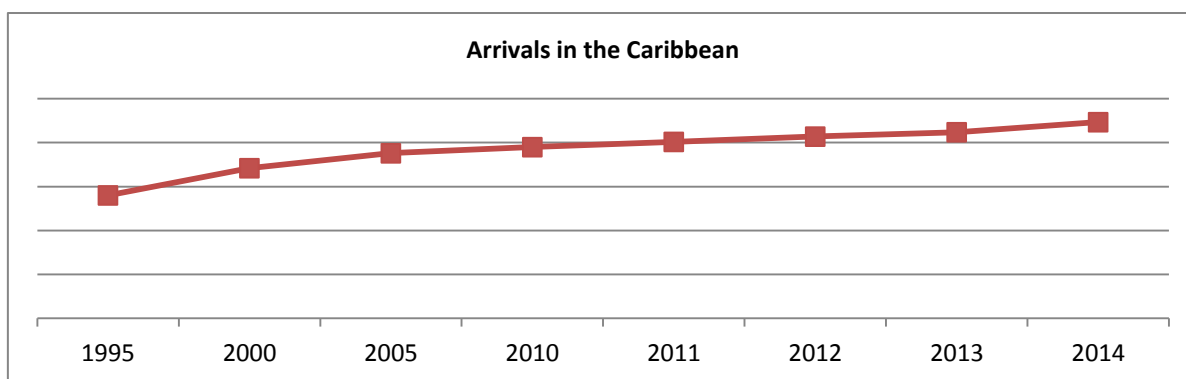
In terms of tourism origin Barbados is highly dependent on UK visitors, who represented 35% in 2013, followed by the USA with 24%. However, up to 32% of tourists from the USA travel to Barbados to visit friends and family, so their expenditure is lower than tourism for holiday purposes. Canada is another country with a high proportion of tourists visiting family and friends in Barbados (25%). Only tourists from Germany & the rest of Europe have slightly increased their number over the period considered.

It is significant that Barbados has been declining since 2000 while the Caribbean has experienced steady growth for the last 10 years.³⁰ The Caribbean registered a 5.4% increase in arrivals in 2014, continuing with its upward trend. Barbados, as shown in the graph above, had a 2.2% increase in arrivals in 2014. This is a great improvement since it represents a change in its declining trend.

²⁹ All the information included in this chapter is taken from World Bank statistics and data forwarded by IDB.

³⁰ In any case, it should be noted that in recent years (2009-2013) and by markets, the presence of the UK has declined in the Caribbean, affecting emblematic destinations such as the Dominican Republic, Jamaica, the Bahamas and Cuba.

Source: Outbound tourism - trips abroad by resident visitors to countries of destination (basis: arrivals in destination countries). UNTWO, 2015.



ICN-Artea compilation based on data from the Caribbean Tourism Association

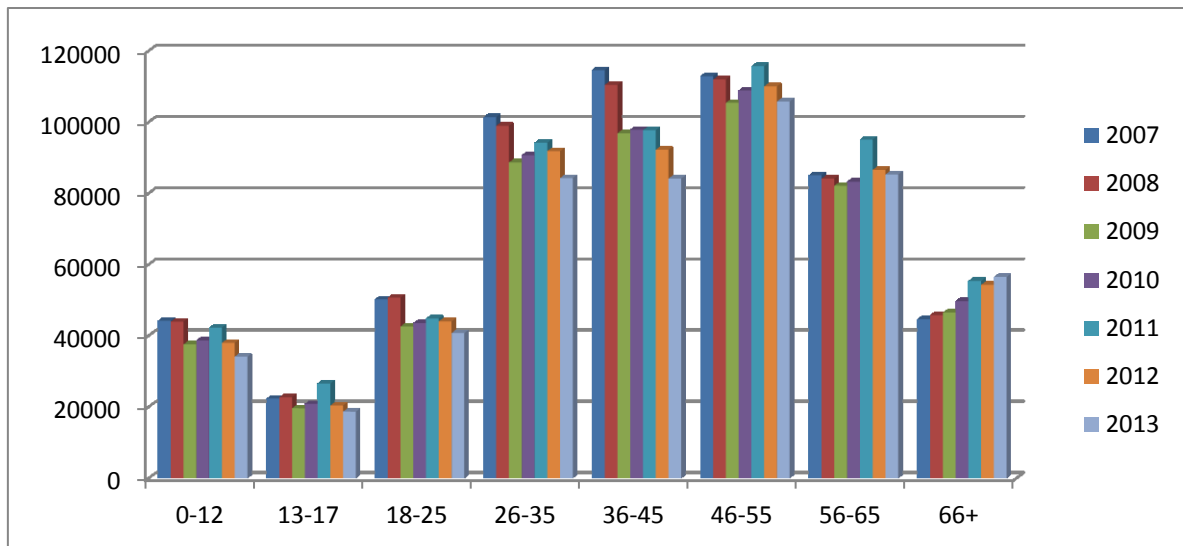
The destinations that have absorbed the increase in arrivals include large destinations such as Puerto Rico (+4%) and the Dominican Republic (+3%) which grew above the sub-regional average. However, smaller destinations such as Aruba (+8%), the Cayman Islands, Anguilla (both +7%) and Curaçao (+5%) also reported healthy growth.

So in general terms, we can affirm that not only is Barbados losing position within the regional market, it is unable to attract new demand at the same rate as other destinations despite increasing interest in the region.

Since writing this report new information has arisen (Tourism Caribbean Association) indicating that Barbados' tourism sector has begun to show signs of growth. In 2014, long-stay visitor arrivals increased for the first time in two years by 2.2 percent to 519,638 visitors, compared to the previous year. There was also a record-breaking number of arrivals in December 2014 when Barbados welcomed 56,132 long-stay visitors, the highest on record in any given month since April 2007. The island has also recently recorded strong levels of visitor arrivals, with preliminary figures showing January 2015 as being the highest on record for the last 15 years with 56,132 arrivals.

Age profile, stays and accommodation

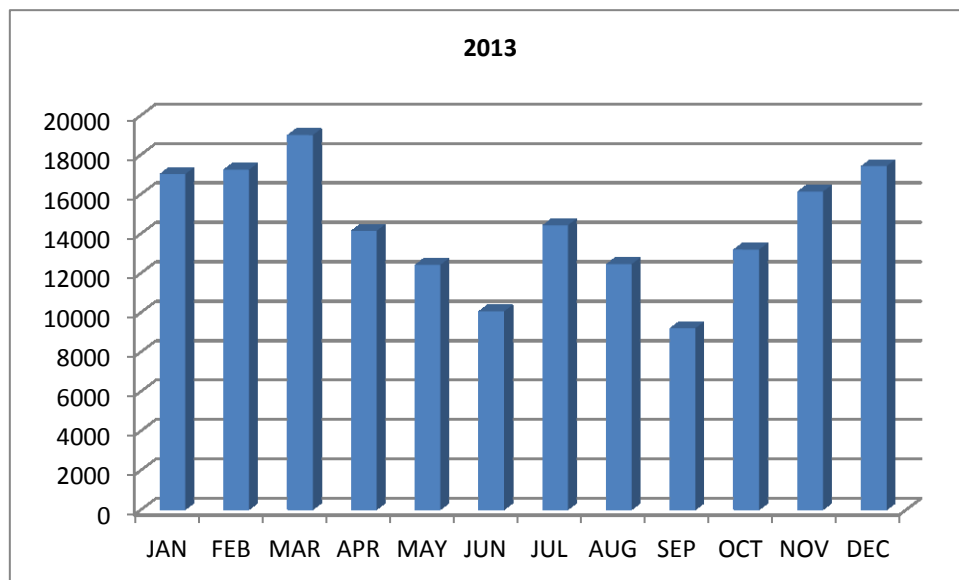
According to official data in 2013, Barbados is regarded as a holiday destination for an older aged tourism market, with the UK and Canada being the countries with the highest proportion of visitors aged over 56 (32%-33% average), while Germany and Latin American countries have the youngest visitors. In 2013 the highest share was for tourists aged 46-55 (21%), closely followed by those aged 56-65 (17%). Over the years, only the 56-65 and over 65 age groups have had an upward trend, while the younger age groups have decreased. This is a worrying trend, especially when we consider the 26-35 and 36-45 age groups (which have experienced the biggest decrease), since these age groups have a higher expenditure potential.



ICN-Artea compilation based on data from the Barbados Statistical Service

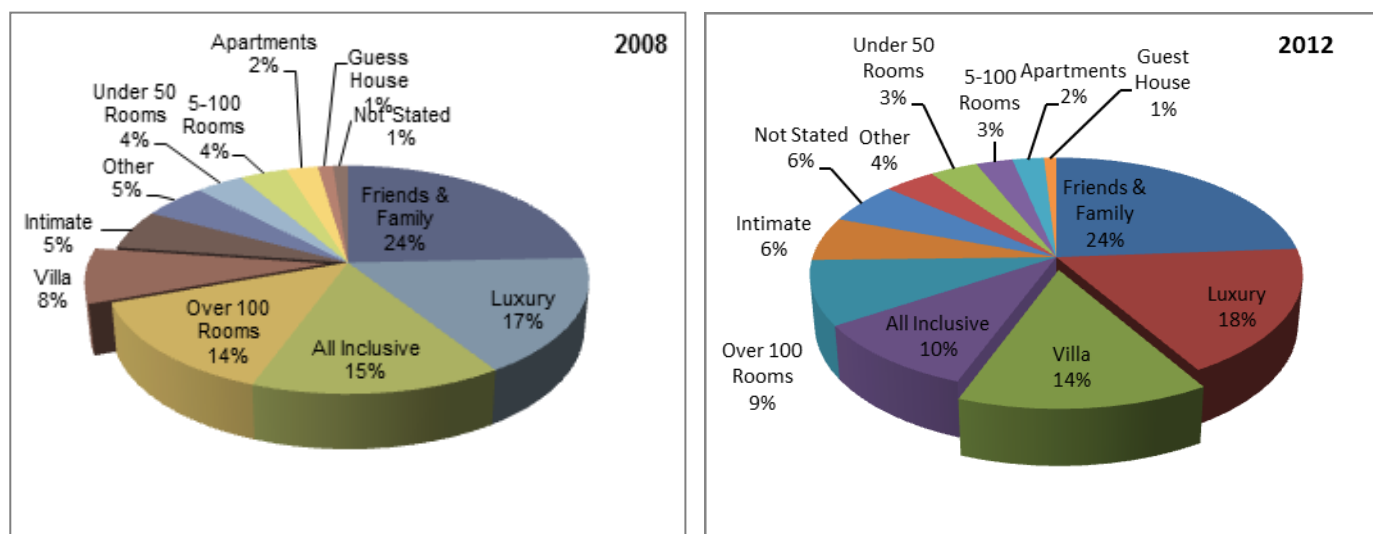
Barbados' main tourist stay is predominantly 7-10 days, followed by those who stay 4-6 days and 11-14 days, which were practically the same in number in 2013. This length of stay is the same regardless of their country of origin.

There is a higher number of visitors in the winter months from November to March.



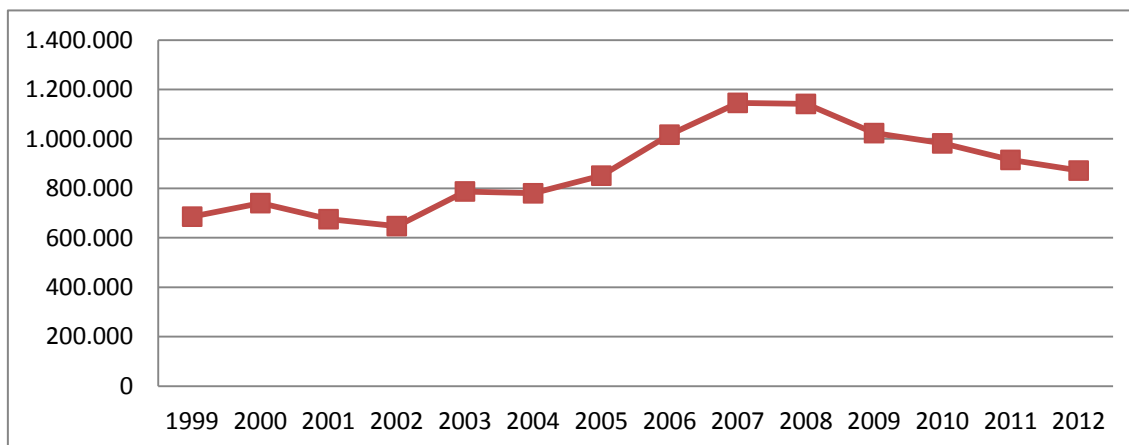
ICN-Artea compilation based on official data from the Barbados Statistical Service.

The type of accommodation preferred by visitors has changed over the years. The percentage of tourists looking for luxury accommodation, all-inclusive and over 100-room hotels has dropped in favour of villas, which has grown from an 8% share in 2008 to 14% in 2012. This trend is in line with a more personalised tourism searching for real experiences.³¹



ICN-Artea compilation based on official data.

Finally, with regard to stay-over tourists, expenditure has been on a downward trend since 2007 as shown in the graph below, returning to the levels of 2006 in 2012. Unfortunately, the World Bank data is not updated for Barbados so we can only rely on the official figures from the Barbados Central Bank, which only provides the evolution of average expenditure up to 2012.



ICN-Artea compilation based on official data.

³¹ "...An increasing number of Brits are making their own travel arrangements (47% in 2012 compared to 38% in 2008)¹. We have two theories that may explain these shifts: they may be saving by having a shorter holiday, and/or the closure of a major all-inclusive resort forced holidaymakers to plan their trips themselves. This trend may be correlated to the rise in apartment/villa rentals since 2008 as visitors can easily connect directly with owners and have a more personalised experience". THE 'NEW' BRITISH VISITOR TO BARBADOS. A Profile of British Visitors Post-2008.21 APRIL 2015.Antilles Economics.

2.6.2 Specific profile of the main markets

The markets considered for this analysis are those identified as target markets by the country's various strategic and marketing plans, along with those deemed important by the main sources surveyed. They include both consolidated and emerging markets.

Due to the wealth of existing data regarding the target markets, in the following analysis we have focused on the following variables:

1. **Data on the economic health of the country** and their potential willingness to travel (this data is also considered in the 2015 Marketing Plan for Barbados).
2. **Data defining general motivations and trends** related to travelling and holidays. This qualitative data has been gathered from the following main sources: Studies of Ireland, National Tourism Development Authority, Visit Britain and Canadian Tourism Commission.
3. **Data defining the presence and importance of digital media** in consumption (studies of Adroit Digital reports).
4. **Data providing information about the markets and their behaviour in Barbados.** This is derived from a wide range of sources: Barbados Tourism White Paper, Barbados Tourism Master Plan 2014-2020, Qualitative research Barbados Long Haul Markets Report and the Barbados stay-over visitor survey 2008-2012.

In order to obtain all this information several resources have been used with varying quality and quantity of information; we have attempted to offer a consistent and relevant in-depth analysis for application in the design of products and marketing.

2.6.2.1 United Kingdom Market Profile

Key findings:

Beach holidays and cruises are expected to continue to be the most important type of holiday for British tourists, especially those that are perceived as being more simple and authentic. Their intention is to 'go native' and get away from their hectic daily lives.

The number of people going on holiday with extended family has more than doubled in the last year according to research. The main long-haul destinations for this type of family trip tend to be countries such as the *Dominican Republic, Mexico, Thailand, Malaysia, Mauritius, Antigua and Cuba*, since for many the Caribbean is the epitome of an ideal holiday destination, and therefore these destinations are direct competitors with Barbados.

The total population for 2014 has been estimated at 63,743,000 people. In the global travel context, the UK ranks 5th for international tourism expenditure with a total of \$52.6 billion in 2013, as per UNWTO figures.

Most workers who work a 5-day week receive 28 days' paid annual leave per year.

In 2013, the number of outbound trips made by UK residents reached 56 million, reflecting a rise of 2% compared to the previous year. This represents a return to positive growth after the 1% decline in 2012. The positive growth in terms of the number of trips contributed to an increase in outgoing tourist expenditure, which increased by 6%. However, as also stated in the Barbados Global Marketing Plan 2014-2015, UK residents took 6.9 million long-haul holidays in

2013, down 19% compared to 2008. This market contraction was driven by weak economic conditions and tight household budgets, along with high jet fuel costs and increases in Air Passenger Duty rates, with a magnified impact for long-haul airfares.

There was a small decline in the number of breaks taken during the year in the UK. This was offset by a small increase in people taking a greater number of breaks abroad, with 16% of people having at least three holidays abroad during the year, compared with 14% in 2013.

Beach holidays and city breaks are expected to remain the most popular holiday choices and cruises and all-inclusive holidays look to continue to be in demand; 10% of consumers are considering a cruise, double the number who went on a cruise in the 12 months to August 2013 and one in five (21%) say they may take an all-inclusive offer in 2014 compared to 15% who took one in the past 12 months.

Consumers are planning to spend more on holiday in 2015 than they have in 2014: 20% state they will spend more on holiday and only 15% say they will spend less. In 2013, the spending figures over the next year stood at 19% spending more and 16% spending less so the very tentative optimism that we saw last year has continued to increase this year.

In the next 12 months, one third (35%) of consumers think that they will go on holiday to a new country (quite likely or practically certain).

The value of the long-haul holiday market is also expected to grow steadily over the next five years. However, a lower financial barrier to entry will see much of the growth stem from people who have previously found themselves priced out of the market. Growth from lower spenders will see the average spending per trip decline each year, and the market value is expected to grow at a slower rate than the market volume.

By 2018, Mintel expects UK consumers to spend £8.2 billion on long-haul holidays, up 9% compared to 2013. This compares to an anticipated 14% growth in the number of trips made over the same period. The average spending per trip is expected to fall to £1,039 by 2018, compared to an estimated £1,090 in 2013.

The most important drivers for destination preferences are:

- Lots of once-in-a-lifetime experiences.
- An exciting place.
- Provides unique holiday experiences.
- A place to have a real adventure.
- A place where I would feel welcome.

The key trends identified for UK travellers are:

- Package holidays – these will continue to be popular, driven by consumer demand for value and the ease of having arrangements taken care of, as well as the greater choice and flexibility now offered by the package holiday market.
- The simple life – while 5 star luxury will continue to appeal to many who can afford it, holidays that are perceived as more simple and authentic which remove people from their hectic daily lives are also set to be popular in the coming year.
- The number of people going on holiday with extended family has more than doubled in the last year according to research. One in five (19%) consumers had at least one holiday with their extended family in the 12 months to July 2014 compared to just 7% the previous year.

The top ten most visited places by UK travellers are all within a relatively close distance from the UK. Spain is the most visited, largely due to ownership of a second residence in this country:

Rank	Destination
1	Spain
2	USA
3	Italy
4	France
5	Turkey
6	Germany
7	Portugal
8	Greece
9	Cyprus
10	Ireland

However, when it comes to long-haul holiday destinations for British tourists, new countries appear on the list: the Dominican Republic, Mexico, Thailand, Malaysia, Mauritius, Antigua and Cuba.

Popular long-haul destinations such as Mexico, Florida and the Caribbean will continue to attract Brits in 2014, with expansion of UK operators in Mexico, new attractions in Florida and renewed interest in Caribbean resorts. Holidaymakers heading east are just as likely to travel to the increasingly popular destinations of Burma, Vietnam and Sri Lanka as they are to choose traditional favourites such as Thailand. For good weather a little closer to home, Dubai continues to attract British holidaymakers and is particularly well regarded by families.

Increasingly, travellers are looking for a more local experience of their holiday destinations; they want to 'go native'. Whilst traditional hotel accommodation remains by far the most popular type of accommodation, UK travellers tend to increase their search for apartment accommodation and B&Bs, which often offer more personalised experiences.

Digital Universe

85% of the total population is an active internet user. In 2014, 38 million adults (76%) in Great Britain accessed the internet every day, 21 million more than in 2006, when directly comparable records began. 74% of all adults bought goods or services online this year, up from 53% in 2008.

Consumers use a very diverse range of sources – print, online and face-to-face – for holiday ideas and information. In general, younger consumers actively use a much wider range of different sources than average to inspire and inform them in their holiday choices.

Most travellers use online sources to plan their trips: online retailers, traveller review sites, and websites of hotels, airlines, attractions, etc. Some travellers continue to rely on travel guides/books.

The PC remains the most popular device when booking a holiday online with 93% of consumers using this in the past 12 months. There has been a significant increase in people using tablets to book with nearly a fifth (18%) doing so, compared to 10% in 2013. There has also been an increase in bookings made via smartphone (up from 13% to 17%).

Smartphones are now being used not just to plan a trip but throughout the journey, particularly by British under-35s; one in four use their smartphone for sharing their trip whilst travelling and one in seven use their smartphone to make modifications to a trip.

UK Market behaviour in Barbados

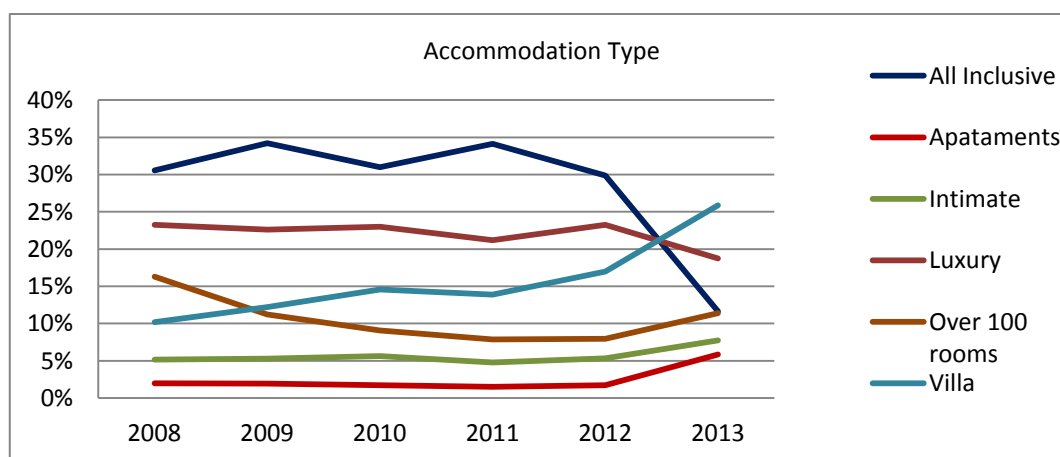
The UK is the most important market in terms of tourist visitors for Barbados. However, there has been a noticeable downward trend since 2008 when the number of tourists reached 226,000. This figure has dropped dramatically over the years to as little as 168,000 visitors in 2013, a fall of 25.3%. However, an analysis of the data for 2014 provided by the Barbados Statistical Services shows that UK visitor arrivals rose by 10.65% compared to 2013, reaching a total of 186,823.

The percentage of people holidaying in Barbados has remained stable over the years at 75% of total visitors, followed by those travelling to Barbados to visit friends and family (16%).

By age group, the UK market is after Canada, and in line with the USA, the oldest-aged tourist market for Barbados. Currently, over 32% of tourists are more than 56 years old. The 36-45 age group has also suffered a decline³² in line with the rise in the next age group (46-55), which in 2013 was the predominant age group with a 22.33% share. This is a sign that Barbados is unable to attract new tourism from this market.

The most popular length of stay is 7-10 days by 42% of total tourists in 2013, followed by 11-14 days in the case of 28% of visitors.

Without taking into consideration the percentage of visitors that stay with friends or relatives, we have analysed the accommodation type preferred by visitors from the UK. During the period from 2008 to 2012 the only clear trend is the increase in the demand for Villas by UK visitors. In 2013, this demand leaped to become the most popular accommodation type, in contrast to All Inclusive and Luxury accommodation, which dropped.

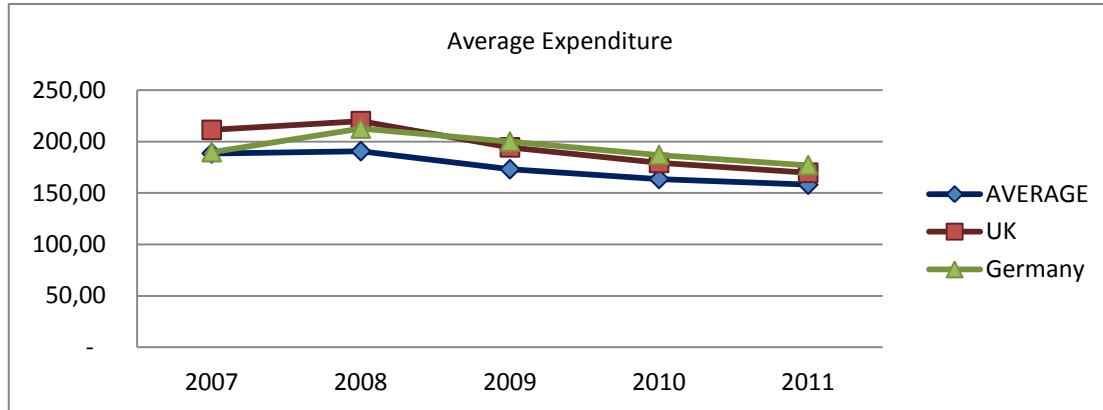


ICN-Artea compilation based on official data.

³² “Its reputation as ‘Little Britain’ in the Caribbean was an advantage in the past. However, the new generation of long-haul tourists from the UK is increasingly looking for exotic destinations that are quite different from home. Recently there are many more destinations worldwide able to offer the ‘exoticism’ that Barbados cannot offer via its current tourism offer because it sells a traditional product that is available cheaper in other destinations in the world (i.e. other Caribbean islands, South East Asia)”. Qualitative research through in-depth interviews among the UK and Germany outbound trade Barbados Long Haul Markets Report. Professor Chris Cooper

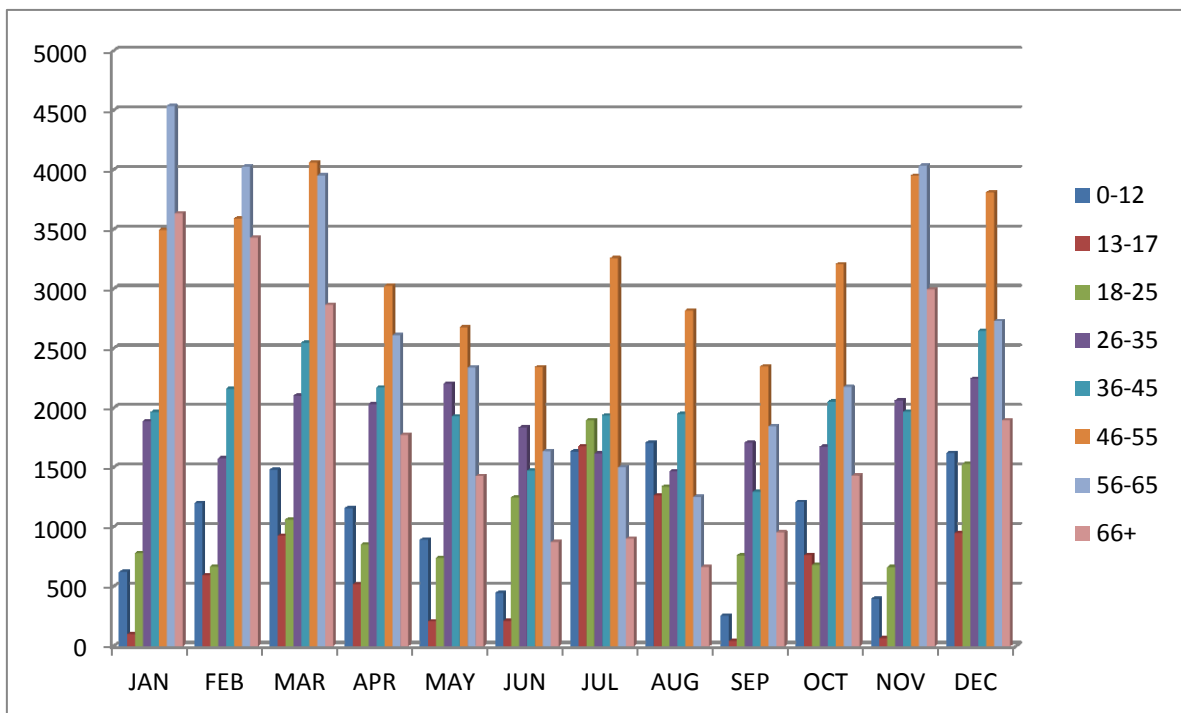
As shown in the graph above, personalised accommodation such as villas, apartments and boutique hotels is steadily growing. The villa segment continues to undergo consistent growth. All mass accommodation has dropped with the exception of over 100-room hotels, which recovered from their downward trend in 2013.

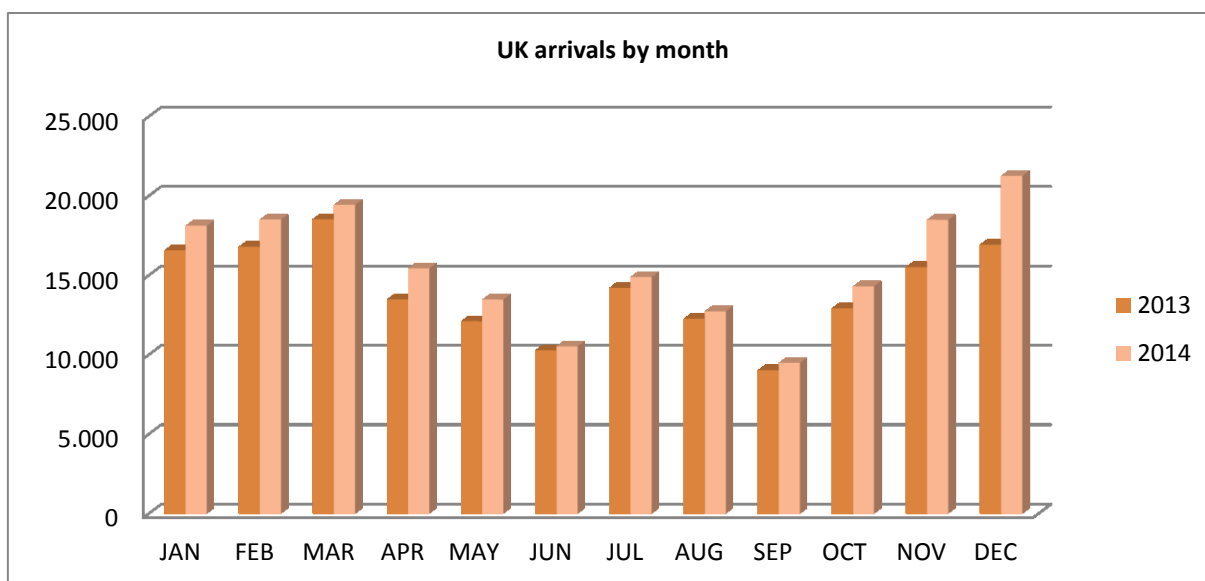
With regard to average expenditure for stay-over tourists, the UK is the only target market with above-average expenditure together with Germany, which has a slightly higher average.



ICN-Artea compilation based on official data.

The seasonality of UK markets is highly age-dependent, with summer, Christmas and Easter being the periods preferred by UK families to travel to Barbados, while the older generation prefers the winter months.





ICN-Artea compilation based on data collected from the Barbados Statistical Service.

2.6.2.2 USA Market Profile ³³

Key findings:

Beach holidays and cruises are of high importance for the USA outbound market. The Caribbean is key for cruises, while *Mexico, Puerto Rico, the Dominican Republic and Jamaica* are the main beach holiday destinations. Mexico is the top holiday destination, although this might not be wholly true, since family links in this country are high for the Hispanic population in the USA.

In line with other target markets, there is a growing consumer demand for more experience-related adventure travel. There are three main emerging market segments: adventure, culture/history and family/multi-generational vacations. Therefore, Barbados has a great opportunity to gain and retain American tourists by developing a culture project that offers activities for all ages.

Three new segments to consider as potential market segments are singles, women with no children on trips with friends and millennials (this last group went on more international trips than baby boomers). All of these segments seek authentic experimental experiences.

The total estimated population for the USA in 2014 is 318,892,000 people. In the global travel context, the USA ranks second for international tourism expenditure with a total of \$86.2 billion in 2013, as per UNWTO figures, with Mexico being the most visited country. Of the 200.4 million

³³ Data collected from the UK National Tourism Board.

American adults in 2000, about 34.5 million were Heritage Tourism Enthusiasts (17%). There will be an increase in the absolute number of Americans in the market for heritage activities between 2000 and 2025 to about 47.1 million in 2025.

The norm in the USA is for a worker to receive between 9 and 15 days of paid annual leave per annum. In addition, there are 10 national public holidays per year.

With regard to holiday motivations beach holidays are clearly important, with 44% taking more than one and a further 30% a single such holiday during the past three years, ahead of those opting for a single city destination (39% multiple and 36% single city-breaks).

The cruise industry has long relied on custom from Americans and it can be seen that over the last three years 31% have gone on one cruise and a further 20% have gone on multiple trips.

It is common for the bulk of outbound travel from any single source market to be to countries that are within a relatively short distance. This is the case for Americans, with five of the top ten destinations all being 'close to home'. By their nature, the following are direct competitors for Barbados: Mexico, Puerto Rico, the Dominican Republic and Jamaica.

Rank	Destination
1	Mexico
2	Canada
3	France
4	Italia
5	United Kingdom
6	Puerto Rico
7	Germany
8	China
9	Dominican Republic
10	Jamaica

It is important to note that internal trips within the USA are popular. This is shown by the record 24 million tourists from different parts of the USA that visited Florida during spring of 2014, due in part to the unusually cold northern weather, as well as a Google program that allows virtual beach tours. Therefore, Florida could also be said to be a direct competitor.

The forecast for 2015 is that US travel sales will increase in line with the growing consumer demand for more experience-based and adventure travel. There are three main emerging market segments: adventure, culture/history, and family/multi-generational vacations.

The multi-generational travel trend has come about due to families increasingly living much farther apart than they once did. When families reunite it is a much bigger deal now. Research has shown that nearly 21 million households in the US are actively looking to travel in the multi-generational segment.

Travel is the number one aspirational activity for people aged 50 and over in the USA. The 50+ segment are mainly looking to relax and rejuvenate during their travel next year; 45% plan to go on at least one international trip and 23% plan to go on more international trips in 2015 compared to 2014.

US consumers have also shown that in line with other international travellers, they no longer want to be a tourist and they have a desire to do more than just 'see'. This new type of travel focuses on experiencing a wide variety of local life in a country, city, or place by connecting to its history, people, and culture. 72% of US travellers would rather spend money on experiences than things.

The US has a large proportion of Hispanics. This segment is more likely to go on holiday with all of their family members. They associate holidays with relaxation, having time off, spending time with the family, unwinding, exploring and learning about new cultures. They are also interested in experiencing history and culture and visiting places of natural scenic beauty.

Digital Universe

Internet access is almost universal (85-90% of adults) and it is clearly being used for researching travel information and making bookings.

The major change of the last decade has been in how Americans research, plan and purchase vacations, with an overwhelming shift toward online activity. Online reviews are extremely influential when it comes to travel decisions, especially amongst affluent Americans.

When choosing a destination, 38% of US consumers use internet reviews, 30% use online travel forums and 19% use Facebook (2012). Blogs also play a crucial role in inspiring American decision-making. This virtual word-of-mouth will continue to increase.

The one thing travellers want when it comes to searching and shopping for travel is price transparency, and confidence in knowing that they are getting the best value for money.

Mobile consumers don't engage with mobile travel ads that are spammy and irrelevant. On the other hand, once initial barriers are overcome and trust is established, users are more eager to make use of travel-related ads to get information and even book travel. More engagement comes with trusting the source of the ad. People care most about trusted brands, good offers, and relevance.

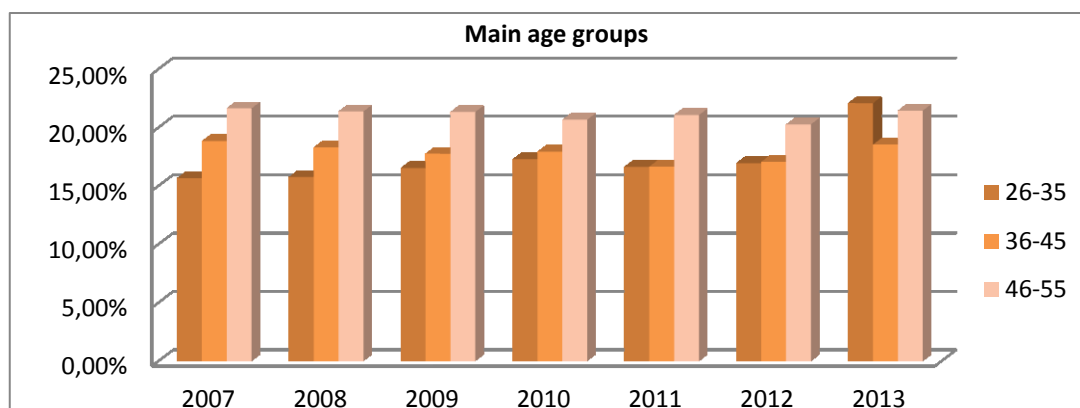
The smartphone is the top device for researching travel, although most people still prefer to do early research such as planning and booking on a laptop; only 16% of the total online booking was booked on smartphones. This trend is forecast to change in the near future since younger American travellers make more last-minute reservations on mobile devices.

Social media usage is now standard practice; nearly three quarters of online adults use one social networking site and 42% use multiple sites.

USA Market trends in Barbados

The USA visitor market has been steady since 2008, with an average of 130,000 visitors per year. There was a peak in 2011 of 144,000 visitors and a drop in 2009 to 122,000 visitors. The purpose of these visits is either holidays (approximately 55% over the period) or visiting friends and relatives (32% average from 2008 to 2013). Business accounts for 5.5% of visits.

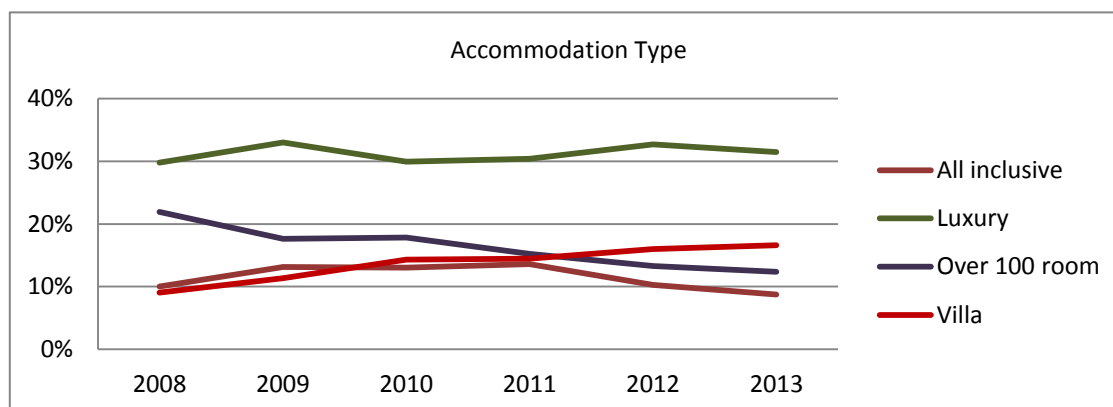
The main age group is 46-55 years with around 21% over this period, followed by 36-45 year-old visitors. However, there was a peak of 26-35 year-old tourists in 2013, reaching 22% of total visitors from the USA (similar to the German and Latin American markets). American tourists over 55 account for an average of 27.5% of total visitors, the same percentage as UK tourists and slightly below the Canadian market for this age, which accounts for 33% of total visitors.



ICN-Artea compilation based on official data forwarded by IDB.

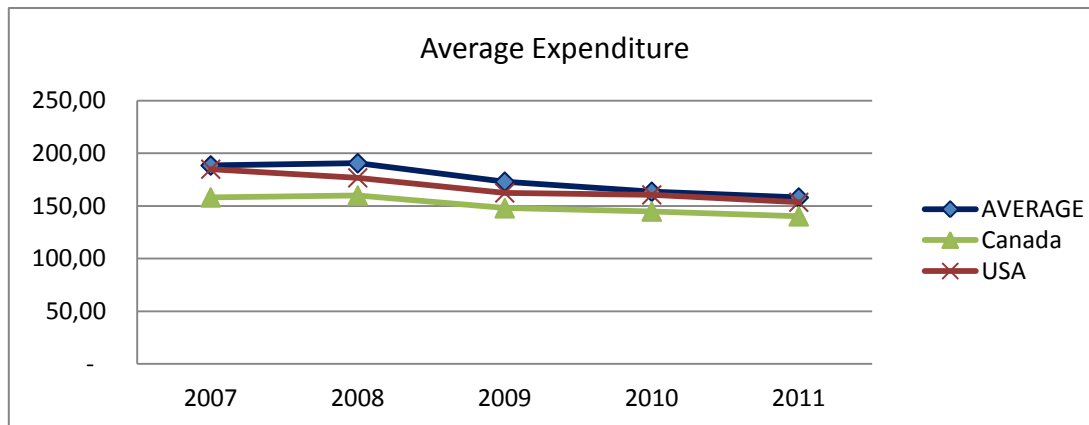
The length of stays in Barbados for visitors from the United States is 7 to 10 days for 36% of total tourists, while 4 to 6 days is the most preferred length for 25% of visitors.

The most popular type of accommodation for American visitors is friends or relatives' homes, as is to be expected since visiting family is one of their main purposes for visiting. We have disregarded that data for our analysis. As the graph below shows, the most popular type of accommodation is Luxury, currently followed by Villas, which is the only accommodation type that has grown for the period from 2008 to 2013. Over 100-room accommodation has had the most dramatic decrease, from a 22% share in 2008 to just over 10% in 2013. All inclusive accommodation has also undergone a steady decline since 2011.



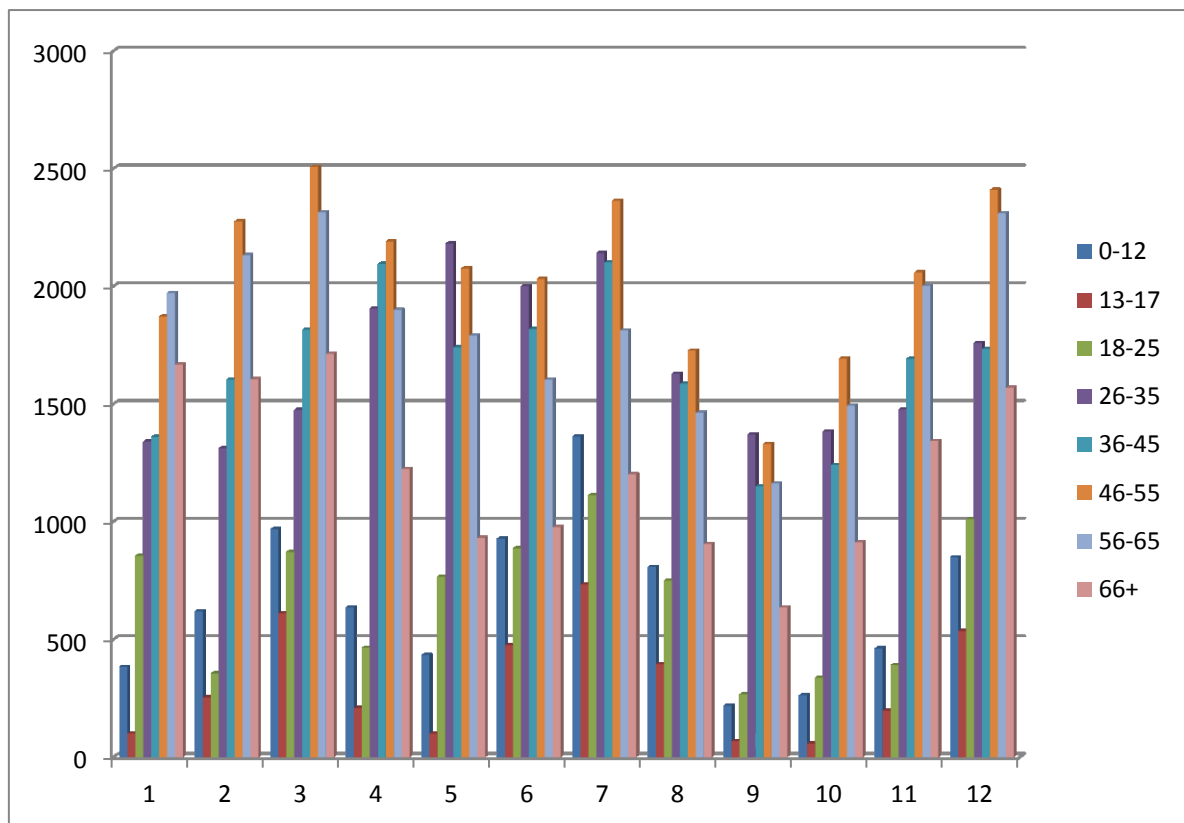
ICN-Artea compilation based on official data obtained from Barbados Central Bank.

The average expenditure by the USA market is just below the average in keeping with the downward trend, but is higher than the Canadian market expenditure for the whole period.

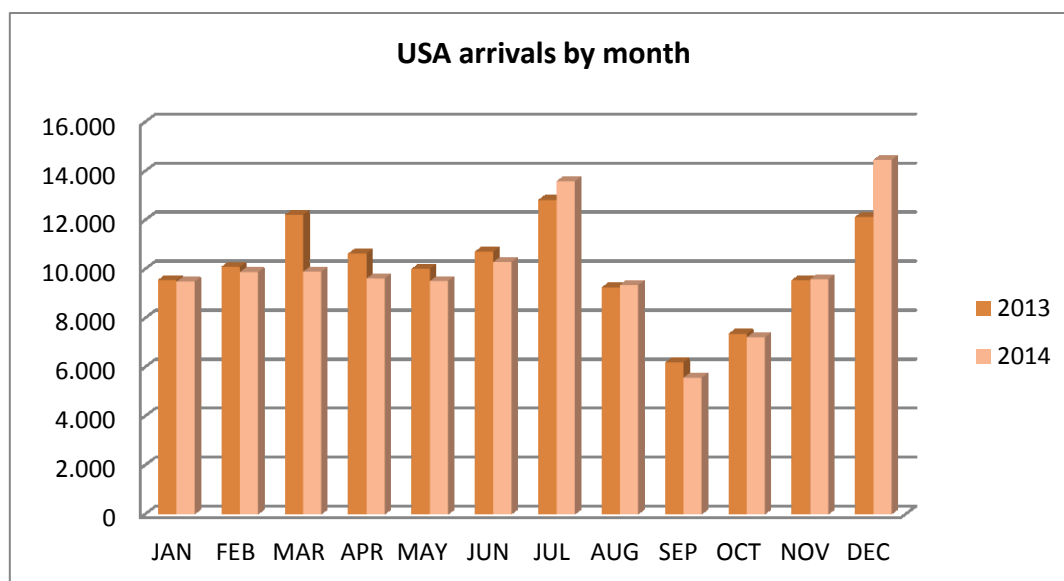


ICN-Artea compilation based on official data obtained from Barbados Central Bank

In contrast to all the other countries analysed, there is no preferred period for travelling to Barbados. However, there are two months with less incoming visitors from the USA: September and October. Families travelling with children chose the summer holidays, Easter and Christmas to visit Barbados in 2013.



ICN-Artea compilation based on data forwarded by the IDB



ICN-Artea compilation based on data obtained from the Barbados Statistical Service

2.6.2.3 Canada Market profile³⁴

Key findings:

Canada's international outbound market has increased in recent years. Canadians are interested in cultural tourism if properly motivated, especially in recent years where there has been a clear tendency to go on multi-generation family trips, looking for unique and authentic cultural experiences. Mature Canadian residents search for sun and beach destinations in the winter, with *Cuba, the Dominican Republic and Jamaica* being the main competitors for Barbados in the region.

One emerging market is millennials, who are surpassing older generations in terms of travel and luxury expenditure. In fact, this group increased their travel expenditure between 2009 and 2011 by 74%.

The total population for 2014 has been estimated at 34,835,000 people. In the global travel context, Canada ranks 7th for international tourism expenditure with a total of \$35.2 billion in 2013, as per UNWTO figures. This means that international travel expenditure has nearly doubled since 2005. Canadians have reached the highest level of outbound international travel in 42 years. The USA is the main travel destination but in the first quarter of 2014 they travelled to other countries up to 2.5% more than in the previous year.

³⁴ Information obtained from the UK National Tourism Board.

Employees in Canada receive a statutory minimum of 10 days' annual leave per year, in line with workers in the USA. In addition, workers in Canada have 9 public holidays each year.

The main motivations and attitudes to holidays for Canadians are:

- Making the most of leisure time and spending time with family and friends are important priorities for Canadians.
- Canadians strongly believe that travel to foreign countries helps broaden understanding of different cultures.
- Many older Canadians look to escape the harsh winter weather by heading south. Therefore, beach holidays are popular. However, Canadians travel for a variety of reasons, including mainly for shopping, and for this reason trips to city destinations are popular. They also enjoy the great outdoors, e.g. camping trips.

Around one in three Canadians have gone on multiple beach holidays and city breaks over the course of the past three years. For beach holidays, Canadians prefer Cuba, Mexico, the Dominican Republic and Jamaica, with the following 10 top destinations for Canadian outbound trips:

Rank	Destination
1	USA
2	Cuba
3	France
4	United Kingdom
5	Mexico
6	Dominican Republic
7	China
8	Italy
9	Jamaica
10	Germany

According to an Expedia survey, Canadians planning to travel this winter holiday season by plane will mostly be visiting sunny locations, with the top destinations being cities in Florida, Arizona, California, Nevada, Hawaii and Mexico.

With regard to cultural tourism, of the 23.3 million Canadian adults in 2000, about 2.6 million are Heritage Tourism Enthusiasts (11%). About one third are likely to be in the market for heritage tourism experiences that take into account the interests and needs of teenagers or children (34%). The most popular heritage activities – sought by between a half and one third of these tourists while on a trip in the past couple of years – include museums, farmers' markets, festivals and historic sites.

It is estimated that there will be an increase in the absolute number of Canadians who will be in the market for heritage activities between 2000 and 2026, from an estimated 2.6 million now to about 3.7 million in 2026.

A recent study³⁵ showed that recommendations are clearly important when making the decision to choose a holiday destination, being influenced by friends, relatives or colleagues as much as by traveller review websites (58%). In this same study, Canadians strongly agree that spending

³⁵ Arkenford Research 2013.

time with family and friends was very important, nearly as much as making the most of their leisure time. Accordingly, the Canadian travel trends are:

- Family travel, including multi-generational and adult children. Multi-Generational travel is increasing: families want to travel with everyone, baby boomers want to gather families together, bringing along adult children and grandchildren in order to create special times and powerful bonds. In the past few years, there has been a major increase in multi-generational travellers looking for diversity.
- Unique and authentic cultural experiences, shifting value from accumulation of more products to accumulation of richer experiences and memories. Consumers demand surprise, delight, amusement and entertainment.

Canadians are quite price conscious, with 55% saying that a special offer or price deal has influenced destination choice. This has resulted in a new travelling trend for Canadians: “tight budget trips”. Consumers expect more, however they are willing to pay providers who can offer what they really value.

Digital Universe

83% of the total population are active internet users. The weekly internet usage of online Canadians has moved ahead of the number of hours spent watching television. Online Canadians are now spending more than 18 hours a week online. There is a minimal gap between age groups. The number of Canadians over 55 accessing internet is increasing rapidly, and these senior users are embracing trends that are currently popular with the younger generation.

Canadian consumers are among the most engaged consumers in the online world. Nearly a third of them often book travel or accommodation online. Virtually 28% of online consumers often look at holiday websites with a further 50% looking “occasionally”.

Half of all Canadians and the majority of online Canadians now have a social networking profile. By age group:

- 86% Canadians aged 18-34 years
- 62% Canadians aged 35-54 years
- 43% Canadians aged 55 and over.

Canadian behaviour in Barbados

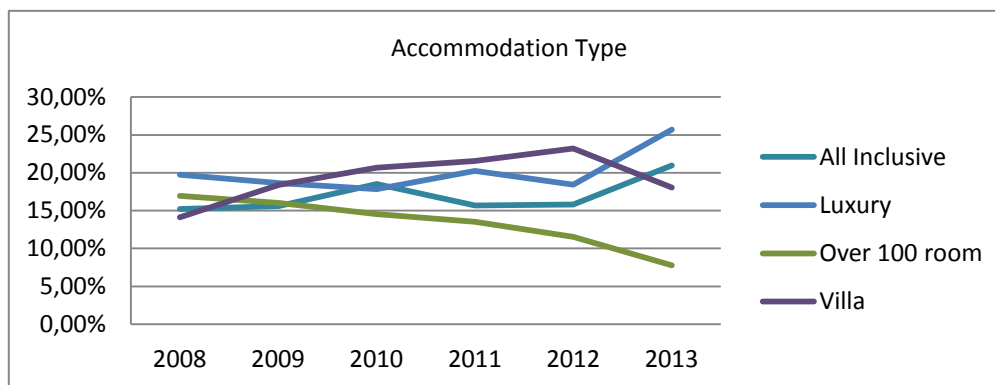
Canadian visitor numbers have been steady since 2008, with a peak in 2010 that has levelled out over the following years. The main reason for visiting Barbados is holidays with a 65% share over the period from 2008 to 2013, followed by ‘visiting family and friends’ with around a 25% share.

By age, the percentages of each group have also remained stable over the years. The main group is 46-55 years with a 21% share followed closely by 56-65 years (19%). The 36-45 and over 65 age groups have around 14% each. This demonstrates that tourists coming from Canada are generally older. This is in line with the UK, which also has mainly older visitors.

The length of stays in Barbados is mainly 7 to 10 days, preferred by 40% of Canadian visitors during the period from 2007 to 2013. The following two lengths of stay preferred by Canadians are 4-6 days and 11-14 days.

The most popular accommodation is ‘friends or relatives’ houses’ with a share similar to the percentage of visitors coming to Barbados for the purpose of visiting their relatives. Therefore, we will not take into consideration this visitor group for our analysis.

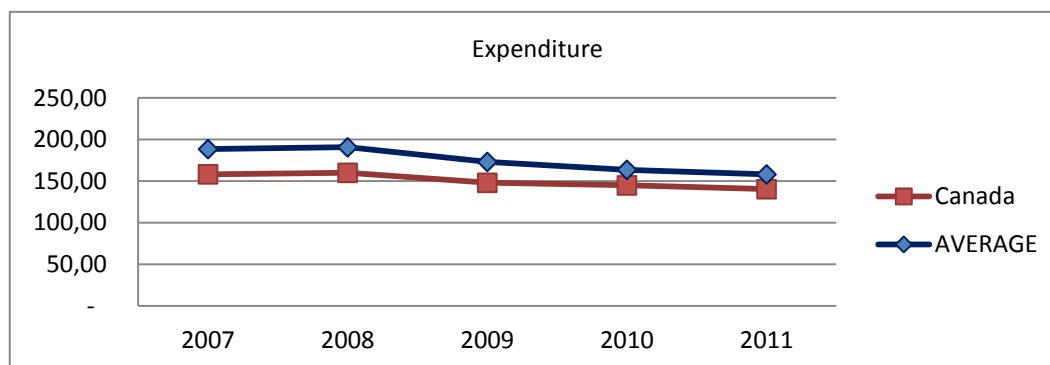
The four types of accommodation preferred during the period analysed were: all inclusive, luxury, over 100 rooms and villas, although the trends for these have changed over the period as shown in the following graph:



ICN-Artea compilation based on official data forwarded by the IDB.

The above graph demonstrates two clear trends regarding the preferences of Canadian tourists; on the one hand the decline of demand for large hotels with more than 100 rooms and a clear increase in the demand for Villas. This has been the most popular type of accommodation for four years in a row, with the exception of 2013 when demand dropped, probably due to an increase in promotions for all-inclusive and luxury hotels. Also, as stated in the *Barbados Global Marketing Plan 2014-2015* this is the only segment that has grown annually for more than five years. Therefore it should be given further consideration when planning a marketing strategy.

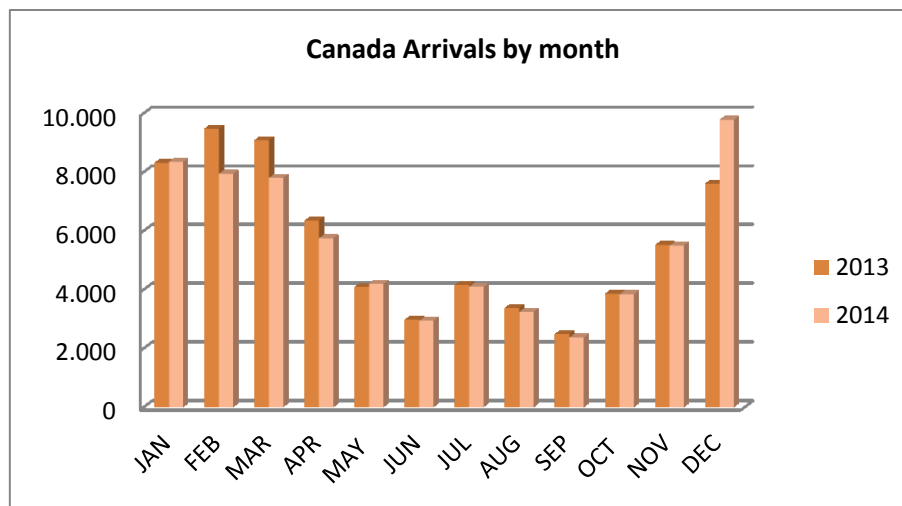
This trend confirms the evolution of Canadian tourism towards a more personalised holiday without leaving aside budget matters. Expenditure by Canadians has been below average for the whole period analysed and it is reducing in line with the reduction in average expenditure by all visitors to Barbados.



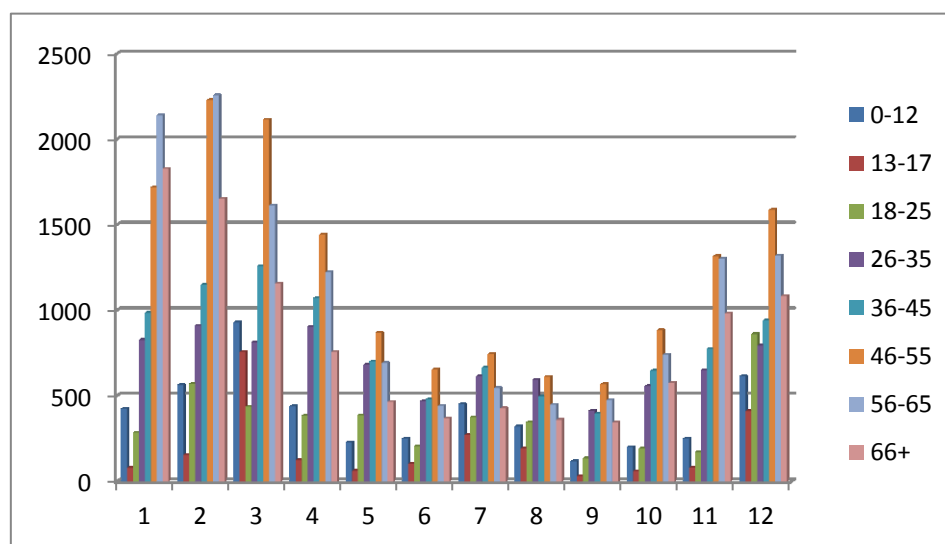
ICN-Artea compilation based on official data forwarded by the IDB

Although Canada has above-average tourism expenditure, this is not the case for stay-over tourists from Canada in Barbados. This could be due to the fact that over 25% of tourism travel to Barbados is to visit family and friends. This group is less likely to spend money on tourism-related activities, including accommodation. As the data shows, they stay with relatives. Therefore the lower expenditure of this group reduces the average expenditure for the Canadian market as a whole.

With regard to seasonality, Canadians travel to Barbados more in the winter months to avoid the cold weather in their own country as we can see in the graph below. Easter, July, August and December were the periods when more families with children travelled to Barbados in 2013.



ICN-Artea compilation based on data from the Barbados Statistical Service



ICN-Artea compilation based on official data forwarded by the IDB

2.6.2.4 Germany market profile³⁶

Key findings:

Sun and beach holidays are one of the main motivations when it comes to holidays. At the same time, they believe that going abroad forms part of their personal enrichment and helps them to better understand and learn more about foreign culture. They are looking for authentic destinations, but combined with social and nightlife activities.

Cruises represent a growing market and Germany could overtake the UK to become Europe's largest ocean cruise market next year after strong growth again this year, especially for 7-10 day cruises. There is margin for an increase in German cruise passengers in the Caribbean as it is an aspirational destination for German holidaymakers.

³⁶ Information obtained from the UK National Tourism Board

The total population for 2014 has been estimated at 80,997,000 people. In the global travel context, Germany ranks 2nd for international tourism expenditure with a total of \$85.9 billion in 2013, as per UNWTO figures. This is an increase of more than 50% since 2000, with France being the most visited destination.

German full-time employees receive 30 days' annual leave plus up to 10 days of public holidays (depending on the state) each year.

The main motivations and attitudes to holidays for Germans are:

- Sun/beach, nature and visiting friends or family are among the most important reasons for going on holiday.
- Germans are keen to strike a work-life balance with plenty of time for relaxation.
- Nearly half of Germans would return to the same place for a holiday on the basis of its 'natural features'.
- There is a large market for sun/beach destinations, and 'budget' destinations such as Turkey are growing in popularity.
- Germans strongly agree with the statement that travelling to new countries broadens one's understanding of different cultures.

Statistics show that there is an increasing willingness to travel among under 35s and over 65s. Singles are also expected to generate strong growth in the travel sector. There is a trend towards late bookings that is expected to continue.

German travellers have a strong interest in wellness programmes and spas, as well as nightlife offers. The popularity of short breaks is growing in Germany.

The economic situation has not really affected travel expenditure and tourism has grown over the last two years.

Short breaks are becoming increasingly popular in Germany, with nearby countries benefiting from this trend:

Rank	Destination
1	France
2	Austria
3	Italy
4	Spain
5	Turkey
6	Poland
7	The Netherlands
8	UK
9	Hungary
10	Greece

Aspirational destinations for Germans are long-haul destinations. The most visited countries in the long-haul market are: the USA, China, Canada, Brazil, Australia and New Zealand. Behind these top ten destinations are the Caribbean and South Africa. Winter destinations in Asia (Malaysia and Thailand in particular) and Dubai are very popular.

In the Caribbean, the main destinations chosen by Germans are: the Dominican Republic with 215,000 visitors in 2013 and Cuba with 116,000 visitors, greatly exceeding Barbados with 38,000 visitors.

Other long-haul destinations competing with Barbados and offering comparative tourism products include Mauritius (60,530 German visitors in 2013), Seychelles (29,500 German visitors in 2013) and Malaysia (140,000 German visitors in 2013).

The European Commission conducted a survey in 2012 that showed that half of Germans would be lured back to the same place courtesy of its natural features, while more than one third are prepared to be loyal to a destination due to the quality of the accommodation.

Germany is one of the main source markets for adventure tourism in the EU. 12% of German travellers had 'Nature' as the motivation of their main holiday trip in 2010 and another 5.3% had 'Sports' as their motivation. Both figures were higher than the EU average of 6.5% and 3.3% respectively. The location's environment and attractiveness was the attraction that had the most influence on the choice of destination of German holidaymakers in 2010 (52%). This is followed by 'cultural heritage' (2%) and 'Options for entertainment' (6.0%). Nature-based tourists who travel to engage in nature-related activities in (protected) natural areas also form part of the German adventure travel market. These tourists are between 30 and 59 years of age, mostly 40 to 50. Around 65% of them are women, and most have attained a high level of education. 60% prefer to travel in couples.

Active holidays are identified as one of the main growth niche markets in Germany for 2011. Demand for holidays focusing on adventure, exploration and sports has increased steadily over the past years, driven by German tourists' motivations to seek unique experiences and the trend for healthy holidays.

Cruises

The cruise market is still experiencing strong growth and is becoming more and more popular, also for younger travellers. The number of Germans going on sea cruises grew³⁷ by 11% to nearly 1.6 million in 2012, while there was a 5% decrease in Germans going on river cruises. Interest in package holidays has been declining.

The average spending of Germans on cruises with a flight is €168 per night, more than twice that of other package holidays. A drop in the average length of cruise holidays was also noted. The proportion of seven-day cruise bookings increased from 41% in 2012 to 50%.

Language

Most Germans learn English as their first foreign language in schools, so the majority of younger and middle-aged Germans speak English to a sufficient level.

Digital Universe

According to statistics, 75% of the German population aged over 14 use the internet. The average daily time spent online by German internet users grew by 36 minutes to 169 minutes in 2013. Mobile internet has undergone strong growth and smartphones are the most popular mobile internet access method, although television and radio continue to be the leading media in terms of average time spent. A study conducted by Adobe found that 62% of German

³⁷ DRV Cruise study 2012.

consumers deem online advertising annoying, and 73% consider that advertising needs to sell a story and not just a product.

Three quarters of German web surfers used social media in 2013, with the highest rates among those aged under 30 (90%). The strongest growth was in the 40-49 age group, while 2013 was the first year that more than half of those over 60 were also found to have used social media.

E-commerce is becoming increasingly popular in Germany: 29% of Germans have already booked a hotel and 28% have booked a holiday online, rating the experience as easy.

The online travel industry is booming in Germany, with a yearly increase of 8%. It is important to note that 47% of travel agency clients conduct their own online research before booking a product offline.

Looking at holiday websites is an activity done “often” by 26% and “occasionally” by internet users. Hotel websites had influenced 58% of internet holidays booked by German consumers. Other sources of information and influence include friends and relatives.

German tourist trends in Barbados

Although the German market is significantly smaller compared to other target markets, it is the only one with an upward trend during the period from 2008 to 2014. There has been an increase of over 40% since 2007, reaching a figure of nearly 12,000 German tourists in 2014 (16.43% over 2013), representing 2.03% of total stay-over tourists.

The main purpose is holidays with over 70%. A small 10% of tourists go to visit friends and relatives, the other 20-25% visit Barbados for several reasons, with business reasons representing 6% of the total.

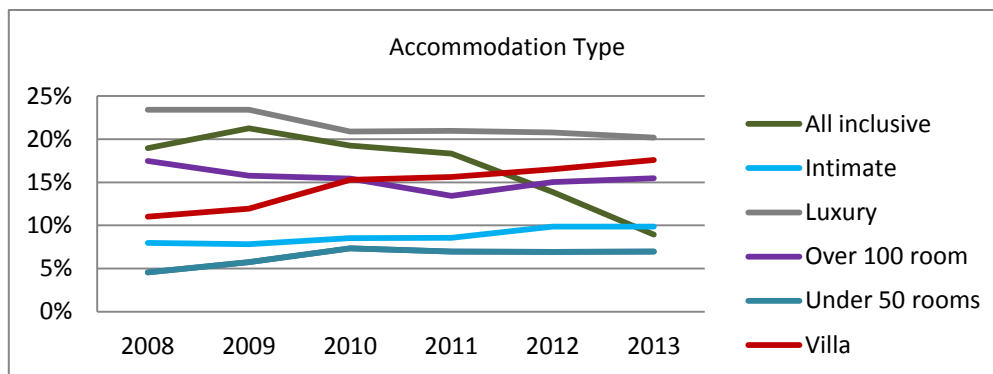
By age, Germany together with the USA and Latin American countries has the largest proportion of 26-35 year-old tourists, 22-23% of total tourists for the period from 2007 to 2013. They were followed closely by the 46-55 age group (which is growing) with a 20.21% share in 2013, and the 36-43 age group with a 19% share in 2013 (this age group has been in steady decline since 2007). Tourists aged 56 and over comprise 21% of total tourists from the German market.

The length of stays in Barbados preferred by German tourists is 7-10 days, although in the period analysed this is changing towards a longer stay of 11-14 days. Currently, 25% chose the shorter period of time while 23% opt for an 11-14 day visit. Stays of 4-6 days and 15-22 days remain constant at around 13% and 12% respectively.

As in the case of the other countries analysed, the percentage of people visiting family and friends is nearly the same as the percentage of people staying with relatives. Accordingly, we will not take into account this data for the analysis of tourist accommodation.

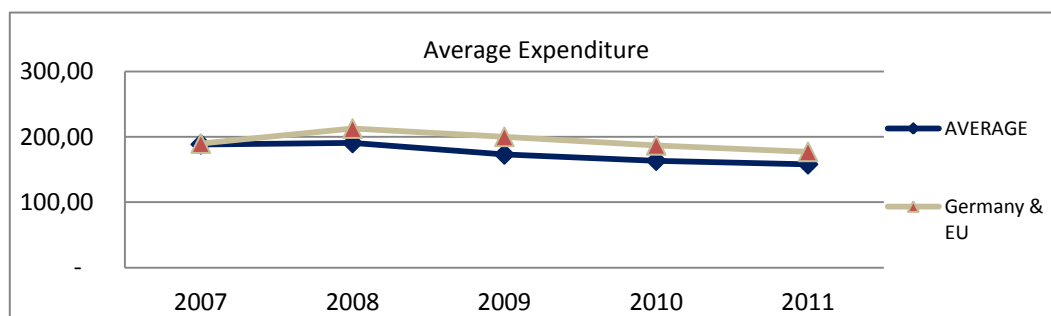
Although Luxury Accommodation is the most popular, the graph below shows a decline for this type of accommodation. There are two further clear trends for the German market: the dramatic decrease in ‘all inclusive’ accommodation, which has suffered a radical drop since 2011 when it reached its peak; secondly, a major increase in the demand for Villas, the accommodation type which has increased the most since 2009 (132%).

The German preference for villas relates to the trend towards experience-based tourism that this market has experienced over the last few years, along with budget issues.



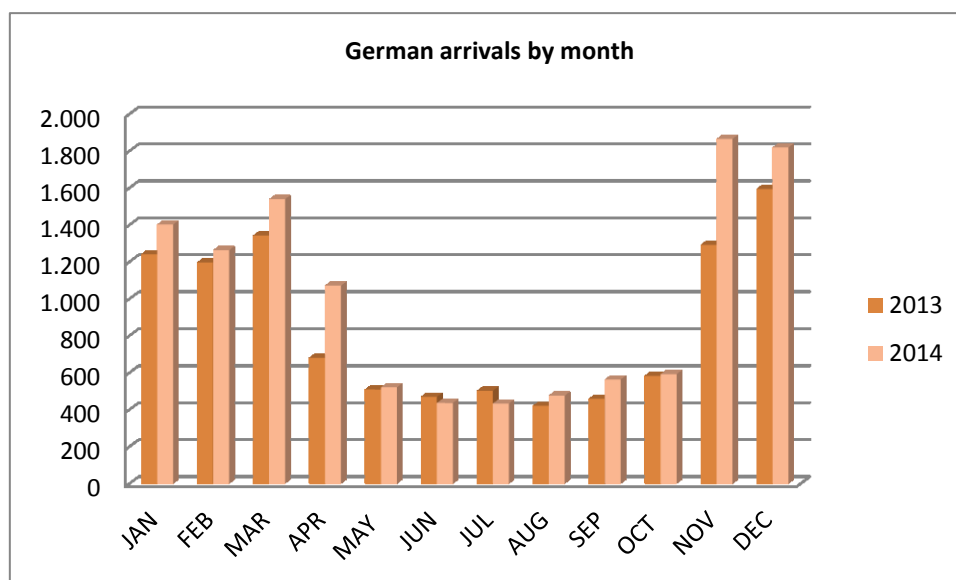
ICN-Artea compilation based on official data.

The expenditure of the German stay-over market remains above average but has been in line with the steady decline since 2008 in the average market expenditure in Barbados.

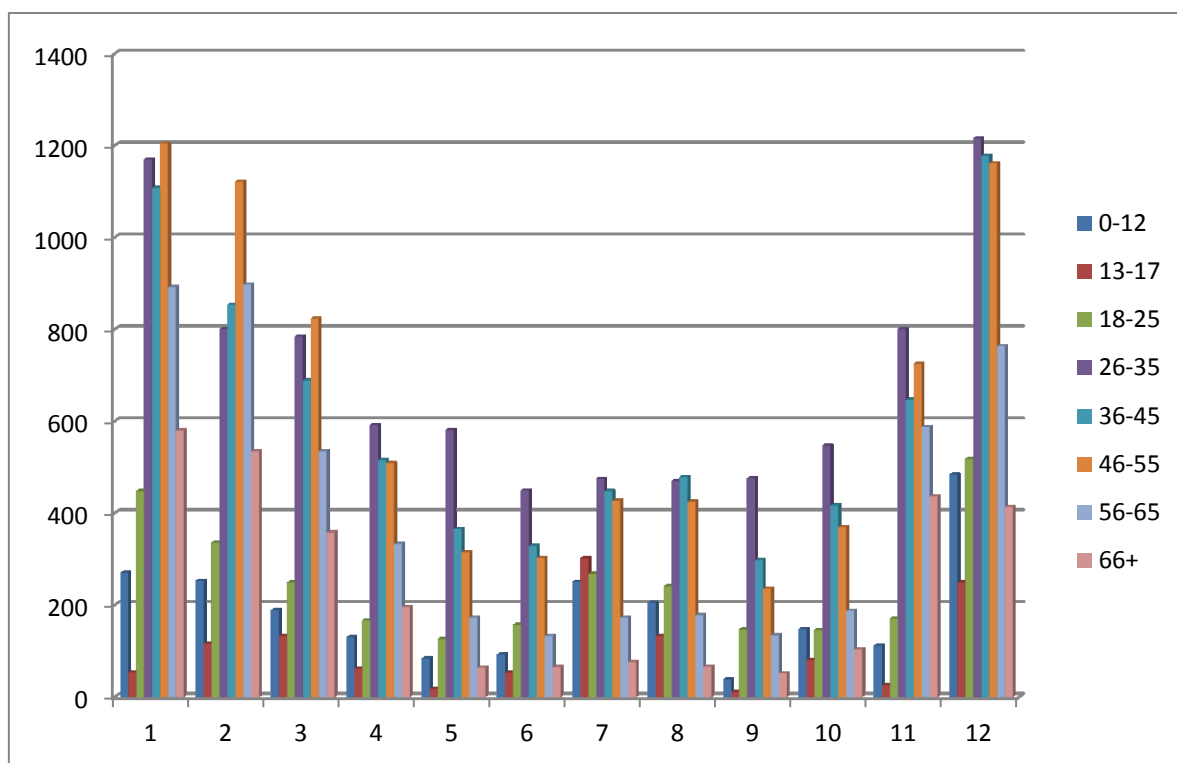


ICN-Artea compilation based on official data forwarded by The IDB.

Like Canadians, German tourists mostly travel to Barbados in winter. In 2013, families travelling with children chose July and December to visit Barbados.



ICN-Artea compilation based on data from the Barbados Statistical Service



ICN-Artea compilation based on official data forwarded by The IDB.

2.6.2.5 Brazil Market Profile ³⁸

The total population for 2013 has been estimated at 202,656,000 people. In the global travel

Key findings:

The emerging middle class is travelling internationally in greater numbers. Most outbound travel is within the region, where language difficulties are easy to overcome because of the similarity between Spanish and Portuguese. This is a barrier that Barbados needs to tackle by providing enough signs and personnel qualified in languages so that Brazilian travellers are confident about coming to Barbados.

Most of the trips by Brazilians include several destinations. Therefore, it would appear there is an opportunity for Barbados to tap into this interest in visiting multiple destinations on the same trip through the provision of appropriate itineraries within the Caribbean.

More experienced Brazilian travellers (the wealthiest segment of Brazilians), look for specific experiences when selecting a destination such as traditional gastronomy routes (Bajan cuisine) combined with an appealing cultural offer that can be marketed in the Brazilian market.

Shopping is a major activity while abroad; most of the trips organised to the USA have shopping as one of their aims. Therefore, shopping routes should be easy to find and walkable to encourage tourists from Brazil.

³⁸ Information obtained from the UK Tourism National Board.

context, Brazil ranks 12th for international tourism expenditure with a total of \$22.2 billion in 2012, an increase of one third over the previous two years.

Brazilians are entitled to 22 days of annual leave from work. The major holiday periods are in July and January and also during Carnival week (usually in February). In addition there are 13 national public holidays each year.

Brazilians' main motivations and attitudes to holidays are:

- Making the most of leisure time and spending time with family and friends are important priorities for Brazilians.
- Shopping now forms an integral part of Brazilians' overseas travel experience, with travel agencies even putting together packages specifically targeting this activity, especially for the United States.
- The emerging middle class is now able to travel overseas, which is leading to a boom in Brazilian travel to destinations closer to home such as Argentina and Uruguay, but also the USA and Europe.

According to statistics in 2012, more than 6.9 million Brazilians travelled abroad as tourists in 2012. This figure is expected to grow steadily, reaching 9 million Brazilians in 2017. Brazilian travellers have gone on an average of 5 trips in the last two years. The most frequent types of trip are touring holidays and trips that included two or more city destinations, but with almost half also reporting having taken more than one beach holiday over the last three years.

The top ten destinations are:

Rank	Destination
1	USA
2	Argentina
3	France
4	Spain
5	Portugal
6	Chile
7	Uruguay
8	Italy
9	Germany
10	UK

While outbound travel takes place to a multitude of destinations not all of them are 'genuine' competitors for Barbados, in the sense that there are broad similarities in terms of distance from the market in question, what the destination offers and so on.

For example, many Germans go to Spain for their holidays, but Barbados is not competing directly with Spain for the German market in the same way that it is competing with the Dominican Republic.

By region, Europe is the most popular destination, with 2.3 million Brazilian visitors. This may reflect family or historic links, as well as a growing middle class going on their first overseas trip in recent years and who can now afford long-haul travel.

By country, the USA is the main destination, with Orlando, New York, Miami, Las Vegas and Los Angeles being the most visited cities. Shopping is a major driver for these visits (shopping expenditure grew 347% between 2004 and 2011, reaching US\$8.5 billion), combined with other activities such as theme parks and gambling. Other top activities were 'eating in restaurants' and 'visiting historic sites' (59%).

Other destinations in Latin America account for 31% of outbound visitors and almost half of that travel is to Argentina. In 2012, 2.5 million Brazilians visited Latin America, a 1.95% increase compared to 2011. This figure is expected to rise to 4.8% in 2014.

High-income Brazilians are familiar with destinations such as the USA and Europe. These more experienced travellers seek exotic destinations or specific experiences such as car racing or luxury gastronomy (wine routes in Chile, Spain and Italy and motorcycle and car racing in the USA and the UK are increasingly popular among this demographic sector).

Luxury travel has grown in Brazil, with 50% of travel trade professionals booking more than four luxury trips per client in 2012. There is a growing interest in exclusivity, quality and the reputation of a destination or hotel when selecting luxury travel. The wealthier classes are travelling overseas more than ever, but are increasingly looking for newer and more exotic destinations such as Turkey, India, Dubai and South Africa. Some of these new destinations, such as New Zealand and Dubai, are making specific efforts to capture Brazilian long-haul markets.

Shopping for fashion items is one of the preferred activities. South American destinations are favoured by more budget-conscious shoppers. Other popular activities include visits to historic sites, art galleries and museums, sightseeing in cities, visits to cultural heritage sites and amusement/theme parks. There is a growing interest in Caribbean destinations. Brazilians also enjoy nightlife and culture. They go out to cafes, bars and clubs whilst visiting a foreign country and are also interested in going to the theatre, opera, ballet, etc.

Language

It is important to note that foreign languages are not widely spoken in Brazil. Estimates indicate that less than 5% of the population speak fluent English. Therefore, Brazilians feel more comfortable travelling to destinations where they can communicate with trained tourism professionals that speak Portuguese.

Digital Universe

105.1 million Brazilians had access to the internet in 2013, an increase of 3% compared to the previous year. Brazil has the world's fourth largest population of 'digital natives', with 20.1 million people.

Internet use is more frequent with mobile devices than desktop PCs, although shopping via smartphone is not common.

E-commerce is now also starting to gain ground in Brazil. Online booking sites are competing heavily with the traditionally dominant travel agencies (especially with regard to price) for flights and hotels.

When planning a trip, two sources of information tend to dominate: websites and personal recommendations from friends or family. Looking at holiday websites is something that is done often by 52% of internet users and reviews written by other travellers are commonly consulted when planning a trip.

Social networks are used to share photos and videos of travel experiences.

A survey conducted of 40 brand sites on Facebook in Brazil found that the sites with the highest number of fans did not necessarily generate the highest customer engagement. The most important factors in the success of fan pages were found to be variety and regularity of posts, inclusion of new information and reliable news about the brand and contests/giveaways.

Brazilian tourism trend in Barbados

Since 2010, Barbados has been benefitting from a scheduled GOL airline connection from Sao Paulo. Barbados welcomed 4,703 Brazilian tourists in 2013, compared to 2,354 at the end of 2010.³⁹

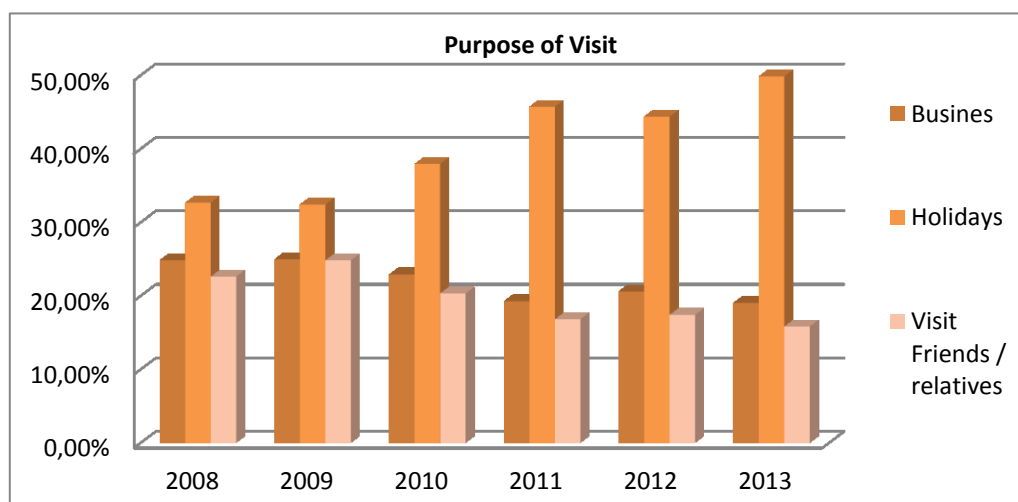
A study conducted by Cristina Jonsson, a tourism lecturer at the University of the West Indies, concluded that Barbados' tourism sector is not truly prepared to either receive or meet the needs of Brazilian tourists. The study identified a lack of knowledge of the travel trends, characteristics and motivations of this market segment, which is imperative for destination marketers to determine whether the destination is suited to the potential target market.

The findings of this study revealed that "there is significant domestic travel within Brazil and its surrounding region which shows that Barbados has to compete with Brazil and the entire South American region, which in essence has the same 'sun, sea and sand' product on offer, on a higher quality level."

Latin American & other Caribbean Countries

Unfortunately, we do not have disaggregated data for the Brazilian market so this market will be analysed together with the aggregated data for Latin American & other Caribbean Countries.

The number of Latin American and Caribbean visitors is low in comparison to all the other countries analysed. There were close to 17,000 tourists in 2013 which reflects a slight drop compared to the period from 2007 until the preceding year, during which this figure was steady at around 20,000 visitors. There are three main purposes for visits, with an increase in the number coming to spend their holidays over the last four years.

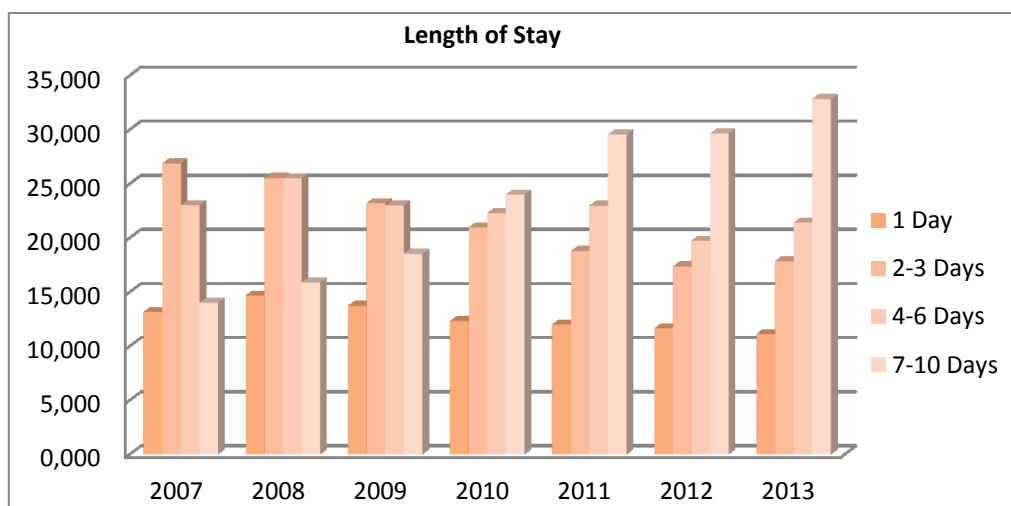


ICN-Artea compilation based on official data forwarded by the IDB.

³⁹ Targeting A New Tourism Market: Is Barbados Ready For The Brazilian Market? Cristina Jonsson, Barbados Business Authority News, March 2015.

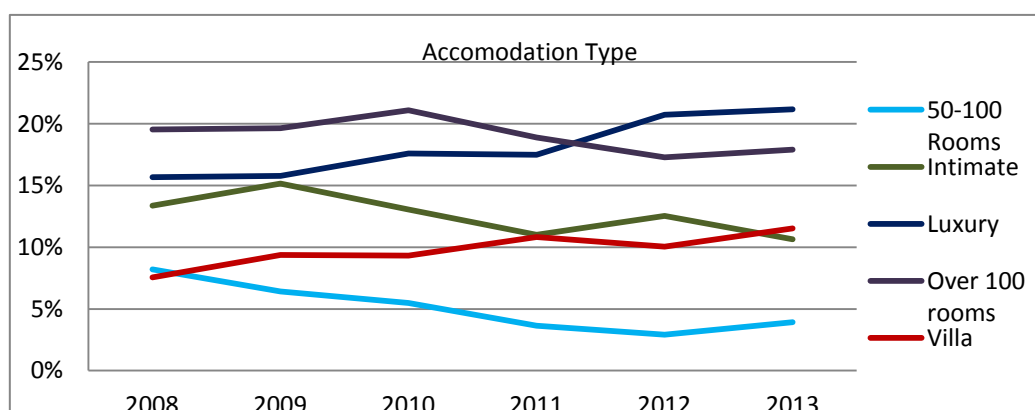
By age, the 36-45 age group accounts for 25% over the period analysed, followed by the 26-35 age group with a 21.6% average for the period and 56-65 years with a 19% share. Visitors over 56 represent approximately 15%.

The length of stay preferred by Latin American and Caribbean visitors has increased over the period analysed from 2-3 days to 7-10 days, in line with the rest of the target market. There has also been a slight reduction in 4-6 day stays in favour of 7-10 day stays, which in 2013 had a 33% share.



ICN-Artea compilation based on official data forwarded by the IDB.

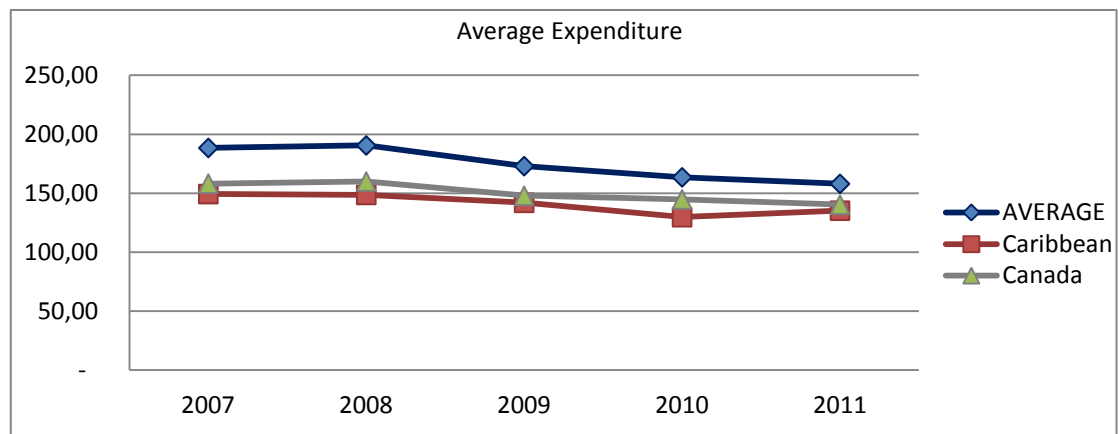
As in the case of the other markets analysed 'Friends or relatives' house' has a similar share to the percentage of visitors coming to Barbados with the purpose of visiting their relatives. Therefore, this analysis will not take into consideration this visitor group. All types of accommodation have dropped in 2013, in line with the decrease in tourism for the region that year. Luxury accommodation is the most popular and has had the largest increase over the years. Villas have also experienced steady growth and in 2013 were the third most popular type of accommodation, just above intimate hotels.



ICN-Artea compilation based on official data.

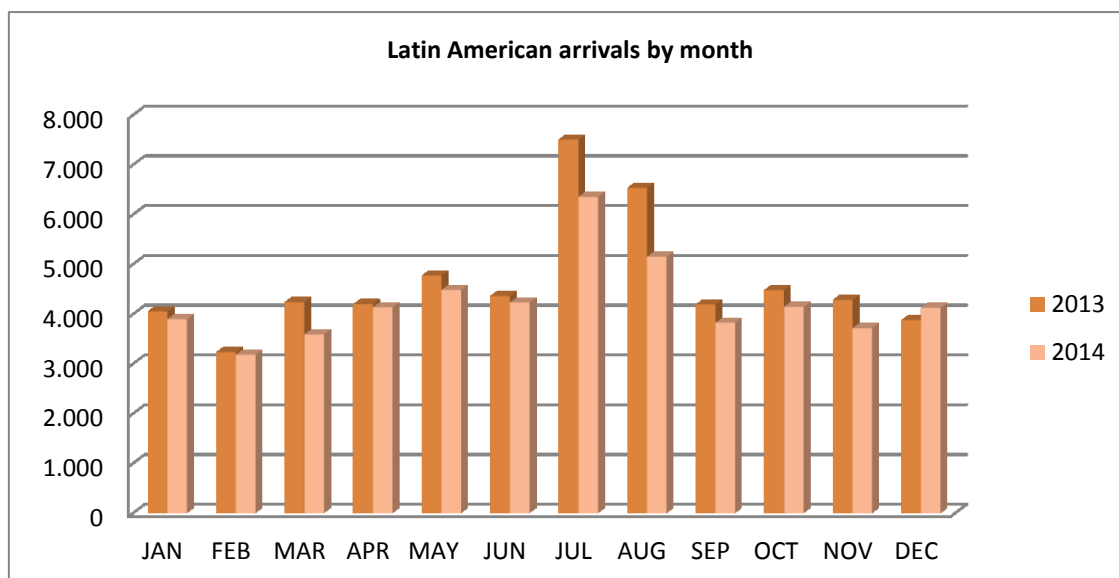
This graph is in line with accommodation demands by age, with villas being more popular among younger markets.

The expenditure for the stay-over market is below average and slightly lower than the Canadian market as shown by the graph:



ICN-Artea compilation based on official data forwarded by the IDB.

Latin American tourists travel to Barbados nearly all year around, although July and August are more popular, being the favourite months to travel with children. In comparison to other target markets, families from this region travel to Barbados with younger family members.



ICN-Artea compilation based on data obtained from the Barbados Statistical Service.

2.6.3 Forecast and trend of the Caribbean region by country of origin

Together with the information of the official institutions mentioned above, we consider that it is interesting to refer to the most recent forecasts by the hotel industry and operators for the Caribbean region, since it integrates several variables.

In general, tourism companies operating in the Caribbean expect good results for all countries of origin in 2015, as stated in the HOSTELTUR magazine in its April edition. The magazine pointed to the positive evolution of the **United Kingdom, Germany and the USA**. Nonetheless, there are still uncertainties in the industry due to the weakness of some countries of origin such as **Russia and Brazil**, and the confusing situation in the Middle East.

British Market

The ABTA (Association of British Travel Agents and Tour Operators) points out that the Caribbean is very well placed for summer of 2015, with a 10% increase in reservations.

According to ABTA sources, this growth is due to an increase in consumer confidence, a strong currency and a reduction in Air Passenger Duty, including the elimination of this duty for children under 12 as from May 2015.

Within the Caribbean region, Barbados, Jamaica and Antigua are the most popular English-speaking islands. The Dominican Republic and Cuba are also quite popular with British tourists. In the case of Cuba, demand has grown because the British are trying to visit the Island before it is opened up to the USA in 2016.

German Market

The German Travel Association (DRV) foresees that the Dominican Republic and Cuba will continue to be the favourite destinations in the Caribbean region. The DRV points out that both countries have good tourism infrastructure, a wide variety of all-inclusive hotels and a range of charter flights from the main German airports.

Proportionally, the long-haul market is experiencing an upward trend, with a 30% increase. There is major demand in Germany for travel to the **USA, the Dominican Republic, Mexico, Canada and Thailand** during 2015.

The German tour operator FTI Touristik has identified a growing demand for **Cuba**, while **Mexico** and the **Dominican Republic** have a less favourable outlook due to the depreciation of the dollar.

Expedia LPS in Spain identifies the **Dominican Republic, Puerto Rico, Jamaica, Aruba and Bahamas** as the main destinations, with significant growth in the case of Haiti as a new sun & beach destination. Regarding Cuba, a positive impact is expected from the new arrangement with the USA.

USA and Canadian Markets

The North American tour operator Apple Leisure Group points out that American tourists prefer short-haul trips and **Mexico and the Dominican Republic** will continue to be the favourite destinations.

It also highlighted the growth of **Aruba**, with a 3.7% increase in 2014. The improvement of the American economy and flight connections will also favour the Caribbean region this year. There will also be increased interest in Cuba due to the reduction of restrictions and this destination is considered to be a major opportunity for the hotel industry due to the current lack of top-range hotels.

It is worth noting that USTOA (United States Tour Operators Association) has registered significant growth in demand for travel to Cuba, the second destination among emerging markets just after Myanmar.

An improvement is also expected for Canada after the weakness of its currency last year.

Latin American market

Nearly 1.5 million Latin American tourists visited the Caribbean in 2013, 13% more than in 2012 and 70% more than the 859,000 visitors registered in 2009. Moreover, in 2013 trips within the Caribbean region grew by 2.1%, with a total of 1.6 million Caribbean residents travelling for holidays and leisure activities within the region.

It is important to note that in 2014 there was a 9.84% drop in the number of Latin American tourists visiting Barbados, compared to the numbers in 2013 (as per data from the Barbados Statistical Service).

Brazil is the largest market of origin but not the only one in Latin America. The report on trends during the World Travel Market 2013 in London showed that in the last two years the tourism industry has focused its attention on **Mexico and Argentina**.

According to the Spanish firm Magma Hospitality Consulting, apart from Brazil and Mexico other emerging countries in the region such as **Colombia, Peru and Chile** also offer opportunities for the expansion of hotel chains.

Regarding holiday types, IPK has identified a growth in tours around an area (+13%), city breaks (+6%) and beach holidays (+4%).

IPK also established that **total expenditure** by Latin American tourists during trips to foreign countries increased by 12%. The average expenditure was up 4% to €1,679, equivalent to €233 per night.

Conclusions

- Although 2014 (and the trend for 2015) indicates a slight recovery, we can conclude the analysis by saying that over the last 5 to 10 years Barbados has suffered a decline in the number of visitors, as well as a lack of interest in visiting the country among younger generations (mainly British).
- The preferred length of stay is 7-10 days, with apartments & villas becoming popular in detriment to over 100-room hotels. This trend appears to reflect the search for a more personalised holiday.
- With the growing geographical tourism offer, people are more aware of their possibilities and are changing to places where they can get good value for money regardless of other factors such as familiarity with the place or language. The Dominican Republic, Cuba and Jamaica are three of the competitor countries that are gaining in interest among tourists. The opening up of Cuba to the USA is a potential risk to Barbados that has to be given special consideration in relation to this traditional market.
- Germany is the country that has increased the number of visitors to Barbados, in keeping with their motivations of looking for authentic places with social and nightlife activities. This is a growing market of major importance, since the average expenditure of Germans is higher compared to other tourists.
- The use of internet as a tool for information, reservation and purchases is increasingly important in all markets.
- Although recent trends reflect a slight recovery, Barbados' loss of competitiveness makes it necessary to develop a new image, new products and a new marketing strategy to reposition the country as a creative force in the tourism sector.
- The constant decrease in younger tourism is especially worrying; this means that these potential consumers are not interested in the destination. The younger segment should therefore be an objective in all markets, since it represents the future growth of the industry.
- Traditional markets should be stimulated not only with price strategies (Brilliant Barbados) but also with new proposals that appeal to their inner motivations. The price factor is relevant in an economically difficult situation but is insufficient in itself to reactivate the market.

- Specific niches such as families could be motivated with a programme of activities during Easter, July, August and December when more families travel to Barbados on family trips.

By market

- UK market

- This is the main market by origin for Barbados, so its decrease in recent years due to the economic situation has greatly affected Barbados' tourism economy.
- Although it seems to be recovering from the economic crisis, this market should be strengthened from a motivational point of view, taking into consideration that while these tourists demand traditional factors such as the sun and the beach, they also seek experiences that allow them to 'feel like a local' and form a part of the place. In this context, the new offer of cultural products should play an important role in the generation of such experiences.
- The new generation of British travellers do not appear to be interested in the current offer in Barbados, being more attracted to a more exotic offer clearly differentiated from their usual cultural environment.
- More specifically, the 36-45 age segment has decreased by 10% in recent years, while the main segment is tourists aged over 52 (32%).
- The new cultural offer should be capable of attracting younger generations through a more creative image of the country mixing culture, fun and sun. Barbados' colonial past should acquire a new meaning for these travellers. The international image of Rihanna as part of the country's identity could also be a way of changing the traditional image of the country.
- The average expenditure of the British market in Barbados is higher than average (although it has slightly decreased).
- The Dominican Republic, Mexico, Antigua and Cuba are the main competitors in the Caribbean area.
- Family trips are increasing for this market so they should be taken into consideration. It is necessary to offer a range of proposals where enjoyment and culture forms part of a travel experience able to reinforce family ties.
- There is also an increasing interest in cruises and all-inclusive trips which should be taken into account.
- The increasing interest in villas reflects the preference for an alternative experience on the island which is more appropriate for families.

- USA Market

- This is the second most important market for the country and it also has less seasonality due to its geographical proximity.
- As in other markets, changes in the behaviour and mentality of American travellers have resulted in a search for more emotional experiences and integration in local life.
- More specifically, there are three segments on the rise in the USA: adventure, cultural/history and family/multi-generational.
- Singles and millennials are considered high-potential segments to be taken into consideration, since their willingness to pay on international trips and the number of experience-based activities they take part in is quite high.

- Nevertheless, there has been an increase in the 26-35 age segment over the last three years after a drop in 2008. Rihanna's status as the country's main ambassador for events such as Crop Over and the Food & Wine and Rum Festival should play a key role in the marketing strategy for this niche.
- For tourists over 50, travel represents a rejuvenating and relaxing experience. This is something to be considered given the average age of visitors to Barbados. Security, accessibility, culture, relaxing places, gastronomy and fun should be integrated in a wider image of the country.
- Their average expenditure is somewhat lower than the total average.
- Due to their proximity to the Caribbean, Barbados competes with a wide range of countries, including Mexico, Puerto Rico, the Dominican Republic and Jamaica. Cuba will undoubtedly soon join this group of the most popular destinations.
- Cruises around the Caribbean from Miami or closer ports represent a typical activity for North American travellers, with Bridgetown forming part of some of these routes.
- Current products such as George Washington House in the framework of the tour of the Garrison World Heritage Site should be reinforced for this market.

- **Canadian Market**

- This is the third main traditional market (13%). As opposed to the British market, it has remained stable despite the global economic situation in recent years.
- The search for cultural experiences during travel is one of the main motivations for this market, reinforced by an increase in multi-generational travel, which places importance on sharing knowledge, experiences and enjoyment of a new country.
- For more mature Canadian tourists, one of the main motivations is the sun & sand offer. Therefore, Barbados' main competitors are Cuba, the Dominican Republic and Jamaica. Culture also represents a strong motivation for Canadian tourists and should be a way for Barbados to match the offer of its competitors with its own identity proposals.
- It is clear that promotion of Barbados as a UNESCO World Heritage site would be an attraction for this market, and Barbados is not fully taking advantage of this situation.
- The millennial segment has become a key target segment due to its high expenditure potential.
- Barbados welcomes a low percentage of young Canadians, with only 14% being less than 45 years old. A shared strategy for the North American youth segment related to Rihanna as the country's image and enhancement of music festivals should be implemented in the near future.
- Their average expenditure is below average and reflects a growing trend toward 'all-inclusive' holidays.
- Paradoxically, luxury hotels have also increased in popularity in detriment to villas.

- **The German market**

- Although it is not one of the main markets, it is the second largest market in Europe. It has stable behaviour due to its stronger economy, which has not been as severely affected by the economic crisis.
- Germans consider travelling as a means of personal enrichment and a way of forming part of the destination; social life is a valuable asset, especially the nightlife. This is a market which is closely connected with the concept of creative tourism.
- Adventure and nature tourism is also popular with German tourists.

- Barbados should offer a richer experience for this market oriented towards all these motivations in order to compete more effectively with the Dominican Republic and Cuba (the most popular Caribbean countries among Germans).
- Revealing the peculiarities of a World Heritage site in the Caribbean context could be an interesting way to generate curiosity and attraction for this European market.
- Although most Germans speak English, Barbados' commitment to this market should include the promotion of new tourism products in German (on and offline).
- Cruises are a growing trend in the preferences of this market.
- Germany is one of the biggest sources of young tourists in Barbados.
- German tourism is concentrated in the winter months, although families with children tend to travel mostly in July and December.
- In terms of accommodation, demand for all-inclusive trips has decreased, while villas have enjoyed steady growth. The expenditure is above average.

- **The Brazilian Market.**

- The growth of the Brazilian middle class has seen Brazil become an emerging market of potential interest worldwide, including neighbouring countries such as Barbados, which has benefited from this situation to welcome several thousand visitors to the country.
- The main motivations for this market are shopping and leisure.
- Sharing time with friends and family during holidays is one of the main reasons for going on a trip.
- Brazilian people travel to nearby countries in Latin America such as Argentina and Uruguay. The USA and Europe are also common destinations.
- The Brazilian market has certain entry barriers due to the language, as only a small minority speaks English. In order to consolidate this market it is necessary to offer more informative material in Portuguese.
- According to recent studies, there is a lack of connection between the existing offer in Barbados for this market and its motivations. Further research is required regarding their travel expectations in order to be able to compete with other sun & beach destinations.
- Given the importance of luxury for this market, premium/exclusive cultural proposals are especially recommended for these tourists.

3 INTERPRETIVE PLAN. Cultural Tourism Product Lines

3.1 Barbados Cultural Tourism National Plan.

The content of this plan has been designed on the basis of the variables identified from a close study of Component I in reference to the following topics:

- The current situation of cultural tourism from an international standpoint, its history, how it is changing, current trends and future prospects.
- Current themes related to existing cultural tourism products in Barbados.
- State of the heritage resources that can be used for the development of cultural tourism products around them.
- Current consumption of the Islands cultural tourism offer in relation to both cruise travel and stay-over tourists.
- Information collected from different agents within the cultural tourism field in Barbados.
- Benchmarking on world heritage sites in competitors markets.
- Results obtained from the new products survey based on cruise passenger experience.
- Analysis of the available data on the main destinations, from a point of view of both general motivations as well as behavioural trends among visitors to Barbados.

On this basis the main **objectives** of the plan and the key Cultural Tourism Products have been defined as follows:

1. To **transform** the heritage resources into cultural tourism products that will be valuable for both visitors as well as the local population

Heritage in general does not have to be material or immaterial, monumental or archaeological, however it must be meaningful to both the people that created it and to their descendants. This essence is the key to attracting a new cultural tourism public.

2. To **convert** the Plan into the launch pad for a new cultural tourism on the Island. As this is a National Tourism Plan, the overall project must include a strategic vision for the entire cultural tourism offer in Barbados. This plan should be the first step for the modernisation of all aspects of the sector: interpretative concepts, means of presentation, capability building, new professions, branding etc.

3. To **respond** to the challenges of tourist demand.

- Firstly, we must **respond to the needs** of current travellers to the island, both cruise passenger and stay-over tourists.
- Secondly, we need to establish measures **to rejuvenate the image of tourism** in Barbados (especially British), given that the study currently indicates a slightly aging audience. To do this we need to propose products in line with what the modern cultural tourist is looking for, namely *“more interactive and intangible experiences, far from museums and static monuments”* (Frei 2009)

- Thirdly the plan aims to respond to the new trends emerging related to **Creative Tourism**.

The Target Audience.

The various cultural tourism markets have been identified along with their specific characteristics⁴⁰. These have been listed under the various diagnosis reports and will be directly associated with their respective products in the marketing plan⁴¹. It is nevertheless important to emphasise that the three main product lines proposed are designed to meet the universal needs of a whole range of consumers.

In summary we can say that the Plan has considered the following:

- The differing degrees of motivation demonstrated by the tourists in relation to cultural tourism.
- The behaviour and primary motivations associated with the main source markets.

MARKETS	CHARACTERISTICS & MOTIVATIONS RELATED TO CULTURAL TOURISM
GREAT BRITAIN	The principal Barbados market needs to reinforce its stimuli and links to the Island, in order to both consolidate the traditional tourist audience as well as attracting a new type of visitor (younger and with new motivations).
EEUU	There exists a great opportunity for Barbados to connect with new searches and trends among North American tourists in which History & Culture linked with authentic experiences represent one of the main focus points.
CANADA	The typical Canadian tourist is especially motivated by cultural attractions. Sun & Beach options are obviously a priority given the contrast in climate, however authentic and attractive cultural experiences are highly valued among their primary interests.
GERMANY.	The average German tourist is hungry for travel experiences. Hedonism and entertainment is an essential part of their travel plans.
BRAZIL.	The Brazilian tourist is largely interested in shopping and luxury travel and it is essential to focus on a Premium & exclusive cultural offer and experience aimed at this market.
LATIN AMERICA.	This region represents a nearby and relatively untapped potential market that should be incorporated into future plans.

⁴⁰ General profile of the main markets, trends and general behaviour on arrival. Diagnosis Component I. Design of new heritage/cultural tourism products. TOURISM NATIONAL PROGRAM BARBADOS (BA-T1033).

⁴¹ Strategy and Operational Digital Marketing Plan. Component II. TOURISM NATIONAL PROGRAM BARBADOS (BA-T1033)

As we have already stated the Marketing Plan should define product strategy, based on the available information on markets and consumers, the interpretation focus, and the product lines established and described below.

The interpretation of Heritage as a cornerstone for the development of cultural tourism products.

Once the variables that need taking into consideration for the elaboration of this Cultural Tourism National Plan have been established, INTERPRETATION will be used as the methodology for the development of products.

INTERPRETATION methodology is a discipline first used by California National Parks in the 1950's. The main characteristic of this working methodology is the evaluation of heritage related elements, either material or immaterial; ranging from an altarpiece, to a church, city, territory or forest, alongside intangible heritage elements such as dances, legends, music, cinema or theatre. Physical size, age and ownership are not necessarily important.

F. Tilden was the first to write about this methodology of work. In his book "Interpreting Our Heritage" he states:

- "The interpretation of heritage is the art of revealing in situ the meaning of the natural and cultural legacy of a place, in a way that informs, stimulates and entertains

This means of understanding heritage work is still valid today, six decades after it was first explored. It combines two variables: firstly **understanding the meaning** or context of the heritage subject, and secondly the forms of **presentation** employed in order to inform, stimulate and entertain the public.

When addressing the tourism products for this Cultural Tourism National Plan both variables have been taken into consideration; studying and defining the various aspects of each heritage resource and also outlining the form of presentation perceived as most appropriate for their individual requirements.

Product Lines for Barbados Cultural Tourism National Plan.

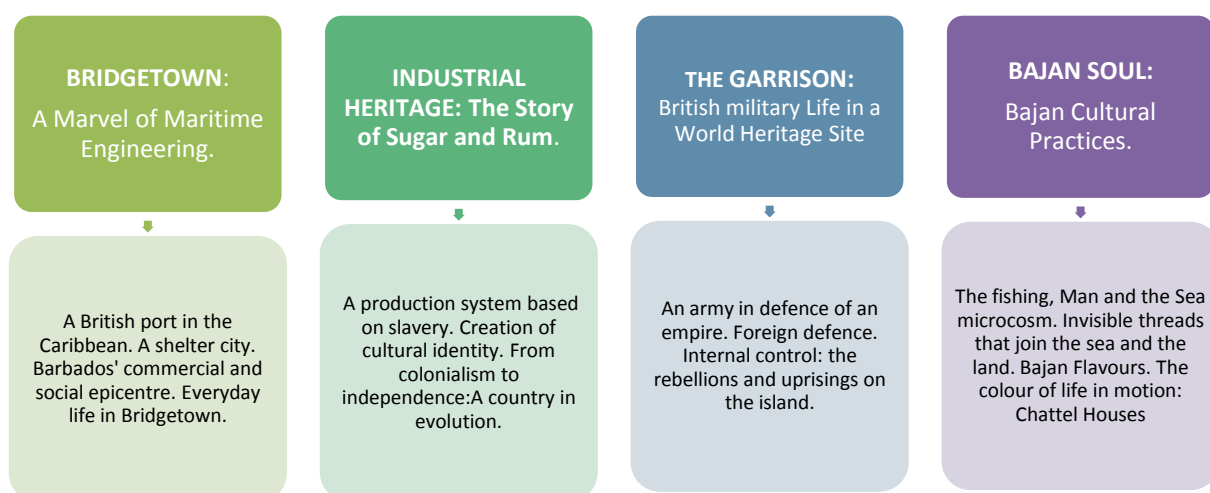
The selected product lines centre around three iconic locations: Historic Bridgetown, the Garrison, and Oistins, which, although already points of reference, now need to be accorded their due status as "relevant products" or inspire the relevant product category.

From the very beginning, the primary concern of this Plan has been the development of the whole material and immaterial culture related to the World Heritage Site listing of Bridgetown and the Garrison, and its application to the DNA of the whole Island. It is as a consequence of the tourist development of Bridgetown, that the World Heritage value is being enhanced alongside other essential elements of its identity, such as the fusion of cultures, people, buildings etc. In contrast, the Garrison represents another side of the Island's heritage, reflecting its British and colonial history. Meanwhile at Oistins we are presented with a different aspect of the Barbadian universe - its popular traditions, the first steps to freedom; the fishing, the sea, the markets, the gastronomy, the music etc.

Barbados cannot be fully understood without referring to these separate but connected universes; they are the three hubs which combine to create a rich and complete cognitive and emotional map of Barbados.

These three locations together form a coherent and consumable product, thanks to their proximity and thematic complementation. Immersion can be either total or partial depending on individual interests and available time, but the essential motivation should be the same - to be part of the Barbadian universe as a whole, one that reflects everyday life, Island History, its monuments, culture, economy and society, without forgetting the Sea as an economic and symbolic reference point.

This overall picture has been structured around four major interpretive Themes, detailed in the following interpretive map:



Product Lines

3.2 HISTORIC BRIDGETOWN. A Marvel of Maritime Engineering.

Historic Bridgetown and its Garrison has witnessed some four centuries of maritime development which allowed Bridgetown to develop into a major port city and trading centre in the 17th, 18th and 19th centuries. Bridgetown played an important role in the growth of the British Empire, not only as a colony, but as a **projection of power for the British military in the Atlantic Sphere**.



A British Port in the Caribbean: Diversity and change in the life of the city

Nowadays, on arrival in Bridgetown, one's attention is immediately drawn to the bustle and life of the place. In just a few blocks around the Parliament buildings and the Careenage, one can quickly start to appreciate the activity and rhythm of life. One of the distinctive features of the modern cultural tourist is that they look for the atmosphere of the places they visit. They are able to understand and gain insight into the spatial and structural complexity of the place, recognizing the social and economic factors that combine to form the local identity. By understanding and apprehending this world, they feel it and take part in it, bringing about a new reality.

These types of cognitive skill have much to do with the social, cultural and educational changes of recent decades, but also stem from the individual experiences collected by the cultural tourists themselves over the last twenty or thirty years.

With this line of product we aim to expand this experience for the new type of tourist, and also to create gateways to easily accessible and attractive options for another type of tourist (one that might otherwise be less receptive), so that they can also enter this world, even if not always with the same degree of awareness.

We believe that the gateways to this rich and life-affirming world should originate from the following:

- First, the Caribbean City: the sun, the heat, the sea, the light and everything related to the space where it is located. A small land, a vast all-embracing sea. When we get

close to the sea, we are often lost for words, amazed by its immensity ... a symbol of eternity and everything unfathomable. But when one looks to the land, to Bridgetown, which seems as if frightened of being swallowed up by the enigmas of the Sea, the onlooker decides to live as fast as possible.

- Second, the Port City, a town with its own unique identity: the style of the buildings, the thoroughfares, their layout, the stores, the restaurants, the street markets. Maybe it was not consciously laid out with this in mind in the 17th century - but as an expanding port city it makes perfect sense that future development would have been taken into account.
- The third theme should be the people themselves, their past and present. Settlers came to Bridgetown from many faraway lands, bringing trade and new ideas; the first colonists fleeing the cold and poverty in Europe, to be followed by freed slaves and unfreed slaves and planters from both Africa and Europe.

It all combines to give an impression of life as ever flowing, as an endless magma, set in motion centuries ago, that has never stopped moving.

With our proposed line of products we have focused on two main goals and objectives:

- First, that miscegenation and multiculturalism continues - this is very important for a World Heritage City, as the tourist could be regarded as part of the new fuel that keeps that magma alive.
- Secondly, the intention is to gear up the space so that in the coming years all these processes can still be possible - that life carries on flowing in a natural way. All actions should be addressed with that aim in mind.



The thematic interpretative lines put forward in this Plan are related to the development of all these issues and need to be taken into consideration when thinking of the new products and proposals for Historic Bridgetown (Visitor Centre, Route...). All of them are gateways to the Barbadian universe.

As a result of this, the following Thematic Lines are put forward for consideration:

Bridgetown a Marvel of Maritime Engineering

- A British port in the Caribbean.
- A city of refuge to start a new life.
- Barbados commercial and social epicentre.
- Bridgetown Everyday Life.

Bridgetown. From Themes to Products.

General Objectives.

Creation of a tourism-orientated area, clearly identifiable to visitors and supported by these key elements: information, accessibility, use and enjoyment, and connectivity.

A series of actions put in place designed to promote a high quality urban space in which strolling around becomes a key element of the tourist experience – as is the case in most World Heritage cities. We believe that Bridgetown can become a pioneer in terms of complete tourist accessibility⁴² and a benchmark within the Caribbean on the basis of three specific considerations: the physical, the sensory and the informative.

This improvement of the urban space will translate into an important advance in the perceived image and quality of the destination, encouraging visitors and increasing revenue in the historic city, as well as providing benefits for the local population.

Specific Projects:

- **Visitor Centre.** At present visitors to Bridgetown do not have a central tourist information point to help them organise their trip to the city and the island. Cruise passengers do have an information centre at the port, but we need to improve facilities for them in the centre of town, as well as for other tourists visiting Bridgetown. This visitors' centre should be more than just a basic information point, but the entrance to the city and the Barbados world in a broader sense.
- **Tourist Urban Route: Accessibility Plan, Urban Enhancement and improvement of the historic city.**
 - **Signalled urban route design.** This route would depart from the Visitor Centre and guide the visitor through the most emblematic sites around town. The route would include all the characteristic landmarks that have combined to single out Bridgetown leading to its World Heritage listing.
 - **Accessibility Plan, Urban Enhancement and improvement of the historic city. An action plan focused on promoting** a better quality urban space along the route, in which strolling around town becomes a key element of the tourist experience.
- **Improved Connectivity from the Cruise Port to the Visitor Centre and the Historic Route**

As part of the overall improvement to the quality of the tourist experience, particularly for cruise passengers, better connections between the port terminal and the Visitor Centre are needed, if this is to become a focal point for city tourism.

⁴² Barbados Tourism Master Plan (2014-2023) includes the improvement of tourist experience through: Fully Accessible Barbados

3.2.1 VISITOR CENTRE IN BRIDGETOWN.

Well-equipped Tourism offices have always been essential to promote activity and provide information at any busy destination. Such centres still provide a lighthouse to attract and guide tourists; especially in recent years, when they operate not just as a source of information but a means to channel other services.

The model of the information office has evolved in order to adapt to the new needs of visitors; in addition to being a service provider, they have become a visitors' card used by the destination to offer not only a clear brand image, but also direct contact and ongoing assistance for the tourist.

The Spirit Bond building has initially been identified as the perfect site for the Visitor Centre in Bridgetown. This was selected on the basis of its characteristic architecture, its history (a former rum warehouse), its strategic location, and the possibilities the building offers for housing a spacious and accessible visitor centre.

The Spirit Bond

The building dates back to the 18th century when it was used as a warehouse for rum and other spirits (hence the name Spirit Bond). It was strategically positioned next to the carenage where trading vessels would dock to offload their cargo and to collect rum, molasses and sugar to transport back to Europe and North America. It has a lookout on the roof from which arriving ships could be spotted in the distance in order to prepare for loading and unloading.

The building has been fully restored, retaining the original brick walls, and boasts an inviting old world charm. It is now home to a number of small shops.



The Spirit Bond from the boardwalk



The Spirit Bond. Close-up

The Visitor Centre in Bridgetown should be able to respond to the following challenges:

- a) **Reception and Information.** The Visitor Centre should be a welcoming space for obtaining information and receiving a warm initial welcome, as well as solving basic needs.
- b) **Interpretation.** This space should be able to present a helpful introduction and a sense of the city as well as the country as a whole: it should be an interpretative

and experiential space. Both the interior and exterior spaces need to be attractive and inspiring and combine the traditional port aesthetics with a contemporary style and design.

- c) **Data collection.** The visitors centre should also serve as a source of useful consumer information; a data collection and treatment system should be designed and installed in order to provide a clear picture of the type of tourists who are arriving.
- d) **Sale.** The office can play an important role in promoting tourist spending on the Island.
- e) **Private sector participation.** The Private sector should be represented and have its own space in order to facilitate the purchase of packs, routes, etc.

Although Barbados does have other Visitor Centres such as the Visitor information point in the Port or the Barbados Wildlife Visitor Centre, we feel that a **Historic World Heritage City merits its own space to proudly present both the city and the Island as a whole.**

The current office in the port does provide a useful service for cruise passengers, but it has limited space and human resources. With regard to the “Discover Barbados” Centre at the Bridgetown Port, within the Sugar Point Project context, we understand that is a project with a high interpretative and thematic content which is undoubtedly very interesting, but feel it is focused mainly on the port and the cruise sector.

The **Visitor Centre** in downtown should offer a different (and more expansive) role; located in the heart of the city it can also serve the stay-over tourists and become an important sales point for the tourism sector throughout the country.

The new visitor centre will complement other smaller offices exclusive to individual cultural sites such as the Barbados Wildlife Reserve visitor centre or the Mount Gay Rum visitor centre, with this new centre become a “spokesman” to promote visits to any number of other locations around Barbados.

3.2.2 BRIDGETOWN: TOURIST URBAN ROUTE.

Initially we should note that cruise passengers arriving at Bridgetown currently have the opportunity to do a walking tour or a bus tour around the historic city, led by company tour guides organizing shore excursions.

Every city, as noted by the great urban planner Kevin Lynch, has a series of key nodes that either help direct traffic, or become reference points from which the city can be fully understood and grasped and with a dual function which is both symbolic and physical/geographical. This is clearly the case in World Heritage Cities such as Bridgetown.

Tourist routes are products that are simple to install and easy to understand, but they do need to be designed carefully in order to comply with that double function of physical and symbolic space. The route conceived for Bridgetown is designed to include several specific spaces and their interpretation, as a way of discovering the Bridgetown listed as a World Heritage City, and is not only aimed at cruise passengers (as is currently the case), but also designed for the benefit of the stay-over tourist. This can be either a guided or independent

tour - so it is necessary to prepare sign posts⁴³, communication, interpretation, physical accessibility, etc. allowing all visitors to easily comprehend and enjoy the route.

Preparing the route for tourists will also open the city to the local public offering a new perspective and appreciation of their own heritage. In fact in many World Heritage Cities, there are visits specifically organised for the local public, which also serve to improve and protect such valued sites.

The interpretation of the Bridgetown World Heritage City Route.

Every World Heritage city offers a symbolic world that makes them unique; capturing it and finding the best way to transmit it -so the tourist or visitor can feel part of the city – this is the interpretation task. With regards to Bridgetown, as already noted, one of the city's main characteristics is its capacity for life creation through a combination of diverse elements, physical and human, material and immaterial. This is the universe we aim to help reveal to tourists, (we say “help” since it is only when the visitor enters and reconstructs this world for themselves that their own experience will transform them into citizens of the place). We would reiterate that the key objective of modern cultural tourism is to achieve the reconstruction of a new urban reality in harmony with the local environment - an essential role for World Heritage Cities.

There are several key elements to successfully completing this objective:

- First of all: the stroll. **Life in Bridgetown is in its streets and squares.** It is essential to provide a route where visitors do not become lost at any moment. They need to feel they know the city, where they are and where to go. This requires work on **informative and interpretative assistance, through sign post, guides, maps and technology.**
- Secondly, points of reference or **nodes need to be established (and clearly identified) as they will become symbolic gateways to the physical essence of the World Heritage City.** Generally these are buildings, monuments, streets and squares that have a historic value for the society. Interpretation will highlight and deconstruct such locations making them approachable and comprehensible.
- **The Port.** Bridgetown is the Island's port - the city cannot be understood without this in mind. The subsequent layout of the town, the buildings etc. all began from here... the port is the first approach to the city: When was it built? What type of port is it? Who were the passengers? The cargo? Slavery, important historical dates – all vital information we need to know. The Port is also the home of the only **Screw Dock** in the World, a marvel unique to the Caribbean.
- In all cities, **individual buildings** are as important as **streets and squares.** Their initial purpose, what they represented, the events that have taken place within their walls, the type of economy developed, cultural activities, the people who have walked by or live

⁴³ *The route will comply with the regulation established by the TCDPO which provides detailed specifications for detached, attached and projecting signs.*

around them. Broad Street, James Street, Jubilee Garden and Cheapside Market are just a few of the places that provide the city with its unique character.

- **The Parliament.** Parliament tells us everything about politics and society. Its interpretation is essential for the discovery of a city. Dating back to Ancient Greek times, politics and society have been inseparably linked. Our interpretation work should be presented around the following themes: the role of politics in history, when and how it began, major names, important dates, the ideology etc. In short, all the topics already covered in the current museum should form part of the Route via communication, interpretative and directional sign posts. At the same time the building itself has to be properly presented, as both its physical and symbolic elements go hand in hand, with interesting information provided on its architecture & construction, with dates and architect names etc.
- **The Synagogue.** The Jewish community and cultural diversity: the building, the colour, the graveyard, how the Jews arrived, where from, main names, details, stories. How they have integrated into society, their economic, cultural and social role. This community played a major part in the development of Bridgetown and their history merits a well presented and informative space.
- **The Cathedral** and the variety of religions living side by side in Barbados. As we know, religion plays a vital part in every society and understanding its forms is crucial to our knowledge of the city. Religious fusion and diversity, the syncretism of African and European traditions, their role in Barbados, the freedom of worship, and of course the building itself, architecture, forms, styles, etc.
St. Michael's Cathedral St. Patrick's Cathedral, St. Mary's and St. James churches are just a few example of the rich religious heritage of the city that needs to be displayed in full.
- **The Carnegie Library.** Why was it built here? Was it by coincidence or is there is something else? What is the role of books in a society where children's education is so important? The building itself... its present day and historic meaning for the city.



The Port



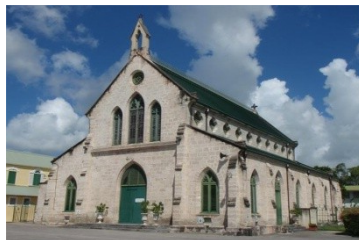
The Parliament



Downtown streets



Synagogue

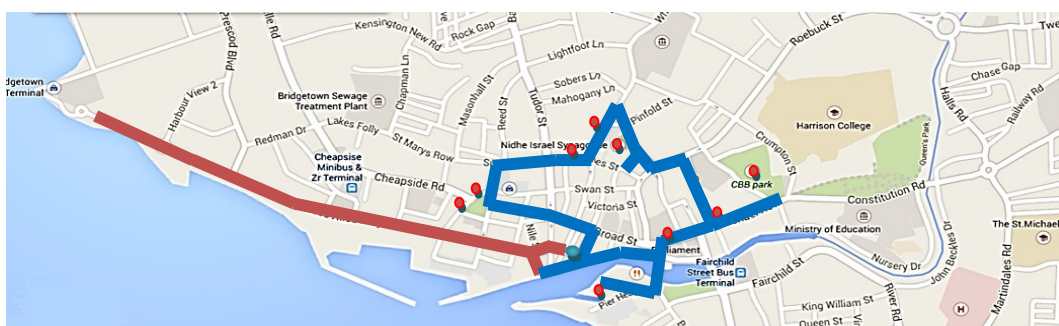


St Patrick's



Carnegie Library

The complete route includes the Visitor Centre, (Spirit Bond) Liverpool Lane, Broad St (Barbados Mutual Assurance building), the Old Town Hall, Jubilee Gardens and St. Mary's Church, then down Harst Street towards Suttle Street, and through James Street (St. James Methodist Church), up to Coleridge Street (Carnegie Library) and through Magazine Lane to Synagogue Lane (Synagogue), again through Magazine Lane, High Street toward Roebuck Street and through Spry Street to St. Michaels Cathedral (Queen's Park), and through St. Michael Row to the Parliament, crossing the Chamberlain Bridge to arrive at the Pier Head Lane area and the Screw Dock before arriving back at the Sugar Spirit Bond through Wharf Road.



When it comes to designing the route, two main targeted tourists groups have been taken into consideration: The *new cultural tourist* and those with *more passive motivations*. We propose a classic route for cultural tourism, where, for example, cruise passengers can be assured that it contains everything that is considered a "Must See". But the new cultural tourists are also catered for, since it is a route that crosses through the heart of town and everyday life in Bridgetown, where unexpected situations can occur at any moment and there are plenty of opportunities to enjoy local colour, break up the routine and find one's own way – part of the pleasure of cultural tourism.

To sum up, the historic route is defined by the following criteria:

- Includes all the best preserved and **characteristic sites** of interest to the visitor.
- From an **interpretative** point of view everything is focused on its role in the development of Bridgetown daily life and society over the centuries, its place within that diverse history.
- The route can be comfortably walked in between 1.5 – 2 hours.
- It includes several possibilities so that each individual tourist can choose their own itinerary (just a stroll, entrance to museums, visit the cathedral or the synagogue etc.).

- It provides a **fusion** of the heritage and historic spaces with a sense of the real life of the city in which local people and everyday bustle and noise are an inseparable part of the route.

3.2.3 ACCESSIBILITY PLAN, URBAN ENHANCEMENT AND IMPROVEMENT OF THE HISTORIC CITY.

Steps needed to provide a fully accessible and comfortable tourist urban area

As already pointed out, some conditioning of the tourist area is essential to ensure a comfortable and enjoyable experience for all tourists. This would involve upgrading some spaces within the Historic City. One of the reasons why it has been declared a World Heritage City is its capacity to develop life, but it should also be ready to receive visitors on all levels.



Our team has had a meeting with the Barbados Council for the Disabled where the Fully Accessible Barbados Programme was presented. The renewal project must take their recommendations into account. As for international standards, our recommendation would be that UK standards should be used as a guideline throughout the renewal project.

It is necessary to highlight that, as mentioned in the Tourism Master Plan for Barbados (Report V, part 2, section 3.2.1.1), the country has traditionally received many visitors from a mature sector, largely from the UK and North America, and that this continues to be a huge potential target market. It is therefore necessary for Barbados to bear in mind the specific needs of this tourist group and urgently address a number of infrastructural elements, including ramps, pavements, handrails, parking areas, and specially equipped bathrooms etc.

However, when talking about accessibility we do not only refer to reduced mobility; people's capacities may vary depending on a number of reasons, all of which should be considered in order to create a comfortable and inclusive touristic area for a range of needs.

We have grouped these into main three areas which should be taken into consideration in order to comply with universal design.

TYPES OF ACCESSIBILITY CRITERIA TO CONSIDER:

<p>1. ACCESSIBILITY TO THE PHYSICAL ENVIRONMENT: It takes into account people with mobility problems on wheelchairs, crutches, walking sticks, prosthesis, etc. but also small and very tall people, child buggies etc. making access on foot comfortable for all.</p>	
<p>2. SENSORIAL ACCESSIBILITY: This group takes into account blind people, people with reduced sight or colour blindness, as well as deaf people and those suffering from hyperacusis or with hearing aids. People that have limited orientation and communication sense are also taken into account</p>	

3. **ACCESSIBILITY TO COMMUNICATION:** Communication in the sense of the way of transmitting a message can present barriers not only to intellectually disabled people, but also to foreigners, distracted people or people with comprehension problems.



RECOMMENDATIONS FOR IMPROVED ACCESSIBILITY

Pedestrian prioritisation

The need for a pedestrian area (in a small or broader terms) stems from the fact that both visitors and locals alike need a pleasurable place to walk and shop, an experience no longer possible if there is too much traffic. This requirement is very much linked with the need to have a fully accessible city centre according to the Fully Accessible Barbados Programme.

Of course, one of the goals of this type of scheme is to reduce the amount of through traffic and parking. Fortunately, no parking is currently allowed in Broad St, or in the vicinity of the area we are selecting for renewal, so any type of pedestrianisation is not going to have an impact on parking issues in the vicinity. Plans to reduce through traffic would not affect permission for loading and unloading at certain times of the day or night, or allowing access to car parks or to private garages, emergency vehicles or even bicycles.

A policy of “selective pedestrianisation” would be our recommendation, but further studies must determine the type of solution finally selected. The ideal pavement for this kind of schemes is what is usually referred to as shared surface, in which at-grade pavements are used for footways and carriageways.

Nonetheless, shared surfaces raise some concerns for certain groups which need to be addressed to ensure fully inclusive design, especially blind or partially sighted people, who need elements to guide them along the walk way and prevent them from entering the carriageway (e.g. tactile surfaces).

Other improvement action that should be taken into consideration are related to:

- **Traffic issues.**

As we are unaware of any ongoing traffic plans, one of the first actions to be taken by this project would be to draw up a traffic study by which through traffic is diverted both along Broad Street and Wharf Road which would enable partial or full pedestrianisation of the proposed area.

- **Greenery.**

This is an important element to bear in mind, to provide shade and to make the urban environment friendlier and more attractive..

- **Public bathrooms**

Public toilets are a recommendation present in most of the documents we have read referring to tourism in Barbados. Therefore adequate provision must be made for this demand.

- **Street furniture**

It should be an essential part of the project. Good, well designed, modern street furniture that helps pedestrians enjoy their stay in Historic Bridgetown. An uncluttered street furniture layout aids legibility and enhances pedestrians' perceptions of the built up environment.

The improvement of accessibility and the urban quality should be a constant theme in the future development of the Tourism National Programme. For the moment the following actions have been defined:

▪ **ACCESIBILITY PLAN, URBAN ENHANCEMENT AND IMPROVEMENT OF THE HISTORIC CITY.**

The aim is to enhance and improve the area along and adjacent to the proposed tourist route. Since this is an enormous task, we should start by dividing the project into phases, with the first phase for the most emblematic area of the city.

This project includes an annex with the detailed study of accessibility along the tourist route, taking into consideration the main accessibility challenges.

▪ **CONNECTIVITY IMPROVEMENT FROM THE CRUISE PORT TO THE VISITOR CENTRE**

The current route between the cruise ship terminal and the historic centre urgently needs improving - in order to provide a quality experience, appropriate to a World Heritage city, for all tourists. This is a key element for cruise passenger groups as the connection between the port terminal and the Sugar Spirit Bond is a focal point of tourism in the city and creates the first impression.



Technical studies should identify specific needs for improvement in this area.

3.3 GARRISON

The recovery of the past as part of the present and the future: British Military Life in a World Heritage Site.

A peculiarity of the Garrison is that at first glance it lacks instant tourist appeal. When the visitor first arrives it takes them some time to come to grips with the space they are in. The Barbados Museum is somewhat hidden, the George Washington house is also concealed as are the forts and the cannons in the armoury. This contrasts with downtown Bridgetown or Oistins, where everything is clearly on display and comes to life to greet you. This is not the case in the Garrison, where the visitor must devote some time getting acquainted with the history within its walls. From the tourism point of view, this is a setback to bear in mind.

The reason it has been included in the World Heritage listing has little to do with its immediate visual appeal. The motive for its inclusion, together with Bridgetown, as a “*centre for transmission of ideas concerning administration, trade, communications, science, culture and technology*”, is not at first apparent; while the city is teeming with life, the Garrison, appears just the opposite. Spaces which do not appeal on first glance can be problematic when it comes to promoting them as an important tourist site. Many World Heritage listed cities disappoint the visitor because what they have to offer does not match the expectations implied in their World Heritage status. In other words, they may be very important because of their past, but they do not currently offer the same interest, at least to the tourist. At present, the Garrison does not immediately present the kind of features that generally characterise popular tourist attractions, and as a result we need to think through our approach to the place.

One's first impression of the central area of the Garrison is of a large, almost desolate space (except on race days), but once we put that aside and enter its buildings, be it the old military jail currently occupied by the Barbados Museum & Historical Society, the George Washington House, the barracks themselves and the forts (inside the Hilton Hotel premises or in the area occupied by the Military), the sights are all pleasurable and attractive to visit. However, to get that far a degree of effort is needed, and realistically many tourists may be initially discouraged.

It is therefore of paramount importance to start thinking of the Garrison as a heritage resource that goes beyond what is stated in the UNESCO description: the concept related with everything British, the military, commerce, etc. Otherwise, at least at present, tourists may not be able to be persuaded to make the necessary effort, both physical and, above all, psychological.

This implies developing an interpretative approach towards the Garrison that, while originating from its historical past, also explains its relevance to the present day and succeeds in engaging with the visitor, whether they are tourists or Barbadians themselves. As stated by UNESCO, if heritage is to be preserved it must be useful for the people that created it or their descendants; and World Heritage should be related to humanity as a whole. Otherwise, unavoidably, tourists will feel disappointed by the material on offer. What we are looking to create is a form of tourism in which, as Greg Richards has stated:

...the visitor has an educational, emotional, social and participative interaction with the place, its culture and its locals. Where tourists feel like citizens in these destinations.

With this in mind we believe that at the Garrison a line of cultural tourist products could be developed on the theme of **Recovery of the past as part of the present and the future.**

A past in which anyone that studies it (for instance by reading *Sugar in the Blood*, by Andrea Stuart), soon realises that the building of present day Barbados has cost quite literally “blood sweat and tears”. Life and the human spirit have nevertheless prevailed despite the abuses of slavery and the exploitation, death and suffering brought about as a result.

The concept of Memory Recovery must be a call for optimism and a celebration of life, an expression of how people have fought on in Barbados in spite of difficulties; it should be a hymn dedicated to the Barbadian people and to the positive forces of humanity, a universal value where both the local and the tourist can see themselves reflected.

With this in mind, and in order to start rebuilding the Garrison as that “memory attractor”, we need to design a new project that turns the present day Barbados Museum & Historic Society into the icon of the Garrison, representative of a national identity that has been built from both the positive and negative events in its history, and which have combined to make the country what it is today. Using this innovative and creative approach, action should then be taken to revamp and display the other heritage resources in the Garrison, George Washington House, the forts, etc.



The Garrison from Themes to Products

General Objectives

Creation of a new overall product concept for the Garrison, to make it more attractive and comprehensible to the visitor, in response to the expectations generated by the UNESCO listing.

Specific projects.

First of all is important to state that the following proposals should be linked to the Historic Bridgetown and Garrison Management Plan and the strategic effort defined therein. We propose combining the preservation and promotional themes of the Management plan, with the idea of creating a new touristic space-product on the basis of two main products:

- The first one should be linked to the renovation of the Barbados National History Museum
- The second, via an itinerary focusing (but not exclusively) on British Military Life in Barbados

We would like to clarify, before continuing, that although the museum has the objective of including the whole of Barbados' History, and although a museum project needs to define its context, from the point of view of the cultural tourism, the interpretative heart of The Garrison in our view should be the topics defined in the thematic map under the headings.

- **The Story of Sugar & Rum⁴⁴**. This theme is essential to the politics, social and economic history of the colonial world and life styles on the island.
- **British Military Life** in a world heritage city. This theme focuses on the dual function of the Army in defence of the Empire and as preserver of internal order.

3.3.1 RENOVATION AND PROMOTION OF THE BARBADOS NATIONAL MUSEUM AS AN ICONIC ATTRACTION FOR THE GARRISON

“A museum is not something from the past hidden away in a box. It's a living institution, a place to share values. The Encyclopaedia Museum in Europe and the USA are places to get to know more about the human being. Looking at the past with today's eyes we can find the inspiration to define our future”. Wim Pijbes, Director del Rijksmuseum

⁴⁴ As already mentioned, this is along with Bajan Soul, a preferred theme for tourists surveyed in Barbados.

New museological and museographical project

- According to the interpretative concept “Recovery of the past”, it is necessary to update the museum contents from a both a **museological and museographical** point of view.
- A **new conceptualisation** designed to promote it as a referential space for the national memory, at the same time as representing universal values that define territorial identities, with their lights and shadows, and where the capacity of human beings to cope with life holds sway against brutality.
- A local section with universal significance integrating projects and themes such as the **Fight for Freedom Interpretation Centre** proposed in the Barbados Tourism Master Plan⁶.
- A project show including high emotional value immaterial resources such as those exhibited in the **National Oral History Project**
- The **museographical renovation** of the exhibition rooms should incorporate all the modern technical and communication equipment available to enhance the exhibits and their understanding, appropriately updated and reinterpreted.
- The project should be specifically aimed towards the modern museum visitor, accessible to the consumer and take into account their expectations and needs.

A new dissemination strategy linked to cultural tourism.

The recovery of memory should be a permanent and lively process designed to appeal to Barbadian locals, not only school children but families, as well as tourists with a desire to understand and comprehend the country. An effective promotion and communication strategy is vital including the following:

- Internal Marketing: Directed at local tourism
- External Marketing: Active strategy for the inclusion of the new museum in tour operator information and local travel agencies.
- Training plan for tourist guides on the basis of the new interpretive criteria

Interpretative context of the Garrison

- The new museological project should aim to promote interaction between the museum itself and the Garrison space, focusing on the interpretative context enabling the visitor to easily comprehend the diverse elements and create cohesive links with the other elements on offer.

To complement the other museums and the creation of a network from the cultural and tourist point of view.

- Interacting with the content and activities at other museums on the Island to enhance the image of the Garrison in the context of Barbados as a whole.

Cross-directional elements for innovative tourism

- Incorporating the key elements of creative tourism as previously mentioned in relation to this project.

3.3.2 THE GARRISON WALKING TOUR EXPERIENCE.

As mentioned previously, when it comes to designing the specific cultural tourism products for the Garrison, it is important to distinguish between the National History Museum and the other resources on offer. Although forming part of the same World Heritage location, their significance within the cultural tourism context varies and requires different treatment. With regards to the Museum itself, museological and museographical approaches to content are needed, while for the walking tour (and the rest of the heritage resources in the Garrison) an interpretative methodology should be used. These distinctions are important, and expert professionals should be selected for the design and implementation of each particular area.

An interpretive Project for the Walking Tour⁴⁵

The Walking Tour Project aims to address the current sensation of walking through a desolate space by designing an itinerary that would help the visitor to better understand and enjoy the site.

Areas the Project should consider are the following:

1. Development and definition of an itinerary able to give a sense of cohesion and visibility to the whole collection of resources at the Garrison. The key sites on the tour should all articulate the main themes, with space for extra subthemes and content according to the characteristics of each of the resources and their significance for British Military Life (See interpretative map).
2. The route needs to be cohesive from the point of entry into the Garrison, with a clearly marked starting point (Main Guard Clock Tower), through until the end of the tour. The tourist should have a clear idea of the number and location of each site to visit and full information should be available at the starting point on several platforms.
3. The plan must clearly establish the most appropriate form of presentation in each case in order to ensure the interpretation objective: to inform, stimulate and entertain.

⁴⁵*The Garrison Consortium and the National Museum of Barbados currently organise tours around the Garrison. This proposal aims to provide additional elements to reinforce their value as well as facilitating the visit for those tourists who prefer to walk on their own without a guide.*

Below are some suggestions on **means of presentation**, based on both the overall picture as well as the possibilities of each individual resource, its importance, its characteristics etc. (these may vary according to the available economic resources).

TYPE OF RESOURCE	IMPLEMENTATION
Several types of information signposts (informative, directional, interpretative), including QR codes and Braille	<ul style="list-style-type: none"> - Along the itinerary. - Possibility to mark the stopping points – milestones – in the ground as if they were meridians clocks (taking into account the shape of the Garrison this could help the tourists to orientate themselves during the itinerary).
Leaflet and map of the Garrison	<ul style="list-style-type: none"> - These could be available at the starting point and/or at each of the main sites such as the Museum or the George Washington House. Also available in the Visitor Centre in Bridgetown.
Heritage Theatre	<ul style="list-style-type: none"> - Reinforce the current proposal from the Garrison Consortium, targeting locals and tourists. <p>These should also be promoted in the Visitor Centre.</p>
Guided Visits	<ul style="list-style-type: none"> - The Museum as well as the Consortium should re-think the guided visits on the basis of the new themes. - Local guides should be made aware of The Garrison Walking Tour Experience (and its thematic content). These should also be promoted in the Visitor Centre.
Artistic Interventions	<ul style="list-style-type: none"> - Creative or Artistic intervention could be scheduled for specific dates such as the celebration of Independence Day, giving a festive atmosphere to the entire Garrison.
Audiovisuals	<ul style="list-style-type: none"> - Especially important to reinforce information in some of the military museum spaces.
Apps, Audio-guides, Virtual Reality.	<ul style="list-style-type: none"> - Improved links for some of the sites such as the George Washington House or the Armoury, in order to provide more information to stimulates tourist interest in sites which do not have a space on other platforms.
Updating and improving current interpretative presentation.	<ul style="list-style-type: none"> - Especially at the Armoury where there is plenty of room for improvement to information and presentation.

The resources

Although the final project will determine the different milestones in the walking tour, at least the following should be included due their characteristics and symbolic value to the whole.

THE WALKING TOUR EXPERIENCE

- **Main Guard Clock Tower.** An ideal spot for visitors to get an overview of the whole Garrison, using a hand-held map or a large interpretive map sign. In this way they can decide what they want to do, see or walk. The map needs only to show the route around the Garrison.



- **George Washington House and the Cafe.** A heritage site and a tourist product within the historic Garrison that celebrates the role played by Barbados in the settlement in America. The Cafe is perfectly located for relaxing before or after the visit to the Garrison.



- **The Garrison Savannah Race Track** has been the home of horse racing in Barbados since 1845. The officers of the British Regiment, who were stationed in Barbados, used what was then the parade ground to match their horses in races and the wealthy merchants and planters later joined them. Today it is a reference point for international horse competitions.



- **National Museum.** The Museum is housed in the former British Military Prison. The renovated museum will act as an icon focus point of the Garrison offering an overview of the country's history.



- **Historic site of the first raising of Barbados' flag.** The independence flag was presented and raised for the first time

. In 2016 the 50th anniversary of Independence will be commemorated.



- **Soldiers Brick Barracks - Block A & B⁴⁶.** Both were built in 1808 and each housed 400 soldiers. It was Damaged by a hurricane in 1831 and later purchased by the Government in 1902 to be used as apartments and government offices. Although one cannot visit inside, it represents the presence and ordinary life of soldiers at the Garrison.

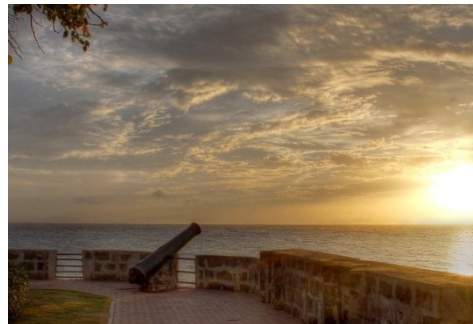


⁴⁶ There are some other buildings of interest in order to narrate the military history of the Garrison such as the **Ordnance Hospital** or **Brigade Major's Quarters (Brigade House)**, although they can't be visited, these could be mentioned in the tour as part of the Garrison. See extended themes.

- The military museum at St Ann's Fort, home of one of the world's finest cannon collections. A former Powder Magazine (c1800) which now houses the World's finest collection of 17th century English iron cannons. Should be noted that access to the Armoury requires prior arrangement with the Barbados Defence Force.



- The old Fort Wall inside Hilton Hotel contains interesting remains of ancient defensive walls and cannons.



- The military cemetery has been around since the 1780s, with the earliest grave dating back to 1822.



- The 'Changing of the Sentry' (the Barbadian version of the Changing of the Guard at Buckingham Palace) at the Main Guard (1804), should be also mentioned in the Walking Tour Experience.



Marketing actions will be included in Operative Marketing Plan (Component II) in order to launch this new product.

The marketing actions should be directed towards the promotion within the Walking Tour of a set of activities for presenting the “Garrison Territory” and to underline its World Heritage Listing⁴⁷.

3.4 OISTINS WATERFRONT.

Bajan Soul: Popular culture and the sea.

Creative Tourism is defined by its ability to involve tourists and destinations in a new travel context. Currently, this type of tourism is growing rapidly and attracting more and more followers every day around the world. The modern traveller is looking for “real life” experiences rather than a packaged tourist experience; learning from the real world and sharing moments that are unique in the everyday life of local people. If there is one place that perfectly meets the needs of creative tourism, and where this approach should be actively enhanced and promoted, it is Oistins.

Oistins Waterfront is one of the main tourism reference points on the island. Both the public⁴⁸ and private sectors agree upon its importance and success. Oistins represents the strength of popular culture; the charm of the simple life, the importance of culinary traditions, the potential for interaction with the local population.

These features make Oistins the perfect setting for creative tourism to grow. Unlike the Garrison, the key features related to identity, interaction and local economy already exist, although they need to be harnessed, developed and targeted in a more strategic manner.

From an interpretation point of view, this area has a strong symbolic importance for the history of the Island because it was here that the first freed slaves began to fish for a living, an activity that continues up to the present day. In the Mermaid Tavern (which unfortunately no longer exists), the Barbados Charter was signed in 1652, a document that shaped the future of Barbados as a British Colony.

Oistins waterfront is a unique place where one can look out at the sea with a somewhat different perspective from the trivialised one of sun and beach. It is linked to the land through the everyday life of boats, fishermen, fishmongers, cooks... turning it into a living Museum of Life, a bio museum⁴⁹ that showcases both the current and ancestral link between the Sea and the People.

Along with the Sea and the Island’s culinary traditions, music (putting aside the organised festivals), is another feature that should acquire a more important role and its selection and presentation improved. At present, music can be both perceived as too loud in some spots and at the same time go unnoticed as uninformed tourists do not know, for instance, whether what they are listening to is actually Bajan or from any other place in the Caribbean.

⁴⁸ The results of the cruise passenger and air passenger survey also supports this fact.

⁴⁹ The concept of the Bio museum that we are putting forward here is very different from the recently opened Panama Bio museum, which has a specific biological and geological approach linked to diversity on our planet.

Oistins from Themes to Products

General Objectives.

The general objective is to transform Oistins into a creative tourism space without losing any of its authenticity and local character. The challenge is to improve the global experience with a proposal focused on turning the space into a singular ecosystem built around the sea, the cuisine and the music, reinforcing its identity values and symbols.

We would propose a comprehensive project with the aim of improving the current experience, based on two interrelated action plans:

- The articulation of a product we would call the Oistins Bio museum.
- The general improvement and conditioning of the Area.

3.4.1 A life ecosystem around the sea: the Oistins Bio museum.

The prefix Bio means: Life /related to living beings. Historically Oistins has been a symbol of the celebration of Life.

We think it is important to explain the reasons behind this Bio Museum concept and how it differs with regards to other existing projects such as the Folkstone Marine Park, which are more orientated to a specific animal or marine biology theme and educational and environmental awareness activities.

The Oistins Bio Museum would represent a different and innovative museological concept, where *human life* is the focal point for all the museum activities. Over the centuries Human societies have developed their way of life hand in hand with the sea, allowing them initially just to survive, but subsequently to create new economic, social and cultural life styles that have evolved over the years.

With the Oistins museum we aim to create a space to display and preserve a life style derived from the relationship between Man and the Sea; a museum where the tangible and intangible elements of that relationship become visible.

Currently only a small part of human activity at Oistins is actively promoted and displayed, namely the food. It is now necessary to present the other activities and take better advantage of the potential from tourists wishing to become more involved with local life.

The Bio museum should illustrate the different social, cultural and economic way of life in Oistins Waterfront via the following:

- OISTINS JETTY

Fishing was one of the first economic activities pursued by freed slaves. Catching the flying fish (emblematic of Barbados) that we can subsequently eat in the restaurants in Oistins is an iconic activity, and offers potential for participation from the sea to the table.

- THE FISHING SPECTACLE

Daily fishing can be watched at the dock.

- THE BOAT YARD

It can be fascinating to see traditional craftsman at work repairing boats by hand and learning about the different types of vessel used.

- FISHMONGERS

The fish market is a great place to see all the different types of Caribbean fish on display and watch them being cut and prepared.

- ENJOYING THE FISH

The final touch for the visit to the Bio museum would be to enjoy the flavour of several varieties of local fresh fish in an informal and outdoor setting.

- ENJOYING MUSIC, DANCING and OTHER CULTURAL ACTIVITIES typical of life on the Oistins Waterfront.

- MORE THINGS TO DO AROUND OISTINS WATERFRONT

Miami Beach. Close to the Bio museum, visitors can enjoy Miami Beach and several other lovely beaches in the area -the perfect complement to a day in Oistins.

Other ways of life. Soak up the atmosphere of daily life on the Oistins waterfront with vendors selling local products.

The Bio museum project would centre on these activities and lifestyles and the full design would take into account the following:

1. **Interpretive themes:** Bajan Soul and Bajan Cultural Practices would be the themes underlying the various tangible and intangible elements that comprise the Bio museum concept. Sub-themes and contents from the Interpretive Map should also be considered.

2. **Forms of presentation and actions** for making the experience into a visible reality:

All forms of presentation and actions proposed in the project must clearly respect the daily activity of people at work in Oistins, whether it is the arrival and departure of boats, boat repairing, preparation of fish for sale, or whatever other tasks are being performed.

- **Free or guided visit to the different areas of Bio museum**

- **Fishery.** When the boats leave or arrive, the tourist could watch in situ or on screens the loading and unloading operations. Limited access would be provided for tourists led by a guide, especially during catch arrivals and the selling or auction process.
- **Boat repair at the Boatyard.** An interesting tourist attraction in order to get an insight into traditional boat repair and craft techniques and to witness the various types of boats used in daily or sport fishing.
- **Boat excursions** to discover the experience of catching flying fish
- **Visiting Fishmongers,** To learn about the local types of fish served in restaurants, and preparation techniques
- **Interpretation panels or informative signs** about the different areas of Bio museum should be installed in several languages.
- **Audio-visual resources at the main stage,** including the life of the bio museum throughout the day, from the departure of boats in the morning until the gastronomic feast at night. A kind of video clip that can be projected while music is played.

- **Animation Plan** incorporating, in an organised manner and under quality criteria:
 - **BAJAN SOUNDS.** Music and activities programme throughout the year: live music and DJs playing Caribbean music including Bajan sounds, offering a higher quality and more comfortable experience than that currently on offer. The Friday Fish Fry and Annual Fish Festival should continue to be iconic activities, but a more continuous daily/weekly agenda should be planned.
 - **LIFE AROUND YOU.** Performance of different type of activities related to art, folk, crafts, dance or gastronomy. It should not be designed as an activity for tourists but in a space of recognition of local culture. Workshops or events where to share knowledge and local culture
 - **THE SUGAR AND RUM NIGHT.** A theme night where the food, music and rum is linked to the enjoyment of a distinctly Bajan night.

The programme would need to take into consideration high and low season, as well as day and night time. At the same time, improvement actions for the development of the Animation Plan should be included: improvement to the stage facilities, better lighting, TV screens around the space, improvement of audio systems etc. (see component II).

- **Local Gastronomy improvement Actions.**

Although the current gastronomic experience is generally positive, it can be uneven with regards to the quality and presentation of food. We believe it would be possible to improve the experience with a few basic steps:

- Improvement to menu display, with a brief explanation of the many types of fish and vegetables on offer, emphasizing their value as fresh, locally produced and healthy food.
- Improvement in cooking times, with faster service for customers.
- A “basic Oistins quality code” for food vendors could be implemented as a requirement for participation in the project. This could include specialised training related to cookery and the new tourist activities.

3. Marketing Actions.

Due to its range of features the Oistins Waterfront is a product that can appeal to a wide public.

The Animation Plan should be focused towards the younger traveller sector (mainly English) with its music and dance themes.

The entire Bio museum will need to be well promoted among specialised tour operators, international creative tourism networks, on the official tourism website as well as local guides. Below is a suggested list of tourist based activities that could be included in the Bio museum programme:

THE EXPERIENCE AT THE BIOMUSEUM:

“A BAJAN DAY IN OISTINS”

OISTINS JETTY

Fishing was one of the first economic activities pursued by freed slaves.

Catching flying fish (emblematic of Barbados) to be subsequently eaten in the restaurants in Oistins is a “classic” that can be enjoyed by all ages.

. Organising fishing excursions on boats for tourists could be developed as an activity.



THE FISHING SPECTACLE

Daily fishing can be watched from the dock. The access to the jetty should be restricted to small groups accompanied by a guide.

Screens showing the departure and arrival of boats with their catches.

Enjoying fishing accompanied by local fishermen.



BOATYARD

An opportunity to see skilled craftsman at work repairing boats by hand. Visitors can learn about the different types traditional fishing boats.



FISHMONGERS' ACTIVITIES

The fish market is a great place to see all the different types of Caribbean fish on offer and watch them being cut and prepared.



ENJOYING THE FISH & MUSIC

The final part of the visit to the Bio museum would involve enjoying a variety of fresh cooked fish in an informal and outdoor setting. The Annual Animation Plan should develop an all year round programme combining the experience with Bajan music and other activities



WAYS OF LIFE

Daily life on the waterfront can be experienced with vendors selling local products.

Local fruits and vegetables can be discovered and sampled.



MORE AROUND OISTINS WATERFRONT

Close to the Bio museum, it is possible to enjoy the Miami and other lovely beaches. The perfect complement to a day in Oistins



3.4.2 Refurbishment works or actions to improve the global experience.

The aims of this component are to provide the physical framework for the Bio museum's activities to take place

From our point of view, the works needed to improve the environment of Oistins Waterfront and make possible the Bio museum through a **Comprehensive Improvement Plan** are the following:

- **Comprehensive Plan of the area.** No action in the area should be started without a proper Plan in which all urban implications are taken into account.
- **Topographical survey of the area**
- **New drainage system.** Certain parts of the premises are flooded temporarily when heavy rain falls.



Puddles after the rain. Craft stalls to the left. The auxiliary road has subsided

- **Auxiliary road renewal, including rainwater drainage.** This auxiliary road that was built some time ago has subsided due, arguably, to a subsidence of the base, being founded on the beach sand.
- **New lighting system.** There is at present a poor quality lighting that should be improved, providing the right illumination levels and the right colour temperature.
- **New food stalls layout.** Rather than a completely new layout, what is needed is a redefinition of stalls, including cooking and storage areas and patrons' tables.
- **Extension and improvement of public bathroom/toilet facilities.** On Fridays and during the Festival the public facilities are clearly insufficient.
- **Improvement of garbage skips area.**
- **Street furniture.** Especially dust bins and other features. New benches in the fishmongers' area, etc.
- **Refurbishment of fishmongers working area.** The stalls should be rebuilt with more adequate materials. At present, work tops are flaking, being built of an inadequate material (enamelled ceramic slabs).



Fishmongers premises



Detail of Damaged Work Tops

- **New fruit and vegetable stall area.** People come to the fishmongers quite late at night, and it seems that they do their daily shopping for food at that time. This probably explains why all sorts of vans, cars and small stalls are used. The proposal includes plans to unclutter the area and make shopping easier.



Fruit vendors, between car park and Fish Fry

- **Improvement of fishmongers' premises.** These premises need just a refurbishment of the stalls, specially the working tops that are flaking due to an inappropriate material (enamelled ceramic tiles). The fishmongers association should be asked about any other needs they might have.
- **Installation of high shading devices.** In hot and humid climates shade is essential to make the surroundings more comfortable. The Oistins Fish Fry Area is rather unsuited as an eating facility during daytime. There have been many solutions proposed, but the most practical way would be to install high poles alongside the periphery of the stalls, and hang awnings from them. Provision should be made for rainwater evacuation and ensuring the awnings could be easily dismantled during heavy winds.
- **Improvement of used oil extraction system.** There is an interesting used oil extraction system in use; our proposal is to make it easier to use, as, at present, some pavement slabs must be lifted in order to connect the extraction pipe.



Used-oil extraction

- **Pavement and improvement of the craft vendors strip.** At present craft vendors occupy a strip of beach along the auxiliary road.
- **Boardwalk construction.** Boardwalks have proved a big success in Barbados. It would be worthwhile to design one along this beach.
- **Beach Front improvement.** Moving old boats, cleaning, vegetation etc.



Craft vendors strip

- **Music and spectacles related facilities**

- **Stage and dance floor area.** A new installation required based on a study of appropriate design and materials.
- **Artists (backstage) area:** A small space should be allotted for dressing rooms, toilets and equipment storage. If adequate space is not available, a suitable space in the car park should be allotted so that a caravan or van can be parked there.
- Video and audio control desks space.
- If adequate space is not available, a suitable space in the car park should be allotted so that a caravan or van can be parked there. Suitable power supply facilities should be designed with cables/connections reaching stage area and food stalls area. Could be parked in the vicinity of the stage, if feasible, even by the sidewalk.
- **Audio-visual equipment improvement.** Due to the long and narrow disposition of the food stalls the audio level is unacceptably high in the proximity of the stage, and very low in the last stalls. A new system should be developed in which a greater number of smaller speakers are used, with sound more evenly distributed among the stalls. Wiring should be installed below the pavement for safety. Another useful audio-visual feature would be the installation of large public monitor screens.

4 EXTENDED THEMES

This interpretation has been produced from field work combined with a wide range of documentary and written evidence as well as the testimonies of local experts. Over the course of this document we will collect extensive information on the various themes for the purpose of expanding the focus and content of the general interpretative guidelines.

We feel it is important to stress that the experts responsible for ultimately giving shape to the tourism products will need to develop these themes in further depth, either on the basis of our suggested biography or other appropriate sources of their choosing.

In relation to the products based around Historic Bridgetown and the Garrison, we would recommend referring to the UNESCO World Heritage Site document which provides an excellent summary and definition of the values and characteristics that contribute to the identification and listing of such locations.

THEME 1 - BRIDGETOWN: A Marvel of Maritime Engineering

Barbados, a colony which remained in British control until its achievement of independence in 1966, was once known as “Little England”. Indeed, it was the hub of the British Empire in the Atlantic world, and was regarded as the “Jewel in the British Crown”.

Père Labat, a French priest who visited the island in 1700, wrote that Bridgetown “was handsome and large... the houses are well built in the English taste, with many glazed windows and magnificently furnished; in a word, the whole has an air of neatness, politeness and opulence which one does not find in other islands and which it would be difficult to meet elsewhere”⁵⁰

Bridgetown is situated in the parish of St. Michael and occupies the northern end of the historic harbour Carlisle Bay.

Historic Bridgetown and its Garrison has witnessed some four centuries of maritime development which allowed Bridgetown to develop into a major port city and trading centre in the 17th, 18th and 19th centuries. Bridgetown played an important role in the growth of the British Empire, not only as a colony, but as a projection of power for the British military in the Atlantic World. It was a major hub in the movement of people and communication and a strategic entrepôt for the movement of goods and slaves into the Caribbean and South America. The site is an example of the transition from a medieval town to a major port town and garrison, which became the Eastern Caribbean Headquarters for the British Navy until 1816 and for its Army until 1905.

A British port in the Caribbean

Bridgetown was pivotal as the first port of call for most trans-Atlantic shipping over three centuries, a major centre of international / Caribbean trade, a model sugar-slavery plantation society and the British stronghold in the theatre of war for European domination.

The city had a leading role comparable to Boston and New York in terms of population. Bridgetown: 14,000, Boston: 15,000, New York: 13,000 (1773)

Urban features⁵¹

- **Style adaptation.** European aesthetics adapted to a tropical landscape: Caribbean Georgian style. For non-English public: Neo-classical with Caribbean adaptations. The parapet roof, Robust stone structures, Porches and verandahs, Decorative detailing of verandahs. Materials: Coral stone, brick (ballast), pine wood (also ballast) from Canada (Nova Scotia)
- **Warehouses or bonded warehouses.** Robust buildings with thick walls of coral stone. Simple design. They are a distinctive feature of Historic Bridgetown. Nicholls building.
- **Hotels and Taverns.** Abundance of establishments to cater for travellers. These establishments were usually run by free coloured or black women who had sometimes accumulated land and wealth through their relationships with local white men or those who worked in the shipping industry. Since its foundation, Bridgetown has been a hub and transfer point for seafarers. Their presence in the town is reported as

⁵⁰ Robert H. Schomburgk, *History of Barbados* (London: Frank Cass and Co. Ltd., 1871), 242

⁵¹ *Historic Bridgetown and its Garrison. Nomination as a World Heritage Site Nomination Document 2010.*

early as 1741. It was also reputed to have a healthy climate. (George Washington came here with his sick brother). Many meetings of the Assembly took place in taverns, before a building was constructed.

- **Port.** Essential for the development of Bridgetown. Ships anchored in Carlisle Bay and lighters (large shallow-draft row boats) were used to load or unload sugar, rum or molasses, and also passengers.
- **Careenage.** Wide enough to provide spaces for anchorage for small vessels and for dock facilities. Sheltered places for ships to be careened. Shipbuilding and ship repair.
- **Wharves.** In 1657, a portion of the waterfront was declared a public wharf. In the late 17th century several private wharves were added, creating great irregularity in the planning of the shoreline.
- **Docking facilities.** In the late 19th century a dry dock was constructed on the south side of the Careenage.
- **Screw dock:** the only surviving one of its kind in the world.

A city of refuge

By city of refuge, we refer to its role as a place of settlement for people from all types and backgrounds, ranging from British colonists to a Jewish community from Brazil, not to mention the rural slave population which finally found their livelihood and spiritual home here. The city is also the centre for political, civil and religious life on the island, the seat of Parliament and headquarters of its various religious and cultural institutions.

In this Caribbean port-town, slaves, Free People of Colour and male and female enslavers all found an environment which contrasted sharply with the rural plantation regime.⁵²

Barbados as a commercial and social epicentre

British colonists tried to recreate the structures of the metropolitan urban complex in the Americas. The establishment of towns in the Americas provided a market for manufactured goods from the metropolis. In England, by the mid-18th century more than half of the working population was involved in non-agricultural production.

A large proportion of immigrants from England were skilled labourers, whose skills were suitable for towns or cities.

Some enslaved Africans also had urban experience. In several parts of urban West Africa there were market centres with more than 100,000 inhabitants. The evolution in the early colonial period of Historic Bridgetown of the Sunday market, which resembled West African market days, is the best example of the endurance of traditions relating to market-oriented economic activity.

Also, the occupational profile of the enslaved population indicates that other skilled labourers were likely drawn from the urban centres of West Africa and employed in metalwork, shipbuilding and other trades in the port town.

⁵² *Celebrating Bridgetown. The first 100 years. Pedro L.V Welch.*

Everyday life in Bridgetown from past to present

Bridgetown today reflects a mix of the old and the new, with historic sites and buildings sitting amongst modern structures such as multi-storey office blocks, financial institutions and shopping malls.

Everyday life in the city is vibrant and colourful, with its warm climate, friendly faces, markets, festivals and so on...but it is well worth the effort to learn a little more about the history of the city in light of its rich cultural and artistic heritage.

The capital city of Barbados was, like any port city, a centre for popular culture and arts.

Bridgetown was an active centre for arts and popular culture during the slavery years. The enslaved and, subsequently, freed men and women practiced their arts in their backyards, their houses, in alleys and in the streets. They created spaces within colonial societies for the nourishment and survival of their art forms.

The free coloured communities also practiced their art forms, whether at the Dignity Balls, the theatre or at the dances of the time. The Whites, especially the white elite, enjoyed a range of activities, such as concerts and the performances of visiting theatre companies.

As a result, the arts of Africa, the creolized art forms of the Caribbean and the arts of Europe and America all co-existed in Bridgetown.⁵³

THEME 2 -INDUSTRIAL HERITAGE: The Story of Sugar and Rum

The first settlers sought to cultivate tobacco and cotton and some tropical staples. It seems that Barbados was not inhabited by indigenous peoples prior to the arrival of the English. They imported unfree Amerindian labour from neighbouring islands and forced them to work on the plantations. Soon they demanded a greater coerced labour force, and the planters soon turned to English, Irish and Scottish indentured servants to fill the void in the labour supply. Before the 1650s a transformation was well under way which was to change the society and economy of Barbados: tobacco and cotton were abandoned by planters in favour of a new tropical crop, sugar. When the Portuguese expelled the Dutch and the Sephardic Jewish community from Bahia and Recife in north-eastern Brazil, they fled to the newly settled English territories of the southern Caribbean with their capital and expertise in sugar cultivation. In the 17th century, Barbados quickly earned the reputation as the “richest spot of ground in the world”.

The sugar industry and business caused an enormous accumulation of capital that for some authors was the origin of the Industrial Revolution.

A production system based on slaves

The Haitian Revolution took place in 1791 and in 1807 the Slave Trade was abolished. Following Bussa's Rebellion in Barbados (1816), the Demerara Rebellion (1823) and the Jamaican Revolt (1832), slavery was abolished in all the territories under British rule in 1833. Freed slaves were then introduced under labour contracts as indentured servants. In Barbados indentured servants could not join the island's educational systems and labour contracts were

⁵³ *Popular Culture and the arts in Bridgetown, 1787-1932. Marcia Burrowes. Beyond the Bridge.*

for 12 years, the longest in the Caribbean, as well as being paid the lowest wages in the region. Some worked 45-hour weeks without pay in exchange for accommodation in tiny huts.

Creation of a cultural identity

Barbadian culture emerged out of the plantation slavery economy as a distinctive synthesis of English and West African cultural traditions. Regional, race, and class cultural variants exist, but all residents identify with the national culture.

From colonialism to independence: a country in evolution

While elsewhere in the West Indies sugar plantations disappeared in the 1800s, Barbadian plantations remained productive. In the early twentieth century, the creation of a merchant-planter oligopoly ended the improvement in living standards that occurred in the nineteenth century. The Great Depression of the 1930s led to massive labour strikes. Subsequent investigations of living conditions established the grounds for fundamental political change. The right to vote, which until the late nineteenth century had been restricted to propertied white males, was made universal in 1943. By the 1950s, the descendants of former African slaves controlled the assembly and set in motion actions that transformed the island in fundamental ways. The island opted for full independence in 1966 but remains a member of the British Commonwealth.⁵⁴

THEME 3 GARRISON: British Military Life on a World Heritage Site

The British Colonial Garrison developed into a form of imperial administration and control for British colonies and, as such, is a unique form of garrisoning not replicated by other imperial powers.

Historic Bridgetown's Garrison, the most structurally complete 18th and 19th century British Colonial Garrison in the world, became the blueprint for garrison development in the rest of the British Empire. It has retained an exceptionally high percentage of its physical attributes to make it the only example of its kind to exhibit the full spectrum of activities that such a complex could provide.⁵⁵

An army in defence of an empire; foreign defence

In 1795, the British Government approved the recruitment of slaves and, along with Jamaica, the Barbados Garrison provided one of the main bases for the formation of the 'West India Regiments'. The first seven 'West India Regiments' were raised in 1795, with their number rising to twelve by 1798. Between 1798 and 1806, an estimated 6,376 slaves (7% of all those sold in the British West Indies) were bought by the army for these regiments; making the British Army the largest slave trader in the West Indies.

⁵⁴ Hoyos, F. A. *Barbados: A History from the Amerindians to Independence*, 1978.

⁵⁵ *Historic Bridgetown and its Garrison. Nomination as a World Heritage Site. Document 2010*

The 2nd West India Regiment (one of the two most significant) was formed in Barbados in 1795 and sourced much of its recruitment here. Both the 1st (Jamaica) and 2nd regiments saw action in Africa and Latin America over the years and, by 1870, they were the only regiments remaining. These two remaining regiments were technically unified in 1888, when they both became known simply as the 'West India Regiment', consisting of two battalions. The Barbados stationed battalion was disbanded in 1920 while the Jamaican based unit was finally disbanded in 1927. The barracks generally known as the 'West India Barracks' and those known today as 'Block A' were home to the 2nd, 3rd and 4th regiments at various times during the 19th century. The Zouave uniform of the 1st and 2nd regiments (from 1858 in Barbados) is also still in use today by the bands of the Jamaican.⁵⁶

Internal control: rebellions and uprisings on the island

Slave rebellions tended to be less threatening in Barbados than on other Caribbean islands. Barbados had a well-armed police force and there was nowhere to hide. Unlike Jamaica, which still had forests, most of the land in Barbados had been cultivated to produce as much sugar as possible.

On Sunday 14 April 1816 a major rebellion broke out in Barbados. This rebellion was carefully planned and organised by the senior enslaved men and women who worked on several estates and plantations.

The rebellion started in the evening in the southeast parish of St Philip, spreading to most of the southern and central parishes of Christ Church, St John, St Thomas, St George and parts of St Michael. Three days later it was put down by the local militia (soldiers) and the imperial troops (the King's troops) stationed on the island. Martial law (army rule) was declared on Monday 15 April, and was lifted on 12 July.

THEME 4 – BAJAN SOUL: Bajan Cultural Practices

*The way we speak, our dress, the way we walk, the foods we eat, the way we raise our children, the way we dance, our traditional games, warri, marbles, making kites and flying them, our folk medicine, the chattel house, cricket, calypso, crop over, picking dunks and ackees, market on Saturday, our history.*⁵⁷ All of these things and more define the Bajan soul.

Fishing, a microcosm of humans and the sea

Barbados was endowed with the title 'the land of the flying fish' because of the abundance of this species that was once found in their waters.

The flying fish is a tangible species, but to Barbados it is a quintessential aspect of its intangible heritage, a symbol of Barbadian pride and industry and the country's motto. It adorns the silver dollar coin and is on the logo of the Barbados Tourism Authority. Barbados has its own unique ways of preparing and cooking the flying fish, and it is part of the national cuisine. But the availability of the

⁵⁶ *Historic Bridgetown and its Garrison. Nomination as a World Heritage Site Document 2010*

⁵⁷ Deane, L.M., 2003. Path to a heritage strategy for Barbados. Ministry of Education and Youth Affairs.

species is at risk, as are its associated traditions, and there is no regulatory framework to protect this icon of national heritage.⁵⁸

Invisible threads that join the sea and the land

A significant part of the Bajan soul consists of a combination of these diverse traditions related to the sea, music, sports and games, food and the island's characteristic cultural practices.

Landship

Originating in the 1800s, the Landship is a traditional cultural group that uses dance to imitate ships voyaging through stormy seas. Barbados' history is reflected in Landship performances through costumes and music. For example, dancers wear British military-based costumes and dance to African music or British bagpipes. The Landship is used in schools to demonstrate entertainment celebrated in Barbados long ago.

Tuk Band

A Tuk band is a traditional Barbadian music group based on the style and music of British military bands. Band members entertain in boldly coloured outfits, playing instruments such as the kettledrum and the pennywhistle. Traditional African characters in costume such as the shaggy bear, the green monkey and Mother Sally perform with the band. Mother Sally (a masked man dressed as a woman) and the other characters entertain the crowd with humorous antics and represent ideals such as fertility and perseverance. A Tuk band can be seen at traditional festivals such as the Oistins Fish Festival.⁵⁹

Bajan flavours

Bajan cuisine consists of traditional working class food that forms a part of Bajan heritage. It has many influences, including African, Mediterranean, English, Indian, Asian, American and other Caribbean cultures. The common denominator is the use of local cooking traditions and fresh seasonal native ingredients, some beyond compare.

The national dish, flying fish and cou cou, is a tasty combination. Bajan cuisine rewards those with an adventurous palate, but it can be appreciated on even the simplest level – the tap water. Barbados is a coral and limestone island with naturally filtered water which is arguably the best drinking water in the world.

The colour of life in motion: Chattel Houses

A chattel house is a Barbadian term for a small moveable wooden house that working class people would occupy. The term originated in the plantation days when home owners would buy houses designed to move from one property to another. The word "chattel" means movable property so the name was appropriate.[1]Chattel houses are set on blocks or a groundsill rather than being anchored to the ground. In addition, they are built entirely out of

⁵⁸ *Barbadian Bio-cultural Heritage: an Analysis of the Flying Fish*. Janice A. Cumberbatch
Catrina J. Hinds

⁵⁹ *Customs & Traditions of Barbados*. by Dr. Kelly S. Meier

wood and assembled without nails. This allowed them to be disassembled (along with the blocks) and moved from place to place. This system was necessary historically because home 'owners' typically did not own the land that their house was set on. Instead, their employer often owned the land. In the case of a landlord/tenant (or employer/employee) dispute, the house could be quickly moved to a new property.⁶⁰

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ANNEX THEME 1. SUPPORT FOR TOURIST ROUTE.⁶¹

The Spirit Bond

The building dates back to the 18th century when it was used as a warehouse for rum and other spirits (hence the name Spirit Bond). It was strategically positioned next to the careenage where trading vessels would dock to offload their cargo and to collect rum, molasses and sugar to transport back to Europe and North America.

The Careenage

The area of the Careenage became quite popular back in 1628 when British settlers landed in Barbados. Not much was there with the exception of a wooden bridge across the water. It is believed that a group of indigenous people to the Caribbean known as Arawaks were the ones to create the bridge. Upon discovering the structure, the British settlers began to call the area of Bridgetown, Indian Bridge. The British removed the structure and constructed a new bridge over the Careenage sometime after 1654 and the area became known as the town of Saint Michael and later its' present day name, Bridgetown.

Barbados Mutual Building

The Barbados Mutual Life Assurance Society (The Mutual) was established in 1840 after emancipation and, until its demutualisation, was the oldest surviving indigenous insurance company in the Caribbean. The Mutual played an important role in capital formation and investment in the local and regional economies. Functioning as a lending institution, the Mutual lent money to the planter and merchant elite as well as policy holders drawn from all other classes who met the requirements for borrowing. The Mutual reflected the wider social values of post-emancipation society and was tied to the success of the plantation economy, making significant investments in the local and regional economies when other capital could not be sourced.²¹ In 2002, it was demutualised to become Sagicor Life, Inc. The Barbados Mutual Building was built in 1894- 95. It was designed by Jethro Anstice Cossins (1830- 1917) and Frank Barry Peacock (1860-1937), a renowned Victorian civic architecture practice based in Birmingham,²² and is characterised by its ornate cast-iron work and twin silver domes.

Old Town Hall

The Old Town Hall Building was built in 1730, and once housed the Vestry of St Michael and the Town Jail. During part of the 18th century this building was sometimes used by the Council and Assembly for meetings.

Both the Assembly and the Gaol were relocated to this building from the James Fort Building. Later they were both again relocated to what is now the Old Law Courts Building.

⁶¹ Various sources:

- *Historic Bridgetown and its Garrison. Nomination as a World Heritage Site. Document 2010*
- *Beyond the Bridge.*
- *Henry Fraser. Treasures of Barbados .Published by Macmillan Caribbean, 1990*

In 2003 the Old Town Hall Building was restored after being in disrepair for many years. The southern and eastern walls were preserved, while the building's architectural heritage was maintained.

The Parliament.

The Parliament of Barbados is the third oldest legislature in the Americas (behind the Virginia House of Burgesses (1619) and Bermuda House of Assembly (1620)).

The Parliament of Barbados in its current form was introduced in 1961. Independence was won in 1966. The first meeting of the Barbados Assembly was held in 1639.

The current Parliament Buildings were built in the neo-Gothic style in the early 1870s

The Barbados Museum of Parliament and the Barbados National Heroes Gallery are housed in the West Wing of the Parliament Buildings.

Notable features: Functionality, climate adaptation, open layout (without courtyard). Galleries on the second floor. Even decorative blind arches at eaves level have an important function.

Chamberlain Bridge.

In 1872, it was a swing bridge across the marine inlet channel of the inner basin of the Careenage (Constitution River) at Carlisle Bay. The outmoded steel structure was dismantled and rebuilt in 2005–2006 as a lifting bridge with the state-of-the-art modern technology of an all-composite single-leaf bascule design. This design is a counterweighted bridge span that pivots upward, permitting pleasure craft to pass through an inlet channel.

Jubilee Gardens.

In 1888 the **Jubilee Gardens** in historic Bridgetown Barbados was created to commemorate the Golden Jubilee of Queen Victoria ...the 50th anniversary of her reign.

The original spot was later converted into the **Lower Green Bus Stand/Terminal**, but in 2005 it was redeveloped and reverted to its original purpose as the Jubilee Gardens.

Religion and places of worship.

Bridgetown stands out among former English colonial town for the number of religious institutions that supported the spiritual lives of the residents in Barbados throughout its history. Anglicanism was, of course the religion of the European elite. Other religions whose practitioners were being chased out of Europe find a place also here (Quakers, Jews). Other protestant churches, established themselves for the protection of the enslaved population (Moravians, Methodists). Opposition to Roman Catholics was so strong that a catholic church could not be established until 1840).

All of them brought their cultural traditions, including their religion. In fact the coming of some minorities had to do directly with their religious persuasion, as is the case with Quakers and Dissenters, as well as the Sephardic Jews, who were fleeing religious persecution in England or in Portugal and Spain, and were looking for a place that would allow them to practice their religions with little interference from local authorities.

Saint Michaels Cathedral.

One of the first churches established in the island in 1629 and was the first Anglican church in the parish of St. Michael. The first church deteriorated quite quickly. The construction of the new church in its present location started in 1660 and it was consecrated in 1665.

In spite of the attention paid to the building, it was completely destroyed during a hurricane in 1780. Construction of the new church took place between 1784 and 1786. It was elevated to cathedral in 1825.

It is a rather eclectic-looking building, with a square tower that confers it a solid and at the same time fortress-like aspect. It consists of a single nave ended on the east side with a conspicuous diaphragm arch (no doubt the old end wall) through which it is connected with a narrower chancel with a curved apse at the east end.

St Mary's Church

Built in 1825, St. Mary's Church was constructed as one of the oldest Chapels of Ease in the island. Sited on the Old Churchyard of the original St. Michael's Church, St. Mary's Church was built on one of the oldest consecrated grounds in the English Americas

This Old Churchyard has played a continuous role in the political and social life of the town and was used as a burial ground for the town's enslaved and free coloured populations

In 1818, members of Bridgetown's free coloured community formed the Society for the Education of the Coloured Poor and solicited donations to build a school for free coloured children. St. Mary's Junior School and St. Mary's Infants' School are among the oldest of the non-secondary schools in Barbados.

Built of brick in the Caribbean Georgian style, with huge quoined windows and arches. the Church survived the hurricane of 1831. Many other features make it one of the most attractive buildings in Barbados.

Jewish and the Synagogue

Although the records do not enable us to say with certainty when a Sephardi population first established itself in Barbados, it is clear that by the 1640s, Jewish individuals or families were starting to move to the island. Many Sephardim fleeing the Portuguese reconquest of Dutch Brazil sought refuge in Barbados, attracted by its potential for economic growth and its political independence during the Commonwealth of England (1649-60).

Some sources say that Jews introduced sugar cane in Barbados. The Sephardic Jews were instrumental in the development of the merchant economy of the town and plantation economy of the island.

Nidhe Israel Synagogue and Museum

Its name means "Synagogue of the Scattered of Israel" and in the following lines we shall explain why.

The Jewish Synagogue in Bridgetown is situated on the oldest Jewish consecrated ground in the English-speaking Americas. Established in 1654, the Synagogue located on Synagogue Lane was the community centre and place of worship for the Jewish population in Barbados. The building features a unique blend of Jewish, Gothic, Renaissance and Barbadian architecture.

It has a square plan with rounded corners and, externally, has two floors, although the interior is a single space volume with galleries on three of the walls. Externally the building is almost cubic, with a mixture of styles in its fenestration and details. The ground floor has segmental arches, the first floor has pointed arches in the gothic tradition, and crowning it all a balustrade that goes around the four façades of the building.

Calvary Moravian Church

Located in Roebuck Street, was built in 1834 after the Moravians were given permission to establish a mission in Bridgetown. Calvary Moravian Church represents of the role of non-Anglican religious groups who actively proselytised the Gospel amongst the enslaved population in the pre-emancipation period.

James Street Methodist Church

Erected c.1830, has a classical appearance with a bulls eye window in the gable end. Also noteworthy, is its Venetian style portico.⁴⁵ The Rt. Excellent Sarah Ann Gill is buried in the small graveyard located behind the Church.

James Street Methodist Church stands as a testimony to the message of anti-slavery and religious freedom in the colonies. The colonial connection to the British anti-slavery movement has not been explored, but the Methodist story in Barbados shines light on this little-recognised part of the international effort to abolish slavery.

St. Patrick's Roman Catholic Cathedral

Named for Ireland's patron saint, St. Patrick, the church was opened on St. Patrick's Day on March 17, 1848. In 1897, it was destroyed by fire. The new building was designed in the Barbadian Gothic tradition

Carnegie Library

Barbadians were always early and active consumers of books in the book trade that existed between London and the rest of the British Atlantic World. In 1777, a Literary Society was established in Barbados and a Library Association in 1814. Both of these were private organisations intended primarily for the benefit of members.

In 1847 an Act was passed "establishing a Public Library and Museum in this Island". This was three years before the first Public Libraries Act was passed in Britain.

At the turn of the century, Scottish-American philanthropist Andrew Carnegie donated a grant to sponsor the construction of a free library. It was opened to the public in 1904. It is a coral stone building built in the English Renaissance style.

Screw Dock

The Victorian engineered screw dry dock located in Bridgetown Barbados is the only dry dock of its kind to exist in the world. The dock construction began in 1889 and was completed in 1893. Boat building and servicing appears to have been a well-established business in Barbados from the early days of settlement. The island had an excellent reputation for the quality of workmanship on marine vessels. These ships could either come into Bridgetown and be careened on a side to have their bottoms cleaned of barnacles or could be lifted by the screw dock out of the water for better repairs. The dock measures 240 feet long by 46 feet wide and was capable of lifting 1,200 tons of dead weight.

ANNEX THEME 2. SUPPORT FOR GARRISON WALKING TOUR⁶².

The Main Guard or Clock Tower The most notable and recognizable building facing onto the Savannah is the 'Main Guard' (or 'Clock Tower'), built in 1804, situated to the west of the Savannah and near geographical centre of the entire Garrison area. As the internal security headquarters for the complex, it commands a complete view of the Savannah and surrounding structures and an almost complete view of the western side below the ridge on which it sits. Though not the largest building, its colonial architecture with its Roman arched portico and pediment in front of the octagon domed tower is synonymous with the Garrison and unique in Barbados.

The Prison (now The Barbados Museum and Historical Society (BMHS)) The Garrison's prison is situated in the extreme north-east of the Garrison. The former soldiers' prison, its western, and more visible, portion dates from 1853 while the eastern section dates from 1818. Built mainly of yellow brick, its appearance is almost unaltered since construction. The front central portion is of two storeys, featuring the usual gated entrance within a pediment styled portico. The portico is flanked on either side by open wooden galleries while the ground floor spreads out to single storey wings that once contained the cells. With most of the dividing cell walls removed to make larger more functional rooms, the BMHS has operated here since 1933 and represents the largest museum facility on the island. This prison, intended solely for the detention of soldiers pending court martial, was complemented by an officer's detention building, located about 300 ft to the south-east of the main prison. A much smaller building, it is notable for the small turret on its southern corner. Today this building is annexed to the older former Regimental Guard House and used as a residence.

Accommodation: Barracks, Quarters and Supporting Facilities Dominating the Garrison's architecture, in particular that of the Savannah area, are the three large red brick barrack buildings, now known as Blocks A, B and C. Built on the north-eastern side, in 1808, when overcrowding of the Garrison was a severe problem, they were also supported with all the additional facilities that would be required by these barracks capable of accommodating 1000 soldiers and officers. To this end, the areas to the east of the barracks are covered with existing buildings once used as kitchens, messes, privies, stores and smaller married men's accommodations.

Just to the south of Dayrells Road and facing the north-west is the third of these buildings, Block C. Built specifically to house 250 officers, its design is similar to that of the previous two.

On the western side of the Savannah and immediately to the north of the Main Guard is Stafford House, a two-storey former artillery barracks built in 1812, now privately owned and used as offices.

⁶² Extracts from Historic Bridgetown and its Garrison. Nomination as a World Heritage Site. Document 2010

The very long two-storey Stone Barracks facing east onto the Savannah from inside the Barbados Defence Force (BDF) compound, completes the inventory of large arcaded barrack buildings dominating the Savannah area.

George Washington House

The George Washington House and is located at the top of Bush Hill on the western side of the Savannah. Originally constructed circa 1720, it represents the oldest house in the area. Built mainly of lime stone, it exhibits classic Georgian lines with the usual tropical weather features of hooded windows and open verandah.

Restoration of this building was completed in 2006 and it is used as a museum, noted for being the only place George Washington 'slept' outside of what is now the continental USA. The property also features the remains of an 18th century watermill and stone bath house, and a 19th century (military era) former stables. The museum operates daily as a heritage attraction.

Health and Medical Facilities

The mortality rate, particularly during the early part of the Garrison era, was extremely high. As a result there were extensive health facilities with the potential to house as many as 20% of the total number of troops stationed. After using a number of more temporary, or unsuitable, structures for hospital accommodation, the purpose built General Hospital, now known as Pavilion Court, was completed in 1806. Comprising three large buildings and numerous smaller ancillary structures, the facility was capable of housing 300 patients. Converted into apartments in 1928, they have remained unchanged to date.

The Medical Pavilion (also under review by Government for inclusion) was a grand residence for the Surgeon in Charge of the Military Hospital, located just next door. Predating the A and B Blocks by about two years, this building is similar in design, though without the imposing central pediment. It was sold in 1906 and adapted as apartments. Gutted by fire in 1979 it remained a hollow ruin until it was restored by Coconut Court Beach Hotel, located across the road, to become the Barbados Pavilion

The Ordnance Hospital Complex, located at the south-eastern rim of the Savannah, comprised four buildings, now all used as individual residences.

After the Ordnance Department was incorporated into the War Office, in 1855, the buildings became the Officer's recreation rooms and library (in 1868, it included the Garrison Dramatic Club theatre). All of the buildings were transferred to 'sub-divided' private ownership in 1906. By the early 1930s most of them had gone through various degrees of transformation (to plantation house style) with little further change to date.

Defence Installations Charles Fort, in the extreme west, represents the oldest fortification site in the Garrison footprint, with origins going back to 1650. Originally of fascine construction, it was rebuilt in stone by 1845 and much of this structure remains today having been stabilised in 1966 with the construction of the original Hilton Hotel. Like the hotel, the fort is open to the public at all times and is frequently used by the hotel for special events. On decommissioning, in 1905, the cannon at the fort were thrown over the walls into the sea, where their slowly eroding remains can still be seen. The largest extant collection of 17th, 18th and 19th century artillery pieces in the hemisphere, including a rare gun with the Cromwell Coat of Arms dating back to the interregnum period (1649-1660), can be found at the Garrison.

St. Ann's Castle, completed in 1707, represents the oldest known stone structure in the area. Intended to be a 'keep' or last place of refuge for Charles Fort, it became the focal point of the 'new' garrison when it was under design in the late 1780s. Though the internal structures

changed during the Garrison era, the familiar tower, built c1830, remains as one of the uniquely 'Garrison' images. Outwardly, though always difficult to discern its true form, the castle has not changed in appearance for over 300 years.

Naval Access to the Engineers Pier, which may date back to the 1790s, lies through the Grand Barbados Hotel, located at the point where Engineers Pier Road becomes the Aquatic Gap. Today Engineers Pier is part of the hotel's restaurant facilities and leads on to a wooden extension (19th century) and pier house (early 20th century) that once formed part of the Aquatic Club, which operated from this site between 1924 and 1969.

Savannah (or Sports and Recreation) Today, the Garrison Savannah represents Barbados' largest urban green-space (containing the highest density of trees in Barbados' urban corridor) and, though still used for occasional military parades and other official functions, is the centre of numerous sporting and leisure activities. Chief among these is horse racing, with the Savannah being the oldest functioning horse race track (since 1845) in the Americas. The Savannah also features football fields, cricket wickets and is the home to the Barbados Rugby Club, with two full pitches for their use. Ringing all this activity, and inside the race tracks, is an approximately 1km jogging track, used every day by the public in early morning and late afternoon. During horse-race meets, it doubles as the track for the emergency vehicle, which shadows each race. The Garrison has also been popular with kite-flyers at Easter. All of these ongoing activities at the Garrison provide continuities with past recreational uses and lend insight into the intangible heritage aspects of the site.

Military cemetery Situated between the Hilton Hotel and the Barbados Defence Force compound is the Military cemetery, which pre-dates 1816 and is the largest individual historic site and still in use today. A walled cemetery, facing onto the southern shoreline, it extended into the area currently within the hotel grounds, with cholera graves placed further east. The property now known as 'Little Heath' is constructed out of the ruins of the Garrison chapel, built in 1855 and then demolished in 1906. St. Matthias Church, built 1837-1841 in Hastings (outside of the nominated property), was used by the garrison forces from 1848 until 1855 and is today still used by the Barbados Defence Force for official occasions. The Monument at the top of Bush Hill commemorates the victims of the 1831 hurricane. Originally located opposite the General Hospital, in Hastings, it was moved to the present spot in 1906. Similarly, the Monument located at the junction of the Garrison Road with Dalkeith, which commemorates those who fell in action in 1809 and 1810, originally stood between the Stone Barracks and St. Ann's Castle. It too was relocated in 1906.

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5 **BARBADOS** INTERPRETIVE MAP

THEME 1 - BRIDGETOWN: A Marvel of Maritime Engineering.

SUBTHEMES	Contents	Icons, objects and other material and immaterial elements.	Associated activities.
A British port in the Caribbean.	<ul style="list-style-type: none"> Town planning at British Ports. Commercial settlement for the New World. A port for the defence and expansion of the Empire. A port for the traffic of slaves. Ships building & repair. 	<ul style="list-style-type: none"> The Atlantic Ocean and the Caribbean Sea. The port, the sea inlet, the boats, the promenade, town planning and street layout, urban morphology. The home of the only Screw Dock in the World. Carlisle Bay. 	<ul style="list-style-type: none"> Providing helpful visitor information about the port city through both direct sources and promotional materials Country and city overview based on interpretive themes and presented through traditional means (The Wall of memory, scale model of Bridgetown, Island map) and multimedia (fishing and food in Oistins videos) promotional material sales orientated (Plantation houses, Museum, George W Dinner, etc.). Reservation services for specific events, cultural products and related offers. Tickets for guided tours of Bridgetown.
A city of refuge to start a new life.	<ul style="list-style-type: none"> First settlers: The Portuguese and the British. The first democratic Parliament. Contradictions with a slaver system. Religions that embrace all different social strata; whites, blacks, the slaves, free people. Religious buildings that have as a common element: their simplicity. Kinds of religions. Adapted architectural styles. Refuge for ideas: the first library in 1847. Fights for freedom. Local Heroes. 	<ul style="list-style-type: none"> The Oistins Charter St. Michael Cathedral, St. Marys, St. James Methodist church, St. Patrick, The Synagogue. Carnegie Library. Queen's Park. Old Town Hall. Central Police Station. Old Law Courts. Houses in MacGregor Street. Masonic Lodge. Parliament , Museum. The legends, the songs, the stories. 	<ul style="list-style-type: none"> Purchasing special tickets designed for special tourist groups (disabled, Premium, thematic visits). To buy alternative excursions for cruise passengers to design and purchase their own shore day trip. Purchasing typical Island products. Booking restaurants Go all over the city by oneself or guided and understand the signs of identity that make it World Heritage (and its

Barbados commercial and social epicentre.	<ul style="list-style-type: none"> ▪ Ideology of the Metropolis. ▪ Commercial relations between the metropolis and the colonies: all kinds of goods. ▪ Dissemination of social, economic, political and cultural forms of the empire in the Caribbean world. ▪ African commercial forms in Bridgetown. ▪ European Culture and African culture. ▪ Various types of profession, the British urban colonists, the specialised workers, the slaves of the urban African world. 	<ul style="list-style-type: none"> - Markets in the past and present. The Slave Market in Jubilee Garden, Broad Street, James Street. - Port architecture. Warehouses. <ul style="list-style-type: none"> - Barbados Mutual Building - Da Costa Colonnade. Nicholls building. - Codd's House - The colour of buildings and the sky, the rain, the breeze, the heat, the humidity, the coming and going of the boats. - People and their world. - Music that hits you anywhere anytime. - Sitting at a bar, buying fruit, eating, entering a church and sitting inside, or strolling around and soaking up the atmosphere. - The Cheapside Market, and the Fish Market. 	<p>connection with the Garrison).</p> <ul style="list-style-type: none"> - Identify the buildings, town planning and other elements that define its port character. - To participate in local life, discovering the local markets and shops and places to eat and drink - Entering the religious spaces, discovering the value of religion in the History of the city. - Getting to know the relation of the city with the slavery and the life of the urban enslaved. - Getting to know the story of the national heroes through the Parliament Museum. - Getting a feel for the city, from different points of view - not only the purely informative. - Shopping in all kinds of shops and stores around town. - Learning about the Screw Dock, the only one of its kind in the World.
Everyday life in Bridgetown	<ul style="list-style-type: none"> ▪ Experience everyday life in the city. 		

PRODUCTS AND INVESTMENTS

- **VISITOR CENTRE IN THE SPIRIT BOND.**
- **TOURIST URBAN ROUTE: ACCESSIBILITY PLAN, URBAN ENHANCEMENT AND IMPROVEMENT OF THE HISTORIC CITY.**
- **IMPROVED CONNECTIONS FROM THE CRUISE PORT TO THE VISITOR CENTRE AND HISTORIC ROUTE.**

THEME 2 -INDUSTRIAL HERITAGE: The Story of Sugar and Rum

SUBTHEMES	Contents	Icons, objects and other material and immaterial elements.	Associated activities.
A production system based on slavery.	<ul style="list-style-type: none"> ▪ Production of Sugar Cane. <ul style="list-style-type: none"> - The world of the sugar plantation houses. - Barbados – importance of the sugar trade and the industrial revolution in the metropolis. - The sugar barons. Difficulties and enrichment. - The Jewish planters from Brazil. ▪ The life of the slaves: <ul style="list-style-type: none"> - Transport of the slaves - The white servants, and the “white slaves”, mixed races. - Elites among the slaves, Africans and creoles. - The escaped slaves - The female slaves, the weakest link. Exploitation and abuse. - The African Diaspora. - The fight for freedom. 	<ul style="list-style-type: none"> ▪ Barbados National Museum Collection. ▪ Information that shows the importance of sugar in relation to the industrial revolution, slavery forms of production, meeting places. ▪ Industrial Heritage. ▪ Plantation houses as production centres. ▪ Morgan Lewis windmill. ▪ African Diaspora maps. 	<ul style="list-style-type: none"> - To appreciate Barbados History in a broad sense with the help of the Museum collection (artefacts, prints, photographs, oral heritage, etc.). - Creation of emotional experiences from the museological concepts and innovative museographic proposals. - Attend temporary exhibitions showing popular themes related to the history of Barbados. - Participate in guided visits specially designed for cruise passengers – Short visits- - Participation of travelling families in the Barbados National Museum visit, events designed for the summer and holiday season when tourism with children takes place. - Purchase material in the library and shop related to the museum or temporary exhibitions- reproductions, and other souvenirs. - Participate in other activities and events in the Garrison with combined tickets. - Getting to know and participate in other museums and related events (Speightstown Museum, Plantation Houses, etc.).

Creation of cultural identity.	<ul style="list-style-type: none"> ▪ First references in the uprising of the slaves. ▪ Legal restrictions on the slave identity and cultural expressions. ▪ Mixture of African, European and Caribbean cultures. 	<ul style="list-style-type: none"> - Dance, music, cultural and celebrations festivals. - Tuk music, tuk bands: The Shaggy Bear, Donkey Cart - Crop-over festival Originating in 1688. - The Bajan Calypso - Spouge - Yoruba Yard Activities - Tea Meeting - Landship
From Colonialism to Independence: A country in evolution.	<ul style="list-style-type: none"> ▪ The mutual aid societies: <ul style="list-style-type: none"> - Landship; still alive after 150 years. - The origin of the workers organisations and political parties. - The first libraries and education. ▪ The construction of the Panama Canal and the resulting revenue. The purchase of lands by returned workers. ▪ Republicanism: the Monarchy “loitering on colonial premises after closing hours”. 	<ul style="list-style-type: none"> - Hospitals - Schools⁶³ - West Indies University.

PRODUCTS AND INVESTMENTS

- **A RENEWED BARBADOS NATIONAL MUSEUM.**
- **VISITOR CENTRE IN THE SPIRIT BOND**

⁶³ “The Barbadian people have a cultural tendency towards access to education largely because they received emancipation without land, a freedom with no rights that led them to rely on professional and academic knowledge in order to escape from the trap of the sugar plantation houses”.

THEME 3 - GARRISON: British Military Life in a World Heritage Site

SUBTHEMES	Contents	Icons, objects and other material and immaterial elements.	Associated activities.
An army in defence of an empire. Foreign defence.	<ul style="list-style-type: none"> ▪ Military centre in the Caribbean. ▪ The world of pirates, battles against the French and Spanish. ▪ Pre-eminence after the American Revolution. Headquarters of the West Indies fleet. ▪ George Washington learning about the British military model in the colonies. 	<p>The Garrison:</p> <ul style="list-style-type: none"> - A powerful fortress, the Savannah, the cannons, the George Washington house, the tunnels. - The soldiers' pavilions. - The armoury: the home of one of the world's finest cannon collections. - The Museum Collection. - The Changing of the Sentry. 	<ul style="list-style-type: none"> - Easy access to all activities run at the Garrison through traditional and digital media. - Discovering the meaning of a unique World Heritage Site - Taking part in guided tours to discover the Garrison as a British military space - Visit to the Barbados Museum (and to its collection related to the English military world) - Attending the change of sentry as a trace of the English military culture. - Getting to know George Washington House and its links to American history. Taking part in a special experience in the "Dinners with George". - Visiting the elements that formed the fortress as a whole and understanding their role: Savannah, St. Ann's Fort, cannons collection, military architecture, tunnels.... - Having lunch or a drink in the Cafe - Going to the horse races. - Attending special events organised by The Garrison Project. - Purchase combined tickets allowing entry to various activities at the Garrison, and linked products in Bridgetown (these tickets should be available at the Visitors Centre).
Internal control: the rebellions and uprisings on the island.	<ul style="list-style-type: none"> ▪ British Military Government in the colonies. ▪ Soldiers' daily life ▪ Black soldiers brought from other islands. ▪ The role of the army in the uprising of the slaves. ▪ Servants' riots ▪ Rebellions for freedom in the colonies. ▪ The English Civil War and its consequences. 		
PRODUCTS AND INVESTMENTS		<ul style="list-style-type: none"> • THE GARRISON WALKING TOUR EXPERIENCE • A RENEWED BARBADOS NATIONAL MUSEUM • VISITOR CENTRE IN THE SPIRIT BOND 	

THEME 4 – BAJAN SOUL: Bajan Cultural Practices.

SUBTHEMES	Contents	Icons, objects and other material and immaterial elements.	Associated activities.
Fishing, Man and the Sea microcosm.	<ul style="list-style-type: none"> The fishermen, types of boat, repairs, working hours, fisherman families, companies, the way out to the sea. The various types of fishing Other Jobs at Oistins; carpenters, metalworkers, cooks. 	<ul style="list-style-type: none"> Oistins: the shipyard, the fish market, the boats, the way out to the sea, the return with the fish, its transport and its cut. The flying fish, the dolphin (mahi mahi) The fish market, the ways to prepare the fish. Films, photographs, written documents, music, fests, Oistins fish festival, dances. Competitions related to the fishing world: fish deboning, boat races, dolphin (mahi mahi) skinning, climb-the-grease-pole. 	<ul style="list-style-type: none"> Guided tour of the different areas of the Bio museum: harbour, fishing, boat repair ... Boat excursions to discover the experience of catching flying fish. Visit the fishmongers and see the fish that will be tasted in restaurants, preparation & cutting techniques. To enjoy a Bajan gastronomic experience "enlightened" in the context of the Bio museum. To visit the various markets around the Bio museum (fruit and vegetables, crafts etc.) To enjoy a Bajan music experience based on Calypso and other Caribbean music (Annual Animation Plan). Attend boat racing and other events during the Annual Fish Festival. Participating and Helping to maintain a lifestyle.
Invisible threads that join the sea and the land	<ul style="list-style-type: none"> Music and dances Games and toys. Popular inventions. Lost traditions. Preserved Traditions. 		
Bajan Flavours.	<ul style="list-style-type: none"> Mixture of African, Indian and British cuisine. Working class meals as Barbadian heritage. Fish and Barbadian cuisine. 	Gastronomy: <ul style="list-style-type: none"> Cou-Cou Flying Fish Sweet potato, yam, breadfruit, cassava, Black pudding. Restaurants, market 	
The colour of life in motion: Chattel Houses	<ul style="list-style-type: none"> A way to understand and live life. A way to build the urban and rural Barbadian landscape. A Landscape in motion. Constructive forms. Wood: an economic and versatile material for housing. 	<ul style="list-style-type: none"> Urban and rural landscape packed with examples. 	
PRODUCTS AND INVESTMENTS		<ul style="list-style-type: none"> OISTINS WATERFRONT BIOMUSEUM AND UPGRADING PROJECT. VISITOR CENTRE IN THE SPIRIT BOND. 	

6 TECHNICAL SHEETS

VISITOR CENTRE IN THE SPIRIT BOND

PROJECT NAME	VISITOR CENTRE			
Summarised Project Description	<p>Currently tourists arriving in Bridgetown lack a point of reference and information that allows them to organise their visit to the city and the island.</p> <p>Besides being a great information and selling point, the Spirit Bond should become an experiential gateway to the whole country.</p>			
Target Market	<p>All segments of tourists' public, both stay-over and cruise passengers. It should also be an attractive place for locals, a space to be proud of for its interpretive content and a place where anyone can feel being a part of it. Specifically and with reference to the selected market niches in the Barbados Tourism Master Plan, this includes a wide range of segments that will find in the Centre the necessary information for their main motivations or needs: Accessible Tourism, Silver Market, Culinary Tourism, Conference Tourism, Domestic Tourism, Shopping Tourism, Faith Tourism, Diaspora.</p>			
Who benefit	<p>Visitors and locals.</p> <p>Local Tourism companies.</p> <p>Other companies direct or indirectly connected to tourism.</p>			
Themes	<p>BRIDGETOWN: A Marvel of Maritime Engineering, and other connected themes such as INDUSTRIAL HERITAGE: The Story of Sugar and Rum. THE GARRISON: British military Life in a World Heritage Site. BAJAN SOUL, Bajan Cultural Practices.</p>			
Investment type	Hard	X	Soft	X
Project Details				
<p>The Spirit Bond building will be the location for the Visitor Centre in Bridgetown.</p> <p>Ownership</p> <p>Presently owned by "Wharf View Holdings", with a 25% share by IBT Inc., it is leased by the Ministry of Culture, Sports & Youth, and is siege of SIRIUS (Social Identity-Renewal and Integrated Upliftment Strategy)</p> <p>Description of the building. It has an approximate trapezoidal shape with entrance on Wharf Rd, between Liverpool Lane and Lancaster Lane. It has two stories and an approximate floor area of 2000 m2. The Old Spirit Bond looks out over the Bridgetown Boardwalk (Wickham Lewis Boardwalk) to the wharf and careenage where yachts, catamarans and fishing boats are docked. It has been</p>				



The Sugar Spirit Bond an example of architecture linked to the Port

recently restored, since it was an almost ruined building with just the main brick walls standing.

The Visitor Centre in Bridgetown should be able to respond to the following **challenges**:

- f) **Reception and Information.** Tourists should be able to find here a welcoming space where to obtain information and immerse in the local spirit as well as solve basic needs: restrooms, benches, computers, Wi-Fi connexion... Four areas should be part of the same space for tourists: informative area, interpretative area (see complementary information), connectivity (internet) area and purchasing area.
 - g) **Interpretation.** The Spirit Bond should be able to present not only the city but also the country as a whole: it should be an interpretative and experiential space. An inside image in accordance with the strength of its exterior image and taking into consideration the port aesthetics in a contemporary way. The interior design should include interpretative proposals that show the past and present of Barbados based on the Interpretative Plan and Map.
 - h) **Data collection.** The Centre should be a place for visitors to obtain information; therefore a data collection and treatment system should be designed and implemented in order to have a clear outlook of the type of tourism arriving. We mean not only basic technologies such as movement detector installed in access doors that allows to obtain the number of people coming into the centre, but also more specific data that could be obtained through the staff, or through the use of applications.
 - i) **Tourist Products Creation:** Competition in the tourism sector is very strong, so it is necessary to be at the forefront offering products that correspond to the new market trends. In cooperation with Barbados Tourism Product Authority (BTPA), the Visitor Centre should be the support for the launching of new tourism products and the renovation of traditional tourist products (both from public and private sector).
 - j) **Sale.** Tourist expenditure should be initiated or strengthened here. Although information should be free, it should avail the possibility to buy tickets for museums, combined tickets, as well as merchandising products in the gift shop. It can also be considered the possibility of having vending machines for drinks or a coffee and drinks bar.
 - k) **Private sector participation.** Private sector can have its own representation in order to facilitate the hotel reservations, purchase of packs, routes, etc., either through its own space within the Visitor Centre or virtually through online offers in the available computers designated for this specific use.
 - **A Management and Feasibility Plan** will define the technical and financial needs for the Centre.
- Together with the project design of the Visitor Centre, the contractor will include a management plan detailing the management model that includes at least the following:
- **Legal Model:** Considering the current country's legal framework, it should be assessed whether the Centre will be dependent on other public institutions or whether to adopt a public-private partnership that allows it to function as an enterprise capable of generating revenue through sales (services, reservations, tours, etc.).

- **Proposals for the involvement of the private sector.** The contractor should take into account the willingness of the private sector to participate in an active way. The private sector should have a strong presence by selling services or products. The participation of the private sector will be critical and may include various possibilities that should be evaluated.
- **Estimates of income and expenses** that make the centre viable in the medium term. The centre should become a selling point for all kinds of related tourist products (own or externally provided guided visits, development of own programmes or events, tickets to country events and museums, rental of selling spaces, service agreements collaboration etc.).

It is suggested that **the Visitor Centre's management could be public**, while **the private sector through its presence in the Centre contributes to its technical and economic feasibility** (Barbados Hotel and Tourism Association, Local Guides Association, Mountain Gay corner, Shore Excursions Agencies or craft shops and local products are some examples).

Services Provided by the Visitor Centre:	ASSOCIATED SERVICES FOR TOURISTS: <ul style="list-style-type: none"> - To provide information to tour the country and the city through direct information and promotional materials. - Reservation services for specific events, cultural products and related offers for stay-over visitors (Plantation houses, Museum, George W Dinner). - Overview of the country and the city based on interpretive themes. - To provide guided visits to tour Bridgetown. - To provide special experiences designed for special tourists (disabled, Premium, thematic visits). - To offer and sell alternative excursions for cruise passengers so that they can design and purchase their own shore day trip. - To sell typical products of the country. - To provide booking services for restaurants and accommodation.
Staff/Skills	<ul style="list-style-type: none"> - The architectural design and interpretation project should be developed in a coordinated manner. The professionals involved should be experts in architecture, interior design and interpretation. They can be teams from the same company, or two specialised companies working together. - The management project will define the staff in terms of needs and economic viability. Some professional profiles suggested are: <ul style="list-style-type: none"> • <i>Visitor Centre Manager, in charge of developing the strategy of the Project, coordinating team, economic management and, private sector relationships.</i> • <i>Technician in charge of marketing (including digital marketing)</i> • <i>Informers full time and Informers part time.</i>

	<ul style="list-style-type: none"> - Private sector will add its own workers: marketers' services, guides...
Stakeholders:	Ministry of Tourism. Barbados Tourism Marketing Inc. Barbados Tourist Product Authority. Barbados Hotel and Tourism Association Barbados Hotel and Tourism Association Local Guides Association Non Governmental Organisation (SIRIUS).

Investment required:

Both an architectural project and an interpretation project will be required to put the Centre into operation. Both Projects can be designed by the same company or by two different (working in close coordination).

▪ **Refurbishment Works that should be considered in the architectural Project.**

- The main technical issues that should be dealt with are:
- **Current State Map of the building**, including all kind of technical services, with dimensions, technical data of equipment, etc.
- **Adapting the whole building**. Of the 2000² m. area of the whole building, the Visitor Centre will occupy just 700² m., roughly a third of the whole floor area. The whole building should be adapted accordingly in order to make both uses compatible. The following issues should be taken into account:
 - Allocate, first, the rough area that the Visitor Centre will occupy: it should have its own entrance, independent from the rest of the building. Perhaps they could share an entrance lobby, common to both parts of the building, if not feasible having independent entrance from the street.
 - Both parts of the buildings should have independent control of the technical facilities: piping, water, electricity, air conditioned, security, surveillance, restrooms, elevators, etc. These facilities should have their own meters and machinery. Both areas could share sanitation and drain systems, due to the fact that there is not metering needs.
 - Vertical access: we can foresee that the most practical way of dealing with the whole distribution is leaving the whole of the Visitor Centre in the ground floor, so there is no need of vertical connection, new staircases or new elevators. Some of the Visitor Centre facilities, not accessible to the public, as offices, storage, computer room or the like, could be placed in the upper floor. In this way, staff using these facilities could use the general building circulation areas, staircase or lifts, or even staff restrooms. Nevertheless, the designer can prefer to locate part of the premises on the upper floor, because she/he thinks that the upper floor areas are better suited for certain uses. In this case, new elevator and staircase will be needed, or the existing ones can be made common to both parts of the building uses.
 - Finishings of the whole building is going to be affected by the refurbishment works in the area occupied by the Visitor Centre. These finishings should be adapted or redone: painting, flooring
- **Adapting the specific area occupied by the Visitor Centre**
- **Full accessibility**. Although, at present the building has been made accessible by means of a ramp inside the entrance to the left of the building (Wharf Rd and Philadelphia Ln), there is another entrance to the right, on Liverpool Ln, that could be more suited to be made accessible. Accessibility inside the building has been made possible by means of an elevator

suited for disabled access. All these issues should be checked in the refurbishment project. The Barbados Council for the Disabled requires compliance with international standards such as US, UK, or Canada. Accessibility in three dimensions must be guaranteed (physical, sensorial, and communicative).

- **A new and wider entrance** should be advisable just below the balcony, if technically feasible and complies with current regulations.
- **Raise internal height.** The building at present has quite low floor to ceiling height on the ground floor due to the fact that a suspended ceiling has been installed to cover technical services, piping and cables. In our opinion this ceiling should be removed and the technical services should be made visible, in order to increase floor to ceiling height. In this way perhaps an extra meter could be gained.
- **Improve and expand restrooms** in compliance with international or national standards for this kind of public buildings. Restrooms at present are in good maintenance state but we think there are insufficient for intended use.
- **New internal layout design.** The building was originally renewed to create a shopping mall with small stores. A Visitor Centre calls for large spaces with much fewer partitions. It must be decided whether just the ground floor or both floors should be refurbished to locate the new activity. At present, the first floor spaces are much larger than the ground floor ones, and so better fit for the new proposed use.
- **New lighting.** This is a key issue in the new proposal, so that great care should be taken in tackling this issue (in cooperation con interpretive proposals)
- **Refurbishment or painting of the whole block.** Some walls inside the alleys and on Broad St. are in a poor maintenance state. They should be painted or repaired. The actual Spirit Bond, being made of ballast brick doesn't need much works on it.
- **Relocation of AC machinery inside the alleys.** The access to the new Visitor Centre from Broad St. must be through both alleys. Therefore it is of the utmost importance the relocations of the condensers, cables, etc. As we suppose that the installation complies with building regulations in Bridgetown, the project should pay for the new locations on the roofs of the neighbouring buildings.

▪ **Issues that should be considered in the Interpretative/Contents Project**

It is important to underline that the Spirit Bond is not intended as an Interpretation Centre, it is an open and "flexible" space, able to inform and transmit the global experience of a World Heritage city and its country. So, the interior design should be defined from the interpretative plan and be associated to the different services to tourists that it offers.

General area.

As already mentioned, the underlying idea is to create a global atmosphere in this area and not interpretive enclosed spaces. It will include:

- **Informative and reservations area** (capable of accommodating 4 o 5 staff attending the customer line (one, at least of the counters, adapted for the disabled).
- **Interpretive Contents.** Contents and interpretive environment should focus on three issues:
 - **Maps and City Scale Model**, showing the tangible and intangible elements of Bridgetown. Why is a World Heritage Site?. What are the landmarks of the urban route? How is the urban Bajan soul?
 - **Interpretive Video Screens** to show Barbados, its DNA and its main tourist products promoting two main themes: THE BAJAN SOUL and THE SUGAR

and RUM.

- **A Wall of Memory** to create relationships between different cultural products based on the different THEMES defined in the Interpretive Plan.

See annex including display suggestions.

- **Purchasing area.** The service providers could have their own counters or shelf space to sell their services: the design team should be in close contact with the management.
- **Public access computers,** Wi-Fi for all the spaces
- **Office space for staff**
- **Storage space**

- **Specific corporate image** for the Visitor Centre, to be applied to the exterior and interior signage and other communication materials in the Centre as well as stationary and the like (for this purpose a graphic design team must be included in the general team).
- **External signage.** The signage on the façade facing Broad St. should be redesigned, and new signs included that announce the new Visitor Centre from Broad St. and from Wharf Rd

Estimated investment Cost:	Item	Amount
Fixed Cost	<i>Refurbishment Works</i> <ul style="list-style-type: none"> - Project Design and supervision - General Works in the building. The whole building should be adapted in order to accommodate the new Visitor Centre according previous detail (2000² m) - Specific Works and refurbishment of the area used by the Visitor Centre according previous detail. (700² m)⁶⁴ - Block facade improvement 	1.595.745

⁶⁴ It is considered that this surface can include all services and functions corresponding to a visitor centre as described for Bridgetown. It has also been taken into account the large flows of visitors throughout the year.

	Management Plan. Interior Design, Interpretation components <ul style="list-style-type: none"> - Furniture for defined areas (information, sales, interpretation, offices, warehouse) - Interpretative specific proposals. 	604.255
Variable Cost	Management First year: <ul style="list-style-type: none"> - Staff costs. - Marketing actions. - Developing Programme of Centre Activities. - General costs and maintenance. 	161.702\$
	VAT	413.298 \$

Estimated Time required (in months)	Design and Approval (3 months), Works (6 months), Furnishing (2 months), Implementation (1 month). TOTAL 12 MONTHS Interpretive materials (6 months), done simultaneously, so no overtime needed.
Priority (scale 1-5):	1
Estimated Final budget:	2.775.000
Source of funding	Creation Phase <ul style="list-style-type: none"> - International Development Bank. IDB. - Barbados Government. Management Phase <ul style="list-style-type: none"> - Barbados Government - Incomes from rental spaces for the private sector - Sale of direct services(depending on strategy of management plan) - Sales services percentage (hotel, restaurants activities reservations). - Sale of informative material (maps, brochure, books, guides, audio guides...) - Revenue for use of facilities by tourists (internet, WC, vending machines). - Income from holding events.

ANNEX

INTERPRETIVE FRAMEWORK

THEMES:

Bridgetown: A Marvel of Maritime Engineering.

Industrial Heritage: The Story of Sugar and Rum.

The Garrison: The British military World in a World Heritage Site.

Bajan Soul: Bajan Cultural Practices.

There are several possibilities to present the themes; these are some suggestions and examples from other places. Bridgetown must find his own style and forms of presentation.

THEME	Suggested Display
BRIDGETOWN: A marvel of maritime engineering	<ul style="list-style-type: none"> - Map of Barbados and Bridgetown (current and former). - Big Map of Bridgetown showing the Urban Route. - Scale model of Bridgetown showing model of the Port City. - Memory Wall. Photographs and prints about the old city and its life over the years.
INDUSTRIAL HERITAGE: Sugar and Rum	<ul style="list-style-type: none"> - Memory Wall. Photographs and prints of Barbados and Bridgetown related to subthemes. - Rum corner. In collaboration with local companies a rum tasting corner could be developed.
THE BRITISH MILITARY LIFE IN A WORLD HERITAGE SITE	<ul style="list-style-type: none"> - Memory Wall. Photographs and prints current and former Garrison. - Visual Specific promotion of The Walking Tour of Garrison.
BAJAN SOUL: Bajan Cultural Practices	<ul style="list-style-type: none"> - Video showing subthemes and related contents: Fishing, men and sea microcosm, Invisible threads that join the sea and the land, Bajan Flavours. The colour of life in motion: Chattel Houses. - Bajan Shop: Crafts, music, rum and other Bajan objects.



Informative Desk



Big Map of the City showing the tour.



City Scale Model. Why is a World Heritage City?. The Port City.



The Sugar and Rum Corner.



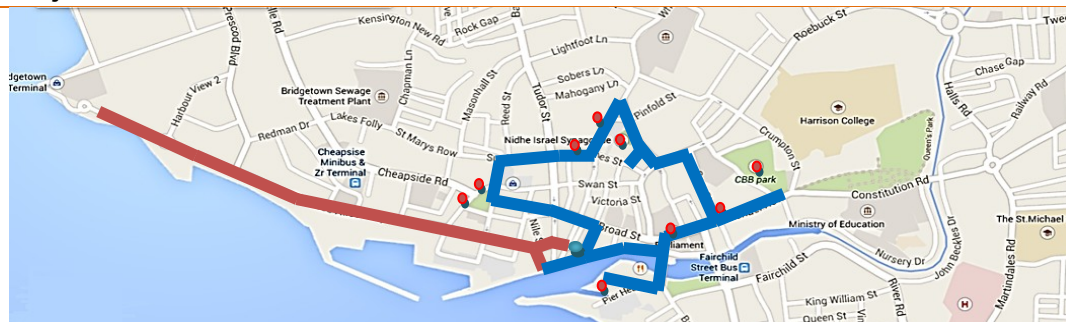
Interpretive Video Screen and atmospheric decor about the country.



Wall of memory: Transversal themes about Barbados. Image of Boltanski

TOURIST URBAN ROUTE: ACCESSIBILITY PLAN, URBAN ENHANCEMENT AND IMPROVEMENT OF THE HISTORIC CITY.

PROJECT NAME	TOURIST URBAN ROUTE: ACCESIBILITY PLAN, URBAN ENHANCEMENT AND IMPROVEMENT OF THE HISTORIC CITY. Component I: Tourist Urban Route.			
Summarised Project Description	<p>This proposal includes two main components:</p> <ul style="list-style-type: none"> • The Interpretative component defining the itinerary and contents of the Route • And a second component defining the necessary works to improve the streets along the route. <p>INTERPRETIVE COMPONET</p> <p>As it has been said, this route aims at revealing physical and symbolic features of a World Heritage City. In Bridgetown, life is in its streets and squares, as well as in the strolling around it, which is a necessary condition to capture it in all its richness; and at the same time discover the most iconic buildings, its role in the history of the city, its people, their living styles and their culture.</p>			
Target Market	All segments of tourists, both stay-over and cruise passengers. Specifically and with reference to the selected market niches in the Barbados Tourism Master Plan, this includes a wide range of segments as a way to access the different proposals linked to the knowledge of the city: Accessible Tourism, Silver Market, Culinary Tourism, Conference Tourism, Domestic Tourism, Shopping Tourism, Faith Tourism, Diaspora.			
Who benefits	<ul style="list-style-type: none"> - Local shops and markets. - Restaurants and bars. - Existing heritage and tourist resources - Tour operators. - Tourism local Agencies. - Local Guides. 			
Themes	<p>Themes to take into consideration for Route signpost and general concept, should be based on Barbados Interpretive map BRIDGETOWN: A Marvel of Maritime Engineering, and other connected themes such as INDUSTRIAL HERITAGE: The Story of Sugar and Rum. THE GARRISON: British military Life in a World Heritage Site BAJAN SOUL, Bajan Cultural Practices.</p>			
Investment type	Hard	X	Soft	X

Project Details

Itinerary: The route includes the Visitor Centre, (Spirit Bond) Liverpool Lane, Broad St (Barbados Mutual Assurance building), the Old Town Hall, Jubilee Gardens and St. Mary's Church, then, Harst St towards Suttle St, and through James Street (St. James Methodist Church), up to Coleridge St (Carnegie Library) and through Magazine Lane to the Synagogue Lane (Synagogue), again through Magazine Lane, High St toward Roebuck St and through Spry St to St. Michael's Cathedral (Queen's Park), and through St. Michael Row to the Parliament, crossing Chamberlain Bridge to get to the Pier Head Lane area and the Screw Dock to come back again to the Spirit Bond through Wharf Road.

It is important to stress that an open route is conceived and therefore the beginning and the end is just a suggestion, because the traveller can organise the tour according to their own interests.

Services Provided:**ASSOCIATED ACTIVITIES FOR TOURISTS:**

- Free walk or guided tour around the city to get an insight of the identity symbols that make it a World Heritage site.
- Identify the buildings, layout and the rest of elements that define its Port character.
- To share local life by visiting the local markets and shops to buy, drink or eat.
- Enter the religious spaces, to discover the value of religion in the History of the city.
- Getting to know the city's relation with slavery and the life of urban slaves.
- Getting to know the story of the national heroes through the Parliament Museum.
- Feeling the city, from different point of views that are not only the purely informative ones.
- Shopping in all kind of establishments already existing in the city.
- Knowing about the Screw Dock, the only one in the world of its kind.

Staff/ Skills:

- Expert in heritage interpretation (interpretation expert, historian, specialised writer).
- Graphic designer
- New Technologies expert (QR and App) in cooperation with interpretation expert and designer (in order to get a common image and a coherent message).
- Staff in charge of production and installation.

Stakeholders:

Ministry of Tourism.




Barbados Tourism Marketing Inc.
Barbados Tourist Product Authority.
World Heritage Committee.
Owners and managers of selected landmarks (in some cases permission to the installation may be required).

Investment required:

Heritage trail signposting and maps⁶⁵

Landmarks: Visitor Centre (Spirit Bond), Broad St (Barbados Mutual Assurance building), Old Town Hall, Jubilee Gardens, St. Mary's Church, James Street (St. James Methodist Church), Colleridge St (Carnegie Library), Synagogue Lane (Synagogue), St. Michaels Cathedral, The Parliament, Heroes Square, Screw Dock.

- Three types of Signposting are suggested:

TYPE	CONTENTS
<p>Informative signs:</p>  <p>Example</p>	<ul style="list-style-type: none"> - They will include brief but sufficient information in order to understand the importance of every milestone. - They may include old photographs, drawings and small location maps. - Additional information can be included in the QR codes. - QR can also be used to incorporate information in different languages(Spanish, Portuguese and German). - Braille code should be included in this signs. 
<p>Interpretive panels:</p>  <p>Example</p>	<ul style="list-style-type: none"> - These signs are larger than the informative and include any special information (large map of the route, skyline of the city or detailed information about some specially relevant point such as the Screw Dock). - It can be a table or a vertical panel (depending on the space where they are to be located).
<p>Directional signs:</p>	<ul style="list-style-type: none"> - Directional signs should be used at strategic points to find less visible places.

⁶⁵. Signage for HBG has been put in place by the Barbados World Heritage Committee and designs are available for different type of signage, this fact should be taken into consideration by the responsible of the route implementation

Example



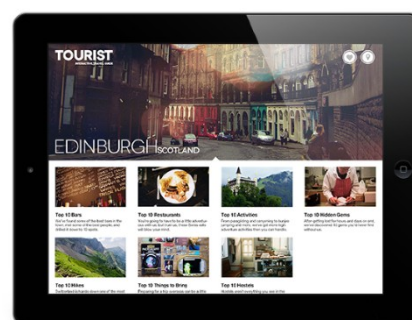
- App Design

The main objectives of the App are :

To improve the visitors' experience. All Smartphone owners use apps to improve their travelling experience. This well-entrenched habit is an opportunity to promote not just the tourist urban route but also local products and services (private sponsors can be achieved, if advertising is included). The application should provide fun and entertainment with games and challenges for tourists.

To provide easy access to information. With an app we can provide information, maps and timetables for visitors, and even give real-time about route diversions or events. The visitors will have real time access to relevant information and can therefore rearrange or reorganise their travelling plans for a more enjoyable and cost-effective experience.

To get to know our visitors and their preferences. Mobile apps offer the chance to learn more about visitors giving statistical information. This information could be used for future marketing campaigns, for app and brand optimisation and to improve the visitors' experience in the future.



Estimated investment cost	Item	Amount
Fixed Cost	<ul style="list-style-type: none"> - Interpretive contents of the signals. - Graphic signal design (including plans, drawings and corporate image of the route). - Industrial design (physical signs). - Technological design and content for QR and App. - Production and installation. 	85. 106 \$
Variable Cost		
	VAT	14.894 \$
Estimated Time required (in months)	3	
Priority (scale 1-5):		
Estimated final budget Component 1		100.000 \$
Source of funding	IDB	

	Barbados Government.		
PROJECT NAME	TOURIST URBAN ROUTE. Component II: ACCESIBILITY PLAN, URBAN ENHANCEMENT AND IMPROVEMENT OF THE HISTORIC CITY.		
Summarised Project Description	<p>The following set of actions is intended at promoting a better quality urban space along the route, in which strolling becomes a key element of the tourist experience as occurs in most World Heritage cities.</p> <p>As we say in the Interpretative Plan, full accessibility in its three dimensions (physical, sensorial and informative) must be a key part of a tourist destination.</p> <p>This improvement of the space will contribute towards an important advance in the image and quality of the destination, boosting the stay and consumption in the historic city, bearing in mind that it will also favour a more welcoming and habitable vital space for the citizens.</p>		
Target Market			
Who Benefit	<ul style="list-style-type: none"> - Local shops and markets. - Restaurants and bars. - Existing heritage and tourist resources - Tour operators. - Tourism local Agencies. - Local Guides 		
Themes			
Investment type	Hard	X	Soft

Project Details
<p>Scope and location.</p> <p>Considering that the route covers a large area of the city, a project to identify the actions to be taken, should be developed. Several phases can be planned for its full implementation.</p> <ul style="list-style-type: none"> ▪ The Accessibility Plan, Urban Enhancement and Improvement of the Historic City Project will include: <ul style="list-style-type: none"> - Project of the whole route - Supervision of the First Phase - Repairs of the existing pavement materials - Find viable solutions for existing obstacles - Making accessible all crossings along the route (both sides of streets if possible) - Finding functional and aesthetic solutions for the accessible entrance to the buildings included in the tourist route. - Greenery. - Public washrooms. - Street furniture. - The project should also include public awareness actions directed to residents, public in general and the private sector businesses. ▪ First Phase of the Project. <p>The first one, should correspond with the overall budget included in this project and will face two key</p>

actions:

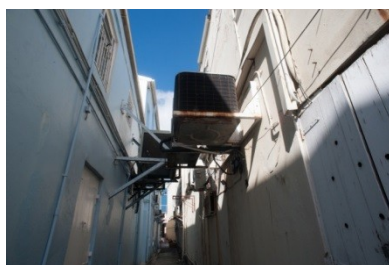
1. Improving the environment of the Spirit Bond.

Due to the fact that the Spirit Bond has been selected as the place where to create the Visitor Centre (and will be the potential starting point of the Route), it is only logical to select the area around this block to be made fully accessible. The connectivity project with the cruise port must reach this area around the Spirit Bond building.

- The area around the visitor centre should be considered is: the stretch of Wharf St. and Broad St., the alleys and the other south-north street in the marked area. The pavement of both alleys alongside the Spirit Bond building should be fully renewed.



Broad Street block façade



AC Machinery in one of the alleys



Liverpool Lane. One of the access from Broad St

2. Identification of critical points along the route that should be improved:

At present, a walk through Bridgetown for anybody not used to it is something of an adventure: in some places there are no sidewalks, in others there are open ditches or the pavement material is missing. This “adventure” through Bridgetown is worsened for people with any kind of impairment.

The priority points to be improved urgently along the route should be identified. We refer to difficult or dangerous barriers (cross streets, sidewalks, entrances, pedestrian crossings). Aesthetic actions should also be included. **See ANNEX of Accessibility Study of the Tourist Route.**



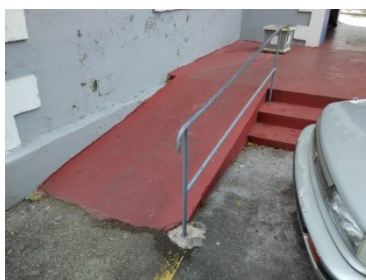
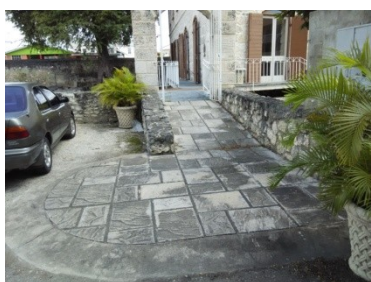
Open drainage channels



Open drainage channels without a sidewalk in a potentially tourist area (Synagogue)



Absence of sidewalks in the Synagogue area



Current accessibility to buildings of tourist interest

Services Provided:		
Staff/Skills		
Stakeholders	<ul style="list-style-type: none"> - Ministry of Tourism - Barbados Tourism Investment Inc - Barbados Chamber of Commerce - Barbados Council for the Disabled 	
Estimated investment Cost:	Item	Amount
Fixed Cost	General Project Refurbishment Works Phase I: <ul style="list-style-type: none"> - Design of whole route - Supervision of first phase - Roads and sidewalks improvement - Street furniture - Greenery - Public washrooms - AC machinery in the alleys relocation (included above) Public awareness actions	1.115.144 \$
Variable Cost		
	VAT	195.150 \$

Estimated Time required (in months)	6
Priority (scale 1-5):	1
Estimated final budget Component II.	1.310.294 \$
Source of funding	IDB Barbados Government.

CONNECTIVITY IMPROVEMENT FROM THE CRUISE PORT TO THE VISITOR CENTRE

PROJECT NAME	CONNECTIVITY IMPROVEMENT FROM THE CRUISE PORT TO THE VISITOR CENTRE			
Summarised Project Description	<p>In order to get a global quality experience associated with a World Heritage city for all tourists, it seems important to evaluate the improvements needed regarding the main areas of tourism influence.</p> <p>In this regard, we deem a key element for the cruise passengers, to improve the connection between the terminal of the port and the Spirit Bond as future focal point of tourism in the city.</p> <p>For this reason, technical studies should identify specific needs for:</p> <ul style="list-style-type: none"> Connectivity improvement from the cruise port to the Visitor Centre. 			
Target Market	<p>Cruise Ship Visitors</p> <p>Accessible Tourism, Silver Market</p>			
Who benefit	<p>In addition to persons with either disability or reduced mobility issues, Barbados will also benefit from increased visitor satisfaction in a typically overlooked but critically important area.</p>			
Themes				
Investment type	Hard	X	Soft	

Project Details

Connectivity improvement from the cruise port to the Visitor Centre

Current state

At present, the Port is linked with the city's historic centre by means of a pedestrian walk along Princess Alice Highway, starting from the Port entrance until Princess Alice Bus Terminal. This pedestrian walk is in good condition, together with its greenery.



The pedestrian walk along the waterfront is in a fairly good condition

From this point, there is not a marked route to the centre although tourists use the same side pavement of the street to enter the centre. We put forward two alternative routes until the Spirit Bond, the first one goes along Parry St, and the second one goes south to the Wharf Rd, in order to reach the Careenage and walk along the boardwalk to the Visitor Centre.

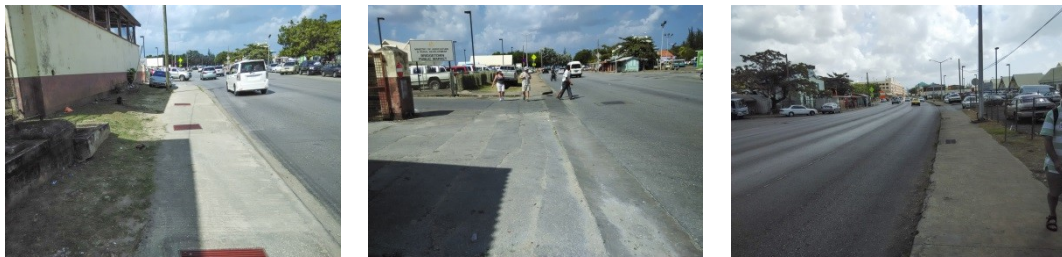
Project Component.

Together with improving pavement and enhancement of certain sections, signage is also a very important component of the project as it is necessary to provide as much and as clear information as possible regarding, distance to the Visitor Centre, map of Bridgetown with “You are here” indications. Information about restrooms, precautions against heat, etc.

Finally, the last component should be the provision of adequate street furniture, specially, shaded benches approximately every 30 m. These “resting areas” should be shaded with greenery but a provisional canopy should be provided until the trees grow.

These stretches are

Stretch A – From Princess Alice Bus Terminal until Cumberland St. It has a length of 307 metres.



Maintenance state, accessibility flaws and aesthetic problems

There along the stretch minor flaws in the state of the pavement and accessibility. It also runs along some really unsightly car-parks.

The project aims at repairing all these flaws and planting hedges to hide the car-parks.

Stretch B – Opposite Cowell St. along the parking-lot at Marshall Hall.

The problems are approximately the same, although in this case the aesthetic problem posed by the unsightly car-park is number one priority.



Marshall Hall lot



Previous projects.

The design team should bear in mind everything included:

Physical Development Plan. Section 6.2.3.6 Port linkage Area and Barbados Tourism Master Plan. 7.1-4 "Improve the Experience of Cruise Tourists Visiting Bridgetown

Services Provided:	A pleasant and comfortable stroll between the Port and the historic centre.
Staff/Skills:	Experts in urban landscaping and beautification are recommended.
Stakeholders:	Ministry of Tourism. Barbados Tourism Marketing Inc. Barbados Tourist Product Authority.

Investment required:

- Executive design and supervision. As it is not a complete renewal of the pavement, the design should bear in mind the estimated final cost. As there are not specific guidelines or diagnose about current state situation or standards a previous diagnose of the area's need should be presented to planning authorities for approval.
- Repair works (pavement)
- New greenery (especially to shade benches, and hedges to hide car-parks. Scarification and sowing existing lawns.
- Benches in areas shaded by trees (provisionally shaded by canopy).
- Signage

Estimated investment Cost:	Item	Amount
Fixed Cost	<ul style="list-style-type: none"> – Executive design and supervision. – Repair works (pavement) – New greenery. – Benches in areas shaded by trees. – Signage 	165.197\$
Variable Cost		
	Vat	28.909 \$

Estimated Time required (in months)	6
Priority (scale 1-5):	1
Estimated final budget:	194.106 \$
Source of funding	IDB Government of Barbados

A RENEWED BARBADOS NATIONAL MUSEUM

PROJECT NAME	A RENEWED BARBADOS NATIONAL MUSEUM.			
Summarised Project Description	<p>The Interpretative Plan considers: “Heritage, as stated by UNESCO, to be preserved must be useful for the people that created it or their descendants; but World Heritage is relative to the humanity as a whole. Otherwise, unavoidably, tourists will feel disappointed with this sort of resources. What we are looking for is a tourism in which, as Greg Richards has stated,</p> <p><i>...the visitor has an educational, emotional, social and participative interaction with the place, its culture and its locals. Where tourists feel like citizens in these destinations.”</i></p> <p>To this extent, a renewed national museum is needed to give a complete and contemporary vision of the history of Barbados to attract cultural tourists. A destination that wants to develop a cultural tourism industry requires an attractive museum that gathers the historical memory of the country. The Barbados National Museum needs renovation to update its content, new communication actions to reach wider audiences and become an iconic tourist attraction in the Garrison.</p>			
Target Market	<p>All segments of tourists’ public, both stay-over and cruise passengers. It should also be an attractive place for domestic tourism. Specific tourism segments as family tourism, cultural tourism diaspora.</p>			
THEMES	<p>INDUSTRIAL HERITAGE: The Story of Sugar and Rum. THE GARRISON: British military Life in a World Heritage Site</p>			
Who benefit	<p>The entire Garrison Area. Tour operators. Local Guides. Other museum in the island. Cultural and Educative professionals and institutions.</p>			
Investment type	Hard	X	Soft	X

Project Details

The entire project should include

1. Museology and Museography.

Museological Master Plan. A new thematic itinerary will be established, according to a new

concept that takes into consideration the following issues:

- To show some five thousand years of history on the island incorporating the natural history, art, culture and social upheavals that have made the island what it is.
- According to the main interpretative line of this Plan, The Story of Sugar and Rum, it is necessary to adapt the museum contents from a thematic point of view.
- The new museological project, should not just remain within the museum but interact with the Garrison space, creating an interpretative line able to read the space in its whole dimension and diversity and to create links with the existing offer. The interpretative Theme of the Garrison "The British Military Life in a World Heritage Site" should be also taken into consideration.
- It should be noted that The Barbados Museum and Historical Society has its own proposals so, the Master Plan should be discussed with them.

Museographic Project.

- The museographic project should be designed just for The Barbados Museum and Historical Society (The entire space is 10.000 sq. feet, but with the available budget, it would only be possible to *intervene or act* in about 800 or 900 sq. meters⁶⁶⁶⁷). The spaces must be rethought in order to accommodate large flows of people.
- Museographic Design. Choosing areas and pieces. Defining contemporary displays (multi-media format, artwork or creative proposals) to provide spectacle and originality. Creating labels, defining lighting and rest of selected museographic elements.
- Resources available:
 - Natural History collection which includes shells, geological, birds, insects and botanical representative of items found on the island and in the region.
 - Archaeological collections which include prehistoric and historic collections related to the island and the Atlantic world of the 17th-19th centuries.
 - Documents, maps, ephemera, objects, photographs, paintings, textiles that span the human occupation of the island.
 - There is a wealth etchings and other kind of engravings extremely valuable from the anthropological point of view that due to the small dimensions of the objects do not fulfil their potential role in the museum. Large blowouts should be made and used in conjunction with other "real objects".
- The project should be able to show and integrate high emotional value from immaterial resources as those exposed in the National Oral History Project.

2. Production Plan and implementation.

Once the museological and museographic projects are approved, the production plan will be developed and implemented. The Plan will include a schedule with phases of activity, detailed

⁶⁶. Museological Project must define accurately the intervention área based on the available Budget.

⁶⁷ In the future, the new museum at Block B will also encompass an additional 10,000 sq ft of a double height building incorporating the whole Museological Plan.

design of spaces, facilities and rest of proposals and budgets.

3. **Works**, Along with the new museological project, it will be necessary to improve critical aspects regarding the building and the surroundings, such as the car-park and accessibility. Proposals for the refurbishment of part of the building should be also contemplated.

Accessibility is a key factor in museums. Special attention should be paid to this issue in conjunction with the Barbados Association for the Disabled. They provide assessment previous to the actual works, so a report could be asked from them before final design phase.

Services provided	<p>ASSOCIATED ACTIVITIES FOR TOURISTS:</p> <ul style="list-style-type: none"> - To go through Barbadian history in a broad sense starting from the collection at the Museum (pieces, prints, photographs, oral heritage, etc.). - Creation of emotional experiences from the museology concepts and innovative museographic proposals. - Attend temporal exhibitions showing popular themes of the Barbados History. - Participate in guided visits specially thought out for cruise passengers - Short visits- - Participation in the tour "The Barbados Museum for travelling families", tour for the summer and holiday season when tourism with children takes place. - Purchase in the library and shop material related to the museum or temporal exhibitions, reproductions, and other type of objects like souvenirs. - Participate in other activities in the Garrison through combined tickets. - Getting to know other museums and participate in complementary proposals. - A yearly collaboration agreement among different museums that establishes common issues among them for the coming year, could be a very efficient tool.
Staff/Skills:	A multidisciplinary team including museologist, museographer, architect, designers and creative experts in video art is recommended.
Stakeholders:	Ministry of Tourism. Barbados Museum&Historical Society. Barbados Tourism Marketing Inc. Barbados Tourist Product Authority. Garrison Consortium.

Investment required:

- **Museology and museographic project and implementation**
- **Refurbishment Works.**
- **Car park improvement and accessibility improvement**

Estimated investment Cost:	Item	Amount
Fixed Cost	- Renewal of the Museum: Project and implementation.	

	- External Refurbishment Works Car park improvement and accessibility improvement.	1.872.340 \$ 280.851 \$
Variable Cost		
	VAT	376.809 \$

Estimated Time required (in months)	8 MONTHS
Priority (scale 1-5):	3-4
Estimated Final budget:	2.530.000 \$
Source of funding	IDB Government of Barbados

THE GARRISON WALKING TOUR EXPERIENCE

PROJECT NAME	THE GARRISON WALKING TOUR EXPERIENCE			
Summarised Project Description	<p>The Garrison Walking Tour Experience Project is a self-guided tour through the Garrison with specific points of interest, with interpretive signs throughout the area filling in the gaps as people walk from point to point. The tour will include icons of different period, offering a rich image of the Garrison as a lively place for years. The tour will include (at least) the following elements of interest:</p> <p>As mentioned in the Interpretative Plan, when it comes to elaborate the cultural tourism products for the “Garrison”, it is important to distinguish between the National History Museum and the rest of resources in the Garrison. Although they form part of the same World Heritage place, the meaning of each of them within the cultural tourism are different so are the way to treat them. With regards to the Museum, the museology and museographic are the sciences used to developed the project, while for the route (and the rest of the heritage resources in the Garrison) the interpretative methodology is the one to be used”.</p>			
Target Market	All segments of tourists’ public, both stay-over and cruise passengers . It should also be an attractive place for locals , a space to be proud of for its interpretive content and a place where anyone can feel being a part of it.			
Who benefit	Tour operators Local Guides Owner of buildings. Different institutions involved in the Garrison.			
THEMES	The British Military World in a world heritage site			
Investment type	Hard	X	Soft	X

Project Details

A Project for the Walking Tour will include:

- Development of an interpretation Plan to give cohesion and visibility to all existing resources within the Garrison.
- The plan should articulate the themes of all the milestones included in the tour, selecting the sub-themes and contents based on the features and capabilities of each of these resources around the British military life (see interpretive map).
- The plan should set most appropriate forms of presentation in each case, in order to fulfill the mission of interpretation: to inform, stimulate and entertain.

The tour will include at least, the following landmarks:

- 1. - **Main Guard Clock Tower**. An ideal location for visitors to get an overview of the whole

Garrison, using a hand-held map or a large interpretive map sign. In this way they can decide what they want to do, see or walk. The map needs only to show the route around the Garrison.

2.- **George Washington House and the Coffee.** A heritage site and a tourist product on the historic Garrison that celebrates the visit and the role played by Barbados in the settlement in America. The Coffee is perfect for relaxing before or after the visit to the Garrison.

3- **The Garrison Savannah Race Track** has been the home of horse racing in Barbados since 1845. The officers of the British Regiment, who were stationed in Barbados, used what was then the parade ground to match their horses in races and the wealthy merchants and planters later joined them. Today it is a reference point for international horse competitions.

4.- **National Museum.** The Museum is housed in the former British Military Prison. The renovated museum will act as important icon of Garrison offering a whole view of the history of the country.

5.- **Historic marker for marking the location of the raising of Barbados' flag.**

. It should be noted that in 2016 the 50th anniversary of independence will be commemorated.

6.- **Historic marker for marking the location of the site where Sir Garfield Sobers (Barbados National Hero and Cricket icon) was knighted.** The appointment was in 1975 and there are other references in the city that pay tribute to Sir Garfield and must be mentioned. The location should be decided with the Barbados Museum and Historical Society.

7. **Soldiers Brick Barracks - Block A & B(*).** Both were built in 1808 and each housed 400 soldiers. After being damaged by hurricane in 1831, it was purchased by Government in 1902 and was used as apartments and later government offices. Although it can't be visited, it represents the presence and ordinary life of soldiers in the Garrison

8.-**The military museum at St Ann's Fort, home of one of the world's finest cannon collections.** A former Powder Magazine (c1800) which now houses for the World's finest collection of 17th century English iron cannons. Should be noted that the access to the Armory requires prior arrangement with the Barbados Defense Force.

9.- **The old Fort Wall inside Hilton Hotel.** Interesting remains of ancient defensive walls and cannons. Currently is part of the tour guided by the Garrison Consortium.

10.- **The military cemetery** has been around since the 1780s, with the earliest grave dating back to 1822.

The '**Changing of the Sentry**' (the Barbadian version of the Changing of the Guard at Buckingham Palace) at the Main Guard (1804), should be also mentioned in the Walking Tour Experience.

The route will take shape through:

- Basic Refurbishment work for **Clock Tower** if it is selected as the starting point of the route. Any case an informative map of the entire Garrison in this place should be installed.
- Physical signage on most individual historic sites; Free Wi-Fi throughout the area and Internet access to new systems of self-guiding tours (App, QR code) in different languages will be part of the route.

Ways of presentation.

- The information, through panels, signs, audiovisual, tourist informers tourist information agents...

- Improved interpretive furnishings, in places that already exists, and production thereof which does not exist.
- Production of creative media; mapping video, documentaries, small art films.
- Virtual Creativity: augmented reality.
- Artistic works capable of creating emotions to tourists through various art forms (painting, sculpture, theater, music-sound).
- **Defining new events:** The Noon-Day Gun: The firing of a cannon at 12 noon every day from St. Ann's Fort, The Garrison Day offering combined tickets with events and special offers for locals and visitors

As set out in the diagnosis, the situation of the ways of presentation of the milestones that should be part of the route is quite uneven, although could be said that with the exception of the House of George Washington, the forms of presentation have been something aged. Consequently a project for the renovation and improvement of each will be required.

The choice to act on each of the sites will be considering its possibilities as ownership (not all places can be visited), its historical importance as a tourist attraction, and depending on available budgets.

- **Marketing actions** will be included in Operative Marketing Plan (Component II) in order to launch this new product.

Services Provided	<p>ASSOCIATED ACTIVITIES FOR TOURISTS:</p> <ul style="list-style-type: none"> - Easy access to main landmarks in the Garrison - Discovering the meaning of a unique World Heritage place - Taking part of guided visits to discover the Garrison as an English military space - Visit to the Barbados Museum (and to its collection related to the English military world) - Attending the changing of the Sentry event as a trace of the English military culture. - Getting to know George Washington House and its history linked to the American history. - Visiting the elements that formed the fortress as a whole and understand it: Savannah, St. Ann's Fort, cannons collection, military architecture, tunnels etc. - To know more about national heroes such as Sir Garfield Sobers. - Having lunch or a drink in the café
Staff:	<p>Once installed signs and QR codes and App, the tour should be self-sustaining.</p> <p>The chances for developing special tours or expand their content should be managed in coordination of different stakeholders.</p> <p>The role of the Visitor Centre as a promoter of the Garrison should be underlined.</p> <p>George Washington House and Museum can play a key role as informants of the route for tourists arriving.</p>
Stakeholders:	<p>Ministry of Tourism.</p> <p>Barbados Tourism Marketing Inc.</p>

	Barbados Tourist Product Authority. Barbados World Heritage Committee. The Barbados Museum and Historical Society. Barbados Garrison Historical Consortium Inc. Bridgetown Visitor Centre
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Investment required:**• Structuring of the route.****Basics:**

- Plans and brochures.
- Design, production and installation of interpretive, directional and informative signage.
- Definition and improvement of the forms of presentation corresponding to different icons; Military Museum, Armory, House of George Washington, Main Guard Clock Tower

Others:

- Creative Media
- Virtual Creativity
- Artistic works
- Defining new events

Estimated investment Cost:	Item	Amount
	Interpretative Project	40.000
	Implementation.	394.042
	VAT	75.957

Estimated Time required (in months)	Eight months
Priority (scale 1-5):	3
Estimated Final budget:	510.017 \$
Source of funding	IDB Government of Barbados

OISTINS WATERFRONT IMPROVEMENT AND UPGRADING PROJECTS.

PROJECT NAME		6. Oistins Waterfront Improvement and Upgrading Projects: Interpretative Component: Biomuseum.			
Summarised Description	Project	Oistins Waterfront is one of the main tourism references on the island. Both public and private sector are agreed upon its importance and success. Oistins represents the strength of popular culture, the charm of the basic, the importance of culinary experiences, the interaction with local population.			
		The general objective of this project is to transform Oistins into a creative tourism space without losing in any way its authenticity and local character, but improving the global tourist experience.			
		In order to get this main objective two interconnected actions are proposed:			
		-Component I: Oistins Biomuseum -Component II: General improvement and conditioning of the area			
Target Market		All segments of tourists' public, both stay-over and cruise passengers . Locals.			
Who benefit		Local Community Local Vendors Tour operator Tourist Local agencies			
Themes		BAJAN SOUL: Bajan Cultural Practices.			
Investment type		Hard	X	Soft	X
Project Details					
<p>The Oistins Biomuseum represents a different museology concept, where human life is the centre around which all the museum activities spin.</p> <p>With the Oistins biomuseum we aim to create a space able to show and preserve a living style derived from the relations established between the sea and the human race. A museum where tangible and intangible elements of that sea-human relation become visible.</p> <p>Currently only a minimum part of the human activity developed in Oistins is shown: the gastronomy. It is necessary to show the rest of the activities, take advantage of all of the possibilities derived from the tourist desire to become part of the local life.</p> <p>The Bio museum should show the different social, cultural and economic ways of life in Oistins Waterfont through:</p> <ul style="list-style-type: none">- OISTINS JETTY <p>Fishing was one of the first economic activities done by the free enslaved. Fishing flying fish (emblematic fish in Barbados) and its later consumption in the restaurants in Oistins is a "classic" that can be followed in all its cycle: from the sea to the table.</p>					

- THE FISHING SPECTACLE

At the dock the daily fishing activity can be watched.

- BOATYARD

The handmade reparation of boats techniques are well worth to be known. It also facilitates getting to know several types of traditional fishing boats.

- FISHMONGERS' ACTIVITIES

The fish market is a place where to see Caribbean fish species, and where the cut and preparation of fish is of great interest.

- ENJOYING THE FISH

The final aim of the visit to the biomuseum is to enjoy the flavour of several types of fresh fish in an informal and outdoor space.

- ENJOYING MUSIC, DANCING and OTHER CULTURAL ACTIVITIES related to ways of life in Oistins Waterfront.

- MORE AROUND OISTINS WATERFRONT

Miami beach. Close to the Biomuseum, it is possible to enjoy Miami Beach and other nice beaches. The perfect complement to a day in Oistins.

Other ways of life. The waterfront life begins to be felt around the Oistins where vendors sell local products.

Project development will be based on these elements and will take into account:

1. Interpretive themes: Bajan Soul, Bajan Cultural Practices, will be the theme articulating the various tangible and intangible elements that comprise the Biomuseo. Subthemes and contents of the Interpretive Map should be considered.

2 Ways of presentation and actions allowing make visible this experience:

Both, ways of presentation and the actions proposed in the project should respect the daily task of workers in Oistins, either in the arrival and departure of boats, boat repairing, in cutting the fish, or any other tasks that are commonly performed.

▪ **Free or guided visit to the different areas of Bio museum**

- **Fishery.** When the boats leave or arrive, the tourist could watch in situ or on screens the loading and unloading operations, Limited access should be granted to tourists led by a guide, especially during catch arrivals and selling or auction process.
- **Boat repair at the Boatyard.** An interesting tourist attraction in order to get an insight of the artisanal boat reparation techniques and contemplate the various types of boats used in the daily or sport fishing.
- **Boat excursion** to discover the fishing experience of flying fish
- **Visiting Fishmongers,** To know about the fish people can taste in restaurants, and cutting techniques

- **Interpretation panels or informative signs** about the different areas of Biomuseum in several languages should be installed.
 - **Audio-visual resources in the main stage**, including the life of the bio museum through the day, from the departure of boats in the morning till the gastronomic life at night. A kind of video clip that can be projected while music is played.
- **Animation Plan** incorporating, in an organised manner and under quality criteria:
- **BAJAN SOUNDS**. A music and activities programme throughout the year: live music and Djs. Live music programme or Djs that play Caribbean music including Bajan music, that can provide of a higher quality and comfort experience. The Friday Fish Fry and Annual Fish Festival should be the icon of the activities but all through the year an activities agenda should be planned.
 - **LIFE AROUND**. Performance of different type of activities related to art, folk, crafts or dance
 - **SUGAR AND RUM NIGHT**.
The programme would need to take into consideration high and low season, as well as day and night time. At the same time, improvement actions for the development of the Animation Plan with higher guaranties should take place: improvement of stage, improvement of lighting, TV screen around the space, improvement of audio systems (see component II).
- **Local Gastronomy improvement Actions.**
- is uneven with regards to quality and presentation of food. We believe it is possible to improve that experience through basic elements:
- Improvement in menus display, with a brief explanation of the many several types of fish and vegetables cooked, emphasizing them as native and healthy food.
 - Improvement in cooking times according to the customer's taste.
 - A "basic Oistins quality code" for food vendors could be created as a requirement to be a part of the project. This could include specialised training related to gastronomy and new tourist activities.
- **Marketing Actions.**

Due to its characteristics Oistins Waterfront is a product that can appeal to a broad segment of audiences.

In any case, the Animation Plan should consider attracting the youngest travellers segment (mainly English) with its music and dance proposals.

The entire Biomuseum should be adequately promoted among specialised tour operators, international networks of creative tourism, on the official website of tourism and local guides.

Services Provided

ASSOCIATED ACTIVITIES FOR TOURISTS:

In Oistins Bio museum everything happens naturally, they are Bajan forms of life around the fishing activity, generating jobs and economies around the sea. Two types of visits, free (supported on interpretative signage) and other organised and controlled visits (with local guides, so to not hinder normal activity).

	<ul style="list-style-type: none">- Guided tour of the different areas of Bio museum...- Boat excursions- To visit or to know the fishmongers activities- To enjoy a Bajan gastronomic experience.- To visit the different existing markets around the Bio museum.- To enjoy a Bajan music experience based on Calypso and other local music (Annual Animation Plan).- To attend to racing boats competitions and other under the Fish Annual Festival.- Participating and helping to maintain a lifestyle.								
Staff/Skills:	<p>Oistins Waterfront Project Management.</p> <p>The development of the interpretation plan and its implementation, should be done by specialists.</p> <p>A project manager in charge of Biomuseum will be need:</p> <ul style="list-style-type: none">- To define and implement the Animation Plan.- To boost creative tourism activities.- To develop the relationships and consensus with vendors and fishermen.- To carry out specific marketing actions in cooperation with Barbados Tourism Marketing Inc and the Visitor Centre.								
Stakeholders:	<p>Ministry of Tourism.</p> <p>Barbados Tourism Marketing Inc.</p> <p>Barbados Tourist Product Authority.</p> <p>Oistins vendors, fishmongers and fishermen.</p> <p>Touroperators, local guides and tourist local agencies.</p>								
Investment required:									
<p>Bio museum interpretative project</p> <p>Bio museum project implementation and management</p>									
Estimated investment Cost:	<table><tr><th>Item</th><th>Amount</th></tr><tr><td>Fixed Cost</td><td>382.979</td></tr><tr><td>Variable Cost</td><td></td></tr><tr><td></td><td>VAT 67.021</td></tr></table>	Item	Amount	Fixed Cost	382.979	Variable Cost			VAT 67.021
Item	Amount								
Fixed Cost	382.979								
Variable Cost									
	VAT 67.021								
Estimated Time required (in months)	12 months.								
Priority (scale 1-5):	1								

Estimated budget:	Final	450.000
Source of funding	IDB. Government of Barbados The Biomuseo should be able to generate revenue in the involved tourism value chain: local guides, tour operators, travel agencies ...	
PROJECT NAME		6. Oistins Waterfront Improvement and Upgrading Projects.6.2 Design and Works component: General facilities improvement.
Summarised Description	Project	Component II: General physical improvement and conditioning of the area The aims of this component are to provide the physical frame for the Biomuseum's activities to take place
Target Market	All segments of tourists' public, both stay-over and cruise passengers . Locals.	
Who benefit	Local Community Local Vendors Tour operator Tourist Local agencies	
Themes		
Investment type	Hard	X Sof X
Project details	<p>Component II: General physical improvement and conditioning of the area</p> <p>The aims of this component are to provide the physical frame for the Biomuseum's activities to take place.</p> <p>GENERAL COMPONENTS</p> <p>- Comprehensive Improvement Plan.</p> <p>Planning in a comprehensive way the whole waterfront area in Oistins is key to a better functioning of the Fish Fry, Fishery and Boatyard area. In the "Barbados Tourism Master Plan 2013-2022: Draft Final Report VI, there is an "Oistins Waterfront Improvement Project". We must say that we are almost on the same page as the authors of the report. It could be considered that the project included in the above report has a wider (and much expensive) scope, and that this proposal could be the first step of a much ambitious project. So the "Comprehensive Improvement Plan" that we are proposing must bear in mind all the other sub-projects included in the Tourism Master Plan, access roads, other parking facilities, sanitation, water, solid waste collection, archaeological issues etc. All the new proposed facilities (see below) must be included.</p>	

The area subject to the proposed Plan coincides roughly with the whole image below.

The Plan must include two phases of action, a first one essential for improving the current tourist experience, and a second one for the development of Bio museum.

PHASE I

- Topographical survey of the specific area

The specific project area can be seen in the map below inside the dotted lines



A full scale map in pdf format is included in the project files. All the following projects are to be located in the referenced area.

- Urban facilities design

In this section specific urban facilities in the area are included

- **New drainage system.** Certain parts of the premises are flooded temporarily under heavy rain.
- **Auxiliary road renewal, including rainwater drainage.** This auxiliary road that was built some time ago has subsided due, arguably, to a subsidence of the base, being founded on the beach sand.
- **New lighting system.** There is at present a poor quality lighting that should be improved, providing the right illumination levels and the right colour temperature.
- **Improvement of Fisheries Car Park.** Paving, drainage, signage

- Music and spectacles related facilities

- **Stage and dance floor area.** A new design should be implemented, studying adequate level and materials.
- **Artists area:** A small space should be allotted for dressing rooms, warm up, restrooms and safe equipment store. If adequate space is not available, a suitable space in the

car park should be allotted so that a motor home or van can be parked there.

- **Video and audio control space.**

If adequate space is not available, a suitable space in the car park should be allotted so that a motor home or van can be parked there. Suitable plugging facilities should be designed with piping reaching stage area and food stalls area. It also could be parked in the vicinity of the stage, if feasible, even by the sidewalk.

- **Audio-visual equipment improvement.** Due to long and narrow disposition of the food stalls, the audio level is unacceptably high in the proximity of the stage, and very low in the last stalls. A new system should be developed in which more and less powerful speakers are used, scattered among the stalls. Service piping below the pavement should be used. Other useful audio-visual equipment could be the installation of monitors, in which the interpretative material we are proposing could be shown to the public.

- **Fish Fry Stalls area**

New food stalls layout. Rather than a completely new layout, what is needed is a redefinition of stalls, including, cooking and storage areas and patrons' tables allotted to each of the stalls. Some of these shaded tables are used by locals during the day for playing dominos and the like. This activity should be encouraged and promoted.

Extension and improvement of public washrooms. On Fridays and during the Festival public washrooms are clearly insufficient.

Improvement of garbage skips area.

Street furniture. Specially dust bins and others. New benches in the fishmongers' area, etc.

Installation of high shading devices. In hot and humid climates shades are a key factor for making the urban scene more pleasurable. The Oistins Fish Fry Area is rather unsuited as an eating facility during daytime. There have been proposed many different solutions. In the case of Fish Fry Area in Oistins the most practical way would be to install high poles alongside the periphery of the stalls, and install awnings hung on them. Provision should be made of rainwater evacuation and that the awnings could be easily dismantled during heavy winds.

Improvement of used oil extraction system. There is an interesting used oil extraction system in use; our proposal is to make it easier to use, as, at present, some pavement slabs must be lifted in order to connect the extraction pipe.

PHASE II

- **Refurbishment of Boatyard**

- As a potential tourist attraction in order to the tourist to get an insight of the artisanal boat repair techniques.
- This component of the project consists of adequately cleaning and uncluttering the premises, building a new fence, through which the repair works could be seen from the street. General improvement of the area: sanitation, drainage, access to visitors. Design a place where panels are installed.

- **Fishery**

- As with the Boatyard, the Fishery could be a tourist attraction.. No hard works are needed, just painting and signage. An entrance for the public should be designed, with information about time tables and schedules and prices.
- Public accessibility to the jetty on certain occasions: to board a fishing boat, to watch the departure and arrival activities (from the actual jetty or from a moored boat off the

jetty) - Emplacement of cameras should be designed and cabled in order to show images of the departure and arrival of boats with their catches - Fishmongers' premises - These premises need just a refurbishment of the stalls, specially the working tops that are flaking due to an inappropriate material (enameled ceramic tiles). - Improvement of fruits and vegetables stall area. - People come to the fishmongers quite late at night, and it seems that they do their daily shopping for food at that time. That is probably why, all sorts of vans, cars and small stalls are used. We intend with this proposal to unclutter the area and make shopping easier. - Beach front related actions - Pavement and improvement of the craft vendors strip. At present craft vendors occupy a strip of beach along the auxiliary road. - Boardwalk construction. Boardwalks have proved a big success in Barbados. It would be worthwhile to design one along this beach. - Beach Front improvement. Moving old boats, cleaning, vegetation.		
Staff	Landscape architect. Engineer. Environmental expert.	
Stakeholders:	Ministry of Tourism. Barbados Tourism Marketing Inc. Barbados Tourist Product Authority. Oistins vendors, fishmongers and fishermen.	
Estimated investment Cost:	Item	Amount
	Comprehensive area Plan Project Design	160.380
	Works: Plan of the area, Boatyard - New fence and cleaning and uncluttering Carpark - Pavement and signals Fishmongers - New stalls, new top, new lighting Fruit vendors - Stalls, pavements Food Area Shade Stage New auxiliary road Boardwalk Sound System Signage Beach front improvement Restrooms extension Urban furniture, Garbage skips	1.685.106
	VAT	322.960
Estimated Time required	Comprehensive area Plan (with approval): 3 months	

(in months)	<p>Project Design (urban facilities, fish fry, boatyard, fisheries and fishmongers areas): 3 months</p> <p>Works: 5 months</p> <p>TOTAL: 11 MONTHS</p>
Estimated Final budget:	2.168.446
Source of funding	<p>IDB.</p> <p>Government of Barbados</p> <p>The Biomuseo should be able to generate revenue in the involved</p>

TOTAL BUDGET					
		TOTAL	VAT %	VAT€	VAT EXCLUDED
1	Visitor Centre	Works	\$	17,50%	\$ 279.255 \$ 1.595.745
					1.875.000
		Interior Design, Interpretation components	\$	17,50%	\$ 105.745 \$ 604.255
					710.000
		First year management	\$	17,50%	\$ 28.298 \$ 161.702
					190.000
			\$		\$ 413.298 \$ 2.361.702
					2.775.000
2	Urban route&Accesibility				
		Signage	\$	17,50%	\$ 14.894 \$ 85.106
					100.000
		Preliminary design, Executive Project	\$	17,50%	\$ 18.020 \$ 102.972
					120.992
		First phase of Works and Supervision	\$	17,50%	\$ 174.331 \$ 996.172
					1.170.503
		Public awareness campaign	\$	17,50%	\$ 2.800 \$ 16.000
					18.800
			\$		\$ 210.044 \$ 1.200.250
					1.410.294
3	Connectivity	Works	\$	17,50%	\$ 28.909 \$ 165.197
					194.106
4	Barbados Museum	Renewal of the Museum: Project and implementation	\$	17,50%	\$ 327.660 \$ 1.872.340
					2.200.000
		Works	\$	17,50%	\$ 49.149 \$ 280.851
					330.000
			\$		\$ 376.809 \$ 2.153.191
					2.530.000
5	Walking Tour	Design and Intepretation components.	\$	17,50%	\$ 75.957 \$ 434.042
					510.017
			\$		\$ 90.851 \$ 519.149
					510.017
6	Oistins Waterfront	Projects	188.447	17,50%	\$ 28.067 \$ 160.380
		Design and Interpretation components.	\$	17,50%	\$ 67.021 \$ 382.979
					450.000
		Works	\$	17,50%	\$ 294.894 \$ 1.685.106
					1.980.000
			\$		\$ 389.982 \$ 2.228.465
					2.618.447
		TOTAL	\$		\$1.494.999 \$ 8.542.848
					10.037.847

7 ANNEX