

NATIONAL TOURISM PROJECT – Visitors Centre & THE URBAN ROUTE DESIGN DEVELOPMENT REPORT (PHASE 2)



Submitted By:



design collaborative
August 31, 2017
BARBADOS

Consultants

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Design Collaborative

Quantity Surveyors:

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Business Development Consultant:

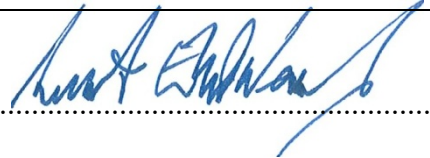
Cave Hill School of Business

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Reviewed and Approved By:

Date: Aug 31, 2017



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1. EXECUTIVE SUMMARY

Report into account decisions taken on the preceding Concept and Assessment Report and the ideas developed in more detail.

Visitors Centre

The Old Town Hall was determined as the New Visitors Centre. The entire ground floor is designated for this purpose and this would include retail, interpretive spaces, ticket sales, bar, small restaurant and restroom facilities. Its location facilitates better coach parking facilities and easy access to the urban route with its location at one end of the route.

The current lighting used on the building was examined with a view to determine a more efficient alternative. In addition, consideration was given to the use of alternative energy in the form of a solar voltaic installation. Significant savings were realised over the long term with this intervention.

There is no further requirement for town planning approvals, since the building received planning approval within the past 10 years. However, an application was made to the Environmental Protection Department to ensure that all requirements are met for the new use of the building.

The Urban Route

The urban route which can now be designated and categorised as three distinct interest zones allows the opportunity for operators to set up different trails for different interest groups, such as, Maritime, Historic or Religious etc. Operators may be able to design their own route to include one or more of these themes.

Signage

A signage strategy was developed to accommodate these variations in the use of colour, texture and symbols. This strategy proposes that some elements would create a visual language and determine various themes. In addition, colour standards should be encouraged to reinforce this strategy along with a material palette depending on where the various items are employed. Important decisions have to be made on the branding and logos.

There are a variety of options for way-markers which will be determined by their location and appropriateness. These are broken down in two finger post way-markers, bollard way-markers and in-floor way-markers. Proposals have also been put forward for information boards of various shapes and sizes and examples provided.

Landscape

Landscape proposals were developed at the corner of St. Mary's Wall and developed in a seating area with a small shelter. At the corner of Reed Street and Suttle Street, the urban space is

developed into a small kitchen garden with seating and it is thought that nearby residents will take ownership and maintain the garden. Continued improved footpath along James Street with some planting, facilitates improving safe pedestrian access, a redesign of the Montefiore Square and some planting in front of the Carnegie Library.

It is intended to improve traffic flow in the Palmetto Square by replanning the bars which now occupy the centre of the Square, and remove the danger of conflict between pedestrians and vehicular traffic. The spaces are designed around these new buildings in such a way that it would present a pleasant foreground to the Parliament buildings. It is also intended that the bathrooms in the adjacent Palmetto market would be upgraded and manned to facilitate public use. The route will continue through Dottins Alley where it is proposed for some further enhancement of a private open lot. This area would be landscaped providing another opportunity for the adjoining building to have a window opening to the space

Small areas of intervention would be Liverpool and Lancaster Lanes generally providing seating and minor planting to enhance the ambience. These are the streets on either side of the Spirit Bond.

In Beckwith Square, the proposal is to introduce a Tramline Bar and small restroom area. This mimics the old Tram line which formerly traversed Broad Street along to the south coast of the island. It would entail the relocation of the Taxi Rank to the adjacent Nile Street, but providing three permanent spaces in the square. The benefits would be significant and provide vast improvement for such an important location in the centre of the city centre.

It is not likely that this can be achieved with then the project timeframe. However, an alternative has been proposed to meet the short-term solution which could form the first phase of the Beckwith Square development. In the event that agreement cannot be reached to achieve the above objectives the Ministry should consider postponing this component of the works at this time so as not to jeopardise the entire plan for the square. This development within the city would be the most significant developments for a public space within Bridgetown.

2. VISITORS CENTRE



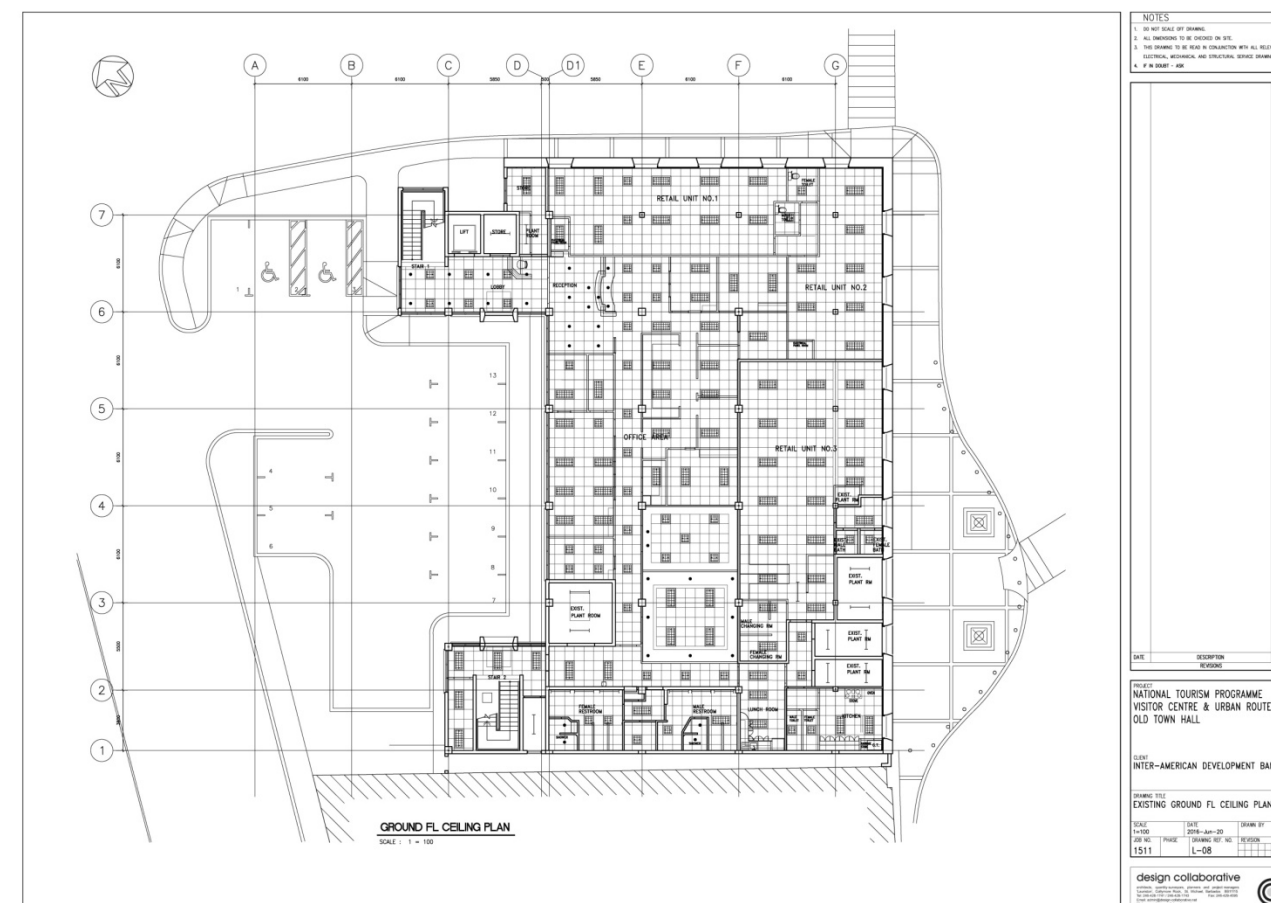
2.1.1 Energy Efficiency in Lighting

The current lighting fixtures installed in the building consist of fluorescent lighting fixtures including 2'x4' and 2'x 2" recessed lighting fixtures, 4' single batten fixtures and recessed downlighter fixtures. (See plan below)

We have undertaken a cost and energy comparison of these fluorescent fittings with new LED energy-efficient bulbs to determine the extent of savings to be achieved, see table below.

Energy and Cost Comparison - Fluorescent Fittings vs. LED									
Item	Quantity of Lights	Wattage	Hours per Day	Total Wattage	Daily KWh	Electrical Price/KWh	Total Daily Cost	Annual Usage(days)	Total Annual Cost
4' Tubes									
36w Fluorescent	344	36	12	148608	148.6080	0.49	72.8179	353	\$25,704.73
18w LED	263	18	12	56808	56.8080	0.49	27.8359	353	\$9,826.08
U-Shaped Light									
35w U Shaped Fluorescent	92	36	12	39744	39.7440	0.49	19.4746	353	\$6,874.52
40w LED Flat Panel	42	40	12	20160	20.1600	0.49	9.8784	353	\$3,487.08
6" Recessed Fixture									
50w PAR 20	34	50	12	20400	20.4000	0.49	9.9960	353	\$3,528.59
12w LED Recessed	34	12	12	4896	4.8960	0.49	2.3990	353	\$846.86
Total Energy Usage - Daily									
Fluorescent		208.752 KWh							
LED		81.864 KWh							
Total Energy Savings		61%							
Total Annual Costs									
Fluorescent		\$36,107.84							
LED		\$14,160.02							
Total Annual Savings		\$21,947.82							

The table shows that by replacing all the current fluorescent fittings with new LED light fixtures there are significant savings to be achieved both in terms of energy usage and costs.



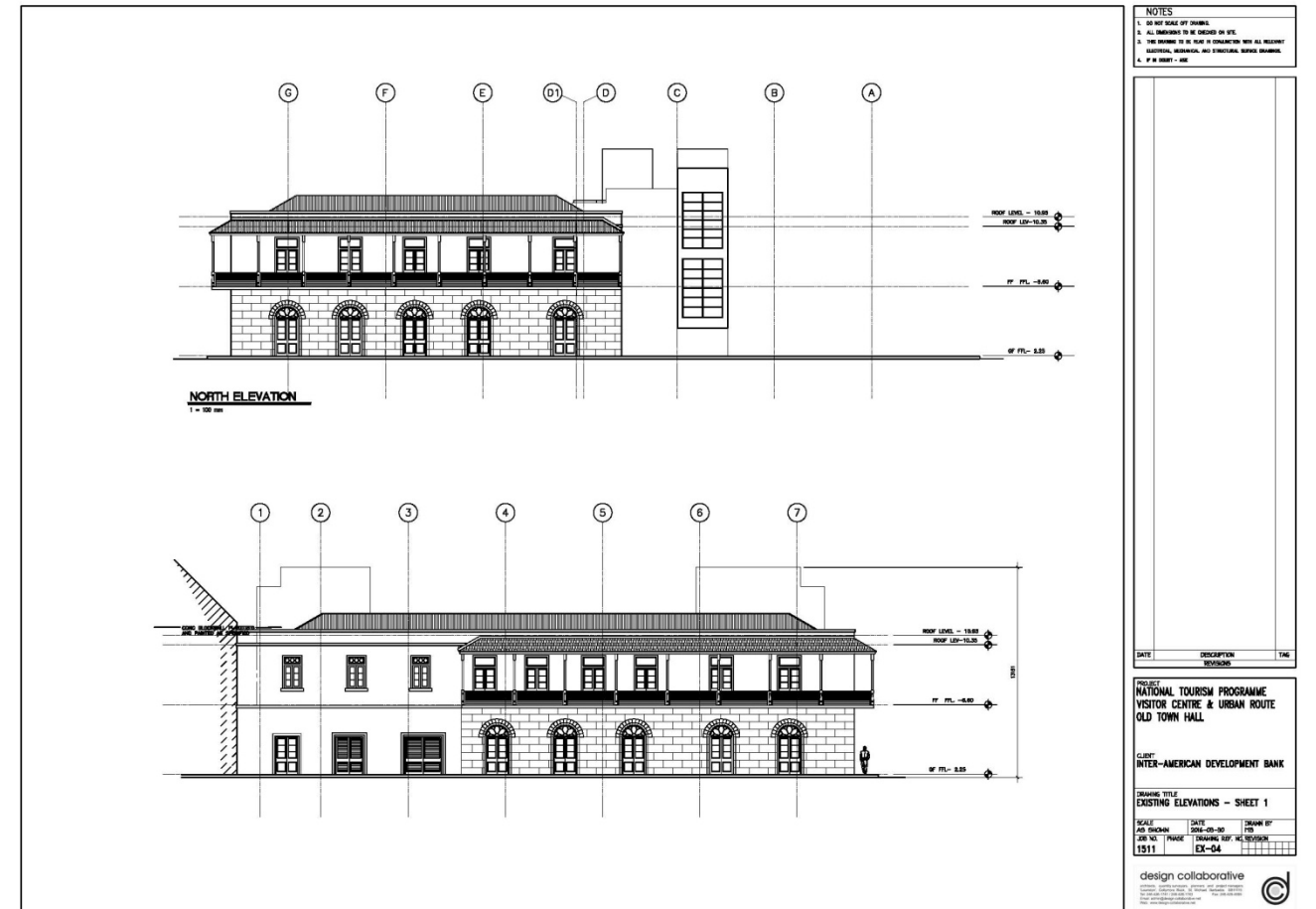
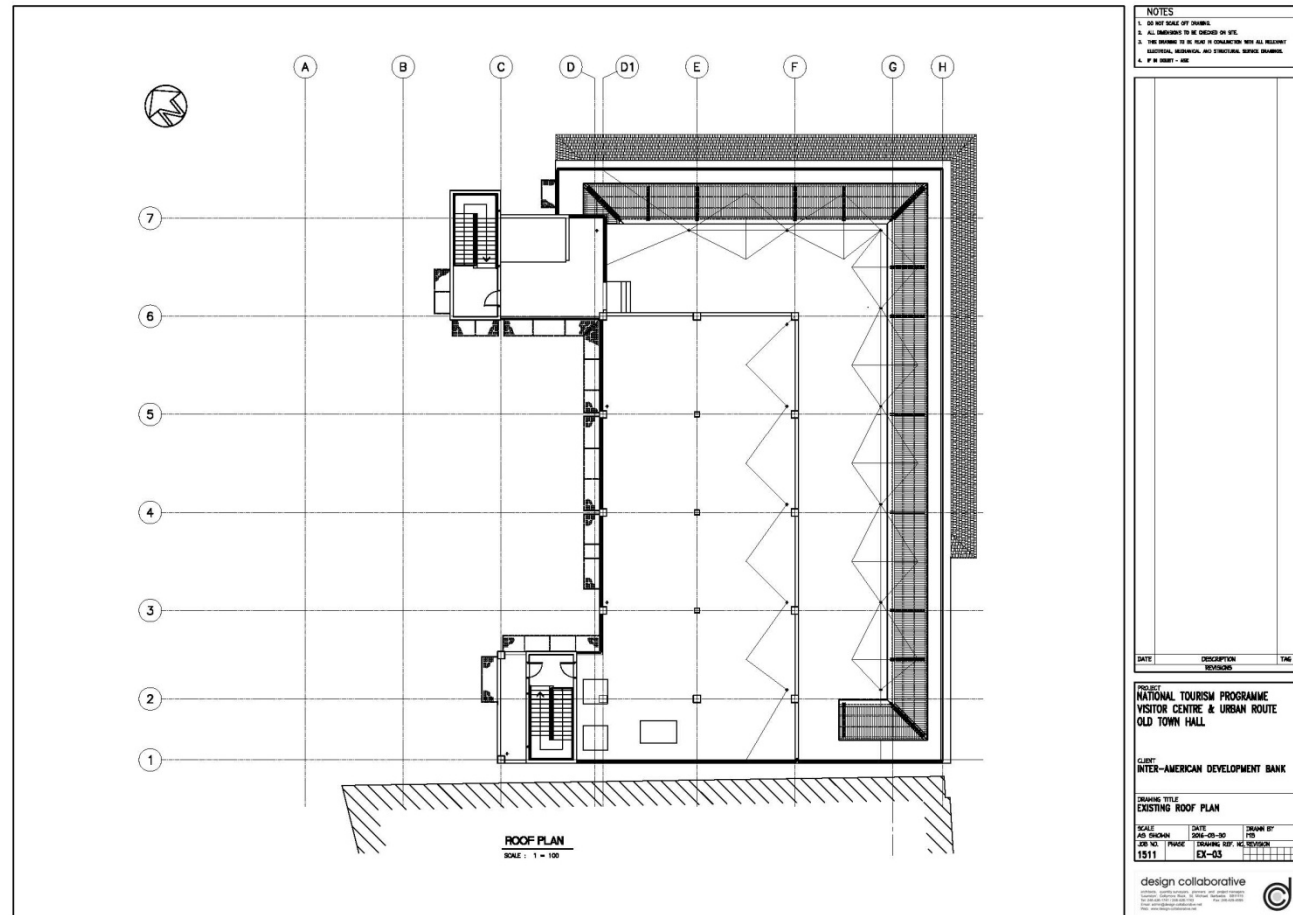
In addition, the estimated cost of replacing the lighting fixtures is \$20,466.34 (excluding VAT and installation costs), which when priced against the annual savings provides a payback period of 9 months.

2.1.2 Statutory Authority Requirements

1. The Environmental Protection Department (EPD)

An application was submitted on May 26th, 2016 with the following drawings (see enclosed)

- L-01 Site and Location Plans
- L-02 Proposed Ground Floor Plan
- EX-01 Existing Ground Floor Plan
- EX-02 Existing First Floor Plan
- EX-03 Existing Roof Plan
- EX-04 Existing Elevation Sheet 2



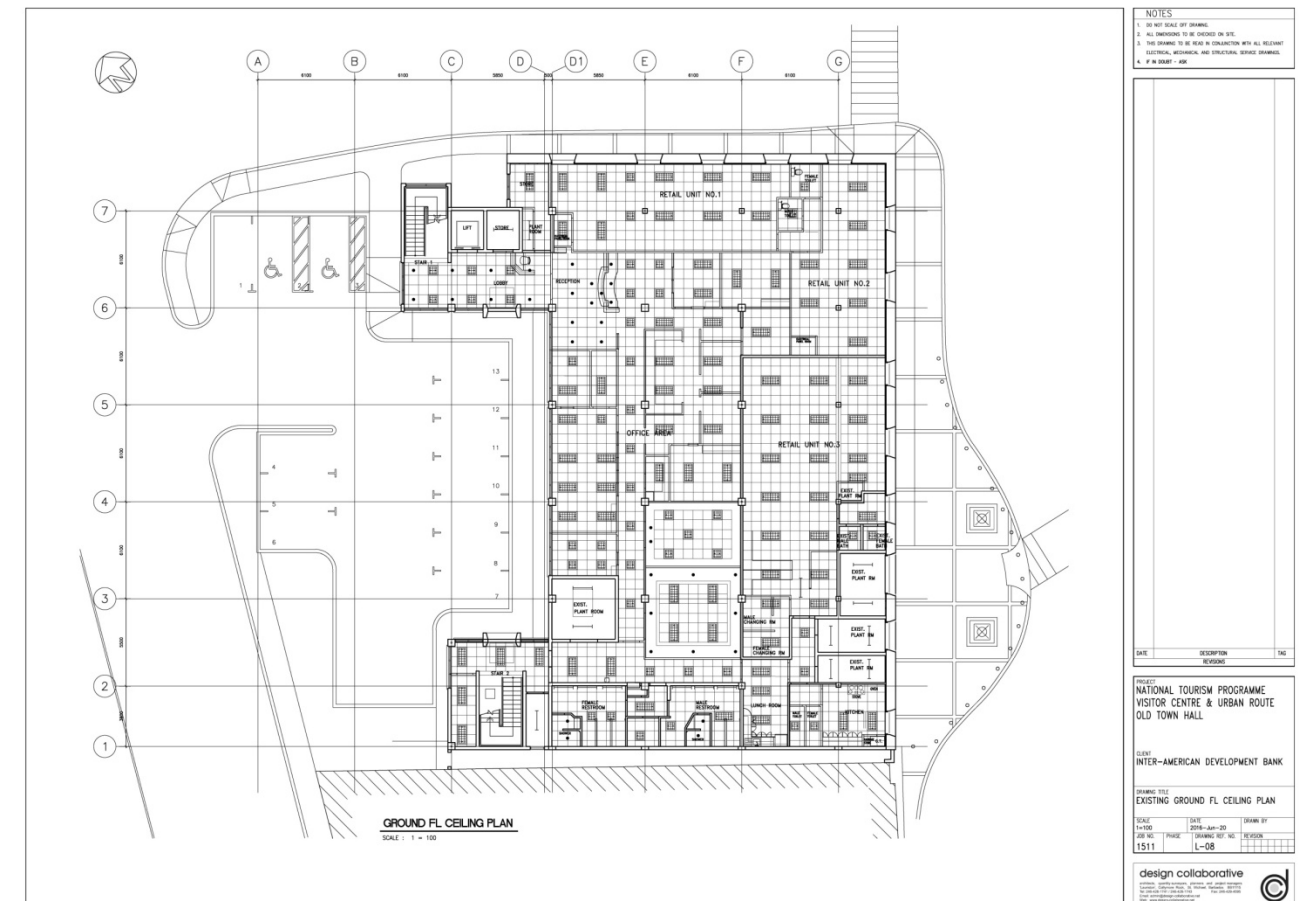
2. The Town & Country Planning Development Office (TCPDO)

There is no requirement for Planning Permission as permission has already been granted for this purpose use. However as a courtesy, we will be submitting a complete set of drawings for the department's record.

2.1.3 Fire Safety

We have been advised by the Old Town Hall building's property manager of the following procedures which they undertake regarding fire safety issues for the building:

1. An annual inspection is undertaken by the Barbados Fire Service Department, at the end of which a certificate is issued (see latest certificate enclosed).
2. An annual inspection is undertaken of all fire extinguishers by a reputable supplier of fire extinguishers.
3. An inspection was undertaken of the fire alarm system in February, 2016.
4. A manual is now in place for the procedure for emergency evacuation of the building as well as disaster management procedures.



3. URBAN ROUTE

This was mentioned in our earlier concept report, the urban route can be subdivided into three parts namely:

- Bridgetown Churches & Religious Denominations
- Bridgetown its Streets and Cultural Development
- Bridgetown its Mercantile and Maritime Past.

This grouping it was proposed would be carried through with the signage in the various elements of the Way Markers be eight bollards, posts or floor markers.

After the discussion and meeting with the Ministry of Tourism they have agreed the revised route which is outlined in the diagram **“Revised and Agreed Route.”**



Revised & Agreed Route



Key

- Revised Final Route
- Water Based Links

--- Swan Street Link

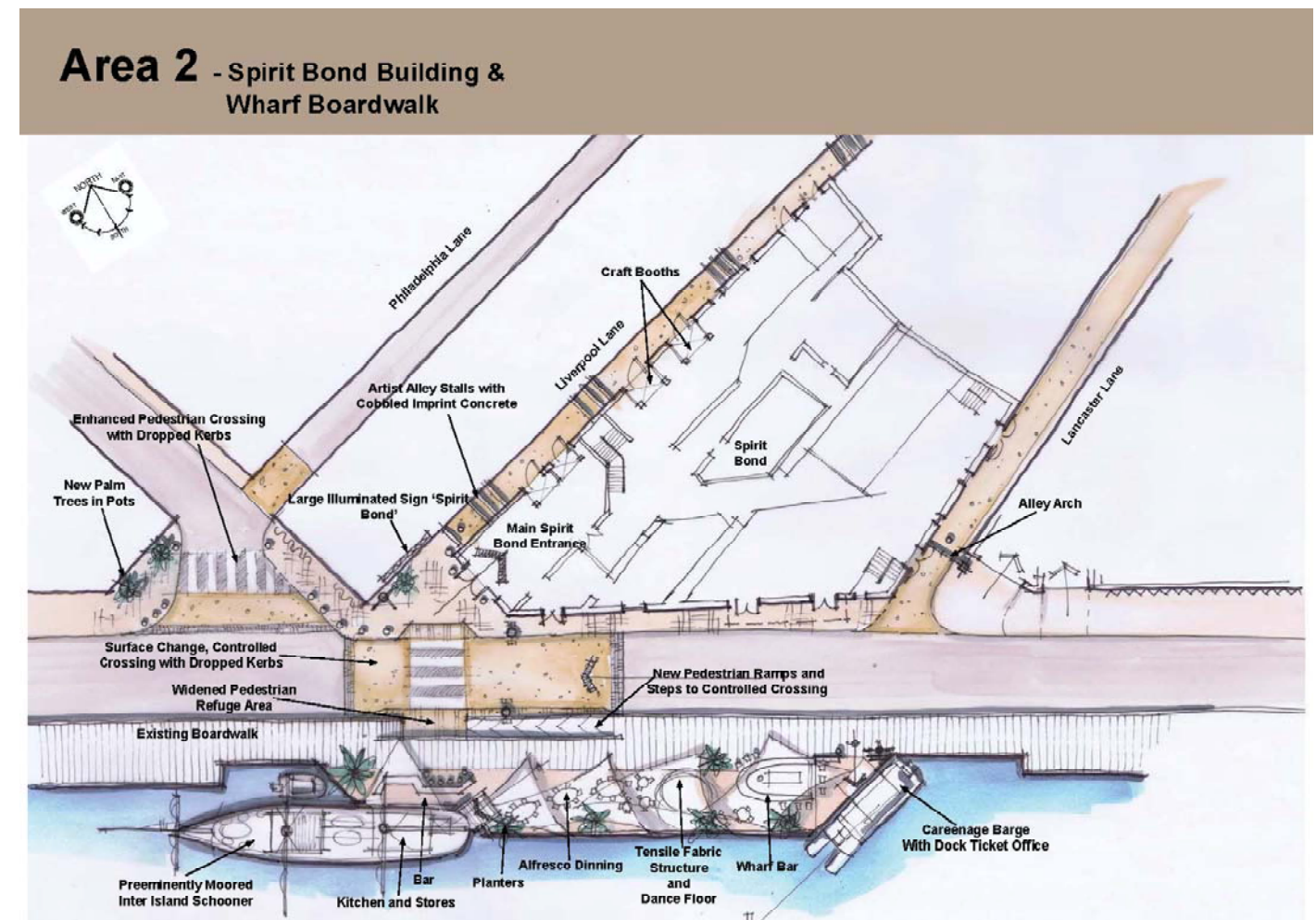
1-10 Opportunity For Enhanced Route/Experience
(Optimising on Existing Investment Infrastructure)

The Wharf Mooring

It was agreed that the Ministry of Tourism would meet with the stakeholders in order to update them as to what form that the development would take so as not to disenfranchise them in anyway, such meetings are planned between the proprietors of the 3 Bars at Palmetto Square. The vendors, it is proposed, will be moved to the side of the street. This clears the street for vehicular traffic leaving the pedestrian traffic on the pavements.

The client accepted the proposal tool to create a private sector opportunity on the Wharf Boardwalk. This would entail a permanently moored Schooner to facilitate a kitchen and bar alongside the widened section of the Boardwalk. This would require a sewage and water connection to the vessel. A large section of the Boardwalk could be used to set up tables and tent structures for dining and relaxing while enjoying the waterfront. The economic benefits far outweigh the cost. Since, provision will be made under the project only for a sewage connection and water supply to the vessel.

Further private sector opportunities mentioned but not confirmed, was a ferry link from the Boardwalk across the Careenage to the screw dock. and then onto the pierhead beach.



4. SIGNAGE



Signage Strategy - Introduction



The Signage Strategy for the Bridgetown Urban Route includes direction signs, on street information panels with on street maps, printed walking maps (To be detailed by others), visitor information identity and arts projects. These projects communicate the city consistently and effectively to visitors and residents alike. This range of solutions requires coordination, to ensure that the projects and information make sense to the individual.

With the framework in place, it is envisaged that new projects which support the tourist trail will build-on and support the identity of the Bridgetown Urban Route. This document sets out an initial draft suite of ideas which have been assembled as a starting point for the next more detailed design stage to be carried out by the Landscape Architect and Interpretation specialists. As such this document is not prescriptive but illustrative of best practice examples.



Example of poor road signage next to unregulated event poster wall

Signage Strategy - Themes



For Bridgetown, an identity has been developed which consists of visual components, rather than a single logo. The aim is to provide a simple yet distinctive brand for the tourist trail – a visual language which includes amongst other components, easily understood symbols, a colour palette and legible text. It is envisaged that following the commissioning of an interpretative specialist, the brand will be used throughout the tourist experience from the Tourist Information Centre website, to walking maps and signs for pedestrians. Three initial example themes based on local distinctive histories have been considered to help illustrate how local identity could be included within the signage strategy.

The Cannon Trail

The route already has the occasional historic cannon placed within the streetscape, usually on building corners. The concept is to tie the trail directly to the UNESCO status Garrison Fort in a fun and interesting way which will act as a branded visual waymarker for the visitor, with cannon dotted along the route for people to discover.



Maritime City Route

Bridgetown has world status for its Maritime heritage and this theme seeks to use the 'sea' within its streetscape branding. Using locally relevant symbols such as; silhouettes of historic ships, the Bajan 'Broken Trident' a symbol of Neptune and Poseidon (broken representing the breaking away from the British Empire) and flying fish symbols to further emphasise a brand.



The Rum Sugar Trail

The export of sugar and rum are synonymous with Bridgetown, historically and today. This theme would both emphasize the qualities and aesthetics of sugar cane whilst also providing a narrative for the Island's rum production.



Signage Strategy - Colour Standards



Colour will be used to distinguish the 3 different types of spaces identified in the study. Each area will have signage with a 'splash' of colour to help orientate the trail user as to where they are and possible route options. It is envisaged that the colour will be a part of the signage, but not over dominant.

Waterfront - The Turquoise Destinations

To give a sense of unity and consistency the Waterfront signage will have blue colour located within the branding and design of the street signs to allow the visitor to know they are within the Waterfront area.

Green Spaces - The Emerald Destinations

To give a sense of unity and consistency the contemplative religious green spaces will be unified by the colour green on the signage. This will allow the visitor understand they are within a special area of peace and help them navigate and orientate themselves.

Streets -The Orange Links and Destinations

Several active, busy spaces along the tourist trail are connected by a variety of busy street corridors. The signage within these corridors will have an orange colour within the design to help tourists navigate and orientate themselves along the route.



Example signage with zonal colours

Signage Strategy - Material Palette



3 distinct performance criteria have informed the choice of materials for the suite of signage:

Distinct and legible from surrounding buildings -

With a plethora of colours, existing building and business signs and other unregulated signs within the streetscape, the suite of signage needs to use a distinct material is visible within the existing street scene. The main material proposed is brushed marine quality steel, a material which because of its reflective qualities catch the eye identifying the way forward along the route.

Maintenance Free and Robust -

Signage, especially at pedestrian level will be susceptible to minor vandalism, damage from carts, general wear and tear especially with confined street areas. As such the strategy proposes to use tried and tested 'city' materials which will withstand day to day 'wear' and 'tear'.

Complementary Materials -

A suite of materials and finishes have been selected to complement each other.

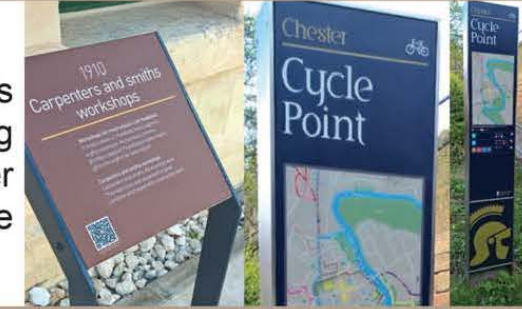
Brushed Stainless Steel

Brushed marine grade stainless steel 316 offers high resistance to corrosion within the street environment. It is the preferred steel for use in marine environments because of its greater resistance to pitting corrosion than other grades of steel. Its durability will ensure the route signage looks good and is easy to maintain.



Printed Signage Steel

Full colour printed information panels laminated to protect from scratching and general wear and tear. Further details to be provided by the interpretation designers.



Powder Coated Steel

A tough durable finish which is used in high trafficked areas is able to withstand the 'wear' and 'tear' of busy street environments. Can be applied in a variety of 'RAL' colours.

Possible Colour Scheme:



Enameled Steel

Routinely used in relief with embossed stainless steel to form simple monochromatic logo's and information panels. Enameled steel is very durable and can be used on footway plaques, in pedestrian trafficked areas.

Possible Colour Scheme:



Others Materials

The project acknowledges the use of other materials for more temporary displays of information. These may include banners, temporary lighting column flags, short term posters and information boards associated with seasonal tourist activities and events. It is assumed that these activities will be detailed by others and are beyond the remit of this project.



Stainless Steel Info Board

Signage Strategy - Logos and Livery



Logos and Branding

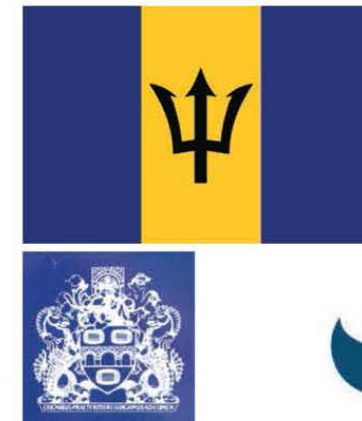
It is important the tourist routes have a clear and distinctive themed logo which is present throughout the scheme. This identity will help to orientate and guide the visitor, giving local users a sense of pride in the dedicated route.



Simple Iconic Logos, good strong route branding

Essential Logos

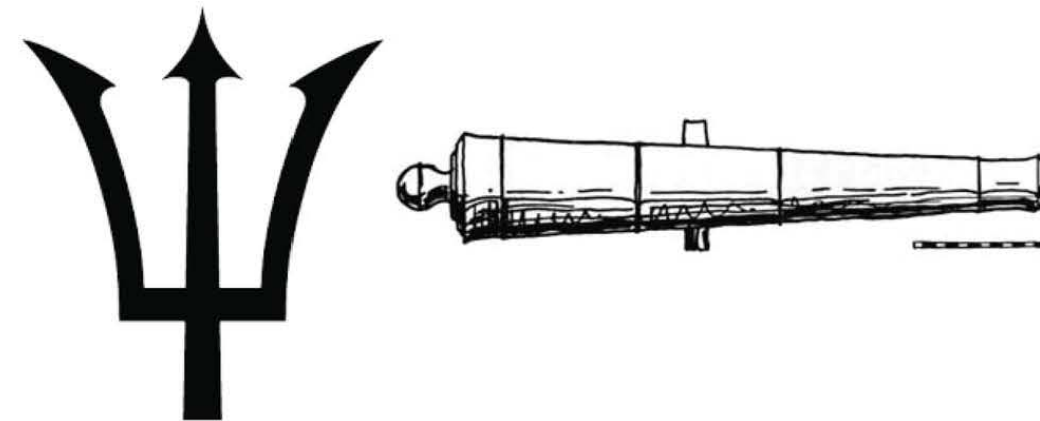
The signage strategy has sought to explore the use of some of the key logos within the main signage branding, most notably the World Heritage simplified logo and the Barbados Flag, incorporating both colours and graphic symbols. Other important logo's including IADB logo could be placed sensitively on certain information boards and interpretative boards. The project does not however wish to over clutter the complete signage suite with a mix of logos which may detract from elements such as finger posts.



Branding Route Ideas

The signage strategy has chosen 2 main iconic logos to help create a suite of branded signage.

- 1) The 'Broken Trident' is a strong simple logo representing independence and democracy whilst referring to the maritime history of Bridgetown.
- 2) The Cannon can both be found within the town and notably at the Garrison. By using this logo the scheme wished to unify both Bridgetown and the Garrison Fort, who both share the UNESCO status of World Heritage Status. Therefore visitors to Bridgetown will be more informed of this important link between these 2 important heritage areas.



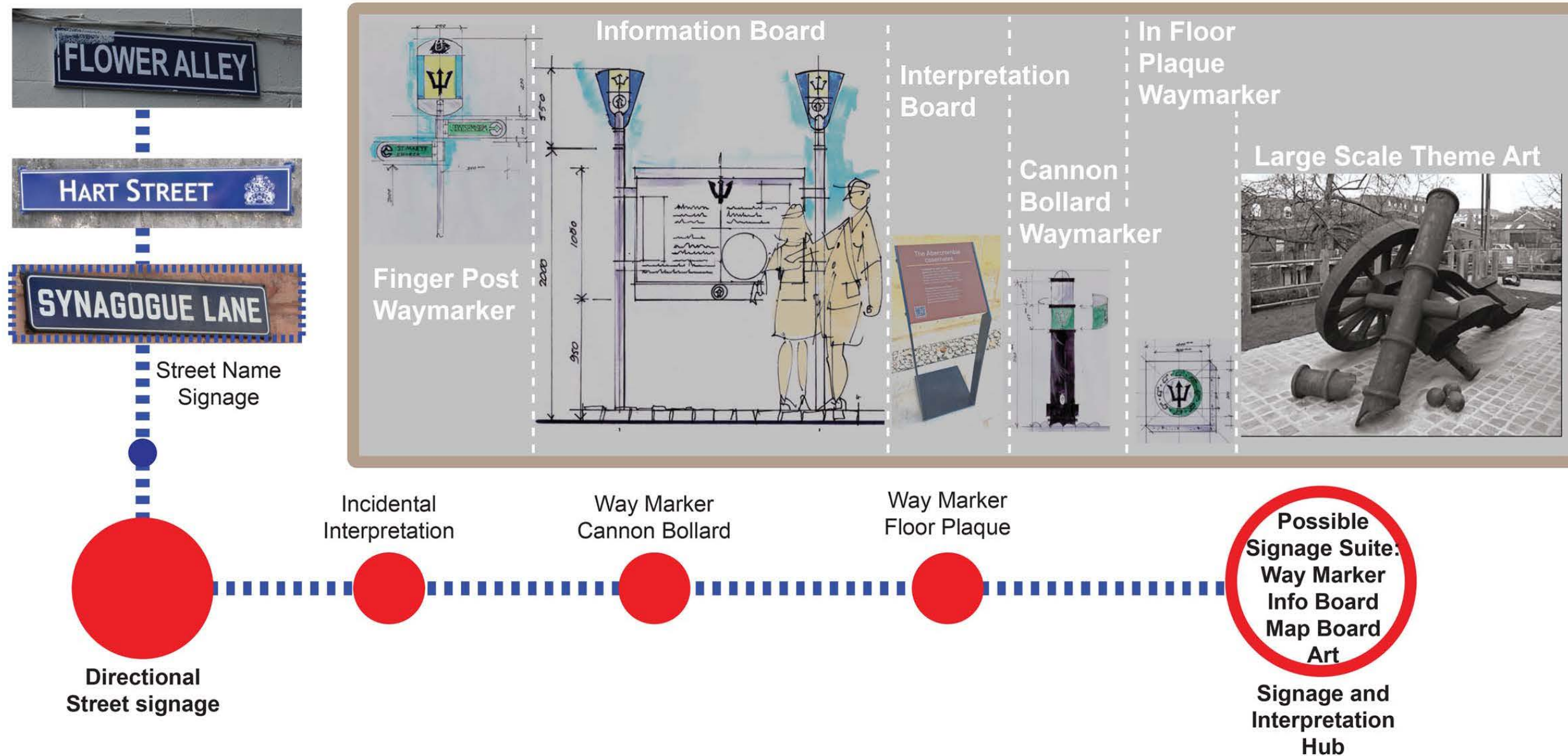
Signage Strategy - Signage Family



The signage strategy has developed a unified suite of signs which share attributes such as; material types, typography, branding, logos and style. This holistic approach aims to illustrate a signage 'family' which can offer information and spatial awareness to locals and visitors along the Urban Route in a clear, simple and legible manner, while enhancing the user's experience of Bridgetown's historic environs.

The new sign structures have been designed as an expression of Bridgetown's character – creative, pioneering, historic, robust. Their consistent aesthetic will link together Bridgetown's diverse character areas while complementing the city's richness and variety.

On signs, the number of words and icons should be kept to a minimum, helping to avoid information overload and visual clutter.



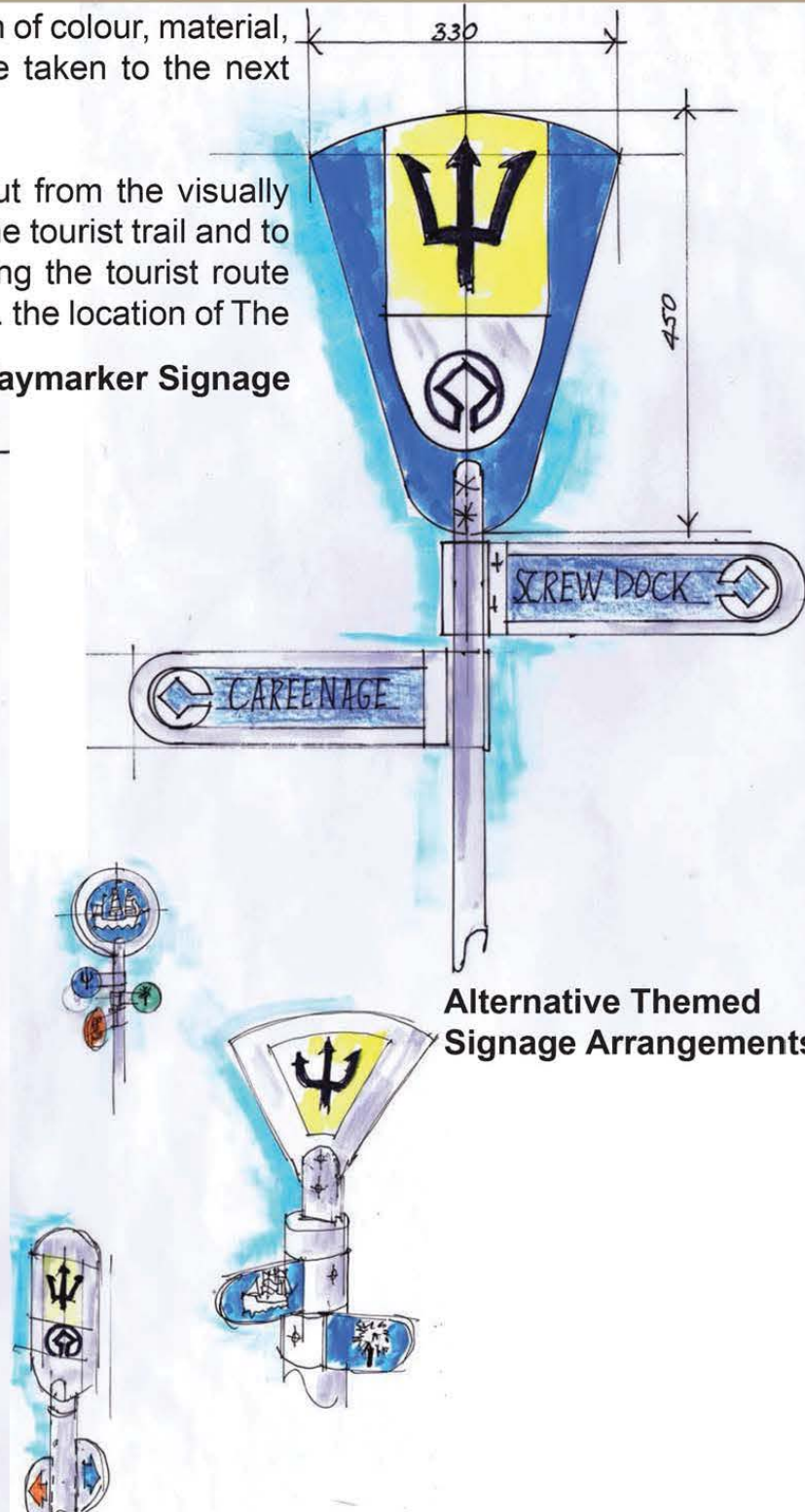
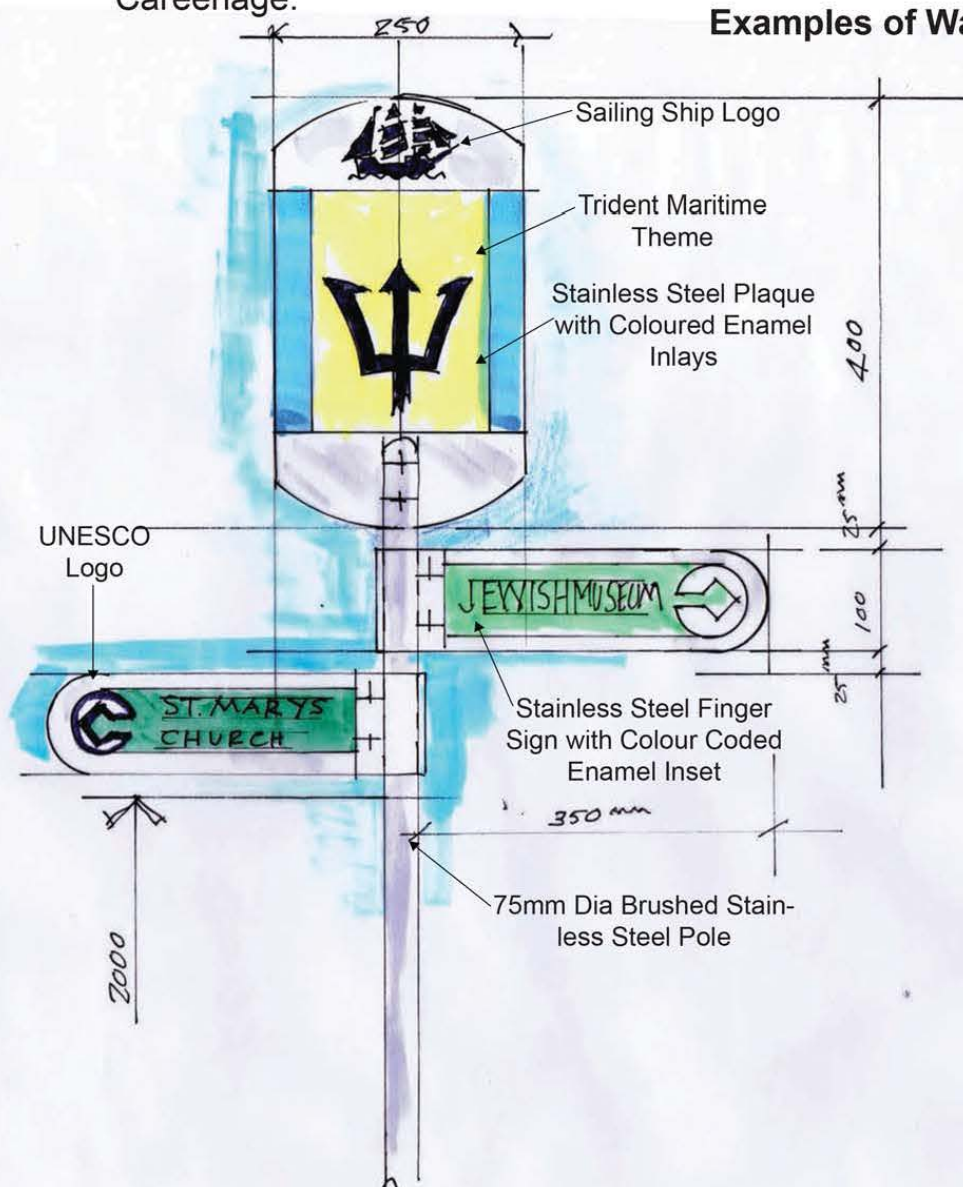
Signage Strategy - Finger Post Waymarkers



Initial sketches have been developed to give a selection of colour, material, logo and typographical options and ideas that can be taken to the next stage and developed into a final signage suite.

Critically the proposed finger post sign must stand out from the visually busy street environment so as to guide visitors along the tourist trail and to other key destinations. It must offer a waymarker along the tourist route and deliver essential information clearly and simply e.g. the location of The Careenage.

Examples of Waymarker Signage



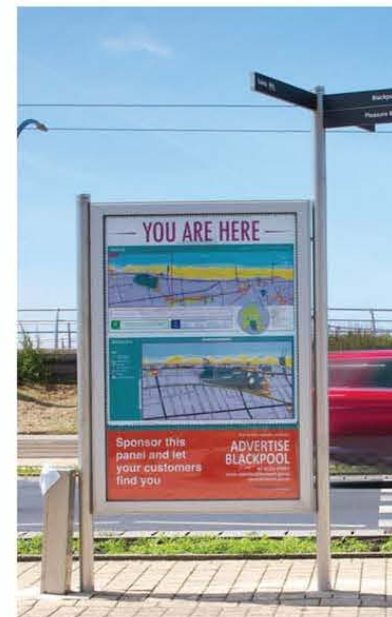
Alternative Themed Signage Arrangements



Example simple signage that is visible and legible



Example of bespoke finials which create a sense of local identity



Example of stainless steel fingerpost with information boards

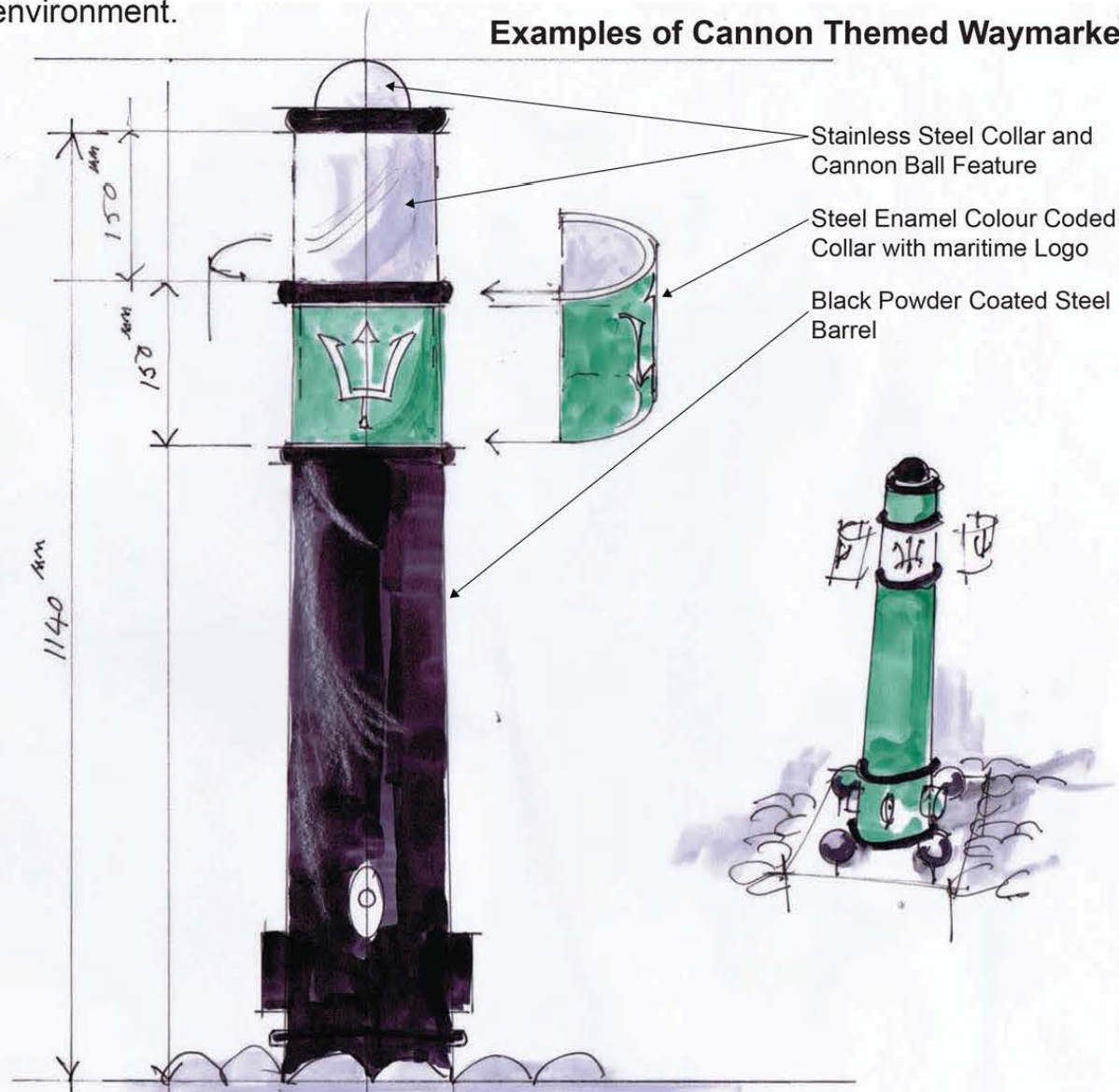
Signage Strategy - Bollard Waymarkers



Cannon Bollard

Drawing from existing historic Cannon Bollards scattered around Bridgetown, a series of sketches outline options for further enhancing the trail legibility by installing a 'modern' Cannon bollard along the route at key locations and junctions to help guide the visitor along the trail and to reinforce the trail brand in places where other signage systems would not be appropriate due to space requirements. The Cannon bollard would potentially have route markers and logos, but its low height and positioning will not distract from the historic street environment.

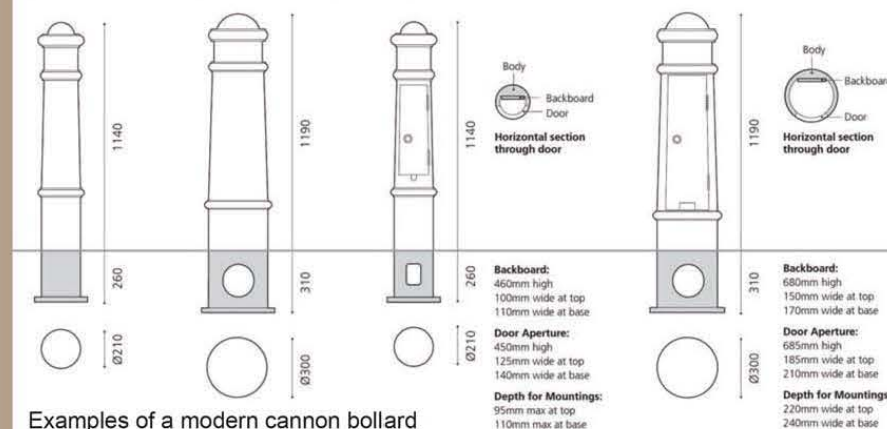
Examples of Cannon Themed Waymarker



Examples of old and new cannon bollards used in the public realm



Examples of historic decoration



Examples of a modern cannon bollard



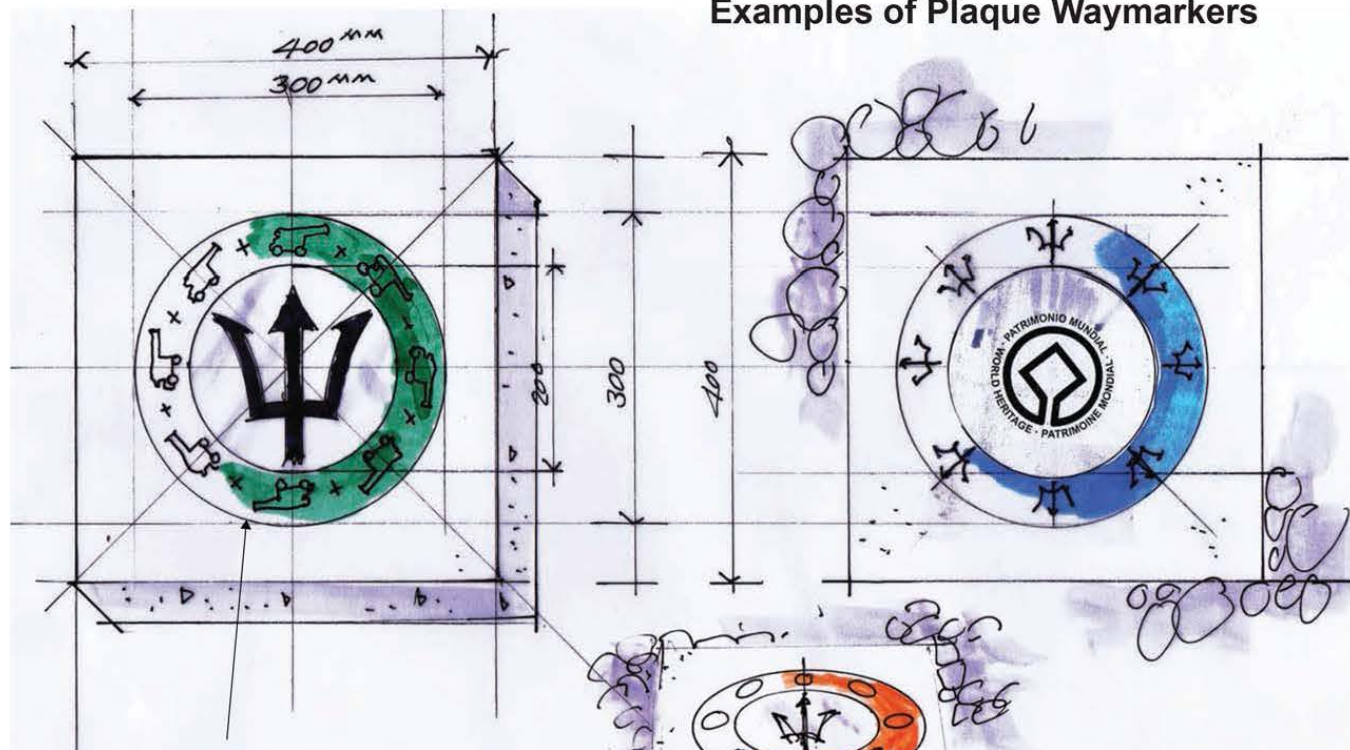
Signage Strategy - In Floor Waymarkers



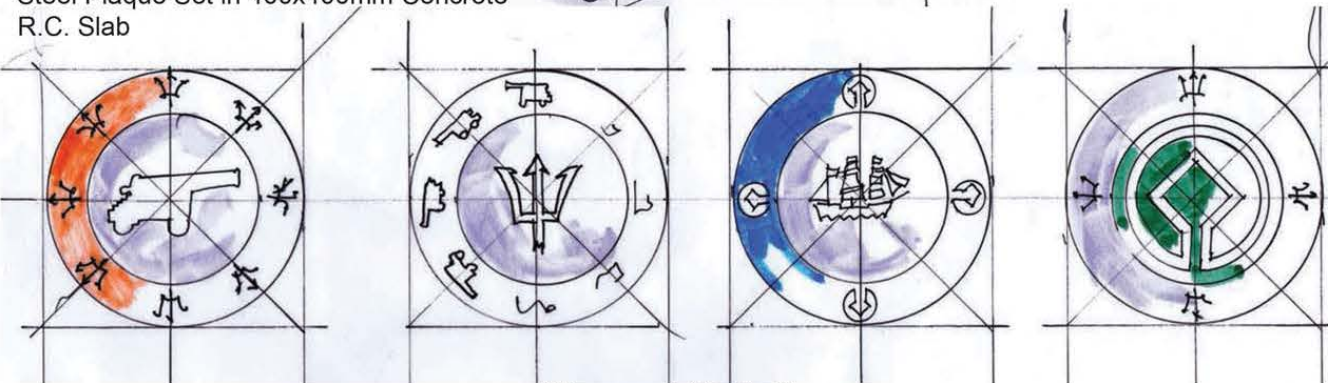
Pavement Plaque Waymarkers

In spaces where other vertical signage elements would not be appropriate, the strategy proposes a series of ground plaques. The designs should be simple, have reference to the trails branding and enhance the tourist trail user experience. Locations to be determined.

Examples of Plaque Waymarkers



Coloured Coded Enameled
Band Inset in 300mm Diameter Stainless
Steel Plaque Set in 400x400mm Concrete
R.C. Slab



Themed Variations



Good examples of legible icon floor plaques

Signage Strategy - Information Boards

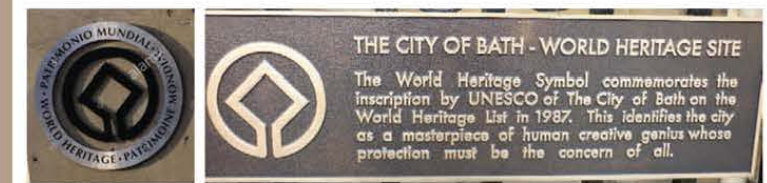
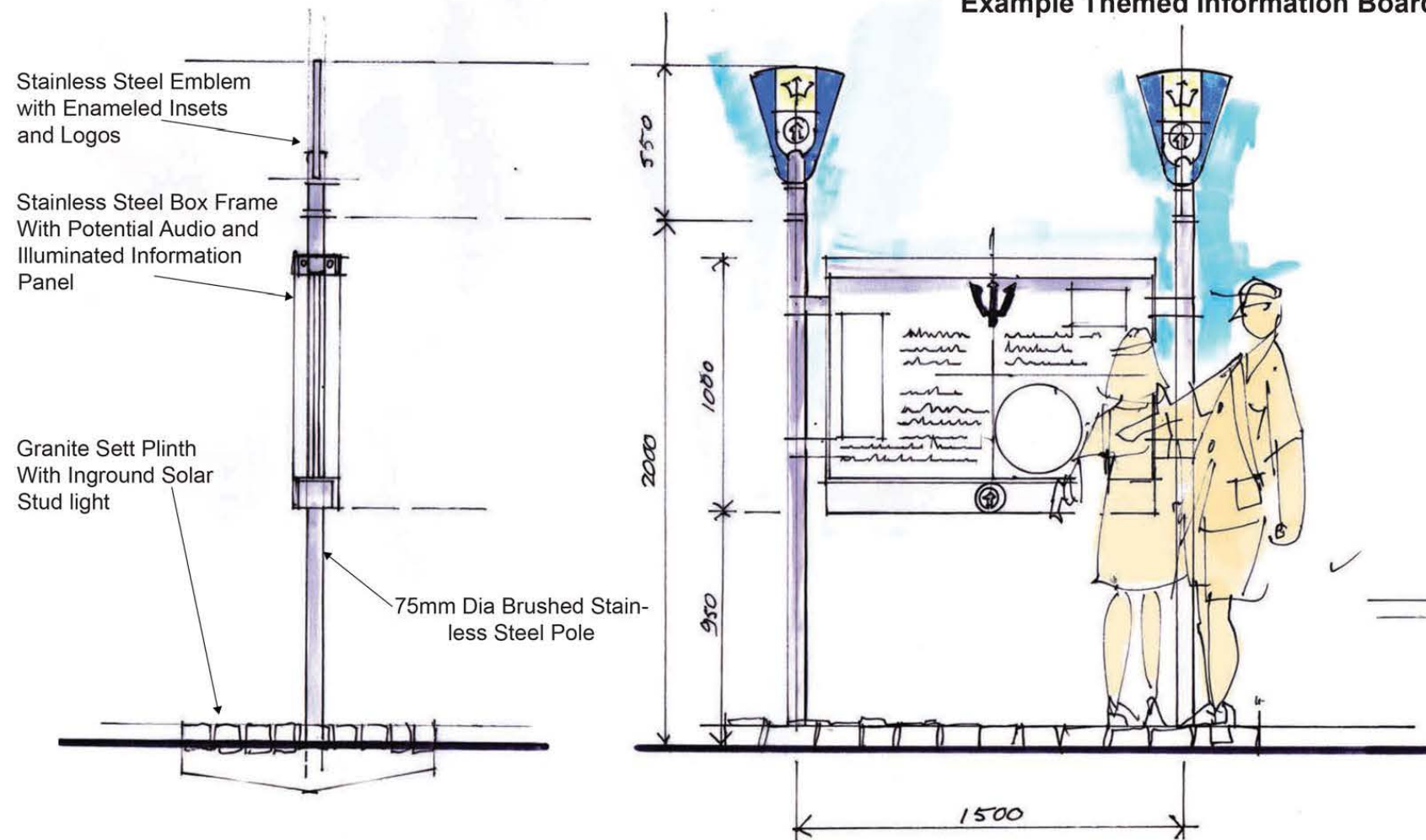


Information boards will be located at strategic points along the trail including coach drop zones, major car parks, outside the tourist information office, new landscaped areas and in major tourist destinations i.e. Jewish Quarter. Informing users of the whole trail, local landmarks and other locations/features of interest within the immediate vicinity, the boards will be an informative introduction to the trail, its brand and livery.

Area information could be provided by specially developed 'heads up' maps using three-dimensional images to put people directly in touch with their environment.

The signage strategy is illustrated by a series of sketches, however it is envisaged that the interpretative designers will develop the boards with further detail and information.

Example Themed Information Board



Example simple signage that is visible and legible

Signage Strategy - Interpretation Plaques



It is envisaged that the interpretative designers will suggest further detail, material types and visual information regarding interpretation plaques. This page shows some interpretative signage that has been successful in other historic locations and it is envisaged the interpretative signage will be of a similar high standard and quality, working with the signage suite general design principles.



Examples of modern interpretation boards



Signage Strategy - Using Art & Sculpture



People often navigate their way around a city by landmarks, buildings and spaces or sometimes just by the 'feel' of a neighbourhood. The Bridgetown Urban Route could integrate national artist's and designer's work through both short and long-term art programmes. The aim to provide events or features and focal points which will draw people along the route making the town easier to understand and more familiar, with the development of on street art projects at a variety of sizes. The arts programme could reflect a variety of media and approaches, from sculpture, street furniture and landscape works to light works on buildings, virtual reality, QR bar information systems, tourist phone apps to large scale wall murals. Working in collaboration with the city's businesses and industries, artists and designers could seek to reveal the often hidden wealth of Bridgetown's history, culture and architecture, transforming key spaces along the tourist route. The integration of public art will help create a vibrant and exciting Bridgetown with and a strong, positive image for the user, be they a local or tourist.



Example of large scale art projects

5. LANDSCAPE

The Landscape Design Engages 11 Sites for Intervention

1. The Old Town Hall Forecourt
2. St Mary's Wall
3. Garden on Suttle Street
4. James Street
5. Coleridge Street
6. Montefiore Gardens
7. The Lighting along Magazine Lane
8. Palmetto Square
9. Dottins Alley
10. Liverpool Lane
11. Beckwith Square

Work on site No.1 - The Old Town Hall is limited to the upgrading of the existing shade trees and the addition of some potted plants. The area is already paved and has the adjacent Jubilee Square as an extended backdrop.

2. On the open space at the corner of Reed Street, provision is made for the garden and a space for some vending under the shade trees.

3. No further landscaping is planned for this area, however, the Ministry of Tourism has agreed with the suggestion that Suttle Street could be pedestrianised. This would also give greater opportunity for the shops along that street to engage with the travelling public without interference from vehicular traffic. This could well see more interest being paid to the upkeep of the Street elevation. One of the major issues on this street is that there is little room for pavement and cars simultaneously.

4. On James Street, the issues are; conditions of road surfaces and open pavements. Most of the work on James Street will be civil works, addressing the issues of pavement and road surfacing. The landscape element is limited to some planting between longitudinal park spaces.

5. Coleridge Street is limited to some potted plants on the pavement and correcting of any defects on the existing pavement. Some planting is also planned at the entrance to the Carnegie Library.

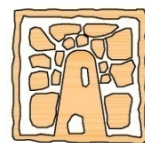
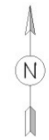
6. The Montefiore Gardens are planned with new planting and paving but maintaining the large tree which now exists. It also acknowledges its new development across the street on the South at the property of the Jewish Synagogue.

7. Magazine Lane will require some pavement work and lighting.

8. Palmetto square will require a general upgrade, removal of existing sheds from the square and replacement with new bar units to house current vendors who currently operate in the triangle not part of an overall plan, and which create and maintain the view adjacent to the parliament buildings. Some planting and seating is proposed in the new layout for the square in addition to new hardscape elements. Some planting is also proposed along Marhill Street to the south side of the Palmetto Market.

9. The open space on Dottins Alley - it is proposed that this area can be enhanced significantly with some hardscape and some planting which would lend significant enhancement to the vending opportunities either from the bar to the West of the space or to the commercial entities on the North. It is also intended that this street should be upgraded.

10. Liverpool Lane, is a narrow street which it is only intended to have some planting to improve the ambience, along with some tables and chairs providing opportunities for the adjacent building.



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Project Title :
Bridgetown Walking Tour
St. Michael
Barbados

Consultants :

Revision / Reason For Issue :
• 2016-04-26
• 2016-04-26

General Notes :
•

Key Plan

Drawing Title
Master Plan

Scale :
1/128" = 1'-0"

Drawn By :
CT

Drawing Number :
L-0

Drawing Status :
For Review

Date :
2016.02.10

Old Town Hall



Cafe Style Furniture



Same Pot Style of Varying Sizes and Limited Plant Palette



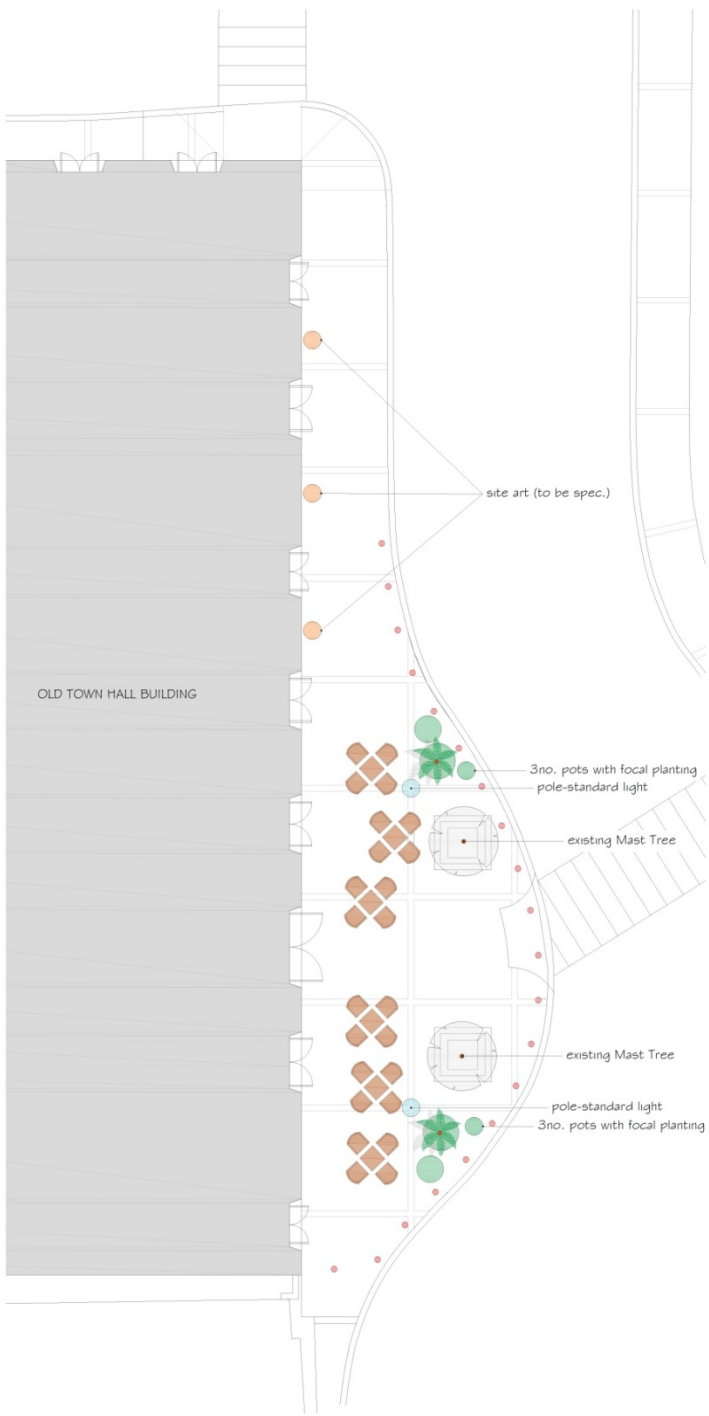
Cafe Tables Along Narrow Alley



Large Pots



'Quadro' pole-standard light by Selux (www.selux.us)



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#9 Humphrey Street,
The File Centre, St. James
Trinidad
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Email: tmstudio@tstt.net.tt

Project Title :
Bndgetown Walking Tour
Bndgetown
St. Michael
Barbados

Consultants :

Revision / Reason For Issue :
• 2016-04-26

General Notes :
• Survey provided is not current and hence is not accurate
to date; measurements to be confirmed on site

Key Plan



Drawing Title
Old Town Hall

Scale :
As Shown

Drawn By :
CT

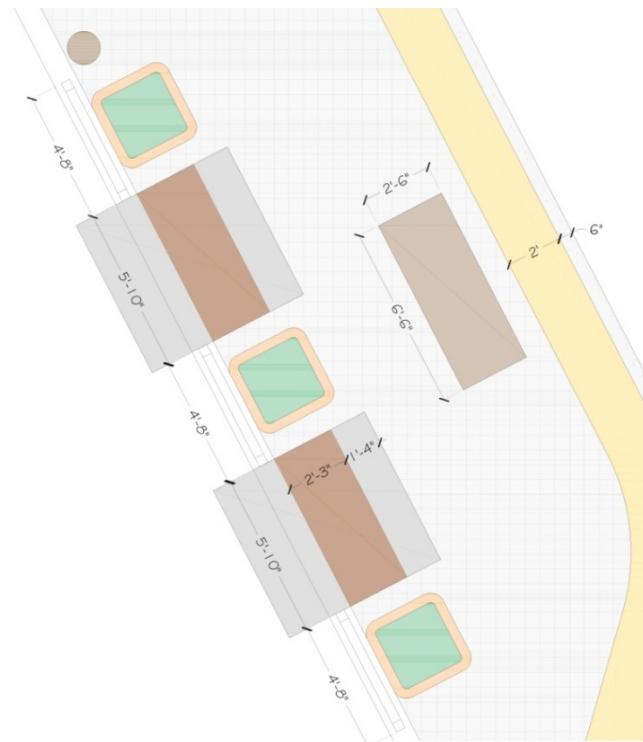
Drawing Number :
L-1

Drawing Status :
For Review

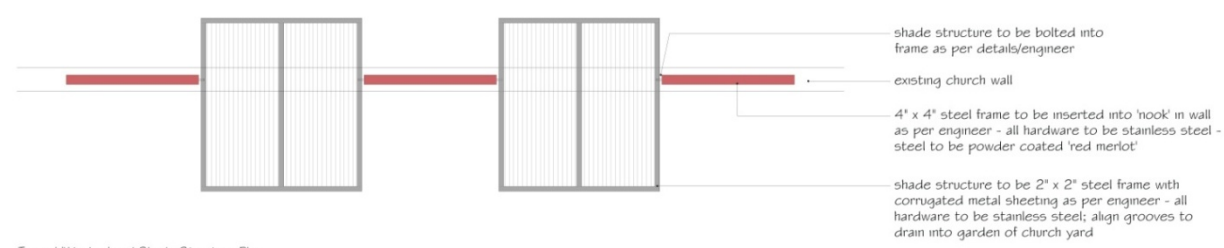
Date :
2016.02.10

St Mary's Wall

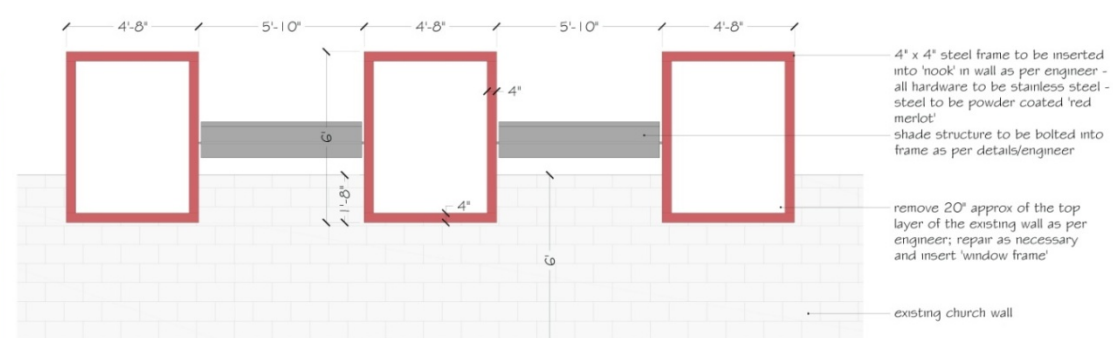




Enlargement Typical
Scale 3/8" = 1'-0"



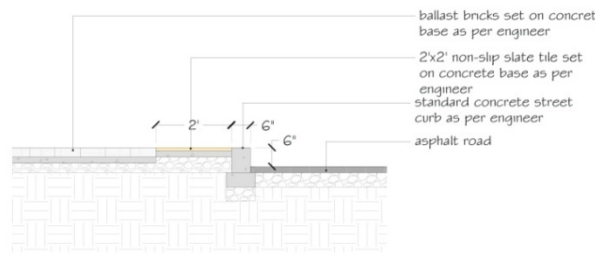
Typical Window and Shade Structure Plan
3/8" = 1'-0"



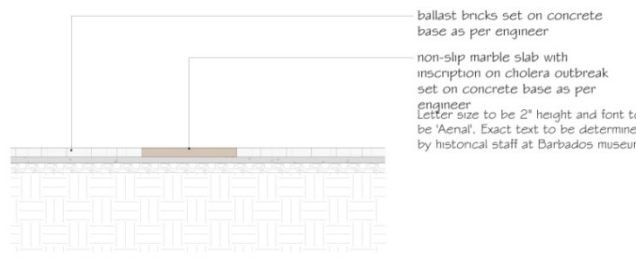
Typical Window Detail
3/8" = 1'-0"



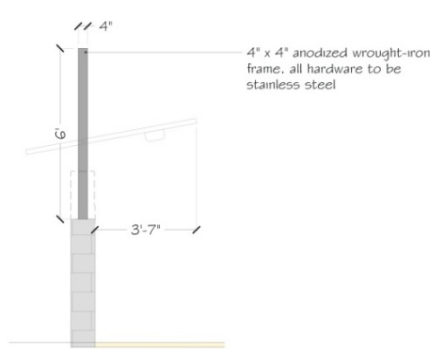
Bulk-Head Light



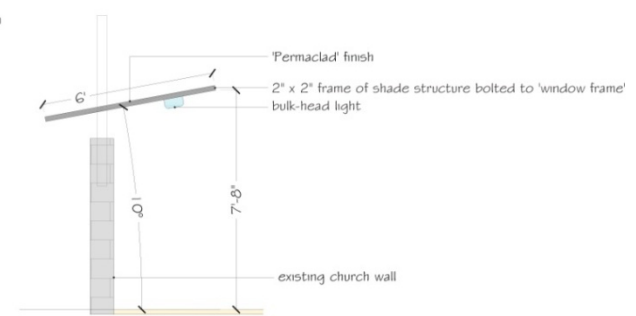
Typical Paving Detail
1/2" = 1'-0"



Typical Paving Detail
1/2" = 1'-0"



Typical Window Detail
3/8" = 1'-0"



Typical Window Detail
3/8" = 1'-0"

	<p>Talma Mill Studios Ltd. Dover Court, Maxwell Main Road, Christ Church, Barbados BB1 71 35 Tel: (246) 420 5137 Fax: (246) 420 5933 Email: info@talmillstudios.com</p> <p>#9 Humphrey Street, The File Centre, St. James Trinidad Tel: 868-622-2923 Fax: 868-622-9204 Email: tms@trinidad.net.tt</p>	<p>Project Title : Bridgetown Walking Tour Bridgetown St. Michael Barbados</p>	<p>Consultants :</p>	<p>Revision / Reason For Issue : • 2016-04-26</p> <p>General Notes : • Survey provided is not current and hence is not accurate to date; measurements to be confirmed on site</p>	<p>Key Plan</p>	<p>Drawing Title Corner of Harts Street & Shuttle Street L-2A</p> <p>Scale : As Shown</p> <p>Drawn By : CT</p>	<p>Drawing Number : Drawing Status : For Review</p> <p>Date : 2016.02.10</p>
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Suttle Street



'Cannon' bollard by Fumitubes
(www.fumitubes.com)

Quantity: 3no.



out-door pendant lamp



recessed light



'well' light



raised vegetable beds



Site Plan
scale 1/4" = 1'-0"



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Project Title :
Bridgetown Walking Tour
Bridgetown
St. Michael
Barbados

Consultants :

Revision / Reason For Issue :
• 2016-04-26

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Key Plan



Drawing Title
Reed Street and Suttle Street Sketch

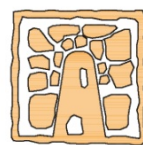
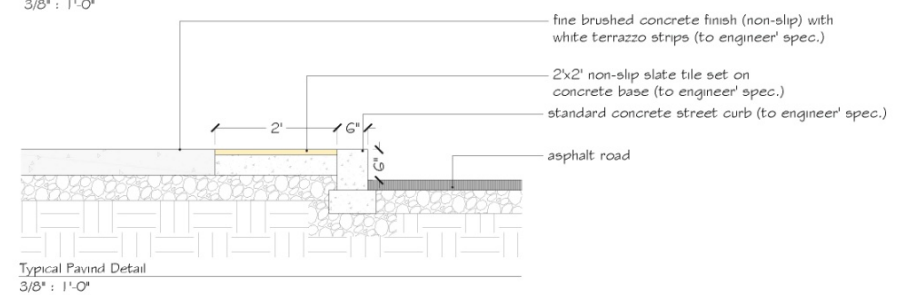
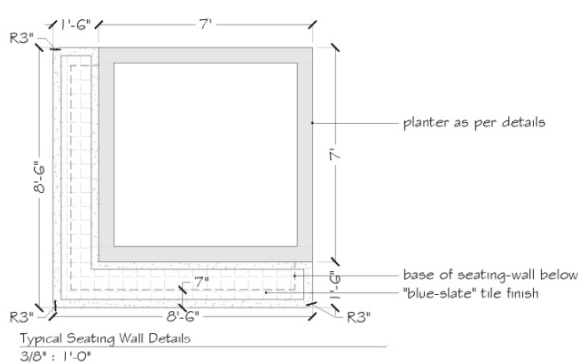
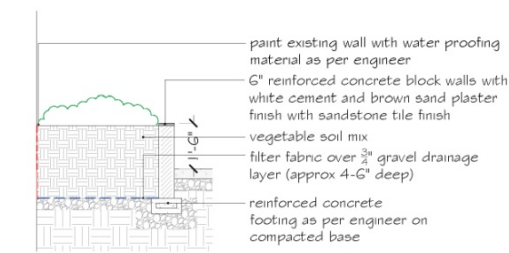
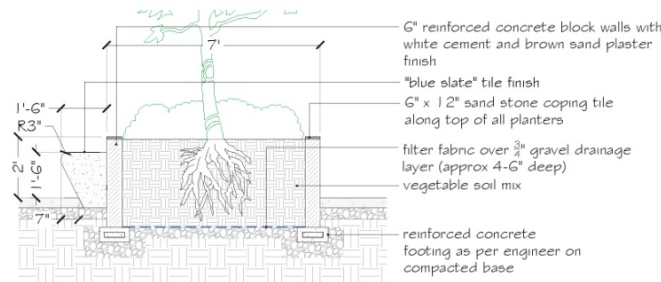
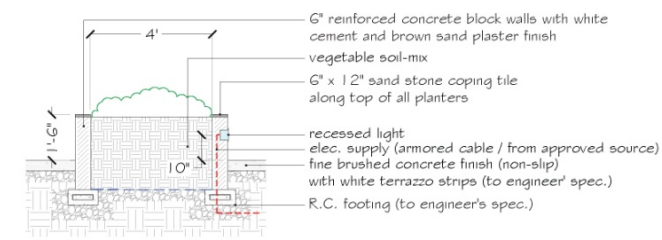
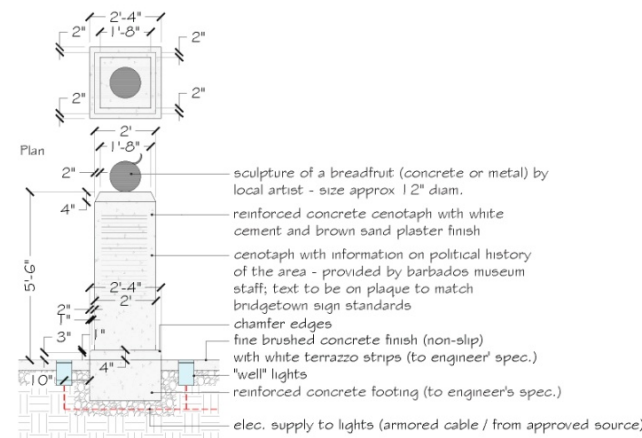
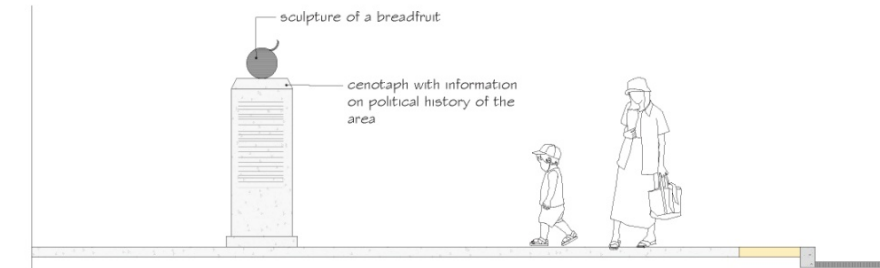
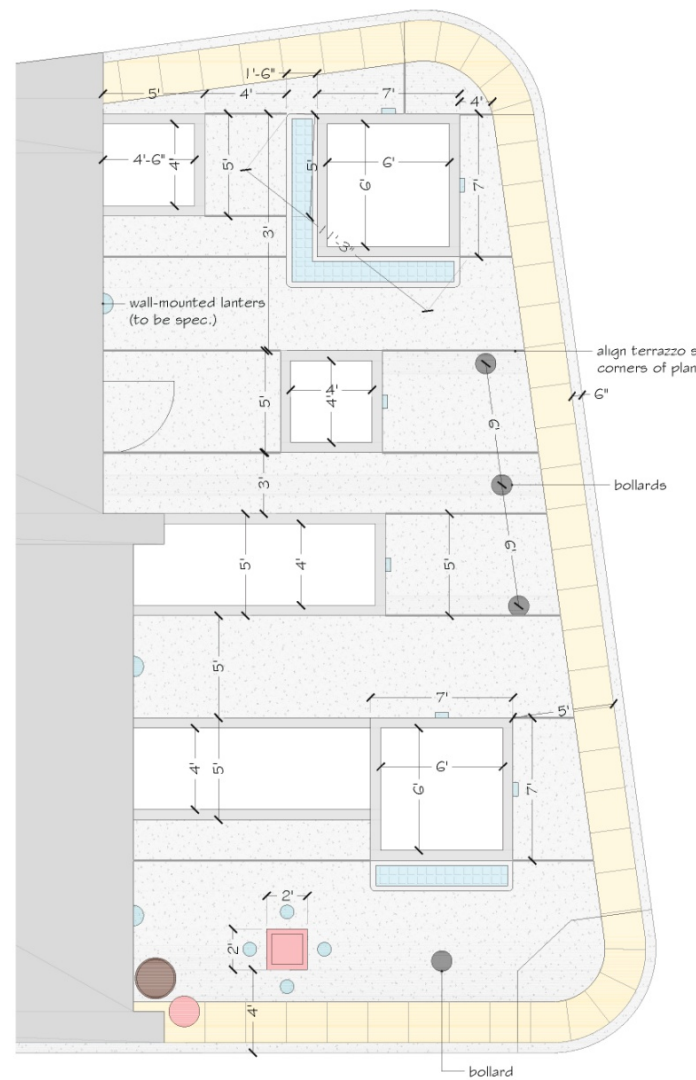
Drawing Number :
L-3

Scale :
As Shown

Drawing Status :
For Review

Drawn By :
CT

Date :
2016.02.10



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Project Title :
Bridgetown Walking Tour
Bridgetown
St. Michael
Barbados

Consultants :

Revision / Reason For Issue :
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Key Plan



Drawing Title
Reed Street and Suttle Street Sketch

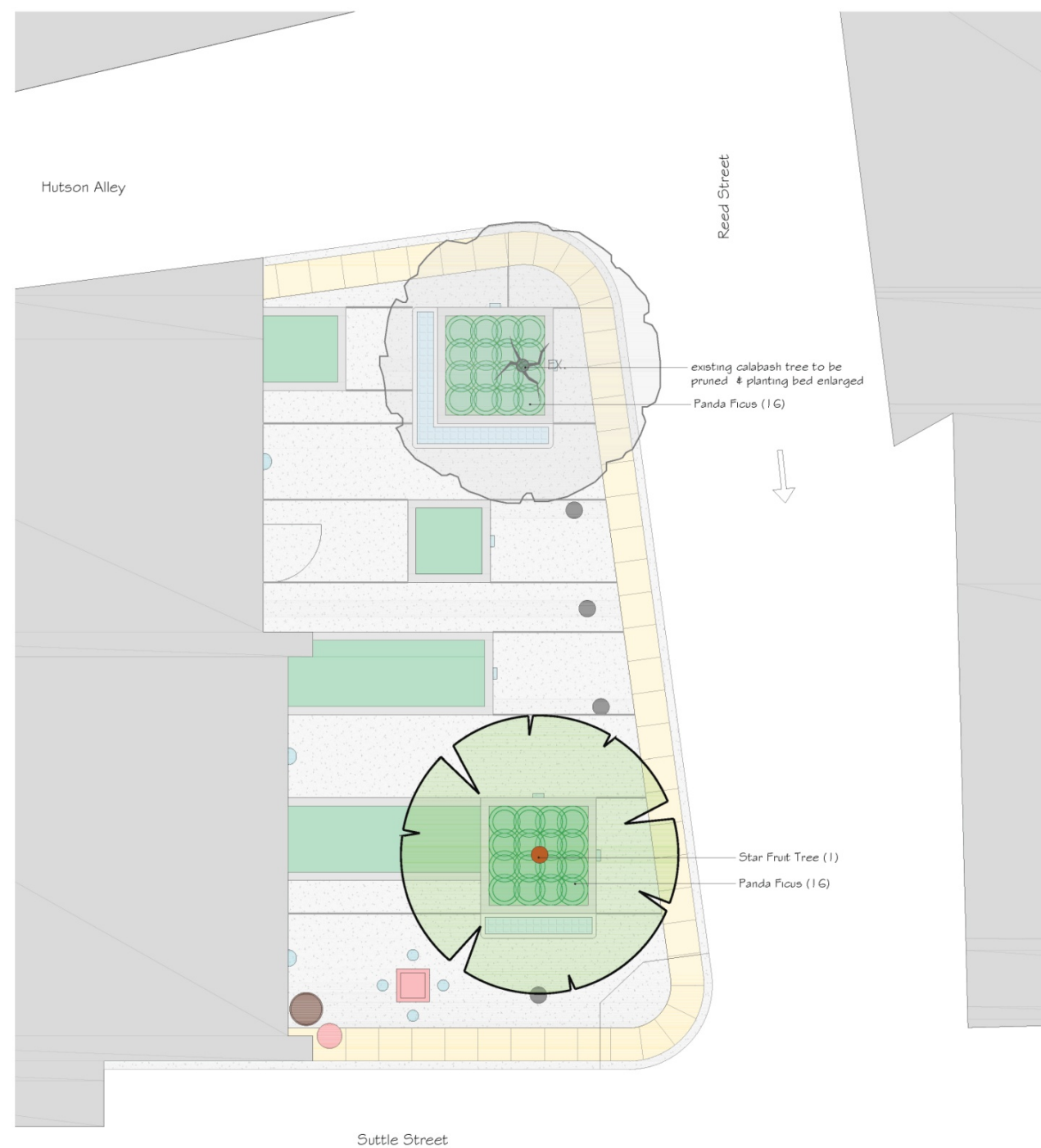
Scale :
As Shown

Drawn By :
CT

Drawing Number :
L-3A

Drawing Status :
For Review

Date :
2016.02.10



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Project Title :
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Drawing Title
Reed Street and Suttle Street
Planting

Scale :
1/4" = 1'-0"

Drawn By :
AW

Drawing Number :
L-3B

Drawing Status :
For Review

Date :
2016.02.10



out-door pendant lamp



recessed light



"well" light



SLV Lighting

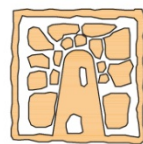
application : in-ground well-light
finish : brushed aluminium
code : 5227482U
fixture : 3W GX5 LED

Install as per manufacturers specifications.
(or approved alternative product)

www.slvlighting.com



Site Plan
scale 1/4" : 1'-0"



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Barbados

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Key Plan



Drawing Title
Reed Street and Suttle Street
Lighting

Scale :
As Shown

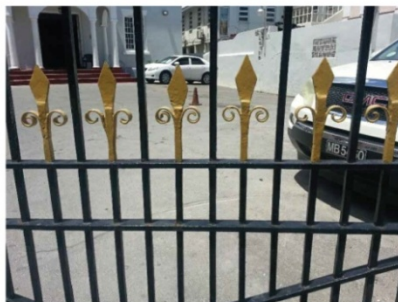
Drawn By :
CT

Drawing Number :
L-3C

Drawing Status :
For Review

Date :
2016.02.10

James Street



Existing Wrought Iron Fence



Decorative Drain Covers

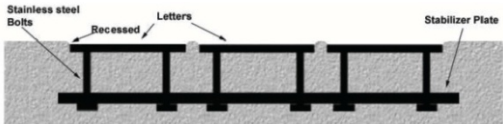


Decorative trench drains, customized if required, are available from Iron Age Designs (www.ironagegrates.com)



Stainless Steel Writing in the Concrete

Letters to be stainless steel and 1/4" thick minimum and embedded slightly approx. 1/16" below grade to avoid additional wear and tear. Letters/words to be embedded into concrete using a stainless steel stabilizer plate as well as bolts. Letter size to be 6" height and font to be 'Anal'.



Detail of Letters and Stabilizer Plate



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Drawing Title
James Street Sketch

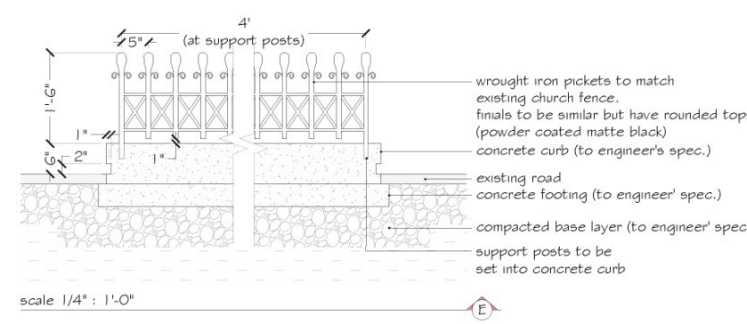
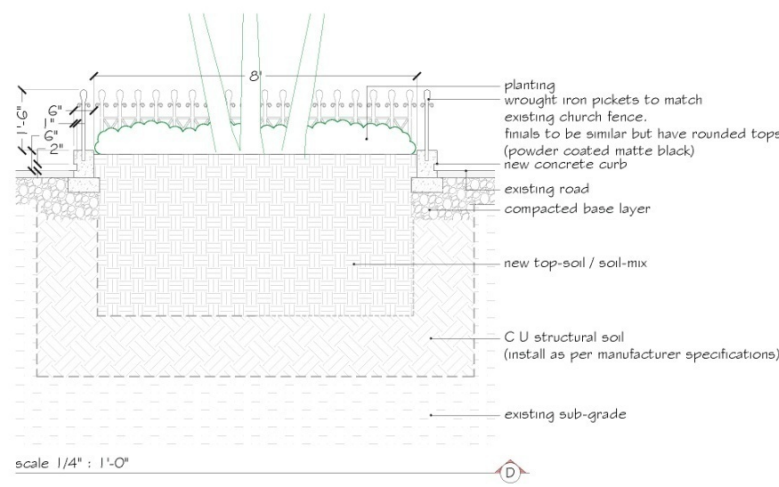
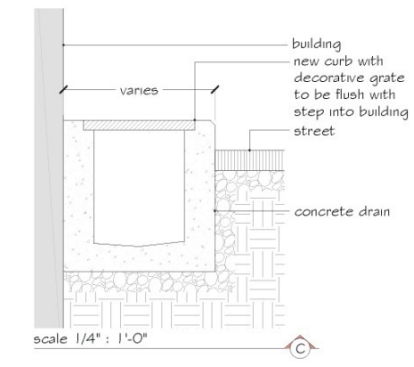
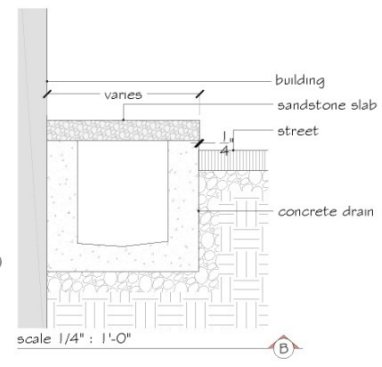
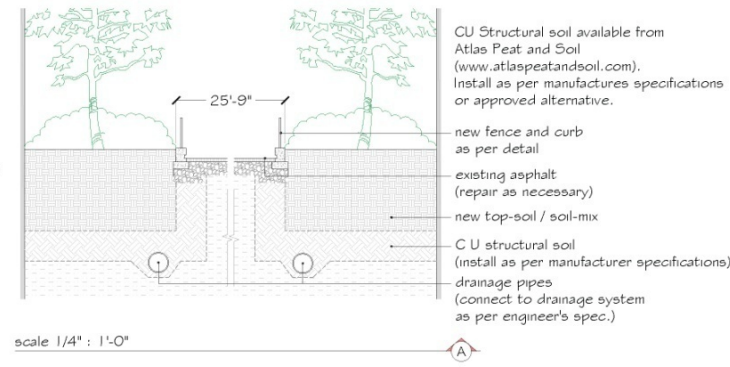
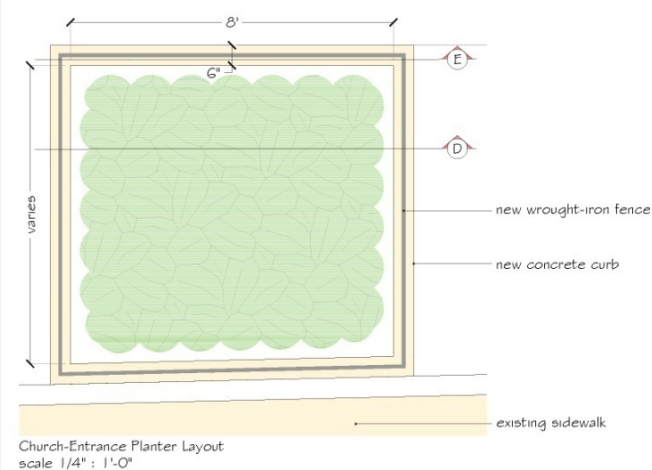
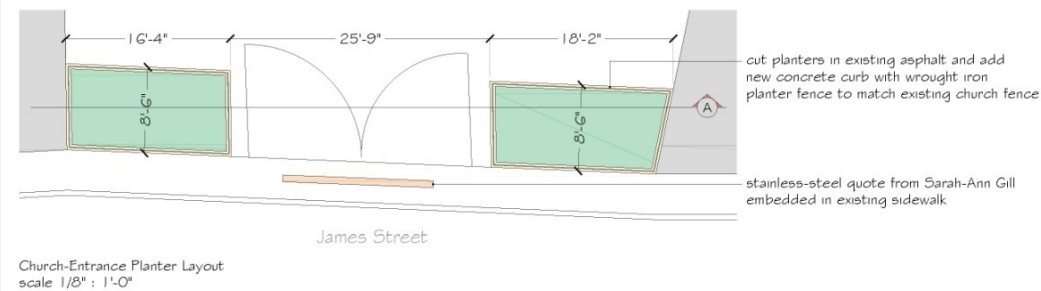
Scale :
1/16" = 1'-0"

Drawn By :
CT

Drawing Number :
L-4

Drawing Status :
For Review

Date :
2016.02.10



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Email: tmltrinidad@tst.net.tt

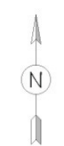
Project Title :
Bridgetown Walking Tour
Bridgetown
St. Michael
Barbados

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Key Plan



Drawing Title
James Street Sketch

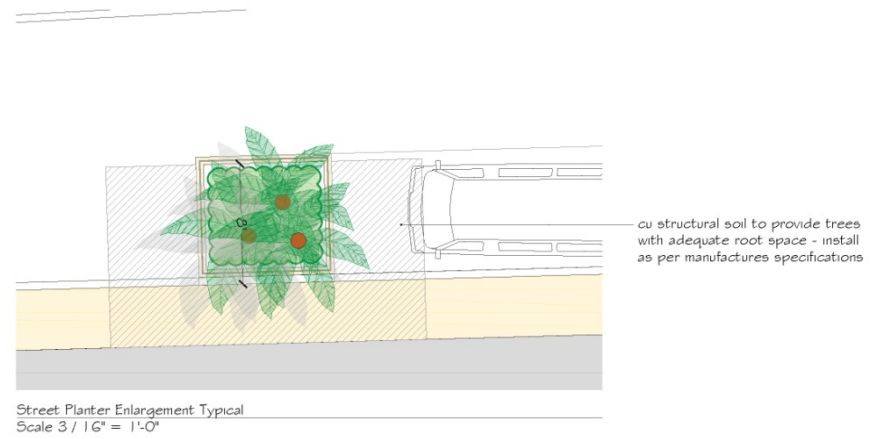
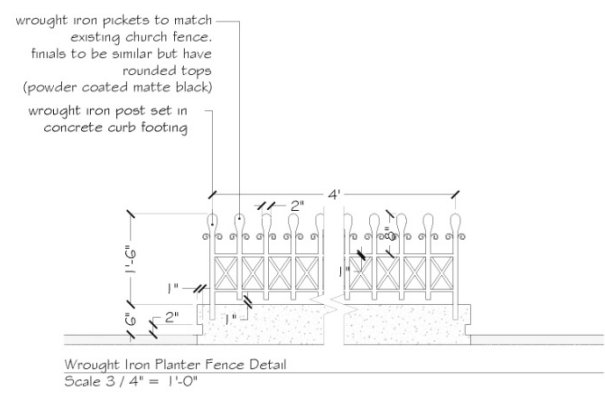
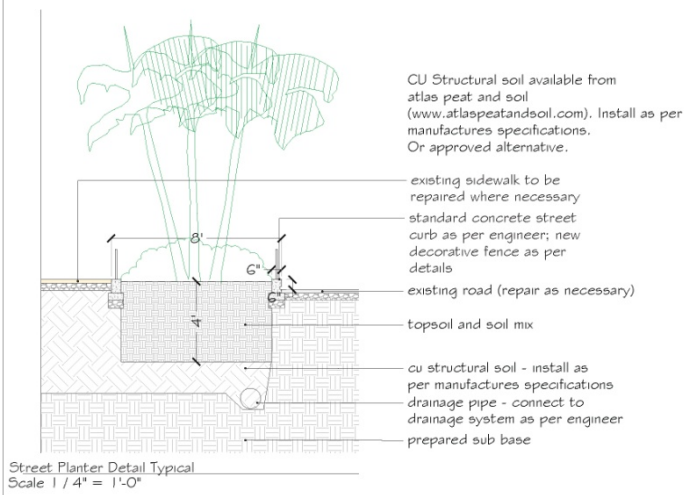
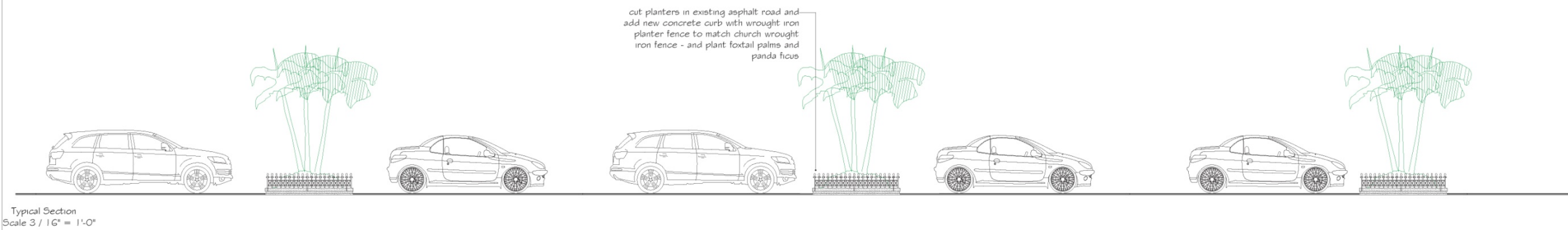
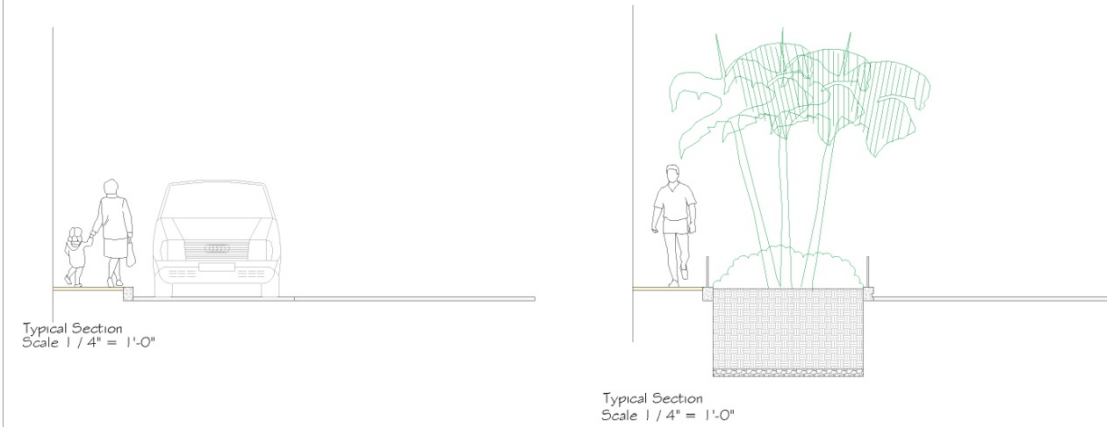
Scale :
As Shown


Drawn By :
CT

Drawing Number :
L-4A

Drawing Status :
For Review

Date :
2016.02.10



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Project Title :
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St. Michael
Barbados

Consultants :

Revision / Reason For Issue :
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Key Plan



Drawing Title
James Street Planting

Scale :
1/16" = 1'-0"

Drawn By :
CT

Drawing Number :
L-4D

Drawing Status :
For Review

Date :
2016.02.10



Large Pots

Planter pots available from Pot Warehouse
cast concrete planter with coral stone finish,
size: 26" x 21" Or approved alternative

Quantity: 8



Double-Stem Christmas Palm



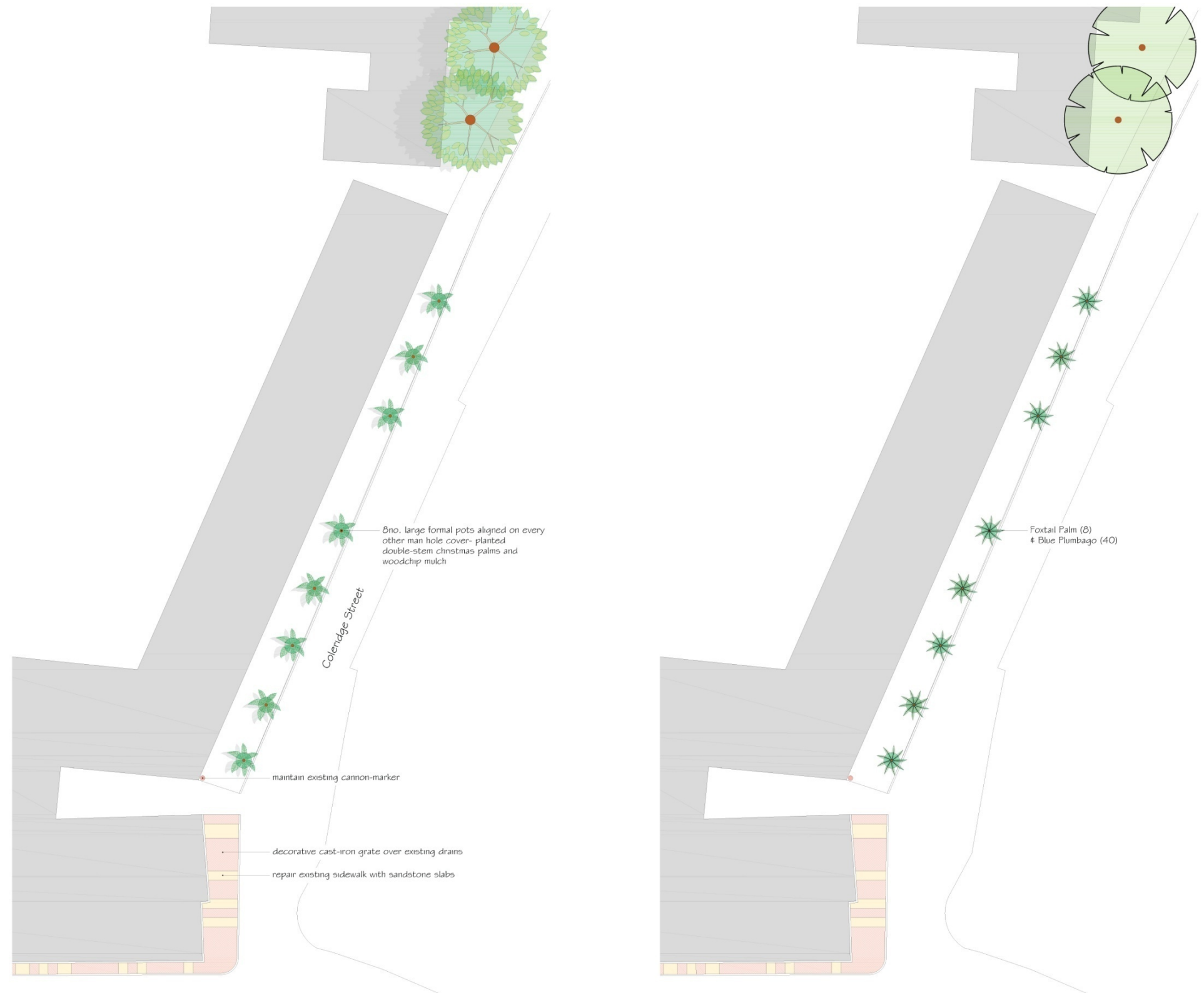
Decorative Trench Drains



Decorative trench drains are available
from Iron Age Designs
(www.ironagedesigns.com) and can be
customized.



out-door pendant lamp



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Project Title :

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Barbados

Consultants :

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Key Plan



Drawing Title
Colendge Street Sketches

Scale :
1/16" = 1'-0"

Drawn By :
CT

Drawing Number :
L-5

Drawing Status :
For Review

Date :
2016.02.10

Montefiore Fountain



Bioswale



Bioswale Overflow Drain



'Quadro' pole-standard light by Selux
(www.selux.us)



'well' light



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Key Plan



Drawing Title
Montefiore Fountain Sketches

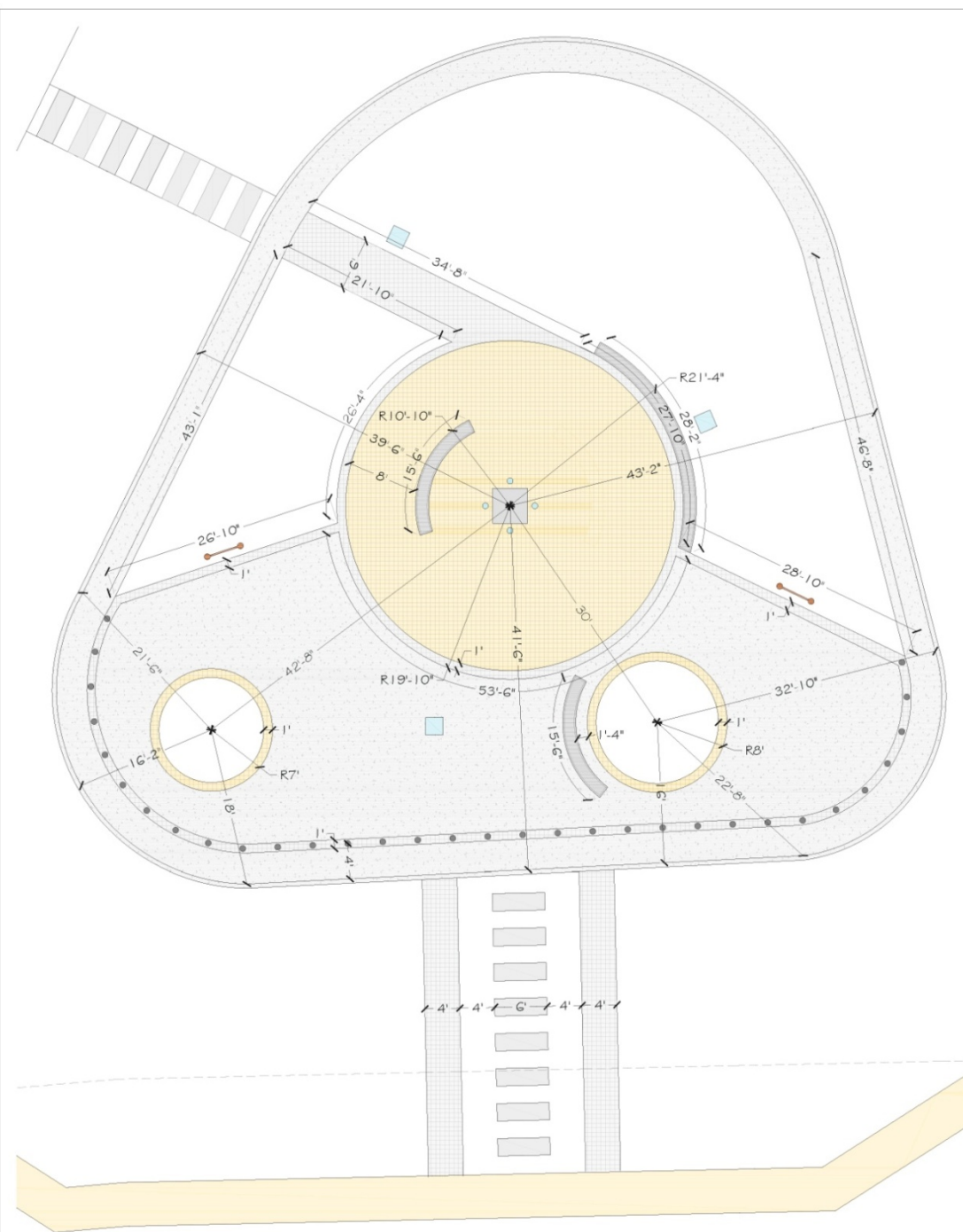
Scale :
1/16" = 1'-0"

Drawn By :
CT

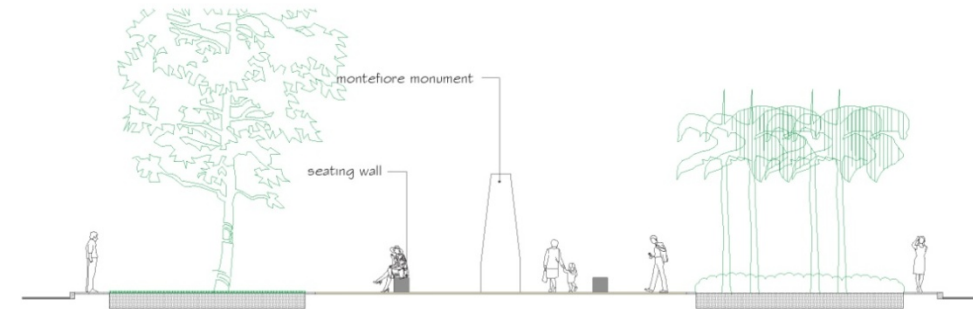
Drawing Number :
L-6

Drawing Status :
For Review

Date :
2016.02.10



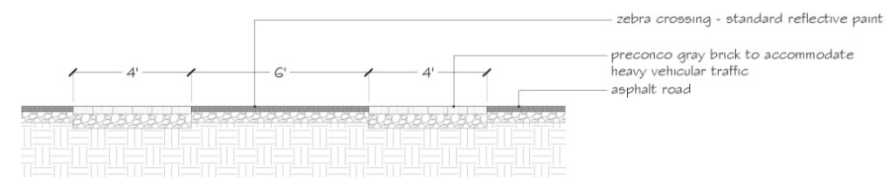
Layout Plan
Scale 1 / 8" = 1'-0"



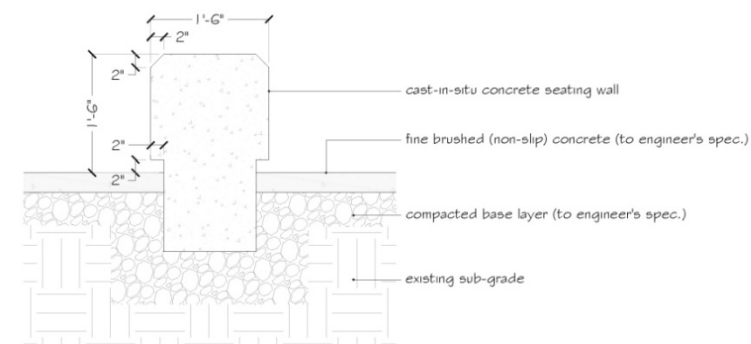
Typical Section
Scale 1 / 8" = 1'-0"



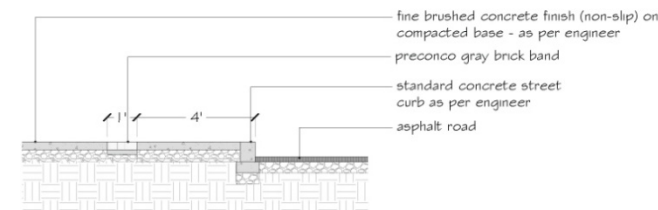
Typical Section
Scale 1 / 8" = 1'-0"



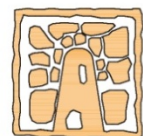
Typical Traffic Calming Paving/Pedestrian Crossing Detail
3/8" = 1'-0"



Typical Seating Section
1/2" = 1'-0"



Typical Paving Detail
3/8" = 1'-0"



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Barbados

Consultants :

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Key Plan

Drawing Title

Montefiore Fountain
Layout And Details

Scale :

As Shown

Drawn By :

CT

Drawing Number :

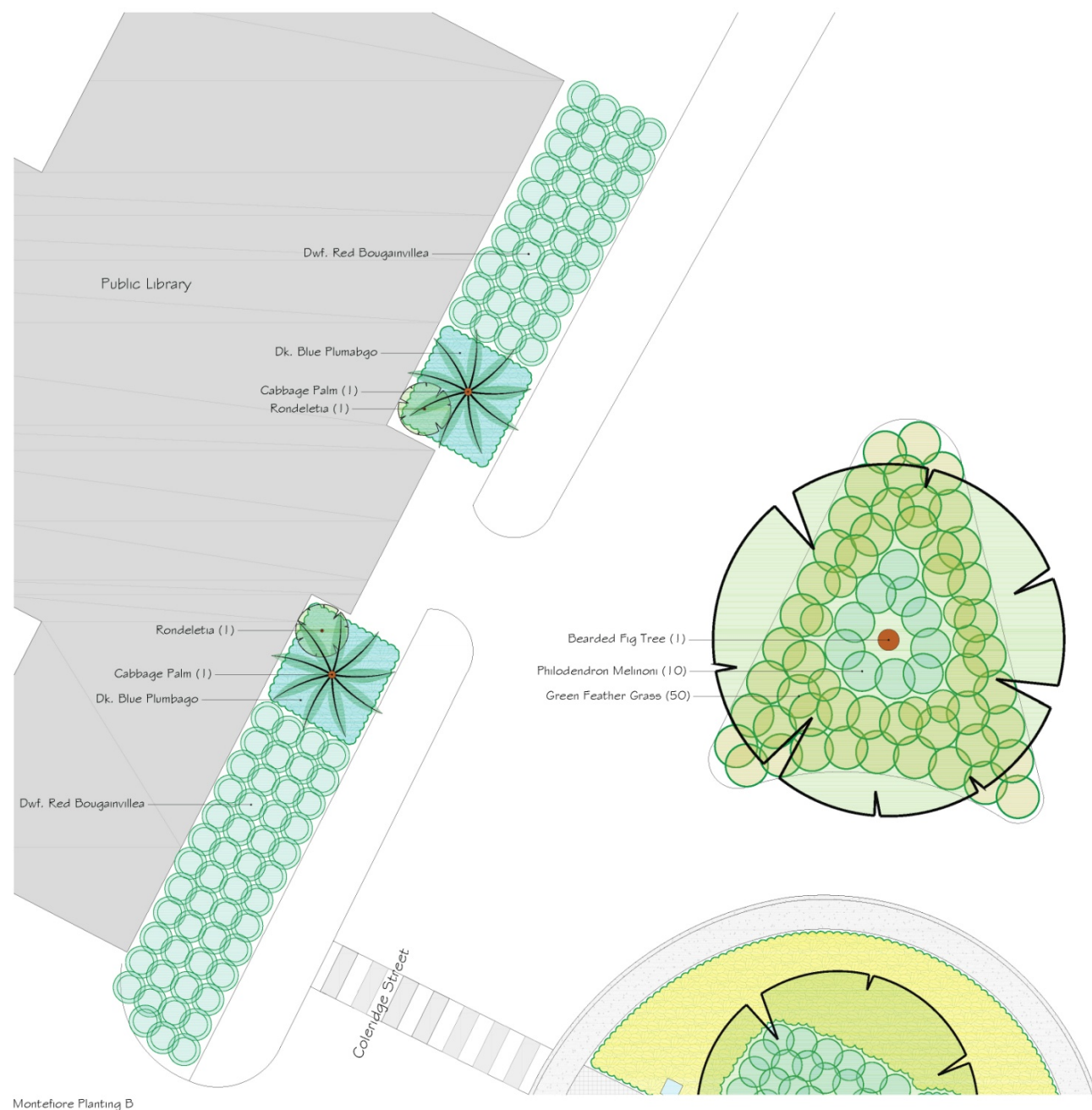
L-6A

Drawing Status :

For Review

Date :

2016.02.10



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Key Plan



Drawing Title
Montefiore Fountain Planting

Scale :
1/8" = 1'-0"

Drawn By :
CT

Drawing Number :
L-GB

Drawing Status :
For Review

Date :
2016.02.10



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Largent® 'Microcore' fixture
(SLVT-TR-56LED-4K-700-MG-LDL-PCA-C-TRAGV)
set on
Lithonia® 'RSA' 20' aluminum pole
(RSA 20GGT20DNA) with 6" base and 4" top
www.aal.net



Powered by MicroCore™ technology,
Largent™ delivers reliable, uniform, glare-free
operation for pedestrian scale applications.
Standard LED upgrade kits are available for
existing HID installations.

Features

- Reliable, uniform, glare free illumination
- Types II, III, IV, V and custom distributions
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- 0-10V dimming ready
- Integral surge suppression
- LifeShield™ thermal protection
- 14 standard powder coat finishes
- Upgrade Kits



Lithonia® 'RSA'
www.lithonia.com

Round straight aluminum general purpose pole for up to 30-foot mounting heights.

Construction

- Shaft: One-piece extruded 6063-T6 aluminum alloy with T6 temper. Circumferential satin-brushed finish. Round straight tube is uniform in cross-section down length of shaft with no taper.
- Anchor base: Cast from A356 aluminum alloy and heat treated to T6 temper. Base plate and shaft are circumferentially welded top and bottom. The anchor base is provided with slotted holes.
- Anchor bolts: Fabricated from carbon steel bar with minimum-yield strength of 55,000 psi. Bolts have an "L" bend on lower end and are galvanized a minimum of 12 inches on the threaded end per ASTM A-153. Each anchor bolt is furnished with two hex nuts and two flat washers.
- Grounding: Provision located inside hand hole nm. Grounding hardware is not included (provided by others).
- Hand hole: Reinforced 2' x 4" hand hole is located 18" above base. (4.5" and 5" poles have either 2' x 4" or 3' x 5" hand hole; 6" poles have a 3' x 5" hand hole). Cover and attachment hardware furnished.
- Hardware: Stainless steel.
- Top cap: Removable top cap provided with drill-mount poles.
- Bolt covers: A356 bolt covers included with anchor base unless otherwise specified.



"well" light

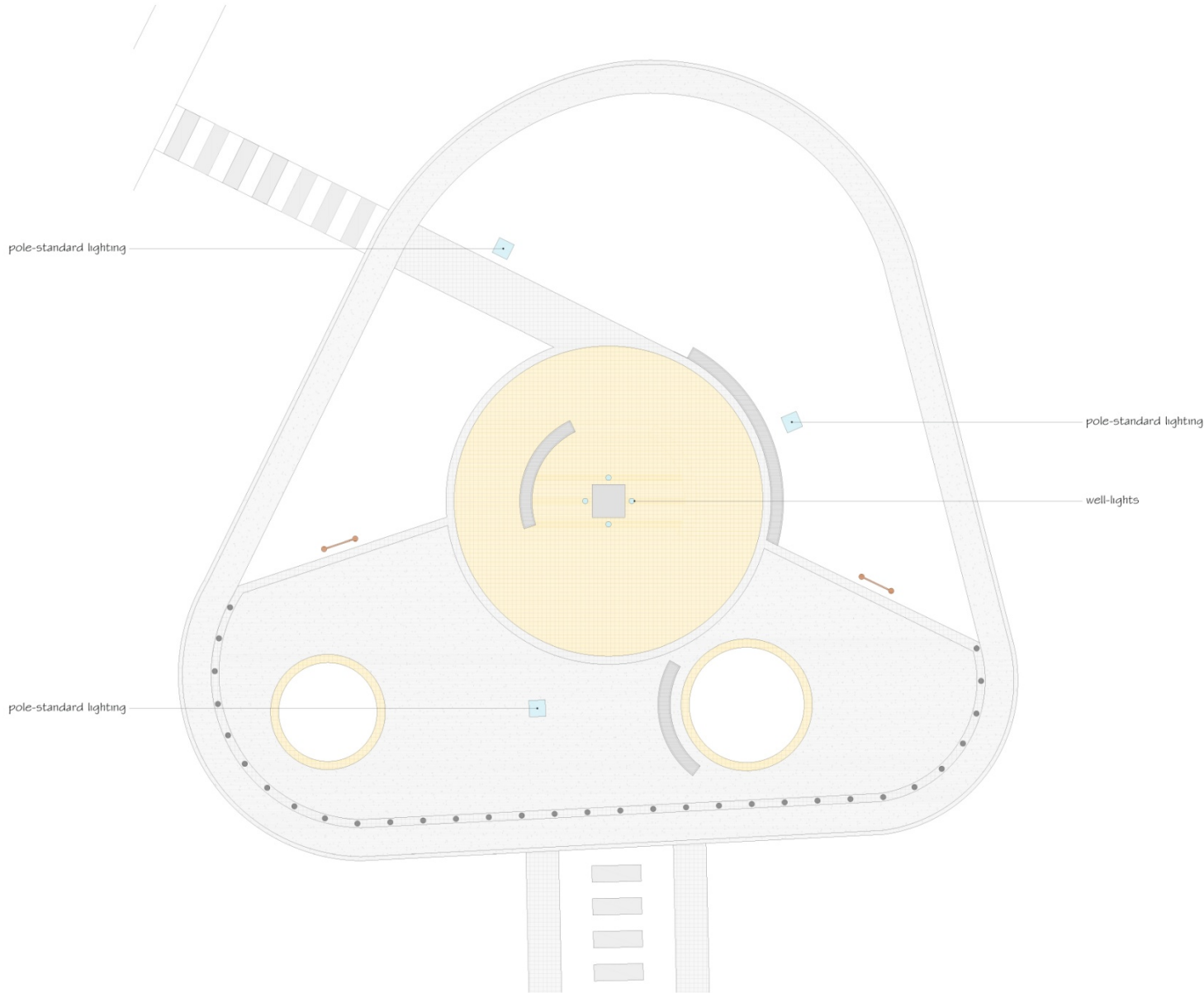




SLV Lighting

application : in-ground well-light
finish : brushed aluminium
code : 5227482U
fixture : 3W GX5 LED

Install as per manufacturers specifications.
(or approved alternative product)

www.slvlighting.com



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			General Notes : <ul style="list-style-type: none">• Survey provided is not current and hence is not accurate to date; measurements to be confirmed on site		Scale : 1/8" = 1'-0"	Drawing Status : For Review
			Drawn By : CT		Date : 2016.02.10	



Writing in the Concrete



Pendant Light Fixture



Decorative Trench Drains



Decorative trench drains are available from Iron Age Designs (www.ironagegrates.com) and can be customized.

new sidewalk; integrate text into sidewalk based on historical magazine lane

new 1.2m. wide sidewalk

Cemetery

Magazine Lane

wheelchair access ramp

Nidhe Israel Museum

wheelchair access ramp

Synagogue Lane

repair existing sidewalk as necessary

decorative iron grates over existing drains

pendant light fixtures attached to existing historical lift station arms (4)



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Drawing Title
Magazine Lane Sketch

Scale :
1/16" = 1'-0"

Drawn By :
CT

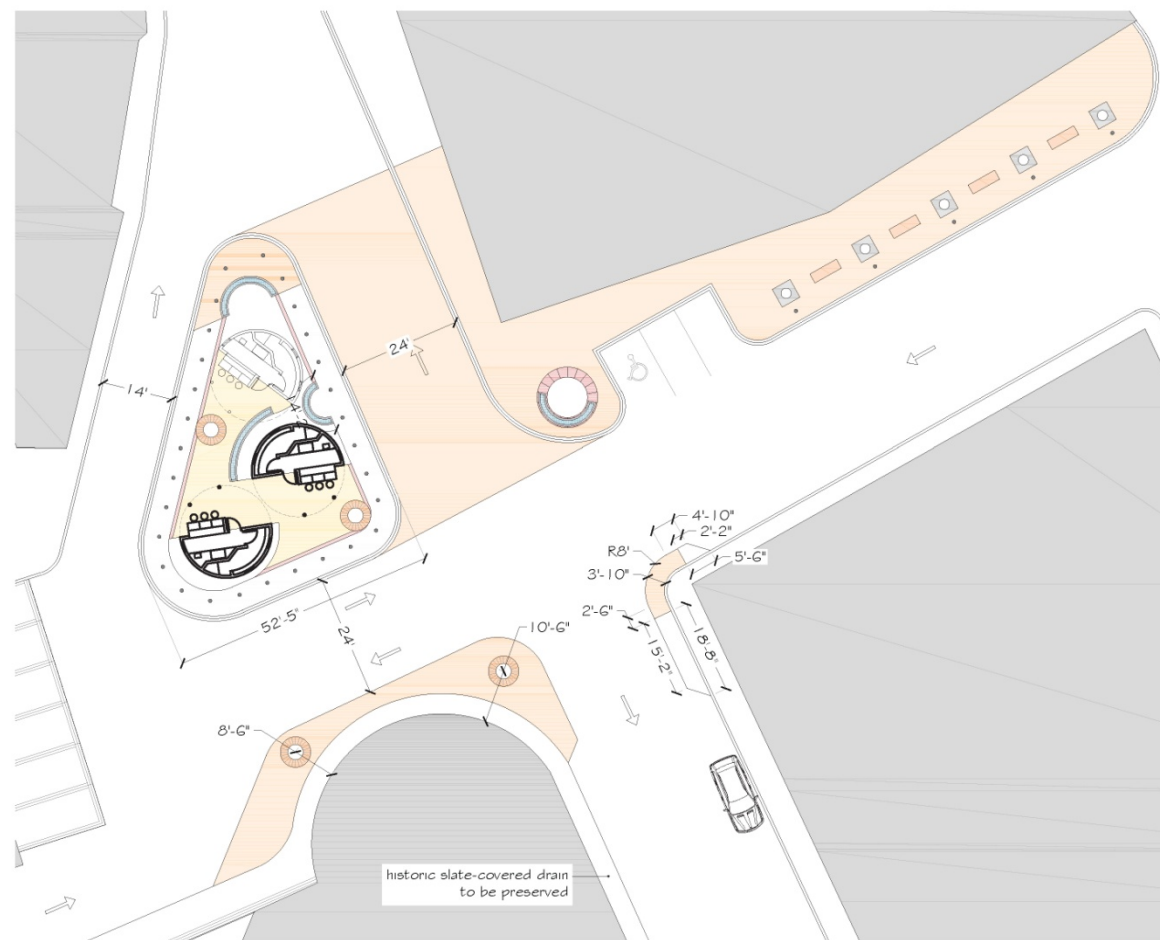
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L-7

Drawing Status :
For Review

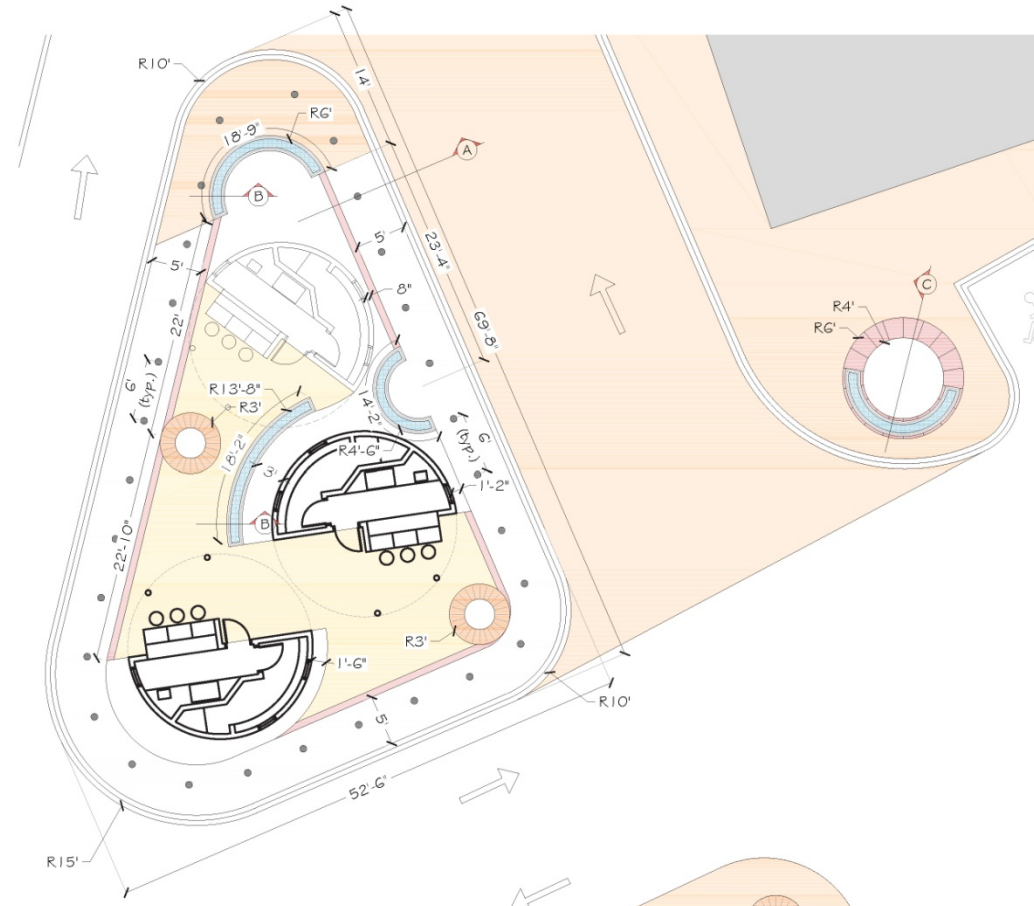
Date :
2016.02.10

Palmetto Square

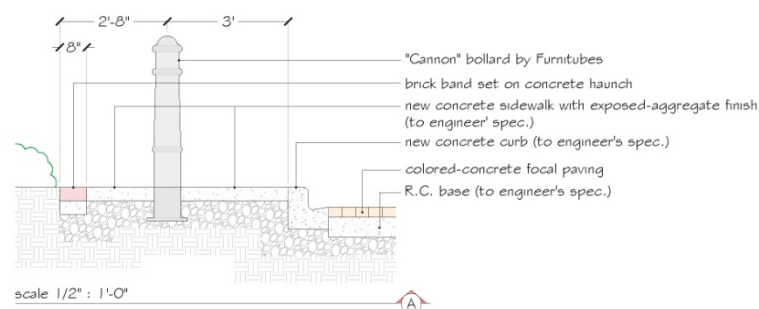




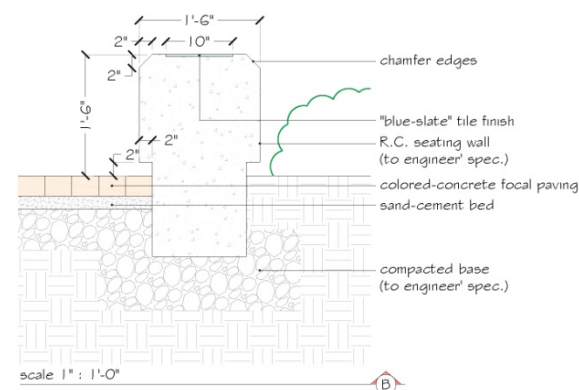
Palmetto Square Layout 1
scale 1/16" : 1'-0"



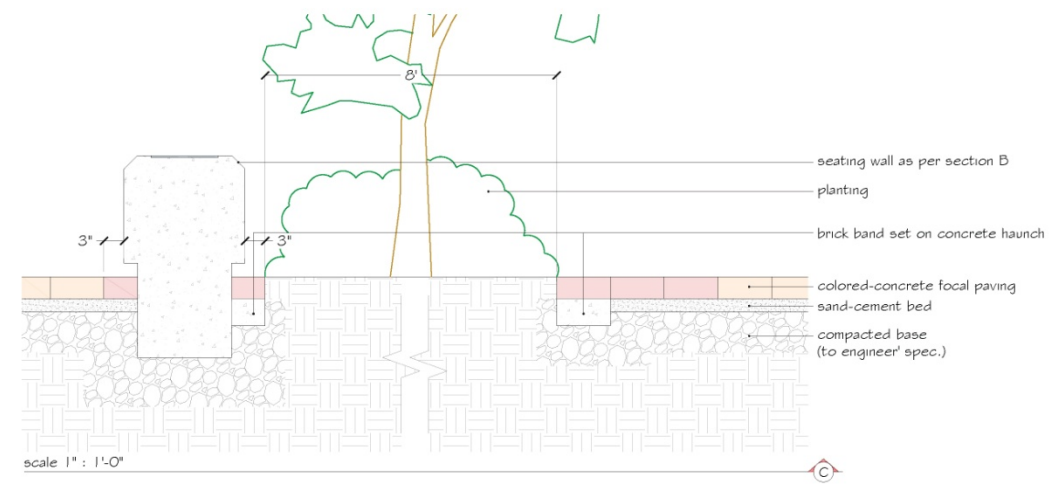
Palmetto Square Layout 2
scale 1/8" : 1'-0"



scale 1/2" : 1'-0"



scale 1" : 1'-0"



scale 1" : 1'-0"



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Drawing Title
Palmetto Square Sketch

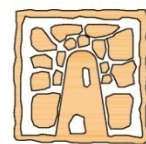
Scale :
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Drawn By :
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Drawing Number :
L-8A

Drawing Status :
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Date :
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Drawing Title
Palmetto Square Planting

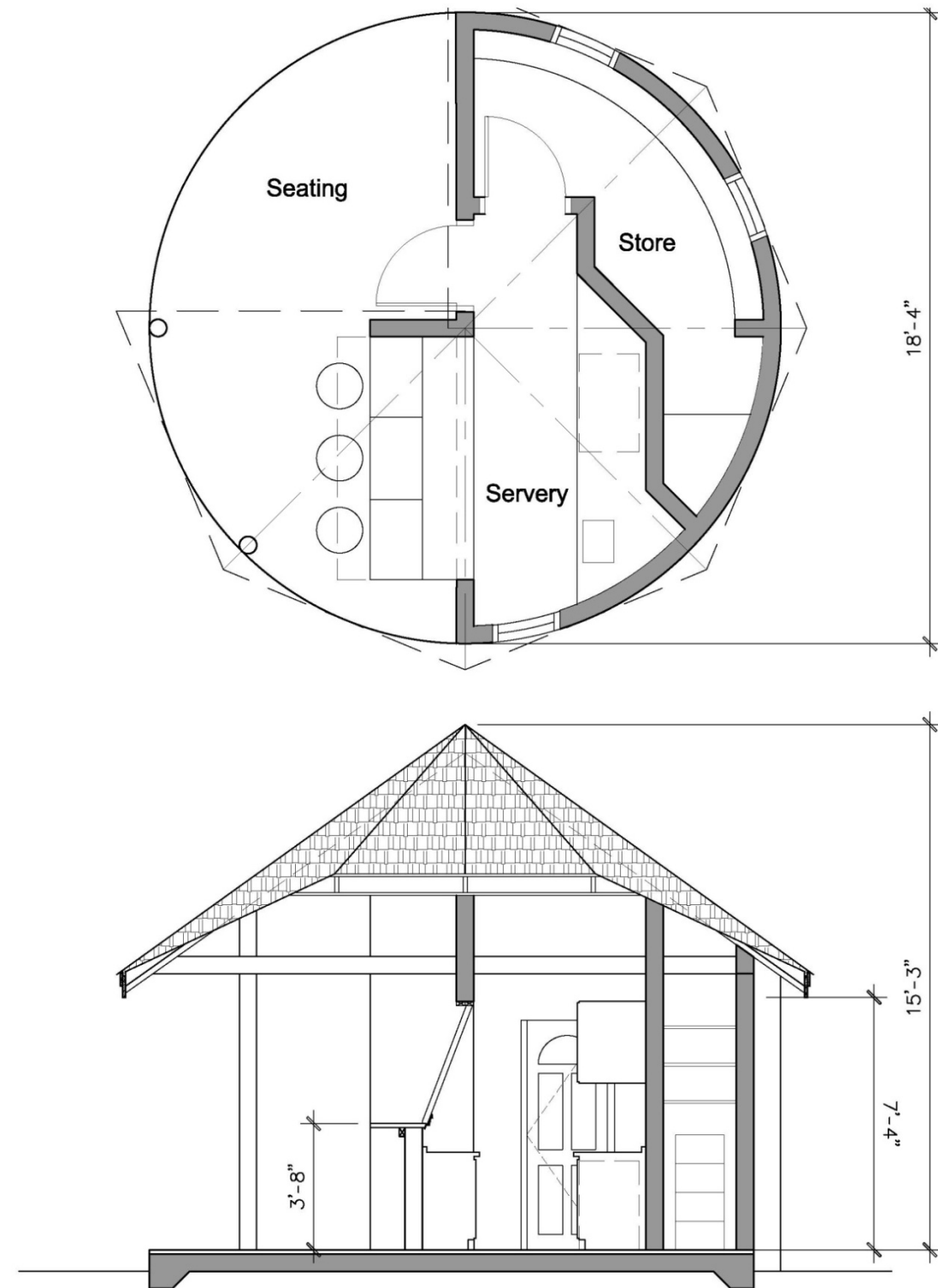
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Drawn By :
CT

Drawing Number :
L-8B

Drawing Status :
For Review

Date :
2016.02.10



PROJECT: **NTP Visitor's Centre and Urban Route**

DWG TITLE: **Palmetto Square Bar Unit**

JOB No: **1511**

PHASE:

REF No: **L-8C**

SCALE: **1/4" = 1'-0"** DATE: **2017-Sep-05** DRAWN BY: **M.T.**

design collaborative

architects, quantity surveyors, planners and project managers
 'Lauriston', Collymore Road, St. Michael, Barbados BB11115
 Tel: 246-426-1741 / 246-426-1743 Fax: 246-429-4595
 Email: admin@design-collaborative.net
 Web: www.design-collaborative.net



Dottins Alley

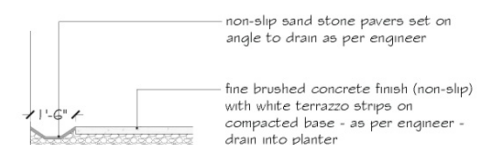




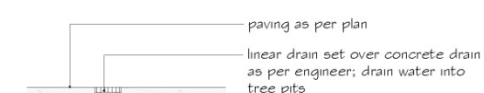
Dimension Plan
3/8" = 1'-0"



Typical Paving Detail
3/8" = 1'-0"



Typical Building Edge Drainage Detail
3/8" = 1'-0"



Linear Drain Detail
3/4" = 1'-0"



Section
3/8" = 1'-0"



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Drawing Title
Dottin Alley Sketch

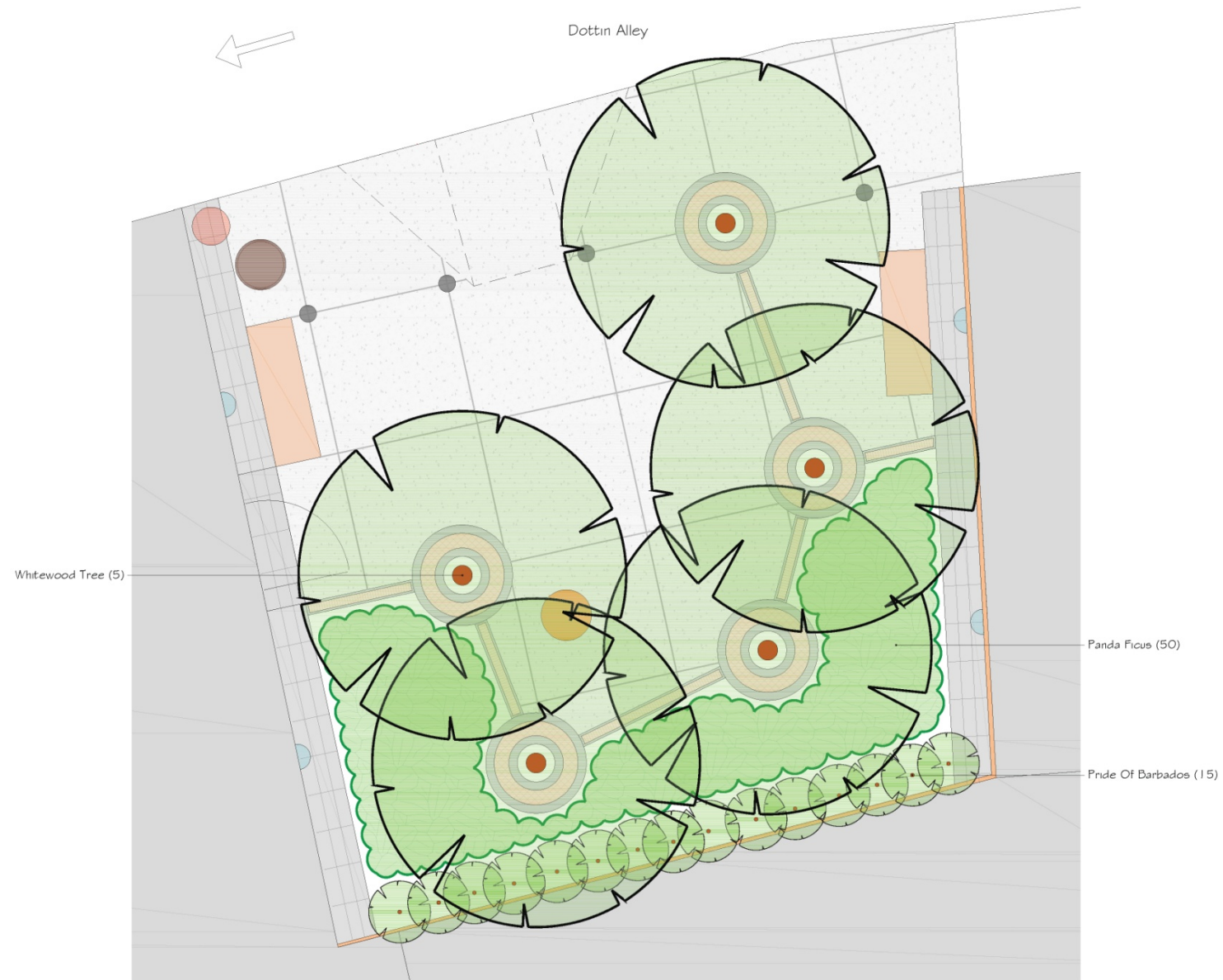
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Drawn By :
CT

Drawing Number :
L-9A

Drawing Status :
For Review

Date :
2016.02.10



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Drawing Title
Dottin Alley Planting

Scale :
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Drawn By :
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L-9B

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Drawing Title
Dottin Alley Lighting

Drawing Number :
L-9C

Scale :
3/8" = 1'-0"

Drawing Status :
For Review

Drawn By :
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Date :
2016.02.10

Liverpool Lane



Cafe Style Furniture



Same Pot Style of Varying Sizes and Limited Plant Palette



Cafe Tables Along Narrow Alley

Planter pots available from Landscape Forms (www.landscapeforms.com) 'Larkspur Planter' cast concrete planter, three sizes: 24" ht x 36" x 36", 32" x 32" x 48" and 48" x 48" x 30" colour: standard 'dark gray'. Or approved alternative

Cafe style tables and chairs available from Landscape Forms (www.landscapeforms.com) 'Fair Centre Square' Table and 'Fair Centre' chairs - table size: 48" diam, freestanding; chairs no arms; colour: standard silver. Or approved alternative



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Key Plan



Drawing Title

Spirit Bond - Shepherd Street Sketch

Drawing Number :

L-10

Scale :

As Shown

Drawing Status :

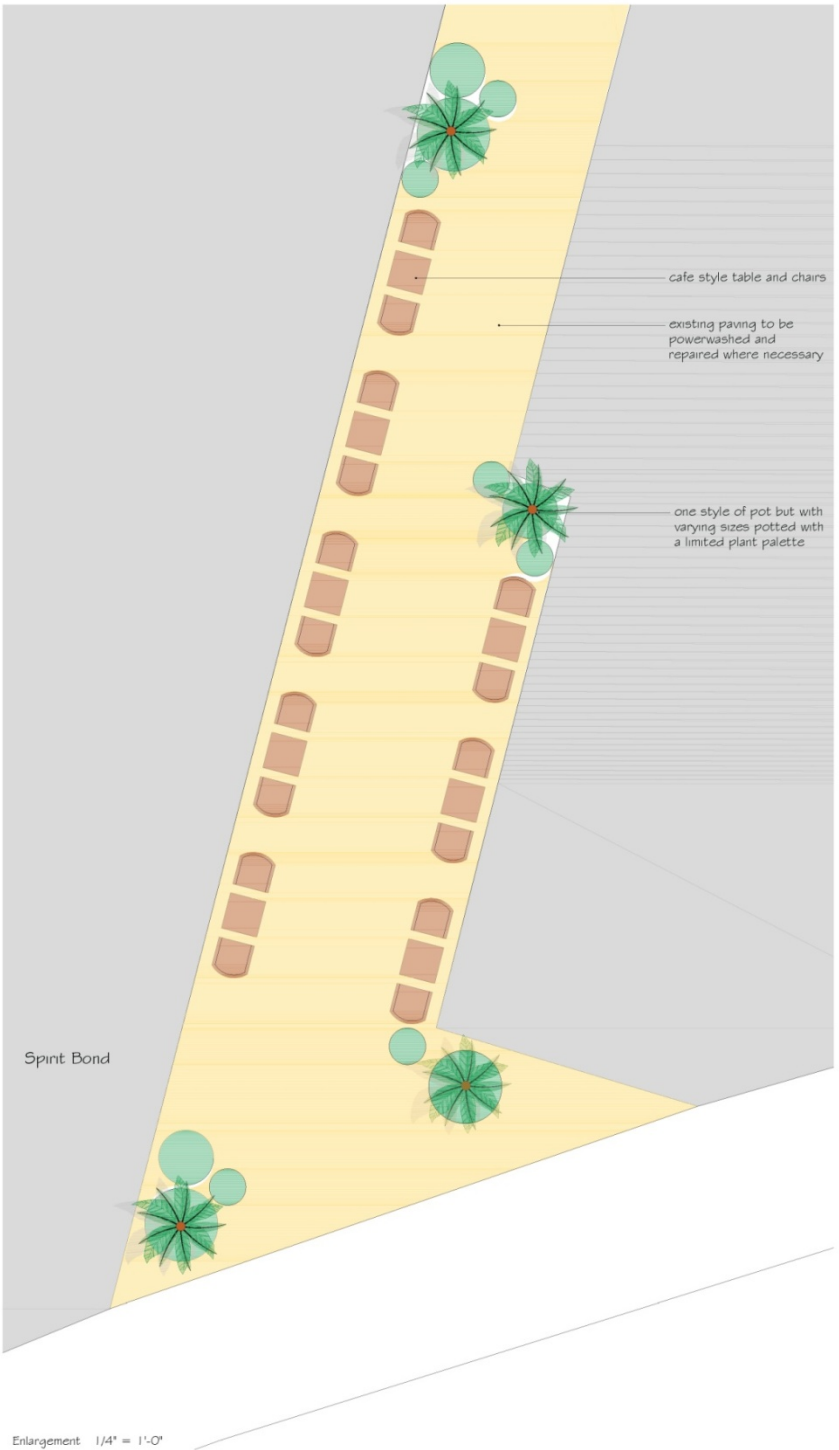
For Review

Drawn By :

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Date :

2016.02.10





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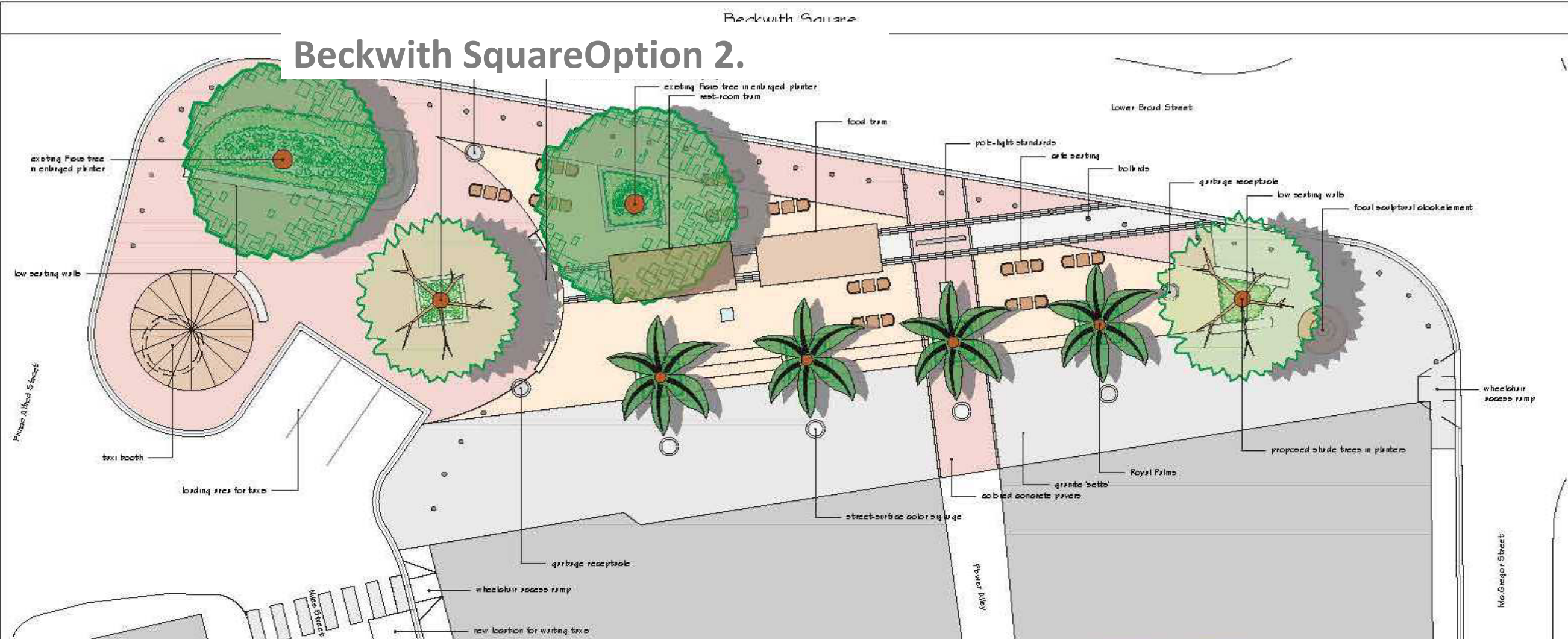
Key Plan



Drawing Title Spirit Bond - Shepherd Street Planting	Drawing Number : L-10A
Scale : 3/32" = 1'-0"	Drawing Status : For Review
Drawn By : CT	Date : 2016.02.10

Beckwith SquareOption 1.

Beckwith Square Option 2.



Beckwith Square Proposed Plan
Scale: 1/16" = 1'-0"



Beckwith Square Perspective Views



Historic Horse Pulled Tram



Tram Cafe



'Cannon' bollard



Pole Stand and light



cobble concrete pavers



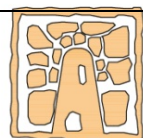
granite setts



Cafe-Style Furniture



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Drawing Title
Beckwith Square Sketch

Scale :

3/32" = 1'-0"

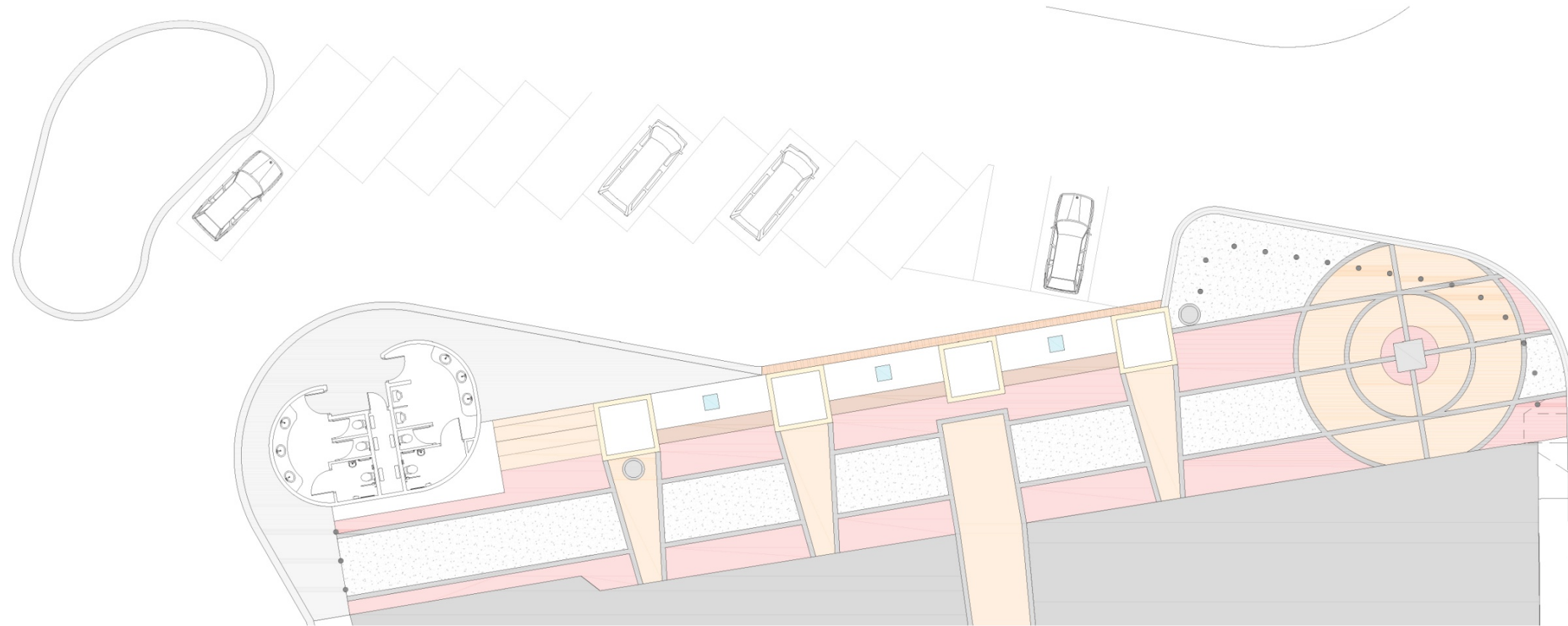
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CT

Drawing Number :
L-11

Drawing Status :
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Key Plan



Drawing Title
Beckwith Square Details

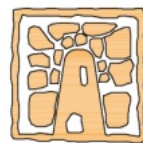
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as shown

Drawn By :
AW

Drawing Number :
L-11A

Drawing Status :
For Review

Date :
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Drawing Title
Beckwith Square Planting

Scale :
1/8" = 1'-0"

Drawn By :
AW

Drawing Number :
L-11B

Drawing Status :
For Review

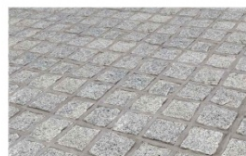
Date :
2016.02.10



Bioswale



colored concrete pavers (focal paving)



granite setts



'Cannon' bollard by Fumitubes
(www.fumitubes.com)



'Quadro' pole-standard light by Selux
(www.selux.us)



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Beckwith Square Sketch

Scale :
3/32" = 1'-0"

Drawn By :
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Drawing Number :
L-11

Drawing Status :
For Review

Date :
2016.02.10

The layout for the Option 2 above, primarily presents and abridged version of the ultimate design in Option 1. What this plan does it utilizes one of the streets south of the car park to form the amenity space leaving the area occupying the taxi park intact. However, it results in a reduction of taxis of about 14 and number. It does provide some space and forms a forecourt the the commercial property on the south side of the park.

Beckwith Square Option 3.

The layout for Option 3 (not shown) primarily provide only for a public restroom on the west side of the Taxi Park. It will only affect about five car parking spaces which can well be accommodated on nearby minor streets. Although, this does not significantly affect the taxi operation as it stands, it does not add any value to the square except for the small amenity of an additional restroom in the city. In this regard this option should not be considered unless it is part of a larger plan to ultimately Rebrand the entire square.

It will be necessary for ministry, taxi Association and the other stakeholders Like Ministry of Transport and others to deliberate and resolve all of the outstanding issues relating to Beckwith square such as, traffic obstruction, vending, harassment to name a few.

It is recommended that within the timeframe of this phase of the project Beckwith Square all should be postponed and developed with all stakeholders with objectivity such that the outcome results in a benefit to all concerned.

6. INTERPRETIVE DESIGN (VISITORS' GUIDE INFORMATION)



6.1 The Visitor Centre and the Urban Route/ Interpreting the heritage

6.1.1 The development of interpretive themes is helpful when considering a heritage sites, as many stories can be told about each and every site, building or object as well as about the different people who have been involved at different times. Themes and sub-themes add a vibrancy, and a range of different perspectives when attempting to learn, understand and experience a heritage site; especially one as compelling as the National Tourism Project's proposed Urban Route (Historic Bridgetown) which is currently in focus. Reference is therefore given to the Artea study that introduced a series of 'interpretive themes' pertaining to the development of cultural heritage attractions in Barbados, applicable to Bridgetown, and by extension, the Urban Route. Each theme is comprised by 5 elements:

1. Subthemes
2. Contents
3. Icons, Objects, and other material and immaterial elements
4. Associated activities
5. Products and Investments

The following submission puts forward considerations and recommendations that can, or should be implemented to help visitors fully experience the Urban Route and considers the role of the Visitors' Centre. Each listed table addresses a key site and areas as well as other surrounding *top visual priorities (TVP), i.e. whether a street or building. The table includes concepts for interpreting the site and/ or area, speaks to entrepreneurship and employment viability (outsourcing or partnering with groups already producing events or material that can be easily transferred). Examples are as follows:

Collaborations with:

The Landship
Drumming (Israel Lovell Foundation)
Pinelands Dance
Louise Woodvine School of Dance
Other Dance schools
The Barbados Coast Guard

6.1.2 Partnerships with:

The National Cultural Foundation (enactments and costuming)
Key experts: Morris Greenidge, Dr. Karl Watson, Sir Henry Fraser, Trevor Marshall
Ministry of Culture (Heritage Month)
The Barbados Museum & Historical Society (exhibitions, photographs and archival material)
The Barbados National trust
The Barbados National Archives
The Barbados Literary Society
Government entities
Drama students from the Errol Barrow Centre for Creative Imagination

Entrepreneurial Ventures& Viabilities:

- Animators
- ICT developers (Mobile/ tour apps)
- Designers (set designs, costumes)
- Graphic artists (brochures, signage, maps)
- Craft and souvenirs

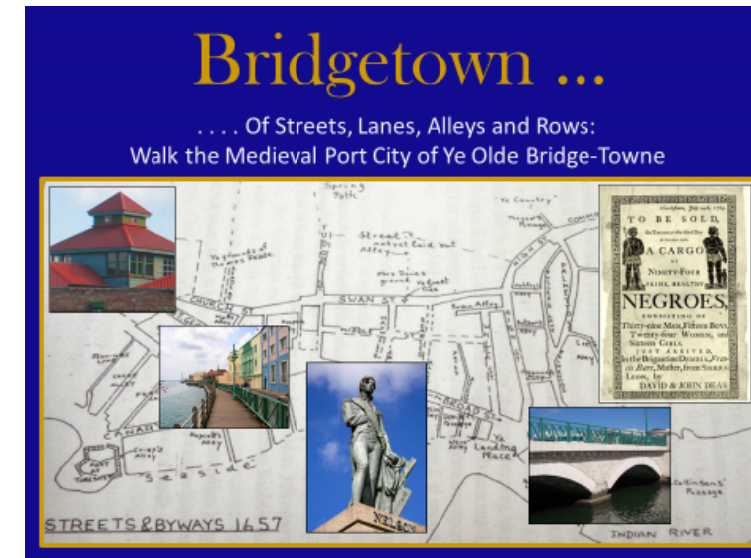
Employment:

Guides
Tour bus companies
Actors
Producers
Costume makers
Medical on call teams
Security
Restaurateurs

The Urban Route falls under the umbrella of Theme 1- BRIDGETOWN: A Marvel of Maritime Engineering.

Subthemes:

- ## 1. A British Port in the Caribbean (Maritime)



- ## 2. A Shelter City (Religious) (Places of Worship)



3. Barbados Capital: Commercial, Social and Cultural epicentre
4. Bridgetown atmosphere

6.1.3. Visitor/ Audience Profile

Meaningful interpretation is based on the experiences, knowledge and interests of audiences. It is therefore important to know who the visitor is and what percentage of your visitors are, for example:

- local
- tourist groups (cruise)
- tourist groups (long stay)
- families
- school groups
- disabled groups
- pensioner groups

Visitor studies can also help establish current patterns and tell you:

- the age ranges of tour visitors
- whether the interests and learning needs of the groups have been identified
- whether there are seasonal changes in visitation.
- how consistent tours operated through the year?

Studies can be carried out by:

- counting the number of full and concession tickets sold
- taking details when tickets are sold, for example: home area code of each individual or group
- listening to visitor comments and observing responses to programs
- outreach services by staff, including talks to schools and other special interest groups, travelling exhibitions etc.
- talking to agencies who are already familiar with audiences e.g. coach companies, tourism authority, the local tourist office and tourist attractions
- visitor surveys and interviews.

Methods of Interpretation

Interpretation programs can be presented in many different forms, such as guided tours, exhibitions or through electronic media. Methods of interpretation are better in variety rather than utilizing one method exclusively. What is also important to note is that interpretations should afford the visitor the following:

- communicate stories and messages effectively
- enrich the visitor experience
- meet education and learning objectives.

Guided interpretation experiences include:

- walks
- talks
- demonstrations and observations
- performance – re-enactments, role playing, plays, poetry readings, dance and music
- other activity programs such as hands on activity where visitors get to experience heritage first hand by either making something or living the experience.
- special events.


Guided interpretation offers personal contact between interpreters and their audiences. Different activities can be tailored to specific audiences. Interpretation in this way is effective if well delivered. A guided experience also permits immediate feedback. However, this form of interpretation does call for ongoing resources and requires that interpreters be trained. Proper training and research is very important if the integrity of the experience is to be maintained. Self-guided tours are another form of experiencing the historical environment and though they pull less on resources, they do not offer immediate feedback and require the interpretive message to be exceptional. Under both considerations, the following interpretation resources can be achieved through:

- themes and messages
- interpretive media, including use of guides, print and electronic materials, etc.
- signage
- publications
- guides
- Merchandise such as souvenirs



TABLE LISTINGS:

THE URBAN ROUTE RECOMMENDATIONS & INTERPRETATIVE CONCEPTS BY SITE AND AREA

Site: Area 3 Commerce Society Maritime	Tour Data& Input	Interpretation	Sources
Visitors' Centre The New Town Hall Features: <ul style="list-style-type: none">Coach StopRestaurantMini MartBathroom facilitiesCinemaKids workshopAnimation arcadeSouvenir Shop	Traffic assessment: 3 Pedestrian Crossings (St. Mary's and George St.) Recommend total of 4. Parking for 2 Coaches possible (entering from George St. stopping on left side of Visitors' Centre) General Parking (Vehicles) Photo Opportunity from Jubilee Gardens recreational Key points: Bathroom stops Shaded areas Near: Temple Yard Broad Street Cheapside Market Taxis (Lr. Broad St.) Connect to Boardwalk	Amenities Film room (40 seater cinema) Restaurant Barbados National Trust (rep. office) Barbados Museum (rep. office) Exhibition space (E.g. Paintings of Bridgetown and Garrison from the historic period or over time) Babysitting/ Creche/ Arcade Teengamecade (Animation Games Arcade) History of Bridgetown Games Tour Online Quizzes Photo competition (Calendar) Art for visitors Souvenir shop (City of Bridgetown + Garrison) Town Hall Speakers Corner at Jubilee. Cultural pieces/ readings/ Music. Spot to be reserved (Locals and Visitors).	Bridgetown Barbados: A Walking Tour Morris Greenidge A-Z of Barbados Heritage Fraser et Al Historic Bridgetown Warren Alleyne


Site: Area 3 Maritime Commerce	General Data and Recommendations	Interpretation Ideas & Concepts	Sources
Jubilee Gardens Temple Yard Old Hotels Cheapside 	Traffic Assessment 3 Pedestrian Crossings (St. Mary's and George St.) Recommend total of 4. Parking for 2 Coaches possible (entering from George St. stopping on left side of Visitors' Centre) General Parking (Vehicles) Multi-storey + Carlisle Carpark Photo Opportunity from Jubilee Gardens Recreational Space of St. Mary's Ch. and surrounding area. Key points: Bathroom stops (not public currently) A few shaded areas Recommend: Possible shade structure necessary at Jubilee Gdns. Site near: Temple Yard Broad Street Cheapside Market Taxis (Lr. Broad St.) Connect to Clennel Wickham/ TT Lewis Boardwalk	Plays and enactments of Markets through the ages (Choir showcase folk songs and dances). Bus depot decorative floats. Night event: Panoramic film screens to show scenes from Jubilee Gardens through the centuries (all its usages). Development of Cheapside, Temple Yard etc. Market Days: (e.g. My Fair Lady Market scene – Barbados Style). Flowers, Local Candies Ribbons and Fruit. Flowers, Yams and anything Bajan that will suit. Old 18th century cobblestone road with signage. Interpretation Panels <ul style="list-style-type: none">Historic names of the areaHistory and developmentSocial History & People	<i>History of the Island of Barbados</i> Richard Ligon <i>Bridgetown B'dos: A Walking Tour</i> Morris Greenidge <i>A-Z of Barbados Heritage</i> Fraser et Al <i>Historic Bridgetown</i> Warren Alleyne <i>Old Barbados 1900-1970s</i> Government Information Service <i>Guardians of Our Heritage: 50 Yrs</i> The Barbados National trust <i>The History of Barbados</i> Robert H.Schomburgk

Site: Area 3 Religious Society	General Data and Recommendations	Interpretation ideas & Concepts	Sources
St. Mary's Church St. Mary's Row	<p>Traffic assessment: One main pedestrian crossing from Jubilee Gardens. Crossing leads directly to the West side gate and point of entry into the Church yard.</p> <p>Recommend: Beautification of the Church Yard</p> <p>Areas of restoration to be highlighted e.g. Church wall, a specific grave.</p> <p>Tree care</p> <p>Recreate cobblestoned area along a part of walk way Small fee for use of St. Mary's Ch. bathroom facilities to be included in tour fee to be given to church for upkeep of property.</p> <p>Interest groups: Global Methodists Barbados Diaspora Students Religious groups Researchers General Visitors History buffs Architects</p>	<p>Enactments by actors of (e.g. The Rt. Hon. Samuel Prescod-Jackman makes an address)</p> <p>Signage:</p> <ul style="list-style-type: none"> Second consecrated church land in Barbados Established church – Church of England Architecture Usages over time Current status – Restoration, Additions, Events etc. <p>A non-intrusive interpretive wall section with benches provided for meditation and reading</p> <p>Historic aspects to be featured: The Church at Settlement Grave diggers Social Events Old Sea Wall/ Boundary Landfill Burial grounds for coloured people High Mass and events today Church traditions</p>	<p>St. Mary's Church B'dos 1827 – 1977 Cannon SehonGoodridge</p> <p><i>St. Mary's Church, B'town, B'dos:</i> Morris Greenidge</p> <p><i>A-Z of Barbados Heritage</i> Fraser et Al</p> <p><i>Historic Churches of Barbados</i> Henry S. Fraser</p> <p><i>The Church in B'dos in the 17th c.</i> P.F. Campbell</p> <p><i>The Cross & Crown in Barbados</i> Kortright Davis</p> <p>Journals of the Barbados Museum and Historical Society</p> <p>Available on CD: CBC TV - Churches of Barbados</p> <p>POCs: Morris Greenidge Sir Henry Fraser Sherwood McCaskie (CBC TV) Dr. Karl Watson (Archaeology of the area)</p>

Site: Link 2 Commerce Society	General Data and Recommendations	Interpretation	Sources
Suttle Street (on to Tudor Street) <div>   </div>	<p>Traffic Assessment: Moderate pedestrian traffic on Suttle St. but heavy at Tudor St. with no pedestrian crossing. Vehicular traffic on both streets causes some difficulty.</p> <p>Community discussion Inform and Listen to Resident view points</p> <p>Good strategic link road from St. Mary's Church/ St. Mary's Row to James Street</p> <p>Security for Tours</p> <p>Bathroom Facilities</p> <p>Local eateries/ break stop</p> <p>Some through way vehicular traffic</p>	<p>Best Interpretation Methods:</p> <ul style="list-style-type: none"> Guided Tour Interpretation Panels: <ul style="list-style-type: none"> Place name History and development Architecture Social History & People Restored Dentelles, Facades and other architectural features to properties which still retain some of these architectural qualities. Story from a resident(s) 	<p><i>Historic Bridgetown</i> Warren Alleyne</p> <p><i>Place Names of Barbados</i> Addington Forde</p> <p><i>The Quaker Community on B'dos</i> Larry Gragg</p>



Site: Link 3 Religious Commerce	General Data and Recommendations	Interpretation Ideas & Concepts	Sources
James Street& (Tudor Street) Former Wesley Hall Boys School James Street Methodist Ch. The Nicholl's Building	Stop Lights for Pedestrian crossings (Tour groups) placed for crossover from Suttle St. to James Street Bathroom and Rest stop available at James Street Methodist Ch. Interest groups: Global Methodists Barbados Diaspora Students Religious groups Researchers General Visitors History buffs Architects	Signage (placement important and should not be intrusive to the streetscape or blockade to vendors) At the Church: Audio Viusalexperience (hear the voices of Rev. William Shrewsbury and Sarah-Ann Gill) Video Screen: Brief History of the Methodist Church in Barbados Best Interpretation: Self Tour or Guided Tour Souvenirs particular to James Street on sale towards Church and Street upkeep. Church Members craft available. Boys' school. Schoolboys (actors) stop tour group and share a few stories of school days there. Dutch Architecture in Barbados 17th Century with Dutch gables and usage/ warehousing featured on Interpretive panel with audio (audio device) Interior of James St. Methodist Ch. Visit the Rt. Hon. Sarah- Ann Gill's grave	<i>Historic Bridgetown</i> Warren Alleyne <i>Methodism – 200 years in Barbados</i> Woodie Blackman <i>National Heroine of Barbados</i> Methodist Church in Barbados National Heroes of Barbados <i>A-Z of Barbados Heritage</i> Fraser et Al <i>Historic Churches of Barbados</i> Henry S. Fraser The Cross & Crown In Barbados Kortright Davis <i>The Church in B'dos in the 17th c.</i> P.F. Campbell Journals of the Barbados Museum and Historical Society

Site: Area 5 Commerce Society	General Data and Recommendations	Interpretation	Sources
Swan Street (connecting alleyways) Synagogue Lane Nidhe	Identifiable Restroom facilities Business Opportunities & Employment: <ul style="list-style-type: none">A sit down eatery/ establishment - Local cuisine onlyOld Style Bajan Candy shop – where the items are made on site. Candy such as: Glassies rolled in shop window, Sugar cakes, etc.Young avant-garde Bajan designer shop	Identify with plaques any remaining old structures on Swan St. such as those still showcasing balconies or windows and doors Mini Museum space created for story of Swan St. (Alley way – main connect to Swan Street) lead visitor by footprint Audio Visual material – recording of historical development of Swan Street. Listen on mobile phone technology (App) Information slabs set in the ground Footprint walk way (only a few needed) Captain John Swan – Life size (photo with) Vending machine that offers brochures, maps and tour brochures for a fee: Historical brochures on Jewish community on Swan Street for example. Data capturing device that can track how many visitors or locals are utilizing the service or passing through on tour.	<i>The History of Barbados</i> Robert H. Schomburgk <i>Historic Bridgetown</i> Warren Alleyne <i>A-Z of Barbados Heritage</i> Fraser et Al <i>A Brief History of the Jewish Settlement in Barbados</i> Barbados Tourism Authority Images: Beachgate Images The Barbados Museum The National Archives POCs Warren Alleyne Morris Greenidge Henry Fraser Paul Altman Maps: Captain John Swan's Surveyed Maps of Bridgetown for B'dos Museum – ref. Morris Greenidge book – A Walking Tour of Bridgetown

Site: Area 4 Philanthropy Society	General Data and Recommendations	Interpretation	Sources
Coleridge Street Old Fire Station & Montefiore Monument First Police Headquarters Former Law Courts  E.g. Street interpretation	<p>Traffic assessment: Pedestrian crossing from Montefiore to Magazine Lane and</p> <p>Best vantage point: Montefiore Square</p> <p>Recommend: Pedestrian crossing at junction of Prince William Henry St. and further up from the Carnegie Library to the Montefiore Fountain</p> <p>Threats to the tour experience: Vagrants Garbage</p>	<p>UNESCO signage speaking to overall area</p> <p>Street scape panelling made with detailing from Synagogue architecture or Carnegie Library</p> <p>House plaques marking the homes of well-known people such as Moravian Rev. James Young Edghill</p>	<p><i>The History of Barbados</i> Robert H. Schomburgk</p> <p><i>Historic Bridgetown</i> Warren Alleyne</p> <p><i>A-Z of Barbados Heritage</i> Fraser et Al</p> <p>Treasures of Barbados Henry Fraser</p> <p>Journals of the Barbados Museum and Historical Society</p> <p>Images: Beachgate Images The Barbados Museum The National Archives</p> <p>POCs Warren Alleyne Morris Greenidge Henry Fraser Barbados National Trust</p>

Site: Area 7 Religious Society	General Data and Recommendations	Interpretation	Sources
Roebuck Street St. Michael's Cathedral Spry St./ Amen Alley Dottin's Alley Old Harrison's Coll. Bldg. The Central Bank Church Village Green	<p>Traffic assessment: No pedestrian (easy) crossing from Magazine Lane over to Spry Street.</p> <p>Relatively easy pedestrian movement once in the quadrangle of St. Michael's Cath, Old Harrison Coll bldg., Central Bank and Frank Collymore Hall</p> <p>Recommend: This area needs to maintain the harmony that currently exists between the old and modern. It has evolved into a busy thoroughfare that nonetheless offers some serenity in an active town</p>	<p>Special event: Enactment of different characters who are interred at St. Michael's Cathedral (treated like the Changing of the Guard at the Garrison i.e. held on a specific day). They speak on their life and what they saw in their time.</p> <p>Craft day on the Green at Church Village. Friends of the Cathedral bring craft and local fare (no cooking allowed on site). No music. Area is a peaceful oasis in the Urban setting. Event creates possibility for visitor shopping and local experience but small percentage of proceeds go to the Cathedral upkeep. Once a month.</p> <p>Interpretive signage: The History of the Cathedral and area Events Society (those buried at the Cathedral) Roebuck Tavern Development of the Area Architecture Shops, work etc. Early Barbadian newspapers and publishers (operated in this area – almost the Fleet St. of Bridgetown)</p> <p>Visitors hear choir music. Get to play an organ or watch organist. (many countries only play recorded organ music, Do not experience the real instrument</p>	<p><i>The History of Barbados</i> Robert H. Schomburgk</p> <p><i>Historic Bridgetown A-Z of Barbados Heritage</i> Fraser et Al</p> <p><i>Historic Churches of Barbados</i> Henry S. Fraser <i>The Church in B'dos in 17th c.</i> P.F. Campbell</p> <p><i>Slave Society in the City: Bridgetown B'dos 1680-1834</i> Pedro Welch <i>Beyond the Bridge</i> W. Marshall and P. Welch</p> <p><i>The Cathedral Church of St. Michael & All Angels</i> Basil C. Ulyett <i>Monumental Inscriptions</i> Vere Langford Oliver</p> <p>Journals of the Barbados Museum and Historical Society Available on CD: CBC TV - Churches of Barbados</p>

Site: Area 6 Governance Commerce Society	General Data and Recommendations	Interpretation	Sources
Palmetto Square Parliament Buildings High Street	<p>Recommend: The area should not be gentrified. It must be allowed its natural evolution</p> <p>A Basic ‘tidying up’ is acceptable with regards to parking and pedestrian crossings.</p> <p>Colour coded footprints that pertain to signage maybe used to help visitors navigate the various tour path they are on.</p> <p>Restoration of old buildings i.e. facades, balconies should be implemented to maintain street and square character.</p>	<p>Tours: Self-tours Guided tours</p> <p>Include audio points using mobile phone app.</p> <p>The Bridgetown Tram (looks like old time tram but operates like a bus on wheels). Visitors can get on the tram at Roebuck St. and do a circuit tour – into the Parliament Buildings, along Roebuck, Church Village, Constitution River; Charles Duncan O'Neal Bridge disembark and go on foot through Independence Square.</p> <p>Interpretive Signage: The Historical Development of the Area (Timeline) Place name Personalities and Barbadian Society Economic Centre (Hotels, Rum Shops etc). Place of Enterprise and commercial activity Public Space Events</p>	<p><i>The History of Barbados</i> Robert H. Schomburgk</p> <p><i>Historic Bridgetown</i> Warren Alleyne</p> <p><i>A-Z of Barbados Heritage</i> Fraser et Al</p> <p><i>Place Names of Barbados</i> G. Addinton Forde</p>

Site: Area 1/ Link 3 Governance Commerce Society	General Data and Recommendations	Interpretation	Sources
Heroes Square & Broad Street Nelson Statue The Fountain Epitaph The Square proper  	<p>Traffic Assessment Only two pedestrian crossings: at the neck of Upper Broad St. – High Street over to Heroes Square and from Heroes Square to the Wickham /Lewis Boardwalk</p> <p>Recommend: The area should be allowed to evolve naturally.</p> <p>Make use of rich archive of paintings and photographic imagery over the historical period</p> <p>Evolution of Freedom Monument Slave kneeling, Emancipated, Independent The Auction block (Historical location)</p>	<p>Tours: Self-guided Guided tour</p> <p>Audio points using mobile phone app.</p> <p>Interpretive Signage *Highlight key features Historical Development of the area Settlement Slave disembark site Place names Events Iconic view Barbadian society</p> <p>Outdoor exhibitions: E.g. Barbados Water Authority at Fountain. Special water bottles. Work with design students from BCC</p> <p>Pottery wheel and old time Potters from Chalky Mount. Painters paintings of old time water Monkey Potters craft ware on the spot. Narrator reads about old time pottery market held by the Chamberlain Bridge</p>	<p><i>The History of Barbados</i> Robert H.Schomburgk</p> <p><i>Historic Bridgetown</i> Warren Alleyne</p> <p><i>A-Z of Barbados Heritage</i> Fraser et Al</p> <p><i>Subject Index to the Journal of the Barbados Museum and Historical Society, Vols. 1-36</i> Michael J, Chandler</p> <p><i>Barbados First</i> Karl Watson</p> <p><i>Bygone Barbados</i> Anne Watson Yates</p>

Site: Area 1	General Data and Recommendations	Interpretation	Sources
Chamberlain Bridge Inner Careenage Independence Arch Independence Square The Errol Barrow Statue	<p>Traffic assessment: Pedestrian Operated by traffic lights with only one (1) official crossing from Heroes Square to Boardwalk to access the Chamberlain Bridge from Town / Broad St. side.</p> <p>This crossing is usually very congested to navigate and not easy to navigate tours.</p> <p>Recommend: Photo exhibition of</p> <ul style="list-style-type: none"> • Careening • Schooners • Busy Wharfside 	<ul style="list-style-type: none"> • Experience the Swing Bridge – Lifting of the Bridge • Dedication dance to Amerindians...re: Indian Bridge • Showcase of Government entity responsible for these kinds of works – Engineering etc. 	<p><i>Historic Bridgetown</i> Warren Alleyne</p> <p><i>A-Z of Barbados Heritage</i> Fraser et Al</p> <p><i>A Pre-History of Barbados</i> G. T. Barton</p> <p><i>Subject Index to the Journal of the Barbados Museum and Historical Society, Vols. 1-36</i> Michael J, Chandler</p> <p><i>Barbados First</i> Karl Watson</p> <p><i>Bygone Barbados</i> Anne Watson Yates</p>

REGULATIONS & PERMISSIONS

Regulations and Liabilities

CONSIDERATIONS

Public liability insurance

It is advised that this type of insurance be sought for safety and accident protection with regards to visitors to the Visitor Centre and tours pertaining to the Urban Route (offered from the Centre).

Public Liability Insurance covers a business against claims made by any third party except your employees (a business needs Employers' Liability Insurance to protect against that).

Public Liability insurance can be tied to a property such as the Visitor Centre.

Insurance companies who offer Public Liability Insurance:

- Lynch Insurance
- Sagicor General

Police Traffic Regulations and Permissions

The Barbados Police Force requires a letter be written four (4) weeks in advance of the commencement of tours. The letter should be addressed to:

The Commissioner of Police
Police Headquarters
Lower Roebuck Street
Bridgetown
St. Michael

The letter should state the following:

- Type of event (Tours)
- Location (Bridgetown – Urban Route)
- The dates (Start date - ongoing)
- How many people per tour group (estimated number 20 people)

On submission of this letter and the response thereof, an officer of the Force will be assigned to the tour and area. The Officer will conduct an interview concerning the route. He will also be on call at tour times should any security issue arise i.e. aggression on the tour or shown to tour visitors, vagrants, harassment etc.

Other Permissions:

Churches to be visited on tour

Letters seeking the *permission of the churches included in the tour route for entrance to the grounds and interiors of the building.

*Respect must be shown to services being held at these religious establishments.

NOTIFICATIONS

Entities which should be notified of Urban Route tours:

- Fire Station in Bridgetown
- All commercial entities on the route (Shops and Restaurants)
- Taxi drivers
- St. John's Ambulance (First Aid)
- Queen Elizabeth Hospital
- Markets

TOWN HALL MEETING

-

SECURITY AND PROHIBITED ITEMS:

Security:

No video-cameras.

No guns, firearms, knives, other sharp objects, martial arts equipment, etc.

7. BUSINESS DEVELOPMENT - MANAGEMENT PLAN



I EXECUTIVE SUMMARY

Introduction

In order to rejuvenate and create more excitement in the current Barbados Tourism product, there is a need to diversify the source markets and the local attractions. Further, there is a need to leverage the designation of Historic Bridgetown and its Garrison as a UNESCO World Heritage site which was achieved in 2011. The belief that World Heritage sites belong to everyone and should be preserved for future generations is the very principle on which the World Heritage Convention is based.

The proposed Visitors' Centre [VC], located in the Old Town Hall Building in Bridgetown, is being established to fill a need for information about Barbados and Historic Bridgetown and its Garrison, Heritage, Attractions, Tours and other activities in Barbados.

Local heritage is at the heart of the identity of places. The Visitors' Centre [VC] can become the venue for Barbadian involvement in heritage assets, to care for and enhance local areas in the

city and stimulate interest and encourage awareness of local heritage. A vibrant local historic environment attracts visitors and businesses to places, provides jobs and opportunities to acquire skills, and can be a driver for inner city renewal and rural development by helping to improve the value of destinations.

The Urban Route [UR] highlights the social stratification of Bridgetown, the interchange of several occupational, religious, ethnic, free and enslaved groups; a meeting of cultures, which created a hybrid Creole culture in the Anglophone Caribbean. A number of businesses (pharmacies, markets, mercantile stores, Screw Dock, former hotels), churches (Jewish, Anglican, Methodist, Moravian) and buildings of historic interest (Mutual Building, Parliament Buildings) are noted along the route as well as public meeting spaces e.g. Jubilee Gardens, that have historical significance.



Parliament Buildings

The message of a World Heritage Site:

- It is symbolic and psychic, sustainable, enjoyable and lively – showing life within the city of Bridgetown.
- It is architectural and physical.
- It is what makes a city peculiar – and this needs to be captured and transmitted to both visitors and Barbadians alike.

According to Arthur Pedersen -*Managing Tourism at World Heritage Sites: a Practical Manual for World Heritage Site Managers, Published in 2002 by UNESCO World Heritage Centre* - "Tourism is one of the world's largest industries. The World Travel and Tourism Council (WTTC) estimates that tourism generates some 12% of the world total GNP. With studies predicting continued growth, Tourism is an increasingly important factor in the planning and management at UNESCO World Heritage sites."

Product & Services

This Inter-American Development Bank [IADB] funded project focuses on the following areas:

1. The development of a sustainable and financially viable **Visitors' Centre [VC]** utilising modern technology to book tours, attractions, Restaurants, etc. and with an Interpretive Centre. The Visitors' Centre is geared towards tourists to the island but specifically to cruise ship tourists arriving at the Bridgetown Port, visitors to the Historic Centre of Bridgetown and its Garrison, as well as to residents of Barbados; and
2. **A Walking Urban Route [UR]** of major attractions in and around the Historic Centre of Bridgetown – the four [4] Tours currently being recommended are: [1] Bridgetown – Its Mercantile & Maritime Tour; [2] Bridgetown – Its Churches & Historic Buildings Tour; [3] Bridgetown - Its Streets & Cultural Development Tour; and [4] the complete Tour of the previous three tours.

The VC should be a focal point for all Visitors to the island as well as for locals for:

- Obtaining information about Barbados and the city of Bridgetown – everything related to what's happening in Barbados.
- Booking tours, Attractions, Shore Excursions, Restaurants, Cultural shows and events.
- Offering souvenirs through a Branded Gift Shop - Local Barbadian products – rum, sugar, candies, etc.

Marketing & Sales Strategy

The Marketing strategy is to establish the VC and the UR in the market, build Brand/product awareness, grow market share for the products and services and increase sales and profitability by aggressively marketing the Urban Tours to all visitors and locals. The marketing approach is to identify the target markets and ensure that visitors [and locals] are made aware of the Walking Tours of Bridgetown through Ads, Website, Social Media, Billboards, etc.

The target market includes visitors to Barbados via Cruise ships or long stay visitors as well as the local population – including school children and the disabled community. It is anticipated that at least 775,000 Cruise ship passengers will visit the island in 2016/2017.

It is also important that we receive feedback from users of the Visitors' Centre and Tours to ensure customer satisfaction and assess what we are doing right and identify ways in which the products and services can be improved.

Human Resource Strategy

It is the intention to source a highly trained, dedicated and professional team that combines excellent customer service skills with a sound knowledge of the Tourism industry and the importance of marketing.

Operational Plan

The Visitors' Centre will be open seven days per week and Tours will be scheduled twice per day – at 10:00 a.m. and at 1:00 p.m. - but several tours can be conducted at the same time. The use of Information Technology is critical to the VC to ensure efficiency and to enhance customer convenience and satisfaction – e.g. where patrons/visitors can book tours, Attractions, events and Restaurants online.

Commercial Development Opportunities

There are several opportunities for commercial development to enhance the visitor experience at the Visitors' Centre [VC] as well as along the Urban Route [UR]. These include the establishment of Restaurants & Bars, providing seating through Advertising Benches in the Open spaces and gardens, an Internet Café and a Gift Shop, among others.

II BUSINESS MODEL

- a. **The Business Model** being proposed for the Visitors' Centre [VC] is one in which the Barbados Government, through the Barbados Tourism Investment Inc. [BTII] continues to own the building, the infrastructure and all equipment in the VC. The BTII will lease the VC to a private sector company through a Tendering process. An Agreement/Management contract to be signed by both parties and should include the following.

The BTII will:

- Lease the VC to the Company/person for an agreed monthly fee of \$
- Provide general maintenance to the building
- Repair/replace malfunctioning equipment – e.g. A/C units, etc.
- Provide security to the building

The company/person holding the Management Contract will in turn:

- Open the VC seven [7] days per week
- Recruit and manage all recommended staff
- Ensure all staff are trained as outlined in the HR Management Plan
- Pay recommended compensation
- Be responsible for minor maintenance issues like changing of light bulbs, etc. and Cleaning and Pest control of the building at least quarterly
- Maintain all equipment – including Audio/visual equipment, computers – in good condition

- b. **The Urban Route [UR]** to be managed through the BTII by a Facilities Manager or a City Manager whose responsibility it would be to:

- Keep all walking Urban routes clean and in pristine condition
- Maintain all green spaces – including pruning of trees and watering of plants
- Collaborate with various communities to ensure that the Urban Garden at Reed Street is maintained effectively
- Ensure that problems are identified – e.g. drains, chips on walkways, etc. and repairs are effected immediately.

c. **Attractions Desk**

There will be the opportunity to lease desk space [up to 6 spaces] to Attractions, Hotels or other Tourism related organisations to promote their activities, tours, etc. and should be manned by their own staff. E.g. NCF, Barbados Museum, Harrison's Cave, BHTA, National Trust.

The cost for leasing each space should be based on the rates per square foot which

the BTII employs for its tenants based on location of the facility. A Daily rate should be offered to organisations for the rental of the Attractions/Events Desk space for special promotions, events or activities.

- d. **The Barbados Shop** – a Branded Gift shop with the Visitors' Centre logo or the Barbados logo. Products to include locally produced crafts, sweets and drinks. To be offered for lease through a Tendering process.
- e. **Café/Bar** – to be offered for lease through a Tendering process – offering local drinks, water, snacks, sandwiches, wraps, etc.
- f. **Other Shop spaces** – there are three [3] additional shop spaces to be offered for leasing through a Tendering process.

III OPERATIONAL PLAN & SCHEDULE

Times of Operation

Consistent with the belief that World Heritage sites belong to everyone – visitors and locals alike – the VC should be open seven [7] days per week between the hours of 8:30 a.m. and 5:00 p.m. daily.

Tour Schedules

Tours will be scheduled twice per day – at 10:00 a.m. and at 1:00 p.m., but several tours can be conducted at the same time. There are total of four [4] Tours recommended – Churches, Maritime and Streets as well as a Tour which includes all three. The shorter tours could take approximately two [2] hours with the longer tour taking approximately three and a half [3 ½] hours.

Tour Guides will have to be scheduled for planned/booked tours but Tour Guides should also be available for unscheduled Tours or for Tours which have not been pre-booked. Clients should be encouraged to pre-book tours either through the VC’s website or through the Cruise lines or Hotels.

Tours

Tours are booked and paid for at the Reception/Tour Desk at the entrance to the VC which is manned by a Receptionist/Cashier. Once the Tour has been paid for, a Wrist Band is issued to each visitor – different colours for different Tours – so that it becomes easier to identify each member of a Tour and to manage each group.

While waiting for the Tour to start, visitors will be invited to explore the Interpretive Centre and to visit the Gift shop while they wait for their Audio/Visual Presentation to begin - prior to the start of the Walking Tour. In addition, a map of the specific route is given to each visitor – in Braille/Audio for visually/hearing impaired, respectively.

Cost of Tours

The cost of a Tour should be affordable but should also take into account that a percentage of the intake of fees should be donated to the Churches and other Historical sites to assist in their upkeep and maintenance.

The recommended price for the short tours is – US\$ 40 for Visitors; and BDS\$ 40 for Residents of Barbados and CARICOM nationals.

The recommended price for the longer tour is – US\$ 60 for Visitors; and BDS\$ 60 for Residents of Barbados and CARICOM nationals.

IV SALES & MARKETING PLAN

Marketing Plan & Objectives:

The Marketing objective is to establish the VC and the UR in the market, build Brand/product awareness, grow market share for its product and services and increase sales and profitability by targeting all visitors and locals.

▪ Product

The Product being marketed is an Urban Walking Tour of major attractions in and around the Historic Centre of Bridgetown – the four [4] Tours currently being recommended are: Maritime, Churches & Historic Buildings, Streets and a combination of the three. The three [3] shorter Walking Tours will run for two [2] hours each while the full Tour will run for approximately 3 ½ hours. Tours can be Guided Tours with a Tour Guide or they can be self-guided Tours.

▪ Target Markets

Visitors, cruise passengers from the UK, USA, Canada, Caribbean, Europe, South and Latin America, Barbadians, school children, returning nationals, history/culture enthusiasts. The Disabled community is also being targeted [hearing impaired, Blind and Wheel-chair bound].

▪ Promotion

Ideas for the promotion of Walking Tours and the VC

- a) newspaper ads
- b) radio ads
- c) brochures and fliers distributed at Bridgetown Port, Grantley Adams International Airport, attractions, restaurants, hotels.
- d) highway billboards
- e) social media e.g. Face book, Twitter
- f) signage at Bridgetown Port and Grantley Adams International Airport
- g) competitions offered in conjunction with BTMI/BHTA to win free return holiday to Barbados. Information on entry forms can be used to build data base. Information on UR tours and special offers can be e-mailed to persons on data base.
- h) Activity desks in hotels
- i) Barbados app. The VC should be featured on this app or similar app/websites that share information on “What’s happening in Barbados”.
- j) on strategically located benches
- k) Free WIFI offered to visitors on arrival by sea or air. As soon as visitors log on, an ad for VC pops up
- l) feature on Visitor Channel
- m) incentives (e.g. bar coupons) offered to taxi drivers to drop off visitors at the VC

- **Website**

A Visitor Centre website should be developed and should have linkages to the national tourism website as well as the websites of Tour Operators, Attractions and restaurants. The website should be audited annually to ensure that the online experience meets the needs of the visitor. Linked Websites should include: What's On in Barbados; Barbados Tourism Marketing Inc. [BTMI] and the Barbados Hotel & Tourism Association [BHTA] Websites.

- **Partnerships**

The VC should partner with organisations such as the National Cultural Foundation, the Barbados Museum, the Barbados National Trust to offer cultural presentations along the route and in the open spaces and to host events in Jubilee Gardens e.g. artists in action (have your portrait painted for purchase), stilt walker workshop, open mike speakers/poets.



Jubilee Gardens

Rum shops located along the UR should be encouraged to offer local house specials e.g. corn 'n oil, domino/dart games. Restaurants could offer local specials. These bars and restaurants would be included in promotional messages where appropriate.

The VC can partner with the publishers of the "Ins and Outs of Barbados" – with an annual feature.

- **Value added promotions**

The Barbados Chamber of Commerce could be approached to offer – through their membership - special discounted cards to visitors who purchase UR tours. These cards would offer discounts at a number of retail outlets and could also include a free Barbados token. Some excitement can be created whereby Gift Vouchers from Restaurants or Retail outlets can be awarded as prizes to patrons - related to competitions on Heroes or other exciting trivia on wrist bands for the UR.

- **Joint promotional packages with attractions**

The UR tours should be bundled with attractions or special offers e.g. tour and gift voucher from retail shops, UR tour and discount on Harrison's Cave tour.

- **Branded shuttle**

A shuttle service should be offered from the Port to the VC. The Tourism Development Corporation could be approached to fund the shuttle.

- **Logo**

A VC logo should be designed. The logo should include an icon which is Barbados branded. This logo should be used in signage, on brochures, and on branded signature products for sale. It should also be featured on the uniforms of the VC staff and tour guides.

- **Training seminars/local awareness**

The Ministry of Tourism should arrange training seminars to educate the tourism partners on the VC and UR. Special rates should be offered to tourism employees.

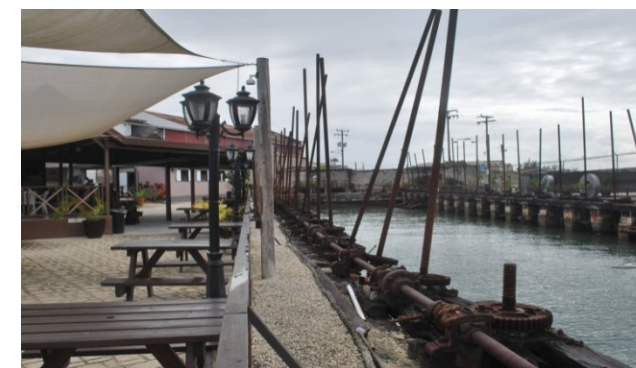
A local awareness campaign should be mounted to inform the general public. Information and brochures on the UR should be distributed to all primary, secondary schools and tertiary institutions. Special group rates should be offered.

- **Branded photo opportunities**

Photo hot spots will be available along the UR – e.g. Parliament Buildings, Screw Dock, Codd House or Churches along the route. These iconic spots will be Barbados branded to create greater awareness/promotion of Barbados when they share their photos with family and friends.

- **Free Wi-Fi**

FLOW or Digicel could be approached to add free Wi-Fi 'hot spots' to those which currently exist along the UR.



Screw Dock

V HUMAN RESOURCE MANAGEMENT PLAN

V.1 Staffing

A. VISITORS' CENTRE

The minimum staffing requirements for the VC are as follows:

- Manager [1]
- Receptionist/Cashier [3]
- Maintenance/Janitorial staff [1]
- Security [1] [This can be contracted out to a firm]
- Tour Guides [6]

Skills required for each position:

1. Manager

- A University degree in Business, Management or Marketing
- A skilled leader – in the area of leading a customer focused operation
- Skills in People Management and Customer Service; with responsibility for the Marketing function
- Exposure to Project Management tools would be an asset.
- Computer literate – Microsoft Office & Website management
- Responsible for the daily management of the VC operations – including the marketing & promotion of the facility and the opening and closing
- Management and training of staff

2. Tour Guides

- Excellent Diction; Presentation skills and customer service skills
- Language skills – Spanish, French, German or Italian
- At least 5 CXC's – including English & Mathematics
- Knowledge of basic First Aid
- Excellent personal appearance and grooming
- Previous experience as a Tour Guide or in the Tourism industry
- Responsible for managing the Tours
- Responsible for the Audio/Visual presentation prior to the Tour

3. Recreation Staff

- Responsible for supervising the Recreation room
- Supervision of kids and teens

- Provide opportunity for them to play games, read stories to them; play dress up; do Puzzles and computer games
- At least 5 CXC's including English & Mathematics
- Previous experience working with children

4. Receptionist/Cashier

- Responsible for booking Tours, taking cash/credit card payments
- Issuing receipts, wrist bands and water to guests
- Customer service skills, Accounting/cashiering skills
- Experience as a Cashier or in a Customer Service environment would be an asset
- At least 5 CXC's including English & Mathematics
- Computer skills

5. Maintenance/Janitorial staff

- Responsible for ensuring the cleanliness of the VC and surrounding areas including the Interpretive Centre, Theatre, Play areas, Video Room
- Good Customer service skills
- Secondary education

6. Security staff

- Responsible for ensuring the security of the patrons, staff and facility
- Customer service skills and skills in security
- Secondary education

B. URBAN ROUTE

The minimum staffing requirements for the UR are:

1. City Manager/Route Supervisor

Skills required:

- Oversee all administrative tasks necessary for the management of the Urban Route.

- Responsible for ensuring the cleanliness and maintenance of the designated Routes for Tours including streets and bathrooms.
- Reporting the need for repairs to the Route – streets, light bulbs to be replaced, etc. – to BTI and ensuring that repairs are done through the NCC or other relevant organisations promptly.
- Responsible for the maintenance of Trees and plants along the designated Routes for Tours and that the Urban Garden proposed for Reed Street is adequately managed and maintained by relevant communities.
- A University degree/Diploma in customer relationship management, marketing, business administration or other relevant area
- Good interpersonal skills and good coordinating skills.

V.2 Training & Development Plan

Prior to the opening of the Visitors’ Centre and the Urban Tours and once the required staff has been recruited, all employees must undergo a series of seminars in the following areas:

- Heritage Tourism and the importance of this to Barbados
- Barbados History – as it relates to historical buildings, architecture, monuments, the significance of streets & markets to the historical development of the island, etc.
- Customer Service Training - including how to deal with dissatisfied customers/patrons
- Procedures for conducting Urban Tours and managing the Visitors’ Centre.

V.3 Compensation Plan

The Compensation Plan recommended is one which is primarily used to:

- Ensure the appropriate recruitment and retention of qualified and professional employees.
- Increase or maintain morale/satisfaction among staff.
- Reward and encourage peak performance; and
- Reduce turnover and encourage loyalty to the business.

An informal Salary Survey should be done to collect market data [as it relates to salary, commissions, etc.] for the positions being recommended for the VC and the UR. These surveys can be conducted by comparing positions specifically within the Tourism industry or across industries.

VI EQUIPMENT REQUIRED

VI .1 VISITORS’ CENTRE

The following basic equipment and materials are required:

- Photographs, Videos, Audio recordings, etc. of old Bridgetown, heritage sites and other places of interest in and around Bridgetown and along the UR

- Signage – interior and exterior.
- Braille for visually impaired – e.g. Brochures, etc.
- Scripts for Tour Guides – available in several languages.
- Audio equipment – Headsets, etc. – if tours are self Guided
- Audio visual equipment – for Video/CD presentation prior to the Tour.

VI.2 URBAN ROUTE

The following is required:

- Signage/plaques on buildings of historical significance – e.g. Codd House; Parliament Buildings
- Appropriate Street Signage

The Tourism Development Corporation [TDC] or the Heritage Project can be a source of funds for the above signage. It is our understanding that the World Heritage Committee for historic Bridgetown and its Garrison has already initiated an interpretive signage project – using World Heritage Inscription.

VIICOMMERCIAL DEVELOPMENT OPPORTUNITIES

The following recommendations are made as opportunities for commercial development to enhance the visitor experience at the Visitors’ Centre [VC] and along the Urban Route [UR].

1. VISITORS CENTRE

The following to be put out to Tender:

a. Shop Barbados

A Gift Shop offering branded items and souvenirs for sale – with the logo of the VC or the BTMI logo. Branded merchandise and locally made products to be sold in the Gift Shop include local rums, local sweets [e.g. sugar cakes, tamarind balls, fudge] souvenirs, T-shirts, Art work, crocheted and craft items.

b. Café/Bar

A Café/Bar offering a local menu including Fish Cakes, Pastries, Snacks, Sandwiches and light menus utilizing local ingredients and recipes. Beverages to include local drinks like golden apple, guava, mango & sour sop juices, tea, coffee, water, beer and soft drinks.

c. Photo Booth

An opportunity to provide a Photo Booth – where patrons can dress up in period costumes and other heritage costumes with different local backdrops; and with cut-outs.

d. Internet Café

An opportunity for a local Internet provider to provide internet services to Visitors and patrons to the VC.

2. URBAN ROUTE

The following to be put out to Tender:

- a. **Restaurants and/or Bars – Tram Restaurant & Bar – Beckwith Square & Palmetto Square along the UR** – opportunity to establish Bars and restaurants along the Route – providing drinks and food. There is the possibility that **Suttle Street** can be turned into a pedestrian street which provides the opportunity to establish street Cafés and Bars with umbrellas along the street.
- b. **Benches** – Advertising Benches in open squares where specific private sector companies can be approached to sponsor the benches advertising their products or services.
- c. **Rum shops – along the UR** can be given the opportunity to partner with and offer a Game of Dominoes or Darts, Bajan delicacies, etc. to patrons on the UR.
- d. **NCF/Museum** – opportunity to re-enact historical events along the UR providing some insight into local culture and allowing the visitor to experience the life and culture of Bajans. E.g. Stiltmen, Mother Sally, Steel Pan music, Calypsonians; re-enactment of Sarah Ann Gill at James Street Methodist Church or of Samuel Jackman Prescod at the Parliament Buildings.



James Street Methodist Church

- e. **Speakers' Corner** – opportunity for artistes to perform songs, poems or to discuss heritage matters for five [5] minutes only. Free but they will have to register with the VC and book a slot

and location which should be in one of the squares or gardens. [Content to be vetted by the VC Manager].

- f. **Artists** – opportunity for Artists to set up in the squares or gardens – e.g. Jubilee Gardens – and sketch tourists for a fee. Free – but will be required to register with the VC.
- g. **Interactive Apps** – opportunity to develop technology to support the Urban Walking tours through the development of interactive maps of Bridgetown, identifying heritage sites, bars & Restaurants, bathroom facilities – particularly useful for those interested in the self-guided tours.
- h. **Bicycle Tours** – opportunity for an Entrepreneur to rent Bicycles to do Bicycle tours of Bridgetown – on Sundays and public holidays.
- i. **Water Taxis** – opportunity to rent water taxis to move around Bridgetown and along the Constitution River.
- j. **Bridgetown by Night** - there is an opportunity to keep the city alive at night by conducting Night Walking Tours and creating Entertainment – perhaps through the development of a Jazz Club or some other similar entertainment club in Bridgetown.

**THE BUSINESS DEVELOPMENT TEAM
APRIL 2016**

APPENDIX I – SWOT Analysis

A SWOT Analysis on how the Visitors' Centre and Urban Route can maximize on the Heritage - Cultural, Social, Economic & Environmental Opportunities and Strengths.

a. Heritage Opportunities & Threats

Cultural opportunities – there is the opportunity to link cultural activities and historical facts to the World Heritage site – e.g. Food, Music, Religion, Slavery, Churches, Military, Maritime, Rum shops, Vendors' markets, etc. Another opportunity to enhance the Barbados Brand as Barbados is still a strong Brand. Opportunity to upgrade heritage sites and the UR, ensuring that the routes are accessible to all.

Social Opportunities – opportunity for locals [including school children] to know their heritage and to appreciate, protect and preserve it. Trainable people - Opportunity for persons to be trained in the history and architecture of the city – as Tour Guides or employees of the VC. Provides another Tourism activity - especially for repeat visitors. Opportunity for physically challenged persons to participate in these Tours.

Economic Opportunities – opportunity for investment by the Private sector - to partner in the management of the VC and the Urban Route and to establish activities or facilities along the UR. Opportunity for new Entrepreneurs - filling a need re. businesses related to entertainment, restaurants, e-commerce, etc. Opportunity to expand Tourism offerings through the introduction of the four [4] Walking Tours; Opportunity for increased sales of local products through the Gift Shop.

Environmental Opportunities – opportunity to preserve and maintain buildings of architectural significance; and to preserve characteristic icons associated with the history of the city; to keep the spaces and streets in and around Bridgetown clean and in immaculate condition. Opportunity to promote use of 'green' spaces and products, and garbage recycling to maintain a clean environment.

Heritage Threats

Cultural Threats- possible damage to historical sites and churches from constant traffic. Lack of foreign language skills in the Tourism industry.

Social Threats – challenge related to the training of locals to respond to questions from visitors related to architectural sites, etc. Abandoned buildings; Vagrants on the streets throughout Bridgetown. Crime against tourists. Dirty streets in Bridgetown – negative first impression.

Economic Threats – even though Tourist arrivals are up, visitor spend seems to be down; Limited Marketing funds made available - for destination marketing, and for attracting visitors from non-traditional markets.

Environmental Threats – more people in the city – likely to generate more garbage; need for more public bathrooms. Lack of free parking facilities in Bridgetown which might encourage locals to come into Bridgetown.

b. Heritage Strengths & Weaknesses

Heritage Strengths

Cultural Strengths – iconic city 'Heart of Bridgetown', several historic and picturesque buildings and venues where three [3] historic churches and the Jewish Synagogue and Museum, Masonic Lodge, world famous Screw Dock, etc. are located. Interesting streetscape – with a line of architecturally interesting buildings – some of which are in very good condition. Visually attractive city.

Social Strengths – seen as a meeting place for both tourists and residents – with a variety of bars and restaurants and open spaces. Exciting shopping street on Swan Street.

Economic Strengths – Bridgetown is the centre of commerce with a busy retail street – Broad Street. A good mix of economic activity with two markets, cafes, restaurants, bars, betting shops, Banks and offices.

Environmental Strengths – several open spaces for relaxing – Boardwalk, Independence Square, Jubilee Gardens, Heroes’ Square, Church Village Green Park, etc. Large, mature shade trees offer tranquillity and relaxation. Vehicle free pedestrian shopping street with good standard of road finish, drainage and paving – Swan Street. Good pedestrian movement along Constitution River promenade.

Heritage Weaknesses

Cultural Weaknesses – some dilapidated historic buildings in need of repair. Some buildings have lost their architecturally interesting features– e.g. balconies. Some historic buildings have been demolished.

Social Weaknesses – relocation of some businesses outside of Bridgetown – the city is losing some of its excitement.

Economic Weaknesses – ad hoc and unregulated street hawkers create congestion in some areas. Lack of new investments in Bridgetown.

Environmental Weaknesses – damaged roads and open drains; poor signage; fountains often not working. Some damaged paving on Swan Street. Garbage, litter and smells in some areas frequented by pedestrians. Few public bathrooms. Need for additional shade trees and open spaces; and more pedestrian crossings. Narrow roads – don’t allow for dedicated foot paths.

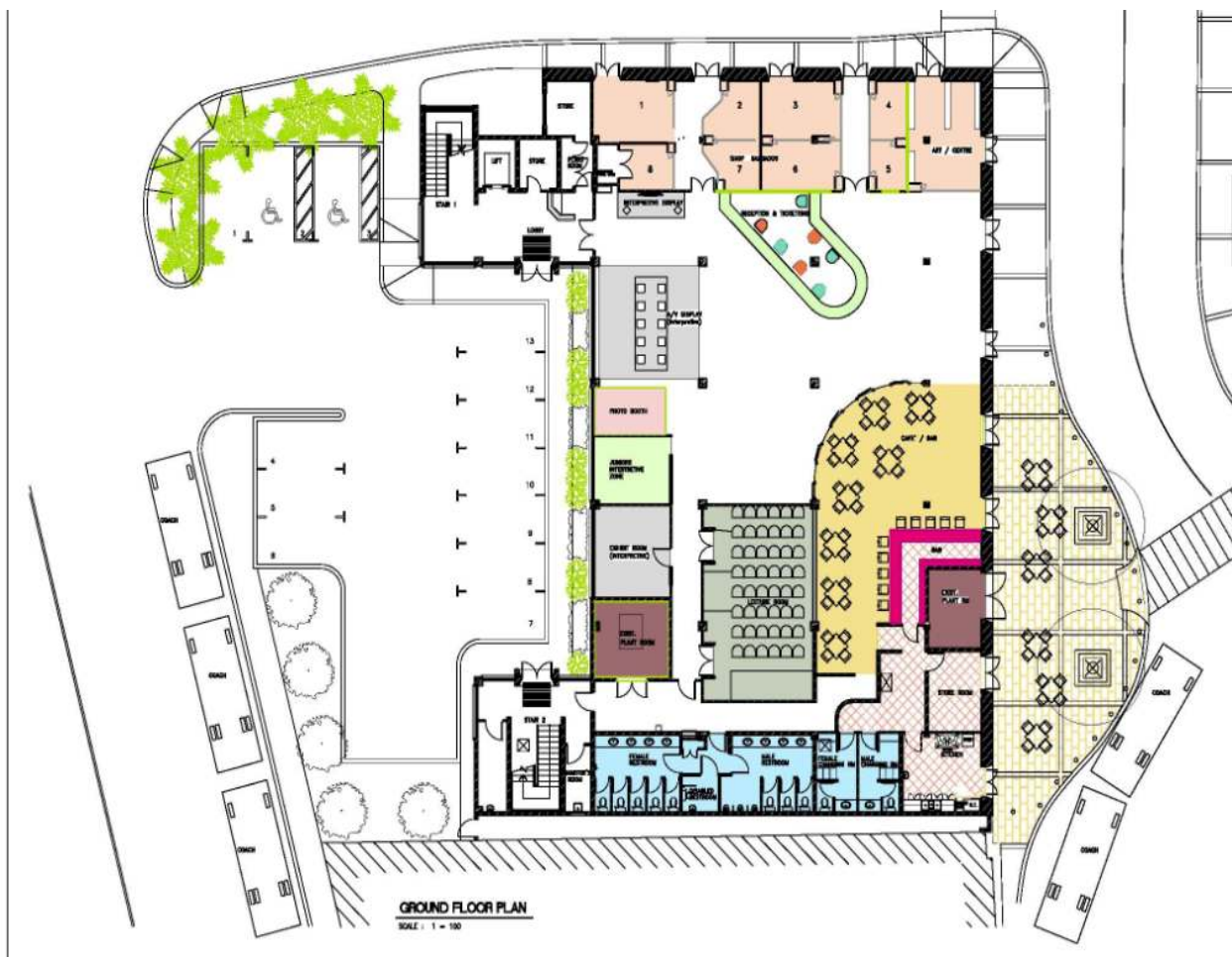
APPENDIX II

ASSUMPTIONS MADE

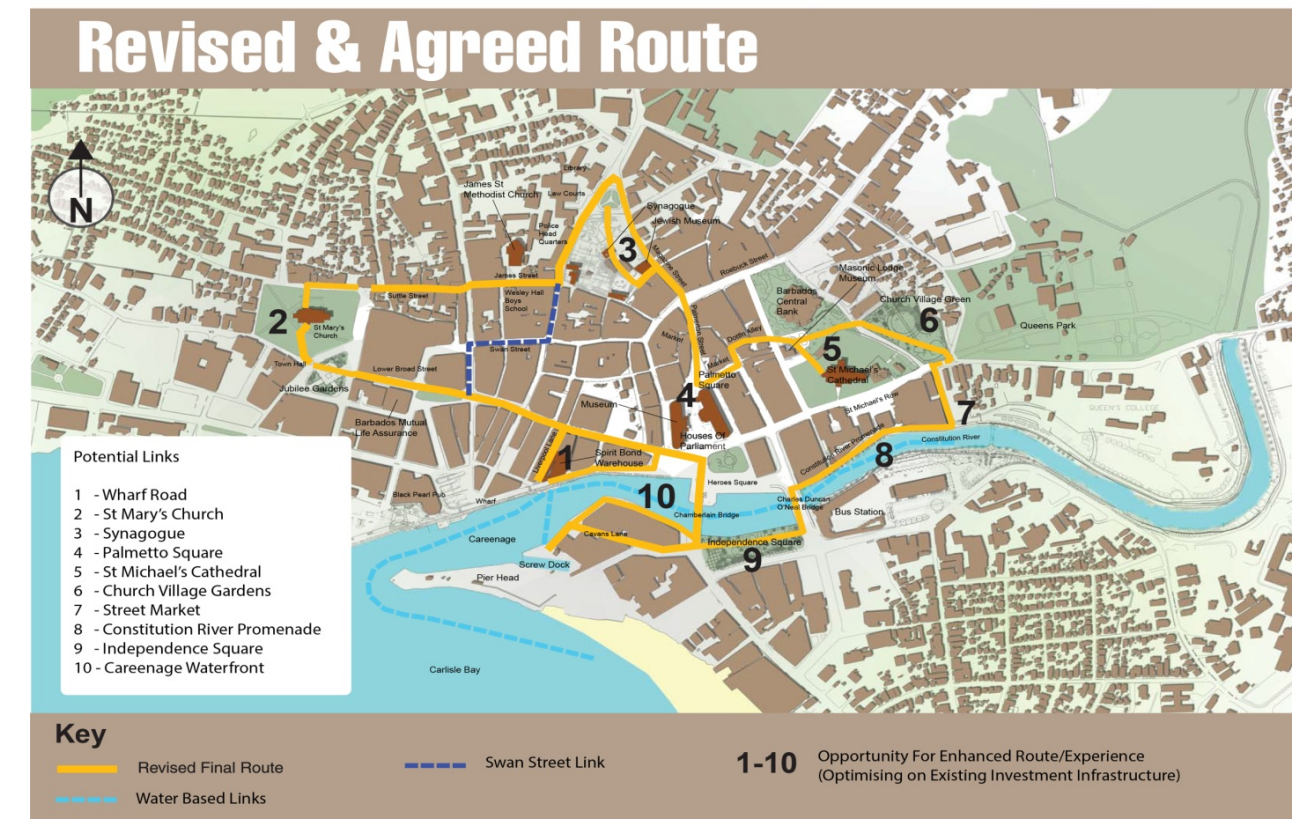
- There is still no indication which Government agency or Ministry will have oversight of the Visitors’ Centre and the Urban Route. It has been assumed that the responsibility will fall to the BTII.
- Tourism arrivals were up for the 2015/2016 tourism season over the previous year and are expected to increase in 2016/2017 as well.
- The Barbados economy is still in recession with an expected growth rate of less than 1% in 2016.
- An estimated 775,000 Cruise ship passengers are expected to visit Barbados in 2016/2017.
- A massive clean-up of Bridgetown is anticipated prior to the start of the Urban tours
- There has been decreased retail activity in Bridgetown as a result of the recession as well as the fact that several businesses and Government offices have moved out of Bridgetown.
- The Visitors’ Centre and the Urban Walking Tours will be marketed by the agency responsible for managing and developing them – to Cruise Lines and local Hotels and residents of Barbados, including students.
- Attractions have the biggest margin; with Transportation & Tours having the smallest margins
- Cruise Lines – are always looking for new activities/attractions in Barbados based on desk research it is believed that the Walking Tours will do well.
- In addition, because there is always a demand for new Tours/Attractions, it is important to review and/or modify the Routes for the Walking tours every 2 – 3 years, so as to attract repeat visitors. There is also a high visitor return so the need to keep modifying the routes is imperative.
- Visitors like to experience the life and culture of local jurisdictions, so there should be opportunities to do so along the routes.

- The price point of the Walking tours needs to be carefully considered as people want value for money; in addition to which experience has shown that Cruise lines tend to mark up Attractions 100% to 200%, so it is important that the tours remain affordable.
- Heritage acts as a catalyst for socio-economic development through Tourism and there are several examples of this. E.g. the city of Salzburg, Austria – a UNESCO World Heritage site - constitutes only 6% of the country's population but contributes 25% of its net economic product
- There are several opportunities for entrepreneurs/private sector to be creative in the development products/services to be offered along the route[s].

APPENDIX III Drawing of the Visitors' Centre



APPENDIX IV Drawing of the Urban Routes



8. APPENDIX

[Detailed Budget of Urban Route](#)

[Detailed Budget of Visitor Center](#)