

Public Consultation Activities Report for the National Tourism Program

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1 Introduction

The Barbados Government through the Ministry of Tourism and International Transport has sought the support of the Inter-American Development Bank (IDB) for the development of a National Tourism Programme, BA-L1033 (NTP). The NTP has been designed to reinvigorate the tourism industry, with an emphasis on increasing tourism revenues. One of the components of the NTP is the diversification of the Barbados tourism product with an emphasis on cultural heritage. This component comprises the development of four (4) new products, namely:

1. A Visitor Centre in Bridgetown
2. A Tourist Urban Route: Accessibility Plan, Urban Enhancements and Improvements to the Historic City
3. Oistins Waterfront Improvements
4. A Renewed National Museum

The IDB has commenced preliminary work on the first two products (the Visitor Centre and the Tourist Urban Route: Accessibility Plan, Urban Enhancements and Improvements to the Historic City) to facilitate effective and efficient completion within the time frame allocated for the execution of the project. Thus far preliminary work has included the production of concept designs of the two cultural heritage tourism products by the local architectural firm Design Collaborative.

1.1 Scope of work

It is anticipated that the Visitor Centre and the Tourist Urban Route will have low to moderate environmental and social negative impacts and risks as a result of small scale urban works, and that several design elements may cause temporary disruption to small businesses and taxi drivers. To that end, and to ensure compliance with the IDB's public consultation requirements, the IDB has requested that the Ministry of Tourism undertake a public consultation meeting as well as focused consultation with the vendors and the taxi association and taxi drivers in Bridgetown. The specific requirements of the contract are to:

- Identify affected and interested stakeholder groups (Stakeholder Mapping) to inform invitations of identified groups.
- Prepare a project summary including key environmental and social impacts and risks, based on the information included in the "Preliminary Assessment and Concept Design Report" prepared by Design Collaborative (Environmental and Social Summary). The Summary will provide an overview of relevant information to participants in the meeting.
- Provide technical input to the Ministry of Tourism on the preparation of invitations, agenda, presentation, and general planning of the two consultation events.
- Facilitate four consultation events: (meeting with Taxi Association; Taxi Drivers; Vendors Association; and Vendors) during June 2017.
- Facilitate one Public Town Hall meeting (June 15th).
- Prepare a Draft Stakeholder Engagement Plan that will outline consultation requirements for future Ministry of Tourism/BTI projects under the National Tourism Programme; ongoing communications activities during planning and construction of Ministry of Tourism /BTI projects; and a grievance mechanism for the Ministry of Tourism/BTI

This report provides a brief overview of the environmental and social impacts and risks associated with the implementation of the project. It summarizes the consultation activities and includes the methodology, i.e., how affected and interested parties were identified and how they were invited, as well as highlights the key issues discussed and commitments made. It concludes with a summary of recommendations which includes next steps to be taken. The Draft Stakeholder Engagement Plan is submitted as a separate document.

2 Environmental and Social Impacts

This brief summary focuses on key environmental and social impacts and risks associated with the Urban Route project. It is based on the SWOT analysis contained in the “Preliminary Assessment and Concept Design Report” prepared by the architectural firm Design Collaborative; a site visit to the Bridgetown area; and comments received from stakeholders during the consultations.

The proposed Urban Route adds value to the Barbados tourism product and has many strengths which are listed in the Design Collaborative report and will not be repeated in detail in this report. Among the many positive aspects of the project is that it could provide employment for tour guides, stimulate additional business for existing operators within Bridgetown, and promote the UNESCO World Heritage Site which contains *inter alia*:

- Historical buildings such as the House of Parliament, Carlisle House, Spirit Bond and Barclays Bank building
- Churches and Religious buildings – The St. Michael’s Cathedral and St. Mary’s Church, and the Nidhe Israel Synagogue
- Open spaces such as Hero’s Square and Independence Square and the Village Green,
- A waterfront with two bridges and a screw dock
- Active day time commercial activity ranging from single vendors to large-scale department stores and malls.

However, there are a number of negative issues that need to be addressed. While some will be repaired through the project, others are beyond the geographic and technical scope of the project and can present an ongoing risk to the project’s effective implementation. The issues that will be highlighted here are:

- Construction impacts
- Livelihood
- Safety and security
- Sanitation
- Visual
- Access

2.1 General construction impacts

For those who are employed in construction, this phase is very beneficial because it provides temporary work for a range of professionals such as masons, carpenters, electricians, plumbers, architects and engineers to name a few. At this stage it is not known how many personnel will be employed during the construction phase of the project.

However, construction work is disruptive because it involves clearing land and the building or repairing of infrastructure. This can result in traffic congestion, traffic diversions, and an increase of heavy duty vehicles, dust, noise and vibrations which would impact the persons

working in businesses adjacent to the construction sites and those traversing the specified areas in Bridgetown. In this regard the main construction is focused in Palmetto Street where existing vendor facilities will be removed and new ones erected; and in Beckwith Square where the proposal is to introduce a Tram line Bar and small restroom area. In addition, refurbishing will take place at The Old Town Hall to create the New Visitors Centre; and landscaping, seating and improvements to the footpath will be made at several points along the proposed trail.

Noise and vibrations will be generated by the construction vehicles and equipment as well as the various activities associated with construction. While most of this will be contained within the construction zone onsite, there is typically an increase in vehicular traffic in the areas surrounding the site. Temporary vehicular and pedestrian traffic diversions or slowed vehicular traffic can occur during the construction phase. This requires users to change the timing or routes of travel, or they can be delayed in their arrival at destinations or in their conducting of business.

Dust arises from the clearing of land and the usage of materials such as marl and cement, and it forms a perpetual film on the adjacent properties. This can pose a health concern to those susceptible to asthma and bronchial disorders. Frequently, persons living or operating businesses near to construction sites are forced to keep their windows and doors closed to minimize the dust that will get inside.

There is also the potential for negative impacts on existing road infrastructure. The usage of the existing roads by the construction vehicles to access the development site can sometimes cause deterioration.

In Barbados, some of the utilities, e.g., water and natural gas, are located under the surface of the road and due to the age of some of these utility systems, the exact locations of the pipes are not well known. As a result, sometimes during construction utility pipes or overhead cables can be damaged, causing a temporary loss of service to the residents and businesses in the area. This can mean a loss of water for cooking, drinking, bathing, flushing of toilets and other uses. The interruption of electricity can cause spoilage of food stored in refrigerators. Disruption of the telephone service is annoying to householders, and a loss of potential business to commercial operators. The shutting down of gas affects cooking in households or food focused businesses. The need for repairs will mean that utility companies will incur extra costs, over and above normal operations.

Construction also poses potential risks to the safety of both residents and construction workers. There are risks associated with worker health and safety on the site such as falls, and injuries that might arise from the inappropriate use of machinery and chemicals. The increase in construction vehicles is also dangerous to pedestrians, particularly small children, who may not exercise due caution when traversing the construction area. There is also the possibility of persons wandering onto the site and getting hurt.

2.1.1 Recommended actions

Appropriate measures should be utilised to minimise the potential impacts of the noise, vibrations and dust on the businesses adjacent to the construction sites. Construction vehicles travelling to and from the construction areas should strictly observe the speed limit, and horns should be minimally used only as necessary. The equipment that will be used on the

construction sites should be equipped with mufflers and appropriate sound attenuation devices. Work onsite should also be conducted during specifically set times.

Dust associated with the construction site can be controlled by the implementation of the following measures:

- Use of waterproof boxes to minimize spillage along roadways
- Ensuring that all trucks hauling material have tarps to cover the load
- Cleaning spillages on roadways and property accesses promptly to minimize spread of sediment and dust
- Installation of hoarding to contain effects to the work site
- Where necessary, calcium chloride or water can be used on marl and soil surfaces to manage dust

With respect to vibrations, the contractor should be required to have insurance policies to cover any legitimate claims made as a result of any damages that may occur during the construction.

Notices should be placed in electronic, print and social media to inform the public of the dates and times of construction, as well as any traffic diversions, the length of time of the diversions and the alternate routes. Alternate routes should be clearly marked with directional arrows to facilitate movement of pedestrian and vehicular traffic.

Deterioration of the surroundings roads may occur as a result of the usage by the construction vehicles. Therefore, the developer should incorporate a programme of road improvement that will ensure that the quality of the roads and other associated infrastructure such as street lights and landscaping is upgraded after the construction.

Should there be outages to any of the utilities as a result of the construction, the service company should be informed immediately, and every effort made to restore regular service at the earliest opportunity. The affected areas should be informed and given an indication of when the service would be restored. In addition, apologies should be offered for the inconvenience.

The construction site should be operated with effective safety provisions according to the type of machinery and materials being utilized and within the requirements of the Safety and Health at Work legislation of Barbados. Only trained and or certified persons should use specialized equipment and handle dangerous chemicals and workers should wear appropriate protective gear. There should be appropriate supervision to ensure that workers do not cause harm to themselves or others on the site. There should signage as well as adequate security to deter the public from wandering onto the construction site.

2.2 Livelihood impacts

During the construction phase of the Urban Trail – which will be undertaken in phases – short term disruptions can be anticipated. Impacts stem from the temporary relocation of vendors and pedestrians, especially in Palmetto Street whilst the road is being repaved, and the existing vendor's facilities immediately behind the Parliament Building are being demolished and the new ones constructed. There could be a short term reduction in, or loss of income if

the pedestrian traffic slows down or stops, and if the vendors are not relocated to a suitable area during the construction phase to continue plying their trade.

Another group that can be impacted during construction is the taxis at the Lower Broad Street location. The proposed development of a Square will require their relocation during construction. This could lead to a reduction in, or loss of income.

During operations the impacts will be mostly positive. There will be improved conditions for vendors and pedestrians throughout the Urban Route, but especially in the Palmetto area. However, there is potential loss of revenue for taxis due to the proposed reduction in parking spaces at the Lower Broad Street taxi stand. Currently, the total number of allocated taxi spaces at the Lower Broad Street location is 29. This was confirmed by a walk-through on Tuesday 13th June 2017. However, in a meeting with the taxi association, the representatives confirmed that up to 40 taxis currently operate from the Lower Broad Street location. It should be noted that currently each taxi operates independently, and there is no control at this taxi stand to facilitate a dispatch service.

2.2.1 Recommended actions

Ongoing dialogue with the vendors and the taxis to identify suitable solutions is recommended. In addition, the public should be kept informed about the proposed project, and updates on the construction schedule will facilitate travel plans.

2.3 Safety and security

There are several issues that relate to the safe and secure use of the Urban Route. Some of these are infrastructural:

- Several roads with damaged paving that could lead to falls.
- Inadequate pedestrian crossings to facilitate safe access throughout the route.
- Many of the roads are narrow and there are no sidewalks for safe pedestrian access.
- There are a number of dangerous, deep open drains.

Any of these issues that fall within the geographic scope of the Urban Route can be easily remedied during the construction phase of the project. However, the problems extend beyond the Urban Route and will continue to pose potential risks to locals and visitors who traverse Bridgetown.

There are also safety and security issues pertaining to vandalism of trail elements. Homeless people may also choose to sleep on benches or other furniture and installations placed along the trail. Whilst not a major occurrence, there is also the possibility for trail users to be victims of theft or assault.

2.3.1 Recommended actions

Some of these issues are beyond the scope of the project. In the medium to long term, full scale repairs to the roads, pavements and drains in Bridgetown will be required.

The project team should meet with the Crime Prevention Unit of the Royal Barbados Police Force to obtain their input into the enhancing the safety elements of the designs.

2.4 Sanitation

The access to toilet facilities in Bridgetown is largely inadequate. It is noted that part of the plan for the Urban Route will be to increase toilet facilities in Bridgetown. This is a definite benefit of the plan.

There is an ongoing problem with uncontrolled littering and garbage disposal in Bridgetown. The Sanitation Service Authority provides a regular service, but the Authority is unable to keep up with the wilful disposal of litter and garbage by the many people using the area.

2.4.1 Recommended actions

The employment of a Custodian on a daily basis is recommended to maintain the toilet facilities to ensure that they remain clean and in good condition.

With specific reference to the Urban Route, the Ministry of Tourism will need to consider employing services that can maintain the Route and ensure that it is always in a clean condition in anticipation of the tours. However, there is a wider issue of addressing the extent to which Barbadians are willing to litter. This is beyond the scope of the project and will require incentives as well as punitive measures to reverse the trend.

2.5 Visual

Currently, there are several factors that detract from the beauty of the city. Amongst these are:

- Unregulated signage, advertising, events board
- Many buildings are derelict or dilapidated and in need of repair and maintenance
- Open spaces and unused spaces are not maintained and are filled with litter and refuse
- Loss of heritage building features and lack of ongoing maintenance

There is a proposal for specialized signage for the Urban Route which will address the issues within those geographic areas. Some small scale upgrades are also proposed to key buildings and locations (See Design Collaborative Report).

2.5.1 Recommended actions

This is another area that must be addressed beyond the scope of this project to protect the heritage within Bridgetown and in recognition of its international listing as a World Heritage Site. The rehabilitation of buildings and maintenance of open spaces in Bridgetown are projects that would benefit from private-public partnerships.

2.6 Access

Disabled access throughout much of Bridgetown is poor. This is an issue for persons in wheelchairs, those with infants in strollers, the elderly and others with any form of physical challenge. There is also the challenge of inadequate signage and directional information at many areas along the proposed route and throughout Bridgetown as a whole. In addition, parking in some areas is unregulated and can present problems to both vehicular and pedestrian traffic. In some areas, there is uncontrolled use of junctions and footpaths by vendors.

The areas along the proposed Urban Route which experience these challenges will be upgraded. However, the broader City area, which is traversed by locals and visitors, will require rehabilitation.

2.6.1 Recommended actions

This is beyond the scope of the project, and in the medium to long term, full scale upgrades to make Bridgetown fully accessible will be required.

3 Stakeholder mapping for the public meeting

Preliminary meetings were conducted with the Ministry of Tourism to confirm the stakeholders who were to be invited to the public meeting. Factors used to identify affected and interested parties were *inter alia*:

- Geographic location, i.e. presence directly along or in close proximity to the proposed Visitor Centre and the Tourist Urban Route
- Umbrella organisations representing the interests of parties operating in the Bridgetown area
- Key sectors related to the proposal:
 - Tourism agencies
 - Safety and security personnel
 - Cultural heritage organisations

A list of the stakeholders who were identified is located in Appendix 1. Invitations were mailed to all of the agencies on the list. In addition, the Ministry of Tourism utilized their Government Information Service (GIS) representative and secured advertisements in the local print and electronic media. A copy of the letter of invitation as well as the advertisement is contained in Appendix 2.

4 Summary of consultations

Focused meetings were convened with the vendors association, BARVEN, and with the Bridgetown Taxi Association. These two groups were targeted because the proposed Tourist Urban Route could cause temporary dislocation for vendors operating in Palmetto Square, and a change in the manner of operations for the taxis who operate at the Lower Broad Street and Beckwith locations.

At both of these sessions, Mr. Robert O'Neal, the architect with Design Collaborative, provided an overview of the Urban Route. Walk-throughs were also conducted at the Palmetto Street vendor location as well as the Lower Broad Street taxi stand to observe how the Urban Route would impact on the operations. A public town hall meeting was held to share the proposed plans with the wider public.

4.1 Meeting with vendors association

The President, Secretary and three other members of the vendors association, BARVEN, attended a meeting on Tuesday 6th June 2017. The list of participants is contained in Appendix 3. The main focus of the meeting was the section of the proposed Urban Route that would traverse the area behind the Parliament Buildings where vendor structures have been erected in the middle of Palmetto Square without formal planning permission, and which do not meet any existing standards, e.g. there are neither toilets nor a source of potable water. The proposal would be to remove the existing structures and replace them with designed facilities and landscaping. Currently three vendors operate from these structures and they employ approximately ten persons. In addition, there is planned upgrading of the area as a whole, which would include paving and landscaping. This would cause temporary dislocation of vendors who currently operate from vehicles on the side of the street. Approximately seven vehicles operate from that area. It would also temporarily reduce pedestrian traffic through the area during the construction phase. This would have an impact on all the vendors who operate in the Marhill and Palmetto locations, since they rely on the pedestrian traffic for sales.

BARVEN agreed that the booths in Palmetto Square could be improved in the interest of both the vendors and the objectives of the Urban Route. They proposed that the repaving of the area be done first and preferably at night or later in the day at times that would not reduce pedestrian traffic through the area. The second phase could be the removal and reconstruction of the vendor booths, and provision could be made for the vendors who currently operate in those booths to temporarily share the road side space with the vehicle based vendors, so that they do not lose business during construction. They also would like construction to be undertaken in the shortest possible time to reduce loss of income for the vendors in that location.

It was agreed that a walk-through of the area would be conducted and this was done on Tuesday 13th June 2017. This highlighted the fact that there are well maintained bathrooms already at the Marhill Street vendors' facility. However, it would require the employment of a custodian to ensure that they are properly maintained if they are to be opened fully to the public. Currently each vendor who operates in the Marhill Street facility has a key for the washrooms which they can give at their discretion to their customers.

4.2 Meeting with taxi association

The meeting with three representatives of the Bridgetown Taxi Association was held on Friday 9th June 2017. The full list of participants is located in Appendix 3. The aspect of the Urban Route that concerns the taxis is the proposed design for a Square in the Lower Broad Street area, which includes the development of a restaurant, bathrooms and landscaping, and the removal of the majority of the taxis from that location to a holding space on Hinks Street. A dispatch process would be utilised to call taxis to the Lower Broad Street location once the ones in place have been hired for service.

This presents a challenge, however, because the taxi representatives informed the meeting that there are currently no controls over the taxis operating at the spaces at Lower Broad Street or at the Beckwith Location. Therefore, there is no opportunity to operate a dispatch booth because currently any licensed taxi driver can occupy those spaces. The representatives further indicated that it is only at a selection of hotels, the hospital and the sea and air ports that successful dispatch services are utilised. The dispatch services at these locations are operational, because those taxis are controlled by taxi organisations assisted by the security services in those locations. They also noted that even with this in place there are “snatchers” who try to take business away from the licensed taxi operators at the airport, and security is at times unable to deter them.

For a dispatch system to work in Bridgetown, the Bridgetown Taxi Association would need to have control over the taxi stand location. There would also have to be security. As it stands now, should the spaces in Lower Broad Street be reduced, the taxis that are in the holding location would not be visible, and would be at a disadvantage to any other licensed taxi that could choose to come and occupy a vacant spot in Lower Broad Street. The representatives emphasized that taxis need a central visible location where there is pedestrian traffic.

A further complication is the fact that many taxis have regular customers who come directly to them for service. Therefore, a dispatch system that calls up the “next taxi in line” would deny taxis the opportunity of working for their established clients. The system of providing service to existing clients only works if all the taxis are present in a visible location.

Under some duress, the representatives suggested that should some of the taxis be required to relocate as a consequence of the proposed Tourism Urban Route, alternate locations could be next to the Burger King on Lower Broad Street or next to Mustor on McGregor Street. Their counter-proposal is that the Square be developed in the Hinks Street carpark and that all the taxis remain in the existing location. They do agree that there is a need for more control and order amongst the taxis. For this to occur, the representatives state that the Ministry of Transportation should put a cap on the number of taxis licenses that they are issuing, and work with the Bridgetown Taxi Association to establish and enforce standards or a code of conduct for the taxis that would include conducting a background check on the applicants to ensure that they have no criminal history; issuing permits that are connected to specific locations so that there can be control over numbers; and other issues such as appropriate attire and conduct when soliciting sales and carrying passengers.

The representatives confirmed that up to 40 taxis currently operate out of the Lower Broad Street location, and the number rises to 70 if the location next to Cheffete is included. The total number of spaces at the Lower Broad Street location is 29. This was confirmed by a walk-through on Tuesday 13th June 2017.

4.3 Public meeting

The public meeting was held on Thursday, June 15, 2017 from 7:00 pm - 9:30 pm at Solidarity House, St. Michael. Forty-eight (48) participants were in attendance, the full sign-in list can be found in Appendix 4. Table 1 provides a disaggregation of the participants.

Table 1: Representation at the public meeting

CATEGORY	NUMBER
Total	48
Males	28
Females	20
SECTORS	
Ministry of Tourism and International Transport	6
Other Public Sector Tourism	4
Private Sector Tourism	1
Public Sector	5
Private Sector	2
Safety and Security personnel	4
Taxis	2
Vendors	7
Religious groups	1
Heritage Groups	1
Disability groups	1
NGOs/CBOs	2
Trade unions	1
Residents	1
Consultants/Project Team	4
Media	6

A package was made available to the press. A copy is provided in Appendix 2.

The meeting was chaired by Consultant, Janice Cumberbatch; presentations were made by Ms. Cecelia Jones, the Acting Deputy Permanent Secretary, Ms. Francia Jordan, the Director of Research and Planning and the Hon. Richard L Sealy, Minister of Tourism & International Transport. Mr. Robert O'Neal gave a detailed presentation of the proposed Tourist Urban Route. The meeting agenda is located in Appendix 5.

The main issues that were raised at the meeting were as follows:

Fire safety:

The representative of the Barbados Fire Service was supportive of the project but was concerned about fire safety at the Beckwith Square location. He indicated that the streets are narrow and suggested that the design needed to consider the size of fire appliances.

Signage and bollards:

The representative of the Barbados Council for the Disabled suggested that some of the proposed designs for the signage would be difficult for persons to read because they consist of pictorial backgrounds with superimposed text. She recommended international standards of plain colours which would be especially considerate of the visually impaired. The

representative also advised against the use of bollards, as these could inhibit access, particularly to wheelchairs, strollers, etc.

Construction impacts on vendors:

The representative from BARVEN offered support for the project but was concerned about the reduction in pedestrian traffic during the construction in the Palmetto. He requested that the vendor association be included in the planning process.

Increased activity in Bridgetown:

A retired Barbadian who indicated that she had returned to the island after being abroad for decades suggested that though the concepts looked very nice, Bridgetown needs to come alive. She emphasized that Barbados needs a city that gives persons things to do, not simply sitting areas. She did not like the amount trees in the design; rather what is needed is more activity and entertainment: bowling alley, movie theatre, parks to play. She was particularly concerned about the absence of activities for young people.

The Minister responded that Bridgetown is far from dead, especially if there are 150 taxis fighting for spots, plus various shops and bars. He reiterated that the project is an exercise to embellish and enhance Bridgetown, not to resuscitate the dead.

The owner of Furniture Ltd. congratulated the Ministry for arranging the town hall meeting. She explained that when business people refer to Bridgetown as dead, it was a reflection of purchases being down and the majority of persons going out of town for shopping. She noted that several Government businesses had relocated out of Bridgetown, and therefore persons no longer needed to visit Bridgetown to pay taxes/bills, etc. She did, however, compliment the team for trying to bring the tourist into the city and improve the area. She hopes that the project will make Bridgetown alive again.

Taxi dislocation:

The President of the Bridgetown Taxi Association requested that the project team *not* use the term “Beckwith Square”, but rather Taxi Stand. He asked how many taxis the redesigned Square would accommodate and Mr. O’Neal indicated that, based on the design, the number of taxis in the Square would be reduced from around 29 to 10. In response the representative clarified that there are currently closer to 150 taxis operating from that location, and that the designs for that area would not work. He also did not approve of the idea of a water taxi, suggesting that they would compete with the taxis operating in Heroes Square. The president of the association implored the team to try to understand the amount of taxis they would be eliminating; and asked the Ministry of Tourism to put a cap on the project immediately.

The Minister responded to this and indicated that the current situation with taxis in Lower Broad Street is untenable; too many are operating from that location. He also said that the introduction of a water taxi should not take jobs away from the taxis as this would be short trips.

Improved sanitation and orderliness in Bridgetown:

A private independent tour operator informed the meeting that she had been offering tours in Bridgetown since the 1970s, and has been embarrassed on numerous occasions by the dirtiness of the town. As a consequence she wants the city to be cleaned, and littering to be addressed. She also was not impressed by the number of plants in the design, she felt that persons would litter in the plant pots. In addition, she wishes that parking regulations be

enforced, and that there be improved utilisation of the BTI carpark as well as the establishing of a shuttle service.

The speaker suggested that the project could be an opportunity to revive the Fairchild Street Market, and asked whether this could be considered by the project. She indicated that she had submitted a well-constructed proposal to the Ministry of Agriculture regarding the Cheapside Market, but it had not been actioned. She also recommended that Queens Park not be left of the designs.

The speaker was very concerned that developers are not listening to the common man – the people who use the areas, e.g., the vendors. She felt that oftentimes consultants are brought in, despite the fact that persons provide suggestions on the call-in programmes – but officials do not listen.

Vendors:

The BARVEN representative offered support for the project and asked that the vendors not be overlooked because they play an important in shaping the economic landscape of the city. He described the vendors as the living heritage of Historic Bridgetown, noting that when tourists visit Bridgetown in most cases they interact more with the vendors than the buildings. He wondered whether the project could encapsulate the entire Bridgetown area. He indicated that the project team should plan with the entire vending community to beautify stalls, keep areas clean and present a better expression of culture - this way vendors would not have to be relocated; and it would be a more holistic experience and not just a route.

In response the Minister stated that the intention of the project is to enhance vending. He also added that he felt that Swan Street should be a part of the route.

Safety and security:

The Community Relations and Crime Prevention Officer with the Royal Barbados Police Force¹ raised issues of safety and security. He was concerned that the communities in Bridgetown (e.g. New Orleans) had not being incorporated into the planning of the project. He stated that persons in these communities may feel isolated - as if they do not have a stake in the project.

The Officer felt that consideration should be given to potential increases in crime activity and surveillance/crime prevention be considered (e.g. CCTV system, and security outside of the police). He was also concerned about the narrowing of streets and the types and placement of plants (e.g. hedges should be no higher than 2 feet and thorny bushes should be used).

The Officer questioned whether mass casualty and other safety plans were in place (e.g. what if the water taxi capsized?). He recommended that consultations be held with the relevant divisions of the police force (e.g. traffic management and crime prevention) and other agencies such as the Department of Emergency Management and the Barbados Fire Service. He also wondered whether they were developing a tourist city or one for Barbadians.

¹ Inspector Griffith relayed these comments to the Facilitator and Rapporteur after the meeting was closed. Permission was granted to include his views in the meeting report.

4.4 Responses to the issues

As a consequence of the comments received from the stakeholders at the public meeting, the architect from Design Collaborative committed to the following actions:

1. To take the fire safety concerns raised by the representative of the Barbados Fire Service into consideration to ensure that firefighting equipment can access the area.
2. To take the issue of universal signage into consideration in the signage designs.
3. To meet with the Ministry of Transport and Works regarding the situation of the taxis at the Lower Broad Street location.

5 Recommendations

The majority of the stakeholders consulted have been supportive of the plans for the proposed Tourist Urban Route. However, they have raised very valid concerns that need to be factored into the ongoing planning, construction and implementation phases. These are:

1. Convening meetings with the Ministry of Transport and Works and the taxis to discuss the current situation and find solutions for the Taxi Stand at Lower Broad Street. If the control of the taxis at that location is not undertaken, the proposal to reduce the spaces will lead to negative impacts on the livelihoods of the taxis that currently operate from that location. This is a matter that extends beyond the scope of this project. One option would be to remove the proposed works at Lower Broad Street from this phase of the project and address it in a subsequent project.
2. Developing a construction plan for the Palmetto area so that there is minimal disruption to the pedestrian traffic during the construction phase in that location. If the construction is prolonged the vendors in that area will suffer losses to their income for the duration.
3. Meeting with the Royal Barbados Police Force, more specifically the Crime Prevention Unit, to discuss measures to enhance the safety for the users of the Urban Route, as well as to secure the infrastructure that will be installed along the route from vandalism and vagrant usage.
4. Developing an ongoing communication strategy that will keep the stakeholders up to date with the design and implementation of the Urban Route. This can include:
 - a. Information provided in the print and electronic media via the GIS.
 - b. Establishment of a website or use of an existing website to provide up to date information².
 - c. Identification of a liaison officer within the Ministry whose contact details – telephone and email – are made available so that any stakeholder or member of the public can call in with information or complaints or receive information.

6 Responses from the Ministry of Tourism

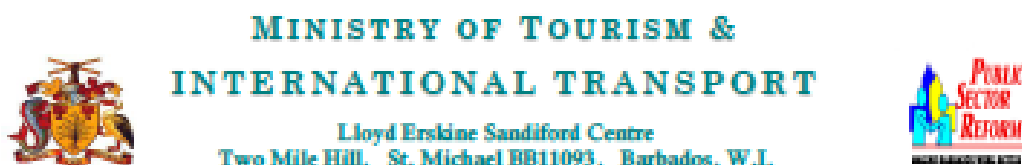
This report and the issues highlighted in the consultation events, is under discussion with the Ministry of Tourism. The Ministry will provide its official response to these issues (particularly these 4 listed above) and this response will be annexed to this report as Appendix 7. At such time, this document will be considered final and will be made available publicly.

²The Coastal Zone Management Unit's (CZMU) website is a good example. The CZMU provides up to date details about their ongoing coastal projects via their website.

7 APPENDIX 1 – List of stakeholders invited to the meeting

SECTORS	STAKEHOLDERS
RESIDENTIAL	Residents along Urban Route
	Residents in adjacent communities
Private sector/NGOs	
FINANCIAL & COMMERCIAL	Barbados Bankers Association
	Barbados Chamber of Commerce and Industry
TOURISM	Barbados Hotel and Tourism Association
	Tour Guides
HERITAGE	Barbados National Trust
	Barbados Museum and Historical Society
SMALL BUSINESS	BARVEN
	Barbados Small Business Association
TRANSPORTATION	Bridgetown Taxi Associations (various)
RELIGIOUS GROUPS	Churches/Religious Places: St. Mary's, St. Michael's, James Street Methodist, the Jewish Synagogue & Nidhe Israel Museum
DISABILITY GROUPS	
	Barbados Council for the Disabled
MEDIA	Barbados Advocate
	Starcom Network
	Barbados Today
	Nation News
Public sector	
TRANSPORTATION	Barbados Port Inc
	Barbados Transport Authority
TOURISM	Barbados Tourism Investment Inc
	Barbados Tourism Marketing Inc
	Barbados Tourism Product Authority
SAFETY & SECURITY	Royal Barbados Police Force
	Barbados Fire Service
HERITAGE	Cultural Industries Development Authority
	National Cultural Foundation
	Clerk of Parliament (Museum of Parliament and National Heroes Gallery)
	World Heritage Committee
VENDORS INFRASTRUCTURE MANAGEMENT	Ministry of Agriculture (Markets Division)
MAINTENANCE	National Conservation Commission
	Sanitation Service Authority
RESIDENTS	Central Bank of Barbados
COMMUNITY ENGAGEMENT	Constituency Council for Bridgetown
FINANCIAL	Public Investment Unit
REGULATORY	Town Planning Department
MEDIA	Government Information Service

8 APPENDIX 2 – Letter of invitation and advertisement for public meeting



Ref. No: 9314/4 TI

June 12, 2017

Dear Stakeholder

National Tourism Programme – Town Hall Meeting

The Ministry of Tourism and International Transport (Tourism) is currently working with the Inter-American Development Bank (IDB) on the National Tourism Programme which has been conceived under the 2014-2018 Country Strategy to reinvigorate the tourism sector focussing on three areas, the first of which is cultural heritage tourism with a view to diversify and improve tourism products to consolidate current visitors and attract new segments.

Final designs have been prepared for two products, namely, a Visitor Centre at the Town Hall Building in Bridgetown and A Tourism Urban Route which is a walking tour of Bridgetown with interpretation for a number of National Historic or Listed Sites within the UNESCO Heritage Property of Historic Bridgetown and its Garrison.

The IDB has requested that there is public consultation in accordance with the requirements of the Town Planning Department before the project is submitted to the IDB's Board of Directors for consideration.

Accordingly, the Ministry will be hosting a Town Hall Meeting on Thursday June 15, 2017 at 7:00 p.m. at the auditorium of Solidarity House, Harmony Hall, St. Michael. The Ministry is extending an invitation for representative of your organisation to attend this meeting. Please contact the undersigned at 535-7500/16 or yearwoodg@tourism.gov.bb should you require further information.

The Ministry looks forward to your participation.

Yours faithfully

Gale R.V. Yearwood (Ms.)
for Permanent Secretary

(PLEASE QUOTE OUR REF. NO. & DATE IN YOUR RESPONSE)
"Encouraging Sustainable Tourism Development"

Tel (246) 436-7500

Email: info@tourism.gov.bb
Website: www.tourism.gov.bb

Fax (246) 436-4828

Tourism town hall next week

The Ministry of Tourism will hold a town hall meeting to discuss the National Tourism Programme and two initial projects: The Visitor Center and the Tourist Urban Route.

The meeting will take place on Thursday, June 15, in the Hugh Springer Auditorium of the Barbados Workers' Union, Solidarity House, Harmony Hall, St Michael, at 7 p.m.

During the town hall meeting there will be an overview of the National Tourism Programme by the Director of Research and Planning, Francia Jordan; and presentations on the initial projects by Robert O'Neal of Design Collaborative. A question-and-answer session will be facilitated by consultant Dr Janice Cumberbatch. (BGIS)

Tourism Town Hall Meeting Next Week

JAMAL WEEKES, JUNE 8, 2017 MINISTRY NEWS



(Stock Photo)

The Ministry of Tourism will hold a town hall meeting to discuss the National Tourism Programme and two initial projects: The Visitor Center and the Tourist Urban Route.

The meeting will take place on Thursday, June 15, in the Hugh Springer Auditorium of the Barbados Workers' Union, Solidarity House, Harmony Hall, St. Michael, at 7:00 p.m.

During the town hall meeting there will be an overview of the National Tourism Programme by the Director of Research and Planning, Francis Jordan; and presentations on the initial projects by Robert O'Neal of

Design Collaborative. A question-and-answer session will be facilitated by consultant, Dr. Janice Cumberbatch.

The meeting is intended for persons and businesses along the Urban Route, which stretches from the Visitor Center at the Old Town Hall to St. Mary's Church, Surtle Street, James Street, Pinfold Street and the area of the Jewish Synagogue, Palmetto Street and Dottin's Alley.

It also encompasses Church Village Green, the Constitution River Promenade, Independence Square, Heroes Square, Cavans Lane, Old Spirit Bond and the Wharf.

Persons may contact Gale Yearwood at 535-7516, or email yearwoodg@tourism.gov.bb for more information.

jamal.weekes@barbados.gov.bb

Brief for Media
National Tourism Programme

The National Tourism Programme is part of Barbados' Country Strategy being formulated by the IDB, to address vulnerabilities detected within the tourism sector and which are likely to impact on the country's competitiveness vis-à-vis other tourism-dependent nations and, by extension, its economic welfare.

The last Country Strategy extended over the period 2009-2013 and sought to address existing vulnerabilities through public sector modernisation and four priority areas. These areas covered Energy, Education, Water and Sanitation and Coastal Zone Management and Climate Change Adaptation. The current Strategy is for the period 2014-2018 and includes tourism for the first time. This National Tourism Programme will be executed by the Ministry of Tourism and International Transport utilising an IDB loan in the sum of US \$20 million.

The objective of the National Tourism Programme is to revive the tourism industry with a focus on increasing tourism revenue. This will be achieved through the following three components:

- ***Component 1*** - diversification/improvement of Barbados' tourism products to consolidate the number of visitors from traditional source markets, while attracting new segments in key geographical markets, based on a sound understanding of demand determinants and preferences;
- ***Component 2*** - updating and improving marketing strategies, particularly in relation to online channels, in a coordinated way with the private sector, to rejuvenate Barbados' tourism branding and promote the new products proposed; and
- ***Component 3*** - optimizing the use of public funding for airlift support based on recommendations from studies conducted according to allocations by country and assigning mechanisms.

Based on discussions at the inaugural meeting held between the Government of Barbados and an IDB Mission team a number of products, extracted from the

Barbados Tourism Master Plan 2014-2023, were proposed for inclusion in the Programme. During that mission and a subsequent mission, tours of Bridgetown (including the Bridgetown Port) and the Garrison to Oistins corridor were conducted to assist the consultants in the development of the proposals for the new tourism products. The preliminary findings of the consultants were subjected to robust discussion to ensure that the proposed products addressed the challenges faced by the tourism sector and that they built upon the recommendations of the Tourism Master Plan.

As a result of these deliberations the following products were selected for execution under the National Tourism Programme:

1. Visitor Centre

It is proposed that this facility be located in the Old Town Hall Building. Its purpose will be to *inter alia*:

- provide information on Barbados to long-stay visitors and cruise ship passengers;
- book and reserve services for specific events, cultural products and related offers;
- present a visual overview of Bridgetown based on interpretive themes, utilizing a wall of memory, scale model of Bridgetown and an island map amongst other media;
- purchase experiences designed for disabled visitors; and
- purchase tickets for guided tours of Bridgetown.

This Centre will therefore not only serve to offer information, but act as an entrance to the city of Bridgetown. It will play an important role in selling tourism in Barbados.

2. Tourist Urban Route: Accessibility Plan, Urban Enhancement and Improvement in the Historic City

This will include:

- The development of a tour route in the environs of Bridgetown, focusing on sites connected to the World Heritage Property;
- Improvement in sidewalks and accessibility particularly for the physically challenged;
- Installation of interpretive signage for persons with mobility, sight or hearing challenges;
- Installation of benches within Bridgetown; and
- Installation of public washrooms.

3. Renewed Barbados Museum

This will involve infrastructural work related to car park and accessibility improvements. It will also include enhancements to exhibition rooms incorporating technical and communication equipment to improve the understanding and interpretation of the exhibits.

4. Oistins Waterfront Improvement and Upgrading Project

This will include infrastructural improvements to the Bay Gardens Area such as but not limited to:

- A new drainage system;
- Auxillary road renewal including rainwater drainage (this is in the area in the vicinity of where the arts and crafts vendors are located);
- New lighting system;
- New food stalls layout;

- Extensions and improvement to public washrooms;
- Improvement of garbage skip areas;
- Installation of additional street furniture;
- Refurbishment of fishmongers working area; and
- Pavement and improvement of the craft vendors strip.

The IDB has contracted Design Collaborative to prepare final designs for the first two projects viz, the *Visitor Centre* and the *Tourist Urban Route: Accessibility Plan, Urban Enhancement and Improvement in the Historic City*.

The Town Hall Meeting is one of the requirements that there is public consultation in accordance with the requirements of the Town Planning Department before the project is submitted to the IDB's Board of Directors for consideration.

The Ministry of Tourism & International Transport (Tourism)
15 June, 2017

9 APPENDIX 3 – Focused stakeholder meetings

Meeting with BARVEN

Date: 6 June 2017
Location: Ministry of Tourism and International Transport

Present were:

Francia Jordan	Director of Research and Planning, Ministry of Tourism and International Transport
Gale Yearwood	Chief Technical Officer, Ministry of Tourism and International Transport
Robert O’Neal	Design Collaborative
Janice Cumberbatch	Consultant
Alistar Alexander	BARVEN
Robert Maloney	BARVEN
Amilton Wilson	BARVEN
Lera Alexander	BARVEN
Orlando Edghill	BARVEN

Meeting with the Bridgetown Taxi Association

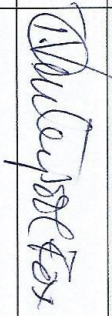





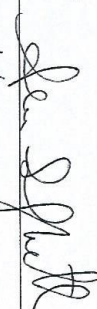

Date: 9 June 2017
Location: Ministry of Tourism and International Transport

Present were:


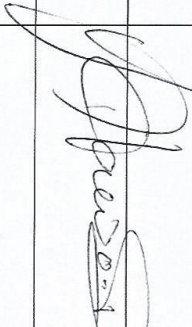
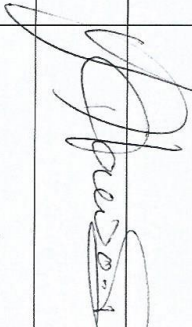
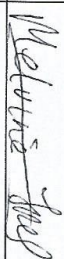

Francia Jordan	Director of Research and Planning, Ministry of Tourism and International Transport
Gale Yearwood	Chief Technical Officer, Ministry of Tourism and International Transport
Robert O’Neal	Design Collaborative
Janice Cumberbatch	Consultant
Kevin Talma	Talma Mill Studios
Philip Garner	President, Bridgetown Taxi Association
John Nelson	Secretary, Bridgetown Taxi Association
Antonio Yearwood	Member, Bridgetown Taxi Association

10 APPENDIX 4 - Public Meeting participants


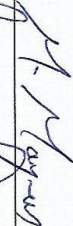

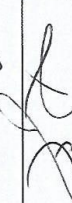
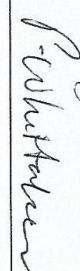




NATIONAL TOURISM PROGRAMME TOWN HALL MEETING 15 JUNE, 2017

NAME	ORGANISATION	CONTACT INFORMATION (EMAIL OR TELEPHONE OR ADDRESS)	SIGNATURE
TERRY VANIERPOOL-FOX	BARBADOS TOURISM PRODUCT AUTHORITY	535-3742 (w) 266-3646 (c) Terry@nsta.babados.org 253-9000	
CART. KARE BRANCH	BARBADOS PRT INC	kbbranch@barbadosprt.com	
XXXXXXXXXX	XXXXXXXXXX		
Roseanna Tindal	Bobs Council for the Disabled	- 427-8136	
Calvin EIDg Hill	BAEVEN	2410216	
Alcande Melmore	BAEVEN	837 7905	
VICTOR! MEIDA Cooke	EcoFavizules	234-9010	
Alison Sealy-Smith	NCF	Alison-Sealy-Smith@ncf.bb 417 6657	
Avery Green	Public Investment Unit MFE	535-1310	

**NATIONAL TOURISM PROGRAMME
TOWN HALL MEETING
15 JUNE, 2017**

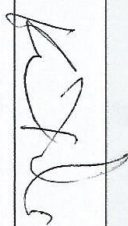
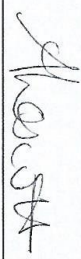
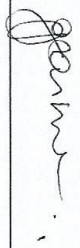


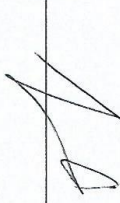
NAME	ORGANISATION	CONTACT INFORMATION (EMAIL OR TELEPHONE OR ADDRESS)	SIGNATURE
Feith Nallatt	NCC	425-8561	
Ram Muthaiah	Formal Ltd	4260068	
Garrett Leeson	" "	4360852	
Melina Jones	Rollins Road	426-3391	
Robert Maloney	Barren	820-7140	

**NATIONAL TOURISM PROGRAMME
TOWN HALL MEETING
15 JUNE, 2017**



NAME	ORGANISATION	CONTACT INFORMATION (EMAIL OR TELEPHONE OR ADDRESS)	SIGNATURE
John Nelson	Redemption Taxi	416 5466-5497394 240-1939 CEL	
Merlin Mayes	Byjus Franchise Service	Merlin.Mayes@kayibh705.com 354 Michelle Mayes 30420922 Michelle Mayes 30420922	
Mike Fletcher	Sam Lobo, Kefery Development	256-4056	
ROBERT CHASE	BIMI	836-5234	
Pamela Whitaker	Ministry of Tourism	535-7525 pwhitaker@tourism.gov.bb	
Ronald Wilkins	St Michael Is Cathedral	2312912	
Sirwan LAYNE	BIZ	427-7852	
DANNE PAU	B.W.U.	573-5000	
Stephen Mayes	R.B.P.F.	886-1672	

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**NATIONAL TOURISM PROGRAMME
TOWN HALL MEETING
15 JUNE, 2017**

NAME	ORGANISATION	CONTACT INFORMATION (EMAIL OR TELEPHONE OR ADDRESS)	SIGNATURE
Kevin Tuma	Tuma Mill Studios	232 9652	
Alexis Lescott	CENTRAL BANK OF BDO	alexis.lescott@centrad bank.org.bb	
FRANCIA JORDAN	TOURISM	535-7509	Jordan Jordan@tourism.gov.bb
GALE YEAKWOOD	MTI	535-7516	
JASON SEALY	MTI	535-7546	
KEARSON Macconnery	RBPIC	43807228	
GREG HAZZARD	Moby Killus Hazard Engineers	greg.hazard@mobykillus.com 438 4000, 233 4811	

NATIONAL TOURISM PROGRAMME
TOWN HALL MEETING
15 JUNE, 2017

NAME	ORGANISATION	CONTACT INFORMATION (EMAIL OR TELEPHONE OR ADDRESS)	SIGNATURE
NICHOLE MOORE CLARKE	BTH 1	michelen@visittoronto.org	N Moore
MARGARET ROCK- Kimberly Shepherd Michelle Redman	BARVERN BARVERN	837-2320	
AMILSON WILSON	BAVERN	228-9841 - 8249370 amilsonw@gmail.com 256-4787	A. Wilson
Maryna Vaughan	Brantford Fire Services	Maryna.Vaughan@fire-service.ca	

**NATIONAL TOURISM PROGRAMME
TOWN HALL MEETING
15 JUNE, 2017**

Media

NAME	ORGANISATION	CONTACT INFORMATION (EMAIL OR TELEPHONE OR ADDRESS)	SIGNATURE
W GEORGE ALLENNE	B'DOS TODAY		
✓ RICKY CARTER	SPARK.COM.NETWORK		
✓ ANESTA HENRY	B'DOS ADVOCATE		
✓ MICHAEL CADOGAN	B'DOS ADVOCATE		
✓ KIMBERLEE CURTIS	NATION NEWS		
✓ KENNIX DEBNISH	NATION		

11 APPENDIX 5 – Town Hall Meeting Agenda

NATIONAL TOURISM PROGRAMME TOWN HALL MEETING THURSDAY 15 JUNE, 2017 AT AUDITORIUM, SOLIDARITY HOUSE

AGENDA

Welcome

Ms. Celia Pollard-Jones, Permanent Secretary, Ag.

Brief Remarks

Hon. Richard L. Sealy, Minister of Tourism & International Transport, Ministry of Tourism & International Transport

Overview of the National Tourism Programme

Ms. Francia Jordan, Director of Research & Planning, Ministry of Tourism & International Transport

Presentation on Initial Projects

Mr. Robert O'Neale, Design Collaborative

Discussion, Questions & Answers

Facilitated by Dr. Janice Cumberbatch

12 APPENDIX 6 – Links to local news stories about the meeting

<https://www.barbadosadvocate.com/news/tourism-injection>

<https://www.barbadostoday.bb/2017/06/16/bridgetown-dead-2/>



Photo of the public attending the Town Hall Meeting (Source: <https://www.barbadosadvocate.com/news/tourism-injection>)

Appendix 7. Responses from the Ministry of Tourism

The Ministry of Tourism has reviewed the results of the public consultation activities, and provides herewith its responses to the four principal issues raised:

1. **Safety and security.** The Ministry of Tourism and International Transport confirms its commitment to work with Design Collaborative and the Royal Barbados Police Force in order to improve those elements of safety which form part of the Final Design Plans for the Urban Route.
2. **Collaboration with the vendors in Palmetto Square.** The Ministry confirms a commitment to work with the vendors, and in their best interest, in the final design of the Urban Route. With respect to Swan Street, the route includes a link through Swan Street as is shown on page 9 of the “National Tourism Project – Visitor Centre and the Urban Route Design Development Report (Phase 2)”. However, this will not have cost implications as no interventions (development works) are planned for Swan Street.
3. **Lower Broad Street Taxi Stand.** The Ministry wishes to confirm that the taxi stand development should be removed from the Route at this time.
4. **Communication Strategy.** The Ministry, through the Barbados Tourism Investment Inc. (where the Project Execution Unit will be housed) commits to ongoing communication and consultation during execution of all projects under the Programme.

Government of Barbados
26 September 2017