Management Plan for Historic Bridgetown And Its Garrison

2011
Management Plan

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The Rt. Honourable Freundel Stuart
Prime Minister of Barbados
Foreword To The Management Plan
by
The Hon. Stephen Lashley, M. P.
Minister of Family, Culture, Sports and Youth

The research which informed the preparation of the Nomination Dossier for submission to UNESCO removed any doubts one might have had about the significant role that Historic Bridgetown and its Garrison played in the growth of the British Empire in the Atlantic world. It confirmed our belief that this Site is, without doubt, one of Outstanding Universal Value. This major port town which became the Eastern Caribbean Headquarters for the British Navy until 1816 and for its Army until 1905, is now one of the region’s most dynamic towns, of which Barbadians can be justly proud.

This Management Plan seeks to ensure the management and preservation of our valued Site by utilizing and reinforcing, where necessary, existing legislation. This will be done within the context of the overall commitment of the Government of Barbados to the preservation of our heritage, both tangible and intangible. To this end, Barbados is signatory to the UNESCO Conventions aimed at the protection and preservation of all forms of culture. The Government, therefore, through the Barbados World Heritage Committee, will work to ensure that the terms and conditions of these Conventions are observed and that our people continue to treasure our capital city and its Garrison, to preserve it for future generations.

Armed with this Management Plan, the Barbados World Heritage Committee will ensure that future development within Historic Bridgetown and its Garrison is undertaken in such a way as to avoid any compromise to the integrity of this iconic Site and that it remains a reflection of the cultural heritage that belongs to all humanity.

I take this opportunity to express my gratitude to the Chairperson and members of the Barbados World Heritage Committee, the staff of my Ministry and all the individuals and organizations who worked tirelessly to prepare this Management Plan.

The Honourable Stephen A. Lashley, M.P.
Minister
Ministry of Family, Culture, Sports and Youth
Bridgetown is a port town and the capital of Barbados. Its central business district is the national centre serving as the primary focus for major office, parliamentary, and shopping services for the island. The Garrison is one of eight Cultural Heritage Conservation Areas on the island and represents a very distinguished era of military colonial history. Within the precincts of this Site, there are one hundred and fifteen listed buildings. The combination of Historic Bridgetown and its Garrison represents a worthy collection of history, colonial and vernacular architecture and good elements of the art and science of town planning.

The Management Plan for Historic Bridgetown and its Garrison reflects the collective thoughts of the Barbados World Heritage Committee and stakeholders. This thought process has been captured in the objectives of the Management Plan, the tool which will ensure the effective protection of the Site in a manner in which development will be harmonious and sustainable, thus preserving the rich cultural heritage for future generations. The Management Plan sets out the solid institutional, legislative and human capacity base required for effective implementation and it will shortly be further enhanced by the approval and enactment of appropriate legislation.

The Barbados World Heritage Committee and stakeholders will collaborate to ensure that the Site maintains its Outstanding Universal Value by adhering to the provisions set out in the Management Plan. These provisions underpin the day to day activities which are required to maintain the Site in a manner which is worthy of its World Heritage status. In order to maintain the integrity and authenticity of the Site, there will be a process of effective communication among all stakeholders. There will be mediation, where necessary, between conflicting interests, and there will also be critical collective reflection, education and informed decision-making.

The Management Plan complements a well documented and proven planning framework, and it also benefits from the dynamism associated with those planning instruments, namely, the Physical Development Plan Amended (2003) and the Town and Country Planning Act. The Barbados World Heritage Committee comprises a wide body of experience which represents tourism, cultural and natural heritage, architecture, town planning, education and the leading private sector organizations. With this wide knowledge base, the committee will continue to work assiduously to ensure that the management systems maintain and preserve our World Heritage Site.

Mark Cummins
Chairperson
Barbados World Heritage Committee
Executive Summary

This Management Plan for Historic Bridgetown and its Garrison was developed by the Barbados World Heritage Committee over the period September 2010 to February 2011 in consultation with a wide range of stakeholders. In keeping with the provisions of the Operational Guidelines for the Implementation of the World Heritage Convention (2005), sections 108 – 118, State Parties are required to submit a management plan to support the nomination of Sites. The lifespan of the Management Plan runs from February 2011 to February 2016 and will be reviewed at the end of the five-year cycle.

It is a document that will help to coordinate the care, maintenance and management of the Site by the relevant stakeholders, to ensure protection and preservation of the Outstanding Universal Value of the Site and to provide a balance between sustainability, development and economic development.

The Management Plan is a paradigm shift in the Caribbean from the traditional notions of preserving cultural heritage, which typically focus on built culture. It includes the preservation of intangible heritage such as oral traditions, rituals, language, dance, music, literature and visual arts. This plan sets out the objectives for the development of cultural services and productions across the nominated Site. It supports the vision of a number of policies in Barbados such as the National Cultural Policy, the National Strategy of Barbados and that of the Barbados Tourism Authority to make Barbados a competitive and attractive place in which to work, play and conduct business.

The management of Historic Bridgetown and its Garrison will be undertaken within a phased framework concentrating on the collection of baseline data and the establishment of key mechanisms within the first two (2) years followed by further consolidation of the activities and strategic roles of critical agencies over the remaining three (3) years. Both phases will be based on the execution of a plethora of strategies using a multi-sectoral, participatory framework aimed at preserving, protecting and enhancing the Outstanding Universal Value of the Property, for the enjoyment of future generations of Barbadians and the world.

The current state of preservation throughout the Property is characterized by varying degrees of neglect and decay of structures which have led to the loss of many properties. Moreover, limited access to capital and incentives to encourage regeneration, a paucity of knowledge and skills in the art of preservation and conservation, the need for enhanced public awareness and education (to engender appreciation of the Property), the creation of a sustainable tourism balance, and the current traffic congestion levels within the Property boundary are issues that confront the Site and need to be addressed.

In drafting the Management Plan, the Committee paid specific interest to public awareness and cultural interpretation to advance the concept that heritage is a sustainable, shared source of pride and a critical resource that can help to reframe the debate on cultural identity.

The guiding principles behind the Management Plan are:
Executive Summary - Management Plan for Historic Bridgetown and its Garrison

- Collaboration with stakeholders is critical to the establishment of a comprehensive, sustainable framework.
- Educational programming is critical to promoting awareness of the Outstanding Universal Value of the Site and aiding in its preservation.
- Promoting awareness of cultural heritage is one of the building blocks of a developed society.
- Understanding cultural heritage conservation not only helps a community protect economically viable assets but also preserves its practices, history, continuity and identity.
- Heritage conservation must be guided by full community participation.
- Heritage conservation must be guided by the strengthening of existing legislation.

The strategic objectives of the Management Plan are:

- To protect, preserve and enhance the cultural heritage within the Property.
- To enhance physical and intellectual access to the Site.
- To harness, manage and develop the recreational assets and tourism potential of the Site in order to contribute to the diversification of the economy.
- To raise awareness, understanding and appreciation of the Outstanding Universal Value of the Property and encourage local participation in its preservation.
- To interpret the Outstanding Universal Value of the Site through a series of cultural programmes and activities.

- To establish guidelines and manage the social and economic activities within the Property.
- To develop a set of appropriate risk responses and ensure the availability of efficient emergency services for the protection of the Property.
- To ensure that future development does not harm the Outstanding Universal Value of the Property.

The management of Historic Bridgetown and its Garrison will be undertaken within a five (5) year period, beginning from February 2011. It has been developed alongside the existing laws of Barbados which pertain to the management and preservation of conservation areas. It provides a coordinated approach to the development of a strategic framework for the management of the Site.

MANAGEMENT SYSTEM FRAMEWORK

This section provides the operational framework for the management of the nominated Site and outlines the key stakeholders involved in the participatory process, as well as the existing legislative, policy, programmatic and procedural basis for site management. The sources of funding, and existing skills, expertise and staffing levels are addressed.

RISK ASSESSMENT

This assesses the various strengths, weaknesses, opportunities and threats to the Site, both natural and man-made. This section forms the foundation for the Action Plan for Risk Management.

ACTION PLANS

Given the factors affecting preservation, a series of action plans has been developed under key thematic sectors for the purpose of creating a comprehensive enabling environment for the long-term sustainable management of the Property and the buffer zone as a World Heritage Site. The action plans are being spearheaded mainly by the members of the Barbados World Heritage Committee in conjunction with other key stakeholders.

The plans are as follows:

- Action Plan for Protecting, Preserving and Enhancing Heritage
- Action Plan for Education, Capacity Building and Research
- Action Plan for Traffic Management
- Action Plan for Tourism Management
- Action Plan for Public Awareness
- Action Plan for Cultural and Heritage Interpretation
- Action Plan for Risk Management

REPORTING, SITE MANAGEMENT AND PLAN IMPLEMENTATION EVALUATION

The management plan establishes a reporting system which incorporates local and international stakeholders in accordance with the sovereign requirements of the State Party and Chapters IV A and V of the Operational Guidelines for the Implementation of the World Heritage Convention. The mechanisms for the day-to-day and long-term monitoring of the Site are outlined in addition to a structure for the evaluation of plan implementation.

NAME AND CONTACT INFORMATION OF OFFICIAL LOCAL INSTITUTION / AGENCY

Ms. Shirley Farnum
Permanent Secretary
Division of Culture and Sports, Ministry of Family, Culture, Sports and Youth formerly
The Ministry of Community Development and Culture

Address:
First Floor East, Warrens Office Complex, Warrens, St. Michael
BARBADOS,
Phone: (246) 310.2700 / (246) 310.2750
Fax: (246) 271.1732
E-mail: sfarnum@barbados.gov.bb
Background

STATE PARTY
Barbados

STATE, PROVINCE OR REGION
St. Michael and Christ Church

NAME OF PROPERTY
Historic Bridgetown and its Garrison

GEOGRAPHICAL LOCATION - COORDINATES TO THE NEAREST SECOND
Coordinates:
25 degrees north, 59 degrees west
Bridgetown:
13° 4' 49" N, 59° 36' 25" W
Garrison:
13° 4' 49" N, 59° 36' 25" W

PHYSICAL SITE DESCRIPTION
The capital city, Bridgetown, is located on the sheltered south-western coast of the Caribbean island of Barbados. Its core area is dissected by the E-W flowing Constitution River, which deposits into the Careenage Basin, and ultimately into the picturesque Carlisle Bay area. The Bridgetown Community Boundary includes the Garrison and St. Ann’s Fort in the south. Bridgetown and its Garrison is located within the parishes of St. Michael and Christ Church, which are two of the most densely populated parishes on the island. The detailed description of the Property is included in Appendix I.

AREA OF NOMINATED PROPERTY (HA.) AND PROPOSED BUFFER ZONE (HA.)

Boundary Area:
Approx 187 Hectares

Buffer Area:
Approx 364 Hectares

Total Area:
Approx 551 Hectares

MAPS AND PLANS SHOWING THE BOUNDARIES OF THE NOMINATED PROPERTY AND THE BUFFER ZONE
• HBG001 – rev 01 : 16 000 - Feb 2011 – Historic Bridgetown and its Garrison
• HBG002 – rev 01 : 12 000 - Feb 2011 - Bridgetown: Natural and Constructed Features
• HBG003 – rev 01 : 10 000 - Feb 2011 - Garrison: Natural and Constructed Features
• HBG004 – rev 01 : 15 000 - Feb 2011 - Aerial Photography of Historic Bridgetown
• HBG005 – rev 01 : 10 000 - Feb 2011 - Aerial Photography of The Garrison
• HBG006 – rev 01 : 11 815 - Feb 2011 – Historic Bridgetown and its Thematic Zones
• HBG007 – rev 01 : 6 000 - Feb 2011 - Natural and Cultural Conservation Areas and Buildings of Special Architectural or Historical Interest
Historic Bridgetown and its Garrison is best understood using thematic zones that have been delineated for the historical interpretation of the Site. These are represented by the buildings and streetscapes that have characterized the activities and functions that have dominated the Site’s development as a centre for trade, military operations, political administration and culture in the British Caribbean over the past four centuries. The description of the property reflects the following thematic zones:

- Administration
- Maritime-Mercantile
- Military
- Cultural
- Residential

**Brief History of Bridgetown and Its Garrison**

Historic Bridgetown and its Garrison is representative of urban development in the British Caribbean. The nominated Site is a witness to almost four centuries of maritime development which led to Bridgetown becoming a major port city and trading centre in the 17th, 18th and 19th centuries. Bridgetown played an important role in the growth of the British Empire, not only as a colony but as a site for the projection of power for the British military in the Atlantic World.

The security of maritime trade and the ability to lay claim to the islands of foreign powers rested in the troops housed at the Garrison, among them personnel from the Royal Army and Navy. Historic Bridgetown was a major hub in the movement of people and for communication, which aided in the development and growth of the Trans-Atlantic trade. The town with its large garrison was also used to test the accuracy of new navigational equipment when it was chosen as the site to test the Harrison H4 (Marine Time Keeper) in 1764 to accurately record longitude. Historic Bridgetown and its Garrison contains listed sites and buildings that speak to the development of a town of medieval design into a major port town and garrison with significant civic, commercial and military buildings in the West Indies.

**Outstanding Universal Value**

As one of the earliest town sites established as an urban centre and ports in the Caribbean network of military and maritime-mercantile outposts of the British Empire, Historic Bridgetown and its Garrison was the focus of trade-based English expansion in the Americas. Developed as a nexus in the international trade of a popular tropical staple, sugar, it was able to establish its importance as a commercial port in the Atlantic World and the British Empire by the mid to late 17th century. Historic Bridgetown's irregular settlement patterns and medieval street layout are attributed to its spontaneous development as it grew to accommodate the rapid transition of Barbados' agro-economy from the production of colonial staples such as cotton and tobacco to widespread plantation-based sugar production.

Historic Bridgetown was not only an entrepôt for goods and slaves destined for Barbados but also the trans-shipment point for goods and enslaved persons distributed throughout the Americas. Being the most easterly of the Caribbean Islands gave the island significant commercial and military advantages. It was difficult to carry out an assault on the island and Barbados was never ruled by any other European power during its almost 400 year history. Carlisle Bay, its relatively safe harbour, was also perfectly positioned as the launching point for the projection...
and defence of British imperial power in the region. As a result of its strategic location and economic importance at the height of European imperial conflicts in the region, Historic Bridgetown and its Garrison became the Eastern Caribbean Headquarters for the British Navy until 1856 and for its Army until 1905.

The British Colonial Garrison concept developed into a form of imperial administration and control for British colonies and, as such, is a unique form of garrisoning not replicated by other imperial powers. Historic Bridgetown’s Garrison, the most structurally complete 18th and 19th century British Colonial Garrison in the world, became the blueprint for garrison development in the rest of the British Empire. It has retained an exceptionally high percentage of its physical attributes to make it the only example of its kind to exhibit the full spectrum of activities that such a complex could provide.

While several social and religious groups, including the Quakers, Sephardic Jews, Methodists and Moravians, were drawn to the port town to participate in the urban economy, enslaved Africans made up the majority of the laboring population that helped to build that economy. Although their activities were rigidly controlled in plantation society, enslaved and free men and women contributed to the vibrant culture of town life, participating in marketing, hospitality, performances and craft. These activities continued after emancipation and still remain a vital part of Historic Bridgetown and its Garrison. The town’s social stratification along gender, racial and class lines yielded social relations that both consolidated and contested imperial identity and authority. While the tangible and intangible aspects of the town’s urban working class culture survive in the continuity of certain activities and uses of space, public expression of the colony’s achievement of civility, gentility, prosperity and commitment to crown and country is retained in its monumental arts. These commissioned monuments form an outstanding ensemble of monumental sculpture, embodying varying concepts of freedom of religion, and political and economic self-determination. They bear an exceptional testimony to the expression of British Caribbean identity in the British Empire.

Historic Bridgetown and its Garrison participated not only in the international trade of goods, but also in the transmission of ideas and cultures that characterized the developing colonial enterprise in the Atlantic World. By the late 17th century, trade relationships were established with England, North America, Africa, and the colonial Caribbean, and Bridgetown was a cosmopolitan centre of commerce, settlement and exploitation.

**JUSTIFICATION FOR INSCRIPTION**

Historic Bridgetown and its Garrison is an architectural and technological ensemble of the same historic-cultural group. The Nomination is based on the cultural criteria stated in paragraph 77 of the Operational Guidelines for the implementation of the World Heritage Convention (2008). It is proposed that Historic Bridgetown and its Garrison be considered for inscription under Criteria (ii), (iii) and (iv) as follows:

1. **Cultural Criterion (ii) - exhibit an important interchange of human values over a span of time or within a cultural area of the world, on developments in architecture or technology, monumental arts, town planning or landscape design;**

   Bridgetown and its infrastructure have remained at the forefront of colonial architecture and is a wonderful example of the confluences of European and African craftsmanship, architecture and engineering. The ‘screw dock’ is the last of its kind in the world and the synagogue site is the oldest piece of Jewish consecrated ground in the English-speaking Americas. The area proposed represents human settlement and craft in the production and modification of buildings in a city that was the model of the Trans-Atlantic economy.

2. **Cultural Criterion (iii) - bear a unique or at least exceptional testimony to a cultural tradition or to a civilisation which is living or which has disappeared;**

   Though the style of architecture is considered European, the building and engineering was carried out by local peoples who adapted a European aesthetic to fit a tropical landscape, modifying and thereby creating a new genre of architectural style, Caribbean Georgian. The preserved built landscape and its surrounding cultural landscape are witness to 300 years of change and adaptation in an urban context. Its garrison area is one of only three such areas in the world and the only one in the Western Hemisphere.

3. **Cultural Criterion (iv) - be an outstanding example of a type of building, architectural or technological ensemble or landscape which illustrates (a) a significant stage(s) in human history;**

   Various buildings and sites in the town are unique while some of them are rare. They relate to an adaptive architectural style whose influence dominates the post-modern architecture of the present town.

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Footnote 1:

Comprehensive and site-specific management is of paramount importance to the conservation of Bridgetown in general and of the Outstanding Universal Value, authenticity and integrity of the World Heritage Property and its buffer zone in particular. With a land area of approximately 551 hectares under varying uses in Historic Bridgetown and its Garrison, a multi-faceted, participatory, sustainable management framework is required to protect and conserve the integrity and authenticity of the Outstanding Universal Value of the Property and its buffer zone.

In accordance with Sections 108 – 118 of the Operational Guidelines for the implementation of the World Heritage Convention (2008), the management system for the Site must be buttressed by traditional and non-traditional pillars including a specific management plan for the Site, the operation of institutional mechanisms, legislation, policy instruments and programmes, the allocation of financial resources and assessment of available capacities to sustainably preserve, manage and monitor the Property. The management of the site though primarily undertaken at the level of the State Party will also be strengthened through regular consultation with the Advisory Bodies to the World Heritage Committee and partners in the protection of World Heritage. The proposed management framework for Historic Bridgetown and its Garrison over the period February 2011 – February 2016 outlined in this document embraces such an approach.
2A. HISTORIC BRIDGETOWN AND ITS GARRISON MANAGEMENT PLAN

Barbados has embarked on the process of securing the inscription of Historic Bridgetown and its Garrison as a World Heritage Site, with potential for better preserving and conserving of its cultural heritage and to the City once more becoming a hub of social and cultural activity in Barbados. As a best practice approach and a requirement of Section 108 of the Operational Guidelines for the Implementation of the World Heritage Convention (UNESCO 2005), the management of the nominated site will be facilitated by this management plan. The Management Plan is a core resource tool with the overarching goal of facilitating a participatory and comprehensive system of management to protect and preserve the Outstanding Universal Value of the Property and its buffer zone.

Strategically, the objectives of the Management Plan are to:
- Protect, preserve and enhance the cultural heritage within the Property.
- Enhance physical and intellectual access to the Site.
- Harness, manage and develop the recreational assets and tourism potential of the Site to contribute to the diversification of the economy.
- Raise awareness, understanding and appreciation of the Outstanding Universal Value of the Property and encourage local participation in its preservation.
- Interpret the Outstanding Universal Value of the Site through a series of cultural programmes and activities.
- Establish guidelines for and manage the social and economic activities within the Property.
- Develop a set of appropriate risk responses and ensure the availability of efficient emergency services for the protection of the Property.
- Ensure that future development does not have a negative impact on the Outstanding Universal Value of the Property.

These strategic objectives have been developed in consideration of the following assumptions, opportunities and risks:

ASSUMPTIONS
- The Government and people of Barbados will remain committed to the management of Historic Bridgetown and its Garrison as a World Heritage Site.
- The UNESCO World Heritage Committee will provide guidance in the management of Historic Bridgetown and its Garrison as a World Heritage Site.
- Technical assistance for the implementation of the management plan is available through the combined effort of national agencies, international resources and UNESCO.
- The financial resources for the execution of the management plan will be secured through the Government of Barbados, private resources and funding options under UNESCO and non-UNESCO funding.

OPPORTUNITIES
- The proposed inscription of Historic Bridgetown and its Garrison is considered advantageous and is expected to provide opportunities for greater preservation and stakeholder collaboration in the management of its historic and cultural assets, improved access to local and international funding, revitalization of Bridgetown, enhanced capacity building in conservation, preservation and disaster management, increased international visibility and tourist arrivals and heightened public awareness.

RISKS
- The following natural and man-made risks to the management of the site have been identified:
  - climate change,
  - fire,
  - meteorological and other coastal hazards,
  - seismic hazards,
  - development pressures,
  - security threats,
  - environmental threats, and
  - social pressures.

In setting out to achieve these objectives, this section of the Plan outlines the multi-faceted management system to be employed. The Plan subsequently assesses the major risks to the Site, proposes critical sectoral actions to be undertaken, and describes the mechanisms for site monitoring and the evaluation of plan implementation.
Section Two - Management System Framework

THE BARBADOS WORLD HERITAGE COMMITTEE

The management of World Heritage Sites supports the concept of “integrated conservation”, as introduced by the European Charter of the Architectural Heritage. The State Party, being the Government of Barbados, also supports the concept through its establishment of the Barbados World Heritage Committee, which provides the legal, administrative, financial and technical support, and embraces the cooperation of public and private stakeholders.

By appointment of the Barbados Cabinet, dated 8th July, 2010 “The Barbados World Heritage Committee” (The Committee) is the established body to execute the overall responsibilities of the State Party to the Convention and the management of all World Heritage Sites (both Tentative and Inscribed) in Barbados in accordance with the laws of Barbados and the relevant international cultural heritage conventions and standards to which Barbados is signatory. This Committee reports directly to the Ministry of Family, Culture, Sports and Youth (MFCSY), who in turn reports to the Minister with responsibility for that Ministry and ultimately to the Cabinet of the Government of Barbados. The reporting relationship is clearly set out in Section 5 of this document, and the system also facilitates the submission of reports or other correspondence to the Chair of the Committee.

The Committee as an institution is a central plank in the administration of the system with a mandate to:

- Oversee adherence to the World Heritage Convention.
- Advise on policies and programmes for the conservation and management of Heritage Sites.
- Evaluate and monitor all matters relating to the protection and management of cultural and natural heritage sites in Barbados.
- Provide representation for Barbados at the Annual UNESCO World Heritage General Assembly and the World Heritage Committee.

With regard to the Historic Bridgetown and its Garrison site, this Management Plan further identifies the precise mandate of the Committee as:

- Drafting and monitoring the Management Plan for the promotion and conservation of Historic Bridgetown and its Garrison in accordance with UNESCO guidelines;
- Facilitating coordination and engagement between key public and private stakeholders to ensure “buy in” of the Plan itself and the proper implementation of the provisions of the Management Plan;
- Coordination of funding allocated to the Management Plan and implementation of initiatives contained therein;
- Promotion, implementation, and coordination of the activities identified in the Management Plan; and
- Administration of the continuous review, evaluation, update and amendment of the Management Plan.

The Committee is characterized by multi-sectoral membership, reflecting the diverse public and private sector skills and expertise required for the poised management of the Property. All agencies provide support to the management process through their individual and shared roles. Chairmanship of the Committee is under the designated site manager who is the Chief Town Planner, Town and Country Development Planning Office (TCPDO) and the Director, Natural Heritage Department (NHD) is the deputy Chair. Coordination and secretariat support for the operations of the Committee are led by the MFCSY.

Other organizations on the Committee are:

- The Ministry of Family, Culture, Sports and Youth
- The Ministry of Transport and Works
- The Ministry of Tourism
- The Lands and Surveys Department
- The Coastal Zone Management Unit
- The Barbados Tourism Investment Incorporated
- The University of the West Indies
- The Barbados National Trust
- The Barbados Museum and Historical Society
- The Barbados Chamber of Commerce and Industry
- The Barbados Institute of Architects

The specific roles of the committee members in relation to the management of the Property and its buffer zone span key areas of administration, regulation and enforcement, facilitation, education and capacity building, and public interpretation and awareness and draw on existing or proposed tools such as legislation, policies and plans. Many committee members also provide general management and administrative oversight to the operations of other departments and organizations and these must be considered within a shared framework of ownership to achieve success.

Section 2, table 1 provides a summary of the broad remit, areas of expertise and levels of authority of the Barbados World Heritage Committee and its respective member institutions.

Town and Country Development Planning Office, (TCPDO):

The CTP, through the Chairmanship of the Committee, acts as the overall Manager of World Heritage Sites in Barbados. In this role, the Manager will be supported through the provision of guidance and support services as necessary by the other Committee Members, and will assume lead responsibility for the implementation of the Management Plan.

The TCDPO, in providing for the orderly and progressive development of land within the nominated boundary, will ensure that future development does not have a negative impact on the Outstanding Universal Value of the Property. This will be facilitated through a development driven planning system. The Dartment’s legislative base for determining Planning Applications is set out in the Town and Country Planning Act Cap. 240, and the Town and Country Planning [Amendment] Act, 2007-1 (TCPA) subsidiary legislation, the Town and Country Planning Development Order, (TCPDO), 1972.

In assessing applications, further guidance is provided to the department through the policies outlined in the Physical Development Plan Amended 2003 (PDP), [currently in operation for the period 2008 – 2013] which provides a vision for the future growth and development of the island by setting out policies to guide relationships between land uses, community facilities and physical infrastructure. The Town and Country Planning Act Cap. 240 Section 16 (4) requires the Chief Town Planner to have regard to the Development Plan so far as may be material to the application and to any other material considerations when dealing with a planning application. The potential for unacceptable adverse impact on the natural or man-made heritage of Barbados is considered a material consideration.

Through its comprehensive mandate and chairmanship of the Committee, the TCDPO will lead the management of the proposed World Heritage Site of Historic Bridgetown and its Garrison in collaboration with all stakeholders.

The Natural Heritage Department (NHD):

The Director, NHD is the Deputy Chair of the Committee and will therefore undertake the role of Site Manager as necessary.

The NHD was established by legal statute in 2004, and is principally charged with the responsibility to institute the vision, principles, objectives, goals, policies and guidelines for the sustainable...
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<th>AGENCY/ORGANIZATION</th>
<th>REMIT</th>
<th>LEVEL OF AUTHORITY</th>
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<tbody>
<tr>
<td>Barbados World Heritage Committee</td>
<td>To coordinate a participatory and comprehensive system of management to protect and preserve the outstanding universal value of the Property and its buffer zone for future generations</td>
<td>Political: Cabinet appointed (Ministerial and Parliamentary Representative Authority) High-level policy: Permanent Secretaries, Heads of Department/Organizations</td>
</tr>
<tr>
<td>The Town and Country Development Planning Office</td>
<td>Physical Planning: To ensure the orderly and progressive development of land in both urban and rural areas of Barbados</td>
<td>Chief Town Planner</td>
</tr>
<tr>
<td>The Natural Heritage Department</td>
<td>Natural Heritage: To promote the conservation of special and unique biomes of Barbados through effective management of a network of terrestrial and marine protected areas for the recreation and enjoyment of Barbadians, and by the creation of innovative ideas and initiatives, to facilitate sustainable development of persons living in these areas</td>
<td>Director</td>
</tr>
<tr>
<td>The Ministry of Family, Culture, Sports and Youth</td>
<td>Culture: To ensure the social and economic empowerment of all Barbadians through the development of strong, cohesive, and productive communities, in which full creative expression and respect for heritage are promoted and sustainable development ensured</td>
<td>Permanent Secretary</td>
</tr>
<tr>
<td>The Ministry of Transport and Works</td>
<td>Transportation and Structural Maintenance: Provision of efficient, effective, safe and reliable transport and infrastructure for the social and economic development of Barbados</td>
<td>Permanent Secretary</td>
</tr>
<tr>
<td>The Ministry of Tourism</td>
<td>Tourism Policy and Product Development: Provision of leadership in the sustainable development of Barbados’ tourism industry through the formulation of policy, the provision of timely and quality research, the development and maintenance of industry-wide standards and the facilitation of appropriate product development whilst ensuring maximum economic benefits to Barbadians</td>
<td>Permanent Secretary</td>
</tr>
<tr>
<td>The Lands and Surveys Department</td>
<td>Surveying and Mapping: Provision of reliable mapping and geographical information services</td>
<td>Chief Surveyor</td>
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### Table 1: Remit and Authority Levels of the Barbados World Heritage Committee and its Member Institutions

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<tr>
<th>AGENCY/ORGANIZATION</th>
<th>REMIT</th>
<th>LEVEL OF AUTHORITY</th>
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<tbody>
<tr>
<td>The Coastal Zone Management Unit</td>
<td>Coastal Management: Protecting and conserving the coastal and marine environment of Barbados</td>
<td>Director</td>
</tr>
<tr>
<td>The Barbados Tourism Investment Inc.</td>
<td>Urban Regeneration: Deliver excellent management of urban regeneration, participate in profitable joint venture projects and facilitate tourism investment</td>
<td>Chief Executive Officer</td>
</tr>
<tr>
<td>The University of the West Indies</td>
<td>Education/Research/Capacity Building: To propel the economic, social, political and cultural development of West Indian society through teaching, research, innovation, advisory and community services, and institutional leadership</td>
<td>Principal</td>
</tr>
<tr>
<td>The Barbados National Trust</td>
<td>Heritage Preservation, Conservation and Restoration: Preservation of places of historic and architectural interest and of natural beauty and ecological importance</td>
<td>General Manager</td>
</tr>
<tr>
<td>The Barbados Museum and Historical Society</td>
<td>Cultural Resource Management and Interpretation/Research/Capacity Building/ Public Awareness and Education: Management, conservation and interpretation of the heritage; leadership and coordination of museum and exhibition design; development and delivery of community-based, value-focused heritage programming; assessment and documentation of tangible and intangible heritage resources; advisory and support services; encouragement and institutionalization of professional standards of practice.</td>
<td>Director</td>
</tr>
<tr>
<td>The Barbados Chamber of Commerce and Industry</td>
<td>Commercial and Industrial Business Development: Provision of support and leadership to commercial and industrial businesses in the creation of sustainable economic progress and a high quality of life for all residents of Barbados</td>
<td>President</td>
</tr>
<tr>
<td>The Barbados Institute of Architects</td>
<td>Architectural Expertise: Advance and encourage the profession and the study of Architecture, and safeguard matters of professional practice in the interest of members of the public and the institute</td>
<td>President</td>
</tr>
</tbody>
</table>
management of Barbados' system of protected areas, so designated under Section 4 of the PDP entitled “The Barbados System of Parks and Open Spaces.” The Government of Barbados recognizes the causal relationship between the terrestrial and marine environment (natural heritage) and our cultural heritage and, as a consequence, the role of the NHD in supporting conservation efforts related to the nominated Site will be to provide equilibrium to facilitate qualities considered crucial for conservation, including urban patterns, and the relationships between buildings and open spaces. The NHD will also support the protection, preservation, enhancement and interpretation of the natural and cultural heritage of the nominated Site, while facilitating the development of the Natural Heritage Conservation areas and natural attractions.

The Site is not proposed for inscription based on Criteria vii – x of the Operational Guidelines with respect to natural heritage, but nevertheless possesses areas of exceptional natural beauty, aesthetic importance, significant coastal and marine ecosystems, and biological diversity which are worthy of protection and preservation. Through its implementation of international conventions such as the Convention on Biological Diversity (CBD) and the Convention on the International Trade in Endangered Species of Wild Fauna and Flora (CITES), the NHD provides a mechanism through which all forms of biodiversity contained within the nominated Site will be protected, conserved and managed.

The National Heritage Conservation Area (OSA) at the Carlisle Bay Marine Park, which lies within the boundary of the nominated Site, has been so designated under the Barbados System of Parks and Open Spaces (Section 4, PDP) and applies to features and locations that are important to the natural and physical heritage of the island. The water of the Bay is heavily populated by corals, sponges and fish - common species like hordes of sergeant majors and jacks but also some unusual animals such as the frogfish and sea horses. This area will be jointly managed by the TCDPO, the NHD, the CzMU and the National Conservation Commission (NCC), and this co-management approach to protected areas such as World Heritage Sites supports the concept of “integrated conservation”. Government also supports the concept through its establishment of the World Heritage Committee, which provides the legal, administrative, financial and technical support and embraces the cooperation of public and private stakeholders.

Enhancement and regeneration of the highways and urban and rural landscapes of Barbados is exemplified through demonstration projects executed under the NHD’s Beautify Barbados Programme. Such initiatives will seek to ensure that the environs of Historic Bridgetown and its Garrison reflect the pride taken in historic buildings and places of interest.

Barbados (UNESCO) Youth PATH - Youth PATH, a UNESCO initiative implemented under the Natural Heritage Department, will be incorporated into the management of Historic Bridgetown and its Garrison. This initiative seeks to train the youth of the Caribbean between the ages of 15 to 25 to utilize innovative skills for sustainable employment in the area of community heritage tourism and preservation of heritage sites. Young people in poor communities of the Caribbean are trained in the development and documentation of natural and cultural heritage sites to promote their becoming centres of internal or international tourism and, in so doing, to develop entrepreneurial skills for income generation (UNESCO 2008). Through the Barbados (UNESCO) Youth PATH educational and capacity-building initiatives, management of the nominated Site will be integrated at the community level.

**Section Two - Management System Framework**

The Ministry of Family, Culture, Sports and Youth (MFCSY): In association with the TCDPO, the MFCSY provides coordination and secretariat support for the operations of the Committee and, through its Cultural Policy and Research Section under the Division of Culture and Sports, has been mandated by the Government of Barbados as the core agency to oversee the establishment of the necessary infrastructure to proceed with the bid for Barbados’ nomination as a World Heritage Site. The Division is charged with ensuring that culture is central to the overall national development plan, and to encourage and promote positive cultural development.

The Cultural Policy and Research Section serves in advisory capacities, policy formulation and research capacities on the protection and preservation of our tangible and intangible heritage, the development of cultural industries and of culture generally. The Section has executed a wide range of programmes and projects, such as developing and implementing the National Cultural Policy (2009), coordinating the ratification and or implementation of international culture-related conventions, e.g., Convention for the Protection of Cultural Property in the Event of Armed Conflict (Hague Convention), 1954 (UNESCO), Convention for the Protection of the World Cultural and Natural Heritage, 1972 (UNESCO) and the Convention on the Protection of the Underwater Cultural Heritage, 1994 (UNESCO), as well as spearheading special heritage projects such as the restoration/refurbishment of heritage buildings, such as the Empire Theatre, the Carnegie Library and the facilities at Queen’s Park, which all fall within the precincts of the nominated Property. The Section also has general administrative responsibilities which include oversight of the operations of the Community Independence Secretariat, the Commission for Pan African Affairs, the Barbados National Gallery, the National Cultural Foundation, the Department of Archives, and the National Library Service.

I. Community Independence Celebrations Secretariat

The Community Independence Celebrations Secretariat is a Government-funded initiative implemented throughout all Barbadian communities to encourage and promote an understanding of being an independent nation and generating and reinforcing self-help and community resourcefulness to stimulate greater pride in the community and nation. On an annual basis, the Secretariat organizes the selection of a total of twenty-two (22) people - two (2) from each parish of the island - between ages 18 and 30 to serve as ambassadors whose primary role is to create and execute some exciting community projects over their year’s tenure. These projects are often internationally recognized projects that highlight a range of issues such as the social needs and environmental concerns within the communities and their parishes. The recently convened 2010 celebrations focused on the particular heritage aspects of each parish.

The Community Independence Celebrations Secretariat and specifically the parish ambassadors for St. Michael and Christ Church, the two parishes in which the Site is located, provide an optimum mechanism for promoting the preservation, protection and enhancement of the Outstanding Universal Value of Bridgetown and its Garrison at the community level.

II. Commission for Pan-African Affairs

The Commission for Pan-African Affairs is committed to strengthening Barbadian institutions and positively enhancing national life by building relationships, exchanging ideas among the nations, population groups and institutions of the continent of Africa and the wider African Diaspora. This Commission is therefore strategically aligned to the development of the African-derived segment of the Barbadian cultural landscape within the nominated Site.

III. Barbados National Art Gallery (BNG)

The Barbados National Art Gallery (BNG) operates within the ambit of the National Art Gallery Act (2007) to provide dynamic, creative leadership in bringing together the arts and people to discover, enjoy and understand the visual culture of Barbados and the wider Caribbean. This organization is responsible for the preservation, conservation and management of all national monuments and conducts annual comprehensive condition assessments. The Gallery executes a conservation programme relating to all national monuments located within the Property and maintains the National Collection database, recording all relevant data on the National Collection. The BNG also conducts curatorial and conservation workshops for curators, arts administrators and other public servants responsible for the National Collection and maintenance of
Section Two - Management System Framework

The Ministry of Tourism and Works (MTW) is to maintain Government-owned buildings, statues and monuments, construct and maintain the island’s public roadways, including signage and road markings, and provide public transport services through the Government-owned Transport Board and private services, all regulated by the MTW’s Transport Authority, for the economic and social development of the nation. This mission is largely executed in conjunction with the Road Traffic (Amendment) Act 2007 (commencement to be proclaimed) and the Road Traffic Regulations, 1984. Some of the proposed amendments have been articulated within the Bridgetown Roads and Safety Improvement Project Report 1997. The major physical works from the recommendations have been the upgrades to the roads which form the “Inner and Outer Bypass Roads”.

The role of the MTW in the management of the nominated site is expected to be enhanced with the establishment of the Building Standards Authority within the Ministry as this agency will be required to enforce the provisions of the Barbados Building Code when enacted (see Section 4). The MTW is the Government’s agency that provides technical feedback on structural engineering issues.

In relation to Historic Bridgetown and its Garrison, the MTW in close collaboration with the TCDPO, MFCSY, Barbados Tourism Investment Inc. (BTA) and the Ministry of Tourism (MOT), will seek to keep the state of conservation of government owned buildings (including listed Buildings), statues and monuments as well as maintain and improve the various access routes to the Site for both able bodied and the physically challenged, and provide appropriate interpretive signage and environment to aid enjoyment and understanding of the Site’s heritage features.

The Ministry of Tourism (MOT)

According to the World Tourism Organization, cultural tourism is currently one of the five key market segments of the tourism industry. As a result, there is a global trend towards the utilization of a destination’s heritage and culture to ensure the sustainability of the tourism industry. The Ministry of Tourism, in accordance with the policy of the Government of Barbados, has committed itself to the sustainable development of tourism in Barbados through the managed use of Barbados’ socio-cultural resources.

Moreover, given its mandate and the inextricable link between tourism and heritage, the MOT plays a pivotal role on the Committee in the coordination of these two sectors to ensure sustainable preservation of the cultural heritage within the nominated Site, for the benefit of the local and visiting populations. A current initiative of the Ministry of Tourism which will assist in achieving the strategic objectives of the Management Plan is the Slave Route Heritage Trail and Tour entitled Freedom Footprints: The Barbados Story. This project is Barbados’ contribution to the joint UNESCO and World Tourism Organization (WTO) Cultural Tourism Programme on the Slave Route, which was launched in Accra, Ghana in April 1995. This global initiative is being implemented across the territories of the African Diaspora, previously linked to the Transatlantic Slave Trade and the slavery experience.

The MOT is also in the process of drafting a Tourism White Paper which will reflect rigorous policies to be adopted at all levels to chart the sustainable development of Barbados’ tourism industry and significantly enhance the preservation of recreation assets and visitor experiences within the nominated Site.

The Barbados Tourism Authority (BTA), a statutory agency, falls within the portfolio of the Ministry of Tourism. One of its core functions is to market Barbados as a tourism destination to the United Kingdom, Canada, USA, Europe, the Caribbean and Latin America. Accordingly, through the BTA, a mechanism exists to create awareness internationally of the Outstanding Universal Value of the Site. The opportunity also exists to create a funding mechanism such as a Barbados World Heritage Fund, to be supported by the international visitor population and used to assist in the overall management of the Site.

The MOT together with the BTA, MFCSY, BMHS and the BHTI has the mandate and capacity to promote the nominated Site; facilitate the development, presentation and monitoring of interpretative activities including heritage tours; and develop appropriate policy to support the management of the Site. Collectively, these elements will work harmoniously in the continuing development of the World Heritage Site.
Section Two - Management System Framework

The Lands and Surveys Department

The specific role of the Lands and Surveys Department in relation to the nominated Site is to provide the necessary technical information and capacity for mapping and surveying the Site and to maintain, collate and store all survey data. In conjunction with the TCDO, the technical skills of the department will be optimized to ensure that future development of the Site does not adversely impact on its Outstanding Universal Value.

The Coastal Zone Management Unit (CZMU)

The primary function of the Coastal Zone Management Unit (CZMU) is to implement a system of integrated coastal zone management (ICZM) to protect and conserve the coastal and marine environment of Barbados. To ensure the health and viability of these areas, the Unit which was established in 1982 executes its duties based on the legal and policy authority of the Coastal Zone Management Act (1998) and the Draft Integrated Coastal Zone Management Plan respectively.

The coastal portion of Historic Bridgetown and its Garrison is of significant importance as, apart from its scenic value, it provides protection to the historic and cultural properties further inland. A portion of the floor of Carlisle Bay is designated as a protected area, home to the Berwyn, a ship sunk in 1920. Another site known as the “Bottle Ground” was an anchorage for wooden sailing vessels and 18th and 19th century bottles can still be found there. All existing and proposed developments seaward of the coastal road that dissect the nominated Site fall within the Coastal Zone Management Area, and therefore will be subject to the policies in the Integrated Coastal Zone Management Plan. In controlling development within this zone, the CZMU works in tandem with the TCDO in the assessment of proposals and existing work to ensure the safety of coastal structures from marine hazards, and maintain the island’s coastal integrity. Through its co-chairing of the Standing Committee on Coastal Hazards the CZMU also has a strategic role in developing a programmatic approach to building resilience against coastal hazards. Given its mandate, the CZMU also implements educational programmes and activities that can complement the efforts of the MFCSY and the Barbados Museum and Historical Society and other stakeholders in interpreting and raising awareness, understanding and appreciation of the Outstanding Universal Value of the Property.

The Barbados Tourism Investment Inc. (BTI)

The Barbados Tourism Investment Inc. (BTI) is a lead development agency of the Government of Barbados and is responsible for facilitating and managing investment in the tourism and hospitality sectors and supporting urban regeneration in Barbados.

The BTI has already played a significant role within the nominated Property through its redevelopment of civic spaces such as Independence Square and Jubilee Gardens, and heritage structures such as the Chamberlain Bridge and the Old Town Hall. The agency will seek to complement this activity by working with other partners such as the TCDO, MOT, MFW, MFCSY and BMHS in continuously seeking to improve the Property’s physical, tourism and urban landscape, including its heritage assets. The BTI will continue to pursue opportunities through public/private partnerships, advertising incentive programmes for tourism-related investments, facilitating approvals and financing of such investments, and promoting specific investment opportunities in sustainable tourism within the Property.

The University of the West Indies

As a critical unit within the University of the West Indies, Cave Hill, the Department of History and Philosophy (DHP) is concerned with interpreting and enhancing, intellectual access to and awareness of the Outstanding Universal Value of the Site through up-to-date teaching technologies and methodologies and cutting edge research to promote an understanding of where we came from and why things are as they are, in order to influence the future. The DHP will build capacity, through its working relationship with several Ministries and agencies, the provision of consultation services for heritage policy development and programming and links with local and regional technical and academic institutions, to ensure that artisans and technicians are trained in preserving and maintaining the authenticity and integrity of heritage properties.

The Barbados National Trust (BNT)

The Barbados National Trust (BNT) is a charitable, non-profit body founded by the Barbados National Trust Act (1961) to preserve Barbados’ unique heritage in historic buildings and sites, and places of

View of Carlisle Bay
natural beauty and environmental importance and is actively involved in the restoration and conservation of properties.

Through the technical expertise of its Sentinel Committee, the Trust provides invaluable input to the TCDPO in the assessment of development proposals involving listed buildings and other heritage treasures, and supports the maintenance and upkeep of the List of Listed Buildings and other structures of special architectural or historical interest. The Sentinel Committee also plays a public monitoring role and is the watchdog unit of the Trust. The BNT will support the enhancement of research and continue being a clearing house for the management of the Site, the BNT cooperates with the MHC, MOT, MFCSY and the BIA, in particular. It is linked to international National Trusts through its aims, goals and structure, facilitating the transfer of international best practices. In 2009, the BNT recognized the Venice Charter as its principal guide in the “conservation and restoration of monuments and sites”.

The Barbados Museum and Historical Society (BMHS)

The Barbados Museum and Historical Society is a non-governmental institution that falls within the ambit of the MFCSY and is responsible for the management of the national museum and the development of new museum resources to interpret aspects of the Outstanding Universal Value of the Site. The BMHS is the custodian of nationally owned heritage assets, archaeological, artistic and historical resources, and related documents; and frequently produces published reports. Through its role in interpretation, education, research and capacity building, the hosting of various cultural and academic activities, and its membership of international heritage bodies, the BMHS will provide strategic leadership and guidance to all stakeholders in the site management process. The BMHS has strong linkages with all Committee members and is a critical agency involved in the management of the Site. As an institutional member of the International Council of Museums (ICOM) and a founding member of the local chapter, ICOM Barbados, the BMHS is committed to working towards the professional goals and standards established by the organization. The ICOM Code of Ethics for Museums is a reference in the global museum community. It establishes minimum standards for professional practices and achievements for museums and their employees. By joining ICOM, each museum is committed to respecting this code. ICOM carries out its international missions thanks to its principal guide in the “conservation and restoration of monuments and sites”.

Under article 7 of the ICOM Code this requires that museums must conform fully to international, regional, national, or local legislation and treaty obligations, including the World Heritage Convention. In addition, the governing body should comply with any legally binding trusts or conditions relating to any aspect of the museum, its collections and operations”. The BMHS is therefore obligated to fulfill this mandate through its active involvement and support for the implementation of the Management Plan for Historic Bridgetown and its Garrison.

The BMHS actively supports learning, creative and intellectual endeavour and the dissemination of heritage-based knowledge and information. The Museum is committed to generating and/or curating key collaborative projects on behalf of government, the private sector and the heritage community, to enhance understanding and appreciation for the Outstanding Universal Value of the Property. The development and implementation of community-based heritage interpretation and conservation is the prime mechanism for public education, engagement, and consultations that encourage involvement in the sustainable management of the Site.

The BMHS will continue to ensure that a comprehensive record of Historic Bridgetown and its Garrison is gathered and safeguarded, building a national collection of documentary resources relative to various aspects and features of the Site. Innovative technologies, digitization and the internet provide research potential of the Museum’s collections, invaluable for the interpretation of the Site, and for reaching new audiences and expanding the community’s awareness of the value of the Site to its identity. The relevance of these resources to lifelong learning will drive the development of BMHS’ services designed around particular kinds of content or themes that reveal aspects of the Outstanding Universal Value of the Property.

The Barbados Chamber of Commerce and Industry (BCCI)

The Barbados Chamber of Commerce and Industry (BCCI) is a voluntary non-profit organization of close to 250 business people which was founded 1825, incorporated 1868 and established under an Act of Parliament (BCCI Act, 1893-10). The “Chamber”, as it is commonly referred to, is the leading private sector organization on the island, charged with the responsibility of facilitating a more enabling business environment locally and regionally to help local businesses prosper and grow. With the backing of the Government, participation in policy development and implementation that enhances economic, social and political development and stability and sustainability in Barbados is also at the forefront of BCCI’s agenda.

As a representative of, among others, local commerce, tourism, insurance, information and communication stakeholders, and a member of the Committee, the Chamber provides a strategic cross-sectoral perspective and support in the management of the nominated Site. The BCCI is committed to embracing the rich history of Bridgetown as it presses ahead over the period 2010 – 2012 with the massive “Bridgetown Revitalisation Initiative” which embraces the boundaries of the nominated Site. The Initiative features collaboration between both private and public sector entities and is centred on breathing new life into the City of Bridgetown by transforming Bridgetown into an active city with diverse day and night activities, be it commerce, culture, cuisine, sports, entertainment or history. The Duty-Free and Bridgetown Revitalisation Initiative Committees of the BCCI are currently working with Government and the private sector to create a “Bridgetown Brand”. Key stakeholders include the Tourism Development Corporation, the BTI, the NCF, and the MFCSY with the initial one year plan focusing on prerequisites for longer term programmes such as:

• improved security;
• enhanced lighting, both of which are essential to promoting longer hours of activity in the City;
• beautification and greening of the city to make it more aesthetically pleasing and provision of benches for citizens to enjoy the greener city life;
• improving cleanliness;
• provision of fixed and portable washroom facilities;
• enhancing cultural activities.

The Chamber has also partnered with the NCF and...
Section Two - Management System Framework

Section 2, Table 2: Remit and Authority Levels of the Non-Committee Government Agencies

<table>
<thead>
<tr>
<th>AGENCY/Organization</th>
<th>REMIT</th>
<th>LEVEL OF AUTHORITY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Office of the Attorney-General</td>
<td>Produce technically sound legislation for the Government of Barbados and advise the Government and Parliament on the Constitution and all legal aspects of legislation, procedure and legal matters</td>
<td>Permanent Secretary</td>
</tr>
<tr>
<td>The Ministry of Housing, Lands, Urban and Rural Development (MHLUR)</td>
<td>To provide quality and affordable housing, land and office accommodation solutions for its customers</td>
<td>Permanent Secretary/Chief Property Manager</td>
</tr>
<tr>
<td>The Barbados Defence Force (BDF)</td>
<td>Ensure territorial defence and internal security</td>
<td>Chief of Staff</td>
</tr>
<tr>
<td>The Department of Emergency Management (DEM)</td>
<td>Coordination of emergency management activities including the development and implementation of the Emergency Management Programme</td>
<td>Director</td>
</tr>
<tr>
<td>The Barbados Fire Service (BFS)</td>
<td>To effectively and efficiently protect the lives, property and environment of those who live, visit, work or invest in Barbados</td>
<td>Chief Fire Officer</td>
</tr>
<tr>
<td>The Royal Barbados Police Force (RBPF)</td>
<td>Protection of life and property</td>
<td>Commissioner of Police</td>
</tr>
<tr>
<td>The National Conservation Commission (NCC)</td>
<td>Maintenance, development, conservation, preservation and enhancement of the natural and man-made environment through the provision of quality service to stakeholders</td>
<td>General Manager</td>
</tr>
<tr>
<td>The Sanitation Service Authority (SSA)</td>
<td>To create and sustain a clean environment aimed at improving the health and welfare of all Barbadians</td>
<td>General Manager</td>
</tr>
<tr>
<td>The Environmental Protection Department (EPD)</td>
<td>Environmental monitoring and pollution control with respect to the quality of land, air and water and the general health and environmental well-being of the inhabitants of Barbados</td>
<td>Director</td>
</tr>
<tr>
<td>The Ministry of Education and Human Resource Development (MEHR)</td>
<td>Formulation of educational and human resource development policies and for the administration and regulation of education and human resource development programmes</td>
<td>Permanent Secretary</td>
</tr>
<tr>
<td>The Barbados Government Information Service (BGIS)</td>
<td>Inform and educating the public regarding government and its activities</td>
<td>Chief Information Officer</td>
</tr>
</tbody>
</table>

The Barbados Institute of Architects (BIA)
The Barbados Institute of Architects (BIA) is the local body for architecture and the architectural profession formally established in 1968, and regulated under the Architects Act 2007 and the Profession, Trade and Business Registration Act Cap. 373. The Institute, and its members, can play a critical role in the management of the Property and its buffer zone by supporting the technical assessment of heritage properties, enhancing public awareness initiatives and technical capacity building in the design, conservation and restoration of buildings and ancillary infrastructure which are truly respectful of our heritage. With the forthcoming enactment of the Barbados Building Code, the BIA is also committed to highlighting and adhering to the development standards of the functioning building code and in so doing, contributes significantly to the preservation and management of the built environment within the boundaries of the nominated Site.

As with other Cabinet appointed committees and in keeping with the principle of participatory site management, the Committee’s strength is bolstered in its ability to co-opt membership/services as needed from other key government and local and international private stakeholders, as well as from the general public. The Committee also has the power to elevate this level of engagement with external agencies, community-based organizations and the general public through the creation of sub-committees or working groups for the execution of specific tasks, with such a system being articulated within Section 4 with regard to public awareness and education.

WIDER NATIONAL GOVERNANCE SYSTEM

As characteristic of a participatory approach to site management, the Committee’s work must be embedded within the overall national democratic governance system and other critical public oriented institutions.

Constituency Representation

The nominated Site falls within the electoral constituencies of the City, St. Michael South Central and St. Michael South and the current system of constituency representation involves the elected parliamentary representative and the recently established Constituency Councils1. The existing engagement and consultation with the representatives and the council augur well for increasing political and wider community support for the initiatives being spearheaded by the Committee.

Critical Non-committee Government Agencies

Other critical agencies with responsibility for the management of the nominated Site are the Solicitor-General’s Office (SGO), the Ministry of Housing, Lands, Urban and Rural Development (MHLUR), the Barbados Defence Force (BDF), the Department of Emergency Management (DEM), the Barbados Fire Service (BFS), the Royal Barbados Police Force (RBPF), the National Conservation Commission (NCC), Sanitation Service Authority (SSA), the Environmental Protection Department (EPD), the Ministry of Education and Human Resource Development (MEHR) and the Barbados Government Information Service (BGIS). Many of these agencies have already contributed significantly to the development of this management plan. The following table provides a summary of the broad and site-specific remits and level of authority of critical non-committee government agencies:

1 A Constituency Council is a legally established body of local representatives, who have been nominated by their “constituents” and given the authority to voice the concerns of the diverse residents of the Constituency; to maintain links with Central Government and other agencies; and to effectively and efficiently manage resources for the development of the given Constituency.
Section Two - Management System Framework

The identified critical non-committee government agencies are core to providing support to the Committee in the management of the Site through a co-opted/sub-committee/working group capacity, but it is also recognized that there are a plethora of other public sector agencies whose specific strengths will be brought on board as required. The specific roles of the identified agencies have been highlighted as follows:

I. Office of the Attorney-General

The Office of the Attorney-General, through the Chief Parliamentary Counsel’s Office is responsible for drafting primary and secondary legislation, advising the Parliament and Government of Barbados on the legal aspects of all legal matters, procedures and related issues. This office will therefore prove crucial in the drafting and enactment of any proposed legislation to enhance the management of Bridgetown and Its Garrison. The Solicitor-General’s Office has responsibility for providing legal advice and representation to the Government of Barbados through its ministries, departments and agencies.

II. Ministry of Housing, Lands, Urban and Rural Development (MHLUR)

The MHLUR is the government agency with the responsibility for the provision of quality and affordable housing, land and office accommodation solutions for the public service and the public at large. Among its key objectives relating to the nominated Site are to:

- Enhance the quality and standard of living of Barbadians through providing improved housing.
- Provide technical support for the formulation of housing policies.
- Ensure that persons are housed in safe physical environments.
- Improve the quality of life of tenants, especially the right to own real property.
- Provide surveying services for the public sector and administer services within the island.
- Provide suitable office accommodation to Departments of Government and specific international agencies.

As a major property owner within the nominated Site, the MHLUR through the Chief Property Manager is responsible for the maintenance, preservation and restoration of Government-owned buildings and structures, many of which are listed buildings. The role of the MHLUR in the management of the Site is therefore primarily related to the built heritage.

III. Barbados Defence Force (BDF)

The BDF was established in 1979 and refers to the combined armed forces of Barbados. The provision of security is a role which the BDF fulfills in collaboration with the RBPF in the event of a threat to the sovereignty of State Party or of the hosting of national cultural events. With its expansive headquarters located at St. Ann’s Fort, The Garrison, and consistent use of surrounding facilities for training, sports, parades and associated purposes, the BDF is a major stakeholder in the management of this section of the Property.

The BDF also collaborates with other key stakeholders such as the NCC and the Barbados Turf Club (BTC). Additionally, given its current plans for the restoration of a number of its properties, the BDF continues to work closely with the TCDDO, MHLUR, BNT, BMHS, MHLUR and MTW in enhancing the state of conservation of this section of the Property.

IV. Department of Emergency Management (DEM)

The DEM is a government agency which operates with the legislative and policy backing of the Emergency Management Act 2006 (20) and the National Disaster Plan, along with the Comprehensive Disaster Management (CDM) Strategy and Framework, a Caribbean regional response to the United Nations International Strategy for Disaster Reduction Hyogo Framework for Action. The department cooperates with various institutions in rolling out its programme of comprehensive disaster management. One such initiative is the Cabinet appointed Standing Committee on Coastal Hazards, which is co-chaired by the Coastal Zone Management Unit and the Department of Emergency Management. The DEM through its legislation works with public and private sector entities in the development of multi-hazard contingency plans and has direct linkages with the police, the fire service, and the GIS. The DEM reaches the general public through its emergency volunteer programme and has an extensive community presence in the form of District Emergency Organizations (DEOs) based on enumeration districts.

V. Barbados Fire Service (BFS)

The key pieces of legislation under which the Barbados Fire Service fulfills its mandate are:

- The Fire Service Act (Cap 161)
- The Barbados Shops Act (Cap 216A)
- The Factory Act (Cap 347)
- Public Entertainment Act 1958

Through the development of well educated, skilled, equipped and dedicated personnel, the BFS seeks to reduce the occurrence and minimize the effects of fires by providing the highest quality fire suppression, public education, and encouragement to comply with all fire prevention and safety regulations. The BFS is also charged with protecting lives, property and environment in other emergencies as required.

The Service is also guided by the City Response Area Plan which encompasses the nominated Site, and works in close collaboration with the RBPF, BDF and the DEM in particular to protect lives and property within the Site.

VI. Royal Barbados Police Force (RBPF)

As the main civil law enforcement agency of the State Party, the RBPF works in partnership with the community and other stakeholders to ensure a safe and stable environment. The Police Act, Cap. 167, 1958 outlines the key responsibilities of the Force as:

- maintenance of law and order,
- preservation of peace,
- protection of life and property,
- prevention and detection of crime, and
- enforcement of all laws and regulations with which it is charged.

VII. National Conservation Commission (NCC)

The NCC operates within the parameters of the National Conservation Commission Act, 1971, to manage the natural resources, maintain and security of public spaces such as the public parks, public gardens, and beaches within the Site. In this role, there is a high level of collaboration between the NCC, the MFCSY, the RBPF and the CZMU in particular which will prove critical in the protection of the marine environment and the maintenance and staging of cultural events within the Property in particular.

VIII. Sanitation Service Authority (SSA)

The SSA, under the Sanitation Service Authority Act Cap 382, is responsible for the collection of municipal solid waste and the operation of public solid waste disposal sites. The goal of the SSA drive is not only to collect refuse, clean drains and streets within the Property, but to work in conjunction with other government entities such as the MTW and the Ministry of the Environment, Water Resource Management and Drainage as well as the private sector and the general public in ensuring that it remains clean.

IX. Environmental Protection Department (EPD)

The EPD (formerly Environmental Engineering Division) was established in 1971 and seeks to promote sustainable environmental practices through control, regulation and enforcement. In so
Section Two - Management System Framework

ding, the Department functions within the provisions of the Health Services Act Cap. 44 (1969), the Health Services (Nuisances) Regulations, 1969 and the Marine Pollution Control Act, 1998-40 in relating to the promotion and preservation of the health of the inhabitants of Barbados. The role of the department spans building development control, air and marine pollution control, hazardous materials management, and solid waste management. The Department adheres to many international agreements including the United Nations Framework Convention on Climate Change (UNFCCC), the Kyoto Protocol, the Vienna Convention on the Protection of the Ozone Layer, and the Stockholm Convention.

In the management of the nominated Site the EPD will continue strategic linkages with the TCDPO and the CZMU in particular.

X. Ministry of Education and Human Resource Development (MEHR)
The MEHR is the Government agency responsible for the development of education as a tool for national development through the society’s social, cultural, economic and political viability. The MEHR promotes education as a lifelong process that produces the culturally-based, technologically-driven, diverse and dynamic outcomes needed to build an all-embracing, cohesive society.

Along with its tertiary, academic and technical institutions and together with other governmental and non-governmental agencies the MEHR will be critical to on-going education, capacity building, awareness and intellectual interpretation of the nominated Site.

As the host ministry for the Barbados National Commission for UNESCO, the MEHR has a critical role to play. Under Article II of the Charter of National Commissions to UNESCO, the Commission is established to:

- Foster close liaison between state agencies and services, professional and other associations, universities and other centres of research and education, and other institutions concerned with education, the sciences, culture and information;
- Cooperate with the delegations of their respective governments at the General Conference and at other inter-governmental meetings convened by UNESCO, inter alia by preparing the contributions of their governments to the work of these meetings;
- Follow the development of UNESCO’s programme and call the attention of the appropriate agencies to the potential benefits of international cooperation;
- Contribute to national activities related to UNESCO’s programme and to the evaluation thereof;
- Provide a channel for disseminating information obtained from other countries on matters of domestic interest in education, the sciences, culture and information;
- Encourage, at the national level, interdisciplinary dialogue and cooperation between institutions concerned with education, the sciences, culture and information, with a view to helping to bring intellectual resources to bear on certain priorities for development.

Depending on the arrangements made by each Member State, National Commissions may also be expected, inter alia:

- To assume, alone or in collaboration with other bodies, responsibility for the operation of UNESCO projects in the country and for national participation in sub-regional, regional, or international UNESCO activities; and
- To inform national agencies and institutions of the conclusions and recommendations adopted by the General Conference or by other meetings, or included in studies and reports; encourage their discussion in the light of national needs and priorities; and to provide for such follow-up activities as may be required.

XI. Barbados Government Information Service (BGIS)

Established since 1958, the BGIS is the official communications arm of the Barbados Government responsible for the dissemination of public information to news media and the general public. The department is actively involved in training other Departments of Government in the public relations discipline, servicing information requests from the public, and monitoring public response to government’s work. In this capacity the BGIS is strongly aligned to the MFSCY, the Committee, and other related site management stakeholders within the public sector.

CIVIL SOCIETY PARTICIPATION

As with any vibrant city, there is a plethora of stakeholders that impact on its use, state of conservation and growth.

Land Owners

In respect of the land area, there are 1,566 individually delineated properties within the nominated Site, which by their tenure and use of the land constitute critical stakeholders in the management process. The ownership proportions by land area are:

- 53% owned by the Government of Barbados and Government-owned Agencies;
- 27% owned by private commercial entities;
- 17% owned by private individuals; and
- 4% owned by religious institutions.

Section 4 of this document provides details for enhancing the role of land owners over the lifetime of the management plan, in particular, private and religious landowners within the site management framework.

Residents and the Wider Public

The residents represent the life of any city and must be fully embraced in the management of the space within which they live and recreate. The residents are recognized as important partners in the successful site management, and through community and Committee driven initiatives will have a positive impact on conserving the Outstanding Universal Value of the Property and its buffer zone. The wider public will also participate in the management of the Property through a number of initiatives such as town hall meetings and other community level meetings aimed at receiving their input at various stages, public service announcements, participation in public events, celebrations of the tangible and intangible heritage elements, enhancing the awareness of the Outstanding Universal Value of the Property and sensitizing them to the key considerations within the management process.

A comprehensive description of initiatives regarding intensified engagement with the residents, as well as public sensitization, awareness and involvement in the management process, particularly the youth, has been expounded within Section 4.

Religious Institutions

In addition to being landowners responsible for some of the key historic sites within the Property, religious institutions possess the capacity through their mainstream and community activities to influence site management and contribute to the celebration of the tangible and intangible aspects of the cultural heritage of the Site. In recognition of

St. Mary’s Church
this role, Section 4 outlines proposals for greater involvement of religious institutions within the management structure.

Private Sector and Associations

The private sector is a large interest group within the nominated site, and will have a significant role to play not only from the point of view of promoting finance and commerce, but in preserving the tangible and intangible heritage assets within the Property and the Buffer Zone. The Barbados Garrison Historical Consortium Incorporated (BGHCI) and the Barbados Turf Club (BTC) are two (2) private organizations which have been established primarily to advance the preservation, protection and enhancement of the cultural heritage within the Garrison Conservation Area. The Consortium is a non-profit organization set up to implement and coordinate the ‘Garrison Historic Area Project’ to create a premiere heritage tourism site. Activities encompass historic research, product development and environmental improvements. The BTC, established in 1905, regulates and promotes horse racing at the Garrison Savannah. Given their strategic roles within the management of this section of the Property, the Barbados World Heritage Committee will engage with these two associations.

There is a host of other associations such as the local taxi associations, the Barbados Landship and the Barbados Association of Retailers and Vendors (BARVEN) that impact on the preservation, conservation and protection of the cultural heritage of the nominated Site. These established organizations provide crucial access to specific groups who can contribute significantly to the management of the Site.

INTERNATIONAL AGENCIES

As provided under Sections 30 - 33 of Operational Guidelines for the Implementation of the World Heritage Convention, support for the management of the nominated Site will be requested from the Advisory Bodies to the World Heritage Committee - the International Centre for the Study of the Preservation and Restoration of Cultural Property (ICCROM), the International Council on Monuments and Sites (ICOMOS) and the World Conservation Union (IUCN). ICCROM is an international intergovernmental organization established by UNESCO in 1963, of which the Government of Barbados is a member since 1985. ICCROM has statutory functions to carry out research, documentation, technical assistance, training and public awareness programmes to strengthen conservation of moveable and immovable cultural heritage. Professionals and technocrats from Barbados have already benefited from participation in the conservation and capacity building programmes offered through ICCROM. ICOMOS is a non-governmental organization, founded in 1964, whose role is to promote the application of theory, methodology and scientific techniques to the conservation of the architectural and archaeological heritage. The work of ICOMOS is based on the principles of the 1964 International Charter on the Conservation and Restoration of Monuments and Sites (the Venice Charter). Support in the management of Historic Bridgetown and its Garrison will be requested from both ICCROM and ICOMOS in providing training for cultural heritage, and providing input and support for capacity building activities.

The IUCN - the World Conservation Union (formerly the International Union for the Conservation of Nature and Natural Resources) - was founded in 1948 and is an international partnership comprising national governments, NGOs and scientists. Its mission is to influence, encourage and assist societies throughout the world to conserve the integrity and diversity of nature and to ensure that any use of natural resources is equitable and ecologically sustainable. Though not proposed as justification for inscription, the conservation and protection of the natural heritage of the Carlisle Bay section of the Site must be considered, and it will be necessary to seek input and support from IUCN in ensuring that the nominated Site is managed in line with international best practices.
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2C. SITE MANAGEMENT

PRESEVING, PROTECTING AND ENHANCING THE HERITAGE OF THE SITE

The Outstanding Universal Value, authenticity and integrity of the built heritage within the Property and its buffer zone will be preserved, protected and enhanced through the provisions contained within a broad, complementary legal framework fashioned from the following key pieces of legislation which are contained in Appendix II:


The TCPA provides a comprehensive legislative framework for the management of the built and natural environment within the Property and its buffer zone. The TCPA was established to:

“make provision for the orderly and progressive development of land in both urban and rural areas and to preserve and improve amenities thereof, for the grant of permission to develop land and for other powers of control over the use of land, to confer additional powers in respect of the acquisition and development of land for planning and for purposes connected with the matters aforesaid.”

The TCPA provides wide powers to the CTP and the Minister with responsibility for physical planning and relates to all lands within the territorial limits of Barbados, and would include all coastal and marine development within the territorial limits (200 nautical miles and territorial sea of 12 nautical miles). The Town and Country Planning Development Order 1972 (TCPDO) is subsidiary legislation provided under Sections 15 and 17 (4) of the TCPA. This Order applies to all land in Barbados, with the exception of the Scotland District in the eastern portion of the Island.

The TCPA and the TCPDO provide the legislative base for determining planning applications on the Island and provide much of the legislative framework for the protection and management of Historic Bridgetown and its Garrison. Key provisions are:

I. Town and Country Planning Advisory Committee

In accordance with the Town and Country Planning Act (Section 4), the Town and Country Planning Advisory Committee shall, with a view to the proper carrying out of the provision and objects of this Act, advise the Minister on any matter on which the Minister may seek its advice, on the preparation of development plans and generally as to the planning of development in Barbados.” and therefore, this Committee has capacity to bring to bear on the management of the nominated Site.

II. Development Plan Preparation

Sections 5 – 12 of the TCPA mandate the Chief Town Planner (CTP) to prepare a physical development plan every five (5) years that comprehensively proposes in graphical (map) and textual formats, the way in which the land is to be used (inclusive of any necessary phasing of development). The CTP also has the power to provide the level of particularity as deemed fit with regards to proposed identification of land for infrastructural purposes, buildings, land uses as well as compulsory land acquisition by the Crown. In accordance with these sections of the TCPA, the process of making a development plan must be grounded by a survey and a report, a series of specialist and public consultations (including the consideration of written objections or representations by public enquiry), followed by Ministerial, Cabinet and Parliamentary (House of Assembly and the Senate) approval and publishing in the Official Gazette to render the legality of the policy document. As expedient, the CTP may also submit proposals to the Minister for the amendment of the development plan and these proposals are assessed giving due regard to any material considerations.

The development plan provides a vision for the future growth and development of the island by setting out policies to guide relationships among land uses, community facilities and physical infrastructure. The ‘Physical Development Plan Amended 2001’ which came into force in 2008, is the third and latest version to have come into effect since 1977 and takes significant steps to improve on the cultural heritage provisions already incorporated in the TCPA. The power to prepare development plans and the legal participatory process governing the preparation of such plans prove advantageous to the efficient protection and management of the nominated Site.

III. Planning Permission

For the purposes of the TCPA, “development” has
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been defined in Section 13 as "...the carrying out of building, engineering, mining or other operations in, on, over or under any land, the making of any material change in the use of any buildings or land or the sub-division of land." The TCPA also specifies that the following does not constitute development:

- maintenance, improvement or alteration of any building which does not affect its external appearance not including advertising;
- maintenance or improvement of roads;
- work executed by statutory undertakers for the inspection, repair or renewal of infrastructure such as sewers, mains, pipes, cables or other apparatus;
- the use of buildings or land on the same plot of a dwelling house, to be used for any purpose incidental to the dwelling house; and
- change of use within the same Use Class.

Section 3 of the TCPDO specifies that there are two (2) methods by which development can occur legally:

- a specific grant of planning permission from either the Chief Town Planner or the Minister with responsibility for Town Planning; or
- "Permitted Development" authorized by the TCPDO.

With regards to formal planning permission, section 25 of the TCPA further specifies that in assessing applications for development, the CTP must have regard to the provisions of the development plan in so far as it is material to the application, as well as any other material consideration (see Appendix III for examples of material considerations). The following decisions can be issued:

- Permission (conditional/unconditional); or
- Refusal

and detailed guidance is provided regarding the issuance of conditional permissions.

Permitted Development requires no formal planning permission but rather the approval of plans by the CTP. It is essentially restricted to building operations which fall on land which has been previously approved by the CTP for subdivision for the intended use. Permitted developments must conform to statutory requirements such as building line, road reserve, plot coverage, distance from high water mark and acceptable standards for siting and design. It does not extend to all areas, such as Zone 1 Water Protection Areas and coastal lands, or all types of buildings since properties inscribed on the List of Buildings with Special Architectural or Historic Interest are exempt from permitted development status.

These provisions contained in the TCPA and the TCPDO related to the granting of permission prescribe a legal framework for the constitution of development, give supremacy to the development plan and provide decision-making parameters for the CTP.

The TCPA under Section 18 provides the Minister with exclusive decision-making powers with respect to the development of any coastal land and agricultural land in excess of two (2) acres. Such applications are made to and processed by the CTP, and a planning assessment together with a recommendation is made to the Minister. Either the Minister can grant the CTP a decision opportunity to be heard by a person or persons appointed by the Minister for the purpose. With decision-making for specified applications at this high policy level, Section 18 is of particular relevance to the preservation of amenity, trees, buildings of special architectural and historical interest and advertisements.

By virtue of Section 25 of the TCPA, additional powers are conveyed to the CTP, having regard to the development plan and any other material consideration, to issue an Order published in the Official Gazette to:

- request that the use of land for a particular purpose be discontinued;
- impose conditions on the continuance of a use of land;
- request that any building or works be altered or removed.

Provision is also made for the person on whom the Order is served to appeal to the Minister in a similar manner to that prescribed within Section 19 of the Act.

Provision is also made under Section 26 of the TCPA for the CTP to serve a notice on an owner or occupier where it appears that the amenity of any part of the Island is, or is likely to be, seriously threatened by the condition of any building, garden, vacant site or open land. The notice shall indicate the steps required for abating the injury and the specified time period within which the steps should be taken.

The provisions contained in Sections 25 and 26 of the TCPA will significantly contribute to preserving the Outstanding Universal Value of Historic Bridgetown and its Garrison as a World Heritage Site.

Tree Preservation Orders facilitated under Section 27 of the TCPA grant powers to the Minister, particularly in respect of amenity or soil conservation, to prohibit the removal, lopping or willful destruction of trees, groups of trees, or woodlands without the permission of the CTP, or to secure replanting. The notice shall be published in the Official Gazette and in the local newspapers and there is a provision to facilitate written objections and representations. Where deemed necessary the Minister can also issue a trees preservation order to take effect immediately. Any person contravening such an order is guilty of an offence and is liable on conviction by a court of summary jurisdiction to a fine.

Section 28 of the TCPA grants authority to the Minister to preserve the character of any building of special architectural or historic interest and restrict demolition, alteration or extension of such a building through a Building Preservation Order. Building Preservation Orders pertain to properties inscribed on the List of Buildings of Special Architectural or Historic Interest referred to in Section 29 of the TCPA as well as those buildings which have not been so listed.

The Building Preservation Order can require that permission be obtained from the CTP for any proposed works, or for the restoration of the building to its former state and or compensation as specified under Section 64 of the TCPA which addresses compensation in relation to the Building Preservation Order. Any person contravening such an order is guilty of an offence and is liable on conviction by a court of summary jurisdiction to a fine.

The Order however does not relate to necessary works urgently needed in the interests of safety or health or for the preservation of the subject building or of neighbouring property, and in such cases, notice in writing must be given to the CTP as soon as may be possible after the necessity for the works arises.

Sections 27 and 28 of the TCPA are critical to conserving the integrity and authenticity of key

Wharf Scene, Bridgetown - Detail of Painting by Percy Williams Justyne 1848

IV. Additional Powers of Control

Sections 25 – 32 of the Act provide additional powers of control to the CTP and the Minister, particularly in relation to the preservation of amenity, trees, buildings of special architectural and historical interest and advertisements.

By virtue of Section 25 of the TCPA, additional powers are conveyed to the CTP, having regard to the development plan and any other material consideration, to issue an Order published in the Official Gazette to:

- request that the use of land for a particular purpose be discontinued;
- impose conditions on the continuance of a use of land;
- request that any building or works be altered or removed.
features within the nominated Site.

V. Listed Buildings

Planning Control with respect to the List of Buildings of Special Architectural or Historic Interest is provided under Sections 29 and 30, whilst enforcement specifically with respect to Listed Buildings is addressed in Sections 45-48 of the TCPA. Section 29 of the Act accords the Minister responsibility for the compilation and modification of the List including the power to consult with persons or bodies of persons with special knowledge or interests in such properties. The legal process also requires notification to the owners and occupiers as well as publication in the Official Gazette.

By virtue of Section 30, no building included on the List can be demolished or altered in any way that might seriously affect its character without prior notice to the Chief Town Planner at least two (2) months before the work is to be executed. This stipulation however does not relate to necessary works urgently needed in the interests of safety or health or for the preservation of the subject building or of neighbouring property, and in such cases, notice in writing must be given to the CTP as soon as may be possible after the necessity for the works arises. In all cases where notice is given, the CTP consultation is undertaken with bodies specified by the Minister, namely the BNT, MTW and the BMHS.

Since 1984, the Minister has approved buildings for inclusion in the ‘List of Buildings of Special Architectural or Historic Interest’ and those properties which fall within the nominated Site are included in Section 2, Table 3.

Section 45 states that where work has been executed in contravention of Section 30, the CTP may serve on the owner or occupier a notice requiring steps for the restoration of the building to its former state within a specified period of time. Any person contravening Section 30 of the TCPA is guilty of an offence and is liable on conviction by a court of summary jurisdiction to a fine. Section 46 outlines the process of appeal and range of outcomes for a person on whom a notice is served to a judge in chambers, and subsequently for the CTP to the Court of Appeal.

In accordance with Sections 47 and 48, where the required steps specified by the CTP have not been carried out, the CTP or a person authorized by him may enter on the land and take the specified steps, and recover the cost as a civil debt from landowner.

As is currently the case, the enforcement provisions in relation to listed buildings will provide a specific legislative framework for the conservation and preservation of listed buildings within Historic Bridgetown and its Garrison.

The control of advertisement is pivotal to the protection and preservation of the Outstanding Universal Value of the nominated Property. Section 31 of the TCPA grants authority to the Minister to establish regulations restricting and regulating (dimensions, appearance, position, locations, manner in which they are affixed to the land and enabling the CTP to require the removal of any contravening advertisement) the display of advertisements in the interest of amenity and public safety. Such regulations are already in existence.

VI. Enforcement

The CTP provide relevant powers to facilitate site monitoring and overall enforcement of planning concerns within Historic Bridgetown and its Garrison.

Under Section 33 of the TCPA, where it appears to the CTP that development has been executed without the necessary grant of permission or approval, or where the conditions or limitations attached to a planning permission have not been complied with, the CTP, having regard to the development plan and any other material consideration, may within four (4) years of the date of development or failure to comply, serve an enforcement notice. Enforcement notices must be served on the owner and occupier of the land and can include any other person whom the CTP deems an interested party. The notice must specify the alleged development or non-compliance with conditions or limitations and outline the necessary steps to be taken within a specified period to address the unauthorized development.

Provision is made for the recipient of an enforcement notice to make an application to regularize the unauthorized development or appeal to a judge in chambers. Within the period specified in the enforcement notice, the CTP may also enter upon the land and take the necessary steps required by the notice, and may recover any civil debt reasonably incurred in the process. Any person not complying with the requirements of the enforcement notice or with a judge in reference to the matter being enforced is guilty of an offence and is liable on the conviction of summary jurisdiction to a fine. Enforcement notices are tied to the land and therefore compliance with the requirements of the enforcement notice does not discharge the enforcement notice.

VII. Powers of Entry

The CTP or any person duly authorized by him in writing may, at any reasonable time, enter upon any land for the purpose of surveying it in relation to the approval, preparation or amendment of development plans, processing of an application to develop land, or the making of a notice. The powers of entry possessed by the CTP or his designate will facilitate site monitoring, protection and management.

It is noted that the existing land use planning legislation could be enhanced to ensure the adequate protection of the nominated Site and details of relevant proposals are outlined within Section 5 of this document.

The Barbados National Trust Act, 1961

The BNT was incorporated by the Barbados National Trust Act 1961, with the mandate to promote “the preservation of places of historic and architectural interest and of ecological importance or natural beauty”. The objects of the Trust, as set out in the Act, are as follows:

- the listing of buildings and monuments of historic and architectural interest and places of natural beauty with their animal or plant life;
- the compilation of a photographic and architectural record of the above;
- the preservation of chattels of historic or artistic interest;
- making the public aware of the value and beauty of the island’s heritage as set out above;
- the pursuance of a policy of preservation and acting in an advisory capacity;
- the acquisition of property for the benefit of the island; and
- the attraction of funds by means of subscription, donations, bequests and grants for the effective carrying out of the objects.

In its advisory capacity, the Trust complies with Section 30 of the TCPA and Section 8 of the TCPDO as they relate to the compilation and amendment to the List of Listed Buildings and the provision of comments on applications involving the development of Listed Buildings. This advisory capacity is also included within the Physical Development Plan Amended 2003 in respect of ‘Listed Buildings’ (section 2.4.1.2) and Cultural Heritage Conservation Areas (section 2.4.4.3).

The BNT also sits on the Town and Country Planning Advisory Committee which advises the Minister with responsibility for physical planning.

The legislative responsibilities and objects of the BNT render the agency key in both site management and monitoring.
Annual Parade of Parliament Officials, 1900s

Architects Registration Act Cap. 166 (2002) and the Profession, Trade and Business Registration Act Cap. 373

The Architects Registration Act Cap. 166, 2002 (ARA) and the Profession, Trade and Business Registration Act Cap. 373 (PTBRA) provide for the registration of key professionals involved in the development of land within the nominated Site. In so doing these pieces of legislation ensure that development is reflective of requisite skills, capacities and knowledge required for guaranteeing public safety and preserving the outstanding universal value of the Property and its buffer zone.

The ARA makes provision in respect of the registration of architects and for related matters such as a corporate body known as the Architects Registration Board to oversee the registration of architects.

The ARA provides the following definition of the “practice of architecture” - rendering one or more of the following professional services to clients, namely, advice, consultation, evaluation, planning, design and minor engineering services, inspection of construction and other services where expert knowledge, skill and experience are required in connection with the erection, enlargement or alteration of any building or buildings or the equipment or accessories thereof, or with the creation of the building environment where public amenity is concerned or involved.

Section 5 of the ARA further provides the criteria for a person to qualify to be registered as an architect and requires every eligible person to register with the Registrar of the Supreme Court on an annual basis. The list of registered persons is also to be published in the Official Gazette.

Based on the provisions contained in Section 12 of the ARA, persons who are not architects can engage in those aspects of the practice of architecture that include drafting or supervising works as owner, contractor, superintendent or clerk of works; perform architectural work involving minor alterations; provide architectural services for family dwellings and business premises of no more than 5000 square feet or 465 square metres. Such persons are however required to register under the PTBRA. Any contravention of these Acts may result in a fine.

The TCDPO adheres to the ARA and the PTBRA in its acceptance of drawings accompanying applications seeking planning permission.

Health Services Act Cap. 44, 1969 and Health Services Regulations, 1969

The Health Services Act, Cap. 44, described as “An act relating to the preservation of the health of the inhabitants of Barbados”, and particularly the Health Services Health Regulations, 1969 are currently administered by the Director, EPD to regulate air pollution in respect of buildings.

Marine Pollution Control Act, 1998-40

The Marine Pollution Control Act, 1998-40 administered by the Director, EPD serves to safeguard the marine environment from negative impacts generated from a number of inland sources. The quality of wastewater discharged from commercial and industrial establishments will be required to comply with the standards set out in the proposed Marine Pollution Control (Discharge) Regulations which will operate in tandem with the Coastal Zone Management Act, 1998.

The Coastal Zone Management Act Cap. 394, 1998

As an Act to provide for the more effective management of the coastal resources of Barbados, for the conservation and enhancement of those resources and for matters related thereto, the Coastal Zone Management Act Cap. 394, 1998 (CZMA) administered by the Director, CZMU provides a comprehensive, statutory basis for coastal zone management and related physical planning in Barbados. It seeks to coordinate and update the existing, fragmented statutes relevant to coastal zone management, and makes provision for the protection of coastal reefs and beaches, the creation of marine reserves and the identification of critical areas of concern not covered by current legislation.

Within the CZMA, the key provisions which support the protection of the nominated Site are:

I. Preparation of the Coastal Zone Management Outline and Plan

Sections 5 – 12 of the CZMA mandate the Director, CZMU to prepare a coastal zone management order delineating the coastal zone management area and a plan for the management of that area once in every five (5) years. The management plan shall comprise policies, strategies and standards that provide for the management and conservation of coastal resources (inclusive of environmental impact assessments, water quality, public access, management of underwater parks and of restricted areas) and may also make provision for the maintenance of structures. The Director may include such maps and descriptive material in the management plan as may be necessary to illustrate any strategy, policy, standard or designation in the plan in detail. The Coastal Zone Management Plan preparation process must incorporate public consultations and is thereafter revised as necessary, approved by the Minister and published in the Official Gazette. As expedient, the Director may also submit proposals to the Minister for the amendment of the development plan and or the order, which must also include a similar process as the original document.

II. Preservation and Enhancement of Marine Areas

Sections 15-20 of the CZMA address the preservation and enhancement of marine areas. Section 15 grants authority to the Director, on consultation with the NCC, to refer portions of marine areas as restricted areas for approval to the Minister. This section further outlines the bases for applying restrictions, which include the preservation or enhancement of natural beauty, protection or rehabilitation of the flora and fauna, protection of wrecks and other items of archaeological and historical interest that characterize the designation of the historic maritime Carlisle Bay Natural Heritage Conservation Area Marine Park, which falls within the nominated Site. The specific boundaries of restricted areas should be clearly outlined on a map or some other appropriate means and should be provided to the public in the form of consultation prior to approval. The designation of these restricted protected areas may be included within the management plan and form part of that process. The Director can propose amendments to the protected areas to the Minister, which must also include a similar process as the original designation.

Section 17 of the CZMA specifies that the Minister may make regulations governing the protection and management of the restricted areas and which are enforced by the Director, CZMU.

National Conservation Commission Act, 1982

The National Conservation Commission Act 1982 controls the use of public facilities which are managed by the NCC. The Act stipulates that any person/group who desires to operate a business of selling goods or services in a public park, in a public garden, on a beach or in a cave; or host an activity at any park, beach, or open recreational area which falls under the management of the Commission shall first obtain from the Commission a license for the purpose. Such applications include the payment of a fee and permission is granted subject to specific conditions. Given the number of public open spaces
within the nominated Property that are maintained by the Commission - such as Queen’s Park and the Carlisle Bay Natural Heritage Conservation Area Marine Park - this legislation in conjunction with the CZMA in particular plays an integral part in managing recreational assets.

Road Traffic (Amendment) Act 2007-1 (commencement to be proclaimed) and the Road Traffic Regulations, 1984

These pieces of legislation enable the Minister and the Chief Technical Officer, MTW to construct and maintain the island’s public roadways (inclusive of signage and road markings) and provide public transport services through the public and private sectors.

Sanitation Service Authority Act Cap 382

The Sanitation Service Authority Act Cap 382 establishes and incorporates the SSA under the Ministry of Health to perform particular functions as specified in Section 4, including the removal of refuse from authorized premises, sweeping, cleaning and washing down of streets, provision and maintenance of public baths and public sanitary conveniences. In the exercise of its functions the Authority is also required to act in accordance with the provisions of the Health Services Act and any regulations made thereunder.

Emergency Management Act 2006 (20)

Under the Emergency Management Act 2006 (20) the authority to coordinate emergency management is accorded the Director, DERM. Part IV Section 10 of the Act grants the authority to prepare procedures for the operation of a national emergency operations centre (EOC) to the Director, Department of Emergency Management, who has the responsibility for disaster preparedness under the direction of the Minister of Home Affairs.

In addition, the Emergency Management Act 2006 (20) demands that public and private sector entities develop multi-hazard contingency plans to the satisfaction of the Department of Emergency Management.

The Fire Service Act Cap. 163, 1961

The Barbados Fire Service Act Cap. 163, 1961 (BFSA) was established to constitute a Fire Service for Barbados and for related matters.

Section 16 of the BFSA grants authority to on-duty members of the Service to enter and if necessary break into any premises or place in which a fire has or is reasonably believed to have broken out or any premises or place which it is necessary to enter for the purposes of extinguishing a fire or of protecting the premises or place from acts done for fire-fighting purposes, without the consent of the owner or occupier thereof, and may do all such things as he may deem necessary for extinguishing the fire or for protecting from fire, or from acts done as aforesaid, any such premises or place or for rescuing any person or property therein. Sub-section (2) further indicates that any person who willfully obstructs or interferes with any member of the Service who is engaged in operations for fire-fighting purposes shall be liable on conviction by a court of summary jurisdiction to a fine.

Section 17 of the Act grants authority to the Chief Fire Officer or Officer in charge at the fire scene to take any measures that may appear expedient for the protection of life and property, by himself or the members of the Service, members of the RBPF and volunteers, for the purpose of controlling or extinguishing any fire.

Section 20 of the BFSA allows the Chief Fire Officer to collaborate with the RBPF and can request as many officers as deemed sufficient to support the control or extinguishing of a fire.

With respect to the identification of hydrants, Section 21 accords the responsibility of the identification to the Chief Fire Officer to mark on any land, building, wall, fence or other place the location of any hydrant in such manner as he may think fit.

Under Section 22 of the BFSA, the CFO or other designated officer has the right to enter and examine all shops, places of public entertainment, buildings or other places (whether buildings or otherwise) to ensure that they are safe for the conduct of business with the public and can request any necessary amendments to address any concerns to be satisfactorily addressed so that a certificate can be issued.

The powers of the Chief Fire Officer accorded in Section 22 of the BFSA are further supported in the Barbados Ships Act (Cap 561A) 1985, the Factory Act Cap. 347 1961 and the Public Entertainment Act Cap. 85A, 1985-8, which require the operators of these establishments to comply with the requirements of that Officer as it relates to the provision of fire warning, fire-fighting equipment, the free passage of exits, or any other measure that he may require, including a plan or system. Every occupier who, by himself, or through any person employed by him or acting under his direction or with his consent, refuses, fails to admit or obstructs the Chief Fire Officer is guilty of an offence.

With respect to public entertainment, section 4 requires that a person desiring to keep a place of public entertainment must apply to the Comptroller of Customs in the approved form and must produce a number of certificates including a certificate from the Chief Fire Officer that the premises are provided with sufficient fire exits in relation to the number of persons who are to be accommodated therein. This certificate is valid for a maximum of a year only and the property must therefore be inspected on an annual basis. An applicant who is aggrieved by the refusal of a certificate under this section has a right of appeal to a magistrate for the district in whose jurisdiction the premises are situated, whose decision thereon is final.

INVESTMENT FACILITATION

As with any city and particularly one of outstanding universal value, there is a need for a broad legislative framework within which investment can be facilitated to harness, manage and develop the commercial and recreational assets and the tourism potential of the Site in order to contribute to the diversification of the economy. Within the management framework for the proposed nominated Site, the following pieces of critical legislation seek to fulfill this role:

The Barbados Chamber of Commerce and Industries Act Cap. 376B 1983-10

In the interest of promoting and encouraging manufacturing operations in Barbados suitable to the country and capable of making contributions to economic development, the Barbados Chamber of Commerce and Industries Act Cap. 376B 1983-10 (BCCIA) sought to widen the objectives and functions of that Association, incorporated by the Barbados Chamber of Commerce (Incorporation) Act, 1868.

In relation to advancing investment specifically, section 4 of the Act stipulates the functions of the Chamber as:

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The Garrison After the 1831 Hurricane by W.S. Hedges, 1831
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- to promote measures calculated to benefit and protect the trading interests of its Members and the general trade of Barbados;
- to promote and encourage the development in Barbados of manufacturing operations suitable to the community and capable of making contributions to the economic welfare and development of the country;
- to assist in securing markets both for raw materials and finished products;
- to consult together as to problems affecting local manufacturing industries and to take such action as it thinks fit;
- to borrow money either with or without security for any of the purposes of the Chamber;
- to amalgamate with companies, institutions, associations or societies as it thinks fit; and
- to form associations with other Chambers of Commerce and other bodies for the advancement of trade and manufacture and the protection of traders and manufacturers.

Pierhead Development Act Cap. 354A, 2002

The Pierhead Development Act Cap. 354A, 2002 was enacted to make provision for the development of a specific area on Lower Bay Street and its environs to be known as the Pierhead Development Project, and for related matters.

In providing a platform for development facilitation in this section of the nominated Site, section 4 of the Act makes provision for tax and duty exemptions as well as the grant of allowances to development investors and “qualified merchants” (the latter referring to merchants with an annual turnover in excess of $500,000 and whose duty-free sales are at least 60 per cent of that turnover) for a specified period. Developments for tourism, commercial, recreation and ancillary purposes qualifying for such privileges must be approved and certified as satisfactory completed under the TCPA and accommodation facilities must satisfy specified rates of occupancy.

Section 5 of the Act also makes provision for the vesting of a portion of lands to the BTI to encourage joint public-private partnership approach to the development of the area. The responsibilities of the developers within the site are clearly articulated in Section 6 and include the construction and maintenance of works and any ancillary facilities necessary for the development of the project, in accordance with the provisions of the TCPA.

Tourism Development Act Cap. 341, 2002

The primary legislation that provides benefits and incentives to investment in the tourism and hospitality sector in Barbados is the Tourism Development Act, Cap. 341, 2002 (TDA). The TDA encourages the sustainable development of Barbados’ tourism industry by providing duty-free and income tax concessions for approved tourism projects and certain tourism entities for other related matters.

The TDA facilitates a wide expanse of incentives to investment in the tourism and hospitality sector in Barbados beyond the traditional accommodations sector and is dependent on the grant of permission from the CTP under the TCPA in relation to proposals constituting development. Incentives are offered to restaurants, recreational facilities and services, development of attractions that emphasize the island’s natural, historic and cultural heritage and for the construction of properties in non-coastal areas, with section 27 of the TDA specifically making provision for the granting of income tax concessions to facilities and attractions based on natural or cultural heritage in particular. Provision is made in the Act for investors in tourism projects to benefit from write-off of capital expenditure and 150% of interest and there is also exemption from import duty and value added tax in respect of furniture, fixtures and equipment as well as building materials, supplies and equity financing.

Special Development Area Act Cap. 257A, 2002

The Special Development Areas Act Cap. 257A, 2002 provides the designation of special development areas and for belief to persons carrying out work in those areas and to persons providing the financing of such work. In so doing, it makes provision for various concessions to approved developers for carrying on specific activities in defined geographical areas within Barbados including the Carlisle Bay Redevelopment area, which forms part of the nominated Site. Section 4 requires that approved developers be published in the Official Gazette.

Section 5 of this act requires that an approved developer receive the requisite approvals under the TCPA. The activities that an approved developer may carry out under the Act include hotels (including conference areas), water-based activities, tourism projects highlighting heritage and natural environment, as well as other tourism facilities, arts and cultural investments, residential complexes, and commercial or industrial buildings (including office complexes).

Approved developers and certain investors, other than commercial banks, may be granted the following tax concessions, which in principle negate their ability to be granted concessions under other legislation:

- exemption from income tax on interest earned on a loan made to an approved developer to finance any development work during the development period;
- income tax at a reduced rate of 50%;
- initial and annual allowances on an industrial building at 40% and 6% respectively;
- initial and annual allowances on a commercial building at 20% and 4% respectively;
- exemption from import duties and value added tax on inputs for the construction of new buildings or the refurbishment of existing buildings;
- exemption from charges on the repatriation of interest or capital for a period of ten years;
- exemption from land tax on the improved value of the land; and
- exemption from property transfer tax payable by vendors on the initial purchase of the property, whether by national or non-nationals.

CULTURAL DEVELOPMENT

Barbados Museum and Historical Society Act, 1933

Section 2 of the Barbados Museum and Historical Society Act, 1933 incorporates the Society, and section 4 grants the Society full power and authority to establish and execute additional instruments in conducting and regulating its business affairs.

Within the powers accorded to the Society by this legislation, the key functions of the agency are:

- management, conservation and interpretation of the heritage;
- leadership and coordination of museum and exhibition design;
- development and delivery of community-based, value-focused heritage programming;
- assessment and documentation of tangible and intangible heritage resources;
- provision of advisory and support services; and
- encouragement and institutionalization of professional standards of practice.

National Art Gallery Act, 2007

The National Art Gallery Act, 2007 provides for the establishment2 of a corporate body entitled “The Barbados National Art Gallery” with responsibility for:

- the administration and control of the National Collection and the National Gallery Collection;
- the development and execution of the policy of the Gallery; and
- the property of the Gallery.

While the Act has broad responsibility for the establishment and management of the National Gallery, its relevance lies in the provisions for its

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2. The National Art Gallery Committee, established in September 1998, functions under the supervision of the MFCSY and implements an approved programme, effectively executing the main functions of the Barbados National Art Gallery as provided under the Act.
responsibility for the “National Collection”. The Act interprets this to mean “those works of art that are owned by the Government, its agencies and statutory corporations”. Within Part I of the National Art Gallery Act there are provisions for the protection of monuments, falling under the functions and powers of the Gallery, which include the responsibility to:

- advise Government on the acquisition, management and assessment of works of art;
- manage, document and conserve the National Collection;
- record, document, exhibit, promote, preserve, conserve and restore works of art;
- promote knowledge, maintain archives and disseminate information about the National Collection;
- research, compile and publish information on art; and
- carry out such other activities as would in the opinion of the Gallery facilitate the proper discharge of its functions or be related to or conducive to its functions.

Under Part II, Section 20 the Director, National Art Gallery has the power to determine whether or not a work of art “should form part of the National Collection”. Under Part III of the legislation, the Gallery has the power to determine whether art from the National Collection “may be removed from the Island” and can determine regulations to give effect to the Minister’s stated policy “for the preservation, management and expansion of the National Collection”. The Gallery therefore has responsibility for the management, maintenance and conservation of all public monuments currently located within the Property, as well as the stained glass windows, icons and other artworks related to Parliament. Programmes for the regular curation, conservation and documentation of the National Collection have already been established and are operational under the Committee’s mandate. The Committee is guided by international standards as established by the International Council of Museums (ICOM). Any proposed future monuments or acquisitions of works for the National Collection must take cognizance of the perspective of the Gallery.

Archives Act Cap 19b, 1989

The Archives Act Cap 19b, 1989 provides for the custody and preservation of public archives, public records and other documents. Section 3 of this legislation establishes the Archives Advisory Committee to provide advice to the Minister on matters relating to the location, preservation and use of public archives; the custody and transfer of public records; the conditions and restrictions on which public records available for research, or any of them, may be inspected and published; inspection and preservation of documents and manuscripts of historical or cultural or literary value in private possession; inspection by members of the public of public archives and public records; and editing and publishing of public archives and private manuscripts.

Section 3 of the Act grants the Chief Archivist charge of the Archives Department and the public archives and public records and, more specifically, the right to make available and provide tools to guide the use of the public archives, and to examine, acquire, produce, restore, conserve, reproduce, store and exhibit public archives or records as deemed necessary for public inspection. The Chief Archivist may also examine any collection of records or printed material in private possession for purposes of listing or recording and render such technical aid or assistance as may be necessary for the classification, description, preservation of such records or printed material and hold public exhibitions or expositions of any class or description of public archives, private documents, manuscripts or printed material deposited in the Archives Department, either in the premises of the Archives Department, or elsewhere.

By virtue of Sections 3–5 of the Act, the Chief Archivist has the power to signify to the Minister those public records which are of enduring or historical value and make recommendations to the Minister regarding the retention or destruction of public records, transfer of public records to the Archives Department, and the classification of public records. In so doing, the Chief Archivist shall have access to any place for the purposes of selecting, examining and depositing of public records with the view to listing them or collecting information records or to taking such steps as are necessary for their transfer to the Archives Department for preservation.

Section 6 states that any public officer or any other person having custody of any public records, public manuscript or public document of historical cultural or literary value, shall afford the Chief Archivist or a delegated officer all facilities for the examination and selection and reproduction of such public records for permanent preservation and for the transfer of such public records to the Archives Department which are no longer required for active use. In accordance with section 7, where any public officer is due to be closed down, the Office shall transmit to the Chief Archivist a complete list of all public records in that office and shall make arrangements to deposit in the Archives Department such records as the Archivist may select or require for permanent preservation in the Archives Department.

Sections 11 and 12 stipulate that no person shall export, take, send or cause to be exported, taken or sent out of Barbados any record, document or manuscript or any other printed matter being of historical, cultural or literary value without the permission of the Minister, and no public records shall be destroyed except with the written consent of the Chief Archivist.

Under section 15 of the Act, any person who knowingly defaces or destroys documents lodged within Archives Department or any other public record is guilty of an offence and is liable on summary conviction to a fine or imprisonment or to both.

National Cultural Foundation Act Cap. 380B, 1984

Section 1–3 of the National Cultural Foundation Act Cap. 380B, 1984 provides for the establishment of a cultural foundation as an incorporated body to execute the following functions:

- to stimulate and facilitate the development of culture generally;
- to develop, maintain and manage theatres and other cultural facilities and equipment provided by the Government;
- to organise cultural festivals; and
- to do anything necessary or desirable to assist persons interested in developing cultural expression.

The execution of its functions under the legislation therefore makes the NCF a critical agency in the preservation and celebration of the cultural heritage of Historic Bridgetown and its Garrison.

Police Act, Cap. 167, 1958

The Police Act, Cap. 167, 1958 maintains the provisions of the Police Act, 1908. The powers accorded to the Royal Barbados Police Force under section 4 of the Act are:

- the maintenance of law and order;
- the preservation of peace;
- the protection of life and property;
- the prevention and detection of crime; and
- the enforcement of all laws and regulations with which it is charged.

Additionally, in the event of war or in the case of actual or apprehended invasion of Barbados, section 5 of the Act stipulates that the Governor-General may by proclamation published in the Official Gazette direct that the Force, or any part thereof, shall be employed on military duties in defence of Barbados, and such Force or part thereof shall be liable to be so employed from the date specified in such proclamation until such date as the Governor-General may by like proclamation direct.

Under Section 19, the enunciates duties of the Force include to be charged before a magistrate and to prosecute persons reasonably suspected of having committed offenses where it is desirable in the public interest that the prosecution should be undertaken, and in any other case where an order to that effect is made by the Director of Public Prosecutions or the Commissioner.

It is recognized that the current legislation to support site management could be enhanced to some degree and therefore the enactment of revised or additional legislation will be undertaken over the plan period February 2011 – February 2016. Such legislative initiatives are primarily the proposed amendments to the TCPA and the enactment of the Barbados Building Code, the Cultural Industries Development Bill, the Preservation of Antiquities and Relics Bill 2006, and are detailed in Section 4.0 of this management plan.
2D. EXISTING POLICIES AND PROGRAMMES GUIDING THE MANAGEMENT SYSTEM

PRESEVERING, PROTECTING AND ENHANCING HERITAGE

The Physical Development Plan Amended 2003

The Physical Development Plan (PDP) provides the backbone and practical framework for preserving, protecting and enhancing the built heritage within the Property and its buffer zone. The PDP is a legally required policy document which seeks to “provide a vision for the future growth and development of the nation by setting out policies to guide relationships among land uses, community facilities and physical infrastructure. This Plan came into force in April 2008, and is the third version to have been published since 1976. The current plan makes significant provisions to improve on the cultural heritage provisions already incorporated in the Act.

The main purposes of the PDP are to:

• Foster the economic, environmental, physical and social well-being of the residents of Barbados.
• Establish a vision to guide the future form of development with respect to land use and environmental management.
• Guide the future form of development on the island and inform the public, business and government sectors as to the nature, scope and location of development.
• Provide a guideline for other private and public works and actions, that impact the social, economic and environmental health of the nation.

I. Cultural Heritage Conservation

The PDP recognizes the social benefits gained from the conservation of the built environment and archaeological sites by providing a cultural link with the past and important commercial and tourism advantages (Section 1.5.1.4) and identifies ‘Cultural Heritage’ as one of the six strategic policies contained within this Plan (Section 2.4) with a goal to maintain and conserve the cultural heritage of Barbados, including the built heritage and areas of archeological significance.

The cultural heritage objectives of the Plan are to:

• Protect, maintain and enhance the quality of the built environment, namely all buildings and areas of architectural or historic importance, through the preparation of specific capital projects and through Town and Country Planning legislation.
• Encourage the conservation and preservation of the built environment through education and incentives to owners and the public at large.
• Establish, through Town and Country Planning legislation, an effective procedure for the conservation of all buildings and districts of archaeological, architectural or historic interest.
• Develop an ongoing programme of identification and designation of archaeological sites, in conjunction with the Barbados National Trust and the Barbados Museum and Historical Society.
• Establish and maintain data on all sites of historic or archeological significance.
• Establish a system for the excavation and recording of all significant archaeological sites by a qualified archaeologist prior to development.

The Cultural Heritage section of the plan encourages the preservation of archaeological remains and buildings of architectural or historic importance to the fullest extent possible. Cultural Heritage policies are set out specifically to promote the preservation of archaeological areas and monuments, in accordance with the BCNWT and any additional nominated body, which may also include the Barbados World Heritage SITE.

II. Archaeological Areas and Monuments

As outlined in Section 2.4.2 of the PDP, the Archaeological Areas and Monuments refer to areas of known or potential archaeological resources. The purpose of the policies relating to Archaeological Areas and Monuments is not to discourage or stop development in the vicinity of archaeological remains, but to ensure that development impacts are minimized and that the importance of remains is fully documented. Archaeological Areas and Monuments will also be further protected in accordance with the Preservation of Antiguedades and Relics Bill 2006, when enacted, and the work of the associated Antiquities Advisory Committee.

Within the nominated Site, the following designated protected sites and monuments have been identified:

• Beckles Spring
• Fort Willoughby
• Charles Fort
• St. Ann’s Castle
• Suttle Street (Site A)
• Suttle Street (Site B)

The PDP makes more specific provisions for ‘Listed Buildings’ and categorically states that “express planning permission” from the Chief Town Planner is required for a range of proposals that include:

• alterations to interior or exterior appearance,
• additions or extensions,
• change of use,
• demolition,
• changes to windows, balconies, painting or colouring, and
• installation of permanent signage.

Such proposals will be circulated for comments to the BNT, BMHS and any additional nominated body, which may also include the Barbados World Heritage SITE.
## Section Two - Management System Framework

Section 2, Table 3 Statutory List of Buildings of Special Architectural or Historic Interest within the Nominated Site

Note: *Updated Table 5.1 from the Nomination Document 2010*

### Previous name of property

<table>
<thead>
<tr>
<th>PDP#</th>
<th>Name of property</th>
<th>Current Use of Property</th>
<th>Address</th>
</tr>
</thead>
<tbody>
<tr>
<td>53</td>
<td>Paul's Boutique</td>
<td>Commercial (A)</td>
<td>McGregor Street</td>
</tr>
<tr>
<td>54</td>
<td>ManShop</td>
<td>N/A</td>
<td>McGregor Street</td>
</tr>
<tr>
<td>55</td>
<td>Mustier's Restaurant</td>
<td>Restaurant</td>
<td>McGregor Street</td>
</tr>
<tr>
<td>56</td>
<td>Lynch Insurance Building</td>
<td>Commercial (A)</td>
<td>McGregor Street</td>
</tr>
<tr>
<td>57</td>
<td>Le Bistro &amp; Timex Centre</td>
<td>Commercial (A)</td>
<td>Prince William Henry Street</td>
</tr>
<tr>
<td>58</td>
<td>The Spirit Bond</td>
<td>Mixed-use</td>
<td>Wharf Road</td>
</tr>
<tr>
<td>60</td>
<td>DaCosta Mall</td>
<td>Commercial (A)</td>
<td>Broad Street</td>
</tr>
<tr>
<td>61</td>
<td>Barbados Mutual Life</td>
<td>Commercial (B)</td>
<td>Lower Broad Street</td>
</tr>
<tr>
<td>62</td>
<td>Town Hall Building</td>
<td>Commercial (B)</td>
<td>Cheapside</td>
</tr>
<tr>
<td>63</td>
<td>St. Mary's Church</td>
<td>Church</td>
<td>Cheapside</td>
</tr>
<tr>
<td>64</td>
<td>Carlisle Bond</td>
<td>Commercial (A)</td>
<td>Hincks Street</td>
</tr>
<tr>
<td>65</td>
<td>Gretna Green</td>
<td>Residential</td>
<td>Mason Hall Street</td>
</tr>
<tr>
<td>68</td>
<td>Viola Cot</td>
<td>Residential</td>
<td>Mason Hall Street</td>
</tr>
<tr>
<td>69</td>
<td>Mrs. Drakes House</td>
<td>Dilapidated</td>
<td>Mason Hall Street</td>
</tr>
<tr>
<td>70</td>
<td>St. Mary’s Junior School</td>
<td>School</td>
<td>Mason Hall Street</td>
</tr>
<tr>
<td>72</td>
<td>Scott's</td>
<td>Commercial (A)</td>
<td>Cheapside</td>
</tr>
<tr>
<td>73</td>
<td>Travel House</td>
<td>Vacation</td>
<td>Cheapside</td>
</tr>
<tr>
<td>77</td>
<td>Queensbury</td>
<td>Mixed use</td>
<td>Reed Street</td>
</tr>
<tr>
<td>78</td>
<td>Thinking Computers</td>
<td>Commercial (A)</td>
<td>Reed Street</td>
</tr>
<tr>
<td>79</td>
<td>C M Greenidge &amp; Sons</td>
<td>Dilapidated</td>
<td>Tudor Street</td>
</tr>
<tr>
<td>82</td>
<td>Maxwell Shop</td>
<td>Flame Shop</td>
<td>Commercial (A)</td>
</tr>
<tr>
<td>84</td>
<td>Liberty Store</td>
<td>Liberty Store</td>
<td>Commercial (A)</td>
</tr>
<tr>
<td>85</td>
<td>Kirpalani Ltd.</td>
<td>Stepper’s Boutique</td>
<td>Commercial (A)</td>
</tr>
<tr>
<td>86</td>
<td>Kiddies Korner</td>
<td>Tim’s Restaurant</td>
<td>Mixed use</td>
</tr>
<tr>
<td>87</td>
<td>Foam House</td>
<td>Foam House</td>
<td>Commercial (A)</td>
</tr>
<tr>
<td>88</td>
<td>Mr. Waihte’s House</td>
<td>Molley House</td>
<td>Commercial (B)</td>
</tr>
<tr>
<td>89</td>
<td>Central Police Station</td>
<td>Governmental</td>
<td>Coleridge Street</td>
</tr>
<tr>
<td>90</td>
<td>Supreme Court</td>
<td>Supreme Court</td>
<td>Vacant/Governmental</td>
</tr>
<tr>
<td>91</td>
<td>Public Library</td>
<td>Public Library</td>
<td>Vacant/Governmental</td>
</tr>
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</table>

### Previous name of property

<table>
<thead>
<tr>
<th>PDP#</th>
<th>Name of property</th>
<th>Current Use of Property</th>
<th>Address</th>
</tr>
</thead>
<tbody>
<tr>
<td>92</td>
<td>Parliament &amp; Museum</td>
<td>Parliament</td>
<td>Governmental</td>
</tr>
<tr>
<td>93</td>
<td>Jewish Synagogue</td>
<td>Jewish Synagogue</td>
<td>Synagogue</td>
</tr>
<tr>
<td>94</td>
<td>Nidhe Israel Jewish Museum</td>
<td>Jerusalem Museum</td>
<td>Jewish Museum</td>
</tr>
<tr>
<td>95</td>
<td>The Torch Printery</td>
<td>N/A</td>
<td>Commercial (A)</td>
</tr>
<tr>
<td>96</td>
<td>Building No. 1</td>
<td>Shalom Hair &amp; Nails Salon</td>
<td>Mixed use</td>
</tr>
<tr>
<td>97</td>
<td>Building No. 3</td>
<td>Island Treasure / Facey Treats</td>
<td>Mixed use</td>
</tr>
<tr>
<td>98</td>
<td>Olympic Cinema</td>
<td>Bell’s Leather Establishment &amp; Accessories</td>
<td>Commercial (A)</td>
</tr>
<tr>
<td>99</td>
<td>Pal-Mal</td>
<td>Pal-Mal</td>
<td>Commercial (A)</td>
</tr>
<tr>
<td>100</td>
<td>Sahely’s</td>
<td>Sahely’s</td>
<td>Commercial (A)</td>
</tr>
<tr>
<td>101</td>
<td>Realty Investments</td>
<td>Realty Investments</td>
<td>Commercial (A)</td>
</tr>
<tr>
<td>102</td>
<td>Masonic Lodge</td>
<td>Masonic Lodge</td>
<td>Under Repairs</td>
</tr>
<tr>
<td>104</td>
<td>St. Michael’s Cathedral</td>
<td>St. Michael’s Cathedral</td>
<td>Church</td>
</tr>
<tr>
<td>105</td>
<td>Stratton House</td>
<td>Stratton House</td>
<td>Vacant</td>
</tr>
<tr>
<td>107</td>
<td>Gitten’s Cozy Nook</td>
<td>N/A</td>
<td>Vacant</td>
</tr>
<tr>
<td>110</td>
<td>Hilton Bar and Restaurant</td>
<td>N/A</td>
<td>Mixed use</td>
</tr>
<tr>
<td>112</td>
<td>Grassmere</td>
<td>Grassmere</td>
<td>Residential</td>
</tr>
<tr>
<td>115</td>
<td>Alders Furniture Depot</td>
<td>Commercial (A)</td>
<td>Roebuck Street</td>
</tr>
<tr>
<td>116</td>
<td>V Bourne Bar</td>
<td>Andy’s Bakery &amp; Vegetarian Deli</td>
<td>Restaurant</td>
</tr>
<tr>
<td>117</td>
<td>De Freitas and Co.</td>
<td>De Freitas and Co.</td>
<td>Mixed use</td>
</tr>
<tr>
<td>118</td>
<td>Straunghs Garage</td>
<td>N/A</td>
<td>Mixed use</td>
</tr>
<tr>
<td>122</td>
<td>Lenville</td>
<td>Lenville</td>
<td>Dilapidated</td>
</tr>
<tr>
<td>123</td>
<td>The Retreat</td>
<td>Harrison’s College</td>
<td>School</td>
</tr>
<tr>
<td>124</td>
<td>Villa Angela</td>
<td>Villa Angela</td>
<td>Vacant</td>
</tr>
<tr>
<td>125</td>
<td>Rus In Urbe</td>
<td>Rus In Urbe</td>
<td>Commercial (C)</td>
</tr>
<tr>
<td>126</td>
<td>Ministry of Agriculture</td>
<td>Harrison’s College (Laboratories)</td>
<td>School</td>
</tr>
<tr>
<td>127</td>
<td>Queen’s Park House</td>
<td>Queen’s Park House</td>
<td>Mixed use</td>
</tr>
<tr>
<td>128</td>
<td>The Engine Room/ the Pumping House</td>
<td>The Clock House</td>
<td>Storage</td>
</tr>
<tr>
<td>129</td>
<td>College Gate</td>
<td>College Gate</td>
<td>Access point</td>
</tr>
<tr>
<td>130</td>
<td>Governor General’s Gate</td>
<td>Governor General’s Gate</td>
<td>Access point</td>
</tr>
</tbody>
</table>
## Section Two - Management System Framework

### Section 2, Table 3 Statutory List of Buildings of Special Architectural or Historic Interest within the Nominated Site

Note: *Updated Table 5.1 from the Nomination Document 2010

<table>
<thead>
<tr>
<th>PDP#</th>
<th>Previous name of property</th>
<th>Name of property</th>
<th>Current Use of Property</th>
<th>Address</th>
</tr>
</thead>
<tbody>
<tr>
<td>131</td>
<td>Bandstand</td>
<td>Bandstand</td>
<td>Bandstand</td>
<td>Constitution Road</td>
</tr>
<tr>
<td>132</td>
<td>Old Headmistress Office: Queen's College</td>
<td>Ministry of Education</td>
<td>Governmental</td>
<td>Constitution Road</td>
</tr>
<tr>
<td>133</td>
<td>Old Combermere</td>
<td>Ministry of Education</td>
<td>Governmental</td>
<td>Constitution Road</td>
</tr>
<tr>
<td>134</td>
<td>Old Queen's College</td>
<td>Ministry of Education</td>
<td>Governmental</td>
<td>Constitution Road</td>
</tr>
<tr>
<td>135</td>
<td>The Grotto</td>
<td>The Grotto</td>
<td>Dilapidated</td>
<td>River Road</td>
</tr>
<tr>
<td>136</td>
<td>Norma Villa</td>
<td>Norma Villa</td>
<td>Vacant</td>
<td>River Road</td>
</tr>
<tr>
<td>137</td>
<td>H Lynch Liquor store</td>
<td>N/A</td>
<td>Mixed use</td>
<td>Nelson Street</td>
</tr>
<tr>
<td>138</td>
<td>Club Zanzibar</td>
<td>Club Zanzibar</td>
<td>Restaurant/Bar</td>
<td>Nelson Street</td>
</tr>
<tr>
<td>139</td>
<td>Maple Leaf Bar</td>
<td>N/A</td>
<td>Residential</td>
<td>Nelson Street</td>
</tr>
<tr>
<td>140</td>
<td>New York Club</td>
<td>New York Club</td>
<td>Dilapidated</td>
<td>Nelson Street</td>
</tr>
<tr>
<td>141</td>
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<td>Welfare Department</td>
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<thead>
<tr>
<th>PDP#</th>
<th>Previous name of property</th>
<th>Name of property</th>
<th>Current Use of Property</th>
<th>Address</th>
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<tr>
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<td>The Bungalow</td>
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<td>Horseshoe Apartment</td>
<td>Horseshoe Manor</td>
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<td>Stafford House</td>
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<td>Letchworth House</td>
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<td>Ordnance Hospital Ward</td>
<td>Geneva</td>
<td>Residential</td>
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<td>Ordnance Hospital Surgery</td>
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<td>Barracks</td>
<td>Block 'B' The Garrison</td>
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<td>Schimdt's Gate</td>
<td>Schimdt's Gate</td>
<td>Access Point</td>
<td>The Garrison</td>
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<td>230</td>
<td>Officers’ Quarters and Stores</td>
<td>Block 'C' Annex</td>
<td>Governmental</td>
<td>The Garrison</td>
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<td>Cookhouse</td>
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<td>The Singles Mess</td>
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<td>Officers’ Detention Building</td>
<td>The Tower Building</td>
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<td>235</td>
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<td>The Museum Curator’s House</td>
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<td>Block 'A' The Garrison</td>
<td>Governmental (C.X.C)</td>
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<td>The Museum</td>
<td>Barbados Museum and Historical Society</td>
<td>Museum</td>
<td>The Garrison</td>
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<td>238</td>
<td>Gate Post at Chelsea</td>
<td>North Gate</td>
<td>Access point</td>
<td>The Garrison</td>
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<td>239</td>
<td>Charles Fort</td>
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<td>Monument (Bush Hill)</td>
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<td>Military</td>
<td>The Garrison</td>
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<td>241</td>
<td>Savannah Club</td>
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<td>West India Barracks</td>
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<td>Iron Barracks</td>
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<td>St. Ann’s Fort</td>
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<td>Savannah Lodge</td>
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<td>Nicholls House</td>
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<td>The Barbados Pavilion</td>
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<td>251</td>
<td>Aswad Manshipshop</td>
<td>Street Soldier</td>
<td>Commercial (A)</td>
<td>James Street</td>
</tr>
</tbody>
</table>
Committee.

Inappropriate development in areas adjacent to or in the vicinity of Listed Buildings will be discouraged and the proposals involving the alteration, extension, change of use or demolition of a Listed Building will be permitted only in circumstances where:

• the proposal does not have an adverse negative impact on the architectural and historic character, or appearance of the building or its setting;
• the proposal respects the scale, design and materials of the existing building; and
• the building or section to be demolished is beyond viable economic repair; viable alternative uses cannot be accommodated; or where there is substantial benefits to the larger community, supported by an appropriate and detailed redevelopment plan.

The policies also require an increase in fines for illegal demolitions of Listed Buildings and this has been addressed in Section 4 of this document.

IV. Cultural Heritage Conservation Areas

Appendix A of the PDP defines Cultural Heritage Conservation Areas as groupings of buildings or structures projecting a unique architectural character which may be representative of a historic architectural style and/or reflect some aspect of the history or heritage of the community. Cultural Heritage Conservation Areas have been so designed to protect heritage districts and streetscapes, and may include both listed buildings and other non-listed buildings including those buildings recognized by the BNT as significant, as well as parks and open space areas.

The following development policies contained in Section 2.4.4 of the PDP will apply to all Cultural Heritage Conservation Areas:

• Conservation Areas will be designated in accordance with the Town and Country Planning Act as a means of conserving areas of architectural or historic importance. (This has been addressed in Section 4 of this document.)
• All renovations and other development (as well as demolition) of any structures within Conservation Areas will require express planning permission and will be circulated to the Barbados National Trust, the Barbados Museum and Historical Society and any additional nominated body for comments.
• The felling or lopping of all trees over 0.5 metres in diameter in Cultural Heritage Conservation Areas will require the express permission of the Chief Town Planner.
• Development in Conservation Areas will be permitted only where:
  • it enhances or preserves the character or appearance of the area or its setting;  
  • for demolition or partial demolition it can be shown to the Chief Town Planner that the building is beyond economic repair; viable alternative uses cannot be found or that there would be substantial benefits to the larger community and that an appropriate and detailed redevelopment plan is submitted;
  • redevelopment is undertaken within an agreed timescale to ensure that vacant land and buildings do not detract from the special character and quality of the area; and
  • the new development will respect the special character and quality of the area through size, design and materials.
• All new developments should conform to the relevant planning policies referred to, but variations in these standards would be considered in order to maintain the specific environmental characteristics of the Conservation Areas.
• In order to retain the appearance of Cultural Heritage Conservation Areas, permanent advertisements or signs of any type will not normally be allowed except with the express permission of the Chief Town Planner.
• Any alterations to the exterior appearance of all buildings in the Conservation Area will need the express permission of the Chief Town Planner. This will cover in particular windows, balconies, materials, painting, and colouring.
• Development by the Government, its agencies and statutory undertakers, including wirescapes, substations, road signs, street furniture, drainage activities, streetscaping, road repairs and widening that affects the appearance of the Conservation Area, will require the express approval of the Chief Town Planner. Generally, all publicly funded works will be designed in a comprehensive manner to enhance the special heritage character of the area.

The policies enunciated will guide development within the following Cultural Heritage Conservation Areas located within the nominated Site:

• The Garrison
• Roebuck/Crumpton Street
• Hastings Pavilion/Ocean View
• Hincks Street
• Waterfront
• Suttle Street

V. Bridgetown Community Plan

The Bridgetown Community Plan contained within Section 6 of the PDP seeks to provide a local strategic planning context to comprehensively guide the development and regeneration of the Bridgetown Community Plan area, which includes the nominated Site, which builds upon the heritage and urban character of this national urban centre. In this regard, it provides a background for the management of the nominated Property and its buffer zone.

Section 3.4 of PDP provides a commitment on behalf of the Government of Barbados to strengthen the role of Central Bridgetown (area identified largely as Maritime/Mercantile zone on Map HBGo06 rev 0r) as a primary cultural, governmental, financial, entertainment and shopping area of Barbados.

Detailed policies and plans are included in Section 6 of the PDP for the Greater Bridgetown Community Plan Area, which is a wider zone within which Historic Bridgetown and its Garrison falls. This section makes provision for the detailed policy direction of the future development of local areas as well as broader urban design, renewal, rehabilitation and traffic management considerations with key goals of revitalizing commercial activity, tourism promotion, and enhancing and improving the network of open spaces, the residential and pedestrian environment, and transportation and
Section Two - Management System Framework

transit.

With regards to Cultural Heritage within the Greater Bridgetown Area, Section 6.1.3.1 of the PDP highlights the tremendous asset of the cultural heritage sites and historic buildings within the area, and supports the adaptive reuse of heritage structures in a sensitive manner that respects and promotes an active, vital place for residents, workers and visitors alike.

VI. The Barbados System of Parks and Open Spaces

Section 4 of the PDP seeks to conserve and protect other specially designated areas through its categorization of The Barbados System of Parks and Open Spaces including Barbados National Park (OS 1) and Natural Heritage Conservation Areas (OS 2) - both land and marine based - and Public Parks and Open Spaces (OS 4), some of which are located within Historic Bridgetown and its Garrison.

VII. Barbados National Park

Special reference must be made to the policies contained in Section 11 of the PDP which are geared towards the management of and guiding the future development of the Barbados National Park, which has been designated as a Category 5 Protected Landscape Site by the IUCN. The management of this internationally protected landscape is undertaken through a participatory approach with other government and non-governmental agencies, and the Management Plan for Historic Bridgetown and its Garrison has drawn on the practices and experiences of managing the internationally recognized Barbados National Park.

VIII. Natural Heritage Conservation Areas (Marine)

This designation applies to features and locations that are important to the natural and physical heritage of the island. Sections 4.1 and 4.3.3 of the PDP outline the importance of retaining, protecting and enhancing these features for the benefit of future generations. One such area within the nominated Site which benefits from the designation and policies is the Carlisle Bay Marine Park.

IX. Public Parks and Open Spaces

Public Parks and Open Spaces are publicly-owned sites that have been specifically designed to function as open space and recreational areas. Within the historic parks in particular, Government will make every effort to preserve and upgrade existing heritage structures, and ensure that new development is complementary to the heritage character of existing buildings, and to the traditional role and function of the open space (Section 4.5.2, PDP).

The following Historic/Urban Parks are contained within the nominated Site:

- Queens Park (Historic Urban Park)
- Independence Square (Historic Urban Park)
- Tragarete Square (Historic Urban Park)
- The Garrison Savannah (Historic Urban Park)

X. Signage Policies

Signs constitute “development” within the meaning of the Town and Country Planning Act, Casp. 240 and therefore need planning permission. The TCDPO assesses proposals for signs based on established policies in relation to the type and proposed location of the sign. These policies also consider safety and amenity. The erection of signs within the curtilage of Listed Buildings or in Cultural Heritage Conservation Areas in the vicinity of listed buildings is carefully assessed within the provisions of the established policy and the environmental context.

The National Cultural Policy

The Government of Barbados, through the National Cultural Policy, has expressed its intention “to create a framework for the continued positive development of Barbadian culture, [and] ensure that Barbadians and their culture are central to overall national development.”

Due recognition is given to the context of the planned development of Barbados’ cultural industries in the state’s articulation of a cultural policy that has had to “consider the impact of our physical environment, landscape and inherent ‘smallness’ on our ‘Barbadian-ness’”. It is anticipated that the above objectives will be achieved through the implementation of a policy framework designed to empower “Barbadians… to develop their creativity to the fullest”, as well as develop strategies which “promote self confidence, and responsibility for their own lives and livelihoods…” Integral to these processes is “respect for human life, respect and tolerance for diversity” and the promotion of “respect for our traditions, our heritage, our creativity, our independence and for our uniqueness.”

Recognition has also been given to the fact that “Culture is dynamic, and it will evolve and change as it comes into contact with other cultures”. This policy therefore seeks to focus on those cultural experiences and practices that have shaped our unique national identity. It will seek to highlight the positive aspects of our culture, to inculcate those values and norms which can contribute to the strengthening of our communities, to the empowerment of our people and to awakening and sustaining a sense of pride in our culture which is reflected in its acceptance and promotion at home and abroad. Specifically, therefore, the main objectives of this National Cultural Policy for Barbados are to:

- Make culture an integral part of national development.
- Promote in all Barbadians a greater sense of national unity, confidence and self-sufficiency.
- Refine and strengthen Barbadian identity, inculcating a strong sense of national pride, while recognizing and showing respect for cultural and ethnic diversity.
- Encourage and facilitate positive creative expression among communities, recognizing this as pivotal to cultural development.
- Promote respect for and preservation of Barbados’ cultural heritage.
- Facilitate the development of cultural institutions and museums.
- Create an inter-sectoral approach to cultural development, establishing viable linkages with other key sectors, such as education, tourism, finance, environment, trade, foreign affairs, agriculture, health, science and technology, and the media.
- Establish an infrastructure which would facilitate the development of the economic potential of the culture sector, promoting cultural industries and entrepreneurship and emphasizing the importance of Intellectual Property.
- Strengthen the existing bonds between the public and private sectors to create and sustain a durable and dynamic partnership in the promotion of positive cultural development.
- Provide for on-going cultural research and documentation.
- Identify strategies for the funding of cultural activities.

It is anticipated that these objectives will be achieved through the enactment of the Cultural Industries Development Bill highlighted in Section 4 of this management plan, and in partnership with the NCF, BMHS, BNT, and the BNG. Relevant to the provisions in support of heritage preservation within...
the Property would be the support for and recognition of cultural projects (Part II, Section 3 (2)) which include:

- research work conducted within the area of cultural industries;
- work in film production, the performing arts, literary arts, visual arts and cultural heritage aimed at fostering and stimulating economic activity and development;
- training and professional development in cultural industries;
- the use of new technologies and development of databases for the purpose of enhancing the operations and management of the cultural industries sector;
- the marketing and distribution of cultural goods and services;
- product design in the area of cultural industries;
- the improvement, renovation and construction of arts and heritage facilities and the acquisition of specialized equipment;
- the promotion and presentation of programmes in the area of cultural heritage and artistic expression aimed at building new audiences and publics;
- the restoration, preservation and conservation of natural sites; and
- the establishment, restoration, preservation and conservation of monuments, museums and other historical structures and sites.

It is anticipated that the protection, preservation and promotion of the Outstanding Universal Value, authenticity and integrity of the Property will be significantly supported and its viability ensured through such a regime.

Draft Coastal Zone Management Plan, 1998

The Draft Coastal Zone Management Plan is a legally developed policy document with an objective to seek compatibility between economic activity and environmental interests in relation to Barbados’ coastal areas and to apply standards and procedures to avoid the degradation of the environment and reduce the risk of long term or irreversible effects. The Plan has strong synergies with the PDP and is legally exercised under the TCPA as a material consideration, since it is yet to come into force.

All existing and proposed developments seaward of the coastal road within the nominated Site will fall within the Coastal Zone Management Area and therefore will be subject to the policies in the Coastal Zone Management Plan. The policies contained in the plan outline inter alia:

- policies, strategies and standards for the development and the maintenance of structures in the coastal zone management area or the proposed coastal zone management area;
- standards for environmental impact assessment for development which might affect the conservation and management of coastal resources;
- standards for water quality in coastal and marine areas to effect the maintenance, rehabilitation and enhancement of coastal and marine habitats;
- provisions for public access through and to the beach and other natural areas of the coastal zone; and
- standards for the management of underwater parks and of restricted areas.

The CZMU also executes several education programmes and activities, a quarterly newsletter, the distribution of the book “Barbados: A Coral Paradise” by CZMU and the UWI, participation in Open Days and Career Days, and lectures and discussions and coastal walks which can enhance the management of the nominated Site through the incorporation of its heritage considerations.

Freedom Footprints: The Barbados Story

A current initiative of the Ministry of Tourism, which will assist in achieving the strategic objectives of its forthcoming Tourism Management Plan, is the Slave Route Heritage Trail and Tour entitled Freedom Footprints: The Barbados Story. This project is Barbados’ contribution to a joint UNESCO/World Tourism Organization (WTO) Cultural Tourism Programme on the Slave Route, a global initiative being implemented across the territories of the African Diaspora that were previously linked to the Transatlantic Slave Trade and the slavery experience. It is a guided tour along a trail of signed sites and places of memory related to slavery and the slave trade. The tour commences at the Barbados Museum and includes a visit to The Cage, one of the places of memory located at Upper Broad Street, Bridgetown - both of which are located within the nominated Site. It is anticipated that other similar initiatives could be developed to fully explore other aspects of the heritage within the context of Historic Bridgetown and its Garrison.

This project addresses the following strategic objectives of the Management Plan for the nominated Site:

- To protect, preserve and enhance the cultural heritage within the Property.
- To harness, manage and develop the recreational assets and tourism potential of the Site in order to contribute to the diversification of the economy.
- To raise awareness, understanding and appreciation of the Outstanding Universal Value of the Property and encourage local participation in its preservation.
- To interpret the Outstanding Universal Value of the Site through a series of programmes and educational activities.

The Ministry of Tourism is also in the process of drafting a Tourism White Paper which will reflect rigorous policies that will be adopted at the highest political level to chart the way forward for the sustainable development of Barbados’ tourism industry. With the completion of the Tourism White Paper articulating the policy, a Tourism Master Plan will be developed for the period 2011-2021. The Tourism Master Plan will encompass the policy framework of the Tourism White Paper and provide a physical, environmental and economic plan for the balanced development of all aspects of Barbados’ tourism product, to ensure the sustainable growth and development of the tourism industry to meet the needs of Barbadians, visitors, investors and other stakeholders. Work on the Tourism Master Plan is expected to commence by May 2011. Collectively, these policy instruments will assist Barbados in meeting a key strategic objective of the Management Plan, namely, to establish guidelines and manage the social and economic activities within the Property.

The Green Paper on the Sustainable Development of Tourism in Barbados – A Policy Framework, 2001 articulates the broad policy objective of Barbados’ National Tourism Policy as: “To pursue sustainable tourism development through improvement and optimal use of our land, human resources and services, and through the conservation and managed use of our cultural, built and natural heritage, in order to ensure a product of the highest quality whilst improving the life and economic development of the people of Barbados.”

The Policy also identifies, among others, Cultural Heritage as a specific objective which is critical to the sustainable development of Barbados’ tourism industry. To achieve this specific objective, the following strategies/actions are proposed:
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- Create an inventory of cultural heritage sites, monuments, landscapes and cultural patrimony, including architecture, oral history, folk traditions, visual, literary and performing arts, archaeological resources and our collective memory.
- Facilitate through specific investment, tax concessions and other incentives and relevant legislation the growth, development and improvement of our cultural heritage.
- Collaborate with the National Cultural Foundation and other relevant agencies as well as all Barbadians to provide coordinated and ongoing research into all aspects of our cultural heritage.
- Facilitate the establishment of legislation to protect the cultural patrimony of Barbados: its architecture, landscape, archaeological resources, oral history, visual, literary and performing arts, folk traditions and collective memory.
- Conduct research into our cultural heritage and its intersectoral linkages to show their significance to the national tourism product in terms of:
  - economic impact of festivals and cultural industries;
  - technology and intellectual property rights of artists;
  - standards and services;
  - culinary arts; and
  - community involvement.
- Provide co-ordinated and ongoing support to artists and cultural heritage institutions in the effective marketing of Barbadian culture.

Whilst The Green Paper on the Sustainable Development of Tourism in Barbados – A Policy Framework, 2001 has been effective in its efforts to guide tourism planning, the dynamism of the global, regional and local tourism environments requires that this framework be re-examined to ensure it is relevant to the current tourism situation.

The Ministry of Tourism has therefore begun this re-examination process with the creation of a discussion document, which will inform the creation of a White Paper for the Development of Tourism in Barbados. This White Paper will go beyond the initial set of proposals contained within the Green Paper to reflect rigorous policies which will be adopted at the highest level to chart the way forward for the sustainable development of Barbados' tourism industry.

With the completion of this White Paper articulating the policy, a Tourism Master Plan will be developed for the ten year period 2011-2021.

Urban Rehabilitation Plan for Bridgetown, 1999

The aim of the Urban Rehabilitation Plan for Bridgetown is to develop the tourist potential of the area, as well as to enhance and utilize its built heritage and environment. It is proposed that, in conjunction with the PDP, this could be achieved through the management of the physical, commercial and social elements of the city.

National Strategic Plan of Barbados 2006

The National Strategic Plan of Barbados 2006-2025 provides the blueprint for the realization of Barbados’ vision of becoming a fully developed society that is prosperous, socially just and globally competitive, by the end of the first quarter of this century. In addressing the development of the cultural sector, Sections 1.8 and 1.17 of the National Strategic Plan note respectively that policies, programmes and strategies would be developed to “enhance the collection and preservation of the tangible and documentary knowledge of local heritage for future generations through the improvement of the capacities of national repositories” and “continue to promote and support international conventions which provide for the preservation, development and international recognition of cultural heritage and diversity.”

DISASTER MANAGEMENT

National Disaster Plan

The Government of Barbados also determined, by a decision of the Cabinet in August, 2003, that Barbados would pursue a holistic disaster management policy, Comprehensive Disaster Management (CDM), which seeks to include an all hazards approach, by all segments of civil society, at all phases of the disaster management continuum: Prevention and Mitigation, Preparedness, Response, Recovery: Rehabilitation and Reconstruction. The integration of Disaster Risk Reduction into key economic sectors is one of the major planks of Barbados’ implementation of the United Nations Hyogo Framework for Action and successful integration has been implemented in the Tourism Sector where all major tourism entities are required to present the Tourism Emergency Management Centre with satisfactory contingency plans to cope with multi-hazard impacts.

This thrust has also been successful in the development of a Standing Committee on Coastal Hazards, co-chaired by the Coastal Zone Management Unit and the Department of Emergency Management. Emphasis is placed on coordinating public awareness and education as well as tsunami early warning protocols at the national level as a component of the Tsunami and Other Coastal Hazards Early Warning System for the Caribbean and Adjacent Regions (CARIBE EWS) which is being implemented through UNESCO. This Committee is also involved in building coastal resilience to storm surge and other coastal hazards associated with climate change and sea level rise. So, as a coastal city, Bridgetown and its environs – including the Garrison - has undergone coastal engineering in an effort to stave off any major coastal inundation in the immediate future.

The National Disaster Plan outlines the composition of the System and defines the roles and responsibilities of its members. There is an Emergency Management Council which recommends policy for the approval of the Cabinet of Barbados. Under the purview of the Council, Standing Committees are established to deal with key emergency management functions - Mass Care and Feeding, Shelter, Search and Rescue, Medical Support, Evacuation, Relief and Welfare, and Emergency Telecommunications. There are Standard Operating Procedures (SOPs), including a national notification process, activation and deactivation of the National Emergency Operation Centre system, and public dissemination of precautionary information. In instances where the hazard has resulted in mass casualty, the National Mass Casualty Plan is activated to ensure that the national medical capability is brought to bear.

These protective measures are implemented and enforced through the collective efforts of the Government of Barbados, statutory corporations, local non-governmental organizations and members of Barbadian civil society who have an interest in heritage preservation and cultural development. The measures encompass separate but complementary strategies aimed at ensuring their acceptance and application by the local community to invest in and support the conservation and promotion of both the tangible and intangible heritage of the Property.
2E. PROCESSES RELATED TO DEVELOPMENT CONTROL AND EMERGENCY RESPONSE

DEVELOPMENT CONTROL PROCESS

When applications are submitted to the TCDDPO for development, the plans are checked, the site visited and a report written on the proposed development. At the same time, the CTP consults with a number of Government departments such as the MTW, the C2M2U and the BFS, depending on the nature of the application. Other agencies such as the BNT and the BHMS are consulted where development involves or is in the vicinity of heritage assets.

The report and consultation comments are then used as the basis for making a final decision on the application. Decisions are issued either by the Chief Town Planner (or an Officer designated by him) or by the Minister responsible for planning matters under Section 18 of the TCPA. Most permissions have conditions attached and applicants must ensure that these are discharged satisfactorily as part of their development effort. In cases where an application for development is refused by the Chief Town Planner, the applicant has a right to a review of that decision by the Minister (Section 19 of the TCPA) and this process is triggered by a written request clearly outlining the rationale for the appeal and requesting an opportunity to be heard before a panel appointed by the Minister.

After a decision is made for the erection or alteration of any structure, the developer is required to advise the CTP when development has been initiated i.e. building start, so the necessary checks can be made to ensure that the development conforms to the approved documents. On notification of substantial completion of development (building enclosed by roof, windows and doors), the CTP further inspects the property to ensure that the work has been satisfactorily executed, and all attached conditions have been satisfactorily discharged and prior to the issuance of the certificate of compliance. This process has been captured in summary in Chart 1 for simple applications.

Development involving listed buildings is referred to the Architect at the TCDDPO as well as the BNT and the BMHS for specific comments regarding the acceptability of the proposal and any potential negative impacts on the structure or its surroundings. The feedback received is incorporated within the decision making process. For the demolition of listed buildings, such proposals inclusive of a structural engineer’s report are submitted to the CTP and referred to the BNT, the BMHS, and the MTW. The MTW inspects the property and assesses the submitted report, providing technical feedback regarding the structural soundness of the building. The combined comments of the consulted agencies in addition to the available options are assessed by the CTP and a decision is made. There are plans to standardize and enhance this process which have been outlined in Section 4 of this management plan.

With regards to complex applications or those where the potential impacts can be significantly adverse, the CTP can request that an environmental impact assessment (EIA) be submitted. This assessment of the likely impacts includes an identification and analysis of actions which can eliminate or mitigate against the potential negative impacts. A terms of reference (Appendix IV) is provided to guide the developer on the range of potential impacts and the range of particulars that needs to be considered and addressed. This process also includes significant consultation with relevant government agencies (EIA Panel) and a public consultation component, which facilitates consideration of public feedback within the planning and decision-making processes. This process is embedded within the generic process for controlling development and is represented in Chart 4.

EMERGENCY MANAGEMENT PROCEDURES

The authority to coordinate emergency management is accorded the Director, DEM under the Disaster Management Act, 2006 and Part IV, Section 10 of the said Act further requires the Director to develop procedures for the management of any disaster or emergency within the country. Key to the management of any emergency or disaster is the establishment and maintenance of a National Emergency Operations Centre (EOC) that shall be the headquarters of the activities undertaken in response to a disaster or other emergency. Supplementary Emergency Operating Centres can also be established and maintained as necessary. These Centres are guided by a set of multi-hazard Standard Operating Procedures (SOPs) that documents the detailed procedures to be followed in the call-out/activation, operating and deactivating the EOC (Appendix V). The SOPs further define the authority and responsibilities of staff and communication and information management as
Section Two - Management System Framework

well as the reporting relationships among satellite
Emergency Operations Centres. The SOPs also
ensure that the welfare needs of the emergency
response personnel are addressed.

The EOC is the Barbados Government’s central
coordinating facility which will be activated as
required to manage the response to any emergency
or disaster event which may impact the country. The
Prime Minister or Minister of Home Affairs will
direct disaster operations of the NEOC through the
NEOC Director. The Director, Department of
Emergency Management will be the NEOC Director
once activated, and will maintain the NEOC by
ensuring that all policy decisions made by the
Executive Group are properly executed.

When, in the judgement of the Director, Department of Emergency Management, an
emergency situation is of such gravity and
magnitude as to require national coordination and
control of disaster response and relief operations, the
Director will activate the NEOC and request that
representatives from appropriate Government
departments and volunteer organisations report to
the NEOC to coordinate disaster operations, carrying
out their respective disaster functions as outlined in
this SOP and under the direction of a designated
Operations Officer. The Deputy Director, DEM, who
is the designated Deputy Director of the NEOC, may
also perform the duties of the Director, NEOC in the
absence of a dedicated Director.

The SOPs address the:

- The preparation and organization of the NEOC for
  emergency/disaster operations;
The specification of duties and responsibilities for personnel in the NEOC during emergency/disaster
operations;
The establishment of procedures for emergency/disaster operations to fulfill the responsibilities of the
National Emergency Management Committee;
The establishment of procedures for emergency/disaster operations to fulfill the responsibilities of the
staff of the Department of Disaster Management.

Once the NEOC is activated the SOPs are in use
and remain in effect until the NEOC Director advises
otherwise, and may be reviewed after each activation
or simulation event and revised accordingly on the
approval of the Director, DEM. The NEOC is divided
into five (5) functional components/groups as
indicated in Chart 4.

Executive/Policy Group

This group exercises overall direction and control of the emergency/disaster operation/s. It is charged
with making decisions, whether strategic or policy,
which are beyond the authority of the Emergency Operations Group. The Executive/Policy Group may include a select committee of the Cabinet of Barbados, Permanent Secretaries and Key Heads of Departments and representatives of the social partners, if appropriate. Ministers designated by the Minister of Home Affairs and technical advisors as deemed necessary for the crisis at hand will be co-opted as necessary to assist in the policy and decision making process for the particular disaster.

**Emergency Operations Group**

The Emergency Operations Group coordinates the emergency/disaster response and relief efforts and activities as directed by the NEOC Director assisted by the Operations Officer.

The Emergency Operations Group functions under the direction of the Operations Officer, who is a senior member of the RBPF, and will be responsible for providing emergency or relief services. The DEM’s Programme Officer responsible for Operations will be the Assistant Operations Officer/Emergency Coordinator, depending on the severity of the emergency and the availability of staff. The Emergency Operations Group will be responsible for providing technical guidance and resources for effective resolution to emergency or disaster situations to the other groups.

The following agencies/departments/committees will generally be represented in the Emergency Operations Group:

- RBPF – In charge of NECOM Operations and Security
- BDF – In charge of NOC Operations, Security and Complementary Services
- BFS – Search & Rescue/Fire Suppression/Rescue
- Emergency Medical Services – Health & Medical Response
- Ministry of Agriculture – Food and General Supplies
- Ministry of Public Works – Transport/Road Clearance
- Ministry of Education – Shelter
- Statistical Department – Damage Assessment & Needs Analysis
- Government Information Service – Public Information
- Ministry of Foreign Affairs – Foreign Relations/Liaison
- Ministry of Finance Representative
- Utilities Committee Representative
- BNRT Committee Representative (Oil Spill)
- CDRU Coordinator (as required)
- NGO Representatives (Red Cross, St John’s Ambulance)

**Emergency Telecommunications Group**

The Operations Group of the NECOM will also be supported by the National Emergency Telecommunications Group which will be headed by a Telecommunications Officer, an Assistant Telecommunications Officer, and a team of operators generally supplied by the Barbados Defence Force and the Barbados Citizens Band Radio Association.

The Emergency Telecommunications Center is located adjacent to the Operations Room and contains a representation of the required Radio and Telephone Network equipment (see SOP 4).

**Public Information, Communications and Media Relations**

The Chief Information Officer, or his/her representative, will be the officer in the NECOM responsible for Public Information and Communications. If the Executive/Policy Group is in session (meeting), the CIO will also provide representation in this Group. The CIO will work in tandem with the public information and communication mechanisms operating at satellite EOCs, for example, the Tourism Emergency Operating Centre (TEOC).

Staff operating in this Group will be under the sole direction of the Chief Information Officer, who will also manage the national, regional, and international press relations.

**Administrative and Logistic Support Group**

As the name suggests, this group provides overall administrative and logistical support to the NECOM.

**District Emergency Organizations (DEOs)**

The District Emergency Organisation operates as the volunteer arm of the DEM and is responsible for the organization and coordination of the resources of the community so as to allow for an effective response in time of crisis. The DEOs are operated by volunteers and the membership is drawn from the communities which they are intended to serve. Currently there are thirty (30) DEOs strategically placed across the island. There is also a Roving Response Team of trained volunteers used to support the emergency services in emergency administration, response and planning. Historic Bridgetown and its Garrison is served by two District Emergency Organizations, those of the City of Bridgetown and of the St. Michael South Constituency, made up of emergency volunteers drawn from the areas to assist the emergency services in their response, and to ensure that the skills and competencies within the areas are brought to bear on emergency planning.

The Emergency Management Act 2006 (20) demands that public and private sector entities develop multi-hazard contingency plans to the satisfaction of the Department of Emergency Management In compliance with this legal requirement, the tourism sector has integrated disaster risk reduction within its policy-making and procedural framework through the establishment of a Tourism Emergency Management Committee (TEMC) and a Tourism Emergency Operations Centre (TEOC).

The TEC plans and co-ordinates the management of disasters, within a tourism context. It comprises both private and public sector entities and a representative of the TEMC sits on the National Emergency Operations Centre (NEOC). The TEOC functions in like manner to the National Emergency Operation Centre in that it is a command centre that jointly co-ordinates the tourism industry’s response during emergencies affecting the industry. The national capability, including a public institutional framework, emergency planning, and response and recovery, are deemed adequate to meet the needs of Barbados and more specifically, the geographic area of Historic Bridgetown and its Garrison. Further, if for any reason an incident should overwhelm the national capacity, the Regional Response Mechanism (RRM), under the purview of the Caribbean Disaster Emergency Management Agency (CDEMA), will be activated to bring the resources of 16 CARICOM Member States to assist Barbados. In addition, the Eastern Caribbean Donor Group, chaired by the United Nations Resident Coordinator, will solicit the support of other regional and international agencies. Standard Operating Procedures for this activity have already been formulated and are reviewed on an annual basis.

Opportunities exist for the testing of these plans, policies and procedures in association with the Regional Security System, the United States Southern Command (SOUTHCOM) and the Tradewinds annual exercise.

Satellite Emergency Operation Centres (EOCs) can be established at such locations as have been designated by the National Disaster Committee. These Satellites EOCs operate both at the district and organizational level, under the direction of their Chairpersons of Directors.

**BARBADOS FIRE SERVICE CITY RESPONSE AREA PLAN**

The City Response Area encompasses a wider area than the nominated Site and designates high risk sites or areas within the nominated Site such as the hospitals, electrical generating plant, educational institutions which would require a particular level of response with regards to equipment and water capacity in the event of a major disaster.

**2F. FINANCIAL RESOURCES**

Financial support for the execution of the management plan will be facilitated primarily at the national level through the annual budgets of the individual agencies based on the biennial budgeting framework undertaken by the Government of Barbados over the first two years. Additional funds will be allocated based on the 2013–2015 Government’s estimates and budgetary approval process and the local private sector.

International assistance from UNESCO through the World Heritage Fund has also been identified as a potential funding option for supporting the national efforts. It is noted under Section I of the UNESCO Financial Regulations for the World Heritage Fund that the purpose of this Fund shall be to receive contributions from identified sources and to make payments to the properties forming part of the World Cultural and Natural Heritage of Outstanding Universal Value in accordance with the terms of the Convention and of the Regulations. Bearing cognizant to section 235 of the Operational Guidelines, it is anticipated the type of support would fit into the following categories:

- emergency assistance in exceptional cases;
- conservation and management assistance for training and research, technical co-operation and promotion and education.

Options for non-UNESCO funding such as grants and project initiatives from international heritage conservation and development agencies will also be explored as necessary.
Section Two - Management System Framework

2G. SOURCES OF EXPERTISE AND TRAINING, STAFFING LEVELS

The Government of Barbados, private sector agencies or organizations whose mandate involves the preservation and conservation of Barbadian heritage and non-governmental organizations that have an interest in cultural heritage can provide the required expertise in conservation and management.

Expertise within the field of conservation and management can be found within the following public sector organizations and ministries: the Town and Country Development Planning Office, the Ministry of Environment, Drainage and Water Resources, the Ministry of Transport and Works, the Ministry of Housing and Lands, Urban and Rural Development Commissions, the Coastal Zone Management Unit, the Environental Protection Department, the Ministry of Tourism, the Natural Heritage Department, the Samuel Jackman Prescod Polytechnic and the National Art Gallery Committee.

Private sector agencies and national/regional non-governmental organizations with expertise in different aspects of conservation and management include the Barbados Museum and Historical Society, the Barbados National Trust and the History Department and the Cultural Studies Department of the University of the West Indies, Cave Hill Campus.

Many of the key agencies involved in the management of the Site are located within either the Property or the buffer zone and therefore have easy access to the Site on a regular basis. Proximity notwithstanding, all the authorities and agencies engaged in the management process are committed to continued co-operation and collaboration to provide effective professional, administrative and technical assistance to the Property.

Tertiary level institutions both within Barbados and the Anglophone Caribbean have developed and delivered degree and diploma level programmes, accessible to young Barbadians seeking to develop their skills in a broad range of related areas. Architectural studies, heritage studies, heritage interpretation, site management, building maintenance and rehabilitation, carpentry and risk preparedness have all formed part of the capacity building experiences (both short- and mid-term) currently available within Barbados and the region.

Opportunities for different aspects of heritage conservation training are currently only available outside of the country. Nevertheless, within the last five - seven years the Government of Barbados has made heritage resource management and conservation a priority. It has encouraged the development of skills at the national level through the provision of bursaries and other forms of support to young nationals pursuing post graduate training in archaeology, heritage tourism, heritage resource management, curatorship and conservation. It has also negotiated cultural agreements specifically focused on the area of architectural conservation with other countries.

Plans for a national heritage conservation facility are being actively pursued and proposals also exist for the development of a national/regional archaeological research centre based at the Barbados Museum and Historical Society. The development of both facilities will need to be prioritized in order to provide the cadre of skills, knowledge and experience in the field of conservation required on a permanent basis.

The other skills available at the Property can be found at the CZMU, George Washington House, the BGHCI, the BDF and the RBPF. Other expert resources and technical services are available in close proximity, through the EPD, the NCC, the SIPP and the SSA. Each one of these agencies has indicated its commitment to the nominated Site of Historic Bridgetown and its Garrison.

View of St. Ann’s Garrison and the Savannah, Barbados by William H. Freeman, 1853

View of St. Ann’s Garrison and the Savannah, Barbados by William H. Freeman, 1853
**Section Two - Management System Framework**

### TOWN AND COUNTRY PLANNING DEPARTMENT (CONTINUED)

<table>
<thead>
<tr>
<th>POSITION</th>
<th>ADDRESS</th>
<th>CONTACT INFORMATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Senior Planning Assistant</td>
<td>Town and Country Planning</td>
<td>246.467.3000</td>
</tr>
<tr>
<td></td>
<td>The Garrison, St. Michael</td>
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</tbody>
</table>

**Qualifications:** Qualifications: (a) A certificate in Town Planning from a recognized Institution; or (b) An associate degree in Building and Civil Engineering.

<table>
<thead>
<tr>
<th>Planning Assistant (f)</th>
<th>Town and Country Planning</th>
<th>246.467.3000</th>
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<tbody>
<tr>
<td></td>
<td>The Garrison, St. Michael</td>
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</tbody>
</table>

**Qualifications:** (a) An associate degree in Building or in Civil Engineering. Not less than three years’ relevant experience is required; or (b) At least four subjects at CXC General Proficiency level, one of which must be Mathematics, Geography, Art or Drawing; and not less than three years’ relevant experience.

<table>
<thead>
<tr>
<th>Planning Assistant</th>
<th>Town and Country Planning</th>
<th>246.467.3000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Geographical Information</td>
<td>The Garrison, St. Michael</td>
<td></td>
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<tr>
<td>Systems (GIS)</td>
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</tbody>
</table>

**Qualifications:** The holder of this post possesses a Certificate in GIS, an Ordinary Technician Diploma in Building and Civil Engineering, and has participated in several continuous training courses on GIS. The Planning Assistant (GIS) has over 10 years experience in the development and use of GIS

### ENVIRONMENTAL PROTECTION DEPARTMENT

<table>
<thead>
<tr>
<th>POSITION</th>
<th>ADDRESS</th>
<th>CONTACT INFORMATION</th>
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</thead>
<tbody>
<tr>
<td>Director</td>
<td>National Union of Public Workers Complex</td>
<td>246.310.3601</td>
</tr>
<tr>
<td></td>
<td>Dalkeith, St. Michael</td>
<td><a href="http://www.environment.gov.bh/">www.environment.gov.bh/</a></td>
</tr>
<tr>
<td></td>
<td><a href="mailto:event@caribbean.com">event@caribbean.com</a></td>
<td></td>
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</tbody>
</table>

**Qualifications:** This position requires a postgraduate qualification in Environmental Management; or a postgraduate qualification in Environmental Engineering and not less than five (5) years’ experience in the administration of public health or environmental programmes.

<table>
<thead>
<tr>
<th>Deputy Director</th>
<th>National Union of Public Workers Complex</th>
<th>246.310.3602</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Dalkeith, St. Michael</td>
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</tbody>
</table>

**Qualifications:** This requires a postgraduate qualification in Environmental Engineering, Environmental Management; or Environmental Science or not less than six years’ relevant experience and a degree in Environmental Management, Environmental Science or Environmental Engineering.

| Chief Building            | National Union of Public Workers Complex     | 246.310.3604        |
| Development Officer       | Dalkeith, St. Michael                        |                     |

**Qualifications:** This position requires a degree in Civil or Structural Engineering or Environmental Science or in a related discipline and not less than five (5) years’ relevant experience is required; or The Higher National Diploma in Building or in Civil Engineering and not less than six years’ relevant experience is required; or an associate degree or diploma in Civil Engineering Technology or Environmental Health and not less than ten years’ relevant experience.

### ENVIRONMENTAL PROTECTION DEPARTMENT (CONTINUED)

<table>
<thead>
<tr>
<th>POSITION</th>
<th>ADDRESS</th>
<th>CONTACT INFORMATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Building Development Officer</td>
<td>National Union of Public Workers Complex</td>
<td>246.310.3694</td>
</tr>
<tr>
<td></td>
<td>Dalkeith, St. Michael</td>
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</tbody>
</table>

**Qualifications:** This position requires a degree in Engineering and not less than 10 years’ relevant experience after graduating and membership of the Royal Institute of British Architects; and not less than eight years’ relevant experience; or Corporate Membership of the Institute of Civil or Structural Engineers; and not less than eight years’ relevant experience after graduating.

### MINISTRY OF TRANSPORT AND WORKS

<table>
<thead>
<tr>
<th>POSITION</th>
<th>ADDRESS</th>
<th>CONTACT INFORMATION</th>
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</thead>
<tbody>
<tr>
<td>Chief Technical Officer</td>
<td>The Pine, St. Michael</td>
<td>246.467.7205</td>
</tr>
</tbody>
</table>

**Qualifications:** This position requires a degree in Engineering and not less than 10 years’ relevant experience after graduating and membership of the Royal Institute of British Architects; and not less than eight years’ relevant experience; or Corporate Membership of the Institute of Civil or Structural Engineers; and not less than six years’ relevant experience.

| Deputy Chief Technical Officer | The Pine, St. Michael                        | 246.467.7205        |

**Qualifications:** (a) A degree in Engineering and not less than eight years’ relevant experience after graduating; or (b) Membership of the Royal Institute of British Architects and not less than six years’ relevant experience; or (c) Corporate Membership of the Institute of Civil or Structural Engineers; and not less than six years’ relevant experience.

| Senior Technical Officer   | The Pine, St. Michael                        | 246.467.7205        |

**Qualifications:** This position requires a degree in Civil Engineering and not less than 7 years’ relevant experience after graduating; or Membership of a recognized Civil Engineering professional body; and not less than 5 years’ professional experience; or a registered Architect with not less than 5 years’ professional experience or a degree in Land Surveying and Mapping Science; and not less than 7 years’ relevant experience after graduating or Membership of the Royal Institute of Chartered Surveyors (Quantity Surveyors or Land Surveyors), and not less than 5 years’ professional experience; or Membership of the Barbados Institute of Quantity Surveyors and no less than 5 years’ experience with a degree in or a diploma in Quantity Surveying.

| Chief Planning Officer     | The Pine, St. Michael                        | 246.467.7205        |

**Qualifications:** This position requires a postgraduate qualification in Economics or in a related discipline and not less than 5 years’ relevant postgraduate experience required or a degree in Economics or in a related discipline and not less than seven years’ experience after graduating is required.
### Minister of Transport and Works (continued)

<table>
<thead>
<tr>
<th>POSITION</th>
<th>ADDRESS</th>
<th>CONTACT INFORMATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Transport Planner/</td>
<td>The Pine, St. Michael</td>
<td>246.429.2191</td>
</tr>
<tr>
<td>Administrative Officer</td>
<td></td>
<td></td>
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</tbody>
</table>

Qualifications: (a) A postgraduate qualification in Management, in Economics or in a related discipline. Not less than five years’ relevant experience is required; or (b) a degree in Management, in Economics or in a related discipline. Not less than seven years’ relevant experience is required.

<table>
<thead>
<tr>
<th>Technical Officer / (0)</th>
<th>The Pine, St. Michael</th>
<th>246.429.2132</th>
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</table>

### Land and Surveys Department

<table>
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<tr>
<th>POSITION</th>
<th>ADDRESS</th>
<th>CONTACT INFORMATION</th>
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</thead>
<tbody>
<tr>
<td>Chief Surveyor</td>
<td>Ground Floor Warrens Office Complex, Warrens, St. Michael</td>
<td>246.310.2003</td>
</tr>
</tbody>
</table>

Qualifications: This position requires a licensed Land Surveyor with not less than 10 years’ experience. A degree or a professional qualification in Land Surveying would be an asset.

<table>
<thead>
<tr>
<th>Manager, Information Systems</th>
<th>Ground Floor Warrens Office Complex, Warrens, St. Michael</th>
<th>246.310.2023</th>
</tr>
</thead>
</table>

Qualifications: The holder of this position has a BSc in Physics and Computer Sciences and more than 7 years’ experience.

<table>
<thead>
<tr>
<th>Senior Surveyor</th>
<th>Ground Floor Warrens Office Complex, Warrens, St. Michael</th>
<th>246.310.2004</th>
</tr>
</thead>
</table>

Qualifications: This position requires that the individual is a licensed Land Surveyor with not less than 7 years’ experience. A degree or a professional qualification in Land Surveying would be an asset.

### Ministry of Housing and Lands

<table>
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<tr>
<th>POSITION</th>
<th>ADDRESS</th>
<th>CONTACT INFORMATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chief Property Manager</td>
<td>Country Road, St. Michael</td>
<td>246.467.7830</td>
</tr>
</tbody>
</table>

Qualifications: This position requires a degree in Estate Management; or a diploma in Estate Management or in a related discipline; and associatehip of the Royal Institute of Chartered Surveyors (ARICS); or Associatehip of the Incorporated Society of Valuers and Auctioneers (ASVA)

### Coastal Zone Management Unit

<table>
<thead>
<tr>
<th>POSITION</th>
<th>ADDRESS</th>
<th>CONTACT INFORMATION</th>
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</thead>
<tbody>
<tr>
<td>Director</td>
<td>Bay Street, St. Michael</td>
<td>246.228.5955</td>
</tr>
</tbody>
</table>

Qualifications: A postgraduate qualification in Coastal Management and Coastal Planning or a postgraduate qualification in Coastal Geomorphology. Not less than 3 years’ relevant experience is required.

<table>
<thead>
<tr>
<th>Deputy Director</th>
<th>Bay Street, St. Michael</th>
<th>246.427.1587</th>
</tr>
</thead>
</table>

Qualifications: This position requires a degree in Civil Engineering and not less than 4 years’ relevant experience.

<table>
<thead>
<tr>
<th>Coastal Planner</th>
<th>Bay Street, St. Michael</th>
<th>246.228.5950</th>
</tr>
</thead>
</table>

Qualifications: A postgraduate qualification in Marine Biology and not less than one year’s relevant experience.

<table>
<thead>
<tr>
<th>Marine Biologist</th>
<th>Bay Street, St. Michael</th>
<th>246.228.5950</th>
</tr>
</thead>
</table>

Qualifications: A degree in Natural Science and not less than two years’ relevant experience.

<table>
<thead>
<tr>
<th>Water Quality Technician</th>
<th>Bay Street, St. Michael</th>
<th>246.228.5950</th>
</tr>
</thead>
</table>

Qualifications: A degree in Natural Science and not less than two years’ relevant experience.
## Section Two - Management System Framework

### Coastal Zone Management Unit (Continued)

<table>
<thead>
<tr>
<th>POSITION</th>
<th>ADDRESS</th>
<th>CONTACT INFORMATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Technical Officer (f)</td>
<td>Bay Street, St. Michael</td>
<td>246.228.5950</td>
</tr>
</tbody>
</table>

Qualifications: A degree in Civil Engineering and not less than four years’ relevant experience.

### Barbados Fire Service

<table>
<thead>
<tr>
<th>POSITION</th>
<th>ADDRESS</th>
<th>CONTACT INFORMATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chief Fire Officer</td>
<td>Frobn Street Bridgetown, St. Michael</td>
<td>246.426.1236</td>
</tr>
</tbody>
</table>

Qualifications: The holder of this post has Certificates in Public Administration, Occupational Safety and Health, Mass Casualty Management and General Management. He is also trained in International Disaster Management and Executive Analysis of Fire Service Operations in Emergency Management.

### Royal Barbados Police Force

<table>
<thead>
<tr>
<th>POSITION</th>
<th>ADDRESS</th>
<th>CONTACT INFORMATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Commissioner of Police</td>
<td>Police Headquarters Lower Roebuck Street, Bridgetown, St. Michael</td>
<td>246.430.7105</td>
</tr>
</tbody>
</table>

Qualifications: The holder of this post is an Attorney-at-Law and holds a Diploma in Applied Criminology and Police Studies, and has successfully completed several international training courses in Canada, United Kingdom and the United States of America.

### Barbados Defence Force

<table>
<thead>
<tr>
<th>POSITION</th>
<th>ADDRESS</th>
<th>CONTACT INFORMATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chief of Staff</td>
<td>The Force Headquarters &amp; The Barbados Regiment St. Ant’s Fort, The Garrison, St. Michael</td>
<td>246.429.6663</td>
</tr>
</tbody>
</table>

Qualifications: The holder of this post has an MSc in National Resource Strategy and a Diploma in the International Fellows Program, Industrial College of the Armed Forces.

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### Ministry of Tourism

<table>
<thead>
<tr>
<th>POSITION</th>
<th>ADDRESS</th>
<th>CONTACT INFORMATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Director, Research and Planning</td>
<td>Lloyd Erskine Sandiford Centre, Two Mile Hill, St. Michael</td>
<td>246.430.7509 <a href="http://www.barbtnet.gov.bb">www.barbtnet.gov.bb</a></td>
</tr>
</tbody>
</table>

Qualifications: This position requires a postgraduate qualification in Economics, Sociology, Business Administration inPlanning, Finance or in a tourism related discipline and no less than 5 years’ relevant experience is required; or
A degree in Economics, Sociology, Business Administration, Planning, Finance or in a Tourism related discipline and no less than 7 years’ relevant experience.

<table>
<thead>
<tr>
<th>POSITION</th>
<th>ADDRESS</th>
<th>CONTACT INFORMATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chief Research Officer</td>
<td>Lloyd Erskine Sandiford Centre, Two Mile Hill, St. Michael</td>
<td>246.430.7516</td>
</tr>
</tbody>
</table>

Qualifications: This position requires a postgraduate qualification in Social Science and not less than 5 years’ relevant experience; or
A degree in Social Science and not less than 7 years’ relevant experience.

<table>
<thead>
<tr>
<th>POSITION</th>
<th>ADDRESS</th>
<th>CONTACT INFORMATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chief Tourism Development Officer</td>
<td>Lloyd Erskine Sandiford Centre, Two Mile Hill, St. Michael</td>
<td>246.430.7544</td>
</tr>
</tbody>
</table>

Qualifications: This position requires a postgraduate qualification in Tourism Planning in Marketing in Hotel Administration or in Business Administration and not less than 5 years’ experience at a senior management level is required, preferably in the field of tourism; or
A degree in Tourism Planning, Marketing, hotel administration or in a related discipline. Not less than 7 years’ relevant experience is required.

<table>
<thead>
<tr>
<th>POSITION</th>
<th>ADDRESS</th>
<th>CONTACT INFORMATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Senior Tourism Development Officer</td>
<td>Lloyd Erskine Sandiford Centre, Two Mile Hill, St. Michael</td>
<td>246.430.7500</td>
</tr>
</tbody>
</table>

Qualifications: (a) A postgraduate qualification in Tourism Planning, Marketing, Hotel Administration or in a related discipline. Not less than three years’ relevant experience is required; or
(b) A degree in Tourism Planning, marketing, Hotel Administration or in a related discipline. Not less than five years’ relevant experience is required.

<table>
<thead>
<tr>
<th>POSITION</th>
<th>ADDRESS</th>
<th>CONTACT INFORMATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tourism Development Officer (f)</td>
<td>Lloyd Erskine Sandiford Centre, Two Mile Hill, St. Michael</td>
<td>246.430.7500</td>
</tr>
</tbody>
</table>

Qualifications: (a) A postgraduate qualification in tourism Planning, Marketing, Hotel Administration or in a related discipline. Not less than one years’ relevant experience is required; or
(b) A degree in Tourism Planning, marketing, Hotel Administration or in a related discipline. Not less than three years’ relevant experience is required.
## Section Two - Management System Framework

### MINISTRY OF FAMILY, CULTURE, SPORTS AND YOUTH

<table>
<thead>
<tr>
<th>POSITION</th>
<th>ADDRESS</th>
<th>CONTACT INFORMATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Permanent Secretary</td>
<td>Warrens Office Complex, Warrens, St. Michael</td>
<td>246.310.2750 <a href="mailto:sfarmum@barbados.gov.bb">sfarmum@barbados.gov.bb</a></td>
</tr>
<tr>
<td>Qualifications: This position requires a post graduate qualification in Management and International Relations or in a related discipline, and not less than three year's experience at the level of Deputy Permanent Secretary or in a related grade. The holder of this post has a Bachelors of Law G.L.B. and has over 3 years experience managing the Ministry of Family, Culture, Sports and Youth.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Deputy Permanent Secretary</td>
<td>Warrens Office Complex, Warrens, St. Michael</td>
<td>246.310.2751 <a href="mailto:cstoppin@barbados.gov.bb">cstoppin@barbados.gov.bb</a></td>
</tr>
<tr>
<td>Qualifications: This position requires a post-graduate qualification in Cultural Policy Management or related subject and three years experience working in cultural policy matters. The holder of this post has a post graduate degree in Cultural Policy and more than 7 years experience in cultural heritage.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Senior Cultural Policy Officer</td>
<td>Warrens Office Complex, Warrens, St. Michael</td>
<td>246.310.2719 <a href="mailto:sheronj@gmail.com">sheronj@gmail.com</a></td>
</tr>
<tr>
<td>Qualifications: This position requires an MSc in Cultural Policy Management or a degree in Social Sciences preferably sociology or economics and at least three years experience in culture. The current holder of this post has a MSc in Cultural Policy and Management and an undergraduate degree in Linguistics and Psychology and is a PhD candidate.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### NATURAL HERITAGE DEPARTMENT

<table>
<thead>
<tr>
<th>POSITION</th>
<th>ADDRESS</th>
<th>CONTACT INFORMATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Director</td>
<td>Sturges, St. Thomas</td>
<td>246.438.7761</td>
</tr>
<tr>
<td>Qualifications: This position requires a post graduate degree in Environmental Management or a professional qualification in Architecture, Landscape Architecture or Planning with 10 years' professional work experience. The holder of this post is also an Architect RIBA and a member of the World Heritage Committee.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Technical Officer (1)</td>
<td>Sturges, St. Thomas</td>
<td>246.438.7761</td>
</tr>
<tr>
<td>Qualifications: This position requires a post graduate degree in Tourism Conservation, Sustainable Development, Protected Landscape Management, or in a related discipline, and not less than one year's relevant experience, or a degree in Architecture, Landscape Architecture, or in a related discipline, and not less than four (4) years relevant experience</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### NATIONAL CONSERVATION COMMISSION

<table>
<thead>
<tr>
<th>POSITION</th>
<th>ADDRESS</th>
<th>CONTACT INFORMATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Manager</td>
<td>Codrington House, St. Michael</td>
<td>246.425.8561</td>
</tr>
<tr>
<td>Qualifications: Post Graduate Degree in Business, Commerce, Accounting and or Public Administration. At least ten (10) years experience at a Senior Management level within a large organisation. Excellent administrative, organisational and interpersonal skills. Experience previously acquired in the Agricultural and or Horticultural fields and or Environmental Management and or Business Management would be assets.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Technical Officer</td>
<td>Codrington House, St. Michael</td>
<td>246.425.1200</td>
</tr>
<tr>
<td>Qualifications: Graduate qualifications in Environmental Studies A minimum of three (3) years relevant experience</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### ATTORNEY GENERAL’S OFFICE

<table>
<thead>
<tr>
<th>POSITION</th>
<th>ADDRESS</th>
<th>CONTACT INFORMATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Solicitor General</td>
<td>Building No. 2 Chelston Park, Culloden Road, St. Michael</td>
<td>246.431.7710</td>
</tr>
<tr>
<td>Qualifications: An Attorney-at-Law of not less than ten years' standing.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### Section Two - Management System Framework

**ATTORNEY GENERAL’S OFFICE (CONTINUED)**

<table>
<thead>
<tr>
<th>POSITION</th>
<th>ADDRESS</th>
<th>CONTACT INFORMATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chief Parliamentary Counsel</td>
<td>Building No. 2 Chelston Park Culloden Road, St. Michael</td>
<td>246.431.7710</td>
</tr>
</tbody>
</table>

Qualifications: An Attorney-at-Law of not less than ten years’ standing; and not less than seven years’ experience in the drafting of legislation.

---

**BARBADOS NATIONAL TRUST**

<table>
<thead>
<tr>
<th>POSITION</th>
<th>ADDRESS</th>
<th>CONTACT INFORMATION</th>
</tr>
</thead>
</table>
| General Manager | Wildey Great House, Wildey, St. Michael | 246.425.2421
                     |                                        | nattrust@sunbeach.net |

---

**DEPARTMENT FOR EMERGENCY MANAGEMENT**

<table>
<thead>
<tr>
<th>POSITION</th>
<th>ADDRESS</th>
<th>CONTACT INFORMATION</th>
</tr>
</thead>
</table>
| Director of Emergency Services | No. 30 Warrens Industrial Park, St. Michael | 246.434.7575
                     |                                        | http://www.dem.gov.bb |

Qualifications: (a) a degree in Disaster Management or in a related discipline. Not less than seven years’ working experience in disaster management or in a disciplined force is required; or (b) not less than ten years’ working experience in disaster management; and evidence of relevant specialized training.

---

**BARBADOS MUSEUM AND HISTORICAL SOCIETY**

<table>
<thead>
<tr>
<th>POSITION</th>
<th>ADDRESS</th>
<th>CONTACT INFORMATION</th>
</tr>
</thead>
</table>
| Director      | The Garrison, St. Michael              | 246.434.1956
                     |                                        | http://www.barbmuse.org.bj/ |

Qualifications: The holder of this post has a BA in Art History, a MA in Museum Studies and is PhD History candidate and is also a member of the World Heritage Committee.

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**ARCHIVES DEPARTMENT**

<table>
<thead>
<tr>
<th>POSITION</th>
<th>ADDRESS</th>
<th>CONTACT INFORMATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chief Archivist</td>
<td>Black Rock, St. Michael</td>
<td>246.424.1270</td>
</tr>
</tbody>
</table>

Qualifications: This position requires a degree in the arts or social sciences; a post graduate qualification in the study of archives and not less than 5 years’ post graduate experience in the field of archives.

---

**UNIVERSITY OF THE WEST INDIES CAVE HILL CAMPUS**

<table>
<thead>
<tr>
<th>POSITION</th>
<th>ADDRESS</th>
<th>CONTACT INFORMATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dean / Historian</td>
<td>Cave Hill Campus, Cave Hill, St. Michael</td>
<td>246.417.4387</td>
</tr>
</tbody>
</table>

Qualifications: The holder of this position has a Doctoral Degree in History and Philosophy.
### UNIVERSITY OF THE WEST INDIES CAVE HILL CAMPUS (CONTINUED)

<table>
<thead>
<tr>
<th>POSITION</th>
<th>ADDRESS</th>
<th>CONTACT INFORMATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Director, Errol Barrow Centre for Creative Imagination</td>
<td>Cave Hill Campus, Cave Hill, St. Michael</td>
<td></td>
</tr>
</tbody>
</table>

**Qualifications:** The holder of this post has PhD and Master of Arts degrees and a Bachelor of Fine Arts

<table>
<thead>
<tr>
<th>Lecturer / Historian</th>
<th>Cave Hill Campus, Cave Hill, St. Michael</th>
<th>246.417.4000</th>
</tr>
</thead>
</table>

**Qualifications:** The holder of this post has a Post Graduate Degree in relevant area.

<table>
<thead>
<tr>
<th>Head of Department / Historian</th>
<th>Cave Hill Campus, Cave Hill, St. Michael</th>
<th>246.417.4403</th>
</tr>
</thead>
</table>

**Qualifications:** The holder of this post has a Post Graduate Degree in the relevant area and over 5 years’ teaching experience at the tertiary level.

<table>
<thead>
<tr>
<th>Lecturer / Coordinator</th>
<th>Cave Hill Campus, Cave Hill, St. Michael</th>
<th>246.417.4000</th>
</tr>
</thead>
</table>

**Qualifications:** The holder of this post has a post graduate degree and a doctoral degree in the relevant area.

<table>
<thead>
<tr>
<th>Lecturer</th>
<th>Cave Hill Campus, Cave Hill, St. Michael</th>
<th>246.417.4424</th>
</tr>
</thead>
</table>

**Qualifications:** The holder of this post has a post graduate degree and doctoral degree in the relevant area.

<table>
<thead>
<tr>
<th>Lecturer</th>
<th>Cave Hill Campus, Cave Hill, St. Michael</th>
<th>246.417.4183</th>
</tr>
</thead>
</table>

**Qualifications:** The holder of this post has a post graduate degree and doctoral degree in the relevant area.

### MINISTRY OF EDUCATION AND HUMAN RESOURCE DEVELOPMENT (CONTINUED)

<table>
<thead>
<tr>
<th>POSITION</th>
<th>ADDRESS</th>
<th>CONTACT INFORMATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chief Education Officer</td>
<td>Elsie Payne Complex, St. Michael</td>
<td>246.430.2700</td>
</tr>
</tbody>
</table>

**Qualifications:** A degree and either a diploma in Education or a certificate in Education. Not less than ten years’ experience in teaching or in educational administration is required.

### MINISTRY OF EDUCATION AND HUMAN RESOURCE DEVELOPMENT

<table>
<thead>
<tr>
<th>POSITION</th>
<th>ADDRESS</th>
<th>CONTACT INFORMATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Deputy Chief Education Officer</td>
<td>Elsie Payne Complex, St. Michael</td>
<td>246.430.2700</td>
</tr>
</tbody>
</table>

**Qualifications:** A degree and either a diploma in Education or a certificate in Education. Not less than eight years’ experience in teaching or in educational administration is required.

### SANITATION SERVICE AUTHORITY

<table>
<thead>
<tr>
<th>POSITION</th>
<th>ADDRESS</th>
<th>CONTACT INFORMATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Manager</td>
<td>National Petroleum Corporation Building, Wildey St. Michael</td>
<td>246.430.5001</td>
</tr>
</tbody>
</table>

### GOVERNMENT INFORMATION SERVICE

<table>
<thead>
<tr>
<th>POSITION</th>
<th>ADDRESS</th>
<th>CONTACT INFORMATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chief Information Officer</td>
<td>Bay Street, St. Michael</td>
<td>246.427.4853</td>
</tr>
</tbody>
</table>

**Qualifications:** A degree and either a diploma in Education or a certificate in Education. Not less than three years’ experience in teaching or in educational administration is required; or (b) a qualified teacher with not less than five years’ relevant experience.
## Section Two - Management System Framework

### Government Information Service (Continued)

<table>
<thead>
<tr>
<th>Position</th>
<th>Address</th>
<th>Contact Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>Deputy Chief Information Officer</td>
<td>Bay Street, St. Michael</td>
<td>246.427.4853</td>
</tr>
</tbody>
</table>

Qualifications: (a) a degree in Mass Communication and not less than seven years’ relevant experience; or (b) not less than seven years’ relevant experience; and (i) a degree; and (ii) an approved qualification in Communication.

| Information Officer | Bay Street, St. Michael | 246.427.4853 |

Qualifications: (a) a degree in Mass Communication and not less than three years’ relevant experience; or (b) not less than three years’ relevant experience, and (i) a degree; and (ii) a professional qualification in Communications.
### Section Two - Management System Framework

#### Staffing Levels

<table>
<thead>
<tr>
<th>AGENCY</th>
<th>PROFESSIONAL</th>
<th>TECHNICAL</th>
<th>MAINTENANCE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Town and Country Development Planning Department</td>
<td>Chief Town Planner (1) Senior Town Planner (1) Town Planner (8)</td>
<td>Architect (1) Senior Draughtsman (1)</td>
<td>Staff</td>
</tr>
<tr>
<td>Ministry of Housing and Lands</td>
<td>Chief Property Manager (1) Chief Housing Planner (1) Senior Housing Planning (1) Senior Property Manager (1)</td>
<td>Draughtsmen (4) Housing Planner (2)</td>
<td>Staff</td>
</tr>
<tr>
<td>Ministry of Transport and Works</td>
<td>Chief Planning Officer (1) Senior Planning Officer (1) Chief Technical Officer (1) Deputy Chief Technical Officer (1) Senior Technical Officer (6)</td>
<td>Quality Surveyor (1) Technical Officer (1) Technical Assistant (6)</td>
<td>Staff</td>
</tr>
<tr>
<td>Lands and Surveys Department</td>
<td>Chief Surveyor (1) Manager Information Systems (1) Senior Surveyor (1)</td>
<td>Senior Draughtsman (1) Draughtsman (4) Land Surveyor (8)</td>
<td>Staff</td>
</tr>
<tr>
<td>Natural Heritage Department</td>
<td>Director (1) Architect (1) Environmental Manager (1)</td>
<td>Planner (1) Asst. Planner (1)</td>
<td>Staff</td>
</tr>
<tr>
<td>Solicitor-General’s Office</td>
<td>Solicitor-General (1) Deputy Solicitor-General (1) Principal Crown Counsel (1) Senior Crown Counsel (1) Crown Counsel (1)</td>
<td>Buildings Officer (1) Draughtsman (1)</td>
<td>Staff</td>
</tr>
<tr>
<td>Ministry of Tourism</td>
<td>Chief Research Officer (1) Chief Tourism Development Officer (1) Senior Tourism Development Officer (1)</td>
<td>Senior Research Officer (1) Tourism Development Officer (6)</td>
<td>Staff</td>
</tr>
<tr>
<td>Environmental Protection Department</td>
<td>Director (1) Deputy Director (1) Chief Building Development Officer (1) Senior Marine Pollution Officer (1) Senior Building Development Officer (2)</td>
<td>Building Development Officer (1) Environmental Protection Inspector (6) Draughtsman (1) Environmental Technician (1)</td>
<td>Staff</td>
</tr>
<tr>
<td>Coastal Zone Management Unit</td>
<td>Director (1) Deputy Director (1) Coastal Planner (1)</td>
<td>Coastal Engineer (1) Marine Biologist (1) Draughtsman (2) Water Quality Technician (1) Research Officer (1)</td>
<td>Staff</td>
</tr>
<tr>
<td>National Conservation Commission</td>
<td>General Manager (1) Deputy General Manager (1) Assistant General Manager (1)</td>
<td>Technician (1) Caretakers (5) Draughtsman (1) Environmental Officer (1) Special Project Officer (1) Superintendent of Works (1)</td>
<td>Staff (89) Senior Field Superintendent Superintendent Supervisors Foremen General Staff</td>
</tr>
<tr>
<td>George Washington House</td>
<td>Manager (1) Administrative Assistant (1)</td>
<td>Housekeeper (1) Curator (1)</td>
<td>Staff</td>
</tr>
<tr>
<td>Barbados Museum and Historical Society</td>
<td>Art Historian/ Museologist (1) Archaeologists (2) Curators (1) Researcher (1) Education Officer (1) Librarian (1)</td>
<td>Technician (1)</td>
<td>Staff (4)</td>
</tr>
<tr>
<td>Barbados National Trust</td>
<td>General Manager (1)</td>
<td>Council Members (9)</td>
<td>Staff</td>
</tr>
<tr>
<td>The University of the West Indies Faculty of Humanities</td>
<td>Dean (1) Senior Lecturer (2)</td>
<td>Historians (13)</td>
<td>Staff</td>
</tr>
<tr>
<td>Samuel Jackman Prescod Polytechnic</td>
<td>Principal Deputy Principal</td>
<td>Inspectors (84)</td>
<td>Staff</td>
</tr>
<tr>
<td>Sanitation Service Authority</td>
<td>Work Supervisor (1)</td>
<td>Assistant Works Supervisor (1) Artisan (3)</td>
<td>Staff</td>
</tr>
</tbody>
</table>

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100 | 101
This section provides an assessment of the threats to the Site and the identifies a number of strategies aimed at avoiding, mitigating or preventing threats or risks, and other strategies aimed at exploiting and enhancing opportunities and benefits.

The State Party stands to derive a number of tangible and intangible benefits and opportunities from this nomination. Some of the benefits and opportunities will be to document Barbados’ cultural heritage, improving the public’s perception and appreciation of Barbados’ built and cultural heritage, and for Barbados to be recognized as a country that promotes heritage preservation. The strong legislative and administrative framework that is already in place to maintain and manage the Site augurs well for the continued management of the nominated Site and for laying a basis for a comprehensive management structure.
Section Three - Risk Assessment

3A OPPORTUNITIES AND BENEFITS

ATTITUDBINAL CHANGE
It is anticipated that one of the greatest outcomes of this nomination process would be to change any negative attitudes about the preservation of cultural heritage. Through the planned activities, the Committee will seek to encourage all Barbadians to have a deeper appreciation for the Outstanding Universal Value of the Site and to conserve its authenticity and integrity for the World and future generations of Barbadians. Notably, the growing influence of the NHD, the BMHS and the BNT continues to encourage civil society to better appreciate these assets.

COLLABORATION WITH STAKEHOLDERS
This nomination process has helped to identify a wide range of stakeholders who have some measure of responsibility for the management, maintenance and care of the Site and to develop a network to ensure further dialogue and coordination. It has offered a unique opportunity for governmental and non-governmental agencies to collaborate in the preparation of a Management Plan for the Site and for disaster management professionals to share ideas and best practices with those in the heritage sector, as advocated by the CDM Strategy articulated within Section 3 of the Management Plan. In addition, the process has helped to clarify the roles and responsibilities of stakeholders for the entire Site and in so doing has helped to strengthen the framework for the protection of heritage.

The opportunity exists for additional private/public sector partnerships, particularly in relation to the development of the Site, the preservation of the built heritage, and further engagement between the property owners and the Barbados World Heritage Committee.

ACQUERING FUNDING
Achieving the status of a World Heritage Site would allow the State Party greater access to international support through financial aid and technical assistance for the preservation and conservation of the tangible and intangible cultural and natural heritage within the Site, and for developing related educational material and conservation programmes.

POLITICAL SUPPORT
Of particular importance is the fact that there is full support from the Government of Barbados for the nomination.

ADMINISTRATION: MAINTENANCE
The State Party already has operational maintenance programmes under various Governmental agencies. However, the Site will benefit greatly from the implementation of a formal and comprehensive maintenance framework. The nomination process has laid the groundwork, affording those governmental and non-governmental agencies that have responsibility for the care and maintenance of the properties, open spaces and monuments within the Site, opportunities to upgrade their maintenance programme and to collaborate more effectively. This certainly will result in more efficient use of limited resources and reduce the duplication of effort.

LEGISLATIVE FRAMEWORK
Whereas the State Party already has in place a strong legislative framework, which guides and manages new developments and protects the assets within this cultural conservation area, there is the opportunity to review and assess the effectiveness of the framework and where necessary to amend the existing laws.

DISASTERS: FIRE
The Site is well served by the BFS, which has a comprehensive disaster management plan for the Site. It is advantageous that the central division of the Service is situated within the Site.

As a result of consultations thus far with the officials of the BFS there is a greater understanding among the fire officers of the Outstanding Universal Value of the Site and of the number of listed buildings contained therein. There is however the opportunity for further dialogue on the development of a fire prevention strategy specifically for built heritage, which would enhance the existing fire prevention policy and procedures so as to align them with international best practices.

NATURAL DISASTERS: HURRICANES, FLOODING, TSUNAMIS
The State Party has an established national disaster management plan which covers the nominated Site at a strategic level. The opportunity exists for the Committee and the Department of Emergency Management to work towards augmenting the existing disaster management plan with specifics for the Site including the cultural assets.

Section Three - Risk Assessment

PRESERVATION OF BUILT HERITAGE
The buildings and monuments within the nominated Site are generally in good repair though there are exceptions at both ends of the scale. While the more central and commercial zones have seen substantial rehabilitative works, the decay that can be found in the lower economic residential areas (e.g., Cats Castle, Church Village and the Nelson Street areas) has also permitted a form of preservation, through lack of developmental interest. The effect of the cultural provisions in the planning laws has, in many cases, resulted in a frozen preservation (slowly degrading) which the most recent PDP seeks to develop.

Restoration and preservation work has been ongoing for the last thirty (30) years and, in some cases, buildings or sites are undergoing their second or third phase of restorative work, for example, the Queen’s Park House in Bridgetown. Within this time frame, one of the earliest examples of conservation was the refurbishment of the Barbados Light & Power Company’s headquarters (built c1790), located at the Garrison, which remains in excellent condition. This precipitated a slow but ever increasing rate of conservation of historic sites within the Property.

In most recent times these restorative works have been funded through the Barbados Tourism Investment Inc. (BTI), the Government agency set up to manage capital investments contributing to the local tourism industry, of which cultural heritage is deemed a part. One of the most notable is the restoration of the former Town/Vestry Hall, in Jubilee Gardens. The private sector through either private commercial enterprise (such as the aforementioned Barbados Light & Power Headquarters) or through ‘civil society’ (private citizens, NGOs) has also been a major contributor to the preservation of buildings. This sector has been responsible for the restoration of the Nidhe Israel Synagogue and conversion of the Corner Bond (former warehouse at corner of Synagogue Lane and Magazine Lane) into the Nidhe Israel Museum, both of which stand out as superb restorations. The process of gathering information on the large number of historic sites has been ongoing for several decades, making an important contribution to the process of preservation. The list of resulting studies and reports would include: the Garrison area, the Empire Theatre, the Screw Dock, Parliament Buildings, The Synagogue, The Carnegie Library and the Town/Vestry Hall among others. Some of these reports have resulted in development projects and restorative works.

DEVELOPMENT
It is anticipated that gaining the status of a World Heritage Site would encourage more sustainable development within the area. Already the level of interest among developers has risen as a result of the nomination process and the ongoing public awareness initiatives.

Pavilion Court, the former Military Hospital
The Jewish Synagogue and Cemetery
Matonic Lodge, Spry Street

**Section Three - Risk Assessment**

The upcoming plans of the Barbados Tourism Inc. (BTI) for the development of the Carlisle Bay area from the Pierhead to the Savannah Hotel in Hastings will provide an opportunity to correlate the needed preservation and heritage development with the major future plans for the area. This project could also lead to a final determination on the future rehabilitation and use of the old General Hospital and the former Naval Dock Yard at Needham’s Point.

The PDP also pays significant attention to heritage through the policies and designations relating to Listing Buildings and Cultural Heritage Conservation Areas, and together with the proposed legislative changes outlined in Section 4, will augur well for the sustainable development of the Site.

**MONITORING**

There is an opportunity to develop an effective coordinated monitoring system, that would assist in determining the state of conservation of the built heritage within the Site and the effectiveness of executed programmes and activities.

**REVITALIZING BRIDGETOWN**

The nomination process for the inscription of the Site, coupled with the public awareness and education initiatives and public-private collaboration provides added impetus for revitalizing cultural and social activity within the Site. This would help to revive Bridgetown to its prominence as cultural hub.

**BUILDING CAPACITY**

The State Party has been fortunate that there are highly skilled researchers and cultural and heritage experts in the country who have contributed to the process of documenting the history of the Site. Inscription would allow the State Party and its affiliate Governmental agencies to build capacity in a number of sectors including conservation, research, tourism and education. It will serve as a platform upon which to develop the cultural industries and encourage the creation of new job opportunities in non-traditional areas. It will afford the opportunity for those who maintain and manage the Site to receive further training from regional and international institutions and experts.

**ASSESSMENT**

The TCPA acknowledges the need for cultural preservation through its provisions for ‘Preservation Orders’ and the ‘Listing’ of buildings of architectural or historic significance. The first ‘List’ was established in 1984 from a report prepared by Virgil Broodhagen and submitted by the BNT, and contained about three hundred and fifty (350) buildings throughout the country. Approximately one third of all those ‘Listed’ buildings are located within the proposed boundaries of the Property. The nomination process presented the opportunity for the Committee to begin a more comprehensive assessment of the state of conservation of all listed buildings within the Site.

**CONSERVATION**

The Division of Culture and the Barbados National Art Gallery have recognized the critical need for constant conservation works to be carried out on the buildings and monuments within the Site. For the past five years the BNG have maintained a conservation programme for public monuments that allows, in the absence of local skilled conservators, for international conservators to perform the necessary treatments to the island’s archives, artwork, and metal and stone monuments. With inscription, enhanced opportunities will become available for attracting funding to upkeep the cultural assets and for the transfer of knowledge and skills to the general public through training programmes.

**HEIGHTENED PUBLIC AWARENESS**

The nomination process led to the development of a comprehensive public awareness campaign which encompasses strategies from various Committee members and seeks to address many of the issues that are negatively impacting on the Site. More importantly, it will seek to sensitize Barbadians about the Outstanding Universal Value of the Site, their cultural identity, the reasons for submission of the bid for World Heritage Status, the vulnerability of the Site, its value to the world, and to solicit their support for its protection.

**SIGNAGE**

With the nomination process well on the way, the Committee has the opportunity to work with stakeholders to develop a comprehensive signage policy for the Site which addresses the uniformity in design and allows for the placement of interpretative signage that is adequate and appropriate, throughout the Site. It also offers the opportunity to address a number of critical elements that are absent from a large portion of the Site such as directional signage and informative signage including location maps. A symbol identifying features of national heritage significance has been developed and implemented.

**DAILY WEAR AND TEAR**

The maintenance programmes of SSA, NCC, BDF and the MHLUR have helped in a major way to minimize the wear and tear that otherwise would have been caused by the elements and by carbon monoxide emissions. It is an advantage that the NCC has a permanent team stationed at the Garrison that can respond to any emergency. Notably the BGHCI, a non-governmental organization, has implemented a maintenance programme that complements the national effort.

**SECURITY**

The Site is policed by both the BDF and the RBPF.

Two Police stations are located within the Site - the Central Police Station which lies within the City and the Hastings Police Station which lies adjacent to the Garrison - as well as the headquarters of the Barbados Defence Force.

TOURISM

Barbados has an established international reputation as a tourism destination of high value and tourism has been and continues to be the backbone of Barbados’ recent economic progress.

It would be true to say that apart from the increase in national pride and self esteem which is likely to arise from inscription of Historic Bridgetown and its Garrison, the majority of benefits from Barbados’ achieving this nomination will accrue to the Tourism Sector and associated services. Research has shown that countries with World Heritage Sites have seen an overall increase of 30% - 40% in visitors resulting from a new inscription. This nomination would serve as another platform on which to promote Barbados’ heritage and identity, and to attract visitors to these shores. This designation would enhance Barbados’ recognition as a country committed to the protection and preservation of the world’s shared cultural heritage and would at the same time significantly enhance the tourism product, making Barbados a more diverse and attractive destination for visitors. The Outstanding Universal Value of the Site itself would also make Barbados more attractive to Europeans and persons from the Diaspora as, the Site speaks to Barbados’ role in the development of the powerful British Empire and the irreducible contribution of enslaved Africans to the development of the so-called New World. In essence it would assist in enhancing Barbados’ global image and would also contribute to the marketing of our educational, tourism and cultural assets.

**VISITOR IMPACT**

The inscription of Historic Bridgetown and its Garrison would present the opportunity for the development of a visitor (locals and tourists) impact survey which would capture data of value for future preservation and sustainable development of the Site.

**VENDING**

There is the opportunity to address a number of issues related to vending such as the presence of inadequately built structures, blocking of emergency exits and store fronts and indiscriminate disposal of garbage. The vendors have been identified as a target...
group within the proposed public awareness and education action plan as they have a significant role to play in the conservation and maintenance of the Property and its buffer zone.

3B. THREATS AND WEAKNESSES

It should be noted that apart from a study conducted by the Norwegian Geotechnical Institute (NGI) over the period 2009 - 2010 on the impact of tsunamis for a portion of the Site, no thorough hazard-specific risk or vulnerability assessment has been undertaken of the entire Site. Given the size and typography of Barbados as well as its history and socio-cultural landscape, it can be argued that the following hazards pose a threat to the Site:

- Combined Natural and Human Induced Threats:
  - i. Climate change
  - ii. Flooding

- Natural Threats
  - i. Meteorological and other coastal hazards - storms, hurricanes and storm surge
  - ii. Seismic hazards – earthquakes and tsunamis

- Man-made Threats:
  - i. Fire
  - ii. Security threats – vandalism, bomb threats
  - iii. Environmental threats - chemical and oil spills
  - iv. Development pressures
  - v. Signage
  - vi. Social pressures – impact of vendors, indiscriminate and unregulated vending structures, improper disposal of garbage, theft of artefacts

Within many areas of the Site, particularly within Bridgetown there is evidence of:

- Dilapidated structures,
- Overgrown vacant lots,
- Poorly maintained commercial and residential areas,
- Vagrancy,
- Vandalism,
- Poor lighting,
- Traffic congestion,
- Limited coordination of studies and project proposals,
- No philosophy of public/private partnership, and
- Declining activity, both social and commercial, after office hours in spite of growing physical infrastructure.

At the core of many of these problems is significant societal apathy towards and too little appreciation for Barbados’ cultural heritage and the value of its preservation.

STORMS/HURRICANES AND STORM SURGE

Barbados’ location within the Caribbean Sea means that hurricanes are a constant threat. However, it is Barbados’ situation to the east of other islands along the archipelago that has spared the island the kind of devastation that has plagued our Caribbean neighbours on an annual basis. The last major damage to the island was in October 2010 from Tropical Storm Tomas and before that in 1955 by Hurricane Janet.

Storm surge as a result of the extreme meteorological events, plague the coastline on an annual basis with the potential to damage coastal unprotected areas, or structures which are close to the shoreline. High spring tides also impact negatively on the coastline.

CLIMATE CHANGE AND SEA LEVEL RISE

The position of the Property along the coast puts it at risk from rising sea levels attributed to global warming.

Climate change is recognized as one of the defining problems of the 21st century. Emissions of carbon dioxide (CO2) and other greenhouse gases (GHGs) caused by human activity are already bringing a rise in air and sea temperatures which could cause unpredictable and often disruptive climate change.

In Barbados the potential hazards expected from climate variability and climate change include:

- Decreased precipitation;
- More frequent and intense storms;
- Sea level rise;
- Increased surface temperatures; and
- Changes in ultra-violet penetration levels.

Other natural hazards associated with climate change are floods and drought associated with changing rainfall patterns, coastal inundation associated with sea level rise and impacts from extreme events/storms and hurricanes. These changes could have an adverse impact on the environment, in society and on the economy.

Bridgetown is a coastal city and some of the listed buildings within the Site may be impacted by sea level rise. A changing coastline has the potential to threaten these listed buildings and archaeological sites. Therefore, the relevant agencies will implement necessary responses, to ensure that these properties are protected through coastal defense work. Similarly, there is need to develop a rapid Coastal Zone Assessment Survey Programme to assess potential risks to historic assets so they can be properly managed.

In order to preserve the landscape of Historic Bridgetown and its Garrison, a climate change adaptation policy framework will be introduced which prioritizes the more vulnerable areas and defines the roles and responsibilities at the various government agencies in relation to the vulnerable sites.

Sea level rise is not the only hazard associated with climate change, that may threaten the nominated Site. Flooding also has the potential to impact on some of our listed buildings with the onset of increased extremes of wetting and drying, heightening the risk of ground subsidence thereby accelerating the decay of the stonework, the most prominent construction material in the historic buildings within the Site.

Climate change, if not properly managed through good adaptation programmes, will inflict serious damage on the historic environment. Numerous historic assets will be damaged and future generations will be robbed of the enjoyment of their cultural heritage. Therefore the Barbados World Heritage Committee is committed to working with all relevant agencies to avoid or minimize any adverse impacts associated with climate change.

SEISMIC ACTIVITY

Barbados, like many other Caribbean countries, is at risk for earthquake activity. Bridgetown, given its high density and size of buildings, is subject to a level of secondary risks such as tsunamis. Given the nature of the hazard, prediction, either of events or
Section Three - Risk Assessment

the level of destruction, is virtually impossible. With the implementation and further enhancement of the proposed Building Code, greater consideration will be given to safer building and conservation practices. Barbados is not a volcanic country but the impact of eruptions from neighbouring islands could be experienced within the nominated site in terms of air pollution and tsunamis.

TSUNAMIS

Tsunamis can be caused by earthquakes or volcanic eruptions on other islands within the region. Localised tsunamis are also caused by significant displacement of water close to the shoreline. Should such an event occur it would have a devastating impact not only on the residents living near or within the Site and its buffer zone but on significant portions of the built heritage and its contents.

Recent studies concluded by the aforementioned Norwegian Geotechnical Institute in 2010 involved a comprehensive hazard assessment including sources, probable scenarios and modeling of the propagation of tsunamis within the Carlisle Bay section of the nominated Property. The vulnerability assessment indicated that critical economic buildings would be severely affected, should the area be impacted by a tsunami.

FLOODING

Within recent years, various parts of the Property and its buffer zone have suffered flooding from a range of natural and man-made factors such as weather systems producing high levels of rainfall, poor drainage, littering and insensitive and indiscriminate construction practices.

DEVELOPMENT PRESSURES

Like any other urban centre, Historic Bridgetown and its Garrison is impacted by developmental pressures. Developments within the Site will have an impact, whether on the traffic flow, the authenticity and integrity of the Site, its archaeology, or its aesthetics. The most enduring development problems are those that have and will in the future continue to affect the scale and proportions of the Property and the buffer zone.

Characteristic of modernism within the late 1960s and early 1970s, some structures within the Property, such as the Central Bank of Barbados and the Treasury Building, were developed without due care and attention to the heritage assets within their vicinity.

London Bourne Towers, a low income housing development on Bay Street across from the now decayed ‘Three Sisters’ buildings, was built in the 1990s and stands on property that was the original residence of London Bourne. Bourne was born a slave and became a wealthy merchant and property owner in Bridgetown and a significant figure in Barbados’ social development but this development stands testament to him in name only and not in its integrity within the area nor its development. This highlights the lack of historic sensitivity that can overwhelm social programmes.

The historic Old Harbour Police Station was demolished more than ten years ago and replaced with a multi-purpose tourism and office facility which encompasses some of the pre-existing features such as the retention of the high coral stone wall along the street. The building reflects some elements of Barbadian vernacular architecture, but does not mirror that of its predecessor. The major impact of the construction of both the Grand Barbados Hotel and the Hilton Hotel has been the effect of their scale in proportion to the surrounding landscape.

A recent proposal by the BTC for the installation of lighting to host horse racing at night was supported in principle, however the type and height of the lighting proposed had the potential to despoil the amenity of the Garrison Cultural Heritage Conservation Area. Based on a consultative process lead by the TCDPO and involving the BNT, BMHS and the developer, planning permission was denied on the basis of the potential negative impact of the proposal.

FIRE

The urban typology of Bridgetown and most of its surrounding districts is marked by narrow winding street patterns and tightly packed houses, which render the potential effect of a fire particularly disastrous. As in most colonial cities the siting of housing in traditional parts does reflect orderly physical planning, resulting in houses sited in close proximity to each other thereby creating fire hazards.

Additionally, many of the property owners do not adhere to the health and safety regulations with respect to fire. A major fire within the Site could pose potential damage to heritage properties and their contents, archaeological sites and historic districts. The last major fire within the Property occurred in 2010, in a building close to the Carriagge Main Library Building. In fighting fires within this dense urban area, fire fighters are often challenged by inadequate supplies of water or the difficulty in accessing water hydrants, which sometimes could lend to the escalation of the problem.

LOSS OF LISTED BUILDINGS

Barbados has suffered the loss of a considerable amount of its built heritage as a result of neglect, lack of awareness of and appreciation for the island’s heritage, developmental pressures and illegal destruction. A comparative number of historic buildings within the Site, both residential and commercial are at risk and others lie in ruin.

ININDISCRIMINATE DISPOSAL OF GARBAGE

In spite of concentrated efforts from the SSA, the MHLUR and the NCC and other stakeholders, Historic Bridgetown and its Garrison from time to time suffers from littering. In past years, as part of several efforts to manage the problem and to beautify the Site, these agencies have placed garbage bins throughout the Site. However, littering remains a problem, caused by vagrants, residents, business owners and other users of the Property.

UNFAVOURABLE VENDING PRACTICES

Vendors, formerly known as ‘hucksters’, have been linked intrinsically to the economic development of Bridgetown and Barbados but in recent years the growing number of vendors has caused concern for the authorities, particularly when they impede pedestrian traffic or block emergency exits and store fronts or when they contribute to the garbage problem and ultimately poor drainage. Vendors have been allowed to erect unsightly and often crude semi-permanent stalls throughout the City, which impact negatively on the Outstanding Universal Value and amenity of the Site.

TRAFFIC CONGESTION

Bridgetown, being capital of Barbados and the island’s leading commercial centre, like most capital city centres suffers from major traffic congestion. The problem is exacerbated by the fact that there are not enough car parks; car pooling is a concept not widely practiced by Barbadians; and there is no
Section Three - Risk Assessment

reliable public transportation system that would allow the option of leaving cars at home, which would reduce congestion on the island’s roads. In general, an increase in traffic is noticeable at specific times of the day when children are being driven to and from the fifteen (15) educational institutions located within the Site.

ATTITUDBINAL BARRIERs TO PRESERVATION AND CONSERVATION

One of the biggest threats to the Site and risk preparedness is the negative attitude of a relatively significant portion of the population towards the protection of cultural heritage. This attitude unfortunately includes professional builders and property owners, whose concerns focus on the unavailability of appropriate skills and materials, the absence of conservators and the time consuming nature of conservation work or archaeological excavation. Such attitudes have hampered attempts to conserve and preserve historic buildings within the Site and have led to some complacency.

LACK OF SKILLED PROFESSIONALS

The acute shortage of trained conservators has in some measure slowed down the pace of conservation of the country’s heritage assets. In addition, there is a dearth of persons skilled in restoration works.

VISITOR IMPACT ON THE SITE

As with any small island developing state dependent on tourism, Barbados has to be mindful of the potential negative impact of increasing numbers of tourists. There is a dearth of information on visitor spend or experience on heritage venues or more specifically the Site. Exit surveys conducted by the Caribbean Tourism Organization capture visitor profile, travel planning and behaviour, opinions and visitor expenditure and attempt to quantify the number of visitors to Barbados on an annual basis.

DAILY WEAR AND TEAR

As with any urbanized, heavily trafficked area, it is expected that the buildings within the Site will suffer from daily wear and tear caused by the elements, daily use and pollution.

MONITORING

Currently there is no formalized system in place for monitoring the state of conservation of the Site.

SIGNAGE

The Site lacks the appropriate signage to guide visitors in and around the Site. In some cases signage is designed and displayed in a random manner and is not considered to be in keeping with the Outstanding Universal Value and integrity of the Site. While there are maps available for walking tours of Bridgetown, there are currently no maps specific to the nominated Site as a whole.

LACK OF FUNDING

Barbados, like most small island developing states with small economies, does not have adequate financial capacity to maintain effectively or conserve its built heritage. As a result, over the years, the lack of funding has affected the State Party's ability to adequately address conservation and preservation and this has meant the irreplaceable loss of some of its treasured historic buildings and artefacts while others such as the Empire Theatre, the Guard Hut and Marshall Hall stand vacant in varying levels of decay and exposed to the elements. For the most part, funding for heritage programming and research is limited.

<table>
<thead>
<tr>
<th>Risk Assessment Register</th>
<th>Priority Key: 1. High Level; 2. Middle Level; 3. Low Level; 4. Extremely Low Level</th>
</tr>
</thead>
<tbody>
<tr>
<td>Identify Risk</td>
<td>Root Causes of Risks</td>
</tr>
<tr>
<td>Storms/Hurricane</td>
<td>Weather systems</td>
</tr>
<tr>
<td>Floods</td>
<td>Constant rainfall/poor drainage/ insensitive and indiscriminate building practices</td>
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<tr>
<td>Rising sea levels</td>
<td>Global warming</td>
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<tr>
<td>Storm surge</td>
<td>Weather systems</td>
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<tr>
<td>Tsunamis</td>
<td>Seismic sources, displacement of water</td>
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<tr>
<td>Fire</td>
<td>Poor electrical wiring and maintenance/ non-adherence to building codes</td>
</tr>
</tbody>
</table>
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<table>
<thead>
<tr>
<th>Identify Risk</th>
<th>Root Causes of Risks</th>
<th>Potential Responses</th>
<th>Risk Owners</th>
<th>Rating of Risks Requiring Response in the Near Future</th>
</tr>
</thead>
<tbody>
<tr>
<td>Traffic congestion</td>
<td>An increase in the number of motor vehicles in Barbados/ inadequate public transportation</td>
<td>Implementation of the Bridgetown Traffic Management Plan</td>
<td>MTW/Transport Authority Barbados Transport Board</td>
<td>2</td>
</tr>
<tr>
<td>Vagrancy</td>
<td>Insufficient pastoral care or homeless shelters</td>
<td>Discussions with the Ministry of Social Care/ Salvation Army hostel</td>
<td>RBFY/ Ministry of Social Care</td>
<td>3</td>
</tr>
<tr>
<td>Attitudinal barriers to</td>
<td>Lack of appreciation for built heritage</td>
<td>A public awareness campaign aimed at the general public, schools, property owners, churches and special groups such as builders and architects and communities within the Buffer Zone. Public Education programming established</td>
<td>Government and the Barbados UNESCO World Heritage Committee</td>
<td>1</td>
</tr>
<tr>
<td>conservation</td>
<td>Lack of funds</td>
<td>Implementation of World Heritage in Young Hands Programme</td>
<td>UWI/BMHS/BNT Barbados National Commission for UNESCO/ MEHR/UWI/BMHS</td>
<td>1</td>
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<tr>
<td></td>
<td>Lack of funds</td>
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<th>Rating of Risks Requiring Response in the Near Future</th>
</tr>
</thead>
<tbody>
<tr>
<td>Loss of buildings to decay</td>
<td>A comprehensive listing and assessment of all buildings</td>
<td>Ongoing monitoring and reporting</td>
<td>Tourism Development Act BCCI initiatives</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>It is a relatively new area of study in the Caribbean</td>
<td>Offer of National Development Scholarships</td>
<td>MFCYS/ BMHS/ UWI</td>
<td>2</td>
</tr>
<tr>
<td>P lating</td>
<td>Inadequate number of litter bins</td>
<td>Legislation not enforced</td>
<td>A pilot project to encourage persons visiting the site to sort their garbage</td>
<td>2</td>
</tr>
<tr>
<td>Littering</td>
<td>Legislation not enforced</td>
<td>Sorting of garbage is a concept not practiced in Barbados</td>
<td>Stiffer penalties for littering/</td>
<td>2</td>
</tr>
<tr>
<td>Maintenance of buildings, parks</td>
<td>Lack of coordination of maintenance schedules</td>
<td>Develop a coordinated schedule of maintenance</td>
<td>The State Party and the Committee and Property owners</td>
<td>1</td>
</tr>
<tr>
<td>and open spaces</td>
<td>Lack of coordination of maintenance schedules</td>
<td>Develop a coordinated schedule of maintenance</td>
<td>The State Party and the Committee and Property owners</td>
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### Section Three - Risk Assessment

**Risk Assessment Register**

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</tr>
</thead>
<tbody>
<tr>
<td>Damage to archaeological sites and defacement of historic and artistic monuments and statues</td>
<td>Vandalism, Arson, Looting and illicit removal of property</td>
<td>Public awareness/security, Enactment of the Preservation of Antiquities and Relics Bill, Implementation of the Cultural Resource Management Unit, Continuation of Public Monuments Conservation Programme, Training/Capacity Building on relevant areas of conservation, restoration</td>
<td>The RBPF, Antiquities Advisory Committee, BMHS, BNG/MTW/NCC, UWI/SPJPP</td>
<td>4</td>
</tr>
<tr>
<td>Loss of historical and archival materials</td>
<td>Fire/flooding</td>
<td>Training for staff/updating the disaster preparedness manual/Establishment of the World Heritage Resource Centre, Identification/digitization of Land Registry collection of Historic Deeds/Other related heritage resources, Inscription of archival resources on the International Barbados Memory of the World Registers</td>
<td>Archives Department, BMHS</td>
<td>4</td>
</tr>
<tr>
<td>Visitor impact</td>
<td>Increase of visitors to the Site</td>
<td>The design and implementation of a visitor impact survey</td>
<td>Committee, UWI- Centre of Tourism Management, Barbados National Commission of UNESCO</td>
<td>3</td>
</tr>
<tr>
<td>Unsuitable vending practices</td>
<td>Limited enforcement of the laws, Lack of an appropriate structure</td>
<td>Stronger enforcement of the laws governing vending in the Site, Consultations with vendors associations, the Police and Ministry of Agriculture, Identification of and access to alternative spaces and facilities for vending</td>
<td>RBPF, Ministry of Agriculture</td>
<td>3</td>
</tr>
</tbody>
</table>
This section outlines the various action plans and strategies that will be employed to effectively manage the Site. They are as follows:

- Action Plan for Protecting, Preserving and Enhancing Heritage
- Action Plan for Education, Capacity Building and Research
- Action Plan for Traffic Management
- Action Plan for Tourism Management
- Action Plan for Public Awareness
- Action Plan for Cultural and Heritage Interpretation
- Action Plan for Risk Management

**4A. ACTION PLAN FOR PROTECTING, PRESERVING AND ENHANCING HERITAGE**

This plan will involve updating current legislation, mapping and integrating the boundary and buffer zone of the nominated Property into the Geographical Information System (GIS) platform; mapping sites of archaeological significance; embarking on the development of a new system of categorization for Listed Buildings based on a review and adaptation of international best practices; an inventory of Monuments and Sites of Archaeological and Artistic Interest; and enhancing the Development Control Process through enactment of specific legislation relating to cultural heritage conservation areas and the World Heritage Site.

It should be stated that Barbados’ cultural heritage encompasses these components:

- a) language and oral tradition,
- b) religion, and
- c) natural, archaeological and historical sites and relics.

**Carlisle Bond, Hincks Street (Listed Building)**
Section Four - Action Plans for the Management of Bridgetown and its Garrison

TOWN AND COUNTRY DEVELOPMENT PLANNING OFFICE (TCDPO)

The mandate of protecting, preserving and enhancing the built heritage within the Property will be carried out primarily by the TCDPO in consultation with other regulatory agencies, stakeholders and the public. The approach to achieving this goal involves the implementation of a combination of national and site-specific initiatives over a five-year period aimed at highlighting the Outstanding Universal Value of the Property as follows:

Mapping the Nominated Property Boundary and its Buffer Zone

The Property boundary and buffer zone will be mapped and integrated within the Geographical Information System (GIS) platform currently used by the TCDPO. This will enhance the regulation of development throughout the Property as when an application for development within the Site is plotted, the GIS will in effect create a trigger mechanism, highlighting the need for consideration of all current and future policies and best practices relating to the preservation and conservation of the built heritage.

Mapping Sites of Archaeological and Cultural Significance in Barbados

The mapping of sites of archaeological and cultural significance within Barbados is to be undertaken in conjunction with the BMHS. This process is to be initiated for those sites located within the nominated Site. Including the sites located within the Property would, first, allow for the comprehensive application of the relevant policies in the assessment of planning applications and decision-making. Second, any approved development involving a site of archaeological or cultural significance would have a condition attached requiring that access be granted to the BMHS and the UWI during the development process to ensure the identification and preservation of any archaeological artefacts in accordance with best practices, thus contributing to research, knowledge management and capacity-building.

Approval of Proposed Listed Buildings Categorization

The current system of managing the development of Listed Buildings has been limited by the lack of categorization of structures. The current designation is applied to the entire structure and therefore the specific features which are deserving of preservation and conservation are not specifically identified. The TCDPO is currently embarking on the development of a new system of categorization for Listed Buildings based on a review and adaptation of international best practices. This new classification will categorize buildings based on their overall architectural and/or historic value while detailing the specific architectural features that should be preserved. In addition, the related policies, based on the specific category to which the building has been ascribed, will be outlined. The proposed system will improve the processing of applications involving listed buildings by clearly establishing not only the framework for categorization, but also complementary planning policies for the assessment of planning applications to address conservation and preservation concerns and to ensure that any additions/alterations to the properties are sympathetic, in design and use of materials in particular.

The new categorization system has already received input from national partners including the BNT and the MTW, and will be part of a wider consultation including the BMHS and the general public.

Since the categorization will specify only the key elements to be preserved rather than the entire building, it is anticipated that this framework, along with related incentives and other initiatives, is likely to encourage greater refurbishment and re-adaptive use of our national treasures. One such incentive provision is the Cultural Industries Bill which proposes tax incentive facilities for a range of developments and endeavours including the preservation of the built heritage. It is anticipated that this Bill will be debated and approved during the Parliamentary sitting of 2021.

Inventory and Categorization of Listed Buildings within the Property Boundary

A catalogue of Listed Buildings exists as a legal requirement but to efficiently manage the nominated Property it is imperative that an inventory of the Listed Buildings within its boundary be undertaken. This process will facilitate a basic identification based on a checklist of structures. It is also intended to provide some preliminary assessment of the state of preservation of the property, and of its value to the Outstanding Universal Value of Historic Bridgetown and its Garrison and to the overall preservation and conservation of heritage in Barbados. The basic inventory has already been undertaken and is included at Section 2, Table 3 of this document.

The categorization of Listed Buildings within the nominated Property is also to be undertaken in conjunction with the inventory process. This categorization is intended to provide a more coherent approach, and is anticipated to give some stimulus to the development, refurbishment and adaptive re-use of many of the dilapidated structures within the Property, when applied in collaboration with the Cultural Industries Bill.

The inventory and categorization processes will be executed within a collaborative framework involving consultation with the BNT, the BMHS and the BIA and with any other bona fide person or group of persons so determined by the CTP.

Inventory of Monuments and Sites of Archaeological and Artistic Significance within the Property Boundary

Monuments and sites of archaeological significance within the boundary of the Property are also critical elements that make up the Outstanding Universal Value of the Property. The inventory of these key components will also be undertaken and some preliminary assessment of their state of preservation will be made. The inventory of monuments and sites of archaeological significance within the boundary of the Property will be spearheaded by the BMHS Committee, in consultation with the BMHS, UWI, MTW, BNT and the BIA as well as any other bona fide person or group of persons.

Advancing the Amendment to the List of Listed Buildings

The majority of Listed Buildings were constructed between 1750 and 1840. With the level of development which has occurred on the island since this time, including some architecturally or historically significant structures, there is consequently the need to address the dearth of new inscriptions and additions to the List of Listed Buildings as well as an update based on any de-
Section Four - Action Plans for the Management of Bridgetown and its Garrison

listings of properties that have occurred. This process will also provide balance and sustainability in tandem with the inventory and categorisation of Listed Buildings. It is the intention of the TCDPO to advance, over the next two (2) years, the process of amending the List of Listed Buildings by drafting a detailed national plan of action to guide the addition or de-listing of Listed Buildings that prioritizes the buildings and structures within Historic Bridgetown and its Garrison during the medium term management phase.

Development Control Process

The Development Control Process, as the name suggests, is the system through which development is regulated by the TCDPO and is outlined in Section 2 of this document. This process is triggered by the receipt of an application for permission to develop land, and is being adapted to more adequately manage built heritage through the mechanism/initiatives previously mentioned.

The existing provision for fast-tracking applications with major economic and employment generation potential will be continued, enhancing the existing system’s contribution to the overall preservation initiative. In assessing applications for permission, the principles of regeneration and adaptive re-use of Listed Buildings in particular, and the potential impacts of any development on the heritage asset will be considered in detail with the completion of the identification, categorisation and technical assessment processes. The TCDPO will be provided with an enhanced framework to assess planning applications that balances the need to provide economic stimulus with preserving the Outstanding Universal Value of the Property.

All applications for the development of Listed Buildings within the Property will be designated as “Fast Track” or priority cases for processing. In addition, the TCDPO will review the development control review process to determine if assigning responsibility for the processing of all applications involving Listed Buildings, within the Property and island wide, to a dedicated officer would increase involvement in Listed Buildings, within the Property and responsibility for the processing of all applications.

Addition, the TCDPO will review the development of Listed Buildings which will capture pertinent information including existing and proposed land uses, conservation measures, reuse and use of new materials.

Signage Design

This document has already outlined the significant role that signage is to play in enhancing the interpretation and navigability of the Site. Signage must however be erected in a coordinated matter, if not to negatively impact on safety as well as the amenity and Outstanding Universal Value of the Site. The TCDPO has established sign regulations which provide detailed specifications for detached, attached and projecting signs, with reasonable variations being allowed at the discretion of the TCT.

In consultation with Committee members, specific regulations will be developed to control signage within the Property boundary, and opportunities will be explored in conjunction with the public awareness and education activities to incorporate public input and feedback into the design of signage.

Amendment to Legislation

Proposed amendments have been drafted in relation to the TCPA to include the following provisions:

• Prohibiting the development (including demolition) relating to listed buildings or any building within an urban conservation area or a World Heritage designated area, without the express permission of the TCT.
• An increase in the fine regarding the unauthorised demolition of a listed building.

THE DIVISION OF CULTURE AND SPORTS

The State Party is signatory to the following standard-setting UNESCO conventions for the protection and preservation of cultural heritage. These are:

i. The UNESCO Convention on the Protection and Promotion of the Diversity of Cultural Expressions (2005);
ii. The UNESCO Convention for the Safeguarding of the Intangible Cultural Heritage (2003);
iii. The UNESCO Convention for the Protection of the Underwater Cultural Heritage (2001);
iv. The UNESCO Convention concerning the Protection of the World Cultural and Natural Heritage (1972);

v. The UNESCO Convention on the Means of Prohibiting and Preventing the Illicit Import, Export and Transfer of Ownership of Cultural Property (1970);
vi. The Hague Convention for the Protection of Cultural Property in the Event of Armed Conflict (1954); and

In due course, the State Party will be signatory to the Convention on Stolen or Illegally Exported Cultural Objects, 1995 (The UNIDROIT Convention). Barbados has also been an active participant in the UNESCO Memory of the World Programme for the preservation of archival heritage. An integrated programme for the implementation of the related provisions under each of these conventions will ensure greater coherence and complementarity in their application.

The Division of Culture and Sports has identified the promotion of, respect for and preservation of Barbados’ cultural heritage as one of its priority goals in the National Cultural Policy of Barbados.

Within the National Cultural Policy, there are a number of policy objectives that seek to encourage Barbadians to value and respect their heritage sites and institutions and to develop a sense of ownership. Some of these objectives are:

• To ensure the survival and conditions of the International Conventions for the protection and preservation of the cultural heritage.
• To enact and to implement legislation aimed at the preservation of our cultural heritage, including our cultural and natural heritage structures, monuments and sites and relics of cultural value.
• To support, where possible, the maintenance and upgrading of the country’s museums.
• To support and encourage research into and documentation of Barbadian English usage and into our folk traditions, and in this regard, to continue to support the Caribbean Lexicography Programme of the University of the West Indies.
• To recognize the inestimable value of and take steps to ensure the protection and preservation of Barbados’ oral tradition as a living repository of information, beliefs and values.
• To carry out research into traditional religious practices in Barbados, particularly those that have emerged from our African heritage.
• To provide appropriate incentives to encourage the involvement of the private sector in the development and preservation of heritage monuments, sites and structures.
• To update and to maintain Barbados’ list of heritage monuments, sites and structures.
• To collaborate with the relevant governmental and non-governmental agencies to promote programmes and projects aimed at encouraging among Barbadians, especially among our young people, a love and respect for their cultural heritage.
• To implement programmes for the training of members of the Judiciary, the Royal Barbados Police Force, Customs Officers and other relevant persons in order to equip them to deal with issues related to the illicit trafficking in cultural goods.

Natural, Archaeological and Historical Sites and Relics

Within the site-boundaries are to be found a number of historical archaeological sites excavated within the last decade. Whereas the focus of activity in relation to historical archaeology on the island has been dominated by excavation on plantations, the last decade has seen excavation in the urban environment, running counter to the ongoing preoccupation of archaeology in the region with rural areas. To understand the effects of slavery, archaeological research has been used to supplement, substantiate and refute the historical record. Unfortunately, this research has been unbalanced and predominantly concerned with the plantation, as a rural space. The work of Stoner, Watson, Smith and Farmer during the last decade has focused on the life of people living and working in the urban context of Bridgetown - interment sites. As a rural space, the work of Stoner, Watson, Smith and Farmer during the last decade has focused on the life of people living and working in the urban context of Bridgetown - interment sites.

The Division of Culture and Sports has identified the need to create awareness of our oral heritage, particularly as a living repository of information, beliefs and values. To this end, the Division is currently working with the Barbados Oral History Project, and has been conducting oral history interviews with Barbadians, particularly those that have emerged from our African heritage. The division is also working with the Barbados Folklore Society to ensure that the oral heritage is documented and preserved.

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individual it comes from has a mitochondrial lineage that links them to Western Africa. Ongoing work on the site will provide a greater understanding of the persons interred there. The excavation of a market place used by enslaved persons by Smith and Watson provided insight into the material culture used and discarded in the market place and allowed for a greater understanding of the trade within the internal market system of the island. Lifeways were also revealed at the Mason Hall Street and Synagogue sites.

Mason Hall Street lies directly to the north of St. Mary’s Church and St. Mary’s Row. During the 1700s, Mason Hall Street was part of the neighbourhood known as Lake’s Alley and until the 1800s was named only as “an alley from the Old Churchyard to Baxter’s Road”. Sometime after the early 1800s the name was changed to Mason Hall in honour of Modern Mason Lodge, established on the alley in 1765. In 2002, the University of the West Indies, Cave Hill, initiated archeological investigations at the corner of Mason Hall Street and St. Mary’s Row in Bridgetown. The primary goal of the Mason Hall Project was to record the extant evidence for the occupation of a house that once stood at the corner of Mason Hall Street and St. Mary’s Row. The project hoped to locate evidence for and establish the boundaries of the earliest historical occupation of the Mason Hall Street Project site. One of the remarkable finds of the Project was the excavation of a remarkable collection of seventeenth-century ceramics of English, Dutch and European origins. English earthenware such as Devon gravelled tempered Earthenware and Sgraffito Slipware, as well as English Green-glazed Earthenware were vital commodities. Stoneware, Stoneware, Brinegar and Watson (2002) in the BMHS’ Journal Volume XLVIII wrote that the most auspicious historic ceramic type recovered in the project was Barbadian Redware in the form of sugar moulds and mellasses drip jars made by English potters around the mid-1700s for sugar planters to replace the dwindling supply of wooden sugar pots. Further research is required to provide a comprehensive overview of the historic lifeways of the diverse people who lived and shaped the environment of the Historic Bridgetown and its Garrison since the early seventeenth century. Archaeology is seen as a vital complement to history within the University of the West Indies’ Department of History Programme, and four archeology course offerings present a multidisciplinary approach through a wide range of archaeological topics. These include Caribbean pre-Colonial and Colonial archaeology; archaeological field techniques; laboratory methods and the analysis of material culture; world prehistory and the Caribbean’s place in this wider context; and an introduction to cultural resource management and heritage issues. Undergraduate students are also introduced to career prospects in academic archaeology, the heritage industry, museums, and government, especially within the Caribbean region. The proposed activities of the Division of Culture and Sports in respect of the preservation of cultural heritage over the three-year financial period 2011-2014 are:

- Enactment of the Preservation of Antiquities and Relics Bill by April, 2011;
- Coordination of the implementation of the terms and conditions of International Conventions for the Protection and Preservation of Cultural Heritage and related activities;
- Continuation of the work of the Barbados National Art Gallery Committee through the Barbados National Art Gallery Board;
- Continuation of planning for the physical establishment of a Barbados National Art Gallery;
- Completion of national inventories of cultural property within the scope of the specified conventions;
- Continuation of the process for inscription of “Historic Bridgetown and its Garrison” on the UNESCO World Heritage List;
- Expansion of the process of nomination as a World Heritage Site of another of the sites on Barbados’ Tentative List “The Industrial Heritage of Barbados – the Story of Sugar”;
- Continued support for the Caribbean Lexicography Programme of the University of the West Indies, in the preservation of our linguistic heritage;
- Continuation of the process required for the eventual acquisition of the archives of the Advocate newspaper;
- Coordination and management of activities to celebrate the Season of Emancipation and other National Historic Celebrations;
- Continuation of the publication of BIM Magazine;

- Giving support where possible to projects aimed at the preservation of the Intangible Cultural Heritage;
- Continued provision of administrative support to the local World Heritage Committee;
- The sourcing of funds for the restoration of such heritage structures/sites as the Carnegie Library, the Empire Theatre, Queen’s Park House and Rock Hall Freedom Village.

The following is a list of activities which the Division of Culture and Sports will execute during 2011 to 2013, in its mandate to adhere to the international Conventions. It is anticipated that some financial and technical assistance for the activities required by the articles of these conventions would be available from international organizations such as UNESCO.

- The establishment of an Inter-Ministerial Committee to coordinate and oversee activities to ensure that the articles of the various conventions are respected;
- Implementation of related public education programmes where relevant to the better appreciation of the World Heritage site;
- Training programmes with the assistance of UNESCO for persons employed in the Judiciary, the Police, Customs Department, the Tourism industry, etc. in respect of the illicit trafficking in cultural property.

The Preservation of Antiquities and Relics Bill awaits enactment. It is therefore proposed that, until it becomes effective, the groundwork be laid during the period. This could include the development of public education and awareness programmes to sensitize the various target groups. In such instances the public education programmes could be combined, when appropriate, with the programming in relation to the World Heritage nomination.

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- UNESCO – in particular, in implementing the International Cultural Conventions including the World Heritage Convention (1972);
- the International Network for Cultural Policy (INCP) – Barbados is a member of the Working Group on Cultural Diversity and Globalization;
- the Organization of American States and its Inter-American Committee on Culture (CIC), of which Barbados is a Vice Chair;
- CARICOM Secretariat; and
- The Forum of Ministers of Culture of Latin America and Caribbean.

As part of its ongoing effort to build capacity, the Division of Culture proposes to lobby for the establishment of a national ICOMOS Committee by the end of 2011.

The National Archives Department

The National Archives Department currently stores and preserves in various formats documents pertaining to the Government and the Site. It will be a critical element in the conservation and preservation of all records pertaining to Site including printed materials such as newspapers, books, images and other records including film, recordings, tapes, maps, charts and plans. Below is a list of the projects and plans for the Archives Department for the period 2011-2012:

1. The continuous development of the Library and Archives holdings in terms of the ongoing acquisition of Barbudiana in the form of pamphlets, books and periodicals (Library) as well as records of enduring legal, cultural and historical value (Archives) and the maintenance and preservation of the current holdings such as deeds, and baptism certificates.

2. The mandatory implementation of the Preservation of Antiquities and Relics Bill and the drafting of the National Archives Bill. The bill will all feature prominently at these meetings. Over the three-year period, Barbados would continue to play a leading role in implementing the following projects and programmes:

- the International Network for Cultural Policy (INCP) – Barbados is a member of the Working Group on Cultural Diversity and Globalization;
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2. The continuous repair and conservation of the Archives holdings. Preservation is a critical aspect of the Department’s work and it cannot be achieved without a properly staffed and equipped conservation section.

3. The systematic refurbishment of the Archives repositories. The repositories are the buildings in which the records are stored and it is vital that physical and environmental conditions are suitable for the permanent preservation of paper and other records and that adequate levels of security are maintained.

4. To ensure that the skills and qualifications of the technical and professional staff are further developed and upgraded in the areas of conservation, records management and library and archives management.

The National Library Service

The National Library Service houses a number of books which speak to the cultural heritage of Barbados and of the Site. Some of the plans for the Department are as follows:

• To collect, preserve and make accessible information in all formats on this country’s tangible and intangible heritage.

• To collaborate in the collection of critical information on the history and culture of the West Indies.

• To reformat the heritage collection using microfilm and scanning equipment to aid in its preservation.

The goals for the Budget Years 2011-2013 are as follows:

• To acquire new items for the national and West Indian collections and to improve the storage and preservation systems to protect these collections relevant to the Site.

• To initiate the planning process for the conservation and reformating of the heritage collection.

• To prepare a collection development plan for heritage material.

• Implement several promotion activities to highlight the following local historical events:
  - January - Errol Barrow Day
  - April - National and unsung heroes in Barbados history
  - June - A literary icon: George Lamming
  - July - Wickham and the 1930s
  - August - Crop Over
  - October - History of library services
  - November - Background to Independence

National Oral History Project

The Government of Barbados, in delivering on its commitment to preserve and protect the nation’s cultural heritage and to make its citizens fully conscious of the significance of that heritage, has established the National Oral History Programme. Oral history and oral traditions deserve concentrated attention for at least three reasons. First, many significant aspects of Barbadian history and culture are still not fully documented and are only transmitted to succeeding generations by oral means. Second, “traditional” documentary sources retrieved from national repositories tend to be generated from privileged perspectives – from official, business, media, and associated literate functionaries. Capturing the oral testimonies of the non-elite and unprivileged can enrich and broaden the interpretations of our history. Third, while official and quasi-official documents are rich sources for the writing of the political, constitutional and economic history of Barbados, popular socio-cultural elements, often only preserved in popular memory, are often overlooked. For instance, the varied contributions of community leaders such as elementary school teachers and the history of socio-cultural institutions such as the Landship and Friendly Societies cannot be recovered and understood through the memories of those who were/are involved in those activities. Therefore, the importance of this largely untapped source of data to national development cannot be overstated.

The Barbados National Oral History Programme includes in its mandate the recordings and preservation of oral traditions such as folk tales, proverbs, folk songs, and other orally-transmitted elements of Barbadian popular culture and history. To date the programme has recorded some living memories of the Site from members of the older generation but there are still many stories of the Site which remain untold and undocumented and this programme will be the vehicle for recording, documenting and preserving stories and oral traditions of the Site, particularly within the markets of Bridgetown. The programme will also complement the vast collections of artefacts and images which are stored at the various museums in the Site.

The objectives and activities of the Barbados National Oral History Programme are to:

• Promote national awareness of the importance of Barbadian history and culture, and the importance of oral history methodology in that process.

• Identify critical areas of Barbadian history and culture that require urgent recording and preservation.

• Establish training programmes to cater to researchers at all levels, from community enthusiasts to professionals, involved in oral history research.

• Formulate policies, standards and strategies for collecting and preserving national oral history.

• Provide technical and other professional advice on best practice to agencies (and individuals) involved in recording and preserving aspects of the orally-transmitted history and culture of the island.

• Promote oral history methodology as a medium for fostering community consciousness and facilitating cultural continuity between successive generations.

• Develop associated educational materials such as books, newspaper features, videos, radio and television programmes utilizing the collected oral histories.

• Encourage broad-based national support from both Government and non-government organizations for the National Oral History Programme.

• Build up a national archive of oral recordings and transcripts for educational use.

• Develop institutional links with regional and international oral history associations.

• Endeavour to serve as a model for similar initiatives across the region.

Barbados Museum & Historical Society

As Historic Bridgetown and its Garrison move toward World Heritage status, and as plans and procedures are put in place to manage the area under the terms of the World Heritage system, the Barbados Museum & Historical Society, which currently occupies a significant portion of the Garrison, is expected to play an active role in the categorization of Listed Buildings and in the assessment of buildings and sites for inclusion in inventories.

The Barbados Museum & Historical Society is currently in a phase of expansion and development, much of it made possible as a result of the Government of Barbados granting the Museum the use of Barracks Block B at the Garrison for storage. The BMHS has two projects of immediate concern that will impact the historic Garrison Area. The Museum wishes to relocate its library from the currently inadequate facility to the current administration building. That move will allow for much needed additional space, and better control of climate within the library for the preservation of its books, manuscripts and other fragile holdings. To make this move the Museum would need additional space, identified in the CARNEID Building, for its curatorial staff.

The BMHS has been acquiring objects for over seven decades, and currently possesses documents and records that are of cultural, historical and environmental importance to Barbados and the region, and that have been used to establish the Outstanding Universal Value of Historical Bridgetown and Its Garrison. To improve the professional quality of its holdings and to expand the inventory of known sites of archaeological interest, the Museum started the Barbados Archaeological Survey in 1985, led by Dr. Peter Drewett of the Institute of Archaeology, University College, London. The Museum has also played host to archaeological excavations undertaken at several historic sites, most notably Codrington College. These activities have prepared the Barbados Museum & Historical Society to handle reviews of proposals relating to cultural resource management in the island, and more specifically within the property.

Conservation and Development of the Museum and its Collections

In its broadest context, the BMHS envisions a concentrated block of museum facilities along the Garrison Historic Area that will include its current home, Blocks A and B, plus several smaller buildings in the immediate vicinity. The vision also includes opening the National Armory, plus St. Ann’s Fort, and the Main Guard as components of the heritage tourism product of the Garrison Historic Area under one unified management, thereby reducing overhead and management costs.

The second current project involves development of a new Children’s Museum to be set up in the Chief Justice’s residence, to which Government has been recommended to grant the Barbados Museum & Historical Society access.

In the mid-term the BMHS proposes to assume management of and reopen the Cannon Collection, or National Armory, as part of coordinating the museum offerings in the Garrison Area to develop the area as a heritage tourism attraction with the greatest possible impact.

The BMHS plans to develop Barracks Block B into a much better facility for permanent storage of museum holdings, to develop a new museum dedicated to the natural history of the island, and will
provide for several new large temporary exhibition galleries and a theatre.

The development of the former Masonic Lodge, adjacent to the Central Bank building, presents the opportunity to forge a strategic partnership between the Central Bank of Barbados and the BMHS. In the first instance, the partnership will see to the development of the Masonic Lodge as a place of cultural expression, housing an exhibition gallery, spaces for cultural and educational activities, and a dynamic interactive museum of the history of Bridgetown as a place of trade and business. The museum component will address the history of coinage, currency, and credit across the life of Bridgetown, as well as the history of the Masonic Order in Barbados, especially as it informed and contributed to the economic life of the island.

The Cultural Resource Management Unit

The designated Cultural Resource Management Unit (CRMU) within the Museum will respond to requests for review of proposals for land development and other applications that might have an adverse impact on the cultural heritage of the island. The Cultural Resource Management Unit:

- responds positively to the new government mandate for the BMHS to manage the cultural heritage resources of the island;
- provides a framework for effective management of museums, properties, sites and attractions beyond the confines of the Barbados Museum itself;
- cooperates with the UWl to provide research and management training for students; and
- cooperates with the National Art Gallery Committee to plan and direct the management of public monuments and art collections in Barbados. In fulfilling its immediate obligations the CRMU:
  - provides professional technical assistance to:
    - various governmental agencies,
    - property owners to improve preservation of sites of cultural and heritage significance within the Property, and
    - entities interested in developing, promoting and advancing heritage and cultural tourism in the island;
  - undertakes a professional inventory and creates a database of sites and monuments of heritage and cultural significance across the island;
  - prepares and implements plans for management and conservation of sites and monuments locally and regionally;
  - processes and manages the archaeological collection at the Barbados Museum and Historical Society;
  - coordinates effective recovery of archaeological and heritage materials where loss is imminent due to development, erosion, or other causes;
  - reviews proposals for archaeological projects to ensure the highest standards of field excavation, laboratory processing, analysis, and publication of results;
  - oversees archaeological projects in the island to ensure highest professional standards in field work, laboratory processing, analysis, and reporting;
  - maintains an archive of documentation, including site reports, publications, maps and plans, images or photographs, manuscripts and correspondence relevant to the heritage aspects of projects in which it is engaged (see plan for World Heritage Resource Centre);
  - serves as a focal group to organize assistance from interested volunteer groups and individuals;
  - seeks additional funding from various sources to promote heritage conservation and management;
  - prepares educational materials;
  - advises on policy issues of archaeology and art history;
  - provides professional expertise for the archaeological, artistic and architectural components of Barbados’ commitment to the World Heritage Convention; and
  - supports capacity building in museum and cultural resource management by contributing to courses at UWl.

Below is a list of the anticipated products of the CRMU:

- digitization of inventoried sites and artefacts;
- compilation of a bibliography of sites catalogued;
- provision of an archive of related data through its library and the development of a World Heritage Resource Centre;
- training in the practice of archaeology and architectural restoration, preservation, and conservation;
- awareness of the conservation and preservation issues affecting archaeological and architectural resources;
- production of information packs and tours to sites within the Property;
- development of a digitized database for Sites and Monuments Records (SMRs);
- provide information on Barbados’ historic environment for archaeologists, historians, planning consultants, researchers and members of the public;
- produce articles for professional journals and local publications;
- provision and presentation of ongoing historical and archaeological research through its History Group and regular lectures/lecture series, and televised programmes.

The anticipated benefits of the Cultural Resource Management Unit are:

- greater access for the people of Barbados to records relating to Heritage in general, and the Outstanding Universal Value of Historic Bridgetown and its Garrison in particular;
- implementation of a programme to ensure the sustainability of sites records for future generations;
- protection of the cultural/natural environment and the authenticity and integrity of the property;
- presentation of a unique historical resource through interactive media to educate students of all ages;
- documented information on sites policy papers;
- enhanced application of the World Heritage Convention;
- sustainable, functioning cultural/natural heritage tourism sites;
- functioning community tourism sites; and
- additional museum and CRM professionals to advance the cause of preservation and conservation of heritage resources in the island.
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I. Collection Storage
II. Conservation Laboratory
III. Collections Management (both physical records and database).

The National Art Gallery Committee currently uses three (3) facilities for the storage of the NAGC, Barbados Gallery of Art and parts of the National Collections and equipment. One of the facilities is located at Block B, The Garrison, the other at Colleton Farm and the third outside the site at Huletown in the parish of St. James.

III. Use of Existing Sites

• The Huletown site contains the majority of the NAGC and BNG collections (art, culture, sports, and youth at Warrens, St. Michael). There are plans to install the Barbados National Art Gallery in Barracks Block A at the Garrison, when it is redeveloped.

• Block B contains a number of oversized works from the NAGC collection and the majority of the Parliament of Barbados: West Wing collection, including the Harewood Portraits roughly 3 x 2 metres in size.

IV. Plans for 2011-2013

At present, the NAGC is housed temporarily within the Ministry of Family, Culture, Sports and Youth at Warrens, St. Michael. There are plans to install the Barbados National Art Gallery in Barracks Block A at the Garrison, when it is redeveloped. On 20th May 2009, the intended building and surrounding of the NAC were visited by the consultant conservators, for the purpose of ascertaining the suitability of the site as the main storage unit for the National Art Gallery Committee. They found that the site is eminently suitable for such a purpose and suggested layout of artwork storage, conservation labs, offices and an education facility, with some minor modifications to the building.

The allocation of this building to the National Art Gallery Committee would enable both the appropriate storage and management of the National Collection and its related databases, and the development of a permanent conservation facility which could be deployed to give support to the conservation of architectural and decorative features which illustrate the Outstanding Universal Value of the Site, and would, along with the work already being undertaken with public monuments, facilitate the consolidation of a National Conservation Programme, that could give priority to responding to the needs of both the public and private sectors who require these services as specified in relation to the requirement to protect and conserve the integrity of identified elements of the property.

The Barbados National Trust

The Barbados National Trust acts as a watchdog for the preservation of Barbados’ cultural heritage and as such works with the TCPO in matters relating to the National Development Act. One of the Trust’s more significant programmes is the placement of plaques on buildings of historic and architectural value, including chattel houses. In addition, the Trust hosts an annual lecture series focusing on heritage issues. The Trust also manages a number of historic properties around the island, one of which is the Nadhe Israel Synagogue.

The Sentinel Committee of the Barbados National Trust is developing basic criteria for awards to architects and planners who through their designs and planning demonstrate a commitment to the restoration of both current and other future World Heritage sites.

The awards will be in two categories:

• The restoration of Historic Buildings such as those belonging of the pre-World War II era. In this category consideration will be given to the essential retention of character with minimal change, and substantive reuse of a building.
• New buildings dating from 1950 and onwards. In this category consideration will be given to the architectural and aesthetic merits of buildings, and the buildings’ compatibility with the environment. Other areas that would be critical in this category would be energy efficiency and the innovation.

The categories will be sub-divided into residential, civic, religious and commercial. The first award should take place in 2011.

Barbados Fire Service

During the next five years the Barbados Fire Service will be embarking on the following initiatives to enhance its ability to fulfil its mission:

• including the importance and preservation of heritage sites and features in future training modules;
• a more intensive hydrant location and identification programme, including electronic mapping; and
• intensification of the department fire prevention and public education programme, with emphasis on those properties with historic value and importance.

4B. ACTION PLAN FOR EDUCATION, CAPACITY BUILDING AND RESEARCH

This plan seeks to develop and build a series of learning programmes for primary, secondary and tertiary and vocational students and to provide certification in a series of heritage related programmes at the secondary and tertiary levels. It seeks to improve the skills of persons working within the various Ministries and agencies who have responsibility for the site. Specific attention will be paid to building capacity within the fields of conservation and research.

THE BARBADOS MUSEUM AND HISTORICAL SOCIETY

Heritage Research Centre

The BMHS has submitted to Government a proposal for the establishment of a Heritage Research Centre. The priority objective of the Centre will be to coordinate a programme of archaeological and historical research, with a special focus on activity in relation to Historic Bridgetown and its Garrison. The Centre will manage and conserve the growing collection of archaeological materials in relation to the Property, on behalf of Government and other designated partners.

One of the Museum’s major projects is the planning and coordination with designated partners of the development of an integrated site/monument/building database which will incorporate photographic and documentary resources. The Centre will develop computerized databases accessible to researchers, educational institutions, Government and other interested bodies. In addition, the Centre will assist in the publication of programme-related research.

The BMHS will continue to work with the University of the West Indies (UWI) in the expansion of the UWI M.A. in Heritage Studies, by designing and conducting courses specifically in museology as part of this programme. This proposed programme will offer an additional dimension of conservation training that could benefit properties within the Site.

The Heritage Research Centre proposed by the BMHS will undertake the design and delivery of specialized training programmes in the areas of conservation and heritage resource management. The latter will be done in conjunction with the University of the West Indies and other recognized agencies. The Centre will train a core of researchers who will contribute to heritage projects within the Site as well as those to be developed across the island and the region.

Included in the programme of the BMHS for capacity building and research are plans to expand and enhance the Museum’s conservation components of the UWI M.A. Heritage Studies programme to include site specific projects. In addition, there are plans to develop the BMHS Library research collections through acquisition of Caribbean archival and heritage publications.

The BMHS proposes to implement long-term plans for the development of its Heritage Research Centre at the Carnegie building. This would be a national conservation facility which would carry out the much needed conservation research relating to the built heritage. It would liaise with the Barbados Community College and the Samuel Jackman Prescod Polytechnic and other relevant stakeholders to develop training programmes for artisans.

World Heritage Resource Centre

The preparation of nomination dossiers for submission to the World Heritage Committee is a major task undertaken by various stakeholders. In the process of preparation, exhaustive documentation – both text and audiovisual – is generated. In addition, to provide context, an extensive review of scattered historical documents (some very rare) referencing the importance of the particular site is undertaken. Together, this documentation constitutes the dossier and site and therefore has intrinsic value, over and above its importance as a basis for the preparation of the dossier. Recognition of this value should therefore translate into the preservation of the documentation. In the same way that guidelines have been developed to manage World Heritage sites, guidelines must be developed to manage the documents related to the site.

The documentation generated or referenced during the preparation of a World Heritage submission would be best managed in a dedicated World Heritage Resource Centre (WHRC). At the most fundamental level, this reduces the risk to previously scattered documents that formed part of a larger collection, while at the same time facilitating access to the same. In conjunction with the above development of a Heritage Research Centre, the Barbados Museum
and Historical Society proposes plans to facilitate the research potential of its holdings through the development and delivery of specialized research services and public education programmes to various audiences including academic, media, government and non-governmental institutions, primarily through an associated World Heritage Resource Centre as well as through the BMHS Shilstone Memorial Library.

I. Benefits of a World Heritage Resource Centre

In a dedicated World Heritage Resource Centre, material that was previously geographically scattered would be collected in one place and subjected to uniform collection development and management practices. Several benefits may accrue from this:

• increase in value of the material, since a collection is of greater value than its scattered constituent parts;
• increased ease in devising and implementing the relevant legislative framework to manage and preserve the collection;
• comprehensive application of preservation strategies, with preservation no longer be subject to the budget, mission and objectives of various institutions;
• enhanced subject specificity, which translates into better management and development of the subject matter, through more comprehensive collection development strategies and greater specificity in the description;
• the provision of a comprehensive resource for researchers;
• enhanced revenue generation through user, researchers;
• improved access to the digitized resources of these bodies.

II. Collection Development

The core of the collection in a World Heritage Resource Centre would be drawn from documentation generated or referenced in the dossiers submitted for historic sites such as Historic Bridgetown and its Garrison. By virtue of the exhaustive investigation, this documentation would consist of primary and secondary documents, made up of books, periodicals, theses and unpublished works, audio and visual materials, photographs, deeds, organizational documents, Government reports and technical documents and World Heritage documentation emanating from UNESCO and other international organisations.

The collection development strategy of the Centre is not intended to duplicate the work of the Government Archives; therefore, collection development would centre around historical documents, maps, plans and conveyances and not on current government files or data, which would eventually be forwarded to the Department of Archives. The Centre should however seek to form partnerships with the Department of Archives and other private archival institutions in order to gain access to the digitized resources of these bodies.

III. Management

In keeping with its diverse collection, the WHRC must be outfitted with the requisite infrastructure to support its multimedia holdings. Building retrofitting or construction, physical layout, shelving, security, electrical, air-conditioning, communication and technological facilities must be carefully planned. It is recommended that a specialist be recruited at the planning phase, irrespective of whether or not a purpose-built building is to be constructed or one is to be retrofitted.

The Centre must also be outfitted with the necessary equipment to ensure that proper environmental conditions are maintained and monitored.

When functioning both as a resource centre and an educational unit, the Centre must not only be outfitted with seminar rooms, public address and projection facilities, but an adequate staff complement trained in the requisite academic and technical areas.

IV. Development Plan

A phased approach may be used in the development of a World Heritage Resource Centre. Such an approach allows collection agencies serving the National Heritage Site to begin the process of protecting relevant documentation, using their current resources.

In the first phase, the collecting agency can concentrate on intellectual collation of documentation by concentrating on the catalogue and such devises as bibliographies and subject guides. This exercise will start with the documentation relevant to submission for Historic Bridgetown and its Garrison.

In the second phase, documents can be extracted from the general collection and collated in a dedicated physical space, according to a priority table based on the level of difficulty experienced in accessing the document type.

V. Intellectual Collation

1. Check catalogue entries to ascertain what documentation from the dossier forms part of the library’s and other collections.
2. Re-assess the collection to identify other documents that speak directly to the nominated site or process. This would involve checking other collections in the library that may be classified under a general subject heading such as archaeology, architecture and conservation, but also contains specific studies related to the nominated site.
3. Enhance subject descriptors in the catalogue to provide a higher level of subject specificity.
4. Develop bibliographies and other subject guides for research purposes.
5. Share bibliographies and guides among collecting agencies, to promote knowledge of individual library’s holdings, while at the same time facilitate wider access.

VI. Physical Collation

Collection agencies seeking to move from intellectual to physical collation of its World Heritage documents should first prioritize the types of documentation according to difficulty of access. Materials to which is attributed the highest difficulty of access should be the first to be collated. The table on the next page may be used to guide the order in which material should be pulled from the general collection.

The Barbados Museum and Historical Society therefore proposes to develop the World Heritage Resource Centre in conjunction with the Heritage Research Centre within the Property, in the Carneid Building. The process of intellectual collation is scheduled to start with its own collections in February 2011. During the course of the next several months a plan of action will be established with other potential partners or donors.

THE UNIVERSITY OF THE WEST INDIES

The University of the West Indies (UWI) has created an undergraduate programme specializing in the exploration of all aspects of Caribbean society and economy. The UWI provides a range of programmes across its faculties that are relevant to the academic development of graduates who might work with the proposed World Heritage site. Below is a list of some of the programmes:

Undergraduate

The undergraduate programme in History and Philosophy is based on understanding the Caribbean region, which is the core focus of the curriculum. Since the region’s history has been shaped by developments in other parts of the world, namely Europe, Africa and South America, many of the undergraduate courses are dedicated to their exploration. The new undergraduate programme in Philosophy offers the first course in the region in the Philosophy of the African Diaspora. Throughout their undergraduate training, History and Philosophy students are encouraged to participate in learning experiences that include field trips and site visits, some of which will take them to locations within the proposed World Heritage site. They also build a range of skills during their course of study that includes historical analysis, research, presentation and writing. Many of the Department’s graduates go on to work in the teaching service and civil service; develop careers in archaeology, archives, and museums; as well work in almost all areas of the business and policy sectors, including in tourism, management and law, all of which will be beneficial to maintaining the Outstanding Universal Value of the Site.

The World Heritage nomination should also be presented to students who are members of the University’s history study groups to highlight the outstanding value of the site. Students in the Society will be encouraged to organize field trips and events around the proposed World Heritage site. Opportunities also exist for students to submit research theses at the undergraduate level as a requirement for their degree. Students may choose any research topic that is relevant to Caribbean History and often choose research areas that help in the production of original research on Historic Bridgetown and its Garrison. Some papers are accessible to library users in the Main Library.

Department of Management Studies

The BSc Management (Hospitality and Tourism Management) produces graduates who have a broad understanding of issues in the tourism and hospitality industries in the Caribbean as well as practical skills in managing the tourism business. An internship is a required component of the degree and students may undertake placements related to the development of heritage tourism products for the Historic Bridgetown and its Garrison site through agencies such as the Ministry of Tourism, the Ministry of Family, Culture, Sports and Youth and the Barbados National Trust.
Section Four - Action Plans for the Management of Bridgetown and its Garrison

Section 4, Table 1: Physical Collation

<table>
<thead>
<tr>
<th>PRIORITY LEVEL</th>
<th>DOCUMENT TYPE</th>
<th>REASON</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 - High</td>
<td>Unpublished works</td>
<td>Relatively unknown and therefore difficult to obtain.</td>
</tr>
<tr>
<td>2</td>
<td>Government and technical reports</td>
<td>Produced by specific government departments and agencies, therefore limited knowledge of existence. Usually published in limited quantities.</td>
</tr>
<tr>
<td>3</td>
<td>Rare Books and Documents</td>
<td>Some degree of difficulty of access, but can be obtained through rare book vendors.</td>
</tr>
<tr>
<td>4</td>
<td>Theses and unpublished papers</td>
<td>Copyright restrictions and usually available only from the student or specialised agencies.</td>
</tr>
<tr>
<td>5</td>
<td>Visual sources – photographs, video recordings, maps, architectural drawings etc</td>
<td>Copyright restrictions – produced by specialised agencies and cannot be easily accessed; therefore digital or physical copies should be acquired.</td>
</tr>
<tr>
<td>6</td>
<td>World Heritage Documents relative to the conservation and preservation of regional heritage</td>
<td>These may be relatively lost in the files of heritage and government institutions.</td>
</tr>
<tr>
<td>7</td>
<td>Archival Documents</td>
<td>Documents maintained by government and private archives. Seek to obtain digital copies.</td>
</tr>
<tr>
<td>8 - Low</td>
<td>Books and periodicals</td>
<td>Usually commercially available.</td>
</tr>
</tbody>
</table>

Graduate Teaching and Research

Several taught and research-based graduate programmes offered through the Faculty of Humanities and Education and the Faculty of Social Sciences allow for specialized training and research. Some of the taught programmes are tailored to the development of professionals who work in heritage, culture and tourism policy and programming, where they receive a comprehensive, in-depth training in their fields. Some of the taught programmes that will help to build capacity for the management of the WH site are:

MA Heritage Studies

Over the past decade this programme has emphasized creating marketable graduates in the field of cultural heritage. The Department fully recognizes that globally and within the Caribbean the heritage industry has adopted a multidisciplinary approach that extends well beyond the traditional range of material culture studies. Conservation, and site documentation. Heritage specialists must now be prepared to work in diverse disciplines and tackle such issues as tangible and intangible heritage, archaeological and cultural landscapes, natural heritage, cultural resource management, geoinformatics, oral histories, contested ownership of cultural property, indigenous identities, national pride, the marketing of heritage, and community involvement in heritage preservation and tourism projects.

With these and other topics in mind, the MA Heritage Studies programme has been expanded and updated to meet the growing needs of heritage within the Site, Barbados and the Caribbean region. Significant programme changes include:

- an increase in the number of electives offered from three to seven, with two new courses in Tourism Management from the Department of Management;
- a third new course in Heritage and Tourism;
- a greater emphasis on practical hands-on experience, both in coursework and in the research paper; and
- archaeological fieldwork opportunities through various archaeological projects.

These changes will produce graduates who are more competitive in the heritage industries, tourism, the museum sector and in government. The programme also has excellent potential to attract a more diverse student body with its interdisciplinary approach.

MA History

The Department offers the MA History degree by coursework in the areas of Historical Methodology, African Studies and Caribbean History. The main objective of the MA degree programme is to offer specialized training in the nature and practice of the discipline to teachers in the higher levels of the secondary schools. It is conceived as a one-year programme of full-time study, but for the time being, is offered as a part-time programme spread over two years.

MA Cultural Studies

Cultural Studies is an emerging discipline that seeks to understand the complexity of culture and its political uses. The postgraduate teaching programme in Cultural Studies is grounded in the belief that it is necessary to develop a cadre of trained people in the Caribbean region who are sensitized to the region’s history and cultural heritage, and who can articulate and disseminate an understanding of that history and heritage at all levels of Caribbean society and beyond. Graduates in Cultural Studies are likely to become an important resource in the formulation of national, sub-regional and regional policies for sustainable economic and social development in Barbados, the Caribbean, and in World Heritage.

Dip. Cultural Studies

The Diploma in Cultural Studies fills the needs of individuals active in cultural agencies and policy administration. It provides a bridge between the undergraduate offerings and the graduate MA programme and research degrees in Cultural Studies currently offered on the three campuses.

The Diploma provides a preliminary tool for processing and understanding the myriad issues surrounding the study of culture broadly, and Caribbean culture more specifically. It is a teaching tool that meets the needs for university certification of those involved in the field of culture, some of whom are experts in their own right. The Diploma also offers exposure to theoretical frameworks in Cultural Studies and affords an analysis of the significance of Caribbean culture to development, planning and policy making.

MSc. Tourism and Management

The MSc in Tourism and Hospitality Management fosters strategic thinking skills in graduates aiming to
Section Four - Action Plans for the Management of Bridgetown and its Garrison

become key decision makers in tourism and hospitality in the Caribbean region. One component of the programme is action learning, with Almond Resorts providing students the opportunity to interact with the industry and to solve practical problems within an operational setting. Sustainable Tourism, a core course of the programme, takes a holistic view of tourism development and planning while recognizing that the social, cultural, environmental and economic dimensions of tourism must be integrated in order for tourism to deliver long-term benefits in our region. The MSc Tourism and Hospitality Management degree is relevant to developing tourism professionals who will be capable of working with heritage professionals and managers to create heritage tourism products for Historic Bridgetown and its Garrison as a World Heritage site. In addition a new graduate offering (commencing January 2011), the MSc Tourism Project Management could provide graduates equipped for the project management necessary to develop and implement heritage tourism product strategies for the site.

Research
The Department of History and Philosophy has faculty members who have research interests that span several important areas of African, Caribbean and Latin American History. The Department attracts a number of research students at the MPhil and PhD levels as well as research projects and collaborations that provide ongoing research that enhances the University’s OUV of the proposed site. Several MPhil and PhD students are currently pursuing research on a variety of areas of Barbadian History that directly and indirectly address the urban development of the proposed site.

Some of the current student research projects include:
• Barbadian military (naval) history,
• cultural heritage and cultural industries,
• museum development and curatorship in the Caribbean,
• Caribbean archival development, and
• historical archaeology and material culture in Barbados.

Students and faculty are encouraged to present their research to the university and wider community in regularly scheduled departmental seminar series called the History Forum and the Philosophy Colloquium.

The DHP also regularly hosts international researchers, as public speakers, and visiting fellows from internationally prominent research institutions. The Department also organizes several international academic conferences that focus on current trends in Caribbean History and Philosophy. It also participates in international organizations, such as the South-South Exchange Programme for Research on the History of Development (SEPHIS) and UNESCO, which foster academic exchange throughout the African and Caribbean Diasporas. Faculty members participate in several DHP research projects that can be adapted to have a special focus on the history of Bridgetown and its Garrison, including:
• Oral History Project (OHP)
• Barbados Plantation History Project
• The Documentation Project

The Department’s professors emeriti continue to develop and publish their research and contribute significantly to the research culture of the department and the University. Prof. Marshall’s Place Name Project and Prof. Thompson’s ongoing research into the African Slave Trade and Slavery will play key roles in the interpretation of the site.

Department of Management Studies and the Cave Shepherd Tourism Research and Documentation Centre (TRDC)
The Department of Management Studies has faculty members whose research interests span a number of topics of relevance to the management of the proposed nominated site of global significance, as an attraction and in relation to the local community, including:
• visitor attractions management,
• visitor satisfaction,
• community participation in tourism, and
• sustainable tourism planning and development.

It is anticipated that through the involvement of the Cave Shepherd Tourism Research and Documentation Centre (TRDC) in the Caribbean Capacity Building Programme (CCBP) more faculty within the Department of Management Studies will become involved in studying, researching and teaching about the management issues related to world heritage site operation. In addition, heritage tourism is one of the themes of the research agenda for the TDRC and a personal research focus of the Centre Director. The Director is researching the connection between the heritage of sugar and tourism on a global basis, with specific case studies focusing on sugar heritage in relation to tourism in Barbados. A book, Sugar Heritage and Tourism in Transition, in preparation for publication in 2012, will contain several chapters relevant to the capacity building of significant sites of global heritage significance in Barbados, including the UNESCO Slave Route aspects of the Historic Bridgetown and its Garrison site.

Errol Barrow Centre for Creative Imagination (EBCCI)
The Errol Barrow Centre for Creative Imagination (EBCCI) promotes the making, studying and appreciation of art. The Centre offers the BA in Performing Arts providing its various community programmes supports the development of the arts in Barbados. Over the past three years EBCCI has collaborated with the Ministry of Community Development and Culture on a number of training projects aimed at building capacity and improving the skills of young artists in dance, music and film.

The Centre collaborates with a wide range of artists and film makers from around the world who help to broaden the student’s perception of the arts and cultural heritage. Through its performing arts programme, the Centre offers the opportunity for students to interpret and document the cultural heritage of Barbados in song, theatre, dance and film. The film component of the BA Programme emphasizes documentary film, making it to enhance the cultural heritage of Barbados and could play a significant role in documenting the history and stories of the Site. In keeping with the University’s mandate to advance the teaching of film and the arts, a Certificate in Motion Picture, accredited by UWI, will start in 2011, offering onsite training to at risk youth, students and young filmmakers.

The Director of the Centre is a film scholar and filmmaker whose published works include monographs and articles on film and art criticism in scholarly journals.

THE BARBADOS FIRE SERVICE
The Barbados Fire Service will work with the Committee to deliver a specialized training programme for managers and employees of listed sites and property in the areas of fire safety risk identification and reduction.

As part of its ongoing training, the Service plans to sensitize its officers about the Outstanding Universal Value of the buildings within the Site and provide them with technical training in areas such as the construction materials used in the buildings, in an effort to better prepare its officers to combat fires in historic buildings.

THE NATIONAL CONSERVATION COMMISSION
The National Conservation Commission, over the next three years, will embark on an intensive training programme for its staff who maintain the open spaces and monuments within the site. Training will focus on such areas as:
• horticulture,
• landscape maintenance, and
• maintenance of monuments.

THE NATURAL HERITAGE DEPARTMENT
The Natural Heritage Department will continue to support conservation efforts related to the World Heritage Site. Its contribution will be that of providing equilibrium to facilitate qualities considered crucial for conservation including urban patterns, and the relationships between buildings and open spaces. The inscription of Historic Bridgetown and its Garrison as a world heritage site will augment the State Party’s ongoing conservation efforts of its cultural heritage. Whereas the Ministry of Environment and its agencies including the Natural Heritage Department will continue pursuing conservation of its natural heritage.

The Natural Heritage Department proposes to reconstitute the Barbados Beautify Programmes, concentrating on trail development, conservation, horticulture, silviculture and landscape design for conservation of protected areas. There are several green spaces located in the World Heritage Site and the skills set of Beautify Barbados will complement other skills required in conservation efforts on the Site.

The Natural Heritage Department plans to provide the requisite skills and the budgetary allocation in support of management of open and green spaces of the World Heritage Site. Also, to promote community “buy-in”, the Department can advise Barbadians and develop educational programmes in the technical know-how of conservation of green spaces in the Site. To encourage preservation of the Site, and to foster the social, environmental and economic benefits of the World Heritage site, the Department recommends creating fiscal mechanisms such as favourable tax rates, benefits in kind, grants, loans and rebates to stakeholders of the Site. A similar approach is being advanced by the
Natural Heritage Department in the next fiscal three-year period toward conservation of the system of protected areas. It is worth noting that one of the primary objectives of the Department is the establishment of a National Park which, while not directly related to the Nominated Site, will have some indirect benefits. This Park seeks to define and protect a functionally connected natural heritage system based on an ecosystem approach. The Ecosystems Approach to the National Park is so defined by the National Park Development Plan (1999) that:

- Ecosystems are dynamic, evolutionary, and resilient.
- Ecosystems can be viewed spatially and temporally, within various levels of organization.
- Ecosystems have biophysical, social and economic limits.
- Ecosystem patterns and processes are not completely predictable.

The National Park Implementation Plan was organized into three distinct project programmes intended to facilitate:

- ecosystem enhancement and conservation;
- new opportunities for rural socio-cultural and economic development through promotion of sustainable tourism; and
- fostering education and awareness of the National Park and Natural Heritage Conservation Areas (NHCA).

Programme of Work for 2011/2014

In the upcoming financial period, the Department proposes to commence the National Park programme of work to facilitate:

- partnerships with stakeholders of the National Park Villages and Natural Heritage Conservation Areas (2011/2012, 2012/2013, 2013/2014);
- communications strategy: education and awareness programmes (2011-2014);
- implementation of demonstration (pilot) projects in National Park Villages, to improve the sustainability and conservation of protected areas in Barbados (including marine protected areas) (2012-2014);
- establishment of the National Park Advisory Committee (2011/2012);
- taxonomic studies of three Natural Heritage Conservation Areas, and of the specially selected sites in the National Park, utilizing funding from the Global Environment Facility (GEF) (2011/2012, 2012/2013, 2013/2014);
- Institutional strengthening of the National Heritage Department (NHD) in order to implement the National Park Work Programme (2011/2012, 2012/2013, 2013/2014) and

The Department is signatory to a number of United Nations Multilateral Environmental agreements and implementation of the multilateral agreements (MA) related to biodiversity, including the Convention on Biological Diversity (CBD) and its associated Cartagena Protocol on Biodiversity, the SPAW Protocol of the Cartagena Convention, the Convention on the International Trade in Endangered Species of Wild Fauna and Flora (CITES) and the Convention on Wetlands (Ramsar). Implementation of the work programme of the MA will encompass the following activities:

- development of programmes to support the implementation of national policies;
- making recommendations for legislation for the management and protection of local species, in support of Barbados’ national obligations under the Multilateral Environmental Agreements;
- research on various biodiversity and wetlands ecosystem issues;
- Chairmanship of Working Groups and Technical Committees for Work Programmes for CITES, the Convention on Biological Diversity, the Convention on Wetlands and the SPAW Protocol of the Cartagena Convention;
- Invigorating communications, education and awareness programmes to target schools, civil society, non-governmental organizations, community-based organizations, and the private and public sectors.

In 2001, the Government of Barbados (GOB) through the Natural Heritage Department, formerly the Environmental Special Project Unit (ESP), partnered with the United Nations Scientific and Cultural Organization (UNESCO) to execute a heritage and tourism youth poverty alleviation programme, entitled UNESCO YOUTH PATH. The programme benefited the youth mainly within the Harrison Cave community but also of the island generally. The programme was built on the founding principles of Heritage and Tourism set out by UNESCO, strongly incorporating self-development of the young people participating.

The objective of this ongoing programme is to encourage the youth to seize entrepreneurial opportunities available in tourism and heritage for the youth of Barbados and, through self-development training, develop a cadre of young persons with the capacity to become future leaders. The project has reported the achievement of this goal whereby it has produced confident, responsible, productive, community-minded persons, knowledgeable of heritage, and tourism.

Among the cluster of regional projects, Barbados placed emphasis on the development and expansion of young people and training was conceptualized and implemented to be country-specific, having the youth represent their country at conferences, meetings, and workshops locally, regionally, and internationally.

The National Heritage Department is associated with the empowerment and development of leaders of tomorrow. Upon graduating these young leaders should be equipped with some of the core values identified:

i. knowledge and conservation of their natural, cultural, and built heritage;
ii. awareness of issues, especially current affairs, impacting them and being proactive in providing solutions to problems faced; and
iii. recognizing and seizing entrepreneurial opportunities available in heritage and tourism and other areas on which the training modules focused.

THE DIVISION OF CULTURE AND SPORTS

In an effort to address the shortage of persons trained in conservation, the Division of Culture and Sports will continue to lobby the Ministry of Education and Human Resources for the continued inclusion of conservation as a priority area in the annual National Development Scholarship Awards. The Division proposes to hold discussions with the Barbados Community College to articulate a plan for a basic level semester course in conservation, as part of the Associate Degree Programme in Fine Arts. Similar discussions will be held with the NAGC, BMHS, the Samuel Jackman Prescod Polytechnic and Barbados Investment Development Corporation aimed at developing courses for artisans in conservation techniques for wood, iron and stone works.

4C. ACTION PLAN FOR TRAFFIC MANAGEMENT

THE MINISTRY OF TRANSPORT AND WORKS

The Action plan for Traffic Management will be executed by the Ministry of Transport and Works (MTW) in collaboration with the Transport Authority.

It was developed along the dictates of the Road traffic Act Cap 295 and the Road Traffic Regulations, 1984. Under the Traffic Management Act, MTW will seek to provide safe and easy access to the Site, while ensuring that the needs of the residents in the surrounding areas are addressed. As such, the following measures will be utilised:

- Installation of street calming measures in the immediate vicinity of each structure/monument to provide a safer environment for pedestrians.
- Currently the speed limit is 45 kph and 60 kph generally throughout the rest of the island. MTW will apply the 45 kph limit near the Site.
- Speed bumps will be installed where warranted to physically support the posted signs.
- Bus stops and lay-bys will be added wherever possible to facilitate access by public transport users and to increase services by those vehicles as a means to reduce the use of private vehicles.
- Promote more car-pooling and increased use if private school shuttles services to schools within the site.
- Weight restriction signs (2 tonnes) will be installed wherever necessary to minimize any vibration damage from large vehicles to sensitive structures.
- Other regulatory signs and road markings will be erected as required to provide for the safe circulation of vehicles and pedestrians in the Site.
- Provide adequate parking where possible especially for the physically challenged and to ensure that residents’ access to their premises is not compromised by visitors to the Site.
- Work with the relevant agencies to design and install interpretive signage.
- Make the Site accessible by installing suitable ramps, handrails and other mobility aids.
- Consider using ONLY solar vehicles to transport visitors within the Site.
- Seek to have the Royal Barbados Police Force patrol the Site to encourage enforcement of the regulatory signs.

This Action Plan is aimed at improving accessibility to the sites within the boundary and managing the traffic flow and will consist of the
following measures:
• The proposed implementation of a system, with the approval of property managers and store owners, for the delivery of goods to be made at specific areas and within time periods in the Central Business District (CBD) of Bridgetown.
• While the Site is adequately served by public transport and fully accessible by other public service vehicles (taxis) and private transport, some sites have limited or no parking facilities. Attempts will be made to provide at least drop off/pick up areas at these sites.
• There is a proposal to install a number of sidewalks and pedestrian pathways during the period 2011 to 2013. This project could be executed in conjunction with Barbados Tourism Inc., which has already identified green walking paths as part of their Bridgetown Rehabilitation Project.
• MTW will work with the Committee to ensure that there is limited impact on planned tours of the Site from traffic congestion. Interpretive and guidance signs will be designed with the further assistance of the Barbados Museum, and appropriately erected especially for those who prefer to do the tours on their own.

A number of improvements are proposed for the Bay Street section of Highway 7 from Beckles Road to Pershyn Street. It should be noted that no other major road improvements or new public service vehicle routes are planned for the Site.

The Transport Board propose to initiate the Dump the Pump project to encourage Barbadians to leave their cars at designated car parks outside the Site and take shuttles to their places of work and business.

This concept has successfully been used in the past two years when Barbados hosted international cricket competitions.

4D. ACTION PLAN FOR TOURISM

THE MINISTRY OF TOURISM

The Tourism Management Plan will be coordinated and executed by the Ministry of Tourism and the Barbados Tourism Authority in collaboration with the Barbados Museum and Historical Society and other Ministries and agencies.

The Ministry of Tourism is currently in the process of drafting a Tourism White Paper that will articulate rigorous policies to be adopted at the highest political level to chart the way forward for the sustainable development of Barbados’ tourism industry. On completion of the Tourism White Paper, a Tourism Master Plan will be developed for the period 2011-2021 using the policy framework of the Tourism White Paper to provide a physical, environmental and economic plan for the balanced development of Barbados’ tourism product. The plan will ensure the sustainable growth and development of the tourism industry to meet the needs of Barbadians, visitors, investors and other stakeholders. Work on the Tourism Master Plan is expected to commence by May 2011.

The Action Plan for Tourism takes into account the various plans contained in the Tourism White Paper and will be undertaken at first over a two-year period and later over five years. Both phases will call for activities that will require funding by the agencies that are involved. These activities are outlined below:

Year 1 (2011-2012) Project Activities
• Liaise with tourism stakeholders and surrounding communities regarding the Tourism Action Plan.
• Conduct Phase I sensitization activities.
• Develop a Tourism Visitor Management system.
• Develop and erect interpretive signage (including signage for disabled persons).
• Develop interpretative materials, such as booklets, of the designated Site (including materials for the disabled).
• Collaborate with businesses and communities in the designated Site to create authentic “World Heritage Site” Signature items (including menu items in food establishments).
• Facilitate the development of tours of the designated Site.
• Collaborate with the relevant entities to ensure access to the designated Site, particularly for the disabled.
• Collaborate with the Barbados Tourism Authority in having specific public relations and advertising materials created to promote the World Heritage designation.

Year 2 (2012-2013) Project Activities
• Monitor implementation of Tourism Action Plan.
• Engage tourism stakeholders and the surrounding communities in the execution of activities in the Tourism Action Plan.
• Conduct Phase II sensitization activities.
• Collaborate with the relevant entities to assist communities within the designated Site to showcase their unique attributes to generate income.
• Continue collaboration with the BTA in creating specific public relations and advertising materials to promote Barbados’ acquisition of World Heritage designation.
• Develop a user fee system as a means of generating revenue to assist with the protection of the designated Site.
• Develop e-interpretative materials of the designated Site for use on smart devices.
• Develop an e-tour of the designated Site for application on smart devices.

In relation to cultural heritage, the Ministry of Tourism in the next 3-5 years will do the following:
• Facilitate the growth and development of our cultural heritage through specific investment, tax concessions and other incentives and relevant legislation.
• Collaborate with the National Cultural Foundation, other relevant agencies and the public to co-ordinate and conduct research into all aspects of Barbados’ cultural heritage.
• Facilitate the establishment of legislation to protect the cultural patrimony of Barbados, its architecture, landscape and archaeological resources.
• Conduct research into Barbados’ cultural heritage.
• Provide co-ordination and support to artists and cultural heritage institutions in the effective marketing of Barbadian culture.
• Develop a Tourism Action Plan for the promotion of the Site by July 2011.
• Execute activities pertinent to the Tourism Action Plan by March 2012.

Project Outcomes
The expected outcomes are:
• improved management of tourism assets;
• increased demonstration of the relationship between tourism and cultural heritage;
• increased awareness amongst tourism stakeholders of the relationship between the designated Site and the tourism industry;
• increased revenues accruing to tourism businesses located within and in the vicinity of the designated Site; and
• an increase in visitor traffic to areas and businesses within and in the vicinity of the designated Site.

BARBADOS TOURISM INVESTMENT

Barbados Tourism Investment (BTI) will be consistent in assisting Barbados in its nomination as a World Heritage site. BTI, within the next two to five years will continue to do the following:
• Enhance the public infrastructure and pedestrian environment within tourism districts through development, redevelopment and public initiatives.
• Ensure that new tourism development will not disrupt existing neighbourhoods.
• Ensure that our heritage is considered in any new tourism development.

BTI has carried out significant development work within the Site through its infrastructural programme known as the Urban Rehabilitation Programme. The programme, to be executed over a 5-year period, 2005-2010, has resulted in major work being done to preserve historic structures such as the Old Town Hall building. BTI’s other projects include the redevelopment of Kensington Oval and the construction of a tourist facility on the site of the demolished Harbour Police Station.

Located on the major coastal artery into Bridgetown from the Garrison is a beachfront site which BTI has earmarked for future development. The project entails the construction of two office buildings and the reconstruction of the jetty with a fine dining restaurant at its seaward end and the reconstruction of the Old Eye Hospital. The planned restoration of the Old Eye Hospital building and the redevelopment of the adjoining Savoy and jetty properties on Bay Street will improve the area’s tourism potential and protect and enhance the built heritage and environment of Bridgetown.

4E. ACTION PLAN FOR HERITAGE AND CULTURAL INTERPRETATION

HERITAGE INTERPRETATION

The Cultural and Heritage Interpretation Plan outlines a series of events to celebrate the cultural heritage of the Site in such activities as open air theatre, street performances, tours and museum exhibits. It will serve as a platform for revitalizing cultural activity in the Site and will lend to the effort to save one of Barbados’ most cherished cultural art forms: the Barbados Landship.

The State Party seeks to advance understanding and appreciation of the Outstanding Universal Value of the Site through research, heritage and cultural interpretation and education. In accordance with UNESCO and ICOMOS guidance the Management Plan will include a definition of the essential features, values and significance of the nominated Site that are to be maintained, conserved and enhanced.
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Interpretation and presentation of the OUV of the Site will be channelled through the Barbados Museum and Historical Society, the Barbados National Trust, the Division of Culture and Sports, the National Cultural Foundation and other stakeholders. The following questions were fundamental to this plan:

• How does a community develop its values about its heritage?
• How does it decide what to value from its past? How does it decide what to value from its present?
• How does it decide what quantum of these to pass on to future generations?
• What is the role of the museums in effecting the creation and sustenance of these values?

The nominated site contains a rich and diverse legacy from the city’s administrative, cultural, maritime and mercantile traditions. This legacy has already played its part in helping to establish the city as a premier visitor destination but the principal aims of the agencies responsible for the stewardship of the Site include promoting further sustainable tourism as well as protecting it for the benefit of future generations.

Striking an appropriate balance between promotion and protection will secure benefits to the regeneration efforts. The responsible agencies seek to promote architectural and historic interest in the site through education, research training, hosting cultural activities and raising public awareness. Residents and visitors to the property can enjoy and learn about Historic Bridgetown and its Garrison’s military, maritime and mercantile past through the insights available through a variety of channels, including city tours, walking tours and a regular programme of specialist events that focus on specific aspects of this rich legacy. These services will be complemented and enriched in the future by a programme of signage and interpretative plaques. A key component of this scheme will be to celebrate those individuals and institutions that have played a major role in the city’s economic and cultural fortunes. An integrated programme of site-interpretation at individual sites will enhance understanding of the role of Historic Bridgetown and its Garrison as an historic commercial port. Prominent historical themes are shipping and the sea, trade and commerce, music and culture.

The Site contains a number of museums, all of which will in some measure assist in the interpretation of the Site. Below is a list of the museums and their focus in the interpretation of the OUV of the Site.

BARBADOS MUSEUM AND HISTORICAL SOCIETY

This museum tells the story of 3000 years of human history in the island through eight galleries with objects that embrace the worlds of art, history and science. A large number of these items, including natural history, social history, decorative arts, military history, and fine art, as well as archaeological artefacts, period furniture, natural maps, paintings and prints, ephemera, Barbadian craft and domestic ware.

In addition, the Shilstone Memorial Library holds collections which are nationally, regionally and internationally significant. These include books, archives, periodicals, directories, official reports, site reports, documents, post-cards and photographs, rare West Indian documentation, archival documents, genealogical records, photographs, maps and books.

The following themes are explored through the BMHS’ Galleries:

Born of the Sea: Natural History of the Island (Harewood Gallery)

The exhibits highlight the origins of natural history observation in Barbados as well as the ecology of the coral reef, the mangrove swamps and the sea grasses. It explores such topics as the fishing industry, turtles and their protection and the harvesting of sea-eggs (Tripneustes ventricosus), with the exhibits designed to inform about Barbados’ natural environment and its protection. In addition, species of animals which are now extinct and those which are also endangered are on display.

In Search of BIM – Origins, Settlement and Development of a Society (Jubilee Gallery)

“In Search of BIM” traces the pre-historic and historic development of Barbados up to the 1940s, covering 4000 years of human development on this island from the life ways of the earliest inhabitants, the Amerindians, onto early European settlement, the transition from a frontier society to a plantation society with the attendant enslavement of Africans and their descendants within that society. The themes include:

• “The blue sky blessed the morning with its fire” - Amerindians & Early Peoples
• “A true and exact history” - Early Barbados - Settlement of Europeans/Africans Arrivals
• “tight little, right little island” - Slavery and Plantation Life
• “Barbados ah come from” - Development of Community Systems
• Fine Art and Maps (Cunard Gallery)

Some of the finest West Indian paintings and prints reside in the collections of the BMHS. The small sample of these exhibited in this gallery trace the evolution of the British colonial artistic heritage of the West Indies from the late 17th to 19th centuries. The works illustrate both the changing population and their surrounding landscape as documented by itinerant artists (military/naval/religious) who all formed part of the system of transmission of exotic images through the colonial trading and communication networks, which enthralled audiences in the salons of England. A focal point of this space is works which deal exclusively with the Barbadian landscape, both urban and rural, of buildings and street scenes mainly in and around Bridgetown and the Garrison area.

Themes include:
• street scenes,
• plantation sugar operations,
• markets,
• landscapes,
• harbour/careening/waterfront, and
• domestic/working scenes.

George Washington House and Museum

George and Lawrence Washington visited Barbados in 1751 and spent three months on the island. Their visit was precipitated by the illness of Lawrence, who was suffering from an advanced case of tuberculosis. They chose Barbados for two reasons. First, the island had a number of prominent doctors who, the Washington family believed, would give Lawrence better treatment than he was receiving in Virginia. Second, they had relatives and friends on the island who could act as a support group. On arrival in Bridgetown, the two half brothers spent...
four days at the home of Carter relatives and then rented Captain Crofton’s house, located as George Washington states in his journal, one mile outside of Bridgetown.

With the restoration and opening of the George Washington House in 2008, a small museum was installed, which focuses on the story of the rich, cultural heritage of the island in the 17th and 18th centuries, a time when Barbados was one of the wealthiest countries in the hemisphere and Bridgetown one of the three biggest cities along with Boston and London.

The thematic content of the museum is as follows:

- First floor: recreation of house at the time of rental by the Washingtons with appropriate mid-eighteenth century furnishings.
- Second floor: Barbados as seen through the eyes of George Washington.
- Medical science of the eighteenth century focusing on Lawrences illness.
- The slave trade and chattel slavery in mid-eighteenth century Barbados
- The North Atlantic system at the time of the Washingtons visit
- The archaeology of the George Washington House

National Heroes Gallery

Barbados commemorated 350 years of the continuation of a parliamentary system in 1989. A decade later, after the Barbados government had inaugurated the order of National Hero for the country, it appointed a committee to examine the creation of a National Heroes Gallery. In 2000, this committee produced a report that included a proposed management structure, educational themes, and interpretative activities. It also urged that this project should be extended to include a Museum of Parliament. Approval was given in 2005 for the inauguration of this project as part of the overall restoration of the West Wing of Parliament in which it is housed.

The National Heroes Gallery and Museum of Parliament are dedicated to preserving the history and heritage of the National Heroes, and the history of Parliament and the development of Barbados’ democracy, through collection, documentation, interpretation and education. The works contained in the Gallery explore the lives of the nine National Heroes who were integral to the development of the country. They celebrate their achievements, and particularly their sterling characteristics, in images and artistic expressions, symbolically represented through sculptural “icons” that provide a focus for each individual historical display, and give balance to the contributions of all of the national heroes, especially important in the case of the early heroes of whom little of visual record remains. These sculptures are conceptual works of art, commissioned from local and regional artists, made with indigenous materials that showcase the natural and traditional environment of the island.

Visitors are invited to view temporary exhibitions, to participate in educational programming and guided tours of both museums and Parliament. A documentation centre is envisaged to provide access to additional information on the history of Parliament, the buildings of parliament and parliamentarians from the inception of the institution in 1659.

The following themes have informed the development of the Gallery:

- The lives of Our Heroes are examined in depth, to illustrate their inspiration as National Heroes.
- The origin of the Order of National Hero lists the criteria for selection and examines the social context of the selection of the Heroes and the widespread debates the selection engendered.
- The design of the Order of National Heroes examines the process of selection and the symbolism of the order.
- National Heroes Day examines the various ways in which Barbadians celebrate this national holiday.
- Interactive displays invite the audience to identify “Who is a Hero?”

The Museum of Parliament

The museum provides the visitor with an appreciation of the history and development of Barbados as a democracy and the role that key figures, as well as the broader population and this institution, have played in the social and political reconfiguration of the island. Traditional and modern interactive museum exhibits will provide an interactive experience.

The Museum of Parliament helps visitors to understand the history of the institution, which is the third oldest parliament within the Commonwealth, and examines its growth. The museum will also highlight those individuals and events that have played a major role in the development of Parliament.

This exhibition portrays the history of parliamentary institutions in Barbados and the workings of its parliamentary democracy. It is divided into three major themes:

- Parliament and Democracy in Barbados - on the history of the establishment of democracy in Barbados;
- Housing Parliament - on the various locations of Parliament; and
- Democracy in Action - on the workings of the parliamentary process.

The following themes have informed the development of the Museum:

- Parliamentary Origins examines the early development of Parliament in Barbados, from 1659 up to the signing of the Charter of Barbados in 1651.
- The theme of changing locations of Parliament focuses on the locating of Government’s central administration in various buildings around Bridgetown.
- Social and political development theme focuses on the era of limited enfranchisement, the movement towards universal adult suffrage in 1951 and the change from the local vestry system to centralized government.
- The Constitution of Barbados explores the creation of that document, its role and its architects.
- Development of Representative Government and Political Parties.
- Instruments of Parliament examines the types, roles and origins of those instruments.
- The Role of Parliament explores the functional role of the two houses of Parliament.

Nidhe Israel Synagogue and Museum

The Nidhe Israel (Scattered of Israel) Synagogue was founded in 1654, the earliest constructed synagogue still in use in the Americas. The new museum communicates the story of the Jewish Diaspora and their search for a Promised Land in the Caribbean region and provides an enlightening and interesting experience of life in historical Barbados. Recently an authentic mikvah, a ceremonial Jewish bath with a freshwater spring was restored.

Following the restoration of the old Sephardic synagogue in 1983 restoration of most of the old graveyard with its seventeenth century grave ledgers was undertaken as well as the conversion of the old school house to an interpretive museum explaining the history of the Sephardic Jewish community of Barbados.

Designed by a Canadian firm of professional museum designers, the building slated to house the museum was first stripped to reveal its coral stone exterior and the inside gutted of rotten and termite ridden wood and then stabilized. The design incorporates an upper floor with an archaeology laboratory, library space, a viewing/conference room for visitors and a fully self contained apartment for visiting scholars. The museum itself is sited on the ground floor. The present day twentieth century Ashkenazi community is mentioned briefly, but the story of the vanished Sephardic Jews who had a community in Barbados for over three hundred years is the primary focus of the interactive exhibits.

Visitors enter the museum from a ramp overlooking the main graveyard and walk past glass ledgers inscribed with details of the Jewish experience. Piped music plays Sephardic tunes as visitors walk and examine the history time line and then enter the main enclosed exhibit area. An interpretative film is followed by a variety of exhibits which tell the story of the Barbadian Sephardim.

The thematic content of the Museum is as follows:

- The role of Jews in the spice trade;
- Daily life of Jews in Bridgetown, emphasizing aspects of their material culture recovered from archaeological work done in the synagogue yard;
- Aspects of Jewish religious life;
- The story of the rescue of the synagogue from its threatened demolition and subsequent restoration.

Archaeology has played a great role in informing the makeup of the museum. For example, the floor of the museum has large red granite rectangular recesses which deliberately mimic the grave stones outside, is filled with artefacts recovered from the yard after restoration of the graves. A major archaeological find was the seventeenth century bath or mikvah. This had been filled in sometime one hundred and fifty years ago and was being used as a car park before excavations revealed what is certainly the best preserved historical mikvah in the Americas. Once all the fill and debris was cleared, the spring on which it was built started to flow again and filled the bath to the appropriate ritual level. The mikvah has now been sensitively covered and forms part of the interpretive display of the site.

The Commission for Pan-African Affairs’s Freedom Corridor

The Commission for Pan-African Affairs is proposing a Freedom Corridor to be designated as that space to the West of roads from Hastings Police Station to Kensington Oval. It will take in the Garrison Buildings and Queens Park as well as
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statues and busts of the Rt. Excellent Sir Grantley Adams, the Rt. Excellent Sir Frank Worrell, the Rt. Excellent Clement Payne, the Rt. Excellent Errol Barrow, and the Rt. Excellent Sir Garry Sobers and with several other sites and monuments of significance. Once approved by Cabinet, there will be special incentives provided for further development of the Corridor with monuments, installations, murals, architecture and other works of art that use a Caribbean aesthetic to express notions of freedom and emancipation. The CPAA will propose that all further development set aside a percentage of funds for heritage, education, and artistic content to enhance the Corridor.

THE MINISTRY OF TOURISM

In 2003, the Ministry of Tourism launched a Barbados Slave Route Signage Project as its contribution to a global UNESCO/WTO Cultural Slave Route Signage Project. The Ministry re-launched the project in 2008, with the unveiling of a plaque at Heroes Square, Bridgetown, to commemorate the site of ‘The Cage’, which was a holding area for runaway slaves.

The Barbados project is being executed in collaboration with the Barbados Museum and Historical Society and the Barbados Tourism Authority. The Barbados project involves:

• identifying sites and places of memory across Barbados that relate to the Transatlantic Slave Trade and Slavery experience; and
• commemorating and preserving those sites and places of memory with interpretative signage.

To date, interpretative signage has been erected at five (5) sites across the island, one of them the Cage. The development of a Barbados Slave Route Heritage Trail and Tour is one of the agreed outputs of the development of the project. To this end, the Ministry of Tourism has contracted the Barbados Museum and Historical Society (BHMS) to develop and implement a pilot Barbados Slave Route Heritage Trail and Tour as an additional tourist attraction for Barbadians. These sites and places of memory at which interpretative signage has already been erected will form the nucleus. The Tour is being developed as a guided experience with specially trained guides delivering a prepared narrative on the story of enslavement and weaving the connections between the points on the itinerary.

Additionally, people in the communities involved are being invited to supply refreshments and craft and other items for sale to ensure that they benefit economically from this new tourism product. An interactive component that will offer access to podcasts is proposed for phase two of the project. The development of a Barbados Slave Route Heritage Trail and Tour fits the concept of developing African Diaspora Heritage Trails (ADHT) across those territories previously linked by the Transatlantic Slave Trade as a single cross-border cultural tourism initiative.

THE BARBADOS MUSEUM AND HISTORICAL SOCIETY

The Barbados Museum and Historical Society will seek to facilitate the expansion of the Ministry of Tourism’s Freedom Footprints tour specific to the Site by:

• assisting with the design, development and delivery of Walking Tours of the nominated property and with the design and development of a Heritage Site Map with specified monuments identified and integrated with a web-based version for detailed data;
• developing a project proposal to the Tourism Development Council to select, produce and market a BMHS product line relating to the site;
• continuing to develop, market and expand the BMHS video productions on aspects of heritage for The Holiday Channel; and
• conceptualizing the design of and developing specialized museum facilities within the property including:
  - Historic Bridgetown as a centre of trade/economic numismatic history (Masonic Lodge);
  - Maritime history, relating to the Dry Dock; and
  - Migration: Barbadians and the Panama Story.

CULTURAL INTERPRETATION

Researchers and historians have recorded the wealth of vibrant cultural activity that took place in the port city of Bridgetown and at the Garrison since the early 18th and 19th centuries. Reports state that it was customary to hear the drums and banjos of street musicians up and down Broad Street and Christmas and that theatre was a feature of the playhouses such as the Royal Lyceum and Albert Hall. The city in particular was a place of worship. It should be noted that throughout the entire colonial period, various art forms were accorded their own space according to race, colour and class (Burrowes 2005). Some of the cultural practices of the enslaved included young boys diving for coins from Carlisle Bridge in Carlisle Bay; cock fighting, which is an African retention; and female hawkers or hucksters heading goods for sale. Around the beach and wharf area developed the practice of spontaneously creating verses in song, known as “Piscarg” and seen as an early form of calypso. As far back as the 1900s dances and music were observed which emphasized traditional slave patterns. One such dance was the ‘Joe and Johnny’ which, observers wrote, “reflected a complex coordination of music and dance” (Burrowes, 2005). Brams were a popular activity which were held on bank holidays, weekends and sometimes during the week. Such traditions were carried into the post-colonial period. By the late 19th and early 20th centuries new cultural forms emerged such as the carnival and the landship. It was a regular sight to see a group of dancers doing their naval manoeuvres as they danced in creolized sailor uniforms to the music of a “tuk band” (Burrowes, 2005). These dance groups were registered as friendly societies and were the beginnings of the Barbados Landship. Other events recorded during the period included art exhibitions and Dignity Balls.
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benefit a wide cross section of persons. It is also aware that physical infrastructure revitalization will not be enough; what is required is a collaborative effort between the Government, the business community and the general public to identify a community vision for growth.

The vision of the integrated cultural strategy for the city of Bridgetown is to create a vibrant, cultural capital where arts and culture are placed firmly at the centre of economic, social and environmental regeneration in a way which inspires, empowers and elevates those who live, work in and visit the city. The following specific areas could be seen as the cornerstone for a long-term collaboration on promoting and developing culture as one of several objectives for culture and arts to realize the export potential of cultural industries to benefit from European Partnership Agreement and extra-regional opportunities.

I. Objective 1: To develop and support Bridgetown as a creative and cultural Centre. The aims are:
• To explore and communicate strong city identity by building the Bridgetown Barbados Brand.
• To enhance opportunities for cultural and artistic engagement to enable greater levels of social inclusion, community development and inter-community contact - promote the redevelopment of the Empire Theatre as a venue for international standard of theatre and drama.
• To enhance opportunities for cultural and artistic engagement to enable greater levels of social inclusion, community development and inter-community contact - develop regular cultural activities throughout Bridgetown, e.g. at each month-end and increase frequency over time alongside late shopping and recreational family-oriented activities.

II. Objective 2: To develop Bridgetown Champions as ambassadors for culture and arts to realize the export potential of cultural industries to benefit from European Partnership Agreement and extra-regional opportunities.

To develop partnerships with public agencies to promote a holistic approach to cultural development. The aim is to:
Influence policy agendas for the delivery of public services, such as transport, housing and health, and to develop stakeholder partnerships to achieve common objectives.

III. Objective 3: To enhance opportunities for cultural and artistic engagement to enable greater levels of social inclusion, community development and inter-community contact - develop regular cultural activities throughout Bridgetown, e.g. at each month-end and increase frequency over time alongside late shopping and recreational family-oriented activities.

IV. Plans for 2011
- A fixed event every last Friday of the month that seeks to blend culture, culinary art and entertainment;
- Daytime musical entertainment at diverse locations, similar to Pan in the City;
- Sponsored after hours entertainment events at satellite locations (eventually) embracing five or six main gateways to the City (Jubilee Gardens, Westbury Road near junction with Baxter’s Road, Independence Square overlooking the Constitution River, Roebuck Street car park near Cribb Alley and Carlisle Car Park) with each venue providing opportunities for micro businesses, ideally through the medium of a representative organization responsible for maintaining proper standards of service;
- Businesses with commerce to provide Discount Days on the event day and open for late shopping until 7 p.m. or later;
- Restaurants and food venues encouraged to open late;
- Creation of activities that would attract tourists and promoted on cruise ship arrival days;
- Changing of the Guard in Heroes Square or in Parliament Square (RBPF);
- Development of a passport to visit historical, artistic, and religious sites and sites for artefacts which would be available for tourists for purchase or as a gift with purchase option sponsored by businesses catering to tourists;
- Site-seeing tours;
- Development of a Calendar of Events on an annual basis to be promoted by the Barbados Tourism Authority and the cruise ship lines as the kind of high quality activities that visitors can expect to see on their arrival in Bridgetown.

THE DIVISION OF CULTURE
As an adjunct to the Chamber’s plans, the Division of Culture has designed a project to use high quality cultural programming to encourage people to use and enjoy the cityscapes. Before this can become a reality, the planning needs of the performing arts sector must be addressed. There is an acute shortage of professionally trained actors in Barbados, which impacts on the quality of performances. Barbadian artists continue to excel internationally in music but the same is not true in theatre arts and dance. These areas have suffered severely from the lack of funding and innovation and need similar stamps of quality and versatility if they are to be offered for international consumption.

The project seeks to address the shortage of professionally trained actors and other performance artists and to widen the scope of artistic material which would be available for presentation to the public.

National Celebrations: Season of Emancipation
The Division of Culture and Sports through its various agencies and departments coordinates a number of national events during the year within the Site. One such event is the Season of Emancipation which is spearheaded by the Division of Culture and Tourism and the Ministry of African Affairs and which commemorates significant events relating to slavery and Emancipation. The Crop Over Festival falls within the Season of Emancipation. The significant events within the Season are:
- National Heroes Day on April 23rd,
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- Emancipation Day on August 1st,
- Day of National Significance on July 26th,
- UNESCO International Day for the Remembrance of the Slave Trade and its Abolition on August 12 - in 2009, a commemorative plaque was erected on the Board Walk in Bridgetown, and

Over the next three to five years efforts will be made to sensitize Barbadians to the relevance of these events to the Barbadian cultural identity and the significant part played by enslaved people in the development of this historic site.

National Celebrations: National Independence Activities

The Division of Culture and Sports through the Community Independence Celebrations Secretariat produces and executes a series of initiatives designed to develop in Barbadians a sense of patriotism towards the country and celebrate the country’s attaining Independence from Britain. Each year in November, a lighting ceremony is held to commemorate the start of national celebrations. It involves a cultural presentation and the flacking of a switch which illuminates roundabouts across the island and major historic buildings in Bridgetown. This event will be expanded to be more relevant to other listed buildings in the Property.

A major part of the National Independence Celebrations is the traditional Parade and March from the Garrison Savannah along Bay Street to Heroes Square in Bridgetown by uniformed and paramilitary groups such as the Royal Police Band, The Zouave Band, the Girl Guides Association and Boy Scouts Association and the Barbados Legion. This annual parade on the Garrison Savannah is a much anticipated event by the public and is one of the most significant activities that lend to the interpretation of the site as a military garrison. These activities will be continued and enhanced in coming years.

Landship Revival Concerts

The Barbadian Landship movement is an informal organization that patterns itself on the British navy. It is commonly referred to as “the Ship that never goes to sea” (John Gilmore, 1993). It is said that the rise of the Barbados friendly societies was one of the most important social phenomena in Barbados during the last century and in their heyday provided poorer Barbadians with an important safety net through annual bonuses and cash benefits to members in times of sickness or death. This was influenced by the West African practice of a ‘susu’ or ‘meeting-hunt’.

The origins of the Landship remain unclear but some researchers believe that the Landship movement began in 1863 and was founded by Moses Wood. Mr. Wood was a Barbadian who had served in the Royal Navy and upon returning home tried to recreate the camaraderie and discipline of the Navy in the Landship. There are others, like Dr. Aviston Downes of the UWI, who suggest that its origins are in Africa. The structure of the Landship organization mirrors the structure of the British navy, with a “ship” which is connected to a “dock” (a wooden house similar to a chattel house), and leaders known as Lord High Admiral, Captain, Boatswain and other navy ranks. Each unit is named like a typical navy ship and may include actual names of British ships or places. Landship performances symbolize and reflect the passage of ships through rough seas. Parades, jigs, hornpipes, maypole dances and other music and dance types are a part of the Landship repertoire.

Over the years, the Landship had its ups and downs. The movement was once forced to go underground as a result of clashes with the authorities over its structure of the Landship organization mirrors. The Landship movement had its ups and downs. The movement was once forced to go underground as a result of clashes with the authorities over its uniform. It was revived but by the late 1950s only the Landship Cornwallis remained.

The Landship remains unique to Barbados. According to the writer John Gilmore it is the only cultural organization of its kind that fuses African and European cultural elements such as the English concept of a friendly society blended with the African concept of a ‘susu’ or the manoeuvres which imitate the movement of a ship at sea using movements that are distinctively African. Dr. Aviston Downes writing in the BHMS Journal notes the remarkable similarity between the Landship and the Friendly Societies in 19th Century Sierra Leone among the Kru, some of whom had also served in the British navy. It was customary for the Barbados Landship to hold a number of public performances in Bridgetown during the course of the year. Unfortunately due to a lack of funding and an aging and declining membership, this cultural and historic organization has had to cancel its performances in Bridgetown. Efforts will be made to revive the Landship concerts and performances as a special attraction to the Site and to have the history of the Landship documented in film.

Activities in Queen’s Park

Queen’s Park houses the Queen’s Park Gallery and Theatre. Queen’s Park has long been used as a venue for creative activity and the home for carnival activities in the 1950s and within the last century was a popular venue for the hosting of ‘brams’ (a community dance event) and the Annual Agricultural and Industrial Exhibition.

Today, Queen’s Park continues to be used by various cultural and sporting organizations. Mainly the Queen’s Park Gallery in Queen’s Park House plays host to visual exhibitions by local artists, and to the Visual Arts Exhibitions for the Crop Over Festival and for the National Independence Festival for Creative Arts. The annual Crop Over Festival Opening Gala is held on the grounds of the Park and when ongoing renovations are completed to the historic Queen’s Park House, it will once again be the home of local theatre. Within recent years the concept behind the old Annual Agricultural Exhibition has been revived as a new agricultural event called Agrifest. In December the gallery transforms into an art supermarket which allows artists to sell their works to the public.

Christmas Morning in the Park

Queen’s Park holds Christmas morning in Queen’s Park is a long-standing tradition, starting in the 1900s, and continues to be a much anticipated event by the Barbadian populace. This is an occasion when men, women and children after attending morning services at their respective churches descent upon Queen’s Park dressed in their finery to show off their attire and listen to the Royal Police Band play a medley of Christmas carols. The image of well dressed people in Queen’s Park is one that has been captured by many local and international visual artists. Every effort will be made to heighten this activity and to showcase the outstanding value of this historic property through cultural activities.

Visual Arts

The Barbados Arts Council, the umbrella organization for visual artists, proposes to hold a number of side walk exhibitions in and around Bridgetown, which will feature the works of local artists, most of whom would have captured images of buildings, people and activities within the property.

This would be done in collaboration with the Division of Culture and Sports and the National Cultural Foundation.

The Division of Culture and Sports, in collaboration with the National Cultural Foundation, the Ministry of Tourism, the BMHS and other stakeholders, proposes to host a series of Cultural Expos in Bridgetown beginning in 2011. These expos should include indigenous forms of cultural expression such as dance, drama, poetry and spoken word. These events will highlight the World Heritage Nomination along with the work of the Community Independence Parish Ambassadors, and the Barbados Museum and Historical Society’s Heritage Trail and Tour. The event would incorporate the following:

- an exhibition of Barbadian artefacts (pottery, pictures),
- displays of the projects of the parish ambassadors,
- a performance by the Barbados Landship,
- an exhibition of photos and other materials relating to the World Heritage nomination,
- walking tours of Bridgetown and its Garrison,
- an exhibition of artwork, and
- a public orator dressed in period costume.

Crop Over Festival

Crop Over Festival is the premier cultural event in Barbados. Its beginnings are tied to slavery when slaves on sugar plantations were allowed by their masters to celebrate the ending of the sugar cane harvest and the delivery of the last cares to the sugar mill. Crop Over Festival, which is planned and executed by the National Cultural Foundation, is a major economic contributor to the economy. This unique arts festival comprises approximately thirty (30) events including visual arts exhibitions, steel pan concerts, literary and spoken word concerts and calypso competitions. It begins in May and climaxes on August 01 with the street carnival, Kadooment. The focus for Crop Over Festival 2011 will be on ‘Heritage’ and a number of events have been included and rescheduled in the calendar of events to reflect the theme. The events are:

1. Tours

The NCF will conduct a series of mini-tours during the Opening Crop Over Gala and throughout the year. The first Crop Over Heritage Tour would take place two weeks after the Opening Gala in June 2011. The tours will be developed with the assistance of...
of the Barbados Museum and Historical Society and will be interactive and educational.

II. Bridgetown Alive
The National Cultural Foundation will continue to work with the Barbados Chamber of Commerce Incorporated to plan and execute Bridgetown Alive. It is meant to boost sales in the city and also to improve the public’s experience in Bridgetown. The first event occurred in December 2010. As part of the revitalization of Bridgetown, the NCF proposes to provide facilities in Bridgetown for artists and groups to perform, specifically students of the University of the West Indies and the Barbados Community College who are studying theatre and performing arts.

III. Crop Over Heritage Fair
This fair will resemble a farmer’s market and reflect all aspects of Barbados’ cultural heritage in terms of agriculture, cuisine and the arts.

IV. Visual arts Exhibition
The Crop Over Festival’s Visual Arts Exhibition will feature photography and art depicting images and stories of Bridgetown.

V. Folk Concert
The Folk Concert, which was discontinued, will be revived and will focus on heritage. It is proposed that it be held at the Hilton Old Fort which is one of the listed buildings.

VI. Junior and Grand Kadooment
Designers of costume bands will be encouraged to pay special attention to Barbados’ Cultural heritage in the designs of their costumes.

VII. The Crop Over Service
The Crop Over Service is an annual event within the calendar and it is proposed that next year’s service be held at St. Mary’s Church, which itself is a listed building and lies within the heart of Bridgetown. A presentation would be made to the congregation about the history of the church and the Outstanding Universal Value of the surrounding area.

VIII. The Crop Over Lecture
A lecture will be added to the calendar, which will focus on Historic Bridgetown and its Garrison.

Literary Arts: The Caribbean Lexicography Project
The Caribbean Lexicography Project is executed by the University of the West Indies and is partially funded by the Ministry of Family, Culture, Sports and Youth. It seeks to document the lexicon of the cultural environment of the Caribbean found in three major languages - English, French and Spanish. One of the achievements of this project has been the publication of a Dictionary of Caribbean English Usage by the noted linguist and researcher, the late Richard Allopp. The preservation of the nation languages and dialects of the region is critical to the preservation of the intangible cultural heritage of Barbados and of the region. This project explores and investigates linguistic and idiomatic expressions that were and are used in the Caribbean and which contribute to the cultural landscape of the Site.

The Division of Culture and Sports will continue to work in partnership with the Lexicography Department of the University of the West Indies, and continue to make an annual contribution to the programme to ensure its sustainability.

BIM Magazine
In 2007 the Cultural Policy and Research Section of the then Ministry of Community Development and Culture, in collaboration with the University of the West Indies and members of the literary community in Barbados, re-launched BIM Magazine. BIM Magazine had been dormant for over twenty years due to the main to a lack of financial support. During its existence it was considered to be the leading literary journal in the region, largely responsible for providing a space for the rise of a Caribbean literary voice. Although Barbadian in title, BIM has always been Caribbean in scope and many of the region’s most brilliant writers and critics found a nursing ground for their work in BIM. The magazine published some of the earliest works of Edgar Mittelholzer (Guyana), Samuel Selvon and V.S. Naipaul (Trinidad), Roger Mais (Jamaica), Derek Walcott (St. Lucia), and George Lamming, Bruce St. John and Kamau Brathwaite (Barbados).

Among the issues published thus far are, “A tribute to George Lamming” and ‘Celebrating Lamming’, the latter dedicated to the Honourable George Lamming and featuring a blend of new and classic articles previously published in BIM, and ‘Celebrating Caribbean Women Writers’, featuring Pamela Mordecai, Nan Peacocke and Dana Gilkes.

The re-launch of BIM came at an important juncture in the development of the region. Where the original BIM stood at the leading edge of cultural expression back in the 1940s, the current publication also takes up the challenge of providing an avenue for established and emerging writers. The new BIM responds to the need to embrace an even broader and more diverse cross section of writers by opening its pages to people working in various areas of artistic and cultural expression throughout the region and the Diaspora.

It is important that this new BIM remain a vehicle for the wider literary community. BIM Magazine proposes to rekindle the cultural renaissance which it launched in Barbados during the Second World War some sixty-five (65) years ago. It is hoped that it will encourage literary artists to create images and communicate ideas, thoughts and feelings about Caribbean culture and heritage. It is expected that this magazine will be the vehicle to bring to a new public in the 21st century the rich treasury of creative literature that exists in the Caribbean region.

The new BIM magazine will provide a vehicle for the creative artistic expression of Caribbean people. The magazine will draw on the knowledge and experience of Caribbean literary luminaries within the region and throughout the Diaspora, who have committed themselves towards ensuring the success and sustainability of the project, including the Honourable George Lamming who has graciously consented to serve as the consulting Editor and Patron.

BIM Magazine has served to be a unifier of Caribbean people, and to be a connector with the past, present and future and as such the perfect vehicle to relate the history, culture, stories and Outstanding Universal Value of the Nominated Site.

Barbados National Art Gallery (BNG)
The National Art Gallery proposes to undertake the following activities:
• The BNG will continue its proactive outreach programme to place Barbadian Art within the global art scene, to ensure that artists are conversant with international contemporary art theory and practice, and that their work is visible and viable within the wider professional sphere.
• Support the Black Diaspora Visual Arts project, which has been conceived as a ten-year developmental programme to create professional links throughout the region and the wider Diaspora through a series of symposia and exhibitions.
• Facilitate small symposia/artists workshops that examine the development of the visual arts within the Diaspora.
• Commission public art within the context of the Property that examines and interprets aspects of Historic Bridgetown and its Garrison.
• Actively support artists and curators to participate in regional/international activities including Biennales such as Liverpool in September 2012 and The Caribbean Pavilion in 2012.
• Manage and document the National Collection.
• Consolidate the conservation programme and establish the National Conservation Centre.
• Establish and maintain an Art Resource Centre
• Plan and implement three exhibitions, catalogues and accompanying education programmes.
• Develop a philosophy and organizational framework for Inaugural Barbados Biennial Exhibition.
• Design, publish and launch an Annual Journal of Visual Arts.
• Plan, execute and document curatorship workshop.
• Develop plans for preparation of BNG Inaugural Exhibition.
• Assist artists to participate in both regional and International exhibitions and Biennials.
• Participate in the International Curator’s Forum.

Cultural Development Plans for 2011 - 2015
The Division of Culture proposes to participate in the Smithsonian Folk Life Festival. This event would showcase Barbados’ cultural heritage and be an opportunity to show Barbadians practice and preserve their cultural heritage.

Art Symposium
The annual Arts Symposium hosted by the NCF will continue the necessary training and/or upgrading in the various artistic disciplines so that artists coming through the NCF programming, as well as other national artists can improve their skills and enhance their artistic output and small business management skills.

This year’s symposium, ‘Annual Taking Your Art to Market is scheduled for April 8th & 9th 2011 and will feature two days of keynote, plenary and workshop sessions aimed at encouraging entrepreneurship in the creative sector. The keynote topics are:
• Culture, Heritage Preservation and Protection. Day 1
• Culture, Trade and the Cultural Industries. Day 2

Day one of the Symposium will feature key note addresses by a panel of historians, heritage experts, cultural policy experts and members of the World Heritage Committee.

The objective is to encourage local cultural business persons to exploit the potential of the Garrison Site as a world heritage site and create local products and services suitable for souvenirs and value added events.

4F. ACTION PLAN FOR PUBLIC AWARENESS

The Public Awareness plan was developed in consultation with various stakeholders and will be facilitated by a sub-committee comprising the Division of Culture, the BMHS, UWI, the Ministry of Education, the Chamber of Commerce and TCDPO.

The activities contained therein seek to raise awareness, understanding and appreciation among Barbadians of the Outstanding Universal Value of the Site and to encourage local participation in the preservation of the tangible and intangible heritage of the Site.

To date much of the public awareness for the nomination bid has been undertaken by the then Ministry of Community Development and Culture, now renamed the Division of Culture and Sports. Among the strategies employed thus far are:
• a town hall meeting with the stakeholders;
• features in the local newspapers;
• appearances by members of the Committee on the local television programmes;
• weekly quizzes for the internal staff;
• the development of a web page;
• development of a presence on Facebook;
• tours of the nominated site by students;
• a tour by members of the Cabinet of Barbados;
• distribution of literature and other paraphernalia to the public; and
• a breakfast meeting with stakeholders.

The Division of Culture and Youth has embarked on a revitalized public awareness campaign that not only seeks to sensitize Barbadians about the Outstanding Universal Value of the nominated Site but to build momentum leading up to the moment of the decision in Bahrain and thereafter. Thus the title,

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ROAD TO UNESCO WORLD HERITAGE STATUS
Historic Bridgetown and its Garrison
Our People, Our History, Our Heritage, Our Story

This campaign will take an intersectoral approach allowing the Committee to maximize resources and to forge links with other ministries and agencies, such as the Ministry of Education and Human Resource Development, the Ministry of Foreign Affairs, the Department of Constituency Empowerment and the ministries and organizations represented on the Committee. It will be used to address some of the negative risks to the Site including littering, vandalism and illegal destruction.

The revised campaign will see the utilization of Barbadian personalities in various fields of endeavour such as culture, sports and government to assist with generating awareness not only about the nomination but also of Barbados’ rich cultural heritage. Focus will be placed on involvement of youth, through various youth groups and church and community organizations. Specifically, attention will be paid to engaging all stakeholders particularly the property owners and residents within the Site and the buffer zone. It is important that the residents in particular help to determine what is important, and what must be saved and safeguarded. To this end, expert advice will be sought from international experts in the planning and delivery of specific community programmes.

The objective of the Campaign will be:
• To encourage young people to become involved in heritage conservation on a local as well as on a global level.
• To inform Barbadians of the nomination process and its benefits.
• To promote awareness among Barbadians of the importance of the UNESCO 1972 World Heritage Convention and a better understanding of the interdependence of cultures.
• To develop new and effective educational approaches, methods and materials to introduce/reinforce World Heritage education in Barbados.
• To sensitize the public about the significance of these areas to the political, social and economic development of Barbados.
• To create a new synergy among educators, heritage experts, environmental specialists, communities, government agencies, development organizations and other stakeholders in the promotion of World Heritage on a national level inspiring respect for and commitment to the preservation of Barbadian heritage.
• To create national awareness of Barbados’ nominations to the World Heritage List.
• To enable young people to voice their concerns and to become involved in the protection of the world’s natural and cultural heritage.
• To promote support for the process and activities related to achieving and maintaining World Heritage status.
• To encourage and enable future decision-makers to participate in heritage conservation and to respond to the continuing threats facing our heritage.

The strategy will take a multi-tiered approach to delivering educational programming to various target groups throughout the country. The Committee will collaborate with the Youth Affairs Department and the Constituency Empowerment Department, both of which are better placed within the community to sensitise residents to the OUV of the Site and the need to cherish and preserve their cultural heritage.

The campaign will employ the following strategies:

School Campaign
Exhibits will be placed on youth participation and as such a vital component of the campaign includes strategies for primary, secondary and tertiary schools and institutions. This component will be spearheaded by the University of the West Indies, the Town and Country Planning Office, the Barbados Museum and Historical Society and Division Of Culture and Sports which will collaborate with the Ministry of Education. The campaign will target public and private primary and secondary schools in or near the Site in the first instance and later expand to the entire island. The strategies employed will include interactive tours of the nominated site, lectures and discussions at the schools, cultural presentations, quizzes and photographic and art contests.

It is fortuitous that the headquarters of the major youth organizations, namely the Barbados Boy Scouts Association, the Girl Guide Association of Barbados and the Barbados Cadet Corps, lie within the site and these organizations will be included in similar activities.

Special Interests Groups
The campaign will target a number of special interest groups through public lectures, town hall meetings, social networking sites and the website. These lectures will be conducted by historians who...
will attempt to shed more light on the Outstanding Universal Value which has sustained the nomination of Historic Bridgetown and its Garrison. These groups include but are not limited to:

- property owners,
- residents within the buffer zone,
- The Barbados Institute of Architects,
- the Barbados Association of Professional Engineers,
- community and faith based organizations, and
- the Barbados Association of Retired Persons.

Special attention will be paid to property owners since they are the group most affected by the process. They include owners of commercial and historic buildings and residents of the buffer zone. It is significant to note that many of the homes within site are traditional chattel houses which are unique signifiers of Barbados’ unique cultural heritage. A proportionate number of the historic buildings within the Site are owned by various religious organizations. The Committee will act as a resource for these religious organizations by providing valuable knowledge on the history of their buildings and providing guidance on restorative works.

Volunteers

The establishment of a core of dedicated volunteers is critical to many of the planned activities and the dissemination of information. This volunteer core will comprise interested members of the public, members of staff from within the various Ministries, departments and agencies on the Committee, service organizations and NGOs and the youth. Volunteers will be trained and briefed about the nominated site and its value and will be critical to the sensitization of the communities in or near the site. They will assist with promotions through social networking sites and at events hosted by the Division of Culture and Sports and the Barbados World Heritage Committee.

Internal Sensitization Programmes

A series of activities is planned for staff of the ministries and agencies that make up the Committee. During the month of November 2010, an exhibition to commemorate Barbados’ forty-fourth year of Independence was mounted in the foyer of the Warrens Office Complex to sensitize staff of ministries within the complex about the nomination as well as to encourage their appreciation for Barbados’ cultural heritage. It displayed relics of Barbadian art, craft, cooking and household utensils as well as new and old images of buildings within the property. Such programmes will be continued and expanded.

Use of the Media

In 2010 an aggressive newspaper programme was launched in all of the islands’ newspapers featuring detailed four page spreads about the nominated site and its history. This programme was followed by television and radio features, during which the public was able to ask questions and learn more about the nomination. It is proposed that members of the management team embark on monthly appearances on radio and television programmes as a means of reaching everyday Barbadians and keeping the issue current.

In addition, the government-funded television station will produce a series of short documentary features on some of the more prominent buildings and places of interest. These features will be made available to schools and other interest groups.

Signage

In 2011, appropriate signage will be installed in the form of banners and billboards within the Site as a promotional tool. This strategy will be extended to the sea and air ports where posters will be placed to inform locals and tourists of the designated area being proposed for World Heritage Status.

The placement of signage will seek to compliment the signage programme within the Freedom Footprint Tour coordinated by the Ministry of Tourism and the BHMS. The Committee will work with TCPDO to design appropriate signage for the Site.

A comprehensive booklet will be developed in collaboration with the BHMS, the National Trust and other relevant organizations which will highlight the tangible and intangible heritage within the Site. It will include an interpretative map which could be used with walking tours.

Presence at Other Festivals and Events

In February, 2011, the Public Awareness Sub Committee hosted exhibition booths at Holetown Festival and Agrofest, two events which draw relatively large crowds and where the public was sensitized about the nomination and the Site and its OUV and Memorabilia in the form of pens, pencils and bookmarks were distributed to the public.

The Sub-Committee will endeavour to continue to have a presence at such events in an effort to reach a varied and wide cross section of the Barbadian public. The events identified for 2011 are:

- Oistins Festival,
- Holders Season,
- Agrofest, and
- National Independence Festival of Creative Arts (NIFCA).

4G. ACTION PLAN FOR RISK MANAGEMENT

The Risk Management Plan was developed in consultation with a wide range of stakeholders and defines the approaches, tools, resources and risk responses that are currently being used to perform risk management to the nominated Property as well as proposed plans that may be implemented. It involves the processes of conducting risk management activities, identifying the risks both current and future, prioritizing risks for further analysis, planning risk responses and monitoring and controlling risks. It also involves using techniques to identify the strengths, weaknesses, opportunities and threats to the Nominated Property.

The process of identifying the risks to the entire island and documenting their characteristics is well advanced, which can be attributed to the forward planning of successive Governments and the various organizations which have been given responsibility for the Property and its disaster preparedness. Most of the planning and documentation done thus far relate to such natural and man-made risks as flooding, hurricanes, storm surges and fires. It should be noted that in the development of this Risk Management Plan, the existing policy for the protection of lives, infrastructure, property and artefacts was used as guiding principles. This iterative process will continue and will involve all relevant stakeholders who will also help in the process of identifying new risks to the Site. This kind of analysis will help to determine to what degree organizational strengths can offset threats and the degree to which opportunities may overcome weaknesses. In the future, this documentation process will be expanded to help to conduct more comprehensive risk assessments, to conduct the risk management strategies and to assist in the development of a comprehensive budget necessary for the scheduled activities. Whereas most of the planning for risk preparedness has focused on reduction, mitigation and prevention, Barbados is at that crucial stage where emphasis has to be placed on recovery and rebuilding of cultural heritage.

The objective of this plan is to develop and implement, with the relevant stakeholders, a set of risk responses and to ensure the availability of comprehensive resources to effectively negate and manage risks.

As a small developing state, Barbados is susceptible to a number of threats ranging from man-made to natural to economic. Over the years, a structure has been established to prevent and mitigate these threats through planning, legislation, the organization of civil society and the establishment of a number of government agencies to mitigate and prevent the effects of such threats.

The nominated property and its buffer zone represent a significant geographic area of Barbados because of its capital status, its Outstanding Universal Value and critical infrastructure. The Emergency Management Act, 2006 (20) defines this area as that in which the loss or destruction of those facilities or assets would have a debilitating impact on the economic and social well being of Barbados. These assets include such key health institutions, the historic Parliament Buildings which house both Houses of Parliament, the Office of the Prime Minister along Bay Street, the Lone National Museum, The National Heroes Gallery, the headquarters of the Barbados Defence Force, general primary and secondary schools and tourism hotels.

For the purposes of disaster management, this area is identified as “a special area” under Part VI Section 19 (2) of the Emergency Management Act, 2006 (20), for which a special area may be developed to cope with identified natural and man-made hazards. This process is currently in its developmental stage.

THE NATIONAL EMERGENCY MANAGEMENT SYSTEM

More than forty (40) years ago, Barbados established a national emergency management system to respond to any man-made or natural hazards that might affect Barbados. This system utilizes the resources of governmental agencies including the emergency services. It also includes the public sector, community based organizations and regional and international agencies including the United Nations organizations.
Disaster Management Policy

In 2003, the Government of Barbados took a decision that Barbados would pursue a holistic disaster management policy of Comprehensive Disaster Management (CDM), which seeks to include all hazards approach, by all segments of civil society, at all phases of the disaster management continuum: Prevention and Mitigation, Preparedness, Response, Recovery: rehabilitation and reconstruction. The integration of Disaster Risk Reduction into key economic sectors is one of the major planks of Barbados’ implementation of the United Nations Hyogo Framework for Action and successful integration has been done in the Tourism Sector, where all major tourism entities are required to satisfy the Tourism Emergency Management Centre of contingency plans to cope with multi-hazard impacts.

This thrust has also reached success in the development of a Standing Committee on Coastal Hazards, co-chaired by the CZMU and the DEM. Emphasis is being placed on public awareness and education as well as preparedness and response to tsunamis through the further adaptation of the tsunami protocol for Barbados. This process is being furthered locally, regionally, and internationally through the UN Regional Tsunami Warning System and simulation and testing exercises such as the UNESCO-UK Exercise CARIBE-WAVE’11/LANTEX’11 on March 23, 2011 being coordinated by the ICC/ CARIBE EWS.

There is currently a focus by the Standing Committee on building coastal resilience to storm surge and other coastal hazards associated with climate change and sea level rise. The National Disaster Plan therefore outlines the composition of the System and defines the responsibilities of its members. There is an Emergency Management Council which recommends policy for the approval of the Cabinet of Barbados. Under the purview of the Council, Standing Committees are established to deal with key emergency management functions. Mass Care and Feeding, Shelter, Search and Rescue, Medical Support, Evacuation, Relief and Welfare, and Emergency Telecommunications.

Procedures for Managing Natural Hazards

In the event of any hazards, the lead agency, The DEM in the Ministry of Home Affairs, which is responsible for the implementation of the Emergency Management System, assumes the lead responsibility for the coordination of emergency services and for the implementation of adequate services. In these instances, Standard Operating Procedures (SOPs) are implemented. These include a national notification process and the activation and deactivation of the National Emergency Operation Centre (NEOC) system and public dissemination of precautionary information. In instances where the hazard has resulted in mass casualty, the National Mass Casualty Plan is activated to ensure an adequate medical response relative to the gravity of the incident. The Roving Response Team of highly trained volunteers is used to support the emergency services.

Historic Bridgetown and its Garrison are served by two District Emergency Organizations (DEOs): the City of Bridgetown and St. Michael South. Membership of the DEOs includes emergency volunteers drawn from the constituencies to assist in the recruitment of emergency volunteers drawn from the constituencies to assist the emergency services in time of response but more importantly it ensures that the skill and competencies of those areas are brought to bear on emergency planning.

District Emergency Organizations operate as the volunteer arm of the DEM. The role of the DEOs is to organize and coordinate the resources of the community so as to allow for an effective response in time of crisis. The DEOs works with the community to develop and operationalize disaster prevention and disaster preparedness programmes to lessen the impact of hazards such as hurricane, flood and earthquake, and to ensure that the community recognizes the need to prepare for the possibility of such events. They are also becoming more and more involved in the fight against environmental hazards.

The DEOs reach out to all groups in the community, including churches, service clubs, neighborhood watch, and a number of resident associations, community groups, non-governmental organization and the individuals living within the community and maintain a close association with the government agencies such as the Fire Service and the Police that operate in the respective communities.

The Emergency Management Act 2006 mandates that public and private sector entities develop multi-hazard contingency plans to the satisfaction of the DEM.

The above identifies that the national capability including policy, institutional framework, emergency planning, response and recovery are adequate to meet the needs of Barbados and more specifically to cover the geographic areas of Bridgetown and the Garrison environs. If for any reason an incident overwhelms the national capacity, the Regional Response Mechanism (RRM) which falls under the purview of the Caribbean Disaster Emergency Management Agency (CDEMA) will be activated to bring the resources of eighteen (18) CARICOM Member States to assist Barbados. In addition, the Eastern Caribbean Donor Group chaired by the United Nations Resident Coordinator possesses the capacity to solicit the support of other regional and international agencies. It is customary for Standard Operating Procedures to be reviewed on an annual basis. Opportunities exist for the testing of these plans, policies and procedures in association with the Regional Security System, United States Southern Command (US SOUTHCOM), and through the Trade Winds Hemispheric annual exercise.

Coastal Management

The CZMU in the Ministry of the Environment, Water Resources and Drainage has conducted research on such hazards as rising sea levels and climate change and their potential economic effects and has established a number of strategies to prevent and mitigate against such hazards.

The primary objective of the Coastal Zone Management Plan, 1996 is to seek compatibility between economic activity and environmental interests, in relation to Barbados’ coastal areas and to apply standards and procedures to avoid the degradation of the environment and reduce the risk of long term or irreversible effects.

Barbados is currently in the forefront of adaptive planning for future climate change as part of a four-year project being implemented for the Caribbean, through the Caribbean Planning for Adaptation to Climate Change Project (CPACC). Although such research is still ongoing and of the current issues to be commonly discussed at the national level, community education about the implications of these factors would help to minimize the risks to life and property.

In addition to those functions previously identified under the Disaster Management Policy Section, the CZMU’s routine functions are all geared to the preservation of marine and coastal resources, which include properties within the proposed World Heritage area. However with the onset of new challenges such as those generated by Global Climate Change (GCC) innovative methods are being developed to deal with and mitigate these risks.

The Government of Barbados (GOB) views sea level rise with its associated impacts of coastal erosion, inundation and salt water intrusion as some of the most serious challenges for the island. In addition, the risk of increased intensity of hurricanes and storms adds another level of concern. The Unit is therefore embarking on a project called the Barbados Coastal Risk Assessment and Management Programme (CRAMP) with the objectives of assessing and managing GCC risks, developing the specific infrastructure to minimize the impacts of GCC and strengthening the CZMU so that the Unit possesses the necessary capacity to deal with the identified risks.

The CRAMP project will allow the CZMU to be better able to protect the properties located within the proposed World Heritage Site from GCC impacts. In this way, the Unit will attempt to ensure that the historic and cultural importance of these buildings is not lost.

In reducing the risk to rising sea levels and storm surge in particular, the TCDFoD will continue to refer all applications for coastal development to the CZMU for specialist feedback, and seek to enforce the statutory setbacks from the high water mark.

Floodling

The Drainage Division of the Ministry of the Environment, Water Resources and Drainage is responsible for the maintenance of drains within the Site. Operating under the Prevention of Floodling Act and the Highways Act, the Division performs routine maintenance of the Site. “Operation Clean City” involves maintenance of the drains within the Site six days per week, inclusive of Sundays. In addition, the Division cleans and maintains the river basin of the Constitution River every three months. Working in partnership with BTI, the Division is executing Phase 1 of the River Basin Project.

In recent years the Division has built drains in the flood prone areas of Lakes Folly in an effort to mitigate flooding problems and will continue to work towards preventing flooding in the Site.

Processes for Managing Man-Made Hazards: Fire

In the event of a fire within the nominated Site, the BFS takes the lead responsibility. As part of their ongoing mandate to protect the Site, that department has already identified a number of areas and buildings within Bridgetown outlined as ‘Special Risk’ areas and accompanying initial responses to incidents in this area. In addition to the above designation there are various buildings and institutions throughout the island that also carry the Special Risk Designation.
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The City response area includes the following:
From Probyn Street south along Bay Street; left at the Garrison opposite Hasting Police Station on to Dalketh Rd; right onto Culloden Road through Belleville; along Welches, Bank Hall, Eagle Hall, Black Rock Main Road to the Frank Worrell Roundabout; Turn left at the Frank Worrell Roundabout to Spring Garden; through Broad Street and back to Bay Street.

Two of these designated Special Risk areas are the Barbados Light & Power Company and the BMHS, both located at the Garrison. The Fire Department will receive assistance from the TCDPO, through its newly developed database on listed buildings within the Property, in updating this list of Special Risk areas. The BFS will also benefit from the updated technical assessments for the listed buildings, which would identify internal and external features.

In those instances when it is determined that a fire has escalated and requires additional personnel, the Department institutes, ‘Operation Stop Watch’ (OSW). In so doing, the Control Room attendant (CRA) would:

• Inform, via the radio stations, all officers who are off-duty to report for duty;
• Advise DEM to assist in the coordination of mutual aid;
• If necessary, advise the Barbados Light and Power to turn off the electrical supply in the area; and
• If necessary, advise the Barbados Water Authority to energize the area.

During 2010, the BFS embarked on an intensive hydrant location and identification programme throughout the city area as part of its fire prevention strategy. This programme will be intensified, and with the assistance of the Lands and Surveys Department, will map the hydrants electronically. Over the next three to five years the Barbados World Heritage Committee will work with IOCOMOS seek to have the members of the service receive training to ensure adequate knowledge of the inventory of fragile, historically important and valuable buildings as well as information on finishes and objects of importance so as to determine the use of appropriate retardants in combating fires.

In February 2011, the Barbados Fire Department launched the Guidelines to Fire and Emergency Procedure in an intensive ‘Operation Escape Bridgetown’. This new programme is aimed at sensitizing business owners about the threats in the City area and provides advice on how to take proactive steps to mitigate these threats. The programme will include lectures and demonstrations, provision of advice on the layout of stock and the distribution of fire safety equipment.

In order to reduce risks to fire, the TCDPO will also continue to require all buildings which encroach the statutory six foot side distance to be constructed of non-combustible materials. The TCDPO will also continue to refer all proposals for commercial buildings and high occupancy to the BFS for specialist comments which can be incorporated during processing and decision-making through the attachment of relevant and binding conditions to any planning permission issued.

DEVELOPMENT

New developments to the Site will continue to be managed by TCDD through the TCPA and input will be sought from the Committee. One of the major development projects during the next five years will be the Urban Redevelopment Project which will be undertaken by BTI. This Government agency has been designated by the Government as the agency that will manage the execution of the infrastructural renewal programme in the tourism centers of Bridgetown. This renewal programme is an integral part of the country’s drive to encourage increased investment in the tourism sector.

The next phase of the Project is the restoration of the Old Eye Ward building and the redevelopment of the adjoining Savoy and Jetty properties on Bay Street will improve the area’s tourism potential and protect and enhance the built heritage and environment of the Site.

To date, the following projects completed by BTI within the Site have resulted in an increase in sidewalk capacity and has also improved the experience of the pedestrian.

Jubilee Gardens

Jubilee Gardens sit outside of the walls of the St. Mary’s Church, the first Anglican Church. It was an important location for commerce and social activity from the early days of the settlement of Barbados but in latter years it was used as a bus terminal. Through the development work of BTI, the Gardens are once more a green, landscaped civic park. During construction, an archaeological dig was done by students, under the direction of Dr. Carl Watson of the University of the West Indies. They discovered many artefacts as well as two cobbled stone roads known as Jennings Lane and Crane Alley.

Independence Square

Independence Square, which for decades has been used as a parking lot, has been redeveloped into a civic square. The redeveloped area reflects the historical significance of the island’s independence and includes hard and soft landscaping, an outdoor amphitheatre and lighting. At the centre of focus of this city landmark is the Statue of The Right Excellent Errol Walton Barrow, the first Prime Minister of Barbados, ‘National Hero and Father of Independence’.

Redevelopment of the Constitution River

This project was aimed at the overall environmental enhancement of the area between the Charles Duncan O’Neal Bridge and the James Tudor Roundabout. New embankments were constructed, the waterway was dredged from the Duncan O’Neal Bridge to the new pedestrian bridge near the River Bus Terminal. In addition, street lighting was improved and hard and soft landscaping installed.

Restoration of the West Wing of Parliament

The restoration of the West Wing of Parliament came about as a result of a partnership with the Ministry of Public Works and Transport and Tourism Investment Inc. This stately colonial building, complete with its clock tower, houses our National Heroes Gallery and a Museum of Parliament.

The Old Town Hall

The Old Town Hall was restored in 2005, after being derelict for many years, thereby preserving the original southern and eastern walls and maintaining the architectural heritage of the building.

Other works include;
• The pedestrianization of Swan Street
• The construction of the Lewis-Wickham Boardwalk along the north-western wharf
• The relocation of the Lower Green Bus Stand to Cheapside
• George Washington House Restoration Project
• Redevelopment of the Chamberlain Bridge.

Maintenance

The daily maintenance of the Site falls under the purview of the SSA, MHUR, the NCC, the BDF and the BGHCl, which is a non-governmental organization. Each of these agencies has schedule maintenance programmes that, includes daily maintenance. Despite their various maintenance schedules, these agencies collaborate when necessary, specifically for national events within the Site. The SSA collects garbage from Bridgetown twice per day and from many of the surrounding villages and districts on a daily basis.

By virtue of the National Conservation Commission Act Cap 93, the upkeep of the following physical structures, spaces, buildings and monuments falls under the aegis of the NCC:
• Queen’s Park
• Montefiore Gardens
Section Four - Action Plans for the Management of Bridgetown and its Garrison

- Heroes Square
- Independence Square
- Golden Square
- Jubilee Gardens.

Below is the maintenance schedule for the Site:

i. Queen's Park
   - Daily maintenance of gardens;
   - Annual maintenance of buildings and other structures;
   - Repair and maintenance of the hardscape, where necessary;
   - Maintenance of the fountain, where necessary.

ii. Heroes Square
   - Daily maintenance of gardens;
   - Maintenance of fountain - where necessary.

iii. Independence Square
   - Daily maintenance of gardens;
   - Maintenance of horticulture on a quarterly basis;
   - Maintenance of fountain and water features as necessary.

IV. Golden Square
   - Daily maintenance of gardens;
   - Maintenance of horticulture as necessary.

v. Jubilee Gardens
   - Daily maintenance of gardens;
   - Maintenance of horticulture on a quarterly basis;
   - Maintenance of fountain and water features as necessary.

vi. The Garrison Perimeter
   - Daily maintenance of the grounds of the perimeter of the Garrison Savannah;
   - Daily maintenance of the grounds of the Town and Country Planning Development Office;
   - Weekly maintenance of the area to the front of the BMHS.

In order to enhance skills of those persons who are charged with the responsibility for daily maintenance of the Site, the Committee, with the assistance of the United States Parks Service, will facilitate further training in the following areas:

- Horticulture;
- Landscape;
- Maintenance of Monuments.

It is proposed that the Committee and the Service Authority develop and implement a pilot project to be implemented within the specific area of the Site, aimed at encouraging users and visitors to the Site to sort and recycle their garbage. Further discussions will be held with business owners to enlist their support for an environmentally cleaner site and with the relevant authorities to find amiable solutions for the growing problem of vagrants, particularly within the cityscape.

To continue to alleviate the risk posed by development pressures, all new developments will continue to be addressed under the current legislation. The TCPPDO in collaboration with the Committee will continue to assess the impact of proposals on the Site on the Outstanding Universal Value and developers will be sensitized to that value and to take such matters into consideration when designing projects. The Committee will continue to advocate that the high quality of the history architecture in the Nominated Site should be complemented by the highest quality in contemporary architecture.

The TCPPDO has drafted amendments to the TCPA to provide for an increase in the penalty for the illegal demolition of buildings of cultural significance.

The public awareness programme will seek to address these issues and specifically to encourage the entire population to preserve and protect their cultural heritage.

VENDING

- During the course of 2011, the Committee will begin a series of consultations with the vendors association, BARVEN, the RBPF and the Ministry of Agriculture, which has responsibility for issuing licences, with a view to addressing some of the issues of the vendors. These consultations would seek also to sensitize them about the importance of their role in the development of the Site and about the Outstanding Universal Value of the Site in which they conduct business. They will be encouraged to play their part in the upkeep of an environmentally clean Site and event. It is envisaged that this collaboration will lead to the design of temporary, environmentally friendly, amiable model of vending cart.

TRAFFIC CONGESTION

The Site is governed by the Bridgetown Roads and Safety Improvement Project Report 1997. In addition, there is a National Transportation Plan, which is in the process of being redrafted. There are a number of strategies previously outlined in the Action Plan for Traffic Management within this Section. The Transport Board and Transport Authority, both of which regulate private and public transportation into the Site, propose to launch an environmentally friendly project during the course of 2011. This project titled, "Dump the Pump" seeks to encourage Barbadians to leave their cars at designated car parks outside the city limits and use public transport. The purpose of this initiative is to reduce the amount of traffic going into Bridgetown and at the same time reduce the carbon footprint. This system is similar to the 'Park and Ride' system which is used frequently in Barbados for international events such as the recently held ICC Cricket World Cup Twenty/20 competition.

LOSS OF OBJECTS OF HISTORICAL AND ARCHIVAL IMPORTANCE

The Barbados Archives Department is the custodian of legal documents of historical and cultural value. The Barbados Archives Department’s disaster preparedness plan allows for the management and retrieval of archival documents following a disaster.

- The Committee has on its staff three paper conservators, who are responsible for the daily maintenance and restoration of archival materials and are critical to the retrieval of documents damaged in the event of a disaster. Whereas they are regular drills held to sensitize and prepare staff for disasters, the plan needs to be upgraded and disseminated to the relevant disaster management authorities and the Committee.

- During the course of the year, Barbados Museum and Historical Society uses its emergency manual as a guide to emergency preparedness. This manual serves as a comprehensive checklist and covers a wide range of areas such as:
  - regularity of cleaning gutters and drains from leakage or blockage;
  - the efficiency of the power supply;
  - signs of water penetration;
  - the functioning of fire detection apparatus;
  - evidence of visible deterioration;
  - staff awareness of risk preparedness and prevention measures;
  - the adequacy of emergency supplies;
  - advisory and familiarization visits by emergency officials;
  - evacuation drills.

FUNDING

- The State Party will use the next CARICOM meeting to lobby CARICOM member states on the need to establish of a Caribbean Heritage Fund for Small Island Developing states (SIDS).

- The State Party will continue to provide, in its annual estimates of expenditure, a budget to respective Governmental agencies for technical and financial assistance for cultural heritage projects and programmes for the preservation, beautification and general upkeep of places and buildings of historical and cultural significance and for the maintenance of the island’s heritage sites. The funds will be allocated to:
  - The Division of Culture and Sports, Ministry of Family, Culture, Sports and Youth.
  - National Art Gallery Committee
  - The National Conservation Commission
  - Barbados Museum Historical Society
  - The Barbados National Trust
  - Barbados Tourism Investment Incorporated
  - The Ministry of Tourism
  - The Coastal Zone Management Unit
  - The Town and Country Development Planning Office

COLLABORATION

- The Committee recognises the importance of having conservation experts involved in the implementation of a National Disaster Emergency Policy. Their expertise and knowledge will be useful in the planning, conservation and the recovery of

Section Four - Action Plans for the Management of Bridgetown and its Garrison

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Section Four - Action Plans for the Management of Bridgetown and its Garrison

built and cultural heritage. Previously, environmentalists, conservationists and heritage professionals were separated by their separate interests and generally did not collaborate; now, they will need to collaborate to address and manage the risks to the Site.

The Committee recognizes the need for further dialogue and sharing of information among stakeholders who have varying interests and roles and responsibility for the Site. Such dialogue will be critical to the effective monitoring and evaluation of the Site and as such will be a major activity going forward over the next five years. The Committee will continue to extend its reach to other governmental and non-governmental agencies to assist in promoting the care and protection of the Site. Departments such as the Division of Youth Affairs and the Ministry of Community Development and Constituency Empowerment will be critical in reaching those communities will be affected by the nomination.

International assistance will be sought in strengthening existing risk preparedness strategies and plans and over the course of the next three years all plans will be updated, documented and shared with the Disaster Emergency Management. International support and assistance will be sought to build capacity in areas such as conservation, management of parks, restorative works and documentation.

Preparation for the Hurricane Season
Prior to the start of the hurricane season in June 2011, the Committee proposes to engage the Disaster Emergency Management (DEM) to assist the owners of historic properties to develop and revise their disaster management plans. With DEM’s assistance, more emphasis will be placed on the removal, recovery, restoration of artefacts, buildings, objects and documents following a disaster.

ATTITU DINAL BARRIERS TO PRESERVATION AND CONSERVATION
Whereas the Public Awareness Strategy will seek to sensitize the entire island about the Outstanding Universal Value of the Site, it will contain various elements that will target special groups such as the communities that will be impacted directly by the nomination, developers, homeowners, property owners, architects, funders and the youth.

VISITOR IMPACT
The Barbados Tourism Authority (BTA) holds responsibility for marketing Barbados and its

SITE MAP

Notice board supplying information to visitors of the site about a particular building monument.

Direction towards the city and other areas in close proximity.

Location Map stating you are here.

Another route taken through information supplied by the site map enroute to place of interest.

Route towards specified property with the area due to information supplied via the Site Map.

Location to heritage building

SITE MAP

Notice board supplying information to visitors of the site about a particular building monument.

Direction towards the city and other areas in close proximity.

Location Map stating you are here.

Another route taken through information supplied by the site map enroute to place of interest.

Route towards specified property with the area due to information supplied via the Site Map.

Location to heritage building

Signage stating areas as a heritage zone for persons entering and exiting the zone.
services regionally and internationally. The BTA in association with the Caribbean Tourism Organization collates data on visitor expenditure and experiences from an exit survey, however it is limited in that it does not collect information specific to visitor experience to the Site or visitor impact on the Site. In an effort to address the situation, in 2010 the Division of Culture undertook discussions with the Barbados Statistical Service with the aim of implementing the UNESCO framework on the collection of cultural statistics. This resulted in one of the officers from the Statistical Department attending an offsite training course facilitated by UNESCO in cultural statistics. One of the recommendations coming out of the discussions was the need to redraft the visitor exit survey, to capture data pertaining to visitor numbers, spend and experience at heritage sites.

Additionally, the development of a tourism survey that would be more specific to capturing data on visitors and their impact on the Site is being discussed with the Management Studies department of the University of the West Indies (UWI).

PRESENTATION/INTERPRETATION OF HERITAGE ASSETS THROUGH SIGNAGE

The presentation and interpretation of the site delves into the realm of how the Site is presented to the general public and tourists alike and how its Outstanding Universal Value is understood and interpreted.

In order for this to transpire there is a level of guidance necessary from those who are responsible for managing the site, its signage, tours, lectures and location maps. This will be indispensable for site navigation and location identification.

The technical knowledge of historical and cultural professionals, for example, members of UWI, BMHS and the BNT just to name a few, will be critical in interpreting the Site, as through their knowledge of these elements they can better help to educate and enhance the experience of all those who are interested in Historic Bridgetown and its Garrison. This will then help communities to be more involved as well as to have a better understanding of the nomination process, and, through appreciating the process, become more protective of the area and its preservation. This process has commenced and will continue to develop.

Subsequently on-site literature in the form of brochures has been produced and plans are ongoing for the production of a map to assist persons to navigate the Site. Merging the interpretation/knowledge of the site with site specific presentation will make for a more holistic product and a better site experience.

The TCDPO, working in tandem with the various stakeholders, proposes to develop a set of criteria for signage within the Site. Section 4, Chart 1 is a radial cluster giving further examples of how this process could potentially be enhanced and transpire.
Section Five

Reporting System, Site Monitoring and Plan Implementation Evaluation

On becoming a signatory to the Convention for the Protection of the World Cultural and Natural Heritage in 2002 Barbados heightened its commitment to heritage management. The State Party participated in the periodic reporting exercise for Latin America and the Caribbean in 2004, even though it did not possess an inscribed site. Its Tentative List of proposed sites was in preparation at the time and was subsequently submitted in January 2005.

While pursuing the nomination process for the inscription of Historic Bridgetown and its Garrison as a World Heritage Site, the State Party recognizes that comprehensive documentation of how the Site will be managed will not on its own preserve the Outstanding Universal Value of the Property, but that a system of reporting, site monitoring and evaluation of plan implementation is needed for the process to be truly effective. As a signatory to the Convention, Barbados will uphold its reporting obligations. Continuous site monitoring and assessment of the implementation of the management plan will also be carried out. Key to these processes must also be the sovereign determination of the State Party regarding:

• major and minor amendments to be made to the management plan based on nationally agreed parameters;
• the level of threat to the state of conservation of the nominated Site; and
• the level of intervention required to address any proposed plan amendments or a threat to the state of conservation.

The evaluation of plan performance over the period February 2011 – February 2016 will be undertaken through the implementation of a robust reporting and site monitoring system, and the application of a performance monitoring framework (PMF) based on the state of conservation and factors affecting the Property as identified in the nomination dossier as well as on other relevant parameters.

* Early map of Bridgetown and the Careenage

* HBG018 - Aerial View of Constitution River, Bridgetown
5A. REPORTING SYSTEM

In keeping with the principles of the management system framework outlined in Section 2, reporting on the implementation of the management plan will feature a multi-sectoral, multi-level, participatory approach based on project and strategic evaluations and a comprehensive annual review of the plan by the Barbados World Heritage Committee through the Chairperson. Critically, the system will also receive feedback on reports at all levels. The PMF will provide a foundation for the reports based on key indicators and outputs to be achieved over the lifetime of the plan.

Section 5. Chart 1 provides a schematic of the reporting system which is to be implemented over the five-year lifetime, February 2011 to February 2016, of the management plan. Six levels of reporting will be in operation. The detailed functioning of the system is as follows:

LEVEL 1 - AGENCY/SUB-COMMITTEE/WORKING GROUP

At the first level of reporting, initiatives identified within the action plans will be evaluated by the relevant executing agencies in accordance with the PMF. As identified activities would also be part of the approved organizational work plans of individual agencies, assessments based on internal agency reports could therefore also be beneficial. Sub-committees/working groups appointed by the Committee to support or execute initiatives will also report at level 1.

Agencies/sub-committees/working groups will report to the Committee based on the PMF on a quarterly basis. These reports should include but not be limited to: status of progress on initiatives being pursued, identification of challenges and opportunities, threats to the state of conservation of the Site, and recommendations where necessary, based on exceptional circumstances, for amendments to the management plan. Individual agencies/sub-committees/working groups can also submit ad hoc reports regarding any necessary amendments to the management plan or identifying threats to the state of conservation of the Site to the Chairperson of the Barbados World Heritage Committee as necessary.

LEVEL 2 - BARBADOS WORLD HERITAGE COMMITTEE

Appointed by the Cabinet of the Government of Barbados, and reporting to the Permanent Secretary, MFCSY, the Committee is mandated through the Chairperson to, inter alia:

- Advise on policies and programmes for the conservation and management of the Heritage Site.
- Evaluate and monitor all matters relating to the protection and management of cultural and natural heritage sites in Barbados.

The Committee will meet on a quarterly basis and by virtue of its wide composition will provide a participatory level of implementation evaluation within the system. The Committee’s reporting responsibilities to the PS, MFCSY are as follows:

- Refer, after their review and approval, the quarterly reports submitted by those identified at Level 1 vis-à-vis the management plan’s objectives, available resources, risks to the nominated area, and the PMF. Approval of any small-scale amendments to schedules or budgets will also be made at this level in accordance with the agreed parameters determined by the State Party.
conservation of the Site; and
- recommendations for any necessary major plan amendments or raising of matters relating to the state of conservation of the Site in accordance with the agreed parameters determined by the State Party.
- Prepare and submit ad hoc reports specifically addressing the need for major amendments to the management plan or any threat to the state of conservation of the Site.
- Prepare and submit reports in compliance with Chapter V of the Operational Guidelines for the Implementation of the World Heritage Convention “Periodic Reporting”. These reports will be undertaken every six (6) years in the format prescribed by the World Heritage Committee to assess the effectiveness of the legislative, administrative or other provisions adopted in the application of the Convention including the conservation of World Heritage properties.

LEVEL 3 - PERMANENT SECRETARY, DIVISION OF CULTURE AND SPORTS, MINISTRY OF FAMILY, CULTURE, SPORTS AND YOUTH
The PS, MFCSY forms the third layer of reporting, and provides a high policy-level review and approval of the reports and plans submitted by the Chairperson, Barbados World Heritage Committee, and can request additional reports or information as deemed necessary. On approval, the PS, MFCSY refers the reports and plans to the Minister, MFCSY along with any necessary documentation to support its referral to the Cabinet of Barbados.

LEVEL 4 - MINISTER, MINISTRY OF FAMILY, CULTURE, SPORTS AND YOUTH
The Ministerial review of all reports and plans submitted by PS, MFCSY would be undertaken at level 4, thus providing the first rung of political backing, or endorsement, within the system prior to the submission to the Cabinet of the Government of Barbados. The Minister, MFCSY can request additional reports or information as deemed necessary.

LEVEL 5 - CABINET OF THE GOVERNMENT OF BARBADOS
The Cabinet of the Government of Barbados will be responsible for:
- referring the management plans after their review and endorsement to the Barbados National Commission for UNESCO for submission to the World Heritage Committee;
- endorsement, after its review and acceptance, of the annual report of the Barbados World Heritage Committee;
- referral after their review and approval of the Periodic Reports every six (6) years to the Barbados National Commission for UNESCO for submission to the World Heritage Committee;
- referral after their review and approval of any Reactive Monitoring Reports to the Barbados World Heritage Committee;
- referral after their review and approval of any reports requested by the World Heritage Committee, including state of conservation reports, to the Barbados National Commission for UNESCO for submission to the World Heritage Committee.
Reactive Monitoring Reports from the State Party as defined under section 172, Chapter IV A. of the Operational Guidelines; and
- endorsement after review and approval of any requested reports including state of conservation reports submitted by the State Party as requested by the Committee.

The World Heritage Committee can also request additional reports or information as deemed necessary.

5B. SITE MONITORING

The Site Monitoring Strategy, according to Section 11a of UNESCO’s Operational Guidelines for the Implementation of the World Heritage Convention, will seek to implement a system of maintenance, observation and reporting on the Site over the lifetime of the Management Plan.

As part of the process, through which inscribed sites are managed, Periodic and Reactive monitoring will be carried out as required as discussed within the reporting system in Section 5a. The systematic and strategic monitoring of plan implementation through the key indicators identified for the Site will also be undertaken as further discussed in Section 5c.

It is recognized that before any monitoring can occur, there is a need for the collection and collation of baseline data with respect to identification of listed buildings, historic and artistic monuments, and sites of cultural and archaeological significance as outlined in Section 4. These data will form a key resource in the monitoring process.

This Site Monitoring Strategy therefore focuses on the relevant considerations of the State Party in managing the proposed Site. The monitoring, for the most part entails activities which are a major part of day to day responsibilities for a number of Governmental agencies which will be supported by non-governmental agencies, private associations and the public. This process will also be complemented by the establishment of sub-committees as necessary under the direction of the Barbados World Heritage Committee as discussed in Section 4. The role of the monitoring process will be embedded within the reporting system as outlined in Section 5a of this document.

This strategy was established on the premise that monitoring of the Site should occur on a sheet (day-to-day) and long term basis to ensure its sustainability. The monitoring process is one which highlights preservation and conservation, presentation and interpretation, education and awareness, site maintenance, and development and traffic.

PROTECTION AND CONSERVATION OF HERITAGE ASSETS

Monitoring the protection and conservation of heritage assets will be undertaken through a private-public partnership approach at varying levels. On a daily basis, it is expected that maintenance will be primarily undertaken by the MTW and the NCC with regards to the government owned assets, and that private property owners will continue their own programmes. Within the next three (3) years, the Committee intends to take the lead in the preservation and conservation of all government owned historic buildings and will work in tandem with private property owners to encourage and advance a similar programme of works. This collaborative programme will complement the proposed actions to be taken over the next five (5) years as outlined in the Action Plans in Section 4.

The existing system of monitoring the preservation and conservation of heritage assets will be continued as follows:
- Monitoring will be executed on a regular basis by the TCDO through site visits and the development control process, including updates of the technical building assessments proposed in Section 4 as necessary. Additionally, information received from various stakeholders including those highlighted below and the general public will also be considered by the CTP, and any action in relation to enforcement or the issuance of building preservation orders will be exercised.
- The EPD will continue its monitoring of listed buildings within the nominated Site in particular and advise the CTP of any potential threats to health and safety as a result of the poor state of conservation of any structure.
- The BNT (through the Sentinel Committee) as well as the BMHS will continue to monitor the state of conservation of heritage assets and provide the CTP with regular updates with respect to listed buildings and development relating to sites of archaeological significance in particular.
- The provisions of the proposed Preservation of Site and its preservation. This process has commenced and will continue to develop. Monitoring of the presentation and interpretation initiatives will be conducted through:
- Visitor surveys – these will be conducted on a cyclical basis with locals and visitors through systematic surveying methods to capture information on the navigability of the Site and the perceived value of its assets in particular. Section 4 outlines related initiatives proposed with a number of agencies, including the Barbados Statistical Service.
- Visitor numbers to attractions – continuous numerical recording will be executed by attractions to monitor their use and general interest in the heritage assets and feedback and suggestions collated to enhance the continued preservation, interpretation, use and appreciation of the nominated Site.

EDUCATION AND PUBLIC AWARENESS IN RESPECT OF HERITAGE ASSETS

In addition to the educational and awareness benefits of the presentation and interpretation activities which will take place, there is a need for a more structured and advanced approach to education.
Section Five - Reporting System, Site Monitoring and Plan Implementation Evaluation

and public awareness of the nominated Site. This education and general awareness of the Outstanding Universal Value of the Site is beneficial to the nomination and management processes.

Monitoring of the educational and public awareness activities and their effectiveness will be systematically tracked by key agencies such as MFCSY, UWI, BMHS, BNT and MEHRD as outlined in Section 4 and will follow the reporting system outlined in Section 5a. The results will be determined through the formal testing mechanisms within the education system and periodic assessments of behavioural change in relation to the general public. It is anticipated that heightened awareness will allow for a greater appreciation and preservation of the Site.

SITE MAINTENANCE

Maintenance with regard to beautification, cleaning and general upkeep is crucial for the successful management of the Site. Most of these tasks fall within the purview of agencies not represented on the Committee, and it will therefore be necessary to create a Maintenance Sub-committee for the Garrison section of the Site to work in tandem with the Barbados World Heritage Committee to ensure continued site preservation.

Garbage collection, landscaping of open spaces and parks, street sweeping and general maintenance of the site are conducted on a daily basis by the NCC and SSA through their existing programmes. This process is also supported by other agencies such as the BDF and the BTC. The existing system of monitoring through the supervisory mechanisms within these agencies will continue and feed into the reporting system of the Barbados World Heritage Committee.

DEVELOPMENT AND TRAFFIC

The Community Plan for Bridgetown (Section 6 of the PDP) outlines a vision for a vibrant urban core which supports a variety of land uses and activities, during both day and night, for residents, locals and tourists. In fulfilling this vision, development must occur and be monitored within a sustainable framework to ensure that the Outstanding Universal Value of the Site is preserved.

Due to the inevitable developmental changes and pressures which will occur, it is imperative that the nominated Site is closely monitored by the TCDPO in the execution of its mandate. The current system of monitoring makes provision for the identification of unauthorized development through frequent site visits and receipt of complaints from agencies and the general public. Through this process, subsequent enforcement can result in a number of required actions ranging from regularization of development to removal of structures and cessation of uses.

The existing monitoring strategy also includes a review of development trends within the PDP five-year cycle. This review addresses inter alia land uses, urban form and urban design within a wider geographical area. Monitoring of development within the Property and its buffer zone will require a more site-specific assessment by the TCDPO which would feed into the proposed reporting system at 5a of this document.

Section 4 has indicated the range of options to be implemented to address current traffic challenges including control of deliveries, parking restrictions and park and ride arrangements. The success of these measures will be monitored by the MTW through manual and mechanical traffic counters and inspections, and by the RBPF through the existing traffic division patrols.

5C. PLAN IMPLEMENTATION EVALUATION

The evaluation of plan implementation will incorporate the parameters set out in Section 6 of the nomination dossier, the initiatives identified within the action plans as well as other considerations. The performance monitoring framework (Section 5, Table 1) will form the basis of the evaluation and provides a guide in assessing performance over the life of the management plan within a results-based approach.

Baseline data, though available to some degree, have often not been updated nor collated specifically for the nominated Property. Additionally, these data are found in various formats within a number of identifiable institutions. The action plans have sought to address this deficiency wherever possible to ensure the collection and collation of up to date information relative to the site, which can be applied to ensure the sustainable management of the Property.
<table>
<thead>
<tr>
<th>Expected Result/Plan</th>
<th>Key Indicators</th>
<th>Target/Milestones by End of Management Plan Cycle</th>
<th>Data Source</th>
<th>Frequency of Monitoring during Plan Implementation</th>
<th>Responsibility</th>
<th>Means of Verification</th>
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<td>AND ITS CARIBBON</td>
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<td>Number of institutions established to facilitate the sustainable and comprehensive management of the Site</td>
<td>Establishment and operation of a Barbados World Heritage Committee to manage the nominated site</td>
<td>Government files and records</td>
<td>On-going</td>
<td>Cabinet of the Government of Barbados</td>
<td>Establishment and operation of a comprehensive, participatory management system including the proposed institution</td>
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<td>Compliance with relevant UNESCO Conventions to which the State Party is signatory with respect to the protection and preservation of cultural heritage</td>
<td>Development of a framework for the establishment and functioning of a Barbados World Heritage Implementation Unit to provide administrative and technical support to the BWHC in the management of the nominated property</td>
<td></td>
<td>Once</td>
<td>Cabinet of the Government of Barbados</td>
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<td>Number of laws enacted and amended</td>
<td>A revised and implemented TCPA which provides a legal framework for governing the development of sites/properties within Cultural Heritage Conservation Areas as of the nominated property</td>
<td></td>
<td>Once</td>
<td>TCDPO MFCSY</td>
<td>Laws enacted, and proclaimed and published</td>
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<td>Number of listed buildings and historic and artistic monuments assessed and inventoried</td>
<td>A comprehensive system of categorization for existing and new listed buildings in keeping with international best practices</td>
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<td>NAGC TCDPO RIA</td>
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<td>Number of oral histories documented</td>
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<td>NCF/UWI</td>
<td>Formal reports to the Division of Culture; oral histories documented in film</td>
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**ACTION PLAN FOR PROTECTING, PRESERVING AND ENHANCING HERITAGE (continued)**

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<tr>
<th>Expected Result/Plan</th>
<th>Key Indicators</th>
<th>Target/Milestones by End of Management Plan Cycle</th>
<th>Data Source</th>
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<td>AND ITS CARIBBON</td>
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<tr>
<td>Number of listed buildings and historic and artistic monuments assessed and inventoried</td>
<td>A comprehensive system of categorization for existing and new listed buildings in keeping with international best practices</td>
<td>Records of TCDPO and NAGC</td>
<td>Annually</td>
<td>NAGC TCDPO RIA</td>
<td>The lists published in journals, gazetted and posted on websites</td>
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<td>Number of oral histories documented</td>
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<td>Formal reports to the Division of Culture; oral histories documented in film</td>
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</table>

**DATA SOURCES**

- **Government files and records**
- **UWI**
- **Historical data of the nominated site**
- **Survey of Buildings of Architectural and Historic Interest**
- **UWIB**
- **Records of TCDPO and NAGC**
- **Architectural and Historic Interest**
- **Historical data of the nominated site**
- **Survey of Buildings of Architectural and Historic Interest**
- **UWIB**
- **Records of TCDPO and NAGC**
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- **Historical data of the nominated site**
- **Survey of Buildings of Architectural and Historic Interest**
- **UWIB**
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<tr>
<td>Objectives: • Protect, preserve and enhance the cultural heritage within the Property • Ensure that future development does not have a negative impact on the Outstanding Universal Value of the Property</td>
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<tr>
<td>Increase number of National Development Scholarships awarded in conservation studies and heritage management</td>
<td>At least two National Development Scholarships awarded</td>
<td>List of priority areas for the award of National Development Scholarships</td>
<td>Annually</td>
<td>MEHRD</td>
<td>The List of priority areas published</td>
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<tr>
<td>Increased number of opportunities for internships, research, information sharing and knowledge transfer relevant to the nominated property</td>
<td>At least ten students given opportunities for internships, research, information sharing and knowledge transfer relevant to the nominated property</td>
<td>Existing tertiary level training courses and awards</td>
<td>Annually</td>
<td>Ministry of the Civil Service</td>
<td>Formal approval of internship</td>
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<tr>
<td>Increased number of heritage resources produced</td>
<td>Production of pamphlets, books, periodicals, photographs, records</td>
<td>Government records</td>
<td>On-going</td>
<td>MIFCSY BMHS</td>
<td>Materials provided</td>
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<td>ACTION PLAN FOR TRAFFIC MANAGEMENT</td>
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<tr>
<td>Objectives: • Enhance physical and intellectual access to the site • Ensure that future development does not harm the Outstanding Universal Value of the property</td>
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<td>Decrease in traffic flow within the nominated Site</td>
<td>Establishments and</td>
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<td>reduce levels of traffic congestion</td>
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<td>Number of new and improved pedestrian pathways for pedestrians including the physically challenged</td>
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**Section Five - Reporting System, Site Monitoring and Plan Implementation Evaluation**
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<th>Responsibility</th>
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<tr>
<td>• To enhance physical and intellectual access to the site</td>
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<td>• To ensure that future development does not harm the Outstanding Universal Value of the property</td>
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<td><strong>ACTION PLAN FOR TOURISM DEVELOPMENT</strong></td>
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<tr>
<td>• To protect, preserve and enhance the cultural heritage within the property</td>
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<tr>
<td>• To enhance, manage and develop the recreational assets and tourism potential of the Site to contribute to the diversification of the economy</td>
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<td><strong>Expected Result/Plan</strong></td>
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<tr>
<td>An increase in the number of film documentary productions</td>
<td>Development, marketing of at least 5 video productions for The Holiday Channel including the heritage aspects of the nominated Site</td>
<td>BMHS, UWI records</td>
<td>On-going</td>
<td>BMHS</td>
<td>Videos produced and marketed</td>
<td></td>
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<td></td>
<td>Increase in number of visitor information resources</td>
<td>Development of an annual calendar for distribution on cruise ships</td>
<td>Barbados Tourism Authority/ Ministry of Tourism</td>
<td>On-going</td>
<td>BMHS</td>
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<tr>
<td></td>
<td></td>
<td>Development of visitor passport to visit historical, artistic, and religious and architecture sites within the nominated site</td>
<td>Barbados Tourism Authority</td>
<td>On-going</td>
<td>BMHS</td>
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<tr>
<td><strong>ACTION PLAN FOR PUBLIC EDUCATION</strong></td>
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<td><strong>Objectives:</strong></td>
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<tr>
<td>• To raise awareness, understanding and appreciation of the Outstanding Universal Value of the Site</td>
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<tr>
<td>A 50% increase in the number of persons sensitized</td>
<td>Public awareness campaigns for nomination document and the UNESCO World Heritage Committee’s mission</td>
<td>Ongoing</td>
<td>MFCY</td>
<td>Other members of the BWHC</td>
<td>Reports produced</td>
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<tr>
<td></td>
<td>At least 10 specific communities sensitized</td>
<td>Documents of the Sub Committee for public awareness</td>
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<td>Multi-media materials produced</td>
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<td>At least 10 specific communities sensitized at public events, festivals, communities</td>
<td>Public awareness campaigns for nomination document and the UNESCO World Heritage Committee’s mission</td>
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<td>Activities documented and publicized through various websites</td>
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<td>Documents of the Sub Committee for public awareness</td>
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<td>Interviews conducted and publicized</td>
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<td>Event documented in film and publicized on the website and via the media</td>
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<td>Expected Result/Plan</td>
<td>Key Indicators</td>
<td>Target/Milestones by End of Management Plan Cycle</td>
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<td>• Raise awareness, understanding and appreciation of the Outstanding Universal Value of the Site</td>
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<tr>
<td>• To enhance physical and intellectual access to the Site</td>
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<tr>
<td>The number of cultural events held within the Site that celebrate and interpret cultural heritage of the Site</td>
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<td>At least 3 lectures per year</td>
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<td>At least 2 museum exhibitions per year</td>
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<td>Establishment of and operationalization of specialized museum facilities (trade/economic/marine/migration) within the nominated property including a dynamic, interactive museum at the former Masonic Lodge site to showcase and interpret the cultural and economic heritage of Bridgetown</td>
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<td>At least 4 performances by the Barbados Landship</td>
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<td>The launch of the Oral History Project within the Site</td>
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<td>Quarterly theatrical and or performances by students and professional artists</td>
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<td></td>
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<td>National events held in the Site (Crop Over, Independence, Christmas)</td>
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<td></td>
<td>Development of “Bridgetown Champions” as ambassadors for cultural arts</td>
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<td>The development of site seeing tours and the installation of interpretative signage</td>
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<td><strong>ACTION PLAN FOR CULTURAL AND HERITAGE INTERPRETATION (continued)</strong></td>
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<td>• Protect, preserve and enhance the cultural heritage within the Property</td>
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<tr>
<td>• Interpret the Outstanding Universal Value of the Site through a series of cultural programmes and activities</td>
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<td>To enhance physical and intellectual access to the Site</td>
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<td>A promotional booklet produced, special site memoriabilia designed and distributed to the public and special interest groups</td>
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<td>Public awareness campaign for nomination document and the UNESCO Committee’s mission</td>
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<td>• Develop a set of appropriate risk responses and ensure the availability of efficient emergency services for the protection of the Property</td>
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<td>Increased number of opportunities for artists and enterpreneurs to earn income and assist in developing the cultural industries</td>
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<td></td>
<td></td>
<td>Development of the “Bridgetown, Barbados Brand” to explore and communicate strong city identity</td>
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<td></td>
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<td>Increased number of disaster management plans for Government and privately owned historic buildings</td>
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<td>The development of disaster management plans for emergency services for the protection of the Property</td>
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<td>A draft document prepared to expand the National Management Plan to include protection, retrieval, storage and restoration</td>
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<td>Development of a site special disaster management plan</td>
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<td>At least 4 consultations held with disaster management officials and other stakeholders</td>
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</table>
Section Six

References


Rasheed Boohdoo. Festival, Heritage Chronicles Exhibition, Errol Barrow Centre, UWI, 2011 Barbados

Rasheed Boohdoo. 2011, Heritage, Heritage Chronicles Exhibition, Errol Barrow Centre, UWI, Barbados

Rasheed Boohdoo. 2011, Last Light, Heritage Chronicles Exhibition, Errol Barrow Centre, UWI, Barbados


Section Seven

Acknowledgements

DEDICATION

Dedicated to the people of Barbados and especially to the residents, businesses and organizations located within and around Historic Bridgetown and its Garrison.

ACKNOWLEDGEMENTS

The Ministry of Family, Culture, Sports and Youth, The Barbados World Heritage Committee and the Barbados National Commission for UNESCO would like to acknowledge the generous contributions of commitment, knowledge, advice, support and other resources of the following persons and institutions in the preparation of the management plan for Historic Bridgetown and its Garrison.
Section Seven - Acknowledgements

MINISTER, MINISTRY OF FAMILY, CULTURE, SPORTS AND YOUTH
The Honourable Stephen Lashley, M.P.

BARBADOS WORLD HERITAGE COMMITTEE
Mr. Mark Cummins, Chairperson
Mr. Steve Devonish, Deputy Chairperson

Members
Ms. Shirley Farnum, Representative – Ministry of Family, Culture, Sports and Youth
Ms. Celia Toppin, Representative – Ministry of Family, Culture, Sports and Youth
Ms. Sheron Johnson, Representative – Ministry of Family, Culture, Sports and Youth
Mr. George Browne, Representative – Town and Country Development Planning Office
Ms. Alison Brome, Representative – Town and Country Development Planning Office
Ms. Jamila Sokunbi, Representative – Town and Country Development Planning Office
Ms. Rosene Reid, Representative, Natural Heritage Department
Mrs. Cheryl Bennett-Inniss, Representative – Ministry of Transport and Works
Mrs. Nicole Alleyne, Representative – Ministry of Tourism
Ms. Selma Thompson, Representative – Ministry of Tourism
Mr. Paul Collymore, Representative – Lands and Surveys Department
Ms. Angelique Brathwaite, Representative – Coastal Zone Management Unit
Mr. Stuart Layne, Representative – Barbados Tourism Investment Incorporated

Dr. Pedro Welch, Representative - University of the West Indies
Dr. Tara Inniss, Representative – University of the West Indies
Mr. William Gollop, Representative – Barbados National Trust
Ms. Alisha Cummins, Representative – Barbados Museum and Historical Society
Ms. Carol Charles, Representative - Barbados Chamber of Commerce and Industry
Mr. Michael Lashley, Representative - Barbados Institute of Architects

Administrative Support – The Ministry of Family, Culture, Sports and Youth
Ms. Sheron Johnson
Mrs. Kerry Stuart

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