



LEGACY

BARBADOS

THE LEGACY VISION FOR BARBADOS

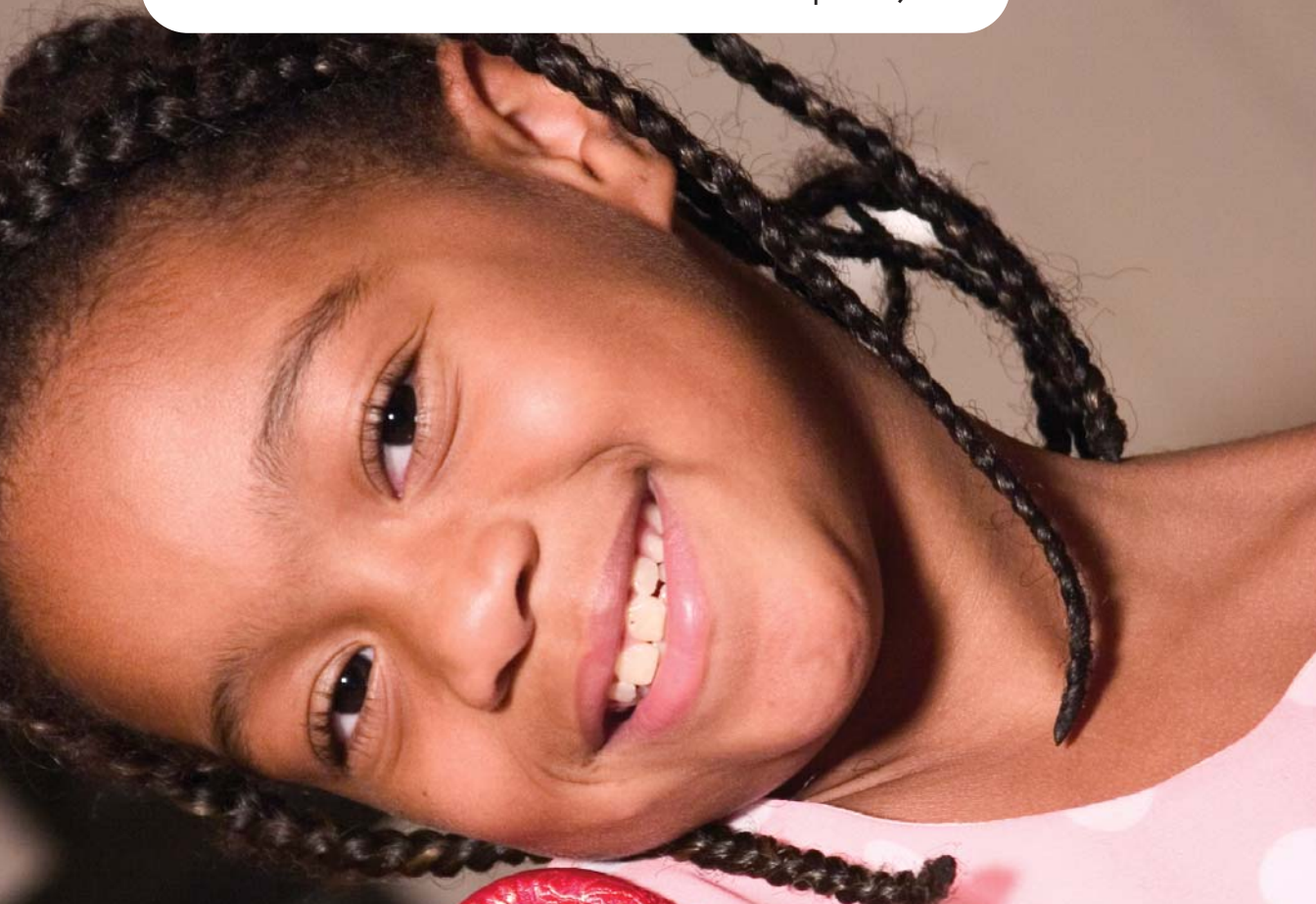


MAKING BARBADOS THE NUMBER ONE PLACE TO LIVE, WORK, PLAY & INVEST



WHAT DOES LEGACY MEAN?

LEGACY is the short and long-term benefit a country and its people experience as a result of successfully hosting major international events like ICC Cricket World Cup 2007.



WHY HAS BARBADOS FOCUSED ON LEGACY?

During the Bid, potential areas for Legacy were identified, from the redevelopment of Kensington Oval to Traffic Management to the Environment. We recognised that for the country to realise the maximum returns relative to the expenditure, it would be essential for all legacy aspects to be mined and leveraged in specific ways.





HOW ARE WE DOING IT?

A Legacy Sub-Committee to the Board of World Cup Barbados (WCB) was formed, together with a series of teams totalling about 75 persons, representing a wide cross-section of Barbados. These teams have worked to craft the Legacy Vision; select the Target Areas; and identify what are the likely Strategic Objectives for us to focus on to deliver the legacy.

The next step is for all persons with an interest in Barbados to share their thoughts and make the plans the best that we can make them, as we strive to “Make Barbados the Number One Place” for all of us to live, work, play and invest!

What are the leading international legacy consultants saying about Barbados' undertaking for legacy?

“Legacy Barbados’ National Plan for Legacy puts the island, without doubt, amongst the leading countries in the world in the arena of effective legacy planning and sustainable implementation.

They have harnessed the tremendous opportunity that staging a major sporting event such as ICC CWC 2007 creates and can demonstrate innovative programmes and groundbreaking ideas that put many larger [and first world] countries to shame.

Barbados is now up there with other notable role models and examples of best practice including Vancouver [2010 Winter Olympics] and London [2012 Summer Olympics].

Leading rights and franchise holders such as the International Olympic Committee now view legacy planning as a pivotal part of the bidding process. They are ‘raising the bar’ on their requirements for concrete evidence of sustainable benefits in the event delivery and post event stages.

These requirements will be highlighted at the inaugural International Legacy Conference in London in January 2007. Little wonder therefore that of the very few countries and cities invited to spread the message on best practice legacy planning at this conference, Barbados is at the top of this select list.

pmpLEGACY is very proud to have been associated with Legacy Barbados’ inspirational vision and action plans.”

**Peter Mann,
Chairman, pmpLEGACY - UK**





THE VISION FOR LEGACY

‘Making Barbados the number one place to live, work, play and invest.’

What are some of the best examples of other countries using major sporting events to create positive legacies?

- *Before the 1992 Olympic Games held in Barcelona, the city was the 16th most popular tourist destination in Europe. By 2005, it has become the lead city in the European short break market.*
- *Sydney’s 2000 Olympic Games legacy plan created ‘Brand Australia’ to harness the focus and publicity generated by the event. This created over A\$9bn of additional publicity and a similar figure of additional spend from 1.6 million visitors between 1997 and 2001.*
- *Ghana is staging the African Cup of Nations (football) in 2008. Ghana is delivering new sustainable stadia and a programme that, through the introduction of the National Sports Act, increases access to facilities and creates sports development initiatives for the whole population.*
- *Vancouver’s bid for the 2010 Winter Olympics has developed one of the most comprehensive legacy strategies ever created. Some ten years before the event itself, Vancouver created the independent organisation, 2010 Legacies Now, which is charged to develop sustainable legacies in sport, recreation, arts, literacy and volunteerism.*

Legacy is unfolding all around us... long before 2007!

- **THE NEW KENSINGTON OVAL**

We will now have an even stronger brand that will become:

1. A premier multi-purpose facility, hosting major sporting, cultural and entertainment events.
2. A significant tourist attraction adding to Barbados' tourism product and revenue.

- **REGIONAL & ECONOMIC LINKS**

Businesses throughout the region are using the momentum of this event to form a Caribbean Business Club which will seek to form new partnerships; expand capacity and services and explore new markets.

- **TRANSPORT**

1. Road infrastructure across the country is being significantly improved for years to come.
2. A synchronised traffic light system will be implemented by the end of 2006 to create smoother traffic flows.

- **MORE & MORE EVENTS**

Barbados has already started to gain the confidence of the international

community as a venue for hosting major events. World Cup of Golf in December 2006 is just the beginning as tourism officials are already working to ensure that Barbados hosts at least one major event each year beyond 2007.

- **THE ENVIRONMENT**

1. The Bridgetown Redevelopment Project is being fast-tracked to ensure that the nation's city is enhanced and more attractive.
2. A number of clean-up and beautification initiatives are being planned in communities for 2007 and beyond.
3. A creative "bag-your-own-garbage" system will be in place at Kensington Oval in 2007. This year, the project will be tested at other events, including during Crop Over and is expected to become a feature of major events in Barbados post- 2007.

- **ACCOMMODATION**

The significant construction of hotels and apartments as well as the expansion of the Home Accommodation

- project will leave Barbados with increased room capacity as well as an enhanced and more varied tourism product. Home Accommodation will offer new and long-term economic activity for Barbadians and will provide a platform for the development of a thriving community tourism product.

- **VOLUNTEERISM**

Over 1,000 persons have signed up as volunteers for ICC Cricket World Cup 2007. They will receive training and a wide range of experience over the next year, ensuring that Barbados has a strong, skilled volunteer base to deliver future local and international events.

- **MEDICAL, DISASTER & SECURITY**

Barbados has developed improved models for mass crowd management and mass casualty events which will ensure for a more effective disaster emergency response system.

- **NATIONAL CONFIDENCE**

The successful hosting of ICC Cricket World Cup 2007 will put Barbados on the map once again, ushering in a

national confidence that we can consistently operate at world class levels.

- **BUSINESS ACTIVITY**

A number of cruise ships are expected to dock at our ports during ICC CWC 2007 and Barbadians can expect a significant number of visitors to our shores who actually use Barbados as their hub over the two months of the event. This creates an excellent business opportunity for a wide range of service providers. Already independent promoters and entrepreneurs have either started new business ideas or expanded their operations to cater for the 20,000 to 30,000 cricket fans expected for the event.

- One of the major legacy examples is the launch of the Cricket Legends of Barbados Inc. which will allow our cricket icons to market their brand internationally while contributing to the development of Barbadian cricket through various initiatives.





What are we doing to ensure that the momentum generated from hosting the ICC CWC 2007 event is maximised way beyond 2007?

The Legacy Vision for Barbados identifies seven (7) Target Areas which the Legacy Barbados Team felt needed important investment and focus, with the potential to deliver significantly enhanced development over the next 10 - 15 years. These Target Areas are as follows:

Target 1: Export Barbados	“Repositioning Barbados from an import to an export business culture, significantly increasing the export of products, services and culture to the world”
Target 2: Enjoy Barbados	“The number one place to work, live and play where our communities are the centres of the tourism products and Barbados is the events capital of the Caribbean”
Target 3: Cricket Barbados	“Creating the future cricket legends of Barbados”
Target 4: Sports Barbados	“Creating a passion in the population for sporting excellence and active participation”
Target 5: Green Barbados	“Transforming Barbados into the cleanest, most environmentally advanced country in the world”
Target 6: Live Barbados	“Measuring and continually improving the quality of life for all people in Barbados”
Target 7: Think Barbados	“Engaging the community (including the youth) in new, sustainable, wealth-creating ideas for Barbados”



EXPORT BARBADOS

‘Repositioning Barbados from an import to an export business culture, significantly increasing the export of products, services and culture to the world.’

THE
EXPORT
STRATEGY

Target ONE

Key Objectives:

- To bring people and agencies closer together to facilitate an **export culture**.
- To deliver a unified **national brand** that will differentiate Barbados from our competitors.
- To identify and highlight areas of **competitive edge**.
- To transform the **mindset** of all Barbadians towards the export of culture, products and services.
- To establish some form of **measuring mechanism** to monitor export growth.
- To instigate a **paradigm shift** in Barbados' **export capacity**.

Major Benefits:

- Creation of 'Barbados Style', quality brands that are distinctively unique and identifiable as being from our country.
- Help for existing or potential entrepreneurs to better understand where the optimum opportunities exist.
- 100% increase in exports from Barbados over the next five years.

LEGACY NOW – Project for Immediate Action

Export Barbados is focussing upon using ICC CWC 2007 to forge business to business links, but also to ensure that entrepreneurs can access the right information, at the right time. The demonstration projects outlined below show how this will be achieved prior to March 2007:

Barbados Business Opportunities Service and Barbados Business Club

- Involves the creation of a web-based service open to all sizes of business bringing them in direct contact with potential business development opportunities.
- A business club will be developed and launched to explore business opportunities on a national and international level and develop strategic partnerships in time for the World Cup of Golf in December 2006.

Delivery timescale – September 2006

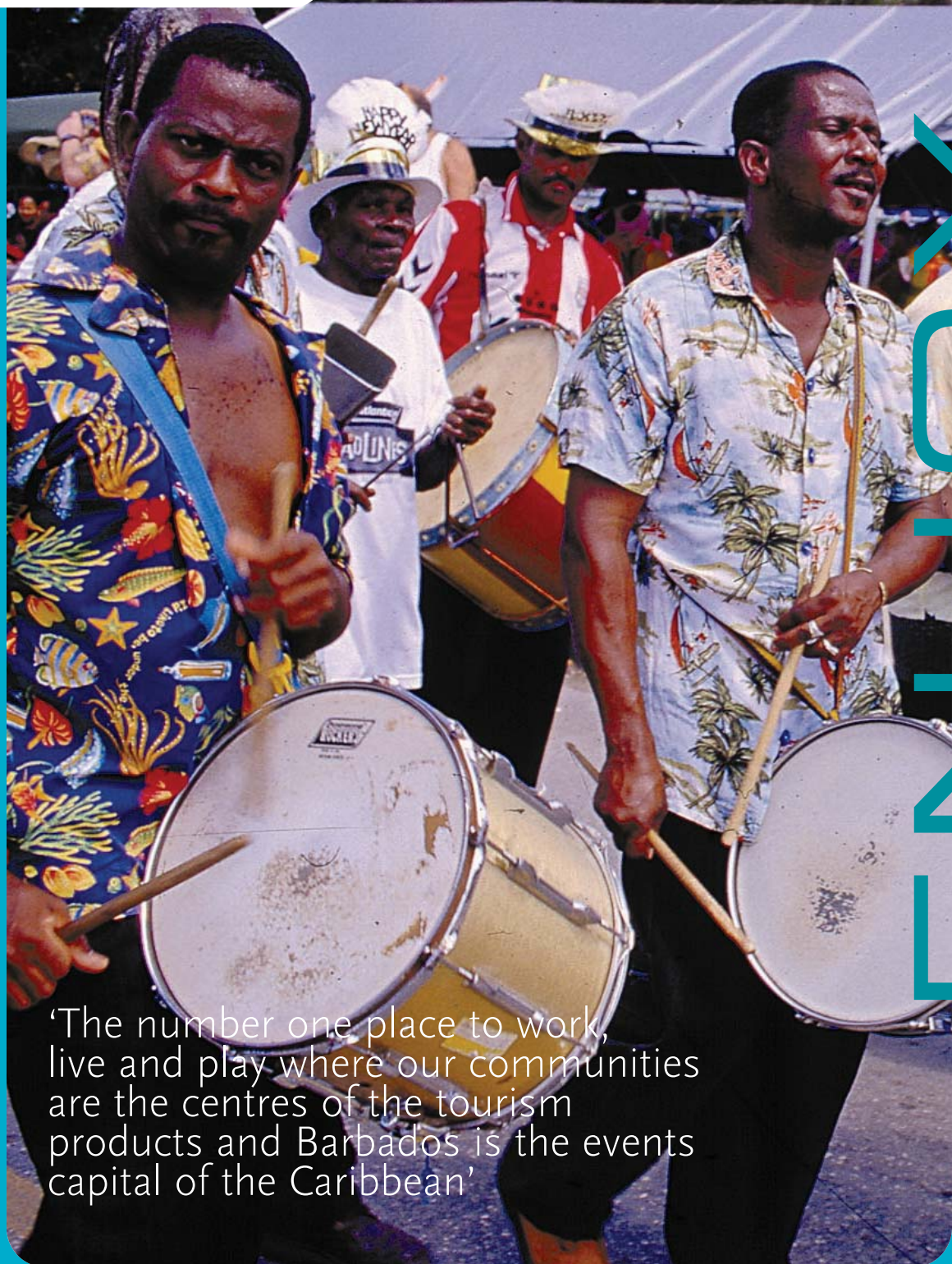
Chris is a young local businessman based in Bridgetown, who runs his own small company specialising in the recruitment and training of volunteers to support any major world class event. Following Barbados' success in attracting the World Polo Championships to the island, Chris' company was contracted to supply event volunteer services for the Championship. The work undertaken by the volunteers was of such a high standard that he was asked to develop volunteer training programmes as the benchmark for other international events

including all future ICC major tournaments; the 2012 Olympic Games in London; and many live music events held around the world. Chris also joined Export Barbados' business mentoring scheme, in order to ensure that his experience, knowledge and contacts was shared with other Barbadian entrepreneurs.



IT'S ALL ABOUT US!

ENJOY
BARBADOS



'The number one place to work,
live and play where our communities
are the centres of the tourism
products and Barbados is the events
capital of the Caribbean'

Target TWO

Key Objectives:

- To develop enhanced **international media promotion** of Barbados.
- To **increase tourist arrival numbers** and develop **new tourism markets**.
- To maximise **foreign exchange** earnings, **foreign direct investment** and other economic benefits generated by visitors to the island.
- To make **Community Tourism** a central pillar of the tourism experience.
- To attract **new world class** events to Barbados.
- To continually enhance and develop the **quality** of visitor experience.

Key Benefits:

- Arrivals growth by markets (holiday and business tourism) increase by 50% leading to significant increases in foreign exchange earnings.
- Signed Contracts for new major events with high estimated revenue value to the island.
- Barbados is recognised in the Top 7 Tropical Tourist Destinations in the World, and Number 1 in the Caribbean by international rating agencies.

LEGACY NOW - Project for Immediate Action

Bathsheba Community Tourism

- This project will create a series of activities where persons at all levels of the community can participate in the development of a community tourism product.
- The objective is to bring many more Barbadians into direct contact with the economic benefits to be derived from tourism, creating a market not presently tapped by traditional tourism players.

Delivery timescale – November 2006

World Cup of Golf 2006

- This is the first expression of delivering the major event strategy for Barbados.
- The Event Team preparing for ICC CWC 2007 will be fully engaged with the World Cup of Golf, in order to ensure effective exchange and development of skills and experience, prior to 2007.

Delivery timescale – December 2006

Alex is a young Barbadian living in Speightstown. He visited the Bathsheba project and then attended a National Thinking Day activity run by Think Barbados, and during the ideas brainstorming session developed an innovative community tourism project, which everyone in his local area could engage with. The project was so powerful that

it became rated as one of the top ten 'must see' experiences in Barbados, having been successfully marketed to all visitors to the island.

IT'S ALL ABOUT US!



CRICKET BARBADOS

‘Creating the future
cricket legends of Barbados’



THE
CRICKET
BALL

Target THREE

Key Objectives:

- To develop a **cricketing industry** for Barbados.
- To **increase participation** in the national game.
- To nurture and support Barbados' **cricket talent**.
- To ensure **effective and professional governance** at every level of the game.
- To ensure that the right **facilities** are provided.

Key Benefits:

- The development of commercial aspects of the game, bringing new sources of funding into Barbadian cricket, valuable foreign exchange into the country and more attractive salary packages for players from club level to professional.
- A larger pool of talent to support the Barbadian national and West Indies teams, returning Caribbean cricket to its previous historic heights of performance.
- Young talent is not lost to the system, but is correctly channelled through a national structure.

LEGACY NOW – Project for Immediate Action

Cricketing Legends of Barbados

- This campaign aims to inspire a new generation of cricketers on the island, by placing them into contact with national cricketing icons who have represented the West Indies.
- In the future, the programme aims to build a portfolio of events, merchandising, memorabilia and media coverage to celebrate Barbados' cricketing past.

Delivery timescale – ongoing to March 2007 and beyond

National Cricketing School of Excellence

- Instituting the first cricketing school of excellence on the island, to nurture and develop potentially talented youngsters.
- The first intake will include 20 young people who have been selected via a series of national coaching days held around the island.

Delivery timescale – January 2007

Brian acted as a ball-boy at the ICC CWC 2007 Final held in Barbados. Inspired by all that he had seen at that momentous event, he returned to his club determined to improve his game. Having met with Rev Dr Wes Hall during a Cricket Legends day, he began to develop as a fast bowler, and entered the National Cricketing School of

Excellence the following year. In 2015, Brian took a five - wicket haul in the final of the ICC CWC, as West Indies regained the title that they had won in 2007.

IT'S ALL ABOUT US!



SPORTS BARBADOS

‘Creating a passion
in the population for
sporting excellence and
active participation’



Target FOUR

Key Objectives:

- To complete the **Strategic Plan for Sport** and set up new structures for its delivery.
- To work in partnership with Cricket Barbados on the development of a **cricket school of excellence** as a pilot programme for other **sporting schools of excellence**.
- To enhance **facility provision, management and readiness** to host all levels of sporting events.
- To identify **target groups** in the local population for which to deliver a **healthy lifestyles promotional programme**.
- To develop a menu of **sports development programmes** designed to inspire the nation to begin and continue to participate in sport/ physical activity.
- To **improve standards of corporate governance** in sports administrations across the country to promote efficiency and effectiveness from ground staff and volunteers to coaches and presidents.

Key Benefits:

- Increased participation, sports success and national pride/ profile through improved sports infrastructure and hosting of major sporting events.
- Healthier, more active population less dependent on health services for treatment of chronic illnesses.
- Increase our overall employee performance and organisation effectiveness.

LEGACY NOW – Project For Immediate Action

Sports for Life Social Project

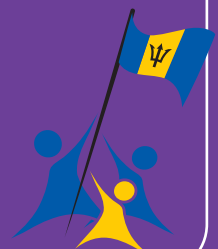
- The project involves setting up a formalised system of intervention using sport as a motivator and converting the passion and inspiration it generates into positive behavioural change and educational attainment.
- The teenagers embark on a journey of lifelong learning which will aid them to make meaningful contributions to society.
- At first this programme will be implemented with students of secondary school age and used as a tool for training them to become good citizens.

Delivery timescale – September 2006

Debra, lived in the parish of St Lucy, had lived a sedentary lifestyle for many years and had recently been diagnosed as having high blood pressure and high levels of cholesterol. The Doctor introduced Debra to the benefits of taking regular walks around the community where she lived and encouraged Debra to join the local walking club. Debra enjoyed the walking so much that she encouraged her church group to set up a regular walk on Sunday mornings. The church

is now involved in organising a St Lucy Sports Day to encourage more people in the community to get active. These annual events produced many members of the Barbados national team in a variety of sports including track and field, football and volleyball.

It's ALL ABOUT Us!



GREEN BARBADOS

Transforming Barbados
into the cleanest, most
environmentally advanced
country in the world”

GREEN



Target FIVE

Key Objectives:

- To create a **sense of ownership of a cleaner, greener Barbados** among all citizens and visitors.
- To **motivate** citizens through creative programmes and incentives to inculcate **environmental best practices**.
- To advocate the enforcement of **environmental legislation** through strategic partnerships.
- To **influence change** where necessary in **environmental policies and practices**.
- To ensure appropriate **systems** are put in place to **sustain the environmental transformation of Barbados**.
- To support and promote a comprehensive and **sustainable coastal management programme** for Barbados.

Key Benefits:

- More households separating their garbage and composting.
- Public respect for environmental best practice.
- Transformation of Barbados into an environmentally advanced country.
- Improved beach facilities for all including the disabled.

LEGACY NOW – Project for Immediate Action.

Dover Adopt-A-Beach

- Add to existing infrastructure to bring Dover Beach up to accepted international standards thereby allowing it to be a model for the other beach areas around the island.

Delivery timescale – January 2007

Fontabelle Adopt-A-Street

- Engage all businesses on Fontabelle to institute a programme to be responsible for cleaning, beautifying and maintaining the streetscape as a model to expand throughout Bridgetown to complement government activity.

Delivery timescale – February 2007

As part of the Green Barbados initiative, a small beach on the east coast was adopted, and “cleaned up” during a day of nation-wide community initiatives. As a result, turtles began to nest on the beach for the first time, attracting new tourist visitors to the area. Following further environmental enhancements, the beach won an international award for environmental innovation, and began to share its expertise

with beach preservation trusts around the world, whilst also receiving funding to continue its efforts from a global environmental charity. Barbados is being held up by the United Nations as the standard to which all other countries should seek to attain.

It's ALL ABOUT Us!



LIVE
BARBADOS



‘Measuring and continually
improving the quality of life
for all people in Barbados’

Target SIX

Key Objectives:

- To **identify and enlist stakeholders** to take part in the process and educate regarding the benefits of the exercise.
- To establish a **Quality of Life (QOL) Index** relevant and responsive to the concerns of the Barbadian community.
- Create a **framework for continual assessment of QOL** which is open and transparent.
- Use **ICC CWC 2007 strategically** to convey the message about QOL and act as a catalyst to maximise the enhancement of QOL in the long-term.

Key Benefits:

- To establish a Quality of Life (QOL) Index which is relevant and responsive to the concerns of the Barbadian community.
- Create a framework for continual assessment of QOL which is open and transparent.

LEGACY NOW – Project for Immediate Action.

National life-satisfaction survey and QOL Index

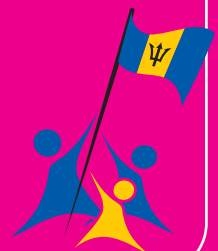
- Through a national-life satisfaction survey, seek guidance from as wide a cross section of the Barbadian community as possible to identify those things that determine the quality of life we aspire to beyond what international agencies may deem adequate.
- Develop a series of indicators uniquely relevant to Barbados based on national feedback to serve as key areas of focus to all stakeholders in national development, principally government.

Expected delivery timescale: June – December 2006

Barbados undertakes the life-satisfaction survey and develops Quality of Life (QOL) indicators. The QOL indicators reveal many positive aspects to Barbadians' QOL but also some negative factors, indicated by a poor score. The issues highlighted by the survey become the focus of a national QOL improvement campaign embraced by all sectoral groups. When measured again two years later, these factors score much better. As a result, Barbados moves up to 10th on the Economist Intelligence Unit's quality-of-life

index and show definite signs of going into single digits within the next five years following. As a result the island also is attracting more tourists and there is no shortage in international firms seeking to make substantial business investment. Naturally, for those who call Barbados home, the island a better place to live and work.

It's ALL ABOUT Us!



THINK
BARBADOS

‘Engaging the community
(including the youth)
in new, sustainable,
wealth-creating ideas
for Barbados’

Y
E
N
T
H

Target SEVEN

Key Objectives:

- To foster a culture of self-reliance and personal responsibility for sustainable economic prosperity.
- To mobilise creative imagination of young Barbadians in crafting a prosperous tomorrow.
- To generate and harvest innovative ideas for the future prosperity of Barbados.
- To direct ideas for implementation and monitor effectiveness.

Key Benefits:

- Provide an environment which fuels change and sustainable development.
- Propels the improvement in our Quality of Life.

LEGACY NOW – Project for Immediate Action

Junior Think Tank

- Train secondary school students to become critical thinkers and more solution oriented as part of the learning process.

National Think Tank

- The inaugural national think tank will bring together a focused number of Barbadians based locally and internationally over a two-day session to critically think and submit at least three ideas with strong implementation and potential for Barbados.

Delivery timescale: November – December 2006

A young inventor inspired by the first Junior Think Tank session produces a new innovative idea for a Brand Barbados product. The idea receives support from a local business and is then manufactured, not only from within Barbados, but a linkage has been formed to develop productive capacity in Guyana and St. Vincent and the Grenadines for export worldwide. Even though starting a new wave of invention and innovation, there are signs that the success of this product will soon be exceeded by five other ideas all with their

genesis in the secondary school system. Based on the latest Central Bank of Barbados reports there is no question that these products have contributed substantially to Barbados being able to boost its annual foreign exchange earnings and bring its external debt position to within US\$100 million for the first time in modern times.

IT'S ALL ABOUT US!



making Barbados the number one
place to live, work, play and invest.



How do we all help to make Legacy a reality?

Understand that if everyone contributes to the national team effort, everyone stands to benefit.

Be positive about change - for a better quality of life for everyone.

Enjoy and take pride in the euphoria of hosting ICC CWC 2007 event and translate this into quality of life improvements on a personal level.

Take part in any legacy events held before, during and after ICC CWC 2007.

Contribute to the legacy implementation process by telling Legacy Barbados what legacies you want which will have an effect on your quality of life.

Who are the persons that have contributed to this Legacy Vision thus far and are therefore signed on to Team Barbados?

Mona Alleyne . Stephen Alleyne . Adisa "AJA" Andwele . Ben Arrindell . Lindsay Arthur . Neil Barnard . George Bennett . Malissa Blackman . Gregory Blenman . Peter Boos . Paula Bourne . Darcy Boyce . Caroline Bullock . Peter Bynoe . Vaneisha Cadogan . Denise Carter-Taylor . Francine Charles . Judith Cobham . Harold Codrington . Jeannine Comma . Andrew Cox . Richard Cozier . Chris deCaires . Dennis Depeiza . Dereck Foster . James Gardiner . Shirley Garnes . Vivian-Anne Gittens . Avril Gollop . Jevon Griffith . Kurt Haynes . Jeff Headley . Ann Hewitt . Lynette Holder . Julie Hoyos . Harold Hoyte . Marva Howell . Charles Husbands . Hudson Husbands . Sandra Husbands-Nurubakari .

Lorna Inniss . Vernese Inniss . Erskine King . Donna King . Hazeain King . Ronald "Suki" King . Peter Laurie . Sonia Layne . Stuart Layne . Allyson Leacock . Peter Mann . Sasha Mapp . Tony Marshall . Loreta Mayers . Esther Maynard . Keith Miller . Peter Odle . Sonia O'Neal . Joseph Peltier . Brenda Pope . Pamala Proverbs . David Reeves . Vancourt Rouse . Stephen Sandiford . Orlando "Gabby" Scott . John Sealy . Lisa Senhouse . Anthony Sobers . Sue Springer . Alan Smith . Mark Stapleton . Donna Symmonds . Juanita Thorington-Powlett . Kim Tudor . Cicely Walcott . Lionel Weekes . Polly Weston . Barry Wilkinson

**For further information,
please contact:**

David Reeves

Manager Legacy Barbados

c/o World Cup Barbados Inc., Suite 3,
Building 1, Manor Lodge Complex,
Green Hill, St. Michael, Barbados.

Telephone: +1 246 425-0590

Fax: +1 246 425-0650

Email: dreeves@worldcupbarbados.com.bb

Team Barbados needs every citizen, resident and friend of Barbados to become enrolled, involved and engaged in this truly National Legacy effort!

IT'S ABOUT ALL OF US!

