

Sports mega-events as catalysts for community development: An analysis of the 2007 Cricket World Cup, Barbados

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April 2008

A Supervised Research Project submitted to the Graduate and Postdoctoral Studies Office
in partial fulfillment of the requirements of the degree of Urban Planning

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Executive Summary

Without appropriate evaluations of sports mega-events in terms of their effects on infrastructure, the economy, and the people involved, we can rely only on popular media. Therefore it is critical to examine the actual workings of real sports mega-events. The hosting of the 2007 Cricket World Cup in the West Indies has provided this opportunity with the focus centering on Barbados, the venue for the final, most public match.

By preparing an impact assessment of this event, other developing countries will have the information they need to decide whether they would benefit from hosting sports mega-events. If hosting a large-scale event is indeed a catalyst for community development, countries in need of advancement should have this information readily accessible. This report addresses the successes and failures of the 2007 Cricket World Cup in Barbados in order to assist other countries in their decision to bid for sports mega-events in the future.

This report begins with a brief description of tourism development and issues specific to developing countries. Sport tourism and sports mega-events are discussed providing the basis for the evaluation of the 2007 Cricket World Cup. And, a brief evaluation of Caribbean and Barbadian tourism is then given as a context and benchmark.

The World Cup is closely examined to provide the foundation for understanding the successes and failures of the event. Classifications of development and the current National Strategic Plan of Barbados are looked at in more detail to aid the discussion that comes later on the ability for Barbados to reach its major goal of becoming a developed nation by the year 2025.

A comprehensive analysis of the event then ensues, which includes: regional integration; and a sectoral analysis of economic, environmental, physical, and social impacts. Both positive and negative impacts are analyzed and a conclusion of findings ties in the anticipated results with the actual impacts to see how Barbados really came out of the whole hosting effort. This conclusion then forms the basis for the recommendations for Barbados, the Caribbean, and developing countries. Future hosts of sports mega-events are then provided with recommendations from lessons learned at the 2007 Cricket World Cup, which include:

1. Transparency in decision-making;
2. Heightened public knowledge and awareness;
3. Maximum resident appreciation and involvement;
4. Many opportunities for public engagement; and
5. Preparedness for anything and everything.

The challenging and risky planning of a sports mega-event is a complex feat that involves countless people at all levels over an extended period of time. This is precisely why past events should be looked to for recommendations for the future. Having new and unplanned occurrences appear is one thing, but repeating a mistake made in the past is not acceptable.

Acknowledgements

This study would not have been possible without the assistance from various Government departments and organizations in Barbados, and the ongoing support from the Bellairs Research Institute staff during the research phase of this document. I would like to thank Professor Jeanne Wolfe, from the School of Urban Planning at McGill University, for her guidance, support, and knowledge, and to Professor Jane Glenn, from the Faculty of Law, for her review and comments. Also, thank you to the Social Sciences and Humanities Research Council as well as the Centre for Developing Area Studies at McGill University for partially funding this research.

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List of Symbols

\$BBD Barbados Dollars (BBD \$1.00 = US \$0.50)

kg Kilograms

MW Megawatts

\$US United States of America Dollars

List of Acronyms

BCA	Barbados Cricket Association
BFS	Barbados Fire Service
BHTA	Barbados Hotel & Tourism Association
BTA	Barbados Tourism Authority
BTII	Barbados Tourism Investment Inc.
BWTP	Bridgetown Wastewater Treatment Plant
CARICOM	Caribbean Community
CBB	Central Bank of Barbados
CERO	Central Emergency Relief Organization
CIA	Central Intelligence Unit
CSME	Caribbean Single Market & Economy
CTO	Caribbean Tourism Organization
CWC	Cricket World Cup
EIU	Economic Intelligence Unit
GAIA	Grantley Adams International Airport
GDP	Gross Domestic Product
HA	Host Agreement
HDI	Human Development Index
HVA	Host Venue Agreement
IAGC	Inter-Agency Government Committee
ICC	International Cricket Council
IMF	International Monetary Fund
KCAT	Kensington Community Advisory Team
KO	Kensington Oval
LOC	Local Organizing Committee
MRA	Master Rights Agreement
MoT	Ministry of Tourism
NISE	National Institute for Service Excellence
NSC	National Sports Council
NSP	National Strategic Plan
PEP	People's Empowerment Party
SSA	Sanitation Service Authority
UK	United Kingdom
UN	United Nations
UNDP	United Nations Development Programme
UWI	University of the West Indies
VAT	Venue Assessment Team
WCB	World Cup Barbados Inc.
WI	West Indies
WICB	West Indies Cricket Board
WTO	World Tourism Organization
WTTC	World Travel & Tourism Council

Chapter 1: Introduction

Tourism is a growing industry that must be analyzed to identify past successes and failures to assist countries in developing their own market, thereby benefiting their country. One emerging area of the tourism industry is spectator sport tourism, more specifically sports mega-events. Competitively bidding on these international events has become commonplace for both developed and developing countries, but the research on the impacts of these events specifically in developing countries is insufficient.

Without appropriate evaluations of sports mega-events in terms of their effects on infrastructure, the economy, and the people involved, we can rely only on popular media. Therefore it is critical to examine the actual workings of real sports mega-events. The hosting of the 2007 Cricket World Cup in the West Indies has provided this opportunity with the focus centering on Barbados, the venue for the final, most public match.

Purpose

By preparing an impact assessment of this event, other developing countries will have the information they need to decide whether they would benefit from hosting sports mega-events. If hosting a large-scale event is indeed a catalyst for community development, countries in need of advancement should have this information readily accessible. This report addresses the successes and failures of the 2007 Cricket World Cup in Barbados in order to assist other countries in their decision to bid for sports mega-events in the future.

Objectives

The research objectives are to answer the following questions: Has the infrastructure created for the event been beneficial to the local community post-event? Have there been detrimental environmental effects of hosting a large-scale event in a small and fragile eco-system such as Barbados? Will tourism increase, therefore justifying the infrastructure put in place for the event? And, has this event been a positive experience for the residents of Barbados, both short- and long-term? By providing answers to these

questions, the goal of this research will be realized; it will become evident whether sports mega-events really are positive opportunities for countries or not.

Methodology

To accomplish these objectives, numerous steps have been taken. An extensive literature review has been conducted on: tourism development, developing country tourism, sports mega-events, sport-tourism development, as well as World Cup events. Understanding sports-mega events is important to understanding the type of tourists that will be in attendance and the specific requirements they possess, as well as to the understanding of fluctuations in positive and negative publicity for the tourism industry. Sport tourism development literature is important in deciphering the necessary event infrastructure and indirect supporting infrastructure such as roadways, security facilities, hospitals, accommodations, and restaurants. Developing countries possess specific challenges that must be overcome to host world-class events such as World Cups; therefore researching other developing countries that have hosted similar events provides a benchmark to assess Barbados' performance. World Cups have been hosted across the world and contain specific aspects that are unique in the realm of sports mega-events, setting them apart from the Olympics, Commonwealth Games, and other such events.

A report published by Tyson, Hayle, Truly, Jordan, & Thame in October 2005, titled "West Indies World Cup Cricket: hallmark events as catalysts for community tourism development", identifies possible benefits and costs of hosting such an event. The study was conducted between March and August 2005 with a grant from the U.S. Agency for International Development. The authors interviewed administrators of World Cup Barbados, Inc., tour operators, small business associations, accommodation representatives, and retail enterprises to identify the multiple viewpoints concerning the planned development and infrastructure. Many issues involving transportation, restaurants, lodging, safety, and the environment were identified as significant concerns for Barbados. The article concluded with an evaluation that, "there does not presently appear to be a mechanism planned for assessing the impacts of World Cup Cricket... [to] assist other nations in making the most out of hallmark events in the future." This is precisely what this report is setting out to accomplish.

To this end, interviews have been conducted with the same stakeholders that were interviewed in the pre-event reports to provide useful comparisons, showing attitude changes, results of the event, and their outlook for the future. Additional interviews were also conducted with the Barbados Local Organizing Committee (LOC) and several agencies of the Barbados Government including: the Barbados Tourism Authority, Ministry of Tourism, Barbados Tourism Investment Incorporated, International Transport, Urban Development Commission, and Public Works. Understanding why the Government of Barbados made specific decisions and allocated funds the way it did has assisted with the identification of the motives behind the various development decisions made during the event preparation stage. All of these decisions were made with the intent of reaching Barbados' overall goal of becoming a developed country by the year 2025.

Interviews were not restricted to Government bodies or organizations; residents were also interviewed. To properly assess some of the Government initiatives, such as the relocation project and beautification program, it was necessary to speak with the residents involved. Displaced homeowners and homeowners receiving work done on their property provided insights into the projects that were not given by the Government.

Statistics were collected from the Barbados Ministry of Tourism regarding tourist arrivals (both air and cruise ship), finances, and Barbados' industry composition, showing the importance of tourism to the economy. Studies that have already been done on the CWC in Barbados were also obtained. These include: the success of the service industry during the event, completed by the National Institute for Service Excellence in Barbados; resident perceptions of the tourism industry, conducted in 2006 by the Caribbean Tourism Organization; and the success of Barbados' leg of hosting the event, completed by the Barbados LOC.

Several useful documents were also collected from the Barbados LOC. These include: the Host Venue Agreement, between the International Cricket Council (ICC) CWC and the CWC West Indies (ICC, 2004); the Master Rights Agreement, between the ICC and Global Cricket Corporation; the Bid Book submission, which each country in the West Indies had to submit in bidding to host the event; and the resident relocation project for the expansion of Kensington Oval.

Newspapers and local publications have also been analyzed for the duration of the event, as well as before and after, to gain an understanding of the media perspectives. This also serves to highlight issues involved in the event preparation receiving positive or negative publicity, since it was not possible to commence research in Barbados at that point.

Outline

This report continues in Chapter 2 with a background of tourism development and issues specific to developing countries. Sport tourism is then discussed with the emphasis on sports mega-events and how these events impact the host countries. Information on tourism in the Caribbean and Barbados is then given to provide a context for the discussion on the 2007 CWC.

Chapter 3 shows exactly what happened at the 2007 CWC, including the organizations involved, a timeline of the events, the potential for community development, and the preparations that were required to host the event. Chapter 4 begins with an explanation of the importance of the 2007 CWC to the development of Barbados. Classifications of development are discussed to provide a basis for the analysis of the Barbadian economy; and the National Strategic Plan 2005-2025 is then presented for a broad understanding of when and how Barbados is trying to achieve developed country status. Reasons for hosting the CWC are then given based on information obtained at various interviews conducted in Barbados.

Chapter 5 is a comprehensive analysis of the 2007 CWC, which includes the economic, environmental, physical, and social impacts, both positive and negative. These impacts are then brought together in the conclusion in Chapter 6 to tie the anticipated results to the actual impacts and to see how Barbados really came out of the whole hosting effort. This conclusion forms the basis for the recommendations developed in Chapter 7 in an attempt to assist future countries with hosting sports mega-events of this magnitude.

Chapter 2: Background

Tourism development and developing countries

Beginning in the 1960's, when mass tourism became popular and manifested in local economies, the strong debate regarding tourism as an agent for development began (Turégano, 2006). Tourism is one of the most important economic sectors today. In 2006, it accounted for 9% of the world's GDP and employed nearly 200 million people worldwide. According to Algieri (2006), tourism has become a dynamic source of income and a strategic sector for development in many countries, with over 700 million international travelers per year. Tourism specialization is generally associated with rapid economic growth and constitutes a substantial worldwide source of income for many countries (Algieri, 2006).

Based on data from the WTO (2007), worldwide international tourist arrivals for 2007 showed a continuation of the sustained growth rate from the past four years, exceeding the long-term average of 4.1%. The fact that this is the fourth year of healthy growth internationally shows that the tourism industry has generally been untouched by external threats, such as the World Trade Centre disaster. Trends in economic growth also support the growth seen in the tourism industry. There has been strong economic growth in recent years experienced worldwide, but particularly in the world's emerging markets and developing countries.

Economic

The examination of tourism development involves four main areas of impact: economic, environmental, physical, and social. According to Styne (n.d.), tourism's economic benefits are publicized by the industry for a multitude of reasons. The major motivation is because claims of the tourism's economic significance give the industry greater respect everywhere in the community – in the business world, with public officials, and throughout the general population. This in turn translates into policies favouring tourism and providing momentum for development.

Tourism's economic benefits and costs reach practically every person in a given region either directly or indirectly (Styne, n.d.). Economic costs can include direct costs

produced by tourism industry businesses, infrastructure costs paid for by the Government, and congestion and related costs paid for by community residents in the area. Therefore tourism's economic impacts are important to consider in community planning and economic development. There must be an understanding of the relative importance of tourism to the community for planning to proceed.

Jenkins & Henry (1982) wrote that most developing countries are characterized by scarce resources for development, meaning that the Government must take a major role in promoting economic growth. For many countries, few export options are available to earn hard currency; therefore the attraction of tourism is often very alluring. Most governments in this situation offer investment incentives to foreign developers in an attempt to attract foreign currency to support the local development efforts. Examples of incentives offered by governments include: granting of tax holidays for hotels and resort developments; exemption from payment of import duties on materials and vehicles; availability of equipment and machinery for expansion and renovation of hotel properties; and withholding tax exemptions on dividends or interest payments.

Environmental

With economic benefits and challenges come associated environmental impacts. Oliveira (2005) showed how tourism development and environmental protection are intimately linked. The quality of the natural environment is the reason for tourism and investments; therefore it acts as the basis for economic development. But, many mass tourism destinations have suffered from environmental degradation and an accompanying decline in tourist arrivals, a case of killing the goose that lays the golden egg.

One response that public policy makers have developed to promote environmental protection in tourist regions is the creation of protected areas; tourism can act as a driving force for the implementation of protected areas. The role the Government plays in tourism development is critical because of the amount of control it has over investments and incentives. The two conflicting roles of investment, which include infrastructure and marketing, and environmental protection, tend to conflict most in developing countries where pressure for rapid economic development exists.

According to Jenkins & Henry (1982), in the past, most developing countries' land use was identified with agriculture, which was an issue with increased development and a failure in the agriculture industry. Barbados has already seen a large turnover of agricultural land to the tourism industry. The allocation of land uses for tourism development requires Government planning and can pose problems in relation to land use policies. Many tourism-dependent countries rely on the natural environment, which is the main tourist attraction. Uncontrolled development or a poor land use plan in relation to tourism industry distribution can result in serious environmental problems.

The overcrowding of shorelines and associated destruction to the natural environment are major issues in tourism development. The pressure to locate beachfront has caused this overcrowding and now threatens many reefs, sea grasses, beaches, and wetlands. The increase in international travel also contributes to the effects of climate change, of which small countries like Barbados are already feeling the effects. Sea level rise is a major problem on the island; it is so extreme that some prominent buildings and utilities have already been slated for redevelopment to increase their elevation before the rising water poses a major disaster for residents.

Physical

Infrastructure concerns are not limited to environmental conflicts; they are also the subject of major debate, mainly due to the public visibility of impacts. Tourists use multiple services, including information technology, public transportation, accommodation, recreation zones, and safety and health services. As a result of this dependence on local services, it is important to note that infrastructure and technology in a destination are key factors that enhance or detract from the tourist's experience (Khadaroo & Seetanah, 2007).

Tourism planning and development does not exist in isolation; community planning is intricately linked to tourism with roads, harbours, airports, electricity, sewage, and potable water. Transport infrastructure is an essential part of successful development providing access to destinations, inducing the creation of new destinations and the growth of existing ones. Therefore a tourism destination should be easy to get to and easy to get around in. Developing countries have a disadvantage in this regard, as most

tourists, who are developed country residents, are accustomed to modern and efficient services, expecting the same in the destination country (Khadaroo & Seetanah, 2007).

Jenkins & Henry (1982) noted that many developing countries do rely on air transport to deliver tourists, especially on small islands in the Caribbean with no road or ferry connections. Many of these countries have little to no control over the development of air transport services, including routes and frequencies. In this article, the UN stated that "the problem of developing countries is both one of a lack of bargaining power and of an inability (because of insufficient economies) to compete effectively for the main international routes. This inevitably leads to a degree of dependence on foreign airlines for transportation of tourists" (Jenkins & Henry, 1982).

Social

According to Echtner (1995), sudden and rapid growth of the tourism industry in some developing countries has created an immediate demand for the facilities and personnel required to serve tourists. Logically, development brings investment in the 'hardware' of the industry such as buildings and infrastructure in the form of hotels and transportation, however in the mad rush to build facilities, the 'software' is neglected. Trained personnel required to deliver tourism services are often left out of development plans. As the volume of tourism to developing countries continues to increase, appropriate tourism training becomes increasingly important.

Jenkins & Henry (1982) described the employment component of the tourism industry for developing countries, stating that it is necessary for foreign expertise if these nations are to expand and sustain tourism. It is often the only way for a country to jump the development gap between the level of locally available management and technical skills and the level of experience and competence needed to operate and sustain an international tourism industry. They opine that at least in the short-term, the use of foreign labour must be regarded as one of the costs of tourism development in developing countries.

Tourism impacts residents in many ways, other than just employment. Because tourism develops incrementally, with one successful business or event spurring another, rapid growth can occur to the point where outsiders outnumber residents. This can then

create tourist domination, changing the community dynamics drastically. As this tourism growth occurs, the reactions of residents become fundamental. Negative resident perceptions can lead to tourist dissatisfaction and an overall reduction in visitor arrivals (Reid *et al.*, 2004).

Teye *et al.* (2002) listed a number of factors affecting resident perceptions: type and extent of interaction, importance of the industry to the community, overall level of tourism development in the community, extent of tourism concentration, individual reliance on tourism, and distance of residence from the central tourism zone. This article concluded with the theory that residents seek benefits in exchange for something estimated as equal to the benefits they offer in return. What residents offer in this exchange is their support for development, being hospitable, and tolerating inconveniences due to tourism such as pollution, traffic congestion, and longer waiting times for services.

The success and overall sustainability of the tourism industry depends on positive support from the local population. In contrast, active opposition has actually been shown to hinder or even stop development, which is less prevalent in developing countries where the Government is a major player in terms of tourism development. If residents perceive greater benefits than costs, future tourism development is endorsed. And, as more residents feel the economy needs improvement, the more likely they are to support tourism and less likely to be troubled by the associated social costs. Therefore the potential economic gain, not only to the individual but also to the country, is a critical factor in the willingness to accept and support tourism development (Gursoy & Rutherford, 2004). This is evident in some developing countries where residents appear to crave tourists.

Sport tourism

One sector of the tourism industry that has been growing in popularity is sport tourism. Sport tourism is defined by Daniels *et al.* (2004) as being "all forms of active and passive involvement in sport activity, participated in casually or in an organized way for business and commercial reasons, that necessitates travel away from home and work." Although it has been given a variety of definitions, sport tourism has been generally given three main labels: active, event, and nostalgia (Gibson, 1999). The focus of this

research is on event tourism, involving the observation of sporting events, which includes hallmark (distinctive) events. This can include a wide variety of sporting events that attract out-of-town spectators, ranging from Olympics to youth baseball and college basketball (Gibson, 1999).

Sports mega-events

Sports mega-events and hallmark sporting events are generally seen as synonymous, encompassing three distinct features. They contain an international dimension, are short-term, and are either a one-off occurrence or conducted on a regular cycle, such as once every four years (Westerbeek *et al.*, 2002). According to Westerbeek *et al.*, size is the most distinguishing feature for achieving hallmark or mega-event status. They have described four ways to determine the importance of an event; these include: prominent government involvement, domestic and/or international media coverage, necessary advanced technical competencies, and broad stakeholder support.

Prominent government involvement is necessary to provide an event with policies, infrastructure, and the availability of resources for carrying out the preparations necessary for hosting an event, not to mention hosting diplomatic dignitaries, and the handling of visa/passport requirements and security. Media coverage is important because of its guarantee of exposure, raising worldwide awareness of both the event and the hosting country. Superior technical competencies are required to ensure technologically advanced facilities are run properly, that the event has a suitable location, and that there is skilled personnel on hand. Demands are placed on hosts to deliver events of superior quality, and this is not possible without properly trained personnel. Support, both direct and indirect, must come from the general public, Government, markets, and other business sectors. Due to the large sums of money from the public domain required for bidding and staging an event, considerable community support is critical to the process.

Another facet of mega-events is the ratio of spectators to participants. Wright (2007) has identified this as an important characteristic of mega-events. Here the number of spectators and supporters drastically outweighs the number of participants taking part in the actual physical sporting activity. This can prove to be a large challenge for planning and forecasting from a tourism development perspective, where estimating

visitor numbers and calculating economic activity is fundamental to the decision to host an event. Because of this uncertainty, there is a growing tendency to overestimate the potential financial benefits gained through hosting an event.

Motivation

There are a multitude of reasons for deciding to bid on and host events. Some countries see them as a short cut toward global recognition due to global audiences (Jones, 2001). These actions have the ability to focus both national and international attention on the host (Chalkley & Essex, 1999), thereby boosting worldwide visibility and promoting the image of the host. Chalkley & Essex (1999) also list another motivation of hosting as an attempt to modernize economies and project a prominent image on the world stage. By creating a spectacle, global investment can be drawn into the region (Essex & Chalkley, 2004), resulting in a catalyst for urban regeneration.

The staging of events can also be seen as a chance for the exchange of international commerce, stimulating competition, and cooperation. This is most important in the staging of an event with multiple hosts who must work together for the maximization of mutual benefits. Not only are international impacts enticing, but local impacts are also quite alluring. These events can be used to fast-track developments and also as a way to legitimize large scale redevelopment, giving local Governments the freedom to reprioritize their national plans while maintaining public support (Broudehoux, 2007).

It is important to note that events not only bring the investment and construction of direct infrastructure, such as sporting facilities, but also a wider investment in tourism, transport infrastructure, accommodation, environmental awareness, and overall regional sustainability (Essex & Chalkley, 2004). These benefits are most alluring to Government officials, who view the events as an attractive opportunity in development policy. It is important to examine the motivations of politicians, government employees, and business partners to understand the reasons for and anticipated results of bidding for and hosting mega-events.

Government

The decision to host a mega-event is usually made by the governing authority (Jones, 2001). According to Broudehoux (2007), Governments are subjected to incredible amounts of pressure from local growth coalitions to keep up on the world stage. Most Governments feel that standing by and choosing not to participate in the global competition results in a failure for the country, despite growing evidence that shows the related investments are not exactly economically sound. Horne (2004) adds that while Governmental commitment is a necessity for a successful bid, the role the Government plays is actually crucial to successful hosting. Guarantees that are too costly for the private sector, such as security and stadiums, must be undertaken by the public sector.

An interesting example of a different motivation at the Government level is the case of Jean Drapeau in Montreal, who was mayor from 1960 to the mid-1980s and brought both a World Fair in 1967 and the Olympics in 1976 to the City. For Drapeau, it was a way of symbolizing and validating the emergence of Montreal as a modern, world-class destination. Levine (2003) quotes Drapeau as saying, "name me one Roman emperor who in history is remembered because he reduced taxes." Drapeau's vision was politics of grandeur and a growth ideology that could only be spurred by dramatic spectacles on the world stage. Unfortunately this resulted in Montrealers paying increased taxes for the Olympic stadium well into the 21st Century (Levine, 2003).

Bidding

Today, in the increasingly global economy, intense competition exists between regions for the right to host mega-events (Chalkley & Essex, 1999). Due to the existence of a limited number of actual events, a fierce competition between regions to successfully win the right to host has developed (Westerbeek *et al.*, 2002). Because of this, most global mega-events today are subject to a bidding process, where bids are submitted directly to the sport's organizing committee. It is important to note that hosting is not the only aspect that requires considerable public expenditure – the bidding process also entails significant public sector investment, which is generally not subject to public debate and accountability (Jones, 2001).

Impacts

While the Olympic Games are still the most recognizable of the sports mega-events, many of the major World Cup competitions are not only lasting longer due to their expansion, but are also occurring over much wider geographical areas. It is evident that the spatial and temporal elements of any elite mega-event can play a substantial role in the level of impact on the host destination (Wright, 2007). These impacts can fall into many discrete areas of the staging process: before the event, during, and long after the event has finished and spectators have moved on (Jones, 2001).

Positive legacies from mega-events, such as economic growth, increased tourist flows, environmental improvements, new transport and cultural facilities, and enhanced global prestige, are generally focused upon. However impacts can also be less beneficial, including wasteful investments and the establishment of major public debts (Essex & Chalkley, 2004). It is important to break these categories of impacts down to identify what impacts can result from hosting and what steps need to be taken to capitalize on the most beneficial and mitigate the most damaging.

Economic

As a consequence of hosting a mega-event, three economic outcomes can prevail. These are: the full return to the pre-event conditions after the event; the experience of increased employment in the long-term, but with no impact on growth rates; or the formation of new companies, structures, and skills that were put in place to serve the event resulting in an increase in economic growth over a longer period (Jones, 2002).

Though the precise mechanisms through which increased regional expenditure and global recognition in the short-term are assumed to convey benefits to the long-term development are rarely made explicit (Jones, 2001), many Governments rely on overly optimistic forecasts found in economic impact studies. These studies project large cash inflows with positive effects on profits, jobs, and long-term investment. Broudehoux (2007) stated that the actual economic impacts may be at best transitory, while the public debt that has created them can be very real and long lasting. This results in high-risk decisions in the hands of the public officials, who could end up leaving embarrassing white elephants on the landscape, which taint their political credibility.

The expenditure impact, whether from spectators, teams, or media personnel, is assumed to provide the major beneficial impact to the host's economy. When considering the actual expenditures made on mega-events, it is important to consider the destination switching that may have occurred due to the event. An adequate account of those tourists who would have visited the host if the event had not taken place but are now deterred, must be weighed against those that have arrived specifically for the event. This becomes even more worrying when the lost tourist expenditures account for more than the actual spectators' expenditures.

Physical

The event infrastructure that is necessary for putting an event will remain as a physical legacy for the host region and is regularly used as the justification for holding events. However, there is a debate as to the effectiveness of such facilities in providing long-term benefits to the host community. More often than not, event infrastructure is undertaken outside the usual strategic planning process of the Government; such expedited conditions rarely lead to coherent outcomes. As a result, finances are allocated outside of the more holistic approach to tourism development and potential long-term under use and substantial long-term debt commonly result.

Transport infrastructure is the next most important issue in the discussion of physical infrastructure and sports mega-events. Transport plays a key role in the organization and planning of a successful event; spectators and participants must be able to travel to the event location. Three time periods must be considered when planning transportation infrastructure. Pre-event planning results in the disruption of local routines and ease of movement, as well as noise pollution. During the event peak levels are increased to a level that greatly exceeds the local infrastructure. And, post-event traffic levels return to normal and the infrastructure put in place for the event often exceeds the needs of the local capacity (Robbins *et al.*, (2007).

Travel to and from the event is the most temporary component where impacts are concentrated in time and have significant potential for short-term problems. These peak period transport demands can be profound. The provision of added capacity to meet these peak levels may result in under-use for the rest of the year, and is therefore

economically unviable (Robbins *et al.*, (2007). There is a trade-off here between meeting peak levels to minimize congestion and overcrowding while still making the infrastructure at the scale of the local destination in non-event times. Congestion, noise, visual intrusion, and deterioration of local air quality are all results of the increase in peak levels. One result of this on the local population is the avoidance tactic used to steer clear of the event area, highlighting the importance of recreational displacement (Robbins *et al.*, (2007).

Positive benefits can also result as a product of the hosting of mega-events. New infrastructure that is developed may benefit the local population on a daily basis, and traffic strategies for the event may advance the existing systems already in place. The development of such strategies such as the park & ride system make it easy to implement again for other types of events and ultimately leave the host destination more prepared for the future (Robbins *et al.*, (2007).

Robbins *et al.* (2007) identify five desirable components for the ease of transport in hosting events. Events should be located where there is previous experience of hosting, where transport already exists, and where there are car-alternative schemes already in place. Also, events should be planned during low traffic flow times, and specifically when public transport systems operate at their maximum. These components greatly contribute to the ease of movement during events, and inevitably minimize necessary pre-event infrastructure.

Social

All sports mega-events have, to differing extents, impacts upon the residents of the community within which they occur. Ohmann *et al.* (2006) explain a number of definitions attributed to social impacts; from these definitions it is safe to say that social impacts are the changes in the structure of the usual social functions, affecting collective and individual values, behaviours, community structures, and the general quality of life. Social impacts are generally understood as short-term consequences that are evident immediately and quality of life changes are noticeable. Cultural impacts, on the other hand, are the longer-term consequences involving changes in a community's social relationships, standards, and norms. These impacts may not be immediately visible, but can be experienced by local residents at a later date.

The literature mentions a few positive social impacts from mega-events. A successful hosting effort can contribute to a community's sense of self-worth and can result in the confidence to host again. Hosting is also assumed to encourage wider participation in the sport both through the demonstration effect as well as improved access to redeveloped facilities (Jones, 2001).

Throughout the literature, however, the negatives seem to outweigh the positives. As was previously mentioned, the allocation of public funds may be drastically changed in the event of a hosting opportunity. Therefore losses in terms of reduced welfare programs and social dislocation are very real (Broudehoux, 2007). Also, the transport impacts, such as congestion, overcrowding, and the disruption of daily life, may also be felt in more areas outside of the transport realm. These contribute to reduced quality of life, most often for the people at the lower end of the socio-economic spectrum (Jones, 2001).

Many negative social effects also occur on housing and tenancy rights. Jones (2001) states that the occurrence of forced evictions should be viewed as the rule, rather than the exception, given the accelerated urban restructuring efforts and resultant expropriation such events bring. A myriad of effects are felt in the case of eviction or relocation; community systems are broken, there is a constant fear of eviction, there is psychological trauma from being uprooted, and residents can suffer economic hardship and face an increased cost of living from being displaced away from schools, jobs, and necessary services (Broudehoux, 2007).

An extreme example of this took place in China in anticipation of the 2008 Olympic Games. Thanks to the state's ability to confiscate land in the name of the public interest, the demolition of entire neighborhoods and mass evictions occurred to make way for new event infrastructure. By 2004, 300,000 citizens had been evacuated and their homes were demolished. They were given only a month's notice and were compensated only a fraction of their costs. The choice to refuse to leave was not an option, as eviction squads disconnected utilities, damaged houses, and resorted to physical violence (Broudehoux, 2007). This is just one example that has been published, as most of these situations are kept quiet by local Governments to avoid negative publicity.

Long-Term

The major rationale given for hosting mega-events is the long-term economic and legacy effects that will occur. These are hypothesized to occur through the expenditures by return visitors to the events, as well as through the increased investment and tourism activity that such media exposure triggers. Host regions therefore assume that media coverage translates into increased visitors and the view of the host as a global destination and a desirable location for investment (Jones, 2001).

Hosts need to have carefully integrated strategies for urban infrastructure with long-term development plans; short-term plans only address the development plans solely dependent on the event. To be truly worthwhile, each development, such as a sporting facility, accommodation, or transport facility, needs to have long-term viability for the local population. This is one of the main challenges for Governments in the production of mega-events – careful strategies for urban infrastructure, economic development, land use, tourism, and the environment while still providing a world-class spectacle (Essex & Chalkley, 2004).

Caribbean Tourism

According to Mycoo (2006), the Caribbean is both the most tourism-dependent and most tourism-penetrated region in the world; the economies of the region rely heavily on the tourism industry. By 2001, the economic impact of the industry in the Caribbean was greater than any other region in the world. However, the main focus of Governments in the Caribbean has generally been on global promotion and short-term returns, rather than strategically planning for the future in terms of investment and sustainability.

In an article by Tyson *et al.* (2005), the World Travel and Tourism Council (WTTC) promotes tourism as a way to achieve national development; however the WTTC states that the West Indies have yet to realize this potential. Four challenges facing tourism in the region are identified as:

1. The lack of common understanding of the economic and social implications of tourism;

2. The lack of local ownership and control over the industry, in combination with poor local management and competency;
3. The disunity between the Caribbean nations, resulting in dysfunctional outcomes; and,
4. The need to reinvent and rejuvenate Caribbean tourism to create a profitable product in the competitive market.

Tourism in Barbados

Barbados, the most easterly island in the Caribbean, had a population of 266,800 in 2007 (CBB, 2007, Barbados - Vital Statistics). In 2005, Barbados totaled 547,534 tourist arrivals and 563,588 cruise ship passengers, bringing in \$BBD 569 million, which constitutes 11.3% of the GDP. At this time the room occupancy rates were over 50% and the best in five years (BSS, 2007).

Barbados has been almost totally dependent on tourism as a generator of revenue for the past few decades. Mycoo (2006) warns that tourism has the potential to destroy the future it promises Barbados because it could render the island a spoilt destination, discouraging tourists and leading to the eventual collapse of the industry.

Sport Tourism

Barbados, because of its warm and sunny year-round climate, has a very advantageous position for hosting major events throughout the year (Elcock, 2005). In the 1988-1993 Development Plan, the Government of Barbados committed to improving the sporting facilities to fulfill two main objectives. The first was to further participation and performance within the country; and the second was to reinforce sport tourism to reduce the seasonality of the tourism industry by sustaining development over the slower summer months (Elcock, 2005).

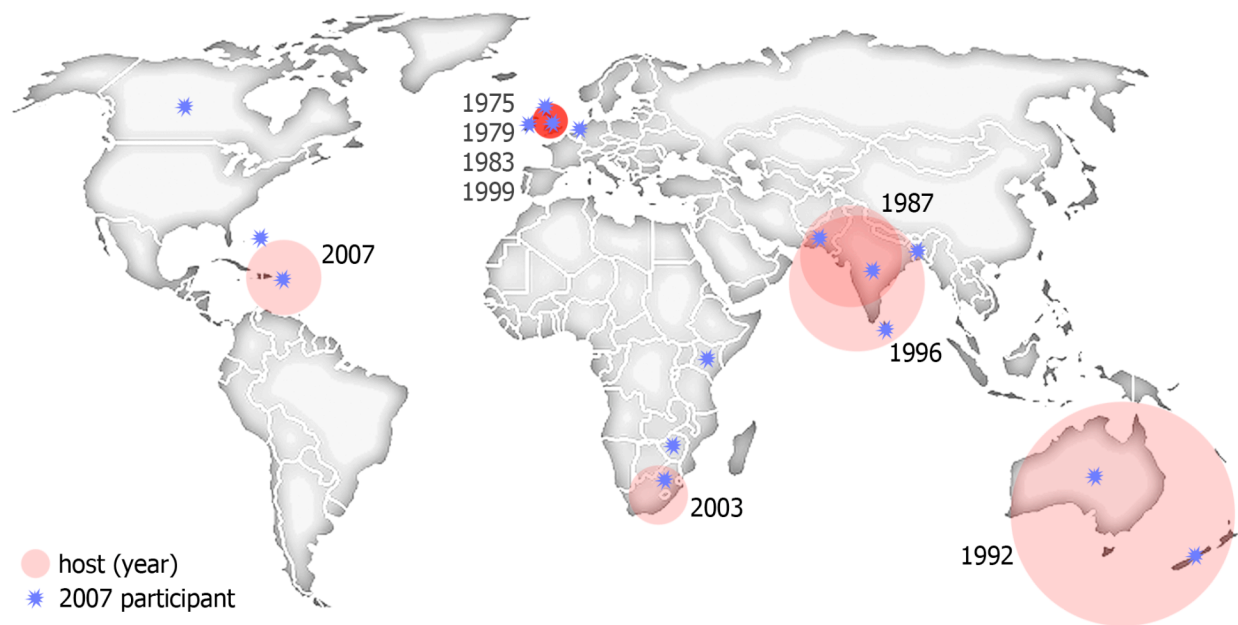
Also on the Governmental level, in 1987 sports and tourism were merged into one Ministry to strengthen the process of developing the sport tourism sector. The merger involved the National Sports Council as well as the Barbados Tourism Authority (BTA). The BTA launched a vigorous marketing campaign to promote the country as an international sport tourism destination. According to Elcock (2005), since 1990

Barbados has played host to several international sports clubs, groups, and teams in various disciplines, including cricket and field hockey, and is also widely known for polo, surfing, and golf.

Chapter 3: The 2007 Cricket World Cup

The CWC was first introduced to the world in 1975, with England as host for the first three events. Figure 1 shows the distribution of hosting efforts, as well as the teams that participated in the 2007 CWC in the West Indies, where it was held for the first time.

Figure 1: CWC Hosts and Participants



West Indies Cricket Board

The West Indies Cricket Board (WICB) is the governing body for cricket in the West Indies of mainly English-speaking countries and dependencies that formed the British West Indies. In 1996 it was changed from the original name of the West Indies Cricket Board of Control, which formed in the early 1920's. This is only one of the two remnants of the short-lived Federation of British West Indies, the other being the University of the West Indies (UWI).

The WICB has a membership that includes six territorial cricket associations of the numerous countries and territories that comprise the West Indies. Each of these associations provides the WICB with two Directors, as well as other support. The Barbados Cricket Association (BCA) is one of these member associations.

The WICB has been a member of the International Cricket Council (ICC) since 1926. In 2003, the WICB formed the non-profit ICC CWC 2007 Inc. and appointed a board to organize the hosting of the World Cup. This organization was to be independent from the WICB where the majority of members and chairman were not members of the WICB.

Timeline of Events

The beginning of the 2007 CWC began in 1998 with the WICB bid for the right to host the event. The Caribbean was awarded the privilege of hosting the event and nothing else is publicly documented until 2003 when the WICB signed the Host Agreement (HA) with the ICC, which mirrors the Master Rights Agreement (MRA) between the ICC and the Global Cricket Corporation. In 2004 the search was then on to determine the countries in the Caribbean that were willing to host matches under this agreement (Dehring, 2007).

On February 19th, 2004, the extensive 298-page Bid Book was distributed by the WICB throughout the Caribbean to ensure that countries knew and understood what was involved before they submitted a bid. This document was to provide additional information on the specified match packages, including technical specifications and requirements of hosting the event. Government guarantees were also required, along with the financial deposit. Only three countries declined to bid: Anguilla, Bahamas, and Dominica (Dehring, 2007). Between February 26th and April 30th, 2004, the Venue Assessment Team (VAT) Assistance Program was available for inquiries from countries considering the bid process.

The Venue Summit II was held in Barbados on March 6th, 2004 giving the Caribbean countries an opportunity to ask questions, voice concerns, and discuss relevant issues, basically clarifying the terms and conditions set forth in the Bid Book. March 10th was

the deadline to submit the Letter of Intent as well as to receive the Host Venue Agreement (HVA). The final bid submission was then due on May 6th along with half of the bid deposit of \$US 50,000 from each participating country.

The VAT then took the 13 bids and made a verification tour between May 24th and June 11th to assess the infrastructure and facilities at each of the host countries. One month later, on July 12th, the host venue awards were made; eight countries were identified as full hosts, one country was identified as a warm-up host, and four countries had bids rejected, including two from the US, the sole bid from Bermuda, and a second bid from Jamaica. Barbados was awarded the final match, which was set for April 28th, 2007. A breakdown of the bids and hosting awards are shown in Table 1. The hosts then had four days to commit to the packages they had been awarded along with the second half of their non-refundable deposit.

Table 1: Bids and Hosting Awards

Host	Full Host	Part Host	Rejected
Antigua & Barbuda	X		
Barbados	X		
Bermuda			X
Cayman Islands, USA			X
Grenada	X		
Guyana	X		
Florida, USA			X
Jamaica	X		
Jamaica			X
St. Kitts & Nevis	X		
St. Lucia	X		
St. Vincent & the Grenadines		X	
Trinidad & Tobago	X		

The awarded packages were confirmed and Table 2 shows the schedule of events from the warm-up matches starting March 5th to the final closing ceremonies on April 28th, detailing the country of the event, as well as the stadium.

25

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Bid Book Requirements

Eight objectives were outlined in the Bid Book (ICC, 2004); these were:

1. High quality event management;
2. Brand legacy;
3. Infrastructure improvement;
4. Widespread economic opportunity;
5. Unique Caribbean promotion;
6. Regional integration;
7. High profitability; and,
8. Enhancement of the international popularity of cricket.

Though it has well-intentioned and noble objectives, the document basically wants to ensure that any country can successfully host an event, with the main emphasis on finances.

The lengthy Bid Response Form was almost half of the bid submission. This section required guarantees on specific requirements that had to be agreed upon, such as the advertising and sponsorship freedoms. Explanations on how certain aspects were to be executed were also requested, such as the volunteer program, which involved a timeline. Examples of past successes in some of the tasks were also requested in order to assess how likely it was for the host to accomplish the task.

A wide range of information was also required to fill out the Bid Response Form. Climatic conditions, accommodation capacity, and stadium capacity were some of the more technical requirements, while explanations were requested on more unique elements, such as the types of cultural events that would be offered to the event-goers for entertainment and for regional promotion.

The Attachments and Added Value section that followed requested the more detailed information, which required a clear national strategy and long-term Governmental planning. Various topics were defined and information was requested on the current situation as well as the projected alterations to conform to the requirements set forth in the Bid Book. Some of the topics included: the political environment, legal issues, finances, the cricket grounds and stadia, security, disaster management, transport, accommodations, and immigration and customs clearance. Each country was then

required to provide the necessary information and guarantee that the additional infrastructure and programs would be in place in time for the event. This was in the form of waivers, letters from specific people involved in the process, and legal documents, all conforming to the contractual obligations set forth in the HVA.

Potential for Community Development

Tyson *et al.* published an article in 2005 entitled, 'West Indies World Cup Cricket: hallmark events as catalysts for community tourism development'. This article sheds light on the evolution of the 2007 CWC. After a competitive venue selection process, the West Indies were awarded the ninth edition of the CWC, on the understanding that the matches would be played in a number of countries across the region. The number of visitors expected to attend the event was estimated to be 65,000-100,000. There was potential was seen for a significant economic impact on the region. Preparations for the event involved extensive facilities and infrastructure upgrades costing approximately \$US 150 million.

In the Tyson *et al.* (2005) article, several areas of importance are identified pre-event as potential opportunities and challenges. The following eight areas are especially relevant to this study:

1. Coordination
 - The event is seen as a catalyst to improve coordination within and between communities/countries.
2. Legacy
 - Countries need to develop strategies that forecast the results of the hosting the event.
 - Short-term impacts during the event and long-term results from the event that influence the future need to be addressed.
3. Restaurants
 - The event may provide motivation to repair and repaint facilities, thereby improving the overall aesthetics.
4. Transportation
 - The event is expected to aggravate existing traffic congestion.

5. Lodging

- Accommodation needs are forecasted to exceed the current supply during the event.
- This may be exacerbated by the event falling within the high tourist season.
- It has been requested that hotels reserve rooms for CWC tourists, however hoteliers do not want to discourage the regular, annual guests.
- An opportunity for Home Stays during the event has been identified.

6. Standards

- There is a recognized need to ensure businesses are operating at an international level to be globally competitive during the event.
- Standards across the tourism sector should be raised by the event, nationally as well as regionally.

7. Service

- There is a great need to educate the community on the nature and impact of tourism to ensure the event's success.

8. Environment

- Tourism in the region relies heavily on the natural environment, requiring healthy resources.
- The ability to properly dispose of waste, treat sewage, and provide safe potable water is already stressed in many countries, and the event will add alarmingly to this.
- Standards are also needed in the hospitality sector that specify materials to be used to mitigate environmental impacts.

Event Preparations

Caribbean

As of late-February, 2007, in preparation for the 2007 CWC, the region was reported to have spent over \$US 870 million (Spooner, 2007, February 20). The cost of infrastructural development, including the upgrades of airports, security, medical facilities, road networks, and power generation, constituted the largest portion of the estimate at \$US 500 million. A further \$US 330 million was spent on stadia development at the twelve venues; and an additional \$US 40 million was needed for temporary facilities around the venues in the nine host territories. The total cost to the Caribbean

region for the implementation of the security arrangements put in place for the event was an extra \$US 20.9 million, with Barbados' portion just over \$3 million (Lynch-Foster, 2007, March 4).

Barbados

Spooner (2007, February 20) made a conservative estimate for costs to Barbados of \$US 150 million, however researchers were unable to obtain many of the project expenditures that would have made this estimate more precise. Many of the project costs have not been made public by the Government and the announcement of new projects throughout such a large time frame have made it especially difficult to gather a comprehensive list of the projects executed in preparation for the CWC (Lynch-Foster, 2007, February 18). The Kensington Oval Redevelopment Project alone cost the country almost half of its estimated expenditure at \$US 67.5 million (Spooner, 2007, February 20).

The Kensington Oval, the venue for the final match on April 28th, 2007, was extensively rebuilt and expanded to increase the seating capacity from 15,000 to 28,000 spectators in both permanent and temporary stands. The temporary stands were situated in an area cleared specifically for the event. The Kensington Oval Relocation Project involved the acquisition of four commercial and twenty-one residential properties and the re-siting of those businesses and residents. The residents were moved to a nearby neighborhood in Barbarees Hill and houses were constructed there. The base cost of this project was estimated at \$US 8 million (Sealy, 2005). Temporary seating was then brought in and installed in this newly vacated area to increase the capacity of the permanent stadium.

A beautification project in the area immediately surrounding the Oval, thought of as the gateway to the stadium, entailed the refurbishment of more than one-hundred properties at an estimated cost of \$US 12.5 million (Slinger, 2007, February 17). Not only were the houses repaired and repainted, but the entire area was targeted for cleanup. The Sanitary Service Authority launched a major initiative on specific streets around the Oval for free pickup of bulky waste. Old refrigerators, ovens, galvanized roof sheets, furniture, and other large and unsightly garbage was picked up by city trucks at the beginning of February (Atwell, 2007, January 31).

Transport infrastructure was also heavily involved in the preparations. Special roadworks were targeted for the CWC, with forty roadways designated. Straightening of unsafe turns, paving of rough surfaces, and the construction of pedestrian footpaths were included in the roadworks program (Atwell, 2007, January 15). Along with the new infrastructure came a Traffic Synchronization Program, involving the installation of traffic signals and cameras. To allow for smoother traffic flow, the cameras detect the volume of traffic present and send signals back to the command centre to rephrase the lights; this system arrived a month later than expected, but was schedule to be implemented in time for the event (Sealy, 2007, February 3). A park-and-ride system was also implemented for event-goers and commuters for the duration of the event.

Increasing the quantity and quality of accommodation was at the forefront of planning efforts. The Home Accommodation Program approved 52 loans for \$US 1.23 million to provide 156 rooms, bringing the total number of home accommodation rooms participating in the program to approximately 500 (Bradshaw, 2007). The Small Hotels Refurbishment Scheme also worked with 19 hotels to refurbish an existing 382 rooms as well as to construct 202 new rooms in time for the CWC. This effort was estimated to cost \$US 19.9 million (Bradshaw, 2007). Bradshaw (2007) also reported that 14 cruise ships were to be in port on the final match day, providing additional accommodation.

Security and safety were also two areas that were targeted in the preparations. Computerized technology for public safety was implemented to allow for direct communication between the police, Defense Force, Fire Service, and the Central Emergency Relief Organization, at a cost of \$US 1.2 million. A new rescue tender was also purchased and additional training of personnel was undertaken. The rescue tender, which is a specialized fire engine designed to increase lives saved in heavy rescue efforts, cost the Government \$US 0.6 million (Moore, 2007, February 17).

Along with security preparations came healthcare. A mass casualty center, converted from a refurbished nurses' home, was prepared to assist the hospital with emergencies during the CWC. An increase in the staffing of nurses was also implemented to provide for 24-hour coverage during the event (Moore, 2007, February 3). Several other tourism health initiatives resulted from the preparations. The development of an institutional hygiene training manual and training programs, the development of

community-based projects to reduce illegal dumping in collaboration with the Sanitary Service Authority, and strengthening port health protocols involving the management of international waste have also been implemented (Moore, 2007, January 29).

Much was accomplished in the three-year lead-up to the CWC. Although not everything targeted for upgrading was realized, many initiatives were successfully implemented and are still benefiting the country today.

Chapter 4: The Barbadian Path to Full Development

The 2007 CWC is one component of the strategy for Barbados to gain world respect and recognition as a developed tourist destination. The country of Barbados is currently a developing nation, although it is closing the gap to developed country status. This will be a very important milestone in the development of the country since its independence from the UK in 1966.

Country Classifications

Because it is Barbados' goal to become 'a fully developed society', a proper definition of what a developed country is and how Barbados may achieve this should be clarified. According to the World Tourism Organization (WTO), members announce themselves to be developed or developing countries. Other members may challenge another member's decision but this only occurs if a member of a seemingly developed country claims to be developing, as there are associated financial benefits that accompany the lower, developing status.

The International Monetary Fund (IMF) and Central Intelligence Agency (CIA) use a separate classification scheme on a three-tiered system: advanced economies, countries in transition, and developing countries. Under this regime, Barbados is considered to be a developing country. The UNDP (2006) has developed a different classification scheme that looks beyond the GDP to a broader definition of wellbeing within a country; this is called the Human Development Index (HDI).

The HDI provides a broadened prism for viewing human progress and the complex relationship between income and wellbeing (UNDP, 2006). The HDI value is calculated on a scale from one to ten, with three dimensions of human development being measured. The first measurement is living a long and healthy life, measured by life expectancy at birth. The second dimension is knowledge, which is measured by the adult literacy rate, making up two-thirds of the score, and the combined levels of gross enrollment, making up the final one-third. Having a decent standard of living is the third measurement, which is converted from the GDP per capita at purchasing power parity (PPP) in \$US.

The 2007/2008 HDI rankings, which use 2005 data, give Barbados a score of 0.892, which ranks 31st out of 177 countries (UNDP, 2007). This is the highest ranking of all the developing countries and is consistent with the previous year's ranking. The HDI method touches on three important dimensions, however the Economic Intelligence Unit (EIU) has developed a different method of determining the quality of life across countries by using subjective life-satisfaction surveys. As with the HDI, the Quality of Life Index also ranks countries on a scale from one to ten.

Nine determinants of quality of life are used in the overall calculation. These are:

1. Material wellbeing (GDP per person);
2. Health (life expectancy at birth);
3. Political stability and security;
4. Family life (divorce rate);
5. Community life (membership rates);
6. Climate and geography (latitude, to distinguish between cool and warm climates);
7. Job security (unemployment rate);
8. Political freedom (average of indices of political and civil liberties); and,
9. Gender equality (ratio of male to female earnings)

The report published in 2005 gives Barbados a rating of 6.702, which is a ranking of 33rd among 111 countries. The report also ranks the GDP per person; Barbados received a ranking of 36th (EIU, 2005). Discrepancies between the quality of life ranking and GDP show that some countries are much better at converting wealth into a higher

quality of life. Barbados has a +3 difference suggesting that the country is doing well in converting their finances to a higher quality of life.

The Central Bank of Barbados (CBB) states that the country has the demographic profile of a developed country. It boasts a population of 266,800, a per capita income of \$US 7,350, a 97.6% literacy rate, a 76.4-year life expectancy, and an infant mortality rate of only 11 per 10,000. The CBB also states that income in Barbados is more equitably distributed than in most countries; infrastructure of the highways, seaport, and airport are highly developed; there is a total availability of electricity, water, and telecommunications services; there is well developed national security and a relatively low crime rate; there is virtual absence of social and political unrest; and civil and democratic rights are deeply entrenched in Barbadian society (CBB, 2007, Barbados - Vital Statistics).

It is evident that there are no cut-and-dry determinants to defining a developed country. From the classification schemes above, Barbados appears to be at the border between developed and developing countries; therefore it is necessary to look to the National Strategic Plan 2005-2025 to identify the areas of the country the Government of Barbados is aiming to target within the next two decades.

The National Strategic Plan 2005-2025

The Government of Barbados has produced a document to assist in the strategic planning of the country's future. This is the most recent development plan in a string of plans since Barbados gained independence. There are two notable things about the new plan: it is a long range plan, and the overall goal of the document is to become 'a fully developed society that is prosperous, socially just, and globally competitive'. The document shows that Barbados is currently a middle-income developing country in pursuit of a fully developed society by the year 2025.

The lengthy document sets out six main goals, coupled with a total of 42 objectives, which incorporate strategies, targets, and finally indicators of success. The first goal is entitled, 'unleashing the spirit of the nation', which involves greater self-reliance, social cohesion, national commitment, and a strong sense of identity. The second goal, 'new

governance for new times', stresses the importance for transparency and accountability based on a heightened sense of trust, both in the public and private sectors.

'Building social capital' is the third goal identifying people, or social capital, as the critical element in economic growth and development. Within this goal falls the objective to develop sports and culture, which is highly relevant to the discussion on the 2007 CWC. The strategies to achieve this objective include: the enhancement of sporting infrastructure, the expansion of the level of investment in the development of the sporting industry, and further integration of sports into tourism development. These strategies will be discussed further in the analysis of the CWC.

The fourth goal is to 'strengthen the physical infrastructure and preserve the environment', two competing interests. The physical infrastructure must be developed for economic and social purposes, while at the same time preserving the natural surroundings. This means that road networks need to be upgraded, the water supply needs to be augmented, energy resources must be diversified, and environmental degradation and associated threats must be eliminated. Two objectives under this goal are of particular interest to the 2007 CWC preparations are the development of modern transport infrastructure and the improvement of disaster management.

The development of modern transport infrastructure means the continuance of the construction and maintenance of roads, the improvement in the adequacy and reliability of the public transport system, and adequate sea and air transport facilities and links. The improvement of disaster management was an issue for the hosting of the CWC. Some of the strategies listed under this objective are the enhancement of the response capacity at the national and community level through appropriate training and other measures, as well as the development of policies for the management of mass crowd events. The CWC definitely addressed some of the issues involved in obtaining these two objectives and the larger goal of strengthening the physical infrastructure.

'Enhancing Barbados' prosperity and competitiveness' is the fifth goal identified in the document. It is stated that for the first time it is conceivable that a society as small, as fragile, as vulnerable as Barbados can actually become a fully developed country, due to the ease of information transfer overcoming the physical barriers of distance. One issue that arose numerous times in the research on the CWC was the issue of service

quality. The tenth objective in achieving this fifth goal is to achieve world-class excellence in the delivery of service. Strategies to accomplish this include the implementation of training, the increase in public awareness in the entire population, and the creation of a framework for monitoring and providing incentives for service excellence. The National Institute for Service Excellence in Barbados has published reports on the results of the country during the CWC, which will be discussed in further sections of this report.

The final goal of the document is 'branding Barbados globally'. This involves identifying, sharpening, and unifying the country's already positive image to market Barbados in the tourism and international business and services sectors. The second objective of this goal actually states that the hosting of the 2007 CWC should fully exploit all opportunities made available to promote and market Barbados. The success of this effort will be analyzed later in this study.

Reasons to Host

Bid Book Submission

The submission to host the 'Best CWC Ever' was made to the WICB by the Barbados LOC in 2004. The lengthy document, containing over 400-pages, showed great support for the bid submission by the topmost members of the Barbados Government. The first page of the document listed the main reasons why Barbados should be chosen to host major events in the tournament; this included a statement of 88% full support by Barbadians, which was based on a 400-person representative public survey conducted in January and March of 2004.

Members of the Barbados Government highlighted many reasons why the country would make a good host. Prime Minister Owen Arthur noted that Barbados was fully onboard with the goal of regional integration and the promotion of the Caribbean Single Market & Economy (CSME). As well, he mentioned that the hosting of this event would provide Barbados with the opportunity to see how close it is to reaching its goal of becoming a developed economy. Noel Lynch, the Minister of Tourism and International Transport, identified Barbados' desirable sport tourism market and asserted that this niche tourism market is a viable method for local as well as regional tourism

development and expansion, thereby benefiting both Barbados and the wider Caribbean.

The leader of the opposition, Clyde Mascoll, emphasized that this would not be the first time a world-class event would be held in Barbados. He used the 1994 UN Conference for Small Island Developing States as an example of Barbados' capability of executing a world-class event. Chris de Caires, Chairman of World Cup Barbados, also stated a very high level of support and volunteer availability, saying that over 200 Barbadians participated in researching and developing the extensive bid document.

Stephen Alleyne, President of the Barbados Cricket Association, then gave his assurances of robust financial planning. His assertion was that the return on the overall investment in the event would not be fully achieved during the two months of the tournament, but that the long-term benefits were key. He stated that Barbados was determined to ensure that the country post-event was a changed place - that all areas of life would be provided with an overwhelming force to propel Barbados to developed country status.

The submission explained how and when everything would be accomplished in preparation for the event; it also confirmed the most powerful people in society were on board with the bid, and confident of Barbados' successful hosting of the 2007 CWC.

Governmental Drives

In preparation for the event, the Government of Barbados formed the Inter-Agency Government Committee (IAGC). This group, consisting of approximately 50 members, allowed various problems and concerns from across the spectrum to be discussed and for decisions to be made. The majority of the members were at the top of the ladder in their department or ministry. Being very busy people, this made it very difficult to obtain information directly from them post-event. However, ten members were interviewed, and opinions were gathered.

All ten members stated that their department or ministry supported both the bid for the CWC as well as the overall hosting of the event. There were various reasons given for this complete support. Some mentioned exposure and the attention gained from a

worldwide audience as a motivation. Others stated that economic benefits, including increased tourism from non-traditional markets and the promotion of the sport tourism niche market, were worth the investment. Few explained that it aligned with the Government's objectives and that they were in full support of any event that would assist Barbados in reaching developed country status.

The insights given by the interviewees were in no way different than those discussed in the Bid Book submission. Most members of the IAGC appeared to have very little involvement with the decisions made in the overall planning of the event and claimed to have gone to only two or three meetings within the entire planning and preparation period for the event. Therefore it is difficult to conceive of ulterior motives for hosting the event when no members of the Government would allude to any actually existing. Members were in support of the bid, thereby being in support of the Government and its overarching initiatives. It is also worth mentioning that cricket is a national mania with Barbadians – much as hockey is regarded in Canada. One would not expect Barbadians to be against its promotion.

Some members did, however, mention concerns specifically for their department or ministry. These will be addressed in the analysis section to follow on the successes and failures of the event.

Chapter 5: Analysis of World Cup Impacts

The many challenges and opportunities presented by the 2007 CWC make it difficult to analyze the event as a whole, requiring a breakdown to separate elements involved in the hosting effort. The question of regional integration will be addressed, followed by four elements, economic, environmental, physical, and social, which all have strong interplay. However by discussing each as a separate entity it will be easier to discern where Barbados excelled and where there were evident shortcomings.

Regional Integration

One of the goals of hosting the 2007 CWC was regional integration within the Caribbean. The Bid Book submission (Government of Barbados, 2004) stated that the

event provided an opportunity for an improved partnership as well as cooperation at the regional level. The Barbados Government said they are a leader in the promotion of regional integration through CARICOM¹. The document further stated that a successful CWC would provide a basis for the provisions of the CSME².

According to the Minister of International Transport, the 2007 CWC was a great success in this regard. The Sunset Legislation³ successfully synchronized travel between the Caribbean countries, including the coordination of all Customs Laws for the ease of travelers. The CARICOM Visa, which was also introduced for the event, allowed for the ease of movement through immigration at the ports and airports in the Caribbean. It allowed an individual who cleared immigration in one country to bypass immigration in other Caribbean nations, minimizing hassles (C. Richards, personal communication, October 22, 2007).

The Minister of International Transport also explained the benefits of the CWC in testing the CSME. She stated that results were very successful; each country carried out the provisions of the CSME in terms of customs and immigration, marketing, crowd control, traffic management, and general security. This ability to work as one will benefit the implementation of the CSME in the future in other areas of regional cooperation, such as trade. The Minister also mentioned other less well-known regional issues that were solved for the event. A good example is the airport communications in the Caribbean. Due to the expected influx in private jets and scheduled commercial flights, plans were in place to divert planes to neighbouring airports if the GAIA in Barbados had reached full capacity and was unable to accept more planes on the ground (C. Richards, personal communication, October 22, 2007).

¹ CARICOM is the Caribbean Community and the hosts of the 2007 CWC are all full members.

² CSME is the Caribbean Single Market & Economy within CARICOM and involves regional economic integration to strengthen the leverage of CARICOM on a global scale.

³ Sunset Legislation involves special laws being added to statute books for a fixed period of time to address issues needed to successfully stage an event. For the 2007 CWC, the legislation attempted to harmonize the way customs and immigration procedures were handled in the region, it introduced the concept of ambush marketing, and dealt with the way venues were to be managed, including crowd control, traffic management, and security.

Economic

The economic success of the 2007 CWC is very difficult to assess due to the unavailability of definitive numbers and the inaccessibility of information from the Government. The reliance on estimates and partial data have become the main sources of information in this section of the analysis, with more general ideas used as a replacement for simple number crunching.

The Event

The financial success of the 2007 CWC is questionable. The WICB was the recipient of the majority of the event profits. In a report published a day after the finals, the president of the WICB believed that the Board would make enough from the event to eliminate its \$US 15 million debt or at least reduce it substantially (Robinson, 2007). The WICB was estimated to make \$US 20 million from the tournament through television rights, sponsorships and as hosts of the tournament. This constituted 80% of the total profits, while the remaining 20% was to be shared among the six territorial boards (Where's the World Cup financial report? 2008). Money to the different LOCs was to come directly from the ticket sales in each country.

Over 672,000 tickets were sold during the 2007 CWC, which surpasses the previous CWC in South Africa by 47,000 tickets. This adds up to a total of \$US 32 million in ticket sales region wide (CMC, 2007). This fell well below the targeted \$42 million in ticket sales, mainly due to high ticket costs and ineffective public relations and marketing (Edwards, 2007). Though ticket sales were the best ever, only 436,000 spectators actually came through the turnstiles (CMC, 2007). Several issues were involved in the low attendance, including: bad weather, the death of the Pakistan coach Bob Woolmer, and the elimination of the Indian and Pakistani teams in early round of the competition.

The attendance in Barbados was estimated at 117,000 throughout the event. The country had expected 5,500 visiting Indians, but the BTA announced that only 800 actually turned up. This had drastic impacts on cruise ship occupancy rates. Carnival Destiny had been chartered by the Government of Barbados through the BTA for over \$US 14 million for a three-week period. The ship realized a total occupancy of about

40%, which resulted in a deficit for the BTA as well as tour operators who were held responsible for a portion of the money under contracts with the BTA (Edwards, 2007).

The closing ceremony in Barbados is also worth mentioning in the economic analysis. The final cost to the artistic director in charge of organizing the ceremony was \$US 750,000. Relative darkness and the fact that it was not a Barbadian presentation did not go over well with the taxpayers of Barbados, who inevitably paid for the ceremony. Also, one of the justifications for hosting the event was to gain worldwide publicity, however Robinson (2007) stated that the 2007 CWC was the least-watched CWC in history. Viewership dropped by nearly 40% compared to the previous edition in South Africa in 2003. This does not boast well for the benefits to the Barbadian economy that were to come from hosting the event.

Economy of Barbados

According to the Business Monitor International Ltd. (2007), the stimulation that was provided by the hosting of the CWC was not as high as had been hoped in the lead up to the event. The year-end forecast for the economic activity of Barbados was reduced from 5.0% to 4.1% (Business Monitor International Ltd., 2007). The CBB (2007, Review of the Economy for the First Nine Months of 2007) stated that the economy continued to grow strongly during the first nine months, with real economic activity expanding at a rate of 4.4%, which is 0.7% higher than the corresponding period of 2006.

The CBB (2007, Review of the Economy for the First Nine Months of 2007) also identified an increase in the construction sector, both public and private. Road infrastructural programs as well as residential and commercial developments were the main cause for this increase, which also contributed to an improved labour market. A lower than average rate of unemployment was seen for the first half of 2007, due partially to the increase in construction activity and boost in tourism arrivals.

The Business Monitor International Ltd. (2007) does not, however, list only the positive economic results of the CWC period; many of the risks associated with the economy are also linked to the CWC. The public costs in preparation for the event were the largest state registered first quarter deficit in ten years – a shortfall of \$US 101.7 million in the central Government accounts. This is not the total spent on the event and subsequent

preparations, just the deficit in the Government accounts. According to the President/Chairman of the Barbados Chamber of Commerce & Industry, the economic benefits of the event are still to come. At the planning stage it was known that the event would not pay for itself; however the expenditure was justified on the grounds that a small increase in visitor arrivals of approximately 3% would provide sufficient returns (D. Stoute, personal communication, October 8, 2007).

Tourism Industry

"Barbados, unquestionably one of the world's premier tropical island destinations, has distinguished itself as a leader in regional and international tourism... renowned for its quiet efficiency, warm hospitality, unparalleled sophistication and rich heritage." This was stated by the Barbados Minister of Tourism and International Transport in the Bid Book submission (Government of Barbados, 2004). Noel Lynch went on to say that Barbados has also fallen into the niche market of sport tourism, which is a viable method of creating increased development and expansion.

The CBB (2007, Review of the Economy For the First Nine Months of 2007) noted that a significant boost in tourism arrivals during the second quarter of 2007 provided most of the motion behind the increase in output in the traded sector. After visitor arrivals declined almost 7% in the first quarter, a spike of 13.6%, which is 5.2% more than the same period in the previous year, was seen in the second quarter. This increase was not due to traditional mass tourism arrivals but to the non-traditional markets of UK cricket watchers as well as other international CWC enthusiasts. These non-traditional markets are key to an expanding tourist market and are highly desirable for Barbados.

It was therefore the service sector that was the "engine of growth for Barbados" with the CWC providing a "one-off flip for the tourism industry" (Business Monitor International Ltd., 2007). During the first six months of 2007, tourism output rose by approximately 3.1%, 2.0% more than the corresponding six months in 2006); this has been attributed in large part to the influx in visitors for the CWC event in the second quarter (CBB, 2007, Economic Review: September 2007).

Cruise ships also made a comeback at the CWC. The quantity of cruise ship passengers grew by 13.7% in the first half of 2007, reversing the 17% decrease in the same period

of 2006. The upturn showed a 5.3% increase in calls because of the extra ships brought in for temporary accommodations during the event (CBB, 2007, Economic Review: September 2007). There are some controversial issues regarding the increase in visitors arriving on cruise ships; issues relating to visitor expenditure and waste removal are two of the most prominent. Environmental issues will be covered in the next section, however visitor expenditure is relevant here. Tourists arriving by cruise ship are not paying for accommodation in Barbados, as they are sleeping on the ship. Also, meals are supplied on-ship, which minimizes the income generated on the island.

Visitor Satisfaction

Overall visitor satisfaction is very important to the legacy of a sports mega-event as well as the future of the tourism industry. According to the Barbados LOC (2007), a typical unsatisfied customer will tell eight to ten people about their experience, and one in five will tell twenty! Therefore for every unsatisfied person, many more will know. And those that are considered very satisfied are four to seven times more likely to repeat the experience within an 18-month timeframe than those who were merely satisfied.

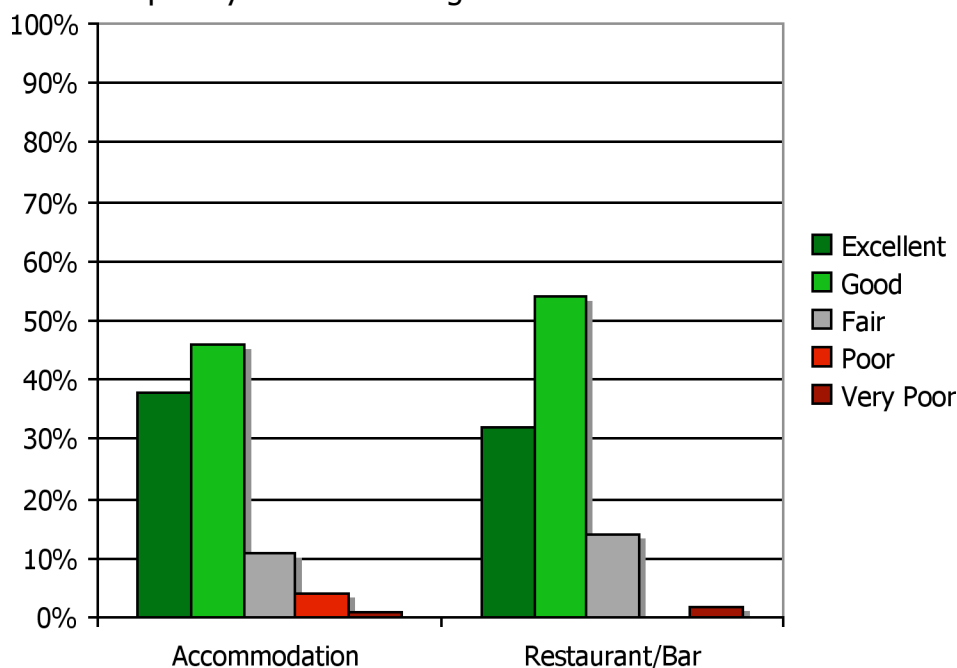
The goal of the Barbados LOC was to ensure that people walked away satisfied; they set their performance target at 80% of customers expressing a high level of satisfaction, which means a score between seven and ten out of a possible ten. The Barbados LOC interviewed a number of stakeholder groups, including spectators, media, teams, and Kensington residents living adjacent to KO, to determine the success of the event and facilities. In total, 366 spectators, 14 members of the media, 4 team managers, and 15 residents were interviewed.

The survey conducted during the Super 8 matches and Final match was designed to bring about different issues and responses based on the type of stakeholder group. No extreme answers or statistics came out of the survey, however it does show that the various groups were relatively satisfied. The Barbados LOC set a performance target at 75% for the mean score of the survey. The combined average was calculated at 79%, which is 4% above the target. Three stakeholder groups, the spectators, media, and teams, had averages well above this target, although one group, the residents, scored a mere 73%, not achieving the target.

Therefore on the visitor side of the spectrum, targets were met and the Barbados LOC considered the event and facilities to be a success, although resident opinions were not as favourable. The National Institute for Service Excellence (NISE) also conducted a survey on visitor satisfaction within the service industry, which makes up a major part of the visitor experience in accommodations, transportation, the retail sector, and the entertainment industry. Over 300 visitors were interviewed at the airport before their departure from Barbados.

The overall ranking from visitors regarding the service industry was 89% positive. This reflects favourably on the efforts put in place to ensure the success of the visitor experience. The hospitality sector ranked very high with both accommodations as well as restaurants receiving very good scores. Figure 2 shows the distribution of responses on accommodations and restaurants/bars. Within these results, the staff's willingness to assist and their courteousness and politeness ranked exceptionally high.

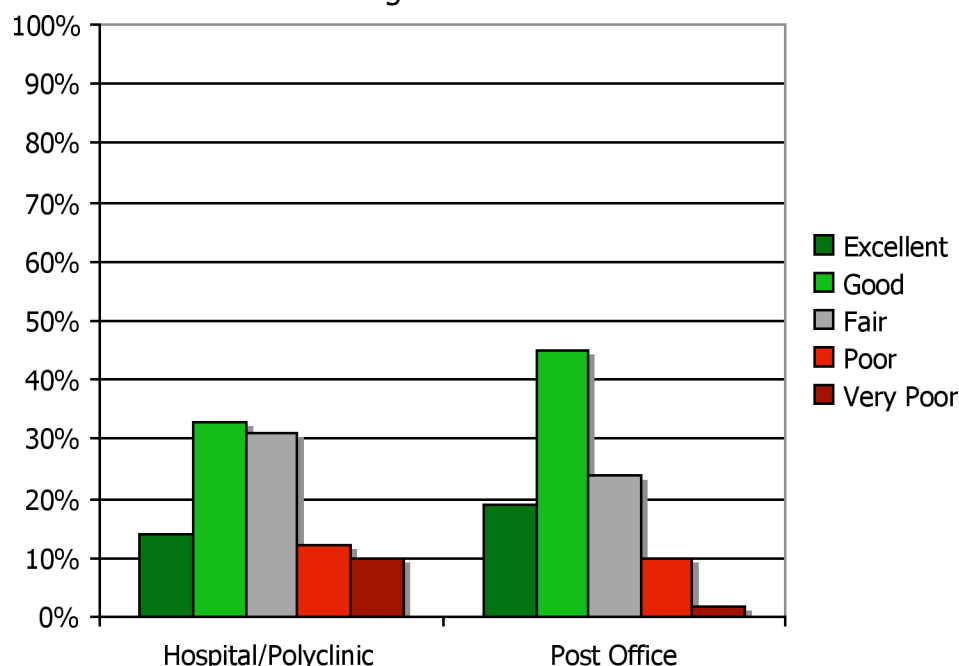
Figure 2: Visitor Hospitality Sector Rankings



The transportation sector also scored well. On average, 82% of respondents considered the service positive, while only 2% had a negative response. Of the five modes ranked in the survey, rentals were given the highest score and ZR/Mini Vans were ranked the lowest, however all responses still averaged to be 'good'.

The public sector did not perform as well as the other sectors; this included the hospital/polyclinic and post offices. Figure 3 shows the distribution of responses by visitors; 15% of visitors used the hospital/polyclinic and 17% used the post office, therefore the negative responses are of less significance in the grand scheme of the service industry analysis. Promptness of the delivery of service appeared to be the major issue at the hospital/polyclinic, which contributed to overall lower rankings within this sector.

Figure 3: Visitor Public Sector Rankings



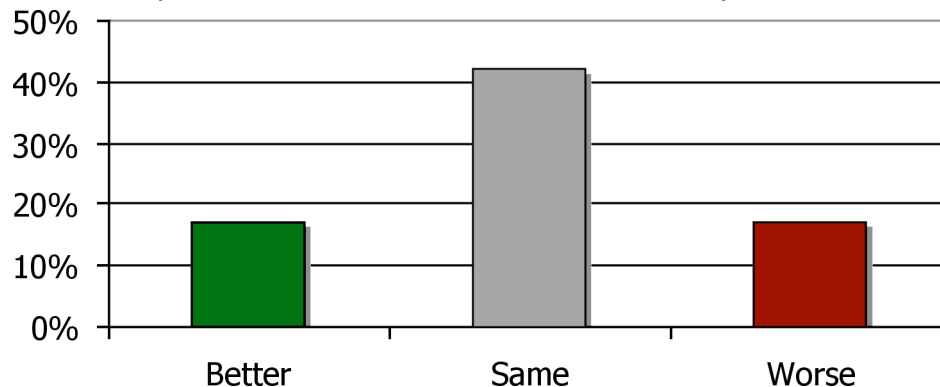
The retail sector scored remarkably well. Shops/supermarkets, duty free shops, and vendors all performed very well, with duty free shops out-performing the others. Overall in the retail sector, only 1% of the responses were negative. This reflects well on the island and its private sector services to tourists. The financial sector also ranked quite well, with only 2% of the responses negative. Consistent with these two sectors was the entertainment sector. Visitors were pleased with the offerings and general treatment by the tour operators; this resulted in a good to excellent ranking by the visitors.

Another key issue involved in the survey was the improvement of service from previous trips. Visitors who had previously been to Barbados were asked how the service during the CWC compared to that earlier experience. An overwhelming 61% expressed positive

change, while only 3% stated a decline. 19% of the respondents actually said that the service had improved a lot; therefore the efforts to improve the industry for the event must have had an effect on the overall service delivery.

In response to a comparison between Barbados and the visitors' country of origin, it was an equal split between worse, the same, and better. Figure 4 shows the distribution of answers giving by the visitors. This shows the quality of service on a world stage and how Barbados is doing in comparison to other countries. If Barbados is going to truly become a developed country, the level of service must meet that of the developed world, as developed country tourists expect that same level of service on their holiday destinations.

Figure 4: Visitor Comparison with Barbados vs. Home Country Service



Local Business

When examining the economics of an event, it is important to look at the full range of financial effects. Therefore studying the local business is essential to understanding the complete economic impact of an event. With the 2007 CWC, numerous sectors of business were discussed in the media during the event; these include street food vendors, clothes vendors, craft shops, restaurants, taxis, and local farmers.

Street food vendors appeared to come out on top. In an article published on April 14th, a food vendor outside Kensington Oval stated that, "business is good... people [are] really buying up the local... dishes" (Moore, April 14, 2007). However the same article stated that business for the clothes vendors was not so lucrative. Apparently only the official ICC CWC apparel vendors were having better luck. But it was just as poor at Pelican Craft Village. According to Burke & Atwell (2007, April 16), on April 16th craft

vendors were having trouble even covering their expenses with “slow, disappointing sales”. A local businessman stated that “we did all the hard work, we did the beautification with no money, and we have not seen the people. This is not for us, this is for the big people” (Burke & Atwell, April 12, 2007). The first half of April, during the Super 8 matches, did not appear to be very profitable for the majority of the small businesses; however, things began to pick up by April 20th (Alleyne, 2007).

An article published April 25th stated that “CWC visitors do not seem to have matched their heavy drinking with food purchases as their presence has made little difference to local restaurants” (Lynch-Foster, 2007, April 25). Restaurants who were encouraged to upgrade and beautify their facilities were not reaping the benefits of the influx in visitors. This opinion was also backed by vendors in the Cheapside Area, who stated, “World Cup tourists only want liquor” (Moore, 2007, April 28).

Vendors and restaurants were not the only people disappointed with the returns from the event; taxi drivers were furious with the way the event was handled and the fact that their profits were lower than the average season. Due to road restrictions and designated drop-off areas, taxi drivers were being kept away from KO and tour buses were being used for the cruise ship passengers. An article published April 14th, stated that “angry taxi drivers are calling for better treatment from the... Police Force” (Taximen: police giving us hard time, 2007). Another taxi driver who had been in the business for twenty-two years said that this had been his worst season yet (Wilson, 2007), definitely not what one would expect during an international event.

While businesses at the front-line were experiencing hardships, those behind the scenes were also unhappy. In an article published at the start of the New Year, less than three months from the start of the event, the President of the Barbados Agricultural Trading and Investment Co-Operative Society stated “we missed the boat for World Cup”. The projections showed that there was going to be a shortage of fresh milk around the time of the event, however local market restrictions cut back production in recent years and there was just not enough time to get production back up (Yearwood, 2007, January 8). Therefore additional milk was needed from off the island, hindering Barbadian milk producers from benefiting from the CWC.

Environmental

Environmental issues are and were prevalent on the island before the 2007 CWC. There were several concerns at the Bid Book stage of the process; some of these concerns were only temporary and thus permitted, a few materialized, and others were prevented by strategic planning, which bettered Barbados in the long-term.

Potable Water Supply

Certain aspects of the hosting of the CWC had impacts on the potable water supply in Barbados, which is already considered a water scarce island. The Bid Book submission identified an increase of 11.4% over the national water demand in 2004, for the event in 2007. The increase was due to increased water demand at the Port for cruise ship passengers, more washroom facilities and visitors using them at KO, as well as irrigation for the playing field at the expanded stadium (Government of Barbados, 2004).

Along with the forecasting of water demand for the event were identified risks. These included a supply shortage, inadequate infrastructure capacity, equipment failure or burst mains, power failure, and a drop in pressure at peak cruise ship supply times. Therefore to combat these potential risks, infrastructure was replaced, wastewater reuse for irrigation was utilized, and the supply was augmented by a reduction in unaccounted for water (Government of Barbados, 2004). The long-term benefit of dealing with the water supply problem for the event is an improved water supply network in and around KO in Bridgetown in the future.

There were no fallouts from the event, no reports were made of water shortages anywhere on the island, and there was no mention of the water issue in the media post-event. The infrastructure systems put in place for the event were successful in handling the concentrated influx in water demand on the island.

Sewage and Wastewater Treatment

Along with the increase in water consumption comes an increase in wastewater, as 90% of water consumed is converted to wastewater. The additional loads were to be

concentrated in the tourist areas, along the South and West coast tourism belts. Two sites, KO and the Port, were also identified as potential problem areas. The risks associated with the increased sewage and wastewater were plant equipment failure, odour problems, and a sewer line blockage (Government of Barbados, 2004).

The construction of a dedicated sewer line connecting the Port and Bridgetown Wastewater Treatment Plant (BWTP) as well as on-site waste management were identified in the Bid Book submission as potential mitigation measures; therefore the long-term benefit of the event on wastewater management was an improved system with added capacity (Government of Barbados, 2004).

However concerns over the capacity of the BWTP were identified in the media in late February. Jerome Walcott, Minister of Health, assured the public that the island was capable of handling the volumes of waste from the CWC visitors. He stated that the upgrades had already been made and additional volumes could be diverted to the South Coast Treatment Plant if needed, adding that the Environmental Protection Department had already approved this plan (Spooner, 2007, February 24).

Other concerns over the BWTP also arose in the earlier part of 2007 in the lead-up to the event. Residents were complaining about odour problems, which was one of the identified risks in 2004. The proximity to KO and possibility of a breakdown in the plant during the CWC was a concern; this “could cause the millions of people whose eyes would be focused on Barbados during that period to view [Barbados] as a smelly place, which could compromise [the] tourist product” (Moore, 2007, February 9).

Although these two issues made headlines in the media prior to the event, no problems were made public during or after the event. The Government was successful in mitigating any negative impacts from the additional wastewater and fortunately no major plant failures or system bursts occurred.

Solid Waste Management

Solid waste is also an issue on the island anytime of the year, not just during special events. Littering is a problem, as well as illegal dumping and the quantity of waste at landfills. The amount of solid waste generated by the influx in visitors for the CWC was

estimated at 135,000 kg per day island-wide, as well as 60,000 kg at KO per event. The risks associated with the event were collection service failure because of worker strikes or breakdowns and landfill equipment failure and mechanical problems (Government of Barbados, 2004).

To mitigate any negative results, the Bid Book submission identified several plans, including collective bargaining agreements with collection workers, improved equipment maintenance, public education programs, increased collection points, and a special clean-up and collection schedule for the event. The long-term benefits that arose from the efforts were increased recycling, a cleaner, more aesthetically pleasing environment, and a more aware public (Government of Barbados, 2004).

A beautification/clean up plan was outlined in the Bid Book submission as well. The three targeted areas were the city (Bridgetown), coastal zones, and highways and open spaces. These areas were targeted because of the increased tourists that would be visiting them as well as their heightened visibility and the desire to improve the physical appearance of the island in the media. This plan was to enhance the existing beautification work around the island and step it up a notch in time for the CWC event and associated influx of tourists (Government of Barbados, 2004).

The Sanitation Service Authority launched a major initiative to help ensure the areas around KO were waste-free. This involved the collection of bulky waste, such as old fridges, ovens, galvanized roof sheets, and furniture, which were picked up from outside residents' homes on specified days. This weeklong exercise targeted ten streets of New Orleans and four of Pickwick Gap (Atwell, 2007, January 31). This was beneficial to residents living in those specific areas and enhanced the visitors' experience of the gateway to KO, however no benefits were felt beyond this small zone. Residents one block from the designated area were out-of-luck if they wanted some of their extra waste removed, as it was not beneficial to the country to spend money to pick up their garbage – they were just too far away from the public eye on event day.

To combat the increased waste generation and fear of workers strikes, the employment of extra temporary staff was coordinated to deal with the CWC. Also, a change in normal collection schedules during the event was made along main arteries to increase collection and maintain an attractive appearance for visitors (Atwell, 2007, January 17).

These extra efforts ensured successful solid waste management during the event, and nothing more was publicized during or after the event; therefore the solid waste management component of the preparations was sufficiently well executed.

Energy Supply

The energy supply in Barbados is varied; it includes oil-generated electricity, oil, and solar. The projected peak load, including the CWC, was estimated at 164MW in the Bid Book submission. The risk of not meeting this demand was equipment failure, such as a breakdown of the generator. New plans were already underway in 2004 for an increased energy supply during the CWC. This included: plans for a new electrical power plant, construction of a new fuel terminal, and the strengthening of the distribution network in the KO area. Therefore the long-term benefit to Barbados is the ability to meet energy requirements well into the future (Government of Barbados, 2004).

Fortunately no shortages were experienced during the CWC and the media remained free of energy-issues. The increased energy supply more than met the needs for hosting the event and will continue to meet the needs of Barbadians well into the future.

Air Quality

In 2004, the major generators of air pollution were: vehicle emissions, quarrying activities, electricity generation, and impacts from industrial activity. However the CWC posed additional potential impacts on air pollution. Due to the increase in tourists, an increase in air traffic and vehicular exhaust was expected. Also, the construction at KO was expected to increase the particulate matter around the grounds, and fuel fumes from generators were an issue from outdoor vendors during the event. All of these additional impacts were identified as temporary and therefore the mitigation measures were less extreme (Government of Barbados, 2004).

Mitigation measures involved the implementation of emissions standards for vehicles. Experience in Barbados will tell you that it is not currently up to par with the developed

world and on a normal day downtown emissions are a concern; the extent of emissions during the event would have been very visible to visitors.

The public transport system was also diversified to include park-and-ride systems to reduce the volume of vehicles adjacent to KO. And, buffers were put in place around the stadium to reduce particulate drift to the surrounding areas (Government of Barbados, 2004). All of these steps helped to achieve better air quality around KO during the event and no issues were published regarding air quality during or after the event.

Noise Levels

According to the Bid Book submission, there are no standards in Barbados governing noise pollution; noise is controlled by nuisance regulations. The major noise generators in 2004 were construction-related activity, general traffic, and entertainment events. The potential noise impacts thought to be associated with the CWC were noise from generators used by outdoor vendors and noise from event patrons. Both of these risks were identified as temporary and were not seen as major issues (Government of Barbados, 2004).

The mitigation measures were subtle and included the use of directional speakers, the regulation of the time and frequency of events, and the implementation of standards for noise pollution in the longer term. Therefore the long-term benefit of the CWC was the establishment of systems for reducing noise at public events at KO (Government of Barbados, 2004). However, this was definitely not how the media perceived the issue of noise. On April 12th, an article was published that boasted that “the new Oval shape magnified the noise from the stands and a crowd of just over 10,000 sounded like a capacity crowd of 27,000” (Spooner, 2007, April 12).

The newspaper was actually commending the design of KO because it amplified the noise on event-days. This may sound odd, but after speaking to residents in the vicinity of KO, it was evident that they enjoyed the activities and liked the excitement of event-days. Therefore noise was definitely present, but was not considered a nuisance; it was accepted and enjoyed by both event-goers and nearby residents.

Physical

Physical impacts are definitely the most evident on the landscape, however physical alterations and enhancements are deeply linked to economic considerations, social impacts, and the environment. It is important to discuss the actual physical transformation; other issues involving the physical construction are discussed in the other relevant sections.

Kensington Oval Redevelopment

The stadium redevelopment, estimated at costing Barbados \$US 67.5 million (Spooner, 2007, February 20), was a massive undertaking to increase the seating capacity from 15,000 to 28,000 in both permanent and temporary seating. The following two images (Figure 5), shown in two commemorative stamps, show the stadium before and after construction.

Figure 5: Old Versus New Kensington Oval (BPS, 2007)



The demolition, which began in mid-June 2005 (Stuart, 2007, June 17), transformed KO and its entire surroundings through a number of initiatives that were necessary to make the stadium expansion and subsequent hosting possible. In order to facilitate the expansion, a number of adjoining properties (four commercial, containing six businesses, and twenty-one residential) were acquired and the occupants were relocated. This was necessary to meet the ICC requirements and increase the stadium capacity. Figure 6 shows an aerial photograph taken before the KO expansion with the general area of expansion highlighted in red.

Figure 6: Kensington Oval Expansion (Google Maps, 2008)



The defined demolition area in Pickwick Gap and Fontabelle involved twenty-five negotiations for the acquisition of the necessary land for the KO expansion. 2.2 acres of land was also acquired at nearby Barbarees Hill for the new site for the relocated residents. Twenty-one houses were then constructed on the new site, which was named Barbarees Gardens (Figure 7). The generic new houses are surrounded by what appears to be a construction site with unfinished landscaping and a general lack of character. The site is accessed by one road off the main artery and is secluded from its surroundings by a perimeter wall.

Figure 7: Barbarees Gardens



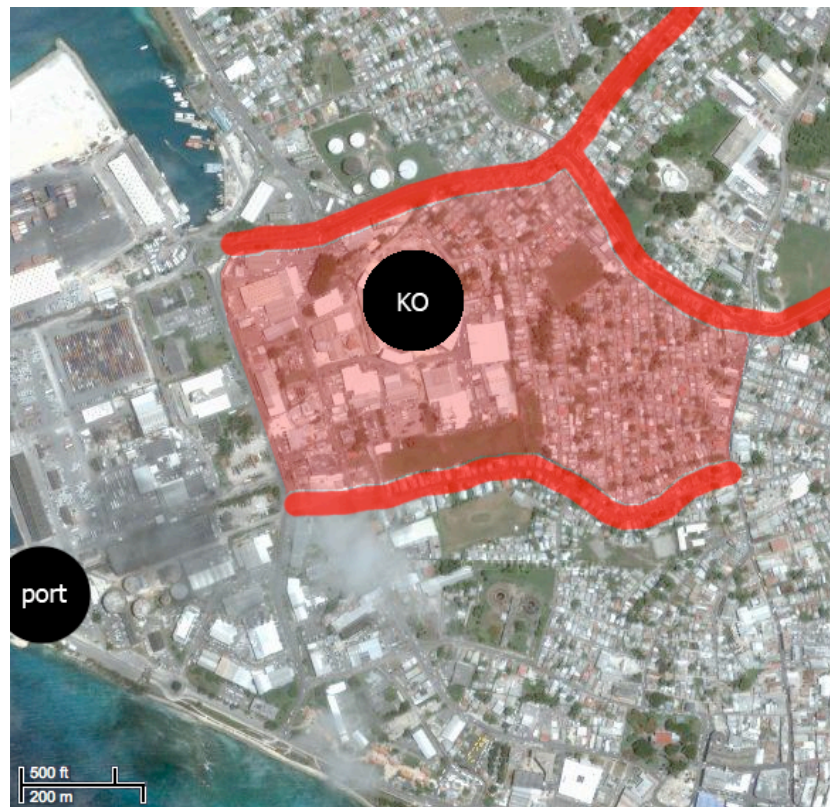
By December 2005, dislocated residents began to move into their new homes and the demolition of their former homes began. Many of these homes occupied the area where the temporary seating and parking was located during the CWC; this gravel patch now lies unoccupied, which can be seen in Figure 8 from a photo taken through the adjacent neighbourhood that survived the relocation efforts.

Figure 8: Unoccupied Land Between Remaining Neighbourhood and KO



The Kensington Environs Beautification Project was a massive improvement program involving more than one-hundred homes around KO. An inventory of homes in need of repair was made, and carpenters, masons, and painters worked on the structures at the expense of the Government. Figure 9 shows the targeted area, with main arteries highlighted in darker red. Some homes were in need of massive repair, while others simply needed a facelift. According to Seymour Sealy of the Urban Development Commission, seven homes were in such poor condition that they were completely demolished and rebuilt for the residents. The project not only focused on the homes leading to KO, but also the general beautification of the area surrounding KO and brushing of the overgrown areas (Slinger, 2007, January 19).

Figure 9: Kensington Environs Beautification Project Area (Google Maps, 2008)



All did not perceive the beautification efforts positively. The Democratic Labour Party's candidate for the City, Patrick Todd, stated in February 2007 that "the painting of galvanized palings and the replacement of a few siding boards of houses with structural issues cannot be considered as a long-term solution to the housing problems within the City (Moore, 2007, February 7). These minor renovations were only for the CWC and not for more attractive streetscape and neighbourhoods in the long-term. Figure 10

shows the streetscape as well as one of the completely rebuilt homes in Pickwick Gap, adjacent to KO, where the beautification efforts took place.

Figure 10: Beautification Area Streetscape and Rebuilt Home

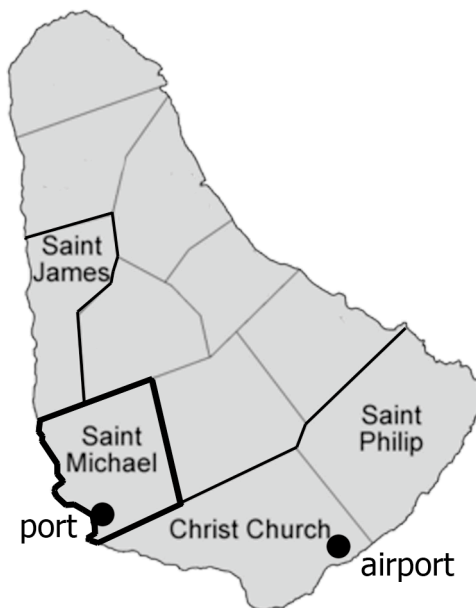


After the CWC was over, the temporary seating was removed and the stadium capacity shrunk to 15,000. As mentioned in the literature review on sports mega-events, the possibility of a sports venue, which costs countries millions to build, becoming a white elephant is a real concern. Since the CWC, the new KO has been used sparingly for sporting events, including cricket, but the Prime Minister has restated the Government's commitment to ensuring KO does not become one (Alleyne, 2008). This potential white elephant, which the Merriam-Webster dictionary defines as "a property requiring much care and expense and yielding little profit" (Merriam-Webster, 2008) could end up being an embarrassing reminder to the political leaders at the time of the CWC; KO would sit there on the landscape as a constant reminder of the negative aspects that came with the hosting of the event.

Road Network

While roadwork is ongoing throughout Barbados, a schedule of roadworks for the CWC was put in place to be completed prior to the event. Forty roads were designated to be improved under the special World Cup program (Atwell, 2007, January 15). The targeted roads were concentrated around the capital in the parish of St. Michael with a few outside of the parish in the main tourist belt along the south and west coasts (Figure 11). The road improvements connect the tourist belt to Bridgetown and the airport and port, providing improved access to and from the stadium for the visitors.

Figure 11: CWC Roadwork Location



One of the objectives of hosting the CWC was infrastructure improvement. The Bid Book submission called for significant improvements to the current road network to improve transport systems in Barbados after the CWC finished. The submission also mentioned flyovers and tunnels (Government of Barbados, 2004). As of mid-January, 31 out of the 40 planned roadworks had been completed (Atwell, 2007, January 15), however flyovers and tunnels were no longer in the works. Negative publicity toward flyover development may have kept those plans at bay for the time being. Improved roads and sidewalks are evident post-event on the way to and around KO, however the country still has an immense amount of work to do on the rest of the country's transport infrastructure.

Airport/Port Expansion

Upgrading and expansion of the Grantley Adams International Airport (GAIA), which is owned by the Government of Barbados, has been ongoing since before the CWC was even announced. However, GAIA and the Barbados Government implemented specific measures to contribute to the success of the CWC as well as the future development of the country. These initiatives included the installation of air bridges, increase in parking aprons, and the acquisition of electronic scanning equipment (Government of Barbados, 2004).

As the event approached, concerns about the capacity of the airport were voiced. An airport manager instructed airlines putting on extra flights for the event to schedule their arrivals before sunrise, when the capacity of the airport was not stretched to the limit (Morris, 2007, March 2). Though the capacity of the airport is not currently sufficient, major upgrades have been made in the past few years and were scheduled to continue after the event. Residents were not just relocated for the expansion of KO, however; residents near the airport were relocated as well – but this was due to an increase in tourism and a need to increase capacity, not to the staging of the CWC.

The Port is also involved in an expensive expansion project in the marina and harbour that involves new berthing and other facilities. This project was not specifically designed for the CWC but the event benefited from these improvements as a record number of cruise ships docked at the Port for the event matches, because accommodations were estimated to be too few to house all the patrons.

Accommodation Expansion

Initial concerns regarding accommodation shortages across the Caribbean, including Barbados, were voiced by the Governments involved in hosting the CWC. However by the end of 2005, the Barbados Hotel and Tourism Association (BHTA) stated in a newspaper article “that if everything goes well with the completion of additional hotel rooms and we don’t have adverse weather conditions – together with villas, home accommodation and the cruise component, there should be sufficient accommodation within the island for the CWC” (Springer, 2005). Cruise ships, hotel construction and renovation, and home accommodations all plagued the media in the lead-up to the event.

Chris Dehring, Managing Director for ICC CWC 2007 Inc., wavered in the media on Barbados’ ability to meet the accommodation demand in July 2006, but in an article published on July 30th, he stated that Barbados would do it (Pile, 2006). By the end of 2006, the BHTA was encouraged by the level of development taking place in the accommodation sector on the island. Several examples were reported of new and refurbished rooms being completed in time for the event: Silver Point Villa Hotel and Accra Beach Resort, 168 new rooms; Treasure Beach, 4 new suites and 29 renovated; Rostrevor Apartment hotel, 20 new rooms; and the Marriott, 75 new rooms with

conference facility and restaurant. The BHTA said that hundreds of millions of dollars were being pumped into new construction, refurbishment, and additional facilities like fitness rooms, business centres, and restaurants (Edward, 2006).

As of December 31, 2006, the Home Accommodation Program had approved two loans for a total of almost \$US 1.25 million for the construction of 156 rooms. This brought Barbados' total to approximately 500 rooms participating in the program and ready for CWC patrons. The Small Hotels Refurbishment Scheme was also highly successful by the end of 2006. As of November 30th, three updates were given: 19 hotels, with 382 refurbished rooms and 202 new rooms was in the works for \$US 19.9 million; \$US 13.1 million was committed to 14 other hotels for the refurbishment of 316 rooms and the construction of 151 new rooms; and \$4.2 million had already been disbursed to 9 hotels with 176 refurbished rooms and 104 new rooms. Along with these two components of the accommodation plan were an estimated 15 cruise ships that were to dock at the Bridgetown Port during the event, 14 of which were to be present during the final match on April 28th (Bradshaw, 2007).

After the CWC, in early May 2007, Burke (2007) published an article entitled "Hoteliers not complaining". The BHTA reported a 74% occupancy rate in April during the CWC. This was up 2% from the previous April and 3% over the traditional April average. The 100,000 patrons that were estimated to frequent the island did not materialize, but the increased CWC visitors did make up for the loss in traditional yearly tourists that repeatedly visit the island. The desperation felt in the media prior to the hosting was definitely not warranted in hindsight, although the infrastructure put in place because of it will benefit future tourists to Barbados, thereby benefiting the tourism industry and the economy of Barbados.

Social

Impacts that affect residents most are the social impacts. Though most difficult to quantify and compare, a good understanding of the results of an event such as the 2007 CWC can be developed from a discussion of the resident displacement and issues residents were forced to deal with as a result of hosting a sports mega-event and the positive impacts that resulted because of preparations for the influx in visitors.

Disaster Management

The Barbados LOC (2004) saw the CWC preparations as a way to benefit Barbados' disaster management systems in the long-term. Three components of disaster management were outlined in the Bid Book submission, including well-designed world-class facilities, skilled volunteers, and comprehensive planning. KO was designed to include emergency care areas as well as appropriate access/egress from the stadium. Therefore any future events held at KO will benefit from these facilities and stadium plans.

The Bid Book submission stated there would be thirty volunteer response divisions island-wide; each of these divisions was to include volunteers trained in various aspects of disaster management, including first aid. Comprehensive disaster management planning was also in the works from as early as 2004. The development and implementation of a National Multi-Hazard Plan, which included a new Disaster Management Act and emergency planning for major events, was a major task set up to benefit the CWC as well as future events in Barbados (Barbados LOC, 2004).

The Central Emergency Relief Organization (CERO) confirmed over a month prior to the event that "Barbados is ready and well positioned to handle any mass casualties that might arise during the imminent CWC matches (Rawlins-Bentham, 2007, March 4)." By the beginning of March, CERO verified that four major tasks had been completed: a new and revised mass casualty plan, an evacuation plan for both venues, an established emergency operations centre, and an emergency telecommunications system with additional enhancements enabling others to speak with emergency services. The organization fast-tracked a number of tasks to ensure their completion for the event (Rawlins-Bentham, 2007, March 4).

The disaster management planning also involved cooperation from the Barbados Fire Service (BFS). The Research and Planning Department at the BFS was given the responsibility of preparing a plan for the event back in 2004. As part of the disaster management team, the BFS's responsibility was to ensure that aspects of safety and evacuation were addressed, and that it was as fire-safe as possible (Rawlins-Bentham, 2007, February 11).

With event preparations came the purchase of a new rescue tender, which was delivered in time for the event. The truck's purpose was to carry a sophisticated level of rescue equipment that would aid in drastic situations, such as a stadium roof collapse. Twenty-five additional firefighters were also trained, bringing the overall total on the island to 239. From this pool, extra personnel were posted at GAIA with advanced training to deal with any sort of emergency that could have occurred (Rawlins-Bentham, 2007, February 11).

With April being the BFS's busiest month for traditional fire calls, mainly due to grass fires, they went out of their way to assure the public that all calls would be answered. In an article published on February 11th, 2007, the BFS stated: "We have to manage our resources for cricket because we have a responsibility there, but we also have a responsibility to the other part of Barbados to be able to respond to any emergency, whatever it may be. We have ourselves in a state of readiness. We will have adequate equipment to serve all areas" (Rawlins-Bentham, 2007, February 11).

The Royal Police Department was also involved in preparations and the job of reassuring the public. Darwin Dottin, the Commissioner of Police, stated that "it is an issue of national security and because the event is so large it does impact on national security and we are trying to ensure the safety of persons attending the games and also the public at large". Dottin later stated that he would be providing the nation with updates as the event neared because "there is a need to satisfy and sensitize Barbadians about what is going on" in terms of their security and the security of their country (Slinger, 2006, April 2). Figure 12 shows an image of a security drill at KO two months prior to the event, because "security and safety of players and spectators is a major component of the island's hosting of the CWC" (Culbard, 2007).

Figure 12: Security Drill at KO Prior to Hosting the CWC



The departments and organizations involved in disaster management preparedness not only constructed and executed plans for the safe staging of the CWC event, but also tested their plans on two separate events prior to 2007. The Pic-O-De-Crop competition, which was held in August 2006, was used to test the new mass-casualty plan, and the World Golf Cup was also to be used in December 2006 to further test and assure the country of its newly configured plans (Wickham, 2006).

Disruption of Daily Life

Many of the preparations for the CWC, to ensure its success, disrupted the lives of the local population. Construction efforts overwhelmed the island in the lead-up to the event, especially near KO where the multi-million dollar investments were centred. This construction not only created additional noise throughout the neighborhoods, but also created quite the eyesore from the residential neighbourhood, seen in Figure 13. Not only was this a visual issue, but also a practical issue as the construction impeded traffic in Bridgetown. Traffic was a major concern of event organizers; traffic plans were implemented during the events to ensure spectators could easily attend matches. This involved the rerouting of normal traffic, mainly impacting commuters who had to allow extra time going to and from work.

Figure 13: Temporary Stands at Kensington Oval Seen From Pickwick Gap (It's Not Scaffolding, 2007)



One attempt to ease traffic congestion and minimize the movement of the local population was to postpone school on match days and keep the masses of children off of the highly used public bus system. This disruption at the school-age level impacts the whole community, but most importantly the parents, who must already leave for work ahead of schedule due to traffic congestion and traffic management plans in Bridgetown.

Residents living in the KO area also had additional issues during match days that made daily life more difficult. Aside from extra parking restrictions imposed on the area, permits were needed by the residents to get into and out of their areas. This increased security also made doing business in the area more difficult and impacted shop-owners who were relying on the steady influx of visitors.

Kensington Oval Relocation Project

Of all the residents disrupted by the hosting of the CWC, at the top of the list were the residents who were relocated to allow for the KO expansion. The project, which was described previously in the discussion on physical impacts, was made very public by the media; also, interviews conducted with the relocated residents gave a clear view of the resentful feelings still felt approximately two years after the move.

The residents, located in the area designated for demolition, had no choice as to whether or not they would move. The Government of Barbados and the Barbados LOC officials came to each residence and informed the residents of what was going to take

place. From there a few meetings were held before the eviction and moving time. These meetings involved explanations about the CWC, why the residents had to be moved, as well as the new area to which they were being relocated.

The Barbados LOC established an advisory team, named the Kensington Community Advisory Team (KCAT), to help the residents going through the relocation process. The KCAT mission was to provide support to the families being relocated to ensure as smooth a transition as possible. Counseling sessions were held by the KCAT during the lead up to the move; this was described in the Nation News but none of the residents mentioned any of these sessions in personal interviews (Nation News Public Relations, 2005).

Though residents did not have any say in the fact that their houses were to be torn down, they did have an option to be financially compensated for their property instead of being relocated. According to residents, the compensation was not adequate to buy another house, and was therefore not utilized by most. If the residents were renters, the owner was paid off and the renter then had the option to rent-to-own from the Government. Residents stated that the Government gave them loans for their designated property with very high interest rates.

There was absolutely no option to relocate the residents' existing homes to the new site. The new houses were smaller and constructed very poorly. Also, at the time for moving, the new area still looked like a construction site with no grass or landscaping, and a general lack of privacy. Residents who had fences prior to moving were not compensated with fenced yards. One resident stated that she was compensated for the trees and flowers that were at her old residence adjacent to KO, because her new residence at Barbarees Gardens contained nothing of the sort.

Residents also disliked the relocation area in Barbarees Hill. They enjoyed being close to the action at the stadium and valued having cricket in their backyards. The new area just felt boring and neglected to the residents who were used to a bit more excitement. Not only was the new area not satisfying, but the treatment of the residents was also quite poor. Some residents were only given 12 hours notice to move before the demolition crew started, while others were given no assistance and were forced to move everything themselves to salvage their belongings. Also, the poor compensation

offered to the residents resulted in them being left with nothing, as the money had not been given to them at the time of demolition, rendering them homeless if they did not move to the new housing (Nation News Public Relations, 2005).

One unhappy resident stated that “if we hadn’t have moved, there would be no KO!” She had a good point; there was no special treatment or compensation for the residents who facilitated the redevelopment of KO. Opposition Leader, Clyde Mascoll, asserted, “it is similar to royalties paid for oil” in an article entitled, “Share Profits with Pickwick Residents” (2005). Residents weren’t even compensated at a commercial-level for their land; compensation was based on residential land use, even though the redevelopment effort transformed the area into a commercial zone (Nation News Public Relations, 2005).

Residents felt traumatized by the relocation and were not satisfied with the treatment from the Government. The residents were given six months to get settled in and request any changes to their properties, however no one from the Government ever comes back to the neighbourhood to check on the residents and see how they are managing in their new homes. Although the project only involved twenty-one homes, that accounts for almost one-hundred people in Barbados, people who were taken away from their homes and given sub-par accommodation. These people grew up in this area and were given no chance to remain.

Employment

It was thought that one of the positive aspects of the preparations for the local population would be an increase in employment opportunities. The KO redevelopment project and functioning of the KO facility both required a substantial number of workers. At the start of the KO project, many Barbadians lined up before sunrise looking for employment – they were turned away. The Barbados LOC delegated all hiring responsibilities for the construction to the contractors (Sattaur, 2005).

The issue receiving most of the media attention regarding employment at KO was in regard to illegal Indian migrant workers. Fourteen such construction workers were given jobs at the KO construction site because foreign contractors from India were engaged to do the work (Evanson, 2007). This received very negative publicity in the

media when discovered, during the enquiry, as well as on their deportation. Despite this event, Chris De Caries, Chairman of World Cup, estimated that as many as 5,000 people worked specifically on World Cup projects in different capacities during the preparations for the event. This included LOC staff, volunteers, the advisory group, construction workers, and those from Government agencies. And, he assured the media that most of these were locals.

Beautification Project

The Kensington Environs Beautification Project, which was also previously described in the section on physical effects, also had a number of social effects on local residents. The estimated cost of the project was \$US 12.5 million. There were a number of issues that arose over the project cost; the main problem was that the taxpayers' money was used from the island as a whole to benefit a very small area of Barbados near KO, which was the most visible area during the CWC. Though the money was collected from the entire island, only a few residents actually received direct benefits.

Some residents, like the Grimes, who had their home outfitted with a foundation and new paint job, were very grateful for the project and public expenditure (Slinger, 2007, January 19). Figure 14 shows one of the first homes targeted for refurbishment in the project. However, residents of Wharton Gap who had their homes left unfinished did not feel quite the same way. Due to apparent errors on the contractors' part, windows were not secured and roofs were only partially repaired when the worksites were abandoned (Slinger, 2007, February 17).

Figure 14: Kensington Environs Beautification Project Home (Slinger, 2007, January 19)



Based on interviews with residents in the beautification area, the Government basically took the authoritative approach with the project. They stormed in and painted whatever building they wanted to, with whatever colours they had with them. They didn't even paint entire properties; some properties only had their fences painted, while others were neglected altogether. Residents felt this was very unfair treatment and that everyone in the area should have been treated the same. Now if everyone in the area should have been treated the same, then maybe everyone on the island who paid into the Government in taxes, should have been treated the same as well; maybe the entire island should have been given a facelift, not just the area next to KO.

Figure 15 shows just one of these situations, which is only a few miles from the targeted area. The major problems include a leaking roof, no electricity, the use of an outhouse, and an uneven, sinking floor. Undene Whittaker, Democratic Labour Party candidate, said "it's a shame and a disgrace when money is being spent on all sorts of projects which are not as important as human capital" (Atwell, 2007, January 20). This family will definitely not benefit from the hosting of the 2007 CWC, even though further down the road completely fine houses are receiving free paint jobs.

Figure 15: Family and Home Not Benefiting From the Beautification Project (Atwell, 2007, January 20)



Kensington Oval Ownership Debate

The debate about who now owns KO has received much attention due to the large amount of public funding for the redevelopment. The two sides are the Barbados Cricket Association (BCA) and the Government of Barbados; and this debate was still ongoing exactly nine months after the final CWC match on April 28th, 2007. According to an article published two weeks after the completion of the event, the two sides had a memorandum of understanding regarding the ownership of the facility going as far back as 2003 (Yearwood, 2007, May 10). This issue has plagued the media and definitely doesn't reflect well on either side.

According to an article published by Morris (2007, May 13), the BCA has always owned the cricket grounds. The old KO was valued at approximately \$US 12.5 million, while the new KO, with over \$US 65 million of investment from the Government of Barbados, is worth significantly more. This large public expenditure, coupled with the ownership debate, has gotten the opposition People's Empowerment Party (PEP) up in arms.

In an article published May 11th, the PEP is quoted saying, that "despite Government's claim that it has 'equitable rights' in KO, the harsh reality is that the 'legal ownership' of all the stands and other permanent structures of the new KO, which were built with taxpayers' money, now belongs to the BCA". According to Barbados law, "all permanent structures affixed to the land become part of the land, and thereby become the property of the owner of the land" (Stuart, 2007, May 11).

The Government of Barbados would like to capitalize on their investment and help to repay the debt incurred from the redevelopment of KO, however much resistance has been felt from the BCA, who, it appears, technically owns the new stadium, because of the failure of the Government to produce any documents otherwise. The Prime Minister is quoted in June saying, "we have been patient and we have no desire to rob anybody, but we have a duty to protect the equitable interest of the taxpayers of Barbados" (Spooner, 2007, June 30).

The concern from the Government is over taxpayers' money, which is valid. However, the issue lies in the pre-planning of the redevelopment efforts, which was not executed properly. There was no stipulation put in place to ensure that the large government

investment would be repaid through the facility's revenue and future functions. Therefore in some eyes, the Government erred; not only did it make a large and costly mistake, but it made it at the expense of the citizens of Barbados.

HIV/AIDS Campaign

ICC decided to team up with UNIAIDS, UNICEF, and the Caribbean Broadcast Media Partnership on HIV/AIDS to capitalize on the public exposure of the 2007 CWC (Using Cricket to Guard Against AIDS, 2007). Billboards, TV, newspaper, and radio ads were used to launch a national HIV/AIDS prevention campaign, which made its debut on February 28th, two months prior to the final match. The campaign, entitled 'It's Your Wicket, Protect It! Use a Condom Every Time', was a \$US 250,000 investment with the goal to save "an entire generation" (Dear, 2007).

Commission Chair Dr. Carol Jacobs said that it was nothing short of a dream come true for the awareness campaign to coincide with the CWC. She further stated that this campaign was an opportunity to focus on the Barbadian culture and gave the opportunity to target groups most vulnerable at a time like the CWC. The National HIV/AIDS Commission's research shows that the epidemic is impacting the 20-54 age group the hardest from which more than 75% of the cases come (Dear, 2007).

Figure 16 shows an example of one of the billboard ads, which have not been accepted by everyone in the community. An article published shortly after the launch of the campaign questioned the message being sent; "is sexual intercourse just another sport or game like cricket?" (Goddard, 2007). In an article published March 31st entitled, 'Do ads send wrong message?' the ad's message was also challenged. It was seen as degrading to females, pushing the sugar daddy concept, and basically giving the green light to have sex, even if it is safe sex (Vox, 2007).

Figure 16: HIV/AIDS Campaign Billboard (Vox, 2007)



Some viewers found the ads offensive, however Dr. Jacobs assured the media that there were more ads on the way after the event and that they were meant to stimulate discussion, not promote sex. She said that it was hypocritical to think youth aren't sexually active; according to the statistics, 40-45% of youth before age 16 are sexually active, and 10% before age 8 (Moore, 2007, May 9). These alarming figures show why safe-sex campaigns are necessary and that the awareness of HIV/AIDS is essential. In the end, some commended the campaign and some complained, but either way HIV/AIDS was at the forefront of discussion in Barbados.

Volunteer Program

CWC VIBES was the title given to the volunteer program, which was led by Peter McIntosh who headed the same program at the 2003 CWC in South Africa. Recruitment started in 2004; people had to sign up for the program and a screening process selected candidates from the pool of volunteers (Spooner, 2006, September 15). Initially the ICC trained a number of people from each host venue. They were then responsible for training volunteers in each of their home countries (Spooner, 2006, March 29).

Three levels of training were involved in the process; all volunteers received core training covering customer service, communication, and some event and venue-specific training. Some volunteers were selected for specialist training by CWC in the medical and media categories, and further training was given to complement the CWC basic training and bolster volunteer skill levels. At the end of the event, each host country was to receive a comprehensive database of all the well trained volunteers that participated in the 2007 CWC that could be deployed to work at future events (Spooner, 2006, March 29).

On January 15th, 2007, an article stated that close to 4,500 CWC volunteers across the region were involved in preparations, and the volunteers were very motivated and ready to undertake the various tasks they had been assigned to (Positive VIBES from Volunteer Chief, 2007). With their colorful orange shirts and 'CWC Feeling the VIBES' displayed proudly, "the volunteer system seemed to work well. What was noteworthy was not just how helpful they were but how extra-friendly and polite they were to both locals and visitors," a report in early March stated (Lynch-Foster, 2007, March 10).

A day after the final match in Barbados, a headline read 'Victory for Volunteers'. Barbadians and visitors both commented on the quality of service delivered to the island by the volunteers. The article stated "there is not doubt that the care and attention shown by those unpaid individuals went a long way towards patrons enjoyment of what many are describing as 'the Kensington experience'" (2007). The CWC volunteers helped Barbados project a positive global image to visitors as well as in the media.

Even the Prime Minister stated that the volunteers were at the core of the finals, who gave their time and talent just to make it happen (Sealy, 2007, May 2). One Barbadian even wrote a letter of appreciation to the LOC for letting her be a volunteer. She claimed that it was a wonderful experience and was honoured at the appreciation event held on May 18th for the volunteers at KO (Batson, 2007). This shows that some Barbadians wanted to be a part of the event and appreciated the opportunity to successfully showcase their country on the world stage with immense pride.

Chapter 6: Conclusions

The lessons learned from hosting the 2007 CWC are extensive and are the basis for the recommendations formed in the following section.

Regional Integration

Regional integration, including CARICOM, the CARICOM VISA, and CSME, was a positive result from the event. The Caribbean countries worked together on numerous issues and functions of the tournament and have paved the way for future regional cooperation. Policy documents that were put in place specifically for the event, such as the Sunset Legislation, have proved that the Caribbean has the ability to unite; and this sets the stage for future regional trade and unity that benefits all of the Caribbean nations.

Sectoral Impacts

Economic

Using the four variables to define the economic success of the 2007 CWC is not a comprehensive analysis but does give a good idea of the general economic result. The analysis of the economy of Barbados in general will have to wait for further developments to unfold, although it is clear at this point that a lot of money was invested in the event and the immediate results were less than anticipated. The large investment did, however, produce a world-class stadium and has improved infrastructure around the island, mainly in the Bridgetown area and ports of entry. This has a positive effect on the economy and quality of infrastructure, facilitating future hosting opportunities.

Positive results were seen on the tourism industry, including the arrival of new visitors from different types of markets and an influx in visitors during the event; however consistent yearly visitors were deterred from the island. It is assumed that these visitors will return next year, along with the new tourists that were spurred by the CWC. Visitor satisfaction also ranked quite high, which will have lasting positive effects on the tourism industry and contribute to a positive image of the country on the world stage.

When it comes to the citizens of Barbados, though, the results have been less favourable. Local businesses did not benefit as much as had been predicted; business was either at par with the normal tourist season, or below. Self-employed Barbadians felt this the most, and were most disappointed with the economic fallout from hosting.

The economic success of the event is something that will unfold with time. The immediate results are generally positive on the macro level but the huge public investment is something that will not easily disappear. Over the next few years, visitor numbers and the hosting of other events must be present to make a dent in the debt that has been incurred from the 2007 CWC, because the event in itself was not a financial success; legacy results are being relied upon.

Environmental

Six variables were analyzed in the discussion on environmental issues. Of these six variables, which were all addressed in the Bid Book submission in 2004, none were problematic during the event. Preparations for the event resulted in improved potable water supply infrastructure, improved waste/wastewater management plans for events, and an increased energy supply that will continue to benefit Barbados in the future. The massive cleanup around KO, the coasts, and greenspaces all resulted from the preparations as well. These efforts helped to beautify Barbados for the event, but also have lasting effects on these areas.

Noise and air pollution were seen as simply temporary effects experienced from increased air traffic, port traffic, and vehicular movement, along with the massive numbers of visitors flooding Bridgetown. However, air pollution, the increase in potable water consumption and waste/wastewater generation, and energy consumption are important issues from the approximately month-long event. Barbados already had problems with these issues prior to the event, and the influx in consumption and generation definitely did not positively impact the island. However, there were no drastic or unexpected results experienced from the event. Extreme long-term environmental effects resulting from this event are not expected.

Physical

The massive KO redevelopment changed the entire area surrounding the stadium. This large-scale transformation resulted in a substantial stadium expansion and facelift on the residences in the area; however only those homes very near to KO were given this special treatment, which was a short-term fix to less than desirable housing, not a long-term infrastructure investment. The large open gravel area adjacent to the stadium, where the temporary stands were placed, is now a vacant space where twenty-six homes and buildings were demolished. And, the stadium is now used only as much as the old stadium, failing to generate additional income to pay for the massive redevelopment: this may become a white elephant on the landscape and a constant reminder of the massive expenditure for the 2007 CWC preparations.

Other infrastructure improvements were spread more across the island, like roadworks, airport and port expansions, and accommodation construction and renovation. The successful road improvements from the ports of entry to the capital were well executed and concentrated in the tourist-dense regions of the island. The airport and port expansions, which were not specifically for the CWC but coincided nicely, helped to increase capacities to handle the rapid influx in visitors. And the new and renovated hotels and accommodations upgraded the island's tourism industry infrastructure that will continue to benefit the economy in the future.

Overall the physical changes that occurred as a result of the CWC were positive, but not widespread. The concentration of expenditure in and around KO, as well as tourist areas is justified, but did not benefit every parish on the island. The effects of this physical transformation are immediate and long-term effects are not expected; preparations for the event simply sped up road improvements and the expansions of the airport and port, which were scheduled prior to hosting the CWC. The only real lasting physical effect will be the existence of KO as a reminder of the CWC and massive financial investment that was employed.

Social

Overall there were a number of positive social impacts that resulted from the CWC. The volunteer program gave many Barbadians the opportunity to participate in the event

and showcase their country to the world. These volunteers walked away with enhanced skill sets from the ICC training and were appreciated by visitors and local politicians for their efforts. The disaster management planning and general safety were also beneficial to the citizens of Barbados. Extensive planning made the country safe for visitors as well as the locals and these benefits are long-term and will enhance future hosting efforts. A controversial issue was the AIDS campaign, which stretched the majority of the population's comfort zone; however utilizing the publicity from the CWC got the much-needed message the attention it needed.

A few of the less desirable social effects came from the disruptions from the event itself, in noise and visual blockages. Also, access to homes and difficulties with traffic congestion disrupted local life around KO and those employed within Bridgetown. The beautification project in the KO area also came with some resistance. The top-down approach to house selection and repair choices, as well as the fact that island wide tax dollars were spent on one small neighbourhood was poorly received. This was only heightened in the KO relocation project, where those traumatized by being uprooted from their communities and having their homes demolished are still reeling from the effects. Poor compensation and substandard treatment did not help the situation.

One of the benefits that was supposed to result from the event, increased employment, did not benefit the local population as anticipated. Many workers were turned away and issues involving foreign workers were bad publicity. More bad publicity surrounds the KO ownership debate that is still unresolved. The Barbados Government may have been too careless to properly document the KO investment; if the BCA ends up being the sole owner of the stadium, the Government will have inevitably given the BCA approximately \$US 67.5 million of taxpayers' money. This does not bode well for the local population's views of their leaders. On the other hand, most Barbadians adore cricket and maybe won't see it as ill-spent money.

Although the most difficult to quantify, the overall social impacts of the 2007 CWC were the most negative in the short-term. And, a few citizens will be dealing with the cost of the hosting efforts for the rest of their lives. In the long-term, the economic impacts of the event will unfold and the true costs and benefits of the hosting of the 2007 CWC will really become known, and it will be a lot more clear as to whether Barbados should have hosted the 2007 CWC and whether they should do something like this again.

Contribution to Developed Country Status

It is difficult to assess whether hosting the 2007 CWC actually contributed to Barbados reaching developed country status. It is also difficult to assess whether the EIU's nine determinants of quality of life, which is the most comprehensive of the definitions, have improved as a result of the event. The majority of the determinants require long-term statistical data that is not available this soon after the event. However, job security, if measured by the unemployment rate, increased in the lead up to the event as a result of increased construction activity involved in the event preparations. This construction boom may not continue, although if the tourism industry increases, as it is predicted to do, employment will increase in the tourism sector and should contribute to a decrease in the unemployment rate.

Community life, which is measured by membership rates, is the other determinant that may have been affected by the event. Cricket was promoted nationally in the lead up to the event, especially in school-age children who were given opportunities to tour the new KO grounds and be a part of the action on game days. Six other determinants will be easier to analyze in the longer-term, after the continuing effects of the event are felt.

Some members of the IAGC thought that hosting the 2007 CWC helped Barbados to achieve developed country status. Ian Jessamy, of the Transport Board, (personal communication, October 9, 2007) believed the infrastructure development, including roadworks, telecommunications, facilities, and customer service training, will assist Barbados with reaching developed country status. The Chief Fire Officer believed that the standards and procedures implemented for the event would bring Barbados to developed country status (C. Mayers, personal communication, November 4, 2007). The advancement of the residents' skill bases, such as event management, project management, construction skills, and marketing, is what Sharon Carter-Burke (NISE) (personal communication, October 26, 2007) believed would benefit Barbados. And the MoT thought achieving developed country status would be prompted by the fact that various agencies had to work with international organizations, which is part of achieving world class status (G. Yearwood, personal communication, November 2, 2007).

Overall, the 2007 CWC alone is not enough to bring Barbados to developed country status, however the event did align with many of the goals discussed in The National Strategic Plan 2005-2025.

Role in Implementing the National Strategic Plan

The overarching goal of the NSP is 'a fully developed society that is prosperous, socially just, and globally competitive' by the year 2025. The six subsequent goals in achieving this are mainly aligned with what occurred at the 2007 CWC. The only goal that was not shown in the hosting efforts was goal two, which is 'new governance for new times'. This goal involves transparency and accountability, which did not occur. Information was nearly impossible to obtain from the Government and associated organizations, and statistics are basically non-existent. Issues, such as the KO ownership debate, are evidence that the Government does not hold itself accountable for taxpayers' money being wasted. Therefore this goal was definitely not upheld in the hosting process.

However, the other five goals are quite simple to defend. The first goal, 'unleashing the spirit of the nation', was definitely involved in the volunteer program and overwhelming community pride, with entertainment shows and Bajan hospitality. The third goal, 'building social capital', called for the enhancement of sporting infrastructure, expansion of the level of investment in the development of the sporting industry, and further integration of sports into tourism, all of which were definitely involved in CWC preparations. The biggest sports infrastructure, the new KO, was the largest investment island wide. The Government also promoted sports as a separate niche market in the tourism industry and marketed Barbados to a new sector of tourists, thereby integrating sports into the already thriving tourism industry.

The fourth goal of strengthening the physical infrastructure, as well as preserving the environment, was also upheld. Roadworks, airport and port expansions, and accommodation construction were all components of the infrastructure development preparations. And water, waste/wastewater, energy, and air pollution were all concerns that were addressed by the Government, with increased infrastructure to augment the water supply system and the increase in energy capacity for the island. Modern transport infrastructure and the improvement of disaster management are two specific objectives listed under this goal, and both were successfully carried out.

The final two goals go hand in hand. The hosting of the CWC has contributed to both 'enhancing Barbados' prosperity and competitiveness' and 'branding Barbados globally'. The successful delivery of service has helped Barbados project a professional and positive, world-class image to the outside world. This lasting benefit will continue to benefit Barbados as they compete in the international tourism market.

Chapter 7: Recommendations

In order to make the presentation of this information useful, it is necessary to determine recommendations to enhance the hosting of future events or deter those from hosting sports mega-events altogether.

Barbados

The main questions to consider for Barbados are:

1. Was hosting the 2007 CWC the right decision; and,
2. Should the country host future sports mega-events?

It is evident from the event analysis that the hosting of the CWC did not come without flaws; however there is rarely mention of regrets of hosting the event in the media. The hosting effort was considered a success across all aspects of the event and beneficial long-term legacies are predicted to materialize. Economically, much was invested in the event infrastructure that is not being utilized post-event, but this leads into the next question of future hosting opportunities.

Though the 2007 CWC may have cost the country a substantial sum of money that will have to be paid off over the next decades, future hosting opportunities may offset this investment. Certain measures, such as the disaster management schemes and evacuation plans, were put in place for the 2007 CWC and can definitely be utilized for future events. Also, the infrastructure upgrades, such as KO, the road network, the expansion of the airport and port, as well as the increase in accommodations island wide, are now in place and will serve future events that are hosted by Barbados. The

2007 CWC was the first sports mega-event hosted in the country and inevitably paved the way for future events of equivalent magnitude.

Even the people of Barbados are more prepared now, after experiencing and preparing for one sports mega-event, to handle the visitor influx and event-related tasks. Barbadians have now been trained in event management, project management, enhanced service industry skills, and other tasks relevant to the hosting of a large-scale event, which only makes it easier to repeat. The volunteer base has also been formed and time has been invested in training these people.

Any future sports mega-events will benefit from the investment for the 2007 CWC. From hosting such a high-profile event, like the finals of the CWC, Barbados is also now known for its hosting capabilities and has proved itself on the sports tourism market. Therefore it is likely that Barbados will have the opportunity to host a large-scale event again, as it should. It's warm and sunny year-round climate provides a very advantageous position for hosting events throughout the entire year. The most advantageous time to host these future events would be the slower summer months of the tourism season to try to reduce seasonality and keep a constant flow of visitors to the island.

Caribbean

Although it is difficult to judge whether the entire Caribbean should host future events, it must be noted that the 2007 CWC was a great success in terms of regional travel. The CARICOM VISA was slightly worrisome before implementation, but provided great control and ease of movement during the event. It also contributed to bringing the Caribbean together and will make future regional hosting preparations more efficient. Also, as the CSME continues to evolve, this will only be made easier.

Sole hosting throughout the Caribbean, however, is a different story. Though each country that participated in the 2007 CWC will have an easier time hosting the second time, there are financial concerns. Barbados is one of the most well developed and wealthy country in the Caribbean. Therefore it is assumed that it would be the best place to host large-scale events for an international audience.

Developing Countries

One of the main reasons why developing countries are considered developing is because of finances, the GDP per capita. Therefore hosting a sports mega-event, which takes a large sum of public investment, is not well suited to such countries. However it is possible for a developing country to host a large-scale event and it may be the catalyst the country needs to improve the overall economy and reach developed country status.

The large financial investment needed to host a sports mega-event is a risky undertaking. There are no guarantees that the event will be a success or that it will result in increased tourism or other hosting opportunities to increase national expenditures. Also, the issue with many developing countries is politics: corruption and poor management are problems that are evident in many countries. The effort and energy needed to properly prepare for a large event may be out of reach for most developing countries, which must pull all their resources together to produce a successful and thereby beneficial event.

Barbados, basically sitting on the border between developing and developed status, is at an advantage economically, socially, and physically over many developing nations because of its stability. This means that Barbados in particular was at a point where hosting was possible and where a successful showing could make a serious contribution to its economy and overall community development.

Future Hosts

The decision to host sports mega-events is not a cut-and-dried issue in any country, let alone a developing nation. The myriad of impacts presented from the case of the 2007 CWC in Barbados make this point very evident. It is important to weigh all of the perceived benefits and possible shortfalls of each event before the decision to bid and host is made. Every sports mega-event runs over budget and many unexpected occurrences are possible in the years between the bidding process and the actual event.

The 2007 CWC has provided a glimpse into the possibilities of hosting a large-scale event in a developing country. More information and solid information was sought, that

was either not compiled or not available either from the Government or private organizations. This is most definitely the biggest limitation of this study.

Some recommendations to countries that are considering hosting sports mega-events in the future are:

1. Ensure greater transparency in decision-making to ensure the public is supportive of the decisions and that they are done properly to avoid ownership issues such as KO;
2. Justify decisions through heightened public information and awareness about the preparations and allocation of funding for the event in order to promote fairness across the resident population country-wide;
3. Show appreciation for the residents' patience should be shown by providing affordable ticket prices and involving them as much as possible;
4. Make as many opportunities as possible to engage the public should be made, such as volunteer programs that instill pride and promote the event from within the country;
5. Be prepared for anything and everything to occur, like bad weather or the early knockout of a favourite team; and
6. Set up a comprehensive monitoring system in the planning stages to remain in control of the event preparations.

The challenging and risky planning of a sports mega-event is a complex feat that involves countless people at all levels over an extended period of time. This is precisely why past events should be looked to for recommendations for the future. Having new and unplanned occurrences appear is one thing, but repeating a mistake made in the past is not acceptable.

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