

THE DEVELOPMENT OF A PROGRAMMING PLAN FOR
THE SIR GARFIELD SOBERS SPORTS COMPLEX:
AN INTERNSHIP PLACEMENT WITH THE COMMONWEALTH
SPORT DEVELOPMENT PROGRAM,
BARBADOS, WEST INDIES

CENTRE FOR NEWFOUNDLAND STUDIES

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The Development of a Programming Plan for the
Sir Garfield Sobers Sports Complex: An Internship
Placement with the Commonwealth Sport Development
Program, Barbados, West Indies.

By

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An Internship Report submitted to
the School of Graduate Studies
in partial fulfillment of the requirements for the degree of
Master of Physical Education

School of Physical Education and Athletics
Memorial University of Newfoundland

April, 1996

St. John's

Newfoundland



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ISBN 0-612-13912-3

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Abstract

In October 1990, sod was broken at the Wildey Complex, to commemorate the start of construction on the Sir Garfield Sobers Sports Complex, a 4000 seat indoor multi-purpose sporting facility. The Complex which was built through funds received from a loan agreement between the Government of Barbados and the Peoples Republic of China, commenced operation in November 1992.

Since its inception the Complex, originally deemed a sporting facility, has been used predominately for cultural and special events. For numerous reasons, sporting groups throughout Barbados have been unable to obtain use of the sporting facility to operate their programs and activities. In addition, there is an underlying opinion within the Ministry of Sport and the Management and Staff of the Sir Garfield Sobers Sports Complex that the facility is extremely underutilized and in need of a distinct programming plan.

The following report is the result of a four month internship placement at the Sir Garfield Sobers Sports Complex. The scope of the placement involved three fundamental tasks. Initially, an examination of the factors contributing to the construction of the facility and the current state of programs, activities, and special events, was conducted. Upon examination of the current state, a desirable future, detailing proposed programs and activities for increasing the overall use of the facility was developed. Two major objectives upon which the proposed programs were based involved; developing youth sport, and promoting Barbados as a primary tourist attraction for sports. Additional factors that played a significant role when developing the proposed plan were: increasing

the overall use and revenue earning potential of the facility, attracting a large user population, and finally, the need to instill and promote the benefits of sport and physical activity to the people of Barbados.

The final component of the report, involved a series of recommendations and action statements aimed at bridging the gap between the existing state and the desirable future. It was recommended that a complete revision of the current organizational structure of the gymnasium take place, including the establishment of a Board of Management to oversee the daily operation of the facility. Other recommendations involved a revision of the current rental fees, improved access for sporting groups, training for Management and Supervisors, cooperation and support between the bodies responsible for sport, and promotion of the values and benefits of sport.

Acknowledgments

I would like to take this opportunity to thank the Management and Staff of the Sir Garfield Sobers Sports Complex and the Ministry of Labour, Community Development, and Sport for their assistance during the Internship Placement in Barbados.

A special thank-you is extended to Dr. Colin Higgs for his academic support and assistance in creating such a wonderful internship opportunity. Living in Barbados and having the opportunity to experience a whole new world is a memory that will be cherished forever. A small piece of Barbados will always remain with me.

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Chapter I

Introduction

The Island of Barbados

The island of Barbados, is located in the Atlantic Ocean at "59° 37' West and 13° 04' North of the Equator" (Goodwin, 1992, p. 52). At 21 miles long and 14 miles at its widest point, Barbados is the most easterly of the Caribbean Island Chain.

Barbadians or Bajans as they are frequently called, enjoy a warm climate year round with average day time temperatures between 26 - 31° Celsius, dipping slightly in the evenings to a comfortable 23 - 25° C. Light trade winds blowing in from the north-east, provide a cool breeze and assist in keeping humidity levels relatively low. Due to the Islands' close proximity to the equator, the sun rises and sets extremely early. Sunrise usually occurs by 5:50 a.m. and the sun sets between 5:45 and 6:15 p.m. year-round.

Barbados' annual rainfall amount averages around "1,250 mm at sea level to 1,650 mm at the highest point" (National Trust Foundation, Profile of Barbados, 1995 - 1996, p.26). The rainy season which occurs between June and October brings the possibility of hurricanes or tropical storms. Fortunately for Barbados, due to its position in the Atlantic, most storms pass by to the North.

Barbados resident population, according to the 1990 census was listed at "257,082 persons; 92% of African descent with the remaining 8% of the population white or mixed race" (Goodwin, 1993, p. 53). English is Barbados official language, although one may overhear some Barbadian dialect if one listens carefully.

Barbados boasts a literacy rate of "99% for those 15 years of age and over, having ever attended school" (Profile of Barbados, CD ROM, World Factbook, 1993 edition).

All children from ages 6 - 15 are required to attend public school. Students interested in furthering their education at the post-secondary level may do so locally at the University of the West Indies Cave Hill Campus, the Barbados Community College, or Erdison College. In addition, there are numerous on-going adult training programs offered in computer technology, management training, public administration, and other professions.

Bridgetown, located in the south-west parish of St. Michael, boasts 48.1 % of the total population and is the capital and largest city in Barbados. Aside from Bridgetown, there are three additional major towns. Speightstown, the second largest city in Barbados, is located on the west coast in the parish of St. Peter. Holetown, the site of the first British settlement, is also located on the west coast in the parish of St. James. Oistins, located on the south coast of Barbados in Christ Church, is significant as the site of the signature of the "Charter of Barbados in 1651 which ended proprietary rights and rendered the island to the Commonwealth". (National Trust Foundation, p. 26). A map of Barbados indicating the eleven (11) parishes or administrative divisions is outlined in Appendix A.

The Barbados system of government is similar to the British form of government with the executive branch consisting of the British Monarch, Governor General, Prime Minister, Deputy Prime Minister, and Cabinet respectively. The legislative branch of parliament consists of an upper house or Senate and a lower house or House of Assembly. There are three primary political parties represented in Barbados; the National Democratic Party (NDP), the Democratic Labour Party (DLP), and the Barbados Labour Party (BLP), which forms the current government.

“A per capita income of \$6,500 gives Barbados one of the highest standards of living of all the small island states of the Eastern Caribbean” (Profile of Barbados, CD ROM, World Factbook). Historically, the economy was based on the cultivation of sugarcane and activities related to its production. Although sugarcane continues to play a major role in foreign markets, Miller and Miller (1994) outline off-shore business, petroleum, and tourism, as primary contributors to the Barbadian economy. Goodwin (1993) further illustrates the importance of visitors to the economy as evidenced by the increase in tourism revenue from “13 million in 1960 to 100 million in 1989” (p. 54).

Barbados’ major exports consist of “electrical components, sugar, chemicals, rum, furniture, and garments. Imports consist mainly of electrical components, fuel, chemicals, textiles, food, automobiles, and building materials most of which are obtained from the United States, the Caribbean Community (CARICOM), the European Economic Community (EEC), and Canada” (Goodwill, 1993, p. 60).

Commonwealth Sport Development Program

The Commonwealth Sport Development Program (CSDP) was established to provide assistance to developing countries in the areas of physical education, athletics, sport administration, coaching, and sport development. The center of operations for the Commonwealth Sport Development Programs’ Eastern Caribbean Component, is in Barbados, at the Sir Garfield Sobers Sports Complex.

The Sir Garfield Sobers Sports Complex, an indoor multi-purpose sporting facility is considered the only one of its kind in the region. Since its opening in 1992, the Management and Staff of the Sir Garfield Sobers Sports Complex have had some difficulty providing programs, activities, and special events for the sporting community in Barbados.

The Management of the facility, in addition to particular members within the Ministry of Sport, have also expressed their concern that the facility is underutilized and in need of a distinct programming plan. In an effort to provide assistance to the Management and Staff of the Sir Garfield Sports Complex, a joint project was established with the Ministry of Sport and the CSDP, to have a graduate student from Canada come to Barbados and develop a programming plan for the facility.

Internship Placement

Candidates for the Masters Degree in Physical Education at Memorial University of Newfoundland, have the option of undertaking a semester long internship placement with an organization involved in the students area of professional interest. Students are required to approach an organization and inquire as to the possibility of completing a four month placement.

As previously outlined, the Management of the Sir Garfield Sobers Sports Complex and the Ministry of Sport had expressed their concern that the facility was underutilized and in need of a distinct programming plan. Since the student had contacted the Program Coordinator of the CSDP and expressed an avid interest in pursuing an internship that would provide experience in administration and program planning, a four month placement at the Sir Garfield Sobers Sports Complex was established.

Objectives

The placement at the Sir Garfield Sobers Sports Complex involved a series of tasks and responsibilities which were completed. The major task required the development of an extensive programming plan for the Sir Garfield Sobers Sports Complex. The detailed plan, outlined in Chapter IV, contains recommendations for

programs and activities considered capable of taking place within the facility and the areas surrounding the complex including the Barbados Aquatic Center and the Wildey Tennis Courts.

When developing the proposed plan, a number of supplementary tasks were performed which were deemed necessary for obtaining an accurate description of the Sir Garfield Sobers Sports Complex and the current state of programs and activities taking place within the facility. In Chapter II, the objectives behind the design and construction of the Sir Garfield Sobers Sports Complex and the role of particular organizations involved in its construction, are outlined.

Chapter III provides an account of the, physical characteristics of the gymnasium and the organizational structure and method of governance of the facility. In addition, the financial status and the current state of programs, activities, and special events, and the individual(s) and/or organization(s) responsible for them, are outlined. To gain insight into the issues involving the daily operation of the facility, a series of informal interviews were conducted with the Management and Staff of the Sir Garfield Sobers Sports Complex and the Ministry of Sport. Conversations were also held with members of the sporting community to obtain their opinion of sport in Barbados, the administration of the Sir Garfield Sobers Sports Complex, and the programs, activities, and special events taking place within the facility.

Organization of Internship Report

The internship report will contain a description of the facilities that make up the Wildey Sports Complex, a physical description of the gymnasium, an outline of the

organization structure and method of governance of the facility, financial status, and current state of programs and activities. Following a description of the current state, a proposed programming plan outlining means of attaining maximum use of the facility through programs, activities, and special events will be provided. The conclusion of the report will describe administrative options which are presented to assist the Management and Staff of the gymnasium in ensuring a sound future, involving a full state of programs and activities. A portion of the internship report, namely the proposed programming plan and recommendations for reaching this state of programs and activities, will form the basis of the report which will be presented to the Ministry of Sport and the Management and Staff of the gymnasium.

Definition of Terms

Wildy Sports Complex:

The Wildey Sports Complex is the term used to describe the 20 acres of land on which the Barbados Aquatic Centre, Wildey Tennis Courts, and the Sir Garfield Sobers Sports Complex are situated.

Wildey Sports Complex Inc.:

The not-for-profit organization established in 1992 to oversee the operation of the Wildey Sports Complex. The Wildey Sports Complex Inc. remains the legal term used when discussing the gymnasium today.

The Gymnasium/Sir Garfield Sobers Sports Complex

The current name used by the general public, Government, Management, and Staff when speaking of the facility. During this project, the term Gymnasium will be used interchangeably with the term Sir Garfield Sobers Sports Complex.

Democratic Labour Party (DLP):

The Democratic Labour Party was the political party which established an agreement with the Peoples Republic of China for construction of a multi-purpose sporting facility.

Ministry of Labour, Community
Development and Sport

When the Democratic Labour Party was defeated by the Barbados Labour Party, Sport which was originally in the division of Tourism, was moved to the division of Labour, Community Development and Sport. The terms Ministry and Ministry of Sport will be used throughout this project to refer to the overall government division of Labour, Community Development and Sport.

Permanent Secretary (PS):

A Permanent Secretary is assigned to each Government department to assist the Minister and is the most senior civil servant in a Ministry. The PS is equivalent to the Canadian governments' Deputy Minister.

National Sports Council (NSC): The NSC is considered the working arm in Sport of the Ministry of Labour, Community Development and Sport. Two responsibilities of the organization are: to stimulate and facilitate the development of sport throughout Barbados and to oversee the operation of all government owned and operated sporting facilities. The NSC does not however, oversee the operation of the Sir Garfield Sobers Sports Complex.

Acting General Manager (aGM): Formerly a Senior Executive Officer with the National Sports Council, this individual was appointed to the position of Administrative Assistant to the Manager, and then to the position of acting General Manager. The acting General Manager will be referred to as the General Manager throughout this report.

Netball: A seven-a-side team game similar to basketball played by women. Players are restricted to particular areas of the court and may pass but not run with the ball.

Barbados Currency:

One Barbados Dollar is equivalent to approximately
\$0.50 US or \$0.66 Canadian.

Chapter II

Wilkey Sports Complex

In less than a decade the small community of Wilkey, located in the parish of St. Michael, has evolved into one of the premiere sporting areas in Barbados and perhaps in the Caribbean. The Wilkey Sports Complex is comprised of 20 acres of government owned land on which there exists tennis courts owned and operated by the Barbados Lawn Tennis Association (BLTA) and the Barbados Aquatic Centre owned by the Barbados Amateur Swimming Association (BASA). The Sir Garfield Sobers Sports Complex is also located on the property and is owned by the Government of Barbados and operated under the Ministry of Sport.

Included in the 20 acres of land, is an area of undeveloped green space that was originally slated for the development of a field hockey and cricket field. There also exists a single story unit that housed Chinese workers during construction of the gymnasium. This unit is currently being renovated for office space available for rent to National Sports Associations. A description of the three sporting facilities is outlined below.

Barbados Aquatic Centre

The Barbados Aquatic Centre was built in 1987 at a cost of Bds. \$1.5 million (US \$ 750,000), and was opened in September 1990 at a net worth of approximately Bds. \$ 3.0 million. The facility was built and designed to accommodate "competitive swimming, water-sports and other pool-based recreational activities" (Barbados Aquatic Centre Pamphlet, 1995, p. 1).

Figure 1 outlines the layout of the Barbados Aquatic Centre. The facility boasts two pools; one which is 25 X 10 X 1 meter deep and a second pool which is 25 X 50

meters. The smaller pool is used by various swim clubs for instruction and as a warm-up area for athletes prior to competition. The larger pool is used for both short and long course swimming. The pool is equipped with "Daktronic timing equipment, starting blocks, and anti-turbulence lane markers" all which meet international standards. (Barbados Aquatic Centre, p. 2). A covered stand that runs the full length of the larger pool, provides seating for approximately 800 spectators.



Figure 1: View of the 25 X 10 X 1 warm-up pool, the 25 X 50 meter swimming pool, and covered seating area at the Barbados Aquatic Centre.

Indoors, on the ground floor of the Aquatic Centre are changing rooms, washroom facilities, and showers. On the mezzanine level are recreation facilities that consist of a comfortable lounge area with a television, VCR and canteen. "The Centre is capable of accommodating 20 males and 20 females in 10 bunk beds per dormitory room" (Barbados Aquatic Centre, p. 2).

The Aquatic Centre is owned by the Barbados Amateur Swimming Association, and is operated by a Board of Management, which is comprised of nine members who are responsible for policy development and decision making. Six of the board positions

consist of an appointed Chairperson, as well as the President, two Vice Presidents, Treasurer and Secretary from the BASA executive. In addition, there are three appointed or invited members from the private sector who assist the Board of Management with regards to the financial operation of the facility.

The Aquatic Centre employs thirteen staff, nine full-time and four part-time. The executive or management team consists of a Manager, Assistant Manager, Facilities Manager, and Program Coordinator who are directly responsible for the overall daily operations of the facility. In addition, there are five full-time staff responsible for the daily maintenance of the pool, two part-time cleaners, and two part-time gate persons.

There are four types of memberships available for use of the pools; individual and family, a one month visitor, corporate, and an annual membership that permits unlimited access of the pool during daily operating hours. Apart from purchasing a membership, persons interested in using the pool may pay a daily swim fee of Bds. \$6.00. Management also secures revenue from various 'learn to swim' clubs that offer instruction to children, adults, and parent-toddler groups. Persons interested in registering for a swim program may obtain a list of the various clubs from the Aquatic Centre staff and then contact the clubs for details. The only program that the Aquatic Centre staff offers to members of the community, is an adult learn to swim program which operates two days per week.

There are numerous schools that use the pool as part of their overall physical education program to teach children to swim. The pool is provided free of charge to the schools as part of a subsidy program that is made available by the Ministry of Education. Children are bused to the Centre and receive instruction from a swimming coach who is employed by the National Sports Council to provide instruction to school children.

Currently, the Program Coordinator is organizing a swim competition between various schools to expose more children to the thrill and excitement of a 'for-fun' swim meet. It is anticipated that such an event will generate an increased interest amongst the children and encourage students to adopt swimming as a long term recreational or sporting interest. It is also hoped that this will inspire greater enthusiasm within the various schools for the sport.

In addition to funds received from rentals and memberships, the BASA receives funding from the Federation Internationale de Natation Amateur (FINA). The funding is used by the BASA and the Management and Staff of the Aquatic Centre to provide coaching, training and development programs, and clinics.

The BASA and the Management and Staff of the Aquatic Centre have played host to a number of national and international swim competitions. The Centre is also home to the Casurina Masters swim team which has distinguished itself at the international level. Recently, the Amateur Swimming Association hosted the third annual Latin American/Caribbean Masters swim championships at the Aquatic Centre, with the host men's team placing fifth overall.

The Aquatic Centre Staff have also welcomed teams from Canada, the United Kingdom, Sweden, and the United States that have traveled to Barbados to train at the Centre in an attempt to beat their winter climate. Another incentive to travel to and train in Barbados is the ability to stay in the Aquatic Centre dormitory, which decreases the cost of accommodations.

University or college groups interested in training at the Center are charged US \$5.00 per person per day. Teams are allotted two hours in the morning and two in the

evening for training and are given a set number of swim lanes depending on group numbers. For US \$25.00 per person per day, swimmers may stay in the dormitory which includes a catered continental (all you can eat) breakfast. For a nominal fee, the staff will also arrange a catered meal of a teams choice (i.e. pasta, breads, fruit, etc.).

In a period of five years, the BASA has nearly paid off its debt of Bds. \$1.5 million for the construction of the pool. There have been numerous fund-raising activities that have been held to decrease the BASA's debt. One means of raising funds was securing sponsorship from 120 organizations and businesses throughout Barbados and the Caribbean. Each organization and business was asked to purchase an eight by four foot piece of plywood to advertise their particular business and/or product. The cost of purchasing a sponsors' sign was Bds. \$100/month for three years to be paid up front. The signs now line the pool deck area. An additional means of raising funds was through numerous synchronized swim shows organized by the BASA and the various swim club which operate their programs out of the Aquatic Center.

Within the next five years, an upcoming project for the BASA and the Board of Management will be the construction of a diving well which is to be located at the end of the larger pool. The total area of the diving well be 25 square meters. The well will be four meters deep and will cost approximately Bds. \$1.0 million to construct. In addition, the current stands will be extended to the length of this new area which will provide seating for an additional three hundred persons.

Willey Tennis Courts

As previously outlined, the Barbados Lawn Tennis Association (BLTA) owns and operates four tennis courts at the Willey Sports Complex. The four courts, outlined in

Figure 2, were opened in October 1992, and were built with funds received from Government and funds raised by the BLTA. Three of the tennis courts were built at a combined cost of Bds. \$135,000 (US \$ 67,500), and the fourth 'championship' court, capable of hosting Davis Cup Matches, was built at a cost of Bds. \$125,000 (\$US 62,500).

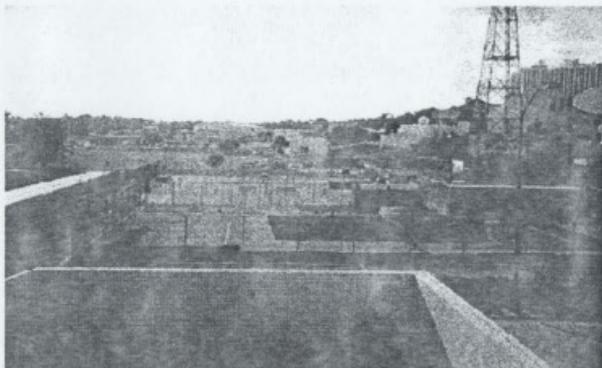


Figure 2: View of the four tennis courts located on the grounds of the Wildey Sports Complex which are owned and operated by the Barbados Lawn Tennis Association. The Championship Court capable of hosting Davis Cup Matches is located in the foreground.

The tennis courts are open to the public from 3:00 p.m. until 6:00 p.m. Monday to Saturday. Unfortunately, the courts are not equipped with sufficient lighting to allow play to continue beyond dusk. The situation is soon to be resolved however, as sufficient lighting is expected to be in place in January 1996.

The BLTA secures revenue through the sale of BLTA memberships along with court rentals to the general public. Individuals may purchase an annual membership for Bds. \$40.00 which allows members to rent a court at a reduced rate of \$7.00 per hour. Non-members wishing to use the courts must pay a rental fee of \$12.00 per hour. Aside

from public use, the courts are used by the tennis association for its Junior Development Coaching Program. Junior level athletes involved in the program are able to practice and play under the direction of coaches from the BLTA. In addition to funds received from rentals and memberships, the BLTA receives funding from the International Tennis Federation (ITF) in various forms such as coaching development programs, training programs, and clinics.

A future project for the BLTA involves the construction of a clubhouse which is to be located near the championship court. The clubhouse will allow members to view a match while enjoying food, drinks, and a social atmosphere. Another future project for the BLTA involves the construction of three additional courts at the Wildey Sports Complex.

The Gymnasium

"To expose and develop the skills of local athletes and to provide a competitive edge over other tourist destinations" were two government objectives outlined for the construction of the Wildey Gymnasium ("Top quality gym on cards for Wildey" The Barbados Advocate. 1990, p. 12). Construction of the 4000 seat indoor facility commenced on October 21, 1990 and was completed in June, 1992. The gymnasium was built at an estimated cost of Bds. \$21 million (US \$10.5 million) under a Technical Cooperation Agreement between the Peoples Republic of China and the Government of Barbados.

Unfortunately, access to official documents outlining the terms and agreements of the loan was not made available. It is anticipated however that the Government of Barbados used a portion of the loan they received to pay for construction materials

purchased and shipped from China and for Chinese labor. In addition to the principal loan received from the Chinese government, the Government of Barbados secured a second loan in 1990 which was used to build side roads, and sewer and water lines, as well as provide managerial and technical assistance to gymnasium personnel.

In a ceremony held at the Wildey Gymnasium on November 28, 1992, a representative from the Peoples Republic of China, officially handed over the facility to the Government of Barbados. The event, which capped off a week of festivities at the gymnasium, was held in conjunction with the country's Independence Celebrations.

Prior to the official opening of the gymnasium, the Minister of Sport for the Democratic Labour Party, made an announcement to cabinet that financing for staffing and maintenance of the facility was unavailable. As a result, it was decided that an interim committee be established to secure financial assistance from various private sector groups. It was anticipated that such financial assistance would provide the funds necessary for meeting the daily operation requirements of the facility until government was capable of financing it.

The committee was established in September 1992 and was comprised of members from the private sector, the Permanent Secretary to the Minister of Sport, The Director of Sports from the National Sports Council, and the Manager of the Sir Garfield Sobers Sports Complex. The committee assumed the following responsibilities (Government of Barbados, Cabinet Note (95): Determination of the organizational status of the Wildey Sports Complex, 1995, p. 3):

1. To advise the Minister of Sport in matters that would relate to the overall organizational structure of the Gymnasium;

2. To examine various means of obtaining financial assistance from private sector businesses until the government is capable of providing finances to the gymnasium;
3. To assist in the development of a marketing strategy and an overall plan for the facility (long and short term);
4. To advise means of ensuring financial resources through revenue-earning possibilities;
5. To advise on such matters as would be determined by the Minister of Sport.

The Minister of Sport also recommended an interim measure pending the establishment of an independent authority to manage the facility. The Minister suggested that a not-for-profit company, 'The Wildey Sports Complex Inc., should be established to oversee the daily operations of the gymnasium.

Upon Cabinet approval for this not-for-profit company, opposition arose from the National Sports Council for various reasons. Primarily, the National Sports Council considered the working arm of the Ministry of Sport, has as its mandate to stimulate and facilitate the development of sports throughout Barbados. Furthermore, the Sports Council is responsible for developing, managing, and maintaining all indoor and outdoor government sporting facilities for use by the general public.

Under these circumstances, members of the National Sports Council anticipated that the gymnasium would be given the same consideration as any other existing government sporting facility, and placed under its jurisdiction. As a result, numerous members felt that the National Sports Council and not an independent authority nor a not-for-profit company should assume responsibility for the daily operation of the gymnasium. Although Cabinet carefully considered the National Sports Council's opposition, it

decided that an independent authority would manage and operate the gymnasium based on the following grounds (Government of Barbados, Cabinet Note (95): 1995, p. 4):

1. Unlike other government run sporting facilities, the gymnasium was considered an expensive and state of the art structure with fantastic revenue earning potential and therefore the building should receive commercial-type treatment;
2. In order to attract a well qualified candidate for Manager of the facility, it would be necessary to offer an attractive salary; one that would be above the amount paid to the Director of Sports. As a result, it was anticipated that it would be somewhat uncomfortable for the General Manager to report to the Director of Sports;
3. Funds for the management and operation of the facility were not provided in the budget for the 1992 fiscal year. Therefore, it would not be possible to expect the National Sports Council to meet the needs and responsibilities of the facility;
4. Finally, a separate independent entity responsible for managing and operating the facility would enable quick decision-making in an attempt to ensure financial success for the facility.

Once the decision was made to establish the not-for-profit organization, the interim committee recommended that a former West Indies cricket player, be appointed to the position of General Manger. It was also recommended that a Senior Executive Officer at the National Sports Council be appointed as Administrative Assistant to the General Manager. Both individuals were responsible for carrying out the tasks as outlined by the Board of Directors of the Wildey Sports Complex Inc.

During the twenty-one month period under direction of the non-for-profit company and the management structure that existed, modest financial gains were achieved

through activities and special events. In addition, the company secured a significant number of donations from private businesses such as office equipment, furniture, and sporting equipment. The Wildey Sports Complex Inc. also secured financial assistance from private businesses which was used to cover the cost of the General Manager's Salary.

Upon completion of the interim period ending March 31, 1994, Government anticipated that an independent authority would have replaced the not-for-profit organization in overseeing the daily operations of the gymnasium. As a replacement had not been found, the Minister of Sport made another recommendation to cabinet on the basis that the National Sports Council was capable of managing and operating the gymnasium. The Minister further recommended that "the decision to establish an independent authority should be rescinded and the gymnasium be placed under the jurisdiction of the Sports Council" (Cabinet note (95): 1995, p. 7).

During the lengthy cabinet discussion that followed, the Minister's recommendation to allow the Sports Council to operate the gymnasium was dismissed. It was decided instead that the Ministry responsible for sport should assume overall authority for the management of the gymnasium until other arrangements were thoroughly examined. In addition, Cabinet also recommended that since the General Manager had decided to take on other assignments, the Administrative Assistant should assume the title of acting General Manager. The Administrative Assistant accepted the position and continues to perform the duties of acting General Manager.

Chapter III

The Sir Garfield Sobers Sports Complex

Physical Characteristics

The land area surrounding the Sir Garfield Sobers Sports Complex is relatively flat with the exception of an undeveloped portion, originally slated for construction of a cricket and soccer pitch. South of the gymnasium are two buildings; one which is used as a staff quarters and a second building in which the air conditioning and power plant are located. Near the power plant, is the housing unit which the Chinese occupied during the construction of the gymnasium.

An external view of the Sir Garfield Sobers Sports Complex is presented in Figure 3. The outside of the gymnasium is grayish/white in color, with the exception of the bright red roof visible from miles away. Four large sets of stairs situated at the four corners of the gymnasium, lead up to the mezzanine level. Upon reaching this level, spectators may enter the gymnasium through one of a number of doors marked according to the section it represents. Persons unable to climb the stairs may use one of the five major ground level entrance areas all of which are wheelchair accessible. Of the five main doors however, daily entry to the building must take place through the south-east doors which are monitored by security on a twenty-four hour basis.

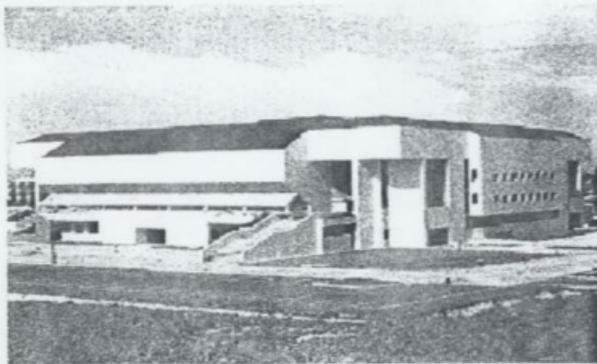


Figure 3: External view of the Sir Garfield Sobers Sports Complex. Notice the distinct red roof and two of the four large sets of stairs which lead spectators up to the mezzanine level and into the gymnasium.

Once inside of the building, athletes, press, officials, and VIP's may enter the gymnasium through one of eight floor level entrances. Of these, six are equipped with ramps making access to the main floor relatively simple. Although spectators are required to sit in the stands above the gymnasium floor, during sporting events where a large crowd is expected, patrons may sit in seats located at opposite ends of the gymnasium. During non-sporting events patrons may sit on chairs that are placed on the gymnasium floor.

The gymnasium floor contains a full basketball court with a three point line, one netball court, one volleyball court, nine badminton courts, and space for competitive set-up of twelve table tennis tables. The floor is "made of maple parquet timber with concealed rubber grommets to give a slight spring to help absorb impact and thereby reduce pressure on athletes joints" (Sports and cultural facilities, 1995, p.23). An overview of the main gymnasium floor, seating and numerous entry areas, is presented in Figure 4.



Figure 4: Internal view of the Sir Garfield Sobers Sports Complex; main gymnasium, floor, seating and entry areas.

Overall, the facility is reportedly designed to cater to twelve sporting disciplines. These disciplines include; badminton, body building, boxing, basketball, gymnastics, handball, judo, karate, netball, table-tennis, and weight-lifting. Rental of equipment from the gymnasium is possible for persons who do not own, or have or otherwise have access to the proper equipment.

A mini gymnasium or fitness room, outlined in Figure 5, is located near the north-east entrance of the building. The room is equipped with mirrors that extend along the length of two of the walls and a floor surface, similar to the main gymnasium floor, making the area suitable for fitness classes. Equipment consists of two "Universal" fitness machines, yellow fitness mats for floor exercises, and an excellent stereo system. There are two windows which provide ample natural lighting during the day. Unfortunately, the windows do not open to allow fresh air to circulate and as a result air conditioning is required when the room is in use.



Figure 5: Internal view of the Mini gymnasium or fitness room and weight training equipment.

Apart from the two gymnasiums, there is one small and one large conference room that can accommodate up to 30 and 100 persons respectively. The rooms are equipped with air-conditioning, tables, chairs, and a podium. If required, an overhead projector, television, and VCR can be made available. Unfortunately if there are two concurrent meetings and both require a television and VCR, Management is not capable of handling the request.

A small kitchenette is located adjacent to the conference rooms and contains a table and chairs, refrigerator, hot plate, convection oven, and a few pots and pans. The area is neither suitable for preparing a hot meal nor providing coffee or tea to conference participants. Groups interested in offering a lunch or snack to participants may obtain the services of a catering group if they do not have the necessary supplies.

There are seven office spaces which are confined to the main entrance area of the building. The offices are occupied by a Receptionist, two Technical Officers, a Senior Security Officer, General Supervisor, Deputy Manager, General Manager, and the

Program Coordinator for the Commonwealth Sport Development Program. One room remains vacant.

The facility also contains a comfortable air-conditioned VIP lounge with sofa's, chairs, a refrigerator, and kitchen counter. In addition to the VIP lounge there is a similar room which has been designated for the Governor General of Barbados.

Apart from conference rooms, office space and VIP rooms, there are numerous men's and women's washroom and changing facilities on the main floor and upstairs in the seating area. There is also a men's and women's sauna, and a first aid room which is located on the main floor near the small gymnasium.

Two equipment rooms containing sporting apparatus and equipment are strategically located at opposite ends of the gymnasium. There are also additional storage rooms throughout the building as well as maintenance rooms, general staff change rooms, and electronic equipment rooms.

Organizational Structure

Less than six months after the Ministry of Tourism and Sport assumed control of the gymnasium, Barbados was confronted with an election in which the Barbados Labour Party replaced the Democratic Labour Party in Government. As with any election, and especially a transformation in power, numerous departmental shuffles occurred. Sport which was originally in the Ministry of Tourism was transferred to the Ministry of Labour and Community Development. This transfer also resulted in a change in Ministers and three Permanent Secretary's over a four year period.

These changes have been responsible for creating a significant amount of confusion within the overall management structure of the gymnasium. Furthermore, the various

changes require that the Minister and Permanent Secretary familiarize themselves with the current state of affairs at the gymnasium. As a result, decisions affecting the overall operation of the gymnasium take much longer than usual, as the Ministry must acquaint itself with the particulars of the situation.

The Ministry appears to have a genuine concern for the future well-being of the gymnasium, however, there are pressing matters within the Ministry of Labour, Community Development, and Sport that need to be addressed. As a result, overseeing the operations of the facility appears to be a low priority of the Ministry. Thus, the dilemma continues in regards to making a decision on the most effective means of operating and managing the Sir Garfield Sobers Sports Complex.

Management and Staff

The following section provides an overview into the organizational structure and method of governance of the Sir Garfield Sobers Sports Complex. The information contributing to this section was obtained through interviews with Management and Staff, informal discussions with persons indirectly and directly involved with the operation of the gymnasium, and through personal observation of employee work patterns.

An overview of the current administrative structure of the Sir Garfield Sobers Sports Complex is outlined in Figure 6. Reporting directly to the Permanent Secretary, the Minister of Sport, and responsible for the daily operations of the building is the General Manager. Unlike the numerous changes experienced throughout Government, this individual, formerly the Administrative Assistant, has been involved with the daily operations of the gymnasium since its inception.

**Organizational Chart
Sir Garfield Sobers Sports Complex**

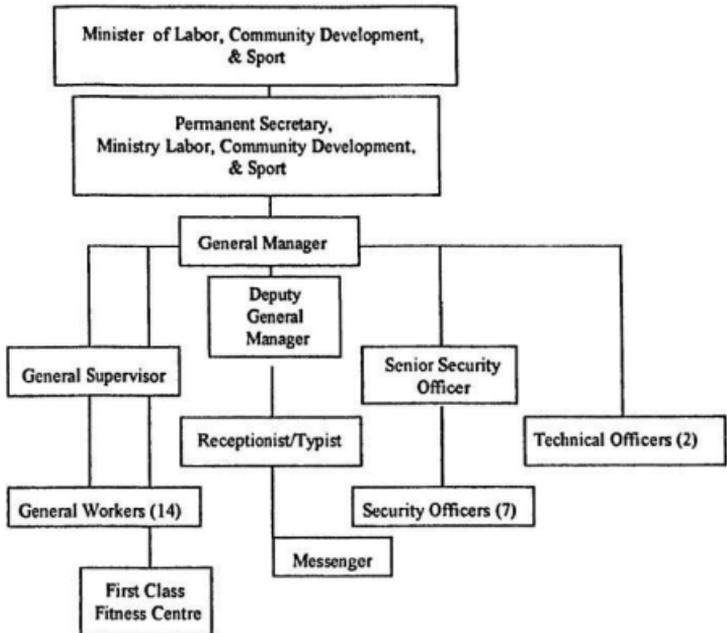


Figure 6: An organizational chart depicting the current method of governance of the Sir Garfield Sobers Sports Complex.

The General Manager performs various duties such as accounting and marketing, developing an annual budget, supervising all employees, establishing and arranging bookings, setting fees, and numerous other duties. Through personal observation and brief conversations with the General Manager, it would appear that this individual has a much more extensive job description, and carries a greater workload, than may be feasible.

In an effort to reduce the General Manager's workload, the position of Deputy Manager was recently created. Unlike the majority of employee positions at the gymnasium, a job description for this position does exist and is outlined in Appendix B. It is interesting to note that during an interview with the Deputy Manager, it was stated that a job description for the position did not exist.

Further into the interview, the Deputy Manager was asked to provide a verbal account of the various tasks and responsibilities of the position. Two tasks which were reported included assisting the General Manager in whatever areas deemed necessary, and assuming the role of acting General Manager when required. Ironically, during our interview, it was stated that a current project in which the Deputy Manager was responsible for completing, involved developing a series of job descriptions for all gymnasium employees.

Reporting to the General Manager and responsible for supervision of the Security Officers and the General Maintenance Staff are the Senior Security Officer and the General Supervisor respectively. Through discussions with the Senior Security Officer, it was determined that this individual is responsible for overseeing seven full time officers, developing a weekly staff schedule, and providing a yearly security report. The General Supervisors responsibilities entail developing a weekly staff schedule for the General Maintenance staff as well as overseeing the daily maintenance requirements of the building and ensuring they are met.

There is one Receptionist/Typist employed at the Sir Garfield Sobers Sports Complex. During conversations with the Receptionist/Typist, it was reported that prior to being seconded to the Gymnasium, this individual received a memorandum outlining the

duties which were expected of the position. Originally, this individual was hired to perform the duties as the above title would suggest; answering the telephone, sorting and delivering mail and faxes, greeting individuals entering the facility, and typing documents for the administrative staff. As time has progressed, the duties have increased significantly to the point whereby the initial title does not fit the present work load. For example, the Receptionist/Typist now prepares documents, payroll, deposits, and performs various accounting duties.

There are two full-time Technical Officers employed at the gymnasium. One officer is predominately involved with the computer technology aspects of the facility such as programming and operating the large electronic scoreboard, as well as trouble shooting office computer equipment. The second Technical Officer is responsible for the electronic maintenance of the building such as air conditioning, lighting, and the large sound system in the main gymnasium.

There are eight full-time Security Officers, including the Senior Security Officer, who are responsible for monitoring the facility on a twenty-four hour basis. The Security Staff perform scheduled patrols inside and outside of the facility, address individuals entering the facility and direct them accordingly, oversee the majority of keys in the building, and open and close after events.

Fourteen full-time General Maintenance Staff are employed at the Sir Garfield Sobers Sports Complex. These employees are responsible for the internal and external maintenance of the building. External duties involve grass cutting, grounds and parking lot upkeep while internal duties require general cleaning tasks and set-up and disassembling of equipment. Although the General Maintenance Staff are employed on a

full-time basis, hours of work are flexible and require evening and weekend shifts depending on the particular activities taking place.

The gymnasium also employs a full-time driver who is responsible for performing duties or errands for Management during normal working hours. The Messenger also acts as a chauffeur for VIP's and dignitaries during special events or functions.

Programs and Activities

The following is an account of the nature of programs and services which are currently offered at the Sir Garfield Sobers Sports Complex. The information was obtained through interviews with Management and Staff, personal observation and through informal discussions with individuals indirectly and directly involved with the gymnasium.

Organized Sport Programs

In an effort to determine the extent of the programs and activities taking place on a regular basis, the daily usage patterns of both the main and mini gymnasium were recorded. To further illustrate the extent of the daily usage patterns, the weekly employee schedule was obtained from the General Supervisor. Included in this weekly staff schedule were the programs and special activities scheduled to take place in both gymnasiums.

Figure 7 displays the average hourly use of the main and mini gymnasium per day. There are three sporting groups that offer programs in the main gymnasium on particular days of the week. These groups are the Trisport Gymnastics Club, The Barbados Amateur Table Tennis Association (BATA), and the Barbados Amateur Badminton Association (BABA). On average, these groups will occupy a portion of the gymnasium

approximately four hours per day Monday to Friday. Apart from the BATTAs, the BABA, and the occasional special event, the main gymnasium is rarely used on weekends. Saturday use averages approximately two hours per day and Sunday programs or activities rarely exist.

First Class Fitness Centre, a consultant based fitness group offers an aerobics program in the mini gymnasium. There are two, one hour classes scheduled daily from Monday to Friday, and one class scheduled for Saturday mornings. Apart from the aerobic program, there are no other scheduled programs that take place within the mini gymnasium.

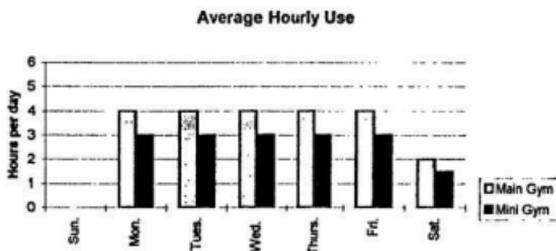


Figure 7. Average number of hours per day in which there are programs and activities taking place within the main and mini gymnasium at the Sir Garfield Sobers Sports Complex.

Non-Organized Sport Programs

There are a significant number of non-organized activities that take place outside of the Sir Garfield Sobers Sports Complex. By 5:00 p.m. on any given evening, the parking lot and the paved walkways surrounding the Wildey Sports Complex are full of

activity with people walking, roller blading, jogging, and cycling. Situated away from the regular flow of traffic and equipped with adequate lighting, the area is superb for these activities.

In addition to the numerous adults exercising, there is quite often a number of young people in the parking lot roller blading, skateboarding, and playing roller hockey. The paved surface provides a wonderful space, away from traffic, for young children to have fun and play with friends while engaging in various forms of physical activity. Again, these activities take place late in the afternoon and early evenings when the air temperature has dropped somewhat.

Special Events

During the construction phase, although predominately considered a sporting venue, it was anticipated that the building would be used on occasion for cultural and special events. An examination of past and present activities provides evidence that the facility has been used more for special events than for sports. During the four month span of the internship there were numerous special events ranging from a rock concert to a calypso concert, comedy festival, talent show, and community and religious festivals. The majority of these special events were well attended with some of the larger draws averaging over four thousand persons.

Other Activities

The large and small conference rooms are used on occasion for sessions, seminars, and meetings of the various sporting bodies throughout Barbados. These rooms have also been used as dressing rooms or reception areas during special events. During the four month internship, neither room was used very much.

Financial Status

The gymnasium commenced operation in 1992 with a zero budget. During the first twenty-one months of operation, the Wildey Sports Complex Inc. received funds in the form of donations along with cash from private businesses, Government, and rentals. Today, with the exception of a small yearly Government subvention, a large portion of the gymnasiums' revenue is received from rental fees for special events .

Through discussions with Management regarding fees and rental procedures, the following information was obtained. All bookings for the facility must take place through the General Manager. Consequently, a list of rental rates does not exist for staff to refer to in the event a prospective group inquires about renting the facility. Rental rates for the facility as stated by the General Manager are: cultural activity \$10,000/day; church group \$7,500/day; sporting group \$500/hour; sporting group practice \$50/hour; small conference room \$350/day and large conference room \$500/day. National sporting groups practicing for an upcoming competition are permitted to use the facility free of charge providing there are no other groups scheduled.

The General Manager also stated that the National Sports Council has the rental fee waived when it uses the facility for scholastic events such as a high school sports opening and closing ceremony and a consequent competition. The General Managers only request is that the National Sports Council pay for the extra security which is required for the event. It is interesting to note that during conversations with particular members of the National Sports Council, reports of Management charging high rates and requiring a damage deposit for use of the facility were made.

The rental fee that is charged is used to cover the cost of lighting, air conditioning, and in particular instances, additional security. Required insurance coverage and carpet floor covering for special events are not included in the rental fee. A non-refundable damage deposit is required and rental fees must be paid prior to the activity or event.

Apart from the standard fees quoted by the General Manager, there appear to be special rates or discounts which have been made available to particular groups. Through informal discussions with various sporting groups, it was reported that most groups are charged the standard rental rate. However, it was reported that there have been occasions, where Government or Management have decreased the rental fees for particular individuals and/or groups. The inconsistency in a standard rate may arise as a result of smaller groups which do not require air conditioning and maximum lighting. There are individuals and groups that oppose this belief and state that the inconsistency in a standard fee structure involves political factors.

Despite these factors, the current fee structure which exists at the Sir Garfield Sobers Sports Complex must be examined. There is no doubt that the current rental rate is a major factor contributing to the lack of programs and activities taking place within the gymnasium.

Chapter IV

A Desirable Future

As previously outlined, while investigating the determinants behind the construction of the gymnasium two underlying objectives were identified; developing and promoting youth sports and establishing Barbados as a prime tourist destination. While conducting separate interviews with the General Manager of the gymnasium and the Minister of Sport, it was established that these two objectives continue to remain a priority when considering the development of programs and activities within the facility. Based on the current state of programs and activities within the facility, it would not appear that the two objectives have played a significant role.

In order for the Management of the Sir Garfield Sobers Sports Complex and the Ministry of Sport to successfully develop and promote youth sport and Barbados as a primary tourist destination, both groups must determine whose needs the facility is intended to meet. Once this has been resolved, both groups may focus their efforts towards developing a sound program plan for the gymnasium.

Future Program Considerations

As it was the intent of the project to assist Management in developing a programming plan for the Sir Garfield Sobers Sports complex, the current chapter outlines suggestions for increasing use of the facility. Ideally, the principal goal was to determine the best possible means for developing and promoting youth sport in Barbados and promoting Barbados a prime tourist destination through sport.

In aspiring to meet this goal, a number of factors had were considered. First and foremost, means of improving the current usage patterns of the facility were considered.

This required that the student become familiar with current trends in sport and recreation unique to Barbados culture. Increasing the revenue earning potential of the facility while keeping costs to a minimum also played a significant role when developing programs and activities. Each proposed program was also designed to attract and accommodate a large user population.

In accordance with the desire to keep costs to a minimum, many programs scheduled to take place in the main gymnasium will operate without air conditioning and maximal lighting. Furthermore, all programs that may effectively take place in the mini gymnasium, were outlined for that room. Through these changes, it is anticipated that Management may be able to reduce the current rental rates which may increase the number of groups interested in providing a program or activity within the gymnasium.

Staffing for a large percentage of the programs will not take place at an expense to the gymnasium. Similar to the rental system used by the Aquatic Centre, space or particular time frames may be rented by outside groups if interested in providing a service and/or offering a sport or recreation program. The individual(s) or group(s) that rent the space or time frame will assume responsibility for the various program requirements such as additional advertising, equipment, instructors, supervisors, registration fees, and communication with participants.

The majority of the proposed programs do not require that Management purchase additional sporting equipment or apparatus. It is anticipated that in the future if additional programs are added, Management will need to consider purchasing appropriate equipment. These purchases however, should be considered a solid investment in the gymnasium's future.

One final factor upon which the proposed recreation and sports programs were based, was the need to instill upon, and promote, the benefits of sport and physical activity to the people of Barbados. Recently, an article appeared in The Barbados Advocate, a daily newspaper, which reported that Barbadians had the highest rates of overweight and obese women in all of the Caribbean. (Bulky Bajans, The Barbados Advocate, November 17, 1995, p. 1).

Proposed Program Plan

The following is a breakdown of the proposed programs and activities for the Sir Garfield Sobers Sports Complex. The plan incorporates the main and mini gymnasium, and the outdoor areas surrounding the facility to include the parking lots, paved, and unpaved walkways surrounding the 20 acres of land, and the portion of undeveloped land. In addition, a portion of the plan focuses on the potential for establishing an alliance with the Wildey Tennis Courts and Barbados Aquatic Center to promote and develop sport and tourism.

When reviewing the following section, it is recommended that Management carefully assess the proposed programs and activities recommended for the Sir Garfield Sobers Sports Complex. It anticipated that Management may not wish to implement some of the recommended programs and activities. However, it is hoped that the methods used to develop the proposed plan will serve as a basis for developing programs in the future that will fulfill the needs of the sporting community in Barbados.

To assist the reader, the proposed programming plan is divided into the following sections; the development of youth sport, cultural and special events, an international and national sport program, and programs for facilitating community development. Each

section begins with a brief description of the proposed programs and activities and is followed with recommendations for achieving the proposed program.

Development of Youth Sport

A National Training Program for potential junior and senior level athletes in various sporting disciplines is one proposed program which will fulfill the objective of facilitating and developing youth sport. This program may be run as a collective effort between the Ministry of Sport, National Sports Council, Barbados Olympic Association, the Sir Garfield Sobers Sports Complex, and National Sporting Organizations. The gymnasium could be used as the training base where coaches and athletes would make use of the outdoor area surrounding the facility, the main and mini gymnasium, and conference rooms, if necessary. The program would predominately operate during the late afternoon, evenings and/or weekends. Financial assistance for the training program may originate from private sponsorship, Government subventions, from National Sporting Organizations and the Barbados Olympic Association.

A program established for children who do not have sufficient skills to make their interscholastic sports team, but wish to improve, is another means for developing youth sport. The aim of the program may be to develop the skills of potential athletes and assist them in participating in a competitive environment. The program may operate through the assistance of coaches from the National Sports Council and/or National Sporting Organizations such as the Barbados Amateur Basketball Association, with additional assistance from volunteer senior athletes. Children interested in participating in the program would be required to pay a nominal registration fee to be determined by

Management. Funds received from registration would be used to cover the cost of electricity.

Aside from the National Sports Council providing instruction for students after school, Government may consider an amendment to the National Sports Council coaching program that operates during the school term. Rather than provide mileage allowances for coaches to travel to a particular school(s), the money may be used to bus school children to the gymnasium. In most instances, coaches and students would be able to take advantage of the facility, and equipment that may not be available at a particular school. Such a program may operate in association with the swim program that currently takes place at the Aquatic Centre.

Another proposed program envisions the Sir Garfield Sobers Sports Complex acting as the headquarters for a youth 'Summer Passport to FUN' program. This program may be held in conjunction with the National Sports Councils' summer program and operate under qualified staff and volunteer athletes. The overall camp objective may entail providing youth of varied age groups with an opportunity to improve their sports skills while socializing and becoming physically active.

The sporting component of this program may involve a series of camps or sessions held at each of the three sporting facilities that make up the Wildey Sports Complex. The Summer Passport to FUN program content for the gymnasium may involve instruction in one or perhaps two sports, depending on the space required for the activity. For example, during the first week of the program, the camp directors may provide instruction in badminton and table tennis. Each week thereafter, the camp directors could offer alternative sports and activities such as basketball, volleyball, and netball, to name a few.

Apart from using the main gymnasium, the program directors may also incorporate the mini gymnasium, vacant rooms, parking lots, and the surrounding fields, for providing instruction.

Camp participants would pay a nominal registration fee depending on how many weeks they wished to participate in the program. For example, a child that wished to participate in a one week volleyball and then a one week basketball camp would pay more than a child interested in attending only one camp. The registration fees would be used to cover a portion of the costs of operating the camp. Program Coordinators could also attempt to secure private sponsorship in cash or in kind to assist with costs such as camp T-shirts, medals, certificates, trophies, etc.

Apart from the proposed programs, Management should attempt to ensure that the Trisport Gymnastics Club, the Barbados Amateur Badminton Association, and the Barbados Amateur Table Tennis Association continue to use the main gymnasium. Management should also strive to attract other sporting groups to use the facility for regular and post season sporting activities. Due to the anticipated increase in programs and activities however, it is recommended that smaller groups that will not require use of the whole gymnasium, coordinate a shared use agreement with Management. If these smaller groups do not wish to share the facility, it is recommended that the groups are slotted into a non-prime time space.

Developing and promoting youth sports through the provision of programs and activities will require the combined efforts of the National Sports Council and the Management and Staff of the Sir Garfield Sobers Sports Complex. The development of a professional working relationship between these two groups is absolutely necessary for

achieving this desired future. In addition, it is recommended that Government, the National Sports Council, and National Sporting Organizations determine the feasibility of developing the remaining portion of land surrounding the gymnasium, as outlined in the original site plans. In these plans, an athletic dormitory, a soccer, and field hockey pitch were slated for construction.

Apart from developing the remaining portion of land, recommendations have been made to the Ministry of Sport and to Management to determine the feasibility of building squash courts and developing a running trail around the overall Wildey Sports Complex. It is recommended that the Ministry of Sport and the Management and Staff of the gymnasium examine the implications of developing these and other sporting venues when considering the future of youth sport in Barbados.

Undoubtedly an increase in programs for youth, should constitute a priority for the Ministry of Sport and the Management and Staff of the Sir Garfield Sobers Sports Complex. There are a significant number of sporting groups that have expressed interest in offering a program at the gymnasium. Unfortunately, most of these groups are not financially capable of paying the required rental fees. A potential solution for this problem may involve seeking sponsorship from private businesses or Government subsidization to cover the cost of the rental fees. An essential solution, involves the combined efforts of Government, the National Sports Council, National Sporting Organizations, and the Management and Staff of the Sir Garfield Sobers Sports Complex.

International and National Sport Program

To maximize use, revenue, and exposure of the facility, the Ministry of Tourism, Ministry of Sport, and the Management of the gymnasium must establish a plan aimed at

attracting international sporting organizations and groups to Barbados. The Island of Barbados is a definite marketing tool in that it is capable of offering a favorable climate, numerous tourist attractions, and a state of the art sporting facility. These and many more features may be effectively used to encourage overseas sporting and cultural groups to 'come to Barbados'.

A sports tourism package aimed at attracting overseas teams can provide numerous benefits. Ideally, Barbadian athletes would receive an opportunity to gain competitive experience at an international level. The Sir Garfield Sobers Sports Complex could also stand to gain financially from encouraging overseas teams to come to Barbados. Aside from the revenue received from the rental fee charged to use the facility, Management may arrange an agreement with the visiting team to play an exhibition game with the home team and charge admission to the event. Additional revenue for the country may also result from the various teams and their support groups i.e. family, friends, media, officials, that may travel to Barbados. Furthermore, if the venture is successful, the gymnasium may stand to gain some free publicity at home and abroad.

In addition to the potential revenue gains, the following means of maximizing the benefits from a team's visit should be considered. First of all, Management may establish an agreement to play a series of exhibition games against teams from Barbados. Funds which would be generated from the gate could be used to offset the cost of operating youth programs at the gymnasium.

Raffles or draws held during the competition for a chance to win sporting equipment autographed by the visiting team, may provide additional means of generating revenue; again, in support of youth programs. Establishing a sports apparel shop where

patrons may purchase visiting team paraphernalia and items designed for the purpose of the competition or event, is yet another option. An agreement with the visiting team and the local print shop may be arranged to design and sell some T-shirts.

Another means for maximizing the benefits from a team's visit may involve organizing a half-day skills clinic for youth which would be held at the gymnasium. The clinic, hosted by players from the visiting team, could be used to generate revenue for youth programs, while at the same time provide young athletes with an opportunity to improve their skills. Consider the enthusiasm and excitement of a young Barbadian basketball player if they had a chance to learn a particular skill from the Toronto Raptors Basketball Club, one group which has expressed interested in playing at the gymnasium. Participants would be required to pay a reasonable registration fee, to be determined by Management, and again, the revenue received from the skills clinic, could be used to cover expenses for youth programs.

Apart from attracting overseas teams, Government and Management should also concentrate their efforts in bids to host more regional and national competitions at the gymnasium. One example of a regional competition that brought about a significant amount of exposure for the gymnasium, was the recent 5th Annual Caribbean Volleyball Championships. The competition received overwhelming support from Barbadians, especially during games when the host teams were playing. In fact, both the men's and women's championship games drew in excess of 4000 spectators. Funds received from the general admission charge were used to cover the Barbados Volleyball Associations' expenses for the tournament. The success of the Caribbean Volleyball Championships and

the potential for hosting future sporting events, are extremely important for increasing the profile of the Sir Garfield Sobers Sports Complex and Barbados as a sporting contender.

To effectively market these and other international sport tourism packages, it is recommended that Government and Management consider the feasibility of constructing the athletic dormitory outlined in the original plans for the facility. In a number of instances, the teams and groups that may travel to Barbados to train and compete will be on a limited budget. The benefit of being able to offer clean accommodations within walking distance from the gymnasium may sound extremely appealing to a large proportion of these groups.

Apart from outside teams using the facility, the dormitory, if built, could be used to house young athletes participating in the summer sports camps, or training camps operated by the various sporting organizations throughout Barbados. Until the decision is made to construct the dormitory, establishing an agreement with the Aquatic Centre to use their accommodations or developing a combined sports package between the two sporting facilities, may be considered. A similar agreement could also arrange for sports teams, from the same university or college, to use the Aquatic Centre and the Sir Garfield Sobers Sports Complex in its entirety.

Cultural and Special Events

To ensure that the gymnasium is capable of supporting itself financially, the Sir Garfield Sobers Sports Complex must be used as a venue for presenting cultural and special events. Undoubtedly, these events have been responsible for generating the greatest amount of revenue and exposure for the gymnasium thus far.

A further increase in the occurrence and caliber of these special events may provide the gymnasium with the revenue earning potential required to offset the cost of youth and community activities as well as the daily operating expenses of the gymnasium. Furthermore, funds received from these events may also be used to establish future projects or attract well-known performers or groups. For example, Ray Charles and Rita Coolidge are two well known performers who were scheduled to perform at the gymnasium in January 1996. These two celebrities will no doubt have received widespread support from Barbadians and tourists.

Although these special events are important for ensuring the financial success of the gymnasium, there are some points of interest that Management must consider. During the internship placement, there were a number of cultural and special events which took place. Some of these events involved an extensive set-up and dissembling of staging and lighting equipment. In a number of instances, groups which used the gymnasium on a regular basis, lost their scheduled time frame while the organizers of the event transformed the gymnasium into the required setting. In one instance, a group was notified that the gymnasium was unavailable for use upon arriving for the program.

Clearly, the funds received from renting the gymnasium to a group for a large scale event will far outweigh the funds received from the rental of a sporting group or team. However, when Management does rent the gymnasium for these large events, previously scheduled groups that need to be bumped from their time slot should be informed well in advance of the situation and arrangements for rescheduling should be made as soon as possible. Furthermore, when an event has concluded, Management should direct staff to

concentrate their efforts on returning the gymnasium to its previous state as quickly as possible so that it will be available for regular use.

Community Programs

Establishing a community sport and recreation program component at the gymnasium, may provide nominal revenue during non-peak and off-season periods. Generating a strong connection between the gymnasium and the community may also provide Barbadians with a sense of pride in the facility and the activities that take place within. If Management displays appreciation for the community through these programs and activities, Barbadians may display their gratitude by supporting future endeavors.

The following component outlines a series of programs and activities that may successfully take place within and outside of the Sir Garfield Sobers Sports Complex. The potential programs are divided into three components; programs for the mini and main gymnasium, and outdoor programs. Although a portion of the proposed programs will require use of the main gymnasium, the majority of the programs can effectively operate in the mini gymnasium, and the outdoor area surrounding the facility.

Mini Gymnasium

As previously outlined, First Class Fitness Centre, a fitness consultant group, offers an aerobics program that takes place in the mini gymnasium, Monday to Saturday. There is an early morning class from 5:30 - 6:30 a.m., an evening class from 5:30 - 6:30 p.m. Monday to Friday; and one class from 7:30 - 8:30 a.m. on Saturdays. At the conclusion of each class, the room is available for approximately thirty minutes to one hour for members to use the weight training equipment. This schedule may be practical for early morning risers or those who want to catch a class before work or on their way

home. Unfortunately not everyone is capable of fitting into this particular schedule, and many, may appreciate a more flexible program.

While researching other fitness centres in Barbados, it was discovered that most offer a very early morning class along with mid morning and evening classes. By allowing customers to choose a class which suits their personal time frame, these fitness centres are offering a more attractive package.

Based on the success of the First Class Fitness Centre Aerobic program, as evidenced by the current participation numbers, it is recommended that the program continue. In an effort to attract a larger percentage of the potential user population, it is also recommended that Management consider increasing the current number of classes. A variety of class options such as a high/low impact, stretch and tone, step aerobics, a combination class, and a program for less active older adults, may increase participant numbers. Once a static weekly schedule has been developed, participants may choose a more practical program as well as a time frame that agrees with their schedule.

Offering additional class options and time slots will require an amendment to the current agreement with the consultant group. At present, the First Class Fitness Centre uses free of charge, the mini gymnasium as well as an office space near the entrance of the mini gymnasium. Management pays the consultant group a supervisory fee of \$1,000/month; the front desk clerk \$200/week; and each instructor receives \$25/session. In addition, advertising for the program is paid for out of the gymnasiums' budget. When speaking with the General Manager, it was mentioned that the current program needed some restructuring, to run efficiently. It is recommended that the following alternatives for restructuring the current aerobic program are considered.

One option involves establishing a set rental rate which the consultant group would pay for use of the mini gymnasium and the equipment in the room. Registration fees set and collected by the rental group would be used to cover the programs operating costs such as advertising, instructors, equipment, and desk personnel. If Management was to pursue this option and the consultant group was not interested, a call for tenders for other fitness groups to run the program, is an option.

A second alternative may involve hiring two or three part-time qualified aerobic instructors to organize and implement an aerobic program. As previously outlined, the consultant group receives \$1800 per month for supervision of the aerobic programs and front desk maintenance. In addition, each instructor receives \$25.00 per class of which there are eleven scheduled each week. Apart from saving money which is currently paid out to the consultant group, hiring part-time staff to operate the program(s) will permit Management to closely monitor and evaluate the program(s). A second advantage is that Management can be more flexible in establishing registration fees, separate from, or in conjunction with additional programs. For example, special rates for seniors, university or college students, and families may be offered. A combined membership which incorporates the weight training equipment and the aerobic program is yet another option for increasing revenue.

To further improve the potential for a weight training/cardiovascular membership, it is recommended that Management consider purchasing additional equipment; to include cardiovascular machines such as a treadmill, step machine, stationary bicycles, and free weights. While researching other fitness facilities, a majority of staff reported that free weights and these cardiovascular machines were a major attraction for customers. An

increase in the quality of weight training and cardiovascular equipment may also provide an added advantage when attempting to attract university and professional sports teams to train and/or compete at the gymnasium. Furthermore, if the National Training Program was established to operate out of the gymnasium, modern weight training equipment would produce an environment more conducive to training.

A martial arts program in judo, karate or tae kwon do, may interest a number of users; youth particularly. A tai chi program for adults and/or seniors and a self defense program for women and children are also means of increasing use of the mini gymnasium.

A movement program for pre-school age children and their parents, baby-sitter, or grandparents may increase use of the mini gymnasium during non-peak morning and/or afternoon hours. The program would allow children to develop their social and motor skills using various types of equipment such as mats, skipping ropes, bean bags, and balls. The program will also provide adults with a break from daily routines as well as an opportunity to interact with their children, and socialize with other families.

An exciting project that incorporates the mini gymnasium as well as the main gymnasium is the development of a corporate membership with business groups throughout Barbados. An attractive marketing plan that emphasizes 'a healthy employee is a productive employee' is one means of increasing revenue and use, while at the same time attempting to improve the health of many Barbadians. The impetus for this program was based on a recent report in the news which stated that Barbadians had the highest rates of overweight and obese women in all of the Caribbean.

Ideal businesses to target may be The Barbados External Telecommunications Ltd. (BET) and/or Life of Barbados, two large organizations located within walking distance

from the gymnasium. From personal discussions held with representatives from these two organizations it appears that BET and Life have already begun to take a serious interest in the overall well-being of their employees. This is evidenced through the various activities which are organized and implemented throughout the year for employees and executives. In fact, one group currently obtains a corporate membership package with a fitness centre in Barbados.

If Management is interested in developing a corporate membership package with a business in Barbados, there are a number of factors which need to be taken into consideration. Obviously, Management will need to research fitness facilities which currently provide corporate membership packages to businesses. In addition, Management will need to speak with the department or individual(s) responsible for establishing the corporate membership package for their employees. Other issues such as fees, and payments will need to be addressed in addition to the hours the gymnasium will be available for use, and the amenities which will be available; i.e. sauna, showers, equipment, etc.

If there is one advantage for Management developing a corporate membership proposal to present to businesses, it is that the Sir Garfield Sobers Sports Complex can be used to attract a larger portion of the potential user population. A number of fitness facilities which aim to establish a corporate membership package, in most instances, are only able to offer weights, aerobic classes, and cardiovascular machines. A membership to the gymnasium however, may include the above mentioned features in addition to the use of the large gymnasium for volleyball, table tennis, badminton, netball, and basketball. It is

anticipated that these added features may attract those individuals who are not interested in using weights or participating in an aerobic class.

An alternative to establishing corporate memberships with private businesses may involve founding a corporate wellness package with the organization that employs the largest percentage of Barbados population; Government. A corporate wellness project may be established through a joint agreement between the Ministry of Sport, Ministry of Health, and the Sir Garfield Sobers Sports Complex. Management may submit a proposal to Government in an attempt to secure funds to hire one or two persons to conduct a pilot study on the impact of a wellness program on employee productivity. Again, the impetus for this project is based on the report of high rates of overweight and obese women in Barbados.

Aside from conducting the study, the Wellness Coordinator(s) would be responsible for the overall development and implementation of the program. The Sir Garfield Sobers Sports Complex would only be responsible for providing the space and equipment. The program activities offered may be associated with proposed programs such as karate, jazz, aerobics, children's movement program, as well as activities and events chosen by and exclusive to the group. The potential user population may also be extended to include immediate family members to promote the importance and benefit of a physically active and healthy family.

Main Gymnasium

An open gym program, scheduled once or twice per week, is one means of promoting community use of the facility. Such a program may provide adults, youth, and community groups with an opportunity to participate in a variety of sporting and

recreational activities. For example on a Tuesday evening from 9:00 - 10:30 p.m. three badminton nets and a cross-court basketball playing area may be set up. On Thursday, scheduled activities may include volleyball and table tennis. Establishing a permanent schedule that offers a variety of activities will permit players to choose both the activity in which they wish to participate, and the evening that suits their particular schedule. Participants may pay a one time program fee to be determined by management based on the number of weeks the program will operate or pay a nominal drop-in fee.

Less formally structured sporting programs aimed at the general youth population could involve a drop-in program held on Friday and/or Saturday evenings that offers a constructive alternative to 'hanging out'. For example, a 'Night Hoops' basketball program that runs from 9:30 p.m. until midnight may provide a positive outlet for troubled youth. Such a program would require support from reliable individuals or groups that are interested in the overall well-being and future of today's youth. Players would be expected to pay a nominal fee and abide by a set of guidelines as established by participants in association with program volunteers.

Through efforts to outfit the gymnasium with a protective floor covering, outdoor activities such as indoor roller hockey, football, tennis, and floor hockey may soon be able to take place in the gymnasium. The protective floor covering provides many options for Management. For example, the Barbados Tourism Association, Barbados Roller Hockey Association, General Manager, Deputy Manager, and two Roller Hockey specialists have developed a plan to host a Roller Hockey Extravaganza at the gymnasium in September 1996. A future goal for Management may involve organizing and hosting the first ever 'Annual Caribbean Indoor Roller Hockey Championships.'

Apart from the protective covering providing the opportunity for outdoor programs to be played indoors, the surface could be used to protect the gymnasium floor during special activities and events. For cultural and special events, the current means of protecting the floor involves placing large carpets over the floor and securing them with tape. This practice is not only considered unsafe from a legal liability standpoint, but it also requires additional rental fees as well as transporting the carpet to and from the gymnasium for each non-sporting event. With the new cover, Management will be able to incorporate a portion of the purchasing cost into the rental fees charged to groups interested in organizing a special event.

Potential recreational activities that may take place in the gymnasium with the addition of the floor covering are a monthly adult dance or roller-skating party for youth, adults, or the whole family. The protective covering may also be used for a majority of the sporting programs and events previously outlined. For example, if the National Sports Council were to host a youth summer football or volleyball camp at the gymnasium, the covering would protect the floor from improper footwear and normal wear and tear.

Outdoor Programs

As previously outlined, the parking lot and walkways surrounding the Wildey Sports Complex are busy with people exercising in the evenings. During the internship placement, the adults and youth exercising around the Complex were approached in an effort to obtain their impression of the facility and the programs which were offered for Barbadian residents. Most of the people who were interviewed, spoke of the Sir Garfield Sobers Sports Complex as being a wonderful facility with extraordinary potential. Unfortunately, many also spoke of the lack of programs available particularly for youth

and the fees that were charged to partake in the few programs which were offered. When asked to offer suggestions of activities they would enjoy partaking in, most responded by stating that they would enjoy a walking/running trail around the Complex, an outdoor netball and basketball court, and a roller hockey court.

The development of a walking/cross-country running trail to encompass the entire Complex is one means of providing a cost effective alternative for persons unable to financially meet the requirements of structured programs. Furthermore, the National Sports Council and schools throughout Barbados could hold cross-country running competitions at the Wildey Sports Complex. The benefits of establishing this trail around the complex far outweigh the costs which will be incurred. Although users will be non-paying customers, a trail will encourage greater use of the area and, it is anticipated, that users will display a greater appreciation towards the group or organization responsible for its construction.

Apart from persons walking and jogging, there are numerous adults and youth roller blading and playing hockey in the parking lot. As the sun sets by 6:00 p.m., these activities cannot take place without proper lighting. Acquiring high pressure sodium lights that would operate run for a set period of time after dusk, may provide a safe and creative outlet for persons to engage in activities in the evening.

If the Management of the gymnasium, Ministry of Sport, and National Sporting Organizations, are to consider the future potential for developing additional outdoor possibilities for the complex, all groups must determine the feasibility of constructing the athletic field(s) outlined in the original site plans. The advantages of developing a multi-purpose athletic field are two-fold and comply with the overall objectives for the initial

construction of the gymnasium. Ideally the area could be used to facilitate and promote youth sports. Secondly, if the area was further developed to include bleachers and sufficient lighting to allow play to continue beyond dusk, the venue could be integrated into an overall sports tourism package.

The potential for maximizing use of the Sir Garfield Sobers Sports Complex through programs, services, and special events is extensive. When developing and implementing new programs and activities, it is important that Management fully research the possibilities that will secure a great response from the general public. In addition the costs incurred in developing and implementing a particular program and the projected revenue earning potential must also be considered. Finally, Management must strive to stay abreast of what's hot and what's not in the world of sports, arts and entertainment.

Chapter V

Bridging the gap

Transforming the distance between the existing state and the desirable future will require the combined efforts of Government, National Sporting Organizations, and the Management and Staff of the Sir Garfield Sobers Sports Complex. The first step in achieving the desired state of programs, activities, and events as outlined in Chapter IV however, must occur within the division of Labour, Community Development, and Sport.

Since government assumed control of the facility on March 31, 1994, numerous recommendations have been proposed in respect to determining the most effective means for operating and managing the facility. The time has come for the Ministry to make a decision on how the Sir Garfield Sobers Sports Complex will operate. Based on the proposed programming plan and the potential for maximizing use of the facility, the following recommendations are offered to assist the Ministry when deciding the future of the facility and the future potential for sport in Barbados.

Administrative Options

Although the Sir Garfield Sobers Sports Complex is a concern for the Ministry, it appears that there are more pressing affairs within the division of Labour, Community Development, and Sport that need to be addressed. Two brief examples of areas that require attention are; the lack of cooperation between the groups responsible for developing sport, and a lack of awareness and promotion of the values and benefits of sport. As a result of these and other issues, the Ministry does not appear capable of focusing the time and energy required to ensure the effective operation and overall success of the gymnasium.

Through efforts to determine potential options for the successful operation of the gymnasium, informal interviews were held with representatives from National Sporting Organizations, the Ministry of Sport, and the Management and Staff of the gymnasium. Based on the information obtained from these interviews, two potential theories for the successful operation of the gymnasium were considered and are outlined as follows;

One option the Ministry may consider is allowing the National Sports Council (NSC), to assume responsibility for the Sir Garfield Sobers Sports Complex. As previously outlined, one of the responsibilities of the NSC, is to oversee the operation of Government owned sporting facilities. As a result, it would only seem fitting that the Sports Council would be the reasonable choice for assuming control of the gymnasium.

In Chapter II however, a number of factors were outlined for disallowing the National Sports Council to assume control of the gymnasium. In following up on these factors, several attempts were made to meet with representatives from the National Sports Council to discuss the organization and its primary tasks and responsibilities. Furthermore, it was deemed necessary to arrange a meeting to obtain employees views of the Sir Garfield Sobers Sports Complex and the current state of operation, programs, and activities. Unfortunately, a meeting with the Director or Assistant Director of the National Sports Council did not occur. However, an informal interview was conducted over the telephone with a member of the administrative staff. From this telephone conversation, the impression was given, that there are still some problems within the organization that need to be addressed if the National Sports Council is to assume a vital role in developing sport throughout Barbados.

During the telephone conversation, the impression was also given that some of the staff retain some harsh feelings towards the Management and Staff of Sir Garfield Sobers Sports Complex which resulted from government's decision to permit an independent authority to oversee the operation of the facility. Although at no time confirmed during the telephone conversation, this opinion was officially validated through the numerous comments which were expressed by members of the sporting community. As a result of these ongoing issues, it does not appear that the National Sports Council is capable of ensuring that the needs of the facility will be met.

A second and perhaps more feasible option for the Ministry to consider, is the operation of the gymnasium as a separate entity under a Board of Management. As outlined in Chapter II, the operation of the gymnasium under the former Board of Management produced modest financial gains. Reinstating a governing body comprised of gymnasium Management and individuals representing the local business and sporting community may ensure that the overall needs of the facility are met.

There are some definite advantages for reinstating a Board of Management which the Ministry of Sport should consider when determining the future of the gymnasium. First and foremost, the responsibilities of the Ministry of Labour, Community Development, and Sport to the gymnasium, will be reduced by reinstating a Board of Management. As a result, members of the Ministry will be able to focus their attention on issues pertaining directly to the development of sport in Barbados. Furthermore, a goal to have the facility support itself financially through programs and activities will allow the Ministry to reduce its annual subvention to the gymnasium. As a result, the Ministry will

be capable of reallocating the funds to other projects aimed at furthering the development of sport in Barbados.

A Board of Management will also be more responsive to the needs of the Management and Staff of the gymnasium. It is anticipated that the Board will not only provide a wider range of ideas and initiatives, but it will also offer employees the motivation and direction necessary for the successful operation of the gymnasium. Furthermore, minor issues that will arise within the organization may be resolved directly by the Board without requiring intervention by the Minister and/or Permanent Secretary. Finally, the overall operation of the gymnasium will benefit in that a Board may permit quick and effective decision making, necessary for successful operation.

Apart from the advantages for reinstating a Board, there are some disadvantages that the Ministry must address when deciding the future of the gymnasium. One disadvantage outlined during a conversation with the General Manager, is the potential for lack of attendance at monthly meetings. This problem may be overcome through the development of a honorarium to be paid to each member, with the amount and the terms of payment to be determined by the Ministry.

A second disadvantage of reinstating a Board of Management, emanates from the method of membership appointment for the previous Board. During informal conversations with members from the sporting community, a reoccurring opinion emerged that a form of patronage existed when appointing members to the previous Board. As a result, some felt that there may have been more suitable candidates to fill the positions. One means of ensuring that the situation does not occur again is to advertise for and hold a public forum to elect members. Choosing this avenue may permit those individuals with

a vested interest in the gymnasium and the development and future of sport in Barbados, to express their concerns, ideas, and expectations.

Based on the success of the previous Board and the information acquired during the internship, it is recommended that the Ministry relinquish its control of the Sir Garfield Sobers Sports Complex. In its place, a Board of Management should be established to oversee the operation of the gymnasium. The responsibilities of the Board should include, yet not be limited to, policy development and decision making that will ensure the effective operation and a successful future outlook for the gymnasium.

Management Team

If the Board of Management wishes to implement the proposed programs and activities as outlined in Chapter IV, a restructuring of the current administrative and employee structure at the Sir Garfield Sobers Sports Complex is necessary. One measure for the Board to consider, may involve a revision of the top three administrative positions within the gymnasium: General Manager, Deputy Manager, and General Supervisor. In their place, new and improved positions and job descriptions are recommended. An organizational chart depicting the proposed Management Team and support staff is outlined in Figure 8.



Figure 8:

Upon examination of the recommended positions, one may notice a slight discrepancy in the expected qualifications and duties outlined for the new positions compared to the current staff. As a result the question arises as to whether or not some of the current staff are capable of handling the responsibilities required of the new positions. It is therefore recommended, that the Board of Management consider their expectations for the gymnasium and whether or not the current staff are capable of ensuring that these expectations are met. Based on the qualifications and performance record of some staff however, it may be necessary to reallocate certain individuals to other positions, if not remove them from the gymnasium entirely.

Since the acting General Manager has been involved in the operation of the facility since its inception, it is recommended that this individual continue to play a role in the future of the facility. Whether that role is Manager however, will depend on the Board, its goals and objectives for the gymnasium, and willingness to allow the current Manager the opportunity for further training through seminars and courses.

Manager

The Manager of the gymnasium will report directly to the Board of Management for the Sir Garfield Sobers Sports Complex. This individual will lead the Management Team and direct all staff to ensure that there is effective and efficient utilization of personnel, financial, and physical resources in attaining the goals and assignments of the facility. Programs and assignments will originate at the initiative of the Manager and Management Team, at the request of the Board, sporting organizations, and the general public. Some of the particular duties and responsibilities the Manager will be expected to perform are:

1. Organize, develop and lead all staff departments by setting an example, promoting quality, teamwork and a positive attitude within the organization.
2. Analyze and implement the most effective means of operating the gymnasium which includes staffing, training and professional development, rental and user fees, procedures, future developments, safety standards, etc.
3. Work in conjunction with Program Coordinator, Administrative Assistant, and Facilities Manager in ensuring all needs and requirements of the facility are met.

4. Liase with the general public, private sector groups, user groups, sporting and cultural organizations and media in establishing and maintaining good public relations and image for the gymnasium and for Barbados.
5. Initiate, adapt, and integrate policies and programs; complete formal reports
6. In cooperation with overall management team, recruit, plan, budget, negotiate, and book various entertainment packages for the gymnasium.
7. Prepare and manage the gymnasium budget; provide quarterly, semi-annual, and annual financial report to the Board of Management.
8. Identify and assess alternative marketing strategies for the gymnasium.
9. Develop and maintain appropriate training and evaluation programs for all staff.
10. Assist and perform other duties which the Board of Management and/or the Management Team deems necessary to the overall success of the gymnasium.

Qualifications for the position should entail a degree or diploma in Business, Sport Administration, or related discipline with at least five years experience in facility, financial and strategic management, marketing and promotion, and policy development. The individual should also possess strong interpersonal, supervisory, and technical skills, and the ability to work with various community and sporting groups.

Facility Manager

The Facility Manager will be responsible for overseeing the operation and maintenance requirements of the gymnasium. The position will replace the former administrative positions of General Supervisor and Senior Security Officer, while indirectly reducing the responsibilities of the Manager. It is anticipated that the addition of a Facility Manager, coupled with a thorough job description, will effectively ensure that

the overall operation and maintenance requirements of the facility are met. The Facility Manager will be responsible for the following duties:

1. Train, supervise, and evaluate General Staff and Security Officers.
2. Carry out responsibilities in accordance with policy guidelines as established by the Board of Management. Interpret such policy guidelines to workers and enforce safety regulations.
3. Establish a weekly staff schedule based on the required needs of facility and scheduled activities and events.
4. Confer with the management team to coordinate activities of individual staffing departments.
5. Communicate directly and frequently with staff to ensure that services are conducted on a day-to-day basis.
6. Establish group cohesion by promoting a team environment.
7. Analyze and resolve work problems or assist staff in solving work-related problems.
8. Establish a system of equipment set-up and take down for all regular scheduled programs and train staff accordingly.
9. Inspect building, sporting and maintenance equipment on a daily basis to ensure the building and the equipment are in good working condition;
10. Assess need for repair or replacement; acts on own for maintenance and repairs approved in the operations budget for facility
11. Coordinate staff to perform work requirements based on priorities;
12. Order parts, supplies and equipment necessary to daily building operations;

13. Implement and maintain an inventory control system for equipment and supplies.
14. Maintain an inspection, maintenance and repair log.
15. Liase with technical groups for special events and activities.
16. In association with the Manager assists in preparation of an annual facility operation budget.
17. Responsible for maintenance budget and providing monthly reports to the Manager, and a semi-annual and annual report for the Board of Management.
18. When required, the Facility Manager will assume the role of acting Manager.

Qualifications for the position of Facility Manager should entail a degree or diploma in recreation or related field. A strong background in facility management with at least five years experience in employee supervision is also recommended. The successful candidate should also possess strong leadership qualities, interpersonal, communication, and technical skills, and be able to plan effectively.

Program Coordinator

If the Board of Management is to achieve the envisioned state of programs and activities, an individual responsible for planning and implementing community, regional and international programs is required. A primary responsibility for the Program Coordinator should entail establishing a strong community based sporting and recreation program within the gymnasium. Additional duties and responsibilities the Program Coordinator will be expected to perform are:

1. Build and maintain appropriate networks between the gymnasium and community and sporting user groups interested in establishing youth programs, special event activities, recreation or fitness programs.

2. Establish a network of potential resources that will ensure these community programs can effectively and efficiently operate, i.e. volunteers, coaches, National Sports Council, Olympic Association, and other sporting groups and associations.
3. Assist the Manager in initiating, planning, and coordinating all international sporting competitions and overseas athletic training programs.
4. Establish a monthly and weekly schedule of programs and activities, including cultural and special events. Ensure that all staff are informed of the upcoming activities and events.
5. In collaboration with the Manager and Facility Manager coordinate personnel and physical resources for programs and special event activities within the guidelines of approved budgets.
6. In conjunction with the Facility Manager, develop an equipment, apparatus and inventory checklist for maintenance staff.
7. Market and actively sell community sports, recreation and fitness programs to the general public using newspaper, radio, television, flyers, posters, etc.
8. Develop a quarterly or semi-annual newsletter outlining community programs, cultural and special activities, and sporting events.
9. In association with the Manager, assist in the preparation of an annual program and events budget; prepares cost estimates for sport and recreation programs and special activities and events; estimate revenue earning potential of each program and event and establish reasonable user fees.
10. Provide monthly program and evaluation reports for Management Team and a quarterly, semi-annual, and annual report for the Board of Management.

11. Act in a public relations role for the gymnasium.
12. Continuously research potential revenue-generating programs and special event activities.

Qualifications for the position of Program Coordinator should entail an individual with a degree or diploma in Physical Education, Recreation, or Business with at least two to five years experience in program planning, marketing and project management. The successful candidate must possess a strong background in human resource development, experience working with various groups such as volunteers and corporate clientele, and strong interpersonal, technical, and communication skills.

The proposed management team will have to work closely together to ensure the future success of the Sir Garfield Sobers Sports Complex. For example, procedures such as scheduling sporting, cultural, and special events will require a significant amount of communication and teamwork. To aid this process, it is recommended that all members of the Management Team, the Administrative Assistant, Secretary, and any other staff member deemed necessary, have their own computer.

It is also recommended that these computers be networked to allow instant transfer of information, files, memorandums, etc., from office to office and computer to computer. For example, when a businessperson contacts the gymnasium concerning renting the large conference room, employees will be able to inform the caller whether or not the room is available, the rental rate, damage deposit required, and any other pertinent information. Furthermore, correspondence between all groups will be improved in that memo's will not have to be written and delivered, messages will not be misplaced, and paper will be saved.

Support Staff

If the new Management Team is to ensure the efficient operation of the facility, cooperation amongst team members is essential along with support from the remainder of the staff. Although the following recommendations outline a skeleton crew, it is anticipated that with an increase in programs and activities, more staff will be required. At this time, the Board and the Management Team will be required to make decisions regarding the additional positions.

Administrative Assistant

An Administrative Assistant is required to assist the new Management Team particularly the Manager and Facility Manager when implementing various policy decisions and procedures. This individual will also play a fundamental role in the daily operations of the facility in that he/she will be expected to perform various financial and secretarial functions. Such duties shall include but will not be limited to:

1. Handle cash received for memberships, facility rentals, other rentals, passes, etc., following approved procedures.
2. Monitor and control day to day financial operations; deposits, accounts payable and receivable, payroll, petty cash, refunds, etc.
3. Administer and control purchasing for the facility.
4. Monitor travel advance and expense reporting system.
5. Oversee telephone budget and monitor expenditures.
6. Assume responsibility for the following budget functions; budget analysis on an ongoing basis, with a formal review in conjunction with the Management team at

months end and prepare monthly and year-end financial reports for distribution to Management Team and Board of Management.

Qualifications for the position of administrative officer should entail a diploma in Business Administration, Accounting, Public Administration, or related discipline. The successful candidate should also possess a working knowledge in computers and in word-processing and accounting software packages. As this position is expected to improve communications between subordinate and administrative staff, strong interpersonal and communication skills are also required.

Security Officers

The security officers will continue to perform the duties as previously outlined in Chapter III. It is recommended however that the Board and Management consider the necessity of having two full-time security officers on duty in the building during the 7:00 a.m. - 3:00 p.m. shift. In the event of a function taking place during the day, two or more officers may be required. Evening shifts however should remain constant with two Security Officers on duty.

It is also recommended that at least four portable radios be purchased for the on-duty Security Officer(s), the Facility Manager and one radio to be kept in the General Office. These radios will enable constant communication between security while performing patrols indoors and outdoors; quick action in emergency situations; and provide a fast, effective means of communicating.

Due to the change in administrative personnel, all Security Officers should participate in a formal training session facilitated by the Administrative Assistant and Facility Manager. The training session should center on developing a positive public

relations/services format that focuses on telephone etiquette, appearance, complaint handling, inquiry procedures, first aid and emergency procedures, and other necessary skills as may be required.

When developing the position of Facility Manager, the administrative position currently held by the Senior Security Officer, was eliminated. The rationale behind incorporating the duties into one position, was based on economical and organizational measures. Although the Senior Security Officer position was eliminated, it is recommended that the Facility Manager appoint one or two staff members to assume the role of Chief Security Officer. In addition to their daily responsibilities these qualified individuals will act as intermediaries between the remainder of Staff and the Facility Manager. They will also be responsible for advising the Facility Manager on matters pertaining directly to the successful operation of the security in the building.

In an effort to improve the stature of the Security Officers, it is recommended that Management consider transforming the entrance area into a more efficient and favorable working environment. One option may involve renovating the office currently held by the Commonwealth Sport Development Program into a General Office area. Renovations may entail removing a portion of the wall facing the main entrance and replacing it with a door and/or sliding glass window. Establishing this area as a security station will permit staff to effectively monitor persons entering the building. Aside from the normal duties such as receiving persons entering the gymnasium, the Security Officer may assist the Secretary by answering the telephone, directing inquiries to the appropriate staff, handling program registration fees, membership cards, ticket purchases, etc.

A less drastic option may involve removing the chairs and telephone in the main foyer as they only serve to attract loiterers. An second security station located at one of the remaining five entrance areas should also be considered primarily for fire regulations. This entrance area would be monitored by a second Security Officer who would be in constant communication via portable radio.

Maintenance Staff

It is not anticipated that this staffing department will acquire any difficulties with the expected increase in programs and activities at the gymnasium. With the change in Management however, all Maintenance Staff should participate in a formal training session where they will receive information on new policies, guidelines, procedures, programs and services. It is anticipated that the Maintenance Staff will benefit tremendously from the strong supervisory and personable skills of the Facility Manager. With guidance and proper motivation, these employees may begin to appreciate their positions and the contributions they make to the Sir Garfield Sobers Sports Complex.

Secretary

The Secretary will report to the Administrative Assistant and will be responsible for carrying out a portion of the duties currently performed by the Receptionist/Typist. This individual will be responsible for answering telephones, faxes, directing inquiries to appropriate staff, filing, and typing documents. The secretary will also be responsible for handling program registration fees, issuing membership cards, ticket purchases, and any other duties as assigned by the Administrative Assistant. As this employee will be responsible for addressing a significant portion of the public upon entering the building, it is recommended that he/she has strong communication and interpersonal skills.

If the Management Team decides to renovate the office of the CSDP, it is recommended that the Secretary is moved to this larger more comfortable working space. The current Secretary's office is extremely small and contains two desks, a computer, cabinets, fax and photocopy machine. As a result of storing this equipment in such a small space, the office looks cluttered and unsuitable for properly receiving people. Relocating the Secretary into the General Office will not only provide a more attractive and friendlier environment for receiving people, it will also allow these people to be dealt with quickly and effectively.

A more feasible option may involve relocating the Secretary into a larger office space. For instance, the large office which is currently held by the General Manager, may be shared effectively between two staff members. This would increase the available offices which may in turn, be leased out to sporting organizations interested in occupying office space at the gymnasium.

Technical Officers

From personal observation and through conversations with Management and Staff and individuals external to the gymnasium concerning employee work habits, it would not appear that there is significant justification for two full-time Technical Officers. The absence of a manual which outlines the various positions and their duties is perhaps the biggest contributing factor for their lack of performance.

It is anticipated however, that with a rise in programs and activities at the gymnasium, the duties of the two technical offices will increase. In the interim, it is recommended that the Manager and Facility Manager design a series of duties and

responsibilities for both technical officers and consider the option of reducing both full-time positions to part-time.

Auxiliary Staff

If the proposed positions are filled by qualified and motivated employees, and the proposed programs and activities are successful, the time should come when additional staff will be required. For example, the Program Coordinators position is without a doubt the nucleus upon which a large portion of the success of the gymnasium rests. It is anticipated that once a solid base of programs and activities is established, the Program Coordinator will require either a part-time if not full-time assistant to handle the additional work load.

If and when the time comes that the Management Team deems it necessary to hire an assistant to the Program Coordinator, it is recommended that they seek an individual with a strong background in sport and recreation program planning and marketing. The assistant may act in a role of Marketing Coordinator and be required to focus a large portion of their efforts in promoting the gymnasium to community, national and international target groups. The individual may also be responsible for researching and developing a desired sports tourism package centered on promoting increased activity within the gymnasium.

Regardless of the future positions that may be required, the Board of Management and the Management Team must re-consider its goals and objectives for the gymnasium and its future. These goals and objective can then, in turn, be used to develop appropriate administrative units and departments. At that time, suitable staff may be hired to fill the required positions.

Chapter VI

Summary and Conclusion

Barbados has an extraordinary sporting facility in the Sir Garfield Sobers Sports Complex. The possibilities for developing and implementing programs and activities within and outside of the facility are endless. Furthermore, the potential exists for using the facility and its amenities to promote and develop sport and establish Barbados as a prime sports tourism destination.

Unfortunately, there are circumstances which are preventing these objectives from becoming a reality such as the lack of programs and activities, an effective organizational and administrative structure, ineffective personnel, and extremely high rental fees. Furthermore there does not appear to be an overabundance of cooperation and networking between the various sporting bodies to promote and develop sport in Barbados.

If the Government of Barbados and the Management and Staff of the Sir Garfield Sobers Sports Complex wish to accomplish these and any other future objectives, change is essential and all groups must be willing to accept and initiate change. The following action statements constitute a summary of the recommendations stated throughout this report. It is hoped that they will provide the Ministry of Sport and the Management and Staff of the Sir Garfield Sobers Sports Complex with the tools necessary to introduce such changes.

Action Statements

To ensure the future success of the Sir Garfield Sobers Sports Complex, it is essential that:

1. The Ministry of Labour, Community Development and Sport relinquish its control of the Sir Garfield Sobers Sports Complex and in its place, establish a Board of Management to oversee and ensure the effective operation of the gymnasium as a separate entity.
2. The three top administrative positions; General Manager, Deputy Manager, and General Supervisor, are dissolved and in their place, the proposed positions and job descriptions for Manager, Facility Manager, Program Coordinator and remaining Support Staff are implemented.
3. The proposed program plan and its various components, outlined in chapter IV, is given serious consideration by the Management team and those programs and activities deemed important for ensuring the future success of the Sir Garfield Sobers Sports Complex are further developed and implemented.
4. Realistic user fees be established to permit more sporting groups to obtain access to the facility. Furthermore, sporting groups should be encouraged to consider shared use agreements as well as secure sponsorship from private business to offset the rental fees.
5. Cooperation and collaboration between the bodies responsible for sport in Barbados is enhanced. These groups must work together for the common good of sport in Barbados.
6. The values and benefits of sport and physical activity are identified and promoted to the people of Barbados.
7. Opportunities are provided for Management and support Staff to receive training, and participate in professional workshops and seminars.

8. The Management Team examine the feasibility of constructing the athletic dormitory, multi-purpose athletic fields, walking/jogging trail, and purchasing additional equipment.

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Appendix B

Job Description Deputy Manager

PROFILE

CODE: 2413

PRIMARY AND ALTERNATE TITLE(S): DEPUTY MANAGER, GYMNASIUM

JOB SUMMARY: Assists Manager, Gymnasium, in managing staff, organizing, planning and controlling the various activities and functions of the gymnasium - including marketing the facilities - as required.

TASK DESCRIPTION:

1. Performs various managerial functions in supervising the administrative, professional, and technical services of the gymnasium - under general direction of the Manager.
2. Consults and advises Manager on projects, programs and administrative matters.
3. Ensures that the Gymnasium - its facilities, grounds and equipment - are properly maintained.
4. Prepares reports, press releases, estimated, etc. for review by Manager, Gymnasium and subsequent submission to relevant Ministry as required.
5. Issues instruction to subordinate officers at various levels and ensures compliance with and implementation of directives.
6. Substitutes for Manager, Gymnasium as may be required.
7. Perform related duties as directed from time to time by Manager, Gymnasium.

SKILLS, KNOWLEDGE AND ABILITIES: Must have managerial and supervising ability. Must have ability and maturity for top management (stability of temperament, ability to make decision, formulation of policy and have good human relation skills). A strong interest in sporting activities and their development would be an asset. Should have knowledge and experience in marketing.

QUALIFICATIONS: A degree or other approved qualification from an accredited University, in Public or Business Administration, or Management. Not less than five (5) years administrative experience. Experience in Marketing would be an asset.

