

Meeting Note

WORKSHOP FOR OFFICERS OF THE INTERIM ADVISORY BOARD OF THE PROPOSED CARIBBEAN HERITAGE INSTITUTE (PROJECT COMPONENT 1)

MAY 6-8, 2015 IN BRIDGETOWN, BARBADOS

Prepared for Organization of American States

Expanding the Socio-Economic Potential of Cultural Heritage in the Caribbean Phase II



Coherit Associates LLC
33 Old Smugglers Road
Branford CT 06405 USA

WORKSHOP GOALS

This workshop, designated as Activity 1.8 in the project document, was convened to begin the process of establishing the organizational and sustainability plans of the Caribbean Heritage Network to be established in Project Component 1. Its goals were to provide structured exercises and discussion among the officers of the network's interim advisory board to clarify their perspectives on appropriate activities, beneficiaries, potential donors, and criteria for membership in the network.

In the three days of the workshop, all of the agenda items (Appendix 1) were completed and a sound basis was created for further elaboration in the subsequent activities 1.9 (Organizational Plan), 1.12 (Funding Plan), 1.13 (Public Relations Plan), and 1.14 (Circle of Ambassadors).

The purpose of this report is to describe the process of brainstorming and discussion that resulted in the identification of the Institute/Network's most promising themes for activities and potential sources of support.

DAY 1: WEDNESDAY, MAY 6

Opening Plenary

OAS Cultural Heritage Project Manager Celia Toppin opened the meeting and introduced the project to a joint plenary session of participants from the Caribbean Heritage Institute (CHI) workshop and the Project Component 5 Heritage Education Workshop along with members of the press.

Francis McBarnette, OAS Representative Barbados, addressed the audience and spoke of the long commitment of the OAS to strengthening the cultural sectors in all of its member states.

Hon. Stephen Lashley, Barbados Minister of Culture, Sports, and Youth, addressed the audience and expressed the strong support of the government of Barbados for the activities of the project and how it meshed well with current Barbados cultural policy.

Neil Silberman of project technical coordinators Coherit Associates presented an overview of the OAS project and the goals of both workshops.

(See Appendix 2 for press coverage of the event.)

Institutional Needs, Goals & Guiding Principles

Following the plenary session, the Project Component 1 workshop participants convened to begin their discussions of the proposed Caribbean Heritage Institute and Network in greater detail, how it will fit in to the UWI administrative structure, and the project’s workplan for the next 19 months.

The workshop attendees were:

NAME	AFFILIATION
Sabrina Rampersad	University of the West Indies, Cave Hill Campus (Barbados)
Janice Lindsay	University of Technology (Jamaica)
Sheron Johnson	Senior Cultural Policy Advisor, Ministry of Culture, Youth, and Sports (Barbados)
Harold Sijlbing	Chair, Jodensavanne Foundation (Suriname)
Neil Silberman	Coherit Associates
Angela Labrador	Coherit Associates
Celia Toppin	OAS Tourism and Culture Section
Bix Gabriel	Take Two Services (by teleconference)
Stephanie Arcella	Take Two Services (by teleconference)

Interim Director Sabrina Rampersad began the first session by explaining the present course offerings of the Heritage Studies Programme of the UWI Cave Hill Campus and described the process by which the Caribbean Heritage Institute/Network can qualify for official recognition by the university.

Neil Silberman and Angela Labrador then presented the rationale and sequence of activities planned for Project Component 1 and the planned schedule for the completion of each activity.

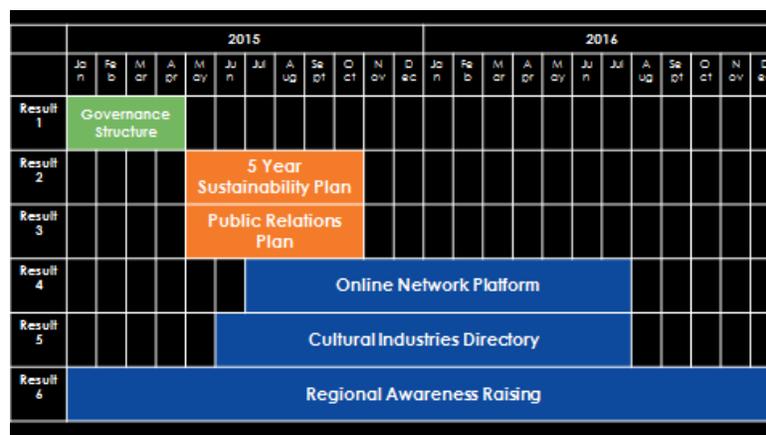


Figure 1. Simplified Gantt Chart of Output 1 Schedule

In the next session, Bix Gabriel and Stephanie Arcella of TakeTwo Services were teleconferenced in to introduce themselves and present an overview of how they will be working with the Interim Management Committee, Advisory Board, and Director this summer on developing a 5 year sustainability plan (including fundraising strategy) and public and political awareness raising plan. They described their approach to non-profit sustainability and answered questions from the workshop participants.

The first day of the workshop concluded with a visioning exercise in which the workshop participants imagined that it is the year 2025 and that the Caribbean Heritage Institute had been wildly successful. Each participant was given a blank newspaper front page and asked to draft a headline, a quote, and choose a personality who best reflected the success of the Institute. The purpose of this exercise was to gain an understanding of the participants' perspectives on what the goals of the Institute/Network should be. Participants were given some time to complete the exercise, after which they reconvened, and the worksheets were transcribed to Powerpoint slides (see below) and discussed.

The “newspaper headlines” provided a range of success indicators and potential beneficiaries that served as a foundation for further planning. Immediately the discussion turned to the following themes:

- Traditional practitioners not only as research subjects, but active participants in heritage
- Groups and individuals “finding their voice” through heritage
- Non-experts gaining recognition of their contribution to heritage
- Heritage as an instrument of sustainable development
- The importance of preserving heritage in situations of crisis or natural catastrophe
- Determination of what kinds of material objects should be preserved
- Recognition that heritage protection can benefit the general public, not only experts

Following discussion, participants were given a 6-page handout (Appendix 3) to work on over the course of the workshop to help identify the CHI's core values, which will be essential in developing an organizational plan and brand identity.

THE DAILY NEWS

www.dailymews.com THE WORLD'S FAVOURITE NEWSPAPER - Since 1879

10,000th, Not Out



Lorem Ipsum In libris graecis appetere mea. At vin odio lorem omnes, pri id luvaret partiendo. Vivendo merandri et sed. Lorem volutus.

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“The 20 year old CHI regisitered its 10,000th registrant on its professional registry of persons in the heritage sector of the Caribbean”

THE DAILY NEWS

www.dailymews.com THE WORLD'S FAVOURITE NEWSPAPER - Since 1879

Masters of Cultural Heritage Find Their Voices through Work of Caribbean Heritage Institute



“I can't believe I've lived to see this kind of recognition. For more than 7 decades, the few of us remaining as Maroon elders have tried to safeguard, to reach the youth, to reach the nation. Many have come in our community to do research, none return. The students, and others in CHI have been back repeatedly and now our story is reaching others. They say we are a model. I say we've found our voice.”

90 year old Cultural Custodian, Gerald Sterling from Morre Town, Portland, proudly displays ICH Plaque recognizing his contributions in safeguarding maroon heritage of Jamaica

THE DAILY NEWS

www.dailymews.com THE WORLD'S FAVOURITE NEWSPAPER - Since 1879

CHI Wins \$20 million grant for coming 5 years Development Program



During a special event marking the 20th anniversary of the CHI, attended by all heads of States, the President has announced that the organization will receive a grant of 20 million to continue its work as network and research institute of the Caribbean. With this grant, the IDB has acknowledged the significance of the Institute to the sustainable development of the Caribbean communities.

President of IDB: “The CHI has demonstrated during the past 20 years that heritage is the strongest asset in sustainable development of the Caribbean.”

THE DAILY NEWS

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Planet Earth Evacuated. First Caribbean Colonists to Space Colony Pay Homage to Caribbean Heritage Institute



“I never dreamed this day would come in my lifetime,” says Joseph Alleyne, a former fisherman from St. James, Barbados. “At least we saved some records from the Caribbean Heritage Institute. We must never forget!” he wept.

Joseph Alleyne, Fisherman, St. James, Barbados

THE DAILY NEWS

www.dailymews.com THE WORLD'S FAVOURITE NEWSPAPER - Since 1879

World Economic Forum Provides \$10 billion for Caribbean Heritage Institute



omnes, pri id luvaret partiendo. Vivendo merandri et sed. Lorem volutus.

“The World Economic Forum at its meeting in 2035 commended the work of the CHI for its work over the last 20 years in raising the preservation of Caribbean heritage to an international level, and provided \$10 billion dollars towards the Council's continued programme over the next 5 years

repudiandae, his et facilisis viluptatoribus.

Figure 2. Visioning Exercise Worksheets

DAY 2: THURSDAY, MAY 7

Beneficiaries

The morning session began by revisiting the visioning statements from the previous afternoon to begin identifying CHI’s target beneficiaries and their needs (see table below). This was planned as an essential step in focusing the CHI’s activities more directly on serving the perceived problems and capacity gaps among heritage professionals and the general public in the region to insure its positive impact.

In addition to the often addressed capacity gaps of heritage professionals and monuments services, the discussion included wider social issues such as intergenerational transmission of traditions, recognition of local heritage values, and effectively communicating to decision makers and potential diaspora funders through the recognition of their particular expectations and perspectives on cultural heritage.

TARGET BENEFICIARIES	NEEDS
Cultural custodians	Recognition of their significance, expertise, and relevance Economic benefits in exchange for their expertise
Elders	Recognition as unique contributors To participate in a way that they can leave a legacy and be remembered
Youth	To play games (and win prizes*!) – especially competitive with peers To test cultural and social boundaries [*note, prizes could be educational scholarships]
Researchers	Access to communities to be engaged in research To have an outlet for publication about research
Government & politicians (all levels) including speechwriters and staff	To be seen as fulfilling their promises To be seen as addressing the needs of their constituents To be perceived as up to date on trends To be given recognition To access up-to-date information

Educational institutions & educators (all levels) and students	<p>To be involved in emerging trends that impact countries of the region</p> <p>To be able to deliver programming to students that are in touch with those trends</p> <p>To be involved with a process that adds to a body of knowledge in a specific area of study</p> <p>To be recognized as institutions for their work</p> <p>To have their students succeed (both within their curricula and also after graduation)</p> <p>To provide research opportunities</p> <p>To be able to collaborate internationally with other institutes and scholars</p> <p>To have publication outlets</p>
Development agencies / World Economic Forum	<p>To be seen as complying with their mandate for development in the region</p> <p>To gain further knowledge about special development areas and methods</p>
Caribbean citizens / residents / historic property owners	<p>To access basic information about property, tax liabilities and incentives</p> <p>To be involved in planning processes</p> <p>To feel a sense of control in issues in their neighborhood/ that may impact them</p> <p>To be broadly informed about programs</p>
Caribbean diaspora	<p>A sense of reconnection to their heritage</p> <p>To sate nostalgia</p> <p>To invest and not “throw money away” when sending money to “home”</p> <p>To get some kind of recognition of their special relationship – and validation from residents</p> <p>To access information about their “home”</p> <p>To have a sense of pride in knowing their “home’s” cultural heritage is internationally valued</p> <p>To find volunteer opportunities</p>
Second home owners	<p>A feeling that this is their second “home”</p> <p>To be part of the community</p>
Associated communities	<p>Validation of their connection</p>
Purposeful cultural tourists (demand side)	<p>Looking for adventure, enriching, learning things, having immersive and memorable experience</p> <p>To find those providers who can deliver services at a high and “authentic” level</p> <p>To find volunteer opportunities</p>

Purposeful cultural tourism (supply side)	Economic benefits through providing special services and delivering customer satisfaction
Heritage sector professionals	To be able to share diverse expertise and knowledge To be able to extend their consultancy bases To build their portfolios and do projects To be able to contribute and be an integral part of a network of professionals To have outlets for publications
Passionate but not “official” professionals	To be seen as associated with meaningful initiatives Recognition of expertise Marketing channels To find volunteer opportunities
Religious groups	The opportunity to extend their congregations Opportunity to attract conservation of their buildings and historic/cultural resources To earn income Recognition of their contributions to community/society
Agencies responsible for maintenance in historic areas (sanitation, public works, etc.)	To be able to promote/market their products or services To bolster their services To develop partnerships To earn more money To gain public support/buy in of their services
Corporations	Recognition of their contributions to heritage initiatives To find outlets for CSR To be able to market their product/service at a site
Planners	To access information that can integrate heritage data into planning strategies/procedures
Heritage-related NGOs (National Trusts, museums, site management, Historical societies etc.)	Research facilities To be recognized as champions Promotional opportunities Financial sustainability

Community-based organizations	Recognition from heritage sector as potential partners, champions, coalition builders, managers Involvement Economic benefits Seen as key stakeholders To see their communities' heritage recognized in order to build community pride To access information available about their communities
Indigenous Peoples	Economic benefits Respect for their heritage Recognition (social and cultural) To document their heritage To build pride within their communities To affirm their identities
Real estate developers / Other industry prospectors (mining, forestry, etc.)	A free pass To find profitable investments To find information about potential properties To find consultants and other human resources To avoid public controversy

“Competitors”

In reviewing the potential professional and private “audiences” for the activities of the Institute and Network, the participants were urged to ensure that activities were not already being provided by other organizations and entities. Participants then brainstormed potential “competitors;” i.e., organizations and firms that specifically provided services and solutions to each of the beneficiary needs listed above. They were asked to divide the competitors into the Public/NGO sector and the private sector. Their lists are as follows:

For-Profit “Competitors”

- Privately-owned heritage sites or attractions
- App and game developers
- Social media channels
- Online retailers for games, toys, media
- Private event organizers
- Publishing houses
- Development consultants
- Environmental consultants
- Conservation and architecture firms

- Management and economic research consultants
- Tour operators, taxi
- Sustainable tourism consultants
- Tour books, online tourism websites, hotel and accommodation websites
- Private fund raisers for cultural organizations

Not-for-Profit “Competitors”

- Museums
- Regional educational Institutions
- International educational institutions
- Educational outreach and distance learning organizations
- Heritage & Cultural Foundations and other NGOs
- Heritage societies
- National Trusts
- Government culture agencies
- Government youth agencies
- Government diaspora agencies
- Government media agencies
- Government tourism agencies & tourism boards
- Government information agencies
- Municipal/Parish/local governments and town planners
- Youth competition and sports groups and events (festival components)
- Academic journals
- Internship / Volunteer Bureaus and NGOs [e.g. Earthwatch]
- Field Schools
- Political party sections
- UNESCO
- ICOMOS, ICCROM, Asian
- Academy of Heritage, other professional organizations
- ILO
- Foreign embassies; bilateral/Multilateral agencies
- NGOs for diaspora
- Parish/settlement/community homecoming organizations
- Catholic CBO services
- Indigenous organizations and Maroon Councils
- Ethnic/cultural associations
- Chambers of Commerce

Three Circles Analysis

In the afternoon session, the participants were introduced to the three circles exercise, in which groupings of similar beneficiary needs are compared to the service features of competitors in order to identify CHI's potential "sweet spot:" the service features that CHI could be uniquely situated to offer. This sweet spot can then become a source for differentiation in the marketplace of ideas and services that can ensure the CHI's regional impact and financial sustainability.

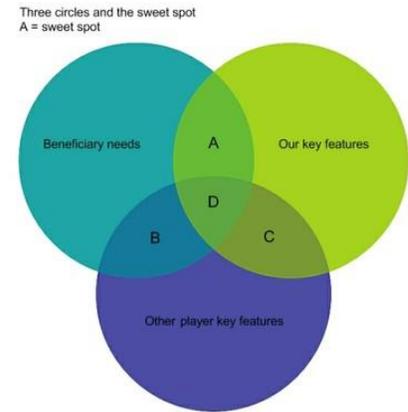


Figure 3. Three Circles

The brainstorming led to the identification of specific organizational activities and programming that the CHI should prioritize:

Organizational Steps

Obtaining tax exempt status – to offer high net worth individuals an incentive to give money; also makes CHI contender for certain non-profit grants (Sabrina is exploring how being a UWI Institute impacts this).

Online Portal Features

Better access to publication and promotion of innovative research, a network-wide Journal / Newsletter / Publication – to publish papers from early-career academics, non-academic heritage professionals, and traditional cultural custodians (who often find limited opportunities for publishing or reporting on their work) in order to give recognition to a diverse group of beneficiaries and to be an authoritative source of regional information for a diverse audience (differentiation: geographic focus and diverse authorship).

Database of existing heritage organizations and their activities to publicize upcoming events and to continuously document the results or impacts of these events and initiatives once they are held. This combination calendar and reporting feature could become a core resource in documenting the socio-economic impact of the heritage sector, and its differentiation from other present calendars is that no one is collecting and monitoring what works and what doesn't work, which could be a key to the viability of Heritage NGOs and public sector services.

Volunteer Matching Service – an online service add on to the above database to allow heritage organizations to publicize volunteering and internship opportunities and for potential volunteers to find opportunities that fit their self-identified interests (differentiation: although some do this for archaeology, no one does it for heritage writ large)

Crowdsourcing add on to the database for fundraising activities for specific projects

Online Resource on the portal for property owners to find personalized information about historic property ownership, tax incentives, regulations, etc. in each country through a series of drop-down menus.

Online Resource on the portal for potential students (of the region and beyond) to find information about heritage education programs—likewise through the personalized search of the database.

Cultural industries directory and personalized product/service finder.

Capacity-building and Consulting Services

Sharing Technical assistance and training in grant writing, business plan development, quality assurance and product development

Repository of publications, case studies, and other resources

Training programs in intergenerational exchange, especially targeting schools to capture information on cultural custodians and voices of heritage places using cell phones; perhaps develop the output as a podcast and push content out to radio stations (e.g. WhisperPost in Barbados)

Training programs to communities in site management, public awareness raising, tour guiding, developing quality and sustainable heritage offerings.

Building a partnership between the rising animation/gaming industry in the region and heritage experts to develop a methodology to tell stories of the region through games and animation.

DAY 3: FRIDAY, MAY 8

Targeted Programming

Participants began the day by finishing the brainstorming of possible programs and then mapped them to the target beneficiaries and needs already identified.

TARGET BENEFICIARIES	NEEDS	PROGRAM IDEAS
Cultural custodians	Recognition of their significance, expertise, and relevance Economic benefits in exchange for their expertise	Journal/Newsletter Database of upcoming Heritage activities and post-event documentation of impact/success Intergenerational programming and training Cultural industries portal
Elders	Recognition as unique contributors To participate in a way that they can leave a legacy and be remembered	Journal/Newsletter Volunteer/intern opportunities matching Intergenerational programming and training
Youth	To play games (and win prizes*!) – especially competitive with peers To test cultural and social boundaries [*note, prizes could be educational scholarships]	Journal/Newsletter Volunteer/intern opportunities matching Repository for publications and media, resources Intergenerational programming and training Heritage animation and games
Researchers	Access to communities to be engaged in research To have an outlet for publication about research	Journal/Newsletter Volunteer/intern opportunities matching Crowdfunding/microfunding Repository for publications and media, resources Intergenerational programming and training

<p>Government & politicians (all levels) including speechwriters and staff</p>	<p>To be seen as fulfilling their promises To be seen as addressing the needs of their constituents To be perceived as up to date on trends To be given recognition To access up-to-date information</p>	<p>Journal/Newsletter???</p>
<p>Educational institutions & educators (all levels) and students</p>	<p>To be involved in emerging trends that impact countries of the region To be able to deliver programming to students that are in touch with those trends To be involved with a process that adds to a body of knowledge in a specific area of study To be recognized as institutions for their work To have their students succeed (both within their curricula and also after graduation) To provide research opportunities To be able to collaborate internationally with other institutes and scholars To have publication outlets</p>	<p>Journal/newsletter Database of upcoming Heritage activities and post-event documentation of impact/success Volunteer/intern opportunities matching Crowdfunding/microfunding Grantwriting/business plan services and advice Repository for publications and media, resources Intergenerational programming and training Heritage animation and game partnership MOUS/transfer of credits between universities Degree/certificate program development</p>
<p>Development agencies / World Economic Forum</p>	<p>To be seen as complying with their mandate for development in the region To gain further knowledge about special development areas and methods</p>	

<p>Caribbean citizens / residents / historic property owners</p>	<p>To access basic information about property, tax liabilities and incentives To be involved in planning processes To feel a sense of control in issues in their neighborhood/ that may impact them To be broadly informed about programs</p>	<p>Journal/Newsletter Database of upcoming Heritage activities and post-event documentation of impact/success Volunteer/intern opportunities matching Guide to fiscal incentives and programs</p>
<p>Caribbean diaspora</p>	<p>A sense of reconnection to their heritage To sate nostalgia To invest and not “throw money away” when sending money to “home” To get some kind of recognition of their special relationship – and validation from residents To access information about their “home” To have a sense of pride in knowing their “home’s” cultural heritage is internationally valued To find volunteer opportunities</p>	<p>Journal/Newsletter Database of upcoming Heritage activities and post-event documentation of impact/success??? Volunteer/intern opportunities matching Tax exempt fundraising status Crowdfunding/microfunding Cultural industries portal</p>
<p>Second home owners</p>	<p>A feeling that this is their second “home” To be part of the community</p>	<p>Journal/Newsletter??? Volunteer/intern opportunities matching Tax exempt fundraising status Guide to fiscal incentives and programs Crowdfunding/microfunding</p>
<p>Purposeful cultural tourists (demand side)</p>	<p>Looking for adventure, enriching, learning things, having immersive and memorable experience To find those providers who can deliver services at a high and “authentic” level To find volunteer opportunities</p>	<p>Journal/Newsletter Database of upcoming Heritage activities and post-event documentation of impact/success Volunteer/intern opportunities matching Crowdfunding/microfunding Repository for publications and media, resources</p>

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Indigenous Peoples	Economic benefits Respect for their heritage Recognition (social and cultural) To document their heritage To build pride within their communities To affirm their identities	Journal/Newsletter Database of upcoming Heritage activities and post-event documentation of impact/success Volunteer/intern opportunities matching Crowdfunding/microfunding Grantwriting/business plan services and advice Intergenerational programing and training
Real estate developers / Other industry prospectors (mining, forestry, etc.)	A free pass To find profitable investments To find information about potential properties To find consultants and other human resources To avoid public controversy	Tax exempt fundraising status Guide to fiscal incentives and programs

Core Values Discussion

In light of the discussions and brainstorming of the previous two days, the participants were asked to generalize about the function and purpose of the CHI from the longer lists of beneficiaries, needs, and activities. In other words, what are the most important things that the CHI can be doing for the heritage sector? Their answers included:

- raising awareness
- creating opportunities
- networking of professionals and resources
- serving as a central repository of information
- facilitating the development of heritage as business (assist in creating streamlining – sustainable business plans – anchoring dynamic platforms for business or entrepreneurial activities, locally, regionally, and nationally)
- facilitating and promoting innovative groundbreaking research
- recruiting international students – thereby reversing the regional “brain drain.”
- leading regional effort in designing the measurement of heritage to GDP (foot in the door with finance and CSR and other investors)
- developing and positioning the database of practitioners, professionals, students and local and international market for products and services
- facilitating strategic partnerships (e.g. Small Island Developing States, UNESCO)
- creating a public podium and increased regional visibility for heritage enterprises and institutes

- facilitating and promote heritage studies by offering a better understanding of the potential range of careers that such studies could lead to.
- Providing consultancy to the governments and other stakeholders of the region
- Encouraging member states to address issues of heritage (through lobbying, communicating with decision makers, and assisting in policy development through the tools being developed in the other components of the project)

Since many of these goals and values are shared by other regional and international institutions and NGOs, the participants were asked to specify what core values the CHI should hold, while doing those things, that the other organizations do not? In other words, what would be the distinctive values-profile of the CHI? Among the suggestions were:

For the region, of the region, by the region

While other organizations may deal with the region, none of them are exclusively centered within the region, at a regional scale. CARIMOS was generally agreed to be non-functional. While a number of organizations may deal with a specific nation or specific ethnicity/racial background, CHI should deal with all of them across the region. The CHI is specifically established as a non-profit for the whole region.

Innovative and groundbreaking research

It was agreed that the CHI should not try to compete with research in the areas of study already covered by existing organizations and institutions, but should try to tackle relatively under-researched areas such as the economic impact and potential of heritage in the Caribbean, social aspects and impacts of heritage initiatives, sustainability assessments, etc. The CHI should also be “bold” in its pursuits and foster cutting edge partnerships across disciplines and sectors.

Relevance to Caribbean knowledge and economies

CHI should have a wide and diverse membership base that reflects a holistic approach to heritage and its impact on society and economies in the region. The focus on international standards and guidelines must be adjusted to fit the regional context of the Caribbean.

Reflecting on the ultimate goals and benefits of heritage conservation

The CHI should never take the terms “preservation,” “conservation,” “safeguarding,” “mitigation” and so forth to be self-evident virtues. The question must always be asked – to what end...? Not only in instrumental terms such as the use of heritage in cultural industries and economic development, but in the broader social questions of what is it we’re wanting to pass on to the future —beyond just materiality to significance, memory, values—with the recognition of the sometimes adverse effects on contemporary populations of preservation districts or initiatives.

Providing a holistic and empowering model of heritage

Through offering services and information about policy, legislation, fiscal incentives, programs, fundraising, and grantwriting as being all essential components of the heritage endeavor.

Empowering all people of Caribbean to have access and enjoy heritage

The CHI should promote heritage as a shared regional resource and of a very diverse region through the value of equity in heritage access, expression, and participation.

As follow-ups to the preceding discussion, the participants were asked the following questions and responded with the following answers.

What should the CHI aspire to be recognized for?

- Setting the standard for integrity and ethical behavior for heritage sector (e.g. we're not just in the business of doing research, but we're going to be respectful of the dignity of the various cultures we're going to be interfacing with)
- Respecting the dignity and diversity of the people and cultures we'll be working with
- Providing clear information on issues – if something is happening in heritage, it's our responsibility to let people know

When the Advisory Council is forced to make hard decisions, what should we base those decisions on, and in what order?

Does it uphold the core value of protecting access and participation in the shared heritage of the region for all in the region (analyze the parties, their values, the implication)?

What would we want our staff and volunteers to say about the organization after they leave?

We care more than anybody else for Caribbean heritage.

CHI is committed to safeguarding heritage of the region, insuring the viability and sustainability of our resources.

CHI is an organized and efficient and forward-thinking.

CHI is bold in its pursuits.

CHI is the best place to learn and experience cultural heritage of the Caribbean.

Because of CHI I have a career (or career opportunities) in heritage.

What would we want clients, patrons, and collaborators to say about how they were treated by our organization?

The CHI treated us with respect and sensitivity.

The CHI was understanding of our needs.

The CHI aspires to professionalism at all times in everything they do.

My donations and contributions to CHI went to good use.

Letters of Support

The participants identified a number of key influencers who should be approached to write letters of support to include in the proposal to the UWI Administration:

- Ministers of Culture
- National Commissions of UNESCO
- UNESCO Kingston Office
- IDB – Culture
- World Bank
- ICOMOS
- ICCROM
- National Trusts
- Reach out and find corporate sponsors who may write a letter of support
- Caribbean Tourism Organization
- Carib. Export Dev
- CARICOM
- IICA Interamerican Institute for Cooperation of Agriculture (Agri-Heritage section)

Next Steps

1. Officers were asked to identify 1 peer organization and read their bylaws to look for models for decision-making; how such organizations decide whether and how to get involved in controversial issues
2. Sabrina will investigate fundraising models at UWI
3. Coherit will confer with TakeTwo to identify planning committees that can support the drafting of the sustainability plan and to outline when such committees will be working (e.g. editorial process committee, database moderation process committee...)

APPENDIX 1: AGENDA



AdvisoryCouncilMe
etingProgram.pdf

APPENDIX 2: PRESS COVERAGE

5/9/2015

The Barbados Advocate - Heritage and its value in focus

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The Minister of Culture, Sports and Youth, Stephen Lasbley (right) told the Organisation of American States (OAS), represented locally by Francis McBarbelle (left), that additional modes for the country's restoration efforts are welcomed.

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Heritage and its value in focus

5/7/2015

THE Organisation of American States (OAS) has put cultural heritage in the region on the front burner – in a big way.

Yesterday at Hilton (Barbados), during the opening session of the Interim Advisory Council Meeting of the Caribbean Heritage Institute and Network and subsequent two workshops, all under the theme 'Expanding the Socio-Economic Potential of Cultural Heritage in the Caribbean', the focus was placed squarely on enhancing the worth of cultural heritage.

COHERIT Association LLC. (USA) Representative and Technical Co-ordinator working with the OAS Department of Economic Development, Tourism and Culture Section, Neil Silberman, stated, "This is one of the most important Cultural Heritage projects that the OAS has attempted, and it is aimed specifically to address problems of the Caribbean region, where tourism has been, let's say, a mixed blessing; and we hope not only to encourage the protection and promotion of cultural heritage throughout the region, but also to offer the residents of the region a greater chance to participate in the identification of their own heritage and identity."

Silberman further said, "The point of this two-year Project is, it is the OAS' attempt to enhance every kind of value that heritage has, not just as tourist attractions, but as a real resource for the people of the region..."

"The idea of this Project is really to expand the usefulness and value of cultural heritage for all the countries of the region, and we are working on five project components, to expand everything from networking, to laws and legislation, to digital national registers, to community heritage tourism, and to heritage education."

Therefore, when the meeting of the first Advisory Council got underway, simultaneously a workshop focusing on Heritage Education was conducted.

Analysing a study of the regional courses, programmes and faculty to find all the skills that are needed in the "21st Century Heritage", in this second workshop, the point was to not only find the gaps in Cultural Heritage education programmes within the region, but also "to attempt to demonstrate how they can be filled with online courses conducted by the University of the West Indies, Open Campus, where the Caribbean Heritage Institute is to be established in Barbados. (KG)

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Thursday May 7, 2015



CULTURAL BOOST

NOT only is the Minister of Culture, Sports and Youth delighted with the establishment of the new Cultural Heritage Institute in Barbados, he is also excited about the benefits to

be reaped by the entire Caribbean as a result.

Speaking to representatives of the Organisation of American States (OAS) present at Hilton Barbados yesterday morning, Minister Stephen Lashley

noted: "The legacy of this project promises to make a very great contribution to the sustainability of our cultural heritage and our heritage tourism product in the region."

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Representatives of the Organisation of American States (OAS) were in attendance at the initial meeting of the first Advisory Council held at Hilton (Barbados) yesterday. INSET: Minister of Culture, Sports and Youth, Stephen Lashley.



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APPENDIX 3: CORE VALUES ASSIGNMENT



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