

**SUSTAINABLE INTEGRATED DEVELOPMENT AND BIODIVERSITY
CONSERVATION IN THE GRENADINE ISLANDS -- PHASE 2**
(ST. VINCENT AND THE GRENADINES AND GRENADA)

GRENADINES REGATTA ENHANCEMENT WORKSHOP



Clifton Beach Hotel
Union Island, St. Vincent and the Grenadines
Saturday, April 23, 2005

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Correct citation: Sustainable Grenadines Project and CERMES. 2005. Grenadines regatta enhancement workshop. Sustainable Integrated Development and Biodiversity Conservation in the Grenadine Islands, University of the West Indies, Centre for Environmental Resource Management and Environmental Studies, 12 pp.

BACKGROUND

Annually there are several small regattas in the Grenadines that attract attention from boating enthusiasts both inside and outside the area. Many Grenadines people and visitors look forward to these events. These activities are also contributors to the economies of the islands.

These regattas are currently island specific, but there has been the need to do planning on a wider scale that would consider a Grenadines regatta experience. A workshop sponsored by Grenada Board of Tourism and Caribbean Program for Economic Competitiveness¹, attempted this in Carriacou in December 2002. This meeting launched the Caribbean Traditional Workboat Association (CATWA). Excerpts from that meeting are shown in Appendix 1.

The need to explore collaboration amongst regattas was also identified in Phase 1² of the Sustainable Grenadines Project strategic planning and was again highlighted during the inception mission for Phase 2.

MEETING PURPOSE

The purpose of the meeting was to consider whether there is scope for improving, both individual regattas and the overall Grenadines regatta product through collaboration among the various Regatta Committees and other stakeholders, e.g. tourism associations. In planning, the following questions were asked:

1. What are current trends in regattas?
2. Where do we want to see ourselves in five years?
3. What do we need to do to save and even enhance Grenadines regattas?

PARTICIPANTS

The meeting was attended by representatives of the following organisations (see Appendix 2 for a list of participants):

- Regatta Committees from the Grenadines (Bequia, Carriacou, Canouan, Petit Martinique and Union Island);
- Tourism associations from Grenada and Union Island;
- Ministry of Tourism and Culture, St. Vincent & the Grenadines.

METHODOLOGY

A variety of methodologies were used to achieve the group's desired outputs:

- "The Wave," a process for analysing current trends;
- Technology of Participation Consensus Workshop Method for visioning and for determining "blocks to the vision;"
- Dot prioritisation to determine the blocks that should be addressed first;
- Force Field Analysis to assess assisting and resisting factors in realising the shared vision;
- Group brainstorming and small group work to develop project ideas and guidelines for project funding concepts.

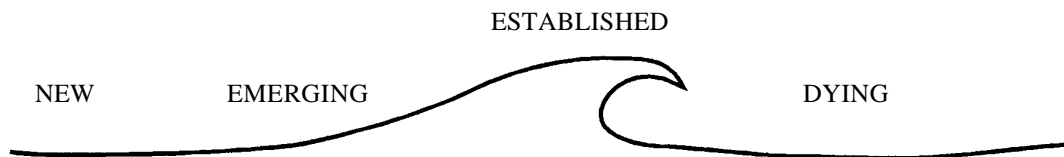
¹ This human resources development program is funded by Canadian International Development Agency.

² CCA CaMMP. 2002. A participatory strategic plan for sustainable development in the Grenadines. Sustainable Integrated Development and Biodiversity Conservation in the Grenadine Islands, V. 1, 55 pp.

“THE WAVE” EXERCISE

An analysis of trends helps a group to think “outside the box” and not fall into the pitfall of doing their planning from the limits of their own experience. A listing of trends however does not do justice to reality³. Trends actually come and go like the movement of a wave. New ideas arrive from out on the horizon, as they pick up speed and gain acceptance they begin to “emerge.” Next they become “established” as standard operating procedure and then finally they end up “dying” as a wave that hits the shore and loses its force.

The focus of the analysis was considering trends in regattas around the world. The group divided into four teams and brainstormed a list of trends which they wrote on individual sheets of paper. These trends were affixed to the wall under the four wave pattern headings. The results are shown below including key paradigm shifts noted by the group based on the trends.



NEW	EMERGING	ESTABLISHED	DYING
Sponsorship of individual boats	Shift from the traditional boats (high tech designs and construction)	Fundraising and sponsorship	Sponsorship, i.e. interns of matching growth of regatta activities
Insurance company and bank involvement	Establishing ties with other local as well as International organisations	Advertising	Participation from different islands – conflict in regatta dates clashes
Fleet of boats to attract sailing tourists	Development of junior sailing programmes	Patronage of other regattas	Building of sailing boats – boats are now gravitating towards commercialisation
Aerial coverage for Grenadines’ Regattas	Youth sailors in schools	Racing rules	Generation gap – dying youth participation
Racing from more than one island to the other	Development of business and marketing plans	Entertainment	Fragmented product
Database on regattas for the use of the individual regatta committees	Institutional strengthening of committees		
Instant communication between Grenadine Island committees	Adoption of International Sailing Rules		

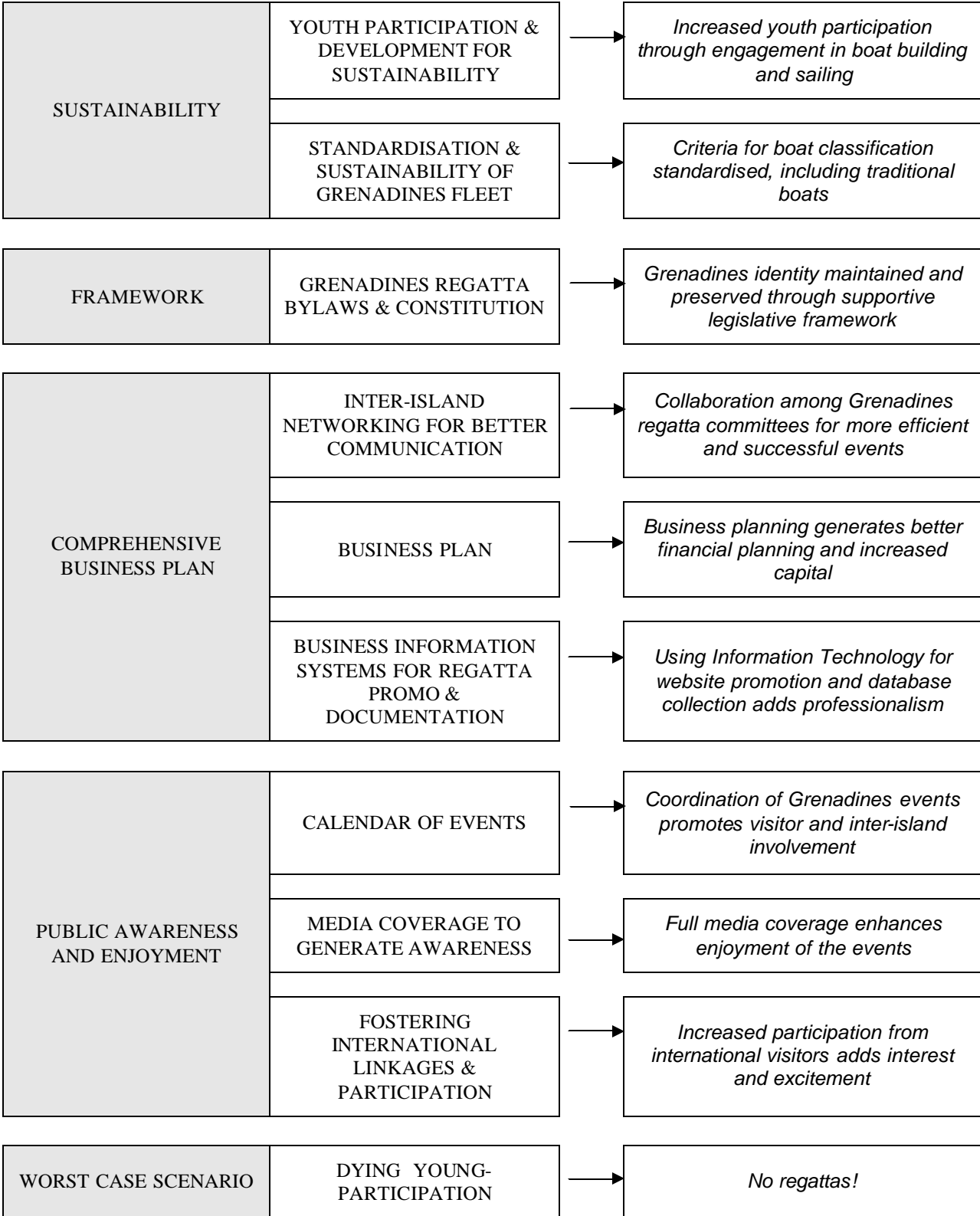
PARADIGM SHIFTS IN REGATTAS

- From traditional boats to non-traditional (numerous classes)
- From small-scale regattas to commercialism
- From simple to more sophisticated communication

³ Hanson, M. 1995. Riding the wave. Facilitation News, Publication of the International Association of Facilitators, Vol. 2, No. 3.

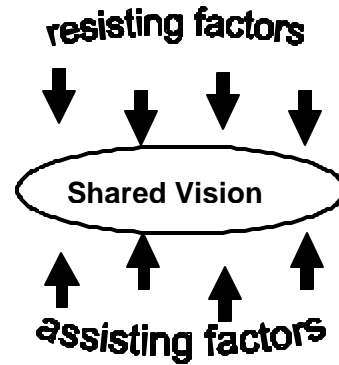
OUR SHARED-VISION FOR GRENADINES REGATTAS

Working individually and then in small groups, participants put forward their ideas about what they would like to see in place in five years (2010) with respect to Grenadines regattas. Following is their consensus, or shared vision. The full workshop is shown in Appendix 3.



ASSISTING AND RESISTING FACTORS

Participants brainstormed around the question of what factors they have going for them that are assisting them in reaching the shared-vision and what factors are resisting their efforts⁴. Factors that the group believes will generate movement toward the vision are as follows:



Assisting Factors

- Good sportsmanship and boats
- Good location and sites
- Good sailing waters
- Geographic position
- Committee reliability
- Reliable sponsorship
- Financing (varies in different areas)
- Grenadines participation
- Support from Board Members
- Support from government agencies
- Support (for some) from tourism dept.
- Good participation (varies in different areas)
- Time of the year (Carriacou) August - summer holiday

Resisting Factors

Through the workshop method, the group identified a number of factors that are blocking their progress. The results of the workshop are shown in Appendix 4. After grouping the ideas, participants used sticky dots to vote on the blocks they feel are the most dangerous to their goals (each person was given two dots). Following are the results of that voting. (Where titles are similar the votes have been combined.)

RESISTING FACTOR	VOTES	RESISTING FACTOR	VOTES
Insufficient commitment and participation, lack of volunteers, youths not interested	10	Uncommitted members – not responsible, General (poor) attitude	2
Lack of suitable dates, regatta dates, clashing of regatta dates	5	Long-term financial backing (not there)	2
Need for appropriate training	3	Product development and marketing (inadequate)	1
Limited policy framework	3	Poor communication	1

⁴ This workshop was adapted from the process of Forcefield Analysis developed by Kurt Lewin (1947), *Resolving social conflicts: selected papers on group dynamics*, New York, Harper & Brothers. It is based on the idea that any issue is held in balance by the interaction of two opposing sets of forces – those seeking to promote change (driving forces) and those attempting to maintain the status quo (restraining forces). The graphic above was taken from ZHABA facilitators collective <http://www.zhaba.cz>.

DEVELOPMENT OF PROJECT IDEAS

Once participants outlined their shared-vision and the resisting factors (blocks) to their progress, they were better able to note the areas where action will be needed. In a group brainstorm they put forward the following project ideas. These project ideas were then subsumed into four project concepts (see below).

Project Ideas

- Establish a boat building program to build boats
- Develop comprehensive business plans for each of the regatta committees
- Provide event management training
- Provide training in safety/survival at sea
- Provide for youth training – hands on skills
- Find new fundraising methods
- Provide capacity building for committees (managerial, financing, website development)
- Establish CATWA (see Appendix 1)

PROJECT CONCEPTS

Project Concept Papers represent the first step in putting together proposals for funding. Regatta committees may be able to qualify for grants to support their efforts and improve their cultural/tourism product. Therefore, this part of the workshop focused on assisting participants to begin developing project ideas into concepts that could be further expanded into proposals for funding. This could be done individually by regatta committees or collectively through the Sustainable Grenadines Project.

Participants self selected project ideas they wanted to develop into project concepts and followed a structured format identifying specific areas that would go into the concepts. Then they reported their work to the plenary for the group's comments and recommendations. The specific areas they examined and reported on were:

- Project title
- Purpose of the project
- Timeframe – the length of time it will take to finish
- Key activities
- Budget

Project 1: Motivation, Management Training and Website Development

This capacity building programme would develop skills in three areas: motivation, management and website development. The total cost for this programme would be approximately US \$3,850.

Key activities: Three courses

- Motivational exercises
- Management Training
- Website Development

Motivational speaker

A consultant would be contracted to teach empowerment and encourage committee members to participate in regatta activities.

- Cost: US \$1,100
- Timeframe: six week course

Management training

A consultant would be contracted to teach:

1. Management skills and product development
2. Letter writing to attract sponsorship
3. How to construct a business plan

- Cost: US \$750
- Timeframe: four week course

Website development & management

A consultant would be contracted to train committee members to develop and manage websites.

- Cost: US \$2,000 (plus travel and accommodation)
- Timeframe: eight week course

Project concept working group participants:

Bernard Lendore
Carlos McLaurean
Atoya Mulzac

Project 2: Event Management for Grenadines Regattas

The purpose of this project would be to add value to the regatta experience through enhancement and proper packaging of the event

- Timeframe: one month

Key activities

- Public consultation
 - To discuss the current situation
 - Review existing trends
- Swot analysis
- Workshops
 - Event planning
 - Identify target market
- Packaging the event
- Marketing and promotion
 - Advertising
 - Budget
- Sponsorship
- Logistics
 - Security, Lighting, Facilities, Food
- Revenue options
 - Innovative ways to generate income
- Public awareness

Budget (Total US \$8,750)

- Public consultation on feasible locations for regattas \$3,000

- Workshop \$750
- Marketing & promotion \$3,800
- Public education (awareness) \$1,200

Project concept working group participants:

Vern Deroche
 Eflyn Joseph
 Dexter Lendore
 Camille Soleyn

Project 3: Safety/Survival at Sea for Youth

The purpose of this project is to train young people in being better prepared in the case of accidents or unforeseen incidents.

- Timeframe: five six week courses to be administered over a period to be specified

Key activities

- Try to find one trainer who has knowledge in first aid and life-saving as well as Rules of the Sea and boat safety
- Recruit young people for training (ages 10-16)
- Acquire three optimist boats (small training boats about 10 feet in length) through local boat builder
- Research insurance issue and the possible use of disclaimers
- Acquire training materials (books, videos, photocopying of downloaded materials, etc.)
- Acquire life jackets

Budget (Total US \$11,500)

- Consultant: five six-week courses for five islands @ \$450 per course = \$2,250
- Build three optimist boats @ \$2,500 each = \$7,500
- Training manuals \$1,000
- Six lifejackets @ \$125 for a total of \$750

Special considerations:

Training will take place locally and close to shore

Boats will have to be maintained in a seaworthy condition

Potential trainers may be able to take part in water taxi association training (value added)

Project concept working group participants:

Gerard Bethel
 Rudolph Hutchinson
 Ulric Hutchinson

Project 4: Youth Training Programme in the Skills of Traditional Workboat Building

The purpose of this project is to teach wooden boat building skills to young people in order to preserve and maintain the culture of Grenadines sailing.

- **Timeframe:** Six months (five hours per week)

Key activities

- Identify suitable trainer
- Identify six young people (students, ages 12-16) interested in learning boat building and woodwork skills
- Identify a location where a boat can be built
- Purchase tools and materials necessary
- Arrange working hours
- Begin training sessions
- Publicise work to find/attract sponsors for further boats
- Build the boat (18') and sail it!

Budget (US \$12,000)

Trainer: 150 hours @ \$50 per hour = \$2,800

Tools: plane, saw, hammer, etc = \$2,200

Materials: wood glue, nails, etc = \$3,800

Rig: mast, sails & paint = \$3,200

N.B.

- a. The cost of tools is a one-off so if money can be found for building more boats, they will be cheaper to build.
- b. Sponsorship could be found for a suit of sails.

Project concept working group participants:

George DeRoche

Elaine Olliviere

Orbin Olliviere

FINAL REFLECTION

At the end of the workshop, participants reflected on the work and agreed that the results would be useful in providing a direction for the Grenadines regatta committees. It was noted, however that the issue of conflicting dates of the individual island regattas was still unresolved. Therefore, it was decided to meet as a group again between September and December 2005 to complete two tasks: attempt to set a non-conflicting calendar for all the Grenadines regattas in the upcoming season and to re-establish CATWA as a guiding force for future planning. Ms. Camille Soleyn, of SVG Ministry of Tourism and Culture, agreed to spearhead this meeting with assistance from Mr. Alex (Casper) Smith, Project Director of Sustainable Grenadines.

APPENDIX 1: EXCERPTS FROM TRADITIONAL WORKBOAT WORKSHOP

Caribbean Traditional Workboat Association Mission Statement

The Caribbean Traditional Workboat Association is dedicated to the responsible management, world-wide promotion and sustainability of the Traditional Boat Building Industry of the Eastern Caribbean.

Criteria for Boat Classification

Traditional Wooden Boat	Non-Traditional Wooden Boat
<ul style="list-style-type: none"> • 28' 6" maximum length • Must have double ender curved hull design (no chine) • Sprit rig (any material) 	<ul style="list-style-type: none"> • 28' 6" maximum length

CATWA – Boat Classifications

BOAT L.O.A.	BEQUIA	CARRIACOU	CANOUAN	GOUAVE	MAYREAU	TOBAGO	P. MARTINIQUE
12-13 feet	☑ T (1)	☑ T mini					☑ NT
14 feet	☑ T (2)	☑ T sm open B	☑ T (2)		☑ T (2)		
15 feet		☑ T sm open A		☑ T (3)			
16 feet	☑ T (4)		☑ T (4)		☑ T (4)		
18 feet	☑ T (5)	☑ T Med open	☑ T (5)				
21 feet						☑ T (B)	
22 feet		☑ NT stern					☑ NTstern
24-27 feet	☑ T (6)	☑ T LongOpen B					
28 feet	☑ T (7)	☑ T LongOpen A				☑ T (A)	

Notes:

1. T = Traditional boat
2. NT = Non-traditional boat

Total Fleet Represented

Island/Location	Total Fleet	Regatta	Gov. Support
Bequia	21 boats	Yes	Yes
Carriacou	15 boats	Yes	Yes
Canouan	12 boats	Yes	No
Gouyave	14 boats	Yes	Yes
Mayreau	3 boats	No	No
Petit Martinique	10 boats	Yes	Yes
Tobago	6 boats	No	No
Total	81 boats		

Notes:

1. Boats listed include all designs at each location
2. Estimated average crew is 5 per boat (min. 2, max. 9)
3. Average highest attendance at larger regattas is approximately 30 boats.
4. 81 boats x 5 crew = approximately 405 persons (total crew for fleet)

APPENDIX 2: WORKSHOP PARTICIPANTS

PARTICIPANTS AT THE GRENADINES REGATTA ENHANCEMENT MEETING APRIL 23RD, 2005

NAME	ISLAND	ORGANISATION	CONTACT TEL#	CONTACT E-MAIL
Carlos Mclaurean	Canouan	Canouan Sailing Club	458-8197/145 593-9000	cmclaurean@hotmail.com
George DeRoche	Canouan	Canouan Sailing Club	458-8145	cmclaurean@hotmail.com
Elaine Ollivierre	Bequia	Bequia Sailing Club	458-3086	jsprat@caribsurf.com
Orbin Ollivierre	Bequia	Bequia Sailing Club	458-3086	jsprat@caribsurf.com
Dexter Lendore	Carriacou	Grenada Board Of Tourism	473-443-7948	carrgbt@caribsurf.com
Eflyn Joseph	Carriacou	Carriacou Regatta Committee		ccouregatta@caribsurf.com
Bernard Lendore	Carriacou	Carriacou Regatta Committee		ccouregatta@caribsurf.com
Vern De Roche	Petite Martinique	Petite Martinique Regatta Committee	473 443-9219 473 414-9111	pmregatta@hotmail.com
Gerard Bethel	Petite Martinique	Petite Martinique Regatta Committee	473-443-9151	
Camille Soleyn	St. Vincent	Ministry of Tourism & Culture	457-1502 456-1111 ext.308	tourism@caribsurf.com camillesoleyn@yahoo.com
Ulric Hutchinson	Union Island	Union Island Sailing Club	485-8498 531-7312	Hutch37@caribsurf.com
Rudolph Hutchinson	Union Island	Union Island Sailing Club	485-8236	
Atoyia Mulzac	Union Island	Union Island Tourism Committee	458-8541 455-5091	
Augustine Douglas	Union Island	Union Island Tourism Board	458-8350	
Sharon Almerigi Facilitator	Barbados	People Dynamics Associates	246-432-2011	salmerigi@caribsurf.com
Casper Smith	Union Island	Sustainable Grenadines Project	784-485-8779	susgrenpm@vincysurf.com
Jonathon Patrice	Union Island	Sustainable Grenadines Project	784-485-8779	susgren@vincysurf.com

APPENDIX 3: OUR SHARED-VISION FOR GRENADINES REGATTAS

SUSTAINABILITY		COMPREHENSIVE BUSINESS PLAN		
YOUTH PARTICIPATION & DEVELOPMENT FOR SUSTAINABILITY	STANDARDISATION & SUSTAINABILITY OF GRENADINES FLEET	INTER-ISLAND NETWORKING FOR BETTER COMMUNICATION	BUSINESS PLAN	BUSINESS INFORMATION SYSTEMS FOR REGATTA PROMO & DOCUMENTATION
Youth training in boat-building and sailing in the Grenadines Youth boat building programme Youth training programme	Traditional boats kept alive Symbols to identify boats Boat building programmes Specific criteria for boat classification	Individual committees send representatives to Grenadines-wide planning committee Committee communication among the islands Inter-island regatta transportation/racing for smaller boats	Business plan in place encouraging sustainability Complete sponsorship for all regatta events Attraction of sponsorship for bigger & better regattas	Grenadines' website Each island have its own database Grenadines-wide database

PUBLIC AWARENESS			FRAMEWORK	WORST CASE SCENARIO
CALENDAR OF EVENTS	MEDIA COVERAGE TO GENERATE AWARENESS	FOSTERING INTERNATIONAL LINKAGES & PARTICIPATION	GRENADINES REGATTA BYLAWS & CONSTITUTION	
Bi-annual Grenadines Regatta Festival Calendar of Grenadines regattas Grenadines' Queen Show Activities structured & planned	Coverage by CBU, ESPN, Compass, API/Comm. Channel Full coverage on various radio stations Ship to shore commentary	International yachts visit all regattas International attraction of participants	Legislative framework to protect regatta activities Grenadines' identity maintained and presented	No regattas Dying youth participation

APPENDIX 4: RESISTING FACTORS WORKSHOPS

Focus question: What are the factors that are resisting or blocking our movement toward the shared-vision?

INSUFFICIENT COMMITMENT AND PARTICIPATION	REGATTA DATES	LONG TERM FINANCIAL BACKING	NEED FOR APPROPRIATE TRAINING	LIMITED POLICY FRAMEWORK	INADEQUATE INFRA-STRUCTURE
<p>Uncommitted members – not responsible</p> <p>Lack of volunteers</p> <p>Youths not interested in participating</p> <p>Public attitude</p> <p>General attitude</p> <p>Wrong timing</p>	<p>Lack of suitable dates</p> <p>Clashing of regattas</p>	<p>Local business contribution is limited</p> <p>Insufficient local business services</p> <p>No contractual commitment from sponsors</p> <p>Lack of money to organise events</p>	<p>Inadequate training for board members</p> <p>Inadequate expertise in events planning & management</p> <p>Late timing (during events)</p> <p>Poor communication</p> <p>There is a need for trained sailors</p>	<p>No system in place (SVG)</p> <p>Limited governmental marketing of regattas</p> <p>Product development and marketing</p>	<p>Limited boats</p> <p>Difficulty with inter-island transport (boats & people)</p> <p>Inadequate accommodation</p> <p>No suitable venues</p>