What is Heritage?
Values-Based Management
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This presentation...
- What is the purpose of this presentation?
- What is Heritage?
- What is significance?
- What is value?
- Case history + discussion
  - Flynn’s Grave, Australia
- Conclusions

Purpose:
- Develop your own definition of what heritage is
- Values are important
- Managers must bring them out, understand them and manage them, otherwise...
- WHC requires statement of outstanding universal significance - Why is this property very important for humanity?

What is Heritage?

Whatever you want to preserve ... for the next generations

What is Heritage?

“Whatever”

Natural | Built | Living | Intangible

Whatever
What is Heritage?

Whatever you want to preserve for the next generations

You - Family - Region, community - State - Country - World

Natural | Built | Living | Intangible

Values

More - Less

Values are intangible
Values are always created by society – no such thing as inherent values
Economic value very strong – can trump other values
Values are mutable over time
New values come into the heritage field by new stakeholders

What is Value?

“The positive characteristics attributed to cultural and natural heritage places and objects by legislation, governing authorities, and other stakeholders”

What is Significance?

“The overall importance of a place or site, determined through an analysis of all of the values attributed to it”
Values-Based Management

- 1987 - GCI Research on “values” in the field of heritage
- 2001 - Project ... Case histories how values used in management... Available on the Internet

AUSTRALIA – Flynn's Grave + 1 participant...

Flynn's Grave, Alice Springs, Australia

Arente, Keytetye and Warumungu people live in this region

Royal Flying Doctors Service of Australia

Rev. Fred McKay, who took over Flynn's work when he retired seen here operating a Pedal-powered wireless radio
The Kaytetye people were very upset.

“One older Indigenous woman from the place where the sacred stone had been taken recalls her grandmother crying as she talked about the removal of the stone. Her grandmother had been one of the custodians responsible for looking after it.”

Indigenous people believe that they belong to the land, not that the land belongs to them.

The removing of the rock remained a bitter subject between the whites and the Kaytetye from 1953 to 1996.

Meetings were held in 1980 and 1981 to search for an alternative stone. Controversy... 1996 negotiations resumed ... 1998 a suitable rock identified.
The stone came from an area of vacant crown land subject to the Alice Springs Native Title Claim and was removed in accordance with a certificate issued by the Aboriginal Areas Protection Authority.

- The stone was removed in accordance with a certificate issued by the Aboriginal Areas Protection Authority
- Exchange of rocks financed by Community Aid Abroad

Flynn’s Grave - AU
- What is valued? Lessons learned...
- If you had been the Site Manager...

Conclusions
- Values are at the base of any planning scheme
- Values = reflection of stakeholders concerns
- Values = change over time
- Managers must bring out, understand and manage the values
- Challenge = manage and mitigate impact of values on resources
Report summarizes information and conclusions on four case histories and has background material on CD.

Four case histories and summary report available at: http://www.getty.edu/conservation/resources/reports.html

Recapitulation

- What is “heritage”
- What is “value”
- What is “significance”
- Case history - Flynn’s Grave
- Conclusions

Transition

- Values and significance
- WHC requires statement of outstanding universal significance - Why is this property very important for humanity?