TOURISM AT WORLD HERITAGE SITES
Challenges and Opportunities

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SAFEGUARDING HERITAGE ASSETS
FOR A SUSTAINABLE TOURISM

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SAFEGUARDING HERITAGE ASSETS
CONGESTION MANAGEMENT

1. Background

2. Diversity of situations

3. Management stages:
   3.a Demand management
   3.b Destination management
   3.c Site management

4. Co-operation for a global planning and management

5. Case study: The Alhambra
1. **BACKGROUND**

- Important Steps:
  - Cooperation WTO, UNESCO, ICOMOS, IUCN, ICCROM…
  - 1998: Global Code of Ethics + (Definition of Sustainable Tourism)
  - 1999: ICOMOS Charter on Cultural Tourism
  - 2001: World Heritage Tourism Programme
  - 2009: Mogao Workshop and Recommendations
  - 2012: Tourism and Intangible Cultural Heritage

- **From** distinct objectives:
  - priorities of conservation community
  - priorities of the tourism industry

- **To** recognition of common interests in the long term, taking into account the continuous expansion of cultural tourism
1. BACKGROUND

• Threats:
  - to the physical fabric
  - to the intangible values and the visitor experience
  - to the local culture

• Opportunities:
  - recognition importance of the heritage site and its preservation
  - conservation funding
  - resource for the local economy

• Common concern: stricking the appropriate balance to face mass visitation – important initiative of the Business Council
CONTENTS

• Part A  Congestion at Natural and Cultural Sites
  - The Issue of Sustainable Tourism Development
  - Categories of Tourism Congestion
  - Identification of Stakeholders

• Part B  Recommendations to Avoid Congestion
  - Appendixes: Terminology, Indicators…

• Part C  10 Case Studies

• Part D  Further Readings
1. BACKGROUND – CONGESTION MANAGEMENT

- Permanent vs Fluctuating Congestion
- Physical vs Perceived Congestion: the visitors, the authorities, the tourism actors, the residents…

- An Integrated Approach:
  - Careful analysis – Anticipation of measures to be taken
  - Prime responsibility of the Public Authorities
  - Co-operation between all the Stakeholders
  > Tourism Management and Local Human Development Policy
  > Visitors Management and Heritage Conservation
2. DIVERSITY OF SITUATIONS

- Diversity of Visitors:
  - local, national, international visitors
  - group or individual visitors
  - “intentional”, “opportunistic” or “non-intentional” visitors

- Diversity of heritage categories: monument, archaeological site, natural site, cultural landscape, religious site, intangible heritage, etc.

Importance of tourism, Visitors’ concentration

No ready made recipes
But asking the right questions
With reference to good practice
3. THE MANAGEMENT STAGES

- The experience of choosing a destination and time to travel
  3.a. DEMAND MANAGEMENT
      *The journey to the destination*

- The experience of the destination
  3.b. DESTINATION MANAGEMENT
      *The journey to the cultural site*

- The experience of the site
  3.c. SITE MANAGEMENT
3.a DEMAND MANAGEMENT
Choice of destination and timing of travel

• Objective:
  - to spread the visits:
    - from the peak season
    - from highly visited places to alternative attractions

• Some actions:
  - raising visitors awareness (guides, fairs, media, network...)
  - wide product choice
  - competitive incentive packages for off-season travel
  - spreading holiday periods
  - ....
3.b DESTINATION MANAGEMENT
experience of the destination: Region or City

- Objectives:
  - Welcome and dispatch the visitor
  - Promote the local economy

- Some actions:
  - Clear coordination of the responsibilities
  - Operational efficiency of entry points
  - Transport interchanges and local traffic management
  - Promotion of an overall “package” (single admission pass)
  - Physical and operational capacity of local services
  - ....
3.c SITE MANAGEMENT
   experience of the (cultural or natural) site

1. Operational Models

2. Presentation and Interpretation

3. Improve the Operational Capacity

4. Upgrade the Physical Capacity
3.c SITE MANAGEMENT

3c 1: OPERATIONAL MODELS:

- Carrying capacity
  maximum of visitors a site can absorb while keeping its values

- Limits of Acceptable Change? Questionable!
  How much change is acceptable? For natural sites?
  With indicators for monitoring?

- Rationale:
  - Determine goals and objectives, with a maximum visitation
  - Formulate a set of performance indicators
  - Implement an action plan
  - Monitor the site and mitigate the problems
3.c  SITE MANAGEMENT

3c  2:  PRESENTATION AND INTERPRETATION

•  Objectives:
  - enabling the visitor to appreciate all the values of the site
  - making the visit more fluent
  - raising awareness on conservation issues

•  Some actions:
  - information before the visit
  - interpretation centre : TIC, 3D virtual reconstruction...
  - tour guide management on site
  - information in a portable format
  - ....
3.c. SITE MANAGEMENT

3c 3: IMPROVE OPERATIONAL CAPACITY

• Clearly-defined management responsibilities
• Opening hours
• Admission charges
• Advance booking / Time tickets
• Priority access if in a «package»
• Alternative tours
• Absolute daily limits
• Access to the site (shuttle)
• ....
3.c. SITE MANAGEMENT

3c 4: UPGRADE PHYSICAL CAPACITY

• The arrival zone
• The entry precinct
• Signage for orientation
• One way circulation
• Adequate space before major points of interest
• Retail and food outlets
• Visitors’ facilities
• Access for the physically impaired
• .....

4. CO-OPERATION FOR A GLOBAL POLICY

Objectives:
- Effective conservation of the values of the heritage asset
- Local development that respects the host community
- High quality cultural tourism

Main action lines:
- Specific responses to the particular circumstances
- Visitors’ management = part of local development policy
- Training of the actors
- Continuous monitoring
- Co-operation between all the stakeholders
THE ALAHAMBRA - GRANADA - SPAIN

Maximum 2.000.000 visitors a year (am 4.200, pm 2.100, evening 2 x 200) – with maximum 300 per hour in the Palace
- Variable access prices – Priority to visitors staying overnight
- 60% of tickets sold by telephone or internet
- Joint entry tickets to La Cartuja, the Cathedral and other sites
- Entry only through the visitors centre (new parking with pedestrian access through the gardens)
- No explanation by tour guides within the Palace
- Separate tickets for Generalife, Alcazaba, the walls
- The “Patronato”: autonomy, cooperation with tourism actors and coach companies, under public supervision
- 50% of the entrance fee to cover the Patronato actions
- Small exhibition on the conservation/restoration issues