Sustainable Tourism Management at World Heritage Sites

Enhancing Inter-Agency and Stakeholder Coordination for Joint Actions

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- Mr Wang Shuo, Assistant to the Regional Representative
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Introduction

Tourism is dynamically growing worldwide, with a four to five percent annual increase in international tourist arrivals, and with arrival numbers expected to double during the next decades. World Heritage Sites (WHS) are iconic tourist attractions in most countries, experiencing a similar dynamic growth in tourism from international and domestic markets.

Currently pressures due to unplanned and uncontrolled tourism are major concerns, including infrastructure development in and around WH sites that are not appropriate with the site’s outstanding universal values. The UNESCO Periodic Reports also express concern that unsustainable forms of tourism are a mayor concern in most regions. Long-term sustainable tourism at WHS is only possible through concerted actions and collaboration between the relevant ministries dealing with site conservation and tourism policy issues and the tourism private sector with its lengthy and complex supply chain.

While guidelines have been developed on sustainable tourism issues by UNWTO, UNESCO and its advisory bodies (ICOMOS; IUCN, ICCROM), there is a need to apply them in a more comprehensive and systematic manner at World Heritage Sites. This conference formed part of a collaborative process between UNWTO and UNESCO to strengthen and harmonize policy guidelines and tools. The Conference provided a forum for examining and exchanging good practices that contribute to the above-mentioned goal of jointly developing unified and consistent WHS sustainable tourism policies.

The Huangshan Conference focused on policies and practices, as well as practical data and information management tools, supporting planning and management processes and leading to better decision making. Presentations were made by UNWTO and UNESCO experts and by representatives from countries of the region, as well as by tourism stakeholders at Huangshan, as part of a case study application. Tools, such as congestion management, participatory planning, visitor survey and monitoring techniques were introduced. The case study exercise provided a hands-on experience for participants that can be replicated at other sites, regions and countries.

The policy questions examined at the Conference addressed the following:

a) **Maximize the economic impacts of tourism at WHS** for the benefit of host communities, as well as for financing the conservation and maintenance of sites and heritage values, thus contributing to broader objectives of poverty reduction and the Millennium Development Goals. The discussion and presentation points addressed how key information can lead to product development, incentives and support for employment and business development, local sourcing and other ways of strengthening economic linkages, interpretation of heritage values and innovative ways of revenue-generating mechanisms for site conservation, among others.

b) **Minimize the negative environmental impacts of tourism**, allowing the preservation of site structures, landscapes and natural areas. The discussions addressed issues such as congestion management, carrying capacity, control of infrastructure development, environmental management in tourism establishments, among others, in order to increase coordination between tourism stakeholders and site management. Key cross-
Cutting issues were considered, such as the coordination of data and information at the different policy-making and management levels, integrated destination management, as well as tourism supply-chain management linking source markets and destinations through tour operators and intermediary services.

The case study application at Huangshan took participants through a series of practical exercises during field visit and working group discussions, with the involvement of national and local stakeholder groups. The groups discussed management objectives, such as involving local communities, interpreting and communicating heritage values, managing big number of visitors, and conserving environment. The conclusions from the groups revealed rich experiences, challenges and recommendations for solutions.

Huangshan was designated as the 2nd Sustainable Tourism Observatory in China. This will mean further collaborations, in order to develop systematic impact measurement and monitoring processes, and use Huangshan as a demonstration destination in order to generate good practices that can be adopted in other sites and countries as well.
1 The Huangshan Declaration – Summary of Key Conclusions and Recommendations

In March 2008 almost 200 participants from China and fourteen countries in the Asia Pacific region came together in Huangshan, China for a major international conference Sustainable Tourism Management at World Heritage Sites – Enhancing Inter-Agency and Stakeholder Coordination for Joint Actions. The Conference was organised by the World Tourism Organisation in collaboration with the UNESCO World Heritage Centre, the China National Tourism Administration and the Anhui Provincial Government, and hosted by the Huangshan Municipal Government. It represented a strategic step forward in the development of sound and sustainable tourism policies and practices to ensure that tourism activity contributes to the protection and conservation of World Heritage Sites and the communities that sustain them.

From the wide range of experiences shared during the Conference plenary sessions, supplemented by the analysis and assessment undertaken during site visits and working group discussions on the Huangshan Mountain and the Xidi and Hongcun Historic Villages World Heritage Sites, the participants identified the following key conclusions and recommendations:
1.1 Sustainable Tourism Management at World Heritage Sites

Tourism is one of the world’s biggest economic and social activities. In 2007 there were almost 900 million international arrivals registered worldwide, while domestic tourist arrivals are estimated to be five to six times of that number of. Tourism will continue to grow exponentially, reinforcing the critical need to manage it in a sustainable and responsible manner. The universal challenge is to harness the enormous potential of tourism development in order to enhance the well-being of host communities and to conserve the natural and cultural heritage this activity relies on.

World Heritage Sites (WHS) represent many of the world’s most important cultural and natural heritage places and have an important role in public education. Their integrity and authenticity must be protected and conserved, while their values are being presented to current and future generations.

World Heritage Sites are also some of the world’s most visited and heavily marketed tourism attractions. The dynamic growth in both international and domestic tourism to World Heritage Sites is generating important challenges to how to respond to the public’s demand for access while protecting the Outstanding Universal Values for which they were inscribed on the World Heritage List.

Tourism development brings a concentration of public uses to places in ever increasing levels at an unprecedented pace. The need to both protect and present sites generates major challenges for all parties in the complex and challenging balance of competing or overlapping goals and responsibilities. Careful planning and decision making are required, combined with close coordination and cooperation between conservation and tourism managers. Clear objectives for both conservation and tourism must be formulated between the parties and supported by both sides of the process.

Asia has emerged as the second largest travel destination region after Europe, with China challenging the United States as the third most popular destination after France and Spain. The region contains 182, 21% of the 878 WHS in the World, representing a tremendous diversity. Tourism is expected to continue to grow dynamically in the region. It is anticipated that over the next 20 years travel to, from and within China will have one of the fastest rates of growth in the world. China recognises the importance of its World Heritage Sites as major components of its tourism assets. It seeks to be a leader in continually improving tourism management and sustainable development at its World Heritage Sites. Tourism represents an important source of foreign currency and is a major export industry for many of the world’s economies.

Tourism is recognised as being a primary tool for the reduction of poverty and the achievement of the Millennium Development Goals. All forms of tourism must be included within the framework of sustainability, including mass tourism and special interest segments. All forms of tourism must strive to minimise socio-economic and environmental impacts by catalysing the benefits for communities and environmental protection, while providing a fulfilling and worthwhile visitor experience.
Tourism is characterised by a long supply chain between when a tourist decides to visit a place and when they eventually arrive, conduct the activities and leave. The Site management needs to take an interest in the development of visitor expectations and in the quality of the overall visitor experience as they move through the local destination and on the site. Good destination planning and management is critical to ensure that the special features of the WHS do not to stand in direct contrast with the degradation or lack of urban and natural qualities of nearby areas and landscapes.

Tourism at World Heritage Sites cannot be managed in isolation. It is essential for site management to consider and respond to issues and opportunities outside the boundaries of the site, to cooperate with local and regional agencies to develop policies and programmes that are integrated with a broader policy context. There needs to be full vertical integration with local, regional and international policy frameworks and industry activity.

1.2 Strategic UNWTO/UNESCO-WHC Collaboration

The UNESCO World Heritage Centre (UNESCO WHC), together with its advisory bodies (ICOMOS; IUCN, ICCROM), and the World Tourism Organisation (UNWTO) recognise that World Heritage Sites cannot be successfully conserved and managed without proactively responding to the challenges of increasing tourist visitation.

The UNESCO World Heritage Centre, through its World Heritage Sustainable Tourism Programme, attaches overriding importance to the development of sound and sustainable tourism policies and practices to ensure that tourism activity contributes to the protection and conservation of World Heritage Sites and the communities that sustain them.

UNWTO has joined with UNESCO WHC to formulate policies and working principles for Sustainable Tourism Management at World Heritage Sites. Both parties recognise the need to apply the emerging guidelines on sustainable tourism in a more comprehensive and systematic manner at World Heritage Sites. The Huangshan Conference focused on policies and practices, as well as practical data and information management tools, supporting planning and management processes and leading to better decision making.
The opening of the UNWTO Huangshan Sustainable Tourism Observatory was a major outcome that coincided with the Conference.

### 1.3 Integrated Management of Heritage Sites in the Context of Tourism Destinations

#### Key Policy Issues

The Huangshan Conference agreed on the following key policy issues for sustainable tourism at World Heritage Sites:

1. World Heritage Sites represent the world’s most important heritage places and at the same time are some of the world’s most visited tourism attractions.

2. There is a great need and an important challenge to manage World Heritage Sites in the context of increasing tourism activity.

3. World Heritage Sites have an important role in public education about the world’s cultural and natural heritage resources and their integrity must be protected and conserved while their values are being presented and transmitted to current and future generations.

4. Education about heritage values and heritage sites within the local population remains an important factor in ensuring their long term support for tourism.

5. Careful planning and decision making are required, combined with close coordination and cooperation between conservation and tourism managers. All stakeholders must work together to develop a sound and viable basis for the management of tourism at World Heritage Sites.

6. World Heritage Sites can be regarded as the touchstones in the process of developing sound and sustainable policies to enhance the relationship between tourism and heritage.

7. Tourism at WHS can be only successfully managed in an integrated way and with a broader destination and regional approach, given that most facilities and services (including specific tourism establishments like hotels, shops and transportation, and general infrastructure like access, water and sewage) are located at and managed from the buffer zones and areas around WHS.

8. Asia has emerged as the second largest travel destination region after Europe. ASEAN recognises tourism as a priority area for integration. In 2008, ASEAN and UNWTO will sign a memorandum of Understanding regarding a number of tourism initiatives.

9. It is anticipated that travel to, within and from China will emerge with one of the fastest rates of growth in the world. China recognises the importance of its World
Heritage Sites as a major component of its tourism assets, and seeks to be a leader in adopting sustainable tourism principles and practices. These sites are significant exemplars of the oriental environment and important examples of China's cultural landscapes and historic places.

10. China places great importance on the continuing improvement of its scientific management at World Heritage Sites, and will continue to absorb the lessons from other sites and international experience to achieve this improvement.

Key initiatives and management actions for united action at WHS

The following management areas are important for sustainable tourism at World Heritage Sites:

Tourism/public use plans
Linking national visitor trends to site visitor data can provide a more robust body of information giving valuable insights for accurate infrastructure development at WHS.

Training public use coordinators
Developing national planning and training schemes that are coordinated with sites can strengthen a system-wide approach for building site capacity.

Site financing
Linking site conservation costs determined by business planning with national tourism data on tourist’s willingness to pay can develop better site visitor fee policies.

Facilitating community training
Making national and international visitor activity trends data available to heritage sites can facilitate the development of better targeted local training programmes and help sites access appropriate national and international training schemes.

Generating regional and local economic benefits
Completion of an inventory of heritage attractions around a site can assist officials to work with national and regional authorities and determine which assets have most potential and can be better targeted for tourism business development and employment generation. WH sites can be utilised as central promotional points or hubs related to other regional attractions, through facilitate links with international and national tour operators and hotels.

Economic opportunities, especially in remote rural areas, many small businesses, relatively low entry costs, labour intensive, jobs for the youth, women and elders, multiplier effects in agriculture, construction and handicrafts

Poverty Alleviation
Tourism can generate diverse forms of direct and indirect economic opportunities nites for all layers of host communities. WHS tourism can be harnessed to benefit the poor through employment of the poor in tourism enterprises, supply of goods and services to tourism enterprises by the poor, direct sales of goods and services to visitors by the poor (informal
economy), the establishment and running of tourism enterprises by the poor, taxes or levies on tourism income or profits with proceeds benefiting the poor, voluntary giving/support by tourism enterprises and tourists, and investment in infrastructure and social services stimulated by tourism.

**World Heritage awareness raising**
Clear and concise statements about the WH values and significance of WHS, can enable site and national authorities, and the tourism industry to develop appropriate information packages and marketing campaigns that encourage low-impact ways to visit the site and allowing appreciation of WH values.

**Empowering of local communities** with such initiatives as participatory planning, consultation, dialogue, communication, setting up of multi-stakeholder committees, providing financial assistance such as grants, micro credit and soft loans, and assisting with capacity building for government agencies, site managers and villagers on specific tourism issues (e.g. tourism planning, business administration, hospitality, marketing, guiding and interpretation)

**Creation of diverse and innovative funding sources for site conservation**, including government funding, entrance fees, parking, recreation service fees, special events and special services, concession fees, accommodation, equipment rental, food sales (restaurant and store), merchandise sales (equipment, clothing, souvenirs), donations, licensing of intellectual property and sale or rental of image rights.

**1.4 Key Conclusions from Regional Experiences**

- Good planning and protective measures in historic towns, combined with good revenue capture to create a vibrant tourism experience and revive the historic fabric of the town. Local Government is a key stakeholder and generator of successful and sustainable tourism at heritage sites, especially in historic towns and villages. Political leadership and good governance are essential, as is assistance from central government.

- There are opportunities to carefully revitalise the socio-religious values of religious monuments which are highly regarded by pilgrims and worshippers with an interest in the living cultural and religious values of the place.

- Effective monitoring systems to better understand both positive and negative impacts of tourism on any heritage site. Without good and up-to-date data it is impossible to make responsible decisions.

- There needs to be a greater emphasis on co-management with local communities. This can be successfully developed through clear agreements, and good communications.

- Monitoring of tourism at WHS should start with a consistent and accurate registry of visitor use and related tourist activities, which alone can be a challenge, due to the complex situation and fragmented areas at many sites. Monitoring should be gradually improved to cover all key areas of management, and tourism impacts
(including environmental and socio-economic). The systematic use of sustainability indicators, corresponding to clearly defined objectives and threshold levels is key.

- Tourism trails and thematic routes can be based on both tangible heritage (hotels in historic colonial period buildings) and intangible values (mythological characters in popular literature).

- Traditional agricultural landscapes require careful planning and protection when new tourist facilities and infrastructure are to be introduced or upgraded.

- There is a close fusion between tangible and intangible values in traditional communities that require careful management of the landscape and the village core to protect and enhance those linked values and traditional livelihood activities.

- Conservation works by local people using traditional methods, even if subsidised externally, are preferred to the introduction of modern materials. This is particularly important in regard to such essential features as roofing and external cladding as these influence the appearance of the urban setting.

- There needs to be a strong autonomous organisation that can coordinate the interests and expectations of stakeholders.

- Incredible challenges from the rapid rise in tourism are experienced at various sites of the region, for example Angkor Wat in Cambodia. The level of tourism infrastructure has fallen behind the level of actual tourism to the region. The capacity of the individual monuments to cater for visitor flows has not been established. There is a high degree of social impact on the villages who live within the overall site but who are excluded from benefiting from tourism activity, often through lack of training. The growth of tourist traffic is placing considerable pollution threats to the monuments and their surroundings.

- Specific management plans can overcome illegal development and the associated decline in the quality of the environment, the provision of infrastructure that may not be matched to demand, poor coordination between various government agencies and a limited awareness among local people.

- The private sector can be engaged actively in conservation efforts. This is the case in the historic city of Hoi An in Vietnam, where trend has been for a gradual transfer of conservation functions from the public to the private sector.

- It is important to develop a range of diversified tourism products, including the ancient town, coastal beaches, other ancient villages and craft villages that can be linked and marketed together, in order to form strong tourism offer and spread the tourism benefits in broader regions.
1.5 Key Conclusions from the Chinese Experience

The tourism industry must recognise that it is wholly dependent on the survival of the unique natural and cultural heritage resources of a particular region. The key issue therefore is how to ensure the long term sustainability of tourism businesses and the related protection of heritage resources. While tourism agencies and companies do not play a direct part in the protection of heritage resources they do share in the responsibility for their survival:

- They can raise awareness about the protection of the heritage to sustain long term business operations
- In developing tourism products travel agents do so in agreement with the protection and management authorities and must think long term in this regard
- Travel agents need to give more publicity to protection, especially through guide training to address and control harmful behaviour by visitors. They need to be aware of issues so that they can inform visitors
- Travel agents promote a style of visitation that generates a particular model of sightseeing – where the visitor comes to the district but stays outside the park
- There are various successful models of co-management between tourism companies, WHS authorities and local communities
- The examples presented from Jiuzhaigou and Huangshan National Parks demonstrate that with sound management of tourism infrastructure and services (transport, catering, guiding), large numbers of visitors can be accommodated without harming the environment and the key attractions.

Enhancing Local Community Benefit

- There is a diverse range of community involvement in tourism and a huge potential to further develop opportunities to provide enhanced livelihoods for local people.
- Employment in various aspects of the tourism process provides the best direct and indirect opportunities for livelihood enhancement.
- It is important to balance access to the benefits of tourism between the village which are tourist sites and the larger number of villages that are not closely connected to tourist activities and areas.
- It is important to protect traditional lifestyles in the face of extensive demographic changes.
- Intangible cultural values and traditional lifestyle of the local people could be more fully integrated into the products offered to visitors.
• There should be more information on what is considered special about each village and on what attracts visitors to enable the village people to better talk to visitors about their own place.

• There should be language training programmes to assist the local people better communicate with visitors from abroad and other parts of China.

• There should be assistance for local tour operators to better integrate local products and activities into their tour packages.

• There is a need for a more comprehensive understanding of the economic impact of tourism so that they can enhance specific aspects more successfully.

**Using Interpretation to Provide a High Quality Visitor Experience**

• Heritage Interpretation should facilitate an understanding of the place not simply present a list of relatively unconnected facts.

• Facts and observations could be better structured so that they lead the visitor into a deeper understanding of the meanings of the place.

• Specific features about the sites need to be presented to bring it into a wider context historically, geographically or in terms of contemporary life.

• In many cases there are aspects or characteristics of a place that are of greater interest to visitors than a simple presentation of the Outstanding Universal Values that supported the original WH Inscription.

• Interpretation should consider the provision of spaces within the overall site for visitors to connect with the place in an informal, unstructured manner. This could include letting visitors mingle with the local people in public spaces.

• Use visual images and physical objects to enhance the messages provided by Interpretation panels that contain the written word. This is essential when visitors are likely to come from many places, speaking a wide variety of languages.

• In cases where there has been a famous film made or book written about the place, as is the case with Hongcun and the Emerald Valley, the Interpretation programme should embrace this popular aspect of public awareness.

• Modern technology should be constantly reviewed for opportunities to improve the presentation of the place to visitors.

• Where the site has strong programmes of environmental management or conservation that are known to be of contemporary interest to the wider community, these should be actively incorporated into the interpretation programmes.
There could be extended programmes among local people to help them become formal or informal guides in the villages.

Regional guides should be given greater opportunities to meet and get to know the local people so that the presentations can become more personal and less theoretical.

Visitors could be asked for their particular interests and then queried on what aspects of the place were of particular interest or attraction. This process would provide guides with a continuing upgrading of their skills and presentation material.

Reducing Tourism Congestion

- Additional measures should be taken to improve tourism congestion management

- Good monitoring of visitor numbers and fluctuating congestion to better manage the site.

- Walking and trekking along the extensive stairs and pathways could be better facilitated and promoted to more energetic visitors. This could reduce congestion at other means of access, mainly at the cable ways and car accesses. Developing walking programmes might increase the length of stay.

- Collaboration between tour operators and site managers, such as in water villages will help tour operators identify another different places that would be less crowded than the main sites on a very busy day.

- If the site manager knows the site is crowded then they redirect the buses to other routes for the day. Signs are placed in the mountain hotels if the weather is likely to make normal walking on the pathways difficult or congested.

- Several different route options should be used for crowded days.

- Guide awareness is necessary to manage how people move around the site and avoid places of congestion.

- Tour operators need greater awareness or effective and up-to-date information to direct visitors to different places or sites when the main site is very crowded, or the weather is inclement.

- Guides trained to give explanations outside historic buildings, and then let visitors visit the place quietly so as to maintain the peaceful atmosphere

- Modern communication technology can be harnessed for effective visitor management, reducing congestion and enhancing safety. The Command Center at
the Huangshan National Park is an outstanding example on this, applying GPS, remote sensing, video and computer techniques with highly qualified staff.

Mitigating the Environmental Impacts of Tourism

- There are significant environmental practices already in place, particularly on Huangshan Mountain, where the environment is so fragile.

- Environmental management practices are of increasing interest to visitors, given the high level of public awareness worldwide.

- Tour guides should be encouraged to present aspects of contemporary environmental management, in addition to the normal historic information.

- There is an obvious opportunity to use the Huangshan Mountain WHS as the basis for building links with other communities and sites that demonstrate the benefits of good environmental practice to a wider audience.

- There must be continuing research into enhanced environmental and biological conservation measures.

- It is essential that environmental management is not confined to the boundaries of the historic village or WHS, especially for traditional agricultural villages where their rural and agricultural setting is of fundamental importance to the identity and their heritage values.

- There is a strong need to protect the setting of the villages for visual as well as environmental reasons. This is equally important in terms of the reliance by the villagers on the natural watercourses that flow into and through the villages, providing a constant supply of fresh water.

- Great care needs to be taken with the progressive urbanisation of the land surrounding the villages and throughout the region. New development should be carefully located and planned so that it does not degrade the environmental and scenic qualities of the entire setting of the historic communities.
1.6 A Recommended Way Forward – The Huangshan Sustainable Tourism Observatory

Huangshan will serve as a pilot region to demonstrate good practices, applying the above-mentioned policy and management approaches. This will set a model for integrated tourism management at WHS and the broader destination. The Observatory was inaugurated through an official ceremony during the field visits. The key aims of the Sustainable Tourism Observatory are the establishment of a comprehensive impact monitoring and information communication mechanism, through the systematic use of indicators, developing dynamic and adaptive management responses based on the information generated. A comprehensive study will be carried out, through the support of UNWTO, UNESCO and national expert and the involvement of local stakeholders, in order set up this system that can be further replicated and adapted at other WHS of China and in other countries of the region.

The High-tech monitor screen at Mountain Huangshan Government Centre
2 Presentation Summaries

2.1 Opening Ceremony

Mr. Wang Qimin,
Secretary of Huangshan Municipal Committee of the CPC

On behalf of the Huangshan Municipal Committee of the CPC, Mr Wang welcomed distinguished guests and delegates to the International Conference on Sustainable Tourism Management at World Heritage Sites, which is jointly sponsored by the World Tourism Organisation, UNESCO, China National Tourism Administration and Anhui Provinical People’s Government.

Huangshan is a newly developing international tourist city set in a beautiful regional landscape that includes the World Heritage Sites of Huangshan Mountain and two historic villages, Xidi and Hongcun, as well as a number of historic villages and the traditional culture of the Hui people.

Huangshan has worked hard to recognise its World Heritage obligations, with a strong history of environmental management and has explored a new mode of WHS protection, management and sustainable tourism development. This work has been highly praised by UNESCO and UNWTO.

It must be stressed that in order to strengthen WHS protection and sustainable development, it is necessary for all parties to work together, communicate and cooperate. He looked forward to working with, and learning from, the large number of national and international
experts who had gathered for the conference, discussing the emerging trends in tourism management and learning lessons from other sites. The conference would greatly enhance cooperation with other World Heritage Sites and break new ground in terms of WHS tourism management and sustainable development.

Mrs. Wen Haiying
Anhui Provincial Government

Mrs Wen noted that Anhui had developed a strong tourism based economy which was well managed, particularly in relation to the two World Heritage Sites that were the basis for much of the domestic and international tourism activity.

The strength of the Anhui culture and the success of business ventures to facilitate the presentation and growth of that culture.

Education about heritage values and heritage sites within the local population remains an important factor in ensuring their long term support for tourism.

Mr. Nicolas Dammen
Deputy Secretary-General, ASEAN

Mr Dammen stressed the growing importance to tourism to the ASEAN members, noting that in 2007 there were 60 million international arrivals in the region and that tourism was estimated to contribute some USD 43bn to the ASEAN economies.

ASEAN recognises tourism as a priority area for integration and welcomed the support of UNWTO in this regard. In 2008, ASEAN and UNWTO will sign a memorandum of Understanding regarding a number of tourism initiatives.

Mr. Francesco Bandarin
Director UNESCO World Heritage Centre
Delivered by Ms. Beatrice Kaldun, UNESCO Office Beijing

On behalf of Mr Bandarin, Ms Kaldun expressed his warm greetings to the conference and noted the strong support by UNESCO of the need to achieve high standards of sustainable tourism at World Heritage Sites.

There were now 851 WHS, following the signing of the 1972 World Heritage Convention. These represent the world’s most important heritage sites and at the same time are some of the world’s most seductive tourism attractions. Accordingly, there is a great need and an important challenge to manage these sites in the context of increasing tourism activity. World Heritage Sites have an important role in public education about the world’s cultural and
natural heritage resources and their integrity must be protected and conserved while their values are being presented and transmitted to current and future generations.

It is essential that all stakeholders work together to develop a sound and viable basis for the management of tourism at WHS. Tourism development brings a concentration of public use to places where this was typically never contemplated. The need to both protect and present sites presents major challenges for all parties. It is a complex and challenging process to balance often competing or overlapping goals and responsibilities. Careful planning and decision making are required, combined with close coordination and cooperation between conservation and tourism managers. It requires the development of clear objectives for both conservation and tourism that are agreed between the parties and supported by both sides of the process.

In conclusion, the World Heritage Centre attaches overriding importance to the development of sound and sustainable tourism management at World Heritage Sites. There has been a progressive increase in the awareness of the issue and in the cooperation with UNWTO. UNESCO World Heritage Centre also acknowledges the support and engagement of its Advisory Bodies, ICOMOS, IUCN and ICCROM in the advancement of this programme.

Dr. Taleb Rifai
Deputy Secretary-General World Tourism Organisation, UNWTO

Dr Rifai stressed that tourism has emerged as a central global phenomenon. In 2007 there were an estimated 900 million international arrivals world wide, and at least five times that number of domestic tourists world wide. The growth in tourism is expected to continue exponentially, reinforcing the critical need to manage it correctly and in a responsible manner.

Tourism is facing a number of significant challenges, including rising fuel costs, financial turbulence, security and health issues and, most importantly, how it reacts to the climate change agenda. Yet there is no doubt that people will continue to travel. Travel is recognised as a basic human right and there is a natural curiosity to learn of and to experience different cultures and different places. Accordingly, the great challenge is to turn this enormous energy to the advancement of the human condition.

Asia has emerged as the second largest travel destination region after Europe, with China challenging the United States as the third most popular destination after France and Spain. It is anticipated that travel to and from China will emerge with one of the fastest rates of growth in the world. It will create more jobs, more income and more foreign exchange. Therefore China has to be a leader in the policies it adopts in the management of tourism, particularly at sensitive natural and cultural heritage sites.

World Heritage Sites can be regarded as the touchstones in the process of developing sound and sustainable policies to enhance the relationship between tourism and heritage. It is for this reason that UNWTO has joined with UNESCO World Heritage Centre to develop improved interagency and multi-stakeholder coordination at all levels of government.
UNWTO has also joined with the China National Tourism Administration to develop a number of significant initiatives, including the Best Tourism Cities Programme. China has become a member of the UNWTO Executive Committee. This week will see the opening of a new Tourism Observatory at the Huangshan WHS.

This conference therefore is just the beginning of a journey that will focus tourism energy for the good of humanity.

Mr. Shao Qiwei
Chairman, China National Tourism Administration

Mr Shao recognised the increasing relationship with UNWTO and noted that Chinese has been added as an official language in UNWTO.

There has been some 30 years of economic development in China and its associated growth in tourism. In 2007 there were 54 million international tourist arrivals and 40 million departures. Domestic tourism is estimated at 1.6 billion. With China regarded as one of the safest destinations in the world, it is anticipated that by 2015 there will be 100 million inbound and 100 million outbound visitors and up to 3 billion domestic travellers. Tourism is fast emerging as a major service industry and a major contributor to GDP.

China recognises the importance of its World Heritage Sites as a major component of its tourism assets. It accepts the international consensus of the need to continually improve tourism management and sustainable development at its existing 35 and other future World Heritage Sites. These sites are significant exemplars of the oriental environment and important examples of China’s cultural landscapes and historic places.

China places great importance on the continuing improvement of its scientific management at World Heritage Sites, and will continue to absorb the lessons from other sites and international experience to achieve this improvement.

Mr Shao then declared the conference open.
2.2 Keynote Presentations

Key Challenges and Options for Sustainable Tourism at World Heritage Sites

Mr. Gabor Vereczi, Chief, Environment and Quality Section,
Sustainable Development of Tourism Department, UNWTO

Mr. Vereczi commenced with a chart illustrating how international tourist arrivals have grown from 25 million in the 1950s to 900 million in 2007, and how they are expected to double again within the next 20 years. He stressed that international tourism is only the tip of an iceberg, with domestic tourism representing at least five times that amount, and in some countries such as China, domestic tourism represents far more than five times the international arrivals. As an example, the historic Village of Hongcun, one of the WHS near Huangshan, attracts 700,000 visitors per annum, with perhaps only about 10% of these being international visitors.

Tourism has come to represent an important source of foreign currency and is a major export industry for many of the world’s Least Developed Countries. Tourism is recognised as being a primary tool for the reduction of poverty and the achievement of the Millennium Development Goals. However, the huge increase in tourism has generated enormous pressures on the world’s cultural and natural heritage assets, stressing the need for sustainable development of the tourism sector.

All forms of tourism must be included within the framework of sustainability, including mass tourism and special interest segments. All forms of tourism must strive to minimise socio-economic and environmental impacts by catalysing the benefits for communities and environmental protection, while providing a fulfilling and worthwhile visitor experience.

The World Tourism Organisation has recognised the challenges for achieving sustainable tourism development and has produced a variety of publications including Guidelines, Manuals, Studies, Recommendations and Case Studies that represent a source of knowledge, research and principles.

UNWTO works increasingly closely with UNESCO and the World Heritage Centre to enhance the management of sustainable tourism at WHS, with involvement in the 2006 Meeting of the World Heritage Committee, participation in the current “Developing Guiding Principles and Policies for World Heritage and Sustainable Tourism” project and through the current conference. World Heritage Sites can be regarded as highly visible “must see” places where tourists seek unique and special experiences. The challenge is how to build on the Outstanding Universal Values of WHS to develop tourism services that provide high quality tourist experience, benefits for local communities and support for heritage conservation.

The question “Does tourism represent a threat or an opportunity for heritage sites?” depends to a large degree on the management of the site and the management of tourism to the site. Uncontrolled tourism can be a major threat from physical impacts on structures, encroachment due to infrastructure development, air pollution by traffic, access problems for locals, or an over-commercialization of historical/religious values. On the other hand tourism can provide major opportunities for revenue generation for site conservation and
maintenance (reduce dependency on public funding), education of a wider public: fostering cross-cultural understanding, enhancing cultural values and pride in host communities (influencing policies), and be a driver of regional economic development.

Most importantly, tourism at WHS cannot be managed in isolation. It is essential for site management to consider and respond to issues and opportunities outside the boundaries of the site, to cooperate with local and regional agencies to develop policies and programmes that are integrated with a broader policy context. There needs to be full vertical integration with local, regional and international policy frameworks and industry activity. Tourism is characterised by a very lengthy supply chain, with many service suppliers along the way. Many events and activities take place between when someone decides to visit the site and when they eventually arrive. Site management has an interest in the development of visitor expectations about their future visit, and in the quality of the visitor experience, as they move through the local destination towards the site. Good destination management is critical in this regard if the special features of the WHS are not to stand in direct contrast with the degradation or lack of urban and natural qualities of nearby destinations and landscapes.

UNWTO has identified many instruments that can be adopted to make tourism more sustainable. These include:

- command and control instruments (e.g. laws, regulations);
- economic instruments (taxes, levies, soft loans, micro credit);
- voluntary instruments (e.g. licensing and certification);
- supporting instruments (e.g. capacity building, marketing);
- monitoring instruments (indicators, reporting, benchmarking, observatories).

There is also a suite of initiatives that can be adopted, including:

- **Economic opportunities**, especially in remote rural areas, many small businesses, relatively low entry costs, labour intensive, jobs for the youth, women and elders, multiplier effects in agriculture, construction and handicrafts.

- **Poverty Alleviation** through the employment of the poor in tourism enterprises, supply of goods and services to tourism enterprises by the poor, direct sales of goods and services to visitors by the poor (informal economy), the establishment and running of tourism enterprises by the poor, taxes or levies on tourism income or profits with proceeds benefiting the poor, voluntary giving/support by tourism enterprises and tourists, and investment in infrastructure and social services stimulated by tourism.

- **Empowering of local communities** with such initiatives as participatory planning, consultation, dialogue, communication and multi-stakeholder committees, capacity building for government agencies, site managers, villagers, tourism planning, business administration, hospitality, marketing, guiding and interpretation, and financial assistance such as grants, micro credit and soft loans.

- **Creation of diverse and innovative funding sources for site conservation**, including government funding, park entrance fees, parking, recreation service fees, special events and special services, concession fees, accommodation, equipment rental, food sales.
(restaurant and store), merchandise sales (equipment, clothing, souvenirs), donations, licensing of intellectual property, and sale or rental of image rights.

In addition to these crucial aspects, Mr Vereczi identified Heritage Interpretation as a key tool to providing high quality visitor experiences, business development and visitor management techniques, and as an important mechanism for presenting the significance of World Heritage Sites. He gave a number of examples where good marketing included excellent heritage interpretation as a way to generate demand, of how the concept can be applied to the development of discrete “infill” hotel development in sensitive historic towns or natural environments.

He identified the concept of Carrying Capacity, asking “How many tourists are too many?” He identified a series of factors that determine how to assess when visitor numbers are reaching saturation but noted that there are many different dimensions to the issue, including environmental, cultural, social, psychological, infrastructural, and management (institutional). Various theoretical models have been produced to assist in this issue and the UNWTO has published the “Handbook on Tourism Congestion Management at Natural and Cultural Sites”.

In conclusion Mr Vereczi noted several important characteristics of the relationship between tourism and heritage sites:

• Tourism will continue to grow at WHS, existing and new sites have to get ready.
• The need for the integration of WHS tourism in the broader policy and destination-management context (public-private coordination).
• The need to develop environmentally and culturally sensitive tourism infrastructure (both exiting and new one).
• The need to develop community support through active involvement and business development.
• The opportunity to create diverse and innovative ways of revenue generation for site conservation.
• A number of dynamic management models, based on continuous monitoring.
The World Heritage Sustainable Tourism Programme: Issues and Strategies for Enhancing Coordination for Tourism Management at WHS

Mr. Art Pedersen, Tourism Specialist, UNESCO World Heritage Centre

Mr Pederson opened with a summary of the World Heritage Convention, signed in 1972 and now adopted by 183 countries. He summarised the current list of WHS as comprising 660 cultural sites, 166 natural sites and 25 mixed properties which have both natural and cultural values. China has 35 WHS.

Tourism has become an important issue within the management of World Heritage Sites, with some sites such as Angkor in Cambodia and the Galapagos Islands in Ecuador, experiencing exponential growth over the last 15 to 20 years. This has created a number of key challenges for WHS, including:

- high visitation levels and associated impacts affecting WH values;
- construction at sites, or in areas adjoining sites, not appropriate with WH values;
- few sites have tourism management plans;
- data is needed at many sites on tourism numbers and visitor impacts;
- lack of personnel to monitor impacts;
- few sites educate visitors and local people on WH and the site’s importance;
- generating community economic benefits has been difficult;
- inability to bring in the industry to help address critical WH site problems;
- pressures from nearby urban development, such as at the Pyramids in Egypt;
- complex development and resource extraction pressures in natural sites.

Partly as a result of these factors many visitors now experience a distinct difference between what is promoted nationally and what is the reality of the site. Their high expectations are all too often disappointed when they arrive at or experience the site and its setting.

The UNESCO World Heritage Committee and the World Heritage Centre have been closely and continuously engaged with this issue for some time and work closely with its two main advisory bodies, ICOMOS and IUCN, to develop policies and programmes that can respond to the challenges.

The most important current initiative is the World Heritage Sustainable Tourism Programme, which has the following key Objectives:

- building Site Management Capacity;
- aiding Local Communities;
- engaging the tourism industry.

The World Heritage Sustainable Tourism Programme has developed seven major project areas:

- reinforcing site management capacity;
- training locals so they can benefit;
- aiding marketing local products;
- supporting site financing actions;
Mr Pederson identified a number of opportunities where sustainable tourism management practice can enhance the conservation of heritage sites and benefit the local community. This can be enhanced through agency cooperation and information coordination:

- **Tourism/public use plans**
  Linking national visitor trends to site visitor data can provide a more robust body of information giving valuable insights for accurate infrastructure development.

- **Training public use coordinators**
  Developing national planning and training schemes that are coordinated with sites can strengthen a system-wide approach for building site capacity.

- **Site financing**
  Linking site conservation costs determined by business planning with national tourism data on tourists’ willingness to pay can develop better site visitor fee policies.

- **Facilitating community training**
  Making national and international visitor activity trends data available to heritage sites can facilitate the development of better targeted local training programmes, and help site managers access appropriate national and international training schemes.

- **Generating regional economic benefits**
  Completion of an inventory of heritage attractions around a site would assist officials to work with national and regional authorities and determine which assets have most potential and can be better targeted for enterprise training schemes.

- **Generating local benefits**
  The systematic preparation of inventories of local products, and the transmission of this information to national authorities, can facilitate links with international operators and hotels to familiarize them with local products.

- **Generating regional economic benefits**
  WH sites could be used as central promotional points or hubs related to other regional attractions.

- **World Heritage awareness raising**
  Clear and concise statements about the WH values and significance of WHS, will enable site and national authorities, and the tourism industry, to develop appropriate information packages and promotional campaigns that encourage low-impact ways to visit the site.
2.3 Expert Presentations

Stakeholder Cooperation in Managing World Heritage Sites:

The UNESCO Lijiang Models

Ms. Beatrice Kaldun, Programme Specialist for Culture, UNESCO Office Beijing

Ms Kaldun noted that UNESCO had identified a significant need throughout the Asia-Pacific region for Stakeholders to represent their own interests, to play an important role in the development of sustainable tourism, and to ensure that the host communities gained livelihood benefits from tourism.

This major project, which ran from 1999 to 2002, with the generous support of the Nordic World Heritage Office, examined case studies of ten heritage towns and cities across Asia and the Pacific, the majority of which we WHS. A major workshop in Bhaktapur, Nepal, in 2000 reviewed the case studies and encouraged the formulation of Action Plans. These were reviewed during a second Workshop in Lijiang, China in 2001, where a series of Models for Cooperation among Stakeholders were developed.

These models comprise:

- fiscal management, including the capture of tourism generated revenue for local community benefit;
- reinvestment by the Tourism Industry in local projects to create a sustainable local heritage resource base;
- community Education and Skills Enhancement, through training to facilitate employment in the tourism industry;
- community Consensus, where all stakeholders recognise the legitimacy of other interests.

Ms Kaldun also referred to the recently established Cultural Heritage Specialist Guide Programme developed in conjunction with ICCROM and the Asian Academy for Heritage Management. The specific Objectives of this programme are:

- to raise professional capacity in guiding visitors at UNESCO World Heritage sites;
- to provide the highest level of visitor experience through improved site interpretation;
- to raise awareness about conservation issues;
- to foster the long-term sustainability of these sites.

The greatest need in the current circumstances is for all stakeholders to develop a Commitment to Cooperation in Heritage Management. Without buy-in and commitment from all agencies and stakeholders, heritage site preservation and tourism development cannot succeed.
The key aspects of this Commitment include:

- legal frameworks and vision
- integrated management strategies and guidelines
- outstanding Universal Values (OUVs), authenticity, integrity
- tangible / intangible heritage
- monitoring/impact assessment
- institutional coordination and local communities

The critical goal for the management of heritage sites is to protect the significant values contained within the site while providing opportunities for visitors and locals to experience them. UNESCO has adopted the following goals for the 2008/2009 Strategy development:

- formulation of working principles on innovative ways to address tourism issues at WH sites
- implementation and practice of these principles
- capacity building strategy

Management of Tourism Congestion at Natural and Cultural sites
- From OUV’s to Quality Visitor Experience and Management

Mr. Graham Brooks, Chairman,
ICOMOS International Cultural Tourism Committee, UNWTO/UNESCO Expert

Mr Brooks commenced his presentation with examples of the rich variety and diversity of World Heritage Sites that are located across the Asia Pacific region.

World Heritage Sites have become major attractors of tourism and many are experiencing high levels of visitation or sharp increases in the level of tourism activity. In this context it is essential to manage tourism congestion in order to protect the integrity, authenticity and significance of the site while ensuring that the visitor has a worthwhile experience. If there are too many visitors on the site, the heritage values can be degraded and the visitor may not be able to appreciate the place.

There are two basic forms of Tourism Congestion at Heritage Sites:

- **Fluctuating Congestion**, which can be seasonal or generated by special festivals and other events.
- **Permanent Congestion**, when the site has become so popular that there are few days on which tourism activity is not at peak levels.

Mr Brooks then presented a summary of the recommendations contained in the UNWTO “Guidebook on Tourism Congestion Management at Natural and Cultural Sites” (2005) of which he was the principal author. The Guidebook divided the recommendations into the three major stages of the visitor experience:
• **Demand Management**, when decisions are made about where and when to take a vacation;
• **Destination Management**, when the visitor arrives and stays in the town or village that is near the heritage site;
• **Site Management**, when the visitor is actually on the heritage site.

In each case the recommendations combine issues related to active management and to passive infrastructure development or physical improvements.

A copy of the Guidebook was included in the CD issued to all delegates at the conference.
2.4 Cases from the Asia-Pacific Region

Sustainable Heritage Tourism: Conservation and the Use of Cultural Heritage for Tourism in Indonesia

Mr. I G. Pitana, Head of Tourism Research and Development Centre,
Ministry of Culture and Tourism, Indonesia

Heritage tourism presents policy makers with an awkward paradox – it can have negative impacts on heritage resources but it does represent one of the best vehicles for economic growth and sustainable development.

Indonesia has a rich resource of cultural heritage, both tangible and intangible, living and dead. It is widely recognised that many heritage places in Indonesia combine these various aspects into a single continuum. Besakiah Temple in Bali is an excellent example.

Indonesia has five WHS that attract some 5.5 million visitors, both domestic and international. There are eleven more sites on the tentative list but some 400 other recognised heritage sites. Tourism therefore pays an important role in the conservation of those heritage sites.

Indonesia is finding the task of managing its heritage sites in the face of increased tourism to be increasingly complex. There are many interested stakeholders who have a legitimate right to have their interests taken into account. There are strong laws for the protection, maintenance and utilisation of heritage places. Article 5 of the 1992 laws indicates that Heritage can be utilised for various cultural, religious and other purposes.

Heritage management is generally undertaken through the Indonesian Ministry of Culture and Tourism with local or regional offices and delegated powers to local government agencies.

He presented the case of Candi Prambanan WHS, which has been a major tourism site since the mid 1970s. The overall site is zoned into different areas with the archaeological office being responsible for the central core of the monument and PT Taman Wisata, a government Tourism Business Agency, being responsible for tourism management in the surrounding area. 25% of the tourism income is applied to the conservation of the monument.

A key challenge is sustainability beyond the monument. There is a high expectation in the surrounding communities that they will benefit in some way from the tourism activity. This has led to an oversupply of vendors at the site, and an unhealthy level of competition that can be overly aggressive to visitors in attempts to make sales. Such behaviour is recognised as degrading the quality of the visitor experience as it often takes place before the visitor has even reached the entry to the monument. There needs to be serious consideration on providing support for the non-tourism sector to balance the lack of benefits into parts of the surrounding communities.

In conclusion, Mr Pitana stressed the need to regard tourism as an integral part of the conservation processes of heritage sites. He also stressed the need to carefully revitalise the
socio-religious values of sacred monuments. In many cases while tourists are more interested in the ancient history of the monument, pilgrims and worshippers are more interested in the living cultural and religious values of the place.

Maximizing the Economic Impacts of Tourism at World Heritage Sites for Local Communities and Site Management: Case Study on Vigan, Philippines

Mr. Martin Valera, Regional Director, Philippine Department of Tourism, Philippines

The Philippines has eight WHS, spanning a number of Baroque Churches, the Spanish Colonial Town of Vigan, Rice Terraces and natural landscapes. The Rice Terraces are regarded as being in danger due to the problems of retaining a viable traditional community to manage and maintain the agriculture and the structure of the terraces within a modern socio economic framework.

Mr Valera used the example of Vigan to illustrate how increasing awareness over recent decades, coupled with good planning and protective measures combined with good revenue capture, has created a vibrant tourism experience and revived the historic fabric of the town. Careful monitoring of relevant indicators has confirmed the progressive re-use of old houses for visitor accommodation and the development of local arts and crafts for souvenirs. Many joint ventures are undertaken with private enterprise to facilitate the conservation of historic buildings and the upgrading of essential infrastructure.

Vigan WHS has developed a good marketing brand but there is still more work to do to increase the number of multilingual guides and other front line personnel.

The Vigan experience proves that Local Government is a key stakeholder and generator of successful and sustainable tourism at heritage sites, especially historic towns. Political leadership and good governance are essential, as is assistance from central government.

Angkor Archaeological Park

Mrs. Kérya Chau Sun, Director,

Department of Tourism Development, Angkor (APSARA) Cambodia

The huge archaeological park at Angkor combined with the wider agricultural landscape and the urban centre of Siem Reap, present incredible challenges in the face of rapid increases in tourism over recent years. The whole region is divided into five major zones, depending on their character and resources.

The APSARA Authority has a strong legal framework and close support from UNESCO, nevertheless the major challenges for tourism management include:
The level of tourism infrastructure has fallen behind the level of actual tourism to the region.

The capacity of the individual monuments to cater for visitor flows has not been established.

There is a high degree of social impact on the villages who live within the overall site but who are excluded from benefiting from tourism activity, often through lack of training.

The growth of tourist traffic is placing considerable pollution threats to the monuments and their surroundings. This includes the lowering of the surrounding water table as additional hotels and resorts are built around Siem Reap.

As an example of the difference in wealth between local people and tourists, Siem Reap is regarded as the second poorest region in Cambodia and yet some of the hotels are charging their guests 800 USD per day.

APSARA and UNESCO have worked hard to coordinate the archaeological and monumental conservation and other forms of development within the different zones of the overall archaeological park. In an effort to achieve sustainable tourism, APSARA has developed a Public Investigation Unit that constantly monitors the needs of visitors. There is also a continuing relationship between public and private sectors for the provision of infrastructure and facilities.

APSARA are also working with the New Zealand AID agency and some Australian agencies to build local community strength and to minimise the exploitation of middle men.

Sri Lanka's Experience in Managing Heritage Sites on a Sustainable Manner

Mr. Seenivasagam Kalaiselvam, Director General, Sri Lanka Tourism Development Authority

Sri Lanka is a relatively small country with a population of some 20 million people but is enriched by the presence of seven WHS. These include several major Buddhist sites such as Anuradhapura, Polonnaruwa, Dambulla and Sigirya, the Colonial fortified town of Galle and a major natural site, the Sinharaja rainforest. Sigirya is the most visited of all the sites, while the city of Kandy is a major pilgrimage site, especially for religious festivals.

Tourism is one of the important sectors of the Sri Lankan economy. The island is as famous for its beaches as it is for its heritage places and religious traditions. Some 500,000 international tourists are complemented by 6 million domestic tourists. Entrance fees are kept low for local people and high for international tourists in order to maintain equity of access for everyone. At least 20% of international tourists visit the heritage sites.

Significant initiatives for sustainable tourism include:

- a scheme to register Heritage Hotels, generally old colonial buildings on large areas of land. Some 75 have so far been registered;
• a ten year plan to develop improved awareness among children of their rich cultural and natural heritage;

• a Ramayana Trail, which is capitalising on the presence of at least 50 sites in Sri Lanka associated with the Lankapura component of the popular Historic Tale;

• a Ceylon Tea Trail, combined with accommodation in luxurious estate bungalows.

Sustainable Tourism at Jiuzhaigou Biosphere Reserve

Mr. Feng Gang, Deputy Director of the Jiuzhaigou Management Bureau, China

Jiuzhaigou is a very scenic natural site set along some 60 km of valley between spectacular mountains. It contains a rich variety of natural characteristics and is visited by up to 15,000 people per day. Since it was opened for tourism in the 1990s, visitation has increased to approximately 2.5 million per annum. Tourism facilities on the site include a good network of trails, a good shuttle-bus service and well trained tour operators. Entry fees have increased over time as the level of tourism facilities has been improved.

Local community support is strong with some 77% of park workers coming from the local communities. Co-management and protection from fires and pests, combined with other environmental programmes, have all involved local people.

Many poor quality buildings have been demolished. Controls have been agreed with local farmers on the numbers of sheep and yaks in the valley. Local people are also involved in retailing, catering and other visitor services. 79% of the site revenue, primarily from entry fees, goes to local people and has generated a relatively affluent lifestyle. Nevertheless it is a challenge to keep up the level of required development expenditure, especially as they try to minimise the amount of government funding on which they rely.

Some of the measures that have been taken include:

• standardised management systems throughout the park;

• close monitoring of tourism congestion and reactive management to heavy traffic flows;

• careful design of visitor pathways and close surveillance to monitor for problems or congestion;

• internet ticketing (up to 80%) provides a good advance indication of daily visitor flows, providing an opportunity to mobilise additional staff resources;

• GIS monitoring of visitors enables the managers to open additional areas of the park to cater for congestion peaks;
monitoring of souvenir sales to indicate how clusters of artisan industries are benefiting from tourism income.

Park Management has implemented what they describe as “Protection based Development”. This has been successfully expanded to the point where they have a solid brand name and increased tourism capacity. The progressive increase in tourism revenue has enabled them to move away from the limitations of public financing into a more self sustaining model.

Building a Sustainable Relationship between Cultural Heritage Management and Tourism in the Case of Shirakawa-go World Heritage Site

Dr. Noriaki Nishiyama, Prof. of the Faculty of Design, Kyushu University, Japan

The case study highlighted the situation with one of the historic “Gasso” villages of central Japan. Their significance is a continuing rural community, living in a group of historic buildings and relying on what is known as YUI, the traditional system of mutual labour exchange, to replace the thatched roofs on the houses. Each house needs to be re-roofed every 30 years, a process that can involve up to 100 people over a two-day period.

The village is protected by a core area and two scales of buffer zone to ensure the continuation of the rural setting.

There has been a significant increase in visitation since the village and others nearby were inscribed on the World Heritage List. Most of the visitation takes place in the summer months and has reached between 1 and 1.5 million per annum. While tourism has revitalised the village, it has also placed considerable strain on its authenticity, with the introduction of sensitively designed new buildings to cater for tourist requirements. Over the decades, there has also been a gradual degradation of the number of houses and families actually living in the village.

Some of the problems experienced by the villagers as a result of increased tourism include:

- Tourism congestion, both pedestrian and traffic, in the village core. The traditional method of heritage protection in Japan for groups of historic buildings (Denkan) cannot prevent the construction of even well designed buildings within the protected area.

- Difficulties in calculating a monetary value for the YUI system has made it hard to match it against external sources of funding.

- The construction of infrastructure such as roads, parking areas, service facilities and a suspension bridge across the river from the parking areas to the village have degraded the rural setting. This is likely to increase with the pending construction of a major highway interchange within 2 km of the village.

- There is a need to exclude tourist vehicles, particularly buses from the village core.
Nevertheless, annual tourism income is estimated at 600,000 USD, from the 13,000 buses and 50,000 cars that arrive in the village area.

Professor Nishiyama concluded with a number of key points:

- Traditional agricultural landscapes require careful planning and protection when new tourist facilities and infrastructure are to be introduced or upgraded.

- There is a close fusion between tangible and intangible values in traditional communities that require careful management of the landscape and the village core to protect and enhance those linked values.

- Conservation works by local people using traditional methods, even if subsidised externally, are preferred to the introduction of modern materials. This is particularly important in regard to such essential features as roofing and external cladding as these influence the appearance of the urban setting.

- There needs to be a strong autonomous organisation that can coordinate the interests and expectations of stakeholders.

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**Some Matters Arising from Management and Tourism Orientation in World Heritage Areas in Vietnam**

Dr. Do Thanh Hoa, **Head, Institute for Tourism Development Research (ITDR), Vietnam**

Vietnam has seven WHS, five cultural and two natural. There are also now two intangible aspects listed, including the Hue Royal Court Music.

Rapid development in Vietnam and a steep rise in tourism have made it difficult for the Vietnamese to manage their heritage assets. Some 3.6 million international arrivals were recorded in 2006. The most visited sites are Ha Long Bay, Hue, Hoi An and My Son, with the recently listed Phong Nha Ke Bang natural site also proving popular.

Heritage Management Boards have been established for each of the major sites, mostly founded in the local or provincial authorities.

The management objectives for the sites include:

- implement professional conservation;
- exploit tourism potential;
- improve tourism infrastructure;
- improve environmental management practices;
- take care to protect the human social environment.

Positive outcomes include:
• investment has been attracted to the sites;
• job creation;
• increased public awareness and support;
• contribution to local development;
• improved access.

Some of the negative outcomes include:

• excessive commercialisation and exploitation of the local culture;
• social impact;
• environmental pressures.

Some of the issues related to the management of WHS in Vietnam include:

The lack of specific management plans leads to spontaneous and sometimes illegal development:

• decline in the quality of the environment;
• infrastructure that may not be matched to demand;
• poor coordination between various government agencies;
• limited awareness among local people;
• with the exception of Hoi An, limited local participation in the management of the sites;
• poor tourism marketing, especially in regard to special interest groups;
• lack of tools and content for high quality web-based marketing and promotion.

Hoi An ancient Town Managing, Preserving and Development

Mr. Phong Dang Vo, Assistant to Director, Master of Architecture from Hoi An Center for Monuments Management and Preservation, Vietnam

Hoi An has a population of 120,000 people and has a rich collection of over 1,200 historic buildings and other relics.

There are many different government agencies involved in the conservation and tourism management of Hoi An.

Since 1999, there have been over 134 state-funded conservation projects and 144 privately funded projects. The trend has been for a gradual transfer of conservation effort from the public to the private sector.

Hoi An has developed a range of diversified tourism products, including the ancient town, coastal beaches, other ancient villages and craft villages. International visitor numbers were twice that of domestic visitors in 2007.
There has been a significant increase in the standard of living among the local population as a result of well founded public and private efforts to achieve sustainable tourism based on the heritage and natural resources of the town and the region.

**Tourism Optimization Management Model at the Sydney Quarantine Station**

Mr. Simon McArthur, *General Manager, Mawland Quarantine Station, Australia*

Mr McArthur stressed the need to develop systems to effectively monitor the positive and negative impacts of tourism on any heritage site. Without good and up-to-date data it is impossible to make good decisions.

He presented a model of private sector monitoring as a sound basis for business investment. His primary example was the Sydney Quarantine Station, where the approvals agency imposed 222 conditions of consent (or regulations) on the private sector proposal to develop a major historic complex located within a national park. This large number of regulations arose from a lengthy process of public opposition to the privatisation proposal, and the associated political implications.

The model adopted by the Quarantine Station was to take the heavy imposition of numerous regulations and convert that requirement into a sound and efficient monitoring system that would produce useful and up-to-date information to ensure good reactive and proactive decision making by the site management. The system relied on setting acceptable upper and lower limits for each criterion. Monitoring results that fell within the acceptable range need not be given a strong focus by management, whereas monitoring results above or below the acceptable range could generate swift and reactive management action. A total of 145 specific indicators were identified and developed. Some of these required frequent monitoring; others could be monitored every six months.

The reporting summaries developed by this system have proven to be a major benefit, not only for site management but to inform the external public sector agencies and the general public.

The Sustainability Index developed for the Quarantine Station was categorised into four sectors:

- environmental;
- cultural;
- social;
- economic.

While the cost of developing the monitoring system was considerable, its benefits in terms of business outcomes, agency support, the quality of the visitor experience, conservation of the heritage assets, and general public support have been worthwhile and will ensure the ongoing sustainability of the site.
The innovations identified by Mr McArthur as part of this process were:

- the use of Headline Indicators to monitor specific or particularly sensitive issues, combined with the use of acceptable ranges for the results;
- the use of indicators that were closely related to long term business outcomes;
- the maximum use of combined or inter-related indicators;
- clear guidelines to allow the processes to be used by new staff members;
- shared responsibility for some of the monitoring tasks between government agencies, including local indigenous custodians and the private operator or site management;
- the ability to compare data with other sites;
- responsive or adaptive management capacity.
2.5 Closing Ceremony

Mr. Gabor Vereczi
Sustainable Development of Tourism Department, UNWTO

Mr. Vereczi thanked all of the Chinese and international colleagues who had made the conference a great success. He thanked the presenters for the quality of their submissions and thanked all of the delegates for their enthusiastic participation in the visits and discussions.

Of major importance was that this conference does not represent the end of the relationship between tourism and heritage sites, but the beginning. There had been many innovative approaches identified and examined during the conference that can be used as solid foundations to build and strengthen sustainable tourism at World Heritage Sites.

A high degree of cooperation has been built among key national and international agencies. All the delegates should take this spirit and awareness of the benefits of cooperation back to their professional working environments. The establishment of the Huangshan Tourism Observatory promises to provide a sound basis for future management and an exemplar of best international practice for others to appreciate.

Most importantly, Mr. Vereczi stressed the fact that the conference had clearly demonstrated the need for all those involved with planning for sustainable tourism at World Heritage Sites to think and work outside the confines of the actual site boundary.

Mr. Ni Yuping
Executive Vice Mayor Huangshan Municipal People’s Government

Mr. Ni thanked UNWTO, all of the delegates and participants of the conference. Everyone had been very privileged to participate and many friendships and professional relationships had been forged that will sustain the process for many years.

The conference had built a platform for the stable and long term cooperation between researchers and academic specialists, and between professional experts and managers. Excellent briefings had been received from Chinese colleagues about the work being undertaken in the nearby World Heritage Sites. These had been complemented by a range of presentations by international experts and officials working in the field.

The Draft Huangshan Declaration had established firm principles for sustainable tourism at World Heritage Sites. It is a landmark document that captures the spirit of the meeting and the good will of the delegates. It will certainly provide a boost to good management across China and elsewhere.

Finally he stressed that mankind has a duty to protect and conserve World Heritage Sites, particularly in the context of sustainable tourism management. He noted that China takes this obligation seriously and accepts the responsibility to implement this protection and the working principles that are emerging.
Mr Art Pederson  
UNESCO World Heritage Centre

Mr Pederson thanked the Conference organisers and the Chinese hosts, as well as UNWTO for making the event such a success. It had been an honour to participate and had been very useful for UNESCO WHC as they build further on their World Heritage Sustainable Tourism Programme.

Mr Pederson outlined a number of valuable outcomes from the conference:

- UNESCO WHC and UNWTO have further consolidated their working relationship with regard to the development of sustainable tourism policies and working principles. UNESCO WHC has also developed new contacts and strengthened existing friendships with colleagues from many parts of the region. This will facilitate the development of a range of experts and others who can be called upon to contribute to the work of UNESCO WHC as they move forward.

- The exponential growth in visitation to World Heritage Sites in recent years has produced a wide range of complex management challenges that must be responded to with scarce resources. As such, more proactive management processes are necessary for all stakeholders. There is a need therefore for the development of good decision-making techniques and a strong cooperative attitude between agencies and other stakeholders to make this happen. UNESCO WHC is keen to explore these issues and to facilitate such exchanges.

- The large number of World Heritage Sites means that the task is enormous for UNESCO WHC to manage. Accordingly, the development of selected sites as case studies and exemplar demonstration models can be an effective way forward. Other sites can learn from these centres of excellence. UNESCO WHC will be pleased to work with China to develop this process.

Wu Wenxue  
National Tourism Administration of People Republic of China

Mr Wu declared that the conference has been a great success that confirmed the commitment from the local authorities to stage and deliver the highest level of technical and intellectual content.

The success of the conference was attributable to both UNESCO and UNWTO which both recognise the huge task ahead in managing the exponential growth of tourism at World Heritage Sites.

On behalf of the China National Tourism Administration, the Anhui Province and Huangshan Municipal Government, Mr Wu said that he had great pleasure in declaring the conference closed.
3. The Huangshan Case Study

3.1 Introduction on Tourism Management of Huangshan Scenic Area and Hongcun-Xidi Ancient Villages World Heritage Sites

3.1.1 Location and basic characteristics

3.1.1.1 Huangshan Scenic Area

Huangshan Scenic Area lies in the south of Anhui Province, China. The property extends over a core area of 15,400ha and is surrounded by a designated buffer zone of 14,200 ha. The highest peak of the Yellow Mountain ridge is Lotus Peak (1864m).

Huangshan, known as 'the loveliest mountain of China’, was acclaimed through art and literature during a good part of Chinese history (e.g. the Shanshui ‘mountain and water’ style of the mid-16th century). Today it holds the same fascination for visitors, poets, painters and photographers who come on pilgrimage to the site, which is renowned for its magnificent scenery made up of many granite peaks and rocks emerging out of a sea of clouds.
3.1.1.2 Xidi- Hongcun Ancient Villages

The two traditional villages of Xidi and Hongcun preserve to a remarkable extent the appearance of non-urban settlements of a type that have largely disappeared or have been transforming in the past century. Their street patterns, their architecture and decoration, and the integration of houses with comprehensive water systems are unique survivals.

3.1.2 Huangshan Scenic Area

3.1.2.1 Key resources, attractions, tourism services, unique features

Key resources

Huangshan is the mountain best renowned for its scenery in China. It features numerous imposing peaks (77 exceed an altitude of 1,000m), whose formation dates back some 100 million years to the Mesozoic Era when the ancient Yangste Sea disappeared as a result of crustal movements and subsequent uplift. U-shaped valleys, striations and boulders are evidence of later glaciations during the Quaternary Period. Forests of stone pillars are numerous; other features include grotesquely-shaped rocks (many of which are individually named), waterfalls, caves, lakes and hot springs. The vegetation comprises moist forest below 1,100m, deciduous forest from 1,100m to 1,800m, and alpine grassland above the treeline. The flora is diverse (1,650 species), with one-third of China's bryophyte (mosses and
liverworts) families and over half of its pteridophyte (ferns) families represented. Endemics to Huangshan total 13 species of pteridophytes and 6 of higher plants. A number of rare and locally or nationally endemic species are threatened with extinction. The vertebrate fauna comprises 300 species and includes 170 of birds, 38 of reptiles, 20 of amphibians and 24 species of fish. A total of 13 species is under state protection, including clouded leopard Neofelis nebulosa (V) and Oriental white stork Ciconia boyciana (E). It has a rich legacy of art and literature. Ever since it was named Huangshan by imperial order in 747, the property has attracted many visitors, including literary scholars and other celebrities. By the end of the Yuan Dynasty (1368), 64 temples had been constructed on the mountain.

Attractions

Over four hundred scenic spots are to be found on Mt. Huangshan and they can be divided roughly into the following six areas: Hot Springs Scenic Area, North Sea Scenic Area, Jade Screen Scenic Area, Pine Valley Scenic Area, Cloud Valley Scenic Area, and White Cloud Scenic Area.

Tourism services

- There are 8 main tourism companies and 10 tourism agencies in Huangshan.
- There are 3 visitor centers in Huangshan Scenic Area, totally 2,000 m².
Tunxi Airport is the only airport of Huangshan City, and it is the second large airport of Anhui Province. It is about 70 km from Huangshan Scenic Area to the Airport.

There are five roads in Huangshan Scenic Area, totally 30 km in length, and five parking areas, totally 18,000 m².

There are three cableways in the Scenic Area.

There is a comprehensive network of footpaths, totally 50 km in length, which provides access to the main scenic spots.

There are 24 hotels in the Scenic Area, and the facilities could accommodate 4,000 visitors overnight.

Unique features

Visits and tourism revenue in recent five years in the Scenic Area, 2003-2007

<table>
<thead>
<tr>
<th>Year</th>
<th>Visits (million)</th>
<th>Tourism revenue (million Yuan)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2003</td>
<td>1.04</td>
<td>61.73</td>
</tr>
<tr>
<td>2004</td>
<td>1.602</td>
<td>110.62</td>
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<td>2005</td>
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<td>156.25</td>
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<td>1.812</td>
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</tr>
<tr>
<td>2007</td>
<td>2.036</td>
<td>212.70</td>
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</table>

Employment in the Scenic Area, 2003-2007

<table>
<thead>
<tr>
<th>Year</th>
<th>Employment in Managers and staffs</th>
<th>Employment in tourism service</th>
</tr>
</thead>
<tbody>
<tr>
<td>2003</td>
<td>580</td>
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<td>2004</td>
<td>567</td>
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<tr>
<td>2007</td>
<td>537</td>
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</tr>
</tbody>
</table>

3.1.2.2 Key stakeholders involved

Travel services

1. Huangshan Tourism Development Co.,ltd. Travel service Management Branch
2. Huizhou Int'l Travel Service Co.,ltd, Huangshan
3. Huangshan Comfort Int'l Travel Service Co.,ltd.
4. Culture Int'l Travel Service
5. Huangshan Sunrise International Travel Service Co.,ltd
6. Huangshan Development Int'l Travel Service
7. Anhui China Travel Service Huangshan Branch
8. Huangshan Huayuan Travel Service
10. Huangshan Youth Travel Service
Hotels

1. Huangshan Golf Hotel
2. Huangshan International Hotel
3. Huashan Hotel
4. Beihai Hotel
5. Shilin Hotel
6. Xihai Hotel
7. Yupinglou Hotel
8. Guomai Hotel

Tourism companies

1. Huangshan Tourism Development Co.,ltd
2. Huangshan Jingyi Tourism Development Co.,ltd
3. Huangshan Emerlad Valley Travel Company
4. Huangshan Nine Dragon Waterfall Travel Company
5. Huangshan Xidi Tourism Company
6. Huangshan Tangyue Archways and Bao Family Garden Development Co.,ltd
7. Taiping Lake Management Committee
8. Huashan Mysterious Grotto Development Co.,ltd

Related municipal departments

1. Huangshan Municipal Tourism Committee
2. Huangshan Municipal Construction Committee
3. Huangshan Municipal Environmental Protection Bureau
4. Huangshan Municipal Department of Cultural Affairs
5. Huangshan Municipal City Planning Bureau

Local scholars

1. Faculty of Tourism, Huangshan College
2. Huangshan Dianfeng Tourism Research Center

3.1.2.3 Key policy and management frameworks

UNESCO designation

The dual heritage property entered the World Heritage List on Dec. 16, 1990 in that:
1. it plays a critical role in the history of Chinese culture, literature and art (meeting cultural heritage criterion II);
2. it has unique natural scenic beauty and aesthetic values (VII);
3. it’s the natural habitat for a wide range of animal and plant resources including birds (X).

Strategies

1. General tourism plan for Anhui Province (2001-2020)
2. “Two mountains and one lake” tourism plan
3. General tourism plan for Huangshan City

**Plans**

1. General management plan for Huangshan Scenic Area (2006-2025)
2. General tourism plan for Huangshan Scenic Area (2006-2020)
3. The development plan for Huangshan Scenic Area in the eleventh five years (2006-2010) (revised edition)

**Regulations, procedures, coordination structures**

**Regulations, procedures**

Management regulation of Huangshan Scenic Area (revised in 2006)

**Coordination structures**

1. Coordination among the Management Committee, the Group Company and the Stock Company (Huangshan Tourism Development Co., Ltd)
   - Function and Responsibility
     Under the authorization of the Municipal Government, the Committee is responsible for the administration of the Scenic Area, including the managements of resources, scenic areas and tourism; the Group Company and the Stock Company are in charge of tourism operating.
   - Personnel Management
     The main leaders of the three organizations hold posts concurrently. The president of the Stock Company is also the deputy secretary of the Scenic Area Committee of the CPC.
   - Ticket Income Distribution
     The ticket income is shared by the Committee and the Stock Company. The Committee uses the money for fireproofing, pest-proofing and environmental protection, etc. while the Stock Company uses the money for the maintenance of the environment sanitation, the roads, security facilities and attractions, promotion and sales.
   - Relationship between the Stock Company and the Group Company
     The Stock Company, which is related with tourism directly, is in charge of the management of the hotels, cable ways and travel services and the development of the scenic areas or spots. The Group Company, which is related with tourism indirectly, is in charge of water supply, energy supply and laundry, etc. and some other businesses, including real estate and tourist foods development.

2. Coordination between the Committee and the Huangshan District
   The coordination between the Committee and the Huangshan District is being established gradually, including resource protection, planning, fireproofing, forest protecting, and so forth. People in the Huangshan District are gradually gaining a better understanding of the General Management Plan and the Management Regulation, and strengthening their consciousness of protecting Huangshan Mountain. The Huangshan District government has established a Leader Group specially for the Protection of Huangshan Mountain, convoking annual working conference on protection of Huangshan Mountain, formulating the "Management Assessment Measures for the Protection of Huangshan Mountain", according to which the protection of Huangshan Mountain is incorporated into the work evaluation of towns and townships.
Taking Tangkou Township as an example, following aspects show their coordination: Every year some tourism operating opportunities in the scenic area are provided to Tangkou Township; every year some funds are provided to Tangkou Township for environment sanitation; every year meetings are held to exchange the progress and problems about the comprehensive management.

3.1.3 Xidi- Hongcun Ancient Villages

3.1.3.1 Justification for inscription

This property is inscribed on the World Heritage List on the basis of criteria iii, iv, and v:

- **Criterion iii**
  The villages of Xidi and Hongcun are graphic illustrations of a type of human settlement created during a feudal period and based on a prosperous trading economy.

- **Criterion iv**
  In their buildings and their street patterns, the two villages of southern Anhui reflect the socioeconomic structure of a long-lived settled period of Chinese history.

- **Criterion v**
  The traditional non-urban settlements of China, which have to a very large extent disappeared during the past century, are exceptionally well preserved in the villages of Xidi and Hongcun.

3.1.3.2 Description

**Xidi ancient village**

The 12.96 ha of Xidi are located in an area surrounded by mountains. Streams enter from the north and east respectively, converging at the Huiyuan Bridge in the south of the village. Its street pattern is orientated east–west, with a main road flanked by two parallel streets, one to the north and the other to the south; they are all paved with granite from Yi County. Narrow alleys join the streets and there are small open spaces in front of the main public buildings, such as the Hall of Respect, the Hall of Reminiscence, and the Memorial Archway of the Governor.

The buildings, which are widely spaced, are timber-framed with brick walls and elegantly carved decoration. Most of them are built alongside the three streams, the Front Stream, the Back Stream, and the Golden Stream, which give a special character to the
village. The basic structure of the traditional residential buildings in Xidi and Hongcun usually consists of three bays of rooms and a courtyard, laid out symmetrically; there is a number of variations on this basic layout. The more grandiose residential buildings, dignified with the title of “hall,” have complex ground plans, but they are all variants of the basic pattern and conform with the characteristic use materials and decoration.

**Hongcun ancient village**

Hongcun covers an area of 19.11ha at the foot of Leigang Mountain. The village faces south, with its central part lying at a point central to the flanking mountains and rivers, conforming to the geomantic theory of “embracing the masculine and positive and gathering the energy of life from nature.” The open watercourse runs through all the houses in the entire village and forms two ponds, one in the centre (the Moon Pond) and the other to the south of the village (the South Lake). The checkerboard pattern of streets and lanes follow the watercourse, giving the village a unique overall appearance.
3.1.3.3 Management and Protection

Legal status
The two villages are protected by a suite of laws and regulations, from central to local level. Stemming from the Constitution of the PRC, the national legislation that applies includes the Urban Planning Law, the Land Administration Law, the Criminal Law, and the Cultural Relics Protection Law. The last-named law operates through a number of sets of regulations at national level, reinforced by and interpreted through regulations issued by Anhui Province and Yi County. Certain individual buildings in both villages have been registered as Provincial Relics by the People’s Government of Anhui Province. The protected areas are surrounded by substantial buffer zones, defined in 1998 by the People’s Government of Anhui Province.

Management
Proprietary rights in the two villages belong to the People’s Republic of China. Ownership of the individual buildings is variously invested in the state, collective groups, and individuals.
3.2 Stakeholder Presentations

**From Mt. Tai to Mt. Huang: Case Studies of GMPs for Chinese World Heritage Sites**

Prof. Rui Yang, *Director, Institute of Resource Protection and Tourism, Tsinghua University*

Professor Yang’s presentation emphasised the development of General Management Plans for historic sites, citing the shift from the traditional physical planning models to those that included management activities to implement the physical plans. Since the 1980s, the growing number of WHS in China has lead to an increase in the quality of management in the heritage sites. It has become far more multi-dimensional and recognises a larger number of stakeholders.

China faces many issues with regard to social progress. The huge growth in tourist arrivals has not been matched with an increase in the length of stay, which has been declining.

General Management Planning can utilise a variety of scientific advances and technologies, techniques for monitoring limits of change and a greater awareness of market segments. Planning now embraces both hard and soft issues. There is now more emphasis on implementation than simply on physical planning. Planning is now recognised as a Process not simply an Outcome.

They have also moved from the management of spaces to the management of tourism activity and tourism impacts. There is greater emphasis on co-management with local communities, and there has been a development away from simply counting arrivals-numbers to monitoring impacts. Functional zoning is also increasingly used.

Professor Yang employed a number of case studies to illustrate how zoning techniques can be utilised; how permissible use decisions can be based on sensitivity analysis, and how congestion management techniques can be utilised on busy days. He also spoke about how the new cable car systems in Huangshan have reduced the visual and physical impacts of the older cable car installations.
Regional Tourism Development at Huangshan

Prof. Bao Jigang, Dr. Sun Yatsen University

Professor Bao identified a number of planning challenges for regional tourism in Huangshan:

- to create important tourism towns in the context of fluctuating congestion;
- to identify the role of Huangshan within the tourism development of the region;
- to expand tourism products around the region;
- to respond to the seasonal fluctuations in tourism where winter-time activity is comparatively low.

Huangshan has a rich diversity of heritage and tourism resources compared with many other tourism cities in China, including the two WHS, World Geology Park and many ancient towns. Tourism development has boosted city development and has become an important component of the local economy. It has also spurred growth in the region and the province, as well as creating a strong sense of responsibility for the province to ensure a continuity of growth and development.

Huangshan has a strong international visitor flow and authorities are very aware that a loss or diminution of tourism would be a serious problem for the local economy.

Huangshan has become a good model for sustainable tourism development and sustainable heritage conservation. It has a very high awareness profile among people who were surveyed at other heritage sites in China. Not unexpectedly, Huangshan Mountain is better known than the two villages.

Tourism planners in the historic villages have taken a great deal of interest in controlling or managing the level of commercialisation that is a natural by-product of tourism. The front rooms of individual buildings have often been converted as shop displays, but the fabric of the town has remained largely intact. By contrast, the urban character of Lijiang has been heavily impacted by the conversion of old houses into retail premises, with many residents moving out to the new town.

Xidi is a good example. There was considerable pre-planning, with regulations developed that limited the amount of commercialisation that could take place inside the village. A system that comprised both reward and punishment assisted in the development of accountability. Income from tourism was shared in the village but fines were imposed for non-compliance. In Xidi no buildings have been rebuilt as retail stores.

The Introduction of Protection and Management of Mt. Huangshan

Mr. Cheng Yingfong, Representative from Park Agency of Huangshan National Park

Mr Cheng introduced Huangshan Mountain as one of the most beautiful natural places in China, with its combination of rugged mountain peaks, pines, hot springs, snow and cloud-filled valleys. It has achieved a highly symbolic status in the minds of Chinese people. Some
20,000 poems have been written about the Mountain and it has generated a major school of painting in Chinese art. It is also a base for research and education.

All of these attributes have led to the development of a strong management programme, grounded in a clear legal framework that combines:

- scientific planning;
- strict environmental protection;
- sustainable utilisation.

There are well developed monitoring and approvals processes, a network of command centres, active waste management and water quality protection, clean energy, removal of many old residential buildings and bio-diversity protection.

Since the 1980s the Park has closed scenic spots on a rotational basis to ensure environmental recovery and has renovated other areas to their natural habitat, in conjunction with strong quarantine measures. There is a strong system for fire protection, which is undertaken in close coordination with surrounding communities, and special processes to protect some 54 significant trees in the Park during heavy snow storms. There have been strong natural and environmental outcomes from these measures over the last 25 years.

Current visitor services include security, safety, volunteer guides and services within the Park. Visitors are confined to constructed pathways and stairs. A network of roads and cable cars complement the traditional walking tracks. In 2007 some 2 million visitors came to the park, which is regarded as the No.1 scenic spot in China.

Management authorities in the Park are keen to continue building contacts with national and international professional colleagues and travel operators to ensure that the wider public has an awareness of the Mountain.

The greatest challenges facing the Park are:

- sustainable protection and sustainable development
- preservation and development
- guidance and participation by the visiting public

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The Social Economical Influence of Tourism to World Heritage Site
– Case Study of Xidi and Hongcun

Mr. Zhang Dehui, Vice Mayor Yi County Local Administration,
Xidi-Hongcun Village World Heritage

The historic villages have a number of special characteristics that led to their inscription on the World Heritage List in 2000, including ancient monuments, traditional customs and culture, and authenticity through the survival of traditional lifestyles. The villages represent many stakeholders, with others in various levels of government and public administration.
The preservation of such sites is difficult and generated a great responsibility for those who also saw the need to promote harmony and development through tourism. Management is by the Village Committee.

Prior to the advent of large scale tourism, 90% of the people were traditional farmers, but now a large proportion of village income comes from tourism. There was also a lot of local business activity. Since the WHS inscription, per capita income has doubled, with 70% of the village income comes from tourism. Ticket sales at the entry to the villages, with 400,000 and 700,000 respectively, have generated great wealth. Income is distributed in Xidi on the basis of the size of individual houses. Tourism revenue has greatly improved the living standards of the local people and provided a strong flow of funding for conservation.

The Yi County has also benefited. Before WH inscription the county was a closed rural society, whereas now it is well known and generates significant wealth for its inhabitants. Tourism has provided a greatly expanded economic base. It provides 25% of the employment and 41% of the county GDP.

One of the challenges to be faced in the tourism context has been the retention of the authenticity of the villages. This has been achieved through strong regulation, careful planning and an incentives systems. The renovation of historic buildings is well controlled and fees are levied over land uses. Tourism development in the locality is carefully controlled.

Tourism management and sustainable development must be implemented to result in economic benefits for the local people and the preservation of the historic sites.

One of the main challenges is still the progressive loss of original residents who are replaced with people from elsewhere seeking to exploit the tourist trade.

Private Sector Representatives (Tour Operator, Hotels, and Agencies)

The Tourism Industry and Protection of Heritage in Huangshan

Mr. Wang Yongming, Huangshan Tourism Development Co., Ltd. Travel

Tourism development has increased strongly over the last 20 years but is wholly dependent on the survival of the unique resources of the region. The key issue therefore is how to ensure the long term sustainability of tourism business and the related protection of heritage resources.

While tourism agencies do not play a direct part in the protection of heritage resources, they do share in the responsibility for their survival:

- They can raise awareness about the protection of the heritage to values sustain long term business operations.
- In developing tourism products, travel agents do so in agreement with the protection and management authorities and must think long term in this regard.
Travel agents need to give more publicity to protection, especially through guide training to address and control harmful behaviour by visitors. They need to be aware of issues so that they can inform visitors.

Travel agents promote a style of visitation that generates a particular model of sightseeing – where the visitor comes to the district but stays outside the park.

Tourism agents need to recognise their shared obligations and responsibilities with protection and management agencies. They need to give strong leadership to visitors and clients.

Green Management and Sustainable Development of Hospitality Industry

Mr. Yu Lizhu, Huangshan International Hotel

The hotel industry in Huangshan has grown strongly in conjunction with the general growth in tourism over the years. They have a strong awareness of their environmental responsibilities and have implemented many programmes to ensure that their environmental footprint is as limited as possible.

Heritage Management and Development of Huangshan

Mr. Zhang Guijun, Huangshan Emerald Valley Travel Company

Emerald Valley is one of the top scenic places in the entire mountain national park. They have a firm belief that if the natural resources are degraded tourism activity will collapse.

The company provides a business model for the villagers who are shareholders, and who benefit from the high levels of visitation fees generated on an annual basis.

They recognise the need for close links with the scientific managers of the park’s natural resources and constantly strengthen campaigns to raise visitor awareness.

They have a great responsibility to ensure sustainable tourism development and have linked the prosperity of the village with the success of their tourism management.
3.3 Site Visits

3.3.1 Xidi Historic village

During the site visit to Xidi Village, a number of observations were made concerning the themes of the conference. Some of these are summarised below.

The visitor arrivals area was well planned and located on the edge of the village. Facilities included a large parking area, visitor amenities and toilets, signage and some retail stalls. It was located to one side of the main entrance to the village to avoid disrupting normal daily traffic to and from the village.

There was a clearly defined entrance gate, with fee collection and turnstiles. This was located away from the main entry to the village and allowed visitors to enter the “site” in a controlled manner without disrupting village life.

The visitor entry opened into a large plaza dominated by the historic gateway, enabling visitor groups to gather and receive introductory briefings from their guides, and to gain an understanding of the village before moving into the narrow pathways within the village proper. This area included several more retail outlets, WH signage and a short written description of the World Heritage values and qualities of the village.

Visitor movement through the narrow passageways was guided by small signs and the occasional route map to generally establish walking tour route through the core area of the village.

Houses along the walking route were typically open to the street and revealed front rooms or courtyards where displays of local crafts and souvenirs tempted visitors to enter and explore. The ground floors of other buildings had been converted to cafes, small restaurants or service outlets for village produce. There were few shops along the main walking route that appeared to sell goods for the daily life of the villagers. Some of the larger houses were now used for home-stay accommodation or boutique hotels, others were partly opened as house museums. Several of the major ceremonial houses were dedicated as museums but also served as major centres for communal village activity.
Many of the local people seemed very relaxed in the presence of visitors. Many were apparently employed in retailing or other forms of tourism services, although there was equal evidence of a continuation of daily life in the private courtyards and less visited parts of the village.

In general the state of conservation of the houses, at least those visible along the walking route, was good with a high degree of authenticity. Once the daily flow of visitors subsided in the evenings and the retail spaces closed, it would be easy to assume that the village had changed very little in the face of high levels of daily visitation.

### 3.3.2 Hongcun Historic Village

During the site visit to Hongcun Village, a number of observations were made concerning the themes of the conference. Some of these are summarised below.

In a similar manner to Xidi, visitors to Hongcun arrive at a large parking area with well presented visitor facilities at the edge of the lake that provides an attractive introductive setting for the village. There were a number of young people employed as local guides, well equipped with uniforms and load speakers. Most were there to work with the Chinese language visitors, reflecting the very high percentage of domestic tourism.
The village has attempted to limit the amount of commercialisation within the village itself by erecting a large collection of retail stalls on the edge of the lake, discretely located to avoid disrupting views to the village. This area was well organised and presented, but seemed to contain much the same tourism merchandise as is on sale at most of the historic villages such as Xidi and in the Tunxi Old Street in Huangshan City. It was difficult to gauge the commercial success of so many shops selling repetitive merchandise, although with 700,000 arrivals per annum, the visitor market potential is considerable.

The main pedestrian entry into the village is via a narrow causeway across the lake, including a small, steep bridge in the middle. Although this is a very attractive and scenic entry, it would create difficulties for less able visitors and provides a point of major congestion if guides pause at the village entry to give their clients an orientation.

Once in the village, there is good directional signage and several choices of walking routes towards the main feature, another large pond in the centre of the village, and other points of interest such as historic communal buildings and large courtyard houses.
There was evidence of the daily life of the villagers, including women washing their vegetables in the natural spring water that is channelled through the village. On the other hand, many of these women did not like visitors taking casual photographs of them at work. In other parts of the village signs in some shops or food outlets indicated that photos were not welcome. This may indicate that the local people were either annoyed at being photographed or else were aware of the commercial value of photography.

Like Xidi, there was little evidence of specialised alteration of the old houses for modern uses. Retail or other activity was simply located inside existing spaces and front rooms that opened to the street through normal windows and doors. Despite the new retail stalls on the edge of the lake, it was apparent that most of the front rooms of houses along the main visitor walking pathways were also largely utilised for tourism retailing.

The main pedestrian route eventually led to a large open street that blended with the modern commercial centre and adjoining town on the other side of the river. Visitors were then led along the banks of the river back around the main lake to the parking area.

Hongcun was the setting of several scenes in the popular movie “Crouching Dragon Hidden Tiger”, as were sections of the Emerald Valley, with its mountain pools and bamboo forests. This movie has raised the popular profile of Hongcun and features on several web sites.
about the village. Nevertheless, there could be more done to capitalise on this aspect of the place without compromising the World Heritage Values of the village.

### 3.3.3 Huangshan Mountain National Park

During the site visit to Huangshan Mountain National Park, a number of observations were made concerning the themes of the conference. Some of these are summarised below.

Access to the various areas of the mountain park was traditionally by footpath and staircase. Over recent decades this has been supplemented by a series of well constructed roads and three cableways, the most recent of which was only finished in late 2007. There are several bus transfer-stations on the outer edges of the park where long distance buses remain, while their passengers are transferred to smaller buses operated by the park. These buses are more suitable for the twisting mountain roads and, more importantly, are driven by experienced drivers who know the roads and the weather conditions. The crash barrier rails along the road have been coated with textured concrete to give the approximate visual impression of pine trees.

At the top of the mountain, the various cableway stations are well equipped, providing visitor services, and are the starting point for a series of interconnected walking trails. These give access to several of the famous scenic view-points and features. The walking trails are well constructed concrete pathways that are typically wide enough for two or three people to walk side-by-side, or to pass in the opposite direction. There are no fixed one-way walking paths for the majority of the mountain peaks. The paths are not fitted with handrails except where there are dangerous inclines or risk of falling.

Direction and public education signage is good, as are signs warning of environmental dangers and the need for good behaviour, such as not smoking. There is ample evidence of excellent environmental management within the park.
Between two of the main cableways there are several clusters of modern hotel buildings that provide accommodation and/or meals for visitors. While these can be regarded as inappropriate intrusions into the natural environment, they are generally discretely sited and well maintained. The visitor services they offer are valuable, given the high numbers of tourists. Careful environmental controls on their operation, including taking all of the linen to the base of the mountain for washing, minimise the impact on the natural systems in the park.

There is at least one Visitors’ Centre, near the base of one of the cableways. This is reasonably well-equipped and provides useful information and orientation. The merchandise for sale is of average quality and variety.

The most impressive aspect of the park is the overall system of management monitoring and security surveillance. Cameras are located at strategic points to enable not only monitoring of visitors and vehicular traffic, but surveillance of the park in general to guard against outbreaks of fire or other environmental threats. All of the information is relayed to the central Command Centre at Park Headquarters where staff can remain vigilant for dangers or threats to safety, congestion and changing weather conditions. The core of this process has created the basis for the establishment of a new Tourism Observatory inaugurated by UNWTO during the site inspection.
3.3.4 Huangshan Sustainable Tourism Observatory

The site visit to Huangshan Mountain was preceded by a visit to the Command Centre of the Huangshan National Park and the official opening of the Huangshan Sustainable Tourism Observatory.
During the site visit to the Emerald Valley that is a component of the Huangshan Park, a number of observations were made concerning the themes of the conference. Some of these are summarised below.

The Emerald Valley is a relatively isolated section of the park that is accessed from a different direction. It contains spectacular scenery in the form of a closed valley with dramatic rock formations, and a sparkling river that cascades into a series of pools through the bamboo forest. Sections of the Emerald Valley were used during the shooting of the popular film “Crouching Dragon Hidden Tiger”, leading to a high public profile for the site and a high level of annual visitation.

The village located at the very entry to the Valley has exploited its location very successfully over recent years. Visitation is managed by a Tourism Company that is effectively owned by the village, with the majority of the revenue directed to the advantage of the residents. All of the houses in the village have been re-built in recent years as the villagers have turned from a traditional reliance on agriculture to tourism. Many of the new houses contain two floors of home-stay accommodation, with the family residence located on a third floor. There is a large visitors’ centre and shop at the entrance to the pathway that leads to the Valley. The village has also built a centre for its senior citizens.
The main bus parking area for tourists is well located to one side, and below the main section of the village. From here a pleasant walking path leads to the main park entry which is fitted with an information kiosk and turnstiles, as well as a new toilet block. Beyond the well built pathway leads up the valley to various viewing spots. There was no one way circuit, so all visitors enter and leave by the same path.
3.4 Working Group Discussions

3.4.1 Introduction to the Working Group Presentations

During the site visits to Huangshan Mountain and the two historic villages, delegates had been asked to examine the places and the management practices that were evident, and to consider a number of key issues. The Background Papers for the Conference, prepared by UNWTO, provided some discussion on each of the four Sustainability Objectives.

Delegates were then divided into four groups, on a random basis, and asked to discuss their particular sustainability objective in relation to what they had observed during the site visits. Some delegates had been able to make use of some sample questionnaires developed by UNWTO and to discuss their issue with people from the local communities.

- Working group 1 – Enhancing Local Community Benefit
- Working group 2 – Using Interpretation to Provide a High Quality Visitor Experience
- Working group 3 – Reducing Tourism Congestion
- Working group 4 – Mitigating the Environmental Impacts of Tourism

3.4.2 Background Briefing for each Working Group

The analysis by each working group was guided by the following background briefing summaries.

**Working group 1:**
**Provide economic benefits for local communities and for site conservation**

Tourism can provide a broad range of economic opportunities for local communities living in and around World Heritage sites, principally through generating employment at the World Heritage Site management and in tourism businesses, tourism businesses run by locals, local products sold to tourists or to tourism companies (e.g. handicrafts, agricultural products), donations and voluntary support by tourism enterprises and tourists, as well as through infrastructure development and social services provided to communities. There can be many tourism activities built around the key attractions, which are the Heritage Sites, and these sites can be a driver for the economy of broader regions through tourism related services and products.

Tourism can also serve to generate funds for the conservation and maintenance of heritage sites through a variety ways, such as through park entrance fees, parking, recreation service fees, special events and special services, concession fees, taxes, accommodation, equipment rental, food sales (restaurant and store), merchandise sales (equipment, clothing, souvenirs), donations, licensing of intellectual property, sale or rental of image rights. The revenues generated through tourism must be reinvested for the maintenance and
improvements of the sites and for the tourist infrastructures and services, so that tourism can bring benefits in the long term.

**Working group 2:**

**Provide a high quality tourism experience, based on heritage values**

Tourists are increasingly seeking high quality experiences, and this is becoming a critical factor for tourism destinations and businesses to remain competitive in the long term. World Heritage Sites have been designated for their Outstanding Universal Values, and these can be communicated to tourists through quality services in order to provide special experiences. There are many ways to communicate and interpret heritage values to tourists through information provided before, during and even after the trips, using modern technology, such as Internet, printed and electronic media, visitor centers, guides, interpretive signs and trails, among others. Communication and interpretation has to represent heritage values in an appropriate and educative manner, suited to the needs and level of knowledge of different tourist markets and groups. Interpretation services can serve to educate tourists about heritage values, provide business opportunities for local residents (e.g. guides, souvenirs), and help controlling visitors in order to avoid damage to the sites.

**Working group 3:**

**Reduce tourism congestion and manage large number of visitors**

World Heritage Sites are emblematic destinations and receive large number of visitors, which are dynamically growing in most places. This poses great challenges for heritage site and tourism managers. Tourism is a very seasonal activity and especially in high season lots of tourists concentrate at key sites, many of them with limited space and infrastructure. Tourism congestion and crowding can fluctuate also in specific days of the week or hours of daily visits. Tourism congestion can have various negative impacts, damaging the environment of sites and diminishing the tourist experience. In order to effectively manage large numbers of visitors coordinated actions need to be taken at various levels. At the site level measures can include the installment of protective site infrastructure, entrance control, tourism flow management, signage, parking, information, guided visits, and traffic management, among others. Measures at the broader destination and regional level can include the establishment of a central reservation system, timing of groups and transport to the sites, programmes organized to nearby sites and attractions to spread tourists, creating alternative routes, and providing tourist information. Tourism demand can be also influenced through coordination with tour operators or promoting activities in low season, among others.

**Working group 4:**

**Mitigate environmental impacts of tourism, conserve natural and build environments**

The maintenance of attractive landscapes, natural and cultural environments, clean places, water and air is a key part of a quality tourist product and experience. Many World Heritage Sites have fragile natural and built environments that can suffer from physical damage due to uncontrolled tourism. Tourism establishments (like hotels and restaurants) are intensive
users of water and energy and generate solid and liquid waste. Tourism transportation can cause air and noise pollution.

To avoid negative environmental impacts site infrastructure needs to be designed appropriately in order to protect natural areas and structures. Tourism establishments can reduce the use of environmental resources (like water, energy), recycle, reuse and adequately treat the waste generated in order to avoid pollution. For an effective management of environmental resources tourism businesses need to work together with local and regional authorities that provide basic services and infrastructure (like water supply, waste treatment). These measures can be implemented through incentives, training, regulation, the application of environmental impact assessment and environmental management techniques and technologies.
3.4.3 Working Group 1 – Enhancing Local Community Benefit

The group discussed on the overall experience of the field visits, and then debated more specifically over the economic activities and impacts related to tourism, identifying a number of challenges, opportunities and recommendations to enhance livelihood benefits.

The general impression of the group was that the sites are well organized and clean, although in the villages (especially Xidi) some signs of over-commercialization were felt due to the large number shops offering similar products. The safe environment and the lack of harassment, was emphasized as very positive factors, as these issues are recurrent in many sites of the region. It was also recognized that due to the particular circumstances of the visit specifically organized for the large conference group, the tourist experience was possibly not typical.

The group drawn the following key conclusions:

- Maximizing local community benefits and involvement in tourism
  - Tourism has substantially transformed the life of the villages involved in tourism in the region, and there has been a significant shift away from traditional agricultural production into tourism related activities as the main source of community sustenance.
  - Tourism provides very diverse economic and livelihood opportunities in both direct and indirect ways: a good variety of employment and provided (from site maintenance, construction, to small local businesses and shops, jobs in tourism companies), development of small businesses (restaurants, handicrafts, guest houses, etc.). Locals can have the options to open up small businesses (shops and restaurants) using their homes, or get income through renting them to others.
  - Tourism has also impulsed a variety of social services (e.g. housing projects, infrastructure, health and education).
  - There are different models of community involvement and co-management in the villages visited (Xidi, Hongcun, Emerald Valley): locals involved in state-owned tourism companies, local government co-manages the tourism company, local tourism company is completely managed by the local community.
  - The regional distribution of benefits can be issue, as there is a substantial difference in the level of benefits received in tourist villages, villages close to tourist sites, and in villages located farther. The difference between earnings in tourist villages and by farmers is very big (can be 20 times higher), also there are a range of subsidies for tourism development that benefit tourist villages and sites but not the others. There are around 100 ancient villages in the region, but only 20 of them are open to tourists. There is a needs for more balance and spread of tourism benefits in the regional context. Nevertheless, tourism is part of regional poverty reduction programme and being promoted more widely.

- Harnessing the diverse cultural resources and traditions for tourism
Current tourism programmes in the villages mostly focus on the built heritage, and there is a need and opportunity to integrate better in the tourism product the intangible heritage (traditional lifestyle, products, artistic expressions).

There is a need for more authenticity in the villages, and conserve traditional values and lifestyle as part of site protection. This is a considerable challenge, due to development processes and complex demographic changes, that affect the conservation of traditions (e.g. construction workers come from other regions, new generations).

Local handicraft production is strong, and it is sold directly by locals, but there is a need to better link local products to tourism, for example through better presentation and explication of specific local products (e.g. tea, bamboo shoots) and the traditional activities related to this. There is a need to better distinguish the specific products, differentiate between villages (villages sell the same or similar products). With better presentation tourists could buy more local goods.

There are studies on specific local culture (collection, documentation), e.g. the technique of tea drying is a documented intangible heritage in China. The question is how to turn these to tourist programmes, present, interpret and develop tourism businesses around. This can be a way to diversify the local tourist product, also spread visitation in time and space (e.g. show the tea fields around the villages). Even for short visits, the visit to a tea garden, or observing the production of bamboo shoots can be presented. There is a need to better explain to tourists about the importance of these to villagers. Programmes are offered in some of the villages to see tea drying, and there are homestay programmes where tourists can experience local lifestyle. These could be further promoted.

A general difficulty is that locals often do not realize what is special about their culture, as many aspects are part of everyday life.

Financing site conservation

Chinese officials in the group emphasized that the government attaches great importance to site conservation, and to these objectives various development and construction plans have been modified or cancelled to be consistent with heritage protection.

There is a variety of funding sources that can be used for site maintenance:

- Sales of entry tickets
- Special funds are designated for conservation from various sources: e.g. state, provincial and local government budget (e.g. 5 million yuan has been allocated by
Anhui Province Government as direct funds for the conservation of 2 WHS). Around 7% of GDP is generated from tourism, and government funds are used partly from this source.

- Stock companies (Tourism Company limited) can accommodate different sources of funds (shareholding system through collective ownership, public and private funds)
- Community companies return part of the profits to the improvement and maintenance of the sites

The group made the following specific recommendations:

- build capacity for local community to better communicate with tourists (language, information materials, media);
- assist community on cultural product development (provide information to locals on tourists’ interest, help better presentation of products and traditions, improve interpretation skills – villagers do not realize what aspects of their lifestyle is interesting to tourists, do note value them for this). Instead of developing performance skills, it would be better to simply helping locals on how to present traditional activities to tourists;
- assist tour companies to better integrate the presentation of local cultural products and activities, by including them into tour packages and programmes. They can be asked also to provide local businesses information on tourists’ interest, and by this way helping the better presentation of cultural traditions;
- develop more comprehensive economic impact analysis (direct and indirect impacts) The benefits have to be compared with the impacts, the overall balance of socioeconomic costs and benefits needs to be evaluated. There are also leakages that need to be considered and assessed;
- develop better postal services (sending postcards to exterior, ship products to tourist’s home countries).

3.4.4 Working Group 2 – Using Interpretation to Provide a High Quality Visitor Experience

This group developed a structured approach to their discussions, responding to a number of specific questions.

What forms of Interpretation was experienced during the visit?

Direct Interpretation on site generally took the form of signs, displays and guided tours.

Indirect Interpretation was generally provided by the simple fact that people were still living in the villages, and, to some extent, going about their daily lives. Just walking and exploring in the village was regarded as the most successful form of Interpretation and a key aspect of the visit.

Of critical importance was the difference between the information presented and the explanations provided. The group felt that, like so many tourist experiences around the world,
the guides and even the signage, provided a myriad of facts about the place, its location, history and numerical data, but gave very little explanation or insight into the place.

What World Heritage values were presented to you?

In reality the World Heritage values of the villages in particular were not well presented or explained. The WH information was poorly connected with the place, and could have been better arranged to communicate why these places were so special.

During the visit the group felt that, even though the sites were of World Heritage importance, these values were not at the core of the visitor experience. The group identified some tensions between what information is conveyed to visitors and what they actually appreciate on site.

The most interesting aspect of the villages in particular was the living community, much more so than the WH values for which the place was inscribed. Even though a large majority of the houses and other buildings along the preferred visitation routes were now occupied with retail, accommodation or food services activities, the integrity of the buildings and the public spaces had been retained so that once the visitors had left for the day the traditional character of the place could be easily recaptured.

What forms of Interpretation were successful and why?

The sites themselves provided far more successful Interpretation than did the guides or other forms of direct Interpretation. This observation creates a significant obligation on the site management and/or the village committees to retain and protect the authenticity and integrity of the place. Of importance in this context was the observation that visitor crowding in some of the historic buildings reduced the effectiveness of the guide presentations and generated a reliance on display panels.

It was felt that where local guides were available, as was the case in the villages, these were more successful than the external guides provided by the tour operators. They had the ability to be more personal as they had direct experience of the village and the local community. They were able to go beyond the presentation of mere facts and give some insight into the place. External guides were regarded as being helpful in presenting the bigger, regional contexts of the sites and the villages, but at the detailed level of the site they were less successful.

There were good signs around the sites to facilitate visitor movement to points or areas of interest, and other signs to encourage appropriate behaviour for the enjoyment of other visitors. The signs in the parking area at Xidi, which provided a long list of tourist behavioural requirements, were regarded as being less successful than individual message signs at various locations around the site, particularly on the mountain.
What forms of Interpretation were not successful and why?

The group recognised that they had experienced a rather artificial visit, given that they were part of a large conference delegation.

The marketing of the villages in particular had not been particularly successful. It tended to concentrate on the physical aspects of the place and not on the quality or depth of the experience that the visitor might enjoy. This is a common fault internationally, given the ease with which the tangible aspects can be photographed and presented, compared to the intangible aspects of the host community.

They felt that there had not been enough preparation to advise them of the highlights before they arrived, and that the guides had not been particularly sensitive to the nature of the delegates and their special interests. It was generally the case that the regional guides in particular simply presented a long list of standardised facts and did not enquire about any specific interests held by the visitors. The guides typically never asked questions of the visitors, being more focussed on simply presenting a litany of facts.

There was criticism of the propensity of the guides to stop and talk at length about a particular aspect of the place. This was a problem when the space available was limited or if the stationary group then prevented the normal flow of other visitors through the narrow streets or courtyards. There was also criticism of the practice of some guides bringing their group into a space already occupied by another group or groups and then to give a loud, selfish and disruptive presentation to their specific group. This was particularly noticeable in some of the private courtyards or meeting rooms of important buildings, when the multiple commentaries degraded the spirit and atmosphere of the place for the visitor. To this end, many of the groups tended to wander off to explore the village in a personal way, ignoring the attempts by the guide to direct their walking tour.
In essence, it was felt that there was insufficient time for any Interpretation programmes in the villages to work effectively. The visits were generally limited by a tight time-frame that prevented individuals from spending time for personal observation and enquiry.

**Lessons Derived from the Visit and the Group Discussion**

Interpretation should facilitate an understanding of the place not simply present a list of relatively unconnected facts.

Facts and observations should be structured so that they lead the visitor into a deeper understanding of the meanings of the place. Larger concepts about the place need to be presented to bring it into a wider context historically, geographically or in terms of contemporary life.

Interpretation should challenge the visitor, not simply provide a list of facts.

Presentations and Interpretation should include a degree of unpredictability so that the visitor is constantly engaged with the guide or the process.

In many cases there are aspects or characteristics of a place that are of greater interest to visitors than a simple presentation of the Outstanding Universal Values that supported the original WH Inscription. Interpretations programmes need to be aware of this issue and try to relate OUV material to contemporary aspects of the place.

Presentations should start with the big picture to give the visitor an overall sense and understanding of the place. Detailed aspects can then be fitted into this wider understanding to give relevance and insight. Visitor Centres are an excellent mechanism in this regard.

Interpretation should consider the provision of spaces within the overall site for visitors to connect with the place in an informal, unstructured manner. This could include letting visitors mingle with the local people in public spaces.

Use visual images and physical objects to enhance the messages provided by Interpretation panels that contain the written word. This is essential when visitors are likely to come from many places, speaking a wide variety of languages.
In cases where there has been a famous film made or book written about the place, as is the case with Hongcun and the Emerald Valley, the Interpretation programme should embrace this popular aspect of public awareness. Sections of the film or book can be presented at relevant parts of the site, IPOD style devices can play such sections for visitors to enjoy, and copies of the film or book should be on sale.

Modern technology should be constantly reviewed for opportunities to improve the presentation of the place to visitors.

Where the site has strong programmes of environmental management or conservation that are known to be of contemporary interest to the wider community, these should be actively incorporated into the Interpretation programmes. They can expand the traditional presentation of strict heritage values and issues, and thereby build respect and connections in the mind of visitors.

**What forms of Capacity Building should be undertaken at the sites?**

There could be extended programmes among local people to help them become formal or informal guides in the villages. This would build their confidence in communicating and interacting directly with visitors, sharing their lives and their village.

Regional guides should be given greater opportunities to meet and get to know the local people so that the presentations can become more personal and less theoretical.

Guides and signage should present more information about the WH values, in addition to the day to day aspects of the place.

Guides should be trained to present more meaningful and thoughtful messages at the beginning and the end of a visit, which are the most powerful moments of an entire visit. Visitors should be asked for their particular interests and then queried on what aspects of the place were of particular interest or attraction. This process would provide guides with a continuing upgrading of their skills and presentation material.
3.4.5 Working Group 3 – Reducing Tourism Congestion

This group also developed a structured approach to their discussions, responding to a number of specific questions.

What forms of tourism congestion did you experience on the sites?

On the Mountain the lengthy wait for the older cable car was a problem. The new cable car system with smaller and more frequent cabins was more efficient.

At the famous scenic viewpoint everyone wanted to take photos making it hard to quietly enjoy the famous scenery.

Even though we were at the historic villages out of peak tourism season, there was still a perception that there were too many people at the souvenir stalls.

Young energetic people sometimes make it uncomfortable for older people who cannot move so quickly.

Some of the mountain pathways were too crowded and did not give people time to enjoy the scenery.

The narrow entry causeway at Hongcun was a problem when some guides stopped at the narrow end and gave a presentation to their group, thereby blocking the passage of other visitors.

Did the tourism congestion affect your enjoyment or appreciation of the site?

Expectation of the destination affects what people want to see but the presence of too many other people negatively affects the appreciation of tranquility of the mountain. The whole area is extensive, but narrow paths to scenic spots make it impossible to experience peace and
tranquility, especially at special scenic or famous viewing locations. Even though we were a special group it was too busy. On a normal day it would be very difficult for most visitors to appreciate tranquility.

Park managers need to consider the really significant values of the site when they plan for visitors, e.g. beauty and tranquility, and try to cater for those who want a peaceful moment for quiet enjoyment.

If people do not like an experience they will tell their friends. Word of mouth information is very important.

Issues of security and safety during major holiday periods. Good management practices were evident in this regard, especially in the park

**Do you think that the congestion adversely affected other visitors to the site?**

Hongcun: Congestion is common because people like to visit famous sites and the only convenient times are during weekends and holidays, so even ordinary places experience congestion. Tourist office tries to manage. People come for picnic and do not have time for the guides to give them information because of the congestion.

Congestion is affecting the visitor experience because of the delays and disruptions.

**Do you think that tourism congestion on heritage sites is a problem for visitors from Japan, Korea or other parts of China?**

All people react in a similar manner. Even though people come from different societies, congestion affects them in similar ways. Congestion management is a major problem for sites all over Asia.

People from some countries want to see the sites even if they do not have a great interest in the actual history of the place.

**Do you think the congestion adversely affected the lifestyles of the people who live in the historic towns?**

Mountain site relocated the local people away from the mountain to other communities.

Hongcun. Cannot move people out or let the dogs and chickens roam free. Encourage young people to move to buffer zones. Have special times in morning and evenings to do normal work.

The Blue Mountains WHS in Australia experiences too many tourists so the shopping hours are extended to avoid weekend visitor shopping traffic and busy traffic periods. Local people needed to adjust their lifestyles.
Did you notice any measures that had been taken to reduce or manage tourism congestion?

Different pathways were available for busy times. The park managers suggest if there are too many visitors that some people to go to other attractive sites in the region. They negotiate with tour operators to go to other villages first and then to come back when the peak traffic has reduced.

There is a potential option to increase the entrance fee at busy times and reduce the fee at quiet times.

The option of having mobile headphone self-guided tours that activate at certain points on the site prevents the opportunity for people to be able to question their guide to learn more about the site.

In poor weather the Park warns tour operators to be careful before the visit.

They use the cable car to take the service material from the mountain hotels at night or before the visitors arrive.

What additional measures do you think could have been taken to improve tourism congestion management?

Good monitoring of visitor numbers and fluctuating congestion to better manage the site.

Some pathways that are more suited to energetic hikers who might then keep other pathways less crowded.

Collaboration between tour operators and site managers, such as in water towns. The tour operator suggested another site that would be less crowded than the main site that the operator knew would be very busy on that particular day.

If the site manager knows the site is crowded then they redirect the buses to other routes for the day. Signs are placed in the mountain hotels if the weather is likely to make normal walking on the pathways difficult or congested.

Several different route options should be used for crowded days. Slow down the tourist movement by videos or other means to help control congestion.
In China it is not possible to place limitations on the numbers of visitors allowed to enter a site on a particular day.

Groups easier to manage than self-drive visitors, as these cannot be predicted until they arrive.

**What forms of training or capacity building do you think might be useful to help reduce tourism congestion?**

Guide awareness to be careful how to move people around the site and avoid places of congestion.

Tour operators need greater awareness or effective and up-to-date information to direct visitors to different places or sites when the main site is very crowded, or the weather is inclement.

Site managers need to monitor when the site is busy and redirect crowds to less crowded sections of the site.

Guides trained to give explanations outside historic buildings, and then let visitors visit the place quietly so as to maintain the peaceful atmosphere

### 3.4.6 Working Group 4 – Mitigating the Environmental Impacts of Tourism

The group was aware from earlier presentations that there are significant environmental practices already in place, particularly on Huangshan Mountain, where the environment is so fragile, and also at the villages where the traditional water flushing systems remain operational, and are a key aspect of the successful functioning of the village.

Environmental management practices are of increasing interest to visitors, given the high level of public awareness world wide. They can provide a strong component of the visitor attraction to the heritage sites as they confirm to the visitor that the “heritage” values which rely so much on environmental sustainability are thus protected. Tour guides should be encouraged to present these aspects of contemporary
environmental management, in addition to the normal historic information. In this way the visitor experience will be enriched and enhanced.

There is an obvious opportunity to use the Huangshan Mountain WHS as the basis for building links with other communities and sites that demonstrate the benefits of good environmental practice to a wider audience.

There is ample evidence that the Chinese authorities are aware of, and have adopted and applied, the growing body of international best practice in environmental management in both the mountain park and the historic villages.

Good environmental practices in the Huangshan Mountain Park date back to the late 1970s and have been evolving since then with the progressive upgrading of infrastructure and waste treatment practices. The Park Management Committee has now unified the services provisions within the park to ensure coordination and consistency. There is continuing research into enhanced environmental and biological conservation measures.

With regard to the historic towns, new services infrastructure has been introduced since the mid 1980s, including the transfer from wood-fired heating and cooking to natural gas. Air conditioning units are carefully located to reduce visual impact.

The relocation of the main commercial activity in Hongcun to the edge of the village, where it is now a stand alone tourism marketplace, has reduced much of the commercial pressures on the old centre.

One of the most critical aspects of environmental management is to ensure that it is not confined to the boundaries of the village or the WHS. In the particular case of the traditional agricultural villages, their rural and agricultural setting is of fundamental importance to the identity and their heritage values. Even when there is a change in livelihood for the local people from agricultural production to a tourism related economy, there is a strong need to protect the setting of the villages for visual as well as environmental reasons. This is equally important in terms of the reliance by the villagers on the natural watercourses that flow into and through the villages, providing a constant supply of fresh water.

Great care needs to be taken with the progressive urbanisation of the land surrounding the villages and throughout the region. It is essential that new development be carefully located and planned so that it does not degrade the environmental and scenic qualities of the entire setting of the historic communities.

In terms of capacity building, the most effective combination is to enhance public awareness among both the visitors and those who live and work in the sites, while providing them with strong and effective legal frameworks in which to develop best practice models.
Annex I – UNWTO Worksheets for Site Visit and Working Groups

II.1 Case study Exercise Worksheet

Working group 1

Sustainability objective: Provide economic benefits for local communities and for site conservation

Introduction

Tourism can provide a broad range of economic opportunities for local communities living in and around World Heritage sites, principally through generating employment at the World Heritage Site management and in tourism businesses, tourism businesses run by locals, local products sold to tourists or to tourism companies (e.g. handicrafts, agricultural products), donations and voluntary support by tourism enterprises and tourists, as well as through infrastructure development and social services provided to communities. There can be many tourism activates built around the key attractions, which are the Heritage Sites, and these sites can be a driver for the economy of broader regions through tourism related services and products.

Tourism can also serve to generate funds for the conservation and maintenance of heritage sites through a variety ways, such as through park entrance fees, parking, recreation service fees, special events and special services, concession fees, taxes, accommodation, equipment rental, food sales (restaurant and store), merchandise sales (equipment, clothing, souvenirs), donations, licensing of intellectual property, sale or rental of image rights. The revenues generated through tourism must be reinvested for the maintenance and improvements of the sites and for the tourist infrastructures and services, so that tourism can bring benefits in the long term.

Exercises:

A. Stakeholder presentations and field trip (3rd and 4th Sessions, 25-26 March)

Use the information received through the stakeholder presentations in the 3rd Session, your observations during the field trip and during your stay in Huangshan, as well as interviews with local residents using questionnaire to answer the following questions:

- How is the local community involved in tourism-related activities (employment and businesses)? What types and variety of employment and tourism services are available (e.g. in accommodation, restaurants, operators, transport, guides)?
- How do you find the level of skills of tourism employees and the quality of services provided by local tourism businesses?
- Do you find a good variety and quality of products sold to tourists (e.g. handicrafts, souvenirs, agricultural products)?
- Are there other ways of support for local communities from tourism (like donations, community and infrastructure development)?
- What finance and support is provided through tourism for site conservation (e.g. raising funds from fees, taxes, services, donations, etc., through conservation projects, community actions)?
- What is the opinion/satisfaction of local residents about tourism?

Please record your findings
B. Working group discussions (5th Session, 27 March)
Discuss on the following questions in the group:

Situation:
- What are the key challenges and opportunities in providing economic benefits for local communities and for site conservation?

Please record your findings and recommendations:

____________________________________________________________________
____________________________________________________________________
____________________________________________________________________

Information management:
- What information is needed to support decisions on this objective?
- Is there sufficient information and data available? Who can provide this?
- Is data regularly collected and communicated?
- How this can help decision making and coordination?
- How information management can be improved?

Examples of information management mechanisms:
- Statistics on tourism-related employment and businesses (per types of services);
- Census on demographical changes;
- Records on revenues generated through tourism (income in tourism businesses, taxes, entry fees, license and other fees);
- Surveys, studies on the economic impacts of tourism;
- Surveys on the opinion of local residents on tourism;
- Communication of the results (e.g. through meetings, reports, brochures, Internet).

Please record your findings and recommendations:

____________________________________________________________________
____________________________________________________________________
____________________________________________________________________

Coordination:
- How do stakeholders involved in tourism collaborate (what form, how regularly)?
- What coordination improvements or changes are needed to reach the desired conditions?
- What kind of joint actions can be undertaken to reach the objectives?

Examples of coordination actions:
- Key stakeholder groups and representatives need to meet more regularly to discuss needs;
- Joint formulation and implementation of policies on tourism businesses (e.g. regulation, infrastructure);
- Increased coordination between tour operators, hotels and agencies and local tourism businesses;
- More involvement of local community and tourism businesses in tourism planning processes;
- Closer coordination between government agencies and tourism businesses for marketing purposes;
- Increased support for training and support programmes for business development and site management (e.g. incentives, administrative and business development skills).

Please record your findings and recommendations:
Working group 2

Sustainability objective: Provide a high quality tourism experience, based on heritage values

Introduction

Tourists are increasingly seeking high quality experiences, and this is becoming a critical factor for tourism destinations and businesses to remain competitive in the long term. World Heritage Sites have been designated for their Outstanding Universal Values, and these can be communicated to tourists through quality services in order to provide special experiences. There are many ways to communicate and interpret heritage values to tourists through information provided before, during and even after the trips, using modern technology, such as Internet, printed and electronic media, visitor centers, guides, interpretive signs and trails, among others. Communication and interpretation has to represent heritage values in an appropriate and educative manner, suited to the needs and level of knowledge of different tourist markets and groups. Interpretation services can serve to educate tourists about heritage values, provide business opportunities for local residents (e.g. guides, souvenirs), and help controlling visitors in order to avoid damage to the sites.

Exercises

A. Stakeholder presentations and field trip (3rd and 4th Sessions, 25-26 March)

Use the information received through the stakeholder presentations in the 3rd Session, your observations during the field trip and during your stay in Huangshan, as well as interviews with tourists using the questionnaire to answer the following questions:

- Is there information available on the World Heritage Status, and the heritage values in different media (Internet, guidebooks, brochures, at airports, hotels and other tourism facilities, information centers, etc.). Do you find them sufficient, good quality and appropriate?
- Is the World Heritage Status clearly signed and indicated (e.g. in public areas, at the sites, in tourism establishments and in information materials)
- Are there interpretative programmes available (e.g. guided tours, trails, visitor centers)?
- Are heritage values presented in tourism facilities, programmes and commercial establishments (e.g. shops)
- Is there information available on safety, site visitation and related services
- What is the opinion of tourists about information and interpretation services?
- Do you find the information and interpretation services sufficient, good quality and appropriately presenting heritage values?

Please record your findings:

B. Working group discussions (5th Session, 27 March)

Discuss on the following questions in the group:

Situation:

- What are the key challenges and opportunities in providing high quality information and interpretation services to tourists?

Please record your findings and recommendations:
Information management:

- What information is needed to support decisions on this objective?
- Is there sufficient information and data available? Who can provide this?
- Is data regularly collected and communicated?
- How this can help decision making and coordination?
- How information management can be improved?

Examples of information management mechanisms:
- Statistics on the availability and circulation of information material
- Statistics on visitors participating in interpretative programmes and using information material
- Surveys on the satisfaction of tourist regarding information and interpretation services. Complaints and feedback received, analyzed.

Please record your findings and recommendations:

---

Coordination:

- How do stakeholders involved in tourism collaborate (what form, how regularly)?
- What coordination improvements or changes are needed to reach the desired conditions?
- What kind of joint actions can be undertaken to reach the objectives?

Examples of coordination actions:
- Coordination between public authorities for the appropriate signage of World Heritage Site and presentation of information in official media;
- Coordination with the tourism private sector to include appropriate information on heritage values in their information materials and tourist programmes;
- Involvement of local communities in the development of information and interpretative materials and programmes;
- Coordination for the appropriate integration of heritage values in marketing programmes;
- Training programmes to improve heritage presentation and interpretation.

Please record your findings and recommendations:
Working group 3:

Sustainability objective:
Reduce tourism congestion and manage large number of visitors

Introduction:

World Heritage Sites are emblematic destinations and receive large number of visitors, which are dynamically growing in most places. This poses great challenges for heritage site and tourism managers. Tourism is a very seasonal activity and especially in high season lots of tourists concentrate at key sites, many of them with limited space and infrastructure. Tourism congestion and crowding can fluctuate also in specific days of the week or hours of daily visits. Tourism congestion can have various negative impacts, damaging the environment of sites and diminishing the tourist experience. In order to effectively manage large numbers of visitors coordinated actions need to be taken at various levels. At the site level measures can include the installment of protective site infrastructure, entrance control, tourism flow management, signage, parking, information, guided visits, and traffic management, among others. Measures at the broader destination and regional level can include the establishment of a central reservation system, timing of groups and transport to the sites, programmes organized to nearby sites and attractions to spread tourists, creating alternative routes, and providing tourist information. Tourism demand can be also influenced through coordination with tour operators or promoting activities in low season, among others.

Exercises:

A. Stakeholder presentations and field trip (3rd and 4th Sessions, 25-26 March)

Use the information received through the stakeholder presentations in the 3rd Session, your observations during the field trip and during your stay in Huangshan, as well as interviews with tourists and locals using the questionnaire to answer the following questions:

- Do you experience congestion and crowding of tourists at key tourism use areas, scenic points and attractions? Does it affect tourist experience and the enjoyment of the site?
- How do you find the transportation and access to the sites, the visitor facilities and services?
- What measures exist at the site level to reduce congestion (e.g. protective site infrastructure, entrance control, tourism flow management, signage, parking, information, guided visits, traffic management at the sites). Do they function well?
- What measures exist at the destination level to reduce congestion (e.g. reservation system, timing of groups, transport to the sites, programmes in nearby sites and attractions to spread tourists, alternative routes, tourist information). Do they function well?
- Are there any safety measures for tourists (information, installations, signs)?
- What is the opinion of tourist and locals about crowding in tourist areas?

Please record your findings:


B. Working group discussions (5th Session, 27 March)

Discuss on the following questions in the group:

Situation:
What are the key challenges and opportunities in reducing tourist congestion and manage large numbers of visitors in key tourist areas?

Please record your findings and recommendations:

Information management:

- What information is needed to support decisions on this objective?
- Is there sufficient information and data available? Who can provide this?
- Is data regularly collected and communicated?
- How this can help decision making and coordination?
- How information management can be improved?

Examples of information management mechanisms:
- Statistics on visitors, seasonal distribution of arrivals (during the year, during high seasons, peak days and hours)
- Surveys on the satisfaction/opinion of tourists and local residents about the volume of tourism and related issues
- Records on accidents or complaints

Please record your findings and recommendations:

Coordination:

- How do stakeholders involved in tourism collaborate (what form, how regularly)?
- What coordination improvements or changes are needed to reach the desired conditions?
- What kind of joint actions can be undertaken to reach the objectives?

Examples of coordination actions
- Coordination between authorities to develop adequate access and tourist infrastructure, provide information
- Coordination between authorities and tourism businesses on the organization of groups and services for the site visits
- Central reservation system for site visitation and for tourist services (accommodation, transport, tours)
- Coordination between authorities in different municipalities, authorities of different sites and tourism businesses to create diverse tourist routes and programmes, spread tourism visitation in different periods of the year and in different areas

Please record your findings and recommendations:
Working group 4:

Sustainability objective: Mitigate environmental impacts of tourism, conserve natural and build environments

Introduction:

The maintenance of attractive landscapes, natural and cultural environments, clean places, water and air is a key part of a quality tourist product and experience. Many World Heritage Sites have fragile natural and built environments that can suffer from physical damage due to uncontrolled tourism. Tourism establishments (like hotels and restaurants) are intensive users of water and energy and generate solid and liquid waste. Tourism transportation can cause air and noise pollution.

To avoid negative environmental impacts site infrastructure needs to be designed appropriately in order to protect natural areas and structures. Tourism establishments can reduce the use of environmental resources (like water, energy), recycle, reuse and adequately treat the waste generated in order to avoid pollution. For an effective management of environmental resources tourism businesses need to work together with local and regional authorities that provide basic services and infrastructure (like water supply, waste treatment). These measures can be implemented through incentives, training, regulation, the application of environmental impact assessment and environmental management techniques and technologies.

Exercises:

A. Stakeholder presentations and field trip (3rd and 4th Sessions, 25-26 March)

Use the information received through the stakeholder presentations in the 3rd Session, your observations during the field trip and during your stay in Huangshan, as well as interviews with tourists and locals using the questionnaire to answer the following questions:

- How well preserved are the natural areas, landscapes, urban areas and built structures
- How do you find the cleanliness of the sites
- Is there any pollution visible in natural areas, at rivers?
- How good is he water quality
- Do you find noise and air pollution problems?
- Is there any environmental management measures taken (e.g. selective waste collection, recycling)
- What is the opinion of tourists and local residents about, cleanliness

Please record your findings:

B. Working group discussions (5th Session, 27 March)

Discuss on the following questions in the group:

Situation:

- What are the key challenges and opportunities in reducing environmental impacts of tourism, conserve natural and build environments?

Please record your findings and recommendations:
Information management:
- What information is needed to support decisions on this objective?
- Is there sufficient information and data available? Who can provide this?
- Is data regularly collected and communicated?
- How this can help decision making and coordination?
- How information management can be improved?

Examples of information management mechanisms:
- Studies and regular monitoring on the level of degradation of natural and built areas (e.g. % of area degraded, number of buildings in bad conditions)
- Figures on the management capacity for site maintenance (e.g. number of workers, equipment, projects)
- Registries on the Volume of waste generated, treated and recycled
- Monitoring of water and air quality
- Annual budget spent on conservation and restoration, reports and registries
- Reports on the results of conservation projects (extent of area and structures restored).
- Surveys on the opinion of tourists and locals regarding the quality of landscapes and structures, cleanliness of sites, air and noise pollutions

Please record your findings and recommendations:

Coordination:
- How do stakeholders involved in tourism collaborate (what form, how regularly)?
- What coordination improvements or changes are needed to reach the desired conditions?
- What kind of joint actions can be undertaken to reach the objectives?

Examples of coordination actions
- Coordination between authorities for he protection and restoration of the sites (regulations, incentives, restoration projects)
- Joint initiatives between authorities and tourism businesses for site protection
- Coordination between authorities and tourism businesses to improve environmental management (e.g. water, waste)
- Involvement of local communities for site protection
- Education programmes to tourists and locals (information, cleanup campaigns, etc.)

Please record your findings and recommendations:
Annex II Model Questionnaire for Evaluation of Visitor’s Satisfaction

游客满意度调查问卷

Section I. Motivations

第一部分：旅游动机

Is it your first visit here? 您是第几次来这里吗？
Yes 是的 ___ No 不是 ___,
if no, when was your last visit? __________ 如果不是，那您上次是什么时候来的？___________

Primary reason for your visit 旅游主要目的
___ leisure/holidays 休闲/度假
___ meeting/conferences 会议
___ event 参节
___ business 商务
___ health 疗养
___ family/friends 家人/朋友
___ other (please specify) 其它（请具体说明） ________________________

How did you learn/know about the destination? 您是怎样知道这个地方的？
___ Internet 因特网
___ guide books 旅游指南
___ magazines 杂志
___ travel agencies 旅行社
___ TV or radio 电视或广播
___ recommended by family or friends 家人或朋友推荐
___ other ________________________
其它____________________________

Number of nights stayed: __________ 停留几晚
(if daytrip put 0)（如果仅白天停留，就写 0）

How did you arrive? 您是怎么来的？
___ plane 飞机
___ train 火车
___ public bus 公共汽车 ___ private coach 私人长途汽车
___ private taxi 私人出租车 ___ collective taxi 集体出租车
___ private car 私人小汽车 ___ rented car 租赁的小汽车
___ moto 摩托车 ___ bicycle 自行车
___ boat 划船 ___ ferry 渡船 ___ cruise ship 游船 ___ yacht 快艇
___ other 其他

What accommodation did you use? 您的住宿方式是:

___ commercial accommodation (hotel and similar) 商务住宿（旅馆或类似旅馆）
___ second homes 第二套住宅
___ family/friends 亲戚家/朋友家
___ Other 其它: ____________________

Section II. Tourist activities
第二部分：观光活动

Programmes, activities undertaken: 从事的项目、活动:

_______________________________________________

Places/sites visited during the stay: 停留期间所去的地方/地点:

_______________________________________________________

Section III. Visitor satisfaction
第三部分：观光者满意度

Please give your opinion according to the following rating:
请按照下面的等级给出您的评价
😊 Satisfied 满意
😊 Fairly satisfied 基本满意
😊 Unsatisfied 不满意

Information 信息

Did you seek tourist information before travel? ___ yes ___ no
在旅行前您查找过旅游信息吗？___是的 ___ 没有

If so, where did you find it? (e.g. Internet, guide books, magazines, etc.)
如果查过，您是从哪里找到的？（如：因特网，旅游指南，杂志等）

usefulness of information 信息的有用度

Did you seek information (additional information) during your stay? ___ yes ___ no
在旅行过程中您搜寻信息（进一步的信息）吗？___是的 ___ 没有

If so, where did you find it? 如果有，您在哪里找到的？
How did you find the following information services (please tick):

- Indications, signs about World Heritage Sites
- Information about values and aspects World Heritage Sites
- Interpretative programmes (guides, trails, visitor centres)
- Information about tourist services and programmes (e.g., attractions, accommodation, food, transport, festivals)
- Information on health and safety conditions
- Information on local customs and social norms
- General conditions (climate, currency, voltage, etc.)

Has there been any information you would have liked to receive, but could not find?

Access, transportation

- Transport connexion to the sites
- Maintenance of roads and parking places
- Traffic signs and symbols
- Easy use of public transport (information, schedules,
| **frequency, punctuality)** 公交的方便乘坐（信息、时刻表、频率和正点率） |  |  |  |
| **Traffic congestion of vehicles on entry and exit** 交通工具进出的拥挤情况 |  |  |  |
| **Congestion of people (e.g. ticket windows, entrances to points of interest, souvenir stands, restaurant establishments and street food vendors, hygiene facilities, etc.)** 人员的拥挤情况（售票窗口、景点入口、纪念品商店、餐馆设施和小吃摊、卫生设施等） |  |  |  |

**Comments 评价**

| **Quality of the environment 环境质量** |  |
| **Quality of landscape and natural areas 自然风光** |  |
| **Quality of visitor infrastructure (e.g. trails, viewpoints)** 游客基础设施（比如道路和观景点） |  |
| **Preservation of monuments and traditional buildings 纪念碑和传统建筑的保护** |  |
| **State of maintenance and cleanliness of public areas 公众场合的清洁和维护程度** |  |

**Comments 评价**

| **Interaction with local community 和当地居民的互动** |  |
| **Local community attitude with visitors** 当地人对游客的态度 |  |
| **Cultural events and festivals open to visitors** 文化活动和节日对游客的开放度 |  |
| **Sense of security in the destination** 在当地的安全感 |  |

**Comments 评价**

| **Quality of tourism-related services 旅游相关服务的质量** |  |
| **Accommodation 住宿** |  |
| **Restaurants 餐馆** |  |
### Shops 商店

### Guides 导游

### Availability of public services 公众服务的方便情况:
- Telephone 电话
- public toilets 公共厕所
- Banking 银行
- Supermarket 超市
- Shops 商店
- Other 其它: ________________

### Local gastronomy (existence, diversity, quality)
当地美食（是否有，品种是否多，质量如何）

### Local products and crafts (existence, diversity and quality)
土特产和手工艺品（是否有，品种是否多，质量如何）

Would you come back? ___ yes ___ no
您会再来吗？__是的__不会

Would you recommend it to someone else? ___ yes ___ no
您会把它推荐给其他人吗？__是的__不会

---

**Section IV. Proposals of improvement**
第四部分：改进建议

Were there any activities which you expected to find which were missing?
有什么活动是你希望看到但是却没有看到的？

_______________________________________________________________

What could be done to improve visitors experience in the destination?
哪些方面可以增进游客目的地的趣味的？

---

**Section V. Visitor profile**
第五部分：游客资料

Gender 性别：
Nationality 国籍：
Age 年龄：
Number in party 旅游团的人数：
Spending (estimate - daily, total) 支出（大约：每日开销，总消费）：
Occupation 职业：
Place of the interview 问卷调查地点：

_________________________________________
### Annex III Model Questionnaire for Evaluation of Local Residents Satisfaction

#### 当地居民对旅游业态度的调查问卷

**Section 1. Benefits of Tourism and World Heritage Sites**

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<th>Strongly agree</th>
<th>Agree</th>
<th>Disagree</th>
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| **Tourism is good for my community** | | |
|--------------------------------------| | |
| **I personally benefit from tourism**| | |
| **Having the designation of World Heritage Site is good for my community** | | |

**Section 2. Effects of Tourism in the Community**

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| **Contributes to the creation of new infrastructure/equipment/facilities that benefit the community** | | |
|-------------------------------------------------------------------------------------------------| | |
| **Helps stimulate local culture and crafts** | | |
| **Creates jobs for local residents** | | |
| **Employs local youth** | | |
| **Raises prices for goods and properties** | | |
| **Causes rise in crime rates** | | |
| **Negatively influences local culture and traditions** | | |
| **Disrupts normal local activities** | | |
| **Harms the environment** | | |

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Page 94
Prevents or hinders access of local residents to public areas (e.g., beaches, parks, trails)

Prevents or hinders access of local residents to basic natural resources (water, electricity, etc.)

Section 3. Main Concerns of Residents Facing Tourism Development

1. Overall, what is your opinion of tourism development in your community?
   1. 总的来说，您对所在地的旅游业发展评价如何？

   very unsatisfactory ___ poor ___ satisfactory ___ good ___ excellent ___
   非常不满意 ___ 差 ___ 满意 ___ 好 ___ 很好 ___

2. In the future, would you want more or less tourism in your community?
   2. 您希望将来您所在地区的旅游业是进一步发展还是减缓发展？

   much less ___ less ___ same ___ more ___ much more ___
   大幅减缓 ___ 减缓 ___ 维持不变 ___ 增加 ___ 大幅度增加 ___

3. What is your main concern regarding tourism in your community?
   3. 您对您所在地区的旅游业在哪些方面最关心？

   

Section 4. Proposals for Supporting Tourism Development

What could be done to improve tourism in your community?
哪些措施能够推动您所在地区的旅游业发展？

PROFILE (个人信息)

Gender 性别：
Place of residence 居住地：
Age 年龄：
Occupation 职业：