Heritage Tourism, Keeping the Right Balance: Economic Progress and Sustainable Tourism

A Workshop Presentation
at
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Conducted by

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Objectives…

- Work towards creating consensus around:
  - The importance of heritage tourism and its economic contribution
  - The nature of community engagement and social responsibility by heritage tourism enterprises
  - The nature and level of involvement by heritage tourism enterprises with the institutional environment
  - The challenges facing heritage tourism enterprises

- An informal resource network
Format of the Workshop

- Presentation (15 minutes)
- Discussion (30 minutes)
- Reporting back to the group (20 minutes)
- Summary and conclusion (10 minutes)
Heritage Tourism, Keeping the Right Balance

- Introduction and background
- Heritage tourism and its economic contribution
- Community engagement and social responsibility by heritage tourism enterprises
- Nature and level of involvement by heritage tourism enterprises with the institutional environment
- Challenges facing heritage tourism enterprises
“Attractions are arguably the most important component in the tourism system. They are the main motivators for tourist trips and are the core of the tourism product. Without attractions there would be no need for other tourism services. Indeed tourism as such would cease to exist if it were not for attractions” (Swarbrooke, 1995, 3).
Introduction and Background

- The “right balance”
  - With nature-based attractions
  - With the local community

  Pre-feasibility study of the preservation, restoration and development of major historic and military sites in the Eastern Caribbean

- Organization of American States (2000) The financing requirements of nature and heritage tourism in the Caribbean, OAS Washington DC
The Economic Contribution

- The existing reality
  - The natural environment is still a major motivate for travel.

- Changing patterns in the market place:
  - Increased interest in heritage tourism
  - Greater concerns about health and the sun
  - Increasing costs of travel

- More than visitor spending
Community Interaction by Heritage Tourism Enterprises
“A Typology”

<table>
<thead>
<tr>
<th>Activity</th>
<th>High</th>
<th>Low</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td><strong>Area 1: SOCIAL INTERACTION</strong></td>
<td><strong>Area 2: OPPORTUNISTIC INVOLVEMENT</strong></td>
</tr>
<tr>
<td></td>
<td>(39%)</td>
<td>(26%)</td>
</tr>
<tr>
<td></td>
<td><strong>Area 3: PSEUDO-ENGAGEMENT</strong></td>
<td><strong>Area 4: COMMUNITY ENGAGEMENT</strong></td>
</tr>
<tr>
<td></td>
<td>(17%)</td>
<td>(18%)</td>
</tr>
</tbody>
</table>

Importance
Involvement with the Institutional Environment

Tourism Institutions (7 entities)

Financial Institutions (18 entities)

Community Development Institutions (4 entities)

Heritage Institutions (3 entities)
## Enterprise Involvement with the Institutions

### Proportion of Enterprises Using Institutions by Type of Enterprise

<table>
<thead>
<tr>
<th>Type of Institution</th>
<th>Built Heritage</th>
<th>Natural Heritage</th>
<th>Cultural Heritage</th>
<th>TOTAL INVOLVEMENT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Financial</td>
<td>0.67</td>
<td>0.22</td>
<td>0.44</td>
<td>0.36</td>
</tr>
<tr>
<td>Tourism</td>
<td>0.89</td>
<td>0.35</td>
<td>0.72</td>
<td>0.53</td>
</tr>
<tr>
<td>Community Development</td>
<td>0.60</td>
<td>0.20</td>
<td>0.60</td>
<td>0.36</td>
</tr>
<tr>
<td>Heritage</td>
<td>1.00</td>
<td>0.36</td>
<td>0.50</td>
<td>0.52</td>
</tr>
<tr>
<td>TOTAL</td>
<td>0.78</td>
<td>0.28</td>
<td>0.57</td>
<td>0.44</td>
</tr>
</tbody>
</table>
Improved Heritage Tourism Enterprise Operation

Financial Support
(9 Responses)

- Liability protection
- Taxation benefits
- Stakeholder interest
- Partner support
- Access to bank financing
- Parent Co. deficit support

Challenges Facing Heritage Tourism Enterprises

- Limited financial resources
- Need for capital
- Need new investment
Challenges Facing Heritage Tourism Enterprises (Continued)

Technical Support (6 Responses)

- Industry education
- Bureaucracy in Min of Finance
- Lack of timely response Gov Depts
- Lack of respect by Ind. Partners
- Organizational restructuring
- Line training for staff

Improved Heritage Tourism Enterprise Operation
Challenges Facing Heritage Tourism Enterprises (Continued)

- Flat organisation
- Easy decision making

- Inherited org structure
- Lack of trained managers (2)
- High staff to management ratios

Management Support (5 Responses)
Challenges Facing Heritage Tourism Enterprises (Continued)

- Lack of co-op marketing
- Competition for supporters
- Lack of timely BTA support

Marketing Support (3 Responses)

Improved Heritage Tourism Enterprise Operation
Our Discussion
“Rules for the Road”

- We are all entitled to our opinion
- We will all have an opportunity to share our opinion
- The only silly or foolish idea is the one that is not shared
- No single person is as great as all of us
- We will treat each other as we would like to be treated, i.e. we will respect the opinions of our colleagues
Our Discussion

- Introductions – Name and institution or enterprise
- What are the 3 most important challenges being faced by your organization at this time?
- What would be required to address these challenges?
- How are you involved with the local community, and do you consider such involvement to be important to your business?
- Document your findings
- Present in plenary.
Next Steps

We will pass on your concerns to the CTO

THANK YOU!