

ICOMOS International Cultural Tourism Committee International Conference 2012

In association with ICOMOS Philippines

Cultural Tourism for Community Development: 40 Years of the World Heritage Convention

Vigan, Philippines, 5-10th November

ICOMOS International Scientific Committee on Cultural Tourism

Principles and Practice

Sue Millar – President – ICOMOS International Scientific Committee on Cultural tourism:

Vigan, Philippines, 7th November 2012

As President my opening address provides the opportunity to introduce you to ICOMOS and the work of our International Scientific Committee (ISC) on Cultural Tourism.

My presentation provides a brief overview of world tourism at the start of the second decade of the 21st century, the exponential growth in cultural tourism and its impact on protecting cultural heritage in a media age of mass travel on a global scale. ICOMOS is introduced to those of you unfamiliar with our conservation organisation. And I expound on the strategic role played by ICOMOS International Cultural Tourism Committee (ICTC) in the conservation and protection of places of heritage significance through sustainable tourism. In particular reference is made to the importance of ICOMOS International Cultural Tourism Charter and UNESCO World Heritage Centre's World Heritage and Sustainable Tourism Programme 2013-2015. Our Committee's future plans are discussed.

First congratulations and thanks are in order.

On behalf of ICOMOS International Cultural Tourism Committee (ICTC) I would like to offer congratulations to all those involved in the Vigan World Heritage Project. Our choice of Vigan as ICTC conference venue in 2012 - over two years ago - has turned out to be both prescient and fitting in more ways than we could have envisaged at the time. We knew Vigan is 'the best-preserved example of a planned Spanish colonial town in Asia' inscribed on the World Heritage List in 1999; and is an emergent tourism destination. What we did not know – and could not have known – is that the City of Vigan was to be awarded in 2012 a UNESCO certificate for "Best Practice in World Heritage Site Management" during the week of our conference. At this moment the Mayor of Vigan is in Kyoto, Japan attending the closing ceremony of the 40th Anniversary of the UNESCO World Heritage Convention where she will be presented with this honour.

Vigan, your confident bold and successful multi-faceted approach to the management and protection of your World Heritage City involving the whole community is rightly recognised on the international stage. You have led the way in developing a sustainable and relatively low cost model of World Heritage Site management.

Work undertaken by the World Heritage City of Vigan and its citizens has lessons for us all. Heritage conservation and tourism are the foundation on which the city's future social, cultural and economic growth is based. Sponsorship for conservation and deep engagement of the community provide enormous benefits for tourists. A rewarding visitor experience interacts with community aspirations in a 'virtuous circle' of growth and development. Emotional commitment enhances heritage values.

Importantly, Vigan has soul as well as offering a case study of exemplary practice in World Heritage Site Management. Vigan has proved that the two are inseparable: two sides of the same coin. It is not a case of 'been there got the tee-shirt'. World Heritage is celebrated as an important part of life. Impressive indeed: with a formal accolade from UNESCO a richly deserved outcome. Future challenges will come as Vigan becomes increasingly popular on the list of 'must see' World Heritage sites to visit.

We – ICTC conference delegates – have been privileged to witness first-hand the results of your sustained resolve to make Vigan's heritage the core of its regeneration strategies. We have seen how by reclaiming the Spanish colonial town with its unrivalled architectural style influenced by the Philippines, China and Europe you are reviving the heart of the city in the 21st century. We have experienced the enthusiasm for world heritage amongst the citizens of Vigan. We can support UNESCO's assertion that 'the local community is well integrated into many aspects of the sustainable conservation and management of the property'. People in Vigan openly express their appreciation of the benefits world heritage status has brought to their town. In turn the local and regional governments recognise the significance of cultural continuity, tradition and collective memory in developing a vibrant cohesive community.

ICOMOS International Cultural Tourism Committee (ICTC) would like to thank the Provincial Government of Ilocos Sur through Gov. Chavit Singson, the Mayor of Vigan Mrs Eva Singson Medina, city officials and the people of Vigan for hosting our international conference organised jointly with ICOMOS Philippines dedicated to *Cultural Tourism for Community Development: 40 Years of the World Heritage Convention*. I cannot think of a venue that could surpass Vigan for a conference on this theme. We are most grateful for your generous hospitality.

Our conference with its focus on cultural tourism and community development has attracted participants from the Philippines, United States, Europe and elsewhere in Asia.

Underpinning this theme is our belief amongst ICTC members that the long-term protection of many aspects of cultural heritage world-wide is a triangular – and when working at its best as in Vigan – a mutually supportive relationship between well-planned and responsible tourism, sustainable conservation practice and successful communities. Cultural tourism is a vital component in this mix and - we suggest - an under-used and under-rated but important tool for community development in heritage places and especially World Heritage Cities.

Tourism – a story of continuous growth

‘One billion is an extraordinary number.

Let us for a minute look back to 1950, when traveling outside of one’s country was restricted to a small elite of wealthy people and a number of adventurers. When there were just 25 million international tourists discovering the world. When the majority of the people of the world would spend their entire life never going beyond a 100 km radius.

Today, just one generation later, one billion people are on the move. By the end of 2012, one seventh of the world’s population will have crossed international borders in a single year. Four billion more would have been on domestic trips within their national borders.’

Taleb Rifai, Secretary-General, World Tourism Organization (UNWTO)

International tourism hit new records in 2011 despite challenging economic conditions and political unrest at many global tourism locations. According to UNESCO, cultural and natural heritage tourism is ‘the most rapidly growing international sector of the tourism industry’.

International data on the size of this market is hard to come by. OECD and the UNWTO reported that in 2007 cultural tourism accounted for 40% of all international tourism, up from 37% in 1995. Although we do not have accurate figures, the evidence suggests much of the focus of continuous growth in tourism is on the special interest areas of cultural heritage and natural heritage.

Such enthusiasm can have unintended consequences. Jobs and income are important to local communities; but tourism can impact negatively on that same community’s capacity to safeguard their heritage.

Venice World Heritage Site, Italy

Venice, Italy, attracts about 20 million visits a year, which equates to nearly 60,000 a day in the city; this is equivalent to its population of 60,000. Tourism is the basis of the economy, but it is an industry which kills off all others.



Symbolic of the dilemma faced by the authorities and daily degradation of the 'outstanding universal value' the World Heritage City of Venice is the arrival of large cruise ships. These loom high above the skyline dominating the view along the Grand Canal: a unique experience for visitors, but devastating for the city.

The cruise liner traffic in Venice is particularly damaging because of the fragile structure of the city. The ships cause water tides that erode the foundations of buildings. They contribute to pollution and impact the cityscape as they dwarf monuments in the heart of the city. A Ministerial Degree bans ships over 40,000 tonnes from sailing too close to the Doge's Palace, but this will only come into force once an alternative solution has been agreed – possibly the construction of another port.

United Kingdom – Stonehenge & Greenwich World Heritage Sites



According to a recent Visit Britain survey (2011) the most frequently mentioned perception of Britain as a tourist destination is that it has a rich and interesting history (59%). Britain is seen as a world-class destination in terms of its built heritage, ranked 4th out of 50 nations in the 2009 Nation Brands Index, and its cultural heritage, ranked 7th out of 50 nations.

Visitor numbers to Stonehenge World Heritage Site increased at Stonehenge by 9% (1,099,656) in 2011 despite the fact that a major highway passes through the site and the controversial new visitor centre, designed by Australian architects Denton Corker Marshall is yet to be built.

In 2012 the Olympic and Paralympic Games had a major impact on London heritage visitor attractions, principally museums. Central London was the worst hit: the British Museum lost 169,970 visitors in July, while the National Gallery had 40% fewer visitors in the first week of August. In south-east London, the National Maritime Museum, part of the Olympic

equestrian arena, changed its opening hours to encourage spectators to visit the museum but still lost 11,167 visitors in July. It did, however, welcome an extra 63,356 visitors in June.

The decision to use London's culture and heritage as an integral part of the London Olympic Games festivities - a parallel Cultural Olympiad, Buckingham Palace as the setting for the road marathon and cycling events and handing over of Greenwich Park within Maritime Greenwich World Heritage Site (1997) to host the equestrian competitions - blurred the edges between sport and heritage in what can only be described as the surreal 'once in a life-time' experience of hyper-reality.



On one day alone 55,000 people thronged Greenwich Royal Park with its ancient associations by then completely transformed into a cross-country course and show jumping arena. Whether this dramatic convergence of sports and cultural tourism is an appropriate or ethical use of a World Heritage site is a question worth asking.

Was the 'outstanding universal value' enhanced by the use of the site for such a glamorous sporting fixture? There is serious concern in some quarters about the long term implications of using a World Heritage site for this purpose.

What is beyond doubt is that the images sent around the world with the backdrop of the English baroque buildings of the Queen's House and Old Royal Naval College framed by the tall buildings of the new financial centre of London – Canary Wharf – achieved the positive advertisement for London and the UK the Olympic Games organisers were seeking.



Making the right decisions on the balance between heritage protection and access is rarely straightforward. Political priorities, financial necessity, public expectations often drive short-term agendas. Help is available. ICOMOS charters are standard-setting documents providing guidance on the conservation of cultural heritage drafted by experts and agreed by the membership.

ICOMOS

ICOMOS – the International Committee on Monuments and Sites – was founded almost fifty years ago (1965) based on the principles enshrined in the Venice Charter (1964)¹. ICOMOS

is a non-governmental organisation with headquarters in Paris. It is the official advisory body to UNESCO on cultural heritage protection and makes recommendations to the World Heritage Committee on nominations for World Heritage Listing. The International Union for Conservation of Nature (IUCN) in Switzerland is the parallel advisory body to UNESCO on the natural heritage.

First and foremost, ICOMOS is an interdisciplinary global network of recognised cultural heritage professionals and conservation experts. It is composed of National Committees (NCs) with open membership for suitably qualified individuals and institutions. A growing number of expert International Scientific Committees (ISCs) – now almost thirty - reflects the expansion of specific expertise required for the effective conservation of heritage places as the concept of cultural heritage itself has expanded.

Cultural heritage has out-grown the narrow confines of monuments and sites (which gave ICOMOS its name) and now broadly encompasses the historic environment and associated tangible and intangible heritage. Places of cultural heritage significance – historic towns, cultural landscapes, archaeological sites and cultural routes - including World Heritage Sites – are identified by people. As local communities, nation states, and in the case of World Heritage – citizens of the world, it is their collective memory and current perceptions of what places are of heritage significance that count. Many 'national treasures' have become important for tourist attractions.

ICOMOS International Cultural Tourism Committee

ICOMOS ICTC is responsible for the creation of the ICOMOS International Cultural Tourism Charter (1999); the development of handbooks as part of a series of United Nations World Tourism Organisation (UNWTO) publicationsⁱⁱ; and an on-going contribution to the work of the UNESCO World Heritage Centre's Sustainable Tourism and World Heritage Programme.

ICOMOS gave early recognition to the inter-dependency of heritage conservation and cultural tourism at a time when the definition of cultural heritage was limited to monuments and sites. The first International Cultural Tourism Charter dates from 1976. ICOMOS ISC for Cultural Tourism was established in the 1980s and continues to play a significant role within ICOMOS building on its past strengths and achievements to address the new challenges of the 21st century. Members of the International Committee for Cultural Tourism (ICTC) are heritage and tourism practitioners, all active professionals, academics and researchers who have influenced the cultural tourism field in many ways.

As an ICOMOS International Scientific Committee our remit is to set standards, research and promote a wider understanding of the synergistic and constantly evolving relationship between cultural tourism and heritage conservation. Although our focus is cultural tourism our working context is sustainable tourism development. UNWTO defines sustainable tourism as "Tourism that takes full account of its current and future economic, social and environmental impacts, addressing the needs of visitors, the industry, the environment and host communities"

ICTC identifies tourism as a vital component in cultural heritage conservation. The concept of a dynamic interface and symbiotic relationship between heritage and tourism in both theory and practice, underpinned by the ICOMOS International Cultural Tourism Charter (1999), is central to our Committee's agenda. Our role in providing strategic advice on policy formulation at international and national levels is becoming increasingly important.

We – ICOMOS International Cultural Tourism Committee - believe that governments and heritage professionals cannot work in isolation to safeguard the heritage in their care. Cultural heritage - as stated already - has out-grown the narrow confines of monuments and sites and now broadly encompasses the historic environment and associated tangible and intangible heritage. Only community empowerment, enlisting the passions of tourists and establishing a deep level of commitment by the tourism sector in partnership with the conservation community will save the special places on earth.

Our work is urgent as well as important. We believe the tide has turned. There is willingness amongst leaders and decision makers to formulate policies that protect and enhance the cultural heritage in their care with the support and dedication of local communities; to forge partnerships with the private sector which now recognises that the responsible protection and exploitation of heritage assets ensures their own long term future; to treat tourists as friends and allies in heritage protection; and to take a holistic multi-faceted strategic approach to cultural tourism planning and heritage management.

Vigan, as we know, is a model of best practice. But, elsewhere in Asia, Europe, Africa and the Americas - as our European case studies have shown - there is evidence of damage and degradation of heritage values because of large numbers and often poorly managed tourists.

ICOMOS International Cultural Tourism Charters

ICOMOS International Cultural Tourism Charters articulate why cultural tourism is important for cultural heritage conservation and describe the principles on which a mutually supportive

relationship should be based. ICOMOS International Cultural Tourism Charter 1999 is the 8th in a series of charters on cultural tourism, the first adopted in 1976.

ICOMOS International Cultural Tourism Charter (1999) is central to our work as an ICOMOS International Scientific Committee. It continues to be an important reference and standard setting document supporting effective policy formulation, strategic planning and management of tourism at heritage sites including World Heritage Sites. The Charter's ethos and principles ensure strong leadership and a clear sense of direction for conservation practice in the context of sustainable and responsible tourism development.

The 1976 Charter appears delightfully simplistic in our more complex world today. Straightforward, uncomplicated and relevant even if its use of English is old fashioned this Charter defines the relationship between conservation and tourism in positive terms and describes the nature of that interdependence stating:

“Cultural tourism is that form of tourism whose object is, among other aims, the discovery of monuments and sites. It exerts on these last a very positive effect insofar as it contributes - to satisfy its own ends - to their maintenance and protection. This form of tourism justifies in fact the efforts which said maintenance and protection demand of the human community because of the socio-cultural and economic benefits which they bestow on all the populations concerned.”

ICOMOS International Cultural Tourism Charter 1999 builds on the ideals of the first focusing on the dynamic interaction between tourism and cultural heritage. Sustainable tourism is the *leitmotif*. The Charter acknowledges there will be conflicts of interest that have to be managed to maintain the delicate balance between exploiting tourism growth based on cultural heritage assets in the present and protecting irreplaceable sources of community pride and identity for future generations.

This Charter's ethos is bold brave and inclusive emphasising our shared rights and responsibilities: *‘At the broadest level, the natural and cultural heritage belongs to all people. We each have a right and responsibility to understand, appreciate and conserve its universal values’. .. ‘It is a dynamic reference point and positive instrument for growth and change. The particular heritage and collective memory of each locality or community is irreplaceable and an important foundation for development, both now and into the future’.*

The 1999 Charter recognises individual encounters with the living heritage of a community provide a rich and rewarding experience: *“Domestic and international tourism continues to be among the foremost vehicles for cultural exchange, providing a personal experience, not only of that which has survived from the past, but of the contemporary life and society of others.”*

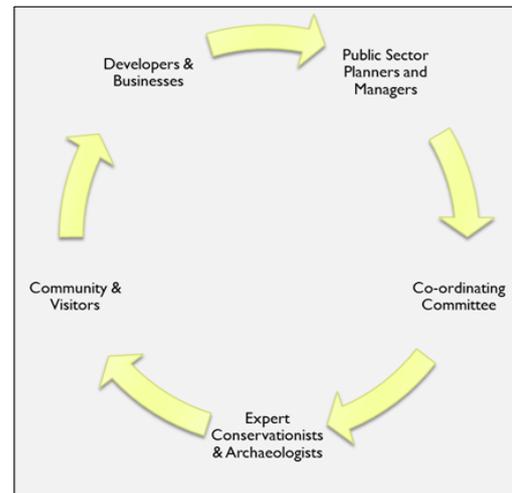
The Charter’s six principles are summarised here. A full version in English, French and Spanish is available from our ICOMOS ICTC websiteⁱⁱⁱ.

1. *Encourage public awareness of heritage:* ‘Since domestic and international tourism is among the foremost vehicles for cultural exchange, conservation should provide responsible and well managed opportunities for members of the host community and visitors to experience and understand that community’s heritage and culture at first hand’. Conservation led interpretation programmes are proposed.
2. *Manage the dynamic relationship:* ‘The relationship between Heritage Places and Tourism is dynamic and may involve conflicting values. It should be managed in a sustainable way for present and future generations’. Management plans are recommended – retaining the authenticity of heritage places, assessing the limits of acceptable change, minimizing adverse impacts, whilst responding to the needs and aspirations of visitors.
3. *Ensure a worthwhile visitor experience:* ‘Conservation and Tourism Planning for Heritage Places should ensure that the Visitor Experience will be worthwhile, satisfying and enjoyable’.
4. *Enable community involvement:* ‘Host communities and indigenous peoples should be involved in planning for conservation and tourism’.
5. *Provide benefits for host communities:* ‘Tourism and conservation activities should benefit the host community’. Providing education & training, support for socio-economic development (especially poverty alleviation); and the return of a ‘significant proportion of tourist revenues’ for ‘the protection, conservation and presentation of those places’.
6. *Offer promotional programmes –* ‘Tourism promotion programmes should protect and enhance Natural and Cultural Heritage characteristics’. Aimed at managing visitor expectations (and behaviour), encouraging local craft activities & further exploration of the wider region.

Today – over 10 years later - we might add a seventh principle covering the active involvement of visitors in the protection of the places they visit. Tourists have a significant role to play in the world-wide conservation movement as citizens of the world. They have the means through modern internet technology.

Inclusive stakeholder model:
Cultural Heritage & Tourism Destination Management

ICOMOS International Cultural Tourism Charter 1999 has led the way in challenging and changing a perilously confrontational position between overly protectionist conservation campaigners and overly exploitative commercial tourism interests that was emerging as a result of the increasing popularity of heritage sites and incremental rise in tourist numbers in the 1990s.



It is now widely recognised that working together in partnership can bring benefits to all stakeholders while protecting and enhancing cultural and heritage values.

Tourist Destinations: Heritage Destinations?

ICOMOS International Cultural Tourism Charter 1999 provides a social, economic and cultural rationale for an effective collaboration between tourism and cultural heritage and endorses a heritage destination management model.

In strategic and operational planning for tourism at heritage places there is a move to a destination approach. Cultural tourism now equates to experiencing the way of life – the living heritage of people in places that are special to them and may involve sampling the local cuisine, attending theatrical performances, participating in festivals, visiting cathedrals, temples or mosques, museums, art galleries, parks and palaces – or going on a pilgrimage, taking a boat trip or a tricycle ride.

The concept of destination management supports a strong interrelationship between what happens within heritage site boundaries and outside in the local area/ region. World Heritage sites in particular have increasingly brought services and entertainment inside their formal boundaries frequently at the expense of those local service providers operating outside. An emphasis on the whole destination enables attention to be given to developing stronger relationships across the wider community, offering support for small businesses and making improvements in the totality of the visitor experience. It provides a mechanism for addressing the pressure points and high levels of demand at honey-pot World Heritage sites.

Options and opportunities are yet to be fully exploited. The engagement of the local community in understanding, supporting and developing their cultural heritage is

fundamental to their own identity and sense of place and is also the bedrock for sustainable and responsible tourism. Food and drink – local cuisine – for example, can have benefits that may attract some visitors in the first instance and provide a natural way to lure visitors away from the actual World Heritage site once they have ‘ticked the world heritage box’. People want to meet people in a fruitful cultural exchange and food and drink are a great way of sharing cultural experiences and a universal topic of conversation.

Success can begin in small ways in a two way process of supply and demand.

Chefs like Rolando Laudico in the Philippines are experimenting with traditional recipes in a bid to make Philippine food better known. Few foreigners have tasted or even heard of the country's signature dishes like abobo, sinigang, lumpia and pancit. (Some dishes – I understand - are not for the faint-hearted!) Cafe Ysabel, located in a beautiful colonial-era house in central Manila sells both international and Filipino dishes.

Piedmont, Italy, is the birth-place of the Slow Food Movement. The first International Congress was held in Venice in 1990. A grass-roots movement its philosophy is based on the belief that that everyone has a fundamental right to the pleasure of good food and consequently the responsibility to protect the heritage of food, tradition and culture that make this pleasure possible.

ICOMOS ICTC is in line with the position of UNWTO and UNESCO World Heritage Centre in taking a destination approach. Tourism planning at a destination level is required to facilitate links between sets of different cultural tourism experiences for visitors, to bridge the divide between public and private sector organisations working in the same location; and to provide improved benefits for local people.

Also, I am proposing for your consideration the idea that now is the right time to think in terms of heritage destinations. By coining the phrase ‘heritage destination’ safeguarding heritage and conservation are raised, or should be raised, higher in the hierarchy of concerns for regional tourism strategic planning. Protecting the cultural heritage and communities that make destinations unique is essential for business success and visitor satisfaction. World Heritage Destinations is a term already used by National Geographic.

UNESCO World Heritage & Sustainable Tourism Programme

UNESCO World Heritage Centre's World Heritage and Sustainable Tourism Programme (WH+STP) Steering Group includes representation from the United Nations World Tourism Organisation (UNWTO) as well as the advisory bodies ICCROM, IUCN and ICOMOS.

The President of ICTC represents ICOMOS on the Steering Group. At the 34th Session World Heritage Committee in Brasilia, Brazil 2010 UNESCO World Heritage Centre was asked to design a second programme that would make an impact at a strategic level. (The first had concentrated on issues to be addressed mainly at a site level.) The new WH+STP was adopted by the World Heritage Committee at the 36th session in St Petersburg 2012.

The vision is inclusive and indirectly refers to ICOMOS International Cultural Tourism Charter." World Heritage and tourism stakeholders share responsibility for conservation of our common cultural and natural heritage of Outstanding Universal Value and for sustainable development through appropriate tourism management".

A UNESCO statement describes the approach and purpose of the programme: "The UNESCO World Heritage and Sustainable Tourism Programme represents a new approach based on dialogue and stakeholder cooperation where planning for tourism and heritage management is integrated at a destination level, the natural and cultural assets are valued and protected, and appropriate tourism developed. The Programme creates an international framework for cooperation and coordinated achievement across sectors in order to safeguard heritage and achieve sustainable economic development."

There are five Programme objectives:

- Integrate sustainable tourism principles into the mechanism of the World Heritage Convention
- Strengthen the enabling environment by advocating policies, strategies, frameworks and tools that support sustainable tourism as an important vehicle for protecting and managing cultural and natural heritage of Outstanding Universal Value
- Promote broad stakeholder engagement in the planning, development and management of sustainable tourism that follows a destination approach to heritage conservation and focusses on empowering local communities
- Provide World Heritage stakeholders with the capacity and tools to manage tourism efficiently, responsibly and sustainably based on the local context and needs

- Promote quality tourism products and services that encourage responsible behaviour among all stakeholders and foster understanding and appreciation of the concept of Outstanding Universal Value and the protection of World Heritage.

The Action Plan identifies activities that support the overall objectives of the Programme and the Action Plan 2013-2015 outlines specific and prioritised activities that correspond to the first phase of the overarching strategy of the WH+STP.

So far UNESCO has proved reluctant to change the *Operational Guidelines for the Implementation of the World Heritage Convention* to include mention of tourism. Ultimately the success or otherwise of the fund-raising programme will determine how immediate objectives can be met over the next three years.

Challenges for Heritage & Tourism

Immense challenges remain for the heritage and tourism industries.

World Heritage listing can be a powerful factor in poverty alleviation. The brand is trusted and respected as a major supplier of iconic, often glamorous, certainly interesting, unique and generally well managed cultural heritage at tourist destinations. But there is a downside. World Heritage listing can also sow the seeds of destruction and degradation of fragile heritage environments through the over-development of tourist infrastructure, over-visitation, increased potential for looting, distortion of heritage values and displacement of local communities.

In many ways the voracious appetite for culture and heritage remains an enigma – understood as human curiosity at the simplest level, under-researched and partially understood as a driver of the economy and sustainable communities. Heritage is big business. Most governments across the developed world prefer hi-tech engineering as a measure of GDP. In poorer countries across the developing world there is greater awareness that their unique cultural heritage is a major asset. Cultural tourism is also the world's greatest self-motivated mass education programme and has yet to be recognised at such even within UNESCO.

Despite potential damage to the ancient monuments from excessive overcrowding at Angkor Wat, Cambodia, the government has given the tourism industry a priority status for fast track development. In parallel, the Cambodian government is also attempting to diffuse the pressure on this most popular internationally famous World Heritage Site by encouraging

tourists to visit other regions of the country. Heritage experts agree that a more balanced distribution of tourists to other regions in Cambodia would help stimulate the economy of deprived communities whilst protecting vulnerable and isolated archaeological sites. Yet, for majority of tourists it is the icons they have come to see and experience at least on a first visit. They are fully aware this may be the one and only time they can afford the cost of the trip.

The popularity of the cruise industry and construction of larger and larger ships threatens many fragile places that were previously inaccessible. The case study of Venice is a prime example of unresolved issues in this respect. Many Venetians are vehemently opposed to the authorities believing Venice is selling its soul to tourists (cheap souvenirs and Disneyfication) and the cruise industry. In contrast we have Vigan as a success story and case study of good practice in community relations, world heritage management and sustainable tourism.

Often it is a question of scale: the bigger scope of the problem, the greater the difficulty in finding a solution. Conflicts of interest are not always easily fixed. The ability and willingness of leaders and availability of financial resources to tackle the challenges they face ultimately very much depends on the court of public opinion. We also have to question whether we as committed conservation and heritage professionals are doing enough to champion sustainable tourism development and the often painful choices that come with taking the long view.

ICOMOS ICTC – Future Plans

ICOMOS ICTC future plans include reviewing the ICOMOS International Cultural Tourism Charter 1999 to enhance our understanding of its value, significance and applicability as a planning and management tool for large tourist destinations and small heritage sites; holding our Annual Meeting and a study workshop *The Living Heritage: Local Benefits and Creative Tourism* in Sukhothai Thailand, October 2013; and setting up a workshop with the cruise line industry in 2015 – possibly in the Caribbean.

ⁱ www.icomos.org

ⁱⁱ Tourism Congestion Management at Natural and Cultural Sites – A Handbook (2005) and Communicating Heritage - A Handbook for the Tourism Sector (2011), UNWTO www.unwto.org

ⁱⁱⁱ www.icomos-ictc.org