

# ON THE ROAD TO QUÉBEC

A SERIES OF ONLINE WORKSHOPS FOR MEMBERS OF THE OWHC

## TOURISM AND ECONOMY

ORGANIZED BY



ORGANIZATION OF  
WORLD HERITAGE CITIES

WITH THE SUPPORT OF



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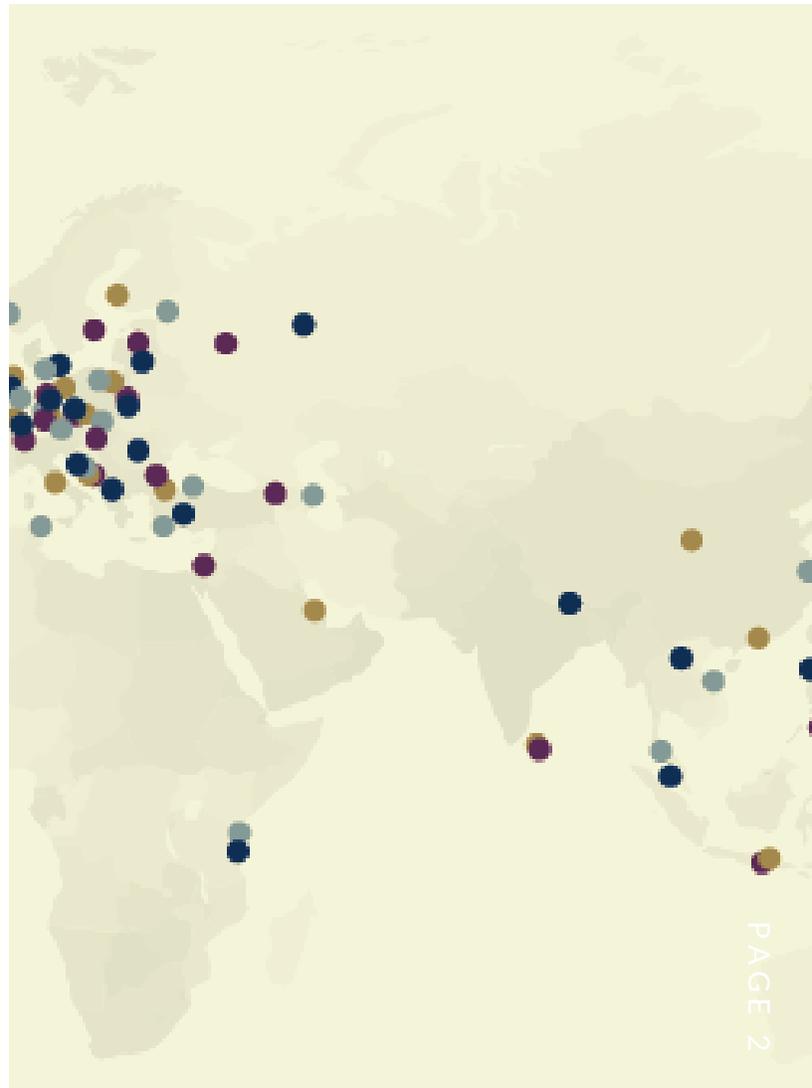
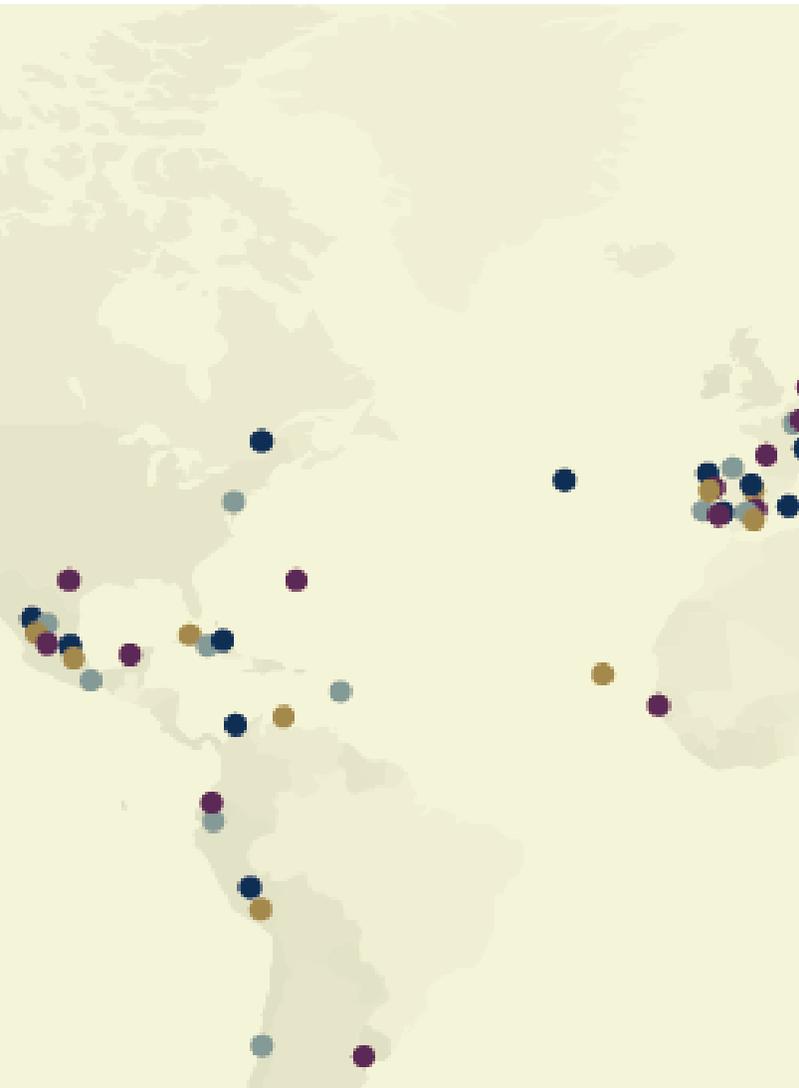
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# ONLINE WORKSHOPS

“On the Road to Québec” is a series of online workshops offered by the OWHC to members of its network. The workshops took place between February 9 and March 18, 2021 and were open to elected officials, experts and site managers working in a city that is a member in good standing of the organization.

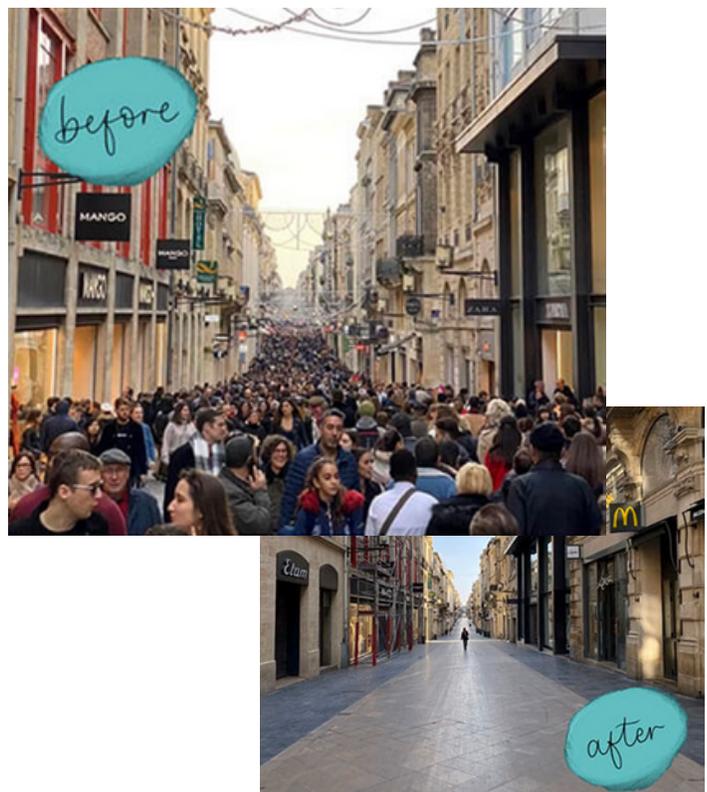
The topics of the workshops were inspired by the theme chosen for the 16th World Congress of the OWHC “Enhancing Livability in World Heritage Cities”, by the global COVID-19 crisis as well as by the more general challenges that await cities in the 21st century.

The workshops were offered in a very dynamic format, starting with an introduction offered by an expert on the chosen theme, followed by presentations of case studies by member cities of the network. The workshop was then divided into sub-groups, in order to push the discussion more in depth and exchange with colleagues from all over the world.

By sharing their ideas and experiences, participants contribute to the development of the next OWHC scientific symposium.

## Workshop #2 - Tourism and Economy

The *New Urban Agenda* highlights the need for urban economies “to transition progressively to higher productivity through high-value-added sectors by promoting diversification, technological upgrading, research and innovation, including the creation of quality, decent and productive jobs, through the promotion of cultural and creative industries, sustainable tourism, performing arts and heritage conservation activities”. However, the COVID-19 pandemic has highlighted the importance of improving the sustainability of the tourism economy. It has also shown the importance of supporting the local businesses in times of crisis.



# **WORKSHOP #2 TOURISM AND ECONOMY**

**Workshop in Spanish**

3 March 2021

# EXPERT AND INVITED CITIES

## **BARTOMEU DEYA**

**VICE-PRESIDENT, INTERNATIONAL COMMITTEE ON CULTURAL TOURISM OF ICOMOS**

Bartomeu Deya is an economist. He was director of the Mallorca Tourist Office for 15 years, then for 3 years director of the World Heritage Cultural Landscape of the Serra de Tramuntana. He is currently Vice-President of the Committee on Cultural Tourism (ICTC) of ICOMOS.



## **RAFAEL PÉREZ DE LA CONCHA CAMACHO**

**HEAD OF THE TOURISM AND WORLD HERITAGE UNIT, CORDOBA**

Rafael Pérez de la Concha Camacho graduated in Tourism from the University of Cordoba. Since 2001, he has been Head of the Tourism and World Heritage unit of the City of Cordoba and Regional Coordinator for the Southern Europe and Mediterranean region of the OWHC. He mainly develops projects to raise citizens' awareness to the importance of heritage, as well as programs to promote the different cultures that have left their heritage in this thousand-year-old city, with an eminently touristic focus. All this supported by various municipal networks of national and international scope.



## **ALFONSO CABRERA CRUZ**

**HEAD OF THE HERITAGE DIVISION, INSTITUTE OF HERITAGE AND CULTURE, CARTAGENA**

Alonso Cabrera Cruz has a PHD in Art History from the University of Granada, Spain. He is an architect and has experience in the domains of art, public administration, civil engineering and technologies. He is a specialist in conservation and restoration of architectural heritage and currently manages the Institute of Heritage and Culture of Cartagena.



# CASE STUDIES AND CONCLUSIONS

## **Cordoba: Analysis of the situation and keys to reviving tourism in a World Heritage city**

Cordoba's economy, like that of most World Heritage cities, was heavily dependent on tourism industries. Many historic centers have consequently been transformed into tourist (HISTOURISTICS) centers. With the COVID-19 pandemic, these tourist centers have been left empty, without tourists, without noise, without disturbances, and without economic activity. This weakness is a real and proven threat, which we must try to transform into strength and opportunity. The recovery will have to be accompanied by better public-private collaboration, or rather public-private management.

## **Cartagena: Tourism and economy – Cartagena's heritage in peril**

While Cartagena de Indias will celebrate the 500th anniversary of its founding in 2033, the city's future remains uncertain. The climate crisis and rising sea levels threaten to flood much of the territory and displace more than 30% of the population. Residential, tourist, economic and heritage functions will be threatened.



On the other hand, if humanity manages to fight successfully against the harmful effects of climate change, we will instead see a city that has applied the parameters of 4C (Cartagena de Indias Competitive and Compatible with the Climate). The city will have mobilized all its inhabitants and will continue to offer the international community a unique urban heritage that refuses to disappear.

## **For a safe reactivation**

Participants stressed the importance of ensuring a safe tourism reactivation for visitors, local communities, and businesses. While the pandemic will continue to affect tourism activities for several months, strategies must be explored to restore visitors' confidence and allow a return to normalcy.

Seals such as the World Travel and Tourism Council's Safe Travel Stamp were created to allow travelers to recognize destinations and businesses worldwide that have adopted health and hygiene protocols based on global authorities' recommendations.



Participants also mentioned that implementing a vaccination passport will need to be carefully considered and could potentially facilitate travel and allow the recovery of tourism and economic activities over the next year.

### **The importance of supporting the local and regional economy**

While many large companies and multinationals will weather the crisis, the situation is more complex for small businesses and independent entrepreneurs. The participants underlined the importance of supporting these important actors of the local and regional economy.

For example, we must ensure that financial aids deployed by municipal administrations and governments are used locally, rather than being redistributed within large companies or multinationals whose decision-making and head offices are mostly located in other regions or countries.

Better integrated tourism strategies at the regional level is another solution to ensure a more robust recovery and more resilient tourism in cities. Each city must work closely with their rural communities to generate more diversified tourism revenues and generate new regional economic benefits.

### **Post-pandemic tourism: an opportunity to innovate and do better**

Many participants supported the idea that the pandemic and the current tourism crisis must be an opportunity to innovate to ensure a truly sustainable tourism recovery. Among the recommendations mentioned, tourism that is more inclusive, adapted, and open to different lifestyles and cultures should become the norm. Actors in the tourist industry (guides, hoteliers, restaurateurs, etc.) must be better trained on the various categories of visitor needs and expectations.

Participants also mentioned that return to normal does not have to be a return to the old model. For example, cities should determine a carrying capacity to avoid past problems related to overtourism. Most participants agreed that it is not a matter of reducing the number of visitors, but rather of finding ways to allow them to benefit from diversified activities that are more dispersed in space and time.



# **WORKSHOP #2 TOURISM AND ECONOMY**

**Workshop in English**

4 March 2021

# EXPERT AND INVITED CITIES

## FERGUS T. MACLAREN

PRINCIPAL, MAC-DUFF TOURISM | HERITAGE | PLANNING | PRESIDENT OF ICOMOS-ICTC

Mr. Maclaren is a sustainable tourism and cultural heritage management professional with 25 years of experience in Canada and internationally. Much of his current professional focus involves tourism recovery, rejuvenation and resiliency at cultural and natural World Heritage sites and the implementation of the 2030 UN Sustainable Development Goals. His background includes a broad range of tourism planning, destination management, and community and cultural heritage development expertise, and he serves in an Expert capacity for UNESCO, UNWTO, OWHC, Economic Innovation Institute for Africa, and Heritage & Cultural Society of Africa (HACSA).



## DIANA BÜTTNER

DEPUTY HEAD OF WORLD HERITAGE OFFICE, BAMBERG

Diana Büttner is a trained architect and heritage conservator. She oversees the developments of Bamberg's Market Gardeners' District and provides support to the World Heritage Visitor Centre of Bamberg. She held the Presidency of the Soroptimist International Club Bamberg Kunigunde from 2015 to 2017. Since 2019, she has also been a board member of the Bamberg Gardeners' and Vintners' Museum Association.



## HYEONJI OH

CITY OFFICIAL AND OWHC COORDINATOR FOR ASIA-PACIFIC, GYEONGJU

HyeonJi Oh is the Regional Coordinator of Organization of World Heritage Cities Asia-Pacific Regional Secretariat and City Official of Gyeongju, Republic of Korea. Specialized in Communication and Public Relations, she is experienced in a broad range of organizing international-level events, managing Youth, Publication and PR Programs for World Heritage Cities of Asia-Pacific region.



# INVITED CITIES (CONTINUED)

## ZABETH TEELUCKSINGH

EXECUTIVE DIRECTOR FOR GLOBAL PHILADELPHIA ASSOCIATION,  
PHILADELPHIA

## MELISSA STEVENS

WORLD HERITAGE PROGRAM MANAGER FOR GLOBAL PHILADELPHIA  
ASSOCIATION, PHILADELPHIA

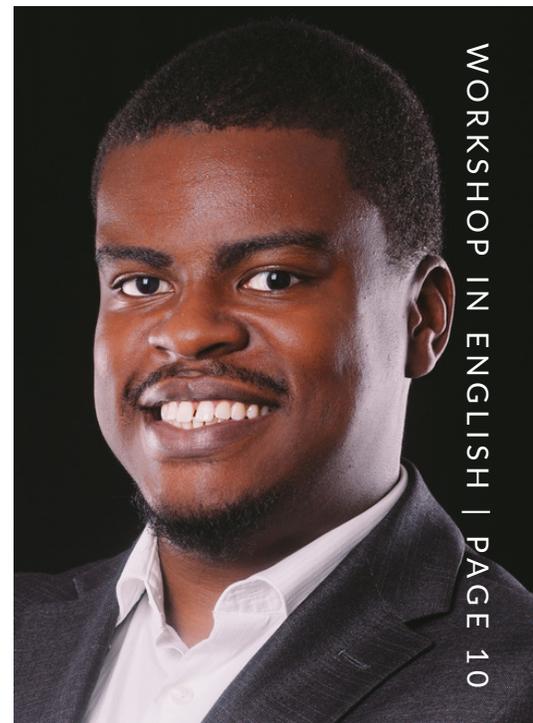
## JABARI K. JONES

FOUNDING CHIEF-EXECUTIVE OF THE WEST PHILADELPHIA  
CORRIDOR COLLABORATIVE, PHILADELPHIA

Zabeth Teelucksingh is passionate about raising Philadelphia's global profile. A seasoned, award-winning international executive, Zabeth has spent her global career educating organizations and communities on the infinite rewards of thinking globally. Since 2011, Zabeth has been the Executive Director for the non-profit Global Philadelphia Association (GPA).

Dr. Melissa Stevens is the World Heritage Program Manager for the non-profit Global Philadelphia Association. She is a cultural anthropologist with expertise in heritage education and community-based tourism and has worked on heritage projects in the United States, Tanzania, and Vietnam.

Jabari K. Jones is an economic development professional who specializes in the development of ecosystems that support small businesses. Jabari is the founding President of West Philadelphia's largest business association – encompassing over 2,000 members and 12 commercial districts.



# CASE STUDIES AND CONCLUSIONS

## **Bamberg: Tourism and economy – Bamberg’s perspective in light of the Covid-19 pandemic**

Bamberg is adapting to recent developments and seizing this opportunity to improve accessibility to its heritage. Among the projects presented are objects for people with visual impairments such as books in Braille and 3D models on the city's architectural heritage, new flat and level paving stones for people with reduced mobility, guided tours in sign language for people with hearing disabilities. Also, new tools have been developed to make Bamberg a Smart City. For example, monitoring tools were installed at strategic places on the site, making it possible to count in real-time the number of visitors on-site and to suggest alternative itineraries to other visitors who wish to avoid crowded places.

## **Philadelphia: Pandemic Pivot – New opportunities for heritage tourism in Philadelphia**

The recovery of Philadelphia's tourism and hospitality industry is essential to economic reconstruction, and the current crisis is an opportunity to correct long-standing shortcomings. For this recovery to be more equitable, the city must ensure that its African American population, its sites and histories, are included in these efforts in a meaningful and substantial way. This strategy must also include new initiatives and investments at the neighborhood level.

## **Gyeongju: Challenges and Perspectives of Tourism in times of COVID-19**

Like many World Heritage cities, Gyeongju has not been spared by the pandemic. A significant drop in the number of tourists and significant economic losses forced the city to develop creative and ambitious financial support measures for the community.



In addition to deferring payments and tax breaks, a credit card with discounts has been offered to citizens to encourage them to consume in local businesses. The city also took advantage of the crisis to implement infrastructure and improvement projects in the historic center, allowing a more sustainable and efficient tourism recovery.



### **An inclusive tourism to reduce disparities**

Several participants highlighted the importance of continuing and accelerating the establishment of a more inclusive cultural tourism. The story told to visitors in museums and on sightseeing tours must be accurate and complete. Every nation has known difficult times, and some cultural communities still experience difficulties related to this turbulent history. The first step towards better inclusion is to tell the story as it happened, highlighting its positive aspects and the more difficult ones.

Mindsets are changing, and visitors are ready to hear the truth. But to accelerate this change – a change that takes time and evolves from one generation to another – it is essential to act now. The pandemic must be a time to act.

### **A more diversified tourism**

Diversification is a concept that will help cities cope with the crisis in a more resilient way. It means in particular to vary the types of tours and activities offered. For example, cities must expand the offer of activities in nature and the countryside nearby.

Besides, the visitors' origins must also be more diversified. The current crisis shows that depending solely on international tourism is problematic in several ways. We need a tourism strategy that includes local and regional tourists.

To better diversify the local tourism economy, it is also necessary to develop a genuinely interdisciplinary approach and involve all the local economic actors. For example, in some places, internet providers must be involved in that strategy since they can set up technological infrastructures to accommodate "digital nomads". These professionals can work remotely in the long term.

