

# **Strategic Tourism Planning for Sustainable Destinations and Sites**



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# The Policy Challenge in the Asia Pacific Region

1. The rapid growth of tourism in our region can make substantial contributions to socio-economic development
2. However, unmanaged rapid growth will lead to unsustainable outcomes and impacts at the site and destination level
3. Creating, and maintaining an effective policy framework to plan, develop,, operate, and market sustainable destinations and sites is probably the single biggest challenge faced by us today
4. This presentation seeks to lay out some concepts and approaches that may help you to meet this challenge

# Overview of Presentation

- A. *What do we mean by sustainable tourism destinations and sites?*
- B. *Planning as a key tool for ensuring the development, marketing and management of sustainable tourism destinations and sites?*
- C. *Marketing sustainable tourism sites and destinations*

# A. What is meant by a sustainable tourism destination/site?



# KEY INDICATORS OF SUSTAINABLE TOURIST DESTINATIONS AND SITES

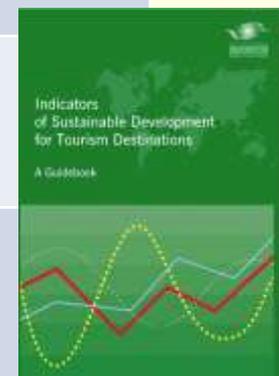
Effective Sustainable management	Optimizing socio-economic benefits for local communities	Enhancing Cultural heritage/mitigating negative impacts	Minimizing and mitigating negative environmental impacts
1. Sustainable Management plan is present	1. Local communities included in planning process	1. Visitors follow guidelines and codes of behaviour	1. Strong conservation of resources ethic exists
2. Compliance with international and national standards	2. Local residents given priority in employment and training	2. Limited trafficking in artifacts, wildlife, etc.	2. Strong compliance with pollution control measures
3. Periodic update training of management personnel	3. Purchase of local goods and services are encouraged	3. Tourist enterprizes contribute to the protection of natural and cultural heritage	3. Strong compliamce with measures to protect biodiversity, ecosystem and landscapes
4. Visitor satisfaction measurement used to take corrctive action	4. Local entrepreneurs have a place in the destination/site supply chain	4. Local architectural vernacular incorporated into bulding designs	
5. Promotional materials are accurate and don't oversell	5. Code of conduct for activities in indiginous and local communities in place		
6. Design and construction complies with landuse and respects heritage landscapes	6. Provisions for protecting vulnerable groups in place		
7. Information and interpretation facilities are provided	7. Codes for equity in employment of women and minorities in place, fair wages, legal protection and basic services are nor compromised		



Source: GSTC Sustainable Destination Criterria

# BASELINE INDICATORS FOR SUSTAINABLE DESTINATIONS AND SITES

Baseline Issues	Baseline Indicators
Effects of tourism on communities	<ul style="list-style-type: none"> <li>(i) Ratio of tourists to locals</li> <li>(ii) % who believe that tourism has helped bring new services or infrastructure</li> <li>(iii) Number and capacity of social services available to the community</li> </ul>
Sustaining tourist satisfaction	<ul style="list-style-type: none"> <li>(i) Level of satisfaction by visitors (questionnaire-based)</li> <li>(ii) Perception of value for money questionnaire-based)</li> <li>(iii) Percentage of return visitors</li> </ul>
Tourism seasonality	<ul style="list-style-type: none"> <li>(i) Tourist arrivals by month</li> <li>(ii) Occupancy rates for accommodation</li> <li>(iii) % of business establishments open all year</li> <li>(iv) Number and % of permanent tourist industry jobs</li> </ul>
Economic benefits of tourism	<ul style="list-style-type: none"> <li>(i) Number of local people (and gender ratio) employed in tourism and ratio of total employment)</li> <li>(ii) Revenues generated by tourism as % of total revenues generated</li> </ul>
Energy management	<ul style="list-style-type: none"> <li>(i) Per capita consumption of energy from all sources</li> <li>(ii) % of businesses participating in energy saving programs</li> <li>(iii) % of energy consumption from renewable resources</li> </ul>



# BASELINE INDICATORS FOR SUSTAINABLE DESTINATIONS AND SITES

Baseline Issues	Baseline Indicators
Water availability and conservation	<ul style="list-style-type: none"> <li>(i) Water use: (total volume consumed and litres per tourist per day)</li> <li>(ii) Water saving(% reduced, recaptured or recycled)</li> </ul>
Drinking water quality	<ul style="list-style-type: none"> <li>(i) Percentage of tourism establishments with water treated to international potable standards</li> <li>(ii) Frequency of water-borne diseases</li> </ul>
Wastewater management	<ul style="list-style-type: none"> <li>(i) Percentage of sewage from site receiving treatment (to primary, secondary, tertiary levels)</li> <li>(ii) Percentage of tourism establishments on treatment system</li> </ul>
Solid waste management	<ul style="list-style-type: none"> <li>(i) Waste volume produced by the destination</li> <li>(ii) Volume of waste recycled (m<sup>3</sup>)/Total volume of waste (m<sup>3</sup>)</li> <li>(iii) Quantity of waste strewn in public areas (garbage counts)</li> </ul>
Development control	<ul style="list-style-type: none"> <li>(i) Existence of a land use or development planning process, including tourism</li> <li>(ii) % of area subject to control (density, design, etc.)</li> </ul>
Controlling use intensity	<ul style="list-style-type: none"> <li>(i) Total number of tourist arrivals (peak periods)</li> <li>(ii) Number of tourists per m<sup>2</sup> of the site (e.g.at beaches, attractions), per km<sup>2</sup> of the destination, - mean number/peak period</li> </ul>



Source: Indicators of Sustainable Development for Tourism Destinations — A Guide Book by UNWTO 2004

## B. Importance of Planning

1. Importance of having a framework for identifying destinations and sites 
2. Adopting a results-based framework for planning sustainable destinations and sites 

# **C. Marketing sustainable tourism sites and destinations**

# ***Destination/Site Marketing***

- ***The destination/site plan should include a marketing strategy***
- ***A Marketing Plan sets the framework and direction for all marketing activities for a destination covering:***
  - ***Market research***
  - ***Product development***
  - ***Brand development and management***
  - ***Advertising and promotion***
  - ***Cooperative marketing opportunities***
  - ***Product distribution and sales***

# Summary of Presentation

- A. We have explored what we mean by sustainable tourism destinations and sites in terms of the main criteria, and the key indicators that need to be monitored
- B. We have seen the role of planning as a key tool for ensuring the development, marketing and management of sustainable tourism destinations and sites
- C. We have explored some some of the main elements that go into a destination/site marketing strategy

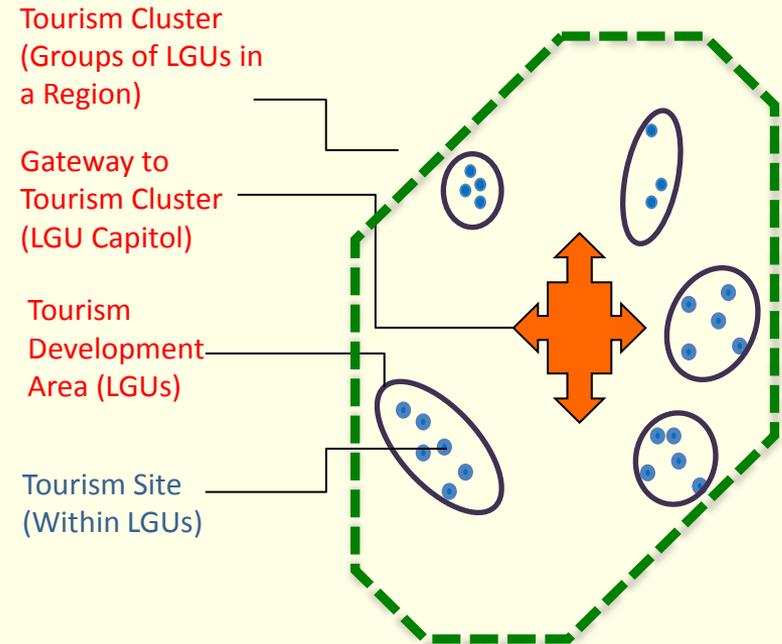
Thank you

# Approach to providing a national framework for identifying flagship destinations and sites

**Need for a coherent and integrated spatial development framework at national, regional and local level that is:**

- ✓ market responsive
- ✓ inclusive (wider distribution of benefits)
- ✓ consistent with existing administrative boundaries
- ✓ investment responsive
- ✓ measurable
- ✓ prioritizable

## Tourism Destination and Site Conceptual Framework

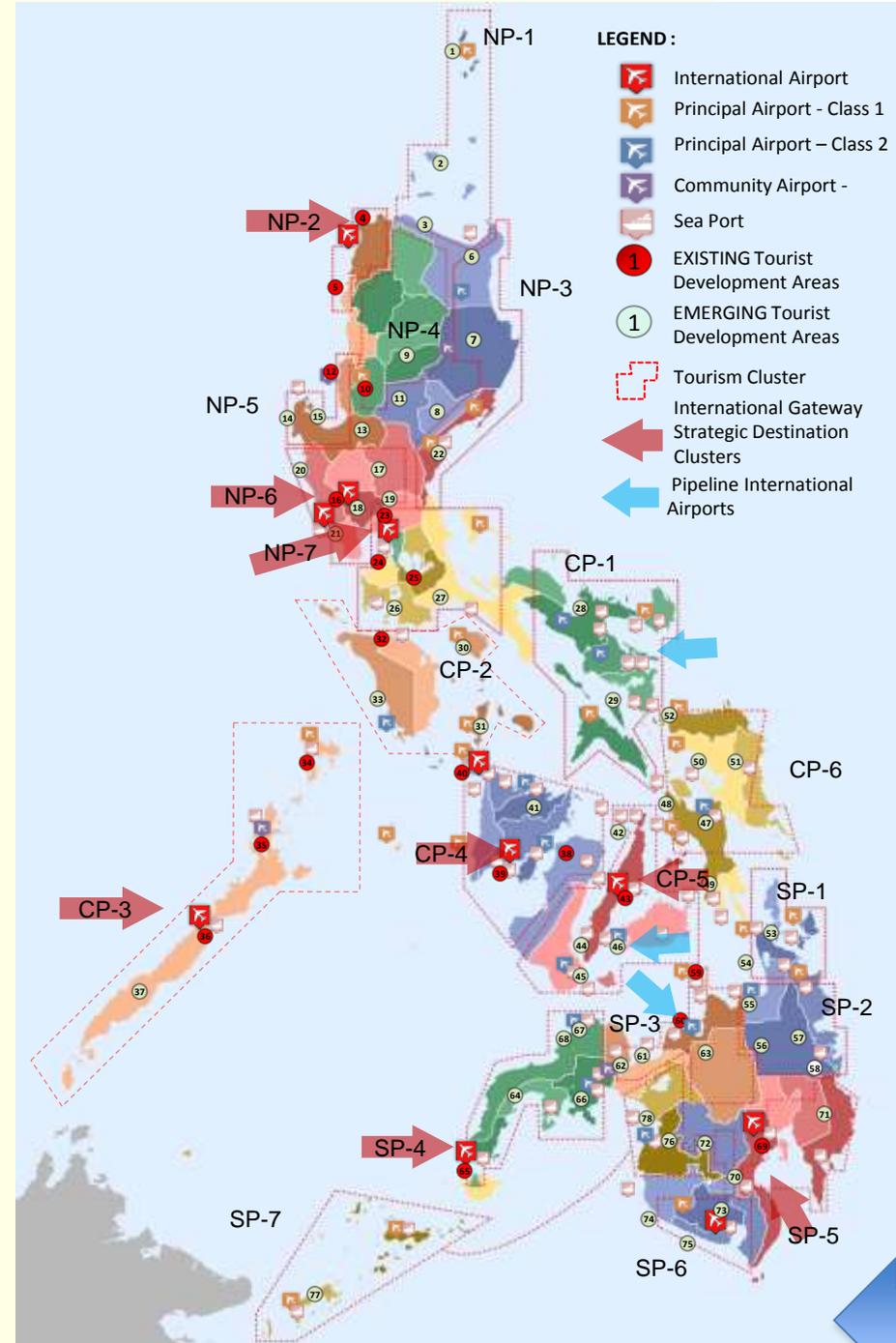


Source: Central Philippines Sustainable Tourism Management Plan

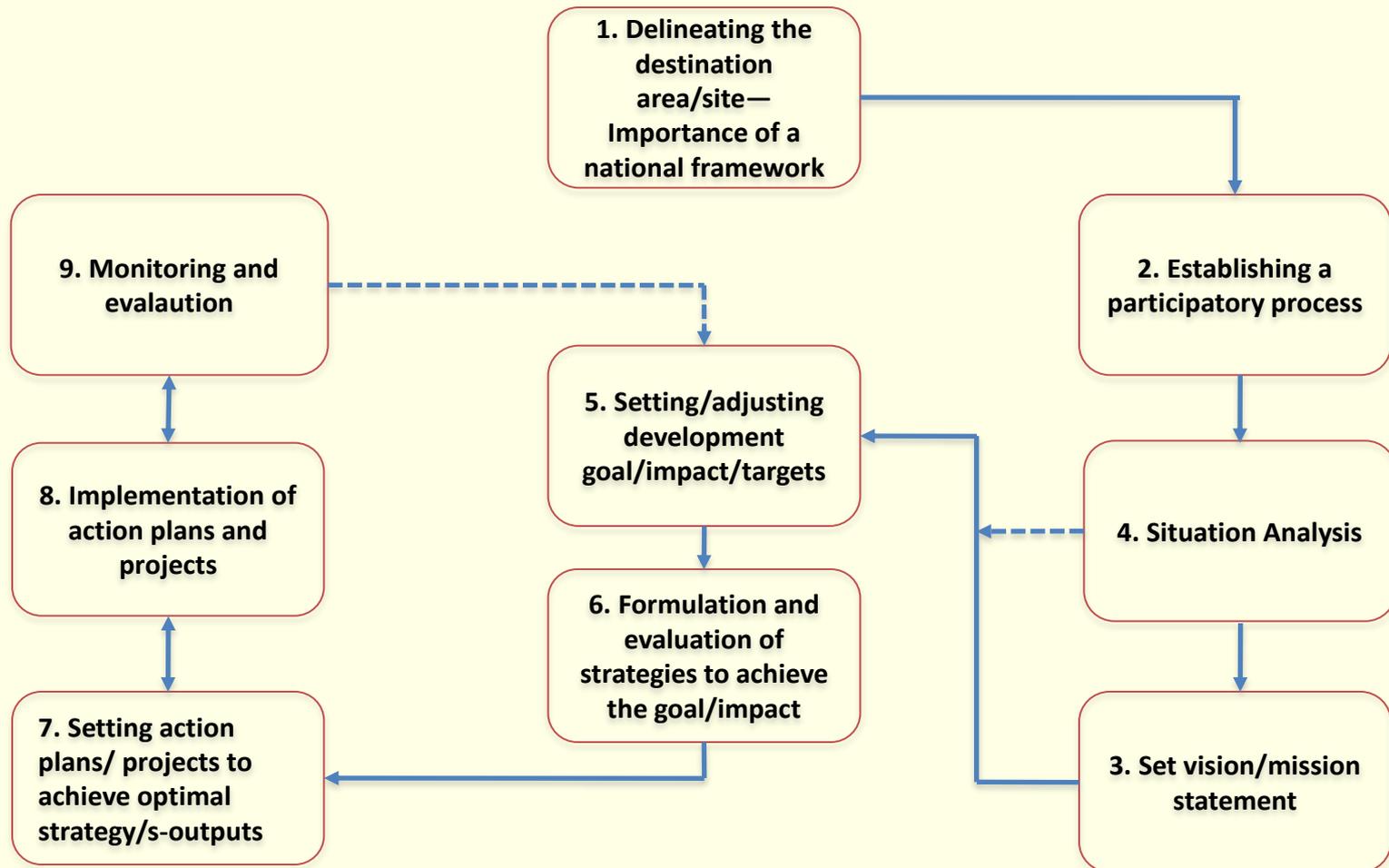
# INCLUSIVE DESTINATION CONCEPT

20 strategic thematic tourism destination clusters covering 78 Tourism Development Areas

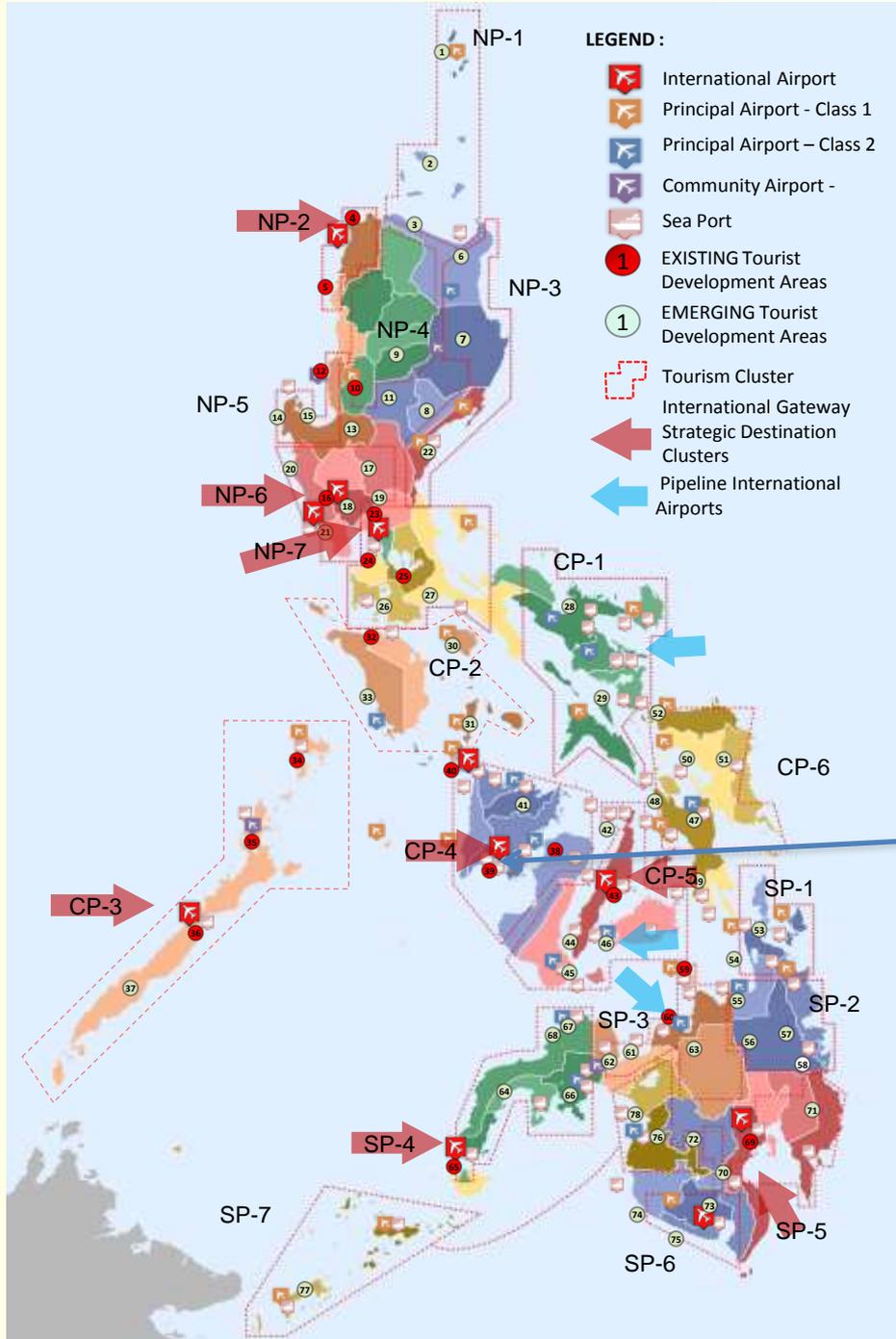
- 7 strategic clusters in Northern Philippines covering 27 tourism development areas
- 6 strategic clusters in Central Philippines covering 25 tourism development areas
- 7 strategic clusters in the Southern Philippines 26 tourism development areas.



# The Sustainable Destination and Site Planning Process



# Metro Iloilo-Guimaras Tourist Development Area Integrated Tourism Strategy and Action Plan



# Strategy Summary

<b>LADP Site</b>	<input checked="" type="checkbox"/> <b>MIGEDC</b>			
<b>Strategic directions of the LADP Site</b>	<b>Vision Statement</b> Metro Iloilo and Guimaras is an internationally-recognized destination, known for its attractions that sustain its culture and environment and whose tourism industry shall contribute to the economic growth of all sectors of society			
<b>Strategic measures of the mission and vision statement</b>	<input checked="" type="checkbox"/> Quality of inter-local government cooperation and partnerships			
<b>Package of Technical Assistance (TA)</b>	<input type="checkbox"/> Agriculture	<input type="checkbox"/> Infrastructure	<input checked="" type="checkbox"/> Tourism	<input type="checkbox"/> Water Supply
<b>Performance/Service Area to which the TA contributes to:</b>	<input type="checkbox"/> Social Services	<input checked="" type="checkbox"/> Economic development		<input checked="" type="checkbox"/> Environmental management
	<input checked="" type="checkbox"/> Governance	<input checked="" type="checkbox"/> Administration		

# Strategy Summary

<b>Strategic measures of the performance / service area</b>	<b>Economic development metrics</b> <ul style="list-style-type: none"> <li>☑ Visitor arrivals to the MIG area</li> <li>☑ % of new SMEs registered</li> <li>☑ Unemployment rate</li> <li>☑ Income per capita</li> </ul>	<b>Environmental management metrics</b> <ul style="list-style-type: none"> <li>☑ % of solid waste reduction</li> <li>☑ Absence of smog, dust, odor, noise, garbage</li> <li>☑ Quality of water of beaches and rivers</li> <li>☑ Mangrove growth in Iloilo River and Guimaras areas</li> </ul>
	<b>Governance</b> <ul style="list-style-type: none"> <li>☑ Completion of Tourism Strategy and Action Plan</li> <li>☑ Presence of a harmonized Tourism Code</li> </ul>	<b>Administration</b> <ul style="list-style-type: none"> <li>☑ % of annual revenues from Tourism Sector</li> <li>☑ % of revenues spent for Tourism Sector</li> </ul>

# Strategy Summary

<b>Potential impact of the development thrust on the Performance Area</b>	<b>Economic development</b> <ul style="list-style-type: none"><li>☑ Increase in annual overnight visitors to MIG from 412,000 to 718,000 by 2012</li><li>☑ Increase in tourism receipts per year from PHP 6.95 billion to PHP 25.18 billion by 2012.</li><li>☑ New tourism investments, including micro- and small tourism enterprises</li></ul>	<b>Environmental management</b> <ul style="list-style-type: none"><li>☑ Improved water and beach quality in resort areas</li><li>☑ Conservation of mangrove, coral reef, and coastal areas for tourism</li><li>☑ Decrease in smog, dust, and noise in inner city tourism sites and port areas</li></ul>
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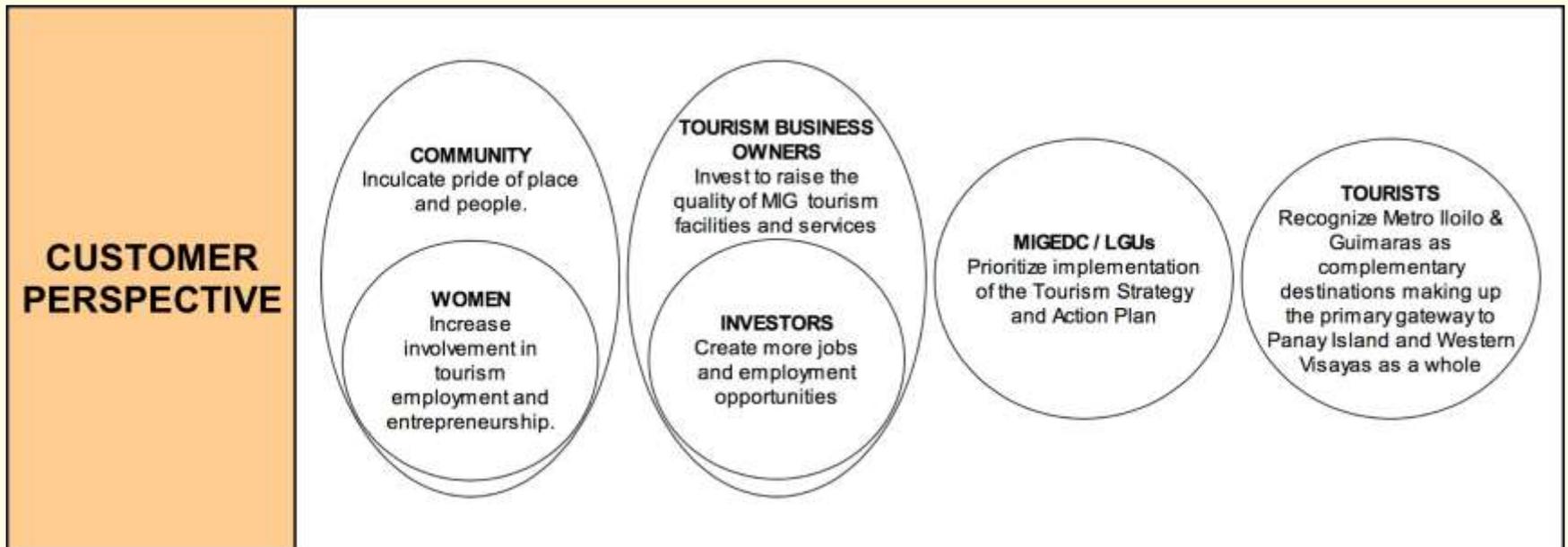
# MONITORING AND EVALUATION

- The Monitoring and Evaluation framework for the Tourism Strategy adopts the Balanced Scorecard approach which evaluates the strategy from four perspectives:
  - Customer
  - Process
  - Financial
  - Learning

# Balanced Scorecard Method

- Involves preparing a strategy map that graphically illustrates the proposed Tourism Strategy from the four perspectives
- The strategy map is used to outline the key objectives for each strategy, as well as the specific measures and targets that will be used

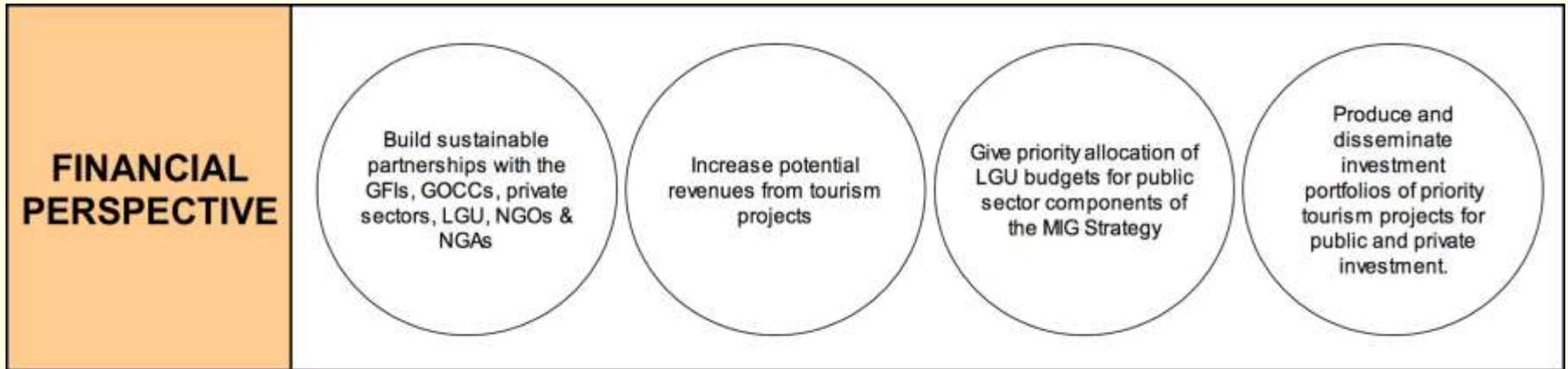
# Strategy Map



# Strategy Map



# Strategy Map



# Strategy Map

**LEARNING AND  
GROWTH**

Develop and implement  
human resource and  
institutional capacity-  
building framework for MIG  
tourism stakeholders,  
including community,  
women, private sector,  
and LGU.

# Customer Perspective

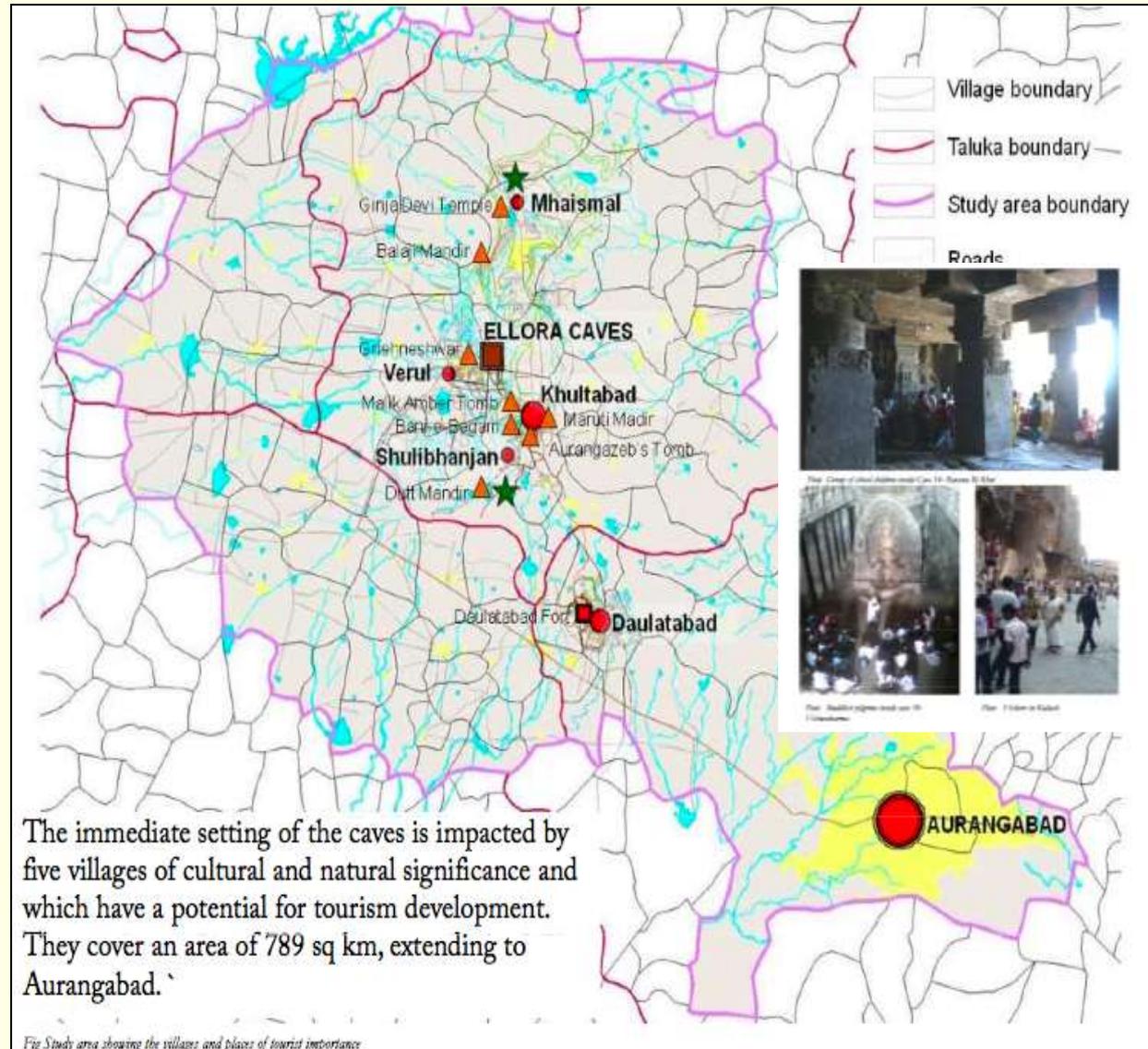
Objective:	Measure	Formula	Baseline data	Target
<b>Community</b> Inculcate pride of place and of people	Increased participation by residents in the implementation of the tourism strategy	Increased number of tourism-related programs and projects initiated by barangays or community-based groups	None	To be determined
	Tourism awareness and appreciation programs introduced at the barangay levels	Number of barangays at which tourism awareness and appreciation programs are introduced	No barangay-level programs conducted to date	Tourism awareness and appreciation programs administered in all priority tourism areas of Metro Iloilo and Guimaras in two years.
	Incorporation of MIG heritage and tourism appreciation in local primary and secondary education curriculum	Number of organized field trips by local schools to major MIG heritage sites per school year	Anecdotal or qualitative evidence only. No systematic tracking in place.	None
	Cleanliness of public and tourism areas, especially in priority tourism communities	Above average ratings for cleanliness of public facilities in MIG visitor survey	None.	None
	Increased participation by owners of heritage houses and commercial buildings in Iloilo Heritage and Culture program.	Number of heritage buildings and conservation programs listed and certified by the local Cultural Heritage Council.	Initial inventory done by Iloilo Cultural Heritage Council of heritage buildings in the CBD.	None

# Ellora Cave Temples—UNESCO Listed



## Description

- 34 monasteries and temples
- Extending over 2 km
- Temples dug side by side in the wall of a high basalt cliff
- Nearest major city is Aurangabad, in Maharashtra State, India
- Ellora, offers uninterrupted sequence of monuments dating from A.D. 600 to 1000
- Brings the civilization of ancient India to life.



## Sustainable Planning Issues:

- High tourism growth: + 50,000 tourists per month (over 100,000 in peak month) increasing at 20 to 30% p.a. concentrated into a few areas
- Inadequate visitor infrastructure (water supply, sanitation, internal roads) and poor maintenance
- Weak visitor management systems, and lack of development controls
- High levels of poverty in surrounding villages
- Increased degradation of built heritage and natural environment (physical degradation of historic values, pollution of streams, deforestation, loss of site experience, ....)
- Capture of economic opportunities by outsiders results in conflict over land and resource access

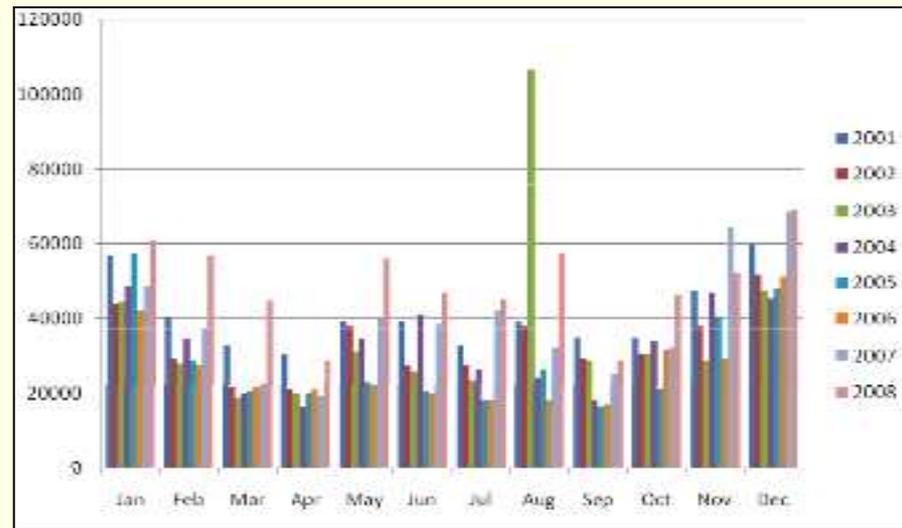
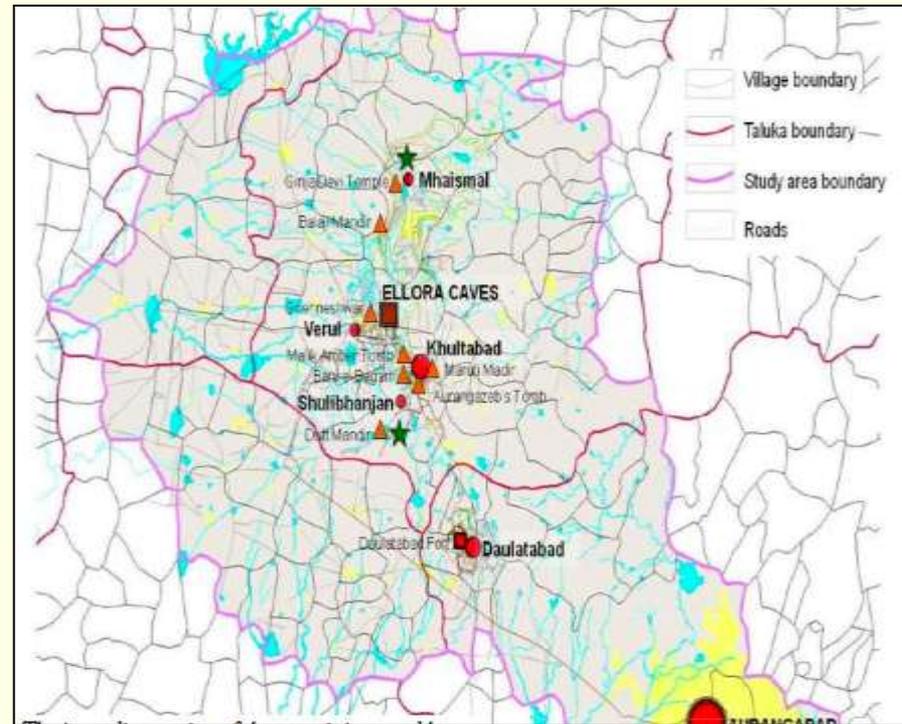


Chart : Monthly variation of visitors to Ellora caves from 2001 to 2008

## Strategic Directions:

### Regional destination level strategies:

- tourist circuits
- by-laws and ordinances
- mainstreaming protection of natural heritage through development guidelines
- buffer zones to protect visual and physical catchments
- developing other sites in proximity to reduce pressure on main sites

### Site level strategy:

- Conservation plan to protect heritage value
- Landscape plan to restore natural landscape
- Visitor management plan that:
  - anticipates future visitor flows
  - provides a visitor orientation center that also regulates visitor flows in the site
  - has design interventions to minimize impact of increased tourism on the site values
  - sets out a risk management strategy

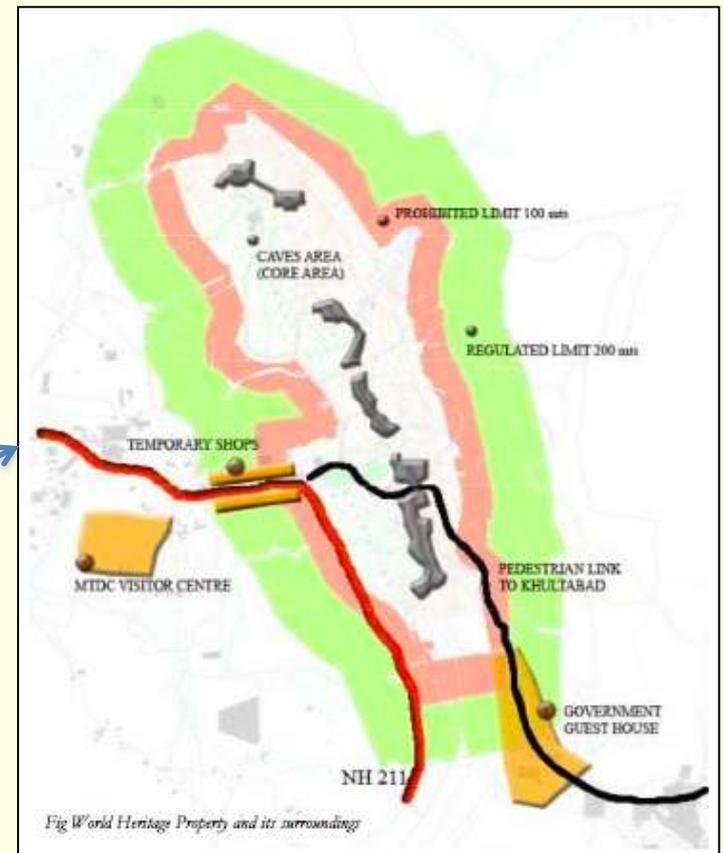
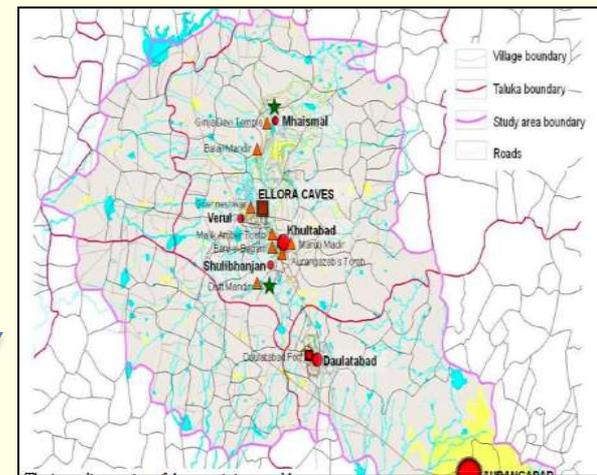
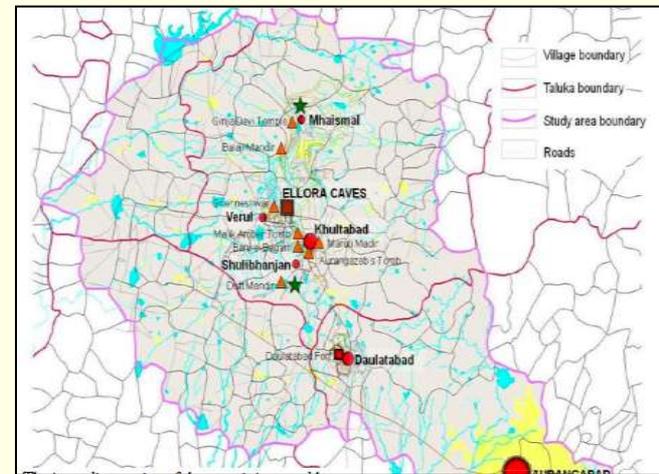


Fig World Heritage Property and its surrounding

# Monitoring and Evaluation Impact, Outcome and Output Indicators



## At regional level: Baseline indicators:

- volume of visitors
- Seasonality
- water pollution
- Forest cover
- community participation
- compliance with landuse and development controls
- range of visitor activities
- economic impacts (investment, revenue, and employment and poverty reduction)

## At site level: Baseline indicators:

- State of conservation of heritage values
- volume of visitors
- concentration of visitors in site
- Seasonality
- local community participation
- water pollution
- Forest cover
- Compliance with landuse and development controls,