INTEGRE Project

Regional workshop on sustainable tourism and integrated management in the Pacific, Papeete, 23-27 February 2015

Case studies specifications

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1. How will these case studies be used?

In order to ensure the educational and operational aspects of the INTEGRE project workshop on sustainable tourism, the workshop will be based on case studies. This will make the topics discussed during it more meaningful while, at the same time, responding to the concerns of participating territories.

The following topics are planned:
- Pitcairn Island: managing cruise ship passengers
- New Caledonia: developing large-scale hotel projects: investments, anticipating the environmental and social impacts, consulting the community, etc.
- Wallis and Futuna: the issue of starting tourism from scratch
- French Polynesia: promoting and preserving cultural heritage

As far as possible, the case studies should be based on real facts and be presented by local stakeholders dealing with the issues.

However, these case studies should primarily be considered to be pretexts for group discussion: they are not designed to serve participating territories directly. What is involved in not providing very detailed responses during the limited time available but rather offering simulations based on real-life cases. The various territories that present the studies should not expect too much from them or feel they are being singled out for blame.

In practice, the case studies can be real, anonymous or virtual, with varying levels of detail.

Before the workshop

This document aims to provide participants with an overview of the selected case studies, based on:
- The tourism situation in the country or territory
- The issues tourism raises
- The questions raised by the case study
- Any attached documents/references

During the workshop

A 15-minute presentation during the plenary session on the first day reviewing the tourism situation, related issues and the specifics of the study will be made by the study initiator (a local stakeholder or government official) who will take part in the relevant group's discussions. The appropriate INTEGRE Coordinator will serve as rapporteur during the group-work sessions.

Site (topic)	Study Presenter	Rapporteur
Pitcairn (cruise ships)	Heather Menzies, Travel Coordinator, Pitcairn	Delphine Leguerrier
New Caledonia (developing large-scale hotel projects)	Christophe Obled, Deputy Director-General, Southern Province, New Caledonia	Yolaine Bouteiller
Wallis & Futuna (initiating tourism)	Bernadette Papilio, Department Head, Territorial Department of Cultural Affairs	Julie Petit
French Polynesia (culture)	Edmée Hopuu, Department of Culture and Heritage	Caroline Vieux

2. Pitcairn Island case study : managing cruise ship passengers:

Tourism in Pitcairn Islands:

Pitcairn Island is best known as the remote island in the South Pacific where the infamous mutineers of HMAV Bounty finally found refuge in 1790 after seizing the ship, a few days sail out of Tahiti. Fewer people know that Pitcairn is a British Overseas Territory, one of four small, diverse and unique islands which encompass a large exclusive economic zone, pristine waters and many endemic species. The islands are situated 1570 km west of Easter Island and 5350 km north-east of New Zealand and consist of Pitcairn (the only inhabited island), Henderson, Ducie, and Oeno. Their climates are sub-tropical and Pitcairn, in particular, has rich volcanic soil and lush vegetation.
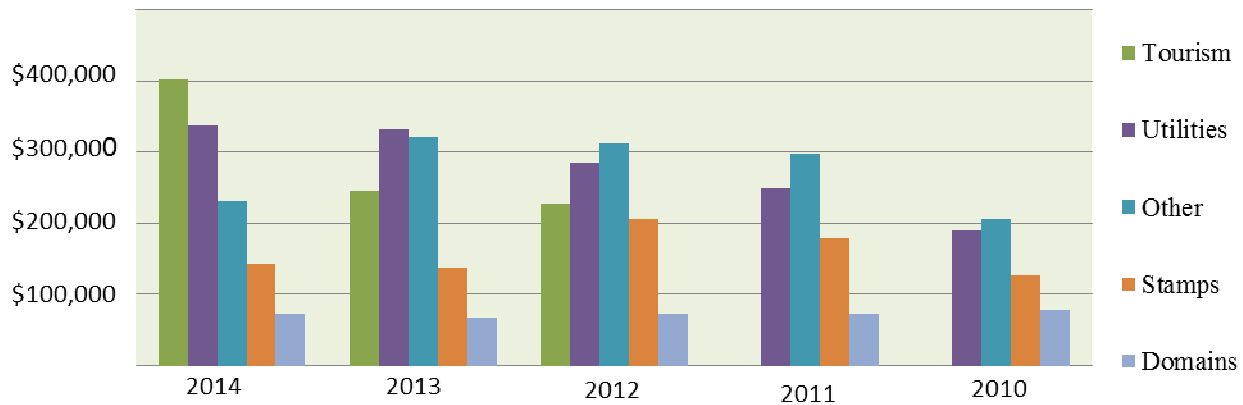
Accessible only by sea, via a quarterly passenger/supply ship providing just 12 visitor berths per voyage, the Pitcairn Islands group is probably the most remote in the world. Getting to Pitcairn is an adventure in itself and improved marketing has generated increased demand for 4 and 11 day on-island stays. As a result passenger berths on most quarterly rotations are often fully booked in well in advance. The current push/pull of supply and demand is likely to result in an increase in rotations and/or berths from 2016/2017, when the passenger/shipping contract is next tendered.

In order to deal with increased visitor numbers the Tourism Department established a 14 member private sector Registered Accommodation Provider group in 2011. This enabled collaborative marketing whilst balancing a traditional accommodation allocation system with client needs and visitor expectations. Since its establishment, Pitcairn's accommodation providers have earned an estimated US$146,000 dollars in private revenue. Most accommodation providers offer homestays. Any increase in short and longer term visitors will significantly impact the rhythm and day to day lives of the Pitcairn Islanders.

Pitcairn is still home to many direct descendants of the Bounty mutineers and their Polynesian consorts. However, this tiny population - less than 50 people with a workforce of just 36 - faces a number of serious challenges due its declining and ageing population. The need to repopulate has never been more important and the government has implemented an immigration strategy to stimulate international interest and ready the island for more inhabitants.

Prior to the government establishing its Tourism Department in 2011, Pitcairn's tourism initiatives were planned and implemented by a 5 person voluntary tourism board which built firm foundations for future development. From its inception tourism development has been guided by the principles of sustainable tourism. Taking time to evaluate benefits against environmental, economic and socio-cultural impact and risk informs planning and, where possible, implementation. Within this context Pitcairn's current and planned activities cover, tourism product and service development, information management, public relations/positioning & branding and environment, culture and heritage. A revised strategy for 2015-2019 is currently with the local Council for approval.

Economically, over the past 5 years, a number of traditional income streams such as stamps and domain registrations have struggled to maintain current levels on Pitcairn. By 2012 tourism was clearly identified as the main area of revenue growth for Pitcairn. Since 2014, it has become the main source of revenue for the island.

Cruise ships in Pitcairn Island:

Improved communication and marketing has more than doubled the number of cruise ships visiting Pitcairn over the last 3 years, from 6 in 2011 & 2012, to 16 in 2014. This has boosted the local economy by many thousands of dollars. Quantifying actual income is difficult as cruise ship market traders are unlicensed and unregulated private operators and their cruise ship revenue, generally in cash US$, is not tracked or taxed.

Pitcairn is on a major cruise ship route but has no harbor. Landing passengers is only possible via Pitcairn's 2 longboats and/or a cruise ship's own tenders or zodiacs. All passengers are landed at Bounty Bay. A second, alternative landing is under construction at Tedside, on the western side of island. Visiting ships must lay off shore and most cannot land passengers due to sea and weather conditions. This diminishes visitor experience but it ensures cruise ship tourism has minimal negative socio/cultural or environmental impact.

The "Tedside Alternative Harbour Project", currently underway and funded by the EU, will provide more landing options for visiting vessels. However, given Pitcairn's sea conditions, it will not guarantee landings and in-land access to it requires extensive infrastructural development.

All cruise ships that are able to land passengers are required to pay a US$50.00 per passenger landing fee. So, if a ship cannot land passengers, government revenue is very much affected. Much is done by the Tourism Department to assist cruise ships in managing passenger expectations. If a ship cannot land passengers almost the entire community will board the ship to set up a curio and craft market, trade and mingle with guests. A local presenter delivers a 45 minute lecture about Pitcairn, followed by 15 minutes Q&A. Of the 16 cruise ships that visited in 2014 only 4 landed passengers. Of the 913 total landed visitors in 2014, 672 were cruise ship passengers, the largest of which comprised a group of 336.

Concerns raised

Pitcairn Island is small and rugged – with a land area of just 47km2. Managing small numbers of cruise ship passengers (i.e.100-400pax) is currently 'just manageable'. This is due to the island's aging population, limited workforce, lack of capacity and minimal infra-structure and visitor services. This situation is exacerbated by the island's rugged topography. Other than the lowest plateau of Adamstown, everything is up-hill. EDF10 investment will provide for improved roads and a new community and business centre; but, currently there is only one concreted road. All other roads and tracks to natural and built attractions are steep graded dirt. All of these factors make mitigating visitor risk very challenging.

With the "Tedside Alternative Harbour Project" described above, the time will soon come when one of the bigger ships, carrying 1,500–3000 pax, will land its passengers. If this were to happen tomorrow it would simply overwhelm Pitcairn's fragile environment, limited resources and her people.

The necessary services, infrastructure, systems, processes, workforce and management plans required to deal with such an influx must therefore be planned and implemented with great care.

**Key questions** must be asked and answered in order to ensure sustainability:

➢ **What are the likely short and long term environmental impacts of landing increasing numbers of cruise ship passengers at Pitcairn?**

➢ **What are the key elements of Pitcairn's identity which should be emphasized and marketed specifically for the cruise ship industry?**

➢ **How will more ships and increased numbers of landed passengers impact the socio/cultural values and day to day lives of the Pitcairn Islanders?**

➢ **What can the Pitcairn Islanders do to ensure their cultural capital is safe, valued, respected and maximized?**

➢ **How will more ships and increased numbers of landed passengers impact Pitcairn's fragile marine ecology and how will these factors be managed going forward.**

➢ **Other than landing fees how else might Tourism generate revenue for the government?**

➢ **What are the alternatives?**

Reference: Pitcairn Islands Tourism Current Strategic Development plan (given on the workshop stick)

3. New Caledonia Case Study: designing a territorial tourism-industry development project: Deva Estate, Bourail, Southern Province

Background

The Deva Estate development is a local project to set up a tourism-industry venture on Deva Estate, previously totally undeveloped, with the aim of rectifying the Southern Province's economic imbalance by creating a major economic hub in the province's North.   This tourism complex development project emphasises the conservation of the estate's outstanding natural heritage and history and the involvement of all the area's communities.

1/ Deva Estate

In the Bourail municipal council area, 170 km from Noumea, the Southern Provincial Government's Deva Estate extends over 8000 hectares and boasts a number of assets:

- prime environmental sites with 10 % of New Caledonia's dry forest; 13 km of white-sand beach fronting onto a UNESCO world-heritage listed lagoon and reef (West Coast Zone), classified as a terrestrial buffer zone, and a natural marine reserve covering part of the lagoon;
- historical heritage with a long history of human settlement going back more than 3500 years. The local community is closely connected to its environment through its clans and nearly 3000-year history stretching back to the earliest human settlement. Kanak resistance fighters took refuge in the area after the 1878 insurrection.
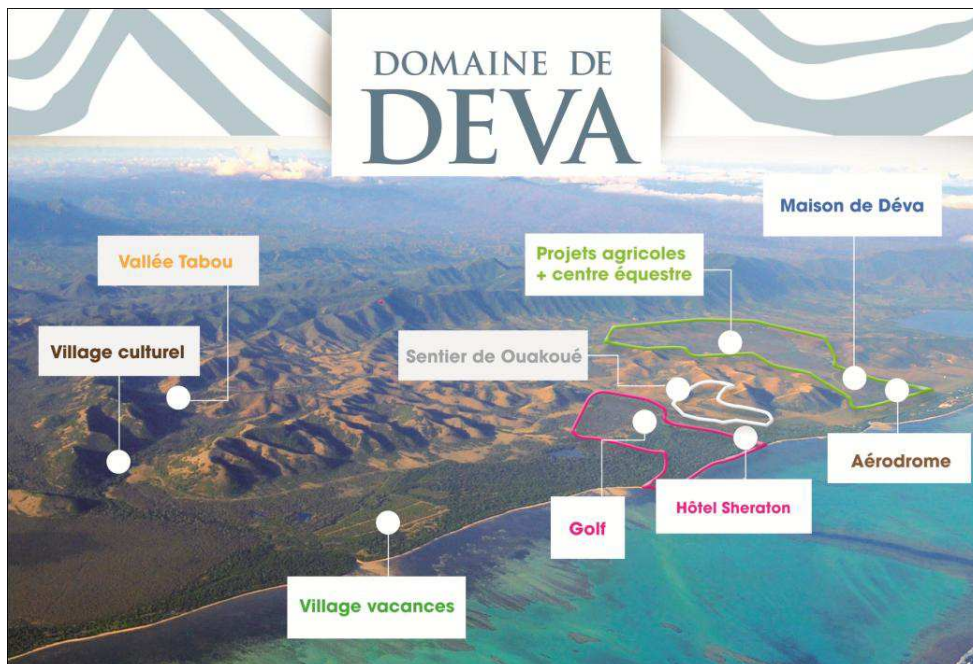
In land tenure terms, 7815 ha are provincial land and there are a little over 100 ha of public shoreline.

2/ The project

Altogether, the project represents a nearly **XPF 20 billion** investment**.**   Once completed, the Deva Estate will offer visitors:

- **a five-star Sheraton Hotel** comprising 180 keys (60 bungalows, 40 suites and 80 rooms), a swimming pool, 700 sq m spa, kids' club and 3 restaurants. <u>The resort opened in August 2014 and is the largest</u> hotel project ever built outside Noumea. It is the centrepiece of the tourism development project and major spinoffs are expected for the Bourail area, including 250 direct and indirect jobs.
- **an 18-hole golf course** covering 61 hectares, designed by world-famous architect Pete Dye;
- **a bush holiday camp (**80 keys ranging from studios to self-catering, three-bedroom bungalows)**.** The project covers 36 hectares and aims to meet demand for family-fun holidays, targeting New Caledonian families and the Australian and New Zealand markets where there is strong demand for this type of accommodation. It will employ 25 people.
- **a camping ground** in the middle of the estate, at the Deva River estuary. It will offer tent sites and a communal block with basic facilities and be designed to supplement the other two accommodation offerings.
- a **biodiversity trail** showcasing the dry forest, wetland and birdlife, i.e. a 12-km bushwalking trail with a bird observatory that should open this year and a snorkelling trail in the lagoon that began operating in late 2014.
- Mountain bike trails (40 km built so far), bushwalking trails (10 km so far) and horse-trekking trails (13 km so far).
- a specially-built traditional Kanak village and Pacific cultural village;

- a farm with animal and crop production workshops to showcase environmentally-sound agriculture;
- a reforestation area in 'Vallée des cannes' using precious wood trees;
- permanent infrastructure and services (roads, drinking water supply, electricity, telephone and mobile telephone coverage).
- **Bourail Airfield development** at Poe, (fuel depot and toilets for visitors).

3/ Project stakeholders

The Southern Province is the project's political and economic sponsor as the estate owner and appropriate economic and tourist development authority.

The Mwe Ara ("Ara Country great meeting house") '**SEM' (**public-private corporation) co-ordinates projects, development, and work between the Deva stakeholders.

In order to encourage a partnership-oriented and innovative participatory approach, Mwe Ara is a company that includes the local government authorities (Southern Province and Bourail municipality), traditional chiefs (a 25 % stake held by the Mwe Ara GDPL indigenous-law company) and the Bourail area's 6000 population (a 25 % share held by the Bourail Deva holding company with 550 members). Mwe Ara SEM's objective is to manage the estate, maintain the grounds in public-access areas and the provincial infrastructure while harmonising the various zones and activities (wilderness, tourism, agriculture and local tradition) and creating jobs and financial benefits for the Bourail area. Mwe Ara SEM's role includes co-ordinating service providers and companies contributing towards implementing a nature conservation and amenities development programme (sensitive areas, reforestation programme, educational trails and bushwalking trails, etc). It will also be responsible for applying and monitoring the Deva Estate environmental plan once it is adopted.

Promo-Sud is the Southern Province's funding and development company and the main investor in the estate's hotel projects through the Deva Hotel Company.

Promo-Sud is a public-private company in which the Southern Province and other public entities hold a 79 % stake and private-sector shareholders 21 %. The Southern Province can use it to fund and support investment projects that benefit New Caledonia, mainly in tourism, but also aquaculture and forestry, which are promising industries that generate considerable employment and added value.

The Starwood Hotels and Resorts group and its Sheraton chain operate the hotel.

4/ "Sustainable development" measures – project objectives

1. *set up a nature sanctuary open to the public*: 90% of the estate will not be developed, but be open to the public and have bushwalking, horse-trekking and cycling trails.

2. *promote orderly and environmentally-sound general development*:

   - expert consultancy firm to provide environmental monitoring; area classified a "green site" (waste management, staff training and specific precautions for preventing fire-ant invasions)

   - develop a general environmental management plan for the estate with various activities for impact prevention and mitigation aimed at:

     o preserving and restoring the dry forest

     o invasive species control, particularly for deer and wild pigs, managed by SHD on the hotel grounds and golf-course and Mwe Ara on the rest of the estate

     o coastal and puffin nesting-site protection

   - designing a hotel that blends in better with the landscape (using local materials and Melanesian-inspired architecture) and mitigates impacts (energy and water, etc);

   - conserving and showcasing cultural heritage. Deva is also a prime historical and archaeological site where the largest preventive archaeology operation in New Caledonia was carried out, requiring several alterations to the resort project to ensure certain remains were protected;

3. *boost development in the Bourail area by creating sustainable jobs and business opportunities*

   - 150 jobs, 40 % of which went to people from the area, were created; local support (a one-stop shop information centre) and training were provided;

   - use local subcontractors, e.g. local material (5500 x 3 sq m coconut-frond panels were woven by 120 indigenous women from the Bourail and surrounding communities);

   - involve local investors (Mwe Ara SEM and SHD capital).

4/ Challenges

   - building major infrastructure;

   - taking due note of everyone's views (traditional authorities, local residents, tourism industry players, hunters, environmentalists, tourists and campers, etc);

   - no hospitality industry culture or trained staff.

5/ Key questions

   ➢ **How to use a tourism-industry project as a lever for the local economy (employment, supplies, tourism providers…)**

   ➢ **How to ensure local ownership of the project?**

   ➢ **How to conciliate a tourism-industry project and the listing of the reefs to the UNESCO World Heritage?**

4. Wallis and Futuna Case Study: managing tourism on the basis of a traditional indigenous model

The tourism situation in the territory

Tourism in Wallis and Futuna is fairly insignificant, involving mainly visiting relatives and occasional cruise ships. As a result, there is very little information available locally on visitor numbers. Within the territory, however, village delegations do travel for traditional or religious festivities and celebrations creating significant amounts of both work and money.

Also noteworthy are the various local factors and customs, such as land tenure management by the high chiefs, which have dissuaded tourism-industry players from setting up business in the past. More recently, the Territorial Assembly has indicated that it wishes to develop tourism, but does not have a development strategy to speak of. This case study may, therefore, act as a lever for a carefully planned project.

The question raised by the case study

Wallis and Futuna has many natural assets (landscapes and underwater scenery, etc.) as well as an authentic culture and strong traditions with historical and cultural sites in virtually every village. These advantages could be used for developing an orderly and sustainable tourist industry in the territory, thereby opening it up to the outside world.

Sustainable cultural and religious tourism incorporating homestay accommodation could be a means of introducing reasonable and fair economic development with appropriate infrastructure being set up in the villages, but without jeopardising the territory's traditional culture.

Case study

A tourist industry based on a traditional indigenous model and homestay accommodation could be introduced by using the village organisational structure. The *Lagiakis* (2 men, 2 women and 2 young people) who act as go-betweens for the chiefs and villagers, play a key role in the village. The village chiefs could directly manage this kind of tourism with the help of their *Laqiakis* who already have certain management skills, as they are tasked with managing religious and traditional events and planting operations so that the villagers have enough natural resources to last them through the year. The village system is in fact an economically untapped source of strength.

Infrastructure (2 or 3 *fales*) could be built in each village and evenly distributed across the group's villages and islands. Fair and sustainable tourism could thus be developed, as it would be based on tradition and the villages would handle its management. The aim would be to blend traditional management and the tourist industry by offering accommodation that is authentic while meeting tourists' expectations.

Before introducing tourism of this sort, however, some important preconditions would need to be met, such as information and awareness for the high chiefs, village leaders and local communities. Another crucial need is training in accommodation standards, hygiene and safety as well as financial management, a skill village chiefs do not master at this stage. With the village chiefs handling management, possibly with the support of existing associations, a number of alternative solutions could be explored:
- start by building one house per village and then examine the potential for further development;
- select the land for this accommodation. It could be communal village land or a plot belonging to a young unemployed person wishing to open a business;
- use an existing house belonging to people who live outside the territory; and
- showcase some *fale fonos*.

The various alternatives would need to be discussed at village as well as territory level.

Another advantage of this project is that it could contribute to the territory's cohesion by pooling the resources of territorial agencies, such as the CIRCO pension fund and the Culture, Environment and Public Works Departments. The environmental impacts could thus be monitored, appropriate infrastructure offered (improved internet access and signage) and an incentive offered for cultural activities that are respectful of local traditions.

In order to supervise and manage the new industry, a Wallis and Futuna tourism office could be set up. It could be run by a young person with previous training (e.g. an advanced technician-level qualification in tourism plus training in NC or FP), thus creating employment in the long term.

In terms of developing orderly and sustainable tourism in Wallis and Futuna, one of the development options could, therefore, be tourism based on local culture and tradition, while being duly respectful of the territory's traditional system and involving all civil society stakeholders.

Key questions

- ➢ **How to develop the enabling conditions to develop sustainable tourism in the territory from an homestay accommodation project (accessibility, infrastructure needs, institutional organization, markets….)**
- ➢ **How to build on traditional organization to make the project realistic and locally accepted ?**
- ➢ **How to use tourism as a basis to start environment initiatives with the population and local stakeholders ?**

5. French Polynesian Case Study: conserving and showcasing culture

Background

Beyond the majestic natural landscapes that draw tourists to French Polynesia from around the world, another major attraction factor for tourists is the vibrancy and wealth of the culture that sets the territory apart from other "swaying palm" destinations. The cultural wealth is partly due to a string of archaeological sites dotted throughout the territory and vibrant traditional practices encountered everywhere in French Polynesia, such as tattooing, dancing and weaving.

With the fierce competition between tourist destinations, French Polynesia must try to stand out from the pack and offer attractive cultural products while maintaining its authenticity.

1/ The Taputapuatea marae

The Taputapuatea *marae* is located on Matahiraitera'i Point in the 'Opoa associated township, formerly the 'Opoa Chiefdom. It is commonly called Marae Taputapuatea, but is first and foremost a sacred area with geographical features at each of the four cardinal points and containing many monuments, chief of which are the Taputapuatea, Hiro, Hauviri, Öpü Teina and Hititai *maraes*. The sacred area is called Te Pö[1]. It was the most important ceremonial centre of much of French Polynesia until the late 18th century and, even to this day, its heritage significance extends beyond the boundaries of the territory.

It cannot be detached from its symbolic and landscape-related context that stretches from the Te Ava Mo'a sacred boat pass to Tea'etapu Mountain at the head of 'Opoa Valley. The UNESCO World Heritage nomination was, therefore, based on 'Opoa's cultural landscape in which Matahiraitera'i Te Pö Point has a special place. Currently, the public, whether local or foreign tourists, only visits the Point. On 7 January 2015, these areas were assigned to the Department of Culture and Heritage.

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[1]world of the gods, night or ancestors.

2/ Site management

The World Heritage nomination process includes a property management plan and sustainable development strategy, the prime beneficiary of which must be the 'Opoa community. The development strategy's key principle must be based on the <u>values</u> contained in and conveyed by the property; defining a sustainable tourism approach mindful of such values is one of the management plan's components.

As such, other 'Opoa Valley key sites located on Arata'o state land and managed by the regional development agency could also be opened to the public in the future.

<u>Issues raised</u>

> **Upon which criteria shall decisions be made regarding developing cultural sites to tourism or not?**

> **How does one reconcile traditional uses of sometimes sacred sites with tourism?**

> **What kinds of activity could be developed that honour the values conveyed by the sites?**

> **What financial mechanisms need to be set up so that tourism can contribute to developing these cultural sites?**

> **How to maximise benefits from a World Heritage listing?**