

Sustainable Heritage and Tourism Management based on Ecomuseum Concept

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Contents and Key Words

- **Ecomuseum** as a system to manage heritage and tourism in a sustainable manner with community involvement
 - A case study on Hagi City (WH inscription: 2015)
- **Destination Management Organization (DMO)** as a heritage and tourism co-manager of the local government under public private partnership
 - A case study on Shirakawa-go (WH inscription: 1995)
 - A case study on Taketomi island (WH inscription: 2015)
- Current Situation of Levuka town (WH inscription: 2013)

ICOMOS International Cultural Tourism Charter

- *“A major reasons for undertaking the protection, conservation and management of heritage places, the intangible heritage and collections is to make their significance physically and/or intellectually accessible to the host community and to visitors.”*
- *“Domestic and international tourism ... can capture the economic benefits of cultural resources and is an important generator of economic development, when managed successfully.”*

The question is “how??”

Ecomuseum can be an answer.



What is an Ecomuseum?

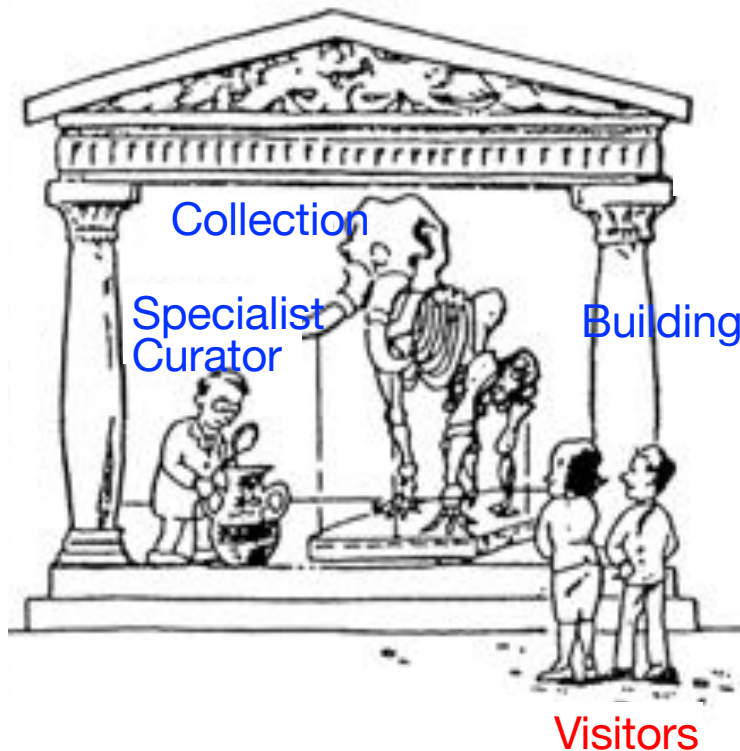
- Proposed by **Georges Henri Rivière**, the first director of ICOM (International Council of Museums), in 1970's.
- “A museum that aims to contribute a local community through exploration, in-situ conservation, enhancement and exhibition of the historical evolution of the local life style and natural and social environment” (Georges Henri Rivière, translated by Arai)
- However, there is **no fixed definition**

- 4 general characteristics based on the analysis of case studies:
 - A local community plays an active role
 - It is part of museological activities and treats resources and materials studied academically and scientifically
 - In-situ exhibition and conservation
 - It has a territory with a name that expresses a theme

What is Ecomuseum?

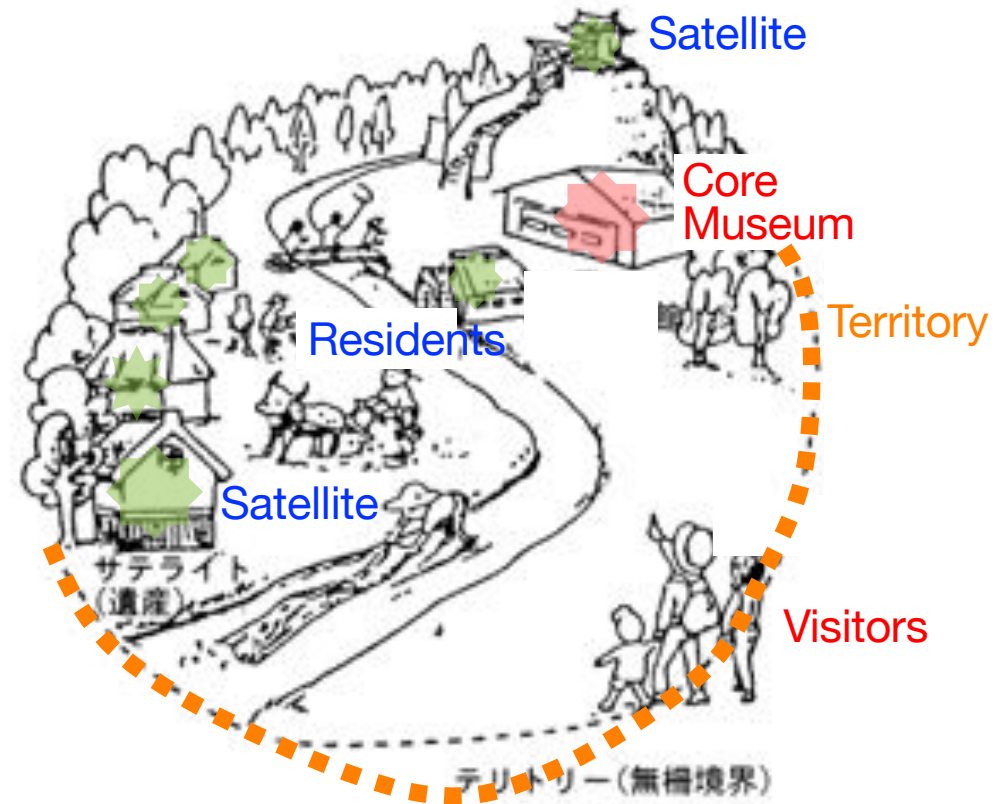
Traditional museum and Ecomuseum

Traditional Museum



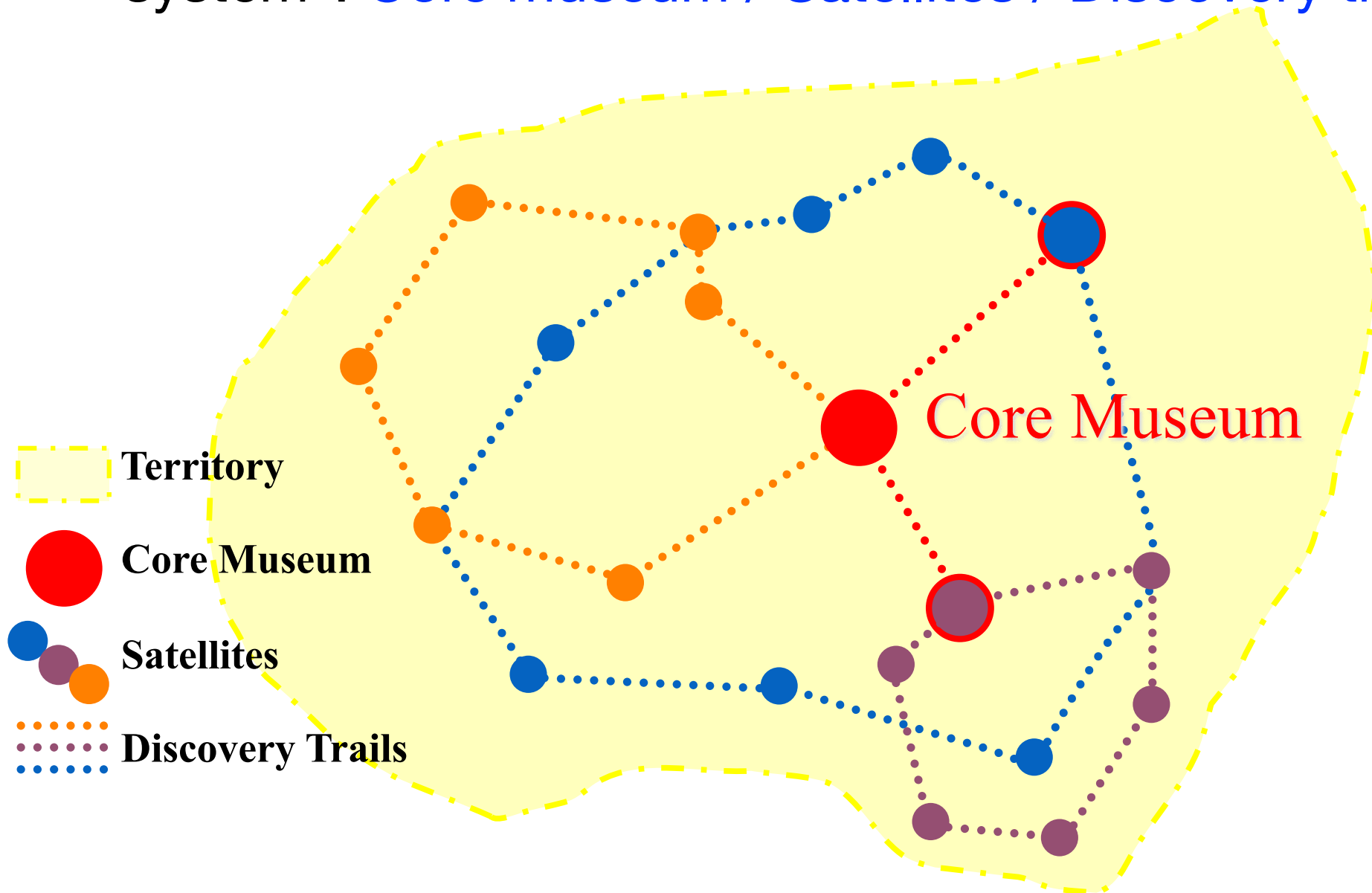
Visitors see the treasure
in the **MUSEUM BUILDING**.

Ecomuseum



Visitors see the treasure
at the **ORIGINAL PLACE**.

- Not all of them but many employs “ecomuseum system”: Core museum / Satellites / Discovery trails



Advantage of Ecomuseum

- It can provide tourists with values of and access to heritage through integrated system of Core museum/ Satellites/ Discovery trails.
- More importantly, it can protect sensitive heritage from exploitative tourism development and increasing tourists, by separating heritage between those to exhibit and those to protect.
- Most importantly, sensible tourists become aware of the real importance of heritage and become willing to cooperate/contribute to the conservation.

Ecomuseum

How does it work?

Example

‘Hagi Machijuu Museum’
in Japan



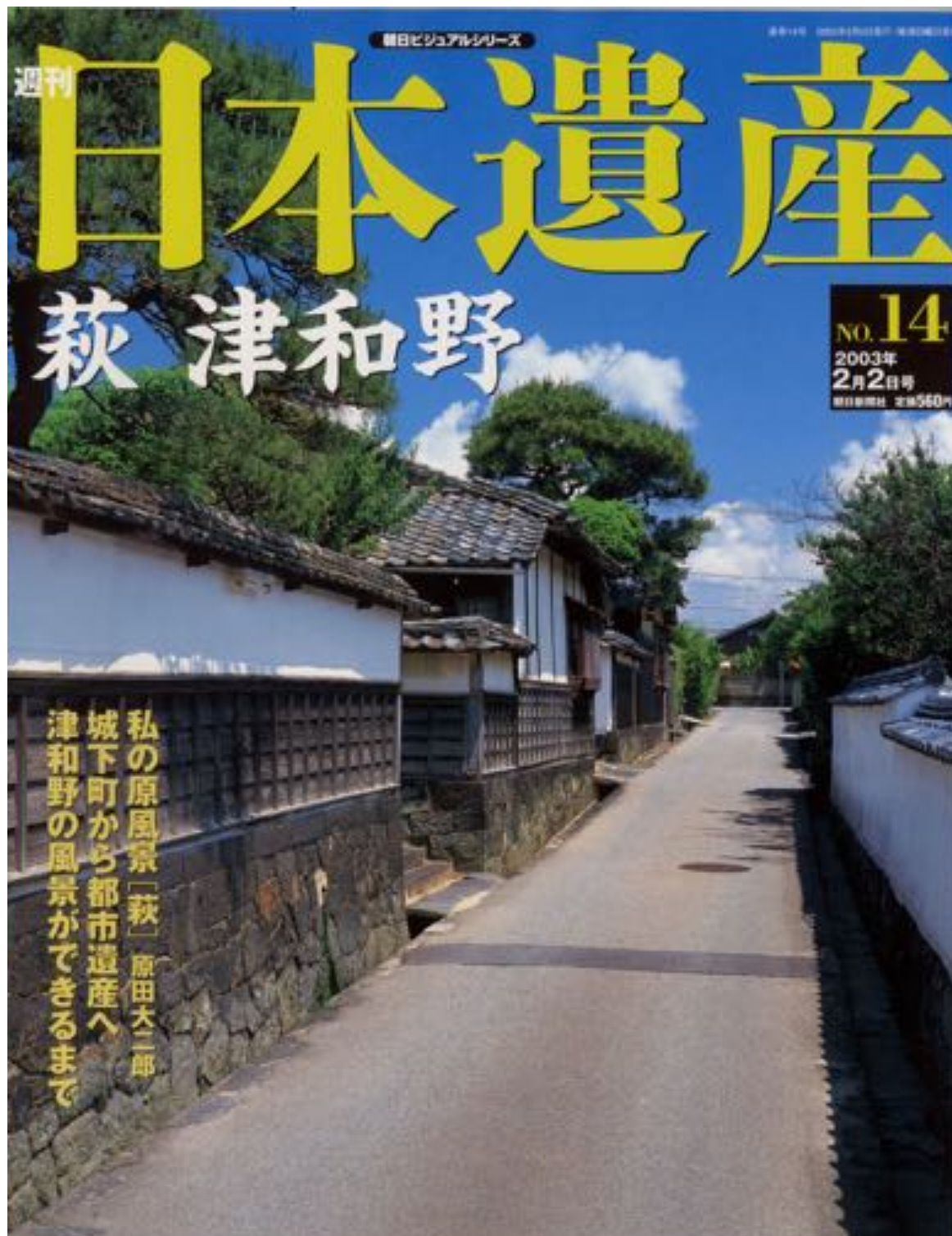
HAGI City ●

**“Sites of Japan’s Meiji Industrial Revolution: Iron and Steel, Shipbuilding and Coal Mining”
Inscribed on the W.H. List, 2015**

Hagi is a quiet coastal city in the countryside, with the population of 60,000.

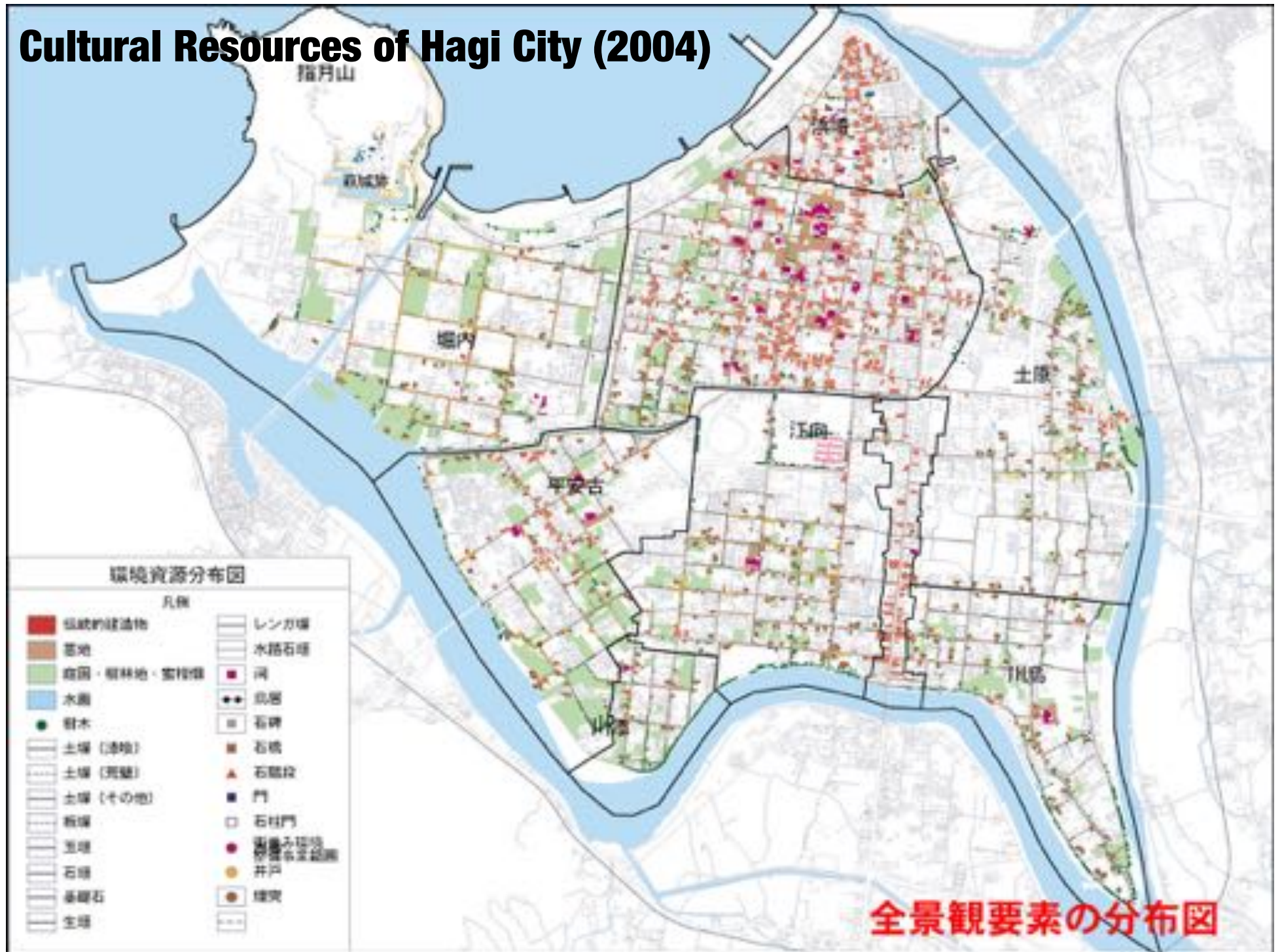
Hagi preserves traditional castle town of Edo (samurai) period (16-18C) almost intact.





Historic townscape

Cultural Resources of Hagi City (2004)



Cultural Resources of Hagi City



Loss of Cultural Resources

	1998 survey	2004 survey
• Historic Buildings	1,604	1,434 (-10.6%)
• other historic elements (trees • walls • hedges • etc.)	3,825	3,460 (-10.0%)

歴史的風致が失われる現状

Loss of Historical townscape

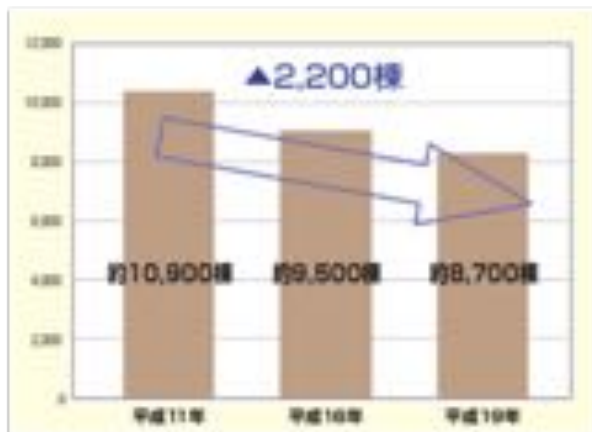
維持管理に多くの費用と手間がかかること、所有者の高齢化や人口減少による担い手の不足等により、全国各地で町家等の歴史的な建造物が急速に減失し、良好な歴史的風致が失われつつあります。



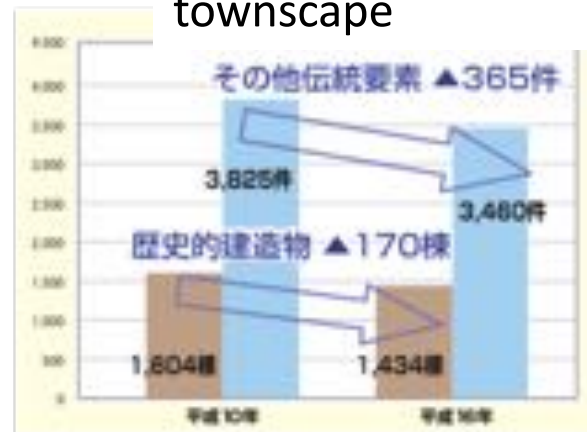
New buildings destroying historical townscape



Open spaces after demolition of historic buildings



Kanazawa-City
2,200 historical buildings (20%) were lost in 8 years



Hagi-City
170 historical buildings (10.6%) were lost in 6 years



Daito-ku (Tokyo)
168 of historical buildings (31.3%) were lost in 13 years

Hagi Machijuu (whole town) Museum

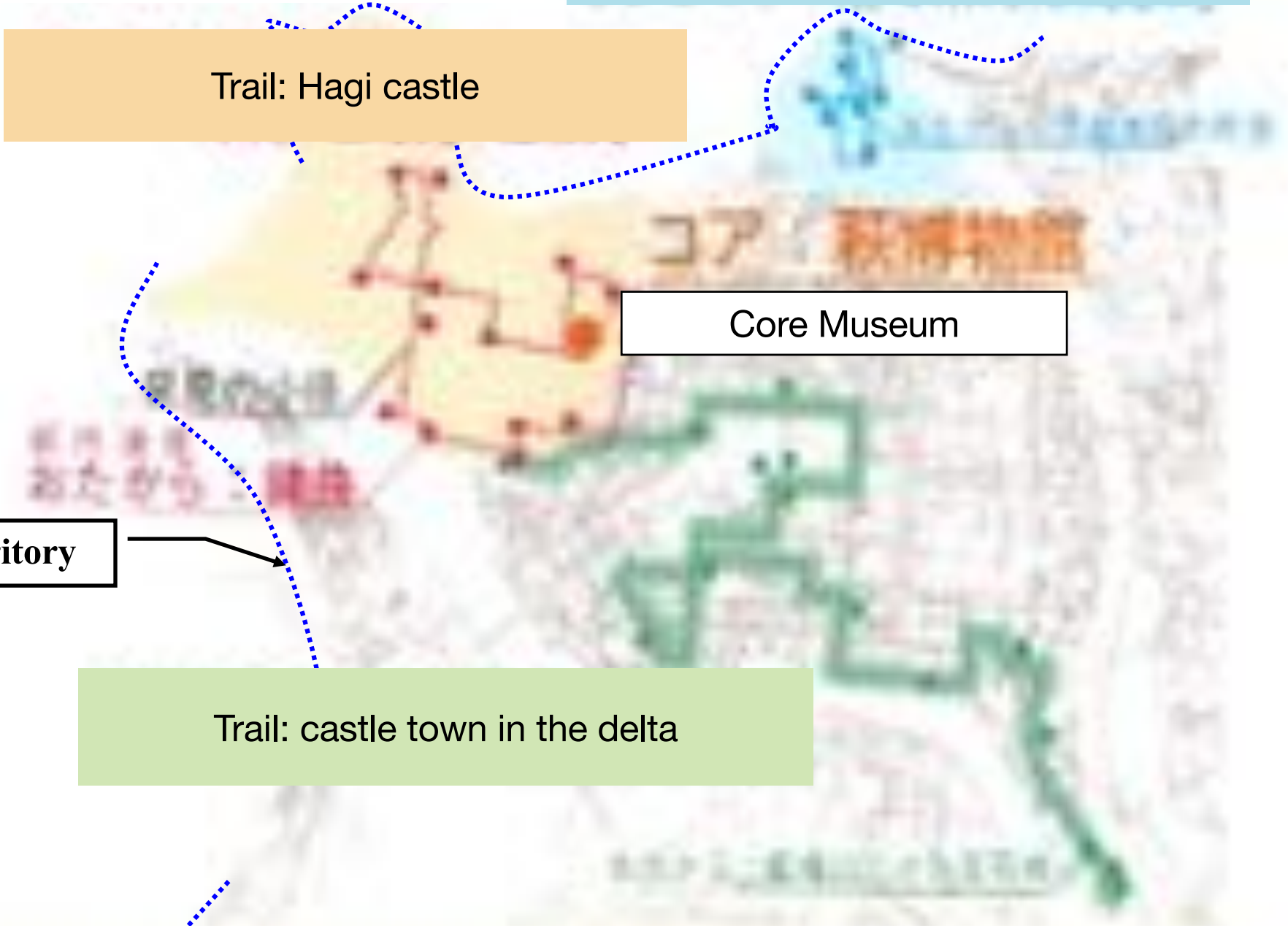
Trail: merchant town at the port

Trail: Hagi castle

Core Museum

Territory

Trail: castle town in the delta



Tourists first visit a core museum namely Hagi Museum to be informed of trails and satellites, rules of visit etc.



Then, tourists visit satellites through discovery trails.



With the warm hospitality of local community



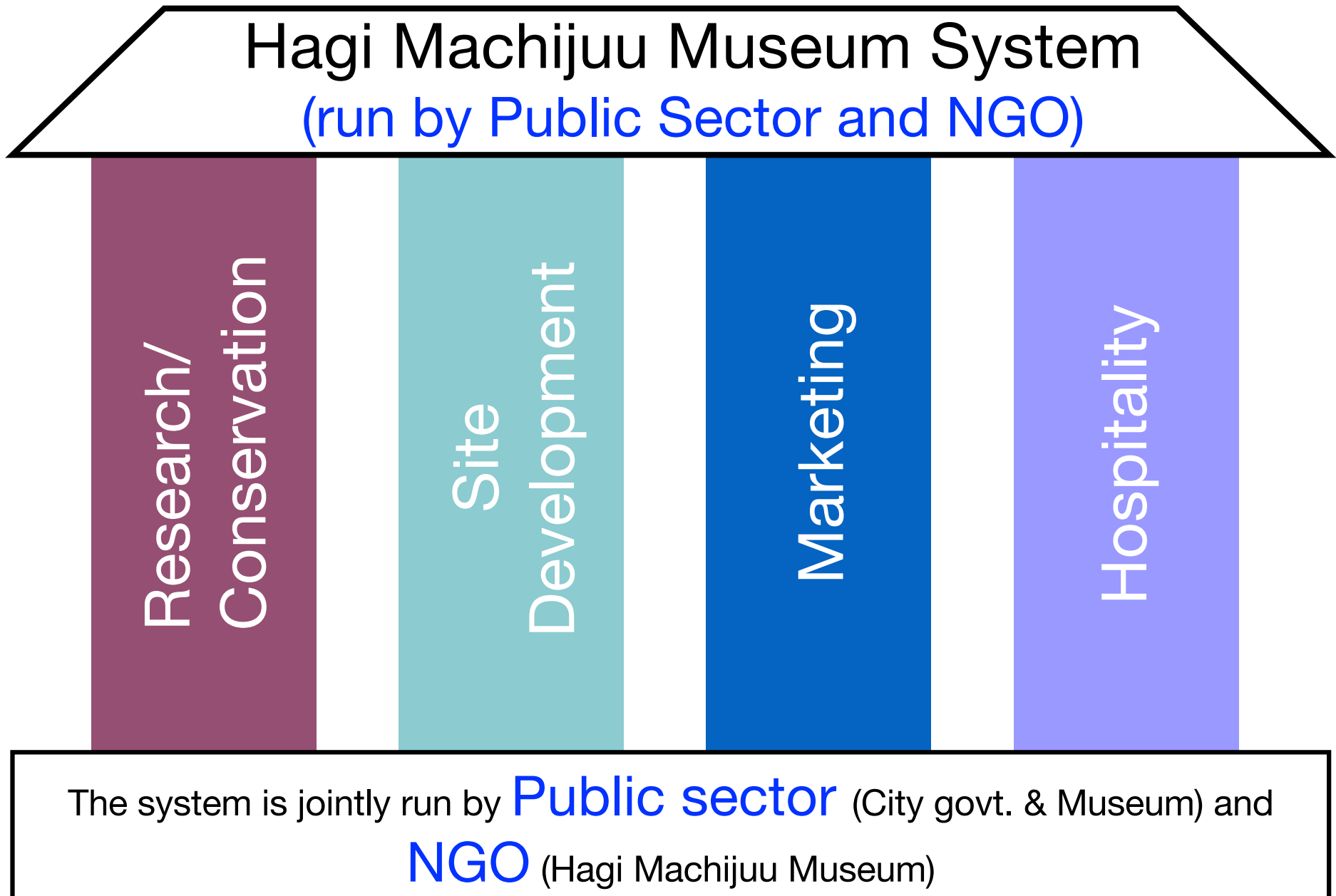
Local volunteer guides



Interactions with local people give more satisfaction to tourists.

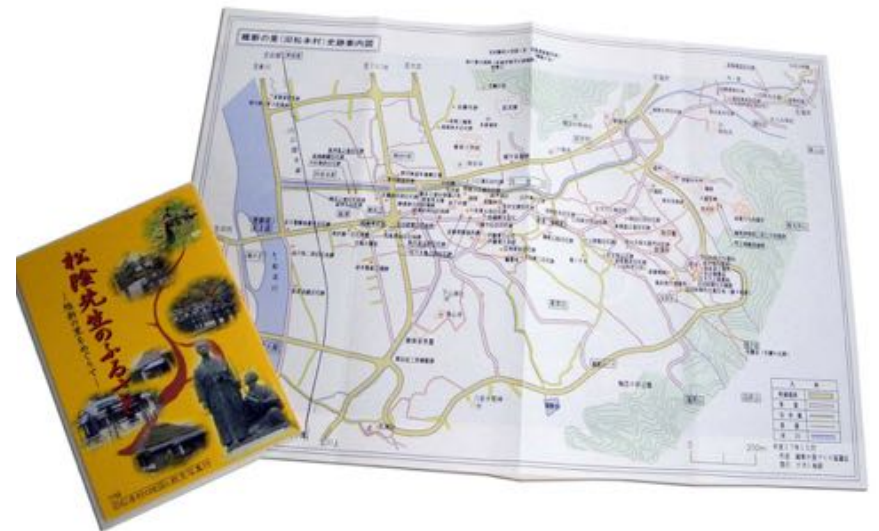


4 pillars of Hagi Machijuu Museum System



Pillar 1: Research & Conservation

- Research and documentation of cultural heritage



Pillar 1: Research & Conservation

Fund raising for restoration by 'One Coin Trust'

- ✓ Trust boxes installed at nine cultural heritage sites
- ✓ Request donation of one coin (100JPY=2FJ\$)
- ✓ Collected 12million JPY(0.24million FJ\$) in one and a half years



Trust box

Pillar 1: Research & Conservation

Restoration of cultural heritage by 'One Coin Trust'



Pillar 2: Site Development



Core Museum

Pillar 2: Site Development



Opening of satellite

Pillar 2: Site Development



Discussion on how to utilize cultural heritage

Pillar 3: Marketing

- Internet/Guidebook & Map
- Event
- Utilization of old houses for promotion



Hagi Machijyu Hakubutukan
萩まちじゅう博物館

萩はまちじゅうが博物館

ここがまちじゅうへの出発点

萩博物館

おすすめまち歩き
HAGIS

まち歩きマップ
PDFダウンロード

まちかどへの詳しい
サテライト情報

楽しいストーリーが盛りだくさん！
萩の筋名

**萩ものしり
博士検定**

萩・維新塾

ワンコイン・トラスト

まち博 LIVE!

まち博ブログ
hagimachi.blog.jp

まちかどブログ

萩は今でも「古地図で歩けるまち」です。
江戸時代に形作られた町が、
時代を超えて現在に継承されています。
豊かな自然や歴史、民俗の文化遺産によって形作られた
魅力的な町並みをあなたも歩いてみませんか？





萩再発見
萩まちじゅう博物館






What's New!

- ・サテライト情報更新 (10/8)
- ・ワンコイン・トラスト情報を更新 (10/6)
- ・萩ものしり博士検定由

萩のまちの風景や物語をゆっくり歩きながらお楽しみください

萩まち歩きマップ

区内・萩城下町・浜崎 編

白砂青松の海は戀いの海

萩の海には青い「海」、白い「雲」、美しい夕日が沈む「海」があります。海には海岸光が水平線を照らして見えます。

萩の海から見える島々は、「萩六島」と呼ばれています。普通の島に比べてペナンゴの形が特徴的です。それぞれが、火山噴火でできた自然島の島。平らな自然島の島は萩でも、萩でしか見ることができない貴重な景観です。



萩城跡 二の丸の土堀

堀に囲まれた二の丸を抜け、堀から復元する外堀に向けて掘が敷き込まれるしくみ。別名「萩城土堀」といいます。まるで城壁が...のように切り取られた萩の街の風景が見えます。

女台場(壱つ浜土庫)

時は幕末。外国船からの襲撃に備えるため、日本海に面した壱つ浜に土庫が築かれました。老若男女、身分を問わず仕事仲間を、めったに外に出ることなかった店主の妻や奥女中までが参加したことから「女台場」と呼ばれています。山口県の異話「男なら、ほこのときのお茶の種子を散らしたものです」。

時代が重なる石垣

城下の石垣を見ると、石の加工や積み方の違いから時代の重なりを知る事ができます。きれいに整えられた下のは江戸時代のもの、乱雑に積まれた上のは徳川時代のものと考えられます。

比べてみよう 萩屋敷と旧久保田家

萩屋敷をはさんで向かい合う立派な両家は、どちらも大名を持っていますが、江戸時代初期と後期の建て方の違いがあります。萩に残存する町屋では最古とされる萩屋敷は、立ち合っています。一方、萩末頃に建てられたとされる久保田家裏を利用して物置や使用人の宿舎に使われた「つし2階」、立ちが高くなっています。

夏みかん

Pillar 3: Marketing

- Guidebook & Map/Internet/Event
- Utilization of old houses for promotion



Candle light-up



Music concert



Display in an old house

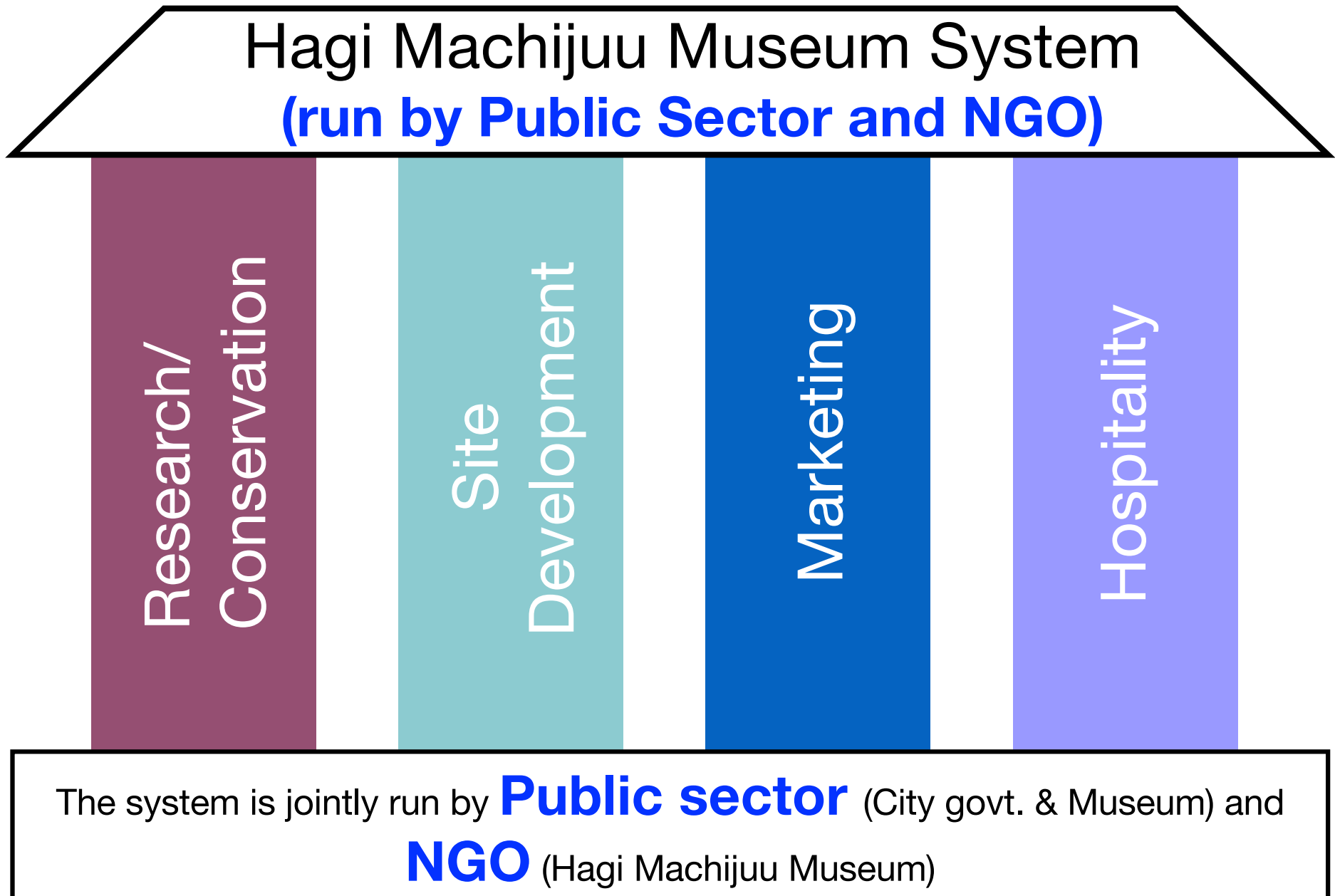
Pillar 4: Hospitality

- Volunteer guides
- Restaurants and shops which serve local materials
- Local people, including women, farmers and fishermen, are involved



Operation Body / System
is the Key to success

4 pillars of Hagi Machijuu Museum System



Heritage and Tourism Management based on **PPP (Public Private Partnership)**

- PPP is to the relationship between a public sector and a private sector which aims to implement public-purpose projects more reasonably and economically with better quality through synergistic effect gained by utilization of authority of the public sector and know-how of project management and funding ability.

Heritage and Tourism Management based on PPP (Public Private Partnership)

- In the context of local heritage conservation and tourism management, the concept of DMO (destination management organization) is attracting attentions from the world.
 - It has a public purpose of natural and cultural heritage protection, social welfare, employment improvement, education, etc.
 - It is a co-manager of a tourism destination together with a local government.

An aerial photograph of the Shirakawa-go Gassho houses in Japan. The image shows several traditional wooden houses with steeply pitched, thatched roofs. The houses are surrounded by lush green rice fields and trees. The text is overlaid on the image.

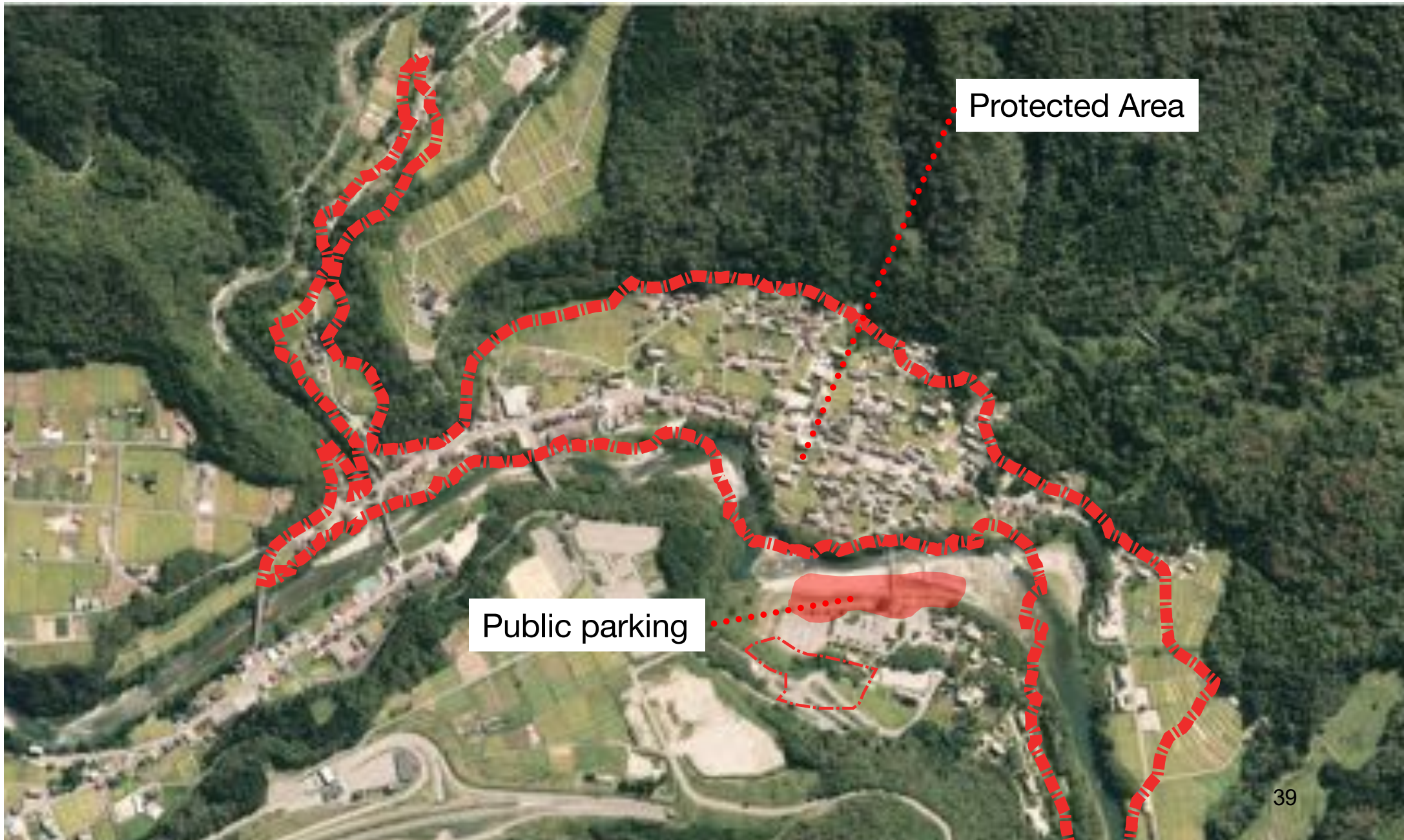
Shirakawa-go Gassho Foundation as a DMO

- Income generating system

Historic Villages of Shirakawa-go and Gokayama

- The large houses with their steeply pitched thatched roofs called Gassho-style houses subsisted on the cultivation of mulberry trees and the rearing of silkworms.
- Inscribed on the World Heritage List in 1995
- The number of tourists increased rapidly after WH inscription and highway opening, from 0.6 million to 1.8 million.
- Shirakawa gassho foundation was established in 1998, lead by the local government
- The foundation's main income is a commission to manage and operate a public parking.

Management of a public parking



Parking fee

Standard sized cars: 5 USD
(2FJD is heritage cooperation fee)

Trucks and Buses: 30USD
(10USD is heritage cooperation fee)



Income for Conservation Projects

○Expense 2015

Projects by the Gassho Foundation	135,000UDS
Projects by the local government	325,180UDS
Total	460,180USD

○Income

Public parking	
Heritage cooperation fee	438,270USD
National government subsidy for preservation districts	211,360USD
Total	649,630USD

Repair



Harmonization of Existing and new buildings with the historic villagescape



Activities of the local conservation committee



Restoration of fallow rice fields



A photograph of a dirt road in a rural village. The road is unpaved and runs through the center of the frame. On either side of the road are lush green trees and bushes. In the background, there are several traditional houses with tiled roofs. The sky is blue with some light clouds. The overall scene is peaceful and rural.

Taketomi Kominkan as a DMO

**- A Body represents
the local community benefit**

Taketomi Kominkan (community center): Private / Public

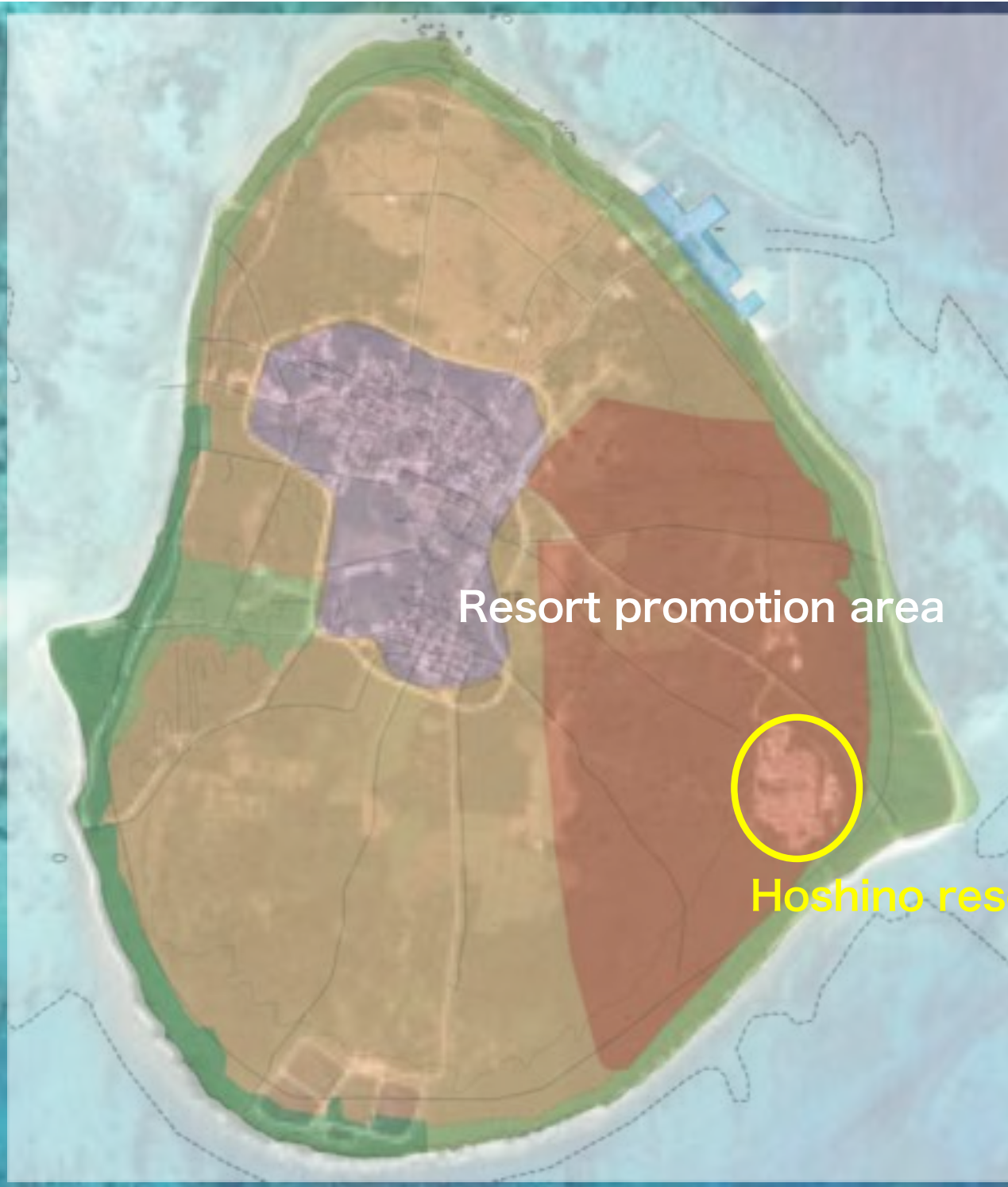
- ✓ Local self-government
- ✓ It functions as the local government
- ✓ Its origin was the self government of the island to conduct prayer's festivals and any other social issues of the island

Public challenges in Taketomi

- ✓ Development of heritage conservation experts
- ✓ Development of heritage guides
- ✓ Job creation for young generation and lives worth living for elder generation → Promotion of permanent residents
- ✓ Employment of a conservation architect
- ✓ Repair and harmonization of existing and new houses → Promotion of permanent residents
- ✓ Lands Buyback (1/3 of the island's land is owned by companies from the main land and was to be sold to a vulture fund.)

Resort development by Hoshino Resort Group In Taketomi





Resort promotion area

Hoshino resort

Hoshino Resort Group and Taketomi

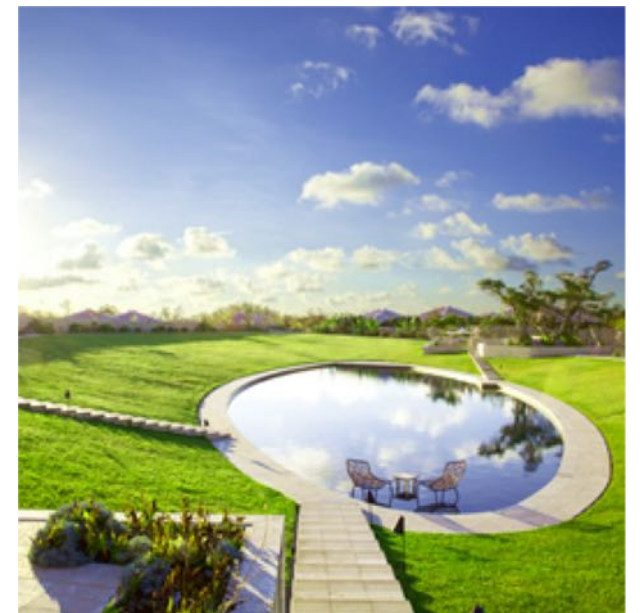
Promises from Hoshino

- Only 6ha out of 130ha bought by the Hoshino resort group will be developed as resort and rest of the land will be kept untouched. The untouched land will be returned to the island after the resort recovered the capital for the investment.
- Hotel design will follow the design manual
- Hotel staffs will join and contribute to island activities (festivals, cleanings, etc.)



星のや 竹富島。珊瑚の島につくられた「離島の集落」。

A resort village on an island encompassed by coral reefs.



竹富町竹富島

歴史的景観形成地区 保存計画書

竹富町教育委員会

竹富町竹富島
歴史的景観形成地区保存計画書



平成二十年三月
竹富町教育委員会

Building Repair/Design Manual

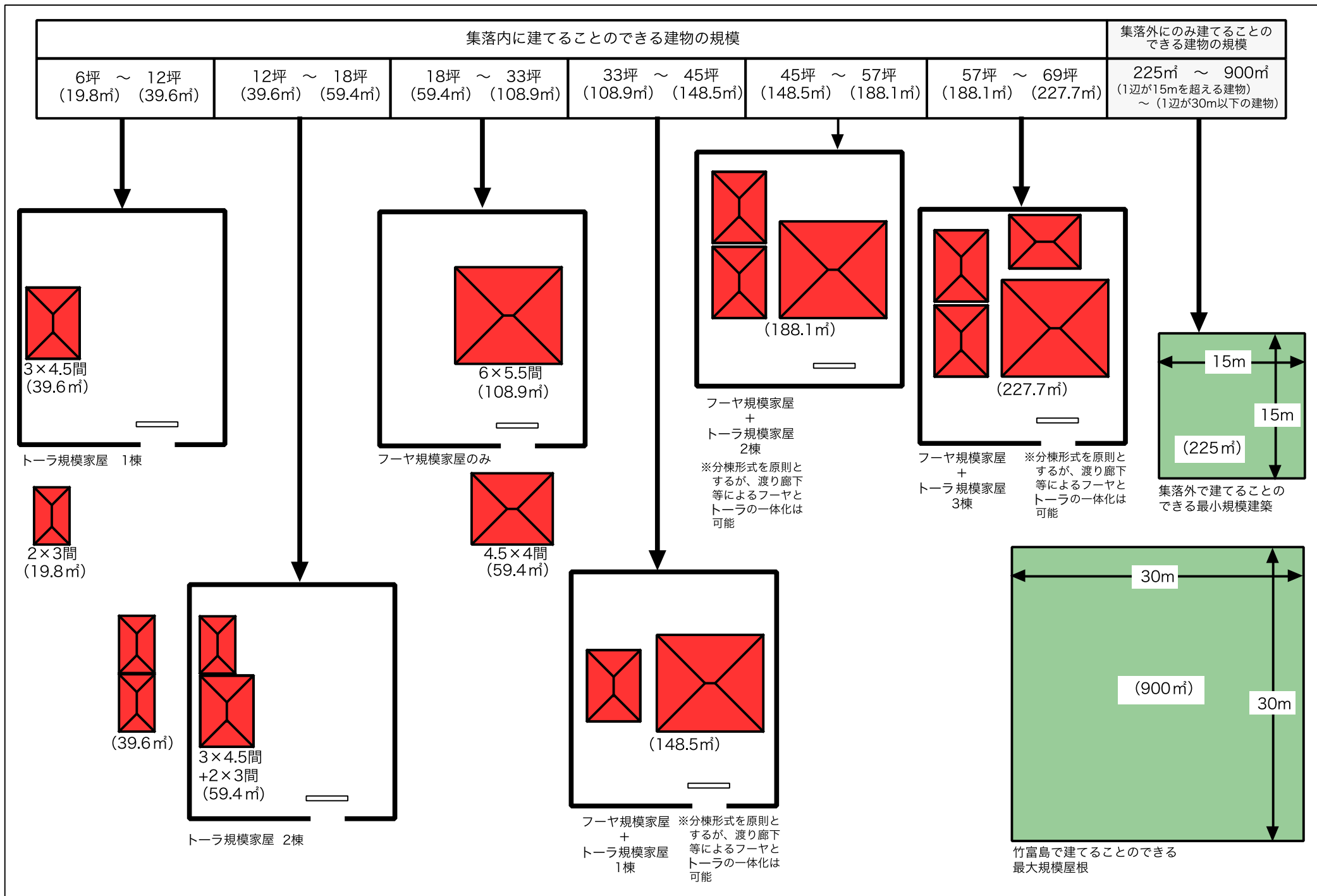


図4-3 景観形成マニュアルに基づく必要床面積別の建築可能形態早見図





Meaning to have a DMO through case studies

For government...

- ✓ They do not have to worry about equality issue
- ✓ cost efficiency
- ✓ They can leave complicated and detailed works for arrangement
- ✓ They can increase community awareness thorough involvement

For local community...

- ✓ They can take active role in heritage and tourism management
- ✓ They will have economical benefit through tourism
- ✓ They have a representative body of local community
- ✓ They can get subsidy for heritage conservation where the government fund can not cover including employment of a heritage officer

Meaning to have a DMO through case studies

For visitors...

- ✓ They will receive genuine heritage experience
- ✓ They can visit like living
- ✓ They will have one stop tourism information center

Functions of a DMO through case studies

- ✓ Declaration of sustainable tourism and heritage management
- ✓ Interpretation : to provide authentic information and its significance to tourists, residents and all stakeholders
- ✓ Marketing : to develop an area as one tourism product and promote it as one destination
- ✓ Conservation : to protect heritage elements that are not covered by the government
- ✓ Protection of Residents : to protect residents from disorderly and unplanned development
- ✓ Return benefit : to develop a system to return benefit from tourism income to community development and heritage protection
- ✓ Distribution of benefit : to develop a system not to concentrate tourism development only in the World Heritage site but to increase benefit in the surrounding area as well
- ✓ Public private partnership : to obtain the privileged right such as getting permission to collect conservation cooperation fee and fund a management body who can compete with and resist outside capital

How does this work in Levuka?

Levuka

- Inscribed on the WH List in 2013
- The island's economy totally depends on a tuna canning company in Levuka town
- Used to receive 2 cruise ships in a week in 90's with involvement of villagers
- The number of local tourists including schools have been increased after the inscription. However, it has not boosted local economy nor bring back tourism business to the level when there were more tourists coming to the town.

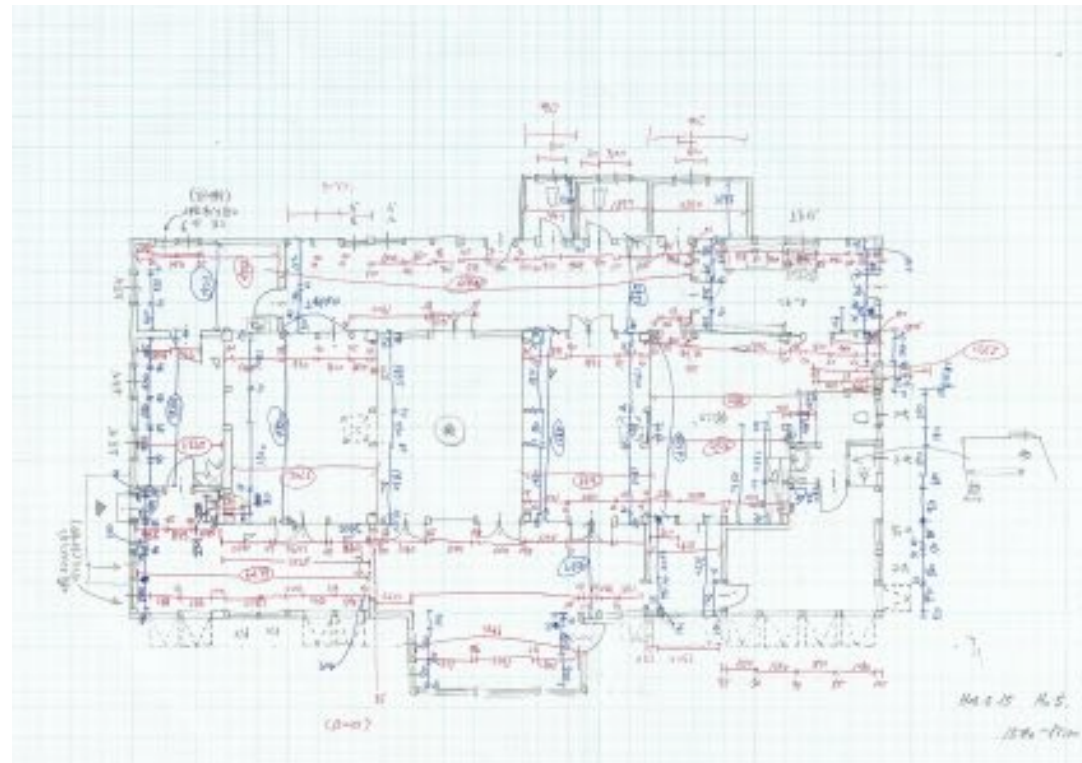


Levuka's Status

Ecomuseum

✓ Research

- All potential historic buildings (150) measured and recorded
- Other built elements including bridges, monuments and stone steps are mapped and documented
- Open spaces and large trees as natural elements in the townscape are recorded



Levuka's Status

Ecomuseum

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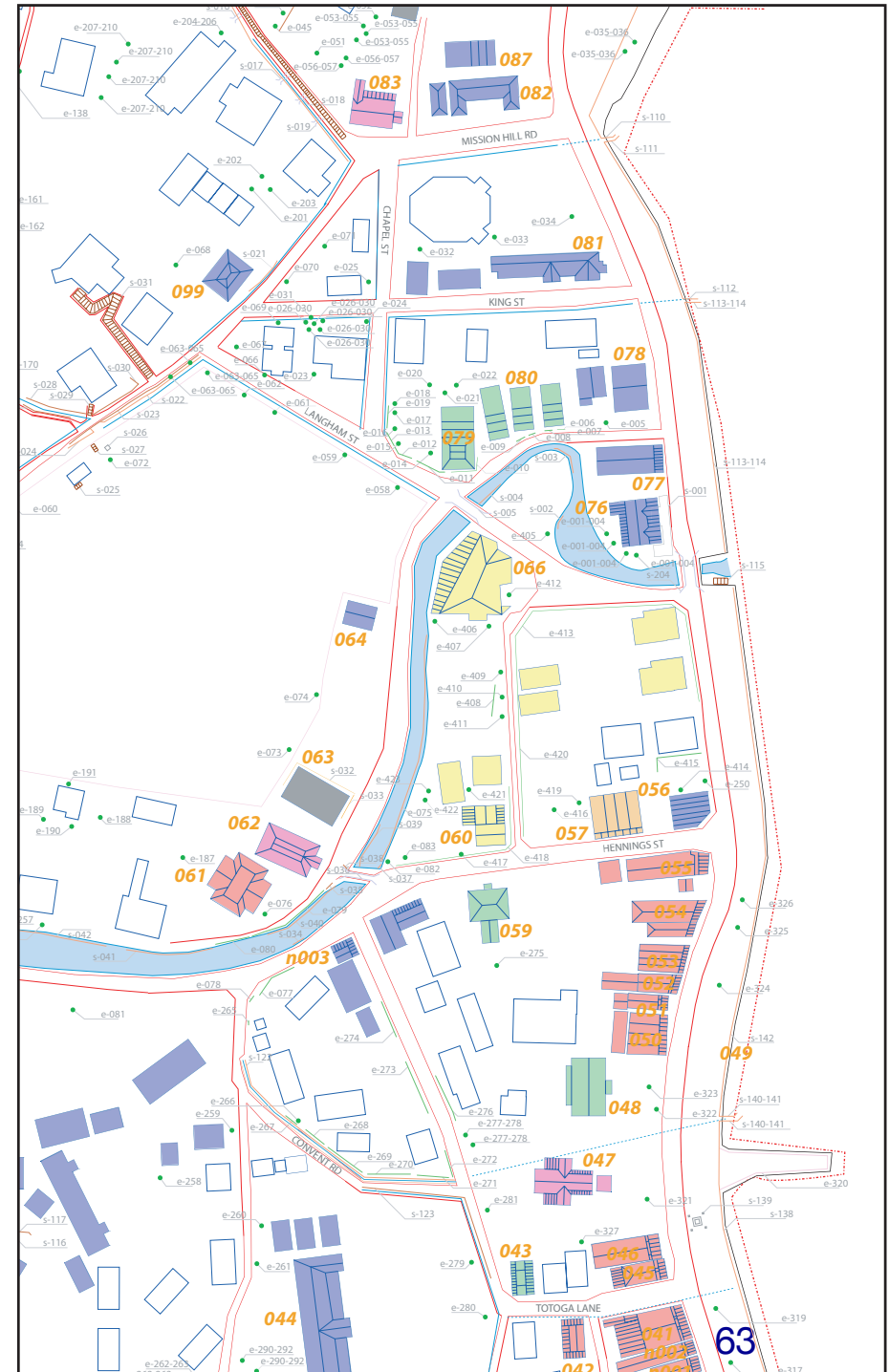


Fig. 3.25 Division D



Phenology Calendar in Nauouo Village

	Wet season			Dry Season								
	January	February	March	April	May	June	July	August	September	October	November	December
Rainfall	300mm	280mm	350mm	300mm	250mm	150mm	100mm	130mm	180mm	200mm	220mm	280mm
Temp	25°C	28°C	28°C	25°C	25°C	25°C	23°C	25°C	25°C	25°C	28°C	28°C
Annual event	1/1 New Year Celebration			Easter Apili						10/12 Independence day		Break Up Party 12/25 Christmas
Agriculture	DALO			Mandi line Orange			Bread Fruit			SALA		
	YAM			MOLI			PUMPKIN LOVO			BREAD FRUIT		
	RAUVA, TIVOLI, JAINA, MELETI, NIU, KIKAKA, OTA, PAPAYA, GUTO, ROUROU, VUDI			RAUVA			PUMPKIN, DAMA, MAGO			SALAMA, BOICETE, BORO		
	JAINA, MELETI, NIU									MELENI BEANS		
Fishing	ULAVI, OTO			BATI, KAKE, SARUTU (MAMA, DAMO, BULA)			TABACE			MUSA		
	ULAVI			KAVIKA			SALVA KAIVA			SALALA		
				Fried fish (KANACE)			TADRUKU, WITO, BOSUCU, KAVA			BONA, DRUDRUA, LAIRO, TA		
				MALU			IKA VAVI (KAKAKAWI)			LUMI		
Plant	VOIVOI			YADINA			QURANA			BUA		
	SALASALA GATO			CO GADRO GADRO			SALASALA GATO			WAKA		
Animal and Insect	BESE, BELIMAKAU, GA NI VITI, OSE, DADAKULACI, VUAKA, TOA, SEA TURTLE, MOKO, ME, KOLI, BOTO, DRELI			DRELI			DRELI			DRELI		
	DRELI			DRELI			DRELI			DRELI		
Bird	KILA			KIKAU			KILAU			KILAU		
	DILIO, BA, BU, BELD, TERI, ROYE, LUKU, KULOVOTU, KIKAU, KILA, DRELI			DRELI			DRELI			DRELI		

Levuka's Status

Ecomuseum

✓ Site development

- Community center can be used as the core museum (would be perfect if the whole compound is restored)
- A trail to visit “Fiji’s firsts” is developed
- Satellite development is needed (ex. Café, accommodation or exhibition site on hill side)



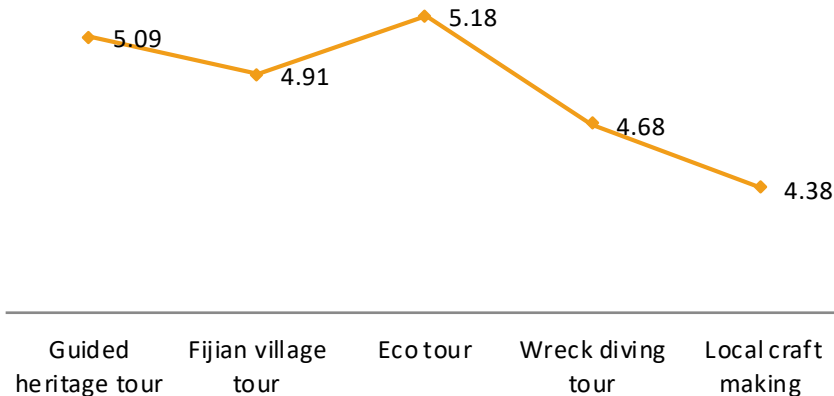
Levuka's Status

Ecomuseum

✓ Marketing

- Tourist data collection sheet has been developed.
- Tourists analysis is to be revived.
- Promotion materials are developed.

The interest in activities



Please answer the following questions and tick ✓ the number or box.

A1. Please specify the country of your nationality. (single answer)

1. Fiji 2. AUS 3. NZ 4. UK 5. Germany 6. France
 7. USA 8. Canada 9. Japan 10. Korea 11. China 12. Taiwan
 13. Hong Kong 14. India Pacific Islands 15. Other

A2. Sex, age
 1. Male 2. Female Age _____

A3. Your arrival date in Ovalau
 Year _____ Month _____ Day _____

A4. How many times have you visited Fiji and Levuka / Ovalau including this visit? (single answer)

to Fiji 1. 1 time/first time 2. 2 times 3. Over 3 times 4. Fiji resident
 to Levuka / Ovalau 1. 1 time/first time 2. 2 times 3. Over 3 times 4. Local resident

A5. How did you arrange this trip? (single answer)

1. Self-arranged 2. Package-tour arranged in Fiji 3. Package-tour from your country 4. Tour arranged by school

A6. Who is currently traveling with you? (single answer)

1. Just me 2. Spouse/Partner 3. Family 4. Friend(s) 5. Co-Worker(s) 6. Other

A7. How long did you stay in Ovalau Island? (single answer)

1. Day trip 2. 1 night 3. 2 nights 4. 3 nights 5. 4 nights 6. 5 nights
 7. 6 nights 8. 7 nights 9. More (_____) nights

A8. Where did you stay in Ovalau? (multiple answer)

1. Royal Hotel 2. New Maivika Lodge 3. Levuka Homestay 4. Ovalau Holiday Resort
 5. Bobo's farm 6. Clara's (Mary's) Lodge 7. Silana Eco-Lodge 8. Other (_____)

A9. What was the main purpose of your visit to Levuka / Ovalau? (multiple answer)

1. World Heritage 2. History 3. Culture (Village culture, Cultural diversity of Levuka)
 4. Nature (Eco tour, Marine activity) 5. Visiting family 6. Relax 7. Other (_____)

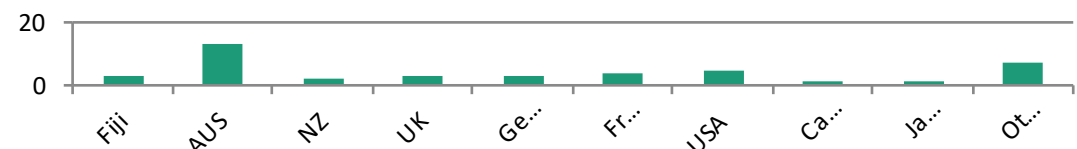
A10. How did you get information about Levuka / Ovalau? (multiple answer)

1. From family or friends 2. Tourist information center
 3. Accommodation staff, brochure, website 4. Travel agent staff, brochure, website
 5. Guidebook 6. TV
 8. The official website of "Tourism Fiji" (www.fiji.travel) 9. Other website (_____)
 9. Facebook 10. Trip adviser 11. Twitter 13. Other 14. Nothing special (I just knew)

B1. How satisfied are you with your visit to Levuka / Ovalau this time? (single answer)

1. Very dissatisfied 2. Dissatisfied 3. Fairly dissatisfied 4. Neither 5. Fairly satisfied 6. Satisfied 7. Very satisfied

Nationality



Levuka's Status

Ecomuseum

✓Marketing

- Tourist data collection sheet has been developed.
- Tourists analysis is to be revived.
- Promotion materials are developed (a brochure, a trail map, and a promotion video).



Levuka's Status

Ecomuseum

✓ Hospitality

- Guides are trained not only in the town but in villages



Levuka's Status

DMO

- The system to use prepared tools and operate is not yet developed.

Levuka's Status

Challenges: Ecomuseum

- Identify values of not only Levuka town but the whole island to strengthen the attraction and to benefit each other

Challenges: DMO

- Lack of involvement of the local community in decision making for heritage management
- Tourism marketing
- The fund establishment through tourism