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The first visitors to the National Archaeological Museum Aruba at the grand opening on July 28, 2009. Lord Cultural Resources has worked on the exhibition development since 2007. See page 3 for details.

Caribbean Perspectives on Cultural Tourism

Alissandra Cummins, President of the International Council of Museums (ICOM) and Director, Barbados Museums and Historical Society, was interviewed by Gail Dexter Lord, President of Lord Cultural Resources, about the significance of cultural tourism worldwide and in the Caribbean.

Gail Lord (GL): We celebrated International Museum Day on May 18th, 2009, as an initiative of ICOM to raise the awareness of museums and friends of museums around the world on the topic of Sustainable Cultural Tourism. In your experience, what is the significance of cultural tourism in the Caribbean?

Alissandra Cummins (AC): In my view, cultural tourism has always been a positive influence in that the Caribbean nation states are now considering a wider experience than the traditional tourism of sea, sand and sun. Cultural tourism that involves tangible and intangible heritage has been a benefit. It focuses both governments and communities on preserving their cultural resources. It is important that the cultural tourism experience is authentic.

GL: What are some of the different cultural perspectives, worldwide, on cultural tourism?

AC: Worldwide, we are concerned with the balance between the cultural and the natural. We are wanting to invite and involve larger audiences. We want as many people as possible

to come. At the same time, we are aware of the needs for accommodation for the visitors but are also concerned with impact on the environment. For example, in Barbados excess fuels are off-loaded in water transport and have impact on the fragile coral reefs. ICOM's primary objective is to address a lacuna in the ICOMOS charter. If you go to the ICOM website (www.icom.museum/2009_contents.html), you will see what we have focused on... how to improve ethical and responsible tourism. It is a matter now of putting out those standards and gaining museum support for them. It has been exciting to work with the World Federation of Friends of Museums on this initiative (Highlighted in the recent *ICOM News*, Vol.62, No.1).

GL: What do you see as some of the key trends related to cultural tourism?

AC: Governments and communities like mine in this economic climate have to find ways to differentiate themselves in this market. There is a growing realization that authenticity is important. The shift to the creative economy means that we need to be more innovative in how we connect with tourists. For example, the National Art Gallery Committee of Barbados held a symposium "Black Diaspora Visual Arts." The Barbados government commissioned ten artists to produce art throughout Bridgetown. The community Board of Tourism asked us to recreate a sound sculpture, which they saw as

a way of adding value for international audiences. We did it for local audiences but they saw it as being for international tourists. It is important to engage the community in creating an authentic cultural experience.

GL: What are some opportunities for the role of cultural tourism in the future?

AC: What we are looking for are ways that we can ensure we provide access to cultural resources. We need to let people find new and creative and innovative ways to access culture and heritage in a tourism environment that enables visitors to become effective champions of the heritage they encounter. Not "been there done this," but "been there, did this and we want to be a part of it." We want cultural tourists to participate. ●



Alissandra Cummins holds a Bachelor of Arts Degree with Honours in the History of Art from the University of East Anglia, Norwich, and a Master of Arts in Museum Studies from Leicester University, UK. In her daily professional life, Alissandra manages an important 19th century colonial site, a former military prison at St. Ann's Garrison which has housed the Barbados Museum since 1933. She served between 1998 and 2004 as Chairperson of the Advisory Committee of ICOM, and was elected President in 2004, in which role she currently serves.

Sustainable Cultural Tourism for the Future

By: Catharine Tanner, Vice President, Lord Cultural Resources

Cultural tourism is a key concept for most of those responsible for the maintenance and development of cultural assets. As well as contributing to the financial stability of our cultural institutions, it is seen as a driver in developing a reputation at all levels – local, national and international. Major cities all over the world are looking to the influence of the cultural tourist on the vitality, economic viability and quality of life of their communities.

Cultural tourism is seen as a major contributor to the economy of many countries and the preservation of world heritage sites. International funding agencies are supporting these initiatives that also help local citizens to develop businesses that provide the cultural and tourism infrastructure for visitors. In the process, cultural tourism also maintains cultural identity and cohesion, and promotes global understanding and harmony, as well as the preservation of cultural traditions and history.

While tourism can bring prosperity, purpose and pride to a destination, it can also take these benefits away. With increases in cultural tourism, there is the potential to cause damage: environmental impact to our global and local ecosystems, overuse of cultural assets without re-investment for maintenance, and forsaking local values for the tourist income. In other words, short-term gain to the detriment of the long-term.

What follows are three selected principles that together offer an approach to cultural tourism development that mitigates these risks:

- 1) Responsibility – enduring benefit of the destination as a whole – product, people, environment and community.
- 2) Accountability – respect for, and ownership of, the impact of cultural tourism on the destination at economic, cultural, social and environmental levels.
- 3) Legacy – maximizing opportunity today but also for the long-term benefit of the destination, its stakeholders and visitors.

The concept of sustainability is integral to all of our work on the long-term viability, credibility, authenticity and productivity of the tourism sector. As leaders, it is our responsibility to ensure the 'rightness' in sustainability in all its facets: economic, environmental, social and cultural, as our front-page feature interview with Alissandra Cummins highlights.

According to the United Nations World Tourism Organization (www.world-tourism.org), almost a billion people travel each year and are responsible for generating \$1 trillion US in direct revenues and the stimulation of 10% of global employment. Many of these travellers are cultural tourists. With this global travel there is naturally more global understanding and respect for different cultures and values.

Perhaps the most important aspect of this dialogue on cultural tourism is the relevance to our local communities. The value in understanding the history and culture of our own communities is paramount for long term sustainability. Many of our institutions are also able to transport citizens to other cultures through exhibitions, collections, lectures and public programs. As issues of travel and environmental sustainability are balanced, that role may become even more important. ●



Catharine Tanner
Guest Editor

How To Engage with Cultural Tourism in the 21st Century?

Lord Cultural Resources was pleased to participate in the development of "Ontario Cultural & Heritage Tourism Product Research Paper" in cooperation with BrainTrust. The study was rated as "brilliant" by the *Toronto Star*. Visit www.tourism.gov.on.ca/english/competitiveness/Ontario_Cultural_and_Heritage_Tourism.pdf to see the complete text.

Paris Continues to Lead in Building Cultural Tourism

By: Laure Confavreux Colliex, Associate Director, Lordculture

According to the World Tourism Organization, (UNWTO) the top international tourist destination is France. Not surprisingly, most tourists visiting France make Paris a destination: in 2008, more than 28 million visited the city. Almost 9 out of 10 visited because of the cultural attractions the city has to offer. The 'must see' sites still attract tourists: 70 million tickets were sold to the 50 major museums and sites. With more than 130 museums and 70 cultural sites presenting temporary exhibitions, Paris is the cultural heritage destination *par excellence* in the world.

To maintain its top tourism position and trigger repeat visitation, Paris is working to offer something new through "Grand Paris," an urban renewal plan conceived by President Nicolas Sarkozy. The plan was first announced on September 17, 2007 during the inauguration of "La Cité de l'architecture et du patrimoine," when Sarkozy declared his intent to create a

"new comprehensive development project for Greater Paris." The project is proceeding under the supervision of the French government, the City of Paris, the Regional Authority of the Île-de-France and the Île-de-France Mayoral Association. Ten international urban and architectural teams are in an open publicized competition for the future development of metropolitan Paris. To learn more, visit Le Grand Pari(s) de l'agglomération Parisienne website at www.legrandparis.culture.gouv.fr or www.citechailot.fr/exposition/expositions_temporaires.php?id=80 (in French).

Wider initiatives are being launched to complement the excellent cultural heritage positioning. Over the past two years, many creative and trendy venues have opened, including the 104, Le Laboratoire, and La Maison des Métallos. Special events and festivals are nourishing a feeling of excitement in the city. Cultural festivals such as Nuit Blanche and

blockbuster exhibitions such as "Picasso et les maîtres au Grand Palais" (with over 783,000 visitors) are examples.

The Regional Tourism Committee – the Association Réseau TRAM – is aiming to abolish the symbolic frontier between Paris and its suburbs. For example, the association is working to show tourists Île-de-France's cultural offerings with a thrilling 5-Euro tour of sites dedicated to contemporary art. ●



Le Laboratoire, Paris. Photo: Le Laboratoire.

Grand Opening of National Archaeological Museum Aruba

By: Yvonne Tang, Creative Art Director, Lord Cultural Resources

In the neighbourhood known to locals as 'Rancho' in downtown Oranjestad, hundreds of invited guests and the public celebrated the grand opening of the National Archaeological Museum Aruba (Museo Arqueologico Nacional Aruba) on July 26, 2009 during the Kingdom Games of Sport and Culture.

Her Royal Highness Princess Margriet of the Netherlands and husband Professor Pieter van Vollenhoven were in attendance along with local, regional and international government officials and cultural leaders. The crowd was treated to an evening that highlighted the richness of regional culture including martial arts, music and theatre. The night ended with free access to the Museum which continued until the end of August.



New Exhibition Space.

Photo: National Archaeological Museum Aruba.

The event culminates 20 years of dedication to the creation of a new Museum in the downtown core and a restored national monument, the Ecury Complex. Lord Cultural Resources in partnership with Xibitz Inc. have been involved in the project since 2007, spearheading the development of the permanent exhibitions including interpretation, content coordination, design, fabrication and installation. Throughout the project, our team together with the Museum established an open and inclusive process with presentations to key stakeholders and interested citizens.

During the weeklong opening events, Lord Cultural Resources and Xibitz led a workshop entitled "Enriching the Experience through Innovation and Creative Exhibitions." Local and regional professionals came out to learn about international trends and practices in exhibition development, design, budgets and contract negotiation. Integral to our work with the Museum was knowledge sharing; this workshop completed a series that included public education, collections management and interpretive planning.

Congratulations to Aruba and the National Archaeological Museum! ●



Project Director Arminda Franken-Ruiz (right) and Her Royal Highness Princess Margriet of the Netherlands (left) with husband Professor Pieter van Vollenhoven (centre) during opening celebrations.

Photo: National Archaeological Museum Aruba.

The presentation "Enriching the Experience through Innovation and Creative Exhibitions" and Maria Piacente's article "Finding Your Voice" in *Interpretation Journal* (August 2008) on writing the interpretive strategy for the new Museum are accessible on our website at www.lord.ca in the Articles section. Our home page also features video footage on the presentation.

Tourism, Heritage and Cultural Change in the Middle East and North Africa

By: Margaret May, Senior Principal, Lord Cultural Resources

In April 2009, Her Royal Highness Princess Sumaya Bint el Hassan of Jordan welcomed 120 academics and professionals to the "Traditions and Transformations" conference in Amman, the Middle East and North African region's first major conference on tourism, heritage and cultural change. Jordan, like many countries in the region, is developing its tourism infrastructure and investing in new leisure, recreational and cultural heritage products to build sustainable tourism. Tourism to West Asia has grown tremendously in the last ten years, as governments implement comprehensive strategies to diversify their economic base.

With renewed recognition of the value of cultural and heritage assets, more attention is being paid to the identification and preservation of these assets, leading to greatly improved accessibility for both residents and tourists. Margaret May, Senior Principal, speaking on the role of museums in community transformation, noted three major themes that emerged during

the conference: the impact of tourism on the built heritage and the living culture of the affected communities; questions about the nature of the experience that is being offered; and the need to engage residents in determining the narratives, or participation in the dialogue with tourists, as attempts are made to realize the potential of intercultural dialogue.

H.R.H. Princess Sumaya spoke about the impact of rampant urbanism and the new 'industrialization' on communities and human security. She challenged those involved in tourism development to respect and take into



Princess Sumaya Bint el Hassan of Jordan speaking at "Traditions and Transformations."

Photo: Centre for Tourism and Cultural Change.

account cultural values and traditions in host communities and to work with local residents to protect and preserve those values while making tangible heritage more accessible. ●

Visit our website at www.lord.ca for the presentations by Lord Cultural Resources consultants:

- "Museums as a Strategy of Transformation" by Margaret May
- "The Synergy of Museums and Tourism" by Christian Waltl

Full conference proceedings are available through the Centre for Tourism and Cultural Change, Leeds Metropolitan University, www.tourism-culture.com.

Cultural Development in South and East Asia

By: Dr. Brad King, Director of Management Consulting, Lord Cultural Resources

The possibilities inherent in cultural tourism and the competition among cities, regions and countries for tourism dollars continue to drive cultural infrastructure development in South and East Asia. At the moment, there are several trends in play within the region.

Enhancement and Preservation of Existing Heritage

Resources: Tourists have long visited Asia for its rich cultural heritage and, in countries such as India, tourism continues to be concentrated on heritage buildings such as temples and palaces. Efforts to upgrade the visitor experience at such monuments are ongoing at places such as the Red Fort in Delhi, the Taj Mahal where a new visitor centre is under development, and the Angkor Wat site where the ravages of tourist traffic are a concern.

Development of New Cultural Institutions: Over the past 20 years, the rate of development of new cultural institutions has been high in places such as Korea, Hong Kong and Singapore. New museums continue to emerge around the region, perhaps most impressively in China.

Emergence of Cultural Districts: Consistent with the emergence of planned 'cultural districts' in places such as Melbourne or Abu Dhabi, Hong Kong is currently planning the West Kowloon Cultural District which will consist of a major new museum (known as 'M+') as well as an exhibition centre and a performing arts theatre which will anchor retail, food service and other commercial ventures. Lord Cultural Resources is pleased to be involved with the planning of the West Kowloon Cultural District. ●

News and Events

Client Openings

Lord Cultural Resources congratulates our clients on the following openings:

- **24 Hours Museum**, Le Mans, opened on April 27, 2009.
- **Anchorage Museum** in Alaska opened on May 30, 2009.
- **Connecticut Science Center** opened in June 2009.
- **Punta della Dogana**, new Center for Contemporary Art for the collection of Francois Pinault, Venice, opened on June 7, 2009.
- **National Infantry Museum** in Columbus, Georgia opened on June 19, 2009.
- **Fort Worth Museum of Science and History** is scheduled to open its new building in November 2009.



Punta della Dogana, Venice
Photo: Sébastien Bertrand.

Visit our website (www.lord.ca) for a profile of these and other projects. ●

Announcements

- **Orit Sarfaty**, Consultant, has been accepted as a new member of the Emerging Leaders Network, a group of Toronto 'City Builders.'
- President **Barry Lord** is the recipient of the McMaster University 2009 Distinguished Alumni Award for the Arts.
- **Lord Cultural Recruitment** recently assisted the Canadian Museum for Human Rights with recruitment. Current recruitment projects include the Tate, Tourism Development and Investment Co. (Abu Dhabi) and ITHRA (Saudi Arabia). Visit www.lordculturalrecruitment.com for information on our recruitment services.
- **Ted Silberberg**, Senior Principal, published "Challenging Economic Times: Threat or Opportunity?", *Muse*, 9-10, vol. XXVII/5, September/October 2009 (accessible in the Articles section of www.lord.ca).
- **Joseph Banh**, Intern, published "Beyond the Hype: Nuit Blanche in the Creative City," *C Magazine*, 103, Fall 2009 (accessible in the Articles section of www.lord.ca). ●

Conferences

Visit the Articles section of our website at www.lord.ca for our consultants' presentations.

Brad King, Director of Management Consulting, Keynote Speaker, Cultural Tourism Conference, Bonavista Institute, Newfoundland, November 18-20, 2009.

Ameline Coulombier & Carolyne Krummenacker, Lordculture, "Multimediations" based on study of technology in Japanese museums for the Louis Vuitton "Hands On! Europe" (Association of Children's Museums), Paris, November 3-6, 2009.

Margaret May, Senior Principal, panelist for "Stories of Transition: Crisis, Paradox and Institutional Change," Association of Science and Technology Centers, Fort Worth, November 1, 2009.

Laure Confavreux Colliex, Lordculture, "How to Make Intangible Heritage Tangible to Your Visitors?", 2009 CAMOC Conference (ICOM committee dedicated to museums of cities), Istanbul, September 28-30, 2009.

Annabelle Diot, Lordculture, "Museum or Commercial Showcase? The Company Museum Between Culture and Commerce," ICOM/UNESCO Best in Heritage Conference, Dubrovnik, September 26, 2009.

Maria Fernandez Sabau, Lordculture, "Museums Under Planning in Spain" in collaboration with the Spanish Ministry of Culture, Fall 2009.

Gail Dexter Lord, President, "Cultural Capital in the 21st Century: Three Pillars of Sustainability," Global City Forum, Abu Dhabi, April 8, 2009. ●

Cultural Capital

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