SUSTAINABILITY AND TOURISM IN SOUTH BALTIC COASTAL CULTURAL WORLD HERITAGE SITES

BEST PRACTICE GUIDE

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Klaipeda 2018.12.31

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Commissioned on the basis of the Subsidy Contract No. STHB.02.01.00-SE-0091/16 for the ERDF co-financing of DUNC – Development of UNESCO Natural and Cultural assets, a project of the Interreg South Baltic Programme 2014-2020

Citation: Urbis, A., Povilanskas, R., Urboniene, R. (2018). Sustainability and tourism in South Baltic coastal cultural World Heritage sites: Best Practice Guide. Klaipeda: EUCC Baltic Office, 45 p.

This study is prepared within the implementation process of DUNC – Development of UNESCO Natural and Cultural assets, a cross-border coopeeration project of the Interreg South Baltic Programme

Part-financed by the European Union (European Regional Development Fund)

The responsibility for the content of this report lies solely with the authors

Front cover photo: the Curonian Spit (photo: Arvydas Urbis)

Back cover photo: the Curonian Spit (photo: Arvydas Urbis)

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TABLE OF CONTENTS

HIGHLIGHTS

1. MULTI-LEVEL GOVERNANCE

1.1. ENSURING INCLUSIVE MANAGEMENT

Inclusive destination management and governance, how could we advance with it in the South Baltic coastal cultural World Heritage destinations

MAIN IDEAS

1. Inclusive management results from strong motivations and responsible commitments
2. Use an existing destination management structure or take an initiative with the most active key stakeholders to create a new one
3. Heritage tourist destination management is different from the World Heritage site management
4. Inclusive heritage site management relies on a large number of key factors and aspects

LESSONS TO BE TAKEN

OLD CITY OF DUBROVNIK (CROATIA)

- It is a good illustration how positive resident attitude can overcome the vicious gentrification circle and heritage is appreciated by dedicated local development and diversification of economic activities and a close interaction with the seaside tourism sector.
- Local knowledge-based products and services can increase the World Heritage management sustainability with a priority on creative and experiential economy as there is a growing need for 'place specific', 'experience specific' and 'special interest' tourism. This diversified 'new' heritage tourism demands a wider range of cultural and heritage experiences, and creative interaction with the destination that might be best catered for by coastal cultural World Heritage sites as proved by the local community in Dubrovnik.
- However, as an example of the Old City of Dubrovnik shows, being creative does not always mean introducing new types of trendy developments in the destination but rather knowing how to generate new development models that will underline the best a destination has to offer both for tourists as well as for the hosts.

NAVAL PORT OF KARLSKRONA (SWEDEN)

- The experience of Karlskrona sends a good message to other heritage sites that with dedication, patience, and good will, different stakeholders at the World Heritage site can indeed find a consensus and establish an operational collaborative structure and process that could be beneficial for heritage property managers, for local residents, for the governmental agency that owns the heritage property and, last not least, for tourists visiting the site as well. Good collaboration with the military on heritage conservation is not so common on the global scale. Especially when the military presence and the modern use of the naval base is part of the long-lasting tradition.
- As the best practice from Karlskrona shows, with an efficient, inclusive World heritage site management structure in place, it might be not necessary to over-emphasise the label of World Heritage because it is too abstract. It is hard for visitors to relate what they find interesting with the World Heritage label. Indeed, as the results of the visitors' survey indicate, 68 % of all visitors to the historic core of Karlskrona are already aware about its World Heritage status. Therefore, it is more expedient to focus on offering tourists more experiences in a World Heritage city.

1.2. INVOLVING LOCAL COMMUNITIES AND BUSINESSES

Reaching out and engaging with local businesses and the community in a dialogue explaining the mutual benefit that comes with making tourism more sustainable

MAIN IDEAS

1. Aspire for a 'win-win-win' approach in heritage and tourism management
2. Interact with the host community and businesses
3. Identify and communicate sustainable, economic local opportunities
4. Empower the host community with ambassadorship

LESSONS TO BE TAKEN

VEGAØYAN – THE VEGA ARCHIPELAGO (NORWAY)

- The external support could help mitigating depopulation and conversion of a coastal heritage landscape, appreciated for its beauty, into a second-home area. For this aim, the World Heritage designation of a cultural landscape is particularly instrumental in motivating and engaging local community around a local flagship theme of World Heritage leading to participation and partnership.
- Production of unique, locally-branded, products harvested from the World Heritage landscape could contribute to symbolic associations of exoticism and rarity leading consumers to form perceptions on product authenticity.
- The focus on the maintenance of coastal World Heritage cultural landscapes and the stronger preference of the tourism sector along with maintenance of traditional activities bearing symbolic heritage values are all parts of the same lesson that could be learned from the Vega Archipelago. It implies that 'everyone', that is, environmentalists, locals and external actors feel actively involved into a long-term conservation effort. As a result, it becomes evident to the local community and to a broader, national stakeholders' network, that there is a mutually beneficial relationship between farming, fishing and ecotourism.

HISTORIC CENTRE OF STRALSUND (GERMANY)

- World Heritage themed hallmark events as such do not generate additional visitor flows if organised in the high season, These events just attract additional visitors from those who are already having the vacation at the Baltic seaside – on Rügen or at the mainland coast.
- It is a really tremendous challenge to direct the community's view on the World Heritage values into one of an asset for tourism development securing higher income and better living conditions in a city that has no deeply rooted tourism traditions. The inhabitants of Stralsund are employed in various industries and services and do not need employment in tourism sector too much which is considered difficult, unstable, low paid, and seasonal.
- Reciprocally, a major lesson which could be learned from Stralsund is that the World Heritage status does not play a major role in attracting tourists to the city. Although the World Heritage designation is supposed to be related to the tourist appeal of the site, it is not.
- Yet, as the best practice from Stralsund shows, private HORECA businesses can be activated and become ever more active in promoting their ideas and participating in decision-making related to the World Heritage management if they are organised into the association which is granted a position in the municipal World Heritage Advisory Board.

1.3. DELIVERING SUSTAINABILITY

The main principles and notions of sustainability at World Heritage sites pertinent to heritage-based tourism development

MAIN IDEAS

1. Maintaining World Heritage integrity is the key notion of management sustainability
2. Introduce a comprehensive planning system
3. Prudent financial management is the key to sustainability even for externally funded heritage properties
4. Controlling tourism development and other impacts

LESSONS TO BE TAKEN

BORDEAUX, PORT OF THE MOON (FRANCE)

- The principal factors for the conservation success in Bordeaux as a dynamic and living organism were the integration of protection and sustainability aims, policies, actors and tools as well as the realisation that urban planning and heritage conservation must work hand in hand.
- A dedicated attention on the level of municipality given to comprehensive heritage planning process can lead to new outlooks on conservation of 'living heritage', the knowledge-based management of change and on preservation of authenticity and integrity of the heritage city.
- The best practice example of the Port of the Moon is a convincing evidence, that one of the first steps that should be taken in efforts to preserve a city's spirit of place is to identify the critical sites through

which it is articulated and in particular, the symbolic values the population associates with their urban heritage.

- The synergy between the World Heritage and Bordeaux as a 'wine capital' shows that cultural heritage can strengthen the promotion regional brands and symbols in place marketing that reciprocally can strengthen the visitors' interest in the World Heritage.

HISTORIC CENTRE OF WISMAR (GERMANY)

- Lay visitors do not understand what UNESCO listing means. They gaze at heritage buildings and enjoy the visual beauty but without any deeper understanding of their history and heritage value. Tourists consume a city visually and what makes sense of the UNESCO status is guided heritage tours but they cannot attract many tourists except to the best-known heritage cities.
- However, as the best practice from Wismar shows, if a private tour guide is committed and eager to promote the city as a UNESCO World Heritage tourist destination, she can raise awareness on the World Heritage status even among the most ignorant visitors like cruise travellers from overseas, or vacationists from nearby seaside resorts.
- Displaying modern art objects in the open public space within the historic city centres (sculptures that relate to the stories of the Hanseatic history or legends and attract the tourist gaze) create meaningful connections between the modern times and local historical narratives.

2. SUSTAINABLE TOURISM

2.1. COMMUNICATING WORLD HERITAGE SITES AS TOURIST DESTINATIONS

Communicating the Outstanding Universal Value of World Heritage sites among guests and how it could be best used for sustainable tourism development.

MAIN IDEAS

1. Be straightforward in communicating and interpreting the Outstanding Universal Value for tourists
2. Promote the World Heritage site as a Unique Selling Point
3. Use communication to build lasting relationships with visitors
4. Controlling tourism development and other impacts

LESSONS TO BE TAKEN

THE ENGLISH LAKE DISTRICT (UK)

- As an example of the English Lake District shows us, tourism facilitates creating sights to be seen, they impose significance onto the heritage landscape and direct our attention. Looking at any of the places that do claim connections with the past, it is the markers and signs that gleam, not the place's intrinsic qualities. Hence, sacralisation often depends on images and stories that circulate around the site so that our sense of having visited a unique site is premised up-on effective consuming of these images and stories.
- The 'universal significance' of the physical location of the English Lake District as a whole as we know it today is difficult to define. It is not just the sum of individual aspects of its landscape, but rather a remarkable alliance between the aesthetic appeal of its farming and mining traditions, and the output of painters and poets who, inspired by the landscape, showed how it could appeal to the higher senses and be accessible to all.

CURONIAN SPIT (LITHUANIA / RUSSIAN FEDERATION)

- The main lesson learned from the Curonian Spit is that the experts from UNESCO and the World Heritage Centre can serve as mediators to resolve controversial issues disputed between the National Park Administration and the Neringa Municipal Administration.
- Any flexibility in implementing the UNESCO Conservative Principles leads to controversy, as each new solution is their own contribution to the preservation of the heritage by the National Park Administration and the local community. It has no final date, i.e. it must go forever. Local people do not understand that not everything is restricted by the UNESCO listing, there are many more restrictions on the Curonian Spit due to its status of the national park, not the World Heritage status.
- It is also necessary to keep in mind when considering management principles for cultural World Heritage landscapes that it is a very broad category of World Heritage properties ranging from semi-natural areas like the Curonian Spit to well-trimmed royal landscape parks in continental Europe and

the UK. It is impossible to apply the same conservation criteria and management principles in these two extreme cases and most of other 32 coastal cultural landscape types fall between both extremes.

2.2. ADDING VALUE THROUGH SITE-SPECIFIC PRODUCTS AND EXPERIENCES

Thinking about developing site-specific products and experiences as measures to sustain the Outstanding Universal Value of the site

MAIN IDEAS

1. Promoting site-specific products and experiences makes site governance more robust and sustainable
2. Be creative about the products and experiences
3. Aim to prolong the heritage tourist season
4. Site managers need to work with entrepreneurs and the community to develop and offer products

LESSONS TO BE TAKEN

VENICE AND ITS LAGOON (ITALY)

- The Management Plan for Venice and its Lagoon as a World Heritage property contains many projects specifically aimed at improving communication and participation of local communities in decision-making and for the implementation of the objectives of protection and enhancement of the property.
- A specific Action Plan focuses on awareness building, communication, promotion, education and training in order to develop a greater awareness among the citizens on the Outstanding Universal Value of the World Heritage and encourage their participation in creative activities and festivities.
- The example of Venice shows, that it might be useful to establish a research association to promote and coordinate research activity. CORILA is such an association coordinating research on the Lagoon of Venice, including international one. To this end, it collects data on the physical, territorial, environmental, economic and social systems of the Lagoon and of the riparian settlements, elaborates and manages this information in an integrated way, carries out interdisciplinary scientific research related to the problems of the Lagoon of Venice.

AGRICULTURAL LANDSCAPE OF SOUTHERN ÖLAND (SWEDEN)

- With a suitable and dedicated organization, staged heritage events can be effective marketing tools. Particularly, the World Heritage-themed and branded 'hallmark events' might be instrumental in prolonging the tourist season at coastal and/or hinterland World Heritage sites if held in spring to kick-start the season or in fall to close it. The Harvest festival of Southern Öland is one of the best examples of community festivals and local celebrations that can be described as hallmark events in relation to their regional significance.
- On the other hand, Southern Öland shows that in the case of complex coastal landscapes there may be too many restrictions enacted, including NATURA 2000 regulations, national regulations for landscape protection, archaeological site protection regulations. If one overlaps all restrictions on the map, most of the Southern Öland area becomes a 'black place' where almost any socioeconomic development is restricted. It sometimes becomes difficult even in such vital cases like drilling new deep wells to extract groundwater. This in its turn is not sustainable for the maintenance of an open landscape since without water farmers can't keep sufficient number of cattle.

2.3. KNOWLEDGE-BASED TOURIST ENTERTAINMENT AT WORLD HERITAGE SITES

Advanced knowledge-based tools and methods for helping tourists better understand the Outstanding Universal Value of World Heritage sites

MAIN IDEAS

1. Make the discovery of the site entertaining
2. Communicate throughout the whole life-cycle of the visitor experience
3. When authentic heritage is not enough, commodification and hybridisation can help to entertain tourists
4. Enhance authentic experiences with ICT

LESSONS TO BE TAKEN

SEOKGURAM GROTTO AND BULGUKSA TEMPLE (REPUBLIC OF KOREA)

- The main lesson to be learned from the Seokguram Grotto and the Bulguksa Temple is that the key measure of Augmented Reality systems applied at the World Heritage sites is how accurately in scientific terms they recreate the authentic original features of the Outstanding Universal Value and how aptly they integrate augmentations with the real world.
- Even if it is implausible to get an authentic 3D view of a long-lost heritage feature or its details, the most possibly accurate reconstruction and visually meticulous 3D Augmented Reality representation of the heritage site in its structure and texture will better stimulate the user's imagination.
- Immersion is the physical feeling of being in a virtual space. It is achieved by means of sensory interfaces 'surrounding' the user. Interaction depends on the user's capability of receiving a feedback to actions. Both immersion and interaction together realize what is one of the main goals of a virtual experience: *presence*, the *belief* of actually being in a virtual space.

CASTLE OF THE TEUTONIC ORDER IN MALBORK (POLAND)

- The most important lesson to be taken from the Malbork Castle advancement in heritage interpretation is that heritage site managers have to ensure that marketing professionals and guides at the site understand that communicating about the World Heritage property has to be strategic and encourage sustainability. Marketing could an should spread important messages about the site and build relationships with visitors. Having distinctiveness, authenticity, and sense of place are key marketing assets.
- There are many ways to communicate the Outstanding Universal Value, particularly at the heritage sites with such a complex history like the Malbork Castle. The site managers have to ask themselves whether they want to have a few visitors going to a museum of the site, or have a large percentage of visitors leaving the site with a basic understanding of the key narrative. If the latter is the case, then they need to communicate through more than just a visitor centre.

INTRODUCTION

DUNC – Development of UNESCO Natural and Cultural assets

DUNC is a three-year project of the Interreg South Baltic Programme 2014-2020, part-financed by the European Union (European Regional Development Fund). It is a cross-border cooperation effort of seven partners located in Germany, Lithuania and Sweden. Five of the project partners – Municipality of Karlskrona (Lead Partner, Sweden), Municipality of Mörbylanga (Sweden), Curonian Spit National Park Administration (Lithuania), Hanseatic City of Stralsund (Germany), and Hanseatic City of Wismar (Germany), and associated project partner, the Malbork Castle Museum (Poland) – represent five South Baltic coastal cultural UNESCO World Heritage sites: the Naval Port of Karlskrona, the Agricultural Landscape of Southern Öland (both in Sweden), the Curonian Spit (Lithuania/Russia), the Historic Centres of Stralsund and Wismar (Germany) and the Castle of the Teutonic Order in Malbork (Poland).

Why this guide?

As of 2018, there were 258 coastal and hinterland cultural UNESCO World Heritage sites: 127 – in Europe, 52 – in Asia, 47 – in the Americas, and 32 – in the rest of the World. The vast Eurasian continuum of maritime civilisations, crafts, industries, trade, commerce, warfare and other sea-related activities – from Europe to the Far East – had engendered the largest number of coastal cultural UNESCO World Heritage sites. It comes as no surprise that almost half of all coastal cultural World Heritage sites are in Europe bearing in mind a long cultural tradition of coastal and maritime economy and a very indented coastline of Europe.

According to the UNESCO World Heritage and Sustainable Tourism Programme, sustainable management of tourism is one of the most pressing challenges concerning the future of the World Heritage Convention today. Changing tourist demand and preferences lead to a heightened rivalry among heritage tourist destinations and shortened life cycles which can have a very negative effect on future heritage tourism sustainability.

Furthermore, as of 2018, 9 out of total 36 sites on the List of World Heritage in Danger are coastal ones. The following dangers are specific and more pertinent to coastal cultural World Heritage sites: port, tourism and urban development, housing modernisation, natural hazards like storms, coastal erosion and tsunamis, as well as armed conflicts. The expansion of port areas and facilities might significantly damage architectural and/or urban integrity or maintenance of a historical skyline of UNESCO-listed port cities.

The coastal World Heritage sites are exposed to natural hazards that are specific to the coast like coastal erosion, siltation, tsunamis and devastating hurricanes. The risk of natural hazards and their possible negative impact on the authenticity and integrity of coastal World Heritage is ever increasing due to climate change. The coastal hazards might not only have a direct effect on World Heritage properties but also an indirect one. That a World Heritage site is prone to natural hazards might lead to its depopulation.

Hence the need for such a guide for the South Baltic coastal World Heritage Site managers and other key stakeholders that could enable them to make positive changes to the way they pro-actively manage tourism and integrate it with other activities in the coastal zone in a sustainable way.

Our objective

Different societies have differing ideas of what good heritage management looks like, and how different people and organisations work together. These differences are often overlooked while pursuing good site governance and proper conservation policy.

South Baltic Area has an international reputation of an attractive coastal heritage tourist destination. Yet, maintaining this distinction, attractiveness and competitiveness as an international destination becomes an ever greater challenge in the age of low-cost airlines and resulting tourism globalisation.

Analysts of global trends in tourism development point to the matching rise of tourism possibilities, ideas, flexibility, and tourist satisfaction benchmarks. Tourists are ever more savvy, inquisitive and discerning whilst taking ever shorter and more frequent trips with multiple aims.

The overall objective of the DUNC project is to achieve that coastal cultural UNESCO World Heritage sites in the South Baltic Area jointly develop a concept which makes use of the World Heritage sites and their Outstanding Universal Values as catalysts for sustainable tourist destinations. To achieve the objective of the DUNC project, altogether there are over 30 activities planned throughout the three-year project period. WP3 of the project deals with a joint quality management of the South Baltic heritage tourism.

The main objective of the Baseline Study of WP3 was to give an overview of the situation at coastal cultural UNESCO World Heritage sites – both worldwide and at the five DUNC project target sites – for the assessment of the progress with the development and implementation of the sustainable tourism strategies thus providing the quantitative and qualitative milestones to measure the project results. It was done regarding two aspects: a multi-level governance and tourism sustainability at the five target sites.

The main challenge of the Baseline Study of WP3 was to make its findings better usable and, hence, more 'digestible' for the DUNC project partners, stakeholders, World Heritage managers and other target groups interested in sustainable development of South Baltic coastal heritage tourism. That's why this digest of the Baseline Study was produced shaped in the form that could ignite discussion and a bit of emotion from the target groups.

1. MULTI-LEVEL GOVERNANCE

1.1. ENSURING INCLUSIVE MANAGEMENT

Chapter 1.1 will highlight inclusive destination management and governance steps, how could we advance with it in the South Baltic coastal cultural World Heritage destinations.

Why does it matter?

It is ever more recognised worldwide, that local communities have to play the lead role in the process of designating their sites as World Heritage properties and in their further management. Even in the developing countries, increasing awareness and critical thinking of local communities in the participation process has led to increasing influence of local people over the World Heritage site governance.

Without good management it is virtually impossible to bring about the transformation of tourism that is often necessary to make it sustainable, socially equitable and economically effective. Only active, heritage-conscious, organised and committed local people can prevent uncontrolled encroachment of World Heritage sites by development projects and resulting loss of integrity. Tourism can and must be shaped and managed so that it is sustainable in World Heritage sites and their environments.

The local people's viewpoint towards the values of their living area might differ significantly from that of the government officials interested in heritage designation, often for political reasons. This gap often leads to worries and conflicts between the locals and the government over heritage site designation that are difficult to resolve. Hence scepticism from the broader array of local stakeholders towards the top down World Heritage designation process backed up by fears to lose control in decision making on area governance and development directions. This is the reason why some of the world's most effective World Heritage tourist destinations have established some form of an inclusive forum to manage key processes and issues.

The main challenge to sustainable management of the Curonian Spit is that the National Park Administration and the Neringa Municipal Administration are unable to agree on a common Curonian Spit management vision and goals. <...> If local population disappears and all the farmsteads are turned into second homes, the continuity of local cultural traditions will be disrupted. It is also necessary to decide together on the priority tourism sectors that would satisfy both the municipality and the national park.

(Deputy Head of the Curonian Spit National Park Administration, Neringa)

1. Inclusive management results from strong motivations and responsible commitments

A narrow stakeholder representation is the main problem in the World Heritage management with a small group of stakeholders that are more active or better positioned, participating in and benefiting from the involvement in decision-making over heritage designation and management. The key role is then played by heritage conservation actors, governmental authorities in particular, implying a strict top-down approach on all pivotal issues pertinent to the World Heritage conservation and tourism development.

It is hard, albeit possible, to combine conflicting interests of various stakeholders in a coherent and sustainable way. The challenge is to build a clear vision of why heritage matters first of all to local residents themselves strengthening their sense of place. The more attached residents are to the local community, the more supportive they are to the World Heritage and sustainable tourism development.

2. Use an existing destination management structure or take an initiative with the most active key stakeholders to create a new one

Many coastal World Heritage sites that are popular seaside tourist destinations will have some form of partnership structure or management process; where this exists, heritage site managers have to participate actively in its activeities. Often its purpose will be the commercial development of the site as a seaside tourist destination, so site managers need to help stakeholders understand the obligations and restrictions of being a World Heritage site, as well as the responsibilities of community members.

And vice versa, heritage site managers have to engage local tourism management organisations into the existing heritage management structure. If tourism management structure does not exist, then heritage site managers have to take the initiative to create an inclusive one. Those stakeholders involved in the destination partnership management structure should be based on the strategic ambitions and aspirations for the World Heritage destination – build the partnership around the implementation of the heritage tourism management strategy.

In urban areas an elected mayor or a local authority with a clear ambition can be the catalyst of an organisation. In protected areas, it might be a committed National Park management authority with the mandate to protect the site and deliver on wider tourism development issues. In many larger destinations, it may be the tourism board or a stakeholders' forum that produces and implements the heritage tourism management strategy. Each South Baltic coastal World Heritage site may need a custom solution, but it can learn a great deal from looking at inclusive management systems functioning at the best World Heritage sites.

3. Heritage tourist destination management is different from the World Heritage site management

Heritage tourist destination management usually requires partnership working across the tourism, transport, infrastructure, and conservation sectors. This can be a challenge, as effective partnership requires consensus of shared ideas, aspirations, and mutual obligations. Professionals from different sectors may be reluctant to engage with each other or dedicate time to gain new skills. Coastal heritage site managers who need to influence tourism may need a broader range of skills, some knowledge of the seaside tourism sector, or the willingness to learn about it quickly to help make this dialogue effective.

Contested ownership of the World Heritage property and tourism facilities between locals and the government is crucial in this respect. Tourism development and influx of economic migrants, investors and tourists might destroy local identity and the sense of place if a coastal community loses control over development and becomes fragmented into sub-groups driven by profit and growth. If legitimate stakeholders are excluded, their acceptance and support for heritage tourism development becomes low. This might have a detrimental effect both on local welfare and, ultimately, on heritage values as well.

Therefore, the World Heritage site managers need to take care to realise and develop the management structure appropriate to the size and scale of the destination, and define its responsibilities for the management of environmental, economic, social, and cultural issues. Such an inclusive management organisation might be a forum, a round-table, a department, a group, a committee, a private company, a tourism or heritage-focused Non-Governmental Organisation (NGO), or simply an informal partnership of different types of organisations linked by a shared strategy. It really does not matter. The important thing is that the heritage site managers are the key persons that can make it work at the heritage destination scale.

4. Inclusive heritage site management relies on a large number of key factors and aspects

The most progressive World Heritage sites have management structures and governance that are extremely open and inclusive. This does not mean that expert advice is not considered. Instead, a significant number of people in the destination and host community play a vital role in setting the strategy, delivering actions and activities, and monitoring progress. They could provide input approving, supporting, or disagreeing with any given action, and may also process the local knowledge that external experts are unfamiliar with.

For that aim, it is critically important to promote local dignity regarding the authenticity and exclusiveness of heritage and to associate the quality of life of local inhabitants to the World Heritage status. In this way, a much higher level of involvement of local stakeholders into the decision-taking process can be achieved,

Heritage 'liveability' is probably the main keyword in this respect. The aim of community involvement is to facilitate sustainable management and to cherish 'living heritage', which needs constant and active human care or the cohabitation in harmony with carefully planned and broadly discussed measures of sustainable adaptation of the heritage sites for tourism without compromising the Outstanding Universal Value.

There is a tendency in many sites to try and retrofit community and stakeholder support, but this is a mistake. Good governance requires a sustained process of interaction. To secure stakeholder 'buy-in' and understanding, it is crucial that there is a destination management strategy for making tourism more sustainable. This realisation is critical to both the success of the management and the on-going viability of the World Heritage site itself. The advantage of starting to develop the management strategy from a basic level is that site managers can do it inclusively from the start.

The authority and capability to mitigate and/or prevent Outstanding Universal Value (OUV) damaging activities – which often includes accomplishing tough, maybe even counter-intuitive, decisions and enforcing them – is crucial. Many of the most progressive World Heritage sites have offered businesses and communities dynamic and sustainable alternatives to activities that damage the site's values. However, they will also enforce protection when it is necessary.

With careful planning and inclusive, pro-active approach towards heritage destination management, site managers, municipal and governmental authorities, private investors and local stakeholders may easier come to mutual understanding and achieve that protests and opposition to development projects at contested World Heritage sites are considered only as a 'last resort' measure.

CASE STUDY 1.1.

OLD CITY OF DUBROVNIK (CROATIA)

Baseline situation

The 'Pearl of the Adriatic', situated on the Dalmatian coast, Dubrovnik is a small medieval town, which is best known for the beauty of cultural World Heritage which is exhibited within the ancient city walls, and which is still a dwelling place. It became an important Mediterranean maritime power from the early 1200s onwards. The prosperity of the city was historically based on maritime trade. As the capital of the Renaissance Republic of Ragusa, it achieved a high level of development, especially during the 15th c. and 16th c. It became notable for its wealth and skilled diplomacy which allowed avoiding its annexation by the Venetian Republic.

Today, being the most internationally recognisable Croatian brand and the symbol of national culture and history, Dubrovnik is one of the most popular destinations of cultural heritage tourism in Europe. Albeit severely damaged by an earthquake in 1667, Dubrovnik managed to preserve its Gothic, Renaissance and Baroque churches, monasteries, palaces, and fountains. In 1979, the old city of Dubrovnik was listed as one of the first cultural sites on the UNESCO list of World Heritage. Damaged again in the early 1990s by the Balkan conflict, it was the focus of the major restoration programme co-ordinated by UNESCO.

Being a renowned World Heritage city, Dubrovnik attracted 1.2 million of tourists that stayed 4 million nights in 2017. These figures show that tourism in Dubrovnik has reached huge proportions in relation to the size of the old city and the number of its inhabitants (28.4 thousand). The high concentration of tourists in the historic city nucleus is further increased by cruise ship excursionists. As result, the city is struggling with heavy tourism pressure owing it to its strong cultural identity expressed in rich cultural heritage. This impairs the tourist experience and affects the way of life of the local population as well.

Along with the problem of tourist congestion, the heritage core became increasingly gentrified facing a 'vicious circle of gentrification' like Venice or other coastal World Heritage cities. The attractiveness of the historic city nucleus induced a great number of foreign tourists to buy flats for second homes. This resulted in soaring real estate prices in Dubrovnik that are the highest in Croatia whilst the historic nucleus became almost void of permanent residents and was losing its authenticity. Dubrovnik has evolved from a living urban organism into a lifeless tourist destination with vanishing traces of the authentic, local culture.

Strategic priorities

The very first strategic priority, which was addressed in Dubrovnik was to solve the problem that tourists had very limited or no access to organised or individual forms of authentic experiences. The problem was caused partly by a defective urban management targeted towards expanding tourist facilities as local development excessively depended on income from tourism industry. The city authorities did not conduct an adequate policy thus encouraging increased real estate demand and discouraging the local population to remain in the historic city.

Overwhelming commercial imperatives that have shifted the focus from the host to the guest have resulted in increased congestion and pollution of the historic city core during the high season and complete desolation during the low season. Dubrovnik became far less lively in the low season than it was thirty years or just a decade ago.

Facing these challenges, Dubrovnik inhabitants became gradually aware that the city needed innovative participatory cultural policy models which could help to resolve problems related to sustainability of urban development. The city had to reconsider its mass coastal and cultural tourism identity. Creative industries became a major development driver focusing on diversifying offers that underline the best Dubrovnik has to propose both for tourists and for the hosts and delivering management powers to local groups.

The national competition among several cities in Croatia in 2015-2016 for the title of the European Capital of Culture 2020 provided a chance for Dubrovnik to boost its efforts towards creativity and public participation as the long-term vehicles of sustainable coastal heritage, creative urban development and inclusive management.

What was tough?

The bid for the European Capital of Culture 2020 had to be designed in a way to cater both for the regulations set by the European Union for the European Capitals of Culture and for the improvement of the management of the city as a World Heritage tourist destination. The suggested programme for the European Capital of Culture 2020 "City in the Making" was comprised by four pillars: "Reclaiming the public space", "Releasing Creative Energy", "Redefining Identity" and "Connecting Europe". It was a very tough competition which Dubrovnik had finally lost to Rijeka.

What worked?

Although Dubrovnik has lost the bid for the European Capital of Culture 2020 to Rijeka, but the suggested programme "City in the Making" is being gradually implemented. With regard to cultural tourism development and the regulation of cruising tourism for the city area, a strategy is being prepared in coordination with the Management Plan of the World Heritage site.

The protection of the Outstanding Universal Value of the Old City of Dubrovnik will be enhanced through inclusion of the historically and naturally significant context of the city beyond its walls, including the Bay of Gruž in the extended buffer zone.

After adoption of the extended buffer zone, legal documents will be introduced to limit the navigation or to prescribe special conditions for navigation in order to protect human lives, coasts, environment and other goods in the maritime area included in the buffer zone.

In the coming two years, the municipality of Dubrovnik is supposed to drastically cut the daily number of visitors allowed into its historic centre to 4000 and negotiate with cruise companies a more even spreading of cruise calls from the high season to the shoulder seasons (April-May and September-October).

What lessons can others take from this?

- Old City of Dubrovnik is a good illustration how positive resident attitude is overcoming the vicious gentrification circle and heritage is appreciated by dedicated local development and diversification of economic activities and a close interaction with the seaside tourism sector.
- Local knowledge-based products and services can increase the World Heritage management sustainability with a priority on creative and experiential economy as there is a growing need for 'place specific', 'experience specific' and 'special interest' tourism. This diversified 'new' heritage tourism demands a wider range of cultural and heritage experiences, and creative interaction with the destination that might be best catered for by coastal cultural World Heritage sites as proved by the local community in Dubrovnik.
- However, as an example of the Old City of Dubrovnik shows, being creative does not always mean introducing new types of trendy developments in the destination but rather knowing how to generate new development models that will underline the best a destination has to offer both for tourists as well as for the hosts.

CASE STUDY 1.2.

NAVAL PORT OF KARLSKRONA (SWEDEN)

Baseline situation

The Naval Port of Karlskrona, a serial property situated on a Baltic Sea archipelago in south-eastern Sweden, is an extremely well-preserved example of a naval city from a time when major European powers secured their positions largely through war and battles at sea. Founded in 1680 by king Carl XI and planned from the outset as a naval city, Karlskrona was built as a new base for the Royal Navy of Sweden, a major power at that time.

The city's architects and planners were inspired by precedents such as the Venetian Arsenal, the French naval city of Rochefort, and the English city of Chatham. Karlskrona in turn influenced subsequent naval bases and port cities of this type.

The Naval Port of Karlskrona, which includes installations that illustrate its subsequent development up to the present day, is the best preserved and most complete of the surviving European naval cities. This is partly because it has not been affected by wars or battles, and partly because it continues to operate as a naval base.

The latter circumstance, however, might pose the greatest challenge for inclusive governance of the core zone of the World Heritage property in the Naval Port of Karlskrona as it still has a closed part, an operating base of the Royal Swedish Navy, where you need a permission for the excursionists to enter.

Meanwhile, the results of the visitor's survey conducted in Karlskrona in the summer of 2018 convincingly prove that accessibility to the World Heritage objects is one of the basic factors, or the core aspects in marketing terms, that predetermine the overall visitors' satisfaction with their visit to Karlskrona as a seaside and heritage tourist destination.

The military government agency – *Fortifikationsverket* (Swedish Fortifications Agency) – is still the owner of the naval base, and will remain the owner in the future. It is also one of the most important stakeholders in the World Heritage site management in Karlskrona in financial terms contributing substantial financial resources for World Heritage conservation purposes.

Therefore, for the inclusive and sustainable governance of the Naval Port of Karlskrona both as a World Heritage site and as a heritage tourist destination it was critically important to make the Swedish Fortifications Agency interested in both naval heritage conservation and its accessibility for tourists.

Strategic priorities

Since most of the Naval Port of Karlskrona as a coastal cultural World Heritage property is still owned and used by the Navy, most of decisions regarding the management of the naval base are made in Stockholm and not locally. Therefore, the main strategic priority of the Karlskrona municipality and the Administrative Board of the Blekinge County was to make the Swedish Fortifications Agency become genuinely interested in naval heritage conservation.

Another strategic priority was to establish a collaborative network that could include all key stakeholders in heritage and tourism management in Karlskrona and, more widely, in the Blekinge County and to collaborate more closely in communication with the Blekinge Archipelago UNESCO Biosphere Reserve and to promote all three UNESCO sites in southern Sweden – Karlskrona, the Southern Oland, and the Blekinge Archipelago as a single destination.

"The town is UNESCO-listed because it was built for the Navy, by the Navy, and it is still used by the Navy. And you have yesterday and today as part of the living heritage. <...> Then, the question is how should you develop the town which is a UNESCO World Heritage site? Should you be allowed to build huge houses? It is indeed a big challenge to develop such a town which is a living heritage. We have to incorporate what is our history but also what shall be the tomorrow of our town."

(Private tour guide, Karlskrona)

What was tough?

It was tough to ensure active grass-root participation from the city inhabitants in World Heritage conservation, promotion and management in order to make them proud of the World Heritage and feel that they really own it, they are really welcomed in the management structures and processes and in sharing of ideas, becoming the ambassadors of World Heritage. The World Heritage Council of the Blekinge County meets only twice a year and civic organisations, especially, the NGOs dealing with naval history and heritage might feel underrepresented in the Council.

What worked?

The latest initiative of building a multi-level governance partnership between the owner of the site, i.e. the Swedish Fortifications Agency, the municipality and private business associations was really successful, politically accepted and, hopefully, will be properly financed. All stakeholders are in close and committed relationships and can now agree on the management and marketing priorities and invest in their implementation.

There is an appointed official World Heritage site manager who reports directly to UNESCO and is at the Blekinge County Administrative Board. There is also a World Heritage Coordinator appointed by the Karlskrona Municipality whose main task is public communication, education, raising awareness and knowledge, promotion of the World Heritage through the municipal World Heritage information point and contribution to the heritage planning process.

Swedish Fortifications Agency is ever more interested in naval heritage conservation. It is a member of the World Heritage Council of the Blekinge County along with the Administrative Board of the County, the Karlskrona Municipality, the Maritime Museum and other stakeholders. There is even an art installation in one of the restricted areas that can be visited by organised excursions.

What lessons can others take from this?

- The experience of Karlskrona sends a good message to other heritage sites that with dedication, patience, and good will, different stakeholders at the World Heritage site can indeed find a consensus and establish an operational collaborative structure and process that could be beneficial for heritage property managers, for local residents, for the governmental agency that owns the heritage property and, last not least, for tourists visiting the site as well. Good collaboration with the military on heritage conservation is not so common on the global scale. Especially when the military presence and the modern use of the naval base is part of the long-lasting tradition.
- As the best practice from Karlskrona shows, with an efficient, inclusive World heritage site management structure in place, it might be not necessary to overemphasise the label of World Heritage because it is too abstract. It is hard for visitors to relate what they find interesting with the World Heritage label. Indeed, as the results of the visitors' survey indicate, 68 % of all visitors to the historic core of Karlskrona are already aware about its World Heritage status. Therefore, it is more expedient to focus on offering tourists more experiences in a World Heritage city.

1.2. INVOLVING LOCAL COMMUNITIES AND BUSINESSES

Chapter 1.2 will highlight reaching out and engaging with local businesses and the community in a dialogue explaining the mutual benefit that comes with making tourism more sustainable.

Why does it matter?

The *Community involvement*, along with the *Credibility* of the World Heritage List, the *Conservation* of World Heritage properties, the *Capacity building* and *Communication*, is considered to be one of the five C's that comprise the strategic objectives of the Global strategy aimed to achieve a representative, balanced and credible World Heritage list. Active community involvement into World Heritage conservation is probably the biggest and, definitely, a recurrent challenge: to help stakeholders understand the obligations of living and doing business in a World Heritage site, the responsibilities that come with it, as well as demonstrating the opportunities that accompany the designation.

Dialogue with local businesses and the community is imperative, even when it is difficult, or their aspirations clash with protecting the Outstanding Universal Value of the site. Different stakeholders have varying motivations and incentives for engaging in the conservation of the cultural World Heritage sites, particularly the coastal ones.

Heritage property managers must remember that dialogue educates all parties. People start to learn each other's languages and terminologies, and over time, understanding grows. Stakeholders will have a greater sense of the limits of growth, the responsibilities that fall upon everyone in the destination to protect its heritage, and also how to deliver benefits sustainably to local people.

The problem of depopulation of heritage sites whilst their gentrification leads to investments into real estate without an intention for a permanent residence could be avoided by promoting a greater mix of social and economic activities, fostering diversified local commerce and services, and strengthening educational, sports, and cultural activities.

It is very unique to find two Baroque churches on a single city square in Sweden. These are very important buildings for Karlskrona as a World Heritage site constructed according to the best Italian Baroque traditions. Our goal is to have the church open for the local people who could exercise many different activities here all week round, not only on Sundays. In that way, the church becomes an integral part of the living World Heritage of Karlskrona.

(Fredrick Church Minister, Karlskrona)

1. Aspire for a 'win-win-win' approach in heritage and tourism management

The "Triple Helix" of sustainability (society – environment – economy) can be also applied to aspire for sustainability in World Heritage conservation and tourism management. It means that the heritage site manager must see for a 'win-win-win' approach in heritage and tourism management simultaneously taking care to preserve the Outstanding Universal Value of the heritage site, to ensure decent living conditions for local inhabitants, and to encourage heritage tourism.

In other words, in the circumstances of multi-level governance. it is not sufficient to search for a 'win-win' solution to conservation and development challenges and conflicts. Instead, reconciling coastal cultural World Heritage conservation, heritage-based and seaside tourism, and local community interests is the process of seeking for a 'win-win-win' type of resolutions and compromises.

It is not an easy task. The whole process is a lengthy, time-consuming, frustrating, and seldom rewarding experience. Tourism can support a renaissance of heritage housing, while heritage-based cultural and leisure activities may serve both tourists and local residents in search for a higher life quality if proper economic levers are in place. For instance, for the 'win-win-win' solutions ensuring a long-term sustainability of coastal World Heritage cultural landscapes, the clue lies in 'conservation through use' most often facilitated by earmarked external subsidies to support sustainable rural development.

2. Interact with the host community and businesses

Heritage site managers must build close relationships with the existing community and tourism organisations. They can help to communicate with local people and businesses. If there is an existing tourism organisation and a strategic planning process, then this would be an obvious starting point for interaction.

A representative heritage site management forum comprising key stakeholder could provide systematic opportunities to listen to local people and businesses, as well as discovering the issues and challenges they face. Through these discussions, site managers will be able to develop and discuss a list of the positive and negative impacts of tourism on local people and businesses.

This list of the impacts of tourism on local people and businesses should be a key part of understanding local aspirations and tourism. If a forum does not already exist, the heritage site managers should take initiative to create one for this discussion. This does not mean that everyone can have what they want, but it does mean that where the aspirations are realistic, appropriate, and add value to a sustainable destination, they should be taken seriously and embedded in the approach to the future.

Many destinations focus on the visitor experience and forget about the importance of 'liveability'. In some cases, communities may require access to heritage sites for reasons that are fundamental to their culture and way of life. The views and interests of local communities should be regularly monitored, recorded, and publicly reported in a timely manner as a useful check against inappropriate development or any misconduct.

3. Identify and communicate sustainable, economic local opportunities

The sustainability of the conservation process is attributed to a greater variation and combination of heritage uses and users. It is heightened when a heritage site is made more attractive to a wider array of users interested in a range of values associated with the World Heritage.

Yet this process requires significant flexibility in heritage conservation and site-specific solutions for its adaptation for diverse economic activities. So far, the maintenance of heritage values falls mostly on the taxpayers, but as recent experience with the Great Recession of 2008-2009 had revealed, if economic difficulties arise, these expenditures are the first to be sacrificed.

It would be a much stronger guarantee for the existence of the heritage values, if they were conserved not just for the UNESCO listing's sake, but also considered for their services combining top-down regulation, voluntary and private, incentive-based actions. Hence, the challenge of ensuring a wellbeing of local communities is to direct their view on the heritage values into one of an asset for securing higher income and better living conditions.

Communities and local businesses will be sceptical until they see money or effort being applied to their concerns, or being used to make their lives better. Some sites have already established Community Development Funds that secure investment and donations from the tourism sector and visitors to invest in projects that empower local people. It is not beneficial for the visitor experience if the products, services, and experiences offered are provided entirely by external businesses. Destinations should create opportunities for local people to establish their own businesses and enter the marketplace.

Heritage site managers must talk to local businesses and entrepreneurs about the 'barriers-to-entry' they face in the marketplace for heritage-labelled services, products, and experiences. They need to encourage, celebrate, and reward tourism businesses that act responsibly. When promoting accommodation, transport, or catering services, site managers should give prominence to those businesses that train local people, invest in socioeconomic development and/or education, or use sustainable local products and services. This gives businesses an incentive to be sustainable. The heritage site managers must develop clear rules and regulations for what is expected of the host community and businesses. In many instances, they just want to know what they can and cannot do.

4. Empower the host community with ambassadorship

Heritage site managers should take dedicated efforts to raise aspirations of the local community and think carefully about how tourism can deliver meaningful opportunities for local people. This aim means working with community groups to think about the skills, capital, and the technologies they may need (and want!) if they are to have a good standard of living in their locality. It is good to promote the heritage site as a 'dream' place to live and work sometimes even attracting new businesses to the heritage area.

Quite often the host community has a culture, identity, and/or a story that is different from the UNESCO-defined Outstanding Universal Value of the site, or one that does not complement the wishes of tourists. Sometimes this might leave locals marginalised, and when they are not part of the narrative, they may be ignored, disrespected, or pushed out. Sustainability requires to present both the Outstanding Universal Value and the narrative of the host community and culture. It sends a clear signal to the local inhabitants that they matter.

Research has shown that tourists spend less than 10 % of their time in museums or galleries. If we want to become excellent at storytelling and interpretation, we need to take the stories of the site and the community outside the museums. Best heritage sites make members of the community champions, ambassadors, and narrators for the site. Visitors find such knowledge and passion catching.

Guiding is a professional activity of the highest importance and deserves to be managed properly, with a proper system of training, accreditation, badging, and policing to protect visitors and guides themselves from untrained individuals undermining the system. Working with schools and educational organisations is also critical to make sure that everyone who grows up and is educated in the host community knows about the site and its values. They will, in turn, become wardens and ambassadors of the site too.

CASE STUDY 2.1.

VEGAØYAN – THE VEGA ARCHIPELAGO (NORWAY)

Baseline situation

A cluster of islands centred on Vega, located off the north-west coast of Scandinavia on a shallow-water area just south of the Arctic Circle, forms a World Heritage property – an open seascape and coastal landscape made up of over 6500 islands, islets and skerries – bearing testimony of how people developed a frugal way of life based on the fisheries and the harvesting of the down of eider ducks, in an inhospitable environment. Within the boundaries of the World Heritage property, the Vega Island is the largest, and one of the only two inhabited islands with fishing villages, farming landscapes, warehouses, eider houses built for eider ducks to nest in, quays, lighthouses and beacons.

The Vega Archipelago reflects the way Nordic fishermen / farmers have, over the past 1,500 years, maintained a sustainable living and the contribution of women to eiderdown harvesting in the conditions of withstanding a harsh Boreal climate and maritime elements of the Northern Atlantic. There is evidence of human settlement on the Vega Archipelago for more than 10,000 years from the Stone Age onwards. By the 9th c. AD, the islands had become an important centre for the supply of eiderdown, which accounted for around a third of the islanders' income. The tradition still remains alive today, albeit to a smaller extent. In spite of an ongoing depopulation, the inhabitants of the Vega Archipelago continue living the way their ancestors have, over the past 1,500 years.

'Peripherality', in terms of governance and connectivity, and socioeconomic and financial imbalances combined with the harsh Boreal climate and lack of alternative employment opportunities is the challenge for the UNESCO-listed Vega Archipelago which results in out-migration and depopulation. There are two types of limitation placed on the small islands and their economies: issues of scale and issues of isolation. A combination of both problems results in socioeconomic decline, particularly in isolated, remote island peripheries like the Vega Archipelago.

Typically, solutions for overcoming these challenges are associated with heritage tourism, recreational fishing, or ecotourism development. However, in the case of such remote islands like the Vega Archipelago, low connectivity poses a significant barrier also for tourism development, which is difficult to overcome. Although most of other preconditions for sustainable development are in place, economic integration of the archipelago into national and/or international tourism system remains a challenge because of the remoteness of the islands.

Strategic priorities

In spite of the remoteness, locals of the Vega Archipelago still see tourism as the main development asset for any future scenarios – positive and negative ones alike. Hence the strategic priorities of the archipelago communities: to establish and cherish synergies between ecotourism, recreational and commercial fishing, traditional ecological agriculture, and, to a lesser extent, harvesting of the down of eider ducks.

Regarding the maintenance and sustainable conservation of the Vega Archipelago like any other coastal and island World Heritage landscapes in Norway, the main strategic priority focuses on 'conservation through use' (no. *vern gjennom bruk*), i.e., the win-win-win approach to rural development in the World Heritage peripheries.

This strategic priority prioritises conservation over intensive economic development. It sees an integration of local people in the conservation effort as the best way to achieve it. The narrative about the 'win-win-win synergy' is promoted by a broad group of tourism, conservation, agriculture and World Heritage representatives.

This strategic priority facilitates the diversity and interaction of the natural environment and cultural heritage of the Vega Archipelago, preserving its unique insular landscape. The 'win-win-win' strategic priority should enable keeping alive the remote islets where eiderdown was gathered and the fishing settlements and traditional farming complexes on the main islands with characteristic field patterns, forming a mosaic in the landscape. Within the boundaries of the property, the interaction between typical natural and cultural elements of the insular landscape will allow for the long-term conservation of the area's Outstanding Universal Value.

What was tough?

This strategic priority looks nice on paper presenting a position, where farming, tourism and the environment are all winners, arguing that farming and tourism complement each other and that the World Heritage Status has positive influence on the Outstanding Universal Value and on local community sustainable development. However, it is very tough to implement this notion in the conditions of a remote, Boreal archipelago.

What worked?

The eiderdown tradition and the cultural landscape are taken care of by landowners and the local community in cooperation with the Vega Archipelago World Heritage Foundation and the authorities. The conservation of the Archipelago benefits from a variety of safeguarding measures. 22 % of the land surface in the World Heritage property is designated for special nature protection under the Nature Diversity Act of 2009. Originally, many people at Vega were skeptical of conservation efforts. However, by actively promoting conservation through use approach, the Vega municipality has managed to reframe the conservation issue so that it is now embraced by most people.

An inventory of the duck nesting houses on the islands has been completed as part of the conservation of these unique structures. Increasing numbers of grazing livestock and growing haymaking activities in several areas help to restore the overgrown landscape and safeguard the mosaic aspects of the landscape. The attributes of the property that convey its values are documented and passed on to the local community and visitors by teaching children and young people through 'hands-on' projects. Currently, there is a lot of self-awareness locally about the 'conservation through use' approach: 'It has always been done here at Vega and should always be done'.

What lessons can others take from this?

- The external support could help mitigating depopulation and conversion of a coastal heritage landscape, appreciated for its beauty, into a second-home area. For this aim, the World Heritage designation of a cultural landscape is particularly instrumental in motivating and engaging local community around a local flagship theme of World Heritage leading to participation, involvement and partnership. Production of unique, locally-branded, products harvested from the World Heritage landscape could contribute to symbolic associations of exoticism and rarity leading consumers to form perceptions on product authenticity.
- The focus on the maintenance of coastal World Heritage cultural landscapes and the stronger preference of the tourism sector along with maintenance of traditional activities bearing symbolic heritage values are all parts of the same lesson that could be learned from the Vega Archipelago. It implies that 'everyone', that is, environmentalists, locals and external actors feel actively involved into a long-term conservation effort. As a result, it becomes evident to the local community and to a broader, national stakeholders' network, that there is a mutually beneficial relationship between farming, fishing and ecotourism.

CASE STUDY 2.2.

HISTORIC CENTRE OF STRALSUND (GERMANY)

Baseline situation

The medieval town of Stralsund, on the Germany's Baltic coast, was a major trading centre of the Hanseatic League in the 14th and 15th centuries. In the 17th and 18th c., it became a Swedish administrative and defensive centre for the German territories. It contributed to the development of the characteristic building types and techniques of Brick Gothic in the Baltic region, as exemplified in brick cathedrals of St. Nicholas and St. Mary, the Town Hall of Stralsund, and the series of houses for residential, commercial and crafts use, representing the city's evolution over many centuries.

The typology of merchant houses was developed here in the 14th c. and later became a characteristic feature of many Hanseatic towns. The island location of Stralsund has remained unchanged since the 13th century. To this day, the unmistakable silhouette of Stralsund is characterised by the outstanding buildings of Brick Gothic architecture and by the layout of its Medieval quarters.

All features and structures to convey the city's significance as of one of the leading centres of the Hanseatic League are preserved. What we have here is still a city that was founded in the Medieval times and from the pattern of the streets and many buildings one can still see how the Medieval Hanseatic merchant city looked like since most of buildings from the Middle ages are still there. It is very difficult to find a city that remains so intact.

However, the main challenge regarding the heritage tourism development is that while taking care of the World Heritage promotion, the municipality doesn't consider Stralsund as a tourist destination of its own kind. Therefore, it doesn't put much efforts in making the city core more attractive for tourists.

There are many decisions made by the city council that are controversial regarding tourism development. It only gradually starts realising that Stralsund is a touristic city. Only a small group of visitors comes specifically to see the World Heritage. The results of a tourist survey show that seeing World Heritage is low on the tourists' priority list.

Tourists gaze at the City Hall, warehouses and churches and enjoy their beauty but without any deeper understanding about their history and heritage value. They consume the city just by seeing it when they are on the vacation on Rügen and what could make sense of the UNESCO status is guided tours, but usually this is not the reason for visiting Stralsund. And this attitude poses a challenge for tourism business in the historical core of the city.

Strategic priorities

In the eyes of many people, Stralsund is just an entry gateway to the Rügen Island. But in reality, visitors ever more stay here not only before going to Rügen, yet because Stralsund and its environs are also very attractive for tourists offering a mixture of different leisure activities. Hence, there are two main strategic priorities in heritage tourism development and in that way supporting tourism businesses in Stralsund. First, there is a need to promote the uniqueness of Hanseatic heritage on a broader national and international scale. Second, there is a need to raise interest in heritage tourism in the municipality, both among its inhabitants and among the decision-makers.

"I feel like being a part of this heritage. When I walk to my workplace across the historic centre of the city in the morning it seems as if these ancient Hanseatic houses speak to me."

(HORECA manager, Stralsund)

What was tough?

The cultural events in Stralsund are organised mainly for locals and not for tourists. Even the Wallenstein Days each July when Stralsunders celebrate their successful resistance to the siege of the imperial troops under the leadership of Wallenstein in the year 1628 are mostly enjoyed by locals. Of course, the private company which organises the Wallenstein Days is interested to attract more tourists to attend it since it includes a huge fair and tourists comprise a large share of customers.

Yet the event doesn't attract additional tourists to the city and the private organiser doesn't invest into the touristic promotion of the city, the World Heritage, or even into the promotion of the event itself. Although promotion materials inform that visitors can enjoy historical spectacles as well as the colourful festival with traders, craftsmen, parties, pageants, jugglers and singing, in reality the organisers do not support any local merchandise or traditional heritage crafts.

A similar problem was with the Harbour Festival in June which had turned into a typical market place. When the municipality took over the Harbour Festival from the private organiser, it became more heritage-flavoured but has immediately run into financial difficulties.

What worked?

The most successful and visible progress is in efforts to restore the original plan of the city core. In Stralsund, it was rather difficult to recognise the blueprint of a Hanseatic merchant city in previous decades because of the destructions during the WWII and the further socialist urban transformation, but nowadays, when there are a lot of investments into filling the empty spaces in the old town with replicas of ancient buildings or similarly-sized new ones, visitors can realise the true scale and richness of the original Medieval city. Originally, there were no empty spaces in the city centre and, gradually, the city is getting back to the situation when there are houses everywhere lining the streets, the waterfront and the Old Market square.

In 2013, one year after UNESCO-listing, the World Heritage Advisory Board was appointed by the mayor of Stralsund in order to advise and support citizens and the municipal administration in matters related to World Heritage. The board has been embodied in the city's main statutes, thus it has a legal status. The task of the board is to advise and support the mayor and its administration as well as the city council in the management of the World Heritage site.

The Advisory Board consists of 15 members and meets once per month in a closed session. The members discuss current issues related to the World Heritage, make suggestions, give valuable input to the work of the municipality and promote the World Heritage idea. Members represent various fields like culture, politics, business, tourism, architecture, monument conservation, education, churches.

What lessons can others take from this?

- World Heritage themed hallmark events as such do not generate additional visitor flows if organized in the high season. These events just attract additional visitors from those who are already having the vacation at the Baltic seaside – on Rügen or at the mainland coast.
- It is a really tremendous challenge to direct the community's view on the World Heritage values into one of an asset for tourism development securing higher income and better living conditions in a city that has no deeply rooted tourism traditions. The inhabitants of Stralsund are employed in various industries and services and don't need employment in tourism sector too much which is considered difficult, unstable, low paid, and seasonal.
- Reciprocally, a major lesson which could be learned from Stralsund is that the World Heritage status does not play a major role in attracting tourists to the city. Although the World Heritage designation is supposed to be related to the tourist appeal of the site, it is not.
- Yet, as the best practice from Stralsund shows, private HORECA businesses can be activated and become ever more active in promoting their ideas and participating in decision-making related to the World Heritage management if they are organised into the association which is granted a position in the municipal World Heritage Advisory Board.

1.3. DELIVERING SUSTAINABILITY

Chapter 1.3 will highlight the main principles and notions of sustainability at World Heritage sites pertinent to heritage-based tourism development

Why does it matter?

There are four main challenges to World Heritage sustainability. First, site managers must take active efforts and necessary measures to maintain heritage authenticity and integrity. Second, it is necessary to ensure integrated management based on a comprehensive planning system, including coastal and maritime spatial planning. Third, caring for prudent financial management is the key to sustainability. Last not least, sustainable management of a World Heritage site is impossible without controlling tourism development and other impacts, and guaranteeing timely and effective intervention to prevent excesses.

A negligent attitude towards the integrity of World Heritage can result in a loss of historical authenticity and cultural significance. This might pose a big threat for coastal cultural landscapes and, particularly, for historic port cities since rehabilitation, rapid transformation, and functional recovery of port areas and urban waterfronts is a complex, and often controversial, issue. Therefore, designing and realising a comprehensive planning system is also one of the key preconditions for the heritage sustainability.

Sustainability is always to an extent about financial resources. Having enough income to sustain the heritage values of the site for future generations is a critical issue. Resources are always finite. Very few sites have adequate financeing to do everything they need/want to do, so all sites, to a greater or lesser extent, need to think about attracting additional / new funding and investment to make the progressive changes necessary for a more sustainable site.

Finally, there are a number of reasons why monitoring and control is so important for coastal cultural World Heritage sites: 1) To ensure that the Outstanding Universal Value of a site is being maintained; 2) To assess the condition and / or state of conservation; 3) To allow outstanding issues to be recognised and dealt with; 4) To allow good practice, knowledge, and experiences to be shared between coastal heritage site managers and other professionals.

"We build synergies with local private businesses and with the governmental institutions who own the World Heritage and with the help of these synergies we push our collaboration to the higher level."

(Head of Tourism Information Centre, Karlskrona)

1. Maintaining World Heritage integrity is the key notion of management sustainability

If *authenticity* of World Heritage is understood as the capacity of a property to convey its significance over time, then its *integrity* is understood as the ability of the property to secure and sustain its significance over time. However, there is a variety of definitions of integrity referring to functional, structural and visual integrity. Examining the conditions of integrity requires assessing the extent to which the property: a) includes elements necessary to express its Outstanding Universal Value; b) is of adequate size to ensure the complete representation of the features and processes which convey the property's significance; c) suffers from adverse effects of development and/or neglect.

Authenticity and integrity, understood through the significant attributes, are essential tools to justify the values and to root them, including intangible values, into the specificity of heritage properties. Integrity relates to both the wholeness/intactness and sustainability and management of heritage sites. Actually, to ensure the sustainability of heritage management, two key conditions must be met: 1) to ensure that the attributes are 'genuine' or truthful (authenticity) and 2) that they are whole and intact (integrity). The *intactness* of the property, therefore, is, a key aspect of integrity that needs to be managed carefully over time.

Management tools for maintaining integrity would include adequate processes for ensuring the handing down of skills from generation to generation (which may themselves be attributes of the Outstanding Universal Value), adequate documentation systems for capturing these processes over time, and perhaps most important, adequate collaboration and control by the communities concerned.

2. Introduce a comprehensive planning system

Maintaining integrity relies on comprehensive planning processes aimed to preserve adequate physical condition and to ensure that future projects/changes do not harm the Outstanding Universal Value. The *management of change* is the keyword in this respect. In other words, the planning dilemma for heritage cities is the following one: are we supposed to exclude modernisation from the core zone, or can we consider the efforts of urban gentrification as a natural evolution of 'living heritage'? A similar challenge is pertinent to cultural landscapes.

Regarding the management of change of cultural landscapes, particularly the coastal ones, the challenge is how comprehensive planning could accommodate their permanent change, their authenticity and their integrity, i.e. the extent to which the layered historical evidence, meanings and relationships between elements remains intact and can be interpreted or deciphered in the landscape? Like cultures and societies, cultural landscapes tend to evolve over time and experience transformations of their symbolic values and aesthetic appeal, shifting interpretation, and changing appreciation of the Outstanding Universal Value.

3. Prudent financial management is the key to sustainability even for externally funded heritage properties

Lack of financial resources threatens the proper maintenance of heritage sites, in particular in coastal cities and seaside resorts where heritage conservation has to compete with much more lucrative tourism development opportunities. Here are some ideas for prudent financial management of World Heritage properties highlighted by UNESCO:

1. Be clear how much funding is needed to maintain and bring about the desired progressive changes to the site.
2. Make a list of actions and/or activities that need to take place and an estimate of their costs. Identify the likely outcomes from those actions and activities.
3. Develop projects/ideas that match your needs and your funder's/investor's objectives.
4. Decide on a prioritised fundraising/investment strategy targeted at your most likely sources of appropriate investment. Make strategic choices about how to spend your fundraising time and effort. If you are starting with limited or no resources, then you need to look at a simple mechanism to grow income and capacity and build towards more complex and resource intensive models over time.
5. Funding/investment is often competitive, so you must learn to communicate value. Major funders and investors will look for professionalism. This means that your organisational structure is critical.
6. Bundle outcomes together to attract funders/investors to new activities. By looking at the needs and the funding opportunities in a holistic way, many organisations have found ways to attract investment and achieve their own – and the donor's – objectives, even when these seem quite different at first glance.
7. Pragmatism is a fundraising keyword – do what works.
8. Establish mechanisms for fundraising from the tourism sector and, particularly, from visitors.
9. Grow your skills and capacity over time and aim to become professional in your fundraising. In the most dynamic destinations, fundraising is effectively a professional activity that resources itself. Any fundraising strategy for a site should set out the steps required to move from the starting point to a more professional approach.
10. It's not just about money. It may be more effective initially to look for help from your residents or visitors, but you need to explain and communicate the need.
11. Visitors are willing to donate, if it is simple, trustworthy, and quick. Schemes also need to be clear about the difference they will make, and why other sources like the government are not already paying for this action/activity.
12. Online fundraising should not be confined to the destination yet site managers still need to be wary of over-reliance on technology-based crowdfunding solutions.
13. Fundraising should be embedded in everything the destination does, people value deeper and lasting relationships with the important places they visit.

4. Controlling tourism development and other impacts

Sustainable management of heritage sites should also include adequate monitoring and control regimens. There are two questions to be asked by site managers: 1) Does this monitoring incorporate all activities which might have an impact whether directly or indirectly affecting the site? 2) Are there impact assessment tools which can help to understand, at an early stage, whether development will have a significant negative impact on the Outstanding Universal Value? While many stakeholder aspirations will be economic, the key responsibility and obligation for managers of World Heritage sites is to protect and preserve the values of the site. Nothing should compromise this.

Regarding the control of visitor flows at coastal cultural World Heritage sites and limiting their impact on the integrity of the sites the Limits of Acceptable Change is the most commonly used system. To apply the LAC system to the World Heritage sites as tourist destinations means to identify the tipping point at which changes in the character, meaning of the site, and its visual quality have reached the tolerance limit. Standards describing acceptable conditions and monitoring are used to assess when a management intervention is needed. Each site will have a unique cultural set of attributes and these must be captured in a site-specific set of benchmarks. In the case of coastal cultural World Heritage sites using international certification programmes like Green Destinations and QualityCoast can be a good measure of tourism sustainability.

A key element of sustainability is providing host communities with a powerful voice in how tourism affects them. Often the impacts – both good and bad – on local people are accepted as a kind of collateral damage created by tourism, something inevitable and unavoidable. However, this should not be the case. Sustainable site management has to monitor these impacts and take them very seriously. There is no perfect way to do this. The key principle is that the host community is part of the process,

CASE STUDY 3.1.

BORDEAUX, PORT OF THE MOON (FRANCE)

Baseline situation

The Port of the Moon, which is another name for the historic port city of Bordeaux in southwest France, is UNESCO-listed as an inhabited historic city, an outstanding urban and architectural ensemble, created in the age of the Enlightenment, whose values continued up to the first half of the 1900s, with more protected buildings than in any other city in France except Paris. It is also recognised for its historic role as a place of exchange of cultural values over 2,000 years, especially since the 12th c., due to commercial links with the UK and the Netherlands. The affectionate old name for Bordeaux was Le Port de la Lune (The Port of the Moon), reflecting the crescent shaped line of the docks along the Garonne River. Urban plans and architectural ensembles of the early 18th c. onwards place Bordeaux as an outstanding example of innovative trends and give it an exceptional urban and architectural unity.

The urban form of Bordeaux represents the success of philosophers of the age of the Enlightenment who dreamed to make cities into 'melting pots' of humanism, universality and culture. Bordeaux is world-renowned for the unity of its urban and architectural classical and neo-classical expression, which has not undergone any stylistic break over 200 years. The city has retained its authenticity in the historic buildings and spaces created in the 18th c. or 19th c. It poses a testimony to the exchange of cultural influences and planning ideas ensuring this cosmopolitan maritime city an unparalleled prosperity providing for an exceptional urban and architectural transformation that started in 18th c. and continued through the 19th c. till present time.

The principal challenge faced by the site managers of the Port of the Moon and by the Bordeaux municipality in general is that it is the World's largest heritage urban area listed by UNESCO. The perimeter of the area designated by UNESCO is complex and extensive: the core zone covers an area of 1810 hectares and the buffer zone occupies a surface of 3725 hectares, corresponding to almost all the municipality limits. It makes caring for the World Heritage without compromising its integrity very difficult.

There was a risk of a "museification" of the city, by focusing exclusively on conservation and refusing any kind of transformation and change. For the Port of the Moon UNESCO-listed as a historic town, consideration has to be given to the fact that it is living and dynamic and that its integrity should be considered within the framework of the need to ensure the protection of the Outstanding Universal Value of the site while its people maintain a good quality of life.

Strategic priorities

The main strategic priority of sustainable management of the Port of the Moon relies on the Historical Urban Landscape approach which is used to assess the conditions of integrity including topography, geomorphology, hydrology and natural features; its built environment, both historic as well as contemporary; its infrastructure above and below ground; its open spaces and gardens, its land use patterns and spatial organisation; perceptions and visual relationships; building heights and massing other elements of the urban character, fabric and structure.

The revision process of the Plan for Safeguarding and Development of Bordeaux (started in 2010) required harmonisation with the following five principal sustainability goals of the entire city: i) urban quality based on local identity and heritage conservation and enhancement, ii) environmental protection, iii) economic development, iv) attractiveness, green mobility and social equity, v) energetic renovation of buildings.

The revision process also aimed to highlight the city's capacity for innovation and adaptation of French heritage policies and tools regarding concerns over sustainability, authenticity and integrity. The Plan should contain the strategic directions and approaches of each territory concerning economic, social, cultural and environmental sustainable development.

The UNESCO Management Plan for the Port of Moon includes four strategic priorities: the preservation of the history, identity and heritage of the city, the monitored evolution of the city centre, the harmonisation of the planning and conservation tools and the internationalisation of the city. Therefore, in the Plan for Safeguarding and Development of Bordeaux there is a priority to find a sustainable convergence between conservation and development.

What was tough?

The revision, conducted jointly with the State, the Municipality and the local community of Bordeaux, affected the entire perimeter of the UNESCO-listed property (the whole Port of the Moon) and implied the inspection of more than 4.000 buildings and is still in progress to this day. The revision process has been necessary in order to take account of sustainability's imperatives and contemporary lifestyle requirements.

What worked?

Sustainable management of the World Heritage site is achieved by "recentring" the urban action on the city centre, in order to allow revitalisation and sustainable evolution through time. Attention should be paid in the future to the UNESCO Management Plan, the strategic and operative tool concerning the protection and enhancement of heritage. It was made possible, by a consensus, to revise the Plan for Safeguarding and Development of Bordeaux and make World Heritage conservation a priority. All other urban planning tools were made coherent with that plan and the statutory UNESCO Site Management Plan. For these reasons, the planning process has become the 'meeting point' of sustainable urban development strategies and heritage conservation policies providing good governance guidelines for an integrated World Heritage management.

The dedicated and comprehensive approach to the UNESCO World Heritage management in terms of intangible heritage aspects and traditions had also led Bordeaux to establish itself as a heritage tourism destination for its wine-themed creative industries with the Cité du Vin, a wine museum, a location for wine-themed exhibitions, shows, movie projections and academic seminars, opened in 2016 on the banks of the Garonne River.

What lessons can others take from this?

- The principal factors for the conservation success in Bordeaux as a dynamic and living organism were the integration of protection and sustainability aims, policies, actors and tools as well as the realisation that urban planning and heritage conservation must work hand in hand.
- A dedicated attention on the level of municipality given to comprehensive heritage planning process can lead to new outlooks on conservation of 'living heritage', the knowledge-based management of change and on preservation of authenticity and integrity of the heritage city.
- The best practice example of the Port of the Moon is a convincing evidence, that one of the first steps that should be taken in efforts to preserve a city's spirit of place is to identify the critical sites through which it is articulated and in particular, the symbolic values the population associates with their urban heritage.
- The synergy between the World Heritage and Bordeaux as a 'wine capital' shows that cultural heritage can strengthen the promotion of regional brands and symbols in place marketing that reciprocally can strengthen the visitors' interest in the World Heritage.

CASE STUDY 3.2.

HISTORIC CENTRE OF WISMAR (GERMANY)

Baseline situation

Founded in the 13th c., the Medieval town of Wismar on the Baltic Sea coast of northern Germany represents outstanding historical trading structure as a leading centre of the Wendic (Baltic) section of the Hanseatic League from the 13th c. to the 15th c. In the 17th c. and the 18th c. the town became a major administrative and defence centre within the Kingdom of Sweden, contributing to the development of military art and integrating another layer of cultural influences.

The town contributed to the development of the characteristic building types and techniques of the Brick Gothic in the Baltic Sea region, using bricks. The bricks could be moulded in different decorative forms, thus permitting some very elaborate architecture. This is exemplified in several churches and in the series of houses for residential, commercial, and craft use, representing an evolution over several centuries. Wismar has also preserved its Medieval merchant harbour basin in the Bay of Wismar. The harbour of Wismar has continuously maintained its use and can therefore be described as authentic with regard to its function.

The historical Hanseatic urban fabric of Wismar has been well preserved and the boundary of the Medieval town still can be traced well. The town contains a large number of authentic historic structures representing its evolution from the Hanseatic period to the Swedish era. Today's high standards with regard to the preservation of monuments have been applied, whereby highest priority is attributed to the preservation of the authentic material.

The damage suffered in World War II was relatively minor (except of the St. Mary's church) and a large amount of original architectural material from the Middle Ages and subsequent periods has survived in spite of modernisation efforts under the communist regime in 1945-1989. Modern construction and industrial buildings have been located in the suburban areas, outside the historic town. It is thus possible to appreciate the silhouette of the historic townscape without major changes.

Unfortunately, so far there are still no restrictions on car traffic, which has rapidly grown in recent years, in the centre of Wismar. Whilst the main motorised traffic is outside of the city, there is heavy traffic still passing through the historic city core zone. Considering heritage tourism development, another challenge is that only a small part of Wismar visitors comes specifically to enjoy and to learn more about the Hanseatic League, its history and legacy.

Strategic priorities

The main strategic priority is the care and design of private areas in the historic core zone of Wismar in accordance with its character and the guidelines for the qualification of living conditions and the management of appropriate cultural and social functions.

Another strategic priority is eliminating disturbing influences in the city centre, such as traffic noise and emissions as well as and waste. Elimination of traffic from the city centre is a continuous challenge for many years already since historic centres of Wismar and Stralsund have been UNESCO-listed in 2002.

To put it concisely, the pivotal strategic priorities of the Wismar municipality are protection, conservation, restoration and accessibility of the World Heritage.

"We arrived in Wismar on a cruise ship as one of the destinations on a Baltic Cruise. Prior to our cruise I had never heard of Wismar but now I am able to say that while small in relation to some of the cities on our itinerary, it was perhaps the nicest place we visited. Our day ashore in the town was during good weather and everything seemed so calm and peaceful. We took the opportunity to walk around the historic harbour area. It was nice and provided a vibrant atmosphere."

(Visitor from a cruise ship, Manchester, UK)

What was tough?

The toughest issue is to eliminate car traffic from the historic core of the city. From 1999 to 2004, Wismar had a responsible coordinator for Agenda 21 that focused on efforts to diminish car traffic in the city centre. He supervised working groups on the problem of transport, the environment, public participation and business promotion. As a result, there is an initial study on the bottlenecks of traffic congestion. Now a modern mobility concept is necessary to identify optimal transportation modes in the World Heritage core of the city centre.

What worked?

Wismar has its UNESCO World Heritage Management Plan, which is updated regularly, including standards for the historic core as a whole and for individual buildings. The World Heritage core zone is protected in its entirety as the area of historical value in the context of the laws on the protection of historical buildings and monuments of the Federal Land of Mecklenburg – Western Pommerania, which require that any construction investments and projects are subject to approval.

Additional protection is ensured by the respective regulations on areas of historical value and the preservation, design and redevelopment statutes adopted to secure integrity and authenticity of the core zone of the UNESCO listed historic city centre. The components of the World Heritage property are surrounded by a designated buffer zone. The municipality involves local and external experts who encourage consistency and appropriate solutions in building and town-planning practice. Also, there is a local coordinator appointed for the World Heritage site management control and reporting. The World Heritage House of Wismar – the visitor's centre is the third of its kind in Germany after Regensburg and Stralsund.

What lessons can others take from this?

- Lay visitors do not understand what UNESCO listing means. They gaze at heritage buildings and enjoy the visual beauty but without any deeper understanding of their history and heritage value. Tourists consume a city visually and what makes sense of the UNESCO status is guided heritage tours but they cannot attract many tourists except to the best-known heritage cities like Venice, Barcelona or Dubrovnik.
- However, as the best practice from Wismar shows, if a private tour guide is committed and eager to promote the city as a UNESCO World Heritage tourist destination, she can raise awareness on the World Heritage status even among the most ignorant visitors like cruise travellers from overseas, or vacationists from nearby seaside resorts.
- Displaying modern art objects in the open public space within the historic city centres (sculptures that relate to the stories of the Hanseatic history or legends and attract the tourist gaze) create meaningful connections between the modern times and local historical narratives,

2. SUSTAINABLE TOURISM

2.1. COMMUNICATING WORLD HERITAGE SITES AS TOURIST DESTINATIONS

Chapter 2.1 will highlight the ways to communicate the Outstanding Universal Value of World Heritage sites among guests and how it could be best used for sustainable tourism development

Why does it matter?

Making tourism more sustainable means changing the way that tourism happens at a destination. Some of this will be about infrastructure, but a great deal of it is about influencing the choices that businesses, communities, and visitors make. To make tourism more sustainable, World Heritage site managers need to become effective at communicating with visitors, and that, in turn, means site managers need to enlist the help of tourism businesses and the host community. An overarching interpretation strategy helps to steer visitors through the destination and encourage them to learn. It also helps to encourage them to return, believing either the story is repeatedly freshened over time, or that it is so rich, they will have an entirely new experience each time they visit.

In most cases, the destination will already have marketing professionals and a marketing budget, so it is crucial to influence that process to ensure that marketing communication helps bring about the sustainable tourism objectives. Sustainable tourism communication starts the moment consumers select their choice of destination and lasts after they return home. It is often too late to influence choices if you wait for them to arrive at the site, as expectations will already have been set. Sustainable tourism requires visitors to understand the value, distinctiveness, and authenticity of the site, as well as alter their attitudes and behaviour to reflect this. Therefore, the tourism policy needs to be appropriate for the site, the local tourism sector, and the community. It should also be thought through and properly communicated.

"The number of tourists in Stralsund has increased in the last decade because of the UNESCO-listing and large-scale restoration efforts. <...>

Stralsund is a unique place as a World Heritage site because it has a very well-preserved Medieval Hanseatic townscape with impressive Gothic churches, rich merchant houses, and a Town Hall and, also, it is perfectly located as a gateway to Rügen, Usedom and other German Baltic seaside resorts."

(Private tour guide, Stralsund)

1. Be straightforward in communicating and interpreting the Outstanding Universal Value for tourists

First, it is necessary to find out, how the World Heritage site is seen by various target groups and how it relates to the Outstanding Universal Value. Then the message addressing the main tourist target groups must be developed and agreed with tourism service providers. The message must be clear, concise, and accessible. It should not be too academic, neither it should be overly simplistic. The best Outstanding Universal Value narratives rely on iconic images and visual channels. The next step is to develop a communications strategy that identifies key audiences and objectives shaping the interpretation of the site and the broader destination.

Awareness of the Outstanding Universal Value is related to the ability of residents, visitors and tourists to recognize the name and the iconic pictures of a heritage place, being familiar with the heritage site. Today due to the prevalence social media, messages go in each direction, sometimes in a chaotic and uncontrolled manner. This is of course also the case for heritage communication. As a result of this changing world there is an acute need for a more comprehensive tactic of heritage communication on social media.

It is also required to make sure that visitation restrictions are made clear to visitors. A convincing message must be conveyed that the world's most important historic places offer amazing experiences, but heritage tourism is not a 'free-for-all.' Raising awareness can be done in such a way that visitors accept the constraints as part of a unique once-in-a-lifetime experience.

2. Promote the World Heritage site as a Unique Selling Point

Heritage is often used to endow sites with what the tourism industry calls a USP – a 'unique selling point' or a 'unique selling proposition'. In marketing terms, World Heritage status is promoted as a 'top brand' or as a USP to attract tourists to an area. It is also suggested that marketing of World Heritage sites should promote a blend of the USP and the "Wow-Factor" which 'makes the visitor go `wow', something that makes a real, lasting impression on the visitor and leads to word-of-mouth recommendations. While considering a visit to a cultural World Heritage site in a peripheral area, price may not pose a deciding or significant factor for the tourist if a USP is on offer.

For turning a World Heritage site, especially a heritage city, into a USP, the 'halo effect' might be important. In heritage tourism, it means the appealing image of a cultural World Heritage site created by the synergy between the site and its broader cultural context (e.g. a network of coastal World Heritage port cities that once belonged to the Hanseatic League). Also, the 'halo effect' can relate to the enhancement of local community's dignity and place image following the staging of an international event. The 'halo effect' of a successful event, e.g., the European Capital of Culture award implying a year with a series of international cultural events, might create a 'wow-factor' and facilitate a World Heritage city in becoming the USP.

However, there is an alternative consideration arguing that despite an apparent significance of the UNESCO listing for cultural and heritage tourism, this is just an opportunity to be exploited but it has no intrinsic value for marketing of World Heritage as a USP. In particular, coastal cultural World Heritage sites located in the hinterland of attractive seaside resorts and port cities might struggle in conveying the UNESCO label as a USP to the wider tourism market. Rather than focusing on marketing of a World Heritage site *per se,* it is more important to use the site as an asset for building an image of an interesting, creative, attractive, and vibrant tourist destination.

3. Use communication to build lasting relationships with visitors

Keep in communication with visitors after their visit. They are often the key to solving long-term strategic challenges. Great destinations and great tourism businesses take the contact details of their visitors (with permission) and keep in touch with them, both for commercial reasons and for strategic value. Visitors who may have donated to a conservation project, volunteered, or simply have shown an interest in the host community and its economic challenges, might be willing to donate, help, or champion the destination and its conservation. Cultural visitors are often highly educated, affluent, and skilled – they should be seen as a potential resource to help the destination.

Develop ways that visitors can continue to be 'Friends' or supporters of the World Heritage site after they return home. Use social media to share challenges, successes and initiatives. Work hard at making people feel like valued members of a global family of people who care about and contribute to the management of the site. This is a massive, untapped resource for some sites. It can be low cost and user generated with volunteer management, and it can be more professional with a membership fee and professional administration. Different solutions will be appropriate to different World Heritage sites.

4. Don't ignore symbolic values of World Heritage since these might be very important for tourists

Heritage sites do not necessarily have to contain physical remains to be designated by UNESCO. There are quite a few World Heritage sites worldwide whose Outstanding Universal Value is acknowledged not for their uniqueness, but rather for their symbolic significance to the society. The site is considered to have a salient symbolic value if it reflects shared ideals held within a broader community helping to interpret that community's identity and to assert its cultural personality.

The perception of the Outstanding Universal Value has broadened recently to include symbolic values of places, such as a spirit or sense of place, ethos, and other intangible aspects stimulating sense and feeling of belonging, and collective identity. One of the first steps that should be taken in efforts to preserve a site's spirit of place is to identify the critical sites through which it is articulated and in particular, the symbolic values the population associates with their heritage.

Aesthetic and associative-symbolic values of heritage sites are performed by creating and cherishing bonds between people, and between people and their environment. No surprise, that symbolic values are quite often attributed to cultural landscapes possessing and displaying beauty in some fundamental sense, although these can be also recognised to other heritage types.

In the context of World Heritage, the notion of 'cultural landscape' comprises not only landscapes shaped by human activity but also landscapes bearing only symbolic values and appreciated for the aesthetic appeal, or for the connotations that people may associate with them. The designation of a cultural landscape can facilitate the appraisal of its values and 'contribute to feelings of identity, of belonging and continuity and to the collective memory.

The symbolic value of World Heritage landscapes is also important for branding the World Heritage sites as tourist destinations providing an opportunity for tourists to co-experience the World Heritage symbolism with locals. Participation in heritage tourism is a means of demonstrating and upholding a commitment to the social and symbolic values associated with heritage. Visitors who are aware of and appreciate the cultural and symbolic value of the heritage are more willing to reward it.

In this way, cultural heritage plays a key role for promoting regional and/or national brands and symbols in place marketing that reciprocally denote tourists' affiliation to the place. Yet, symbolic values of World Heritage assets are permanently transformed, and they may 'charge' heritage sites emotionally turning them into a contested terrain and causing the division of different stakeholders.

CASE STUDY 4.1.

THE ENGLISH LAKE DISTRICT (UK)

Baseline situation

The English Lake District is a World Heritage cultural landscape where the picturesque, mountainous area with the radiating valleys forms the core area of the World Heritage property whilst also including a strip of the Irish Sea coast in Cumbria in its periphery. Therefore, it can be rightly named a coastal cultural World Heritage landscape and suitable as a case study for our analysis.

Located in northwest England, the English Lake District is a mountainous area, whose valleys have been modelled by glaciers and subsequently shaped by an agro-pastoral land-use system characterized by fields enclosed by walls. The combined work of nature and human activity has produced a harmonious landscape in which the mountains are mirrored in the lakes.

Grand houses, gardens and parks have been purposely created to enhance the landscape's beauty. This landscape was greatly appreciated from the 18th c. onwards by the Picturesque and later Romantic movements, which celebrated it in paintings, drawings and verses. It also inspired an awareness of the importance of beautiful landscapes and triggered early efforts to preserve them.

In this respect, a number of ideas of universal significance are directly and tangibly associated with the English Lake District. These are the recognition of harmonious landscape beauty through the Picturesque Movement, a new relationship between people and landscape built around an emotional response to it, as well as the idea that landscape has a scenic value and that everyone has a right to appreciate and enjoy it providing the stimulus for artistic creativity and globally influential ideas about landscape.

The Outstanding Universal Value of the English Lake District results from inter-relationships of the physical, social, economic and cultural impacts in the context of a set of core values – aesthetic, ethical, spiritual and intellectual. It is a complex landscape viewed as both quintessentially English and of international importance. Since the 18th c. on it has represented a romantic idyll being a place for spiritual refreshment and quiet countryside recreation. In this way, the English Lake District is a good example of image- and meaning-construction, and an excellent demonstration of the power of visual discourse.

As it was explicitly stated in the documents submitted for UNESCO designation, the Lake District is outstandingly beautiful. The primary conservation aims in the Lake District have traditionally been, and continue to be, to maintain its scenic and harmonious beauty.

Strategic priorities

The maintenance of the scenic and harmonious beauty of the English Lake District as a complex cultural landscape has two strategic priorities:

1. Support and maintain traditional agro-pastoral farming
2. Provide access and opportunities for people to enjoy the special qualities of the area.

Together the surviving attributes of land use form a distinctive and aesthetically appealing cultural landscape which is outstanding in its harmonious beauty, quality, integrity and on-going utility and its demonstration of human interaction with the environment.

Another important priority is to maintain the breed of local Herdwick sheep which have heritage significance for farmers and the tourism industry in terms of preserving the landscape as a romantic idyll. They are sometimes called the Lake District's gardeners. As sheep keeping is not lucrative anymore, the maintenance of the breed relies heavily on subsidies for agriculture.

What was tough?

The designation of the English Lake District as a World Heritage cultural landscape became achievable only in 2017. The United Kingdom had submitted in 1987 the Lake District as a test case for the recognition of cultural landscapes under World Heritage criteria. This demonstrated the need to revise the Operational Guidelines of the World Heritage Convention. These were clearly perceived as not being coherent with Articles 1 and 2 of the Convention.

The breakthrough happened in 1992, when a meeting of a UNESCO Expert Group on Cultural Landscapes has introduced 'cultural landscapes' and three categories were established for the World Heritage purposes:

(1) the clearly defined landscape designed and created intentionally;
(2) agricultural landscapes of exceptional harmony of works of man with nature; here a distinction is made between relict (fossil) landscapes and continuing (living) landscapes;
(3) associative cultural landscapes which, like the Lake District, could be designated for their symbolic, spiritual, aesthetic, historic, and/or other outstanding associative values.

What worked?

The special significance of the English Lake District relates to the inter-relationships between the physical, social, economic and cultural impacts placed in the context of a set of core values – aesthetic, ethical, spiritual and intellectual. These close interdependencies have created the overarching 'universal significance' of the Lake District.

Risks affecting the site, including the impact of long-term climate change, economic pressures on traditional agro-pastoral farming, changing schemes for subsidies, and development pressures from tourism, are managed through established systems of land management overseen by members of the Lake District National Park Partnership and through a system of management administered by the National Park Authority.

As a National Park, the English Lake District has the highest level of landscape protection afforded under law. Over 20 % of the site is owned and managed by the National Trust. The Lake District National Park Partnership is a collective body which takes care for the overall integrity.

What lessons can others take from this?

- As an example of the English Lake District shows us, tourism facilitates creating sights to be seen, they impose significance onto the heritage landscape and direct our attention. Looking at any of the places that do claim connections with the past, it is the markers and signs that gleam, not the place's intrinsic qualities. Hence, sacralisation often depends on images and stories that circulate around the site so that our sense of having visited a unique site is premised upon effective consuming of these images and stories.
- The 'universal significance' of the physical location of the English Lake District as a whole as we know it today is difficult to define. It is not just the sum of individual aspects of its landscape, but rather a remarkable alliance between the aesthetic appeal of its farming and mining traditions, and the output of painters and poets who, inspired by the landscape, showed how it could appeal to the higher senses and be accessible to all.

CASE STUDY 4.2.

CURONIAN SPIT (LITHUANIA / RUSSIAN FEDERATION)

Baseline situation

The Curonian Spit is a unique and vulnerable, sandy and wooded cultural landscape on a very narrow coastal barrier spit separating the Curonian Lagoon from the Baltic Sea which features small Curonian Lagoon settlements. The spit was formed by the sea, wind and human activity and continues to be shaped by them. Rich with an abundance of unique natural and cultural features, it has retained its social and cultural importance. Local communities adapted to the changes in the natural environment in order to survive. This interaction between humans and nature shaped the Curonian Spit cultural landscape.

After intensive logging in the 17th c. and the 18th c., which misfortunately coincided with the climate shift, the dunes began moving towards the Curonian Lagoon, burying the oldest settlements. At the turn of the 19th c., it became evident that human habitation would no longer be possible in the area without immediate action. Dune stabilisation work began, and has continued till the very end of the 20th c.

By the end of the 19th c., a protective dune ridge was formed along the entire 100-km long seashore to prevent inland sand migration, and the Great Dune Ridge was reinforced using trees and brushwood hedges. Currently, forests and sands dominate the Curonian Spit. Urbanised areas (eight small settlements) cover just about 6 % of the land.

The most valuable elements and qualities of the Curonian Spit cultural landscape are its characteristic panoramas and the silhouette of the Curonian Lagoon; cultural elements including traditional fishermen villages turned into resort settlements (ancient wooden fishermen houses, professionally designed buildings of the 19th c., including lighthouses, piers, churches, schools, villas); and elements of marine cultural heritage; natural and human-made elements including the Great Dune Ridge and individual dunes, relics of ancient parabolic dunes; a protective coastal foredune ridge.

The description of the Outstanding Universal Value of the Curonian Spit also includes its major management challenge, which is overlooking of symbolic values of the spit as the most beautiful and the most treasured coastal landscape of the southeast Baltic. The aesthetic appeal of the mobile dunes of the Curonian Spit is not included into the description of the Outstanding Universal Value. Therefore, a long-lasting mismanagement of the 60 m high and most visually appealing coastal dunes of Europe is the main reason for their rapid degradation in the last few decades.

Strategic priorities

The major strategic priority faced by the site managers on the Curonian Spit is depopulation. If local population disappears and all the farmsteads are turned into second homes, the continuity of the cultural tradition will be disrupted. The site managers regret that that there are no similar restrictions on the Curonian Spit as in other areas of the UNESCO World Cultural Heritage, where newcomers can only acquire real estate in the area after a certain period of time, whilst on the Curonian Spit any newcomer can freely buy farmsteads and turn them into second homes. Social housing is not the way to go, because then the last locals will move to social housing ghettos whereas the remaining areas will become alive only in summer.

Another pivotal strategic priority is come to a joint agreement between the municipal administration and the National Park managers on the priority tourism sectors that would satisfy both the municipality and the national park. There are intentions to develop conference tourism on the spit yet there are no suitable conditions (large conference venues) for this type of tourism.

"You can't match the Curonian Spit with anything else. We do not have spas like other resort towns, but we have an exceptional environment. No other area in Lithuania has the lagoon, the dunes, the forest, the sea, peace and quiet in one area."

(HORECA owner, Curonian Spit, Neringa)

What was tough?

The main challenge to the sustainable management of the Curonian Spit is to regulate the flow of visitors, especially motorized tourists, during the high season. This is a big headache of the National Park Administration. Another problem is that the National Park Administration and the Neringa Municipal Administration are unable to agree on a common Curonian Spit management vision and goals. Finding an optimal dune and forest management strategy is also a very tough issue since albeit the Curonian Spit being a cultural World Heritage landscape, protection of the Natura 2000 grey dune habitats is an area management priority which is at odds with the local cultural tradition.

What worked?

The National Park Administration invests a lot of efforts into the maintenance of the foredune on the Baltic Sea coast as a continuation of local landscape management traditions. After all, the foredune was once created by people and was always maintained, even with the change of political systems, so we have to contribute to preserving of this cultural heritage tradition on the Curonian Spit. The same is true for the handling of mobile dunes. It is a part of the cultural tradition, and shouldn't be left to the natural processes of nature alone.

Different attributes of the property require different protection regimes and management activities. Therefore, different zones have been established in the National Park for various specific purposes, such as strict nature reserves, managed reserves, recreational, residential and other zones. All these measures are outlined in the territorial planning documents and approved by the parliaments both in Lithuania and in the Russian Federation.

The development of the newest update of the nature management plan for the Curonian Spit National Park on the Lithuanian side of the spit is closely coordinated with UNESCO. Any pro-active nature management and dune-handling measures that are aimed to help grey dune habitat restoration are agreed with UNESCO so the National Park Administration is allowed to implement those measures even in strict nature reserves.

What lessons can others take from this?

- The main lesson learned from the Curonian Spit is that the experts from UNESCO and the World Heritage Centre can serve as mediators to resolve controversial issues disputed between the National Park Administration and the Neringa Municipal Administration.
- Any flexibility in implementing the UNESCO Conservative Principles leads to controversy, as each new solution is the own contribution to the preservation of the heritage by the National Park Administration and the local community. It has no final date, i.e. it must go forever. Local people do not understand that not everything is restricted by the UNESCO listing, there are many more restrictions on the Curonian Spit due to its status of the national park, not the status of the World Heritage.
- It is also necessary to keep in mind when considering management principles for cultural World Heritage landscapes that it is a very broad category of World Heritage properties ranging from semi-natural areas like the Curonian Spit to well-trimmed royal landscape parks in continental Europe and the UK. It is impossible to apply the same conservation criteria and management principles in these two extreme cases and most of other 32 coastal cultural landscape types in between.

2.2. ADDING VALUE THROUGH SITE-SPECIFIC PRODUCTS AND EXPERIENCES

Chapter 2.2 will highlight best ways of thinking about developing site-specific products and experiences as measures to sustain the Outstanding Universal Value of the site

Why does it matter?

There are many reasons why World Heritage tourism managers should seek to add value to sustainable and authentic products and experiences at their destinations. 'Distinctive', 'authentic', and or 'unique' sells. People visiting some of the world's most special cultural and natural sites have a reasonable desire for products and experiences they cannot get anywhere else. The perception of the quality of a destination is a serious matter, and one that can be helped in part by the products or experiences it offers. Making tourism more sustainable often means delivering site-specific products and experiences to visitors. Attractive experiences in the form of traditional festivals celebrated at the site are powerful means to extend the tourist season.

It is also important to offer the host community and local businesses an enterprising and sustainable commercial vision of the future. Some products and experiences delivered at the World Heritage site might be critical for the maintenance of the Outstanding Universal Value so the system can be sustained and the integrity preserved only with their survival. Some products and experiences might be critical for local community's welfare. It is critical for good heritage management that local people have a reasonable standard of living. People who are experiencing economic decline are more likely to make choices that can damage the Outstanding Universal Value of the World Heritage, especially in the case of cultural landscapes where traditional activities may not be lucrative anymore.

1. Promoting site-specific products and experiences makes site management more robust and sustainable

There is a growing body of evidence suggesting that World Heritage is a powerful brand for attracting cultural tourists from both the domestic and international markets, including people who might otherwise have ignored the destination. These cultural tourists spend more, stay longer, and are more likely to care about sustainability, Outstanding Universal Value, and the host culture. Integrating UNESCO branding might be an opportunity for some destinations to benefit from site-specific products and experiences in the ways that aid sustainable development.

However, do not expect the value of your products will be immediately obvious to consumers, or that they will automatically be willing to spend vast amounts of money on certain items. Position consuming key products or experiences as an essential and indispensable part of the visitor experience. Visitors often have a very strong desire to do unique, authentic, or unusual things when visiting a special place. They want to taste, gaze at, smell, touch, feel, and hear things they do not at home. Hotels, restaurants, and shops can play a vital role in encouraging visitors to buy key products, so enlist their support by embedding those products in what they offer guests. In this way, consuming local food or experiencing the local culture becomes something that everyone is encouraged to do, and most visitors bring back home better impressions if they do have the opportunity to experience a site in this way.

Farmers on Southern Oland may apply the same agricultural techniques like on the mainland. But organic products grown on our World Heritage site have bigger added value and are more competitive on the market than organic products from elsewhere.

For instance, strawberries from the Southern Oland sold on the market in Stockholm with a World Heritage label are more expensive than ordinary organic strawberries.

(World Heritage manager of the Agricultural Landscape of Southern Öland)

2. Be creative about the products and experiences

World Heritage property owners and site managers should invest more in branding, marketing, and adding a provenance premium to key products. There is a growing number of affluent consumers across the world that are increasingly willing to spend more on distinctive products that have a unique provenance, or story of origin. These consumers are less concerned about price and more concerned about the story behind the product. They look for products or experiences that are unique to a World Heritage site, so in order to secure a premium for products of this kind, you may need to make the world your shop. Important products produced in a World Heritage site must be marketed and sold in such a way that consumers realise the importance of what they are buying.

Marketing of World Heritage sites, cultural landscapes in particular, can also effectively utilise the 'territory of origin' label of local heritage-related products as a branding tool. Territorial products, especially coming from a special place, are usually perceived as true, authentic, attached to their origins, and, last not least, considered to be of superior quality. Hence, the 'territory of origin' label creates a USP both for a World Heritage property and for its brand through a particular combination of characteristics and strong associations. In this way, the label facilitates developing a heritage interpretation synergy which endows the World Heritage site and its product brand with quality and authenticity images featuring 'the accumulation of impressions, beliefs, thoughts, expectations and emotions.

3. Aim to prolong the heritage tourist season

Congestion of tourists at the destination and over-exploitation of limited resources are negative side effects that accompany the high tourist season. Since most of the World Heritage sites do not depend on sunny weather to be attractive, naturally, heritage tourism could be a good way to prolong the seaside tourist season. Yet, in spite of dedicated efforts by heritage destination marketing organizations to extend the tourist season and to direct more visitors from the seaside to coastal and hinterland World Heritage sites, the disproportions between the numbers of seaside mass-tourists in the high season and those visiting the heritage hinterland are still huge, especially in record-breaking hot summers like in Europe and North America in 2018.

The peripherality of many coastal and island cultural World Heritage sites implies that the seasonality of tourist demand might be a rather typical feature, and that it may have a tendency to grow, regardless of emerging new travel trends of 'fluid' post-mass visitors. Therefore, the challenge of achieving a more equal distribution of visitors among the seaside resorts and the heritage sites, both in space and in time, is increasing rather than declining. Site managers at peripheral coastal destinations should try to prolong the season from Easter to autumn.

The shoulder seasons are attractive as they extend the tourism season from three months to almost half a year since in fall, coastal and island destinations enjoy warmer temperatures than inland ones due to a moderating effect of the maritime climate. The efforts to prolong the tourist season can be assisted by popular events held in the shoulder seasons. Two types of events can be distinguished: the events of the first type, heritage-branded events, use the World Heritage property as a principal theme. Besides other functions, they can help to communicate with visitors with a different cultural background.

They can also help visitors visiting the coast for other purposes get acquainted with heritage values. The hallmark events of the second type, i.e., the heritage-backdropped events, use the World Heritage just as a backdrop for an event on another, at times vaguely related, theme. It is vital to make sure tourism businesses understand the potential value of highlighting World Heritage status in the marketing as they are the true communicators and promotors of the World Heritage brand. The presentation and communication of the site-related products and experiences should help the consumer to make their mental connection to the site and an informed choice. Many consumers are willing to pay a premium for certain products if they understand it is a way in which they can support the future of a globally significant heritage site.

4. Site managers need to work with entrepreneurs and the community to develop and offer products

It is essential that local people are part of identifying and realising opportunities to develop and offer site-related products and experiences. For these products and experiences to be authentic they need to be brought forth by the host community in a way they feel is respectful, authentic, and beneficial to them, as well as to the visitor.

Identify the best media for reaching the majority of visitors, use it, and be creative! Visitors are not obliged to listen to you. It is a choice, and you will most likely have to compete with and overcome many other sources of information bombarding them. We live in an increasingly global marketplace, so take advantage of this global reach. Use the Internet to reach out to prospective consumers and sell them not only the product, but also its story and ability to sustain a unique place and host community. There is often great commercial value for companies who associate with heritage sites, and often sites will have intellectual property that can be commercialised to generate revenue.

Many World Heritage sites are iconic places, representing the most important examples of human genius and creativity. Segmentation of the visitor and consumer market for the site-specific products and experiences is crucial. This may mean fewer visitors, but with greater economic benefit. It is advisable that World Heritage sites should create souvenirs that people both want to buy, as well as supply funds towards their future management and protection. However, take care to protect the intellectual property rights of the site, destination, and host community. Ensuring that the intellectual property rights are protected is critically important. If it is not properly protected, other people will use your ideas with no return benefit to the local community – or worse, may seek to enforce control over it themselves through claims of usage.

CASE STUDY 5.1.

VENICE AND ITS LAGOON (ITALY)

Baseline situation

Founded in the 5th c., Venice became a major maritime power in the 10th c. and, till the 18th c., dominated the Mediterranean trade. The whole city is a prominent architectural masterpiece. The UNESCO World Heritage property includes the city of Venice and its Lagoon illustrating the interaction between people and their natural environment over many centuries. Venice is built on 118 small islands of the lagoon composing a fascinating coastal landscape. Due to their unique geographical features, the city of Venice and the lagoon settlements have retained their original integrity of the built heritage, the settlement structure and its inter-relation with the Lagoon.

The whole city is an extraordinary architectural masterpiece in which even the smallest building contains works by some of the world's greatest artists such as Giorgione, Titian, Tintoretto, Veronese and others. Over the centuries, during the entire period of the expansion of Venice, when it was obliged to defend its trading markets against the commercial undertakings of the Arabs, the Genoese and the Ottoman Turks, Venice never ceased to consolidate its position in the Lagoon.

In the Lagoon of Venice, amid a tiny archipelago at the very edge of the waves, rises one of the most extraordinary built-up areas of the Middle Ages. From Torcello to the north to Chioggia to the south, almost every small island had its own settlement, town, fishing village and artisan village (Murano). However, at the Lagoon's heart, Venice itself stood as one of the greatest capitals in the Medieval world. When a group of tiny islands were consolidated and organized in a unique urban system, nothing remained of the primitive topography but what later became the great canals, such as the Giudecca Canal, the St Mark's Canal and the Grand Canal.

Yet in recent decades, the historic city has altered its urban functions due to the significant decline in population, the change of use of many historic edifices, vanishing of traditional activities and services. An exceptionally high tourism pressure has resulted in a partial functional transformation of Venice with the World Heritage property becoming a representation of the 'vicious circle' of heritage city gentrification. One of the main tools for the protection of the World Heritage site is the 1973 Special Law for Venice aiming to safeguard the protection of the landscape, historical, archaeological, symbolic and artistic heritage of Venice and its Lagoon by reviving the socio-economic livelihood with creative industries, academic institutions and hallmark events playing a key role.

Strategic priorities

Reversing of functional transformations of Venice and the historical centres of the lagoon caused by the replacement of residents' houses with accommodation and commercial activities and services to the residence with tourism-related activities that endanger the identity and the cultural and social integrity of the property is the principal strategic priority. As these factors may in the future have a serious negative impact on the identity, authenticity and integrity of the property they are consequently the major strategic priorities within the Management Plan for the site.

Mitigating negative effects of the occurrence of exceptional high waters that poses a significant threat to the protection and integrity of the Lagoon and its historic settlements, is also recognized as a strategic priority in the Management Plan which includes a specific monitoring and forecasting system for exceptional high waters.

Since tourism has particularly negative impact in the high season, one of the strategic priorities is to aim at achieving a more balanced tourist distribution throughout the year. This strategic priority implies development of attractive experience-based tourist offers in the low season.

What was tough?

Transformations have occurred in the urban settlements in terms of functionality. The historic city has altered its urban functions due to the significant decline in population, the change of use of many buildings, the replacement of traditional productive activities and services with other activities. The exceptionally high tourism pressure on the city of Venice has resulted in a partial functional transformation in Venice and the historic centres of the Lagoon.

The phenomenon of high water (*aqua alta*) is a threat to the integrity of cultural, environmental and landscape values of the property. The increase in the frequency and levels of high tides, in addition to the phenomenon of wave motion caused by motor boats, is one of the main causes of deterioration and damage to the building structures and urban areas.

Another tough circumstance hampering the pursuit for the strategic priorities is the significant decline in permanent population. Without an active and committed community it is difficult to pursue ambitious revival goals.

What worked?

The revival relies on a strong side of Venice i.e., its excellent universities, high level national and international institutes and research centres of various profiles. The first steps towards the development of a creative cluster based on activities ranging from art and culture to creative professions and lifestyles are taking place with physical centralisation of most university facilities, creative producers and consumers that belong to the same community and share common values, strengthening the cluster and its resilience.

In 1979, the city of Venice has revived its long-forgone, and once forbidden, Mardi Gras Carnival in order to promote tourism in the low season. Since then, the Carnival of Venice is an annual hallmark event of an international scale held in February in and around the St Mark's Square although overexploited by the media and the tourist industry. The Carnival is world-famous not as much for its open-air festivities that are at constant risk from unpredictable Venetian February weather, as for its elaborate masks and masked balls. The student associations also organize alternative creative events during the Carnival, as well as set up world-class exhibitions and other events as side-programmes of the Venice Biennale, the city's oldest and best-known hallmark event.

What lessons can others take from this?

- The Management Plan for Venice and its Lagoon as a World Heritage property contains many projects specifically aimed at improving communication and participation of local communities in decision-making and for the implementation of the objectives of protection and enhancement of the property.
- A specific Action Plan focuses on awareness building, communication, promotion, education and training in order to develop a greater awareness among the citizens on the Outstanding Universal Value of the World Heritage and encourage their participation in creative activities and festivities.
- The example of Venice shows, that it might be useful to establish a research association to promote and coordinate research activity. CORILA is such an association coordinating research on the Lagoon of Venice, including international one. To this end, it collects data on the physical, territorial, environmental, economic and social systems of the Lagoon and of the riparian settlements, elaborates and manages this information in an integrated way, carries out interdisciplinary scientific research related to the problems of the Lagoon of Venice.

CASE STUDY 5.2.

AGRICULTURAL LANDSCAPE OF SOUTHERN ÖLAND (SWEDEN)

Baseline situation

The southern part of Öland, an island in the Baltic Sea off the south-eastern coast of Sweden, is dominated by a vast limestone plateau – the Great Alvar (*Stora Alvaret*). People have lived there for some five thousand years, adapting their way of life to the physical constraints of the island. As a consequence, the cultural landscape is unique, and there is abundant evidence of a continuous human settlement from prehistoric times to the present. This outstanding human settlement has made optimum use of diverse landscape types on a single island.

Limestone bedrock, a warm, crispy climate and limited groundwater resources have set limits for how the islanders can use their landscape. Earlier, the land was divided into infields and pastures. The infields lay closest to the village and consisted of arable lands and meadows. The pastures – the alvar plains and the coastal lands – were used for grazing. With the transformation of agriculture in the 19th c., this distinction disappeared on the mainland and elsewhere in Europe. Instead of being part of the agricultural system, pastures were used for timber production. In Öland, barren soil ruled this out, and the old division, with linear villages in 'lawful location', was retained and is easily discernible today.

As a result, Southern Öland is a living agrarian landscape where villages, arable lands, coastal lands and alvar plains make up this World Heritage property. The villages are almost entirely located along Västra Landborgen, and there are a large number of archaeological sites from the prehistoric period. The present agricultural landscape and the community of southern Öland have a unique cultural tradition which still exists in land use, land division, place names, settlement and biological diversity as far back as the Iron Age.

The Southern Öland farmers, in their various everyday lives, are a necessary part of the history and future of this landscape. Today, the islanders farm land which has been ploughed for generations and put livestock out to pasture on land which has been grazed for millennia – a unique situation. In order for the particular natural and cultural qualities of the property to be sustained, the future must also include a living agriculture.

Therefore, depopulation is the biggest challenge with many houses, especially along the coast, converted into second homes. On the other hand, since cattle is more important than people in maintaining the open landscape, what matters, is the number of cows, not inhabitants.

Strategic priorities

One of the main strategic priorities to ensure the continued agricultural sustainability on Southern Öland is to position its products and experiences as a USP and to use them for prolongation of the high tourist season.

Another important priority, which is often omitted is finding sustainable ways of coexistence between the Agricultural Landscape of Southern Öland as a World Heritage site and the adjacent cement factory which produces a unique kind of Portland cement and is the biggest employer on the southern part of the island. It is important to avoid any controversies between the two, so very different priorities.

"Depopulation is quite a big problem here. <...> There are many houses, especially along the coast, converted into second homes. On the other hand, the people who have second homes here are regular visitors during the Easter holidays in spring and during the Harvest festival in fall thus extending the tourist season. <...> The Harvest festival is really a big event, it is a collective effort, we as farmers find it very useful for selling our heritage-labelled products made with local knowledge and sold with higher added value."

(Farmer, Agricultural Landscape of Southern Öland)

What was tough?

Sustainability of tourism on Southern Öland is first of all about saving groundwater because of its limestone bedrock and changing climate with ever often occurring crisp-dry summers. Some line villages are completely left without drinking water in summer. And it is not one or several villages but most of them that are left without drinking water for cattle and for people. In 2016, the fire has completely destroyed one historical line village because there was not enough water locally to extinguish the fire.

What worked?

Southern Öland is a very good example of dedicated co-operation of various local stakeholders for the sake of sustainable development. There is a rather active regional World Heritage council that includes the key stakeholders – the Mörbylanga Municipality, the Kalmar County Board and some local institutions. A close collaboration is established between the municipality, the World Heritage wardens, and the regional entity of the National Farmers' Association. This leads not only to sustainability in farming on the World Heritage property, but also to effective promotion of local heritage-based agricultural products from the Great Alvar and of unique rural experiences of traditional line villages of Southern Öland.

The Harvest festival of Southern Öland in late September is one of the most exciting and well-known traditional experiences and also an opportunity to sell locally-produced products to a broad array of customers arriving to buy the local specialities from as far as Germany. At the Harvest festival, the artists of Southern Öland open their studios during the art nights, Friday and Saturday. Visitors can visit the artists in their own environment and look at everything they had created. In addition, all Öland craftsmen and producers of local products also exhibit in the villages at the harvest festival.

What lessons can others take from this?

- With a suitable and dedicated organization, staged heritage events can be effective marketing tools. Particularly, the World Heritage-themed and branded 'hallmark events' might be instrumental in prolonging the tourist season at coastal and/or hinterland World Heritage sites if held in spring to kick-start the season or in fall to close it. The Harvest festival of Southern Öland is one of the best examples of community festivals and local celebrations that can be described as hallmark events in relation to their regional significance.
- On the other hand, Southern Öland shows that in the case of complex coastal landscapes there may be too many restrictions enacted, including NATURA 2000 regulations, national regulations for landscape protection, archaeological site protection regulations. If one overlaps all restrictions on the map, most of the Southern Öland area becomes a 'black place' where almost any socioeconomic development is restricted. It sometimes becomes difficult even in such vital cases like drilling new deep wells to extract groundwater. This in its turn is not sustainable for the maintenance of an open landscape since without water farmers can't keep sufficient number of cattle.

2.3. KNOWLEDGE-BASED TOURIST ENTERTAINMENT AT WORLD HERITAGE SITES

Chapter 2.3 will highlight best practices to use advanced knowledge-based tools and methods for helping tourists better understand the Outstanding Universal Value of World Heritage sites

Why does it matter?

Apprehending the Outstanding Universal Value by visitors can establish a strong link with the authentic sense of place. Good governance principles of World Heritage management emphasise the value creation through investment in a number of catalysts that complement cultural heritage with consumption-led and experience-based cultural activities and attractions. In other words, to become attractive for visitors who might be ignorant about the Outstanding Universal Value, heritage site managers must concentrate on five Is: Information, Innovation, Interaction, Impression and Identity.

User-friendly information and interpretation is an obligation of being a World Heritage site. Visitors must become engaged with the site, enthused by the Outstanding Universal Value and made convinced by the good reason for UNESCO-listing. There is a growing market for people wishing to experience World Heritage sites in a unique way, or to pursue niche interests.

An effective marketing of cultural World Heritage sites for tourism is best realised by combining four tenets: raising knowledge of authentic cultural heritage among tourists; placement of the heritage in fiction: literature, cinema, visual media, video games; reconstructing the historical past with the help of augmented reality tools, and by relishing the imagination of the visitors. Hence, the best market penetration is achieved if a mix of online marketing tools is applied: an exciting website, promotion on social media, search engine optimisation, and augmented reality.

In Stralsund, it was rather difficult to recognise the blueprint of a Hanseatic merchant city in previous decades because of the destructions during the Second World War and the further socialist urban transformation. <...>

Nowadays, when there are lot of investments into filling the empty spaces in the old town with replicas of ancient buildings or similarly-sized new ones, we can help tourists learn better about the true scale and richness of the original Medieval city.

(Tourist Office Executive, Stralsund)

1. Make the discovery of the site entertaining

The story of World Heritage needs to be as entertaining as possible, even for those wishing to experience things remotely. By using the full range of media, people who may not be able to access one kind of interpretation have the opportunity to learn in other ways. Be aware that a significant number of interested people may have physical or visual impairments that may limit their enjoyment of the site, so offer alternatives. Many people may wish to learn about and engage with the heritage values of the site without actually visiting, so site managers have to make the online presence as good as it can be. All this will contribute to the 'word of mouth' marketing of the site.

Developing ground rules or a code of conduct in collaboration with conservation experts, tourism sector professionals, and the host community can be a valuable activity – it engages stakeholders in a meaningful discussion about what is and what is not appropriate behaviour in the destination. The key point site managers must realise is that codes of conduct are only as good as their communication. Making information available in the languages (visual and written) visitors speak is, of course, also very important.

The world is changing, and text heavy interpretation can be inaccessible for many global visitors because of language barriers. Many museums and visitor attractions are telling the story more creatively across the site, through people rather than written interpretations. Site managers must work with businesses to create 'packaged' experiences.

2. Communicate throughout the whole life-cycle of the visitor experience

By the time visitors arrive in the destination, it may be too late to shape their perceptions of what they can and cannot do there. Heritage wardens must make sure to get the key messages to them before their trip. This is another reason why stakeholders need to work together. The tour starts well before an actual visit and continues through travel, time on the site itself, and after the trip. As visitors go home, they wish to learn more about the site, its heritage, and its Outstanding Universal Value. Being able to sustain interest and contact post-visit is the key to some strategic goals, such as fundraising. Increasingly, people are online in airports, on trains, and in vehicles, so being able to communicate with them in those places has added value.

Good World Heritage destinations ensure that different museums and visitor centres all tell complementary, but different elements of the site's story and work out how to use storytelling and interpretation facilities to best effect. Some destinations do benefit from having a defined visitor interpretation centre or storytelling hub, but many people mistakenly think that an interpretation centre is all that a site needs and overstate the importance of the built facilities. Heritage site managers need to team up with local artists or fine arts organisations to get a new perspective and learn new ways of communicating.

3. When authentic heritage is not enough, commodification and hybridisation can help to entertain tourists

It is widely considered that tourist consumption could endanger authenticity. In this respect, the issues of commodification and hybridisation raise many debates in the heritage management theory and practice. Commodification is the process of turning a World Heritage property into a 'commodity' offered customers, in other words, it means adapting or fitting it for tourist consumption needs.

Commodification refers to a range of activities that modify heritage sites as well as cultural events, many of which are associated with heritage sites, to increase their attractiveness for tourists. Specifically, commodification can be described as the process through which heritage and cultural assets are gradually converted into a saleable product or experience as a consequence of actual or perceived demand by tourists, government perceptions of demand, or tourist industry perceptions of demand.

Hybridisation is the process of supplementing a World Heritage property with other, non-typical functions and utility values to make it more appealing for tourists and better integrated into a regional tourism system. Heritage hybridisation, along with stakeholder engagement, can be seen as effective levers which can be used in several of heritage management activities from renovation or restoration to adaptive reuse as well as area conservation planning and historic environment initiatives while maintaining close links with a heritage site's authenticity.

The hybridisation of heritage with the culture and creative industries and other sectors (cultural legacy vs cultural catalysts vs cross-sectoral fertilisation and innovation) play their constructive part in shaping heritage regeneration processes. Both processes – commodification and hybridisation – seem to be inevitable in the contemporary society. The challenge is to establish know-ledge-based limits so that none of them could compromise the Outstanding Universal Value and essential authentic features of World Heritage sites. This caution is especially pertinent when considering marketing of World Heritage properties for tourism purposes.

Commodification and hybridisation of heritage raise concerns dominated by questions of authenticity and cultural evolution of heritage values under consideration. Both processes have profound implications, not only for tourists, but for host communities as well with heritage values becoming commodities.

4. Enhance authentic experiences with ICT

Modern conservation and interpretation of World Heritage sites is unimaginable without wide application of digital technologies for facilitating visitor experiences of World Heritage throughout the travel cycle (before, during, and after the journey). ICT and the Internet are the main means for the 'smart enhancement' of cultural heritage both off site and on site which could be related to four dimensions:

- collection, reproduction, protection, management / conservation;
- contents and multimedia information creation technologies, both conservative and productive;
- user's interactive experience technologies;
- cultural heritage within a complex smart system of urban governance.

Since the early 2000s, online networking, posting and sharing opinions and images on social media, and all kinds of 'influencing' become key for decision-making regarding the choice of destinations, including coastal cultural World Heritage sites. The key challenges for heritage destination marketing regarding the travel planning process are how to generate useful content focused on the demands and needs of visitors, how to manage search engine optimisation, and how to access relevant online communities. A destination website is insufficient as a marketing tool.

ICT tools can enhance the impression of World Heritage sites by energising visitor interest and providing vivid heritage experiences. An increasing number of tourists rely on mobile devices and social network technologies on site to gain information, share experiences instantly and personalise the visit. Navigational aids such as audio guides are ever more complemented by interactive mobile multimedia communications. Augmented reality (AR) applications with various levels of immersion and interaction are currently being developed.

AR is a semi-immersive virtual experience augmented by overlaying the immediate environment with computer-generated site reconstruction and other digital information. Smart AR devices enable user-tailoring of the content and services for each individual visitor while providing different augmented reality paths. There are a lot of new recent possibilities for AR applications as tools to enhance experiences of cultural World Heritage.

CASE STUDY 6.1.

SEOKGURAM GROTTO AND BULGUKSA TEMPLE (REPUBLIC OF KOREA)

Baseline situation

Established in the 8th c. on the slopes of Mount Toham, the Seokguram Grotto contains a monumental statue of the Buddha looking at the sea. With the surrounding portrayals of gods, Bodhisattvas and disciples, all realistically and delicately sculpted in high and low relief, it is a masterpiece of Buddhist art in the Far East. The domed ceiling of the rotunda and the entrance corridor employed an innovative construction technique that involved the use of more than 360 stone slabs. The Bulguksa Temple (built in 774 AD) and the Seokguram Grotto form a religious architectural c.mplex of exceptional significance.

The main statue of the Buddha and most of the stone sculptures preserved their original form. As a result of the partial collapse of the rotunda ceiling, the grotto was dismantled and rebuilt, and covered with a concrete dome between 1913 and 1915. A second concrete dome was added in the 1960s although there have been no changes to the function and size of the grotto. The masonry structures within Bulguksa have maintained their original form. The wooden buildings have been restored several times since the 16th c. All restoration work was based on historical research and employed traditional materials and techniques to ensure maximum resemblance to authentic edifices.

Yet, there are several challenges and threats that threaten the integrity and authenticity of the World Heritage site. The most significant threats facing Seokguram Grotto are moisture and condensation, which cause the growth of mould, mildew and moss. Weather damage to the stone sculptures is another threat. The construction of a concrete dome between 1913 and 1915 resulted in humidity build-up and moisture infiltration.

A second concrete dome was placed over the existing dome in the 1960s, to create a 1.2 m air space between them, control and adjust airflow, reduce the formation of mildew and prevent further climatic damage. A wooden antechamber was also added and the interior of the grotto was sealed off by a wall of glass to protect it from visitors and changes in temperature.

The main threats to the masonry components of Bulguksa Temple are acid rain, pollution, salty fogs originating from the Sea of Japan and moss on the surface of masonry. These threats are continuously monitored and studied. Fire is the greatest threat to the integrity of the wooden buildings of the Bulguksa Temple, calling for systems for prevention and monitoring at the site as well as limiting the access to the temple by lay visitors.

Strategic priorities

The main strategic priority is related to the deteriorating condition of the Bulguksa Temple and the Seokguram Grotto due to the negative impact of elements and the necessity to reduce drastically the number of visitors to this holy site which has an immense symbolic value for the Korean people.

Recent ICT advancements (Ultra-High Definition Immersive Displays) enabled to produce a complete set of digital Bulguksa Temple and the Seokguram Grotto representations accessible in various virtual media. By applying the laser scan technology for measuring 3D surface coordinates, the 3D data of a heritage site was collected. The laser scan technology has been also used for measuring 3D surface coordinates of the Buddha statue and other artefacts to produce a complete 3D digital replica of the interior of the Grotto and the Temple. Various reconstruction techniques were then applied to render an accurate representation of the site with a possibility for a virtual walking around the Grotto and the Temple.

Therefore, the strategic priority was to combine the visitor needs with the cutting-edge Virtual Reality technology. Although providing a fully immersive Virtual Reality display of the 3D digital replica of Seokguram Temple is most suitable for an off-site experience, the application of the Ultra-High Definition technology – neither off-site, nor on-site, but *at site,* or *next to the site* – could provide the only opportunity to experience the sites with limited access which could be transferred to other similar World Heritage properties with a religious function, e.g. , the palaces of the Vatican City or Hindu temples.

What was tough?

From the very beginning of the project, it was very tough to choose a proper cutting-edge Virtual Reality simulation technology. Only with the advancement of the 4K Ultra-High Definition (UHD) Immersive Displays with a native resolution of 3840 x 2160 pixels it became possible to enable users to perceive a full immersive visual experience of the site. The HMD devices based on the Oculus Rift 2 platform with an AirTouch interaction provide an option for a 3D display of the interior of Seokguram Temple with fully immersive interactivity.

What worked?

Recent ICT advancements (Ultra-High Definition Immersive Displays) enabled to produce a complete set of digital Seokguram Temple representations accessible in various virtual media. By applying the laser scan technology for measuring 3D surface coordinates, the 3D data of a heritage site was collected. The laser scan technology has been also used for measuring 3D surface coordinates of the Buddha statue and other artefacts to produce a complete 3D digital replica of the interior of the Temple. Various reconstruction techniques were then applied to render an accurate representation of the site with a possibility for a virtual walking around the Temple. The 4K Ultra-High Definition (UHD) Immersive Displays with a native resolution of 3840x2160 pixels can enable users to perceive a full immersive visual experience of the site.

The digital representation of the Seokguram Temple is capable of providing accurate virtual reconstruction environments and an Virtual Reality experience to enhance the perception of the heritage site. Therefore, the 3D replica of Seogkuram Temple is digitally most adequate World Heritage virtual interpretation so far.

What lessons can others take from this?

- The main lesson to be learned from the Seokguram Grotto and the Bulguksa Temple is that the key measure of Augmented Reality systems applied at the World Heritage sites is how accurately in scientific terms they recreate the authentic original features of the Outstanding Universal Value and how aptly they integrate augmentations with the real world.
- Even if it is implausible to get an authentic 3D view of a long-lost heritage feature or its details, the most possibly accurate reconstruction and visually meticulous 3D Augmented Reality representation of the heritage site in its structure and texture will better stimulate the user's imagination.
- Immersion is the physical feeling of being in a virtual space. It is achieved by means of sensory interfaces 'surrounding' the user. Interaction depends on the user's capability of receiving a feedback to actions. Both immersion and interaction together realize what is one of the main goals of a virtual experience: *presence*, the *belief* of actually being in a virtual space.

CASE STUDY 6.2.

CASTLE OF THE TEUTONIC ORDER IN MALBORK (POLAND)

Baseline situation

The Castle of the Teutonic Order in Malbork (Marienburg) is located in the north of Poland, on the east bank of the River Nogat. It is the most complete and elaborate example of a Gothic brick-built castle complex in the characteristic and unique style of the Teutonic Order. The style exemplified here evolved independently from those which prevailed in contemporary castles in western Europe and the Near East. This spectacular fortress bears witness to the phenomenon of the Teutonic Order state in Prussia. The state was founded in the 13th c. by German communities of military monks who carried out crusades against the pagan Prussians and Lithuanians living on the south Baltic coast, as well as against the Christian Kingdom of Poland. It reached its greatest influence in the 14th c. The castle-convent embodies the drama of late Medieval Christianity, straining between extremes of sanctity and violence.

Since the second half of the 18th c., Malbork Castle has provided one of the major sources of fascination with European Medieval history and its material remains. Its recent past also illustrates the tendency to treat history and its monuments as instruments in the service of political ideologies.

From the 19th c. to the present day, the Malbork Castle has been the subject of restoration work that has made an exceptional contribution to the development of research and conservation theory and practice in this part of the world. During the course of this work many forgotten Medieval art and craft techniques have been rediscovered.

Many elements of the castle complex were largely reconstructed during works carried out at the turn of the 19th and early 20th centuries and after the World War II. Extensive conservation works were carried out in the 19th c. and early 20th c. Following the severe damage it incurred in the final stage of the World War II, the castle was restored once again.

Therefore, apart from its legacy as a material remain, the Malbork Castle is also deeply rooted in social consciousness as a significant and emotional symbol of the history of Central Europe. Such sensitive situation implies a very careful and comprehensive interpretation which is supposed to explain all vicissitudes of the complicated history of the castle, the evolution of modern philosophy and practice in the field of restoration and conservation, as well as different ideologies which underpinned the restoration efforts in various periods of the latest history.

Strategic priorities

Sustaining the Outstanding Universal Value, authenticity, and integrity of the property over time requires continuing the policies of conservation implemented at the Malbork castle complex since the mid-19th century in order to preserve the spatial and functional layout of the fortress, its panoramas, and the historic architectural features of the castle. In order to safeguard the integrity of the castle complex with its surroundings, and to preserve the character of this property, it is necessary for all of the stakeholders involved to cooperate closely. This cooperation should secure the effective protection of the complex in local planning documents.

"It is one of the Europe's finest Medieval castles. Ravaged by the war and afterwards nicely restored. You should go for a German- or an English-language tour with the GPS audio-guide, otherwise many of the stories and details will remain unnoticed. There is a nice souvenir shop in the castle selling amber and souvenirs associated with the age of Knights. There is also a fairly large amber exhibition in the courtyard, where the origin and symbolism of these 'golden tears of a goddess' are explained."

(Malbork Castle visitor, Hamburg, Germany)

What was tough?

Most communication with visitors in the Malbork Castle is carried out by dedicated guides that are both tourism professionals and heritage experts whose skills and commitment are acknowledged by many visitors. Guides from the local community not only make people feel welcome as greeters, but they often explain the destination, help visitors make choices, and can also be crucial to some forms of fundraising, like visitor gifting. However, joining efforts of the Medieval Malbork town community and the Castle Museum to launch joint tourism promotion and marketing projects was problematic.

What worked?

Since several years, at the end of July, the Castle Museum in Malbork is organising a several-day Festival of Medieval Culture "The Siege of Malbork". This event is an interesting example of marketing by organizing an event in the field of historical re-enactment providing an illustration of successful commodification of the Medieval heritage. The most sensitive task in this type of undertaking is to build trust between the cultural institution, which is the main organiser of the event, and the association of performers of the Medieval history.

The Malbork Castle, and the castle's Church of St. Mary in particular, provides a good example of interactive applications for communicating the Medieval heritage of the Teutonic Order to visitors, enriching their tour in the Medieval castle with additional educational content, an audioguide, in-door navigation, quizzes, minigames and elements of Augmented Reality. It is a unique experience through user-tailored media with the iBeacon infrastructure and QR tags.

What lessons can others take from this?

- The most important lesson to be taken from the Malbork Castle advancement in heritage interpretation is that heritage site managers have to ensure that marketing professionals and guides at the site understand that communicating about the World Heritage property has to be strategic and encourage sustainability. Marketing could an should spread important messages about the site and build relationships with visitors. Having distinctiveness, authenticity, and sense of place are key marketing assets.
- There are many ways to communicate the Outstanding Universal Value, particularly at the heritage sites with such a complex history like the Malbork Castle. The site managers have to ask themselves whether they want to have a few visitors going to a museum of the site, or have a large percentage of visitors leaving the site with a basic understanding of the key narrative. If the latter is the case, then they need to communicate through more than just a visitor centre.

CULTURAL WORLD HERITAGE GLOSSARY

AUGMENTED REALITY – the blend of the surrounding reality seen as it is on a gadget with an additional layer of 'make-believe' fictious attributes

AUTHENTICITY – the capacity of a World Heritage property to convey its significance over a historically lengthy time period

BUFFER ZONE OF WORLD HERITAGE – an area surrounding the World Heritage property which has restrictions placed on its use to give an added layer of protection

COASTAL CULTURAL HERITAGE – World Heritage sites, which had been established or flourished thanks to the sea, maritime trade or coastal proceses, even though today they might be further away from the sea, or are in an immediate geographical and functional hinterland of the coast

COMMODIFICATION – a process of turning the World Heritage property into a 'commodity' offered customers. In other words, it means adapting or fitting it for tourist consumption needs

CORE ASPECT – in tourism, an amenity, an attraction, or a service without which it is impossible to meet tourist expectations of a destination

CORE ZONE OF WORLD HERITAGE – an area of the World Heritage property which is best representing the Outstanding Universal Value, its authenticity and integrity

HERITAGE TOURISM – traveling to experience the places, artefacts and activities that authentically represent the stories and people of the past

HALLMARK EVENT – a public event of outstanding importance aimed to increase the visibility of the place, albeit not necessarily confined to a major destination

HALO EFFECT – an appealing image of a cultural World Heritage site created by the synergy between the site and its broader cultural context

HIGH SEASON – a period of the year when there is a peak of visitors and highest prices at a destination

HYBRIDISATION – the process of supplementing a World Heritage property with other, non-typical functions and utility values to make it more appealing for tourists and better integrated into a regional tourism system

INTEGRITY – the ability of a World Heritage property to sustain its significance over a historically lengthy time period

OUTSTANDING UNIVERSAL VALUE – an extraordinarily important feature of the heritage site transcending national borders and of interest to present and future generations of all humanity

SHOULDER SEASON – the lower-key tourist season before and after the high tourist season

UNIQUE SELLING POINT – an offer which is indispensable for the competitiveness of the destination