

A Nordic-Baltic contribution towards UNESCO's World Heritage and Sustainable Tourism Programme

Summary report on the pilot project *Towards a Nordic-Baltic pilot region for
World Heritage and Sustainable Tourism*



United Nations
Educational, Scientific and
Cultural Organization



Nordic World Heritage Foundation
under the auspices of UNESCO



Historic Centre of Riga, Latvia © UNESCO

Cover photo: Thingvellir National Park, Iceland, © TTF

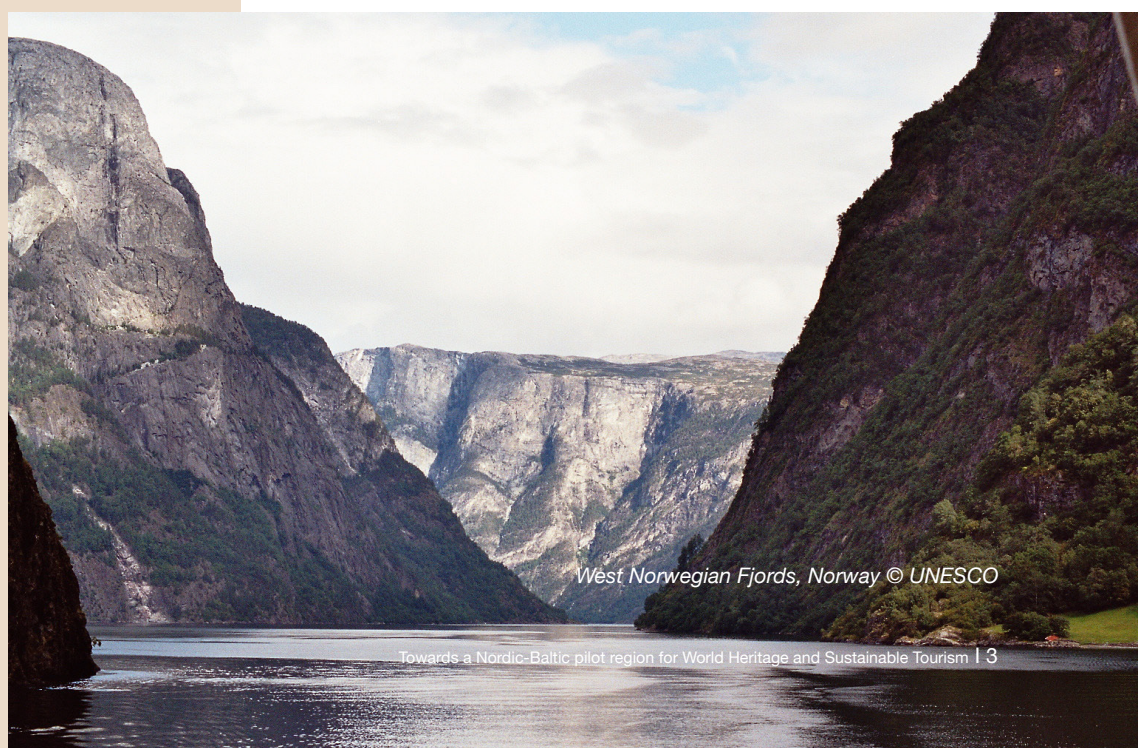
The Nordic World Heritage Foundation (NWHF) was established in 1996. In 2003 it became the first regional Category 2 centre under the auspices of UNESCO focusing on implementation of the World Heritage Convention (1972). Recognising culture as an important factor for development, NWHF has, among other activities, specifically worked to promote sustainable development through tourism.

This executive report is based on the comprehensive project report on the pilot project Towards a Nordic-Baltic pilot region for World Heritage and Sustainable Tourism presented by NWHF as a Nordic-Baltic contribution to the UNESCO World Heritage and Sustainable Tourism Programme.

Oslo, Norway, December 2014

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West Norwegian Fjords, Norway © UNESCO

Foreword

Adoption of the UNESCO World Heritage and Sustainable Tourism (WH+ST) Programme in 2012 represents a milestone within the World Heritage Convention (1972). Now stakeholders of the World's most iconic attractions and destinations are able to work systematically towards sustainable tourism in the context of World Heritage, and thereby linking heritage based tourism to sustainable development.

The pilot project *Towards a Nordic-Baltic pilot region for World Heritage and Sustainable Tourism* is the first effort in the implementation of the UNESCO WH+ST Programme.

It specifically follows up on the regional call for a coordinated effort towards developing sustainable World Heritage tourism strategies (Nordic-Baltic meeting in Visby, 2010).

Resulting in a proposed Analytical Framework featuring a Sustainable World Heritage Tourism Checklist, it will now be possible for World Heritage site managers to develop a baseline for assessing the sustainability of tourism management at their World Heritage property. Furthermore, by contributing to UNESCO's 'How To' Guides, there now exists online resources for developing a sustainable tourism strategy with stakeholder involvement and cooperation.

These resources will be important in achieving the aspirational goal, set at the Nordic-Baltic World Heritage Conference in Roskilde, September 2014, to by 2016 be the first region where all World Heritage properties have or are in the process of developing sustainable tourism strategies.

With NWHF closing down end of 2014, this pilot project concludes the Foundation's longstanding commitment towards implementation of the World Heritage Convention. However, we hope the developed tools will inspire and enable World Heritage stakeholders - in the region and beyond - to make informed strategic decisions in their efforts to implement sustainable World Heritage tourism.

We specifically want to thank and commend all our colleagues, stakeholders and funders for contributing to this pilot project. They have, through their efforts and commitment, proved that the Nordic-Baltic region is not only a pilot region, but also an aspiring international model for sustainable World Heritage tourism.

Cecilie Smith-Christensen,
Deputy Director NWHF



Statements

**Peter DeBrine, Programme Specialist
UNESCO-WHC**

The UNESCO World Heritage and Sustainable Tourism Programme (WH+ST) was adopted by the World Heritage Committee in 2012 to promote sustainable tourism at World Heritage sites that exemplifies the outstanding universal values of these extraordinary places across the globe.

Since then we have been actively implementing the action plan of the Programme with a strong focus on capacity building for site management and local communities and developing mechanisms to provide incentives for sustainable tourism management.

Spearheaded by the Nordic World Heritage Foundation hosted by the State Party of Norway, and with the support from the Nordic Council of Ministers Terrestrial Ecosystem Group (TEG) and the Swiss Federal Office for the Environment (FOEN), a significant contribution has been made by the Nordic-Baltic State Parties through the project “Towards a Nordic-Baltic Pilot Region for World Heritage and Sustainable Tourism”. This milestone effort reflects the first regional implementation of the WH+ST.

This project, which started as an idea in Visby in 2010, has evolved into a commitment by the Nordic-Baltic countries to become a model region for sustainable tourism development by 2016. We are grateful for the important results that have been achieved by the network of pilot sites, the site managers themselves and State Party focal points that supported the process. From testing the UNESCO How-To guides to developing the analytical framework, all of these actions and outcomes presented in this report will continue to influence not only the participating sites but the World Heritage system as a whole.

The eminent cultural anthropologist Margaret Meade famously said “Never doubt that a small group of thoughtful and committed citizens can change the world; indeed, it is the only thing that ever has”. The Nordic-Baltic project is an excellent illustration of this and a testament to the quality of effort by all those involved. We look forward to the next phase.



Hanseatic Town of Visby, Sweden © Dionhinchcliffe



Kronborg Castle, Denmark © OUR PLACE

Kristen Grieg Bjerke, Chair NWHF

NWHF has worked to promote sustainable World Heritage tourism since 1996 when the Nordic World Heritage Office was set up as a pilot project. In 2009 the NWHF Board of Directors adopted the Strategy 2010-2014 making sustainable development through tourism a prioritised objective.

The Board, which is made up of representatives from all the Nordic countries, has guided and followed the project very closely. I am therefore proud that what has been achieved through this project has already made a significant impact in the region.

The Nordic-Baltic region is now the first region which has an articulated common goal towards sustainable World Heritage tourism. With the Board of Directors stepping down in December 2014, it is my great hope that the initiatives and work of the Foundation will continue to inspire and enable 'hands-on' implementation of sustainable tourism throughout the region and beyond .



Acknowledgements

The outcomes from the pilot project Towards a Nordic-Baltic pilot region for World Heritage and Sustainable Tourism are the results of a regional effort supported by Denmark, Estonia, Finland, Iceland, Latvia, Lithuania, Norway and Sweden, as well as a number of stakeholders and organisations.

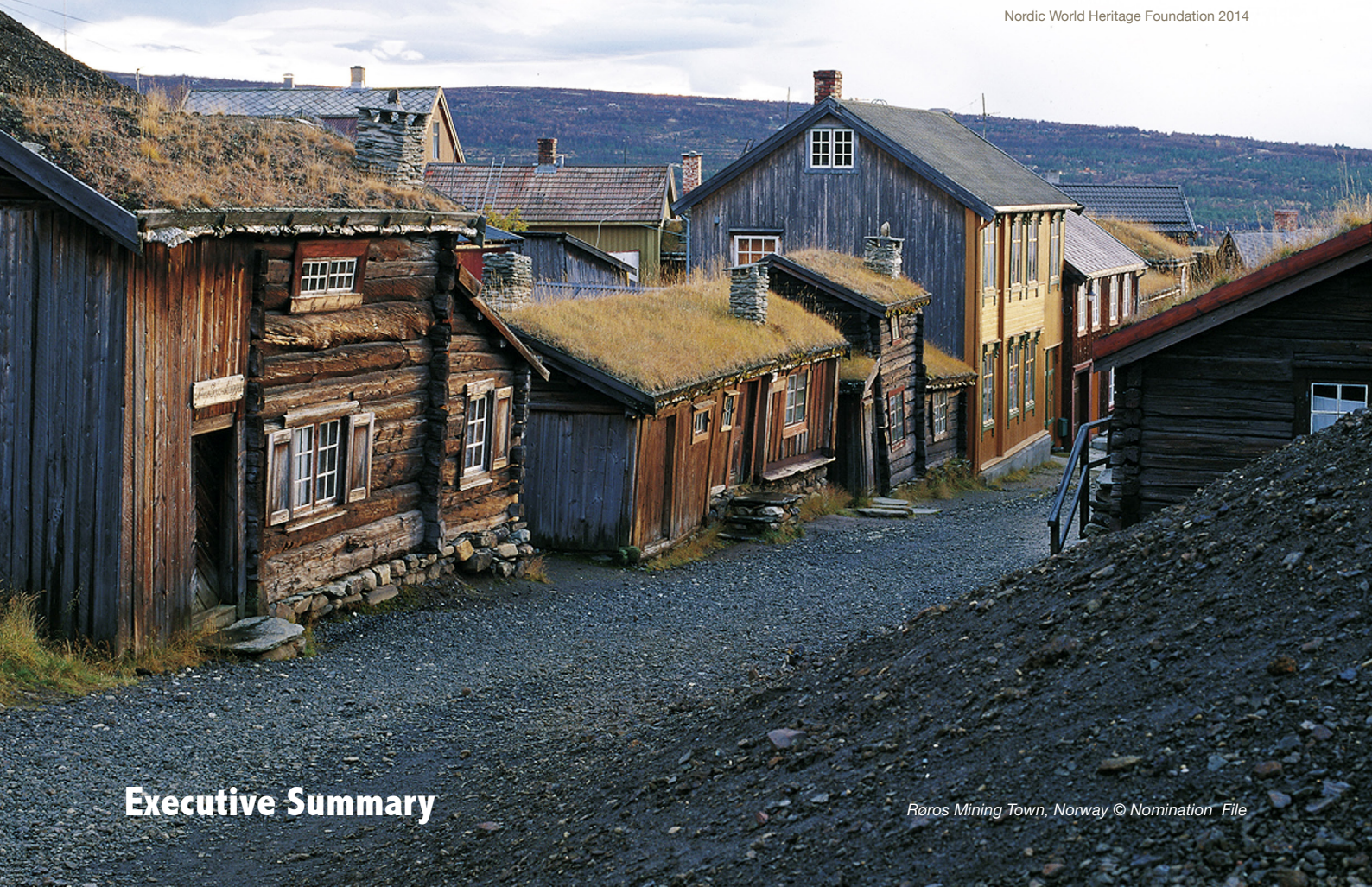
NWHF would therefore specifically like to thank the Advisory Group for guiding the project. The group included representatives from the fifteen World Heritage pilot sites, UNESCO's World Heritage Centre, all the regional World Heritage Focal Points, the Advisory Bodies (ICCROM, ICOMOS and IUCN), African World Heritage Fund (AWHF), World Heritage Institute of Training and Research for the Asia and Pacific Region (WHITR-AP), Innovation Norway, Organisation of World Heritage Cities (OWHC), as well as academics from the Estonian Academy of Art and Åbo Akademi University in Finland. The Nordic-Baltic World Heritage Network was also a significant contributor throughout the project.

NWHF would furthermore like to thank the Governing Body of Suomenlinna (Finland), the Swedish National Heritage Board, Karlskrona Kommun and Länsstyrelsen Blekinge Län (Sweden), the Directorate for Cultural Heritage (Norway), the Danish Agency for Culture, the Parochial Church Council of Roskilde Cathedral, and the Heritage Foundation for Roskilde Cathedral (Denmark) for hosting consultation meetings.

Besides in-kind investments by the pilot sites and the States Parties, the project was made possible through generous funding by the Nordic Council of Ministers Terrestrial Ecosystem Group (TEG) and the Swiss Federal Office for the Environment (FOEN).

A special thanks goes to Peter DeBrine (UNESCO), Kris Endresen, Dr. Carol Westrik and Ole Søre Eriksen for their significant contribution towards implementation of the pilot project.





Executive Summary

Røros Mining Town, Norway © Nomination File

The project Towards a Nordic-Baltic pilot region for World Heritage and Sustainable Tourism (2012-2014) is the first effort in the implementation of UNESCO's World Heritage and Sustainable Tourism Programme and Action Plan (2013-2015) adopted by the World Heritage Committee in 2012.

The objective of the pilot project was to encourage sustainable World Heritage tourism management by contributing with tools and frameworks to the development of UNESCO's World Heritage Sustainable Tourism Toolkit and the People Protecting Places campaign. With a practical approach, the project has contributed tools for assessing and developing sustainable World Heritage tourism strategies with stakeholder involvement and cooperation.

A concrete outcome of the pilot project is the proposed Analytical Framework featuring a Sustainable World Heritage Tourism Checklist, covering issues such as organisation and management, monitoring, local

communities, environmental issues, and visitor management.

The Checklist enables stakeholders to create a baseline necessary for making informed and strategic decisions in their efforts to implement sustainable World Heritage tourism. The project has furthermore contributed to resources such as UNESCO's 'How To' Guides for developing a sustainable tourism strategy with regional 'best practice' case studies made available through UNESCO's People Protecting Places web-platform.

Though the project focused on the Nordic-Baltic region, the process and outcomes are of international relevance, and applicable across all regions and World Heritage properties. It is however important to emphasise that the outcomes of the pilot project are presented as work in progress and contributing to the broader effort undertaken by UNESCO's World Heritage and Sustainable Tourism Programme.



Fifteen Nordic and Baltic World Heritage properties were involved as pilot sites. Collaboration with and input from the broader Nordic-Baltic World Heritage network as well as an Advisory Group has ensured the quality of the resulting tools and frameworks through broad based consultations.

The project was initiated by the Nordic World Heritage Foundation (NWHF) in November 2012 and was executed between March 2013 and November 2014. The implementation took place in close collaboration with UNESCO's World Heritage Centre. In addition to in-kind contribution from the pilot sites and members of the Advisory Group, the project was financed by NWHF with additional funding from the Nordic Council of Ministers Terrestrial Ecosystem Group (TEG) and the Swiss Federal Office for the Environment (FOEN). The pilot project has mobilised a shift towards more responsible and proactive efforts in implementing sustainable tourism in the Nordic Baltic region. Involvement of pilot sites and the broader regional

World Heritage network led to the following goal identified and agreed to at the annual Nordic-Baltic World Heritage network meeting in Roskilde 17-19 September 2014:

By 2016, the Nordic-Baltic region will be an international model region for World Heritage and Sustainable Tourism. All World Heritage properties in the region have, or are in the process of developing, a sustainable tourism strategy as part of their overall management regime.

1. The Project

1.1 Background and context

The pilot project Towards a Nordic-Baltic pilot region for World Heritage and Sustainable Tourism is a regional effort towards the implementation of UNESCO's World Heritage and Sustainable Tourism (WH+ST) Programme and Action Plan (2013-2015) adopted by the World Heritage Committee in 2012. The project was initiated by NWHF in November 2012, and executed between March 2013 and November 2014.

The objective of the pilot project Towards a Nordic-Baltic pilot region for World Heritage and Sustainable Tourism has specifically been to encourage sustainable World Heritage tourism management by contributing to tools and frameworks assisting the development of sustainable World Heritage tourism strategies. Outputs include a proposed Analytical Framework featuring a Sustainable World Heritage Tourism Checklist, as well as contributions to UNESCO's 'How To' Guides and People Protecting Places campaign.

The project aligns with national policies, strategies and efforts of the supporting States Parties. It furthermore follows up on previous initiatives, including outcomes and recommendations from the Nordic-Baltic workshop World Heritage, Tourism and Development - Towards a Nordic-Baltic approach to Stakeholder Involvement and Cooperation that took place in Visby, Sweden, October 2010. This meeting concluded in a call for all States Parties and World Heritage site managers in the Nordic and Baltic countries to develop sustainable tourism strategies as an integral part in the overall World Heritage management regimes.

The pilot project has focused on contributing towards the UNESCO World Heritage and Sustainable Tourism Action Plan (2013-2015), and especially objective A, C and D:

Objective A: *Integrate sustainable tourism principles into the mechanisms of the World Heritage Convention;*

Objective C: *Promote broad stakeholder engagement in the planning, development and management of sustainable tourism that follows a destination approach to heritage conservation and focuses on empowering local communities; and,*

Objective D: *Provide World Heritage stakeholders with the capacity and the tools to manage tourism efficiently, responsibly and sustainably based on the local context and needs.*

Box 1: Programme objectives to which the project has specifically contributed.

1.2 The Pilot Properties

Fifteen Nordic and Baltic World Heritage properties were identified as pilot sites. The pilots were selected in cooperation with the States Parties, and covered all World Heritage categories.

- **Denmark:** Roskilde Cathedral, Jelling Mounds, Runic Stones and Church, Kronborg Castle
- **Denmark/Greenland:** Ilulissat Icefjord
- **Estonia:** Historic Centre (Old Town) of Tallinn
- **Finland:** Fortress of Suomenlinna
- **Finland/Sweden:** High Coast / Kvarken Archipelago
- **Iceland:** Thingvellir National Park
- **Latvia:** Historic Centre of Riga
- **Lithuania:** Vilnius Historic Centre
- **Norway:** Røros Mining Town and the Circumference, West Norwegian Fjords - Geiranger and Nærøfjord, Vegaøyan - The Vega Archipelago
- **Sweden:** Hanseatic Town of Visby, Birka and Hovgården

Box 2: Nordic and Baltic World Heritage pilot properties

1.3 Working method

The pilot project was carried out through a two-tier approach: Phase one; Developing the Analytical Framework including the Sustainable World Heritage Tourism Checklist, and phase two; Contributing to UNESCO's World Heritage Sustainable Tourism Toolkit and especially the 'How To' Guides.



The process was guided by an Advisory Group including representatives' of UNESCO, the pilot sites, Focal Points, Advisory Bodies, UNESCO Category 2 centres, and academia (annex 1).

Outcomes are based on regional stakeholder consultations carried out through a number of Advisory Group meetings as well as extensive online communication. The pilot site representatives were crucial to the project providing

invaluable input by testing and contributing to the development of the tools and frameworks.

2. Establish a tourism management baseline

Outcomes of the first part of the project specifically contributes towards UNESCO's WH+ST Programme Action Plan (2013-2015) Objective A: Integrate sustainable tourism principles into the mechanisms of the World Heritage Convention, and how to make this effort relevant in the hands-on implementation of sustainable tourism.

The Advisory Group agreed to focus efforts on further developing the Periodic Reporting (PR) questionnaire to provide more useful information in the development and management of sustainable tourism at a site, and to adapt the Global Sustainable Tourism Criteria for Destinations² (GSTC-D) to be more relevant for World Heritage properties.

2.1 Periodic Reporting

Periodic Reporting³ is an obligation and key mechanism under the World Heritage Convention. Every six years States Parties are requested to report on the state of affairs concerning their World Heritage, with a subsequent Action Plan for future priorities being developed.

The Periodic Reporting is an important monitoring tool for long-term conservation. It provides information about the World Heritage properties, and specifically whether or not the Outstanding Universal Value (OUV)⁴, the justification for inscription of a property, is maintained. It is furthermore a mechanism for regional co-operation and exchange of information between States Parties.

The second cycle of Periodic Reporting for Europe and North America (2008 - 2015) formed the starting point for looking at the Periodic Reporting exercise as a relevant means for assessing the impact and management of visitation and tourism at a World Heritage property. Considering the questionnaires, to be completed at national level and site level respectively, the Advisory Group identified significant weaknesses in the Periodic Reporting tool. The current questions are rather general, the answers not very informative, and do not encourage exchange of information between sites.

The overall conclusion is that the Periodic Reporting currently falls short of addressing visitation and tourism taking place at a World Heritage property. The questionnaires need significant revisions in order to be relevant for monitoring the sustainability of visitation and tourism, and even more so, for motivating change towards sustainable World Heritage tourism.

The following recommendations were made:

- Current questions should be more specific in relation to sustainable tourism;
- The need for additional questions to properly address sustainable tourism management;
- The need for more open-ended questions in order to be able to provide content as well as statistical information.

² <http://www.gstcouncil.org/sustainable-tourism-gstc-criteria/criteria-for-destinations.html>

³ Operational Guidelines, paragraphs 199 - 202

⁴ Outstanding Universal Value (OUV) means cultural and/or natural significance which is so exceptional as to transcend national boundaries and to be of common importance for present and future generations of all humanity. As such, the permanent protection of this heritage is of the highest importance to the international community as a whole. The Committee defines the criteria for the inscription of properties on the World Heritage List. (Operational Guidelines, paragraph 49)

2.2 Minimum steps to approach sustainability

In order to ensure the responsibility and sustainability of tourism management in the context of World Heritage properties and destinations, there is a need for a clear definition and understanding of sustainable World Heritage tourism that can be applied across all World Heritage properties. United Nations World Tourism Organisation (UNWTO) defines sustainable tourism as tourism that takes full account of its current and future economic, social and environmental impacts, addressing the needs of visitors, the industry, the environment and host communities⁵.

Besides policy orientations defining the relationship between World Heritage and tourism⁶ there is no generally recognised definition of sustainable World Heritage tourism. However, a potential definition could be based on the UNWTO definition, and in addition consider the Outstanding Universal Value of a property: tourism that takes full account of its current and future economic, social and environmental impacts, addressing the needs of visitors, the industry, the environment and host communities while simultaneously maintaining and contributing to the Outstanding Universal Value of a property.

Box 3: Sustainable World Heritage tourism

The Global Sustainable Tourism Council's (GSTC) Global Sustainable Tourism Criteria for Destinations (GSTC-D) describe a globally applicable set of minimum steps needed to approach sustainability and a baseline that each destination should add to or adjust as needed, and was used as a starting point for the development of the Analytical Framework and the Sustainable World Heritage Tourism Checklist.

2.3 Sustainable World Heritage Tourism Checklist (version 1.0)

The proposed Analytical Framework is intended as a tool for World Heritage site managers to establish their tourism management baseline, necessary for making informed and strategic decisions in their efforts to implement sustainable World Heritage tourism. The following indicators function as a checklist regarding the management of tourism and its contribution to sustainable development at and around a World Heritage property. Its application helps identify issues and gaps that should be addressed.



Ilulissat Ice Fjord, Greenland © M & G Therin-Weise

⁵ sdt.unwto.org/content/about-us-5

⁶ Recommendations from the International workshop on Advancing Sustainable Tourism at Natural and Cultural Heritage Sites, Mogao, China, September 2009 (UNESCO-WHC/34.COM/5F.2)

1	ORGANISATION AND MANAGEMENT
1.1	Organisation: The overall management system for the World Heritage property is effectively organized through a department, group, or committee responsible for a coordinated approach to sustainable tourism with external stakeholders (tourism enterprises and, local authorities) in the larger destination.
1.2	Tourism strategy: A multi-year sustainable tourism strategy, suited to scale, has been developed with broad based public participation, is being implemented and is publicly available.
1.3	Protection of OUV: There are measures in the overall management regime to preserve and protect the OUV of the property.
1.4	Stakeholder participation: The World Heritage property has a system that enables destination stakeholders to, on an on-going basis, participate in tourism-related planning and decision-making processes.
1.5	Site interpretation: Interpretation and information material regarding the World Heritage property and its OUV is provided at key locations. The information is communicated in relevant languages and in different media.
1.6	Promotion: Promotion of the World Heritage property's OUV, its products, services and sustainability claims is accurate. Promotional activities for the property are integrated into a campaign with activities at local, national and international level.
1.7	Heritage protection: Protected artefacts and wildlife (products) are not illegally sold, traded or displayed.
1.8	Preventing exploitation: The World Heritage property works closely with the Destination Marketing Organisation (DMO) and other relevant stakeholders in establishing practices to prevent commercial or any other form of exploitation and/or harassment.
1.9	Crisis and emergency preparedness and response: The World Heritage property has a crisis and emergency response plan that is appropriate to the World Heritage property and is part of an overall system for the destination. Key elements are communicated to residents, tourists, and tourism-related enterprises. The plan establishes procedures and provides resources and training.
1.10	Safety and security: The World Heritage property has a system to prevent and respond to tourism-related crime, safety, and health hazards. Systems are integrated into the larger destination and local community.
1.11	Planning regulations: The World Heritage property has planning guidelines, regulations, and policies that integrate sustainable land use, design, construction, and demolition that are integrated into the larger destination. The regulations protect natural and cultural heritage, are publicly communicated, and are enforced.

1.12	Property acquisitions: Laws and regulations regarding property acquisitions exist, are enforced, consider communal and indigenous rights, and do not authorize resettlement without informed consent and/or full compensation and preserve the OUV of the property.
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2	MONITORING
2.1	Monitoring: The World Heritage property has key indicators in place to measure and assess the state of conservation of the property, the factors affecting it, the periodicity of their examination, and the identity of the responsible authorities.
2.2	Inventory of attraction sites: The World Heritage property has an up-to-date, publicly available inventory of its key tourism assets and attractions including natural, historical, archaeological, religious, spiritual, and cultural sites.
2.3	Protection of sensitive environments: The World Heritage property monitors the impact of tourism on sensitive environments, both cultural and natural, and protect habitats and species where needed.
2.4	Economic benefits: The direct and indirect economic contribution of tourism to the World Heritage property's economy is regularly monitored, and (part of the) revenue deriving from tourism at the property is invested back into the protection of the property. These results are publicly reported.
2.5	Local community opinion: Residents' aspirations, concerns, and satisfaction with tourism are regularly monitored, recorded and publicly reported. Care is taken to ensure that key stakeholders are included and that responsive action is taken where needed.
2.6	Visitor satisfaction: There is a system to monitor, publicly report and, if necessary, take action to improve tourist satisfaction.



3	LOCAL COMMUNITIES
3.1	Local access: The World Heritage property does not excludes local resident from to the World Heritage property.
3.2	Support for community: The World Heritage property enables tourism-related enterprises to support community initiatives and enhance the conservation of the World Heritage property.
3.3	Supporting local entrepreneurs and fair trade: The World Heritage property supports local entrepreneurs and promotes fair trade principles.
3.4	Local career opportunities: The World Heritage property provides equal employment and training opportunities for local residents as much as possible.
3.5	World Heritage awareness: The World Heritage property provides regular programs to residents about the reason why the property is inscribed on the World Heritage List.
3.6	Tourism awareness: The World Heritage property provides regular programs to residents to enhance their understanding of tourism opportunities, tourism challenges, and the importance of sustainability.
3.7	Intellectual property: The World Heritage property has a system to ensure respect for the tangible and intangible intellectual property of individuals and communities.

4	ENVIRONMENTAL ISSUES
4.1	Environmental risks: The World Heritage property has identified key environmental risks and has a system in place to address these.
4.2	Solid waste reduction: The World Heritage property has a system to ensure solid waste is reduced, reused, and recycled. The World Heritage property encourages tourism-related enterprises to adopt waste reduction strategies.
4.3	Low impact transport: The World Heritage property has a system to increase the use of low-impact transport, including public transport, in the World Heritage property.
4.4	Light and noise pollution: The World Heritage property has guidelines and regulations to minimize noise, light, and visual pollution. The World Heritage property encourages tourism-related enterprises to follow these guidelines and regulations.
4.5	Water management: The World Heritage property has a system to monitor, manage and encourage minimal waste of water.

5	VISITOR MANAGEMENT
5.1	<p>Visitor management: The World Heritage property has a visitor management system that includes measures to preserve and protect key natural and cultural assets. The visitor management system of the property integrates with a wider visitor management system of the destination.</p>
5.2	<p>Access for all: All tourist sites and facilities, including those of natural, cultural and historic importance, should be accessible to all, including persons with disabilities and others who have specific access requirements. Where such sites and facilities are not immediately accessible, access should be afforded through the design and implementation of solutions that take into account both the integrity and authenticity of the site and such reasonable accommodations for persons with access requirements as can be achieved.</p>
5.3	<p>Visitor behaviour: The World Heritage property has publicly available guidelines for visitor behaviour that are designed to minimize adverse impacts: encourage positive behaviour rather than punishing negative behaviour.</p>



Historic Centre of Tallinn, Estonia © Fiona Starr

3. 'How To' manage World Heritage tourism sustainably

Applying the Analytical Framework will result in a tourism management baseline indicating management issues well addressed of and issues in need of attention. UNESCO's 'How To' Guides are specifically designed for World Heritage property managers, and are relevant at all stages of the management process – from the development of a sustainable tourism strategy throughout its implementation. Adaptable to the specific context and unique challenges, they will be useful across all World Heritage properties and destinations.

A significant part of the pilot project was the contribution towards the development of UNESCO's World Heritage Sustainable Tourism tools, and especially the 'How To' Guides. The first four guides represent essential steps everyone must take. They form the strategic foundation of sustainable tourism management, and are the first building blocks on which the rest of the management system should be based.

The following figure illustrates the different steps in the process:

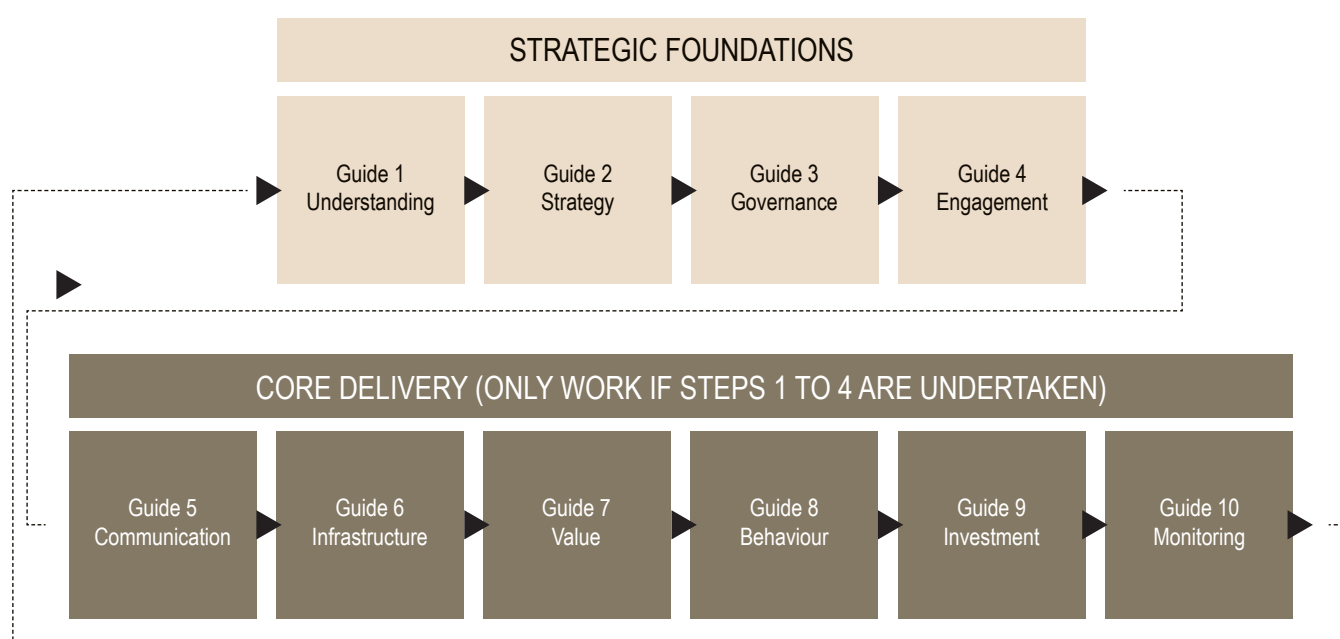


Figure 1: Different steps towards sustainable World Heritage tourism management
source: UNESCO

GUIDE 1 – UNDERSTANDING TOURISM AT YOUR DESTINATION

- Getting Started
- Start with the basics and define your terms
- How much do you know about the destination?
- Four crucial things you need to measure and understand
- Bring together the key data and evidence and assess
- Who can help fill the data gaps – outreach to different stakeholders
- Some easy steps to get started
- Consider other sustainability issues

GUIDE 2 – HOW TO DEVELOP A STRATEGY FOR PROGRESSIVE CHANGE

- Identify key stakeholders / groups
- Listen to different issues, challenges and aspirations
- Identify strategic issues, and test them with stakeholders
- Mandate and support from key partners to develop a strategy
- Develop a sustainable multi-year tourism strategy
- Publish and champion the strategy with local community
- Identify the agency/ies who will take responsibility
- Encourage debate and feedback on strategy and reassess as necessary
- Reassess the strategy periodically

GUIDE 3 – HOW TO DEVELOP AN EFFECTIVE GOVERNANCE STRUCTURE

- Use an existing DMO (destination management organization) or create one
- Destination management is different to World Heritage Site management
- Good governance

GUIDE 4 – HOW TO ENGAGE LOCAL COMMUNITIES AND BUSINESSES

- Listen to and talk to the host community/ies and businesses
- Identify and communicate sustainable economic opportunities
- Empower the host community by telling their story in the site

GUIDE 5 – HOW TO COMMUNICATE WITH VISITORS

- Have a clear script for the destination. Identify some key messages
- Ensure that the tourism marketing uses the potential added value of World Heritage status
- Make understanding the site easy
- Communicate the visitor experience using a wide range of media
- Do interpretation of the site and its OUV and at the most appropriate areas
- Outsource key messages to tourism businesses and the host community
- Use communication to build lasting relationships with visitors

GUIDE 6 – HOW TO MANAGE THE DEVELOPMENT OF TOURISM INFRASTRUCTURE

- Begin a master-planning process
- Develop a spatial master plan for the destination
- Plan ahead for the infrastructure you need to achieve the strategic goals
- Make sure that all growth respects and conserves the OUV of the site and its environs
- Secure and encourage investment to make your plans a reality

GUIDE 7 – HOW TO DEVELOP PRODUCTS, EXPERIENCES AND SERVICES THAT ADD VALUE

- Four reasons to seek to add value to sustainable and authentic products, services and experiences
- Identify the products, services and experiences that need to or can be developed
- Do what you have to do to add value to products and help them to secure market demand
- Support entrepreneurs and the community to develop sustainable products, services and experiences
- Be creative about the products, services and experiences
- Your intellectual property may be your greatest asset

GUIDE 8 – HOW TO MANAGE VISITOR MOVEMENTS AND BEHAVIOUR

- You can't manage this unless you measure key variables first
- Some ways to gather this information...
- Think carefully about the destinations 'carrying capacity' or 'carrying capacity range'
- Develop a Carrying Capacity Plan and approach
- Some methods to consider using for managing visitors...
- Give people the information they need to make good choices
- Increase dwell time where local businesses can secure benefit from visitors

GUIDE 9 – HOW TO SECURE FUNDING AND INVESTMENT TO MAKE PROGRESSIVE CHANGE

- The four ways to finance World Heritage
- Be clear how much funding/investment is needed to maintain the site and make desired changes
- Be clear what you need funding/investment for
- Identify funders and investors who might be interested in similar outcomes
- Use a mapping exercise to match funders/investors who might be interested in particular outcomes or activities
- Decide on a simple fundraising/investment strategy targeted at your most likely sources of investment
- Develop your pitch to funders/investors
- Learn to communicate value to funders/investors
- Bundle outcomes together to attract funders/investors to new activities
- Establish mechanisms for fundraising from the tourism sector and particularly from visitors
- Build capacity and fundraise in an increasingly professional manner
- Its not just about money...
- Will tourists really donate?
- Online fundraising should not be confined to the destination
- Embed fundraising in a strategic approach

GUIDE 10 – HOW TO MONITOR AND BENCHMARK THE SUCCESS OF YOUR EFFORTS

- Identify some sensible benchmarks and milestones
- Benchmarks should be SMART
- Publish Benchmarks and results for key stakeholders
- Revisit benchmarks annually for relevancy
- Who does the monitoring?
- Assess at regular intervals and adjust accordingly


4. People Protecting Places in the Nordic-Baltic region

The 'How To' Guides are available through the web-platform People Protecting Places, developed as a public interface for UNESCO's WH+ST Programme. A Pinterest Board⁷ enhances the tool by showcasing a range of international case studies illustrating various approaches dealing with management issues addressed in the guides.

While several case studies from the region were identified, the following provides an example of one of the pilot sites providing a case study for the 'How To' guide on values:


**PEOPLE
PROTECTING
PLACES**


 United Nations
Educational, Scientific and
Cultural Organization


 World
Heritage
Convention

English
Français


UNESCO World Heritage
Sustainable Tourism Toolkit

[Home](#)
[How to use this guide](#)
[Guide 1: Understanding](#)
[Guide 2: Strategy](#)
[Guide 3: Governance](#)
[Guide 4: Engagement](#)
[Guide 5: Communication](#)
[Guide 6: Infrastructure](#)
[Guide 7: Value](#)
[Case study - Røros Mining Town and the Circumference](#)
[Guide 8: Behaviour](#)
[Guide 9: Investment](#)
[Guide 10: Monitoring](#)
[Resources](#)

Guide 7 – Case study: Røros Mining Town and the Circumference (Norway)

Baseline situation


Røros Mining Town and the Circumference is a clear case of a cultural landscape sustained by traditional socio-economic systems. In 2009 there were 21 active farms within the property and a number of redundant farms were still contributing to the preservation of the site's cultural landscape. However, the agriculture found inside the property was considered to be more and more marginal – traditional summer grazing farms were falling into disuse and permanent closure was affecting the most marginal areas due to different domestic and international agricultural policies. This development was seen as having major consequences for the Røros Mining Town and the Circumference cultural landscape, as well as an important cause of depopulation.




What did they do?

A combination of national and local policies, funding and support schemes, together with the efforts of very proactive and united local stakeholders and civic community, worked to promote traditional small farming and locally made products, with a shared innovative vision and strategy that included tourism as a key component.

Global good practice examples





Site Manager's forum

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⁷ Pinterest is a web and mobile application company that offers a visual discovery, collection, sharing, and storage tool. Users create and share the collections of visual bookmarks (boards). Boards are created through a user selecting an item, page, website, etc. and pinning it to an existing or newly created board. (en.wikipedia.org/wiki/Pinterest 18/11/14)

4.1 Towards an international model region

Collaboration with and input from the broader Nordic-Baltic World Heritage network has been crucial throughout the pilot project. The annual network meetings/conferences were used as testing and discussion platforms.

In 2014 the Nordic-Baltic World Heritage Conference took place in Roskilde, Denmark, 17-19 September⁸. The aim of the conference was to motivate and enable the Nordic-Baltic World Heritage properties/stakeholders to develop and implement strategies for sustainable tourism.

Based on the regional momentum towards implementing sustainable tourism, and the new and useful resources made available through UNESCO's WH+ST Programme, the conference participants identified a new regional milestone:

By 2016, the Nordic–Baltic region will be an international model region for World Heritage and sustainable tourism. All World Heritage properties in the region have, or are in the process of developing, a sustainable tourism strategy as part of their overall management regime.

The Second Cycle of Periodic Reporting for Europe (September 2012 - July 2013) identifies tourism as a factor contributing both positively and negatively to the World Heritage sites. The desk study Capacity-Building Needs in the Nordic-Baltic Sub-region, Europe (NWHF 2014) highlights the need to continue building capacities for the implementation of sustainable tourism at World Heritage destinations. Tourism has therefore been identified a priority issue for a future Action Plan for Europe to be implemented from 2015 and onwards⁹.

The results from the Second Cycle of Periodic Reporting for Europe and subsequent Action Plan will be presented to the World Heritage Committee at its 39th session in Bonn, Germany 2015.



Vega, Norway © Nomination File

⁸ The meeting was organised and hosted by the Nordic Baltic World Heritage network working-group, the Danish Agency for Culture, the Parochial Church Council of Roskilde Cathedral, and the Heritage Foundation for Roskilde Cathedral.

⁹ Final Periodic Reporting meeting of World Heritage Focal Points, Helsinki 1-2 December 2014.

¹⁰ In a letter to NWHF presented at its final Board Meeting in Oslo 11 December 2014.

4.2 Beyond the pilot project

The pilot project Towards a Nordic Baltic pilot region for World Heritage and Sustainable Tourism is a regional contribution to UNESCO's WH+ST Programme and Action Plan. There have been several requests from project participants, from the broader Nordic-Baltic World heritage Network as well as from stakeholders, for the pilot project to be continued.

With NWHF closing down December 2014, a comprehensive project report with suggestions and proposed actions including an Implementation and Capacity Building Strategy/Phase (2015-2017) for the Nordic-Baltic region has been proposed by NWHF and handed over to UNESCO.

UNESCO has confirmed that it will continue with the development of the Analytical Framework and integrate it into UNESCO's online capacity building tool. UNESCO will further explore possible options to provide support to the network established through this initiative, until a more permanent solution is found and resources identified¹⁰.

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Fortress of Suomenlinna, Finland © Suomen Ilmankuva Oy

Annex 1: Advisory Group and Working Group

Advisory Group			
Stakeholder Representative	Name		Organisation / Nationality
World Heritage Focal Points	Bolette	Lehn Petersen	Danish Agency for Culture
	Liina	Jänes	Estonia
	Margaretha	Ehrström	Finland
	Stefan	Wessman	
	Susanna	Lindeman	
	Ragnheidur	Thorarinsdottir	Iceland
	Sigurdur	Thrainsson	
	Dagnija	Baltina	Latvia
	Ieva	Svarca	
	Algimantas	Degutis	Lithuania
	Ruta	Baskyte	
	Petter	Koren	Norwegian Directorate for Cultural Heritage
	Lisen	Roll	
	Gaute	Sønstebø	Norwegian Directorate for Nature Management
	Maria	Wikman	Swedish National Heritage Board
	Anna	VonSydow	Swedish Environmental Protection Agency
	Daniel	Nilsson	Swedish National Heritage Board
	Jan	Turtinen	

Pilot/ reference sites	Hans Ole	Matthiesen	Jenning Mounds, Runic Stones and Church (Denmark)
	Klaus	Holst	Kronborg Cathedral Castle (Denmark)
	David	Høyer	Roskilde Cathedral (Denmark)
	Elle	Lepik	Historic Centre of (Old Town) of Tallinn (Estonia)
	Petteri	Takkula	Fortress of Suomenlinna (Finland)
	Milly	Lundstedt	High Coast / Kvarken Archipelago (Finland / Sweden)
	Susanna	Lindeman	
	Ólafur Örn	Haraldsson	Thingvellir National Park (Iceland)
	Einar	Sæmundsen	
	Aigars	Kuskis	Historic Centre of Riga (Latvia)
	Rugile	Balkaite	Vilnius Historic Centre (Lithuania)
	Gediminas	Rutkauskas	
	Erlend	Gjelsvik	Røros Mining Town and the Circumference (Norway)
	Rita	Johansen	Vegaøyan – The Vega Archipelago (Norway)
	Katrin	Blomvik	West Norwegian Fjords (Norway)
	Erling	Oppheim	
	Lena	Johansson	Birka and Hovgården (Sweden)
	Maria	James	Hanseatic Town of Visby (Sweden)

UNESCO	Peter	DeBrine	World Heritage Centre (WHC)
Advisory Bodies	Gamini	Wijesuriya	International Centre for the Study of the Preservation and Restoration of Cultural Property (ICCROM)
	Giulia	Carbone	International Union for Conservation of Nature (IUCN)
	Sue	Millar	International Council on Monuments and Sites (ICOMOS)
Category 2 centres under the auspices of UNESCO	Ping	Kong	World Heritage Institute of Training and Research for the Asia and the Pacific Region (WHITR-AP)
	Webber	Ndoro	African World Heritage Fund (AWHF)
Academia	Kristina	Svels	Åbo Akademi University, Finland
	Mart	Kalm	Estonian Academy of Art, Estonia
Other relevant organisations	Ingunn	Sørnes	Innovation Norway
	Lee	Minaidis	Organization of World Heritage Cities (OWHC)

Working Group	
Name	Organisation
Peter DeBrine	UNESCO / WHC
Cecilie Smith-Christensen	NWHF
Carol Westrik	
Ole Sør Eriksen	



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