Cultural Tourism & Visitor Management Framework

by the Organization of World Heritage Cities

A framework for guiding cultural heritage tourism and visitor management in destinations hosting World Heritage

OVPM . OWHC . OCPM

ICOMOS
international council on monuments and sites

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GLOSSARY

CT&VMF Cultural Tourism & Visitor Management Framework

DMO Destination Management/Marketing Organization

EDD Economic Development Department (San Antonio, USA)

ETC European Travel Commission

GSTC-D Global Sustainable Tourism Council – Destination Criteria

HUL Historic Urban Landscape

ICCROM International Center of the Study of the Preservation and Restoration of Cultural Property

ICHTC International Cultural Heritage Tourism Charter

ICOMOS International Council of Monuments and Sites

ICTC International Cultural Tourism Committee

IUCN International Union for the Conservation of Nature

MICE Meetings Incentives Conventions and Exhibitions

OUV Outstanding Universal Value

OWHC Organization of World Heritage Cities

UNESCO United Nations Educational, Scientific and Cultural Organization

UNSDGs United Nations 2030 Sustainable Development Goals

UNWTO United Nations World Tourism Organization

VMAST UNESCO Visitor Management Assessment and Strategy Tool

WHC World Heritage Committee

WHSTP UNESCO World Heritage Sustainable Tourism Program

WMF World Monuments Fund

WTTC World Travel and Tourism Council

Executive Summary

COVID-19 has demonstrated the vulnerability of many tourism dependent communities in and around World Heritage. Many of these communities were already dealing with environmental, social and economic challenges, including the impacts of overtourism. UNESCO's World Heritage and Sustainable Tourism Recovery survey (2021), indicates that the overall reduction in tourism-related revenue across World Heritage sites declined from USD$ 4.26 billion in 2019, to USD$ 57.38 million in 2020, and further down to USD$ 28.9 million in the first half of 2021.

Disruptions, however, also present opportunities for transformation. Many World Heritage sites have begun to explore and adopt new ways in which their tangible and intangible cultural heritage assets can rejuvenate tourism while enhancing community resilience.

The Cultural Tourism and Visitor Management (CT&VM) Framework represents an integrated approach that aligns and fuses the International Council on Monuments and Sites' (ICOMOS) International Cultural Heritage Tourism Charter (2022) (the Cultural Tourism Charter), UNESCO's Visitor Management Assessment and Strategy Tool (VMAST) and the United Nations 2030 Sustainable Development Goals (UNSDGs). The Framework applies these tools to identify and frame different aspects of cultural tourism that can benefit local communities, protect a site's Outstanding Universal Value (OUV), and localize the UNSDGs.

The CT&VM Framework specifically supports a systematic and inclusive approach to formulate recommendations for the elaboration and implementation of strategies for adaptive and proactive site and destination management, enhancing community resilience and heritage protection.

This report presents the CT&VM Framework, its development, and how it can be applied to guide cultural heritage tourism and visitor management across destinations/cities hosting World Heritage.

1. Project Summary

1.1 Contribution

The Cultural Tourism and Visitor Management (CT&VM) Framework aims to support collaboration between World Heritage site management authorities, city managers/planners and relevant stakeholders through an adaptive management approach aligned with principles set out through the ICOMOS International Cultural Heritage Tourism Charter (2022) (henceforward the Cultural Tourism Charter). The Framework supports the operationalization of the Cultural Tourism Charter principles through use of the UNESCO Visitor Management Assessment and Strategy Tool (VMAST) for the protection of World Heritage values, and for localizing the UN Sustainable Development Goals (UNSDGs).

The Framework helps OWHC member cities' management authorities, together with key community stakeholders, identify where there are opportunities to respond to existing and emerging challenges in the destination through improved visitor management. It builds on existing efforts and current visitor management capacity, taking into account the local context to prioritize management objectives to identify opportunities for stakeholder collaboration and enhanced stewardship. As such, it provides a general and flexible framework that can be applied across OWHC member cities and beyond.

1.2 Context

World Heritage site management authorities are, in addition to their obligation to protect their sites' Outstanding Universal Value (OUV), facing a diversity of prevailing and emerging challenges. These challenges include, but are not limited to overtourism, environmental, economic and social disruptions, lack of resources, and other factors.

The OWHC has and continues to support tourism planning and management for its member cities through workshops and publications. Recent examples comprise: the *Guidelines for Sustainable Cultural Tourism* (2020), case study working principles from the OWHC-AP Experts Workshop on Heritage and Sustainable Tourism in Krakow, Poland (2019), and outcomes from the workshops at the OWHC-AP Regional Meeting in Suzhou, China (2018) (Annex 1).

Few could have foreseen the hobbling effects of COVID-19. According to the *UNWTO Tourism Barometer* (January 2021), the global pandemic caused a drop in international tourist arrivals by 74% in 2020. The same year, over 71% of World Heritage sites were forced to close, with a 66% reduction in visitors.

This was further reinforced by UNESCO's *World Heritage and Sustainable Tourism Recovery* survey (15 August - 31 October 2021), with a preliminary analysis indicating that the overall reduction in tourism-related revenue in the global collective number of World Heritage sites declined from USD$ 4.26 billion in 2019, to USD$ 57.38 million in 2020, and further decreasing to USD$ 28.9 million in the first half of 2021. This represents a decline of 86% in 2020. The response from 92% of the 84 World Heritage properties surveyed affirmed that the reduction of tourism revenue in 2020-21 was due to the impacts of COVID-19. As studies progress, there has been some recovery, however, not to pre-2020 levels.

Irrespective of the recovery in the tourism sector, the global pandemic has exposed the vulnerability of tourism dependent communities and the need for a recovery and development approach that enhances community resilience and adaptive capacity.

1.3 Considerations

In April 2021, and in response to the major visitor economy challenges faced by, and within their member cities, the OWHC reached out to the ICOMOS International Cultural Tourism Committee (ICTC) representing ICOMOS, an Advisory Body to the UNESCO World Heritage Committee[1], commissioning the development of a Destination Sentiment Index. Upon assessing this request,

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[1] https://whc.unesco.org/en/advisorybodies/

the project team explored a broader approach to improve sustainability, adaptability and resilience in recognition of the evolving and complex difficulties concerning cultural tourism, and specifically, in and around World Heritage sites.

With the intention to determine the most meaningful contribution of the project to the OWHC's member cities, the following challenges were identified and specifically recognized:

1. *Despite the disruptive consequences of COVID-19, there is a need to look beyond immediate tourism recovery*. It is important to enhance resilience and adaptive capacity to future disruptions directly or indirectly caused by climate change, pandemics, conflicts and/or natural disasters.

2. *World Heritage site management authorities are under increasing pressure.* In addition to the obligations set out through the *World Heritage Convention*, the ability and intention to defend and protect the site's OUV, is becoming increasingly difficult due to complex challenges and resource limitations.

3. *Varying levels of accountability among site management authorities have, in some cases, resulted in reactive assessments rather than proactive management.* This could be compromising good governance of the site in the response to emerging, pressing issues.

4. *Adaptive and proactive management can be costly and time consuming.* This calls for tools and resources not necessarily requiring a big budget to implement. Many resources already exist but few address the complexity of challenges.

5. *Facilitating inclusive and participatory governance and decision-making processes can be challenging.* Where many stakeholders are concerned, developing and implementing cultural tourism management plans requires informed, strategic coordination and political support at the municipal level.

After considering different ways to address the above, it was decided not to attempt the development of another tool or index that merely measured visitor opinion, the project direction determined instead was to support an integrated and adaptive management approach.

Reviewing new tools and innovative resources made available through UNESCO and ICOMOS, operationalization of the Cultural Tourism Charter through application of the UNESCO World Heritage Visitor Management Assessment & Strategy Tool (VMAST) was identified as the most appropriate way forward. This consequently informed the creation of the Cultural Tourism and Visitor Management (CT&VM) Framework.

1.4 Outline

To construct the CT&VM Framework, the team worked with a group of World Heritage cities selected by the OWHC and engaged in consultation with city representatives throughout 2021 and early 2022. The cities comprised: Cordoba (Spain), Cuenca (Ecuador), Krakow (Poland), San Antonio (United States) and Vigan (the Philippines) (See City Compendium in Annex 7).

The project team members engaged with city representatives in online workshops and provided support in application of the VMAST. The different degrees of readiness by municipal authorities to outline destination operations and management, was taken into consideration in the design of the Framework and this report[2]. Upon completion of the VMAST assessments, appraisal reports were generated by the cities, and results applied in the creation of the draft CT&VM Framework for collaborative prioritization and formulation of policy recommendations.

A CT&VM Framework workbook is available through OWHC and ICOMOS. A general demonstration of a completed CT&VM Framework is presented in Annex 6.

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[2] Data and information generated through VMAST is the property of the individual sites as VMAST account holders.

2. CT&VM Framework & Methodology

2.1 Building Blocks

The CT&VM Framework combines the application of two new and comprehensive resources developed and made available through ICOMOS and UNESCO. These are respectively the ICOMOS International Cultural Heritage Tourism Charter (2022) and the UNESCO VMAST. The Framework, which also integrates the UNSDGs, provides site management authorities and Destination Management/Marketing Organizations (DMOs) with an operational lens to see and apply these resources in combination, in collaboration with a broader set of stakeholders. This will enable the formulation of subsequent recommendations, ensuring the responsible development of cultural tourism and the protection of World Heritage. The Cultural Tourism Charter, VMAST and UNSDGs are outlined below.

ICOMOS

ICOMOS International Charter for Cultural Heritage Tourism (2022)

ICOMOS International Charter for Cultural Heritage Tourism (2022): Reinforcing cultural heritage protection and community resilience through responsible and sustainable tourism management*

*Approved by the ICOMOS Annual General Assembly 2022. The full Charter can be found in Annex 2.

The Charter aims to align the work of cultural heritage and tourism stakeholders in the pursuit of positive transformative change, offering objectives and principles for responsible tourism destination planning and management that integrates cultural heritage values. This includes recognizing the need and opportunity to re-balance tourism, moving away from mass tourism towards a more sustainable and community-centered tourism with cultural heritage at its center.

The three objectives and seven principles set out below provide a framework for guidance on this subject that is not present in other current international standard setting documents concerning cultural heritage or tourism.

Charter Objectives
- *Objective 1 - To place the protection of cultural heritage and community rights at the heart of cultural heritage tourism policy and projects, by providing principles that will inform responsible tourism planning and management for cultural heritage protection, community resilience and adaptation;*
- *Objective 2 - To promote stakeholder collaboration and participatory governance in the stewardship of cultural heritage and management of tourism, applying a people-centered and rights-based approach, emphasizing access, education and enjoyment; and*
- *Objective 3 - To guide cultural heritage and tourism management in supporting the UN Sustainable Development Goals and Climate Action policy.*

Charter Principles
- *Principle 1: Place cultural heritage protection and conservation at the centre of responsible cultural tourism planning and management;*
- *Principle 2: Manage tourism at cultural heritage places through management plans informed by monitoring, carrying capacity and other planning instruments;*

- *Principle 3: Enhance public awareness and visitor experience through sensitive interpretation and presentation of cultural heritage;*
- *Principle 4: Recognize and reinforce the rights of communities, Indigenous Peoples and traditional owners by including access and engagement in participatory governance of the cultural and natural heritage commons used in tourism;*
- *Principle 5: Raise awareness and reinforce cooperation for cultural heritage conservation among all stakeholders involved in tourism;*
- *Principle 6: Increase the resilience of communities and cultural heritage through capacity development, risk assessment, strategic planning and adaptive management; and*
- *Principle 7: Integrate climate action and sustainability measures in the management of cultural tourism and cultural heritage.*

References:

https://www.icomosictc.org/p/charter-renewal-process.html
https://drive.google.com/file/d/1wV3R2YEAenGD5gwaXeJ7Ui_iiQjZb63z/view

UNESCO Visitor Management Assessment & Strategy Tool (VMAST)

VMAST is an online self-assessment and strategy development tool that can be used by World Heritage site authorities to improve visitor management for the protection of heritage values (OUVs) while localizing the UNSDGs. Developed through UNESCO upon the GSTC-D[3], Periodic Reporting[4] and other relevant resources with input from its three Advisory Bodies[5] (i.e., ICCROM[6], IUCN[7] and ICOMOS), it supports proactive and inclusive adaptive visitor management and monitoring. VMAST is freely available to all World Heritage sites through the World Heritage Sustainable Tourism Programme[8] (WHSTP).

VMAST Goals and Objectives
VMAST is made up of 4 Goals, supported by 40 Management Objectives and more than 200 indicators (Annex 3):

    A - *Effective governance & visitor management protecting heritage values*
    B - *Contribution to environmental sustainability, climate change mitigation & adaptation*
    C - *Contribution to inclusive social development & cultural sustainability*
    D - *Contribution to inclusive & sustainable economic development*

VMAST applies a strategic approach by addressing how World Heritage site management can be improved across budgeted activities, monitoring, communication, collaboration and capacity building.

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[3] The Global Sustainable Tourism Council Destination Criteria https://www.gstcouncil.org/gstc-criteria/gstc-destination-criteria/
[4] https://whc.unesco.org/en/periodicreporting
[5] https://whc.unesco.org/en/news/1772
[6] ICCROM - International Centre for the Study of the Preservation and Restoration of Cultural Property (https://www.iccrom.org/)
[7] IUCN - International Union for the Conservation of Nature (https://www.iucn.org/)
[8] UNESCO World Heritage Sustainable Tourism Programme (https://whc.unesco.org/en/tourism/)

Welcome to the UNESCO Visitor Management Assessment & Strategy Tool (VMAST) ⌄

What is the purpose of VMAST? ⌄

How do I use VMAST? ⌄

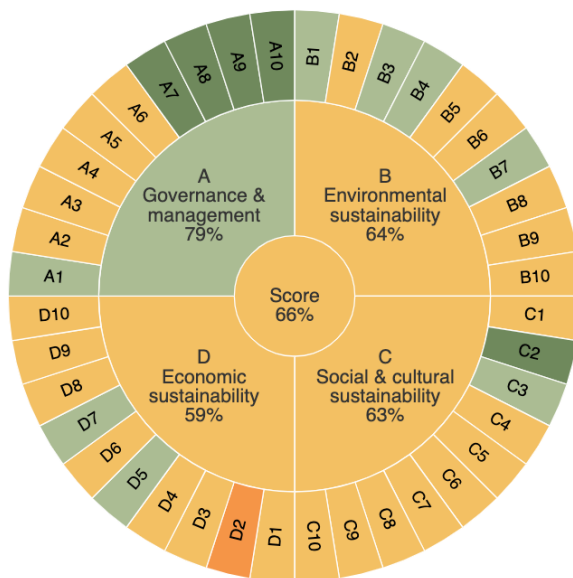**What are the benefits of using VMAST?** ⌄

Access to resources ⌄

Localising the UN SDGs ⌄

Background & development ⌄

Co-creating visitor management for tomorrow ⌄

Your VMAST score

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UN Sustainable Development Goals

The UN Sustainable Development Goals (UNSDGs) are a collection of 17 interlinked global goals designed to be a "blueprint to achieve a better and more sustainable future for all".

The UNSDGs serves as the basis for the *Policy for the Integration of a Sustainable Development Perspective into the Processes of the World Heritage Convention*[9]. The overall goal of the Policy is to assist States Parties, practitioners, institutions, communities and networks, through appropriate guidance, to harness the potential of World Heritage properties and heritage in general, to contribute to sustainable development and therefore increase the effectiveness and relevance of the Convention whilst respecting its primary purpose and mandate of protecting the Outstanding Universal Value of World Heritage properties.

The links between tourism and the SDGs as discerned by the UNWTO (https://tourism4sdgs.org/) are presented in Annex 4

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[9] https://whc.unesco.org/en/sustainabledevelopment/

1 NO POVERTY

2 ZERO HUNGER

3 GOOD HEALTH AND WELL-BEING

4 QUALITY EDUCATION

5 GENDER EQUALITY

6 CLEAN WATER AND SANITATION

7 AFFORDABLE AND CLEAN ENERGY

8 DECENT WORK AND ECONOMIC GROWTH

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

10 REDUCED INEQUALITIES

11 SUSTAINABLE CITIES AND COMMUNITIES

THE GLOBAL GOALS
For Sustainable Development

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

13 CLIMATE ACTION

14 LIFE BELOW WATER

15 LIFE ON LAND

16 PEACE AND JUSTICE STRONG INSTITUTIONS

17 PARTNERSHIPS FOR THE GOALS

2.2 Framework

The CT&VM Framework is a lens for operationalizing the Cultural Tourism Charter (Annex 2), interpreting the outcomes of VMAST (Annex 3), prioritizing strategic management objectives, and formulating strategic recommendations that aligns with the UNSDGs (Annex 4). An example of the CT&VM Framework applied is available in Annex 5.

The Framework's foundation pillars are composed of:
- ➢ Cultural Tourism Charter Principles
- ➢ Corresponding VMAST management objectives and associated UNSDGs

To identify strategic management objectives and recommendations responding to challenges in and around the site/city, the Framework must be elaborated with:

- ➢ Identified and prioritized target outcomes from VMAST
- ➢ Existing policies and operative strategies, masterplans and/or action plans concerning the site and broader destination

➢ Recommendations for operationalizing the Cultural Tourism Charter Principles specifying responsible and supporting agencies/stakeholders

2.3 Methodology

The following methodology outlines how the CT&VM Framework can be used to guide cultural tourism and visitor management in destinations/cities hosting World Heritage.

The Framework is set up to facilitate a collaborative effort involving key stakeholders. It is important that the World Heritage site manager / coordinator, who has knowledge of the day-to-day efforts and challenges at the site, and for whom VMAST is primarily intended, has a leading role in completing the Framework. In involving stakeholders and rights holders, it is recommended to be as inclusive as possible. Invited stakeholders can include Municipal authorities, the DMOs, community and civil society organizations, tourism sector representatives, interest groups (i.e. "Friends of" and local environmental bodies), etc.

A CT&VM Framework Workbook has been produced as a separate document and is available through OWHC and ICOMOS. A demo of how it would look once completed is presented in Annex 6.

Foundation & building blocks

Using the Framework, work from left to right with the Cultural Tourism Charter Principles as a starting point. The first step will be to familiarize yourself with the building blocks:

- UN Sustainable Development Goals (global development goals)
- ICOMOS Cultural Heritage Tourism Charter (principles for cultural heritage tourism)
- UNESCO Visitor Management Assessment & Strategy Tool (good practice for tourism development and visitor management in and around World Heritage sites)

The building blocks create a foundation supporting formulation of strategic recommendations guiding tourism management and development in cultural heritage sites and across OWHC Cities.

To identify strategic management objectives and recommendations responding to challenges in and around the site/city, the Framework must be elaborated with:

- Identified and prioritized target outcomes from VMAST
- Existing policies and operative strategies, masterplans and/or action plans concerning the site and broader destination
- Recommendations for operationalizing the Cultural Tourism Charter Principles specifying responsible and supporting agencies/stakeholders

I. Cultural Tourism Charter Principles

The ICOMOS International Charter for Cultural Heritage Tourism (2022) and its seven principles will help understand how planning and responsible management of cultural heritage tourism, involving participatory governance with diverse cultures, right-holders, and stakeholders, is a powerful vehicle for the preservation of cultural heritage and sustainable development.

II. World Heritage Visitor Management

Application of UNESCOs Visitor Management Assessment & Strategy Tool (VMAST) helps site management authorities what can be done through visitor management to protect World Heritage and localise the UN Sustainable Development Goals. Use the CT&VM Framework as an additional lens for interpreting VMAST outcomes and formulating strategic recommendations. Its application should be coordinated at site level.

Use VMAST to assess visitor management

1. Register for a VMAST account through UNESCO.
2. Use VMAST to assess to what degree visitor management is performing against strategic objectives and target indicators. There are many questions, but response options are simple - Yes/Partly/No/NA.
   Important: <u>VMAST is about assessing and demonstrating progress over time</u>, not to get the highest score! To optimize the benefit from the Framework, be honest and realistic in the VMAST assessment.
3. Generate an appraisal report and review the results (scores). Have the VMAST appraisal reviewed, verified, and signed off by a senior official representing site management authority and/or the City's Planning, Heritage and/or Tourism Department. This can be done within VMAST.

Identify and prioritise target outcomes

4. In the CT&VM Framework, allocate your VMAST scores to align with the Cultural Tourism principles. You may visualize how you are performing by using the colour scheme set out in VMAST and Framework.
5. From the VMAST Appraisal Report, identify the management objectives where the overall score is relatively low, and target outcomes that still need to be addressed (rated 'no' or 'partly'). The target outcomes can form the basis for recommendations to improve visitor management.
6. Invite key destination/city stakeholders to convene on the process. The stakeholders involved should have the authority to endorse the subsequent recommendations.

III. Context policies & operative strategies, masterplans

1. Identify existing policies & operative strategies, masterplans and/or action plans concerning the site AND broader destination / city and consider to what extent these align with Cultural Tourism Charter Principles, complement and/or extend on the VMAST Objectives and UNSDGs.

IV. Strategic recommendations

1. Formulate strategic recommendations operationalising the Cultural Tourism Charter Principles. Recommendations should speak to decision makers and stakeholders in the destination. Recommendations that can be drawn from VMAST are specific to what can be undertaken through site and visitor management. In addition, focus on what can be done in the broader destination (and not just within the World Heritage site or by site management authorities).

2. Assign responsibility in the final strategic recommendation(s). Consider and suggest opportunities for cross sectoral collaboration and multi-stakeholder partnerships. Invite those involved to sign off on the recommendations.

3. Submit the recommendations to the relevant authorities and/or other key stakeholders (for example, form the private sector) for their consideration and secure the necessary approvals for adoption.

NEXT: Develop and implement strategy/ies

Adopted recommendations developed through the CT&VM Framework should be elaborated into a strategy and/or inform the revision of existing strategies and implemented with broad stakeholder involvement. For this purpose the VMAST can be applied as a strategy development tool.
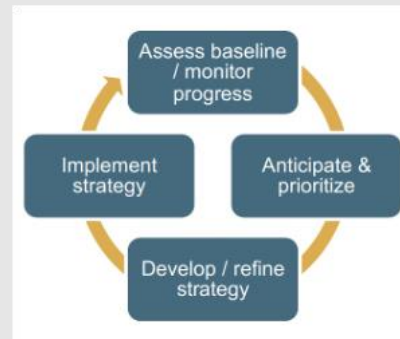
The CT&VM Framework should be applied on a regular basis to support adaptive and proactive site- and destination management for community resilience and protection of heritage of Outstanding Universal Value.

2.4 Benefits

The project has identified key challenges currently affecting tourism response, recovery, renewal and resiliency with measures and instruments currently available and/or which need to be augmented. It reinforces integrated and adaptive destination management across OWHC member cities, recognizing that the World Heritage component is part of the broader municipal tourism offer that needs to deal with both immediate concerns and longer-term issues.

The CT&VM Framework is a comprehensive and systematic approach for World Heritage site management to involve a broader group of local stakeholders in site stewardship. It allows for a collaborative identification of priorities and formulation of recommendations that can be brought to the highest level of political attention. Benefits from applying the CT&VM Framework and thereby operationalizing the Cultural Tourism Charter Principles will:

- *Place cultural heritage protection and conservation at the centre of responsible cultural tourism planning and management (Principle 1);*

- *Manage tourism at cultural heritage places through management plans informed by monitoring, carrying capacity and other planning instruments (Principle 2);*

- *Enhance public awareness and visitor experience through sensitive interpretation and presentation of cultural heritage (Principle 3):*

- *Recognize and reinforce the rights of communities, Indigenous Peoples and traditional owners by including access and engagement in participatory governance of the cultural and natural heritage commons used in tourism (Principle 4);*

- *Raise awareness and reinforce cooperation for cultural heritage conservation among all stakeholders involved in tourism (Principle 5);*

- *Increase the resilience of communities and cultural heritage through capacity development, risk assessment, strategic planning and adaptive management (Principles 6); and*

- *Integrate climate action and sustainability measures in the management of cultural tourism and cultural heritage (Principle 7).*

3. The ICOMOS ICTC Project Team

Fergus T. Maclaren, M.E.Des.
Associate Project Lead

Mr. Maclaren is President of the ICOMOS International Cultural Tourism Committee. He is a sustainable tourism and cultural heritage management professional with 25 years of experience in Canada and internationally, with much of his current professional focus involving tourism to World Heritage sites and the implementation of tourism and cultural heritage-related facets of the 2030 Sustainable Development Goals. His background includes a broad range of tourism planning, certification, destination management, and community and cultural heritage development expertise. His professional experience includes: serving as Director of the UN-funded International Year of Ecotourism; teaching sustainable tourism at McGill University and lecturing internationally on the subject; and working in an Expert capacity for UNESCO, UNWTO, OWHC, World Monuments Fund, Economic Innovation Institute for Africa, and the Heritage & Cultural Society of Africa.

Tomeu Deya Canals
Associate Project Lead

Bartomeu Deya is now an independent professional who combines tourism and heritage assessment with his own company related to agriculture and tourism to maintain his historical olive and orange plantations and estates in the Serra de Tramuntana (Mallorca). Deya holds a degree in economics from the University of Barcelona and a MSc in Marketing and PR form Stirling University. His professional background highlights a 15-year period as Mallorca Tourism Board director with direct contact and knowledge of the tourism sector (local and international) and of the tourism public administration in such a leading destination. Deya was involved in the promotion strategy of the island worldwide and also in local campaigns to engage the population with tourism as a matter that affects all. Deya's second relevant professional period were his 3 years as the first World Heritage Site director of the Cultural Landscape Serra de Tramuntana in Mallorca. That was a very challenging mission because this is an area that covers 22% of the island's surface with 19 municipalities. The main objective according to the OUV is the maintaining or improving a vast area of terracing agricultural surface that has low profitability but is a top tourism attractive asset. For that reason, the site management plan was focused to promote and facilitate synergies between tourism and local agriculture to offer experiences and local products. After this period as site manager, Deya entered ICOMOS as a very active member at the Tourism and the Cultural Landscapes Scientific Committees and at the same time grounding a company to manage his family properties to make their survival possible through a combination of sustainable agriculture and cultural tourism. Deya's affirmation about the importance of the stakeholder participation in world heritage and tourism management is therefore very sustained.

Cecilie Smith-Christensen, Cand.Oecon.
Project Team Member, VMAST Coordinator

Cecilie Smith-Christensen is a development economist (University of Oslo, Norway), founder of World Heritage Catalysis (https://www.whcatalysis.org), Expert Advisor to the UNESCO World Heritage Sustainable Tourism Programme (WHSTP) and expert member of ICOMOS International Cultural Tourism Committee (ICTC) with more than 20 years relevant working experience. As deputy director of the Nordic World Heritage Foundation (2008 - 2014) and in collaboration with UNESCO Cecilie initiated and subsequently coordinated the development of the UNESCO Visitor Management Assessment & Strategy Tool (VMAST) now available as part of the UNESCO WHSTP Toolkit, hosted and supported by Zegeba in collaboration with World Heritage Catalysis (https://www.vmast.net). Through World Heritage Catalysis' she serves an emerging community of practice applying VMAST in transformative visitor management for the protection of heritage values and community resilience.

Hilary du Cros PhD
Project Team Member

Professor Hilary du Cros is currently an Honorary Research Fellow of the University of New Brunswick, Canada, as well as an Adjunct Research Fellow at Western Sydney University. She has taught and worked in the Asia Pacific region over the last 35 years and conducted projects for the United Nations World Tourism Organization and UNESCO. She has published over 135 works (including nearly 20 on World Heritage). These comprise books, journal articles, conference papers, monographs and book chapters, and also over 250 consulting reports. These projects include those in China (Yunnan, Guangdong and Guizhou), India, Mongolia, Myanmar, Australia, Hong Kong and Macao. She has an interdisciplinary perspective on cultural heritage and arts management and sustainable tourism development.

Issa Torres
Project Team Member

Issa Torres is a sustainable tourism expert, with more than 14 years of experience in the public, private and academic sector, having worked in consultancy, research, project management and training & capacity building in the field of sustainable tourism, cultural heritage, protected areas, ecotourism, community-based tourism and hospitality skills development. She has participated in international projects in more than 20 countries funded by multiple organizations, including UNESCO, World Bank, Inter-American Development Bank, UNDP, European Commission, World Monuments Fund, European Travel Commission (ETC) and UNWTO, amongst others. Issa holds a Master's degree in Cultural Tourism from Leeds Metropolitan University in the United Kingdom, a Master's Degree in Project Management from the University for International Cooperation in Costa Rica, as well as a Bachelor in Tourism and a Diploma in Tourism in Natural and Rural Areas from the Polytechnic University of Valencia in Spain. Issa is also a lecturer at the European University of Valencia and at the Open University of Catalonia (UOC) in Spain.

Ivan Anthony Henares, PhD
Project Team Member

Dr. Ivan Henares is Assistant Professor at the Asian Institute of Tourism of the University of the Philippines, Diliman and Secretary General of the ICOMOS International Cultural Tourism Committee (ICTC). He holds a PhD in Hospitality and Tourism Management and Certificate in Environmental Policy from Purdue University, and BA Economics, MBA, and Diploma in Urban & Regional Planning degrees from the University of the Philippines. His advocacy and research interests include heritage conservation and tourism policy, and community-based cultural tourism programs in historic towns and cities, industrial heritage, and indigenous communities in the Philippines. At present, he is Secretary General of the UNESCO National Commission of the Philippines, Commissioner of the National Commission for Culture and the Arts (NCCA) of the Philippines, Chairperson of the Heritage Conservation Society, Philippine Committee President of the International Committee for the Conservation of the Industrial Heritage (TICCIH) and International Correspondent (Philippines) to the Asian Network for Industrial Heritage (ANIH).

4. References & Resources

Many resources were consulted in this project. Below is a list of key documents set out through OWHC, UNESCO, ICOMOS and UNWTO.

Specifically relevant documents:

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Annexes

Annex 1 – OWHC Case Study Selection Principles

CASE STUDY SELECTION PRINCIPLES

PRINCIPLE 1: *Uses a values-based approach*
A precondition for sustainable tourism is prioritizing, leveraging and enhancing the diverse values of the city, thereby ensuring its integrity. This creates a policy environment that can be conducive to advancing the contribution that tourism can make to the distinctive economic, social, cultural and environmental values of the city and its people, allowing continuous and systematic monitoring and evaluation of strategic policy implementation.

PRINCIPLE 2: *Responds to each World Heritage city's local context and enabling participation by local people*
Each World Heritage city is different – not just its heritage, but its people, challenges and opportunities. To achieve sustainable and balanced tourism, solutions need to be tailored to the distinctive local context and respond meaningfully to the range of different views and interests of the various stakeholder groups in each city.

PRINCIPLE 3: *Has broad, inclusive benefits*
Tourism can be beneficial to World Heritage cities, although it is understood that not every resident benefits or has the opportunity to do so. Sustainable tourism is balanced to benefit not just tourists and the dominant tourism economy, but local people and their city.

PRINCIPLE 4: *Addresses global and local sustainability and resilience challenges*

As a significant economic sector and driver of social processes, tourism cuts across all policy areas. Tourism practices therefore contribute positively and negatively to addressing complex global challenges and to achieve the aspirations of other policy frameworks, including the UN SDGs, the Paris Agreement and the Sendai Framework for Disaster Risk Reduction. Sustainable Tourism management succeeds best when it delivers benefits across multiple areas and stakeholders.

PRINCIPLE 5: *Delivers education and raising awareness*

Participatory and values-based approaches ultimately lead to a shared awareness of the value of tangible and intangible cultural heritage and building pride and capacity in conservation efforts. There is a challenge to involve as many people as possible, however, there are some who will not always align with these values, such as visitors to the city, who are transient, so they may not take part in the ongoing participatory processes.

Annex 2 – ICOMOS International Charter for Cultural Heritage Tourism (2022)

Reinforcing cultural heritage protection and community resilience through responsible and sustainable tourism management [Proposed Final Draft]

Approved for adoption at the ICOMOS Annual General Assembly 2022

Preamble

Profound growth and disruption in global tourism, including cultural heritage tourism, has necessitated the revision of the ICOMOS International Charter for Cultural Tourism (1999). The process has resulted in this ICOMOS International Charter for Cultural Heritage Tourism (2022): Reinforcing cultural heritage protection and community resilience through responsible and sustainable tourism management (hereinafter "the Charter"), which complements and updates the previous one. In addition to recognizing the intensified tourism use of cultural heritage places and destinations, this Charter addresses increasing concerns about the degradation of cultural heritage along with social, ethical, cultural, environmental and economic rights issues associated with tourism.

In this Charter, cultural heritage tourism refers to all tourism activities in heritage places and destinations, including the diversity and interdependence of their tangible, intangible, cultural, natural, past and contemporary dimensions. This Charter recognizes heritage as a common resource, understanding that the governance and enjoyment of these commons are shared rights and responsibilities.

Participation in cultural life with access to cultural heritage is a human right. However, some evolved aspects of tourism have constituted fundamentally unsustainable uses of planetary resources, including cultural and natural heritage. This calls for a charter that advocates responsible and diversified cultural tourism development and management contributing to cultural heritage preservation; community empowerment, social resilience and wellbeing; and a healthy global environment.

Properly planned and responsibly managed cultural heritage tourism, involving participatory governance with diverse cultures, right-holders and stakeholders, can be a powerful vehicle for the preservation of cultural heritage and sustainable development. Responsible tourism promotes and creates cultural heritage awareness, provides opportunities for personal and community wellbeing and resilience, and builds respect for the diversity of other cultures. It can therefore contribute to intercultural dialogue and cooperation, mutual understanding, and peace-building.

The objectives of this Charter are:
Objective 1 - To place the protection of cultural heritage and community rights at the heart of cultural heritage tourism policy and projects, by providing principles that will inform responsible tourism planning and management for cultural heritage protection, community resilience and adaptation;
Objective 2 - To promote stakeholder collaboration and participatory governance in the stewardship of cultural heritage and management of tourism, applying a people centered and rights-based approach, emphasizing access, education and enjoyment;
Objective 3 - To guide cultural heritage and tourism management in supporting the UN Sustainable Development Goals and Climate Action policy.

Who is this Charter for?
The responsible management of tourism is a shared responsibility of governments, tour operators, tourism businesses, destination managers and marketing organizations, site management authorities, land-use planners, heritage and tourism professionals, civil society and visitors. This Charter is relevant to all of the above as cultural heritage and tourism stakeholders. It provides guidance for heritage and tourism practitioners, professionals, and decision makers within international, national and local government agencies, organizations, institutions and administrations. It aims to be a reference for educators, academics, researchers and students engaged with cultural heritage and tourism. It applies to the management of all cultural heritage properties and to the entire spectrum of their protection, conservation, interpretation, presentation and dissemination activities, since all are connected with, and influenced by, public use and visitation.

The Charter aims to align the work of cultural heritage and tourism stakeholders in the pursuit of positive transformative change, offering principles for regenerative tourism destination management that is conscious of heritage values, as well as their vulnerability and potential. It seeks the fair, ethical and equitable distribution of tourism benefits to and within host communities, contributing towards poverty alleviation. The Charter promotes the ethical governance of cultural heritage and tourism and calls for the integration of its principles into all aspects of cultural heritage tourism.

Background
Branding and marketing of cultural heritage and its unique qualities has encouraged and driven an exponential growth in tourism to heritage destinations. Tourism has significantly impacted towns and cities with historic districts and culturally distinct urban landscapes. It has also impacted historic sites and monuments, along with natural and cultural landscapes. The interest of tourists and the tourism sector in tangible and intangible heritage has contributed towards greater awareness within local communities of the value of their heritage and its critical importance to their quality of life and identity. Indigenous communities, in particular, tend to recognize the fragility of the relationship between people and the land they live on, and the need to ensure that tourism sustains rather than erodes heritage and traditions.

Capitalizing on the increasing global interest in cultural heritage, the tourism industry has developed into a significant component of global, national, regional and local economies. When responsibly planned, developed and managed through participatory governance, tourism can provide direct, indirect and induced benefits across all dimensions of sustainability. However, unmanaged growth in tourism has transformed many places throughout the world, leaving tourism-dependent communities significantly altered and less resilient.

Growing global wealth and connectivity, linked to low-cost travel, has resulted in the evolution of mass tourism in many parts of the world. It has also led to the phenomenon of 'overtourism' characterized by pervasive congestion and unacceptable degradation of tangible and intangible heritage, with associated social, cultural and economic impacts. The widespread promotion, marketing and use of cultural heritage has also caused commodification and gentrification, compromising local communities and cultural integrity, and placing irreplaceable assets at risk. Recognizing that this is not always the case, ill-considered tourism planning and development has had significant negative impacts on numerous cultural heritage sites and destinations, Indigenous Peoples and host communities.

The use of heritage in the economic growth-based strategies of the tourism industry globally has been remarkably successful. However, it has often failed to deliver equitable benefit-share. Rapid and insensitive commodification, commercialization and overuse of local culture and heritage has resulted in negative and disruptive impacts across countless destinations. It has also provoked restrictions on rights of use, access to and enjoyment of cultural heritage by local people and visitors alike.

The context within which these matters must be considered includes the climate emergency, environmental degradation, conflicts, disasters, the disruptive effects of the Covid-19 pandemic, mass tourism, digital transformation and technological developments. There is a need and opportunity to recalibrate the perpetual economic growth-based approach to tourism, recognizing and mitigating its unsustainable aspects.

Any cultural tourism strategy must accept that cultural heritage protection, social responsibility and 'sustainability' are not merely options or brand attributes, but rather necessary commitments and, in fact, a competitiveness asset. In order to remain successful and sustainable in the long term, cultural tourism proponents must put this commitment into practice and become a force that supports community resilience, responsible consumption and production, human rights, gender equality, climate action, and environmental and cultural heritage conservation.

For this reason, the Charter is formulated in the context of the UN Sustainable Development Goals (SDGs) which specifically mention tourism in Targets 8.9, 12b and 14.7. Cultural tourism also has the potential to contribute, directly or indirectly, to Target 11.4 which aims to "strengthen efforts to protect and safeguard the world's cultural and natural heritage". Working towards the UN's 2030 Agenda for Sustainable Development, the responsible national, regional and municipal governing institutions have a duty to ensure that the SDGs and their targets are integrated into the planning, management and monitoring of cultural heritage and tourism destinations.

The Principles of the Charter

Recalling the previous Cultural Tourism Charters (1976 and 1999) and other existing standard-setting texts developed by ICOMOS, ICCROM, IUCN, UNESCO, the UNWTO, other relevant NGOs, intergovernmental organizations, agencies and institutions;

Acknowledging that, at the broadest level, natural and cultural heritage is relevant to all people, and that rights of access and enjoyment are linked to the responsibility to respect, understand, appreciate and conserve its universal and particular values;

Affirming that cultural heritage protection and responsible cultural tourism planning and management must be informed by the systematic identification and monitoring of tourism impacts on heritage places, destinations and communities;

Understanding that the resilience and adaptive capacity of communities and equitable benefit share must be fundamental goals of cultural tourism;

Recognizing the need and opportunity to re-balance tourism, moving away from mass tourism towards a more sustainable, responsible and community-centered tourism with cultural heritage at its centre;

The principles set out below provide a framework for guidance on this subject that is not present in other documents concerning cultural heritage or tourism:

- **Principle 1:** Place cultural heritage protection and conservation at the centre of responsible cultural tourism planning and management;
- **Principle 2:** Manage tourism at cultural heritage places through management plans informed by monitoring, carrying capacity and other planning instruments;
- **Principle 3:** Enhance public awareness and visitor experience through sensitive interpretation and presentation of cultural heritage;
- **Principle 4:** Recognize and reinforce the rights of communities, Indigenous Peoples and traditional owners by including access and engagement in participatory governance of the cultural and natural heritage commons used in tourism;
- **Principle 5:** Raise awareness and reinforce cooperation for cultural heritage conservation among all stakeholders involved in tourism;
- **Principle 6:** Increase the resilience of communities and cultural heritage through capacity development, risk assessment, strategic planning and adaptive management;
- **Principle 7:** Integrate climate action and sustainability measures in the management of cultural tourism and cultural heritage.

Principle 1: Place cultural heritage protection and conservation at the centre of responsible cultural tourism planning and management.

Cultural heritage protection and management must be placed at the centre of cultural tourism policies and planning. Well-managed cultural heritage tourism enables communities to participate, while maintaining their heritage, social cohesion and cultural practices.

Visitor management needs to be integrated into heritage management plans, considering the complex and multifaceted relationships within and between communities and their heritage. Good destination planning and management involves the protection of tangible assets and intangible values of cultural heritage. Tourism planning and cultural heritage management must be coordinated across all levels of governance in order to identify, assess and avoid the adverse impacts of tourism on heritage fabric, integrity and authenticity. Heritage and Environmental Impact Assessments must inform the planning and development of tourism.

Management of cultural tourism is not limited to the legal boundaries of cultural heritage properties. Tourism development, infrastructure projects and management plans must contribute to preserving the integrity, authenticity, aesthetic, social and cultural dimensions of heritage places, including their settings, natural and cultural landscapes, host communities, biodiversity characteristics and the broader visual context. Destination management should integrate with, and inform social, political and development frameworks considering the local environmental conditions and cultural heritage protection priorities.

Revenues generated through cultural heritage tourism must contribute to the conservation of cultural heritage and provide benefit to local communities. Revenues should be collected and allocated in a transparent, fair, equitable and accountable manner. Visitors should be made aware of their contribution to cultural heritage funding and maintenance.

Principle 2: Manage tourism at cultural heritage places through management plans informed by monitoring, carrying capacity and other planning instruments

The protection of cultural heritage and resilience of host communities requires careful tourism planning and visitor management. It includes the monitoring of impacts on the natural and cultural values of the place as well as on the social, economic and cultural well-being of the host community.

Cultural heritage management plans must include tourism sustainability and visitor management strategies. These should integrate a range of measures including carrying capacity indicators in order to control, concentrate or disperse visitors as appropriate.

Site specific actions can be taken to limit group sizes, time group access, restrict entry, close sensitive areas providing remote access where appropriate, restrict or increase opening hours, zone compatible activities, require advance bookings, regulate traffic and/or undertake other forms of supervision.

The identification of carrying capacity and/or limits of acceptable change is essential to avoid negative impacts on cultural tangible and intangible heritage. Carrying capacity assessment must include the following as minimum:

● Physical carrying capacity: the ability of a place to host visitors depending on its condition, fragility and conservation status while providing appropriate visitor services.

- Ecological carrying capacity: the ability of the ecosystem and host communities to accommodate visitors while maintaining sustainability, functionality and heritage values.
- Social and cultural carrying capacity: the degree to which communities can host visitors, while providing quality visitor experiences.
- Economic carrying capacity: the degree to which tourism supports economic diversity at a local, regional and/or national level.

Monitoring and carrying capacity assessments need to use a participatory process involving a broad representation of community, cultural heritage and tourism stakeholders. Carrying capacity indicators need to be specific to the nature of the place and the community under consideration and need to be monitored, benchmarked and updated on a regular basis.

Visitor-related indicators are crucial to assess all the dimensions of carrying capacity while ensuring the safety of the site, the security and experience of the visitors and the ability of the place to provide other functions.

Principle 3: Enhance public awareness and visitor experience through sensitive interpretation and presentation of cultural heritage

Interpretation and presentation provide education and lifelong learning. It raises awareness and appreciation of culture and heritage, fostering intercultural tolerance and dialogue, and enhancing capacities within host communities.

Responsible tourism and cultural heritage management must provide accurate and respectful interpretation, presentation, dissemination and communication. It must offer opportunities for host communities to present their cultural heritage first hand. It must also provide a worthwhile visitor experience and opportunities for discovery, inclusive enjoyment and learning. Heritage presentation and promotion should interpret and communicate the diversity and interconnections of tangible and intangible cultural values in order to enhance the appreciation and understanding of their significance. The authenticity, values and significance of places are often complex, contested and multifaceted, and every effort should be taken to be inclusive when considering the interpretation and presentation of information. Interpretation methods should not detract from the authenticity of the place. It can use appropriate, stimulating and contemporary forms of education and training, using networks and social media. There are significant opportunities for the use of technology, including augmented reality and virtual reconstructions based on scientific research. Communication at destinations and heritage places must address conservation and community rights, issues and challenges, so that visitors and tourism operators are made aware that they must be respectful and responsible when visiting and promoting heritage.

Interpretation and presentation enhance visitor experiences of heritage places and should be accessible to all, including people with disabilities. Remote interpretation tools must be used in circumstances where visitor access may threaten heritage fabric and its integrity. It can also be used where universal access cannot be achieved, using multiple languages where feasible.

Heritage practitioners and professionals, site managers and communities share the responsibility to interpret and communicate heritage. The interpretation and presentation of cultural heritage must be representative and acknowledge challenging aspects of the history and memory of the place. It should be based on interdisciplinary research, including the most up-to-date science and the knowledge of local peoples and communities. It should be conducted professionally within an appropriate certification framework. Efforts should be made to improve regulation of heritage presentation, interpretation, dissemination and communication. The knowledge represented and generated in relevant disciplines for cultural heritage (i.e., art history, history, archaeology, anthropology or architecture) must inform and ensure the quality of interpretation and presentation of heritage places.

Principle 4: Recognize and reinforce the rights of communities, Indigenous Peoples and traditional owners by including access and engagement in participatory governance of the cultural and natural heritage commons used in tourism

Exponential growth in international tourism has exposed blind spots and lack of sensitivity towards the vulnerability of many tourism-dependent communities and those who have experienced tourist visitation imposed on them without their 'free, prior and informed consent' (United Nations Declaration on the Rights of Indigenous Peoples, 2007). Indigenous peoples, traditional owners and host communities have a right to express their views on heritage and to manage it according to their established practices and meanings.

Cultural tourism has offered and will continue to promise economic opportunities and employment, but in the future, community engagement in tourism development must be facilitated. Tourism benefits must be equitably shared and include fair and decent tourism employment.

Growth in tourism has also caused an unintended decline in cultural and traditional contribution to local economic diversity. While individually these sectors may be economically marginal, diversity is necessary for the economic resilience of local communities.

An important principle in the responsible development and management of cultural heritage and tourism is inclusive involvement and access to economic opportunities, as well as recreation and enjoyment. Cultural heritage management authorities need to be aware of and sensitive towards communities' rights, needs and desires for more diverse heritage activities, experiences and programmes, increasing cultural heritage relevance for local people. While transition towards a more circular and sharing based economy may reduce the environmental footprint of economic activities, its application must also consider potential unintended consequences such as weakened worker rights. Use of incentives may encourage desired behaviours and outcomes.

Against the backdrop of rapid and ongoing global change and related cross-cutting issues, tourism cannot continue in an unsustainable perpetual growth paradigm. Marginal improvements will not suffice. The development of responsible cultural tourism must go beyond local stakeholder consultation and involve participatory governance and benefit share. It must embrace the fundamental recognition of human, collective, community and indigenous rights embedded in the cultural and natural heritage commons. It must also involve broad based participation with gender equality and inclusion of traditional owners, minorities and disadvantaged groups in cultural heritage stewardship and decision making, including tourism management and destination development strategies.

Principle 5: Raise awareness and reinforce cooperation for cultural heritage conservation among all stakeholders involved in tourism

Cultural heritage is a significant resource for tourism and plays a major role in the attraction of travel, but its fragility and conservation requirements are insufficiently recognized. Awareness and understanding of long-term protection and conservation requirements of heritage places is necessary in tourism planning and management. Cross sectoral collaboration, learning and capacity development need to be encouraged and implemented in order to increase engagement, understanding and participation around cultural heritage and tourism planning.

The limitations and/or vulnerabilities of heritage need to inform and shape tourism decision making and communication. Tourists and visitors should not be considered passive observers or simply consumers; they are active participants who should be made aware of their responsibility to behave respectfully and the ways in which they can contribute towards heritage protection and local sustainability.

Cultural tourism cannot be considered an economic activity detached from the place where it occurs. Visitor activities and services must be part of and compatible with everyday life and social activity, contributing to a sustained local sense of place and pride. Cultural and tourism products and services including events and festivals have to be consistent with the identity of places and their communities. To achieve a more cooperative framework in heritage conservation and tourism development, heritage administrators need to develop their knowledge and awareness of tourism sustainability principles and dynamics. Tourism professionals and practitioners must be trained on heritage protection and administration. Heritage managers, public tourism managers, private tourism operators, entrepreneurs and people involved in cultural and creative industries need to generate and/or maintain formal and informal networks for communication and collaboration.

Participatory governance through shared ownership and stewardship of cultural and natural heritage allows for new perspectives and collaborative efforts in the reorientation of practice, and it can therefore lead towards new and more resilient pathways for sustainable development.

Principle 6: Increase the resilience of communities and cultural heritage through capacity development, risk assessment, strategic planning and adaptive management

Considering disruptions affecting tourism, ongoing systemic and pervasive global problems and emergent risks, it is necessary to enhance the resilience, adaptive and transformative capacities of communities to deal with future challenges and disruptions related to climate change, loss of biodiversity and/or calamities that affect cultural heritage.

The massive decline in tourist activities due to the Covid 19 pandemic has exposed the vulnerability of many heritage places and the communities hosting cultural tourism. It has clearly demonstrated that tourism must actively contribute to recovery, resilience and heritage conservation, and that heritage places and host communities must consider adaptation options.

Resilience in relation to cultural heritage and tourism requires concerted initiatives and interdisciplinary capacity development at the local level. Capacity building should aim to increase the ability of communities to foresee and reduce risks. It should help them make informed decisions concerning cultural heritage management and tourist use of resources to minimize the negative societal and economic impacts of disruption or intensification of use. Traditional knowledge should also inform innovative and adaptive strategies for resilience and adaptation. Heritage managers should ensure they have the necessary knowledge, capacity and tools to prepare for and respond to changing contexts and developing challenges.

Any strategic planning and adaptive management of cultural tourism should include heritage impact assessment (HIAs), environmental impact assessment (EIAs), disaster risk management and other relevant risk assessments. Climate change vulnerability assessments will become increasingly important in the future. All of these require anticipatory scenarios, contingency planning, and mitigation and reduction measures considering and involving all stakeholders. Impact assessments and monitoring must be appropriate, regularly updated and easily applicable, informing development and management decision making. In order to serve as a catalyst for community resilience, cultural tourism requires increased cooperation across sectors and vision applied to practice.

Principle 7: Integrate climate action and sustainability measures in the management of cultural tourism and cultural heritage

The climate emergency is an existential threat to the planet and the civilization as we know it. It jeopardizes cultural and natural heritage, and threatens the livelihoods and wellbeing of people across the world. Tourism dependent communities are particularly vulnerable.

All cultural tourism stakeholders must take action to mitigate, reduce and manage climate impacts. Actions should enhance the ability of communities to generate, retain and maintain sustainable benefits from cultural tourism. Tourism activities must minimize their greenhouse gas emissions. This is a shared responsibility of governments, tour operators, tourism businesses, destination managers and marketing organizations, site management authorities, land-use planners, heritage

and tourism professionals, civil society and visitors. Enforcement should be ensured via incentives, bylaws, policies and guidelines that are updated as necessary.

Climate action is a personal, collective and professional responsibility beyond national commitments and the Paris Accord. Tourism and visitor management must contribute to effective carbon and greenhouse gas reduction, waste management, reuse, recycling, energy and water conservation, green transport and infrastructures that comply with international and national targets. Measures to support heritage conservation, biodiversity and natural ecosystems need to be a priority in planning, implementation and evaluation of tourism and visitor management strategies. Adaptive reuse and retrofitting of built and vernacular heritage can contribute to climate adaptation and retain a more authentic visitor experience.

Climate action strategies must consider traditional ownership, knowledge and practices. Communication, information, heritage interpretation, education and training must increase the awareness about the climate emergency and its consequences for natural and cultural heritage, especially where communities and destinations are at risk. The presentation and interpretation of heritage places open to the public must also contribute to these tasks including messages about climate impacts on preservation and the environment. This invites the consideration of innovative technologies that can be used for these purposes.

Climate change is calling for a transformational and regenerative approach to cultural tourism where the priorities focus on building resilient and adaptive communities and heritage places. Relevant charters, recommendations and policy instruments are set out in an Annexure to this Charter accessible on the ICTC website.

This Charter has been drafted by the ICOMOS International Committee on Cultural Tourism through a task force composed of the following members: Celia Martínez (Coordinator), Fergus Maclaren (President), Cecilie Smith-Christensen, Margaret Gowen, Jim Donovan, Ian Kelly, Sue Millar, Sofía Fonseca, Tomeu Deyá, Ananya Bhattacharya and Carlos Alberto Hiriart.

Annex 3 – Visitor Management Goals & Objectives (from VMAST)

See the UNESCO Visitor Management Assessment & Strategy Tool (VMAST) for the comprehensive list of associated indicators.

GOAL A	EFFECTIVE GOVERNANCE AND VISITOR MANAGEMENT PROTECTING HERITAGE VALUES	
A1	Governance and management system	There are clearly defined, legitimate, accountable, and functional governance arrangements for protecting the site, with an appropriate site management system/plan in place.
A2	Available resources	There are sufficient resources for effectively managing the site.
A3	Integrated and strategic visitor management	Visitor management is integrated in the overall management system for the site, and a visitor management strategy and Action Plan being implemented.
A4	Heritage assets and visitor attractions	Heritage assets and visitor attractions representing heritage values of the site are monitored and protected.
A5	Visitor volumes	Visitor numbers and demographics are monitored, and volumes managed.
A6	Visitor behaviour	Visitor behaviour is monitored and guided in the site.
A7	Communication, information and interpretation of World Heritage values	Communication, information, and interpretation create awareness about the Outstanding Universal Values* of the site.
A8	Capacity development	Stakeholder capacities are built through relevant activities and training.
A9	Collaboration with the tourism sector	Site management authorities collaborate and coordinate management with relevant stakeholders in the site as well as in the broader tourism destination.
A10	Participatory governance	Site management authorities support civic and democratic engagement in the use and management of heritage commons through a participatory governance approach.

Source: UNESCOs Visitor Management Assessment & Strategy Tool (VMAST)

GOAL B	CONTRIBUTION TO ENVIRONMENTAL SUSTAINABILITY, CLIMATE CHANGE MITIGATION & ADAPTATION	
B1	Protection of sensitive environments	Sensitive environments are protected from negative impacts of human activities (visitation).
B2	Protection of wildlife	Wildlife is protected from negative impacts of human activities (visitation).
B3	Waste management	Solid waste and wastewater are minimised.
B4	Water security and access	Use of freshwater is minimised, and access to safe water is maintained.
B5	Energy conservation	Energy is conserved.
B6	Light, noise and visual pollution is minimal	Light, noise, and visual pollution is minimal.
B7	Low-impact travel and transport	Impacts from travel transportation to/from and within the site is managed, with low impact transport offered and promoted.
B8	Carbon footprint (greenhouse gas emissions)	Greenhouse gas emissions (carbon footprint) are minimised.
B9	Climate change adaptation	Protection of heritage values is integral in climate change adaptation.
B10	Environmental risks	Environmental risks are identified, monitored, and managed.

Source: UNESCOs Visitor Management Assessment & Strategy Tool (VMAST)

GOAL C	CONTRIBUTION TO INCLUSIVE SOCIAL DEVELOPMENT & CULTURAL SUSTAINABILITY	
C1	Awareness and appreciation of cultural and natural heritage	There is widespread awareness, understanding and appreciation of cultural and natural heritage associated with the site and local communities.
C2	Accessibility	The site and its attractions are accessible to all within the constraints of protecting the site's heritage values and its location.
C3	Local community opinion	The local community has a positive opinion on visitor management in the site.
C4	Visitor experience and satisfaction	Visitors are satisfied, reporting positive visitor experiences.
C5	Safety and security	The site is safe and secure for visitors and local community members.
C6	Disaster risk management, crises- and emergency response	Disaster risks are monitored and managed with efficient crises and emergency response in place.
C7	Respect of rights	Rights are protected, equal opportunities provided, and exploitation prevented.
C8	Intangible cultural heritage	Intangible cultural heritage values associated with the site are appreciated and protected.
C9	Social inclusion	The site is an arena for social inclusion and integration.
C10	Food security	There is food security in and around the site.

Source: UNESCOs Visitor Management Assessment & Strategy Tool (VMAST)

GOAL D	CONTRIBUTION TO INCLUSIVE & SUSTAINABLE ECONOMIC DEVELOPMENT	
D1	Economic inclusion, resilience, and sustainability	Site management authorities work with enterprises in the site to protect heritage resources (assets, commons, attractions, and infrastructure) relevant to economic inclusion, resilience, and sustainability of the local community.
D2	Visitors' financial contribution	The site and associated communities' benefits from visitor generated revenues and/or support.
D3	Funding, investments, and concessions	Resources for protection of the site are secured through funding, investments and/or concessions.
D4	Local jobs, employment, and career opportunities	Site management contributes to local jobs, employment, and career opportunities.
D5	Production and consumption	Goods and services available in the site are sustainably produced and consumed. Goods and services associated with the site (use of WH logo) contributes local opportunities and value.
D6	Boundaries and zoning	Boundaries of and zoning related to tourism and visitor activities are clearly defined and managed.
D7	Property acquisitions in the site are managed.	Property acquisitions in the site are managed.
D8	Visitor facilities, infrastructure, and services	Appropriate visitor facilities, infrastructure and services are provided.
D9	Visitor patterns and periods	Visitor patterns and periods optimise opportunities and minimise negative impacts from seasonal fluctuations and overcrowding.
D10	Events and festivals	Events (including meetings, conferences, festivals, etc.) are responsibly managed and contribute positively to the site and associated communities.

Annex 4 – Tourism & the UNSDGs

Goal	Description	Link to Cultural Tourism (as proposed by the UNWTO)
1 NO POVERTY	End poverty in all its forms everywhere	As one of the largest and fastest growing economic sectors in the world, tourism is well-positioned to foster economic growth and development at all levels and provide income through job creation. Sustainable tourism development, and its impact at community level, can be linked with national poverty reduction goals, those related to promoting entrepreneurship and small businesses, and empowering less favored groups, particularly youth and women.
2 ZERO HUNGER	End hunger, achieve food security and improved nutrition and promote sustainable agriculture	Tourism can spur agricultural productivity by promoting the production, use and sale of local produce in tourist destinations and its full integration in the tourism value chain. In addition, agro-tourism, a growing tourism segment, can complement traditional agricultural activities. The resulting rise of income in local communities can lead to a more resilient agriculture while enhancing the value of the tourism experience.
3 GOOD HEALTH AND WELL-BEING	Ensure healthy lives and promote well-being for all at all ages	Tourism's contribution to economic growth and development can also have a knock-on effect on health and well-being. Foreign earnings and tax income from tourism can be reinvested in health care and services, which should aim to improve maternal health, reduce child mortality and prevent diseases, among others.
4 QUALITY EDUCATION	Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all	A well-trained and skilful workforce is crucial for tourism to prosper. The sector can provide incentives to invest in education and vocational training and assist labour mobility through cross-border agreements on qualifications, standards and certifications. In particular youth, women, senior citizens, indigenous peoples and those with special needs should benefit through educational means, where tourism has the potential to promote inclusiveness, the values of a culture of tolerance, peace and non-violence, and all aspects of global exchange and citizenship.

5 GENDER EQUALITY	Achieve gender equality and empower all women and girls	Tourism can empower women in multiple ways, particularly through the provision of jobs and through income-generating opportunities in small and larger-scale tourism and hospitality related enterprises. As one of the sectors with the highest share of women employed and entrepreneurs, tourism can be a tool for women to unlock their potential, helping them to become fully engaged and lead in every aspect of society.
6 CLEAN WATER AND SANITATION	Ensure availability and sustainable management of water and sanitation for all	Tourism can play a critical role in achieving water access and security, as well as hygiene and sanitation for all. The efficient use of water in the tourism sector, coupled with appropriate safety measures, wastewater management, pollution control and technology efficiency can be key to safeguarding our most precious resource.
7 AFFORDABLE AND CLEAN ENERGY	Ensure access to affordable, reliable, sustainable, and modern energy for all	As a sector that requires substantial energy input, tourism can accelerate the shift toward renewable energy and increase its share in the global energy mix. Consequently, by promoting sound and long-term investments in sustainable energy sources, tourism can help to reduce greenhouse gas emissions, mitigate climate change and contribute to innovative and new energy solutions in urban, regional and remote areas.
8 DECENT WORK AND ECONOMIC GROWTH	Promote sustained, inclusive, and sustainable economic growth, full and productive employment and decent work for all	Tourism is one of the driving forces of **global economic growth** and currently provides for 1 in 11 jobs worldwide. By giving access to decent work opportunities in the tourism sector, society – particularly youth and women – can benefit from increased skills and professional development. The sector's contribution to job creation is recognized in Target 8.9 **"By 2030, devise and implement policies to promote sustainable tourism that creates jobs and promotes local culture and products"**.
9 INDUSTRY, INNOVATION AND INFRASTRUCTURE	Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation	Tourism development relies on good public and privately supplied infrastructure and an innovative environment. The sector can also incentivize national governments to upgrade their infrastructure and retrofit their industries, making them more sustainable, resource-efficient and clean, as a means to attract tourists and other sources of foreign investment. This should also facilitate further sustainable industrialization, necessary for economic growth, development and innovation.

10 REDUCED INEQUALITIES	Reduce inequality within and among countries	Tourism can be a powerful tool for community development and reducing inequalities if it engages local populations and all key stakeholders in its development. Tourism can contribute to urban renewal and rural development and reduce regional imbalances by giving communities the opportunity to prosper in their place of origin.
11 SUSTAINABLE CITIES AND COMMUNITIES	Make cities and human settlements inclusive, safe, resilient, and sustainable	A city that is not good for its citizens is not good for tourists. Sustainable tourism has the potential to advance urban infrastructure and universal accessibility, promote regeneration of areas in decay and preserve cultural and natural heritage, assets on which tourism depends. Greater investment in green infrastructure (more efficient transport facilities, reduced air pollution, conservation of heritage sites and open spaces, etc.) should result in smarter and greener cities from which not only residents, but also tourists, can benefit.
12 RESPONSIBLE CONSUMPTION AND PRODUCTION	Ensure sustainable consumption and production patterns	A tourism sector that adopts sustainable consumption and production (SCP) practices can play a significant role in accelerating the global shift towards sustainability. To do so, as set in Target 12.b of Goal 12, it is imperative to **"Develop and implement tools to monitor sustainable development impacts for sustainable tourism which creates jobs, promotes local culture and products".**
13 CLIMATE ACTION	Take urgent action to combat climate change and its impacts	Tourism contributes to and is affected by climate change. It is, therefore, in the sector's own interest to play a leading role in the global response to climate change. By lowering energy consumption and shifting to renewable energy sources, especially in the transport and accommodation sector, tourism can help tackle one of the most pressing challenges of our time
14 LIFE BELOW WATER	Conserve and sustainably use the oceans, seas and marine resources for sustainable development	Coastal and maritime tourism, tourism's biggest segments, particularly for Small Island Developing States' (SIDS), rely on healthy marine ecosystems. Tourism development must be a part of Integrated Coastal Zone Management in order to help conserve and preserve fragile marine ecosystems and serve as a vehicle to promote a blue economy, in line with Target 14.7: **"by 2030 increase the economic benefits to SIDS and LDCs from the sustainable use of marine resources, including through sustainable management of fisheries, aquaculture and tourism".**

15 LIFE ON LAND	Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse	Majestic landscapes, pristine forests, rich biodiversity, and natural heritage sites are often main reasons why tourists visit a destination. Sustainable tourism can play a major role, not only in conserving and preserving biodiversity, but also in respecting terrestrial ecosystems, owing to its efforts towards the reduction of waste and consumption, the conservation of native flora and fauna, and its awareness-raising activities.
16 PEACE, JUSTICE AND STRONG INSTITUTIONS	Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive	As tourism revolves around billions of encounters between people of diverse cultural backgrounds, the sector can foster multicultural and inter-faith tolerance and understanding, laying the foundation for more peaceful societies.
17 PARTNERSHIPS FOR THE GOALS	Strengthen the means of implementation and revitalize the global partnership for sustainable development	Due to its cross-sectorial nature tourism has the ability to strengthen private/public partnerships and engage multiple stakeholders – international, national, regional and local – to work together to achieve the SDGs and other common goals. Indeed, public/public cooperation and public/private partnerships are a necessary and core foundation for tourism development, as is an increased awareness in the role of tourism in the delivery on the post-2015 Development Agenda.

Sources: UNWTO Tourism in the 2030 Agenda; https://tourism4sdgs.org/

Annex 5 – CT&VM Framework Structure

CT&VM FRAMEWORK				
I	II		III	IV
CULTURAL TOURISM PRINCIPLES	WORLD HERITAGE VISITOR MANAGEMENT		CONTEXT	RECOMMENDATIONS
Charter Principles	Corresponding VMAST objectives	SDGs	Identified and prioritized target outcomes from VMAST. Suggestion: Look to target outcomes scored 'no' or 'partly' indicating opportunities to improve.	Description of the situation in the site and broader destination. Reference to existing policies & operative strategies, masterplans and/or action plans concerning the site & broader destination / city Examples: Site Management Plan; Destination Tourism Management plan; Transport Master Plan, etc. Stakeholders: Reference to key stakeholders currently involved or concerned.	Recommendations for operationalising the Charter Principles Examples: Actions and activities that should be integrated into strategies, budgets, and action plans. Suggestion: Formulate recommendations and identify actions based on target outcomes. Addressee: the stakeholder authority/group/representative to whom the recommendation is addressed.

CULTURAL TOURISM Principle 1-7: Principle text				
WORLD HERITAGE MANAGEMENT			CONTEXT	RECOMMENDATIONS
VMAST objectives & target outcomes	SDG	priorities & targets:	of relevance:	for operationalising Principle:
Objective X				
Objective Y				
Objective Z				

Annex 6 – CT&VM Framework (demo)

This is a demo of how to make use of the CT&VM Framework. The VMAST appraisal, scores and incorporated responses in columns III and IV do not represent a real World Heritage site but indicate how recommendations can be identified and formulated for the improvement of community and destination resilience.

VMAST GENERATED APPRAISAL

Assessments		Score (%)
A	Governance & visitor management	55
B	Contribution to economic sustainability	33
C	Contribution to social and cultural sustainability	39
D	Contribution to environmental sustainability	44
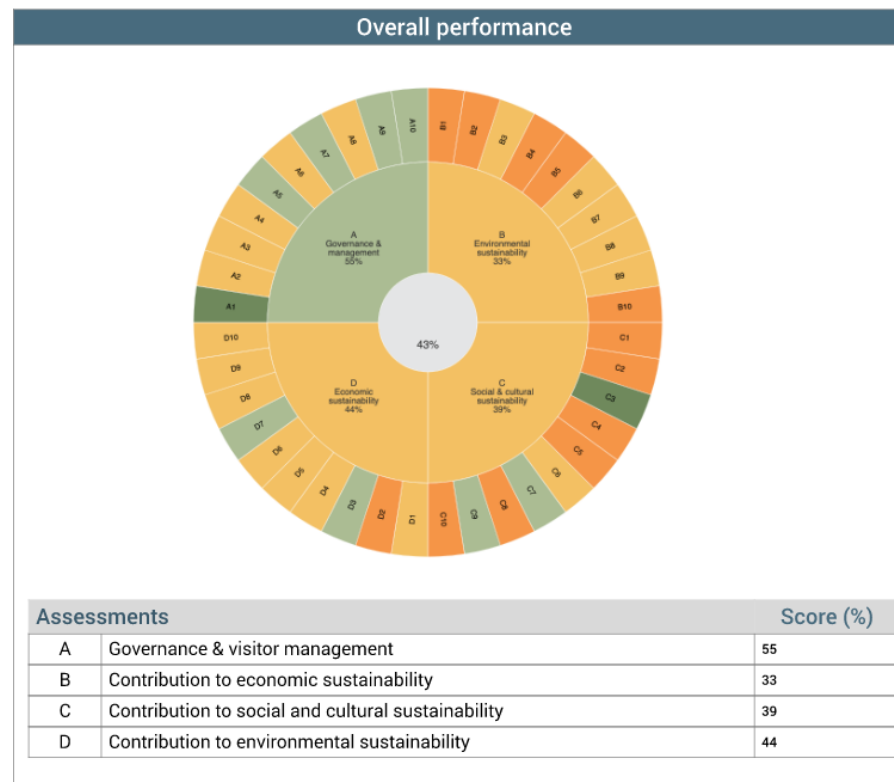
A. Governance & visitor management
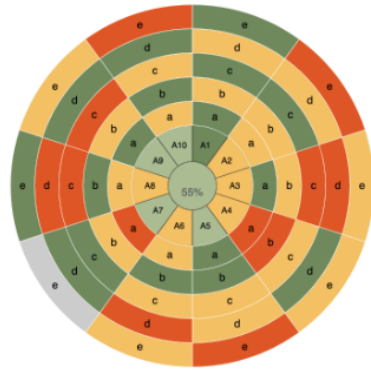
Governance and visitor management		Score (%)
Objective: Effective governance and visitor management protecting heritage values		
A1	Governance and management system	80
A2	Available resources	50
A3	Integrated and strategic visitor management	40
A4	Heritage assets and visitor attractions	40
A5	Visitor volumes	60
A6	Visitor behaviour	50
A7	Communication, information and interpretation of heritage values	63
A8	Capacity development	50
A9	Collaboration with the tourism sector	60
A10	Participatory governance	60
Overall score		55

B. Environmental sustainability
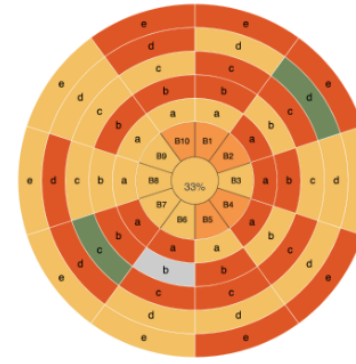
Environmental sustainability		Score (%)
Objective: Contribution to environmental sustainability, climate change mitigation and adaptation		
B1	Protection of sensitive environments	20
B2	Protection of wildlife	30
B3	Waste management	33
B4	Water security and access	25
B5	Energy conservation	30
B6	Light, noise and visual pollution	31
B7	Low-impact travel and transport	42
B8	Carbon footprint (greenhouse gas emissions)	45
B9	Climate change adaption	50
B10	Environmental risks	20
Overall score		**33**

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C. Social & cultural sustainability
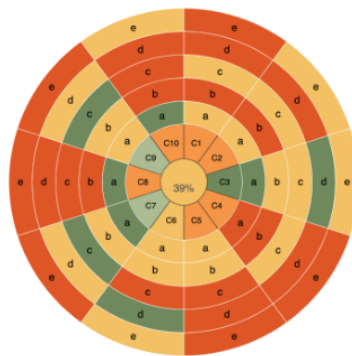
D. Economic sustainability

Social and cultural sustainability		Score (%)
Objective: Contribution to inclusive social development and cultural sustainability		
C1	Awareness and appreciation of World Heritage	25
C2	Accessibility	30
C3	Local community opinion	75
C4	Visitor experience and satisfaction	10
C5	Safety and security	25
C6	Disaster risk management, crises and emergency response	50
C7	Respect of rights	65
C8	Intangible cultural heritage	25
C9	Social inclusion	55
C10	Food security	30
Overall score		**39**
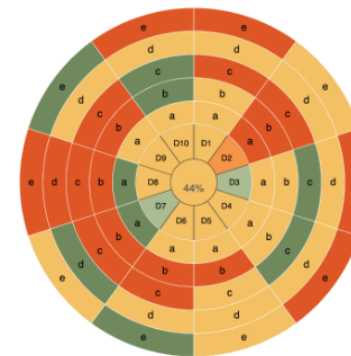
Economic sustainability		Score (%)
Objective: Contribution to inclusive and sustainable economic development		
D1	Economic sustainability of the tourism sector operating within or in relation to the site	35
D2	Resources, revenues and support from visitors	25
D3	Funding, investments and concessions	55
D4	Local jobs, employment, and career opportunities	50
D5	Production and consumption	50
D6	Zoning	40
D7	Property acquisitions	55
D8	Visitor behavior	32
D9	Visitor patterns and periods	43
D10	Events and festivals	50
Overall score		**44**

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Color	Response	Percentage	Interpretation
	'Yes'	71% - 100%	The score indicates that site management authorities are on track to achieve the target outcome.
	-	51% - 70%	
	'Partly'	31% - 50%	The score indicates that there are opportunities to improve.
	-	1% - 30%	
	'No'	0%	
	'NA' / No answer	-	

For sites exposed to the CT&VM Framework for the first time, the intention is to read and complete the framework from left to right, from Column I to IV (see methodology chapter 2.3) Specifically, the steps are as follows:

I. Observe the Charter Principle guiding recommendations and action.
II. See the VMAST objectives and SDGs that are attributed to that Charter Principle. Review the identified and prioritized strategic objectives identified upon use of VMAST.
III. Provide additional relevant information of relevance to the recommendation to be made.Formulate recommendations on how to achieve strategic objectives and operationalize the Charter Principles with identified stakeholder to whom the recommendation is addressed.
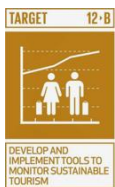
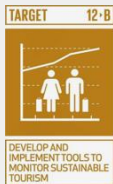| CT&VM FRAMEWORK				
I	**II**		**III**	**IV**
CT	**World Heritage site**		**Destination**	**Destination & WH site**
Charter Principles	**Corresponding VMAST objectives and associated SDG(s)**	**Identified and prioritized target outcomes from VMAST** (Look to target outcomes scored 'no' or 'partly'. You can formulate recommendations and identify actions based on the text in the target outcomes.)	**Description of the situation in the site and broader destination.** Reference to existing policies & operative strategies, masterplans and/or action plans concerning the site & broader destination / city Examples: Site Management Plan; Destination Tourism Management plan; Transport Master Plan, etc. Stakeholders: Reference to key stakeholders currently involved or concerned.	**Recommendations for operationalising the Charter principles** Examples: Actions and activities that should be integrated into strategies, budgets and action plans. Addressee: the stakeholder authority/group/representative to whom the recommendation is addressed.

Principle 1: Place cultural heritage protection at the centre of responsible cultural tourism planning and management	A1 - Governance and management system There are clearly defined, legitimate, accountable and functional governance arrangements for protecting the site, with an appropriate site management system/plan in place. Score: 80%		iv. The site management system/plan is integrated in local government's wider policy and planning instruments. (Partly) v. Management regularly monitor various aspects of visitor-related activities that may impact on the heritage values of the site. (Partly)	A Destination Master Plan is in place but does not integrate heritage values. Link to Master Plan. Stakeholders: Site management	> Establish an up-to-date inventory of assets (e.g. natural, historical, archaeological, built, religious, spiritual and/or cultural assets) and visitor attractions representing heritage values, and integrate this in the Destination Master Plan. Addressees: DMO + Site management
	A4 - Heritage assets and visitor attractions Heritage assets and visitor attractions representing heritage values of the site are monitored and protected. Score: 40%		i. An up-to-date inventory of assets (e.g. natural, historical, archaeological, built, religious, spiritual and/or cultural assets) and visitor attractions representing heritage values of the site is in place. The inventory/ies include(s) information on the degree assets and attractions are exposed to visitation. Potential risks from visitation to the heritage assets and attractions of the sites are being monitored on an on-going basis. (No) ii. Up-to-date responses and procedures to mitigate risks / protect heritage assets from potential negative impacts from visitation are in place. (No) iii. Site management authorities regularly inform relevant stakeholders about guidelines and/or regulations regarding the	There has been some updating and opening of cultural heritage venues and attractions within the site but the site inventory has not been expanded to account for these changes and not all stakeholders are aware of the guidelines and/or regulations necessary to maintain them. Stakeholders: Site management	> Develop and monitor an up-to-date inventory of site assets (e.g. natural, historical, archaeological, built, religious, spiritual and/or cultural assets) to enable better monitoring of visitor impacts, appropriate risk mitigation and communication with stakeholders to reduce visitor impacts. Addressees: DMO, Site management

			protection of heritage values. (No)		
	B1 - Protection of sensitive environments Sensitive environments are protected from negative impacts of human activities (visitation). Score: 20%	13 CLIMATE ACTION 14 LIFE BELOW WATER 15 LIFE ON LAND	b. Budgeted activities An up-to-date inventory of assets (e.g. natural, historical, archaeological, built, religious, spiritual and/or cultural assets) and visitor attractions representing heritage values of the site is in place. (Partly) c. Communication Site management authorities regularly inform relevant stakeholders about how to protect sensitive environments in the site. (Partly) e. Collaboration Site management authorities collaborate with relevant stakeholders to protect sensitive environments in the site as part of the larger destination. Enterprises and visitors are able and incentivised to comply and/or engage with relevant strategies. (No)	Sensitive natural cultural and natural heritage environments do not appear to be sufficiently protected and stakeholders Stakeholders: Site management	> Assess current protection measures and instruments in place and determine where there may be deficiencies, and target funding and resources accordingly. Addressees: DMO, Site management
	D3 - Funding, investments and concessions Resources for protection of the site are secured through funding, investments and/or concessions. Score: 55%	TARGET 11-4 PROTECT THE WORLD'S CULTURAL AND NATURAL HERITAGE	d. Capacity development Site management authorities regularly implement capacity development activities for relevant stakeholders on how investments and concessions may contribute to the protection of the site.	Stakeholders are aware of their roles in conserving the site and funds are sufficient to maintain site conservation	> Ensure that the site continues to receive funding for its protection and maintenance, expanded when necessary for unforeseen events and/or damages.

			e. Collaboration Site management authorities collaborate with relevant stakeholders to increase resources for protection of the site. Enterprises are able and incentivised to fund, invest in or sponsor protection efforts.	Stakeholders: Site management, DMO and businesses/tour operators	Addressees: Site management, DMO
Principle 2: Manage tourism at cultural heritage places through planning instruments and management plans informed by carrying capacity	A2 - Available resources There are sufficient resources for effectively managing the site. Score: 50%	TARGET 11·4 PROTECT THE WORLD'S CULTURAL AND NATURAL HERITAGE	There are adequate resources for managing the site including: v. Access to the internet (No)	There is an operational plan with an allocated budget but it is not sufficient to effectively manage the heritage resources. Stakeholders: Site management	> Review plan and budget and assess if a better distribution to achieve the goals is possible. Make necessary adjustments. > Conduct fundraising and licensing activities to collect additional resources to address budget shortfall to better manage the WHS / destination. Addressees: Site management, municipal planning authorities
	A3 Integrated and strategic visitor management. Visitor management is integrated in the overall management system for the site, and a visitor management strategy and Action Plan being implemented. Score: 40%	TARGET 8·9 PROMOTE BENEFICIAL AND SUSTAINABLE TOURISM	iii. The visitor management strategy has the necessary endorsements in order to be effectively implemented. (No) iv. The visitor management strategy goes beyond protection of the sites heritage values by integrating objectives contributing environmental, social/	There is an outdated carrying capacity study, but numbers are often exceeded. Link to carrying capacity study. Stakeholders: Site management, DMO	> Review study and update visitor management plan to align with changing visitation patterns and conditions. Addressees: Site Management, DMO

			cultural, and economic sustainability). (No)		
	A5 - Visitor volumes Visitor numbers and demographics are monitored and volumes managed. Score: 60%	TARGET 12.B DEVELOP AND IMPLEMENT TOOLS TO MONITOR SUSTAINABLE TOURISM	iii. Site management authorities regularly avail up to date statistics on visitors to the site. (Partly) iv. Site management authorities collaborate with relevant stakeholders to manage visitor volumes through accessibility to and within the site (e.g., signage, maps, apps, etc.). (Partly) v. Site management authorities collaborate with relevant stakeholders in the broader tourism destination to monitor and manage visitor numbers/ Volumes. Enterprises and/or visitors are enabled and/or incentivised to comply with or support relevant strategies (e.g. visit off-season or outside peak hours). (Partly)	There is an outdated carrying capacity study, but numbers are often exceeded. Link to carrying capacity study. Stakeholders: Site management, DMO	> Review study and update visitor management plan to align with changing visitation patterns and conditions. Addressees: Site Management, DMO
	C2 - Accessibility The site and its attractions are accessible to all within the constraints of protecting the site's heritage values and its location. Score: 30%	10 REDUCED INEQUALITIES 11 SUSTAINABLE CITIES AND COMMUNITIES	b. The management system includes an access policy ensuring residents and local community members access to the site and attractions within the site. The access policy takes into account the indigenous and/or traditional local practices and ensures the balance between protecting the site's heritage	There is no site access policy for local residents. Special needs and universal access are not considered as part of the planning management of the site. Stakeholders: SIte management,local indigenous groups,	> Develop a site management strategy that enables accessibility for local residents that does not compromise site OUV. > Conduct an accessibility audit consistent with the national/municipal disabled access guidelines and

			values and an individual's rights and needs. (No) Special needs are considered with measures to provide universal design features that allow access without compromising heritage values. Where locations and/or facilities are not immediately accessible, in particular to persons with disabilities and others who have specific access requirements, access is afforded through the design and implementation of solutions that take into account both the integrity of the site and such reasonable accommodations for persons with access requirements as is achieved. (No)	accessibility advocacy groups	regulations, ensuring minimal effect on site OUV. Addressees: Site management, disability access groups
	D8 - Visitor facilities, infrastructure and services Appropriate visitor facilities, infrastructure and services are provided. Score: 32%	9 INDUSTRY, INNOVATION AND INFRASTRUCTURE 11 SUSTAINABLE CITIES AND COMMUNITIES	b. Visitor facilities and services are managed and maintained through the management system (e.g. visitor centre, lavatory facilities, waste disposal, disability access etc.) are appropriate in relation to management requirements. (Partly) Infrastructure and services in the site are appropriate and useful to the community. (No) Interpretation and information facilities, infrastructure and	Should this be commented upon (i.e., Maintain the visitor facilities and services to the required standard) Visitor facilities and services are not appropriate for the community, in relation to site protection and management requirements, and provide the necessary interpretation and information facilities.	> Maintain visitor facilities, infrastructure and services to the standard required for the site. > Assess where there are gaps in the provision of visitor facilities, infrastructure and services and associated interpretation and interpretation facilities, need to be addressed, within an accompanying investment plan. Addressees: Site management, DMO

			services are available and appropriate. (No)	Stakeholders: SIte management, DMO	
Principle 3: Enhance public awareness and visitor experience through sensitive interpretation and presentation of cultural heritage	A6 - Visitor behaviour Visitor behaviour is monitored and guided in the site. Score: 50%	TARGET 12·B DEVELOP AND IMPLEMENT TOOLS TO MONITOR SUSTAINABLE TOURISM	iii. A Code of Conduct for visitors has been developed, are availed and applied/enforced. Site management authorities regularly inform visitors about 'codes of conduct' in the site. Codes of conduct are communicated in information and marketing materials, allowing visitors to prepare before visiting the site. (Partly) iv. A Code of Practice (i.e. cultural and environmental) for tour guides and tour operators has been developed, are availed and applied/enforced. (No) v. Site management authorities regularly implement capacity building activities for relevant stakeholders (e.g. guides), on how to ensure that visitors respect local cultural and societal norms of community members in the site. (Partly)	Visitors are acting inappropriately around historic sites and monuments. Stakeholders: Site management, DMO, visitors, tour operators	> Review current visitor management members to determine ways to initiate better signage and measures to modify, manage and improve visitor behaviour. Addressees: Site management, DMO
	A7 - Communication, information and interpretation of World Heritage Values Communication, information and interpretation create awareness	16 PEACE AND JUSTICE STRONG INSTITUTIONS	iii. Communications, promotional information and interpretive material at World Heritage sites make correct use of the World Heritage emblem (cnf. Operational Guidelines). (Partly)	The quality and consistency of site interpretation is uneven, leading to a poor understanding of its tangible and intangible cultural heritage.	> Assess the current interpretive training programs and materials in place and determine if a certification approach may be appropriate.

	about the Outstanding Universal Values* of the site. Score: 63%		v. Information is communicated in languages relevant to visitors. (Partly)	Stakeholders: Site management	Addressees: Site interpreters, training bodies, tour operators
	C4 - Visitor experience and satisfaction Visitors are satisfied, reporting positive visitor experiences. Score: 10%	3 GOOD HEALTH AND WELL-BEING	a. Visitor satisfaction is regularly monitored and recorded. Information is verifiable and available. (No) b. Site management authorities regularly implement capacity development activities for relevant stakeholders on how to manage and optimize visitor satisfaction in the site. (No)	A recent survey indicates that visitors have expressed limited satisfaction with the site and how it is presented. Stakeholders: Site management, DMO, visitors	> Undertake a survey to determine what the key issues are, gaps in site presentation and focus future investments in these areas. Addressees: Site management, DMOs, municipal planning authorities
	C5 - Safety and security The site is safe and secure for visitors and local community members. Score: 25%	3 GOOD HEALTH AND WELL-BEING 11 SUSTAINABLE CITIES AND COMMUNITIES	b. A safety and security plan for the site has been developed and is being implemented. The Plan includes concrete goals and considerations for the tourism sector and visitors in the site. The plan is updated on a regular basis. (No) c. Site management authorities regularly inform relevant stakeholders on safety and security measures including health and hygiene in the site. (No)	Tour operators and visitors have indicated that there are some issues related to site safety and security. Stakeholders: Site management, DMOs, tour operators, visitors	> Conduct a safety audit for the site to determine what the key areas of concern are to be addressed. Addressees: Site management, local health and security forces
	C8 Intangible cultural heritage Intangible cultural heritage values associated with the site are appreciated and protected.	TARGET 11-4 PROTECT THE WORLD'S CULTURAL AND NATURAL HERITAGE	a. There is an inventory of intangible cultural heritage values associated with the site. Actual and/or potential impacts of tourism to intangible cultural heritage values are identified,	There is an inconsistent presentation and understanding of the site's intangible cultural heritage.	> Develop an educational campaign for community members to highlight and validate the value and protection of a site's intangible cultural heritage.

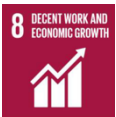|			regularly measured, monitored and recorded. Information is verifiable and available. (Partly) b. Site management authorities regularly implement capacity development activities for relevant stakeholders on how to appreciate and protect intangible heritage values in the site. (No)	Stakeholders: Site management, DMOs	Addressees: Community members, traditional arts and crafts practitioners, tour operators
	Score: 25%				
Principle 4: Reinforce the rights of communities, including indigenous groups, to access and engage in participatory governance of the cultural and natural heritage commons used in tourism	A8 - Capacity development Stakeholder capacities are built through relevant activities and training. Score: 50%	4 QUALITY EDUCATION	i. Capacity building needs, relevant to visitor management in the site, have been identified. (Partly) ii. Site management staff receive timely and appropriate training. (No) iii. Site management authorities regularly implement capacity building activities for relevant stakeholders in the site. (No)	Different segments of the community have greater access to capacity building programs and initiatives than others. Stakeholders: Community organizations, training institutions	> Identify those groups that are underrepresented and determine how best to engage and support them with the necessary capacity building to participate in the local visitor economy. Addressees: Underrepresented communities, indigenous peoples
	A10 Participatory governance Site management authorities support civic and democratic engagement in the use and management of heritage through a participatory governance approach. Score: 60%	17 PARTNERSHIPS FOR THE GOALS	iv. Appropriate dispute and conflict resolution mechanisms are in place to deal with potential conflicts and collective action dilemmas among stakeholders. (No)	Local communities are consulted through a participatory approach (e.g. town hall meetings), however, they do not fully feel as benefiting from the benefits tourism bring in to the destination Stakeholders: DMOs, Site management, tour operators	> Continue to maintain ongoing communications with communities and determine ways that they can better benefit from tourism. Addressees: Local communities and their representative organizations, local visitor economy businesses

C3 - Local community opinion The local community has a positive opinion on visitor management in the site. Score: 75%	3 GOOD HEALTH AND WELL-BEING	D. Site management authorities regularly implement capacity development activities for relevant stakeholders on how to consider, respect and involve local residents and community members in the site. (Partly)	Local businesses are provided with formal and informal capacity building and awareness opportunities to work with their local communities As for A10 Stakeholders: Site maangement, Training bodies, local community organizations	> Create a public call for ideas / projects from the residents, to implement priority actions that meet the needs of the local population (e.g. funding from a percentage of income to the WHS or other local visitor taxes). > Maintain positive relations with the local community and continue monitoring opinions to identify success/issues with ongoing and new activities. Addresses: Local communities and their representative organizations, local visitor economy businesses
C7 Respect of rights Rights are protected, equal opportunities provided, and exploitation prevented. Score: 65%	5 GENDER EQUALITY 10 REDUCED INEQUALITIES 16 PEACE AND JUSTICE STRONG INSTITUTIONS	c. Site management authorities regularly inform staff and relevant stakeholders about their rights. (Partly)	Community members' rights are observed and protected. Stakeholders: Site management, local authorities, local community organizations	> Continue to ensure and enhance where possible, inclusion and integration of participation by different demographics of the local community. Addressees: Local communities, local authorities

C9 - Social inclusion The site is an arena for social inclusion and integration. Score: 55%		a. Social needs, especially those relating to social inclusion and integration in the site and beyond are regularly monitored. Information is verifiable and available. (Partly)	The score is high which indicates that you are already on track to achieve this target outcome. Stakeholders: Local authorities, local community organizations	> Continue to ensure and enhance where possible, inclusion and integration of participation by different demographics of the local community. Addressees: Local communities
D2 - Visitors financial contribution. The site and associated communities benefit from visitor generated revenues and/or support. Score: 25%		c. Site management authorities regularly inform relevant stakeholders on how to contribute towards community initiatives and efforts enhancing conservation of the site. (Partly) d. Resources generated from tourism contribute to capacity development programmes or activities benefiting the local community. (No)	Local communities participate in, but do not always fully benefit from activities and revenues generated by the site. Stakeholders: Site management, local communities	> Determine if there are more opportunities to better integrate local planning and supply chain procurement to benefit stakeholders and local community members. Addressees: Site management, local communities, local authorities, local visitor economy businesses
D4 - Local jobs, employment and career opportunities Site management contributes to local jobs, employment and career opportunities. Score: 50%		c. Site management authorities regularly inform relevant stakeholders about job, employment, and career opportunities in the site. (No) d. Site management authorities regularly implement capacity development activities for relevant stakeholders contributing to skills that increase job, employment, procurement and career opportunities. (No)	Local community residents have and secure opportunities to participate in the local visitor economy. Stakeholders: Site management, local communities, local authorities, local visitor economy businesses	> Continue to encourage local capacity initiatives and hiring within the local community to enable more economic opportunities to participate in site activities and the visitor economy. Addressees: Site management, local communities, local authorities, local visitor economy businesses

	D10 - Events and festivals Events (including meetings, conferences, festivals, etc.) are responsibly managed and contribute positively to the site and associated communities. Score: 50%	**17 PARTNERSHIPS FOR THE GOALS**	a. Events taking place in the site are regularly monitored and recorded. Information is verifiable and available. (Partly) b. The management system includes budgeted activities guiding the organisation and hosting of responsible events in the site. (No)	Business, commemorative and themed events are often managed in a responsible manner and are appreciated by local communities, who actively participate in their organization and celebration. Stakeholders: Site authorities, DMO, local communities	> Ensure that events within the site are managed in a safe and responsible manner, convening consultations with local communities where necessary, to enable a positive, supported integration of activities and programs. Addressees: Local authorities, local communities, local visitor economy businesses

Principle 5: Raise awareness of and reinforce cooperation for heritage conservation among all tourism stakeholders	A9 - Collaboration with the tourism sector Site management authorities collaborate and coordinate management with relevant stakeholders in the site as well as in the broader tourism destination. Score: 60%	17 PARTNERSHIPS FOR THE GOALS	iii. There is a code of practice developed in collaboration with the industry governing commercial activities in the site. (Partly)	The score is high which indicates that you are already on track to achieve this target outcome. Stakeholders: Site management, DMO, local visitor economy businesses	> Establish a Stakeholder Working Group with Terms of Reference, regular meetings and communications, and annual report. Addressees: Local authorities, local visitor economy businesses
	C1 - Awareness and appreciation of cultural heritage There is widespread awareness, understanding and appreciation of cultural and natural heritage associated with the site and local communities. Score: 25%	TARGET 11·4 PROTECT THE WORLD'S CULTURAL AND NATURAL HERITAGE	a. Local community opinion on visitor management in the site is regularly monitored and recorded. Information is verifiable and available. (Partly) d. Site management authorities regularly implement capacity development activities for relevant stakeholders on how to consider, respect and involve local residents and community members in the site. (No)	There is an indication that tangible and intangible cultural and natural heritage values of the site may not be effectively understood and appreciated by local stakeholders and community members. Stakeholders: Site management, DMO	> Undertake social media campaigns and events to engage and have stakeholders and community members actively participate in, and expand their knowledge of the site. Addressees: Local authorities, local visitor economy businesses, local communities
	D6 - Boundaries and zoning Boundaries of and zoning related to tourism and visitor activities are clearly defined and managed. Score: 40%	11 SUSTAINABLE CITIES AND COMMUNITIES	c. Site management authorities regularly inform relevant stakeholders about guidelines and/or regulations relating for zoning in the site. (No)	The boundaries and zones for visitor management purposes are not always well demarcated or respected. Stakeholders: Site management, DMO, local planning authorities	> Ensure that zoning and boundaries continue to reflect changes in use and or activities within the site. Addressees: Local authorities, local communities, local visitor economy businesses

Principle 6:	B2 - Protection of wildlife		a. There is an inventory of protected wildlife and plants in the site. The actual and/or potential impacts of visitation to these protected species are identified, regularly measured, monitored and recorded. Information is verifiable and available. (No)	There are not sufficient policies in place to conserve local wildlife.	> Undertake a survey of current species endemic to the site to determine the baseline and monitor impacts to determine necessary policy interventions.
Increase the resilience of cultural heritage and communities through risk assessment, strategic planning and adaptive management	Wildlife is protected from negative impacts of human activities (visitation). Score: 30%			Stakeholders: Site management, local authorities, wildlife management authorities	Addressees: Local authorities, wildlife management authorities
			c. Site management authorities regularly inform relevant stakeholders about how they can help protect wildlife and plants in the site, including information on items illegal to buy or sell. (No)		
	C6 - Disaster risk management, crises and emergency response Disaster risks are monitored and managed with efficient crises and emergency response in place. Score: 50%		a. Disaster risks, potential crises and ready emergency response to the site is regularly monitored and recorded. Information is verifiable and available. (No) b. An appropriate 'Disaster risk management, crisis and emergency response plan' for the site, that is part of, or aligned with plans for the broader destination, has been developed. The plan is regularly updated. (No)	There is no risk management and/or emergency plan in place for the site. Stakeholders: Site management, emergency and risk preparedness authorities	> Develop risk management and emergency policies and plans that enable stakeholders to plan, address and adapt to risks, while also maintaining the site's OUV. Addressees: Local authorities, local communities, site management
	C10 - Food security There is food security in and around the site. Score: 30%		a. Food security in the site and its proximity is regularly monitored. Information is verifiable and available. (No) e. Site management authorities collaborate with relevant stakeholders to support food	Food insecurity occurs within communities that live in and around the site. Locally produced food is primarily sourced to serve tourists.	> Determine areas of support for those community members dealing with food security issues and establish pricing and access measures to reduce concerns.

			security and food production (for example through the protection and stewardship of farmable land) in the site as part of the larger destination. (No)	There is significant food waste. Stakeholders: Site management, local authorities, local NGOs/Food banks, local communities	Addressees: Local authorities, local NGOs/Food banks
D1 - Economic inclusion, resilience and sustainability Site management authorities work with enterprises in the site to protect heritage resources (e.g. assets, attractions and infrastructure) relevant to the economic resilience and sustainability of the local community. Score: 35%	11 SUSTAINABLE CITIES AND COMMUNITIES 17 PARTNERSHIPS FOR THE GOALS		b. Site management authorities collect revenue from visitors and/or in-kind support. (No) Revenues from tourism related activities are shared with local communities. (No) c. Site management authorities regularly inform relevant stakeholders on how to contribute towards community initiatives and efforts enhancing conservation of the site. (No)	There are not always the resources necessary to protect heritage resources that can provide economic opportunities and sustainability for local communities Stakeholders: Site management, local planning and heritage conservation authorities, local communities	> Prioritize ways in which targeted government investment can enhance local economic activity and employment that support site conservation and management. Addressees: Local authorities, financial institutions, local visitor economy businesses
D5 - Production and consumption Goods and services available in the site are sustainably produced and consumed. Goods and services associated with the site (use of WH logo) contribute local opportunities and value. Score: 50%	8 DECENT WORK AND ECONOMIC GROWTH 12 RESPONSIBLE CONSUMPTION AND PRODUCTION		a. Goods and services produced and/or sold in the site and associated with values of the sites are regularly monitored and recorded. Information is verifiable and available. (No) c. Site management authorities regularly inform relevant stakeholders about local quality products and services and warning against illegal merchandise. (No)	Significant efforts have been made to enable local businesses and individuals to participate in and benefit from the supply of goods and services. Link to relevant documentation: Economic development reports and data Stakeholders: Site management, local economic development authorities, local visitor	> Continue with and expand upon 'buy local' procurement policies and monitor the use of the WH logo and branding and how these are used on goods and services to ensure local benefit, where feasible. Addressees: Local visitor economy businesses, local communities

				economy businesses, local communities	
	D7 - Property acquisitions Property acquisitions in the site are well managed. Score: 55%	9 INDUSTRY, INNOVATION AND INFRASTRUCTURE 11 SUSTAINABLE CITIES AND COMMUNITIES	a. Property acquisitions for tourism related infrastructure and activities are regularly monitored and recorded. Information is verifiable and available. (Partly)	There is a well-grounded site property management and information system in place. Stakeholders: Local planning and real estate authorities	> Ensure that all property acquisitions continue to maintain a high standard of cultural heritage management. Addressees: Site management, local planning and real estate authorities
	D9 - Visitor patterns and periods Visitor patterns and periods optimize opportunities and minimize negative impacts from seasonal fluctuations and overcrowding. Score: 43%	11 SUSTAINABLE CITIES AND COMMUNITIES TARGET 12.B DEVELOP AND IMPLEMENT TOOLS TO MONITOR SUSTAINABLE TOURISM	b. There is a responsive strategy and actions to avoid seasonal imbalances, through product development and marketing. (No) c. Year-round visitor opportunities off-season events are identified and marketed.(Partly)	Visitor fluctuations and concentrations around the site do not always enable for consistent visitor flow and economic benefit. Link to data on visitor numbers and patterns. Stakeholders: DMO	> Monitor fluctuations and determine drivers that can be addressed through digital and other means to manage and/or disburse crowds. Addressees: Site management, DMO
Principle 7: Include climate action policy and measures in the management of cultural	B3 - Waste management Solid waste and wastewater is minimized. Score: 33%	6 CLEAN WATER AND SANITATION 12 RESPONSIBLE CONSUMPTION AND PRODUCTION	a. Waste generated/disposed by tourism-related enterprises and activities is monitored. (No) c.. Site management authorities regularly inform relevant stakeholders on waste disposal and recycling points in the site. (No)	There are limited programs conserve water Stakeholders: Site management, local municipal engineering and environmental management authorities	> Undertake policies and plans to reduce wastewater, encourage conservation of water and energy and to address and adapt to climate change impacts. Addressees: Local authorities, local communities

tourism and cultural heritage	B4 - Water security & access Use of freshwater is minimised, and access to safe water is maintained. Score: 25%	**6 CLEAN WATER AND SANITATION** **12 RESPONSIBLE CONSUMPTION AND PRODUCTION**	a. Water access and security in the site is regularly measured, monitored and recorded. Information is verifiable and available. (No) c. Site management authorities regularly inform relevant stakeholders on how to minimise use of water within the site and where to access safe water. (No)	There are limited programs conserve water Stakeholders: Site management, local municipal engineering and environmental management authorities	> Undertake policies and plans to reduce wastewater, encourage conservation of water and energy and to address and adapt to climate change impacts. Addressees: : Local authorities, local communities
	B5 - Energy conservation Energy is conserved. Score: 30%	**7 AFFORDABLE AND CLEAN ENERGY** **12 RESPONSIBLE CONSUMPTION AND PRODUCTION**	a. Energy consumption within the site including what is related to tourism-related enterprises and activities is measured/estimated. (No) b. The management system includes budgeted activities guiding efforts to conserve energy in the site. (No)	There are a range of energy conservation measures in place that are not effectively reducing the use footprint. Stakeholders: Local municipal engineering and environmental management authorities	> Conduct an energy audit to determine the areas of potential greatest impact in implementing energy conservation measures. Addressees: Local authorities, local communities
	B6 - Light, noise and visual pollution Light, noise and visual pollution is minimal. Score: 31%	**3 GOOD HEALTH AND WELL-BEING** **7 AFFORDABLE AND CLEAN ENERGY**	a. Light, noise and visual pollution caused by site management is regularly measured, monitored and recorded. Information is verifiable and available. (No) e. Site management authorities collaborate with relevant stakeholders to minimise light, noise and visual pollution in the site. (No)	Light, noise and visual pollution are deemed to be excessive by municipal governments and communities during certain times of the day and year. Stakeholders: Site management, local authorities, local bylaw officers, local communities	> Identify the appropriate municipal bylaws and determine if they are being adhered to, strengthening those that may need to be updated, and/or implementing measures that may reduce light, noise and visual pollution impacts. Addressees: Local authorities, local bylaw officers, local communities

	B7 - Low-impact travel and transport Impacts from travel transportation to/from and within the site is managed, with low impact transport offered and promoted. Score: 42%		a. Energy consumption and emissions from visitor-related travel and transport in the site are monitored and estimated. (No) e. Site management authorities collaborate with relevant stakeholders to promote and increase the use of low-impact transportation within and to the site from the larger destination and beyond. (No)	Low impact travel and transport options are limited for access to and within the site, resulting in increased vehicular traffic and pollution. Stakeholders: Site management, local planning, transportation, municipal engineering and environmental management authorities	> Assess the different types of low impact travel and transport currently accessing the site and determine the opportunities to introduce them and barriers to enter the market to be addressed. Addressees: Local authorities, local communities
	B8 - Carbon footprint (GHG emissions) Greenhouse gas emissions (carbon footprint) is minimised. Score: 45%		a. Greenhouse gas emissions from tourism-related enterprises and activities in the site are measured or estimated. (No) e. Site management authorities collaborate with relevant stakeholders to minimise and mitigate greenhouse gas emissions in the site as part of the larger destination. (No)	The carbon footprint of vehicular traffic and buildings within the site has been deemed to exceed desired levels during different times of the day and year. Stakeholders: Site management, local municipal engineering and environmental management authorities	> Determine the best methods and approaches to reduce carbon in the site and encourage use of electric vehicles, low impact forms of transport and more efficient forms of heating, ventilation and cooling. Addressees: Local municipal engineering and environmental management authorities, local communities
	B9 - Climate change adaptation Protection of heritage values is integral in climate change Score: 50%		b.The management system includes budgeted activities guiding efforts relating to climate change adaptation in the site. (No) d. Site management authorities regularly implement capacity development activities for relevant stakeholders on how to protect the heritage values of the site from climate change. (No)	Certain aspects of the site have been subject to climate change, whether through flooding, erosion of monuments and/or diminishment of intangible cultural heritage values. Stakeholders: Local planning, municipal engineering and	> Assess approaches that have been successful in other sites to mitigate and/or adapt to climate change and implement accordingly. Addressees: Local authorities, local communities

				environmental management authorities	
	B10 - Environmental risks Environmental risks are identified, monitored and managed. Score: 20%	**13** CLIMATE ACTION **14** LIFE BELOW WATER **15** LIFE ON LAND	a. Environmental risks with potential impact on heritage management and the tourism sector are identified, regularly measured, monitored and recorded. Information is verifiable and available. (Partly) c. Site management authorities regularly inform relevant stakeholders about environmental risks within the site. (No)	There appear to be several environmental issues that the site is dealing with regard to air, water and soil quality with limited knowledge of their potential risks. Stakeholders: Site management, local municipal engineering and environmental management authorities	> Conduct an environmental risk assessment to determine the range of potential hazards, levels of toxicity, amount of community exposure and characterize the risk to determine future action and resolution. Addressees: Local authorities, local municipal engineering and environmental management authorities

Annex 7 – City Compendium

World Heritage Cities involved in the Project

The following OWHC member cities contributing to the development of the CT&VM Framework include:

Historic Centre of Cordoba (Spain)
Municipality of Cordoba

Historic Centre of Krakow (Poland)
Municipality of Krakow

Historic City of Vigan (Philippines)
City Government of Vigan

San Antonio Missions (United States)
City of San Antonio World Heritage Office

Historic Centre of Santa Ana de los Ríos de Cuenca (Ecuador)
Fundación Municipal Turismo para Cuenca

Cordoba, Spain

The Historic Centre of Cordoba was inscribed in 1984, and extended in 1994, under criteria (i), (ii), (iii), and (iv).

Cordoba's period of greatest glory began in the 8th century after the Moorish conquest, when some 300 mosques and innumerable palaces and public buildings were built to rival the splendours of Constantinople, Damascus and Baghdad. In the 13th century, under Ferdinand III, the Saint, Cordoba's Great Mosque was turned into a cathedral and new defensive structures, particularly the Alcázar de los Reyes Cristianos and the Torre Fortaleza de la Calahorra, were erected.

Outstanding Universal Value
Founded by the Romans in the 2nd century BC near the pre-existing Tartesic Corduba, capital of Baetica, Cordoba acquired great importance during the period of Augustus. It became the capital of the emirate depending on Damascus in the 8th century. In 929, Abderraman III established it as the headquarters of the independent Caliphate.

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The Historic Centre of Cordoba now comprises the streets surrounding the Great Mosque and all the parcels of land opening on to these, together with all the blocks of houses around the mosque-cathedral. This area extends to the other bank of the River Guadalquivir (to include the Roman bridge and the Calahorra) in the south, to the Calle San Fernando in the east, to the boundary of the commercial centre in the north, and incorporating the Alcázar de los Reyes Cristianos and the San Basilio quarter in the west.

The city, by virtue of its extent and plan, its historical significance as a living expression of the different cultures that have existed there, and its relationship with the river, is a historical ensemble of extraordinary value. It represented an obligatory passage between the south and the "meseta", and was an important port, from which mining and agricultural products from the mountains and countryside were exported.

The Historic Centre of Cordoba creates the perfect urban and landscape setting for the Mosque. It reflects thousands of years of occupation by different cultural groups – Roman, Visigoth, Islam, Judaism and Christian-, that all left a mark. This area reflects the urban and architectural complexity reached during the Roman era and the splendour of the great Islamic city, which, between the 8th and the 10th centuries, represented the main urban and cultural focus in the western world. Its monumental richness and the unique residential architecture stand out. There are still many ancestral homes and traditional houses. The communal houses built around interior courtyards (casa-patio) are the best example of Cordoban houses. They are of Roman origin with an Andalusian touch, and they heighten the presence of water and plants in daily life.

The Great Mosque of Cordoba represents a unique artistic achievement due to its size and the sheer boldness of the height of its ceilings. It is an irreplaceable testimony of the Caliphate of Cordoba and it is the most emblematic monument of Islamic religious architecture. It was the second biggest in surface area, after the Holy Mosque in Mecca,

previously only reached by the Blue Mosque (Istanbul, 1588), and was a very unusual type of mosque that bears witness to the presence of Islam in the West. The Great Mosque of Cordoba was also very influential on Western Islamic art since the 8th century just as in the neo-Moorish style in the 19th century.

Concerning architecture, it has represented a testing ground for building techniques, which have influenced both the Arabic and Christian cultures alike since the 8th century.

It is an architectural hybrid that joins together many of the artistic values of East and West and includes elements hitherto unheard-of in Islamic religious architecture, including the use of double arches to support the roof. The direct forerunners to this can be found in the Los Milagros (Miracles) Aqueduct in Merida. Its building techniques - the use of stone with brick - were a novelty reusing and integrating Roman/Visigoth techniques. Also, it included the "honeycomb" capital, which differs from the Corinthian capital, characteristic of caliph art. Subsequently, this was to greatly influence all Spanish architecture. Likewise, the combination of the ribbed vault, with a system of intertwined poli ovulate arches gives stability and solidity to the ensemble, and it represents a first class architectural milestone a hundred years before the ribbed vault appeared in France.

Criterion (i): The Great Mosque of Cordoba, with its dimensions and the boldness of its interior elevation, which were never imitated, make it a unique artistic creation

Criterion (ii): Despite its uniqueness, the mosque of Cordoba has exercised a considerable influence on western Muslim art from the 8th century. It influenced as well the development of "Neo-Moresque" styles of the 19th century.

Criterion (iii): The Historic Centre of Córdoba is the highly relevant testimony to the Caliphate of Cordoba (929-1031): this city - which, it is said, enclosed 300 mosques and innumerable palaces - [was] the rival of Constantinople and Baghdad.

Criterion (iv): It is an outstanding example of the religious architecture of Islam.

Source: https://whc.unesco.org/en/list/313/

Good Destination Management Practices Implemented
The Córdoba Strategic Tourism Plan, integrated into their Action Plan 2020-2023, aims to make the city a sustainable and responsible destination with clear benefits for the environment and society (community members and visitors) with a focus on economic, social and cultural improvement. The tourist offer must combine the cultural-heritage, gastronomic, equestrian, MICE (Meetings, Incentive, Convention and Exhibitions travel) and nature segments in an interconnected way.

The specific strategy for cultural tourism is based on strengthening the image of Córdoba as a World Heritage city through a series of actions, among which are:
- Promote the creation of new heritage-cultural tourism experiences introducing new digital technologies.
- Promote responsibility and innovation as values that must be present in the management of all stakeholders.
- Promote the supply of heritage tourism through the creation of cultural routes.
- Promote the fiesta of the patios once its centenary has been completed.
- Enhance the design and presentation of the visitor reception center.

Apart from working with the OWHC on joint actions to improve the management and operations of the site, there is also a very active working group in the Group of Cities World Heritage of Spain.

Cuenca, Ecuador

The Historic Centre of Santa Ana de los Ríos de Cuenca was inscribed in 1999 under criteria (ii), (iv) and (v).

Santa Ana de los Ríos de Cuenca is set in a valley surrounded by the Andean mountains in the south of Ecuador. This inland colonial town (entroterra), now the country's third city, was founded in 1557 on the rigorous planning guidelines issued 30 years earlier by the Spanish king Charles V. Cuenca still observes the formal orthogonal town plan that it has respected for 400 years. One of the region's agricultural and administrative centres, it has been a melting pot for local and immigrant populations. Cuenca's architecture, much of which dates from the 18th century, was 'modernized' in the economic prosperity of the 19th century as the city became a major exporter of quinine, straw hats and other products.

Outstanding Universal Value

Located in the heart of the Andean mountains, the town of Cuenca is entrenched in a valley irrigated by four rivers: Tomebamba, Yanuncay, Tarqui and Machangara. This location has over a long period of time favoured close contact with the natural environment. The Historic Centre of Santa Ana de los Rios de Cuenca includes the territory that was occupied by the town of Cuenca until the first half of the 20th century, as well as the archaeological site of Pumapungo and the corridors that include the ancient access routes to the town.

The Historic Centre of Santa Ana de los Rios de Cuenca is a remarkable example of a planned inland Spanish town (*entroterra*) that bears witness to the interest given to the principles of Renaissance urban planning in the Americas. Founded in 1577 according to the guidelines issued thirty years earlier by the King of Spain, Charles V, it has preserved over four centuries its original orthogonal plan.

An Indian community was in existence at the time of the arrival of the Spanish, (Inca-Canari); from this time on the character of the town of Cuenca was determined. The urban layout and the townscape of its historic centre, corresponding to colonial towns located in the interior of the land with an agricultural vocation, clearly bears witness to the successful fusion of the different societies and cultures of Latin America.

The urban fabric of the Historic Centre of Santa Ana de los Rios de Cuenca comprises a system of parks, squares, atriums, churches and other public spaces. Around the *Plaza Mayor* (Park Abdon Calderon), the three powers of society are always present: political with the town hall and the Governor's Office, religious, with its two cathedrals opposite one another and the judiciary with the Law Courts. Its paved streets are wide and sunlit. Moreover, the simple colonial houses have often been transformed into more important residences, especially during the period of relative economic expansion due to the production and exportation of quinine and straw hats (19th century). This resulted in a specific architecture that integrated the diverse local and European influences.

A few buildings merit mention: the New Cathedral, begun in 1885, the Old Cathedral, the Carmelite Monastery and Santo Domingo Church. The religious architecture, closely related to public areas, where community life is expressed, greatly contributes to the urban profile of the town.

The vernacular architecture illustrating the techniques and organization of space during the colonial period is principally located in the periphery of the historic centre and in the rural areas. A strong concentration of this type of architecture is located along the River Tomebanba (el Barranco) that defines the boundaries of the historic town on the south side. It is also in this sector that the site of Pumapungo is located (Puma Gate) in the heart of the Inca town of Tomebamba, and that of Todos Santos (All Saints) where the vestiges corresponding to Canari, Inca and Spanish cultures have been unearthed by archaeologists.

Criterion (ii): Cuenca illustrates the perfect implantation of the principles of urban planning of the Renaissance in the Americas.

Criterion (iv): The successful fusion of the different societies and cultures of Latin America is symbolized in a striking manner by the layout and townscape of Cuenca.

Criterion (v): Cuenca is an outstanding example of a planned inland Spanish colonial town.

Source: https://whc.unesco.org/en/list/863/

Good Destination Management Practices Implemented
Update of Cuenca Tourism Plan 2020-2024, 4 strategies, 11 goals, 35 indicators, 5 programmes and 20 projects (published in August 2020). The Plan specifically mentions resilience as a guideline for the plan: "Globally, all cities are vulnerable to severe impacts caused by shocks and stresses of natural or human origin. Therefore, the concept of resilience implies the capacity to overcome adverse events, and the ability to overcome them by successfully developing in the face of these events. situations. UNWTO in the framework of COVID-19 emphasizes the resilience demonstrated by tourism and the characteristics it has for tourism recovery".

COVID-19 health & safety and recovery: Label "Cuenca Biosegura y Sostenible" (394 establishments received the label), and WTTC Safe Travels certification.
Online training and webinars on topics related to: revenue management during crisis, e-commerce and marketing, safety protocols, role of DMOs, MICE industry, etc., benefitting 375 participants. Update of tourism enterprises registry.

Kraków

Kraków, Poland

In 1978, the Historic Center of Kraków became one of the first sites included in the list. It is inscribed under criterion (iv).

The Historic Centre of Kraków, the former capital of Poland, is situated at the foot of the Royal Wawel Castle. The 13th-century merchants' town has Europe's largest market square and numerous historical houses, palaces and churches with their magnificent interiors. Further evidence of the town's fascinating history is provided by the remnants of the 14th-century fortifications and the medieval site of Kazimierz with its ancient synagogues in the southern part of town, Jagellonian University and the Gothic cathedral where the kings of Poland were buried.

Outstanding Universal Value
The Historic Centre of Kraków, located on the River Vistula in southern Poland, is formed by three urban ensembles: the medieval chartered City of Kraków, the Wawel Hill complex, and the town of Kazimierz (including the suburb of Stradom). It is one of the most outstanding examples of European urban planning, characterised by the

harmonious development and accumulation of features representing all architectural styles from the early Romanesque to the Modernist periods.

The importance of the city, which was chartered in 1257 and was once the capital of Poland, is evidenced by its urban layout, its numerous churches and monasteries, its imposing public buildings, the remains of its medieval city walls, and its palaces and townhouses, many designed and built by prominent architects and craftspersons. The value of this urban complex is determined by the extraordinary density of monuments from various periods, preserved in their original forms and with their authentic fittings. Wawel Hill, the dominant feature of the Historic Centre of Kraków, is a former royal residence and necropolis attesting to the dynastic and political links of medieval and early modern Europe. The medieval town of Kazimierz, which includes the suburb of Stradom (chartered in 1335), was shaped by the Catholic and Jewish faiths and their respective cultures and customs.

One of the largest administrative and commercial centres in central Europe, Kraków was a city where arts and crafts flourished, and the culture of East and West intermingled. The importance of Kraków as a cultural centre of European significance is reinforced by its being home to one of the oldest universities of international renown – the Jagiellonian University. Together, these three built-up areas create a cohesive urban complex in which significant tangible and intangible heritage have survived and are cultivated to this day.

Criterion (iv): Kraków is an urban architectural ensemble of outstanding quality, in terms of both its townscape and its individual monuments. The historic centre of the town admirably illustrates the process of continuous urban growth from the Middle Ages to the present day.

Source: https://whc.unesco.org/en/list/29/

Good Destination Management Practices Implemented

In April 2021, Kraków described the status of their tourism strategy plan. It has taken 6 years to formulate with guidance from a local tourism academic and input from 9 key stakeholder groups comprising around 200 businesses (including MICE businesses). It is largely an internal document.

The Plan's recommendations are aimed at rebuilding tourist traffic under new conditions. The nine key recommendations concern:

1. Kraków's "tailor-made" tourist market
2. Tourism hypertrophy and balancing the sharing economy
3. The meeting's industry
4. Tourism identity and reputation management
5. Tourist marketing and communication tools
6. Managing the night economy
7. Culture and creative industries in the tourism economy
8. Managing conflicts between stakeholders
9. New technologies in tourism

The chairman of the city council is a major supporter of the tourism strategy plan and desires more green, Smart tourism initiatives, and is particularly keen on better greener transportation (e.g. encouragement of bicycles) and quality of life for residents. Also, he wants tourists to return as soon as possible.

As of January 2022 (Kraków Pl 2022a,b,c), the local government has passed legislation on electromobility to work with the Air Protection Program, as adopted by the Seymik of the Małopolska Voivodeship, which obliges Kraków to designate Clean Transport Zones.
Also, tThere have been moves for more stakeholder collaboration and community inclusivity. Rafał Komarewicz, chairman of RMK, organized meetings with the chairmen of councils and district boards in order to listen to the voice of the inhabitants of each part of Kraków. Districts already play an important role, but he would like to strengthen their importance and facilitate representatives of auxiliary units in assisting Kraków councilors in making key decisions.

Tourism marketing and communication tools were enhanced by Małopolska - destination" which is a project implemented by the city of Kraków together with the Self-government of the Małopolska Region and the Małopolska Tourist Organization. As part of it, promotional activities for Kraków and Małopolska have been targeting new foreign markets. The aim of the project is to restore tourist traffic to Kraków and the region. The project is financed by the European Union. Its implementation began on November 1, 2020, completion was planned for 2022, and due to the increase in the budget by an additional PLN 8 million, the entire project will end on December 31, 2023. Out of the first PLN 8 million of the budget, Kraków received 2 million.

San Antonio, USA

The San Antonio Missions were inscribed in 2015 under criterion (ii).

Outstanding Universal Value

The San Antonio Missions are a group of five frontier mission complexes situated along a 12.4-kilometer (7.7-mile) stretch of the San Antonio River basin in southern Texas. The complexes were built in the early eighteenth century and as a group they illustrate the Spanish Crown's efforts to colonize, evangelize and defend the northern frontier of New Spain. In addition to evangelizing the area's indigenous population into converts loyal to

the Catholic Church, the missions also included all the components required to establish self-sustaining, socio-economic communities loyal to the Spanish Crown.

The missions' physical remains comprise a range of architectural and archaeological structures including farmlands (labores), cattle grounds (ranchos), residences, churches, granaries, workshops, kilns, wells, perimeter walls and water distribution systems. These can be seen as a demonstration of the exceptionally inventive interchange that occurred between indigenous peoples, missionaries, and colonizers that contributed to a fundamental and permanent change in the cultures and values of all involved, but most dramatically in those of the Coahuiltecans and other indigenous hunter-gatherers who, in a matter of one generation, became successful settled agriculturists. The enclosed layout of each mission complex and their proximity to each other, the widespread sharing of knowledge and skills among their inhabitants, and the early adoption of a common language and religion resulted in a people and culture with an identity neither wholly indigenous nor wholly Spanish that has proven exceptionally persistent and pervasive.

Criterion (ii): The San Antonio Missions are an example of the interweaving of the cultures of the Spanish and the Coahuiltecan and other indigenous peoples, illustrated in a variety of elements, including the integration of the indigenous settlements towards the central plaza, the decorative elements of the churches which combine Catholic symbols with indigenous natural designs, and the post-secularization evidence which remains in several of the missions and illustrates the loyalty to the shared values beyond missionary rule. The substantial remains of the water distribution systems are yet another expression of this interchange between indigenous peoples, missionaries, and colonizers that contributed to a fundamental and permanent change in the cultures and values of those involved.

Source: https://whc.unesco.org/en/list/1466/

Good Destination Management Practices Implemented

The City of San Antonio's Economic Development, World Heritage Office and South Side First, through a solicitation process in the Fall of 2020 and jointly funded by EDD and WHO, identified a consultant, EPS and MIG, to develop a strategic plan to encourage and attract investment for the southside opportunity zones, Specifically the Mission San José/Brooks area, a historically low-income area. The goal of the strategy is to identify investments that are in alignment with community priorities and sensitive to the existing residents and small business community. The report was intended for finalization in 2021.

The World Heritage Office received an invitation to attend and participate on a panel discussion as part of the 2020 Mexico-U.S. Sister Cities Mayor's Summit held in February in El Paso, Texas. Through the city's International Relations Office, both the World Heritage Office and Visit San Antonio were invited by summit organizers to participate in a moderated panel discussion on tourism and heritage. The audience for this particular panel discussion was tourism and marketing professionals seeking best practices and perspective on promoting a heritage destination to a global audience.

The World Heritage Office held a modified Drive-Thru Farmers and Artisans Markets on the third Saturday of the month from October to December 2020. The markets offered local residents much-needed access to food and nutritional resources, health services and cultural programming that represent the community's history and traditions.

The 2020 Visitor Spending Effects report, created by the National Park Service and US Geological Survey, shows that 1.1 million visitors to San Antonio Missions National Historical Park and the UNESCO World Heritage Site in 2020 spent $84.3 million in communities near the park. That spending supported 1,240 jobs in the local area and had a cumulative benefit to the local economy of $126 million.

The World Heritage Office hosted the 2020 World Heritage Open House live on Facebook and YouTube June 22-24, 2020. The annual Open House was held as a virtual event in response to the pandemic and to keep residents safe and socially distanced.

Source: https://www.nps.gov/saan/learn/news/upload/WH-Annual-Report-2020-FINAL-1.pdf
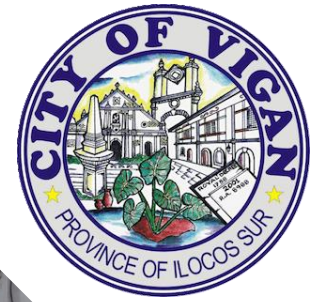
Vigan, Philippines

The Historic City of Vigan was inscribed in 1999 under criteria (ii) and (iv).

Outstanding Universal Value
Vigan is the most intact example in Asia of a planned Spanish colonial town, established in the 16th century. Its architecture reflects the coming together of cultural elements from elsewhere in the Philippines and from China with those of Europe and Mexico to create a unique culture and townscape without parallels anywhere in East and South-East Asia. An important trading post before the colonial era, Vigan is located at the river delta of Abra River, along the northwestern coastline of the main island of Luzon, in the Province of Ilocos Sur, Philippine Archipelago. The total area of the inscribed property is 17.25 hectares. The traditional Hispanic checkerboard street plan opens up into two adjacent plazas. The Plaza Salcedo is the longer arm of an L-shaped open space, with the Plaza Burgos as the shorter. The two plazas are dominated by the St. Paul's Cathedral, the Archbishop's Palace, the City Hall and the Provincial Capitol Building . The urban plan of

the town closely conforms with the Renaissance grid plan specified in the Ley de la Indias for all new towns in the Spanish Empire. There is, however, a noticeable difference between Vigan and contemporary Spanish colonial towns in Latin America in the Historic Core (known as the Mestizo district), where the Latin tradition is tempered by strong Chinese, Ilocano, and Filipino influences. As its name implies, this district was settled by affluent families of mixed Chinese-Ilocano origin. The area contains the historic footprint of the entire town and consists of a total of 233 historic buildings tightly strung along a grid of 25 streets.

The two storey structures are built of brick and wood, with a steeply pitched roof reminiscent of traditional Chinese architecture. The exterior walls of the upper storey are enclosed by window panels of kapis shells framed in wood which can be slid back for better ventilation. Most of the existing buildings were probably built in the mid 18th to late 19th centuries. Due to the economic decline of Vigan as an economic center after World War II, only a few of the historic buildings had internal reorganization for alternative use. The Chinese merchants and traders conducted their business from shops, offices and storerooms on the ground floors of their houses, with the living quarters above. In addition to the domestic and commercial architecture, Vigan possesses a number of significant public buildings, which also show multi-cultural influences.

Vigan is unique for having preserved much of its Hispanic colonial character, particularly its grid street pattern and historic urban lay out. Its significance also lies on how the different architectural influences are blended to create a homogenous townscape.

Criterion (ii): Vigan represents a unique fusion of Asian building design and construction with European colonial architecture and planning.

Criterion (iv): Vigan is an exceptionally intact and well-preserved example of a European trading town in East and South-East Asia.

Source: https://whc.unesco.org/en/list/502/

Good Destination Management Practices Implemented

1. Good management practice has been achieved with relatively limited resources which should make it adaptable in all countries.
2. The local community was well integrated in many aspects of the sustainable conservation and management of the property. Even before the site was inscribed on the World Heritage List, public forums and multi-stakeholder workshops were organized to formulate a vision statement for the City.
3. An interesting multi-faceted approach to the protection of the site has been developed. The Vigan Heritage Conservation Program is well funded, with allocations coming from the public and private sectors. Tourism and heritage-related economic enterprises have also been fostered.

Source: http://vigancity.gov.ph/vigan-has-the-worlds-best-practice-in-sustainable-management-of-a-heritage-property/

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