



Organisation
des Nations Unies
pour l'éducation,
la science et la culture



Chaire UNESCO
Culture, Tourisme,
Développement



UNIVERSITÉ PARIS 1
PANTHÉON SORBONNE

association des
biens français
PATRIMOINE
MONDIAL



ICOMOS

INTERNATIONAL
CULTURAL
TOURISM COMMITTEE



United Nations
Educational, Scientific and
Cultural Organization



World
Heritage
Convention

STRATEGIC VISITOR MANAGEMENT ON WORLD HERITAGE SITES

14th seminar

UNESCO CHAIR "CULTURE, TOURISME DEVELOPPEMENT",

Paris 1 Panthéon-Sorbonne University

Monday, December 18th 2023

UNESCO, Room IX

PRESENTATION

World Heritage Tourism Futures - the UNESCO VMAST as a framework for strategic & transformative visitor management

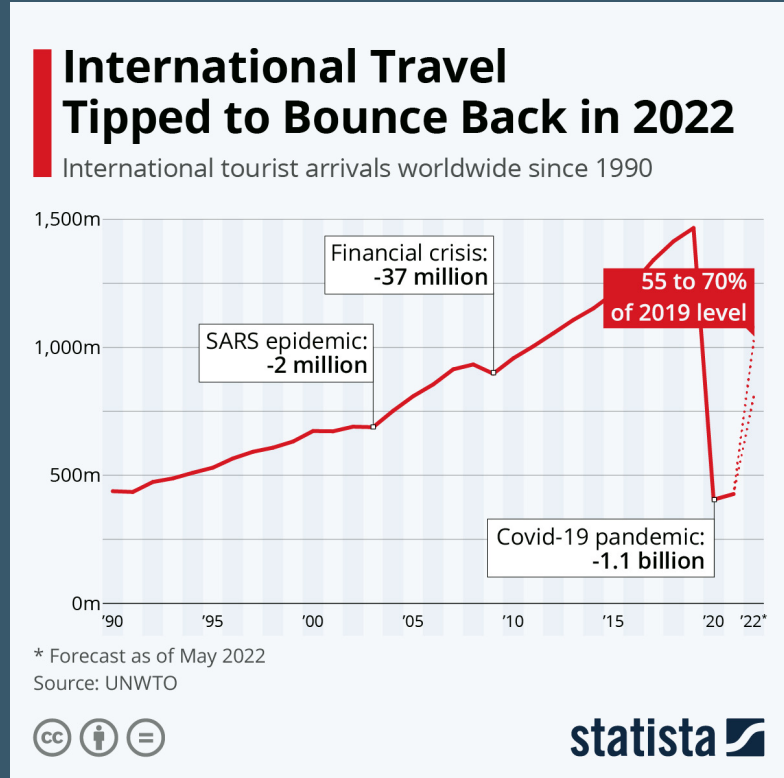
Cecilie Smith-Christensen

World Heritage Catalysis

<https://www.whcatalysis.org>



Recovery & resilience



THE 'SUSTAINABLE TOURISM' CHALLENGE

Planning & management:

Protect, preserve & control. Assessments and reporting.
Principles, rules and "best practice".
Risk management, probability, predictability.
Limiting negative impacts and avoiding bad things to happen.

SUSTAINABLE TOURISM
"tourism that takes full account of its current and future economic, social and environmental impacts, addressing the needs of visitors, the industry, the environment and host communities".
UNWTO



11 SUSTAINABLE CITIES AND COMMUNITIES

Make cities and human settlements inclusive, safe, resilient and sustainable

Target 11.4

Strengthen efforts to protect and safeguard the world's cultural and natural heritage

TARGET 8-9

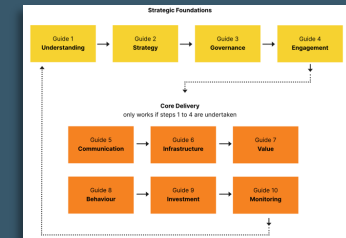
PROMOTE BENEFICIAL AND SUSTAINABLE TOURISM

TARGET 12-B

DEVELOP AND IMPLEMENT TOOLS TO MONITOR SUSTAINABLE TOURISM

8 DECENT WORK AND ECONOMIC GROWTH

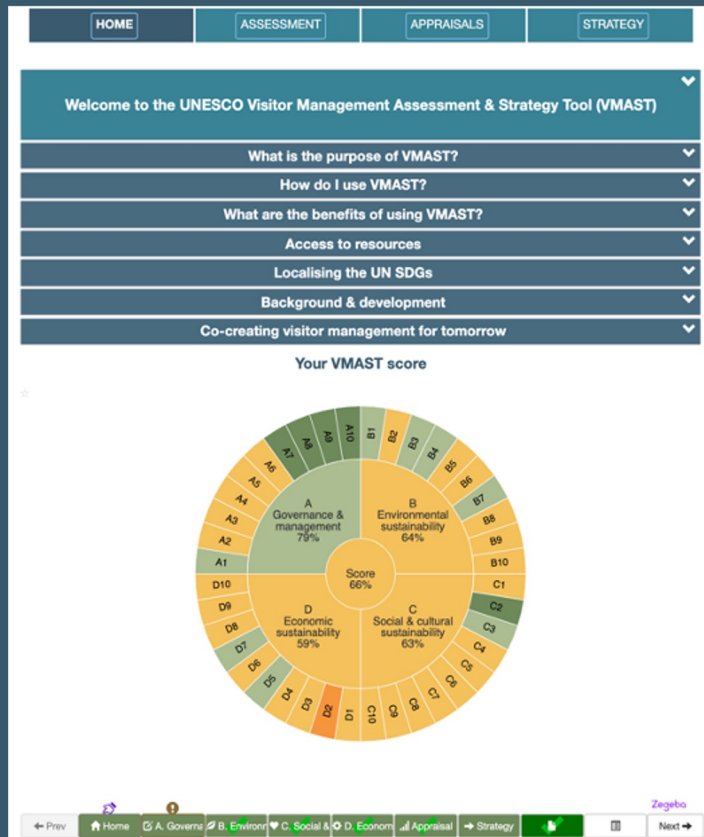
Programs & resources:
Guidelines, policy orientations, charters, monitoring and reporting, impact assessments



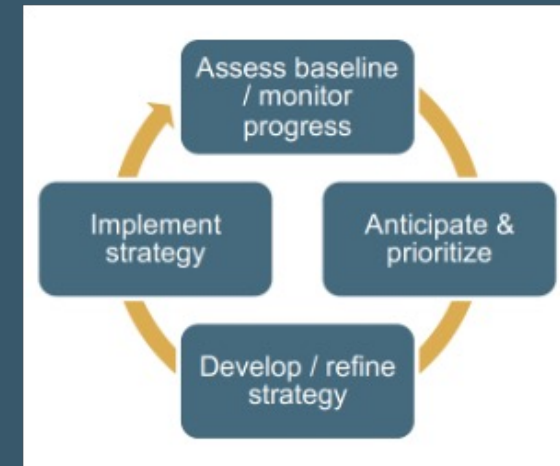
Negative impacts /
Increased energy consumption

- UNESCOs Visitor Management Assessment & Strategy Tool

A tool helping WH site management authorities improve visitor management for heritage protection and localisation of the UNSDGs



- Monitoring
- > Improved understanding
- Budgeted activities
- > Feasible ambitions
- Communication
- > Improved outreach
- Capacity development
- > Strengthened capacities
- Collaboration
- > Increased impact



Bringing complexity onto the table

HOME	ASSESSMENT	APPRAISALS	STRATEGY
A. Governance & management	B. Environmental sustainability	C. Social & cultural sustainability	D. Economic sustainability
Provide site information			
Goal A: EFFECTIVE GOVERNANCE & VISITOR MANAGEMENT PROTECTING HERITAGE VALUES Score: 0%			
A1 Governance and management system (_ %)			
A2 Available resources (_ %)			
A3 Integrated and strategic visitor management (_ %)			
A4 Heritage assets and visitor attractions (_ %)			
A5 Visitor volumes (_ %)			
A6 Visitor behaviour (_ %)			
A7 Communication, information and interpretation of World Heritage values (_ %)			
A8 Capacity development (_ %)			
A9 Collaboration with the tourism sector (_ %)			
A10 Participatory governance (_ %)			

Goal B: CONTRIBUTION TO ENVIRONMENTAL SUSTAINABILITY, CLIMATE CHANGE MITIGATION & ADAPTATION Score: 0%	
B1 Protection of sensitive environments (_ %)	Goal C: CONTRIBUTION TO INCLUSIVE SOCIAL DEVELOPMENT & CULTURAL SUSTAINABILITY Score: 0%
B2 Protection of wildlife (_ %)	
B3 Waste management (_ %)	
B4 Water security and access (_ %)	
B5 Energy conservation (_ %)	
B6 Light, noise and visual pollution (_ %)	
B7 Low-impact travel and transport (_ %)	
B8 Carbon footprint (greenhouse gas emissions) (_ %)	
B9 Climate change adaptation (_ %)	
B10 Environmental risks (_ %)	
Goal D: CONTRIBUTION TO INCLUSIVE & SUSTAINABLE ECONOMIC DEVELOPMENT Score: 0%	
D1 Economic inclusion, resilience and sustainability (_ %)	
D2 Visitors financial contribution (_ %)	
D3 Funding, investments and concessions (_ %)	
D4 Local jobs, employment and career opportunities (_ %)	
D5 Production and consumption (_ %)	
D6 Boundaries and zoning (_ %)	
D7 Property acquisitions (_ %)	
D8 Visitor facilities, infrastructure and services (_ %)	
D9 Visitor patterns and periods (_ %)	
D10 Events and festivals (_ %)	

Assessment & strategy

B9 Climate change adaptation (_ %)

OBJECTIVE: Protection of heritage values is integral in climate change adaptation.

TARGET OUTCOMES / SUCCESS INDICATORS SDG 13	ACHIEVED
a. Monitoring	
Risks and opportunities associated with climate change relevant for the protection of heritage values are identified, monitored and recorded. Information is verifiable and available.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="button" value="Specify"/>
Risks and opportunities associated with climate change relevant to the communities living in and around the heritage site are identified, monitored and recorded.	<input checked="" type="checkbox"/> Partly <input type="checkbox"/> No <input type="button" value="Specify"/>
b. Budgeted activities	
The management system includes budgeted activities guiding efforts relating to climate change adaptation in the site.	<input checked="" type="checkbox"/> No <input type="checkbox"/> Yes <input type="button" value="Specify"/>
c. Communication	
Site management authorities regularly inform relevant stakeholders about the link between the heritage values of the site and climate change	<input type="text"/>
d. Capacity development	
Site management authorities regularly implement capacity development activities for relevant stakeholders on how to protect the heritage values of the site from climate change.	<input type="text"/>
e. Collaboration	
Site management authorities collaborate with relevant stakeholders for climate change adaptation in the site as part of the larger destination.	<input type="text"/>
Enterprises and visitors are able and incentivised to comply and/or engage with relevant climate change adaptation strategies/efforts/campaigns.	<input type="text"/>
Other	<input type="button" value="Specify"/>
RESOURCES	
UN SDG's	

Assessment component

Site management authorities regularly implement capacity development activities for relevant stakeholders on how to protect sensitive environments in the site.

Goal B1

Indicator Site management authorities regularly implement

Achieved status Yes Partly No NA

Action(s) What was done / what needs to be done to achieve the target outcome / success indicator?

Activities Things happening or being done. (Example: organising and/or attending meetings.)

Responsibility Who will do it?

Support Who will help out in this effort?

Cost / Budget What will it cost?

Currency Three letter code

Funding secured

Funding source Where will the money / resources come from?

Completion date

Notes Any information of relevance.

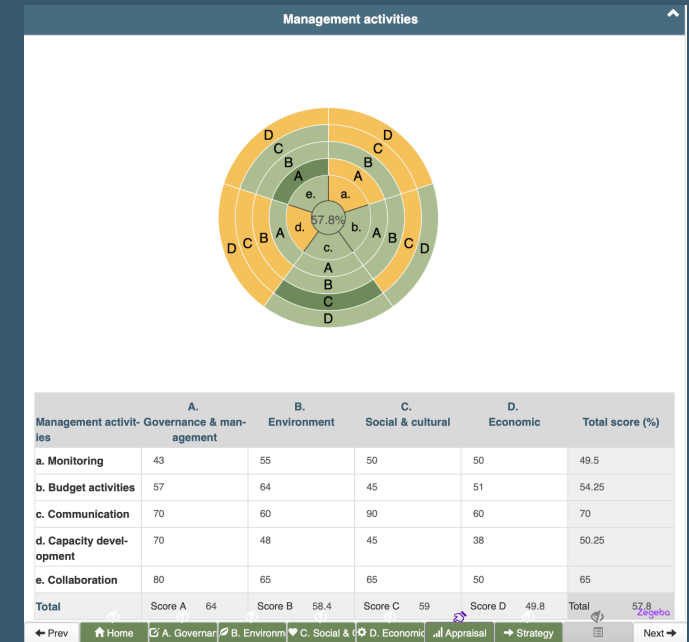
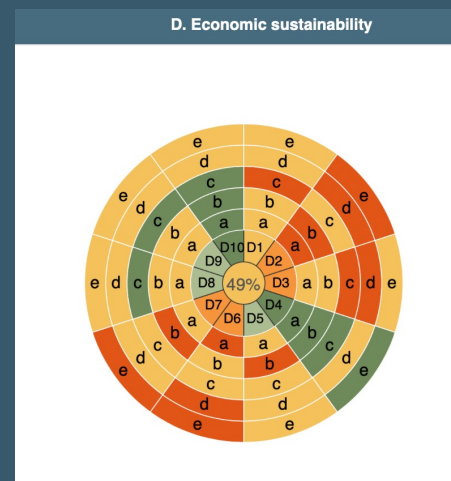
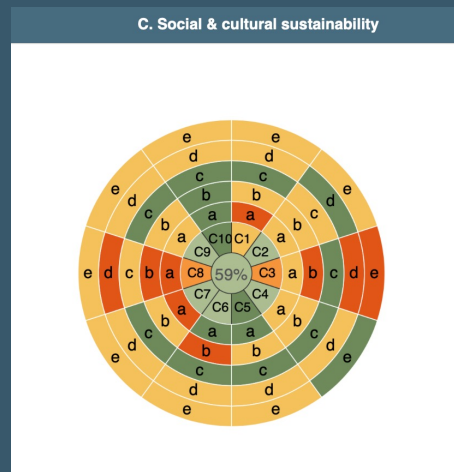
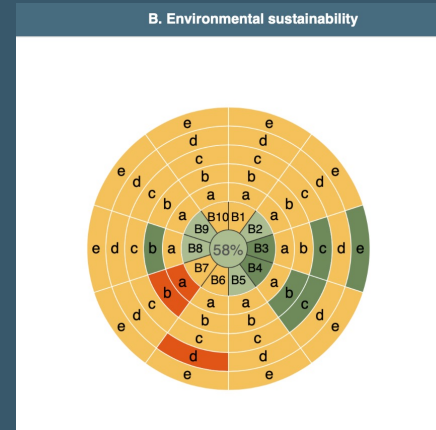
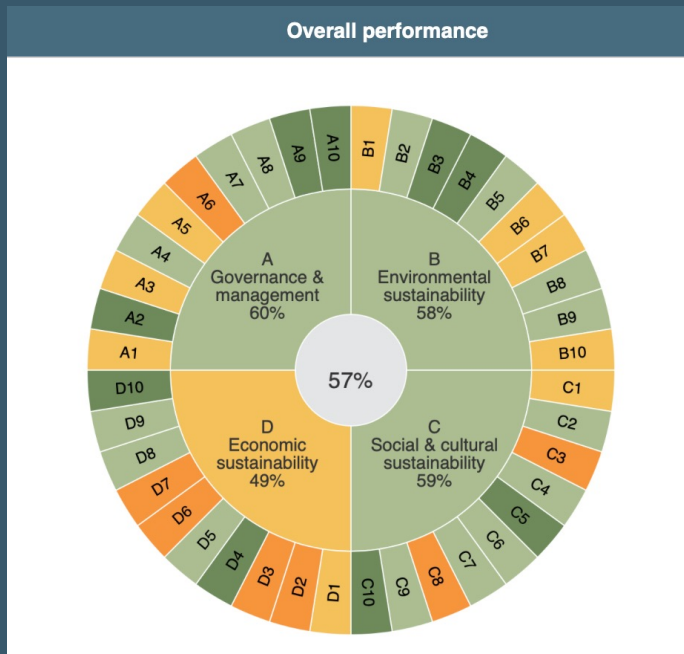
Upload relevant document

Enter URL link to additional information

Priority

SMART strategy component

Appraisals & interpretation

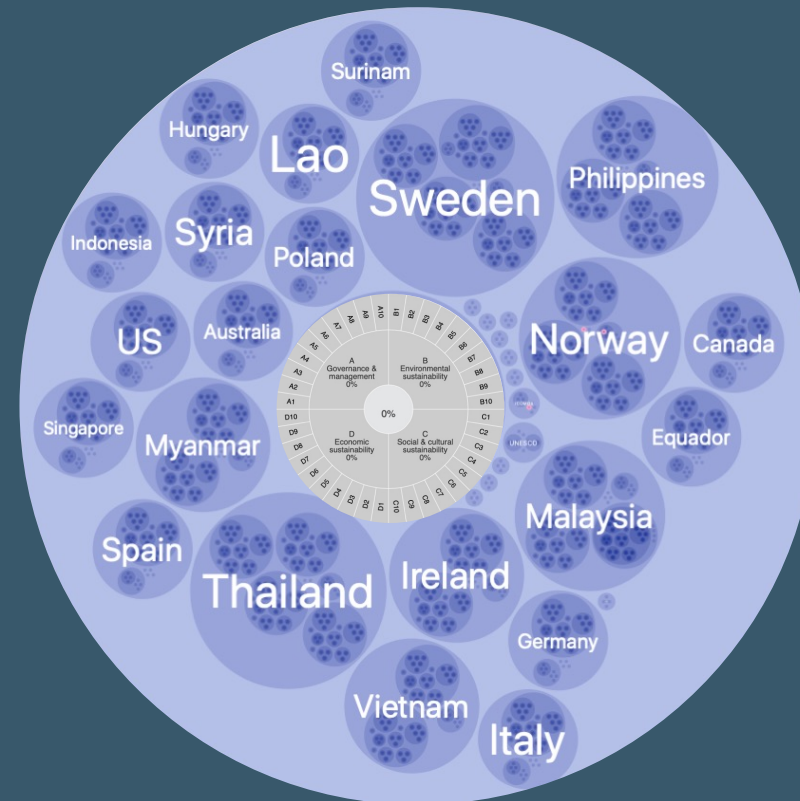


An emerging community of practice

VMAST for local collaboration



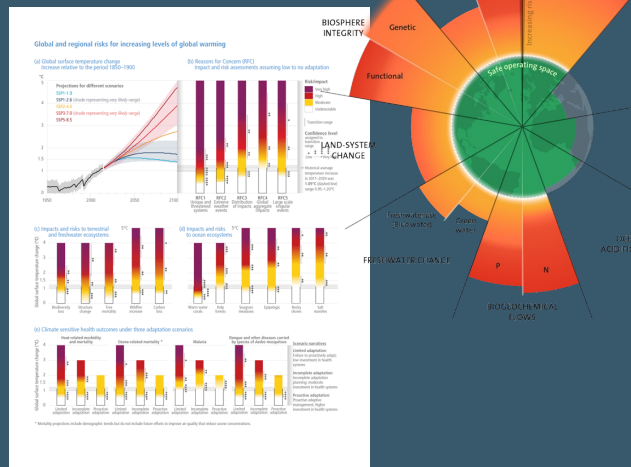
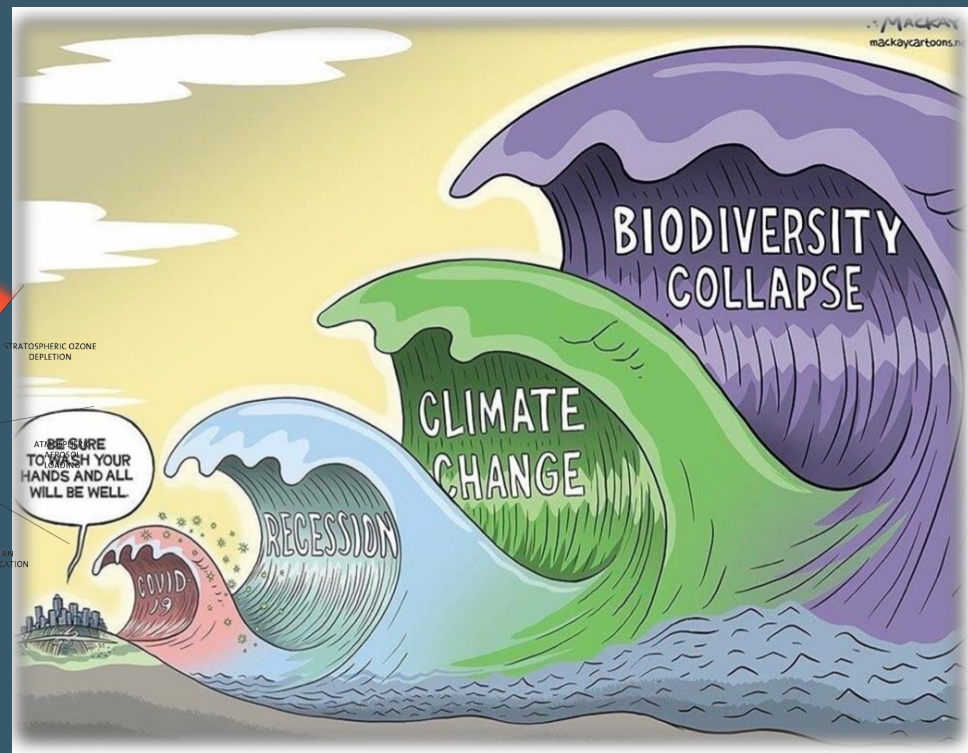
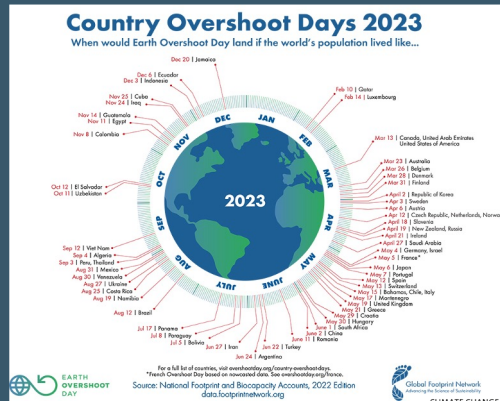
VMAST as a framework for global collaboration



VMAST as a framework for connecting practice



A development agenda & sustainability framework off track



Of the roughly 140 targets:
12% on track
> 50% off track
> 30% no movement or below 2015 baseline

Calls for transformative change

ICOMOS International Charter for Cultural Heritage Tourism (AGA 2022/14)

*There is a need and opportunity to **recalibrate the perpetual economic growth-based approach to tourism**, recognizing and mitigating its unsustainable aspects".*

*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.*

*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.*

7 principles.



ICOMOS
international cultural tourism committee

ICOMOS Resolution on the Cultural Dimensions of the SDGs (21GA 2023/16)

Noting that ...economic growth is a key indicator of development which has the potential to exacerbate the exploitation (privatization, commercialization and monetization) of nature and culture globally;

*Conscious of the need for heritage and development actors to identify the significance and **transformative potential of culture** in sustainable development beyond the designated SDG Target 11.4....;*

*Acknowledging **the need to go beyond the current discourse of 'sustainability'** and apply a systems approach **supporting generative and restorative economic activities** that strengthen integrated social, cultural and environmental systems that can be sustained and enhanced;*

Strategic & transformative visitor management



*An emerging community of practice applying **strategic and transformative approaches** in tourism destination and visitor management aiming to protect natural and cultural heritage while building adaptive, resilient, and peaceful communities.*

Strategic visitor management

aligning resources and capabilities with identified goals and strategies.

Transformative/transformational visitor management

challenges the current state and intent to bring about more profound and fundamental change. It involves unlearning, scientific creativity, and experimental practice.

The transformative practice challenge

VMAS^T

Exposing complexity and opportunities

Practice *Conventional (BAU)*

Green

Sustainable
- Limiting damage



Heritage governed as property and resources supporting perpetual economic growth (GDP) causing negative impacts, increasing tourism dependency and community vulnerability.

Non-renewable energy sources

Negative impacts

Worldview & knowledge
Underpinning systems
Relationships (people, nature)
Value (economics)
Governance

Generative
- Contributing to the local community

Restorative
- Restoring social & ecological systems to a healthy state

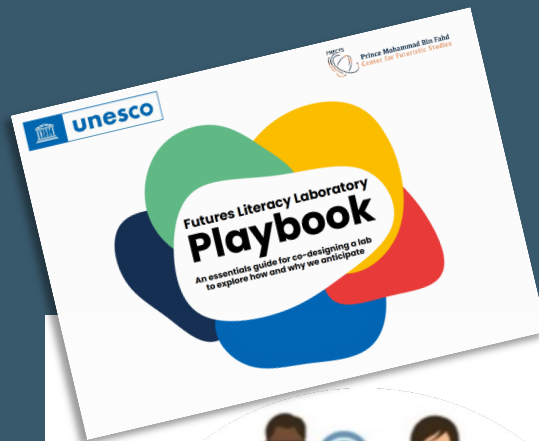
Regenerative Practice
- Enabling social & ecological systems to evolve

Paradigms
Ontology, epistemology & methodology

Positive impacts

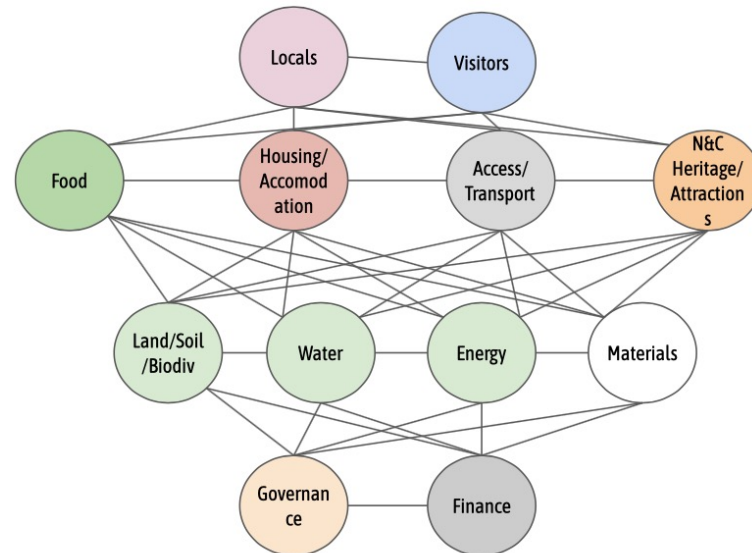
Heritage governed as commons supporting generative and restorative products and services offered and used within a circular economy, applying collaborative finance, contributing to net-positive impacts.
Renewable energy sources

World Heritage Tourism Futures Labs



STRATEGIC & TRANSFORMATIVE VISITOR MANAGEMENT FOR

- COMMUNITY RESILIENCE
- DISASTER RISK REDUCTION & RESPONSE
- BUILDING BACK BETTER / AN ALTERNATIVE DEVELOPMENT PATH



Stake/interest holders/consumers/producers

Interface between tourism & community

Underlying conditions for sustainability

New value networks
Decoupling the economy from extraction



WHTF

World Heritage Catalysis'

Transformative practice approach

Positive impacts

MAST

Exposing complexity and opportunities

WHTF

Futures literacy unlocking the potential for transformational practice

Heritage governed as commons
Generative and restorative tourism products and services are offered and used within a circular economy, applying collaborative finance, contributing to net-positive impacts .

Practice *Conventional (BAU)*

Green

Sustainable
- Limiting damage



Generative
- Contributing to the local community

Restorative
- Restoring social & ecological systems to a healthy state

Regenerative
- Enabling social & ecological systems to evolve

Practice

Heritage governed as property and resources
Tourism developed and managed to support perpetual economic growth (GDP) causing negative impacts, increasing tourism dependency and community vulnerability.

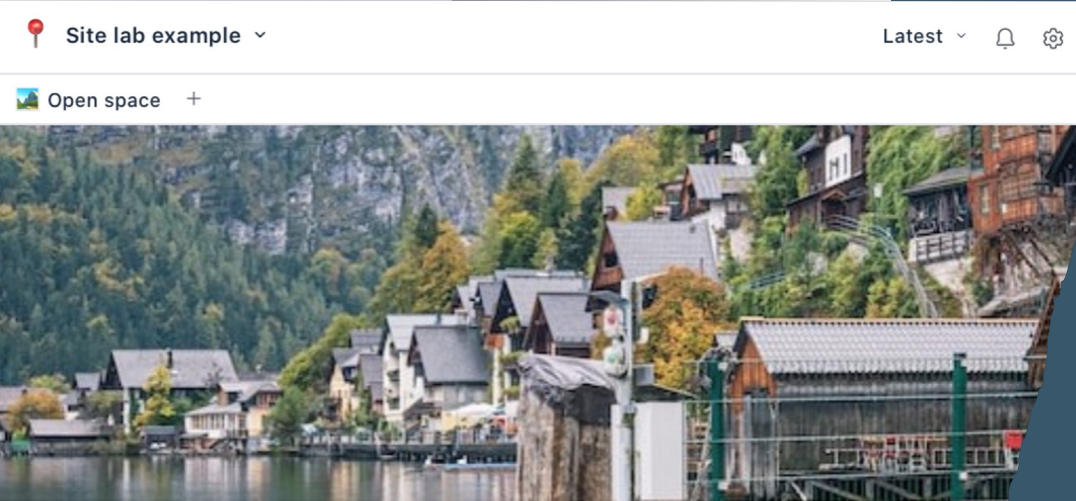
WHETS

Building a non-extractive commons economy through collaborative finance
Funding the commons

WHAO

Commons governance
Decentralised & participatory governance

Negative impacts



Emerging community of practice

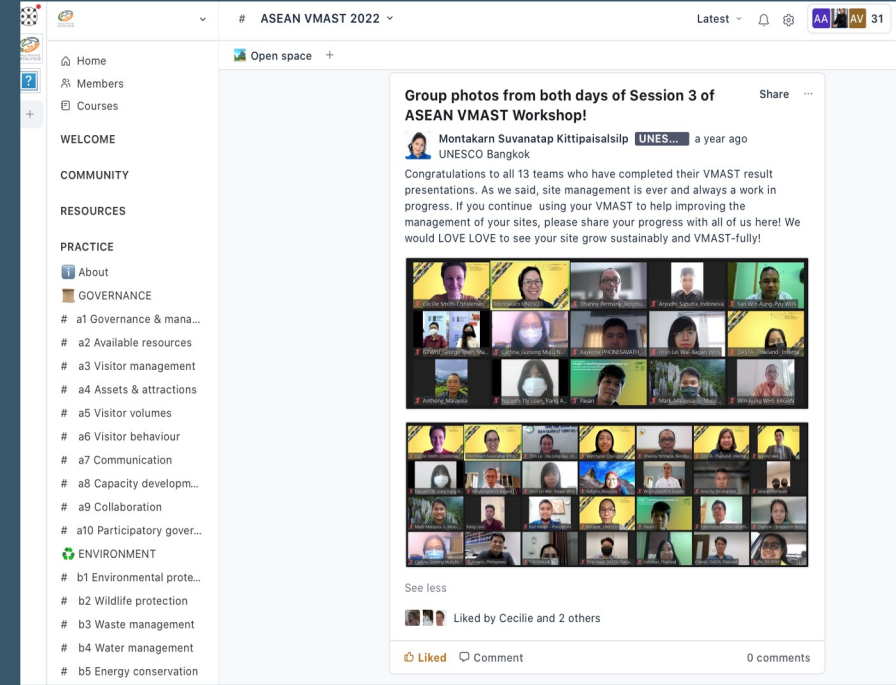
Catalyst site / destinations / community

A collaborative space to:

1. Support strategy development. Closed group.
2. Present the strategy and involve the broader community in its implementation. Open group.

Like

- a1 Governance & management
- a2 Available resources
- a3 Visitor management
- a4 Assets & attractions
- a5 Visitor volumes
- a6 Visitor behaviour
- a7 Communication
- a8 Capacity development
- a9 Collaboration
- a10 Participatory governance



Value aligned collaborators & networks



THANK YOU!



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University of Oslo, Norway

World Heritage Catalysis

Founder & lead catalyst

ICOMOS

ICOMOS Norway (Board member)
ICOMOS ICTC (Bureau member)
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