

PROCÈS-VERBAL/PROCEEDINGS



Édité par/ Edited by : Christina Cameron et/ and Fanny Cardin-Pilon

Table Ronde 2017 organisée par la Chaire de recherche du Canada en patrimoine bâti

Faculté de l'aménagement, Université de Montréal

Round Table 2017 organized by the Canada Research Chair on Built Heritage

Faculty of Environmental Design, Université de Montréal

15 au 17 mars 2017 / 15-17 March 2017

Montréal, Québec

Comment concilier le tourisme et la conservation des sites du patrimoine mondial?

**Balancing Tourism and Heritage Conservation:
A World Heritage Context**

Procès-Verbal/ Proceedings

Édité par/ Edited by : Christina Cameron et/ and Fanny Cardin-Pilon

Table Ronde 2017, organisée par la
Chaire de recherche du Canada en patrimoine bâti
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1. INTRODUCTION (FRANÇAIS)

Christina Cameron

Titulaire de la Chaire de recherche du Canada en patrimoine bâti

Mars 2017

Intitulée *Comment concilier le tourisme et la conservation des sites du patrimoine mondial*, la 12^e Table ronde de Montréal se tiendra du 15 au 17 mars 2017 à Montréal. Elle allie deux thèmes de recherche de la Chaire de recherche du Canada en patrimoine bâti : les méthodologies utilisées pour planifier et gérer les propriétés patrimoniales en se fondant sur les valeurs; et l'influence de la Convention du patrimoine mondial de l'UNESCO sur les pratiques de conservation. La recherche effectuée dans le cadre de la Chaire explore la notion évolutive de patrimoine bâti et les effets de cette mouvance sur les processus de conservation, de développement, d'appropriation, de gestion et d'utilisation des lieux historiques.

Les annuelles Tables rondes de Montréal offrent une occasion d'apprentissage unique organisée par la Chaire de recherche du Canada en patrimoine bâti de l'Université de Montréal. Chaque année, la titulaire de la Chaire choisit un sujet délicat qui présente un intérêt actuel pour les chercheurs et les praticiens, et elle invite jusqu'à 30 experts canadiens et internationaux à participer à une discussion ouverte qui s'étend sur trois jours. Partageant leurs connaissances de spécialistes en conservation du patrimoine et dans les disciplines connexes, des conférenciers qui travaillent dans des organismes publics, privés, universitaires et non gouvernementaux encadrent le débat. On s'attend à ce que chacun y participe en échangeant ses points de vue avec franchise, fidèle à l'esprit d'une table ronde.

Le choix du sujet de cette 12^e Table ronde de Montréal est issu du nombre croissant de sites du patrimoine mondial qui se trouvent menacés par une quantité sans cesse croissante de touristes. Des recherches ont démontré que le statut de patrimoine mondial est un gage d'excellence qui attire le tourisme. De fait, le patrimoine mondial est devenu un levier incontestable pour le développement économique basé sur le tourisme. Selon l'Organisation mondiale du tourisme, les visiteurs internationaux ont plus que doublé depuis 1995 de 528 millions à 1.2 milliards en 2015.

Mais le tourisme n'a pas toujours été une conséquence majeure de l'implantation de la Convention du patrimoine mondial. Au contraire, au cours des premières années, il ne consistait pas en un enjeu majeur, pas plus que ceux liés à la gestion des sites. Un examen des archives du Comité du patrimoine mondial entre 1977 et 1986 révèle que le tourisme n'est mentionné que 6 fois. Toutefois, au fil du temps, il est devenu un aspect négatif de l'inscription des sites du patrimoine mondial. À la fin des

années 1990, le tourisme de masse est devenu un des principaux motifs de l'obtention de l'inscription sur la Liste et de nos jours, les sites du patrimoine mondial sont de la première importance pour le tourisme culturel. Malgré l'évidence des menaces du tourisme sur les sites du patrimoine mondial, aucun n'a été inscrit sur la Liste du patrimoine mondial en péril et ce, même si la menace sur certains était bien réelle tels que le Sanctuaire historique de Machu Picchu et celui de Venise et sa lagune.

L'édition 2017 de la table ronde de Montréal étudie le phénomène de l'impact du tourisme sur la conservation des sites du patrimoine mondial dans le but global d'identifier des compromis potentiels. Il s'agit d'explorer la relation entre l'inscription et l'accroissement des visiteurs, les impacts des infrastructures de tourisme sur les sites et les zones environnantes, l'impact du tourisme sur la conservation des sites dans le contexte des changements climatiques ainsi que le potentiel des visiteurs de contribuer aux activités de conservation du patrimoine. La table ronde est conçue pour que l'étude de ce thème s'effectue par des perspectives variées. Peter DeBrine, responsable du Programme du tourisme durable au siège de l'UNESCO à Paris, donnera une conférence publique sur le tourisme durable et la conservation du patrimoine. L'atelier qui s'ensuit examine la question sous diverses perspectives, en commençant par une introduction des enjeux et des dilemmes pour la conservation résultant d'une très grande popularité des sites, suivi d'une session sur les politiques internationales pour le tourisme patrimonial et les lignes directrices. Afin d'approfondir la compréhension des enjeux, les présentations faites pendant la table ronde portent ensuite sur des études universitaires qui analysent l'évolution et l'état actuel du tourisme patrimonial, suivies d'une séance sur les stratégies gouvernementales pour gérer le tourisme aux sites du patrimoine mondial en utilisant des études de cas pour démontrer les meilleures et les pires pratiques. Reconnaissant la nature interdisciplinaire du thème, la session suivante explore la perspective des approches alternatives. L'avant-dernière session est consacrée à la discussion des étudiants sur l'équilibre entre le tourisme et la conservation du patrimoine à l'aide d'un cas précis. La table ronde conclura avec des résumés des rapporteurs ainsi qu'un aperçu des échanges et des enjeux qu'ils ont soulevés.

Les étudiants inscrits à un programme de conservation du patrimoine, y compris ceux qui poursuivent des études supérieures à l'Université de Montréal, à l'Université Carleton à Ottawa, à l'Université Columbia à New York et à l'Université Tsukuba à Tokyo, de même que ceux qui sont inscrits au programme de la Willowbank School of Restoration Arts à Queenston, sont invités à cette expérience d'apprentissage unique. Conformément au mandat éducatif du Programme des chaires de recherche du Canada, les étudiants sont encouragés à participer aux délibérations des tables rondes de Montréal. En 2017, une diplômée récente du programme de la maîtrise en conservation du patrimoine

bâti de l'Université de Montréal présentera les résultats de sa recherche, et six étudiants inscrits dans les établissements participants prendront part à une discussion formelle sur l'équilibre entre le tourisme et la conservation du patrimoine sous l'angle d'une étude de cas du site du patrimoine mondial de Venise et sa lagune. Avec une population de 55000 habitants, Venise reçoit 22 millions de visiteurs par an, y compris environ 30000 passagers de navires de croisière. Si tous les étudiants profitent de cette occasion de réseautage, plusieurs jouent aussi le rôle de rapporteurs de séances individuelles. La participation des étudiants répond à l'une des exigences de la Chaire, soit de transmettre des connaissances à la génération suivante de gardiens du patrimoine, dans la mesure où la réussite à long terme en matière de conservation du patrimoine dépendra des générations futures. Les résultats des précédentes Tables rondes de Montréal sont affichés sur [le site web de la Chaire](#).

En favorisant l'échange sur la recherche, sur l'expérience et sur l'observation, cette rencontre clarifie la théorie et la pratique de conservation. Elle explore différentes facettes permettant de trouver un terrain d'entente. Un tel dialogue aide les chercheurs, les étudiants et les praticiens en conservation du patrimoine à mieux comprendre les approches antérieures et les pratiques actuelles et à fournir une orientation qui permettra de répondre aux besoins du XXI^e siècle.

1. INTRODUCTION (ENGLISH)

Christina Cameron
Canada Research Chair on Built Heritage
March 2017

The focus of the 12th Montreal Round Table (2017), *Balancing Tourism and Heritage Conservation: a World Heritage context*, held March 15-17, 2017 in Montreal, is aligned with two of the research themes of the Chair: methodologies for values-based planning and management of heritage properties, and secondly the influence of UNESCO's World Heritage Convention on conservation practice. The Chair's research program explores the evolving notion of built heritage and the impacts of this evolution on the processes of conservation, development, appropriation, management and use of historic places.

The annual Montreal Round Tables are unique learning opportunities created by the Canada Research Chair on Built Heritage at the Université de Montréal. Each year, the Chair selects a difficult topic of current interest to researchers and practitioners, inviting up to thirty Canadian and international experts with experience in heritage conservation and related disciplines who work in public, private, academic and non-governmental organisations. Over three days, speakers share their specialized knowledge as a means of framing the debate. In the spirit of a Round Table, each participant is expected to join in a frank exchange of views.

The choice of subject for this 12th edition of the Montreal Round Table stems from the growing number of examples of World Heritage Sites under threat from excessive tourism. Research has proven that World Heritage is a mark of excellence that attracts tourism. As a result of extensive marketing, World Heritage has become a powerful engine for tourism-based economic development. According to the United Nations World Tourism Organisation (UNWTO), international tourism arrivals have more than doubled since 1995, increasing from 528 million to 1.2 billion international arrivals in 2015.

But tourism was not always a strong factor in the implementation of the World Heritage Convention. In the early years, tourism was not an important consideration and management issues were rare. In a review of World Heritage Committee records from 1977 to 1986, tourism is mentioned only six times. Subsequently, it gradually became a negative force for the conservation of World Heritage sites. By the late 1990s, the phenomenon of mass tourism had become one of the prime reasons to seek World Heritage status. Today World Heritage dominates international cultural tourism. In addition to

damage and over-crowding at some sites, negative impacts can include inappropriate infrastructure projects. Despite the obvious threats to some World Heritage sites, none has been put on the List of World Heritage in Danger as a result of tourism, although several like the Historic Sanctuary of Machu Picchu and Venice and its Lagoon have come close.

The 2017 Montreal Round Table studies the challenge of balancing tourism with heritage conservation imperatives in order to increase understanding and identify possible mitigation strategies. It explores the relationship between World Heritage designation and increased visitation, the impacts of tourism infrastructure on the sites and surrounding areas, the conservation implications of tourism in the context of climate change, as well as the potential for visitors to contribute to heritage conservation activities. The event is structured to examine the question from various perspectives beginning with a public conference on the theme by Peter DeBrine, Senior Project Officer responsible for the World Heritage Sustainable Tourism Program at UNESCO headquarters in Paris. The ensuing workshop examines the issue from various perspectives beginning with an introduction on the issues and an overview of the dilemma of conserving sites at highly popular World Heritage sites, followed by a session on international policies and guidance for heritage tourism. To deepen an understanding of the issue, presentations then focus on scholarly studies that analyse the evolution and current state of heritage tourism, followed by a session on government strategies to manage tourism at World Heritage sites illustrated by case studies to demonstrate best and worst practices in the field. In recognition of the interdisciplinary nature of the theme, the next session explores the perspective of other approaches. The penultimate session is devoted to hearing student views on balancing tourism and heritage conservation through consideration of a case study. The Round Table concludes with reports from the rapporteurs, an overview presentation and general discussion of the issues raised.

Students in heritage conservation studies are invited to this unique learning experience, including participants from graduate programs at the Université de Montréal, Carleton University in Ottawa, Columbia University in New York and Tsukuba University in Tokyo, as well as the diploma program at Willowbank School of Restoration Arts in Queenston. In line with the educational mandate of the Canada Research Chairs program, students are encouraged to participate in the deliberations of the Montreal Round Tables. In 2017, a recent graduate of the Master's program in the Conservation of Built Heritage at the Université de Montréal will present her research findings while six students from the participating institutions will take part in a formal discussion on balancing tourism and heritage conservation through the lens of Venice and its Lagoon World Heritage site. With a population of 55,000 residents, Venice receives 22 million visitors per year including about 30,000 cruise ship

passengers. While all students benefit from the networking opportunity, several also serve as rapporteurs of individual sessions. Student participation fulfils one of the Chair's roles in transmitting knowledge to the next generation of heritage stewards, on the understanding that long-term success in heritage conservation will depend on future generations. Results of previous Montreal Round Tables can be consulted [on the Chair's website](#).

The purpose of the Montreal Round Table is to foster an exchange of research, experience and observations in order to clarify heritage conservation theory and practice. It will explore diverse facets to find common ground. For researchers, students and practitioners in heritage conservation, such a dialogue will contribute to a better understanding of past approaches and current practice in order to provide guidance to meet the needs of the 21st century.

2. PROGRAMME DE LA TABLE RONDE

Mercredi 15 mars 2017

17 :30 Conférence publique

Introduction

Christina Cameron, professeure, École d'architecture et titulaire de la Chaire de recherche du Canada en patrimoine bâti, Faculté de l'aménagement, Université de Montréal

Conférencier :

Peter DeBrine, responsable de projet, programme de tourisme durable, Centre du patrimoine mondial, UNESCO, Paris

Comment concilier le tourisme et la conservation des sites du patrimoine mondial?

Commentaire : Laurent Bourdeau, Professeur titulaire, Département de géographie, Titulaire de la Chaire de recherche en partenariat sur l'attractivité et l'innovation en tourisme (Québec – Charlevoix), Université Laval, Québec

Période de questions

Lieu: Pavillon de la Faculté de l'aménagement
Amphithéâtre 1120
2940, chemin de la Côte-Ste-Catherine
Montréal, QC

19:30 Dîner pour les participants de la Table ronde

Lieu: Bistro Olivieri
5219 chemin de la Côte-des-Neiges
Montréal, QC

Jeudi 16 mars 2017

Lieu: Institut de statistique de l'UNESCO
5255, avenue Decelles, 7^e étage
Montréal, QC

09:00 Inscription

Mot de bienvenue

Paul Lewis, doyen, Faculté de l'aménagement, Université de Montréal

- 09:30 **Session 1: Introduction à la Table ronde 2017**
 Rapporteur session 1: Jessika Poirier, étudiante à la maîtrise, conservation du patrimoine bâti, Faculté de l'aménagement, Université de Montréal
- Christina Cameron, professeure, École d'architecture et titulaire de la chaire de recherche du Canada en patrimoine bâti, Faculté de l'aménagement, Université de Montréal
Les enjeux de la conciliation entre la conservation du patrimoine et le tourisme
- Christopher Young, consultant en Patrimoine, Oxford, Royaume-Uni
Survол de la relation entre le tourisme et le patrimoine au fil du temps
- 10:30 Pause
- 11:00 **Session 2: Les lignes directrices et la doctrine**
 Présidente: Natalie Bull, directrice exécutive, Fiducie nationale du Canada, Ottawa
 Rapporteur session 2: Katrina Swift, étudiante à la maîtrise, Heritage Conservation Program, School of Indigenous and Canadian Studies, Carleton University, Ottawa
- Peter DeBrine, responsable de projet, programme de tourisme durable, Centre du patrimoine mondial, UNESCO, Paris
Vers un tourisme durable dans les sites du Patrimoine mondial
- Susan Millar, présidente, Comité scientifique international de l'ICOMOS sur le tourisme culturel (ICTC), ICOMOS-Royaume-Uni
La charte internationale de l'ICOMOS du tourisme culturel
- Fergus Maclaren, Consultant, MAC-DUFF Tourism-Heritage-Planning, Chelsea, QC
Indicateurs de gestion des visiteurs aux sites du patrimoine mondial
- 11:45 Discussion
- 12:30 Déjeuner
- Lieu: Institut de statistique de l'UNESCO
- 13:30 **Session 3: Les études universitaires en tourisme: un domaine en émergence**
 Présidente: Christina Cameron, professeure, École d'architecture et titulaire de la chaire de recherche du Canada en patrimoine bâti, Faculté de l'aménagement, Université de Montréal
 Rapporteur session 3: Helga Janse, étudiante au doctorat, World Heritage Studies Program, Graduate School of Comprehensive Human Sciences, University of Tsukuba, Tokyo

Laurent Bourdeau, professeur, Département de géographie et titulaire de la Chaire de recherche en partenariat sur l'attractivité et l'innovation en tourisme (Québec et Charlevoix), Université Laval, Québec
Les tendances en matière de tourisme dans les sites du patrimoine mondial

Adélie De Marre, consultante en patrimoine, Québec
Une méthodologie pour mesurer les impacts de l'infrastructure touristique dans les sites du patrimoine mondial

Ellen Bertrand, Directrice des politiques du patrimoine culturels, Direction générale des affaires autochtones et du patrimoine culturel, Parcs Canada, Gatineau
L'approche Parcs Canada pour concilier la conservation du patrimoine et le tourisme

14:15 Discussion

14:45 Pause

15:15 **Session 4: Les stratégies gouvernementales pour la gestion du tourisme dans les sites du patrimoine mondial**

Présidente: Claudine Déom, professeure agrégée, École d'Architecture, Faculté de l'aménagement, Université de Montréal

Rapporteur session 4: Raluca Dobrotescu, Étudiante à la maîtrise, Engineering and CREATE Program, Carleton University, Ottawa

Geoff Ramsey, directeur de la gestion, Environmental Planning Group, Bridgetown, Barbade
Quelques considérations de la planification touristique du point de vue des Caraïbes

Odile Roy, Directrice, Architecture et Patrimoine, Service de l'aménagement et développement urbain, Ville de Québec, Québec
Concilier tourisme et habitat : un défi pour le site du patrimoine mondial du Vieux Québec

Nobuko Inaba, professeure, Études sur le Patrimoine mondial, Graduate School of Comprehensive Human Sciences, Université de Tsukuba, Tokyo
Faire face aux défis du tourisme au site du Patrimoine mondial du mont Fuji (Japon)

16:00 Discussion

16:45 Fin de la journée

19:00 Dîner pour les participants de la Table ronde

Lieu: Bistro Olivieri

Vendredi 17 mars 2017

Lieu: Institut de statistique de l'UNESCO

09:00 **Session 5: Des approches alternatives**

Président: Mario Santana, professeur adjoint en conservation architecturale et durabilité, Département d'ingénierie civile et environnementale, Carleton University, Ottawa

Rapporteur session 5: Sue Schramayr, étudiante au diplôme, Willowbank School of Restoration Arts, Queenston

Yonca Kösebay Erkan, Professeure, Chaire de l'UNESCO en gestion et en promotion des sites du patrimoine mondial: nouveaux media et l'engagement communautaire, Kadir Has University, Istanbul

La conciliation entre la conservation du patrimoine et le tourisme aux sites industriels du patrimoine mondial

Nora Mitchell, professeure associée, Université du Vermont, Woodstock

La conciliation entre la conservation du patrimoine et le tourisme en prenant appui sur la réflexion sur la conservation des aspects naturels du patrimoine culturel

Commentaire

Julian Smith, architecte, Julian Smith and Associates, Architects

10:00 Discussion

10:30 Pause

11:00 **Session 6: La conciliation entre la conservation du patrimoine et le tourisme : le point de vue des étudiants en conservation sur le site du patrimoine mondial de Venise et de sa lagune**

Présidente: Nancy Oakley, directrice de l'éducation, Willowbank School of Restoration Arts, Queenston

Les étudiants s'expriment au sujet de l'étude de cas de Venise:

Participants

Jesslyn Granda, étudiant à la maîtrise, Ingénierie et program CREATE, Carleton University, Ottawa

Riyadh Nour Guessoum, étudiant à la maîtrise, conservation du patrimoine bâti, Faculté de l'aménagement, Université de Montréal

Sarah Reddan, étudiante à la maîtrise, Historic Preservation Program, Columbia University, New York

Casey Gray, étudiante à la maîtrise, Heritage Conservation Program, School of Indigenous and Canadian Studies, Carleton University, Ottawa

Saya Ota, étudiant à la maîtrise, World Heritage Studies Program, Graduate School of Comprehensive Human Sciences, University of Tsukuba, Tokyo

Chloe Richer, étudiante au diplôme, Willowbank School of Restoration Arts, Queenston

Introduction

Venise et sa lagune est un bien inscrit à la Liste du patrimoine mondial depuis 1987 en vertu des six critères culturels. Sa valeur universelle exceptionnelle est basée sur ses réalisations artistiques et architecturales et sur sa riche histoire commerciale maritime. Au fil du temps, plusieurs menaces pèsent sur le site dont les inondations annuelles (aqua alta), le tourisme et le départ des populations locales. En 2015, ces problèmes récurrents et grandissants ont incité le Comité du patrimoine mondial à mandater une équipe de suivi formée d'experts de l'UNESCO, de l'ICOMOS et de Ramsar dans le but d'évaluer plus attentivement l'ensemble des menaces et de faire un rapport. L'année suivante, lors de sa rencontre annuelle en 2016, le Comité du patrimoine mondial a demandé à l'Italie de mettre en oeuvre des mesures d'urgences identifiées dans le rapport des experts et, (...) d'ici le 1er février 2017, un rapport détaillé sur l'état de conservation du bien et sur la mise en oeuvre des points ci-dessus mentionnés, pour examen par le Comité du patrimoine mondial à sa 41e session en 2017, afin de considérer, si aucune avancée substantielle n'a été effectuée par l'État partie d'ici là, l'inscription du bien sur la Liste du patrimoine mondial en peril. (décision 40 COM 7B.52. <http://whc.unesco.org/archive/2016/whc16-40com-7BAdd-fr.pdf>)

La session des étudiants se penche sur les enjeux entre le tourisme et la conservation du patrimoine. Malgré le fait que la population de la ville se chiffre à 55 000 habitants, Venise accueille 22 millions de visiteurs annuellement dont environ 30 000 voyageant à bord des bateaux de croisière. Les médias 3 rapportent des phénomènes tels que des rues étroites bondées de touristes prenant des égos-portraits et des affiches d'une campagne anti-touristes. Le photographe, Gianni Berengo Gardin, quant à lui, a démontré l'incroyable impact visuel des bateaux de croisière sur le site. Parmi les autres impacts négatifs, on compte la détérioration physique des lieux, le chaos social et la perte de la qualité de l'expérience du visiteur.

12:15 Déjeuner

13:15 **Session 7: La synthèse des discussions de la Table ronde et quelques conclusions**

Présidente: Susan Ross, professeure adjointe, Heritage Conservation Program, School of Indigenous and Canadian Studies, Carleton University,

Les comptes-rendus des rapporteurs

Session 1: Jessika Poirier

Session 2: Katrina Swift

Session 3: Helga Janse

Session 4: Raluca Dobrotescu

Session 5: Sue Schramayr

Synthèse

Victoria Dickenson, Consultante, Montréal

Synthèse des discussions et conclusions de la Table ronde 2017

Discussion générale

- 15:15 Jacques Lachapelle, directeur, École d'architecture, Université de Montréal
Allocution de clôture
- 15:30 Clôture de la Table ronde 2017

2. ROUND TABLE PROGRAMME

Wednesday 15 March 2017

17:30 Public Lecture

Introduction

Christina Cameron, Professor, School of Architecture and Canada Research Chair on Built Heritage, Faculté de l'aménagement, Université de Montréal

Peter DeBrine, Senior Project Officer, Sustainable Tourism Program, World Heritage Centre, UNESCO, Paris

Balancing Tourism and Heritage Conservation at World Heritage Sites

Commentary : Laurent Bourdeau, Professor, Department of Geography and Research Chair, Partenariat sur l'attractivité et l'innovation en tourisme (Québec et Charlevoix), Université Laval, Québec

Question period

Location: Pavillon de la Faculté de l'aménagement
Room 1120
2940, chemin de la Côte-Ste-Catherine
Montréal, QC

19:30 Dinner for Round Table participants

Location: Bistro Olivieri
5219 chemin de la Côte-des-Neiges
Montréal, QC

Thursday 16 March 2017

Location: UNESCO Institute for Statistics
5255, avenue Decelles, 7th floor
Montréal, QC

09:00 Registration

Welcome

Paul Lewis, Dean, Faculté de l'aménagement, Université de Montréal

09:30 **Session 1: Setting the stage**

Rapporteur session 1: Jessika Poirier, Masters student, Conservation of the Built Heritage, Université de Montréal

Christina Cameron, Professor, School of Architecture and Canada Research Chair on Built Heritage, Faculté de l'aménagement, Université de Montréal
Tourism and Heritage Conservation: the issues

Christopher Young, Visiting Professor, University College London and Heritage Consultant, Oxford, United Kingdom
Heritage Tourism through the years

10:30 Break

11:00 **Session 2: Guidance and doctrine**

Chair: Natalie Bull, Executive Director, The National Trust for Canada, Ottawa
Rapporteur session 2: Katrina Swift, Masters student, Heritage Conservation Program, School of Indigenous and Canadian Studies, Carleton University, Ottawa

Peter DeBrine, Senior Project Officer, Sustainable Tourism Program, World Heritage Centre at UNESCO, Paris
Towards Sustainable Tourism at World Heritage Sites

Susan Millar, President, ICOMOS International Cultural Tourism Committee, ICOMOS-UK, United Kingdom
ICOMOS ICTC International Cultural Tourism Charter

Fergus Maclaren, Consultant, MAC-DUFF Tourism-Heritage-Planning, Chelsea, QC
Visitor Management Indicators at World Heritage Sites

11:45 Discussion

12:30 Lunch

Location: UNESCO Institute for Statistics

13:30 **Session 3: Scholarship in Heritage Tourism: an emerging field**

Chair: Christina Cameron, Professor, School of Architecture and Canada Research Chair on Built Heritage, Faculté de l'aménagement, Université de Montréal
Rapporteur session 3: Helga Janse, Doctoral student, World Heritage Studies Program, Graduate School of Comprehensive Human Sciences, University of Tsukuba, Tokyo

Laurent Bourdeau, Professor, Department of Geography and Research Chair, Partenariat sur l'attractivité et l'innovation en tourisme (Québec et Charlevoix), Université Laval, Québec
The World Heritage label as a driver for tourism

Adélie De Marre, Heritage Consultant, Québec
A methodology for measuring impact of tourism infrastructure at World Heritage Sites

Ellen Bertrand, Director of Cultural Heritage Policies, Indigenous Affairs,
Heritage Conservation and Commemoration Directorate, Parks Canada, Gatineau
Parks Canada's approach to balancing tourism and heritage conservation

14:15 Discussion

14:45 Break

15:15 **Session 4: Government strategies to manage tourism at World Heritage Sites**

Chair: Claudine Déom, Associate Professor, School of Architecture, Faculté de l'aménagement, Université de Montréal

Rapporteur session 4: Raluca Dobrotescu, Masters student, Engineering and CREATE Program, Carleton University, Ottawa

Geoff Ramsey, Managing Director, Environmental Planning Group, Bridgetown, Barbados

Challenges faced in heritage conservation and sustainable development in a tourism-driven Caribbean economy

Odile Roy, Directrice, Architecture et Patrimoine, Service de l'aménagement et développement urbain, Ville de Québec, Québec

Balancing Tourism and Habitat: a challenge for the Historic District of Old Quebec WHS

Nobuko Inaba, Professor, World Heritage Studies, Graduate School of Comprehensive Human Sciences, University of Tsukuba, Tokyo

Facing tourism challenges at Japan's Mount Fuji WHS

16:00 Discussion

16:45 Close of session

19:00 Dinner for Round Table participants

Location: Bistro Olivieri

Friday 17 March 2017

Location: UNESCO Institute for Statistics

9:00 **Session 5: Learning from alternate approaches**

Chair: Mario Santana, Assistant Professor, Architectural Conservation and Sustainability, Department of Civil and Environmental Engineering, Carleton University, Ottawa

Rapporteur session 5: Sue Schramayr, Diploma Student, Willowbank School of Restoration Arts, Queenston

Yonca Kösebay Erkan, UNESCO Chair in Management and Promotion of World Heritage Sites: New Media and Community Involvement, Kadir Has University, Istanbul
Balancing Tourism and Heritage Conservation at Industrial World Heritage Sites

Nora Mitchell, Adjunct Professor, University of Vermont, Woodstock
Balancing Tourism and Heritage Conservation: experience from cultural landscapes

Commentary
Julian Smith, Architect, Julian Smith and Associates, Architects

10:00 Discussion

10:30 Break

11:00 **Session 6: Student views on balancing tourism and heritage conservation: the case study of Venice and Its Lagoon WHS**
Chair: Nancy Oakley, Director of Education, Willowbank School of Restoration Arts, Queenston

Participants

Jesslyn Granda, Masters student, Architecture and CREATE program, Carleton University, Ottawa

Riyadh Nour Guessoum, Masters student, Conservation of the Built Heritage, Faculté de l'aménagement, Université de Montréal

Sarah Reddan, Masters student, Historic Preservation Program, Columbia University

Casey Gray, Masters student, Heritage Conservation Program, School of Indigenous and Canadian Studies, Carleton University, Ottawa

Saya Ota, Masters student, World Heritage Studies Program, Graduate School of Comprehensive Human Sciences, University of Tsukuba, Tokyo

Chloe Richer, Diploma student, Willowbank School of Restoration Arts, Queenston

Introduction

Venice and its Lagoon is a site listed as World Heritage in 1987 under all six cultural criteria. Its Outstanding Universal Value is based on its artistic and architectural achievements, and its history of maritime trade and exploration. Over time, many threats to the site have been identified, including flooding from the annual high waters (acqua alta), depopulation and tourism. The escalating

*pressures on Venice and its Lagoon led the World Heritage Committee to send a joint UNESCO/ICOMOS/Ramsar monitoring mission in 2015 to look at the full scope of threats. In response to this report, the World Heritage Committee at its 2016 session asked Italy to implement the urgent measures identified by the joint mission and report “by 1 February 2017 for examination by the World Heritage Committee at its 41st session in 2017, with a view, if no substantial progress is accomplished by the State Party until then, to consider inscribing the property on the List of the World Heritage in Danger” (decision 40 COM 7B.52).
<http://whc.unesco.org/archive/2016/whc16-40com-19-en.pdf>)*

The student session focuses on the issues related to tourism and heritage conservation. With a population of 55,000 residents, Venice receives 22 million visitors per year including about 30,000 cruise ship passengers. Media reports chronicle “streets clogged with selfie-taking tourists” and anti-tourism campaigns like last summer’s “Tourists go away” poster campaign. Photographer Gianni Berengo Gardin in his brilliant series shows the visual impact of cruise ships on the World Heritage Site. Other impacts on the tangible and intangible values of the site include physical deterioration, social disruption and diminished visitor experience.

12:15 Lunch

13:15 **Session 7: Round Table Discussion and Conclusions**

Chair: Susan Ross, Assistant Professor, Heritage Conservation Program, School of Indigenous and Canadian Studies, Carleton University, Ottawa

Reports of the Rapporteurs

Session 1: Jessika Poirier

Session 2: Katrina Swift

Session 3: Helga Janse

Session 4: Raluca Dobrotescu

Session 5: Sue Schramayr

Overview

Victoria Dickenson, Consultant, Montreal

Overview of 2017 Round Table

General discussion

15:15 Jacques Lachapelle, Director, School of Architecture, Université de Montréal
Closing Remarks

15:30 Close of 2017 Round Table

3. CONFÉRENCE PUBLIQUE/ PUBLIC LECTURE

Pavillon de la Faculté de l'aménagement, Amphithéâtre 1120, 2940, Chemin de la Côte Ste-Catherine

Montréal, Québec, **15 mars 2017, 17h30**



Introduction par/ by Christina Cameron, professeure / Professor, École d'architecture et titulaire de la Chaire de recherche du Canada en patrimoine bâti, Faculté de l'aménagement, Université de Montréal

Il me fait plaisir de présenter notre conférencier de ce soir, Peter DeBrine. Depuis 2011, Peter DeBrine a travaillé au Centre du patrimoine mondial de l'UNESCO où il dirige le développement du Programme du patrimoine mondial et du tourisme durable.

Our lecturer this evening, Peter DeBrine, has worked at the UNESCO World Heritage Centre since 2011 where he leads the development of the World Heritage and Sustainable Tourism Programme. He has an MBA from the Thunderbird School of Global Management and spent his early years as an environmental campaigner for the World Wildlife Fund working on climate change, endangered species and sustainable tourism issues in the United States and Europe.

Peter Debrine a travaillé sur divers aspects de la durabilité. Il a été directeur de l'Alliance du patrimoine mondial à la Fondation des Nations Unies, directeur adjoint du Partenariat international du tourisme pour le Forum international des chefs d'entreprise du prince de Galles, et fonctionnaire de l'Organisation des Nations Unies pour l'alimentation et l'agriculture, où il a aidé à former un partenariat international pour le développement durable dans les régions de montagne.

Peter Debrine has worked on various aspects of sustainability. He has served as Director of the World Heritage Alliance at the United Nations Foundation, as Deputy Director of the International Tourism Partnership for the Prince of Wales International Business Leaders Forum where he worked with major hotel companies to create practical sustainability strategies, and as a Forestry Officer for the UN Food and Agriculture Organization.

We are fortunate that Peter DeBrine braved a Montreal snow storm to share his thoughts on how to balance tourism with heritage conservation.

4. PRÉSENTATIONS/ PRESENTATIONS

Session 1 : Introduction à la table ronde 2017 Setting de stage

Rapporteur session 1 : Jessika Poirier, étudiante à la maîtrise, conservation du patrimoine bâti, Faculté de l'aménagement, Université de Montréal

4.1 LES ENJEUX DE LA CONCILIATION ENTRE LA CONSERVATION DU PATRIMOINE ET LE TOURISME

Christina Cameron, professeure / Professor, École d'architecture et titulaire de la Chaire de recherche du Canada en patrimoine bâti, Faculté de l'aménagement, Université de Montréal

4.2 HERITAGE TOURISM THROUGH THE YEARS

Christopher Young, consultant en Patrimoine, Oxford, Royaume-Uni/ Visiting Professor, University College London and Heritage Consultant, Oxford, United Kingdom

Session 2 : Les lignes directrices et la doctrine Guidance and doctrine

Présidente/ Chair : Natalie Bull, directrice exécutive, Fiducie nationale du Canada, Ottawa/
Executive Director, The National Trust for Canada, Ottawa

Rapporteur session 2 : Katrina Swift, étudiante à la maîtrise, Heritage Conservation Program, School of Indigenous and Canadian Studies, Carleton University, Ottawa



Peter DeBrine
Photo : Fanny Cardin-Pilon

4.3 TOWARDS SUSTAINABLE TOURISM AT WORLD HERITAGE SITES

Peter DeBrine, responsable de projet, programme de tourisme durable, Centre du patrimoine mondial, UNESCO, Paris / Senior Project Officer, Sustainable Tourism Program, World Heritage Centre, UNESCO, Paris



Susan Millar
Photo : Fanny Cardin-Pilon

4.4 ICOMOS ICTC INTERNATIONAL CULTURAL TOURISM CHARTER

Sue Millar, présidente, Comité scientifique international de l'ICOMOS sur le tourisme culturel (ICTC) ICOMOS-Royaume-Uni/ President, ICOMOS International Cultural Tourism Committee, ICOMOS-UK, United Kingdom

Introduction

On 18 April this year ICOMOS celebrated the “International Day for Monuments and Sites on the theme: “Cultural Heritage and Sustainable Tourism” chosen to coincide with the United Nations International Year of Sustainable Tourism for Development 2017 (IYSTD). And almost twenty years ago ICOMOS (International Committee of Monuments and Sites) adopted the 8th International Cultural Tourism Charter (ICTC) - Managing Tourism at Places of Heritage Significance – at the 12th General Assembly in Mexico, October 1999. The first Charter was endorsed over twenty years earlier in 1976. Cultural tourism has experienced profound changes in the 21st century and so has the scope and range of cultural heritage preservation, safeguarding and conservation. Yet the 1999 Charter remains relevant and, as I argue here, has not received the recognition it deserves.

In this paper I explore ICOMOS International Cultural Tourism Charter's evolution in the context of the exponential expansion of cultural tourism especially at iconic World Heritage properties. Seek to broaden our understanding of places of heritage significance. Examine the ICOMOS International Cultural Tourism Charter within the body of ICOMOS doctrinal texts. Consider the role the Charter continues to play in supporting the balance between tourism development and heritage protection at World Heritage tourist destinations. And reflect on the future demands on a Charter in an evolving scenario in which the immediacy of heritage conservation per se has become increasingly marginalised and invisible; and where in a digitally democratised world cultural tourists are becoming key stakeholders in the heritage protection.

A shifting context: conservation and cultural tourism

The ethos and principles of the 1999 Charter set new standards and expectations for the dynamic interaction between tourism and cultural heritage for the 21st century. But the landscape was changing. Simultaneously as visitor numbers to World Heritage properties grew exponentially the conceptual framework for conservation and safeguarding fragmented into the tangible and intangible heritage respectively, including ideas such as living heritage. Conservation bodies focussed on community engagement and this did not usually include engagement with the visiting public. Despite emerging partnership models of governance at world heritage properties during the first decade of the 21st century a split emerged between conservation and tourism. Conservation plans and tourism development plans were couched in technical language that revealed a deepening chasm between the two. ICOMOS International Cultural Tourism Charter was consigned to the past.

By the second decade 'providing a worthwhile visitor experience' as articulated in the principles of the 1999 Charter had become a central concern, especially at iconic World Heritage sites transforming rapidly into honey-pot visitor attractions and tourist destinations as part of the demanding experience economy. UNESCO "Operational Guidelines for the Implementation of the World Heritage Convention" 2016 recommends methods of visitor management designed to enhance and control the visitor experience. The provision of signage, interpretation, visitor facilities and visitor centres are explicitly encouraged. Recognising too the need for policies and programmes related to the presentation and promotion of the property this overarching approach implemented world-wide has inadvertently placed conservation in the background from the visitor perspective. Few properties communicate the Outstanding Universal Value (OUV). A World Heritage site creates a setting for related or unrelated cultural experiences such as festivals, food and fashion shows. In line

with the 1999 Charter the Guidelines refer to the pressures of tourism and risks of poorly managed tourism in negative terms. Unlike the Charter there is no mention of the positive benefits that can accrue from well planned and well managed tourism: ‘Tourism can have positive and lasting effects on our cultural and natural heritage, on creativity and cultural diversity, and on the environment and balance of societies’.

In the context of tourism, culture is viewed both as a social and economic asset and an expression of our lived experience. Culture celebrates diversity and creates distinctive destinations. Cultural exchange is the currency of cultural tourism: a situation presaged by the 1999 Charter: ‘Domestic and international tourism continues to be among the foremost vehicles for cultural exchange, providing a personal experience, not only of that which has survived from the past, but of the contemporary life and society of others’. Today cultural exchange is both personal and political. It is recognised by both UNESCO and UNWTO as instrumental in creating opportunities for inter-cultural dialogue and cross-cultural understanding with the aspiration of fostering tolerance and peaceful coexistence. The Director General (DG) of UNESCO Ms. Irina Bokova writes: “Culture is who we are. It shapes what we do and how we see the world. It is also a force for dialogue, for building bridges of respect and mutual understanding between people and communities...”

Socio-cultural politics have moved centre stage alongside traditional socio-economic politics. David Goodhart’s valuable new study offers insights that resonate with the perceived and actual tensions that arise in exploiting and preserving heritage through tourism. He argues that ‘Anywheres’ dominate the decision making in our culture and society. Their portable identities achieved through a global education and flexible job opportunities make them more comfortable and confident with new places and people. ‘Somewheres’ are more rooted and usually have ‘ascribed identities’ based on group belonging and particular places. It is the latter who are in the majority by a factor of 2:1, higher in developing countries. It is ‘they’ who are generally referred to as ‘local’ world heritage communities. The balance of the mixture of these two allegiances also appears to affect tourist behaviour and nature of encounters with local people which may or may not be respectful.

At an international level great expectations are placed on the nexus of heritage, culture and tourism by the people from ‘Anywhere’. UNWTO has appropriated a pragmatic proactive role for world heritage tourism: ‘Cultural heritage needs to be preserved as part of the world heritage of mankind and—if well planned—tourism can be instrumental in that regard: tourism is also a major force for job creation and poverty alleviation’.

The development of culture and heritage related products and services are target 8.9 of the United Nations Sustainable Development Goals (UNSDGs).

Successful visitor economies increasingly depend on the diversity and distinctiveness of their cultural and natural heritage for destination differentiation and brand identity. In turn, such a reality suggests greater attention should be given to the retention of authenticity, conservation and safeguarding of cultural and natural values embedded in the intertwined tangible and intangible heritage evident at World Heritage properties. This is fundamental if development, including tourism development, is to be sustainable over the long term.

At well visited World Heritage properties mass tourism and universalism have as a counterpoint the specialness and of local places, spaces and people and the anticipation – from the tourist perspective of guaranteed quality and ‘uniform uniqueness’ – a topic I will return to later in my presentation. ICOMOS’ document ‘Nara + 20’ acknowledges ‘further work is required to explore the role that cultural heritage can play in sustainable development, and to identify methods of assessing trade-offs and building synergies so that cultural values and community concerns are integrated in development processes’. Significantly no reference is made to the ICOMOS International Cultural Tourism Charter.

Places of Heritage Significance

Before we continue our discussion of charters, their value and especially the guidance offered by the ICOMOS International Cultural Tourism Charter 1999, I invite you - the reader - to consider a series of images and comments selected to open our minds to a range of ‘places’ of heritage



‘Going to America’, a painting by Howard Hodgkin, 1999 – an English artist who died in March 2017.

significance. You may wish to put them in hierarchical order in terms of heritage significance and conservation importance in the context of tourism from your own viewpoint.

“You need things to look at, things to affect your feelings, and your intelligence and your heart.”

Howard Hodgkin’s celebration of ‘somewhere’ as opposed to ‘anywhere’ inspired him to paint in India, Tangiers and his own home in London

The heritage of hospitality or culture wars?

Pie and Mash was an East London tradition that has been revived with a modern twist. Chilli and Soya are now on the menu.

The revival of Goddard's family business within Maritime Greenwich UNESCO World Heritage site was led by tourist demand. The vivid, clear, pictorial

interpretive sign backed by the British flag is designed to appeal to tourists with limited cash and little English. It also reveals fierce competition with newly opened English Tea rooms and ever present noodle bars.



'Colossal Statue of Ramses II-Luxor Temple, UNESCO World Heritage Site, Thebes, Egypt, North Africa

A classic 'cultural tourism promotional photograph' – with the statue made impressive through careful conservation and artificial light.

Yet, the prosperity and livelihood of this long established heritage tourism destination is suffering from the unstable political situation. The number of overseas tourists fell by 40% in the first quarter of 2016.

A lack of Tourist Police and a reduction in the number of tourists means many local people are more desperate and problematic. The Ministry of Antiquities funds metal detectors and bag scanners at heritage sites across Egypt: a drop in funds means less money to keep these in prime condition. Named the capital of international tourism for 2016 by UNWTO, tourists have started to return to Luxor in 2017. The place no longer attracts so many European or American visitors but newly wealthy Indian and Chinese tourists.

Barcelona – a victim of its own successful tourism promotion

UNESCO World Heritage

architecture by Gaudi - Casa Batlló; Fundació Antoni Tàpies - cultural centre and museum; Barcelona City History Museum - roman sculptural fragments, street festival and craft stalls. Barcelona's architectural tradition is much valued and respected. So is the tradition of large statues paraded through the streets.



Welcome Tourists

In 2016 the city of Barcelona's 1.6 million residents were heavily outnumbered by an estimated 32 million visitors, about half of them day-trippers. In January 2017 a new law was passed to limit number of beds on offer and impose moratorium on building new hotels and a halt in issuing licences for tourist apartments.



Campaigns against the ugly side of tourist development – in this case threatening the way of life in the small seaside community of 'Barceloneta' in Barcelona, Spain – are often led by locals. Excessive and unsustainable numbers of tourists are perceived as detrimental to socio-cultural fabric. Property speculation means locals are priced out of their own neighbourhoods.

Venice is a theme park with drunken tourists jumping into polluted canals and vociferous protests from the remaining local residents. Graffiti depicting death to tourists was found in the centre of Florence. Here as elsewhere the unbridled growth of Airbnb is the dark side of the sharing economy.

The management of tourism at places of heritage significance is complex. Unlike individual works of art world heritage properties exist within the wider spatial, social, economic, cultural and political environment of the tourist destination. The protection enhancement and presentation of the property's OUV does not always sit well with the rapidly changing dynamics of realpolitik tourism policy and management planning. Yet mutual self-interest binds them ever closer together.

ICOMOS International Cultural Tourism Charter 1976 & 1999

Charters and Declarations are fiendishly difficult to write if they are to be meaningful and have an impact. Banalities, stating the obvious 'motherhood and apple pie' platitudes are avoided in the best charters, providing both a summary of the current situation and guiding principles for the future.

ICOMOS charters are important standard-setting documents. Different in character and content from the body of ICOMOS doctrinal texts the eight International Cultural Tourism Charters led cultural tourism development from a conservation perspective for a period of over twenty years in the 20th century. ICOMOS International Cultural Tourism Charters give recognition to the importance of cultural tourism to the conservation of monuments and sites.

The first ICOMOS International Cultural Tourism Charter (1976) came a decade after The Venice Charter: International Charter for the Conservation and Restoration of Monuments and Sites (1964). It is straightforward, uncomplicated and still quoted today even if its use of English is old fashioned. It defines the relationship between conservation and tourism in positive terms and describes the nature of that interdependence:

« Cultural Tourism is that form of tourism whose object is, among other aims, the discovery of monuments and sites. It exerts on these last a very positive effect insofar as it contributes - to satisfy its own ends - to their maintenance and protection. This form of tourism justifies in fact the efforts which said maintenance and protection demand of the human community because of the socio-cultural and economic benefits which they bestow on all the populations concerned. »

A fundamental shift takes place between the 1st and 8th Charter reflecting the change from cultural tourism as an elitist pursuit to a popular past time and the opening up of heritage places as visitor attractions. The 1999 Charter builds on the ideals of the first. The focus is 'Managing Tourism at Places of Heritage Significance' and 'The Dynamic Interaction between Tourism and Cultural Heritage'.

This Charter is designed to be used as a framework for the strategic planning and management of conservation and cultural tourism at national regional and local levels. A top down process is envisaged with conservation experts and managers of cultural heritage sites as the leaders and instigators of site management policy, planning and decision making.

The Charter's four objectives focus on communication, interpretation, management and a dialogue with the tourism industry importantly always within the context of preservation and conservation, respect for host communities and the fragility of heritage places.

- To facilitate and encourage those involved with heritage conservation and management to make the significance of that heritage accessible to the host community and visitors.
- To facilitate and encourage the tourism industry to promote and manage tourism in ways that respect and enhance the heritage and living cultures of host communities.
- To facilitate and encourage a dialogue between conservation interests and the tourism industry about the importance and fragile nature of heritage places, collections and living cultures, including the need to achieve a sustainable future for them.
- To encourage those formulating plans and policies to develop detailed, measurable goals and strategies relating to the presentation and interpretation of heritage places and cultural activities, in the context of their preservation and conservation.

At the outset the 1999 Charter was intended to have a wider appeal than world heritage although world heritage ideals are embraced. The Charter Ethos states:

« At the broadest level, the natural and cultural heritage belongs to all people. We each have a right and responsibility to understand, appreciate and conserve its universal values.

Heritage is a broad concept and includes the natural as well as the cultural environment. It encompasses landscapes, historic places, sites and built environments, as well as bio- diversity, collections, past and continuing cultural practices, knowledge and living experiences.

It records and expresses the long processes of historic development, forming the essence of diverse national, regional, indigenous and local identities and is an integral part of modern life.

It is a dynamic reference point and positive instrument for growth and change.

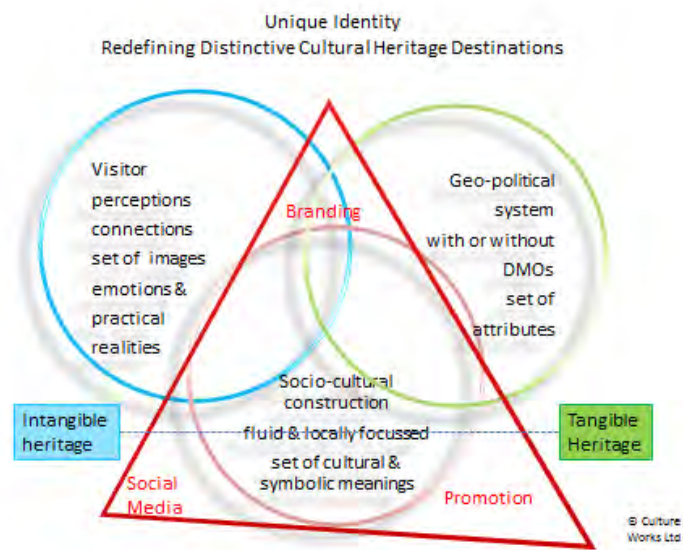
The particular heritage and collective memory of each locality or community is irreplaceable and an important foundation for development, both now and into the future. »

In recognising tourism as a vehicle for cultural exchange providing ‘a personal experience, not only of that which has survived from the past, but of the contemporary life and society of others’ and the need to provide a worthwhile visitor experience ICOMOS International Cultural Tourism Charter presaged not only the broadening of the concept of cultural heritage and need for the promotion of authentic products and programmes but also the wide enjoyment of the heritage of others as an inclusive and no longer an exclusive leisure past time.

The Charter’s six principles remain relevant:

1. Since domestic and international tourism is among the foremost vehicles for cultural exchange, conservation should provide responsible and well managed opportunities for members of the host community and visitors to experience and understand that community's heritage and culture at first hand.
2. The relationship between Heritage Places and Tourism is dynamic and may involve conflicting values. It should be managed in a sustainable way for present and future generations
3. Conservation and Tourism Planning for Heritage Places should ensure that the Visitor Experience will be worthwhile, satisfying and enjoyable.
4. Host communities and indigenous peoples should be involved in planning for conservation and tourism.
5. Tourism and conservation activities should benefit the host community.
6. Tourism promotion programmes should protect and enhance Natural and Cultural Heritage characteristics.

The Charter recognises tourism is a positive force for natural and cultural conservation. It can ‘capture the economic characteristics of the heritage and harness these for conservation by generating funding, educating the community and influencing policy’.



It also acknowledges: ‘Excessive or poorly-managed tourism and tourism related development can threaten the integrity and significance of a place, degrading the historic environment, damaging the culture and lifestyles of host communities and devaluing the visitor experience’. But this last Charter does not waiver from the belief that a partnership approach with the tourist industry is the way forward for cultural heritage conservation.

The formal loss of the impact of the conservation voice with the informal shelving of the ICOMOS 1999 Charter and appropriation of cultural tourism by the tourism industry suggests that now is the right time to review the Charter and bring conservation and preservation out of the shadows in context of tourism. Our activities and our conservation principles retreated into the background at the very time mass cultural tourism and sustainable development frameworks were becoming mainstream agendas. Over one billion people cross international borders each year, a number expected to reach 1.8 billion by 2030.

Does heritage conservation shape tourism or does tourism shape heritage conservation?

Heritage conservation is often seen as a subservient subset of tourism development strategies; labelled heritage resources or heritage assets because of their potential for sustainable development initiatives. It’s pre-eminence as an important socio-cultural activity giving meaning to memories is less well understood. It is timely therefore, that we – conservation academics and professionals – embrace the challenges - as has Peter DeBrine - with the extremely successful World Heritage Sustainable Tourism Project.

There is growing consensus - mood music – that the pendulum has swung towards tourism (sustainable or otherwise) driving forward strategies for cultural development – either explicitly or implicitly – and influencing heritage conservation decisions both large and small. We can ask the question: Does heritage conservation shape tourism or does tourism shape heritage conservation?

Although we are aware tourism is frequently the main motivation for many State Parties to place a site on the WH Tentative List and then complete the Nomination Dossier, decisions about what heritage to restore or reconstruct within a site already on the List is driven as much by the prospect of tourist revenues as community priorities and/ or intrinsic or perceived heritage values. Research is in its infancy on the impacts of this practice and whether a wider trend is discernible.

The drive for cultural development is coming not only from the tourist industry desirous of satisfying the huge demand for cultural tourism – iconic world heritage sites in particular –

from governments wanting to encourage job creation and cultural entrepreneurship, but also the tourists themselves as auto-observers of their own experience. Taking selfies of the special places they visit and the food they eat. This is a societal change. Part of a bigger picture linked to the democratisation of culture. Cultural heritage is surfing the wave of populism.

According to UNESCO, Cultural and Natural Heritage Tourism Is ‘The Most Rapidly Growing International Sector of the Tourism Industry’. As reported in the Siem Reap Declaration 2015, the OECD, UNWTO & UNESCO estimated cultural tourism accounted for 40% of all International Tourism in 2007, up from 37% in 1995. Ten years later the counting has stopped.

Each and every one of us is a cultural tourist at some time during a visit to a different place whether or not we visit a heritage site, museum or national park, although visiting a World Heritage site may have been one of the original motivating factors for the journey. My recent research indicates a new definition of a cultural tourist is evolving and reveals various types, levels and degrees of people’s interaction with the places they visit. A cultural tourist is a mainstream tourist who makes culturally nuanced choices. Shopping for someone else’s local products and produce; sharing, eating their local cuisine, walking in the streets of old cities immersed in the street patterns and fabric of historic buildings at various levels engages visitors in the creativity of the past and provides an incomparable personal cultural heritage experience at a destination.

This knowledge gives confidence for high-end fashion sponsorship for conservation projects, branding and self-promotion in prominent places including Rome’s historic centre and World Heritage site.

« Rome's Trevi Fountain revealed its emerald waters to the public after almost a two year project to reconstruct a famous landmark costing around 2.2 million euros (\$2.4 million). The project was sponsored by Rome-based fashion house, Fendi. Bulgari was responsible for revamping the Spanish Steps. The Colosseum restoration has been funded to the tune of €25m by the billionaire Diego Della Valle, owner of the luxury brand Tod's with the Italian Government contributing €18 million. It includes additional visitor facilities. »

'Art Installation – Tower of London World Heritage site, London, UK, 2014



'Blood Swept Lands and Seas of Red'

Emotional engagement has come to the forefront of interpretation. The 1999 Charter states: “Reasonable and well managed physical, intellectual and/or emotive access to heritage and cultural development is both a right and a privilege”. The concept and practice of interpretation is in a state of constant flux with early didacticism and ‘edutainment’ displaced, if not replaced, by a two way process of relationship building and imaginative engagement ultimately bonding participants together through a shared experience.

An appeal to the emotions accounts in part for the popularity of the evolving art installation ‘Blood Swept Lands and Seas of Red’ at the Tower of London World Heritage site in the summer and autumn 2014.

Blood Swept Lands and Seas of Red in the moat of the Tower of London commemorated the start of World War I. 8888,246 ceramic poppies were made individually each one in remembrance of a life lost. The moat was gradually filled with deep red poppies which were all sold to the general public.

This display caught the public’s imagination and attracted vitriol and praise in equal measure. Media opinion was divided as to whether it was a “Dignified tribute or an artistic cop-out”. Some asked whether bones and barbed wire might have been a better installation. Jonathan Jones in the Guardian Newspaper called it “a deeply aestheticised, prettified and toothless war memorial”... “a failure to communicate the grim realities of warfare 100 years after the onset of one of the bleakest international conflicts in human history.”

Attracting 5 million visitors to the Tower's environs in a short period of 6 months and giving rise to a 6 per cent increase in their annual visitor figures for paying customers inside, the Tower of London was the top charging visitor attraction in the UK in 2014. Ultimately, the project was made possible by the realisation of the conservation project to enhance and improve access to the environs of the World Heritage site. Without the work of heritage conservation professionals 5 million people could not have participated in this commemorative event. We are the unsung heroes of this success.

Visitor Centre (2013) – Stonehenge World Heritage Site, England, UK

The final resolution of the long struggle to decide on where to build a visitor centre at Stonehenge World Heritage Site follows the Charter's recommendation: "Tourism development and infrastructure projects should take account of the aesthetic, social and cultural dimensions, natural and cultural landscapes, bio-diversity characteristics and the broader visual context of heritage places".



Stonehenge Visitor Centre – Architects: Denton Corker Marshall – with land train to the Neolithic stones

Australian architects Denton Corker Marshall won the third international competition to design the new Visitor Centre. Understated, environmentally sensitive, modest in size and of a universal character, located 1.5 miles from the stones, the Visitor Centre includes a small museum and 360 degree interpretative experience offering an additional attraction to the Neolithic henge monument. A shuttle service runs from the visitor centre to the stone circle, stopping off halfway to allow visitors the opportunity to walk the remaining stretch.

The Visitor Centre re-orientates the visitor experience at Stonehenge from a quick cup of tea ‘en route’ to South-West England travelling by car or coach to an experience to be savoured. Importantly, for England, Stonehenge is no longer a ‘national disgrace’. As a World Heritage destination Stonehenge now meets international standards and has simultaneously improved the conservation management of the landscape and deepened visitor engagement in its history and heritage. And it has been successful in achieving this aim from the visitor perspective – up to a point. Already too small, expansion is not an option because of the archaeological sensitivities of the site.

On one hand a World Heritage property has its own authentic heritage stories to tell, its individual identity that is both a reflection of the World Heritage brand and national and local cultural identities. On the other, there is an expectation and anticipation on the part of the visitor and the World Heritage Committee of a global standard of conservation, facilities – visitor centre, museum, cafe, shops, toilets - and where necessary – a land train.

This expectation is present in places across both the developing and developed world - and now at Stonehenge. We are reminded everywhere of Umberto Eco’s observations:

“Disneyland must be visited without anything to remind us of the future surrounding it. Marin has observed that to enter it, the essential condition is to abandon your car in the endless parking lot and reach the boundary of the dream city by special little trains.”

In following this tried and tested World Heritage model at Stonehenge we should be aware as conservation professionals that here as elsewhere we are promoting the concept of uniform uniqueness – a phrase I coined in the first academic article on heritage tourism in the 1989. In the process we are creating an ‘authentic’ Disneyland and ourselves contributing to the visitor’s detachment from the conservation process. In our efforts to preserve places such as Altamira caves in perpetuity we build the digitally measured accurate reconstructions so well received by visitors as providing an ‘authentic’ experience. The diagram below is indicative of complexity and confusion and a need for the further examination of conservation in the tourism context.

Heritage Conservation

Uniform Uniqueness & Post-Truth in an era of ‘mass’ cultural tourism

<ul style="list-style-type: none">• Architectural conservation - the backcloth to people’s lives• Archaeological sites present pristine landscapes & centralised visitor centres• Visitor Attractions - a short leap to Disneyland• World Class standards - uniformity• Search for authenticity by tourists• Facadism – a reality• Narratives - populist• Conservation story told sometimes: National Trust England	<ul style="list-style-type: none">• Funding support for conservation is problematic – fashion design houses in Rome: Tod shoes at the Colosseum• Replicas - equally attractive to tourists: Altamira caves• Cultural encounters - culture wars: at present Airbnb• Universal glass extensions to historic buildings in the UK• West and east approach to conservation is different – ‘new’ temples versus visible interventions in churches & cathedrals• ‘Things’ – artefacts – even the real ones are disposable
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ICOMOS International Cultural Tourism Charter (1999) sets standards that can be followed in whole or in part and from which local guidelines and good practice directives can be drawn. They provide a benchmark against which tourism and cultural heritage partnerships can assess policy directions.

In 2017 ICOMOS International Cultural Tourism Charter 1999 retains its relevance in providing guidance for integrated heritage conservation and tourism planning and management. At the time the Charter was written there was an assumption that notions of conservation and preservation were well understood and a focus on the visitor experience, communicating the significance of the place, involving local communities, enabling sustainable development and recognising the dynamic interaction between tourism and cultural heritage were paramount concerns.

In reviewing the 1999 Charter in the context of our broader understanding of the significance of places, interweaving of the tangible and intangible cultural heritage, mass cultural tourism and sustainable tourism for development it is becoming apparent the focus should return to conservation.

Perceptions and actions in favour of conservation have changed during the intervening period.

Amongst other questions we should ask ourselves:

- World Heritage sites are often cultural heritage destinations or part of a wider destination combining interwoven and diverse tangible and intangible heritage with plural identities but a recognisable brand image based on physical places and spaces. Does this enhance or detract from conservation choices & practices?
- Is it feasible or desirable to engage tourists – members of the global community – in supporting a conservation movement for cultural heritage conservation akin to World Wildlife Fund – WWF?

And finally

- Is there a developed (or developing) understanding of the process of conservation in the tourism context that requires greater articulation in a Declaration or revised Charter?

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Fergus Maclaren
Photo : Fanny Cardin-Pilon

4.5 VISITOR MANAGEMENT INDICATORS AT WORLD HERITAGE SITES

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Background

The United Nations World Tourism Organization (UNWTO) defines indicators as “measures of the existence or severity of current issues, signals of upcoming situations or problems, measures of risk and potential need for action, and means to identify and measure the results of our actions.” These are applied on a tourism basis as information sets which are formally selected to be used on a regular basis to measure changes that are of importance for tourism development or management.

To better refine the understanding and precision in the conceptualization of indicators, the SMART Target approach can be used in performance measurement with the key tenets highlighted in bold, and other associated terms that can also be used:

- **S – Specific** (focused on a specific element or activity, i.e., level of visitation, revenue generated from touristic activities). Also: significant, stretching.

- **M – Measurable** (ability and mechanisms to measure with reasonable accuracy, i.e., visitor entry counts, site revenue aggregation). Also: meaningful, motivational.
- **A – Achievable** (agreement across partners/stakeholders on what constitutes reasonable level of success being measured, i.e., the target being strived for is actually possible within the development and economic factors of a site). Also: agreed upon, attainable, acceptable, action-oriented.
- **R – Realistic** (means are in place to properly gather data or required information, i.e., consistency and integrity of data in reporting systems). Also: relevant, reasonable, rewarding, results-oriented.
- **T - Time-based (monitoring that occurs within a specific timeframe that can be later used for comparative timeframe reference purposes, i.e., monthly, seasonal, annual reporting periods)**. Also: timely, tangible, trackable.

Some of the benefits from well defined and applied indicators by government, heritage resource and tourism management stakeholders can include:

- **Better decision-making** - lowering risks or costs related to investments and impacts.
- **Identification of emerging issues** - allowing preventative action to respond to negative trends.
- **Identification of impacts** - enabling corrective action when needed and determining if the right aspects are being measured.
- **Performance measurement of the implementation of plans and management activities** – evaluating effort and progress, while allowing for readjustment.
- **Greater accountability** – providing credible information for public decision making, and demonstrating government and tourism industry levels of effectiveness.
- **Regular monitoring** – leading to continuous improvement and building solutions into management.

There are a number of travel and tourism (T&T) elements whose impacts can be measured by national tourism organizations, as well destination management organizations for regions and urban areas (see accompanying figure). Standard current high level tourism indicators may include the following:

- **GDP** – Contribution of Travel & Tourism to GDP (% and \$).
- **Growth** – Real GDP growth for the Travel & Tourism Economy (% and \$).
- **Employment** – Contribution of the Travel & Tourism Economy to total employment (% and \$).
- **Visitor Exports** – Export earnings from international visitors (% and \$).
- **Investment** – Travel & Tourism investment (% and \$).

Visitor Management, World Heritage Sites and the Sustainable Development goals

In recognition of the challenge with the intent to promote their role within the economic, environmental and social pillars of sustainable development, tourism and cultural and natural heritage are incorporated into the United Nations' Sustainable Development Goals (SDGs) which were adopted as the foundation of the 2030 Agenda for Sustainable Development and ratified at the United Nations Sustainable Development Summit in September 2015. The SDGs focus on a broader understanding of sustainable development and recognize that eradicating poverty in all its forms and dimensions; combating inequality within and among countries; preserving the planet; creating sustained, inclusive and sustainable economic growth and fostering social inclusion are linked to each other and are interdependent.



For indicator development and monitoring purposes, a core set of 230 indicators has been created through the UN Inter-agency and Expert Group on SDG Indicators (IAEG-SDGs). Accounting for individual national circumstances, these indicators will be complemented at the national and sub-national levels as committed by member states. Over the next twelve years, SDG data will be compiled mainly from the UN Department of Economic and Social Affairs, Statistics Division's SDG Indicators Global Database, and data from international organizations and economy sources.

Sustainable tourism and cultural heritage were addressed by three targets within the following SDG goals: 8 –Decent Work and Economic Growth; 11 – Sustainable Cities and Communities; and 12 – Responsible Consumption and Production. These goals, associated targets and proposed indicators are outlined below:

Table 1: SDG GOALS and THEIR TOURISM and CULTURAL HERITAGE TARGETS and INDICATORS

SDG Goal	Target	Indicators
8 - Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.	8.9 By 2030, devise and implement policies to promote sustainable tourism that creates jobs and promotes local culture and products.	8.9.1 Tourism direct GDP as a proportion of total GDP and in growth rate. 8.9.2 Number of jobs in tourism industries as a proportion of total jobs and growth rate of jobs, by sex.
11 - Make cities and human settlements inclusive, safe, resilient and sustainable.	11.4 Strengthen efforts to protect and safeguard the world’s cultural and natural heritage.	11.4.1 Total expenditure (public and private) per capita spent on the preservation, protection and conservation of all cultural and natural heritage, by type of heritage (cultural, natural, mixed and World Heritage Centre designation), level of government (national, regional and local/municipal), type of expenditure (operating expenditure/investment) and type of private funding (donations in kind, private non-profit sector and sponsorship).
12 - Ensure sustainable consumption and production patterns.	12.B Develop and implement tools to monitor sustainable development impacts for sustainable tourism that creates jobs and promotes local culture and products.	12.B.1 Number of sustainable tourism strategies or policies and implemented action plans with agreed monitoring and evaluation tools

The International Committee on Monuments and Sites (ICOMOS) focal point at the Habitat III conference in Quito, Ecuador in October 2016 expressed that Target, 11.4, “cannot be pigeon-holed into just iconic monuments or only one Habitat III theme. We need to recognize cultural heritage as essential to sustainable urbanization, integrate it into current planning and development models and advocate more transparent and equitable legal and financial systems.” ICOMOS proposed instead that any indicator adopted for Target 11.4 measure improvements in the integration of cultural and natural heritage conservation into sustainable, development plans and policies, and attendant funding programs.

World Heritage sites (WHS) are subject to a range of visitation pressures that can potentially affect their understanding and appreciation, as well as the integrity of their Outstanding Universal Value. A World Heritage Centre (WHC) assessment of 2,642 State of Conservation reports between 1979-2013 for 469 WH properties in 130 States Parties indicated the following site visitor management issues:

- 26% - Impacts of tourism / visitor / recreation.
- 14% - Major visitor accommodation and associated infrastructure.
- 10% - Interpretation and visitation facilities.

WHSs face a number of opportunities and threats when it comes to visitor management that reflect these concerns. Countries see the WH nomination process as a way to drive economic multiplier benefits that may include peripheral and associated projects such as hotels, shopping venues other nearby tourism attractions, increased employment and taxes, and a high profile, prestigious mechanism to leverage site protection and preservation. Alternatively, a WH designation can invoke strong brand recognition and increased marketing, which may draw overwhelming numbers of visitors that stress local communities, infrastructure and environments.



Two of the key tenets of the UNESCO World Heritage program Mission are: “Encourage participation of the local population in the preservation of their cultural and natural heritage”; and “Encourage States Parties to establish management plans and set up reporting systems on the state of conservation of their World Heritage sites” (UNESCO 2008).

In response to these new SDG targets and corresponding indicator issues, UNESCO adopted its *Policy Document for the Integration of a Sustainable Development Perspective into the Processes of the World Heritage Convention (2015)*. The UNESCO WHC addressed visitor management issues at WHSs through the development of its program on Sustainable Tourism Management Assessment Tool Indicators. The WHC Tool’s purpose is to enable rapid and efficient assessment on how tourism is managed according to a set of specific WH property sustainable tourism indicators. While data is currently reflected in revised Periodic Reporting by the WHC, the Tool should also be useful in identifying sustainability indicators and questions addressed in WH nominations and missions.

Indicator challenges and opportunities

There are a number of challenges that governments face in the gathering and monitoring of tourism data for the individual WHSs under their purview. These include:

- Tourism plans and associated monitoring/indicator protocols are not always developed for WH nominations.
- There are potential elaborate data gathering requirements.
- It is not always feasible to obtain consistent, reliable quality data.
- Indicator approaches do not always accommodate the scalability of reporting for developing countries and smaller WHSs.
- Governments may be reluctant to adapt certain indicators because they may reflect badly on state of WHS management and investment.
- Due to limited financial, physical and capable technical human resources, it may not always be possible to respond with appropriate action once a negative or positive trend has been discerned.
- The reporting aggregation of individual sites does not always reflect challenges faced by individual WHSs.

- The focus on indicators for the development and implementation of tourism management documentation and plans for WHSs and surrounding communities does not reflect the actual consequences or outcomes which may be of greater importance to a local community.

Given the difficulty in obtaining consistent, high quality data that follow international norms some of the proposed monitoring for the national and SDG targets can be aligned using and collating indicators that are in use by regional, industry and multilateral organizations. Examples of corroborating indicator systems that could be included as part of WHS visitor management monitoring: the European Tourism Indicator System (ETIS), the Global Sustainable Tourism Council Integrated Destination Criteria and Indicators V2.0, and the UNESCO WHC World Heritage Sustainable Tourism Toolkit.

The work of the UNWTO International Network of Sustainable Tourism Observatories (INSTO) can serve as an appropriate model for how to monitor WHSs within an existing tourism destination that is outcomes-oriented for the plans, programs and policies being put into place by different levels of government. Since 2004, seventeen observatories have been established for tourism monitoring in Brazil China, Croatia, Greece, Indonesia, Mexico and the USA. They apply a rigorous approach using the following tenets:

- **Integrated approach:** A framework for the systematic, timely and regular monitoring of the cultural and/or natural heritage resource.
- **Evidence:** Tangible information for well-informed decision making.
- **Stakeholder empowerment:** Engagement of local stakeholders in the measurement of risks, costs, impacts, limits and opportunities.
- **Engagement:** Exchange of information for improved collaboration, communication and greater public accountability.
- **Performance measurement:** Monitoring of the implementation of sustainable development plans, policies and management actions.
- **Continuity:** Long-term commitment for regular monitoring, contributing to destination-level sustainable growth.
- **Knowledge building:** To highlight and share good practices and lessons' learned.

In response to these challenges, mobile digital devices and big data platforms represent advanced approaches that consistently and gather visitor information using a number of parameters (i.e., time of visitor moving through a WHS, locations where visitors spend most cumulative time, value of goods purchased, etc.). Through an approach that can be deemed as confluenced travel systems, software applications and virtual wallets/venue passes that benefit visitors can also be used to track their movements, revenue generated and cumulative impacts on a site.

Examples of this type of approach are the Luxor Mobile Portal, which tracks and analyzes the WHS's marketing campaigns and sales promotions, so it can more effectively promote its historical sites and cross-market with other historical sites, and the Disney MagicBand, context-aware wearable technology that delivers to visitors specific information, discount coupons and upgrades before arriving at a specific location within one of their theme park properties. These devices also act as significant, real-time data gathering instruments that can provide site user context to better manage immediate and long-term site visitation.

Conclusions

There are different levels of development and cooperation across countries, regions and municipalities, which can make it challenging to develop and apply well-defined and appropriate visitor management indicators for WHSs.

Support from individual governments to address and work towards meeting the sustainable tourism and cultural heritage management targets for SDGs 8, 11 and 12 can help drive WHS site issue awareness, trends and management support. To better ensure consistency and integrity the reporting and monitoring process, however, data gathering and management may have to be framed from an aggregated urban and rural systems/economic development/destination management standpoint. This means that the indicators framework being applied to a WHS needs to take into account the surrounding contributions and impacts of local stakeholders and governance, as well as the policies in place to support overall growth and tourism that may be occurring in a region.

It should also be understood that while WHSs may represent strong drivers of tourism, there may be other activities going in and around a site that may generate greater numbers of tourists and revenue requiring stronger measures for visitor management than the WHS (i.e., Barcelona and the Works of Antonio Gaudi WHS).

With respect to the SDGs, the WHS visitor management indicators should reflect the sustainability orientation, and where feasible, focus on outcomes of tourism development at WHSs, rather than just instruments like completing plans and policies that shape development. These can be supported by complementary indicator systems and big data gathering approaches for WHS destinations that can provide greater rigour and precision in future.

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Session 3 : Les études universitaires en tourisme : un domaine en émergence Scholarship in Heritage Tourism : an emerging field

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Laurent Bourdeau
Photo : Fanny Cardin-Pilon

4.6 LES TENDANCES EN MATIÈRE DE TOURISME DANS LES SITES DU PATRIMOINE MONDIAL

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Adélie De Marre
Photo : Fanny Cardin-Pilon

4.7 UNE MÉTHODOLOGIE POUR ÉVALUER L'IMPACT DES INFRASTRUCTURES TOURISTIQUES SUR LES VILLES DU PATRIMOINE MONDIAL : L'EXEMPLE DE LA VIEILLE VILLE ET LA NOUVELLE VILLE D'ÉDIMBOURG

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Cette présentation a pour but de présenter sommairement le travail de recherche que j'ai mené en 2015-2016 dans le cadre de la maîtrise en aménagement, option conservation de l'environnement bâti, de l'Université de Montréal. Ce projet, constitué d'une étude de cas, portait sur la ville du patrimoine mondial d'Édimbourg, en Écosse, au Royaume-Uni.

Centré sur la problématique de l'insertion d'architecture contemporaine en milieu historique, le projet avait pour but d'évaluer le bien-fondé d'un projet de développement proposé dans les limites du site du patrimoine mondial. Pour atteindre cet objectif, j'ai conçu une méthode d'évaluation qui sera examinée plus en détails dans cet exposé.

Mon projet de recherche n'était pas uniquement axé sur les infrastructures touristiques. Il visait un spectre plus large, c'est-à-dire toute intervention contemporaine dans le cadre bâti historique, quelle que soit sa forme ou sa fonction. Néanmoins, comme Édimbourg s'avère être une ville très touristique, et comme le projet soumis à évaluation était un développement hôtelier, la méthodologie employée s'avère tout à fait pertinente pour faire face aux enjeux de l'implantation d'infrastructures touristiques dans les sites du patrimoine mondial.

Mise en contexte

Le site de la *Vieille ville et Nouvelle ville d'Édimbourg* a été inscrit sur la Liste du patrimoine mondial en 1995, sous les critères (ii) et (iv). Sa valeur universelle exceptionnelle réside notamment dans la juxtaposition harmonieuse de ses deux ensembles urbains contrastés : d'un côté, la Vieille ville médiévale, dominée par une forteresse; de l'autre, la Nouvelle ville néoclassique dont l'aménagement, aux XVIII^e et XIX^e siècles, a grandement influencé l'urbanisme européen. Aujourd'hui, Édimbourg est la deuxième ville la plus visitée au Royaume-Uni, après Londres. En 2015, elle a reçu 3,85 millions de visiteurs. Des statistiques établies en 2015 par le Edinburgh Tourism Action Group révèlent d'ailleurs que 77% des gens qui visitent Édimbourg sont attirés par sa ville historique.¹

Le projet de développement à l'étude concernait la réhabilitation de l'ancienne Royal High School (Figure 1), un bâtiment néo-grec du XIX^e siècle (1825-1929) conçu par l'architecte Thomas Hamilton et situé sur le flanc sud de la colline emblématique de Calton Hill, à l'est de la ville. Reconnu pour sa valeur historique, architecturale et culturelle, ce monument du Greek Revival est resté vacant depuis que l'institution scolaire qui l'occupait, la Royal High School, a quitté les lieux en 1968. Cela fait donc près de cinquante ans que l'œuvre de Hamilton est inoccupée. Au fil du temps, plusieurs nouveaux usages ont été considérés, sans qu'aucun n'aboutisse, faute de viabilité. C'est pourquoi le City of Edinburgh Council, propriétaire actuel du bâtiment, a lancé en 2009 un concours visant à trouver une fonction durable pour le lieu. Finalement, l'idée de la firme Duddingston House Properties a été retenue. Celle-ci propose de reconvertir le lieu en hôtel de classe internationale (en partenariat avec la chaîne hôtelière Rosewood) comprenant une centaine de chambres, un bar, un restaurant et des espaces d'exposition. La superficie du bâtiment conçu par Hamilton ne pouvant à elle seule subvenir aux besoins d'un hôtel de luxe, la construction de deux importantes ailes latérales

¹ Edinburgh Tourism Action Group, *Business Opportunities : Tourism in Edinburgh – Key Figures*. 3^e édition, Novembre 2016. (Disponible en ligne : <http://www.etag.org.uk/wp-content/uploads/2016/11/Facts-and-Figures->

contemporaines serait nécessaire (Figure 2). Le projet prévoirait donc à la fois l'altération et l'extension du bâtiment d'origine.



Figure 1. Ancienne Royal High School, Thomas Hamilton (1825-1829).
Source : © Stuart Armitt, www.edinburghartfestival.com



Figure 2. Vue aérienne des ailes proposées.
Source : Duddingston House Properties et Urbanist Hotels, *Environmental Statement : Non Technical Summary*, 3 septembre 2015.

L'annonce du projet de Duddingston House Properties a suscité de nombreuses réactions et des débats enflammés à Édimbourg.

Pourtant, la ville est dotée de nombreuses lois et politiques de protection de l'environnement historique, sans compter son statut de patrimoine mondial de l'UNESCO. Les mécanismes encadrant les projets de développement en milieu historique à Édimbourg sont-ils efficaces? Pour répondre à cette question, j'ai élaboré une méthode d'évaluation spécifiquement inspirée de ces différents mécanismes.

Méthologie pour évaluer l'impact d'un projet de développement

La méthodologie conçue pour évaluer le projet de reconversion de l'ancienne Royal High School s'est déployée en deux grandes étapes. Premièrement, les outils internationaux, nationaux et locaux concernant la conservation des villes historiques et l'insertion d'architecture contemporaine ont été analysés. Cela comprenait notamment les textes, orientations et chartes de l'UNESCO, l'ICOMOS et l'ICCROM, mais également les lois, politiques, inventaires patrimoniaux, désignations et plans de gestion en place au Royaume-Uni, en Écosse et à Édimbourg même. Le but de cet exercice était d'identifier et de mettre de l'avant les grands préceptes et les principales orientations disponibles pour guider la construction de nouveaux développements dans la ville du patrimoine mondial d'Édimbourg.

En deuxième lieu, les grands préceptes identifiés lors de la première étape ont inspirés la création d'une série de critères spécialement destinés à évaluer la qualité des projets de développements dans la *Vieille ville et Nouvelle ville d'Édimbourg*. Ces critères ayant été conçus en fonction des caractéristiques et de la valeur de ce site en particulier, ils ont pu être appliqués au projet de reconversion de l'ancienne Royal High School en hôtel afin d'en évaluer la qualité et la convenance.

Ces critères, bien qu'applicables à n'importe quel type d'intervention architecturale, s'avèrent particulièrement pertinents en ce qui concerne les infrastructures touristiques, car beaucoup de projets de développement à Édimbourg sont destinés à attirer ou à accueillir des visiteurs. Or, les impératifs du tourisme durable impliquent de protéger les sites du patrimoine mondial d'un développement irresponsable et irrespectueux de la valeur universelle exceptionnelle de ceux-ci, car cela pourrait mener à la perte du caractère unique qui fait l'attrait du lieu. Ce point est également d'une importance capitale quant à la transmission et à la mise en valeur du patrimoine : il faut que le site conserve son authenticité et son intégrité afin que les visiteurs puissent le comprendre et l'apprécier à sa juste valeur. Les critères, au nombre de dix, sont divisés en trois catégories : critères généraux, critères visuels et matériels et critères socio-culturels et immatériels.

Critères généraux

- **Une connaissance préalable approfondie et holistique du lieu** : Seule une compréhension approfondie du site peut mener à une intervention contemporaine sensible et positive.
- **Une intervention minimale** : Il est nécessaire, lorsqu'on opère des changements sur un lieu par de nouvelles constructions, d'amoindrir autant que possible la perte des valeurs véhiculées par celui-ci.

Critères visuels et matériels

- **Un design contextuel** : Le design architectural choisi peut être plus ou moins contrastant, tant qu'il est issu d'une compréhension exhaustive du contexte.
- **Une hauteur mesurée** : Le nouveau développement ne doit pas dépasser l'élévation des bâtiments voisins. Les extensions doivent avoir un rôle subordonné.
- **Une reprise de l'échelle et des proportions existantes** : Tout nouveau développement doit adopter l'échelle et les proportions des constructions environnantes.
- **Des matériaux adaptés** : Il faut respecter la variété des matériaux déjà présents dans le tissu urbain (*Vielle ville vs Nouvelle ville*) et employer des matériaux de qualité.
- **Une concordance avec la situation d'implantation** : Il est important d'établir des relations positives (protection et mise en valeur) avec la situation d'implantation du projet, c'est-à-dire avec la topographie du lieu et les perspectives visuelles qui en découlent.

Critères socio-culturels et immatériels

- **Des communautés impliquées** : Les habitants doivent être informés, consultés et mobilisés afin que les nouveaux développements prennent en considération les valeurs qu'ils expriment.
- **Des activités et des usages adéquats** : Les développements doivent encourager les activités vitales du site, en protégeant les activités et usages directement rattachés à sa signification culturelle et en répondant aux besoins des nombreux acteurs qui y évoluent (attention particulière à la qualité de vie et au bien-être des habitants).
- **Une continuité des associations et des significations du lieu** : les nouveaux développements ne doivent pas nuire à la compréhension des associations et significations du lieu. Il importe de préserver et renforcer les associations identitaires, la mémoire collective et le sentiment d'appartenance.

Évaluation du projet de reconversion de l'ancienne Royal High School

Le projet de reconversion de l'ancienne Royal High School a été confronté aux critères selon un système de couleur (Figure 3) inspiré des rapports de Parcs Canada². Les couleurs correspondent, par analogie, aux feux de circulation et s'appliquent à l'état du projet au moment de son évaluation (décembre 2015). Aux fins de cette présentation, deux critères seront examinés plus en détails à titre d'exemples : le design contextuel et la continuité des associations et des significations du lieu.




Légende	
	Le projet de développement répond au critère de façon adéquate et efficace. Il ne nuit pas à l'environnement historique et contribue à l'état souhaité.
	Le projet de développement répond au critère de façon passable, acceptable. Il contient certaines déficiences et requiert des ajustements mineurs.
	Le projet de développement ne répond pas au critère. Il contient d'importantes lacunes et perturbe l'environnement historique.

Figure 3. Système d'évaluation par code de couleurs

© Adélie De Marre

Un design contextuel. *Le design architectural choisi peut être plus ou moins contrastant, tant qu'il est issu d'une compréhension exhaustive du contexte.*

Lors de la première phase du projet de reconversion de l'ancienne Royal High School en hôtel, un design préliminaire avait été proposé (Figure 4), dans lequel les ailes latérales étaient constituées de simples blocs rectilignes en pierre placés en retrait du bâtiment de Hamilton. Néanmoins, il a été constaté que le bâtiment de Hamilton semblait alors enclavé dans une suite ininterrompue d'immeubles plutôt que de se démarquer tel que souhaité. La position et le volume des extensions ont donc été remaniés dans une approche plus affirmée, moins révérencielle, afin d'éviter cet effet englobant. Dans cette optique, il a été décidé qu'un design inspiré du paysage et de la topographie environnants offrirait un contraste bienvenu avec la composition classique du bâtiment de Hamilton, laissant apparaître les ailes contemporaines comme des éléments distincts de l'ancienne école. C'est pourquoi les extensions adoptent une forme de gradins (Figure 5), afin de permettre des vues depuis et vers Calton Hill. Le

² Le système de couleur employé s'inspire de la figure 38 du Rapport sur l'état des parcs de 1997 de Parcs Canada (disponible en ligne : publications.gc.ca/collections/Collection/R64-184-1997F.pdf).

choix des matériaux suit aussi cette logique : le revêtement extérieur à facettes de cuivre pré-patiné (Figure 6) rappelle les parois rocheuses des Salisbury Crags (Figures 7 et 8), voisines de Calton Hill, tandis que l'arrangement paysager des toits-terrasses est issu d'une étude sur la végétation locale de Calton Hill et d'Arthur's Seat.

En définitive, la démarche de l'architecte quant au choix d'un design contrasté pour les nouvelles extensions est clairement issue d'une réflexion approfondie et d'une compréhension exhaustive du contexte. En effet, elle témoigne d'une volonté d'inscrire le projet hôtelier dans un véritable dialogue avec le paysage qui l'entoure. Cet environnement naturel étant une composante essentielle du cadre unique de l'ancienne Royal High School, le design et les matériaux choisis s'avèrent tout à fait compatibles avec le bâti existant et contribuent à la création d'une nouvelle strate dans le paysage urbain historique d'Édimbourg.

Évaluation : ●



Figure 4. Design préliminaire proposé par DHP au printemps 2015.

Source : www.urbanrealm.com



Figure 5. Design final proposé par DHP en septembre 2015 (élévation sud).
Source : Hoskins Architects, *Design and Access Statement*, 3 septembre 2015.



Figure 6. Revêtement extérieur en cuivre de la proposition de DHP. Source : Hoskins Architects, *Design and Access Statement*, 3 septembre 2015.



Figures 7 et 8. Parois rocheuses des Salisbury Crag. Source : Hoskins Architects, *Design and Access Statement*, 3 septembre 2015.

Une continuité des associations et des significations du lieu. *Les nouveaux développements ne doivent pas nuire à la compréhension des associations et significations du lieu. Il importe de préserver et renforcer les associations identitaires, la mémoire collective et le sentiment d'appartenance.*

L'ancienne Royal High School et le cadre plus vaste de Calton Hill sont porteurs d'une symbolique intellectuelle et identitaire issue du Siècle des Lumières. À cette période, Édimbourg était réputée pour ses grands penseurs et fortement associée aux idéaux de la Grèce ancienne, ce qui lui a valu d'être surnommée l'«Athènes du Nord». Progressivement, le rapprochement intellectuel entre Édimbourg et la ville antique s'est étendu à la similarité topographique entre les deux villes. Calton Hill, en bordure de la Nouvelle ville, était donc toute indiquée pour assumer le rôle d'une Acropole moderne. C'est ce qui a motivé, dès 1821, la construction au sommet de celle-ci du National Monument, réplique du Parthénon érigée en mémoire des combattants écossais morts durant les guerres napoléoniennes.

Dès lors, le design néo-grec de la Royal High School, délibérément conçu en référence au National Monument afin de renforcer l'idée de l'Acropole et d'Athènes, s'est trouvé au cœur de la construction d'un discours identitaire à Édimbourg au XIXe siècle. Malgré l'échec subséquent du National Monument, laissé inachevé par manque de fonds en 1829, les associations nées sur Calton Hill ont permis à Édimbourg, en tant que capitale de l'Écosse, d'établir son rôle au sein de la Grande-Bretagne nouvellement unifiée par les Actes d'Union de 1707 : si Londres, siège du pouvoir impérial, était l'équivalente de Rome, Édimbourg serait, à l'instar d'Athènes, la capitale culturelle de l'empire.

Après l'examen du projet de Duddingston House Properties, force est de constater que l'usage commercial proposé ne correspond pas à la symbolique intellectuelle et culturelle du lieu. De surcroît, la fonction hôtelière privilégie une appropriation du lieu par des visiteurs extérieurs plutôt que de redonner celui-ci à la nation écossaise et de favoriser le discours identitaire initial de l'œuvre de Hamilton.

Évaluation : ■



**Figure 9. Lithographie représentant «l'Acropole écossaise» avec le National Monument complété.
Tirée d'un dessin de George Meikle Kemp daté de 1845.**

Source : www.rcahms.gov.uk

Conclusion

On peut formuler plusieurs objections au système de critères, en soulignant le caractère parfois rigide de ce genre de directives, qui peuvent brimer la créativité des architectes et imposer un caractère trop homogène à des zones urbaines composites. On peut également soutenir qu'une liste de critères ne peut pas remplacer un véritable jugement, ni assurer à elle seule l'édification de bâtiments compatibles avec leur contexte.³ Bien que ces mises en garde soient tout à fait justes, certaines balises sont néanmoins indispensables afin d'orienter un minimum les promoteurs vers une protection adéquate de la valeur patrimoniale d'Édimbourg. Ces prérequis ne se veulent pas dogmatiques pour autant. Il serait mal avisé de les appliquer aveuglément en toutes circonstances. Ils constituent plutôt une référence de base, un point de départ fondamental pour alimenter les réflexions et la prise de décisions liées aux interventions contemporaines en milieu historique. Au final, le succès d'un projet de développement reste toujours tributaire de la sensibilité et de la bonne volonté du promoteur.

³ Khalaf, Roha W., *An approach to compatible new buildings in historic urban environments : case study in the Arabian Gulf region*. Thèse de doctorat, Montréal, Université de Montréal, 2013, p.86-91.

Critères d'évaluation

Critères généraux	1. Une connaissance approfondie et holistique du lieu	◆
	2. Une intervention minimale	■
	3. Un design contextuel	●
Critères matériels et visuels	4. Une hauteur mesurée	■
	5. Une reprise de l'échelle et des proportions existantes	■
	6. Des matériaux adaptés	●
	7. Une concordance avec la situation d'implantation	■
Critères socio-culturels et immatériels	8. Des communautés impliquées	●
	9. Des activités et des usages adéquats	◆
	10. Une continuité des associations et des significations du lieu	■

Figure 10. Évaluation finale du projet de reconversion de l'ancienne Royal High School
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Ellen Bertrand
Photo : Fanny Cardin-Pilon

4. 8 PARKS CANADA'S APPROACH TO BALANCING TOURISM AND CONSERVATION

Ellen Bertrand, Directrice des politiques du patrimoine culturel, Direction générale des affaires autochtones et du patrimoine culturel, Parcs Canada, Gatineau/ Director of Cultural Heritage Policies, Indigenous Affairs, Heritage Conservation and Commemoration Directorate, Parks Canada, Gatineau

Présentation Power Point de la Table Ronde
Round Table's Power Point Presentation



Parks Canada Parcs Canada

Canada

PARKS CANADA'S APPROACH TO BALANCING TOURISM AND CONSERVATION

Ellen Bertrand

March 16, 2017



CANADA 150



A network of iconic places that tell Canada's stories

46

National Parks

171

National Historic Sites

4

National Marine Conservation Areas

1

National Urban Park





MANDATE

On behalf of the people of Canada, the Parks Canada Agency protects and presents nationally significant examples of Canada's natural and cultural heritage, and fosters public understanding, appreciation and enjoyment in ways that ensure their ecological and commemorative integrity for present and future generations.

343,200 km² land
& water

24M visits in 2016-17

\$17B in assets

4224 employees in
peak periods



Key Challenges

Relevance to Canadians

Condition of contemporary and heritage
assets – \$17B

Environmental Forces / Climate Change

Indigenous Relationships

External Development Pressures





A Framework for Integrating Protection and Tourism

LEGISLATION

Parks Canada Agency Act
... manage visitor use and tourism to ensure both the maintenance of ecological and commemorative integrity and a quality experience.

Canada National Parks Act / Wilderness Area Declaration Regulation

Heritage Lighthouse Protection Act

PLANNING & POLICY

Management Plans
Cultural Resources Management Policy
Trail design

TARGETED ENGAGEMENT

Visitation leads to a stronger sense of connection to conservation and to Canada

Outreach to and programming for new audiences

We protect these special places for Canadians, not from Canadians



A True Test of Balance



CANADA 150 & FREE ADMISSION





Visitation in 2017

Regression analysis predicting ~ 27M visits

Variables:

- comparative currency value
- employment rate
- Parks Canada fees*
- fuel prices
- disruptive events

*Forecasting visitation is challenging: there is no precedent for free entry.



Early Indicators to Support Canada 150 Forecasting

Free Discovery Passes

- 4.5M passes to date = 75% of projection

Client Opt-Ins (seeking email updates)

- 1.5M opt ins = 300% of projected (100K in 2016)

Campground Reservations

- 47,287 at Feb 14/17 = increase of 78%

Call Centre Dec 1 to Feb 19, year over year

- 50,126 calls = increase of 471%

Visitation for January

- increase of 6%



Learning from experience

Experience shows us what types of challenges arise from unexpected growth in visitor numbers ...

- Traffic Management and Congestion
- Visitor Services
- Human-Wildlife Interactions

... and the kinds of solutions that are necessary

- Traffic flow, transit, parking
- Strengthened visitor communications
- Ongoing work with tourism providers
- Enhanced visitor services capacity
- Monitoring signals and triggers

NEED FOR NATIONAL AND LOCAL RESPONSES



Not all places are created equal

20 places = nearly 65% of visitation = focus of "balancing" efforts

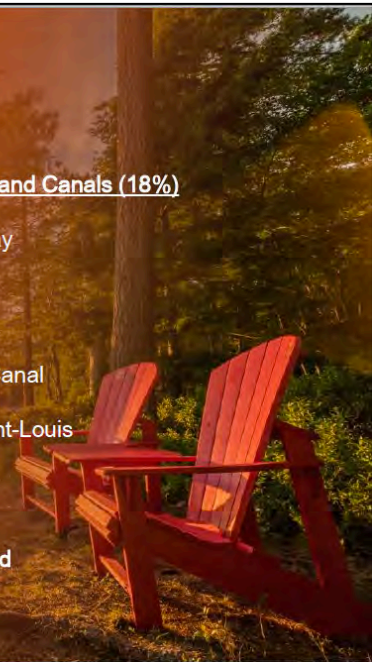
National Parks (46%)

Banff
 Jasper
 Mount Revelstoke-Glacier
 Bruce Peninsula and Fathom Five Marine Park
 Yoho
 Prince Edward Island
 Waterton Lakes
 Kootenay
 Elk Island
 Fundy
 Point Pelee
 La Mauricie

National Historic Sites and Canals (18%)

Trent-Severn Waterway
 Lachine Canal
 Rideau Canal
 Halifax Citadel
 Green Gables House
 St-Anne-de-Bellevue Canal
 Fortress of Louisbourg
 Forts-et-Châteaux-Saint-Louis

60 places have demonstrated capacity for increased visitation based on historic levels





A Place for Everyone

Conservation and tourism are not at odds – they are mutually reinforcing if approached thoughtfully and thoroughly

- Legislation, policy, engagement
- Communicate mandate and expectations
- Forecasting and monitoring
- Plan at national and local levels
- Work with partners



Session 4: Les stratégies gouvernementales pour la gestion du tourisme dans les sites du Patrimoine Mondial
Government strategies to manage tourism at World Heritage Sites

Présidente/ Chair: Claudine Déom, professeure agrégée/ Associate professor, École d'Architecture, Faculté de l'aménagement, Université de Montréal/

Rapporteur session 4: Raluca Dobrotescu, Étudiante à la maîtrise, Engineering and CREATE Program, Carleton University, Ottawa/ Masters student, Engineering and CREATE Program, Carleton University, Ottawa



Geoffrey Ramsey
Photo : Fanny Cardin-Pilon

4.9 CHALLENGES IN HERITAGE CONSERVATION IN A TOURISM-BASED ECONOMY

Geoffrey Ramsey, directeur de la gestion, Environmental Planning Group, Bridgetown, Barbade/
Managing Director, Environmental Planning Group, Bridgetown, Barbados

I am honoured to be invited to participate in the 12th Montreal Round Table “Balancing Tourism and Heritage Conservation: A World Heritage Context”, and wish to express my appreciation to Professor Christina Cameron and her associates at the University of Montreal.

In this presentation, I have selected to discuss three of the State Parties in the Caribbean region, within the context of managing tourism at World Heritage Sites, and especially given their shared military and naval history. These island nations are as follows:

1. **Barbados** - Ref. no. 1376 inscribed under criteria (ii), (iii), (iv).
2. **Antigua** - Ref. no. 1499 inscribed under criteria (ii), (iv).
3. **St. Kitts** - Ref. no. 910 inscribed under (iii), (iv).

Early Carribean historical perspectives

The history of the West Indies from the early 1600’s is based on the Trans-Atlantic trade in sugar, tobacco and slavery from Africa, as illustrated by the following map.



The Trans-Atlantic Trade Route 1600- mid 1800’s

The Caribbean Region comprises an archipelago of island nations which are English, French, Spanish and Dutch in origin. Though the majority are independent states, some remain colonies of Great Britain.

The following map illustrates State Parties with inscribed World Heritage sites in the Caribbean region. There are a total of 24 inscribed World Heritage Sites in this region – 16 cultural and 6 natural.

Cuba was the first to attain a World Heritage inscription in 1982, for *Old Havana and its Fortification System* dating from the early 16th century. Antigua attained the most recent inscription in 2016 for Nelson’s Dockyard, which dates from the 1720’s. There are also a number of sites that are currently on the World Heritage Tentative List.



World Heritage Sites in the Caribbean Region (red dots: cultural sites; red triangles: natural sites)

Introduction to early tourism in Barbados

After settlement in 1627 by wealthy British merchant traders, the British military built forts along the coastal areas of Barbados to protect the island from invasion by French or Spanish interests. Many of these fortifications are still evident. Early profits were made from exports in tobacco and cotton, later followed by sugar production which generated significant revenues over the next 350 years.

Early tourism arrivals began in the early 1700's to 1800's when the country was still an agronomy-based society. Barbados was one of the first Caribbean countries to recognize the potential of tourism prior to independence. George Washington, who later became the first President of the United States, made his only journey outside of the USA in 1751 to this island.

Mass tourism trends from the UK and Canada commenced in the 1960's and further developed in the 1970's, while the dominance of sugar production went into decline. Due to lower costs, the demand for travel was rising, and opportunities for both locals and visitors to enjoy 'sea, sand and sun' vacations increased, as the market changed from merely meeting the needs of the elite traveller.



Early Photo of the Marine Hotel, Hastings, Christ Church circa 1900 – Now Demolished

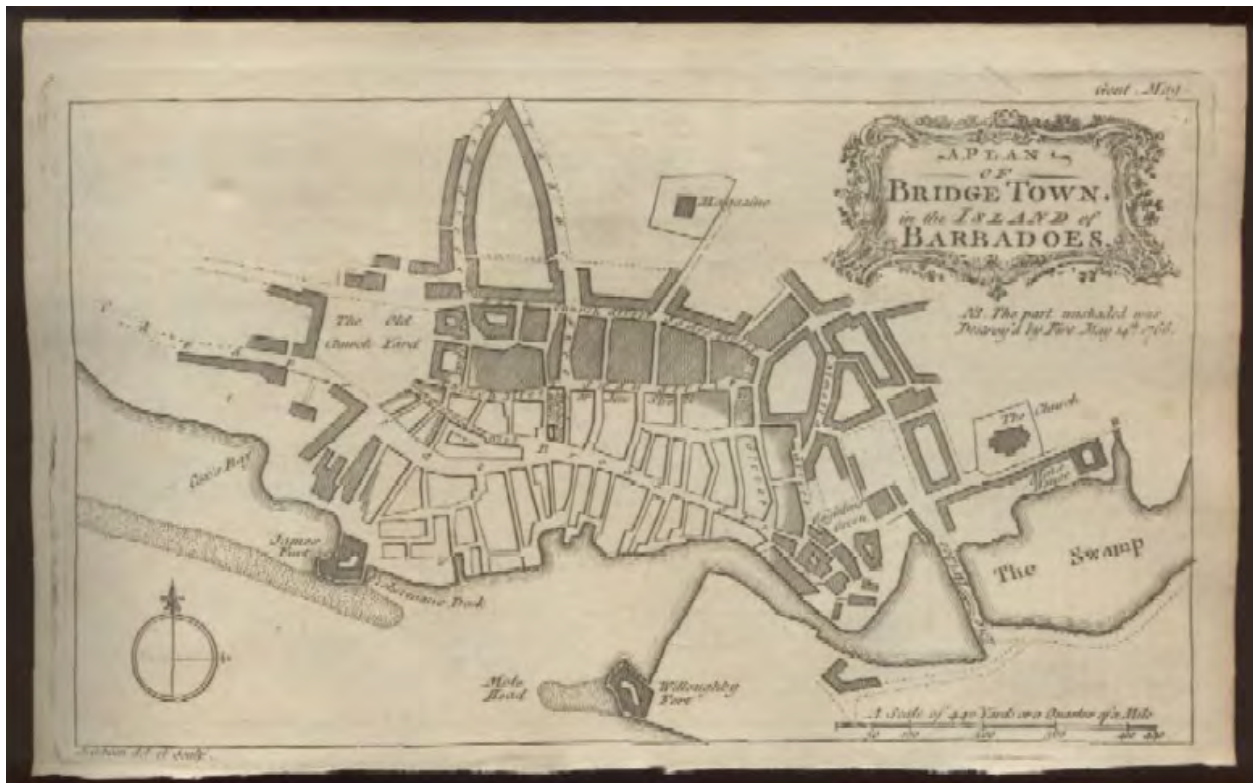
Bridgetown was one of the earliest established towns with an established fortified port in the Caribbean network of military and maritime outposts of the British Atlantic. It was the first port of call on the Trans-Atlantic crossing.



Map of Barbados Illustrating Location of The World Heritage Site in Bridgetown

Historic Bridgetown’s immediate fortifications extended from the city centre along the coastline to St. Ann’s Garrison.

By the 17th century, Bridgetown became established as an entrepôt for trade in goods, sugar and enslaved persons. Irregular settlement patterns emerged and the original street layout is still evident today, as shown in the following illustration.



Map illustrating 18th Century 'Serpentine' Street Pattern in Bridgetown

Historic Bridgetown and its Garrison were inscribed on June 25, 2011 under Criteria (ii), (iii) and iv) of the UNESCO World Heritage List. The boundaries of this urban area are illustrated in the following map which includes the Needham's Point peninsula.



Map Illustrating Urban Boundaries of Historic Bridgetown and Its Garrison

Tourism development in Barbados

Currently, Barbados has a population of 285,000 and its long-stay and cruise ship visitors total in excess of 1,000,000 per year. Research conducted during the recent Barbados Tourism Master Plan (2015) indicated that whereas visitors are attracted to the island's beautiful beaches and pristine waters, heritage and nature-based attractions are becoming of increasing interest.



Central Bridgetown with Nelson Statue, Parliament Buildings, and Commemorative Monuments

Given the island's past relative to historic Trans-Atlantic trading and colonial ties to Britain, and its current dependence on tourism as a prime economic driver, there is tremendous potential for the development of a significant heritage tourism product in Barbados that can aid conservation of its heritage assets, while bolstering its economy. The island's World Heritage Site can be a focal point of this tourism drive, once the Site's integrity is not compromised by the influx of tourists.



Select Heritage Buildings and Monuments in Bridgetown and Its Garrison

Just outside of Bridgetown, its associated Garrison comprises the Needhams Point Peninsula with Charles Fort and the historic military cemetery, as shown in the following aerial photo.



Aerial View of Heritage Sites and Attractions (red/yellow dots) in The Garrison Area

Given its prime beaches that surround many of the heritage sites of interest, the Needham's Point area has significant potential to augment the tourism product near the city core. The challenge here is to balance the heritage aspect of the site with tourist accommodation and resort development that is appropriate to historic sites of this calibre and potential. Striking the balance between increased development and designing with parameters that retain and not conflict with heritage properties will be key to the island's capability to further advance its tourism product.

Select Heritage Buildings at the Garrison and their Current Status

Building / Sites	Current State
St. Ann's Fort	Restored
Charles Fort	Restored
The Main Guard	Excellent
The Drill Hall	Excellent
Barbados Museum	Restored
Barbados National Armoury Museum	Restored
Cook House (near Barbados Museum)	Ruin
George Washington House	Restored
Block 'A' Building	Good

Unesco World Heritage Management Plan

Legal protection for the property is provided by the Town and Country Planning Act, supported by the Physical Development Plan (2003), but needs to be strengthened.

The Government of Barbados holds management authority for the site but has conferred responsibility on the Barbados World Heritage Committee for administration of policies and programmes, and to oversee adherence to the principles of the World Heritage Convention. There are 7 Action Plans for the management of Bridgetown and Its Garrison, which are being monitored by the Ministry of Culture, Sports and Youth. These are described as follows:

- Protecting, Preserving and Enhancing Heritage
- Education, Capacity Building and Research
- Traffic Management
- Tourism Management
- Public Awareness
- Cultural and Heritage Interpretation
- Risk Management

Management at the Garrison, once the largest military establishment of its time, is shared by several governmental and non-governmental organizations and property owners, as outlined in the following Table. Efforts are underway through the World Heritage Committee to streamline this process.

World Heritage Stakeholders at The Garrison, Barbados
Barbados World Heritage Committee
Barbados Museum and Historical Society
Garrison Historical Consortium
Barbados Defence Force
Barbados Tourism Investment Inc.
Bush Hill Tourism Trust Inc.
Needham's Point Development Inc.
National Sports Council
Barbados Turf Club

Hilton Barbados
Barbados Light and Power Company Limited
Tourism Development Corporation

The historic synagogue block – S Success story

Aside from the numerous heritage properties that exist in the historic city of Bridgetown, there is a prominent site that has particularly promoted heritage and faith tourism over the last few decades. Nidhe Israel Synagogue (built in 1654 and originally the oldest in the Western Hemisphere) and its associated properties, all vested in the Barbados National Trust, has been restored and renovated since the late 1980’s, primarily due to the efforts of a small group of concerned prominent citizens.

Covering an entire city block of approximately 2.25 acres in the heart of the World Heritage Site, the phased development of this Synagogue block was completed in March 2017. It represents an excellent example of heritage restoration on a large scale, with the potential to significantly augment the heritage tourism offering of a small island state that is heavily dependent on tourism.

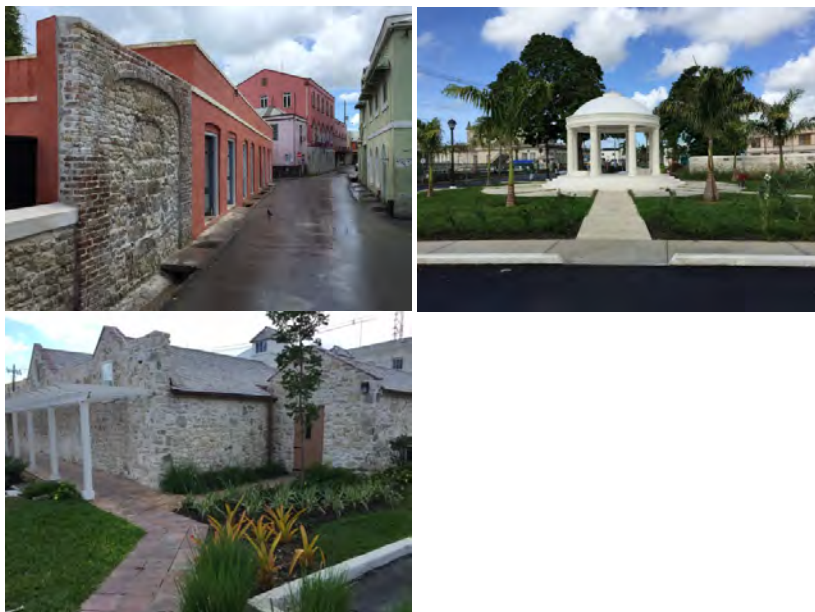
Aerial View of the Bridgetown City Block illustrating the Nidhe Israel Synagogue 1654





Nidhe Israel Synagogue (1654) was fully restored in the late 1980's (left); the Mikvah, which predates the Synagogue building, was rediscovered in 2008 and covered with the current structure (centre); Marble Laver outside Jewish Cemetery (right)

Aspects of the Synagogue block project include restoration of the first Fire Brigade Station in Barbados and the old Shoemakers Shops. A commemorative pavilion was erected for the site where slavery was abolished in 1834, and was also the site of the first Parliament in Barbados, in the 19th century.



Elements of the Synagogue Block Restoration Project 2017: Artisans Workshop (left); Commemorative Pavilion (centre); Old Fire Brigade Station (right)

More heritage restoration projects such as the one above just completed adjacent to the Synagogue are required if Barbados is to more fully develop its heritage tourism product.

Summary of challenges in Barbados relative to cultural heritage

The recently completed Barbados Tourism Master Plan 2015, commissioned by the Ministry of Tourism, highlighted the importance of Cultural Heritage and Attractions in its reports. Notwithstanding this, the tourism thrust does not predominantly focus on heritage attractions within the World Heritage Site. Instead, the regional and international marketing strategy generally looks at sites and attraction across the entire landscape of the island.

Since there has been little community ‘buy in’ to the World Heritage sites, with a largely ‘top-down’ approach, greater collaboration between public/private sector tourism stakeholders is considered desirable, if not essential at this stage of evolving a heritage tourism world class product. The recent alignment of the tourism offering with World Federation of Tour Guide Associations is considered beneficial to tour operators.

Whereas the Management Plan is in progress, with implementation underway through the efforts of different government agencies, it is recognized that enabling legislation and policies are needed to ensure the preservation and restoration of buildings and sites, functional adaptive reuse and interpretation.

Both the Cultural Industries Development Act 2016 and the Physical Development Plan Amended 2017 will help to protect cultural heritage and address the potential effects of climate change.

Importantly, key goals for the immediate future surround the need for (1) incentives and rebates in a more efficient tax environment and (2) a comprehensive Antiquities and Relics Bill for protection on land or the marine environment. The foregoing should help to mitigate development being held up by public sector bureaucratic processes.

As might be expected, where new development is to occur in the World Heritage site inappropriate infrastructure projects and practices have lead to controversial outcomes especially where beach lands are concerned. Thus the inclusion of mandatory Heritage Impact Assessments in the new Physical Development Plan 2017 should govern not only ‘what’ is done but more importantly ‘how’ it is done.

The Antigua Naval dockyard, English Harbour

The world's only Georgian-era naval dockyard still in use is situated in Antigua. This historic site within a walled enclosure played a pivotal role in the military history of the eastern Caribbean.

Established in the late 1720's for the British navy, the dockyard and related facilities, including Georgian styled buildings, were built and manned by generations of African slave labour and were completed by 1855. In 1889, the property was abandoned by the Royal navy and fell into decline.

The British Admiral Horatio Nelson resided there from 1784 - 1787 as captain and second-in-command. As was the case with other islands, including Barbados, the objective was to protect the interests of sugar barons particularly since European nations were competing for control of the lucrative sugar-producing islands of the Eastern Caribbean. Its dockyard location and former military structures in the surrounding hills, gave the navy a strategic advantage over its rivals.



Aerial View of Naval Dockyard, English Harbour

The Society of the Friends of English Harbour restored the historic site over a 10 year period commencing in 1951. The 255 hectare property referred to locally as 'Nelson's Dockyard' was officially opened on November 14, 1961.

Antigua has a resident population of approximately 80,161 and hosts annually a total of 200,000 to 300,000 visitors to the property. Although the summer months are slow, this figure is expected to rise. The site is managed by National Parks Authority and includes Fort Shirley, in addition to 50 buildings on the adjoining hilltops.



Georgian-Era Style Historic Buildings



Existing Docking Facility

Nelson's Dockyard was inscribed on the World Heritage List in July 2016. The historic site has become a heritage tourism destination for regional yachting regattas, with associated hotels, restaurants and shopping facilities. Importantly, the surrounding stakeholder community has given their full support to the destination attraction and are active participants in the management process.



View of Dockyard and Visitor Amenities

Protection and management requirements for Nelson's dockyard

Legal Protection for the Antigua Naval Dockyard and related archaeological sites is provided under the National Parks Act (1984) and managed by the National Parks Authority. Further means of legal protection is provided by the Environmental Management Bill (2015), the Physical Planning Act (2003) and the Land Use or Physical Development Plan for Antigua and Barbuda which defines zones for appropriate land use. This integrated management framework is intended to focus attention on the OUV of the Property in order to ensure its effective management.

In discussion with Chairman of the World Heritage Committee in Antigua, Dr. Reginald Murphy, the current challenges have been identified as primarily related to parking and traffic congestion. Taxis are frequently lined up for miles, requiring shuttles to be used from a remote football field as a means of traffic management and control under police supervision.

A Traffic Flow Study has been commissioned to address the concerns. However, due to small nearby commercial activities which are ongoing, access must be allowed to others, eg. retail banking operations and boat owners within the marina.

To reduce congestion, tour guides have been trained to manage tour times without losing interpretive content. A consultant has been invited to revisit the Management Plan. The biggest challenge identified by local management authorities is politicians.

St.Kitts Brimstone Hill Fortress National Park

Brimstone Hill Fortress National Park is a UNESCO World Heritage Site of historical, cultural and architectural significance. The island, with a current population of approximately 35,000 was the first to be colonized by Europeans, specifically by the French and English and was the scene of many battles in the struggle for dominance in this region.

Brimstone Hill is the most extensive historic British military fortification in the Western hemisphere. It is an outstanding and well preserved example of military architecture, built by African slave labour, atop a 750 foot high limestone hill.

As with the case of Barbados and also Antigua, the Fortress was built for European strategic military expansion during the period. The first cannon was mounted there in 1690 to drive out the French. The fortress served until 1853 when the British military abandoned the site.

The protected 37 acre National Park volcanic site is listed as an IUCN Category II (see photo right). It has been a major heritage tourism destination for several decades and currently attracts approximately 75,000 visitors per annum. In 2017, tourism officials expect 1,000,000 visitor arrivals to the island.



Brimstone Hill Fortress was inscribed on the World Heritage list on December 4, 1999. Management responsibility is under the Brimstone Hill Fortress National Park Society founded in 1965.

The major challenges faced by management include vehicular traffic management. Due to the narrow access road uphill, parking on the historic parade ground is accommodated during tourism peak season to avoid congestion. Although traffic laybys have been created, there have been requests from tourism operators for another road to be constructed.

UNESCO has recommended a buffer zone of 1 mile radius around the hill. Government does not always consult on environmental issues.

Views of the heart of the Fortress known as Fort George or The Citadel



Looking ahead

There are a number of possible options which Barbados can consider to enhance if it is to successfully balance tourism and heritage conservation over the long term. These would include, in no particular order of priority, the following:

- Capacity building, institutional strengthening to manage heritage conservation
- Linking the Ministry of Culture and Ministry of Tourism
- Raising awareness, community and stakeholder ‘buy in’
- Gathering ICOMOS support to implement management plan
- Enabling legislation and policies, including the Antiquities & Relics Act
- Implementing the Draft Physical Development Plan Amended 2017, protection for cultural heritage
- Providing incentives, rebates and investment needed for heritage tourism development

With respect to Antigua, indications are that their mature, heritage tourism attraction at English Harbor is well marketed, and at present needs to address congestion, through a traffic management study and also manage political interference on occasion.

St. Kitts Brimstone Hill Fortress is a well known military site, which has grown in popularity over the decades since its restoration. The current situation which has arisen therefrom is the need for vehicular traffic management to mitigate damage to the site and historic parade ground by tour buses. Calls from tour operators for construction of new road access have been largely resisted by management of the National Park Authority.

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Odile Roy

Photo : Fanny Cardin-Pilon

4. 10 CONCILIER TOURISME ET HABITAT: UN DÉFI POUR LE SITE DU PATRIMOINE MONDIAL DU VIEUX-QUÉBEC

Odile Roy, Directrice, Architecture et Patrimoine, Service de l'aménagement et Développement urbain, Ville de Québec, Québec

Bien que le sujet de cette table-ronde soit la conciliation du tourisme et de la conservation du patrimoine, j'ai choisi plutôt de vous parler du défi de concilier tourisme et habitat. J'espère que les organisatrices ne m'en voudront pas trop et qu'à la fin de cette présentation, vous aurez compris pourquoi j'ai fait ce choix.

Mais avant tout, je tiens à remercier Christina Cameron pour cette initiative et à vous dire comment je suis privilégiée de pouvoir partager et profiter de vos expériences, tout comme je suis fascinée de voir cet intérêt pour le patrimoine parmi les étudiants de vos programmes. En effet, nous sommes actuellement dans une démarche pour doter Québec d'une «Vision du patrimoine» et nous avons clairement identifié le défi de rendre le patrimoine plus attirant pour les jeunes.

Le Vieux-Québec – Site du Patrimoine mondial de l'UNESCO (1985)

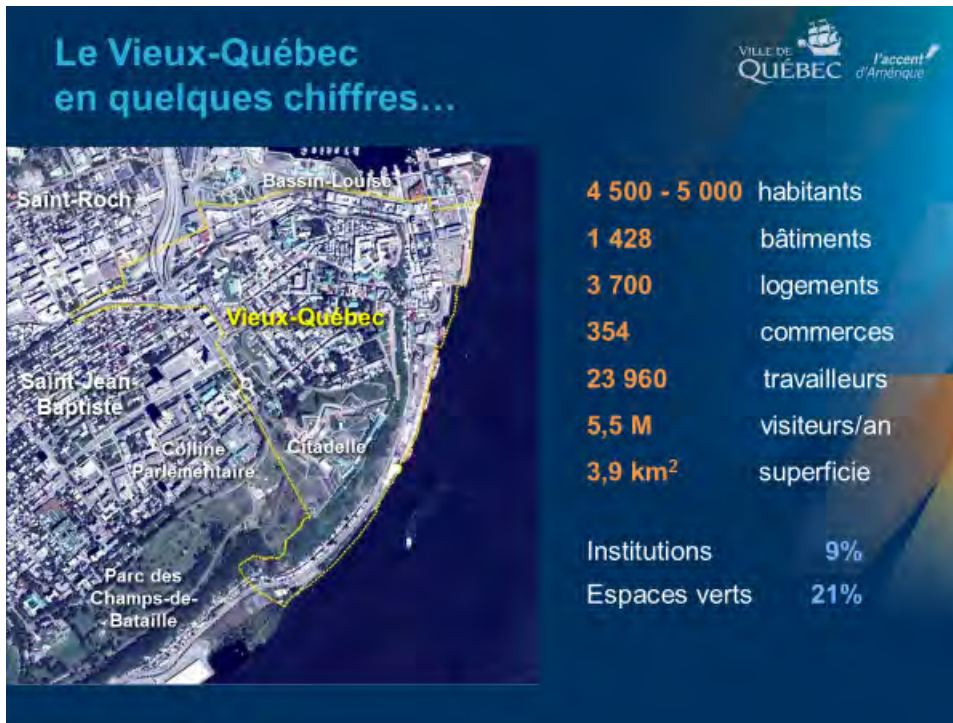
Le Vieux Québec a été reconnu par le gouvernement du Québec en 1963, il est protégé en vertu de la Loi sur le Patrimoine culturel en tant que site patrimonial déclaré.

Il est aussi inscrit sur la Liste du patrimoine mondial de l'UNESCO depuis 1985 selon les critères IV et VI pour les motifs suivants :

- *Ensemble urbain cohérent et bien préservé, le Vieux-Québec est un exemple exceptionnel de ville coloniale fortifiée, le plus complet au nord du Mexique.*
- *Ancienne capitale de la Nouvelle-France, Québec représente une des étapes importantes de la colonisation des Amériques par les Européens.*

Berceau de la civilisation française en Amérique, le Vieux-Québec, fondé en 1608, porte aujourd'hui les traces de plus de 400 ans d'occupation continue et d'histoire et d'évolution. Centre historique, culturel, administratif et politique de la ville, destination touristique reconnue et appréciée, le Vieux-Québec est également (ou peut-être d'abord et avant tout) un quartier vivant et habité.

Le Vieux-Québec en quelques chiffres



Sa population oscille entre 4 500 et 4 900 depuis 25 ans; elle est plus scolarisée que celle de l'ensemble de la ville (45% de ses résidents ont un diplôme universitaire). Toutefois, le revenu médian des ménages y est inférieur (20%) à celui de l'ensemble des ménages de la ville. 65% des ménages sont constitués d'une seule personne. 70% des logements sont occupés par des locataires.

Les défis à relever

Les principaux défis que pose la conciliation de l'habitation et du tourisme sont les suivants :

- Diminution de la population résidente : baisse de 10% entre 2006 et 2011 pour la 1^{ère} fois depuis les années 80;
- Transformation d'appartements en résidence pour touristes : phénomène mondial auquel font face toutes les villes touristiques;
- Disparition des commerces de nécessité courante, particulièrement en matière d'alimentation;
- Confort et sécurité des piétons, gestion de la circulation et des autocars touristiques.

Également, le Vieux-Québec devra faire face aux enjeux suivants au cours des prochaines années :

- Changement d'usage annoncé de l'Hôtel-Dieu (le plus vieil hôpital au Canada);
- Ensembles conventuels en mutation : Augustines de l'Hôtel-Dieu, Ursulines, Séminaire, Soeurs de la Charité;
- Développements futurs au pourtour du Bassin Louise planifiés par l'Administration portuaire;
- Préservation des panoramas remarquables et accès publics au fleuve et de la présence perceptible des fortifications qui représentent une des raisons de la reconnaissance par l'Unesco.

En réponse à ces défis

En guise de réponse, il faut bien considérer que l'intérêt du Vieux-Québec repose sur un équilibre toujours fragile, on ne doit rien tenir pour acquis. Le tourisme est sensible aux modes éphémères. La Ville a donc fait le pari que l'intérêt touristique du Vieux-Québec repose en grande partie sur le fait que le quartier est habité. Elle choisit ainsi de miser sur la personnalité et l'originalité du lieu.

À partir de cette hypothèse, on convient que les actions favorables aux résidents le sont également pour les touristes. Dès lors, il apparaît que l'équilibre des fonctions urbaines pour un milieu de vie de qualité supporte également une expérience touristique authentique.

Une table de concertation

La table de concertation du Vieux-Québec a été mise sur pieds en 2012 en suivi aux États généraux sur le Vieux-Québec tenus en 2010 à l'instigation du Comité de citoyens du quartier. Il s'agit alors d'une formule inédite à Québec si considère la représentation aussi diversifiée des multiples parties prenantes. En outre, sa composition et son rôle diffèrent des conseils de quartiers déjà existants sur le territoire.

- Comité de citoyens et de citoyennes;
- Conseil de quartier;
- Société de développement commercial;
- Coopérative d'artisans et de commerçants du Petit-Champlain;
- Association hôtelière de Québec;

- Collège François-de-Laval (institution privée d'enseignement secondaire);
- École d'architecture de l'Université Laval;
- Musée de la civilisation;
- Théâtre Jeunesse Les Gros Becs;
- Centre hospitalier universitaire (Hôtel-Dieu);
- Administration portuaire de Québec;
- Société de développement des entreprises culturelles (Place-Royale);
- Ministère de la Culture et des Communications;
- Commission de la Capitale nationale du Québec;
- Parcs Canada;
- Organisation des villes du patrimoine mondial.

L'objectif général de la Table de concertation est d'établir des consensus sur les orientations, les interventions et les actions à mettre en œuvre pour un développement équilibré du Vieux-Québec.

La Table de concertation a permis de combler un espace de communication auparavant inexistant entre les acteurs du quartier. Elle facilite les échanges et contribue à l'amélioration de la qualité de vie par la médiation plus rapide et plus fluide de problèmes mineurs. Il s'agit d'une expérience de gestion participative à l'image de ce que préconise la convention de Faro sur la valeur du patrimoine culturel pour la société adoptée en 2005 où les valeurs humaines sont au centre d'un concept élargi et transversal de patrimoine culturel.

Des nombreuses études

La Table a également suscité la réalisation de plusieurs études sur des enjeux et problématiques liés à la gestion patrimoniale :

- évolution des valeurs foncières ;
- besoins et aspirations des résidents ;
- offre et demande commerciale ;
- inventaire des espaces de stationnement ;
- inventaire des terrains vacants ou des immeubles susceptibles d'accueillir de nouvelles unités d'habitation ;
- confort et sécurité des piétons et cyclistes ;
- réglementation d'urbanisme.

Certaines de ces études ont permis d'orienter les prises de décision des partenaires et de s'assurer de leur acceptabilité, alors que d'autres ont permis d'établir des faits et de contredire certaines croyances répandues au sujet du quartier.

Un forum

Un constat préoccupant est ressorti de l'analyse des données du recensement 2011 : la population résidente du quartier avait diminué de 500 personnes entre 2006-2011 (une diminution aussi importante n'avait pas été observée depuis les années 80). En 2014, la Table choisit d'organiser un forum réunissant près d'une centaine de personnes, invitées à élaborer une vision du quartier pour les 15 prochaines années.

L'objectif des discussions : Rendre le Vieux-Québec plus attrayant pour ses résidents actuels et pour en attirer de nouveaux.

Cette journée a permis aux membres de la Table de convenir d'un grand objectif, soit celui d'augmenter de 500 le nombre de résidents permanents du quartier dans un horizon de cinq ans, et de recueillir une multitude d'idées d'actions susceptibles de contribuer à atteindre cet objectif.

Un Plan d'action

Les suites du forum ont mené à l'adoption par la Table, au printemps dernier d'un plan d'action énonçant 6 axes, 13 objectifs, ainsi que des actions à court (0-3 ans) et moyen (3-5 ans) termes. Ce plan d'action peut être consulté à l'adresse suivante :

www.ville.quebec.qc.ca/citoyens/vieuxquebec/plan_action_tabl

L'élaboration de ce plan d'action a soulevé un enjeu de prise en charge et d'initiative du milieu lui-même afin que toutes les attentes ne soient pas tournée uniquement vers les corps publics. La Ville ne souhaite en effet pas être la seule à porter ces actions, plusieurs sont prises en charge par les autres membres de la Table.

Des initiatives communes et de nouveaux partenariats

Le fait de rassembler autour d'une même table les acteurs du Vieux-Québec a permis de susciter des initiatives communes et des partenariats jusqu'ici inexploités, par exemple entre des regroupements de commerçants et des organismes culturels (La littérature au menu), ou entre des institutions d'enseignement et des propriétaires d'édifices (ateliers de design architectural et urbain).

La représentativité des participants, la crédibilité de la Table et le climat de confiance établi après quelques années a permis à certains des acteurs en présence de consulter les membres sur des projets concernant le quartier, parfois même avant que ces projets ne deviennent publics, de recueillir les premières réactions et de bonifier ces projets.

Un projet source de fierté : La Maison de la Littérature



L'Institut Canadien, présent dans le Vieux-Québec depuis plus de 150 ans, a élaboré le projet de créer une Maison de la Littérature : il s'agit à la fois d'une résidence d'écrivain, d'une bibliothèque de quartier qui sert de salle d'étude pour les jeunes, d'un lieu de rencontres formelles et informelles et qui bonifie l'offre culturelle pour les résidents et les travailleurs du quartier.

Résultat d'un concours d'architecture remporté par les architectes montréalais Chevalier-Morales, le projet s'est vu décerner plusieurs prix d'excellence en architecture et en patrimoine (Canadian Architect, Fiducie nationale du patrimoine, Mérites d'architecture de Québec). Une réussite qui contribue à faire vivre le patrimoine, à faire vivre le quartier.

Un legs inspirant : Le Monastère des Augustines



Confrontées à la diminution de leurs membres, les Augustines, en collaboration avec la Ville de Québec, ont entrepris une réflexion sur l'avenir du patrimoine dont elles sont les gardiennes. En l'an 2000, elles ont décidé de regrouper ce patrimoine, de le léguer à la population québécoise et de créer un lieu qui serait dédié à sa découverte en continuité avec leur mission commencée en ce pays le 1er août 1639.

Elles ont toujours voulu que leur patrimoine soit utile socialement et qu'il ne soit pas une charge publique. Selon leur volonté, leur monastère fondateur n'est pas devenu un monument, il a été réhabilité pour être habité et utilisé, non seulement pour une visite des lieux, mais aussi pour y séjourner.

Un espace public renouvelé

L'infrastructure étant devenue désuète, les jardins de l'Hôtel de Ville ont été récemment réaménagés en un lieu plus convivial pour les familles et les travailleurs du quartier : jeux d'eau permettant de se rafraîchir en été, mobilier léger et déplaçable selon les besoins.



L'aménagement permet également une transformation du lieu pour des événements culturels ou festifs en collaboration avec diverses associations et organismes locaux.

En conclusion

L'expérience de la Table du Vieux-Québec nous a appris que la concertation devient un outil puissant de convergence des actions menées par les divers intervenants. Les quelques conditions suivantes ont été indispensables :

- une volonté politique forte et une implication des élu(e)s ;
- un personnel professionnel et clérical dédié pour supporter ses activités, commander les études et faire le suivi des rencontres ;
- la crédibilité des participants et le lien de confiance qui s'est établi entre eux.

Si le Vieux-Québec est aujourd'hui ce qu'il est aujourd'hui : un patrimoine collectif protégé et mis en valeur, un cadre de vie exceptionnel, c'est qu'il a été l'objet d'une vigilance constante depuis plus de 50.





Nobuko Inaba
Photo : Fanny Cardin-Pilon

4. 11 FACING TOURISM CHALLENGES AT JAPAN'S MOUNT FUJI WHS

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Session 5: Learning from alternate approaches

Président/ Chair: Mario Santana, Professeur adjoint en conservation architecturale et durabilité, Département d'ingénierie civile et environnementale, Carleton University, Ottawa/ Assistant Professor, Architectural Conservation and Sustainability, Department of Civil and Environmental Engineering, Carleton University, Ottawa

Rapporteur session 5: Sue Schramayr, Étudiante au diplôme, Willowbank School of Restoration Arts, Queenston/ Diploma Student, Willowbank School of Restoration Arts, Queenston



Yonca Kösebay Erkan
Photo : Fanny Cardin-Pilon

4. 12 BALANCING TOURISM AND HERITAGE CONSERVATION AT INDUSTRIAL WORLD HERITAGE SITES

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Professor, UNESCO Chair in Management and Promotion Of World Heritage Sites: New Media and Community Involvement, Kadir Has University, Istanbul

Introduction

In this paper tourism and heritage conservation at industrial world heritage sites is scrutinized for the value each sector generates for the other. Tourism is accepted to be an enabler of sustainable development of heritage sites for its capacity to generate economic opportunities and income generation for local people. While World Heritage status is seen as a guarantee of quality in heritage in

terms of authenticity and integrity, it is an attractive sector for tourism. On the other hand, heritage conservation is what keeps heritage sites, in particular the industrial sites, alive. Due to weathering, industrial sites are prone to faster decay in open air display. Yet this symbiotic relationship sets a promising ground for industrial heritage offering contribution to sustainable development as well as innovative experiences for present day visitor.

Industrial Structures: Cause and Cure

In recent decades, global pressures such as climate change, social and economic inequality, and migration have been an increasing concern for the international community. At the time of industrial era, while exploitation of mines for fossil fuels replaced use of wind and water power; use of steam power replaced human labor with machines. This kind of transformation ultimately caused improvement in quality of life bound to agriculture, which then led to rise in growth of human population with an increase by 6 billion people⁴ globally. This kind of explosion in population fueled extensive use of all kinds of resources and eventually leading to exponential growth of waste by-products. Pollution, limited access to resources, lack of equal opportunities in social and economic means gave rise to current challenges we face including, urbanization, global warming and conflicts among others. These problem areas are partly an outcome of modernism and urbanization, which are venerated by industrialization. Together with the Industrial Revolution, the course of human development, how people lived and the environment in which they lived have changed profoundly. For the very same reason, being in a post-modern era, industrial heritage is sanctified as illustrative of these aspects of modernism and labor history, similarly, it is now considered as a rich reserve for sustainable development (Erkan 2016).

One of the biggest problems of postindustrial era especially after 1960s has been the abandonment of industrial compounds and complexities that comes it adds to urban life, in terms of desolation, environmental contamination, conservation of structures as in brownfields. The world developed two methods to tackle with this issue: either razing it to ground to open up new spaces for development or seeing the potentialities and heritage values that abide in these large scale structures as for new public uses (Bankside Power Station becoming Tate Modern in London and Canal Saint Martin in Paris becoming an urban regeneration area etc.).

¹ <http://www.ecology.com/2011/09/18/ecological-impact-industrial-revolution/>

For sustainable development of heritage areas, tourism is considered as one of the major means of creating viability and the driver of cultural heritage conservation. While cultural heritage is practiced at touristic places, culture creates distinctive touristic destinations. Tourism generates an economic value and allows appreciation of our lived experiences. Interestingly, tourism too is a product of industrial era. Prior to industrial revolution, beyond the pilgrimage purposes, travelling was an activity of a limited privileged group of people. In the 19th century with the earning of labor rights and time outside of working hours, people began to travel for cultural purposes with the increased mobility opportunities that came with railways and steamboats, born out of social and cultural atmosphere of industrial working classes. Availability of opportunities in public transportation by train, cars and planes respectively, transformed people's perceptions of places in relation to time and space (Schivelbusch 1986).

Presently, cultural resources are under pressure of mass tourism, to a level that threatens authenticity of heritage sites. In that regards, preservation of industrial heritage for touristic purposes offers new opportunities due to the fact that only recently the taste for industrial heritage began increasing making it a new sector for tourism and considered a niche market (Jones and Munday 2001). Industrial heritage as living heritage creates mixed-use spaces for tourism development (Xie 2015). At the same time, reuse of such structures for cultural purposes can be seen as a contribution reducing global threats by limiting further energy expenditure and recovery of environment; has potentials for equal educational opportunities for all sectors of the society; it allows social and economic inclusion; enhances public spaces by which the outstanding universal value is transmitted to future generations.

Guiding principles

In our present day, Sustainable Development is the biggest overarching global target. In 2015, UN defined 2030 Agenda for Sustainable Development under 17 goals⁵. Addressing Industrial Heritage Tourism Goal 11.4 (strengthen efforts to protect and safeguard the world's cultural and natural heritage) among others identifies the importance of cultural heritage in living environments and in terms of the economic inclusiveness and its capacity as tourism destinations is addressed in Goals 8 (decent work and economic growth) and 12 (responsible consumption and production). Integrated approaches such the Historic Urban Landscape Approach (2011)⁶, is a guiding document to tackle with the complexities of industrial world heritage sites. It allows a perception larger than the site itself

² <http://www.undp.org/content/undp/en/home/sustainable-development-goals.html>

³ <http://whc.unesco.org/en/activities/638>

extending to its territorial setting, allowing many historic layers to be appreciated including industrial archaeology, movable objects and intangible aspects.

Methodology of industrial heritage conservation and its use for tourism purposes is identification, listing, protection, conservation, reuse, awareness raising and communication of values, and making it available for tourism purposes (Xie 2015). When it comes to industrial heritage, it is key to address landscapes, monuments, objects/equipment, intangible aspect and archives simultaneously. For long term survival, combination of conservation and interpretation is essential.

However, tourism although identified as the driver of sustainable development is very much vulnerable to external factors such as economy, terrorism, disasters etc. Likewise, community involvement can foster only in democratic environments, while environmental protection requires determination at the political level. Conservation efforts and heritage sites are vulnerable to disasters and other destructive measures. All of these, make global and regional conditions a requirement for sustainable development.

The most recognized international agreement on protection of cultural and natural heritage is the UNESCO Convention concerning the Protection of the World Cultural and Natural Heritage (1972)⁷. Currently there are 1052 cultural and natural World Heritage Sites around the globe that reflect the common outstanding heritage of the humanity. In terms of sustainability and world heritage, there are various international documents for guidance. Particularly, the Policy Document 20GA.13 (2015)⁸, focus on the integration of a sustainable development perspectives into the processes of the World Heritage Convention. Under four overarching strategies (environmental sustainability, inclusive social development and inclusive economic development, together with the fostering of peace and security) this document provides guidelines and targets to make world heritage sites sustainable, thus contribute to sustainability.

We also see that another UN agency, the World Tourism Organization UNWTO has a special focus on tourism in world heritage sites. Alongside its many publications, UNWTO specifically organized an expert meeting in 2013 in Turkey on tourism and world heritage and published it⁹. For some, tourism is seen one of the major reasons for being on the World Heritage List (Stott 2012). However not every site is able to cope well with this increased attention and not in every case world heritage branding brings positive impacts (Rodwell 2014).

⁴ <http://whc.unesco.org/en/convention/>

⁵ <http://whc.unesco.org/en/decisions/6578/>

⁶ Tourism at World Heritage Sites – Challenges and Opportunities, UNWTO, 2015 (ISBN:978-92-844-1659-2)

At the European level, there is wide and increasing interest on industrial heritage. The European Parliament dwelling on this interest, further studied this issue in a report on Industrial Heritage Tourism in Europe (2013)¹⁰. In this document industrial heritage is defined as “It is tourism that visits industrial heritage sites, or museums with a special interest in industrial heritage. It is important to note that industrial tourism, or factory visits, are not seen as being industrial heritage tourism: normally heritage sites are not in production, except for demonstration or small scale production purposes”¹¹. This publication came up with suggestions and offered case studies.

The relationship between tourism and heritage sites is scrutinized by the expert organization ICOMOS and culminated in a charter called *International Cultural Tourism Charter: Managing Tourism at Places of Heritage Significance (1999¹²)*. This document offers an approach in six ways to address the issue. Currently this document is being re-examined in an ICOMOS ISC panel in 2017.

On the other hand, specific conservation methods are developed for industrial heritage in a joint effort by TICCIH and ICOMOS. First in 2003 the Nizhny Tagil Charter¹³ and in 2011 in Dublin Principles¹⁴, the methodology for industrial heritage conservation is laid down. The values of industrial heritage is defined as historical, scientific, social and architectural. However, the link to tourism aspect is not strongly highlighted in these documents.

Industrial World Heritage

World Heritage sites are considered as examples worthy of study because, they are well preserved, with outstanding heritage values where extensive comparable information is available. The variety of types of industrial heritage on the World Heritage List is significant (mines, iron works, railways, canals and water systems, mills and factories, landscapes and bridges etc). The values of industrial heritage can be framed under historical, technological, social, architectural and scientific aspects with tangible and intangible dimensions. In a non-world heritage industrial site, the values are the story of the production through material and immaterial aspects, while in a World Heritage Site, the story of the production should be explained and experienced for its Outstanding Universal Value.

[http://www.europarl.europa.eu/RegData/etudes/etudes/join/2013/495840/IPOL-TRAN_ET\(2013\)495840_EN.pdf](http://www.europarl.europa.eu/RegData/etudes/etudes/join/2013/495840/IPOL-TRAN_ET(2013)495840_EN.pdf)

⁷ The approach in this publication regarding the factory visits not being considered as industrial heritage is in contradiction with Dublin Principles where active factories are treated as heritage sites. The (2013) publication highlights the importance of insitu preservation, demo display of working parts,

⁸ https://www.icomos.org/charters/tourism_e.pdf

⁹ <https://www.icomos.org/18thapril/2006/nizhny-tagil-charter-e.pdf>

¹⁰ <http://ihai.ie/dublin-conservation-principles/>

Currently there are 1052 Properties on the World Heritage List¹⁵, of which 73 are of industrial cultural heritage, 1 site (Liverpool, UK) being on the World Heritage in Danger List. The increasing trend in inscriptions tells us that there is an increasing interest in listing industrial sites on the World Heritage List. It is also interesting to note that Wieliczka Salt Mine (Poland) was among the first inscribed properties on WHL in 1978.

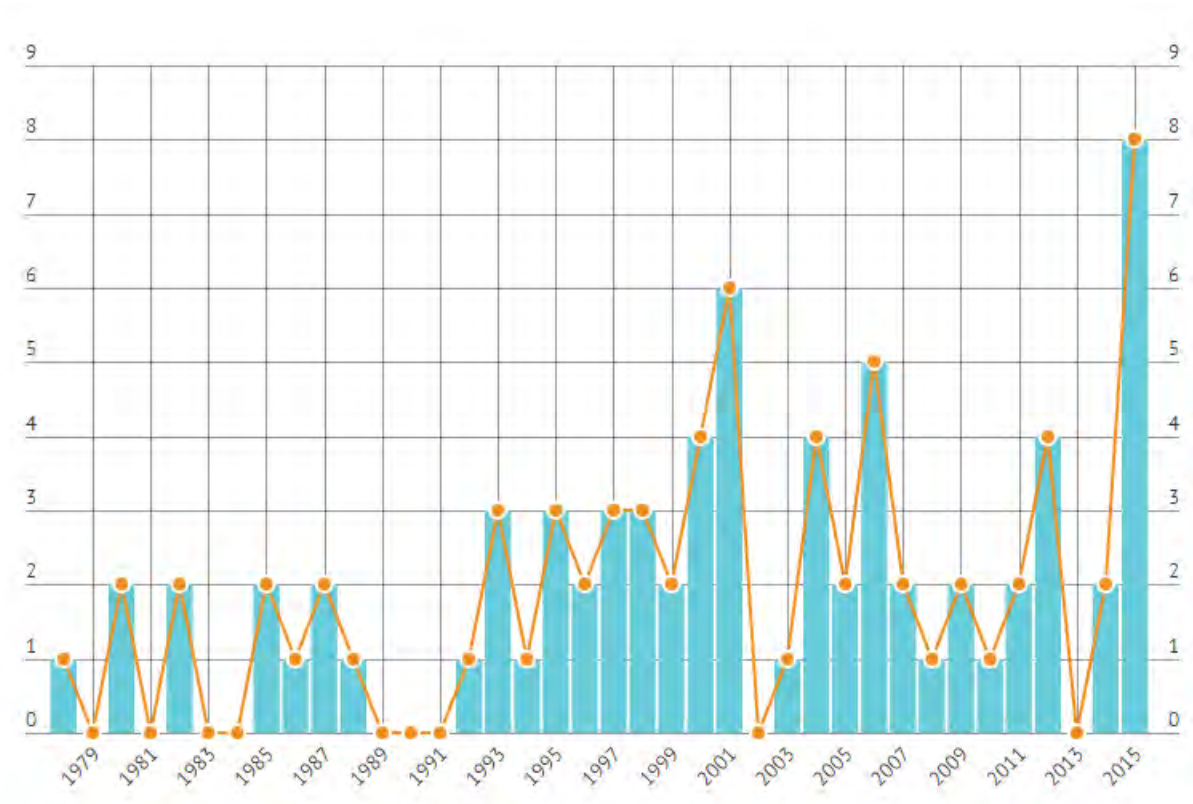


Table 1. Industrial Heritage Sites inscribed on the World Heritage List

Criteria for inscription

When we analyze the categories of inscriptions we see that the majority of the sites are from the extractive industries. The most frequently criteria used are criterion (iv) and criterion (ii)¹⁶. (ii) to exhibit an important interchange of human values, over a span of time or within a cultural area of the world, on developments in architecture or technology, monumental arts, town-planning or landscape design(iv) to be an outstanding example of a type of building, architectural or technological ensemble or landscape which illustrates (a) significant stage(s) in human history

¹⁵ <http://whc.unesco.org/en/list/>

¹⁶ <http://whc.unesco.org/en/criteria/>

Historically, the definition of the criterion (iv) evolved from being a type of structure (1977) to technological ensemble (1995) (Stott 2012).

Table 2. Criteria used for Industrial World Heritage Sites

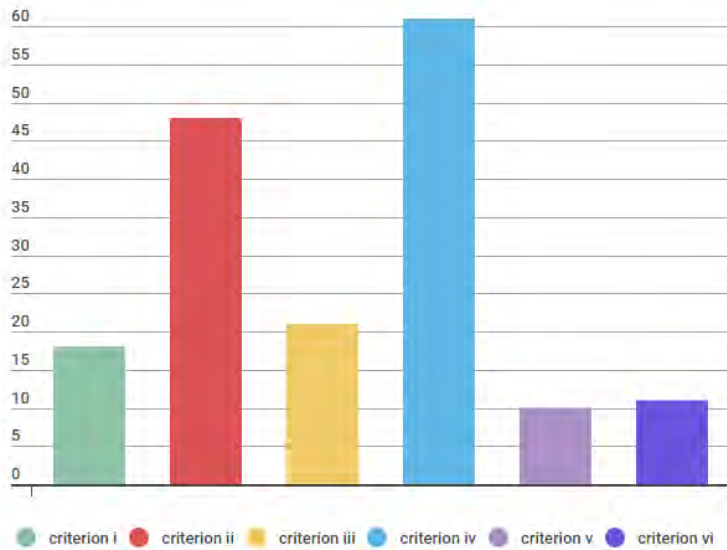
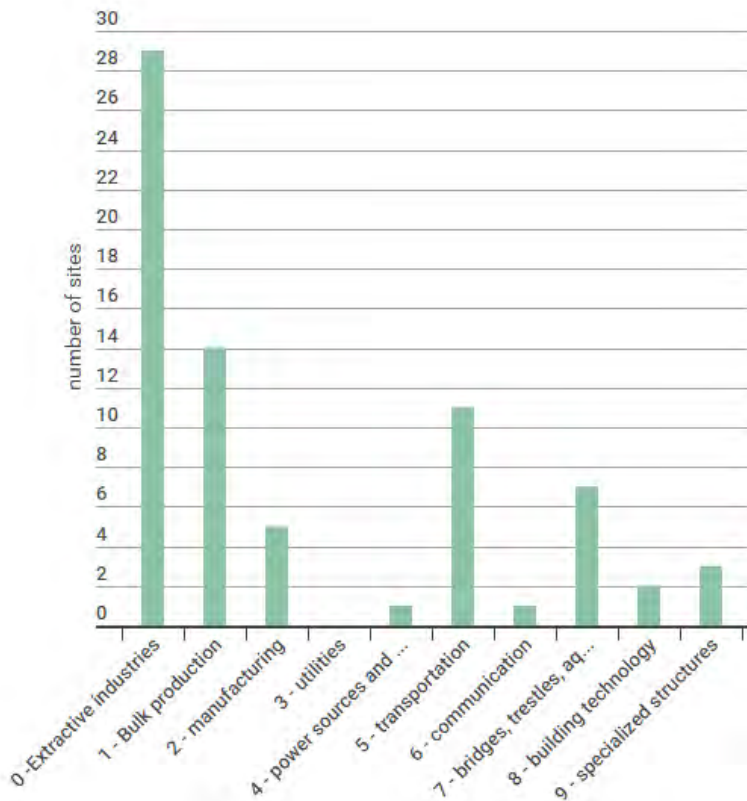


Table 3. Categories of Industrial Heritage Sites on the World Heritage List (Categorization is based on USA HAER)



Properties in Europe

A further analysis of industrial properties on the World Heritage List reveals that the majority of the properties are located in Europe by 48 properties. Some of these are individual sites, groups of buildings and landscapes with outstanding universal value.

Over the years ICOMOS and TICCIH studied possible industrial sites for world heritage inscription (Special volumes devoted to certain types of industrial sites, Gap analysis and Global Report on Industrial Heritage Sites etc.) Especially the theme based studies conducted between 1995-2001 were instrumental in understanding and conservation of industrial properties¹⁷.

A comparison between 2001 figures and present day is self-speaking. The TICCIH and ICOMOS Global Report (2001) underlined the fact that there were no properties on the WHL from Africa nor Arab Countries and the majority came from Europe. It is therefore meaningful to look at the Report of the 2nd Cycle of the Periodic Reporting (2012-2015)¹⁸ for Europe for industrial heritage and its relation to tourism.

According to the Periodic Reporting for Europe, impacts of tourism is seen both as a threat as well as an opportunity. There is an increasing level of appreciation of industrial sites for tourism and public use. With regards to positive impressions:

- Cooperation with the tourism industry, is considered excellent in approximately 30% of the properties
- Levels of awareness are judged to be highest among the tourism industry
- The highest perceived benefit was enhanced honour and prestige. Second highest was an increased recognition for tourism and public use

On the other hand, as a challenge, the report highlights that site management does not always have the economic authority to directly benefit from the tourism revenues.

The European Parliament analyzed industrial heritage tourism in (2013)(Anonym 2013) with a report. According to this study:

- Overnight stay for income generation
- Many industrial sites and their surrounding areas can not offer overnight stay

¹⁷ International Canal Monuments List (1996) <http://www.icomos.org/studies/canals-toc.htm>, World Heritage Bridges (1996) <http://www.icomos.org/studies/bridges.htm>, Railways as World Heritage Sites (1999) <http://www.icomos.org/studies/railways.htm>, Les villages ouvriers comme éléments du patrimoine de l'industrie (2001) <http://www.icomos.org/studies/villages-ouvriers.htm>

¹⁸ <http://whc.unesco.org/en/activities/862/>

- They are not equipped to offer full services (accommodation, range of attractions make it hard to become a destination status)
- Industrial heritage management usually is non-profit, governmental, state agencies (dependant on volunteer labor)
 - The aim is to conserve and not make money
 - Lack of partnerships with tourism agencies and heritage sites
- An appreciation of the industrial landscape is a taste that can be hard to acquire for some.

In terms of economic benefits EU Report (2013) has estimated an economic impact to be 18 million overnight tourist trips plus 146 million day visits, generating a direct spend of almost €9 billion annually.

Challenges and the way forward

Authenticity and integrity of industrial heritage sites pose difficulties in terms of communication of the site. Keeping the site as a living heritage is challenging. There is a potential risk for commodification, for example as in the case of Hallstatt in Austria (1997) which has inspired developers to build a replica in 2012 in China for touristic purposes (Golonka 2013). The lack of authenticity may cause falsified historic information to be communicated.

The intangible value of the industrial site is usually related with people's memories who lived and worked there, their daily life and social values in relation to that site is hard to capture, yet most interesting for the visitor (Ebert 2012).

In majority of the cases, the tourism is needed for viability. However overcrowded tourists may also cause damage to the environment, property as well as to objects. At the other end of the pendulum, over restoration may reduce the effects of ageing making everything look a new. The concept of "aesthetics of ruin" and relict landscape is a phenomenon that needs close attention of the experts especially with maintenance of large compounds in open air displays that require large financial support.

Promoting industrial heritage tourism

Research underlines that there is growing interest in industrial heritage tourism. Setting up heritage routes enhances tourism management, as well as help promoting individual sites.

ERIH (European Route for Industrial Heritage)¹⁹ is an exemplary case, applauded by many experts. It addresses 150 Million tourists in Europe annually. It promotes, landmarks, transnational theme routes, and regional networks.

Showcasing good practices is another way of promoting industrial heritage tourism. At the European level, there are different award schemes honoring outstanding efforts on industrial heritage conservation, such as EU Prize for Cultural Heritage/EUROPA NOSTRA Awards (on conservation and awareness raising), Heritage in Motion (on new media applications) and Micheletti Awards (museology).

Ironbridge (1779) is known throughout the world as the symbol of the Industrial Revolution and awarded by Heritage in Motion Awards in 2015 for raising awareness. This website allows visitors a virtual reconstruction of the site from 1837 and introduces concepts from the industrial age.

Another award from the same year, the *Breaking the Frame* is an interactive film trying to show hardships of the industrial era through an interactive film, allowing visitor to determine the course of actions. Identification with a 19th c. boy, the movie aims to show the pressures on the individuals during the industrial revolution. The intangible values of industrial heritage require a multitude of media to pass the message. Therefore digital technologies have great potentials in this area.

The Micheletti Foundation engaged in the preservation of industrial heritage, for more than 30 years through awarding industrial heritage. The first award was given to Ironbridge and another to Mercury Heritage in Idrija, both of them being a world heritage site. In Idrija (Slovenia), where mercury was first found in 1490. The shaft to the mine has been renovated in order to house an introductory exhibition describing the mines and the miners' life.

Awareness raising through international year labels seems to be another effective tool for promotion. This year is the UNTWO Year of International Year of Sustainable Tourism for Development (2017), ICOMOS International Day of Monuments and Sites (April 18 2017) on Cultural Heritage and Sustainable Tourism. In the past, the European Industrial and Technical Heritage Year (2015) proved to be an effective way of awareness raising. For example Zollverein in Germany made use of consecutive labels and through an effective management plan and reached 2,2 million visitors in 2010 with the Cultural Capital of Europe designation. However more quantitative information is still needed on the industrial heritage tourism.

¹⁹ www.erih.net

We also see that artists, have also developed an interest for Industrial Heritage which highlights the importance of inspiration capacity of the industrial landscapes. The industrial structures were built by principles of functionality. Therefore they are «honest» structures, revealing themselves in pure forms. Modern technology used in their construction is pioneering.

For postmodern societies, industrial heritage have become more and more important. However the question remains on the table as to whose heritage we preserve? The heritage of the shared past, and in the case of industrial heritage the heritage of the labor and production.

Suggestions

These efforts are contributed greatly to our understanding and appreciation of industrial heritage. Yet more has to be done on:

- Make sure preservation of world heritage helps building peace
- Ensure global/regional development atmosphere exists for Sustainable Development
- Find innovative ways of telling the OUV of Industrial Heritage Sites
- Enhance Management Mechanism: balance between conservation & tourism (Historic Urban Landscape Approach)
- Set out / improve current international agreements
- Involve local communities (including for conflict resolution)
- Partnerships between conservation & tourism sectors
- Engage digital technologies for heritage appreciation
- Research on tourist behaviors and expectations
- Showcase good practice

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Photo : Fanny Cardin-Pilon

4.13 BALANCING TOURISM AND HERITAGE CONSERVATION: EXPERIENCE FROM CULTURAL LANDSCAPES

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Introduction

This paper examines the potential role for tourism in the conservation of World Heritage cultural landscapes that play a vital and continuing role in the life of communities. These living landscapes are known in World Heritage terms as “organically evolved continuing landscapes” (UNESCO World Heritage Committee 2016). These are also called working cultural landscapes as they are places where people have interacted with place, sometimes for generations, and have shaped – and continue to sustain - a landscape for productive use – such as agriculture, forestry, and fisheries. These interactions over time have not only created distinctive landscapes but also distinctive intangible heritage such as cultural traditions, knowledge, and identity (Mitchell et al. 2009; Rössler 2010; Denyer 2015; Rössler 2015). This paper examines:

- some of the challenges facing this type of living cultural landscape and the growing interest from many of these World Heritage Sites to add tourism to their economy, and
- the Rice Terraces of the Philippine Cordilleras as an example of a World Heritage cultural landscape trying to advance the role of sustainable tourism to bring benefits to local people and their communities.

This category of World Heritage cultural landscapes are very diverse and represent many types of cultural traditions in many different types of environments. Most of these landscapes are in rural areas and some, such as the Rice Terraces of the Philippine Cordilleras, are very remote. These cultural landscapes are often large-scale and while there have been changes over time, there is usually evidence of long-term continuity and as a result, you can often see discernable layers of history on the landscape

Working cultural landscapes operate as a dynamic system where many components – both tangible and intangible - interact as parts of a production process to create their particular products (Li and Koohafkan 2013; Denyer 2015; Castonguay et al. 2016; Niles and Roth 2016). In fact, this type of landscape is sometimes referred to as a ‘socio-cultural-ecological-economic system’ as it is these integrated dynamic systems that created the landscape heritage and continue to sustain it. In 2002, the Food and Agriculture Organization of the United Nations initiated a program to recognize and support this type of landscape as Globally Important Agricultural Heritage Systems (GIAHS) (FAO n.d.).

According to FAO, a GIAHS is a living, evolving system of human communities in an intricate relationship with their territory, cultural or agricultural landscape or biophysical and wider social environment. ... This has led to an accumulation of experience over generations, an increasing range and depth of their knowledge systems and generally, but not necessarily, a complex and diverse range of livelihood activities, often closely integrated (see <http://www.fao.org/giahs/background/en/>).

Agricultural Heritage Systems can be found all over the world and these ‘specific agricultural systems and landscapes have been created, shaped and maintained by generations of farmers and herders based on diverse natural resources, using locally adapted management practices’ (see <http://www.fao.org/giahs/background/en/>). Characteristically, these systems are rich in agricultural biodiversity and associated wildlife, and are important resources of indigenous knowledge and culture. At present, there are 37 sites in 16 countries that are designated as GIAHS including two World Heritage cultural landscapes: Ifugao Rice Terraces in the Philippines and Hani Rice Terraces in China (see <http://www.fao.org/giahs/giahsaroundtheworld/designated-sites/asia-and-the-pacific/en/>).

These systems are remarkably resilient as the landscapes have been ‘developed and adapted to cope with climatic variability and change, i.e. natural hazards, new technologies and changing social and political situations, so as to ensure food and livelihood security and alleviate risk’ (see <http://www.fao.org/giahs/background/en/> and also Gu et al. 2012; Araral 2013; Fuller and Qingwen 2013; Li and Koochafkan 2013). The GIAHS program is ‘based on the search for economic viability of the system, the identification of environmentally sustainable strategies in the face of growing climate change, and the empowerment of small holder/traditional family farming and indigenous communities’ (see <http://www.fao.org/giahs/giahsaroundtheworld/en/>). This program shares many goals and strategies with the safeguarding of working cultural landscapes on the World Heritage List (Galla 2012).

It is this type of heritage system that ‘has resulted not only in outstanding landscapes, maintenance and adaptation of globally significant agricultural biodiversity, indigenous knowledge systems and resilient ecosystems, but also food and livelihood security for millions of poor and small farmers in a sustainable manner’ (FAO n.d.). This is the reason that these landscape systems are being considered as a cornerstone of reaching some of the United Nations Sustainable Development Goals (Bailey and Buck 2016; Pelletier et al. 2016).

Given the value of this type of cultural landscape from many perspectives, it is critically important to find ways to enhance the capacity and resilience of these community systems.

Today, this is particularly challenging since this type of landscape continues to evolve in response to social and economic change – and the changing social and economic context makes these landscapes vulnerable and many of these landscapes are under threat. They are particularly susceptible to trends such as globalization; development pressures, modernization, and shifts in the agricultural economy and the impact of these trends could result in loss of the rich diversity of landscapes, loss of identity, erosion of cultural traditions, and loss of traditional knowledge (Araral 2013; Jansen-Verbeke and McKercher 2013; Castonguay et al. 2016; Pelletier et al. 2016).

The challenges facing these landscapes provide an important context for looking at some trends on individual sites as illustrated by a recent research project focused on 16 rural cultural landscapes on the World Heritage List (Gullino et al. 2015). The research team for this project reviewed documentation (such as World Heritage nominations, state of conservation reports, and management plans) for each of these properties with the goal of determining how the sustainability of these rural cultural landscapes was being addressed. They reasoned that to support the sustainability of rural landscapes, the management plan, for example, would identify operational actions, policies and practices.

Table 1. Abbreviation, site name, country, inscription year, main crop and core zone property (ha) of the 16 rural World Heritage Sites (* not available).

Abbreviation	Site Name	Country	Year	Main Crop	Property
PH-Rt	The rice terraces of Philippine Cordilleras	Philippines	1995	Rice	- *
IT-Ti	Portovenere, Cinque Terre and Islands	Italy	1997	Vineyard	4689
CU-Vy	Viñales Valley	Cuba	1999	Tobacco	-
FR-Se	Jurisdiction of Saint Emilion	France	1999	Vineyard	7847
SE-So	Agricultural Landscape of Southern Öland	Sweden	2000	Mixed	56,323
CC-Cc	Archaeological landscape of first cultivations of coffee	Cuba	2000	Coffee	81,475
AT-Wc	Wachau Cultural Landscape	Austria	2000	Mixed	18,387
PT-Ad	Alto Douro Wine Region	Portugal	2001	Vineyard	24,600
AH-Fn	Fertő/Neusiedlersee cultural landscape	Austria-Hungary	2001	Mixed	68,369
HU-Tr	Tokaj Wine Region historic cultural landscape	Hungary	2002	Vineyard	13,255
PT-Pi	Landscape of the Pico Island Vineyard Culture	Portugal	2004	Vineyard	987
IT-Vo	Val d'Orcia	Italy	2004	Mixed	61,188
MX-Al	Agave landscape and ancient industrial facilities of tequila	Mexico	2006	Agave	35,019
CH-Ly	Lavaux, vineyards terraces	Switzerland	2007	Vineyard	898
CN-Hh	Cultural Landscape of Honghe Hani Rice Terraces	China	2013	Rice	16,603
IT-Vp	Vineyard Landscape of Piedmont: Langhe-Roero and Monferrato	Italy	2014	Vineyard	10,789

Table 1 from Gullino et al. 2015.

Their review of the documentation demonstrated that many of these sites are struggling with economic issues, in particular, many were experiencing deterioration of the cultivation and production system, a foundational component to their vitality and significance. This challenge was reportedly linked to socio-economic pressures (in 5 of the 16 sites). Other common issues include aging populations and youth are leaving the area (Gullino et al. 2015). Site documentation also included the multidimensional integrated management responses to their challenges. Almost all the World Heritage properties surveyed included sustainable tourism as a part of their strategy to help realize improvement in their economy (see Figure 1; Gullino et al. 2015). This reflects a broader trend of rural places – beyond World Heritage Sites – that see tourism as a potential new economic activity complementary to traditional activities of agriculture (Jansen-Verbeke and McKercher 2013).



Figure 1 from Gullino et al. 2015

Another study reviewed management plans from six World Heritage Sites to identify their approach to management of sustainable tourism (Landorf 2009). Her results indicated that these properties are ‘not actively planning the economic and social sustainability dimensions in the same way they are managing the environmental sustainability dimension’ (Landorf 2009, 66).

Based on this finding, she suggests that World Heritage Site Coordinators ‘have limited [collective] experience in planning for economic development and tourism [and] that this may lead to isolation of World Heritage Sites from their local economy and an associated impact on the equitable distribution of the benefits of a sustainable approach to tourism development’ (Landorf 2009, 67).

Other presentations at the Round Table noted a similar concern.

As described by other Round Table presentations, sustainable tourism is not a panacea and is best viewed as part of a more comprehensive and integrated strategy. The fundamental challenge is to find the right balance between cultural heritage conservation and tourism development and this is often an ongoing challenge at sites particularly where key stakeholders have different opinions on how to best manage the site (Heldt Cassel and Pashkevich 2014). Other serious concerns include commercialization of cultural traditions such as festivals or the commodification of traditional cultural products, both of which can lead to loss of a sense of identity and authenticity (SITMo 2008; Jansen-Verbeke and McKercher 2013; Heldt Cassel and Pashkevich 2014).

There is also substantial evidence of the benefits of sustainable tourism and it is important for sites to be intentional in crafting approaches that try to avoid the adverse impacts and actively seek research and learn from experiences of other sites (Boronyak et al. 2010; Jansen-Verbeke and McKercher 2013; Heldt Cassel and Pashkevich 2014). It is clear, however, that there is not one answer given that each cultural has its own particular challenges and opportunities so strategies need to be tailored to the site and its larger context (Verbeke and McKercher 2013).

Case study: Rice Terraces of the Philippine Cordilleras

The Rice Terraces of the Philippine Cordilleras was selected as a case study of a World Heritage cultural landscape that is trying some new approaches to incorporating sustainable tourism as part of its strategy. This property is an outstanding example of a living cultural landscape that can be traced back for 2,000 years and, today, the traditional community, the Ifugao, remains the steward (UNESCO World Heritage Centre n.d.). The maintenance of the living rice terraces reflects a cooperative community approach that is based on detailed knowledge and cultural traditions of this agro-ecosystem (SITMo 2008; Villalon 2012; Mananghaya 2012; Agbisit 2015; Rössler 2015; Castonguay et al. 2016).

The Rice Terraces were inscribed on the World Heritage List in 1995 as the first continuing cultural landscape. Unfortunately, the Ifugao were not part of the original World Heritage nomination process and after inscription, the initial conservation approach failed to recognize the complexities of this living site (SITMo 2008; Villalon 2012; Rössler 2015).

Without recognizing the importance of sustaining traditional values and the cultural systems of the Ifugao community, there was a decline in the integrity of the terraces and in 2001 the site was inscribed in the World Heritage In Danger List (UNESCO World Heritage Committee 2001). After 10 years of work, the site was taken off the In Danger list in 2012 (Province of Ifugao, Philippines 2014; Provincial Government of Ifugao, Philippines 2015; UNESCO World Heritage Committee 2012a and 2012b).



Figure 2. Rice Terraces of the Philippine Cordilleras, photograph © Patrick Venenoso from the World Heritage Site (see <http://whc.unesco.org/en/list/722/gallery/>)

During the intervening 10 years, the Ifugao community worked in partnership with a local nongovernmental organization, Save the Ifugao Terraces Movement (SITMo), and other stakeholders on a community-based integrated strategy for conservation of the World Heritage property (SITMo n.d.; Ananayo and Richins 2016).

As the Rice Terraces World Heritage Site is under the management of the Provincial Government of Ifugao and the National Commission for Culture and the Arts, these agencies were also involved and have developed both a Rice Terraces Master Plan and a Tourism Development Plan (SITMo 2008; Ananayo and Richins 2016).

This is a complex case study and there are many organizations and many aspects to the recovery of the Rice Terraces property, so it is important to mention that this description is, of necessity, simplified and focused on the work of the Ifugao communities and SITMo and on their efforts to integrate sustainable tourism, in particular (SITMo 2008; Ananayo and Richins 2016). SITMo has a broad set of inter-related goals implemented through a variety of programs to safeguard the culture that sustains the rice terraces (SITMo n.d.; SITMo 2008; Ananayo and Richins 2016). They have a portfolio of initiatives that includes re-integrating cultural traditions for stewardship of the terraces; reviving associated agricultural and ecological traditions including renewing the cycle of rituals and festivals and recovering lost songs, music and dances related to the annual rice growing cycle; advancing renewable energy and sustainable agriculture; enhancing indigenous rice production; supporting community-based land use planning; and strengthening local governance. The eco-cultural tourism program was conceived within this broader context and envisioned to be beneficial across the program areas, in particular linking tourism directly with support for conservation of the rice terraces, indigenous knowledge transmission, improving local livelihoods, and re-engaging the younger generation of the Ifugao (Dizon et al. 2012; SITMo 2008; Ananayo and Richins 2016).

The eco-cultural tourism program involves substantial collaboration and community engagement in order to:

- achieve economical benefit to the farmers and their communities,
- continue to work on conservation of the rice terrace system and
- create compelling visitor experiences of the Ifugao landscape and culture.

At the community level, local organizations such as farmers' groups and youth associations are active partners in the management of tour packages. Importantly, the host community and its farmers are consulted in order to minimize the interruptions to their activities while offering visitors an immersion experience into their local culture.

Tour-guiding and other services are provided primarily by members of the Ifugao host communities to ensure that maximum economic benefit goes to the local stakeholders. For example, the local community often provides homestays, meals for visitors, giving them an opportunity to share in their local delicacies, an important part of their intangible cultural heritage.

Local farmers provide the vegetables and livestock for meals, thereby generating their own income from the tourist activity. Other local stakeholders participate by producing and selling handicrafts such as carved walking sticks for trekking.

Through tours that take place throughout the year, visitors experience various stages of agricultural activities and interwoven cultural rituals and festivals across the traditional annual rice production cycle (see Figure 3 and Table 2). The traditional annual agricultural cycle of the Ifugaos begins with land preparation (removal of weeds, repair of terraces walls and communal irrigation systems) from October to mid-December. Planting the traditional *tinawon* rice takes place from late December to early February – and rice crops are harvested in June and July.

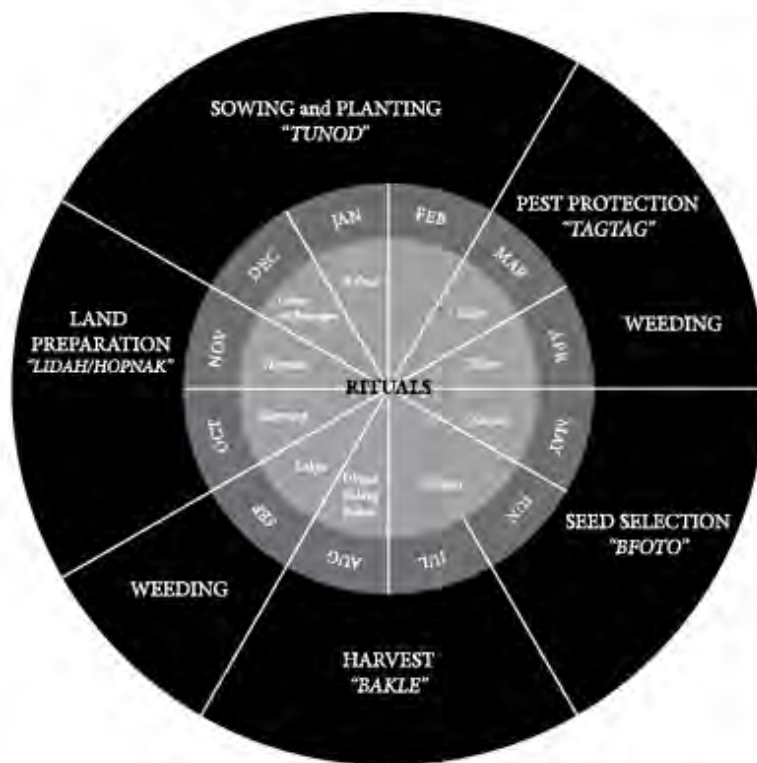


Figure 3. Agricultural Calendar from SITMo 2008, p. 21.

Cultural Heritage Tour	Schedule
Bakléd Kiangán	August
Loda'd Bayninan, Kiangán	October
Tunod ad Hungduan	January
Tagtag ad Asipulo	April
Bfoto' ad Mayoyao	June

Table 2. Cultural Heritage Tour Schedule from SITMo 2008, p. 72.

These rice cycle tours enhance visitor understanding of the rice terrace culture, but also importantly, these tours help to maintain several aspects of indigenous knowledge while revitalizing others such as knowledge of terracing, organic farming, and religious rites and rituals (SITMo 2008).

Another tour program addresses forest conservation and, in this case, SITMo in partnership with a local youth organization, jointly established a nursery for indigenous trees. This partnership conducts awareness-building activities in the communities and includes tree planting during the visitor tours. As a visitor, you can plant a number coded tree and you can locate it again when you return years later. This program has contributed to reforestation and is an example of linking conservation with tourism.

In addition to the reforestation of the terrace watersheds and revitalizing the Ifugao cultural practices, these tourism programs linked to conservation also create economic benefits for different heritage communities and stakeholders, especially the terrace farmers. In 2007, the SITMo tourism project was able to contribute an estimated \$35,000 USD, a significant amount of money, into the local economy and this amount has continued to be generated in subsequent years (Ananayo and Richins 2016). A substantial amount of this funding - an estimated 60 per cent in 2007 - benefited the community either directly as income to community members and through a trust fund for use by the host communities for projects aimed at conserving the rice terraces (Ibid.).

In addition to these outcomes, there has also been an increase in locally produced products whose sales benefit communities. One example is the well-known Ifugao indigenous high-altitude organic *tinawon* rice associated with cultural traditions and rituals. The high quality of this rice variety makes it three to four times more valuable than other rice varieties. Other products include rice wine bearing Ifugao's heritage mark, as well as traditionally grown coffee and other goods that have proven to be attractive to the regional market.

In terms of governance, it is important to point out that during the initial stages of program development, SITMo has served as the ‘hub’ of a network of involved stakeholders. As a network hub, SITMo has been the focal point for coordinating and directing tourism initiatives linked to conservation of the rice terraces (see Figure 4; Ananayo and Richins 2016).

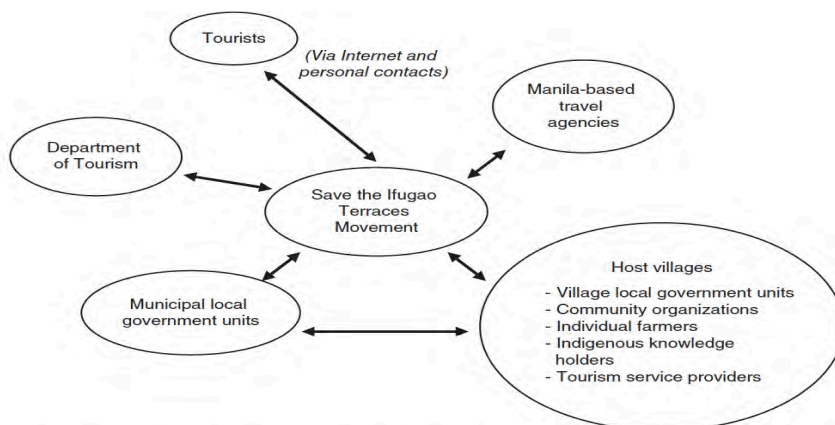


Figure 4. Current stakeholder cooperation set-up (source: derived from SITMo reports and interviews) from Ananayo and Richins 2016, p. 225.

Over time, however, SITMo plans to work with the terrace communities to transfer this role to them (see Figure 5; Ananayo and Richins 2016). As part of the transition, SITMo’s partnership programs with the communities include capacity building for host villages and key players that increase tourism skills and management capabilities so that they can effectively take on management of their own tourism operations in the future (Aas et al. 2005; Boronyak et al. 2010; Matarrita-Casante et al. 2010).

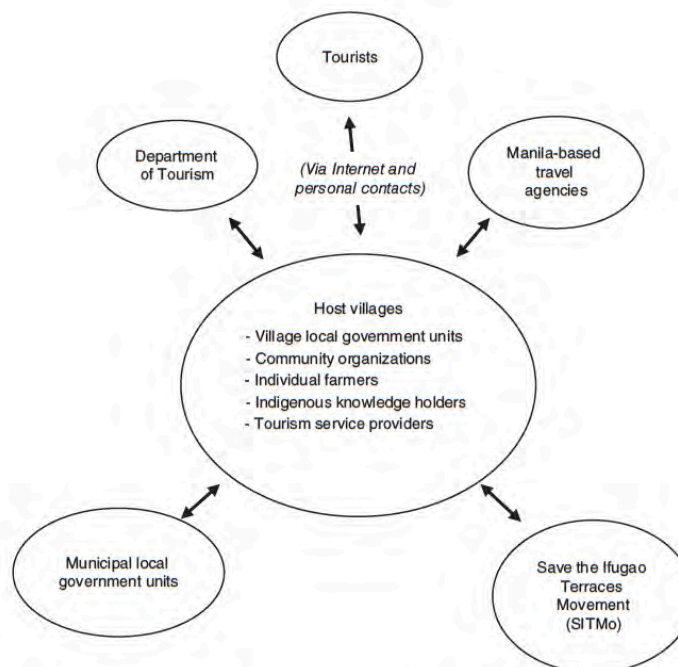


Figure 5. Future stakeholder cooperation set-up (source: derived from SITMo documents and interviews) from Ananayo and Richins 2016, p. 226.

Concluding comments

As indicated in this brief case study, SITMo and the Ifugao community have made appreciable progress, although there is still more to be done and much to be learned from experience with these initiatives. Successful tactics include:

- tours that reinforce cultural traditions and that are shared with local communities as well as visitors,
- place-based products related to cultural traditions marketed with a ‘brand’ and certification system that indicates that the products are locally made with traditional production systems, and
- marketing eco-cultural tourism programs in order to reach people who want to experience a place and its culture.

Successful strategies include:

- community-based tourism that places tourism in the context of heritage conservation and designs tourism that directs financial benefits to local people and communities,
- a governance system that uses ‘hubs’ to create and sustain a network of people and organizations who work together to design and implement a collaborative inter-connected strategy with the community, and
- capacity building to empower people and communities and to support transitions into new civic roles related to collaboration and governance.

There is still much to learn about integrating tourism into rural development and creating reinforcing links with conservation and continuity of cultural traditions (Rössler, 2010 and 2012; Mananghaya 2012; Jansen-Verbeke and McKercher 2013; Heldt Cassel and Pashkevich 2014). In this experimental environment, it is important to continue to innovate within the context of local knowledge and cultural traditions. To effectively learn from these initiatives it is important to continually monitor and evaluate positive and negative outcomes and impacts. More analytical research is also needed to provide overall assessments within a strategic research agenda (Jansen-Verbeke and McKercher 2013).

Many World Heritage cultural landscapes, as illustrated by this case study of the Rice Terraces of the Philippine Cordilleras, are at a critical juncture with their traditional economies and are facing serious challenges to their culture and way of life. It is critically important that they find a way to successfully adapt to the shift in their social and economic context and find a more sustainable way forward.

This can be a pivotal point for the landscape and its associated community and their response will shape the next generation of the landscape and its cultural-social-ecological-economic system (Mitchell 2016).

As demonstrated in this case study, community-based tourism has something to offer at this juncture. However, for the successful integration of sustainable tourism it is imperative that the approach be led by the communities as they consider ways to sustain and renew their livelihoods and cultural values and traditions.



Figure 6. Rice Terraces of the Philippine Cordilleras, photograph © Patrick Venenoso from the World Heritage Site (see <http://whc.unesco.org/en/list/722/gallery/>)

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5. SESSION DES ÉTUDIANTS / STUDENT SESSION

Session 6 : Session des étudiants Student session

Présidente/ Chair : Nancy Oakley, Director of Education, Willowbank School of Restoration Arts, Queenston

Étudiants/ Student participants :

Jesslyn Granda, Masters student, Architecture and CREATE program, Carleton University, Ottawa

Riyadh Nour Guessoum, étudiant à la maîtrise, conservation du patrimoine bâti, Faculté de l'aménagement, Université de Montréal

Sarah Reddan, Masters student, Historic Preservation Program, Columbia University

Casey Gray, Masters student, Heritage Conservation Program, School of Indigenous and Canadian Studies, Carleton University, Ottawa

Saya Ota, Masters student, World Heritage Studies Program, Graduate School of Comprehensive Human Sciences, University of Tsukuba, Tokyo

Chloe Richer, Diploma student, Willowbank School of Restoration Arts, Queenston



Casey Gray; Saya Ota; Sarah Reddan; Riyadh Nour Guessoum; Jesslyn Granda et/ and Chloe Richer
 Photo : Fanny Cardin-Pilon

LES PERSPECTIVES D'ÉTUDIANTS SUR LA CONCILIATION ENTRE LE TOURISME ET LE CONSERVATION DES SITES DU PATRIMOINE MONDIAL : ÉTUDE DE CAS DE VENISE

Introduction

Venise et sa lagune est un bien inscrit à la Liste du patrimoine mondial depuis 1987 en vertu des six critères culturels. Sa valeur universelle exceptionnelle est basée sur ses réalisations artistiques et architecturales et sur sa riche histoire commerciale maritime. Au fil du temps, plusieurs menaces pèsent sur le site dont les inondations annuelles (aqua alta), le tourisme et le départ des populations locales. En 2015, ces problèmes récurrents et grandissants ont incité le Comité du patrimoine mondial à mandater une équipe de suivi formée d'experts de l'UNESCO, de l'ICOMOS et de Ramsar dans le but d'évaluer plus attentivement l'ensemble des menaces et de faire un rapport. L'année suivante, lors de sa rencontre annuelle en 2016, le Comité du patrimoine mondial a demandé à l'Italie de mettre en oeuvre des mesures d'urgences identifiées dans le rapport des experts et, (...) d'ici le 1er février 2017, un rapport détaillé sur l'état de conservation du bien et sur la mise en oeuvre des points ci-dessus

mentionnés, pour examen par le Comité du patrimoine mondial à sa 41e session en 2017, afin de considérer, si aucune avancée substantielle n'a été effectuée par l'État partie d'ici là, l'inscription du bien sur la Liste du patrimoine mondial en péril. (décision 40 COM 7B.52.

<http://whc.unesco.org/archive/2016/whc16-40com-7BAdd-fr.pdf>)

La session des étudiants se penche sur les enjeux entre le tourisme et la conservation du patrimoine. Malgré le fait que la population de la ville se chiffre à 55 000 habitants, Venise accueille 22 millions de visiteurs annuellement dont environ 30 000 voyageant à bord des bateaux de croisière. Les médias 3 rapportent des phénomènes tels que des rues étroites bondées de touristes prenant des égos-portraits et des affiches d'une campagne anti-touristes. Le photographe, Gianni Berengo Gardin, quant à lui, a démontré l'incroyable impact visuel des bateaux de croisière sur le site. Parmi les autres impacts négatifs, on compte la détérioration physique des lieux, le chaos social et la perte de la qualité de l'expérience du visiteur.

Questions

Chaque étudiant disposera de cinq (5) minutes pour répondre aux questions suivantes:

1. À votre avis, est-ce que les valeurs du site du patrimoine mondial de Venise et de sa lagune ont évoluées au fil du temps?
2. Quels sont les impacts du tourisme (positifs et négatifs) les plus importants sur les valeurs du site?
3. Quels conseils donneriez-vous à la ville, à l'état partie et au Comité du patrimoine mondial? Expliquez pourquoi.

S'il-elle le souhaite, l'étudiant (e) peut illustrer son point de vue à l'aide d'au plus cinq (5) diapositives power point. Suite aux présentations, chacun (e) pourra formuler des commentaires sur le point de vue des autres étudiants. La présidente de la session invitera ensuite tous les participants à une discussion générale.

STUDENT VIEWS ON THE BALANCE BETWEEN TOURISM AND WORLD HERITAGE SITES

Introduction

Venice and its Lagoon is a site listed as World Heritage in 1987 under all six cultural criteria. Its Outstanding Universal Value is based on its artistic and architectural achievements, and its history of maritime trade and exploration. Over time, many threats to the site have been identified, including flooding from the annual high waters (acqua alta), depopulation and tourism. The escalating pressures on Venice and its Lagoon led the World Heritage Committee to send a joint UNESCO/ICOMOS/Ramsar monitoring mission in 2015 to look at the full scope of threats. In response to this report, the World Heritage Committee at its 2016 session asked Italy to implement the urgent measures identified by the joint mission and report “by 1 February 2017 for examination by the World Heritage Committee at its 41st session in 2017, with a view, if no substantial progress is accomplished by the State Party until then, to consider inscribing the property on the List of the World Heritage in Danger” (decision 40 COM 7B.52). <http://whc.unesco.org/archive/2016/whc16-40com-19-en.pdf>)

The student session focuses on the issues related to tourism and heritage conservation. With a population of 55,000 residents, Venice receives 22 million visitors per year including about 30,000 cruise ship passengers. Media reports chronicle “streets clogged with selfie-taking tourists” and anti-tourism campaigns like last summer’s “Tourists go away” poster campaign. Photographer Gianni Berengo Gardin in his brilliant series shows the visual impact of cruise ships on the World Heritage Site. Other impacts on the tangible and intangible values of the site include physical deterioration, social disruption and diminished visitor experience.

Questions

Students will have five minutes to address the following questions :

1. In your opinion, have the World Heritage values of Venice and its Lagoon evolved over time?
2. What are the most important impacts (positive and negative) of tourism on the values of the site?
3. What advice would you give to the city, local community groups, the country and the World Heritage Committee and why?

Students may use up to five powerpoint slides if they wish. Following the presentations, students will be invited to make comments on the positions of other students before the Chairperson invites a general discussion among Round Table participants.



Jesslyn Granda
Photo : Fanny Cardin-Pilon

Jesslyn Granda, Masters student, Architecture and CREATE program, Carleton University, Ottawa

VENICE, ARE WE HERE?

Venice, amongst others, is exemplary of the growing number of World Heritage Sites under threat from excessive tourism as international mobility makes access to these wonders increasingly possible. A rare achievement, Venice exemplifies six of the ten criteria to be considered of Outstanding Universal Value. The artistic and architectural achievements, history of maritime trade, and historic explorations are amongst the exceptional qualities that if lost through deterioration or disappearance would constitute an impoverishment of the heritage of all the peoples of the world.

I pose the question, ‘Venice, are we here?’ Is the Venice we visit and experience truly representative of Venice as recognized by UNESCO as a World Heritage site for its Outstanding Universal Value? How is it that the very characteristics that attract visitors, are those most threatened by the tourism industry? I will attempt to assess several issues that highlight this dichotomy.

In 2015, the World Heritage Committee launched a reactive monitoring mission. It was concluded that if a number of proposed projects were to be implemented, the historic city of Venice and the Lagoon system would be irreversibly damaged, resulting in a significant loss of authenticity. It should be noted that authenticity is not restricted only to design and materials but also the authenticity of function, traditions, and the authentic use of a site. The tourism pressure exerted on Venice poses a threat to these intangible conditions.

Environmental impact

“Venice and its lagoon landscape is the result of a dynamic process which illustrates the interaction between people and the ecosystem of their natural environment over time” (UNESCO). For centuries, the inhabitants of Venice have struggled with water and the maintenance of the lagoon. But this struggle has been exacerbated with the negative impacts of waves and pollution caused by large vessels crossing the San Marco basin and Giudecca canal adding to the deterioration of the surrounding buildings.

The difficulty and elevated cost of maintenance on these buildings further perpetuates the lack of conservation. Among the most significant management issues of Venice is the maintenance of traditional practices and techniques for restoration. Often the main monuments are able to take on these necessary efforts for conservation, however the traditional but minor buildings, risk deterioration due to neglect.

Decrease in local population

The ever increasing realm of tourism dominates and obscures the “traditional urban society of the historical city” (UNESCO). The rate at which population in the historical city is decreasing is alarming. Among several causes, the issue of affordable apartments forces inhabitants to leave Venice, perpetuating the conversion of normal housing into accommodation for visitors. At 12,000 Euros per square meter, local inhabitants are being priced out of their own homes. The permanent resident population has dropped from 120,000 to 55,000 over the past 30 years, this averages to roughly 6 residence leaving per day.

This is contrasted by the increasing number of tourists that descend upon Venice. In 2014, Venice City Councillor for Tourism reported 22-million visitors that year; of this, 8-9 million were one-day tourists. But these single-day tourists bring little to no income to the commerce of the city. Further, these visitors come as spectators of the culture that comprises Venice, but contribute nothing to it. “If no drastic measures are taken within the very next years, Venice risks turning from a living city to a mere mono-functional touristic establishment, a museum of itself” (UNESCO). It is crucial that Venice be self-critical and evaluate its effectiveness in providing the economic resources, civic space, and diversity of amenities to allow its local people to thrive amongst the potentially alienating tourism industry. How then can Venice promote itself to a type of tourist to effectively diminish one-day tourists while increasing visitors’ participation in the culture and richness of Venice? As a port city, Venice is no stranger to a fluctuating population. A community of artists once inhabited the city, contributing to “one of the highest concentration of masterpieces in the world” as part of the Outstanding Universal Value of the site. The reestablishment of Venice as an incubator of arts and culture would serve to benefit the future of the site, while further reinforcing the need for a diversity of services for the residents of Venice.

Visual impact of cruise ships

Palais Lumiere a vision of Pierre Cardin, faced opposition and criticism beginning in 2012. The proposed 245 metre-high structure never saw construction as locals and heritage authorities were concerned about the impact it would have on the Venetian landscape and its medieval city. It is apparent why a building so undeniably disproportionate and decontextualized would never be built amongst the historic fabric of Venice. Why, if evaluated on the same architectural principles, is a cruise ship able to situate itself within the city of Venice? Is it because this architecture lacks permanency? Photographer Gianni Berengo Gardin demonstrates the visual impact of cruise ships on the World Heritage Site.



Evaluating the visual impact of Pierre Cardin’s proposed Palais Lumiere (Pierre Cardin/SPA) in comparison to an MSC Divina cruise ship passing through Venice (Gianni Berengo Gardin)

Concluding remarks

With the ever-increasing demand of tourism, the rising sea level, lack of Management Plan, short sighted economic decisions and rapid depopulation, it is apparent that Venice is in dire need of a more integrated and sustainable strategy to remain a thriving and diverse community. As the Mission outlines, it is critical that Venice develop a tool “conceived as a dynamic instrument.” As local graphic designer Lorenzo Mason asserts, “Venice should change this paradigm, replacing mass tourism with sustainable, high-quality tourism that adds to the city’s cultural life, instead of exploiting its past.”



Riyadh Nour Guessoum
Photo : Fanny Cardin-Pilon

Riyadh Nour Guessoum, étudiant à la maîtrise, conservation du patrimoine bâti, Faculté de l'aménagement, Université de Montréal

VENISE LA LEÇON

Depuis quelques décennies, les sites de patrimoine mondial ont connu de multiples campagnes de marchandisation et de marketing. En conséquence, une grande demande touristique s'est manifesté où s'exprima la volonté d'accéder à ses sites par la population au travers le monde. C'est bien l'expérience unique d'être sur un même bien appartenant à l'humanité tout entière, mais aussi de la partager avec autrui qui a encouragé cette présence touristique dans ces lieux.

Par ailleurs, ce phénomène d'invasion touristique sur les sites du patrimoine mondial a entraîné une série de nouveaux enjeux et une nouvelle forme de pression sur ces derniers. En effet, bien que plusieurs projets, colloques et travaux sur la dynamique touristique en patrimoine mondial continuent à se faire jour ; les nouveaux défis semblent s'incruster davantage dans les réalités des sites en question, engendrant ainsi une variété d'impacts de différents ordres et natures, qui peuvent même nuire à leur valeur universelle exceptionnelle.

Études et recherches ont montré que les dynamiques touristiques ne sont pas homogènes, mais différentes d'un site à un autre. Ces dernières dépendent de plusieurs facteurs parmi lesquels on cite : la présence d'infrastructure d'accueil et l'ampleur de promotion, ainsi que la charge effective que présente chaque site pour la population mondiale.

Dans ce contexte, le site de patrimoine mondial de Venise et de sa lagune semble être un exemple pertinent à interroger, de par la présence de la dynamique touristique sur les lieux ainsi que la difficulté qu'il présente de conciliation entre le besoin en développement par le tourisme et les exigences de sa conservation.

Comprendre les impacts du tourisme sur le site du patrimoine mondial de Venise et de sa Lagune, nous renvoie à étudier l'évolution de ses valeurs au fil du temps. Nous remontons, ainsi, à décembre 1987, date de la 11^e session de l'UNESCO à Paris, durant laquelle, Venise et sa Lagune ont été inscrites sur la liste du patrimoine mondial, sous les critères : de **(i)**, **(ii)**, **(iii)**, **(IV)**, **(V)** et **(VI)** rendant Venise parmi les rares exemples réunissant autant de critères.

Toutefois, la déclaration de valeur universelle avait mis l'accent sur :

« ... **Venise est une réalisation artistique unique...**, **créant un paysage inoubliable dont la beauté irréelle.** », « ... **La lagune de Venise abrite en outre une des plus fortes concentrations de chefs-d'œuvre du monde...** »

« ... **L'influence considérable de Venise sur le développement de l'architecture et des arts monumentaux** »

« **À la manière insolite d'un site archéologique qui serait resté vivant, Venise est son propre témoignage** ».

« **Venise possède une série des incomparables ensembles architecturaux composés des grands monuments et de plus modestes... Venise présente une typologie complète de l'architecture médiévale, dont la valeur exemplaire s'allie au caractère exceptionnel d'un urbanisme contraint de se plier aux exigences particulières du site.** »

Et en fin « la constitution d'un exemple éminent d'habitat semi-lacustre le tout dans un écosystème cohérent où les vasières... doivent être protégées au même titre que les palais et les églises... ».

Après 30 ans de son inscription, Venise et sa lagune se sont enrichies de valeurs immatérielles, qui se décloisonnent de la forme physique et se manifestent comme des valeurs liées à l'imaginaire et l'effectif universel. Ces valeurs génèrent un sentiment d'appartenance reliant le bien à la population internationale qui s'est approprié les lieux.

Néanmoins, plusieurs aspects ont pu garder leur état authentique, pendant que le maintien de l'intégrité des composantes du site est devenu une des plus grandes préoccupations des gestionnaires.

En effet, une série de transformations qui ont eu lieu sur le site a mis en danger l'identité et l'intégrité culturelle et sociale du bien. Ceci affirme l'évolution des valeurs du site patrimonial de Venise et de sa lagune par des changements enrichissants, mais aussi des bouleversements dramatiques.

Le rapport de mission émit par les experts de l'UNESCO au début de l'année 2016, déclare la présence de plusieurs facteurs qui représentent à la fois un danger éprouvé et potentiel pour la valeur universelle exceptionnelle du site. Parmi ces facteurs, la mission a fortement souligné la charge touristique en masse dans le site ainsi que la présence des grands bateaux des croisières.

Avant de plonger dans l'énumération des impacts, nous pensons qu'il est essentiel de rappeler que le tourisme à Venise est loin d'être un phénomène contemporain, au contraire il fait partie de l'histoire de Venise depuis son établissement, car étant la capitale commerciale d'Europe durant le 15^e siècle, Venise attirait les visiteurs et les commerçants méditerranéens durant le moyen âge. D'ailleurs, ses incomparables ensembles architecturaux reflètent que c'est une ville qui a été construite pour émerveiller, charmer et faire rêver le regard. À notre ère, *Venise vit encore grâce au tourisme* « au point de faire dire la journaliste Mary McCarthy : *Tourism Venice is venice* ».

Évidemment, le tourisme est un moteur incontesté de l'économie urbaine vénitienne. D'ailleurs, plus de 5000 familles sont actives dans ce secteur. En plus de ses retombées économiques, le tourisme est un vecteur qui contribue autant au *rapprochement entre les peuples* (ceci est un objectif principal dans l'acte constitutif de l'UNESCO), qu'à sollicitation des acteurs et la pluralisation des regards portés sur les enjeux du site.

En revanche, l'influence de la quantité actuelle des touristes, la qualité de leur séjour ainsi que la façon dont Venise est exploitée entraînent des impacts significatifs sur les aspects physiques et culturels du site. Parmi ces impacts on note trois catégories, dont la première comporte ceux qui sont causés par les outils de transport tel que : la déstabilisation générée par l'action des vagues et la vibration des moteurs sur les bâtiments, l'augmentation du risque d'accident et l'augmentation de la pollution due aux bateaux de croisière. Se rajoute à cette catégorie d'impacts l'atteinte de l'intégrité visuelle du bien par les grands bateaux qui naviguent dans la lagune. La deuxième catégorie englobe les impacts qui sont causés par le grand nombre des visiteurs, ceci déséquilibre le rapport habitants/visiteurs et perturbe la vie sociale de la population locale. La troisième et dernière catégorie s'agit des impacts causés par l'augmentation de la demande des accommodations touristiques.

Cette augmentation génère la hausse des prix de foncier à Venise (entre 2000 et 2012 la valeur de l'habitat à Venise a triplé) et provoque la migration de la population vénitienne en dehors la ville (depuis 1963 plus que 50 % de la population vénitienne ont quitté la cité à cause de la hausse des prix de condition de vie). À ce sujet, nous tenons à rappeler que selon le critère *(iii)*, la population est une composante importante de la valeur universelle exceptionnelle de Venise, donc la perte de celle-ci met en danger la VUE du site.

D'autres impacts qui mettent en danger l'identité et l'intégrité urbaine du bien sont à mentionner tel que la spéculation foncière qui cause la perte des ateliers, ainsi que l'abandon des activités artisanales locales au détriment des activités liées au tourisme encourageant la conversion des maisons et résidences en service pour les touristes.

Afin de faire face à ces nombreux impacts, le rapport de mission des experts de l'UNESCO avait suggéré une série très variée de recommandations de correction pour l'état parti, pour maintenir la valeur universelle exceptionnelle du site. En revanche, nous croyons que les suggestions devaient plutôt être axées essentiellement sur la nécessité de procéder à l'application d'une approche qui considère le tourisme durable comme une composante indissociable de l'identité de Venise, à la fois source de développement local et d'assurance de conservation au lieu de continuer à le considérer, seulement, comme une source de destruction. Ceci implique l'obligation de promouvoir des nouveaux moyens de substance (à côté des sources touristiques) afin d'assurer le développement local.

L'application d'une telle approche engage les gestionnaires du site à travailler pour limiter l'exploitation abusive des ressources touristiques, en d'autres termes de limiter le nombre des visiteurs selon les capacités d'accueil du site (accéder au système de quota par exemple).

À cet égard, nous constatons qu'il est nécessaire de travailler à améliorer la qualité du tourisme (l'expérience touristique) plutôt qu'à augmenter la quantité. Ceci veut dire qu'il est nécessaire de penser à vendre Venise d'une autre façon, plus durable. Une façon qui propose de visiter Venise comme une ville vivante et non pas comme un musée (qu'on visite pour quelques heures et l'on quitte après). Cette démarche implique à proposer des nouveaux endroits ou des nouveaux types de patrimoines à visiter, on donne à titre d'exemple : l'exploitation touristique de la richesse naturelle de la lagune, le patrimoine industriel sur la terre ferme ou bien les savoir-faire artisanaux des Vénitiens ou encore le patrimoine villageois.

En plus, en matière de gouvernance, nous soulignons que l'intégration de la communauté dans le processus de conservation et de valorisation du site ne doit plus considérer les Vénitiens comme des objets, mais comme des sujets principaux dans les politiques et les stratégies de tourisme.

Ceci renforcera la résilience identitaire et augmentera l'acceptabilité des différents projets sur le site.

Pour conclure, nous dirons que l'arrimage entre les enjeux de développement et de conservation dans le cas de Venise, ne peut se faire qu'en rendant à la ville de Venise ce que fait son charme et ses capacités d'émerveillement, c'est-à-dire d'investir à nouveau dans les personnes qui l'ont habitée et animée pendant des siècles.



Sarah Reddan
Photo : Fanny Cardin-Pilon

Sarah Reddan, Masters student, Historic Preservation Program, Columbia University

ACKNOWLEDGING THE SOCIAL VALUES OF VENICE

Venice, Italy is one of the first heritage sites connected with UNESCO. UNESCO assisted Venice during the 1966 flood; the photos of Venice during this time helped spread the understanding of how vulnerable heritage is, and was one of the many factors that led to 1972 UNESCO World Heritage Convention. Although, it was not until 1987 when Venice and its Lagoon was officially inscribed on the UNESCO World Heritage List as a cultural site.

In its Statement of Outstanding Universal Value, Venice was designated under six criteria, mostly relating to the historic and artistic values of the heritage site. These values include Venice's connection to famous artists and historical figures, its architecture and land use, its history as a trading post, connecting and influencing other cities, and its human dominance over the coastal landscape. However, the Outstanding Universal Value focuses on the historic fabric of the heritage site and largely ignores the social values of Venice. By social values, I am referring to the values connected to the current population, often related to sites of celebrations or cultural activities, spiritual gatherings or symbolic connections, and traditional skills or crafts. While some of these social values can be considered intangible, tangible and intangible values are often difficult to separate as intangible values are inherent to places.

Venice is not an archaeological site, it is a living, breathing city with inhabitants. However, the values of the community are missing from the Outstanding Universal Values of Venice, with only a focus on the historic population and its achievements. Venice is also not just a cultural site; the Lagoon and surrounding landscape of the city are just as important as the fabric of the city, and should have been inscribed as a mixed site. However, since its World Heritage designation, Venice's government has primarily focused on the economic values of the site. On the other hand, UNESCO has focused only on the factors affecting the Outstanding Universal Value, which is represented in the fabric of the site. It is only in the last five or so years that the effects on the social values of Venice have been more widely acknowledged.

It is a well-known fact that Venice is sinking. The flooding and rising waters are threatening the city and have a negative impact on the architecture. However, it is not just climate change that is destroying Venice: it is tourism. Venice receives 22 million tourists per year, which is double the number of tourists since Venice received World Heritage status in 1987. The city now averages about 60,000 tourists a day, with some days with well over 100,000 tourists. Yet the biggest issue related to tourism is the massive cruise ships entering the Lagoon. Around 600 cruise ships enter the annually, bringing in 2 millions tourists.

While this is not a large number compared to the total number of tourists, cruise ship tourism has significantly altered the city.

The problem with cruise ships is that the influx of thousands of tourists at the same time and location. These tourists bombard the city, crowding the streets, monuments, and museums at once. There is also little economic benefit to the local community, with cruise ship passengers not staying at hotels, and many not eating at restaurants or purchasing at local shops. The ships themselves are also an issue. The large ships visually affected the historic city by towering over the low-scale buildings. In addition, the ships are eroding the Lagoon, causing pollution, and driving wave motion, which in turn harms the physical fabric of the city.

Tourism and cruise ships have also affected the social dynamics of the city. The population of Venice is declining with now 55 thousand people. This means that there are more tourists in Venice per day than there are locals. The locals have been driven out of the city due to high increases in real estate values, which are now unaffordable to the community. Housing has been turned into tourism accommodations or second homes, and locals that do own apartment often rent them out to cover living costs. With the declining population and use of buildings by the locals, there is limited building maintenance in the city, which is another issue effecting the Outstanding Universal Value. Furthermore, at shops, traditional crafts have also been replaced with cheap tourist souvenirs.

The local population has also been adamant about stopping the cruise ships. There have been several community protests against cruise ships, with the most recent one occurring this past fall. With these protests, the community is fighting against the negative effects of mass tourism on their city. The locals are also fighting for several policies to help protect their needs in their city such as halting permits to turn housing units into tourist accommodation, asking for tax breaks for businesses catering to locals, reopening the open-air cinema, and increasing the number of days the flea market is open.

My advice to the city of Venice, its community and country is to incorporate locals in the management and maintenance of Venice to ensure its sustainability. The 2014 Periodic Report for Venice indicates that the community has little to no involvement in monitoring or management of the site. Furthermore, this report indicated there was limited community outreach as well as few professional and training opportunities for the community. While the 2017 State of Conservation Report submitted by the State Party acknowledges and addresses many of these issues, the continual participatory efforts and actual implementation of new policies will be critical. As seen in this case, there can be significant negative impacts to heritage sites without community participation, some of which that are irreversible.

My advice to the World Heritage Committee is to take Venice as a case study not only for the negative effects of tourism and cruise ships, but the negative effects at a World Heritage Site when the community is not included. By only referring to the Outstanding Universal Value of a site as its indicators of success when evaluating a heritage site, there is limited understanding of the negative impacts on the community's values. While UNESCO has recognized these social issues in Venice recently, the social values of a heritage site should not only be discussed when there have been ongoing major problems. Local values and how they are associated with specific aspects of the site should be included in the inscription of a site to World Heritage whenever possible. In addition, these social values should be continuously used as indicators when evaluating heritage sites post-designation to monitor changes affecting these values. Furthermore, as values are not fixed, a community's values should be periodically reassessed to ensure contemporary values are acknowledged.



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Photo : Fanny Cardin-Pilon

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REDEFINING PILLARS OF HERITAGE IN THE AGE OF TOURISM: CONSERVATION FOR ANOTHER MILLENNIA OF VENICE

In considering the conservation of Venice, we have been asked to also consider if the world heritage values of Venice and its lagoon have evolved over time. In terms of how UNESCO has defined the world heritage of Venice as “a unique artistic achievement,” for its influence “on the development of architecture and monumental arts” and, as a “[symbol of] the people’s victorious struggle against the elements as they managed to master a hostile nature” (UNESCO, n.d.), its heritage value would appear to be immutable. However, if we consider the world heritage values of Venice from a different perspective, we might come to a different conclusion: “Venice was born from the waters. The Lagoon, not only represents the origin and the past of the historic city; it also is a living organism which makes the city breath” (Europa Nostra, 2016).

I think that this quotation is important in reframing a relationship between Venice and its environment that is not based on hostility, but symbiosis. While UNESCO notes that the heritage value of Venice derives from its dynamic interaction between its people and its natural environment over time (UNESCO, n.d.), it does not actually classify Venice and its Lagoon as a continuing, organically evolved landscape. Such a view would recognize how the heritage values necessarily evolve through time and will continue to do so, and forms the first pillar of a possible new approach to Venice's conservation.

The question of value, however, becomes complicated when we consider the role of tourism in Venice. As Cecilia Stach (2011) has rightfully pointed out, tourism transforms cultural capital into economic capital, and this transformation into tangible currency must have an effect on the people of Venice. In fact, tourism has had severe effects including the depopulation of residents to below the number of daily visitors (Haines, 2016) and the displacement of economic activities, leading to the replacement of high quality cultural goods with cheap and standardized ones (Russo, 2002). What does the transformation of Venice's economy have to do with the transformation of its heritage value? Well, policies that restrict urban renewal in favour of conservation of the historic centre and accommodation for visitors mean that Venice is virtually devoid of production plants in a country that has historically been a centre of manufacture rather than services (Casagrande, 2016). Venice itself was for centuries a dominant maritime, colonial and commercial power and "its economy is thus a pillar of its heritage, not just the other way around" (ibid.).

UNESCO, the United Nations, ICOMOS, the World Tourism Organization and others have all contributed to international recommendations for cultural tourism management. Among these recommendations some critical principles include: promoting broad stakeholder engagement and empowering local communities (UNESCO, 2013); promoting quality tourism products and services that encourage responsible behaviour among stakeholders (ibid.); raising the standard of living for resident populations (UN/WTO, 1999); the cooperation of public and private stakeholders (ibid.); safeguarding the natural environment (ibid.) and; managing the flow of visitors to world heritage sites (ibid.). I chose these principles as they relate to my discussion today, but also because they represent measures that have by and large been in effect since the introduction of the Special Law in Venice in 1967. Included in the Special Law were instruments aimed at stopping or limiting depopulation, granting financial aid to residents to provide local jobs, limiting the influx of visitors to the city and of course, safeguarding the city's historical and cultural heritage beyond the scope of its utility for tourism (Casagrande, 2016).

From the current state of Venice, we can see that these measures have largely failed. This is due in part to the complexity of managing tourism with the involvement of countless stakeholders within private and public sectors. For example, within EU law, EU citizens are granted freedom of movement at the same level of national citizens, so it is questionable if charging tourists admission into the city or limiting numbers in some other way would even be lawful (ibid.). Additionally, it is arguable whether such measures substantially reduce ecological impacts (Pedersen, 2002).

So what might effective measures for sustainable cultural tourism in Venice look like? Three suggestions seem to stand out. According to Russo and Sans (2009), students make up the fourth largest population group of Venice. They also tend to make extensive use of the city's spaces both day and night, and so lively student districts are popular amongst overnight visitors when the typical tourist spaces close for the day (ibid.). Furthermore, "[of] all the agents in the city, the student community is arguably the best equipped to broker a new cultural tourist demand – they are not completely or not merely commercially motivated, they are internationally oriented, and cultured enough to cope with knowledgeable visitors" (ibid.). Policies should be promoted that encourage the growth of student residents that live within the city. Secondly, policies that support the regrowth of high-quality, small-scale and manufacture-produced goods should be strengthened. The growth of this sector would serve threefold: it would provide jobs for residents outside of just the service sector; it would revitalize the cultural heritage of artisan crafts in Venice and; as Russo (2002) suggests, it would trigger a process of selection towards high-budget tourists that would enrich the commercial and economic viability of the city.

The third recommendation is also aimed at the economy, but must be enacted at the level of a global paradigm shift. Brousseau-Gauthier and Brousseau (2013) have outlined three principles to shift from a classical economy to what they call a heritage economy. These are a) recognizing the revenue interdependency of companies, consumers and heritage resources; b) allowing free access to heritage resources, shifting the setting of wealth creation from property to heritage management, necessitating stakeholder involvement in decision-making processes and; c) promoting knowledge sharing. What should be noted is that all of these principles are also supported by the recommendations made by UNESCO and other agencies. However, as the conservation efforts for Venice continue to have little effect on its degradation, the use of these principles in the shift to non-market based economies should be seriously considered and more extensively developed.

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Photo : Fanny Cardin-Pilon

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1. In your opinion, have the World Heritage values of Venice and its Lagoon evolved over time?

First of all, I assume the value mentioned in the questions is Outstanding Universal Value. This site meets all six cultural criteria and considering these criteria, I would like to say “yes” to the first question by focusing on two of them; criterion (5) and (3).

First, regarding criterion (5), I compared the initial description with the present one adapted in 2013 and found that minor modifications had been made at that time. One of the modifications is that “natural and climate” were added before “changes”. Because Venice actually featured as a “Model City” in global programs on climate change, this site evidently has got a role of a leading example of adaptation to climate change.

Secondly, regarding criterion (3), I focus on the current situation in Venice. As the media reports, recently Venetians have raised their voices against mass-tourism to protect their daily lives.

What criterion (3) mentions is the unusualness of Venice still breathing life, however, if the fact Venice is a living city is one of the values, residents should be able to continue to live in the city. That's why, I think this site should be alive not only from the past to now, but also from now to the future. These protest movements can be seen as recovery of the value of the living city.

Therefore, I suppose the values of the site have evolved on these two points. More precisely, it may be possible to say the view of climate change is newly added while that of residents and their daily lives are now facing challenges for recovery. These two points show that the site is confronting the issue of its sustainability. While climate change is a factor to evolve the value, its residents and their daily lives can be seen as the value itself and this is more involved in tourism, so I would like to focus on this side.

2. What are the most important impacts of tourism on the values of the site?

That's why, to answer the second question, I come up with something relating to Venetian people as the most important impact. It's depopulation. Although tourism can have positive impacts on the values, it has recently overwhelmed the normal lives of people. The decrease of population is caused by, for instance, high consumer prices, congestion and a lack of affordable place to live. It is clear that tourism is a main factor of these phenomena. The depopulation can lead to a lack of maintenance and change of use of buildings, difficulty in keeping aquaculture and its resource management or loss of traditional craftsmanship. They adversely affect authenticity and integrity of the site.

3. What advice would you give to the city, local community groups, the country and the World Heritage Committee and why?

Finally, what should be done for this site? To maintain its values, sustainable use of the heritage and local involvement in tourism are crucial because clearly, Venice cannot keep alive without both tourism and its residents. According to the periodic report, although the authorities have worked hard and the management plan has been approved, residents and the tourism industry are scarcely involved in management of the site. Without them, management will never be effective nor practical onsite. That's why, in my opinion, the first thing to be done is linking all stakeholders. It might be difficult to let residents and the tourism industry recognize the values of the site and take part in the management. However, unless this is fulfilled, the situation will never become better.

As an international organization, the World Heritage Committee could assist and monitor its implementation. To sum up, tourism and heritage conservation could be in harmony with each other if all who are concerned think through the sustainability of the site and how tourism can contribute to it.

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Chloe Richer
Photo : Fanny Cardin-Pilon

Chloe Richer, Diploma student, Willowbank School of Restoration Arts, Queenston

STUDENTS VIEWS ON BALANCING TOURISM AND HERITAGE CONSERVATION : VENICE AND ITS LAGOON WORLD HERITAGE SITE CASE STUDY

1. In your opinion, have the World Heritage values of Venice and its Lagoon evolved over time?

The original residents of Venice were small groups of fishermen joined by wealthier mainland inhabitants taking refuge due to necessity, as invasions were occurring. What became known as the Venetian character was moulded due to the site's unusual physical environment.

While the site meets all six cultural criteria for World Heritage inscription, the founding of the city and its character relates in particular to Criterion v; a human settlement which is representative of a culture.

To answer this question, let's look at the local economy. From fishing and trade, we have seen tourism become the most important economic contributor, with 30 million annual visitors. However, the population has fallen from 174,808 in 1951 to currently 83,340 throughout the lagoon and 55,048 in the historic centre. This shows that the heritage values have evolved to the point where sustaining a local community and culture seems less important than maintaining the site as a destination for tourists, prioritizing their accommodations and services.

2. What are the most important impacts (positive or negative) of tourism on the values of the site?

A positive impact is that publicly-owned built heritage is in a relatively good state of conservation and resources are available for restoration. However, private owners may not receive subsidies and thus there can be a lack of maintenance by owners, especially with work done by traditional craftspeople, which can threaten authenticity.

A negative impact has been a change of original use, and the loss of architectural and town planning coherence. A partial functional transformation has taken place, leading to an irreversible loss of authenticity and integrity. Criterion iii, values related to the testimony to a cultural tradition, has been impacted, leading to a decrease in population and the loss of affordable apartments. The conversion of homes into tourist accommodations and high real estate costs are leading to gentrification.

There has also been a replacement of traditional productive activities with tourism-related activities, endangering the identity and the cultural and social integrity. Sites of religious use are becoming tourist destinations and local shops have closed, with stores selling souvenirs instead.

3. What advice would you give to the city, local community groups, the country and the World Heritage Committee and why?

Local community groups

Local community groups are doing advocacy work that relates to tourism. In addition to empowering the community to help make decisions, I recommend that these groups work with elders to pass on traditional craftsmanship knowledge and to organize training courses on traditional manufacturing methods. They can also advocate for affordable atelier spaces.

City

City Council passed a resolution to regenerate neglected and isolated parts of the city, which they connect to maintaining authenticity and integrity, and to economic development. This work should be done in a manner that does not lead to gentrification. It is important to consult with local community groups to understand their vision, rather than focusing on tourism. Working together will also build trust.

The City's position regarding change of use from residential to tourist accommodations is that this issue is addressed in the Master Plan and that further regulations are being considered. Given that this issue is still highlighted by stakeholders, I recommend that the management system versus the reality of the site be carefully considered.

10 million Euros has been budgeted towards an experimental tourism management system, and will include public hearings followed by submission to a technical committee. I recommend including traditional craftspeople and local community groups on the committee to ensure appropriate methods are used.

Country

The Ministry of Cultural Heritage protects traditional craft activities, including repair and replacement of historical building components. It is important to ensure that intangible cultural heritage is protected, and that public services are available to counter depopulation. Additional funding may be required from the national government to meet these needs.

Other European projects are analyzing data related to tourism. I recommend the country make data available in a transparent system so that it can be incorporated into research and advocacy work being done by local community groups.

World Heritage Committee

In 2016, the Committee recommended that stakeholders reconvene. Local and regional government agencies were identified, such as the Ministry of Environment and the Port Authority, and several meetings occurred in 2016 and 2017. When stakeholders meet again, I recommend ensuring residents' voices are heard by including a local community group as well.

Finally, we know that UNESCO put pressure on the City and country by wanting to include Venice on the list of endangered World Heritage sites. This was due to large cruise ships entering the lagoon, impacting views. I recommend that intangible cultural heritage be emphasized, not only what can be clearly seen. Although UNESCO recently met with Mayor Brugnaro, it is important to ensure that action is taken and that pressure is not lessened unnecessarily due to the meeting.

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**Casey Gray; Saya Ota; Sarah Reddan; Riyadh Nour Guessoum; Jesslyn Granda et/ and Chloe Richer
Photo : Fanny Cardin-Pilon**



**Saya Ota; Sarah Reddan et/ and Riyadh Nour Guessoum
Photo : Fanny Cardin-Pilon**



Mario Santana; Casey Gray et/ and Saya Ota
Photo : Fanny Cardin-Pilon



Sarah Reddan; Riyadh Nour Guessoum et/ and Jesslyn Granda
Photo : Fanny Cardin-Pilon

6. TEXTE DES/ REPORTS OF THE RAPPORTEURS



**Raluca Dobrotescu; Helga Janse; Katrina Swift et/ and Jessika Poirier
Photo : Fanny Cardin-Pilon**

Session 7 : La synthèse des discussions de la Table ronde et quelques conclusions Round Table Discussion and Conclusions

Présidente/ Chair : Susan Ross, Assistant Professor, Heritage Conservation Program, School of Indigenous and Canadian Studies, Carleton University, Ottawa

Rapport/ Report Session 1: Introduction à la Table ronde 2017 Setting the stage



Jessika Poirier
Photo : Fanny Cardin-Pilon

Rapporteur: Jessika Poirier, étudiante à la maîtrise, conservation du patrimoine bâti, Faculté de l'aménagement, Université de Montréal

Christina Cameron, titulaire de la Chaire de recherche du Canada en patrimoine bâti, a inauguré la première session en présentant un bref survol de l'enjeu du tourisme et de la conservation des sites du patrimoine mondial. En tant qu'instigatrice de cette 12^e table ronde, elle rappelle que le sujet a été sélectionné pour sa capacité à susciter la réflexion et la discussion, ainsi que pour sa pertinence dans le contexte d'aujourd'hui.

Cependant, le tourisme n'a pas toujours été au cœur des préoccupations. Entre 1977 et 1987, c'est-à-dire durant les premières années de la mise en œuvre de la Convention du patrimoine mondial, le terme « tourisme » n'a été mentionné qu'à six reprises dans les rapports du Comité du patrimoine mondial ; chacune de ces occurrences était dans un contexte négatif.

L'augmentation spectaculaire du nombre de touristes internationaux dans la seconde moitié du XX^e siècle attire l'attention sur le phénomène touristique: de 25 millions en 1950, il est passé à 1 milliard en 2014 et devrait atteindre 1,8 milliard en 2030.

Devenu incontournable, l'enjeu du tourisme implique de nouveaux acteurs, tels TripAdvisor, un site Internet permettant aux visiteurs de noter et de commenter des attractions touristiques. Car dans l'industrie du tourisme, l'existence du patrimoine mondial n'est pas ignorée : il existe un marché complet axé sur des circuits de sites du patrimoine mondial. Plusieurs de ces sites sont tellement populaires en tant que destinations touristiques qu'il y prend place un phénomène de tourisme de masse. Confrontés à des images montrant une densité élevée de visiteurs dans le Vieux-Québec, le centre historique de Rome ou sur la Grande Muraille de Chine, nous pouvons nous interroger sur la qualité de l'expérience ainsi que sur l'impact de cette foule sur la conservation des lieux. Les sites du patrimoine mondial se transforment-ils en biens de consommation ?

Face à ces défis, les gestionnaires de site du patrimoine mondial tentent de mettre en place des stratégies de tourisme durable. Ainsi, l'Alhambra de Grenade restreint l'accès aux Palais des Nasrides à 300 visiteurs par demi-heure. L'approche est intéressante, mais pourrait difficilement s'appliquer à des sites plus perméables, comme des centres urbains historiques où les accès sont trop multiples pour être contrôlés. Il n'y a pas de solution unique. Au contraire, il faut des actions originales et adaptées à la nature de chaque site. Cela nécessite des personnes engagées et proactives, à l'image de l'étudiant qui a mis au point le *Code de conduite du visiteur* du temple d'Angkor au Cambodge.

Si Christina Cameron s'attardait à l'enjeu du tourisme depuis la création de la Convention du patrimoine mondial, la seconde présentation de la première session a pris le parti de remonter bien plus loin encore.

En effet, Christopher Young, consultant en patrimoine au Royaume-Uni, débute sa présentation sur le constat que l'envie humaine de visiter des endroits auxquels on accorde une valeur particulière n'est pas typique de la période contemporaine. Même si la forte démocratisation des voyages et la hausse du nombre de touristes des dernières décennies distinguent notre époque, on retrouve des traces d'activités de nature touristique dès l'Antiquité. À partir du Moyen-Âge, l'essor du pèlerinage pousse des centaines de personnes à se déplacer pour visiter des lieux jugés sacrés. Leurs dons permettent le développement et l'amélioration de ces lieux, une réussite que les gestionnaires des sites contemporains cherchent aussi à reproduire. Dès le 16^e siècle, l'intérêt envers le passé et les antiquités incite de riches collectionneurs européens à organiser des expéditions à l'étranger.

Dans la même lignée se développent les Grands Tours, cette tradition pour les jeunes aristocrates de voyager en Europe pour parfaire *in situ* leur formation culturelle. Les courants pittoresque et romantique favorisent aussi l'émergence de l'appréciation des paysages naturels. Mais c'est avec l'industrialisation qu'émergent les facteurs qui stimulent le phénomène touristique moderne : augmentation du temps libre et des vacances des travailleurs; augmentation des salaires. Au travers de nombreux exemples précis illustrant chacune des périodes ci-dessus, Christopher Young souligne les parallèles entre les réalités passées et présentes de la gestion d'un site fréquenté par des visiteurs.

Sur la base de cette remise en perspective historique, M. Young s'interroge sur la causalité souvent présumée entre inscription sur la liste du patrimoine mondial et une hausse du nombre de visiteurs sur ce site. À l'aide de cas du contexte du Royaume-Uni, il soutiendra au contraire qu'il n'y a pas nécessairement de lien de causes à effets entre ces deux phénomènes, qui sont plutôt multifactoriels.

Le Royaume-Uni comporte 30 sites inscrits sur la liste du patrimoine mondial. Or, selon l'Association of Leading Visitor Attractions (ALVA), un seul des dix sites les plus populaires du pays est un site du patrimoine mondial. Il s'agit de la Tour de Londres. Comme ces dix sites sont tous situés dans la capitale, il est probable que l'emplacement soit le facteur dominant de leur succès. Christopher Young se penche ensuite plus particulièrement sur deux sites du patrimoine mondial au Royaume-Uni : celui de Stonehenge et celui du mur d'Hadrien.²⁰

Concernant l'ensemble de monuments mégalithiques Stonehenge, il étudie les statistiques de fréquentation depuis les années 1920. Le nombre de visiteurs est passé de 24 000 personnes à 1,3 million en 2015. L'année d'inscription du site sur la liste de l'UNESCO est en 1986 et il apparaît, en analysant les courbes de croissance, que cette année n'est pas un point pivot qui a radicalement modifié les tendances. Le nombre de touristes augmentait à des rythmes plus ou moins réguliers, avant 1986 comme après 1986. Même la construction d'un nouveau centre des visiteurs en 2013 n'a pas modifié significativement le taux de fréquentation du site. Les enjeux de Stonehenge par rapport à la pression touristique sont surtout liés au transport des visiteurs, d'où l'édification d'un nouveau centre des visiteurs avec un large stationnement et des navettes vers le site. Ce système de navettes et la faible rétention des visiteurs dans la région pour une nuitée amènent de nouvelles interrogations quant à la gestion du tourisme et la conservation du site. Les tensions avec les propriétaires terriens des environs font aussi partie des problématiques de Stonehenge.

²⁰ Officiellement, ces sites font partis d'ensemble plus vastes inscrits sur la *Liste du patrimoine mondial* sous les noms suivant : Stonehenge, Avebury et sites associés ; frontières de l'empire romain.

Dans le cas du mur d'Hadrien, il s'agit d'une fortification de pierres et de terre qui s'étend sur 80 miles romains (environ 117,5 km), rendant difficile le calcul des visiteurs par ses multiples accès possible. Néanmoins, il y a neuf centres d'interprétation, dont quatre étaient déjà présents dans les années 1970, qui regroupent les visiteurs. Selon les statistiques de ces centres, l'année où le nombre de visiteurs a été le plus élevé est 1973. C'est bien avant l'inscription sur la liste du patrimoine mondial en 1987. À Housesteads, l'endroit le plus connu pour l'interprétation du mur d'Hadrien, on reçoit environ 60% des visiteurs d'il y a 45 ans. Dans les années 1990, on jugeait que cette baisse de fréquentation était probablement la conséquence d'une quantité accrue de visites dans les zones d'accès libre, hors des centres d'interprétation. Cela s'est cependant révélé être une fausse impression ; ce type de visiteurs s'éloignait à peine de son véhicule et repartait rapidement. Par contre, cela causait des problématiques avec les fermiers possédant des terres aux abords du mur : les visiteurs empiétaient sur leur propriété et transportaient parfois des agneaux jugés erronément comme perdus. Dans ce contexte, la création d'un sentier de randonnée le long du mur d'Hadrien, la *National Trail*, a d'abord été perçu négativement par les propriétaires fermiers, tout comme par les archéologues. Cependant, cela s'est révélé être un outil efficace de gestion proactive, offrant aussi d'intéressantes possibilités d'éducation des visiteurs.

En conclusion, Christopher Young rappelle que les gens visitent des lieux d'intérêt depuis longtemps et que le tourisme a aidé, au fil du temps, le développement des sites aujourd'hui reconnus. Au fur et à mesure que le temps libre et les salaires augmentent dans les sociétés d'un peu partout autour de la planète, le tourisme prend de l'importance. Dans l'avenir, il y aura donc plus de touristes et plus de pression sur les sites qui les attirent. C'est pourquoi le besoin de concevoir des stratégies de tourisme durable est réel et fondamental.



Katrina Swift
Photo : Fanny Cardin-Pilon

**Rapport/ Report Session 2: Les lignes directrices et la doctrine
fGuidance and doctrine**

Rapporteur session 2 : Katrina Swift, étudiante à la maîtrise, Heritage Conservation Program, School of Indigenous and Canadian Studies, Carleton University, Ottawa



Helga Janse
Photo : Fanny Cardin-Pilon

**Rapport/ Report Session 3 : Les études universitaires en tourisme : un domaine en émergence
Scholarship in Heritage Tourism : an emerging field**

Rapporteur session 3 : Helga Janse, étudiante au doctorat / Doctorant Student, World Heritage Studies Program, Graduate School of Comprehensive Human Sciences, University of Tsukuba, Tokyo

Session 3 was titled *Scholarship in Heritage Tourism: an emerging field*. Laurent Bourdeau opened the session by giving a talk titled *The World Heritage label as a driver for tourism*, in which he presented three different studies and a number of trends identified through the studies.

The first study focused on the use of the World Heritage label in a number of websites of destination management organisations, and one thing measured was what Bourdeau called the intensity of use. The study discovered that the way the organizations use the label is not always following or respecting the existing rules. One key finding was that destination management organizations whose sites were recently inscribed on the list use the World Heritage label more than sites registered earlier. Another key finding was that destination management organizations in Western Europe are those that

use the label most for promotional purposes. A third key finding was that the higher the number of languages on the website, the more the organisations use the label for promotional purposes.

The second study focused on pattern repetition across time sequences. One trend discovered was that the World Heritage label is used as a promotional argument by the tourism industry. Another trend is that the World Heritage label is used to make tourism products and services. The third study used benchmark analysis. One trend discovered was that tourism and heritage are two worlds that do not collaborate in the promotional use and marketing of the label. Bourdeau pointed out that business people do not always know how to use the label, and that there lies a danger in the privatization of marketing.

Bourdeau summed up the talk by highlighting three points: the tourist industry doesn't always talk to people in heritage management; one big challenge is governance; and that another big challenge is privatization.

Then followed a talk by Adélie de Marre titled *A methodology for measuring impact of tourism infrastructure at World Heritage Sites*, in which she presented a methodology she has developed for evaluating projects. The case study used was Edinburgh and the proposal to turn the Royal High School into a hotel. The first step was to analyse the international and local tools concerning the management of historic cities, and how the protections authorities of Edinburgh fulfilled their role, with the purpose of highlighting the precepts and main directions to guide the construction of new development project in the city.

In the next step a number of criteria for evaluation were applied. There were 10 criteria divided into three categories, namely: General criteria, Material and visual criteria, and Socio-cultural and intangible (immaterial) criteria. The evaluation was then visualised using a traffic light system consisting of the colours green, yellow and red. Two criteria were presented more closely: Contextual design, and The continuity of associations and the meaning of the place.

After that followed a talk by Ellen Bertrand titled *Park's Canada's approach to balancing tourism and heritage conservation*. After a brief introduction to Parks Canada, Bertrand presented some of the key challenges that the agency is facing, namely: relevance to Canadians, condition of contemporary and heritage assets, environmental forces/climate change, indigenous relationships, and external development pressures. She also presented a framework for integrating protection and tourism, containing: legislation; planning and policy; and targeted engagement.

Bertrand mentioned the anniversary of the Federation and how that was celebrated by free admission to certain sites, and what kind of effects this free admission was having and might have for the future. She also talked about learning from experience and about how challenges will return. Some problems mentioned were traffic management, services for visitors, and human-wildlife interactions. Bertrand also made a point about how solutions can also be learnt from previous experience, and some examples brought up concerned traffic flow, strengthened visitor communications, ongoing work with tourism providers, enhanced visitor service capacity, and monitoring signals and triggers.

She finished her talk by underscoring that conservation and tourism are not at odds – they are mutually reinforcing if approached thoughtfully and thoroughly. What is needed is: legislation, policy, engagement, to communicate mandate and expectation, forecasting and monitoring, to plan at national and local levels, and finally, to work with partners.



Raluca Dobrotescu
Photo : Fanny Cardin-Pilon

Rapport/ Report Session 4: Les stratégies gouvernementales pour la gestion du tourisme dans les sites du Patrimoine Mondial
Government strategies to manage tourism at World Heritage Sites

Rapporteur session 4: Raluca Dobrotescu, Étudiante à la maîtrise, Engineering and CREATE Program, Carleton University, Ottawa/ Masters student, Engineering and CREATE Program, Carleton University, Ottawa

The topic for session #4 was ‘Government strategies to manage tourism at World Heritage Sites’ and Claudine Déom, an associate professor from the School of Architecture at the Université de Montréal, acted as chair for the discussion. The first to present was Geoff Ramsey from Environmental Planning Group Caribbean. Geoff focused on Barbados, Antigua, and St. Kitts examples during his presentation. Mass tourism began in Barbados in the late 1960s and took over the sugar production industry as the main source of income for the country. Geoff stated that the tourist destinations in Barbados are along the west and south coast, and include historic Bridgetown and its Garrison. Historic Bridgetown and its Garrison are difficult to manage as tourists can enter the area from a wide array of entrances. Geoff also highlighted how Barbados is marketed for its tourism rather than its World Heritage Sites. He suggested that there needs to be more collaboration between the two committees responsible for them in order to decrease the amount of separation. In Antigua, Geoff focused on the Antigua Naval Dockyard. Though its smaller size allows for easier management, he stated that its small size creates issues with parking and congestion. In St. Kitts, he focused on Brimstone Hill Fortress National Park. Similarly to the example in Antigua, for this site there needs to be a traffic management plan to mitigate the damage to the site. Overall, Geoff wants to decrease the separation between tourism and World Heritage Sites, create incentives for conservation of World Heritage Sites, and to increase awareness about them.

The second presenter was Odile Roy, who is the Directrice de l’Architecture et Patrimoine for Québec City. The main focus in her presentation was on balancing tourism with habitation. The City of Québec was registered on the World Heritage List in 2005 and is recognized as a tourist destination. However, this does not mean that the historic part of the city is only for tourists. Odile focused on how the neighbourhood is alive with permanent residents. Unfortunately, the tourist impact on the neighbourhood has caused some residents to leave. To bring inhabitants back into the neighbourhood, Odile suggests making the neighbourhood more attractive to the residents. This includes: finding a balance in activities, creating mixed use buildings, getting citizen participation, creating various services for the community, easier mobility, and increased promotion. The goal is to get over 500 new residents in the next 5 years to replace those who left. Odile believes that by making communities more attractive to residents, they will also become more attractive to tourists. It is just important to strike a balance.

Last, but not least, Nobuko Inaba, a professor of World Heritage Studies at the University of Tsukuba, discussed the tourism challenges at Mount Fuji. The iconic cone shaped mountain is not only an important site near Tokyo, but also impacts the line of sight from the transportation lines. Mount Fuji was put on the tentative list in 2007. However, there were some setbacks to being designated. This includes not being nationally owned and having developing urban areas in its buffer zone. Mount Fuji was inscribed on the World Heritage List in 2013 as a sacred place and a source of artistic inspiration. This means that the site is viewed as a cultural site rather than a mixed site or cultural landscape. The inscription also came with 6 recommendations. These included: maintaining its spiritual and aesthetic qualities, managing visitors using upper access routes, and strengthening the spiritual connection awareness. One way to meet these recommendations is done through the “Rebirth! Fuji-ko Project” that focuses on tours of spiritual places on the lower access routes. For the upper access routes, the paths of visitors are currently being monitored. However, Nobuko is still unsure how visitors will be limited due to the difficulty of stopping visitors from climbing the mountain.

Overall, the three presenters highlighted various strategies to managing tourism at World Heritage Sites. However, there are still unsolved areas, such as managing visitor intake, that still need to be researched.



Sue Schramayr
Photo : Fanny Cardin-Pilon

Rapport/ Report Session 5: Learning from alternate approaches

Rapporteur session 5: Sue Schramayr, Étudiante au diplôme, Willowbank School of Restoration Arts, Queenston/ Diploma Student, Willowbank School of Restoration Arts, Queenston

Chaired by Mario Santana, Assistant Professor of Architectural Conservation and Sustainability at Carlton University, this session explored the concept of tourism as a driver of sustainable development using examples of successful approaches from industrial world heritage sites, as well as cultural landscapes. While the challenges in each setting may be distinct, the commonality in solution lies in achieving the right balance between heritage conservation and socio-economic and tourism development. There is also recognition that each case will be unique and must seek a tailored solution that is sensitive to the specific needs of the site and, more importantly, the community connected to it.

Yonca Kösebay Erkan: Balancing Tourism and Heritage Conservation at Industrial World Heritage Sites

There are currently 73 World Heritage sites that come out of the industrial revolution; examples such as mining, manufacturing, utilities and transportation are counted among the 9 Industrial World Heritage categories. The products of these industries, which have themselves impacted the course of human development, are now recognized as having a critical role to play in sustainability. Yonca Kösebay Erkan, UNESCO Chair in Management and Promotion of World Heritage Sites at Kadir Has University, Istanbul provided a thorough overview of the international policy framework for industrial heritage and tourism. Significant attention has been given to this topic by a range of local, regional and international governing bodies, such as the UN, UNWTO, UNESCO, ICOMOS, TICCIH and ERIH network organizers.

A majority of UNESCO Industrial World Heritage sites exist in Europe (48 of 73) and the EU has ongoing investments in assessment and policy development for industrial tourism management. A 2013 report on Industrial Heritage and Agri/Rural Tourism in Europe highlighted the benefits of industrial tourism, which generates an estimated €9 billion from overnight stays and day visits annually. It also mentions that many industrial heritage sites tend to be locally based with strong links to local communities, increasing the local economic impact. Finally, the report emphasizes the need to provide an ongoing link to a fast disappearing social and cultural heritage.

A range of successful approaches that have resulted in sustainable Industrial World Heritage through tourism were presented. Some examples include: 1) transfer of silk technology from France to Japan and Turkey, 2) historic Industrial Expositions and Fairs, and the first ever Industrial Tourism Trade Fair to be held in Barcelona this year, 3) Website promoting European Industrial Heritage Routes (EIHR) and 4) two examples of awareness raising websites; 2015 Breaking the Frame - Heritage in Motion and 2017 International Year of Sustainable Tourism for Development. These can be used as a showcase for good practice and examples of innovative ways of telling the OUV of Industrial Heritage Sites for tourists.

Nora Mitchell: Balancing Tourism and Heritage Conservation: experience from cultural landscapes

In her presentation, Nora Mitchell, Adjunct Professor at the University of Vermont, Woodstock used the case of the Rice Terraces of the Philippine Cordilleras as a positive example of how stakeholders within a living cultural landscape have worked to address the issue of sustainability in a rural setting. The story of this site, once inscribed in the World Heritage In Danger List due to failure of the conservation approach, demonstrates the importance of ongoing recognition and retention of sustaining cultural traditions and values.

Initial failure of the Rice Terrace conservation approach resulted in a lengthy planning and evaluation process whereby the local Ifugao community worked in partnership with a local nongovernmental organization, Save the Ifugao Terraces Movement (SITMo) and other stakeholders on a community-based integrated strategy for conservation of the World Heritage property. This led to the development and implementation of a Rice Terraces Master Plan and a Tourism Development Plan. Collaboration between the Ifugao community and SITMo led to improvement of the health of the site and eventual removal from the “In Danger” list.

Some of the high level strategies and tactics were outlined. Successful strategies relate to the connection between various stakeholders and the community, either for the purpose of directing financial benefits or bringing together individuals, using “hubs” for ongoing design and implementation of plans. Another critical strategy involves community capacity building to support transitions into new civic roles related to collaboration and governance. A common theme amongst the successful tactics relates to education of visitors through the promotion of eco-cultural tourism associated with cultural traditions, as well as place-based brands produced through traditional production systems.

Findings of a 2016 research project focused on addressing the sustainability needs of 16 rural World Heritage Cultural Landscapes were also presented. Key challenges associated with most of the sites include socio-economic pressures, aging populations and departure of youth. The latter being a major threat to continuity of practice and learning from one generation to the next. In response to their challenges, almost all of the World Heritage properties surveyed included sustainable tourism as part of their economic improvement strategy. The precedent set by the Rice Terraces case demonstrates that it is possible to successfully integrate tourism into rural development. However, successful integration requires involvement of the community as stewards, particularly as it relates to accumulation of detailed knowledge on cultural traditions and values.

Session 5 Roundtable Discussion

In his opening commentary Julian Smith noted that the interplay between tourism and heritage conservation is not static. The complexity of the situation lies in the fact that both the tourism industry and heritage conservation are dynamic. The tourist industry is competitive and operators need to evolve to address the ever demanding needs of its customers. New paradigms are also created as the field of heritage conservation evolves over time. Tourism is an important management issue at industrial, natural and cultural World Heritage sites. It is an industry with well-known costs but also with the potential for aiding protection efforts. Participants recognized this potential and are convinced that by engaging, and by taking appropriate actions at the different levels of the sustainable tourism process, tourism can be managed to generate net site benefits.

The challenge is to find the intersection of these two dynamic environments to optimize benefits for all stakeholders. This will demand greater collaboration by all stakeholders involved in any given site. This includes representatives of the tourism industry, tourists, local community, members of the heritage field and other relevant stakeholders. Participants acknowledged the need to move away from historic academic approaches toward the development of grassroots, practical collaborative solutions. Sustainable tourism can only be accomplished by the establishment of a common language and acknowledgment of respective objectives, followed by identification of areas of mutual benefit. It can be a “win-win” for all stakeholders involved: the site is better protected and maintained, the tourist has a more satisfying and enriching visit and the local economy grows as a result.

RÉSUMÉ DE LA TABLE RONDE 2017/ OVERVIEW OF 2017 ROUND TABLE

Victoria Dickenson, Consultante, Montréal



Victoria Dickenson
Photo : Fanny Cardin-Pilon

7. CONCLUSION (FRANÇAIS)

Christina Cameron

Titulaire de la Chaire de recherche du Canada en patrimoine bâti

Mars 2017



Christina Cameron
Photo : Fanny Cardin-Pilon

Intitulée *Comment concilier le tourisme et la conservation des sites du patrimoine mondial*, la 12^e Table ronde de Montréal (2017) a examiné la situation actuelle du tourisme culturel et ses effets sur les aspects physiques et expérientiels des lieux historiques. Le choix d'un tel sujet découle du nombre croissant de débats lancés par le Comité du patrimoine mondial au sujet des sites menacés par un tourisme excessif. La recherche a prouvé que l'inscription d'un endroit sur la Liste du patrimoine mondial lui confère une marque d'excellence qui attire les touristes. Le marketing ciblé des sites du patrimoine mondial transforme ces lieux en puissants moteurs de développement économique fondé sur le tourisme. Si une partie du tourisme culturel provient de sources domestiques, selon l'Organisation mondiale du tourisme des Nations Unies, le nombre de visiteurs internationaux a plus que doublé au cours des 20 dernières années, passant de 528 millions en 1995 à 1,2 milliard en 2015.

La Table ronde de Montréal de 2017 a examiné la question à partir de différents points de vue, s'appuyant sur l'engagement d'experts en patrimoine, de spécialistes issus de disciplines et de pays divers, d'étudiants et de professeurs d'université. La structure du programme a permis de présenter un vaste aperçu du sujet, suivi par des séances particulières sur la théorie, la recherche savante, les stratégies de gestion, les différentes approches et l'étude d'un cas d'hypertourisme, celui de Venise et de sa lagune, en Italie, désignées lieu du patrimoine mondial.

Lors de la séance d'ouverture tenue à la Faculté de l'aménagement, la Table ronde de Montréal a invité Peter DeBrine, responsable de projet au Programme de tourisme durable du Centre du patrimoine mondial de l'UNESCO, à Paris, à donner une conférence publique sur la conciliation entre tourisme et conservation des sites du patrimoine mondial. M. DeBrine a expliqué que ce programme de l'UNESCO, créé en 2010, résulte du fait que le Comité du patrimoine mondial a approuvé de nouvelles orientations politiques qui définissent la relation entre patrimoine mondial et tourisme durable. Tenant compte de la nécessité de protéger la valeur universelle exceptionnelle de lieux d'importance mondiale, l'UNESCO a adopté une stratégie permettant d'engager activement le secteur touristique dans cette mission. Peter DeBrine a relevé l'absence de données fiables sur les visiteurs et le rythme lent auquel sont produits les rapports périodiques sur le patrimoine mondial, soulignant que les schémas touristiques évoluent rapidement. Le programme vise à fournir des outils et une orientation aux pays afin que ces derniers gèrent leurs propres problèmes touristiques. M. DeBrine a décrit l'outil d'évaluation de la gestion du tourisme mondial récemment élaboré, qui permettra aux responsables d'un lieu d'auto-évaluer son aptitude à atteindre les objectifs de tourisme durable. Il a conclu en précisant que la clé du succès réside dans la capacité d'encourager le dialogue continu entre les gestionnaires du site et le secteur touristique.

Au nom du doyen de la Faculté de l'aménagement de l'Université de Montréal, Anne Marchand a officiellement ouvert la Table ronde de Montréal de 2017. Indiquant qu'il s'agit de la 12^e Table ronde organisée par la titulaire de la Chaire de recherche du Canada en patrimoine bâti, M^{me} Marchand a fait l'éloge de cette initiative qui permet aux étudiants d'acquérir des compétences grâce aux échanges avec des spécialistes nationaux et internationaux et à leur participation comme présentateurs ou rapporteurs. Pour conclure, elle a encouragé les contributeurs à partager leurs connaissances de spécialistes, soulignant la nécessité d'exprimer divers points de vue et réflexions.

Christina Cameron, professeure à l'École d'architecture et titulaire de la Chaire de recherche du Canada en patrimoine bâti de l'Université de Montréal, a amorcé la première séance avec une introduction sur le thème de la Table ronde de Montréal de 2017. Elle a indiqué que la croissance exponentielle du tourisme axé sur le patrimoine est relativement récente. Dans la première décennie qui a suivi la mise en œuvre de la Convention du patrimoine mondial, le mot « tourisme » n'apparaît que six fois dans les documents produits par le Comité de 1977 à 1987, et il est toujours un facteur négatif. Par la suite, les discussions sur le tourisme ont pris de l'ampleur, culminant à la fin des années 1990 lorsque le phénomène du tourisme de masse est devenu l'une des principales raisons de demander le statut de patrimoine mondial. Au XXI^e siècle, les brochures de marketing touristique et les visites ciblées de lieux du patrimoine mondial prouvent que ces endroits sont considérés comme d'importants pôles qui attirent les visiteurs internationaux voyageant pour leur loisir.

Mais l'état des lieux du patrimoine mondial et la préservation de leur valeur universelle exceptionnelle font les frais de cette croissance. Selon les statistiques actuelles du Centre du patrimoine mondial, 143 lieux du patrimoine mondial (dont les deux tiers se trouvent en Europe et en Asie-Pacifique) ont été altérés par le tourisme. Pourtant, à ce jour, aucun lieu n'a été inscrit sur la Liste du patrimoine mondial en péril par suite d'un tourisme excessif, même si plusieurs sites ont été proches de l'être, tels que le Sanctuaire historique de Machu Picchu, au Pérou, et Venise et sa lagune. Certains pays ont mis en place de fructueuses mesures permettant de contrer les méfaits du tourisme de masse sur les lieux du patrimoine mondial, en particulier l'Espagne qui utilise des billets d'entrée intelligents à horaire déterminé afin d'endiguer le flot des visiteurs à l'Alhambra, à Généralife et à l'Albaicin, à Grenade, et le Cambodge qui a adopté un code de conduite des visiteurs à Angkor. M^{me} Cameron a souligné la différence de gestion touristique entre les lieux contrôlés par des frontières et les sites plus vastes, comme les villes historiques et les paysages culturels dotés de points d'entrée multiples.

Pour conclure, elle a indiqué que si certains endroits ont élaboré, sur une base exceptionnelle, des stratégies efficaces de gestion des visiteurs, pour la plupart des lieux du patrimoine mondial, la question du tourisme demeure un défi.

Dans son *Survole de la relation entre le tourisme et le patrimoine au fil du temps*, Christopher Young, professeur invité à l'University College de Londres et consultant en patrimoine à Oxford, au Royaume-Uni, a donné un aperçu du tourisme patrimonial. Il a commencé par le premier exemple connu, l'historien grec Hérodote (484-426 avant notre ère), qui a visité plusieurs pays voisins et écrit à leur sujet, dont l'Égypte, Babylone et l'Asie mineure. Young affirme que le tourisme organisé remonte au Moyen-Âge, avec les pèlerinages religieux faisant office d'activités sociales. Ces voyages organisés permettaient aux participants de se rendre à l'étranger et généraient en outre des revenus utilisés pour construire des sanctuaires et des églises spectaculaires comme la cathédrale de Canterbury, rendue célèbre par les contes de Geoffrey Chaucer (1343-1400). La situation évolue au XVIII^e siècle, avec la popularité naissante du Grand Tour d'Italie et de Grèce : les visiteurs veulent voir de leurs propres yeux les vestiges de l'Antiquité ainsi que les Alpes suisses et la vallée du Rhin moyen afin de découvrir des paysages pittoresques terrifiants mais sublimes. Young suggère que le tourisme de masse actuel a pris racine au XIX^e siècle, à l'ère industrielle, lorsque l'augmentation des revenus et des temps de loisir a créé des conditions propices à la croissance touristique. Selon Young, des indices provenant du Royaume-Uni semblent indiquer qu'il n'existe pas de lien causal entre la désignation par l'UNESCO et la recrudescence du tourisme. Il cite l'exemple du mur d'Hadrien, où le nombre de visiteurs n'a pas changé malgré une promotion vigoureuse comme lieu du patrimoine mondial. En conclusion, Young affirme que si le tourisme continuera d'augmenter en même temps que les revenus et les temps de loisir, le lien causal entre la désignation d'un lieu par l'UNESCO et l'augmentation du nombre des visiteurs reste à prouver.

Au cours de la seconde séance, les participants ont examiné le thème du point de vue de la conduite et des théories professionnelles. Peter DeBrine, responsable de projet au Programme de tourisme durable du Centre du patrimoine mondial de l'UNESCO, a expliqué les stratégies adoptées par l'UNESCO pour gérer l'hypertourisme sur les lieux du patrimoine mondial. Il a nommé dix guides pratiques, accessibles en ligne à l'adresse <http://whc.unesco.org/sustainabletourismtoolkit/fr>, qui proposent des lignes directrices aux gestionnaires de destinations touristiques relevant du patrimoine mondial et les aident à déterminer les solutions les mieux adaptées à leur environnement local. M. DeBrine a signalé que les quatre premiers guides établissent les fondements d'un tourisme durable car ils traitent de la compréhension, des stratégies, de la gouvernance et de la mobilisation.

Au nombre des autres outils, Peter DeBrine a mentionné les politiques en matière de développement durable du Comité du patrimoine mondial ainsi que le nouvel outil d'évaluation de la gestion du tourisme mondial qui aide les gestionnaires de sites et les collectivités locales à évaluer elles-mêmes leurs capacités. Il a conclu en faisant remarquer qu'il faut ajuster ces outils pour les lieux dotés de points d'accès multiples, comme les villes historiques et les paysages culturels.

Sue Millar, présidente du Comité international de l'ICOMOS sur le tourisme culturel et membre de l'ICOMOS-Royaume-Uni, a présenté les lignes directrices de l'ICOMOS dans leur état actuel. La seconde Charte internationale de l'ICOMOS du tourisme culturel (1999), qui a remplacé la version des années 1970, insiste sur la gestion des lieux, l'accessibilité et la promotion des biens et des services locaux. Des travaux sont en cours pour examiner la charte de 1999 à la lumière des circonstances modifiées, y compris la démocratisation du tourisme culturel, la popularité du patrimoine culturel et les percées de la technologie. M^{me} Millar a précisé que le contexte a évolué, passant d'une ère où les gestionnaires de sites contrôlaient les activités touristiques tenues sur les lieux à la situation actuelle, où de nombreux facteurs extérieurs les affectent. Dans sa conclusion, elle a cerné des avenues possibles pour une nouvelle charte, y compris la nécessité d'introduire des considérations relatives à la conservation et d'explorer dans quelle mesure il serait possible d'engager les touristes à participer aux activités de conservation.

Fergus Maclaren, de Chelsea, au Québec, s'est attaché à la mesure des résultats, déclarant que son étude des plans touristiques dans le dossier des désignations de lieux du patrimoine mondial a révélé des incohérences et des résultats imprécis. Il a souligné que dans le programme de développement durable à l'horizon 2030 des Nations Unies, plusieurs des 17 objectifs ont trait aux résultats touristiques, tels que le 8^e objectif (création d'emploi), le 11^e objectif (villes durables), le 12^e objectif (consommation responsable) et le 14^e objectif (ressources océanes et marines). Pour mesurer les résultats de ces objectifs, il recommande de se servir d'ensembles de données externes et d'indicateurs courants de l'industrie touristique portant sur les bénéfices directs, indirects et provoqués. M. Maclaren a conclu en se référant à d'autres ensembles de données potentiels, dont les observatoires de l'Organisation mondiale du tourisme et l'outil de collecte de données que procure le bracelet MagicBand de Disney.

La discussion animée qui a suivi ces trois présentations a permis d'explorer l'idée d'engager les touristes dans des activités de conservation.

Au-delà des avantages économiques que le tourisme apporte aux lieux du patrimoine mondial, les visiteurs peuvent renforcer la valeur universelle exceptionnelle de ces sites à partir de leur propre participation, à l'exemple des pèlerinages dans un sanctuaire qui confèrent plus de valeur à l'expérience. Pour ce qui est de la seconde Charte internationale de l'ICOMOS du tourisme culturel (1999), plusieurs participants se sont interrogés sur la nécessité de modifier ce document théorique.

La troisième séance a permis d'explorer la recherche récente en tourisme patrimonial. Laurent Bourdeau, professeur au Département de géographie et titulaire de la Chaire de recherche en partenariat sur l'attractivité et l'innovation en tourisme (Québec et Charlevoix), à l'Université Laval, à Québec, a affirmé que la méthode habituelle utilisée pour compter le nombre de visiteurs ne convient pas et mérite d'être perfectionnée. Il regrette que la recherche en tourisme et en patrimoine culturel se fasse en silos. Se fondant sur trois études, il a montré le schisme entre l'industrie touristique et la conservation des lieux. Une étude réalisée en 2009-2010, qui portait sur les sites Web de TripAdvisor et ceux d'organismes commercialisant des destinations dotées d'un lieu du patrimoine mondial, a révélé que la plupart n'avaient pas demandé l'autorisation d'utiliser l'appellation patrimoine mondial, que la plupart n'associaient pas cette appellation au concept de valeur universelle exceptionnelle et que la plupart reliaient l'appellation à des activités inadéquates. En ce qui concerne l'intensité, la recherche de Laurent Bourdeau montre que dans les lieux récemment désignés, on utilisait plus souvent l'appellation, en particulier en Europe de l'Ouest. La troisième étude se concentrait sur l'utilisation de l'appellation « lieu du patrimoine mondial » pour des produits et des services tels que visites guidées, sentiers balisés, croisières, boutiques spécialisées et centres d'interprétation. Les résultats des recherches de Bourdeau montrent que l'UNESCO n'est pas capable d'assurer le contrôle de la qualité et qu'au mieux, le contenu lié au patrimoine mondial est inégal.

Adélie De Marre, consultante en patrimoine à Québec, a présenté son étude récente sur une méthode de mesure des effets de l'infrastructure touristique sur les lieux du patrimoine mondial. Son projet s'inscrit dans le cadre de sa maîtrise en conservation du patrimoine bâti, effectuée à l'Université de Montréal. M^{me} De Marre a expliqué sa méthode à partir d'une proposition d'hôtel élaborée pour la vieille ville et la nouvelle ville d'Édimbourg, classées lieu du patrimoine mondial. Elle a retenu deux critères, l'un concret et l'autre socioculturel, pour témoigner de son approche de mesure des répercussions. Dans le premier exemple, un design contextuel, elle évalue à quel point les nouveaux travaux tiennent compte des anciens.

Dans le second, qui offre une continuité d'associations et de significations du lieu, elle examine l'apport d'associations historiques, artistiques, littéraires et pittoresques permettant de comprendre le contexte d'un lieu ou d'un paysage et d'évaluer à quel point les projets de développement empêchent de comprendre de telles associations et significations. L'utilisation du critère dans un projet précis de tourisme a fourni une évaluation plus objective de la mesure dans laquelle la valeur universelle exceptionnelle est préservée.

Ellen Bertrand, directrice des politiques du patrimoine culturel à la Direction générale des affaires autochtones et du patrimoine culturel de Parcs Canada, a décrit l'approche adoptée par Parcs Canada pour établir l'équilibre entre tourisme et conservation du patrimoine. Elle a d'abord souligné que le mandat législatif en matière touristique de l'organisme exige que Parcs Canada protège les parcs et les lieux pour les Canadiens, et non pas d'eux. Elle a décrit l'expérience mise en œuvre en 2017, qui permet aux visiteurs d'entrer sans frais dans tous les lieux administrés par Parcs Canada à l'occasion du 150^e anniversaire de la Confédération. Elle a cité plusieurs statistiques témoignant du vif intérêt du public à visiter ces lieux particuliers au cours de l'année à venir, présageant qu'il pourrait y avoir des effets dommageables comme l'encombrement, l'excès de déchets et une interaction accrue entre les humains et la nature. Elle a conclu en faisant remarquer que les mesures prises – entre autres commercialiser certains lieux moins connus et augmenter les options visant la participation des visiteurs – pourraient contrer ces effets possibles.

Au cours de la discussion subséquente, les participants ont noté qu'on avait inséré l'expression « joyau du patrimoine mondial » à la législation concernant la Commission de la capitale nationale du Québec, sans doute sans avoir obtenu l'autorisation de l'UNESCO, et que Parcs Canada déploie des efforts louables pour faire connaître au nouveaux Canadiens les parcs et lieux historiques nationaux en adaptant de nouveaux services aux visiteurs à leurs besoins.

La quatrième séance a donné lieu à un examen des stratégies gouvernementales utilisées pour gérer le tourisme sur les lieux du patrimoine mondial. Geoff Ramsey, directeur de la gestion pour Environmental Planning Group à Bridgetown, à la Barbade, a décrit la situation du tourisme patrimonial dans les Caraïbes. Dans les Caraïbes aujourd'hui, 24 lieux du patrimoine mondial tendent à s'attacher surtout aux sites militaires et coloniaux ainsi qu'aux endroits associés à l'industrie de la canne à sucre. M. Ramsey a expliqué que les îles avaient reçu des touristes au XVIII^e siècle, dont George Washington, mais que le tourisme de masse n'a commencé que dans les années 1960, devenant dans les années 1970 la principale industrie qui a remplacé la production de canne à sucre.

De nos jours, le pays est confronté entre autres à la congestion de la circulation et à l'insuffisance de stationnement ainsi qu'au faible taux de soutien communautaire, car les initiatives touristiques sont souvent gérées par le gouvernement. M. Ramsey a noté en outre l'absence regrettable de dialogue entre les ministères du tourisme et ceux de la culture. Il a conclu en exprimant le désir des pays caribéens de suppléer au tourisme de bord de mer en déclin, citant le Plan de gestion du tourisme de la Barbade (2015) dont l'un des six volumes est consacré aux occasions de tourisme axées sur le patrimoine culturel. Il a indiqué que le nouveau Plan de développement physique de la Barbade promet une approche plus intégrée du tourisme culturel.

Odile Roy, directrice de l'architecture et du patrimoine au Service de l'aménagement et du développement urbain de la Ville de Québec, a présenté une approche novatrice permettant de concilier les besoins de la collectivité locale et ceux des touristes dans le quartier historique du Vieux-Québec. La municipalité, qui s'est occupée par le passé de restaurer les édifices et les espaces publics, s'attache maintenant aux mesures sociales visant à accroître la résilience de ce lieu du patrimoine mondial. Elle a décrit certains des effets négatifs que la présence de millions de touristes, la reconversion de maisons en Airbnb, le déplacement de résidents et la disparition de services essentiels tels que des épiceries exercent sur le centre historique. Consciente que le tourisme est éphémère et que les visiteurs sont attirés par des villes dynamiques habitées, Québec a introduit en 2014 une table de concertation qui mobilise tous les principaux acteurs du centre historique – résidents, commerçants, industries, représentants du gouvernement et autres –, et dont l'objectif consiste à partager les connaissances et à établir un consensus autour des projets et des activités. M^{me} Roy a souligné que la table de concertation s'est donné pour but d'accroître de 500 personnes le nombre de résidents habitant le centre historique. Les partenaires se sont engagés à améliorer les services résidentiels essentiels, à consacrer les édifices vacants à des usages sociaux et à augmenter les espaces verts. Dans sa conclusion, Odile Roy a affirmé que cette initiative inhabituelle répond aux besoins de la collectivité locale comme à celle des touristes désireux de faire l'expérience d'une ville vivante.

Nobuko Inaba, professeure aux Études sur le patrimoine mondial à la Graduate School of Comprehensive Human Sciences de l'Université de Tsukuba, à Tokyo, a énuméré les efforts actuels déployés pour gérer le paysage du mont Fuji, lieu du patrimoine mondial. Elle s'est attachée à la question des grimpeurs – entre 1 700 et 4 700 par jour – qui se rendent sur la montagne à partir de sentiers multiples et non contrôlés. Entre autres conséquences, les routes de pèlerins sont encombrées, elles se détériorent physiquement, et les visiteurs ne comprennent pas la valeur universelle exceptionnelle du lieu ni sa spiritualité.

M^{me} Inaba a indiqué que le Japon explore diverses stratégies pour régler ces problèmes, dont la revitalisation des routes historiques de pèlerins, la sensibilisation de la communauté quant au bien-fondé de certains chemins, la formation de guides et une étude de suivi étalée sur trois ans qui comprend des questionnaires, des observations et des données de localisation GPS. Elle a conclu en s'interrogeant sur la façon de déterminer le nombre idéal de grimpeurs, proposant diverses possibilités telles que la densité des visiteurs par mètre carré, l'espace entre chacun d'eux et un nombre défini de grimpeurs par jour. La méthodologie retenue pourrait influencer la gestion d'autres lieux du patrimoine mondial confrontés à de semblables problèmes de congestion.

Après les présentations, les participants ont approfondi la discussion sur la façon de rendre les lieux du patrimoine mondial, comme le Vieux-Québec, plus attrayants pour les résidents, soulignant l'importance de mettre en place les services sociaux, commerciaux et culturels requis. L'échange a ensuite porté sur l'étude de cas sur les Caraïbes, qui a montré la nécessité de prioriser les programmes d'interprétation – d'ordinaire peu prioritaires – afin d'élargir l'expérience touristique et de faire comprendre le contexte historique et culturel des îles. Parcs Canada a entrepris une initiative similaire qui mobilise le public à partir d'une approche pleinement communautaire visant à susciter le soutien à long terme des parcs et des sites, et qui incite les visiteurs à participer aux activités de conservation.

À la cinquième séance, les participants ont examiné des exemples d'approches visant à créer l'équilibre entre tourisme et conservation du patrimoine. Yonca Kösebay Erkan, titulaire de la Chaire de l'UNESCO en gestion et en promotion des sites du patrimoine mondial (nouveaux média et engagement communautaire), de la Kadir Has University à Istanbul, a traité de questions liées aux 73 sites industriels du patrimoine mondial. Adoptant l'optique du développement durable, elle a mis en lumière des documents cadres spécialisés, dont le rapport mondial sur le patrimoine industriel du comité TICCIH d'ICOMOS (1994), la Charte Nizhny Tagil (2003) qui comprend le patrimoine mobilier et intangible, et les principes sur la conservation du patrimoine industriel tirés de la Déclaration de Dublin (2011). M^{me} Kösebay Erkan a souligné que la plupart des sites industriels n'étant plus en fonction, il est difficile de communiquer leur valeur universelle exceptionnelle. Dans sa conclusion, elle a proposé de bons exemples d'interprétation offerts sur des sites industriels du patrimoine mondial, comme la vallée d'Ironbridge au Royaume-Uni et le complexe industriel de la mine de charbon de Zollverein à Essen, en Allemagne.

Nora Mitchell, professeure associée de l'Université du Vermont, à Woodstock, a traité du rôle du tourisme dans la revitalisation de paysages culturels vulnérables, en particulier ceux de grande taille situés dans des zones rurales éloignées.

Elle a affirmé que selon une étude récente portant sur seize paysages culturels, le développement économique constitue un enjeu critique. Expliquant sa thèse qui appuie le tourisme écoculturel, M^{me} Mitchell a proposé un examen approfondi de l'exemple des rizières en terrasses des cordillères des Philippines, désignées lieu de patrimoine mondial en 1995. Elle a présenté pour conclure les avantages d'une stratégie écoculturelle offrant des retombées locales, des expériences de visite inhabituelles, la revitalisation des pratiques culturelles et la production de biens locaux qui appuient de telles pratiques.

Dans son intervention, l'architecte Julian Smith a mis l'accent sur la différence entre les sites contrôlés par des frontières et les lieux dynamiques dotés de points d'accès multiples, soulignant que certains sites industriels sont devenus statiques lorsqu'on a cessé de les aménager et qu'on a présenté leur interprétation dans des environnements semblables à des musées. Les lieux dynamiques comme les paysages culturels ou les sites industriels encore en fonction donnent aux visiteurs la possibilité d'en faire l'expérience et d'interagir avec eux. En ce sens, les responsables des lieux du patrimoine mondial et les visiteurs pourraient parfois participer ensemble à la cocréation d'expériences uniques.

L'échange très large qui a suivi ces présentations a porté sur la façon d'intégrer à un marché plus vaste des produits liés au lieu, contribuant ainsi à son développement économique. Les participants se sont aussi interrogés sur la manière d'encourager les résidents locaux comme les touristes à interagir avec ces lieux afin de parvenir à un tourisme expérientiel et d'éviter la muséification ou la représentation idéalisée d'un mode de vie. Les participants ont observé que la conservation du patrimoine fonctionne en silo et n'atteint pas les autres principaux acteurs qui assurent la gérance à long terme des lieux du patrimoine mondial. Pourtant, tous les intervenants seraient censés faire partie d'une entreprise sociale créative.

Au cours de la sixième séance, six étudiants ont pu donner leur point de vue sur Venise et sa lagune, lieu du patrimoine mondial exposé à de nombreux risques, y compris la crue des eaux annuelles, la dépopulation et le tourisme. L'escalade des pressions a conduit le Comité du patrimoine mondial à demander à l'Italie, lors de sa rencontre de 2016, de mettre en œuvre des mesures d'urgence à défaut de quoi, il songerait à inscrire l'endroit sur la Liste du patrimoine mondial en péril. La séance des étudiants a porté sur les problèmes relatifs au tourisme et à la conservation du patrimoine. Venise, dont la population se chiffre à 55 000 résidents, reçoit chaque année 22 millions de visiteurs, dont environ 30 000 passagers en bateau de croisière. Les étudiants ont eu cinq minutes pour aborder les questions suivantes :

- À votre avis, les valeurs de patrimoine mondial de Venise et de sa lagune ont-elles évolué au fil du temps?
- Quelles sont les conséquences les plus importantes (bénéfiques ou néfastes) du tourisme sur les valeurs du lieu?
- Quel conseil donneriez-vous à la Ville, aux groupes communautaires locaux, au gouvernement national et au Comité du patrimoine mondial? Pourquoi?

Jesslyn Granda, étudiante à la maîtrise en architecture qui participe au programme CREATE de la Carleton University, a fait remarquer qu'ironiquement, les valeurs du site sont menacées par des visiteurs attirés à Venise précisément par ces mêmes valeurs. Les principaux périls sont, selon elle, la dépopulation de la collectivité locale et les voyages de croisière, qu'elle décrit comme « architecture massive impermanente ». Elle conseille de remplacer le tourisme de masse par un tourisme socioculturel ciblé.

Riyadh Nour Guessoum, étudiant à la maîtrise en conservation du patrimoine bâti à la Faculté de l'aménagement de l'Université de Montréal, a amorcé son intervention avec une citation tirée de *Venice Observed* de Mary McCarthy, qui déclare que la Venise touristique, c'est Venise. M. Guessoum pense que la principale menace provient du tourisme de masse, qui se traduit par la détérioration des édifices, la domination de la population locale et la perte des industries créatives. Il conseille de reconnaître que le tourisme est indissociable de Venise, mais cela dit, d'améliorer sa qualité en encourageant les séjours de longue durée et en considérant les Vénitiens comme les principaux sujets du tourisme.

Sarah Reddan, étudiante à la maîtrise au Historic Preservation Program de la Columbia University, croit que les problèmes tiennent au fait que la déclaration de valeur universelle exceptionnelle ignore les valeurs sociales du lieu vivant et de la collectivité. L'impact visuel des bateaux de croisière qui érodent la lagune, la violence des vagues qui endommagent les structures ainsi que les biens touristiques bon marché constituent selon elle les principales menaces. Elle conseille essentiellement d'incorporer des valeurs locales dans le cadre de gestion, de mobiliser la collectivité locale et d'inclure « l'utilisation » comme mesure pour les rapports périodiques.

Casey Gray, étudiant à la maîtrise au Heritage Conservation Program de la School of Indigenous and Canadian Studies, à la Carleton University, a ouvert le débat en déclarant que Venise est née des vagues, que la ville est un organisme vivant qui évolue avec le temps et qu'on devrait la considérer comme paysage culturel. Il conseille de repositionner Venise en tant qu'élément d'une économie

patrimoniale, de transférer la demande touristique vers la culture, d'encourager l'essor de quartiers étudiants, de cibler les touristes à gros budget et d'appuyer les produits et services locaux.

Saya Ota, étudiante à la maîtrise au World Heritage Studies Program, à la Graduate School of Comprehensive Human Sciences de la University of Tsukuba, a affirmé que Venise devrait viser le développement durable en s'adaptant au changement climatique et en appuyant la création d'une ville vivante où les résidents puissent vivre et s'épanouir. À cette fin, elle conseille de mobiliser toutes les parties prenantes, dont les touristes, qui profitent directement du développement durable de Venise.

Chloe Richer, qui prépare un diplôme à la Willowbank School of Restoration Arts, à Queenston, croit que l'environnement façonne le caractère vénitien. Les pressions actuelles entraînent la dépopulation, le gaspillage des structures et le remplacement des activités traditionnelles, conséquences qui menacent l'identité culturelle de la ville. Elle conseille de réhabiliter l'artisanat traditionnel en demandant aux aînés de transmettre leur savoir-faire aux nouvelles générations et d'inviter la communauté locale à planifier et à gérer les affaires de la ville.

Après leurs présentations, les étudiants ont commenté les points de vue de leurs collègues avant que les participants de la Table ronde tiennent une discussion générale. Ils ont discuté du bien-fondé d'inscrire Venise sur la Liste du patrimoine mondial en péril, de l'importance de revoir l'inscription afin de mettre en relief l'interaction fondamentale entre nature et culture, et de la possibilité de relocaliser la gare maritime utilisée par les bateaux de croisière. Les participants ont aussi évoqué la question des logements abordables et des propriétés foncières, se demandant si l'on pouvait établir un contrôle des prix pour encourager la réinstallation en ville. Finalement, ils ont parlé des considérations éthiques qui sous-tendent les propositions visant à limiter le nombre ou le type de visiteurs. Les participants ont félicité les étudiants d'avoir présenté des points de vue aussi variés et réfléchis.

La septième séance a servi de plateforme aux discussions et aux conclusions générales. À la suite des comptes rendus des étudiants rapporteurs, Victoria Dickenson a présenté une synthèse magistrale de la Table ronde de Montréal de 2017, s'appuyant sur son expérience antérieure d'historienne, de directrice de musée, de géographe et de philosophe du lieu. Elle a souligné que les problèmes soulevés pendant l'atelier s'apparentent à ceux qui se posent au milieu muséal, y compris l'hypertourisme dans certains musées particuliers et le désir d'offrir au public une visite signifiante. Elle s'est déclarée convaincue que les lieux du patrimoine mondial possèdent un avantage unique, car ils offrent des moments d'émerveillement et des expériences concrètes du lieu (qu'elle appelle en anglais le facteur WOW). Elle a insisté sur le fait qu'il ne s'agit pas d'une expérience esthétique mais d'une expérience du lieu, de savoir comment on se sent dans un lieu.

Puis elle s'est demandée comment faire connaître de tels lieux, soulignant que les visiteurs veulent participer à l'expérience et non pas être de simples observateurs. Elle pense que le tourisme expérientiel et la communication de la valeur des lieux du patrimoine mondial forgeraient le soutien nécessaire pour préserver ces endroits particuliers, et elle a établi la distinction entre Disneyland, qui est reproductible, et les lieux du patrimoine mondial, qui ne le sont pas. Elle a conclu en attirant l'attention sur la valeur ajoutée, qui consiste à faire l'expérience du caractère unique de ces lieux, et en encourageant la quête d'une qualité exceptionnelle dans tous les aspects de l'interprétation du site, des biens et des services.

La Table ronde de Montréal de 2017 a réussi à stimuler des échanges animés d'idées et d'observations sur l'équilibre à atteindre entre conservation du patrimoine et tourisme, dans les lieux du patrimoine mondial. La discussion de clôture a porté sur la nécessité d'adopter, au XXI^e siècle, une approche holistique intégrative de conservation du patrimoine. Ce virage exigerait de remplacer le travail en silo par un dialogue ouvert entre les parties prenantes et entre les différentes disciplines. Il faut penser la conservation du patrimoine à partir de cette approche semblable à un écosystème si l'on souhaite en assurer la pérennité. Dans la même veine, il faut remplacer le discours obscur sur le patrimoine mondial pour expliquer en langage courant et en mots simples l'importance de ces lieux particuliers. Pour finir, les participants ont insisté sur la nécessité d'avoir des produits et des outils de qualité liés au lieu qui aideront les visiteurs à mieux comprendre la valeur et la signification des lieux du patrimoine mondial.

7. CONCLUSION (ENGLISH)

Christina Cameron
Canada Research Chair on Built Heritage
March 2017

The 12th Montreal Round Table (2017), *Balancing Tourism and Heritage Conservation: a World Heritage context*, examined the current state of cultural tourism and its effects on the physical and experiential qualities of historic places. The subject was chosen as a result of the growing number of discussions by the World Heritage Committee about sites under threat from excessive tourism. Research has proven that World Heritage is a mark of excellence that attracts tourism. Targeted marketing of World Heritage sites transforms them into powerful engines for tourism-based economic development. While some cultural tourism comes from domestic sources, according to the United Nations World Tourism Organisation (UNWTO), international tourism arrivals have more than doubled in the last twenty years, increasing from 528 million in 1995 to 1.2 billion international arrivals in 2015.

The 2017 Montreal Round Table examined the question from various perspectives through the involvement of heritage experts, specialists from diverse disciplines and countries, student delegates and academics. The agenda was structured to present a broad overview of the subject followed by specific sessions on doctrine, scholarship, management strategies, alternate approaches and a case study on hyper-tourism at the World Heritage site of Venice and its Lagoon in Italy.

At the opening evening session at the Faculté de l'aménagement, the Montreal Round Table sponsored a public lecture by Peter DeBrine, Senior Project Officer for the Sustainable Tourism Program at the UNESCO World Heritage Centre. He spoke about *Balancing Tourism and Heritage Conservation at World Heritage Sites*. He explained that this UNESCO program grew out of the 2010 approval by the World Heritage Committee of new policy orientations which define the relationship between World Heritage and sustainable tourism. Keeping in view the fundamental importance of conserving the Outstanding Universal Value of globally significant sites, UNESCO has adopted a strategy to actively engage the tourism sector in this mission. He noted the lack of reliable data about tourists and the slow pace of World Heritage periodic reporting, emphasizing that tourism patterns change rapidly. The program aims to provide guidance and tools for countries to manage their own tourism challenges. DeBrine described the recent development of a World Tourism Management Assessment Tool which will foster a robust self-assessment about the capacity at the site level to

achieve sustainable tourism. He concluded by insisting that the key to success lies in the ability to foster ongoing dialogue between site managers and the tourism sector.

The 2017 Montreal Round Table was formally opened by Anne Marchand, representing the Dean of the Faculté de l'aménagement at the Université de Montréal. She noted that this was the 12th Round Table organized by the Canada Research Chair on Built Heritage and praised the format that enabled students to develop their capacities through opportunities for interchange with national and international experts as well as participation as presenters and rapporteurs. She concluded by encouraging participants to share their expertise, noting the need for diverse views and reflections.

Session 1 opened with an introduction by Christina Cameron, Professor at the School of Architecture at the and Canada Research Chair on Built Heritage at the University of Montréal on the theme of the 2017 Montreal Round Table. She noted that the exponential growth in heritage-related tourism is relatively recent. In the first decade of implementing the World Heritage Convention, a review of Committee documents from 1977 to 1987 shows that the word "tourism" was mentioned only six times, always as a negative factor. Subsequently, discussions about tourism gained momentum, culminating in the late 1990s when the phenomenon of mass tourism had become one of the prime reasons to seek World Heritage status. In the 21st century, tourism marketing pamphlets and targeted World Heritage tours are evidence that World Heritage sites are considered magnets and star attractions for international leisure travel.

But such growth comes at a cost to the condition of World Heritage sites and the conservation of their Outstanding Universal Value. Current statistics from the World Heritage Centre show that 143 World Heritage sites (two-thirds located in Europe and Asia Pacific regions) have been negatively affected by tourism. Yet so far no World Heritage site has been inscribed on the List of World Heritage in Danger as a result of excessive tourism, although several, like the Historic Sanctuary of Machu Picchu in Peru or Venice and its Lagoon in Italy, have come close. Some countries have successfully initiated measures to counter the negative impacts of mass tourism on World Heritage sites, in particular Spain with the use of time-bound smart tickets to manage visitor flow at Alhambra, Generalife and Albayzín, Granada, and Cambodia with the introduction of a visitor code of conduct at Angkor. She noted the difference in tourism management between sites with controlled boundaries and larger sites like historic cities and cultural landscapes with multiple points of entry. She concluded her remarks by noting that, while there some sites on an exceptional basis have developed effective visitor management strategies, for most World Heritage sites the tourism challenge remains.

In his keynote address *Heritage Tourism through the years*, Christopher Young, Visiting Professor University College London and Heritage Consultant, Oxford, United Kingdom, presented an overview of heritage tourism. He began with the first known example, Greek historian, Herodotus (484-426 BCE), who visited and wrote about several nearby countries including Egypt, Babylon and Asia Minor. Young argues that the earliest organized tourism occurs in mediaeval times with religious pilgrimages that not only served as social events for participants to travel abroad but also provided a source of funds to build spectacular shrines and churches such as Canterbury Cathedral, made famous through the tales of Geoffrey Chaucer (1343-1400). A shift occurred in the 18th century with the emergence of the Grand Tour to Italy and Greece to see first-hand the remains of Antiquity as well as visits to the Swiss Alps and Middle Rhine Valley to witness terrifying but sublime picturesque landscapes. Young proposed that the roots of today's mass tourism stem from 19th industrialisation which saw increased incomes and leisure time, thereby creating the conditions for increased tourism. With regard to World Heritage sites, he noted that evidence from the United Kingdom suggests that there is no causal link between the UNESCO designation and increased tourism, citing the example of Hadrian's Wall where visitation has remained stagnant despite strong promotion as a World Heritage site. He concluded that, while tourism will continue to rise in tandem with higher incomes and more leisure time, the causal link between World Heritage designation and increased visitation is unproven.

Session 2 examined the theme from the perspective of guidance and professional doctrine. Peter DeBrine, Senior Project Officer for the Sustainable Tourism Program at the UNESCO World Heritage Centre, explained UNESCO's strategies for dealing with hyper-tourism at World Heritage sites. He referred to ten "How-To" guides that offer guidance to managers of World Heritage tourism destinations to help identify the most suitable solutions for circumstances in their local environments, available on line at <http://whc.unesco.org/sustainabletourismtoolkit/> He noted that the first four guides establish the basic foundations for sustainable tourism since they cover the themes of understanding, strategy, governance and engagement. Among the other tools, DeBrine mentioned the Sustainable Development policy of the World Heritage Committee and the new World Tourism Management Assessment Tool which facilitates site managers and local communities to self-assess their capacity. He closed by noting that the tools need adjustment for sites with multiple points of access such as historic cities and cultural landscapes.

Sue Millar, President of the ICOMOS International Cultural Tourism Committee and member of ICOMOS-UK, presented the current status of ICOMOS guidance.

The second ICOMOS International Cultural Tourism Charter (1999), which replaced a 1970s version, emphasizes site management, accessibility and promotion of local goods and services. Work is underway to review the 1999 Charter in light of changed circumstances including the democratisation of cultural tourism, the popularity of cultural heritage, and advances in technology. She reported that the context has shifted from an era when site managers controlled tourism activities at their sites to the current situation when many external factors affect them. She concluded by identifying possible avenues for a new charter, including the need to introduce conservation considerations and to explore the feasibility of involving tourists in conservation activities.

Fergus Maclaren from Chelsea, Québec focused on the measurement of results, stating that his study of tourism plans in World Heritage site nomination files revealed inconsistencies and unclear outcomes. He noted that in the 2030 United Nations agenda for sustainable development, several of the 17 goals touch on tourism outcomes including goal 8 (job creation), goal 11 (sustainable cities), goal 12 (responsible consumption) and goal 14 (oceans and marine resources). He recommended that the measurement of results for these goals should use external data sets and standard tourism business indicators of direct, indirect and induced benefits. Maclaren concluded by referring to other potential data sets, including the UNWTO Observatories and the big data-gathering tool that the Disney magic band offers.

Following the three presentations, a lively discussion explored the idea of engaging tourists in conservation activities. Beyond the economic benefits that tourism brings to World Heritage sites, tourists have the potential to enhance the Outstanding Universal Value of these places through their own participation, such as the pilgrims at a shrine site who add to the value of the experience. With regard to the second ICOMOS International Cultural Tourism Charter (1999), several participants questioned whether changes to this doctrinal document were necessary.

Session 3 explored recent scholarship in heritage tourism. Laurent Bourdeau, Professor in the Department of Geography and Research Chair for the Partenariat sur l'attractivité et l'innovation en tourisme (Québec et Charlevoix) at Laval University in Québec, stated that the typical measurement of visitor numbers is inadequate and needs refinement. He regretted that research in tourism and cultural heritage co-existed in different silos, offering as evidence three studies that demonstrate the schism between the tourism industry and site conservation. A 2009-2010 study of websites of Destination Marketing Organizations with World Heritage sites in their areas, as well as TripAdvisor websites,

revealed that most had not asked for permission to use the World Heritage label, that most did not associate the label with the concept of Outstanding Universal Value and that most linked the label with inappropriate activities. In terms of intensity, his research showed that recent inscriptions used the label more frequently, particularly in Western Europe. The third study focused on the use of the World Heritage label for products and services such as guided visits, marked trails, cruises, specialty shops and interpretation centres. Bourdeau's findings showed that UNESCO has no capacity to assure quality control and that the World Heritage content was uneven at best.

Adélie De Marre, heritage consultant, Québec, presented her recent study on a methodology for measuring the impact of tourism infrastructure at World Heritage sites, a project that she carried out as a requirement for her Masters degree in the Conservation of the Built Heritage at the Université de Montréal. She demonstrated her methodology using a hotel proposal in the Old and New Towns of Edinburgh, a World Heritage site. She selected two criteria, one tangible and one socio-cultural, to demonstrate her approach to measuring impacts. The first example, contextual design, assesses the degree to which new work acknowledges the old. The second example, continuity of associations and meanings of place, looks at the contribution of historical, artistic, literary and picturesque associations to understanding the context of a site or landscape, assessing the degree to which development projects undermine the understanding of such associations and meanings. Application of the criteria to a specific tourism project provides a more objective assessment of the degree to which Outstanding Universal Value is maintained.

Ellen Bertrand, Director of Cultural Heritage Policies, Indigenous Affairs, Heritage Conservation and Commemoration Directorate at Parks Canada, described Parks Canada's approach to balancing tourism and heritage conservation. She began by underscoring the legislative tourism mandate of the agency which requires Parks Canada to protect the parks and sites for Canadians, not from them. She described the 2017 experiment with free admission to all Parks-Canada-administered places in celebration of the 150th anniversary of Confederation. She cited a number of statistics that indicate very high interest in visiting these special places in the upcoming year, predicting that there may be negative impacts such as congestion, excess garbage and increased human/wildlife interaction. She concluded by noting measures being taken to counter these possible impacts, including marketing lesser known places and expanding the options for visitor participation.

In the discussion that ensued, participants noted that the phrase "jewel of World Heritage" had been inserted into legislation for the National Capital Commission in Quebec, likely without permission from UNESCO and that, in the case of Parks Canada, there is a laudable effort to introduce

new Canadians to the National Parks and National Historic sites by tailoring new visitor services to their needs.

Session 4 examined government strategies for managing tourism at World Heritage sites. Geoff Ramsey, Managing Director of the Environmental Planning Group in Bridgetown, Barbados, described the heritage tourism situation in the Caribbean. At present there are 24 World Heritage sites in the Caribbean which tend to focus on colonial and military sites as well as those associated with the sugar cane industry. He explained that there was some tourism in the 18th century, including a visit by George Washington, but that mass tourism really began in the 1960s, overtaking sugar production as the principal industry in the 1970s. Current issues include traffic and parking congestion and low community buy-in because tourism initiatives are often government-driven. In addition, Ramsey noted the unfortunate lack of dialogue between separate departments of culture and tourism. He concluded by speaking about the desire of Caribbean countries to supplement the waning sun-and-sand tourism, citing the 2015 Barbados Tourism Management Plan which has one of six volumes dedicated to cultural heritage tourism opportunities. He noted that the new Physical Development Plan for Barbados promises a more integrated approach to cultural tourism.

Odile Roy, Directrice, Architecture et Patrimoine, Service de l'aménagement et développement urbain de la Ville de Québec, presented an innovative approach to reconciling the needs of the local community and those of tourists at the Historic District of Old Quebec. Having previously dealt with building improvements and public spaces, the municipality is now focused on social measures to increase the resiliency of this World Heritage site. She described some negative impacts on the historic centre coming from the presence of millions of tourists, conversion of homes to Airbnbs, displacement of residents and disappearance of essential services like grocery stores. With the realization that tourism is ephemeral and that visitors are attracted to living inhabited cities, Quebec introduced in 2014 "une table de concertation" (a consultation platform) that involved all the major actors in the historic centre, including residents, business owners, industry organizations, government representatives and so forth. Roy stated that the purpose of this consultation table is to share knowledge and build consensus for projects and activities, noting that it developed the goal of increasing the number of residents within the historic centre by 500 people. The partners are committed to improving essential residential services, converting vacant buildings to social uses and increasing green spaces. She concluded by stating that this unusual initiative meets the needs of the local community as well as the tourists who desire to experience a living city.

Nobuko Inaba, Professor, World Heritage Studies at the Graduate School of Comprehensive Human Studies at the University of Tsukuba, Tokyo, presented current efforts to manage the landscape at Mount Fuji World Heritage site. She focused on the problem of climbers who access the mountain from multiple and uncontrolled paths, in numbers ranging from 1,700 to 4,700 per day. The impacts range from congestion and physical deterioration of the pilgrim routes to a lack of understanding of the Outstanding Universal Value of the site and its spirituality. She reported that Japan is exploring various strategies for addressing these issues, including the revitalisation of the historic pilgrim routes, community education on the appropriateness of certain routes, guide training and a three-year monitoring study using questionnaires, observations and GPS data. She concluded by raising the question of how to determine the ideal number of climbers, offering options such as the density of climbers per square metre, the space between climbers and a fixed number per day. The chosen methodology could eventually influence other World Heritage sites with similar congestion issues.

Following the presentations, participants deepened the discussion on how to make World Heritage sites like Old Québec more attractive to residents, noting the need to put in place the necessary social, commercial and cultural services. Discussion then turned to the Caribbean case study which demonstrated the need to give priority to interpretation programmes – traditionally treated as a low priority – in order to broaden the tourism experience and develop an understanding of the history and cultural context of the islands. A similar initiative is underway at Parks Canada which encourages audience engagement, using a full-community approach to develop long-term support for the parks and sites, with the potential to engage visitors in conservation activities.

Session 5 considered some examples of alternate approaches to balancing tourism and heritage conservation. Yonca Kösebay Erkan, UNESCO Chair in Management and Promotion of World Heritage sites, New Media and Community Involvement at Kadir Has University in Istanbul, presented issues related to the 73 industrial World Heritage sites. Using the lens of sustainable development, she highlighted specialized framework documents including the ICOMOS-TICCIH Global Report on Industrial Heritage (1994), the Nizhny Tagil Charter (2003) which includes moveable and intangible heritage and the Dublin Principles on the conservation of industrial heritage (2011). She noted that industrial sites typically no longer function and therefore present challenges in communicating their Outstanding Universal Value. She closed by offering good examples of interpretation at World Heritage industrial sites like Ironbridge Gorge, U.K. and the Zollverein Coal Mine Industrial Complex in Essen, Germany.

Nora Mitchell, Adjunct Professor at the University of Vermont in Woodstock introduced ideas about the role of tourism in revitalizing vulnerable cultural landscapes, especially those that are large-scale and located in remote rural areas. She noted that a recent study of 16 cultural landscapes identified economic development as the critical issue. In developing her argument in support of eco-cultural tourism, Mitchell examined in detail the example of the Rice Terraces of the Philippine Cordilleras, designated as a World Heritage site in 1995. She concluded by presenting the benefits of an eco-cultural strategy which includes local benefits, unusual visitor experiences, revitalisation of cultural practice and the production of place-based goods that sustain such practices.

In his commentary, architect Julian Smith emphasized the difference between sites with controlled boundaries and dynamic places with multiple access points. He noted that some industrial sites have become static places where development has ceased and significance is presented to tourists in museum-like environments. For dynamic sites, like cultural landscapes or functioning industrial sites, visitors have the possibility of experiencing the site and interacting with it. In this sense, World Heritage sites and visitors may sometimes participate together in the co-creation of unique experiences.

The wide-ranging discussion that followed these presenters covered the issue of how to bring place-based products to a broader market, as a means of contributing to economic development. Participants also explored the question of how to encourage people – both the local community and tourists -- to continue interacting with the sites as a means of achieving experiential tourism and avoiding the museumification or idealized re-presentation of a way of life. Participants observed that heritage conservation operates in a silo, failing to reach out to other key actors essential to the long-term stewardship of World Heritage sites. All actors are deemed to be part of a creative social enterprise.

Session 6 gave six students the opportunity to express their views on Venice and its Lagoon, a World Heritage site experiencing many threats, including flooding from the annual high waters, depopulation and tourism. The escalating pressures led the World Heritage Committee at its 2016 session to ask Italy to implement urgent measures or it would consider inscribing the property on the List of the World Heritage in Danger. The student session focused on the issues related to tourism and heritage conservation. With a population of 55,000 residents, Venice receives 22 million visitors per year including about 30,000 cruise ship passengers. Students were given five minutes to address the following questions:

- In your opinion, have the World Heritage values of Venice and its Lagoon evolved over time?
- What are the most important impacts (positive or negative) of tourism on the values of the site?
- What advice would you give to the city, local community groups, the country and the World Heritage Committee and why?

Jesslyn Granda, Masters student in Architecture and CREATE program at Carleton University notes the irony that threats to the site's values come from people who visit Venice for these same values. She believes that the greatest threats are de-population of the local community and the cruise ships which she described as "impermanent massive architecture. Her advice is to replace mass tourism with targeted socio-cultural tourism.

Riyadh Nour Guessoum, Masters student in Conservation of the Built Environment at the Faculté de l'aménagement, Université de Montréal opened by citing Mary McCarthy's *Venice Observed* in which she says that "tourist Venice is Venice". Guessoum finds that the key threat is mass tourism and identifies the negative impacts as the deterioration of buildings, the domination of the local population and the loss of creative industries. His advice is to acknowledge that tourism is indissociable from Venice but to improve its quality by encouraging longer stays and focusing on Venetians as the principal subject of tourism.

Sarah Redden, Masters student in the Historic Preservation Program of Columbia University believes that the problems stem from the fact that social values – the living site and the values of the community – were ignored in the statement of Outstanding Universal Value. She identifies the key threats as visual impacts of cruise ships, eroding lagoons, violent wave action that damages structures and cheap tourist goods. Her advice focuses on incorporating local values into the management framework, involving the local community and introducing "use" as a measure for periodic reporting.

Casey Gray, Masters student in the Heritage Conservation Program at the School of Indigenous and Canadian Studies, Carleton University opened by stating that Venice was born from the waves, arguing that the city is a living organism which evolves over time and one that should be seen as a cultural landscape. His advice is to reposition Venice as part of a heritage economy, shifting tourist demand towards culture, encouraging the growth of student districts, targeting high-budget tourists and fostering place-based products and services.

Saya Ota, Masters student in World Heritage Studies Program at the Graduate School of Comprehensive Human Sciences, University of Tsukuba argued that Venice should aim for

sustainability by adapting to climate change and supporting a living city where residents continue to live and flourish. To achieve this end, she encouraged the involvement of all stakeholders – including tourists – who have a vested interest in sustainable development for Venice.

Chloe Richer, Diploma student at Willowbank School of Restoration Arts, Queenston believes that the Venetian character is shaped by the environment. The impacts of current pressures are depopulation, dilapidation of structures and replacement of traditional activities, all of which threaten the city's cultural identity. Her advice is to rehabilitate traditional crafts through knowledge transfer from elders to a new generation, and to involve the local community in planning and managing the affairs of the city.

Following their presentations, students made comments on the positions of their colleagues prior to a general discussion among Round Table participants. They debated the merits of inscribing Venice on the List of World Heritage in Danger, the value of revising the inscription to highlight the fundamental interaction between nature and culture, and the feasibility of relocating the cruise ship terminal. They also discussed questions around affordable housing and property ownership, asking whether price controls could be set to encourage a return to the city. Finally, they debated the ethical considerations underlying proposals to limit the number or type of visitors. Participants congratulated the students for their thoughtful positions and the wide range of views they presented.

Session 7 provided a platform for general discussions and conclusions. Following reports from the student rapporteurs, this session featured a masterful overview of the 2017 Montreal Round Table by Victoria Dickenson who brought to bear her previous experience as a historian, museum director, geographer and philosopher of place. She noted that the issues raised during the workshop are similar to those found in the museum world, including hyper-tourism at specific museums and the desire to engage audiences in meaningful visitation. She believes that World Heritage sites have a unique advantage in that they offer moments of wonder and visceral experiences of place (what she called the “WOW” factor). She insisted that this is not an aesthetic experience but experience on the ground, how a place makes us feel. She went on to consider how such sites could be shared, noting that visitors want to be part of the experience, not just observers. She predicted that experiential tourism and communicating the value of World Heritage sites would build support for preserving these special places. She differentiated between Disneyland, which is replicable, and World Heritage sites which are not. She concluded by underscoring the added value of experiencing the unique character of these sites and by encouraging high quality in all aspects of site interpretation, goods and services.

The 2017 Montreal Round Table succeeded in stimulating a lively exchange of ideas and observations on balancing heritage conservation and tourism at World Heritage sites. The closing discussion focused on the need for a holistic, integrative approach to heritage conservation in the 21st century. This shift would require replacing closed silos with open dialogue among stakeholders and across disciplines. Heritage conservation must work towards this ecosystem-like approach if it hopes to achieve sustainability. In the same vein, there is a need to replace the arcane World Heritage discourse with a simpler common language that expresses the importance of these special places in words that are easily understood. In closing, participants insisted on the need for quality, place-based products and tools that would help visitors to deepen their understanding of the worth and significance of World Heritage sites.

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**Dinu Bumbaru; Chloe Richer et/and Natalie Bull
Photo : Fanny Cardin-Pilon**



Photo : Fanny Cardin-Pilon



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