PROTECTION OF CULTURAL HERITAGE

UNESCO WORLD HERITAGE CONVENTION - MISSION AND COMMITMENT IN TIMES OF CHALLENGES: LESSONS LEARNT FROM WORLD HERITAGE CITIES IN NORTHWEST-EUROPE AND NORTH-AMERICA

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Introduction and Scope

This article is based on a presentation given at the International Conference "50 years UNESCO World Heritage Convention in Europe: Achievements and Challenges" in Krakow/Poland in June 2022. The purpose is to showcase current challenges for UNESCO World Heritage Cities, how they are connected and how cities can respond to the challenges by installing heritage site managers.

The described challenges are based on reports and work within the Organisation of World Heritage Cities (OWHC), the analysis and elaboration of the roles and skills of site managers of previous published work.

Challenges for Urban World Heritage Sites

"Cities and urban systems need flexibility as well as the ability to respond to external disruptive events and chronic stress. The robustness of cities to cope with changing framework conditions should be supported by an ability to learn from past events and from each other, flexible urban governance for the common good as well as balanced implementation of just, green and productive cities. Predictive and preventive policies, plans and projects should include diverse scenarios to anticipate environmental and climatic challenges and economic risks as well as social transformation and health concerns »

New Leipzig Charta 2020, URBACT Program

The Organization of World Heritage Cities (OWHC) represents a collective intelligence on all issues related to the urban management of a World Heritage property and connects with more than 300 cities having on their territory a site inscribed on the UNESCO World Heritage List. With a set of strategic axes, the OWHC developed a new approach and attitude to outline a general policy, an ambition, a specific response from the OWHC to current challenges and issues. Climate change, the pandemic, the upheavals resulting from new technologies, new construction techniques, demographic transformations and the evolution of the labour market and lifestyles are inducing and imposing strong combined and complex pressures on urban environments, and even more so on the historic city that is especially vulnerable.

The historic city is, in this context, a living entity in time and space. To remain so, to continue to offer an attractive setting and to inspire the development of the whole city of which it represents the essence, it must be able to evolve like other urban districts. The city is made to live in, which means to reside there, to work there, to socialize there, to grow there, to form a community and to open up to others. The way in which living environments are organised and function determines the quality of life of the inhabitants and the intensity with which they inhabit it. At the same time, integrity and authenticity, fundamental conditions for the preservation of World Heritage, must obviously be respected, but with flexibility; in a historic city, not everything is "monuments" and modernity has its place. However, for sure, heritage is the engine of urban development; it is an irreplaceable resource that should be used with discernment but also in an innovative way for the well-being and quality of life of the inhabitants and to inspire urban policies.

The OWHC Regional Secretariat for Northwest Europe and North America has organised within the past eight years several conferences and workshops that addressed the most threatening challenges that have been imposing problems to World Heritage cities. Concrete examples concerning three topics are presented below:

Climate Change

Climate change will irreversibly alter our ecosystem. It already affects every part of our life and will still increase in the following years. These negative impacts not only influence our social, economic and daily lives, but also our cultural heritage. The topic has already arrived on the agenda of international, national and local heritage site authorities of the UNESCO. From cultural heritage such as Venice to natural heritage such as the Great Barrier Reef, many sites are already at risk from climate change[1]. But with 55% of the world's population living in urban areas (as of May 2018) and the UN projecting that this percentage will rise to 68% by 2050, these areas will face the greatest climate change challenges. Due to their dense heritage stock,

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[1]   Markham A., et al., *World Heritage and Tourism in a Changing Climate*. United Nations Environment Programme, Nairobi, Kenya and United Nations Educational, Scientific and Cultural Organization, Paris, 2016, p. 5.

the situation is already particularly critical in World Heritage Cities[2]. The Belgian capital is also facing the problems of climate change. In Brussels, a large ensemble in the centre of the city with 4.61 square metres has been listed as part of UNESCO World Heritage since 2009. The Grande Place, with its political, cultural and commercial value, is World Heritage since 1998 already[3]. Brussels Mobility, the government department of the Brussels Capital Region that is responsible for facilities, infrastructure and transport, is trying to react to one of the main causes of air pollution and climate change – the means of transport in the big cities[4]. An important step in this direction is the Cairgo Bike project, launched in Brussels in January 2021. The project, implemented by Urban Innovative Actions (UIA) and its partners (like the Vrije Universiteit Brussel), aims to reduce traffic-related air pollution, since 63% of NO2 emissions come from transport. Bike sharing is offered as an alternative to increasing car ownership in most major cities. In answering the big question of who would use the cargo bikes in the first place, research has shown that the Cairgo bikes could provide 50% of services and 75% of private journeys could be done with them. In contrast to other bike sharing systems the Cairgo Project focuses on cargo transportation. With cargo trailers in different sizes, professionals can transport their tools and goods and citizens can bring home their groceries in a more environmentally friendly way.

To make the offer more attractive, the city centre of Brussels was made more bike friendly by removing hurdles. Furthermore, information and access are facilitated and the switch to the use of cargo bikes is actively supported. An evaluation system was established in order to constantly improve the project. It invites citizens to make suggestions for improvement and to further shape the initiative for cleaner air in Brussels[5].

During an interim review in April 2022, it was determined that the funding of 500,000 euros will probably soon be exhausted. 70% of the 156 applications for funding were approved. These are mainly small enterprises of various kinds.

With this initial success, the way is paved for scaling up the project. The Cairgo bikes are a perfect role model for other big cities suffering from increasing traffic and air pollution. This project shows that even small ideas can have a big impact if they are well planned. By working together in an organisation like the OWHC, we have the opportunity to share successful project ideas like these and improve our action against climate change.

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[2]   UN, "68% of the world population projected to live in urban areas by 2050, says UN", 2018, https://www.un.org/development/desa/en/news/population/2018-revision-of-world-urbanization-prospects.html (access: 7 October 2022).

[3]   Historical Heritage Unit Brussels, *UNESCO World Heritage. The Grand-Place of Brussels is listed on the UNESCO World Heritage List*, https://www.brussels.be/unesco-world-heritage (access: 17 august 2022).

[4]   *Cairgo Bike, What is Cairgo Bike?*, [in:] *Cairgo Bike*, 2022, https://www.cairgobike.brussels (access: 23 July 2022).

[5]   Brussels Capital Region, *Air quality. CAIRGO BIKE - Clean AIR GO cargo BIKE*, [in:] *Urban Innovative Actions*, https://uia-initiative.eu/en/uia-cities/brussels-capital-region-0 (access: 23 July 2022).

Fig. 1 Cairgo bike usage in Brussels (Urban Innovative Actions)[6]

Sustainable Development

An essential factor in counteracting climate change is the sustainable development of cities. United Nations member states have recognised that the key to overcoming poverty lies in economic growth combined with addressing social needs such as a well-functioning health and education system and good employment opportunities. These necessary steps towards an equal nation must go hand in hand with the fight to save our planet. This task must be seen as an opportunity and not a burden. That is why the United Nations created the Sustainable Development Goals (SDGs) in 2015[7].

Besides ecological development, two important factors of sustainable development are the social and economic factors. As World Heritage Sites, UNESCO member cities can do much more than just focus on number 11 of the SDGs – developing sustainable cities and communities. In addition to this goal, Heritage sites can also assist in the development of clean water and sanitation and many other goals. For a functioning city, all 17 SDGs are relevant and as part of UNESCO, we need to contribute as much as possible to achieve these goals[8].

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[6]   https://uia-initiative.eu/sites/default/files/images-news/P1020571_0.JPG
[7]   https://unric.org/en/united-nations-sustainable-development-goals/
[8]   Phillips P., *Foreword*, [in:] *Heritage and the sustainable development goals: Policy guidance for heritage and development actors. International Journal of Heritage Studies,* 2021, p. 11.

Fig. 2 Sustainable Development Goals[9]

Different countries have diverse ways to handle the SDGs. In the USA, for example, many companies advertise how they contribute their part to the SDGs – in Germany, even some politicians have never heard of them. That is why Philadelphia published the so-called SDG public art mural in November 2021 to bring this important United Nations project to the public. With the help of various art projects and competitions, the Philadelphia Murals project was launched in 1984. Starting as a social justice art project, the murals continued to grow and are now an integral part of the cityscape. In collaboration with students from the Temple University in Philadelphia, the artist Mat Tomezsko created the SDG murals to educate the public about the UN Sustainable Development Goals. At the centre of the art is Goal 10: Reduced inequalities – the recurring theme through all the mural work in Philadelphia. This project is an excellent example of how the SDGs can be better communicated to the public at our World Heritage sites. We must recognise the need to transform UNESCO's object protection narrative into one that is seen as an opportunity and a resource for urban resilience. World heritage sites have to show the world that they can contribute their part to sustainable development. This goal can be achieved through all kinds of projects, but what is most important in this case, is the exchange of ideas inspired by innovative projects such as the Philadelphian mural art[10].

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[9]   https://unric.org/en/united-nations-sustainable-development-goals/
[10]   Global Philadelphia Association, "Global Philadelphia Association (GPA) to unveil its fourth Sustainable Development Goal (SDG) public art mural - SDG#10 Reduced Inequalities", 2021, https://globalphiladelphia.org/news/global-philadelphia-association-gpa-unveil-its-fourth-sustainable-development-goal-sdg-10 (access: 23 July 2022)

Fig. 3 Philadelphian mural art[11]

Overtourism

With a growing global middle class, the number of tourists worldwide is increasing. As a result, tourism is now one of the strongest economic sectors in the world. From the late 1970s to 2011, the number of travellers to tourist destinations increased from 250 million to one billion visitors per year. Despite some downs like the Covid-19 pandemic the trend is still rising[12].Historically and culturally significant monuments and cities in particular attract tourists. Around 68% of Europeans consider the presence of heritage sites as an influence on their choice of holiday destination[13].Therefore, the topic of tourism has been extremely relevant to the UNESCO World Heritage Foundation from the very beginning. With a growing number of urban tourists, more and more cities are beginning to be overburdened by the consumption of natural resources, socio-cultural impacts and overloaded infrastructure, mobility and other facilities[14].This kind of excessive tourism has led to the key term "Overtourism", which refers to a place being flooded by too many tourists at once with all its negative effects[15].

[11]   https://www.flickr.com/photos/globalphiladelphiaassociation/51674363082/in/album-72157720139211106/

[12]   Kagermeier A., *Overtourism*, UVK Verlag, 2021.

[13]   Richards G., *Heritage and Tourism. A Shared Concern for Locals and Visitors*, [in:] *World Heritage, Place Making and Sustainable Tourism Towards Integrative Approaches in Heritage Management*, K. Luger, M. Ripp (eds.) Innsbruck, 2021, p. 131.

[14]   Markham A., et al., *World Heritage and Tourism in a Changing Climate.* United Nations Environment Programme, Nairobi, Kenya and United Nations Educational, Scientific and Cultural Organization, Paris 2016.

[15]   Giang Thi Phi, *Framing overtourism: A critical news media analysis*, [in:] *Current issues in Tourism* 23.17, 2020, pp. 2093-2097.

In the case of Dubrovnik, Croatia, regular tourism has become Overtourism due to the growing number of cruise ships heading to the mediaeval city every summer. As a UNESCO World Heritage Site it attracted around 1.3 million tourists in 2018. This extreme peak led to the development of a "Cruise Ship Berthing Policy"[16], which regulates the number of arriving cruise ships[17].Before Dubrovnik decided to regulate cruise tourism, there was a ten-year discussion that really challenged local and national politics. With the final policy, being adopted in 2019, the daily limit for cruise ships was set at two ships per day and a maximum of 4000 visitors in the city at the same time[18]. This measure should ensure that the main problem of temporarily concentrated tourist flows in the city diminishes rapidly.

This kind of regulation is a start of various approaches to our challenge of overtourism. It gives us hope that despite the increase in tourism, we have the chance to preserve our cultural heritage by raising public awareness. We have to react and create solutions to all the challenges that are waiting for us and are already there. With all the connections between heritage cities, this goal is possible, but in the end it is (almost) always a political decision. That is why the politicians must be animated even more and made aware of our projects and proposals.

Fig. 4 Cruise ships at Dubrovnik's cruise port[19]

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[16]   Dubrovnik port authority, *Cruise ship berthing policy for 2023*, 2021.
[17]   Saeid A, et al., *Overtourism in Dubrovnik in the eyes of local tourism employees: A qualitative study, Cogent Social Sciences*, vol 6:1, 2020.
[18]   Dubrovnik port authority, *Cruise ship berthing policy for 2023*, 2021.
[19]   Flickr, 2019, https://flickr.com/photos/132646954@N02/48738679798 (access: 10 october 2022).

The interconnection of challenges

Despite the growing political attention, the connection between climate change, culture, and cultural heritage has received little attention in the past in the global climate discourse. Sustainable development should consider culture and cultural heritage from the very beginning as driving forces and prerequisite disciplines. Within the Organization of World Heritage Cities (OWHC), the imminent and intensifying threats of climate hazards together with other risks for our tangible and intangible heritage are gaining more and more focus. Already in 2015 at the World Congress in Arequipa[20], a resolution was adopted on the topic of Urban Resilience and how to deal with adversities for World Heritage sites. The organisation offers a platform for an exchange of experience on the connections and interactions between urban cultural heritage, monument preservation/restoration, and climate change.

Anticipatory action to prevent damage to cultural heritage has always been one of the tasks of heritage managers, but this important task has gained in complexity in recent decades, which can no longer be managed with the resources and knowledge of a single discipline involving a few specialised skills. Preventive conservation measures have always been the ideal case, often depending on the time and financial resources of the managers. The rule, however, was and unfortunately often still is emergency measures without proper preparation or installed Risk Management Plans for heritage sites. The coordinating role of site managers for UNESCO World Heritage sites with a multi-disciplinary approach will be detailed in chapter five..

 The risks to which cultural heritage is now exposed are sometimes difficult to grasp due to a lack of available local data, or they occur at such short notice (see COVID-19 or the war in Ukraine) that no emergency plan could anticipate them - with sometimes devastating consequences. Also long-term and well known risks induced by climate-change like heavy rainfall, flooding, heatwaves and storms are not tackled in many sites. That is why Risk Management will play a decisive role in good cultural heritage management in the future – creating stronger awareness of risks, but also focusing on interdisciplinary approaches to solutions.

International organisations in the field of cultural heritage like the OWHC can offer a new perspective for creating common platforms of knowledge exchange for site managers, gathering expertise and offering emergency support. Urban heritage sites are facing extreme challenges, being under the stress of protecting their historical centres and at the same time transforming permanently into liveable, lively and attractive cities. They have to balance different functions in a high density of valuable urban heritage. Only with a common approach, inhabitants and site managers can tackle the threats and challenges imposed on our cultural heritage sites.

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[20]   OWHC, Resolution of Arequipa, 2015, https://www.ovpm.org/wp-content/up loads/2018/09/resolutionofarequipa0.pdf (access: 21 october 2022).

A systemic understanding of urban heritage

In recent decades, there has been a major shift in the understanding of cultural heritage. How the world uses and connects it on a theoretical and practical level has remarkably changed. Sophia Labadi and David Logan stated that "(...) within the new field that sees 'heritage' as a social and political construct encompassing all those places, artefacts and cultural expressions inherited from the past which, because they are seen to reflect and validate our identity as nations, communities, families and even individuals, are worthy of some form of respect and protection"[21]. The significance of UNESCO World Heritage has evolved from the mere protection of individual built monuments by heritage conservationists to complex working historic environments. Gregory Ashworth has divided development into three distinct paradigms that coexist in parallel: Preservation (focusing on authenticity), Conservation (focusing on adaptive reuse) and Heritage (focusing on meaning and experience)[22]. Similar ideas have been developed by Dean Sully in 2015 who underlined the intention to interfere as little as possible with the cultural heritage, but to support active participation, where the focus is on people's well-being and not only on material heritage. Referring to Joks Janssen conservation can be separated into three categories that are all equally relevant: sector (silo-thinking where built heritage issues are different from spatial development), factor (built heritage is considered as a resource) and vector (built heritage is the starting point for sustainable spatial development)[23].

The continuing professionalization of the heritage sector in the 20th century includes not only a growing number of heritage sites, but also new categories of cultural heritage and a changing concept and understanding of the whole system of cultural heritage itself. "The complexities and inter-relationships inherent in today's comprehension of cultural heritage–community-oriented, dynamic rather than static, systemic not linear–demand management systems, especially within administrations and institutions, that replace the usual sector or one-dimensional approaches with new transversal or multidimensional ones, aligning different policy areas and resources ... taking into account the role of each part in the whole structure". Quotes after Heritage as system Ripp while "Traditionally, planners viewed historic areas as a collection of monuments and buildings to be preserved as relics of the past, whose value was considered to be totally separate from their day-to-day use and city context"[24]. Today's understanding is more holistic and the interrelationships between the different units are taken more into account. Local communities and

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[21]   Labadi S., Logan W., Urban Heritage, *Development and Sustainability: International Frameworks*, National and Local Governance, New York, 2016.

[22]   Ashworth G., Page S. J., *Urban tourism research: Recent progress and current paradoxes, Tourism Management*, Vol. 32:1 (2011), pp. 1 – 15.

[23]   Janssen K., et al., *Heritage as sector, factor and vector: conceptualizing the shifting relationship between heritage management and spatial planning*, [in:] *European Planning Studies*, vol. 25:9 (2017), pp. 1654–1672.

[24]   Siravo F., *Planning and Managing Historic Urban Landscapes*, [in:] *Reconnecting the City: the historic urban landscape approach and the future of urban heritage*, Francesco. Bandarin and Ron van Oers, 2014, p. 161.

practices such as participation are gaining more and more value[25]. The adoption of the Framework Convention on the Value of Cultural Heritage for Society was an important milestone (the Faro Convention - Council of Europe 2005). Under "Aims of the Convention", Article 1c reads: "the conservation of cultural heritage and its sustainable use have human development and quality of life as their goal". The Faro Convention has created a fundamental shift in perception and redefined the role of local communities and heritage use values referring to society as "constantly evolving", "the need to put people and human values at the centre of an enlarged and cross-disciplinary concept of cultural heritage", and "the need to involve everyone in society in the ongoing process of defining and managing cultural heritage". The systemic understanding of cultural heritage consequently calls for planning and development concepts that can be fully operationalised within these systems and do not only focus on for example material aspects of the conservation of built heritage. This contemporary understanding of cultural heritage is based on a similar systematic approach rather than the whole theoretical concept of resilience (Holling 1976, Goessling-Resiemann & Bloethe 2012, Ripp 2021).

Addressing interconnected challenges in heritage systems through Site Managers

Site Managers

As the concept and understanding of cultural heritage has changed over the last two decades, the organisation and structure of heritage sites has become increasingly complex. The important focus shifted from the built heritage to a more holistic one. In heritage cities there are different stakeholders that have to be included for decision making and solving problems concerning cultural heritage especially when it comes to comprehensive global challenges like climate change. Classified we can consider the local community as the most important party, indirect users like "incoming business people, consumers and tourists, service providers and other employment and visitor-related entities"[26] are the second most important group. The third but not less relevant group are "influencers [such as] governmental, non-governmental, academic, and external vested agents"[27]. To achieve the greatest benefit for heritage, all these groups need to enter an interactive space where they can remain in dynamic and systematic communication. All stakeholders need to be guided and constantly informed – therefore the position of a head-coordinator is one of the most important ones for heritage sites. These Site Managers are today

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[25]   Rosetti I., et al., *Heritage and sustainability: Regulating participation*, Sustainability 14.3 (2022): p. 1674.

[26]   Ripp M., *Site Managers for Urban Heritage-Competencies, Roles, Skills, and Traits - Coordinating holistic heritage approaches, current challenges, historic urban landscapes, and local communities*, [in:] *World Heritage, Place Making and Sustainable Tourism - Towards integrative approaches in Heritage Management*, Luger K., Ripp M (eds.), Innsbruck, 2020, p. 2.

[27]   Ripp M., *Site Managers for Urban Heritage-Competencies, Roles, Skills, and Traits - Coordinating holistic heritage approaches, current challenges, historic urban landscapes, and local communities*, [in:] *World Heritage, Place Making and Sustainable Tourism - Towards integrative approaches in Heritage Management*, Luger K., Ripp M (eds.), Innsbruck, 2020; Ripp M., *Heritage as a System and Process that Belongs to Local Communities Reframing the role of local communities and stakeholders*, [in:] *Faro Convention Workshop. C. o. Europe*. Fontecchio, 2018.

more important than ever. With the new and modern definition of cultural heritage established at the 2005 Faro Convention, the demands on Site Managers have increased significantly. With all the groups mentioned, the range of managerial tasks is broad. Therefore heritage "administrators are called to flexibility, adaptation, and a systemic understanding of a given Urban Heritage"[28]. Especially considering the importance of local communities and governments nowadays for heritage sites. The "one-dimensional"[29]and governmental system cannot coordinate all the involved stakeholders. Cross-sectoral access is the key for a Site Manager to create a functioning and sustainable heritage site. The coordination of all the external and internal challenges requires special skills of the Site Manager[30].These roles and skills have been defined in an article about "Site Managers for Urban Heritage-Competencies, Roles, Skills, and Traits - Coordinating holistic heritage approaches, current challenges, historic urban landscapes, and local communities".

Roles and Tasks of Site Managers

In the first Convention Concerning the Protection of the World Cultural and Natural Heritage, the heritage Site Managers were not even mentioned[31]. Nevertheless, in the past years the perception of the importance of this position has changed massively - for the benefit of heritage sites. This shift can be seen "in the latest version of the Operational Guidelines for the Implementation of the World Heritage Convention (UNESCO 2019) [in which] site managers are referred to again and again"[32]. Already in 2006 the German UNESCO committee suggested the position of a full-time coordinator especially for the larger and more complex heritage sites. The idea was more than overdue with all the necessary periodic reports and tentative lists to be drawn up using the operational guidelines. Already in 2008 Birgitta Ringbeck listed a few responsibilities that a site manager should fulfil, including strategy development, monitoring, scientific work, cooperation in community networks, information transference, participation, conflict management, fundraising, and public relations[33].This wide range of responsibilities is still only theoretical because the roles and tasks of site managers have not been defined officially yet. Still there are site managers with many years of experience in the field of heritage coordination. After working with

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28   Ripp M., *Heritage as a System and Process that Belongs to Local Communities Reframing the role of local communities and stakeholders*, [in:] *Faro Convention Workshop. C. o. Europe*. Fontecchio, 2018, p. 7.
29   Ripp M., Rodwell D., *The Governance of Urban Heritage*, [in:] *The Historic Environment: Policy & Practice*, vol. 7/1, 2016.
30   Ripp M., *Site Managers for Urban Heritage-Competencies, Roles, Skills, and Traits - Coordinating holistic heritage approaches, current challenges, historic urban landscapes, and local communities*, [in:] *World Heritage, Place Making and Sustainable Tourism - Towards integrative approaches in Heritage Management*, Luger K., Ripp, M (eds.), Innsbruck 2020, p. 5.
31   UNESCO, *Convention Concerning the Protection of the World Cultural and Natural Heritage*, Paris, 1972.
32   Ripp M., *Site Managers for Urban Heritage-Competencies, Roles, Skills, and Traits - Coordinating holistic heritage approaches, current challenges, historic urban landscapes, and local communities*, [in:] *World Heritage, Place Making and Sustainable Tourism - Towards integrative approaches in Heritage Management*, Luger K., Ripp, M (eds.), Innsbruck 2020, p. 9.
33   Ringbeck B., *Managementpläne für Welterbestätten. Ein Leitfaden für die Praxis*, Deutsche UNESCO-Kommission, Bonn 2008, p. 33.

heritage professionals all over the world for over 15 years, Matthias Ripp summarised the roles and tasks as follows: The most important ones are those of being a coordinator, leader, mediator, interpreter, facilitator and innovator.

As a Coordinator, the manager has to coordinate the different concerns and needs of all involved groups and stakeholders working and living in a heritage site. Both in day-to-day business and in special projects, it is the site manager's role to coordinate communication between the different parties. A coordinator's tasks include monitoring the progress of various projects and, most importantly, communicating between policy-makers to drive change. Constant networking with all stakeholders to get the perspective of everyone involved is therefore necessary.

The team Leader is needed for these coordination roles. Especially in the field of cultural heritage, there are many projects, measures and processes that are not strictly regulated or prescribed by law. Managing these cross-sectoral processes requires a leader who organises and designs all the different roles effectively. The projects and ideas have to be presented to the decision-makers - this is a task that the leader has to fulfil. She or he has to lead and organise the projects and tasks convincingly to be a trustworthy leader.

A Mediator must maintain a balance between the interests of all stakeholders in a heritage site. Differing interests inevitably bring disputes that the site manager must mediate into a compromise. One set of conflicts in almost every heritage site is that between conservation and modernisation. A site can only develop if the mediator strikes a balance between all the different interests and actors. The tasks of a mediator are to identify interests and recognise conflicts in the development of long-term management plans involving different stakeholders. The site manager has to mediate in case of conflicts or whenever necessary by negotiating as a neural participant.

The role of the Interpreter is to promote and communicate the significance of each heritage site to local communities and different audiences. To bring the narrative closer, a visitor centre can help with the interpretation of the site. The site manager is tasked with designing and delivering an inspiring interpretation of heritage. For visitor centres, working with media partnerships to create content is required.

As a Facilitator, it is necessary to bring all stakeholders together. In meeting formats such as events, round tables, conferences and working groups, different tasks can be organised in communication between the stakeholders and the site manager. The task of facilitating all these different meetings includes organising them, providing the necessary resources and using them properly.

Keeping up with the ongoing challenges of a heritage site requires an Innovator. Cultural heritage sites need to respond to climate change and adapt with the help of new innovative ideas. The constant change and evolution of the environment and surroundings of heritage sites requires sustainable strategies developed by the innovator and his team.

The innovator has the task of incorporating newly created tools and methods into his work. The site manager must be willing to apply new ideas and practices to modernise existing projects and be open to other strategies and ways of thinking that could benefit the development of heritage sites[34].

Skills of Site Managers

There are many different skills and competencies that should apply to a site manager's profile. For the cultural preservation sector the publication of "Voices of Europe" defined a list including language, technical, digital, learning and social skills[35].

Communication and advocacy within an organisation and between stakeholders is of great importance for a site leader. She or he needs to address conflicts through active listening and communication through different media and methods. Networking is key in the heritage sector - not only for decision making but for dialogic knowledge transfer too. Different heritage sites can benefit from each other through cultural exchange and addressing expert and non-expert audiences. Each site needs to develop its own narrative to tell the story of its site. In addition to the management skills that a leader should have, the ability to deal with financial issues is obviously of great importance for a heritage site. For fundraising, entrepreneurship, risk assessment and, of course, budget management, the site leader should have adequate know-how for managing a site. All the financial skills require good strategic thinking, to be able to scan various possibilities and options. Strategic thinking is relevant for other tasks in the heritage sector too: research, negotiation and mediation, marketing, evaluation and developing resilience through critical and innovative thinking. One should also not forget the digital skills that are crucial, especially for the presentation of narratives in visitor centres, and in this context the forward thinking, that requires openness to new technologies and the ability of trendspotting and horizon scanning. Finally yet importantly, interpersonal skills are also of great importance for a site manager, as it can be a great challenge to unite a team and to communicate and stay in constant exchange with stakeholders and all possible partners[36].

The listed competences and skills are very important for site managers, even if they leave out important technical skills and abilities necessary for the preservation and conservation of cultural heritage.

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[34]   Ripp M., *Site Managers for Urban Heritage-Competencies, Roles, Skills, and Traits - Coordinating holistic heritage approaches, current challenges, historic urban landscapes, and local communities*, [in:] *World Heritage, Place Making and Sustainable Tourism - Towards integrative approaches in Heritage Management*, Luger K., Ripp, M (eds.), Innsbruck 2020, pp. 9-13.

[35]   Voices of Culture, *Brainstorming Report - Towards an Integrated Approach to Cultural Heritage for Europe - Prospectus on Skills, Training and Knowledge Transfer for Traditional and Emerging Heritage Professions*, Brussels, 2017.

[36]   Ripp M., *Site Managers for Urban Heritage-Competencies, Roles, Skills, and Traits - Coordinating holistic heritage approaches, current challenges, historic urban landscapes, and local communities*, [in:] *World Heritage, Place Making and Sustainable Tourism - Towards integrative approaches in Heritage Management*, Luger K., Ripp, M (eds.), Innsbruck 2020, pp. 14-17.

Tab. 1 Skills and Competencies of Site Managers[37]

Transversal Competencies for Cultural Heritage	Associated Skills to Meet the Transversal Competencies for Cultural Heritage	Relevance for Site Managers	Additional Relevant Skills for Site Manager	Corresponding Role of Site Manager
Communication and advocacy within an organization and between stakeholders	- Active listening - Participative dialogue - Cultural awareness - Communicating through multiple media & methods -	Very high	- Mediation - Addressing conflicts - Addressing decisions makers & political levels	Mediator Interpreter Facilitator Coordinator Leader Innovator
Dialogic knowledge transfer	- Cultural exchange - Interpretation - Storytelling - Developing communication with experts & non-expert audiences	High	- Narrative development	Interpreter Coordinator Facilitator
Financial competence	- Enterpreneurship - Risk assesment - Awareness of financial & social impacts - Budget management - Sustainable business model awareness - Fundraising understanding & engagement	Medium	- Proposal writing & development	Coordinator Leader

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[37]   Ripp M., *Site Managers for Urban Heritage-Competencies, Roles, Skills, and Traits - Coordinating holistic heritage approaches, current challenges, historic urban landscapes, and local communities*, [in:] *World Heritage, Place Making and Sustainable Tourism - Towards integrative approaches in Heritage Management*, Luger K., Ripp, M (eds.), Innsbruck 2020, pp. 14-17.

Management competence	- Stakeholer management - Volunteer management - Human resources management - Change management	High	- Scoping of projects, interventions & processes	Mediator Coordinator Facilitator Innovator
Strategic thinking	- Developing resilience through innovative, analytical & critical thinking - Investment in multidisciplinary training - Research - Advocacy & negotiation - Mediation & facilitation - Marketing - Evaluation - Stakeholders	Very high	- Design of participation processes - Analytic, synthetic & systematic thinking - Connecting & relating different elements of heritage (tangible, intabgible)	Mediator Innovator Coordinator Leader Innovator
Digital competence	- Openness to & awareness of new technologies (digital) - ICT, organization & strategy alignment - Development of digital literacy	High	- Knowing digital means for interpretation & participation	Interpreter Innovator
Prospective thinking	- Trend spotting - Horizon scanning - Curiosity - Creativity - Continue & manage open learning and development	High	- Development of training & capacity building strategies	Innovator Coordinator

Shared stewardship	- Realising commonalities - Citizen engagement - Team working - Inclusivity - Networking	Very high	- Mastering participation & integration methods	Mediator Coordinator Facilitator
Social Competence	- Social adjustment - Social performance - Social skills	Very high	- Mastering participation & integration methods	Mediator Interpreter Facilitator Coordinator Leader Innovator

A widely used and generally accepted method for selecting the right candidate for leadership positions is the Big Five model of personality. It divides human personality into five dimensions: 1.) Extraversion, 2.) Emotional stability, 3.) Agreeableness, 4.) Conscientiousness and 5.) Openness to experience[38].You can transfer these dimensions to the skills a site manager should have in order to successfully manage a heritage site.

Extraversion for example refers to the number of relationships a person feels comfortable with. This personality dimension has high relevance for roles of a site manager as a coordinator, a leader, an interpreter or as a facilitator. Emotional stability on the other hand refers to the number and strengths of stimuli required to trigger negative emotions in a person and is very important for the roles of the mediator, facilitator and leader. The other four dimensions can also be connected as in the given example[39].

Conclusion

The challenges for urban world heritage sites are urgent, constantly changing and affect a different part of the urban realities for the citizens[40].

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[38]   Howard P., Howard J., *The Big Five Quickstart: An Introduction to the Five-Factor Model of Personality for Human Resource Professionals*, Charlotte, 1995, pp. 4-7.
[39]   Ripp M., *Site Managers for Urban Heritage-Competencies, Roles, Skills, and Traits - Coordinating holistic heritage approaches, current challenges, historic urban landscapes, and local communities*, [in:] *World Heritage, Place Making and Sustainable Tourism - Towards integrative approaches in Heritage Management*, Luger K., Ripp, M (eds.), Innsbruck 2020, p. 18.
[40]   Gustafsson Ch., Ripp M., *Urban Transformation and Related Conflicts at UNESCO World Heritage Sites*, [in:] *50 Years World Heritage Convention: Shared Responsibility – Conflict & Reconciliation*, M. T. Albert et al. (eds), Heritage Studies. Springer, Cham, 2022.

Meta-challenges like climate change are especially relevant and have consequences for almost every part of the heritage-system[41], which includes objects, subjects, people, processes, resources and other entities that are all interconnected.

A linear approach to deal with these challenges is therefore doomed for failure. Simple logics of cause and effect are following a simplified world view that is not able to address the whole system and its interconnected parts sufficiently[42]. The understanding of cultural heritage has shifted during the last years more and more from an object-based concept (mainly what LJ Smith describes as the authorised heritage discourse) to a more systemic understanding of the values and also the role of people and participation[43].

The systemic challenges and the nature of heritage as a system needs a systems-response to deal with these challenges. A coordinating role that is located at the intersection of different urban silos and working with new work skills on cross-sectoral challenges and topics has proven to be a good strategy. Also for other systemic challenges (climate change, new mobility in Urban areas e.g.) coordinating roles have been introduced. This coordinator role of the site manager includes a variety of different roles, and it also requires specific skills to truly enable the site manager to prove the systems-response that is required.

To be able to fulfil the different tasks, site managers need more training to enhance their specific skills. A good example is the ICOMOS program "People-nature-culture". Skills, context and preconditions are only part of what is necessary to be successful, even more important is the attitude and mindset. For cross-sectoral cooperation, people need to be motivated and encouraged beyond traditional schemes of business authority. Also excellent communication skills and empathy are maybe the most important qualities of a "good" site manager.

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[41]   Ripp M., *A Metamodel for Heritage-based Urban Development*, Cham 2022, pp. 119-162.

[42]   *Ibidem.*

[43]   Ripp M., *Heritage as a System and Process that Belongs to Local Communities Reframing the role of local communities and stakeholders*, [in:] *Faro Convention Workshop. C. o. Europe,* Fontecchio, 2018.

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