

# Pôle **international** francophone de formation et d'échanges **des gestionnaires** de sites patrimoniaux

## International Workshop

12-14 September 2016

Ždár nad Sázavou Estate, Czech Republic

“Preparing the Future  
of our Heritage:  
Sharing Site Management  
Tools and Experiences”



Under the auspices of:



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# ŽDÁR NAD SÁZAVOU DECLARATION



## I.0 PREAMBLE

The 30 participants from six nationalities at the Workshop held in Zdar, Czech Republic, on 12-14 September 2016, entitled "PREPARING THE FUTURE OF OUR HERITAGE: AN INTERNATIONAL WORKSHOP ON SITE MANAGEMENT TOOLS AND EXPERIENCES" extend their gratitude to UNESCO for granting its patronage, the national authorities of the Czech Republic and France for their support, Zdar Estate for hosting the Workshop and the Grands Sites de France International Platform for taking the initiative of this event;

## 2.0 CONSIDERING THAT

2.1 UNESCO by granting its patronage to this Workshop recognizes the need for heritage sites managers to gather in order to share their reflections and progress together through peer learning; best practices are a facet of their work, and describing honestly issues with peers can be a good opportunity to question one's views and improve one's professional practices;

2.2 The fundamental role and responsibility of the Grands Sites de France International Platform is to promote understanding, exchange and cooperation between cultural and natural heritage sites managers.

2.3 The coordination of this platform should be continued, developed and oriented in order to inform, raise awareness and train sites managers through programmes and field training about new trends and reflections; taking into account the aspirations and requirements of local communities;

2.4 Cultural and natural heritage, whether inscribed on the List of World Heritage or not, is a vector of social cohesion and local development; for this reason the human and social components of heritage conservation need to be taken into account in every related project; thus an integrated approach of heritage sites should be sought systematically; management plans and projects should be based on the site values and an experience should be offered to visitors.

## **RECOMMEND THAT**

### **3.0 With regard to cultural and natural heritage in general:**

3.1 The importance of protecting significant heritage be recognized in a time of rapid and accelerating developments; the urgency to include environmental considerations along with heritage conservation policies should be taken into consideration; heritage policies should be transversal.

3.2 One does not own a site, one borrows it from one's children;

3.3 The need for a sustainable development of heritage sites/properties to be integrated with the consideration of heritage values and cultural identities;

3.4 The key role of communities and local people in the identification, conservation and development of heritage values should be better considered; sites should be better integrated in contemporary life and local communities should be invited to share the life of sites; the past is relevant if it is meaningful to the local communities and the general public;

3.5 The need for new funding mechanisms adapted to heritage management should be explored and developed; public funding should match private funding; funding dedicated to the development of a given site for external visitors should be twinned by an equal funding to the development for the local community;

3.6 Joint cooperation between heritage sites of a given region or territory should be systematic; sites should not compete against one another but rather create synergies to develop together;

3.7 Values are the driving wheel for any heritage project, they should help build a common frame of reference to define a common vision of the genius loci as it is a mental construction of our perception; the marketing of a heritage site should be based on the values understood by all stakeholders as it is a key to success;

3.8 Tourism should resist to the temptation of tourists wishing to visit heritage sites in a race for accumulating visits in a meaningless manner; human time scale is incompressible and necessary to understand the genius loci; tourists should be given (and should take) time to learn about a story that includes a context; the marketing of tourism destinations should include the genius loci in promotional messages;

3.9 Site managers' basic profile should be described in the *Operational Guidelines for the implementation of the World Heritage Convention*; site managers should be facilitators and coordinators rather than managers who make decisions on their own; the position of site managers should be clearly defined as well as the scope of their decision-making power; these responsibilities should appear in detail in all management plans;

3.10 Management plans are a requirement that should be considered more like a public commitment; they should be accessible to all including on the Internet.

#### **4.0 With regard to Žďár nad Sázavou Estate**

The commitment of Žďár nad Sázavou Estate in hosting this Workshop is a commendable initiative to raise awareness of Czech local, regional and national authorities, universities, tourism industry and the general public;

As a conclusion of this workshop, participants agreed on the following:

4.1 As a World Heritage property, Prague attracts mass tourism, the impact of which could be mitigated by defining and implementing a strategy offering a number of tourists the possibility to visit other Czech World Heritage properties such as Zelená Hora (and nearby Žďár nad Sázavou Estate), Litomysl or others; World Heritage routes or itineraries should be set up in the Czech Republic; heritage routes should have a red thread to link their various components/heritage sites; partnerships with other sites, including World Heritage sites in the Vysocina region and the vicinity should be set up; these itineraries should be easy to navigate;

4.2 The management teams of cultural and natural heritage properties that are inscribed on the World Heritage List should team up with the management of properties which are not inscribed - or not yet inscribed - in order to emphasize the sustainable tourism focus on a given region of the Czech Republic; authenticity and integrity of sites should always be their first focus and a foundation for this sustainable tourism;

4.3 Professional heritage sites managers and communities should connect with local, regional and national authorities and with tourism businesses; they should find a balance between tourism and conservation;

4.4 A collaboration between public and private entities is to be sought in every manner in order to create synergies in terms of sustainable development, which will benefit the local communities;

4.5 Žďár nad Sázavou Estate should be more integrated into the Zelená Hora World Heritage site as they both are part of a unique vision that composed the whole landscape from secular activities below to sacred ones above; all owners and stakeholders concerned by the management of the Zdar Estate and Zelená Hora area should work together on widening the scale of the vision, which will improve the ensemble's protection in the future;

4.6 Even if Žďár nad Sázavou Estate is a private entity its owners are its stewards, its trustees whose role is to pass it over to future generations in the best conditions of integrity and authenticity;

4.7 Žďár nad Sázavou Estate being a creative project proves that a society that creates is a society which is lively and thrives; without a project, a vision, a site cannot integrate the contemporary lives of visitors and local citizens; culture should be considered as a federating tool.

#### **5. With regard to the Grands Sites de France International Platform**

As a conclusion to this workshop, participants recommend the following actions to be implemented:

- 5.1 Disseminate widely the results of this Workshop in order to raise awareness of the site managers' community of issues, principles and integrated management models/best practices/trends/examples;
- 5.2 Encourage the continuation of this reflexion in the Central, South-East and Eastern European sub-regions by selecting participants from these sub-regions in the Grands Sites de France Network international Platform's forthcoming intensive training workshop in 2017.
- 5.3 The international Platform of the Grands Sites de France should continue to interact through the on going reflection and related institutions to encourage participation of local and national communities in sites management and link to grass roots initiatives which are as important as top-down decisions; concrete and practical projects should be encouraged in conjunction or coordination with the local or national authorities, jointly determining subjects of priority; the most efficient ideas are often the most simple;
- 5.4 The Grands Sites de France International Platform should capitalize on its members to emphasize the scope of their actions, give them visibility and link them during regular training over the span of their careers.

Žďár nad Sázavou, 14 September 2016

*Note: This is a personal declaration written by the workshop's participants. It doesn't officially engage the institutions they represent.*



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## Programme of the Workshop

### Day 1 – Monday 12 September 2016

- 12:30 Light lunch (*New Generation Museum's Café - Kavárna v Muzeu Nové Generace*)
- 14:00 Opening of the seminar (*Fresco Baroque Halls - Freskové barokní sály*)
- 14:30 Brief introduction of each participant
- 15:00-17:30 Workshop Nr. 1 : "Shared Values: How to identify the meaning, values and genius loci of my site and how to share them". Moderator: Vincent Guichard, Director of Grand Site de France Bibracte-Mont Beuvray
  - o Introduction of the theme
  - o Round table presentations
  - o Two "Best practices" presentations
    - Constantin Kinsky - The Work on Values and Genius Loci in Žďár
    - Chloé Campo-de Montauzon - Val de Loire WHS Outstanding Universal Value
  - o Debate
  - o "What have I learned from this workshop" Round table
- 17:30-19:00 Welcome drink and visit of the New Generation Museum (*New Generation Museum - Muzeum Nové Generace*)
- 20:00 Opening dinner (*New Baroque Halls - Nové barokní sály*)

### Day 2 – Tuesday 13 September 2016

- 8:30-9:30 Visit of the Chateau "In Santini's Footsteps"
- 9:30-12:30 (*Fresco Baroque Halls - Freskové barokní sály*) Workshop Nr. 2: "From the site's meaning and value to a management plan - the integrated management of a heritage site". Moderator: Chloé Campo-de Montauzon, Director of French association of World Heritage Sites
  - o Introduction of the theme
  - o Round table presentations
  - o Two "Best practices" presentations
    - Alexandru Nicolaescu & Ion Stefanita - Site management in Moldova
    - Vincent Guichard - Intergrated management of Bibracte, Grand Site de France
  - o Debate
  - o "What have I learned from this workshop" Round table
- 12:00 Lunch (*New Baroque Halls - Nové barokní sály*)
- 13:30-16:00 (*Fresco Baroque Halls - Freskové barokní sály*) Workshop Nr. 3: "Building a sustainable tourism destination". Moderator: Constantin Kinsky, Žďár nad Sázavou Estate's Owner
  - o Introduction of the theme
  - o Round table presentations
  - o Two "Best practices" presentations
    - Anne Vourc'h - Grands Sites de France and Tourism
    - Gilles Marty - Tourism Routes in Europe, notably the example of Norway
  - o Debate
  - o "What have I learned from this workshop" Round table
- 16:00-17:00 "Expert Witness View" by Marielle Richon, ICOMOS and ex-UNESCO + Seminar conclusions
- 17:30 Visit of Zelená Hora WHS (departure at 17:15 from *Fresco Baroque Halls - Freskové barokní sály*)
- 19:00 Dinner (for those staying until Wednesday)

### Day 3 – Wednesday 14 September 2016

- Field trip to the City of Litomyšl (WHS), departure at 8:30