

Nomination of
The **GREAT**
SPAS of Europe



for inclusion on the
World Heritage
List

5.i Policies and programmes related to the presentation and promotion of the property

Effective promotion has always been a key to success of great spas in Europe. All components of the nominated property have long experience of using marketing and promotion tools to attract spa guests and tourists and all have developed strategies to foster future tourism. As part of the nomination process, steps have been taken to raise the public awareness about the significance of *The Great Spas of Europe* and the necessity for their preservation. More measures are planned for the period after the potential inscription of the property on the World Heritage List. These measures are described in the Management System and the Local Management Plans and summarised below.

5.i.1 Transnational presentation and promotion

The transnational presentation and promotion of *The Great Spas of Europe* has started at a very early stage of the nomination process and included, e.g., several international conferences and workshops as well as creating common marketing tools. Mentioned can be:

- The importance of protection of historical spa architecture and protection of cultural and natural heritage (international conference in *Karlovy Vary* on 8–9 October 2009); European spa towns and mondaine spas in 19th century (international workshop held on 25–27 November 2010 in *Baden-Baden*);
- Presentation of the internet domain ‘Spaarch’ for the serial nominated property (2009);
- Creation of the logo of the serial nomination *The Great Spas of Europe* (2015);
- Exhibition about the 11 spa towns of *The Great Spas of Europe* (*Františkovy Lázně*, August 2017).

Throughout the nomination process, events have been organised in spa towns to raise public awareness and inform the town’s citizens, professionals and media about the whole concept of *Great Spas of Europe* (e.g. *Vichy* 2016, *Bad Ems* 2017, *Baden bei Wien* 2017, *Františkovy Lázně* 2018, *Mariánské Lázně* 2018). In 2017–2018 the brand strategy for *The Great Spas of Europe* was developed by a marketing agency, MullerValentini, which also prepared the nominated property’s corporate design. This is also reflected in the new website, www.thegreatspasofeurope.org with information about the proposed Outstanding Universal Value of the whole property as well as about its individual component parts, and in a common brochure which briefly summarizes the proposed OUV of the series.

The *Overarching Management System (OMS)* for the whole nominated property foresees the development of common marketing products to build a wide awareness of the values of *The Great Spas of Europe* including their Outstanding Universal Value and the international status of the property. This would be alongside the development of a strategy for sustainable tourism development. The *OMS* recognises that an important part of

presentation and promotion of the property is the involvement of local communities. Relevant objectives for the whole property included in the *OMS* are:

4.0	Communication:	
4.1	To increase public awareness, involvement, support and enthusiasm for the concept of World Heritage	1
4.2	To achieve promotion and publicity of <i>The Great Spas of Europe</i> and its component sites through a common communications strategy	1
4.3	To promote the Outstanding Universal Value of <i>The Great Spas of Europe</i> in particular, to a young and youth audience	3
4.4	To ensure that the values of the property are recognised and appreciated by national, regional and local decision makers, communities and visitors	2
4.5	To develop educational programmes and knowledge transfer frameworks concerning the values of the series at all levels of the education hierarchy, from the very young to the retired community, using suitable World Heritage Centre resource manuals and best practice examples	1 2
4.6	To develop, create awareness of, and promote the brand <i>The Great Spas of Europe</i>	3
5.0	Communities:	
5.1	To enhance the role of communities in the implementation and understanding of the World Heritage Convention	
5.2	To inform local businesses, residents and visitors of the objectives of <i>The Great Spas of Europe</i>	1
5.3	To ensure that local communities, and the young in particular are aware of the benefits of inscription to the World Heritage List	
5.4	To explain the responsibilities that World Heritage inscription places on a local community	2
5.5	To enable local communities to understand and appreciate the values and attributes of <i>The Great Spas of Europe</i>	
5.6	To achieve local community representation on each Local World Heritage Steering Group in the series, and in particular the young, and involve the group in regular monitoring	1 3
5.7	To ensure that local decision makers are aware of their involvement as a component part of a serial transnational property	2

A series of actions to meet these objectives are identified in the Action Plan of the OMS:

4.0 Communication:

- MS12 Create a project website for promoting the concept of *The Great Spas of Europe* to both a popular and scientific audience to stimulate dialogue. Create fast links to the home pages of the websites of the tourism office and site managers of the component spa towns
- MS13 Through the implementation of the over-arching interpretation strategies, to provide a model for presenting the concept of *The Great Spas of Europe* to local communities and visitors alike, including the benefits derived from inscription
- MS14 Produce a common guide book on behalf of *The Great Spas of Europe* in the language of each participating State Party
- MS15 Create an electronic newsletter at least twice per annum and develop a circulation database through the municipal offices of the component spa towns for all stakeholders
- MS16 Manage a design competition for a new project logo
- MS17 Produce a graphic design handbook for the use of the project logo in conjunction with the correct procedure for the use and authorization of the UNESCO and World Heritage emblems
- MS18 Survey and monitor the use of the emblems and logo at each component site

5.0 Communities:

- MS19 Ensure that all stakeholders within the local communities are involved in the Local World Heritage Steering Group and that they receive regular information and updates on associated project activity
- MS20 Organise a bi-annual international event for the community representative members of the LWHSGs to meet and share experience and recognise the wider vision of *The Great Spas of Europe*
- MS21 Develop an information pack in all participating mother tongues for briefing local politicians, municipal officials and in particular the staff of the local tourism information centres
- MS22 Promote youth and school exchange programmes between the young people in full-time education in each component spa town, this initiative has the potential to be expanded to involve the disadvantaged, special interest groups, sporting and amenity clubs and associations depending on the level of resources available
- MS23 Develop a 'Great Spas Festival' programme to take place in each spa town to celebrate the opening of the Spa Season annually or UN World Water Day and World Heritage Day.

5.i.2 Local presentation and promotion

1. *Baden bei Wien*

AUSTRIA

The new Local Management Plan for the *Baden bei Wien* component includes policies for the presentation and promotion of the property. These are summarised below and for full detail the *Local Management Plan* should be consulted.

Public participation

Support of the concept of World Heritage by the inhabitants of a World Heritage property is essential to sustain its quality including its Outstanding Universal Value (OUV). This can only be achieved on the basis of an understanding of the concept of World Heritage, covering the elements of OUV, the opportunities and challenges of World Heritage status as well as the structure of its management. Civil society in Baden was fully involved in the “making of” the future World Heritage property. Public participation will continue to play an important part in the management, promotion and development of the World Heritage property.

Goal 2 of the *Local Management Plan* seeks the inclusion of heritage volunteers and service clubs (like Kiwanis International, Lions Club, Rotary International) in the presentation and development of the World Heritage property in *Baden*. Measures to achieve this will include road shows organised with them at regular intervals (3-5 years) to discuss new developments and common activities for the preservation of the World Heritage property. Economic and viniculture associations will be included in the development of presentation of the World Heritage status, while “service associations” and cultural associations will be involved developing content of the spa idea. Both individuals and groups will be included in a cooperative approach to the management of the World Heritage property. Interested persons will be trained (perhaps by the ‘open university’) as World Heritage Ambassadors of Baden.

2. Promotion and presentation

A World Heritage Centre will be installed to provide in Baden adequate presentation of this component of the World Heritage property. Plans and funding can only be prepared after inscription on the World Heritage List, so that detailed information about time frame, location, structure and tasks of the future institution cannot yet be provided.

Inscription will require revision of the promotional activities of *Baden*, including changes and adaptations of its marketing activities, orientation system, corporate identity, and printed material as well of its internet presence. Moreover, merchandising products should be developed.

The thermal springs are an essential part of *Baden's* identity. However, medical progress, development of modern spas, and regulations on the hygiene of spas have made sulphur-containing thermal water less obvious in the townscape, causing some loss of the traditional spa character. Consequently, thermal water in Baden needs to be made more visible and its healing aspects promoted among guests and inhabitants. Because this process is complex, it will take time.

Regular awareness-raising activities will contribute to a better knowledge of UNESCO World Heritage and *The Great Spas of Europe*, including spa treatments and thermal water and their historical heritage which will be enhanced through information and orientation systems and supported by tour guides.

Essential parts of the proposed OUV refer to the cultural history of the great spa towns. Many artists and their patrons shaped significantly the history and identity of the towns. This traditional aspect of spa towns is an intrinsic feature of Baden and an essential part of its significance as World Heritage. The compositions of Ludwig van Beethoven, Mozart, Johann Strauß as well as operettas are performed regularly. Also, the written oeuvre of Arthur Schnitzler forms part of the cultural life of *Baden*. It is planned that more emphasis will be put on works of art with a close relationship with Baden or produced there.

The history and built heritage of *Baden* as a spa-town received great attention in the nomination process. These research-activities were re-evaluated in the light of the results of research in the other spa-towns. These results should be brought to the attention of the broad public, as they contribute significantly to the understanding of these ideas and sites as a World Heritage property.

Goals 5 – 11 of The Local Management Plan put the above aims into practice.

Goal 5 aims to heighten awareness of international recognition achieved for *Baden*, through the inscription of the World Heritage property, by extensive use of the World Heritage Emblem in line with the stipulations of chapter VIII of the Operational Guidelines to complement the corporate identity as well as the communication strategy of the City. The Emblem will be used in connection with all relevant touristic and cultural public aspects of the City. Merchandise for the city should be developed, including for marketing.

Goal 6: The awareness of the citizens of *Baden*, that *Baden* forms part of the UNESCO World Heritage, should be enhanced by all means possible, including public information events such as an annual World Heritage Day, events presenting and disseminating information on UNESCO World Heritage as well as of *The Great Spas of Europe*, lectures, exhibitions and publications. The Neubürgerpaket (information for citizens moving to Baden) will contain information regarding the World Heritage status of *Baden*. Special emphasis will be placed on ensuring that new inhabitants have access to adequate information about the importance of the World Heritage property and its background.

Goal 7: The status of *Baden* as a component of the UNESCO World Heritage property *The Great Spas of Europe* must be made visible in the City. All new orientation and information-systems will carry the World Heritage Emblem in line with the stipulations of chapter VIII of the Operational Guidelines, while all existing systems and signage will be revised.

Goal 8: New approaches will be developed to increase public awareness of the thermal springs and water. The Ursprungsquelle spring issues in a cave behind the Sommerarena and currently can only be visited by guided tours. As its access is not very attractive, refurbishment and improvement of the new setting is necessary to improve access and encourage the public access to visit the underground installations, created in the 1920s, which are of high aesthetic quality.

A new installation is planned to replace the decayed pottery-well at the lower Kurpark (which dates back to 1990), whose success in interpreting the sulphur water was of limited nature. It will be replaced by a new “sulphur water experience”: a pool of sulphur water including a drinking pavilion as well as a basin for bathing feet should provide a new way of experiencing sulphur water.

The Marienquelle spring was first utilised only in 1924 and access to it has been blocked off since the 1960s. Under consideration of technical and hygienic aspects the access should be re-installed.

Goal 9: The broad context of the World Heritage property, such as its history, architecture, society and famous guests, as well as the importance of thermal water and spa-treatments, should be interpreted for both inhabitants and visitors through orientation- and information-systems. Different approaches, ranging from themed paths to QR-Codes will be made developed. Guided tours focused on the spa town and the concept of World Heritage will be developed. An information package on World Heritage will be provided to hotels and restaurants for staff training.

Goal 10: Art and Culture will be promoted adequately by the City of *Baden*. Cultural events will be encouraged to reflect aspects of *The Great Spas of Europe* and the arts in their programmes through involvement of the organisers of art- and cultural events and their artists site management. A round table about *The Great Spas of Europe* will be established for artists. “Jewish civil society and art in *Baden*” and Theatre and Literature around 1900, (with reference to Arthur Schnitzler, Max Reinhardt, Stefan Zweig and Jura Soyfer) will be added as two new foci for cultural events.

Goal 11 is to provide information about the background of the development of *Baden* as a spa town. Modules will be prepared for training teachers, tour guides and staff in tourism-related jobs. It is important to improve the knowledge of guides and tourism-related staff about UNESCO World Heritage with a special focus on justifying *Baden's* inclusion on the List. A new city guide focusing on the “spa town” should be published.

3. Education and young people

Children will have a special role as “ambassadors of UNESCO World Heritage”. In their future role as “bearers of the heritage”, they will be responsible for the future fate of the cultural property. Consequently, awareness raising through early involvement of schools is crucial to disseminate and promote the idea of *The Great Spas of Europe* as World Heritage. Cooperation and exchange among schools in the eleven UNESCO spa towns is a high priority to promote mutual understanding of the international dimension of this World Heritage property and also European common values.

Goals 12 and 13 of the local management plan follow up on this need.

Goal 12: The concept of *The Great Spas of Europe* should be promoted in all schools of *Baden* through making available teaching material for pupils and for continuing education for teachers. Excursions for schools covering spa-related aspects, including infrastructure, and the history of *Baden* will be organised and be complemented by class-room teaching. A thematic route for pupils in the World Heritage property should promote an authentic feeling of the spa-town for young people. World Heritage and spas-related themes (including thermal water, cure treatment) should be offered to students of higher general education for their final thesis. The results of these studies should be presented to the public.

Goal 13 Youth will serve as bearers of the World Heritage of *The Great Spas of Europe*. These represent an European phenomena, which should be made accessible to the young generation. Mutual learning will contribute to a common experience and understanding comprising all other spa-towns. The City of *Baden* supports programmes for the cooperation of schools and for the exchange of students.

2. Spa

BELGIUM

Various actions are planned in combination to transmit *The Great Spas of Europe* property to present and future generations. These include programmes for museums and cultural centres as well as the activities of the tourism promotion offices.

Spa belongs to the European Historic Thermal Town Association (EHTTA), with other spa towns of the GSE project (*Baden-Baden, City of Bath, Karlovy Vary, Montecatini Terme* and *Vichy*). A non-profit association based on the need to encourage, protect and enhance thermal, artistic and cultural heritage throughout Europe, EHTTA it is certified since 2010 by the Council of Europe to manage the European Route of Historic Thermal Towns, as part of the Cultural Routes programme. It contribute to the promotion of *The Great Spas of Europe*.

Measures planned in the local management plan for the property are summarised below. Some actions will be undertaken by local stakeholders and in some cases are already in their own management plans.

Local management plan - presentation and promotion related (extract):

Issue	Operational objective	Actions
<i>Tourism</i>	Improving tourism tools	<p>Identify the existing tools and integrate <i>The Great Spas of Europe</i> dimension (guides, audio guides, guided walks, information panels, etc.)</p> <p>Create a website dedicated to <i>Spa</i> from the perspective of the <i>The Great Spas of Europe</i></p> <p>Create a space dedicated to <i>The Great Spas of Europe</i> at the Musée de la Ville d'Eaux</p>
<i>Culture</i>	Ensure the transmission of knowledge	<p>Identify the “heritage” pedagogical tools for fundamental teachers and improve them if necessary</p> <p>Sustain the “heritage” component of the communal council for children</p> <p>Inform youth people (12-26 years old)</p> <p>Inform the insecure (or disadvantaged population) public</p>

<i>Education</i>	Ensure the transmission of knowledge	<p>Identify the “heritage” pedagogical tools for fundamental teachers and improve them if necessary</p> <p>Sustain the “heritage” component of the communal council for children</p> <p>Inform youth people (12-26 years old)</p> <p>Inform the insecure (or disadvantaged population) public</p>
<i>Involvement</i>	Involve spadois (<i>Spa</i> citizens)	<p>Involve citizens and associations in actions to clean up or preserve heritage</p> <p>Involve young people in the protection and enhancement of heritage</p> <p>Encourage the re-appropriation of public space and their neighbourhood by citizens</p> <p>Create a cluster of “Ambassadors” (citizens, young people, traders, ...)</p> <p>Create “World Heritage Day” events, “Heritage Day for Youth”</p> <p>Rely on the Cultural Centre to develop participatory actions and promote communication with citizens in relation to the management plan</p>

***Spa* Museums four-year plan**

The *Spa* Museums were opened officially on 6 June 1970. The *Spa* Museums have been recognised as a category C museum by the Wallonia-Brussels Federation since 2011. The Federation organizes the recognition and subsidization of museums. It divides recognized museums into three categories according to different criteria. In Wallonia and Brussels, for a total of 500 existing museums, 9 are recognized in category A, 23 in category B and 25 in category C.

The museum assisted in preparing *The Great Spas of Europe* recognition project beside its own activities (temporary exhibition, digitalisation of the Body archive records, hosting researchers, participation in Heritage Days).

The new permanent exhibition “*Spa* Story” on the history of the spa was opened in April 2017. This makes good the identified lack of information on *Spa* and its waters. The 2018-21 four-year plan, under preparation by the *Spa* Museums, provides for a number of actions implementing the museum functions laid down by the Wallonia-Brussels Federation: acquisition, conservation-preservation, research and broadcasting of tangible and intangible testimonies of man and his environment.

Main missions	Actions relating to the UNESCO project (2018-2021)
<i>Acquire</i>	<ul style="list-style-type: none"> • Prioritising the acquisition of objects and documents relating to the town and more especially its “end nineteenth – beginning twentieth century holiday destination” aspect which underlies the current museum project and the renovation of the Royal Villa
<i>Conserve</i>	<ul style="list-style-type: none"> • Restoring important items with the help of cultural funds and private patronage • Digitising and uploading online the archives of the local historian Albin Body (150,000 documents)
<i>Study</i>	<ul style="list-style-type: none"> • Helping to prepare the application file for <i>The Great Spas of Europe</i> • Promoting the study on the villas conducted at the request of the municipal authorities • Improving the cultural property heritage inventory taken by the Walloon Region
<i>Broadcast</i>	<ul style="list-style-type: none"> • Creating an exhibition dedicated to the end of the WWI (2018) • Creating <i>The Great Spas of Europe</i> exhibition area (2019) • Raising the awareness of the school-age public of the history of the spa through a new permanent exhibition “<i>Spa Story</i>” and the educational tool “<i>Jeu de l’oie, jeu de Spa</i>” inventory taken by the Walloon Region

Spa – Jalhay – Stoumont Cultural Centre Programme contract

The Cultural Centre helps those living in the municipalities of Jalhay, *Spa* and Stoumont to exercise their right to culture from a perspective of equality and emancipation, and, more broadly, supports the exercise of cultural rights by all and for all in respect of all human rights, with special attention to reducing inequalities in exercising this right.

Past and on-going activities of the Cultural Centre linked with heritage

- Organising Heritage Days for over 25 years
- Coordinating the creation of a historical show “*Spa, my town, our history*” in 2010 and 2013, bringing thirty local associations together
- Cultural animation around the theme of the *Spa* heritage intended for Year 5 and 6 primary class children (11/12 years old) from schools in the municipal area

- Managing a 1200-seat reception room, two multi-purpose rooms, a 400-seat theatre and an art gallery
- Organising folk events (“Mathy Loxhet”)

The cultural action project (2018–2022 programme contract) hinges around three issues and an additional expectation. Some actions relate to the heritage such as:

Issues	Future actions – examples
Transform entertainment for youngsters into educational dynamics where they will become active citizens, creators of expression and project sponsors	<ul style="list-style-type: none"> • Creating the Agora de Jeunes Citoyens • Installing citizen expression walls or Street Art • “Les tambours de la paix” operation
Creative loyalty of inhabitants to the traditions and the land	<ul style="list-style-type: none"> • Awareness-raising actions in the schools • Informative walks • Installation of “Promenades Musées” • Organisation of the Natura 2000 festival
Transforming the apparent lack of involvement of Spa citizens with their heritage and common spaces into a move to take back these places and heritage as vectors of artistic and civic expression	<ul style="list-style-type: none"> • Involving inhabitants through awareness-raising and heritage training • Creating new associations • Creating a new collective show • Outdoor spaces occupied by local artists

Spa Tourist Office actions

The Tourist Office has an annual action programme to develop and promote tourism in *Spa*. Its past projects related to heritage include:

- Reorientating guided walks to focus on certain themes (nature, history of the town, etc.)
- Submitting a recognition file for Pouhon Pierre le Grand as a tourist attraction
- Monitoring projects of the *Spa* Federation of Belgium

Promotion of *Spa* tourist sites

Reflecting the desire to relaunch the spa and tourist aspects of *Spa*, the town of *Spa*, the *Spa* Tourist Office and *Spa* Monopole s.a. considered enhancing tourist sites with the theme of water and spas

Past actions

- Creating a tour within the s.a. *Spa* Monopole to discover the natural mineral waters of *Spa*: Eaudyssée

- Restoring the Pouhon Pierre le Grand building as a tourist attraction (welcome, exhibition, promoting the Livre d'Or d'Antoine Fontaine, etc.)

Future or on-going actions

- Renovating the signed walking loops
- Museum project of *Spa* Museums

***Spa* - Hautes Fagnes Tourist Centre 2017–2020 programme**

The *Spa* - Hautes Fagnes Tourist Centre covers the municipalities of *Spa*, Jalhay, Stavelot and Theux. Installed in the Pouhon Pierre le Grand in *Spa*, it is a supra-municipal tool which promotes and enhances tourist activities falling under its remit. The draft 2017–20 programme, approved in 2016, revolves around six tourism-focused themes:

A few projects that could support *The Great Spas of Europe*

- Developing the Internet site
- Updating posters showcasing tourist attractions
- Creating tourist maps
- Working more closely with training establishments in the tourist sector.

Aqualis 2017–2019 strategic plan

Aqualis is a public inter-municipal company founded in 1999 which currently covers 29 municipalities. Its mission is to promote tourism in the District of Verviers, which includes *Spa*, through the following priorities, *inter alia* the construction of the *Spa* baths and the funicular and regional and local tourist signs.:

National and regional levels

Promotion and marketing of the three Czech component parts is based on thorough academic research and analysis dating back to the nineteenth century when the values and attractions of *Františkovy Lázně*, *Karlovy Vary* and *Mariánské Lázně* started to be promoted in numerous newspaper articles, tourist guides and prospects. Nowadays, promotion and marketing is performed by a number of professional institutions nationally, regionally and locally.

Presentation and marketing of cultural heritage is one of the priorities of the Czech Republic. The central body for the public administration of tourism in the Czech Republic is the Ministry for Regional Development. The Ministry has founded an organisation named Česká centrála cestovního ruchu (Czech Central Tourism Office - CzechTourism). The main objective of this organisation is the intensive marketing of the Czech Republic as a travel destination. The Czech Central Tourism Office develops the current and medium-term strategy for the marketing of tourist services and offerings in the domestic and foreign markets. As a member of the European Travel Commission (ETC), it joins with other European countries in marketing activities in overseas markets.

The Czech Central Tourism Office has an information website, 'Kudy z nudy' (www.kudyznudy.cz), providing detailed information in the Czech language on the travel destinations in the Czech Republic, including information about the Czech component

CZECH
REPUBLIC

parts of the nominated serial property. Foreign tourists can find detailed information on the website of CzechTourism (www.czechtourism.com) which is available in 10 languages.

With a series of scientific activities, the National Heritage Institute is also involved in raising awareness of the Czech component parts, particularly through its regional office in Loket near *Karlovy Vary*. On the occasion of the 100th anniversary of the death of the important spa architect, Gustav Wiedermann, the National Heritage Institute announced the year 2014 as the Year of Spa Architecture. In cooperation with the Association of Spa Locations, the Medical Spas Union and individual spa towns, a great travelling exhibition was prepared with organized lectures and excursions including *Františkovy Lázně*, *Karlovy Vary* and *Mariánské Lázně*. The Loket regional office of the National Heritage Institute has also published a number of publications on the history of the three spas and spa heritage in the *Karlovy Vary* Region (see chapter 7 – Bibliography).

National and international marketing and promotion of the Czech spa industry and the three Czech component parts is also provided by the Association of Spa Locations of the Czech Republic and the Association of Spas of the Czech Republic. Every year, in cooperation with the CzechTourism agency, the Association of Spa Locations organises a conference for spa professionals. The 4th conference in 2001 and the 5th conference in 2002 took place in *Karlovy Vary* and the 19th conference in 2016 took place in *Františkovy Lázně*.

On a regional scale, the Regional Authority of the *Karlovy Vary* undertakes a significant amount of work in promoting the spas of the West Bohemian spa triangle and increasing public awareness of the nominated property and its future management, in particular through its Department of Culture, Conservation Care, Spas and Tourism. Examples of recent marketing activities of this department include:

- Creation of the first website with a basic information about the proposed nominated property, *The Great Spas of Europe*;
- Promotion of the nominated property on tourism fairs, through advertising or organizing exhibitions and lectures on spa topics (travelling exhibition, exhibition Spas without Frontier, a lecture course);
- Publishing a “Guide to Important Spa Locations of the *Karlovy Vary* Region” (2015);
- Installing banners in the towns of the *Karlovy Vary* Region informing about the nominated property;
- Organizing a workshop for employees of the visitor centres and municipal offices informing about the proposed nominated property, *The Great Spas of Europe* (2018); such workshops will continue to be organized in the future.

The Regional Authority of the *Karlovy Vary* Region will also take part in the renovation of the Imperial Spa in *Karlovy Vary* and establishing a permanent exposition on the spa industry, balneology and the nominated property which should be installed here.

The promotion and marketing of the three Czech component part is also coordinated by the Destination Agency of the *Karlovy Vary* Region, which was co-founded by the Regional Authority of the *Karlovy Vary* Region in 2016. The website Živý kraj (Living Land, <http://www.zivykraj.cz/en/>) which was created by the Destination Agency informs

the visitors from the Czech Republic and abroad about the main region's attraction with spa industry being on the first place.

3. *Františkovy Lázně*

The town of *Františkovy Lázně* continues to promote the local spas in many different ways. Presentation organised by the town includes:

- Printed brochures and flyers in 4 languages (Czech, English, German, Russian) about the town's history, spa treatments and balneology, cultural and natural values, and tourist attractions,
- Digital guide to the town and a mobile phone application for tourists,
- Promoting the town at national and international fairs and exhibitions (Prague, Hof, Regensburg, Hohenberg, etc.),
- Creating image videos about the town,
- Promotion on main tourism websites,
- Internet promotion through its own website which is available in more than 100 hundred languages!

The information and research centre for documenting the *Františkovy Lázně* spa industry is the *Františkovy Lázně* Museum which is operated by the municipality. It prepares exhibitions, organises specialised lectures and produces specialised publications to present *Františkovy Lázně* and the whole region.

Printed advertising materials are also published by private providers of spa care in *Františkovy Lázně*.

A number of clubs and civic associations contribute to the presentation and promotion of *Františkovy Lázně*. One of the most significant is the Alois John Society, which since 2002, in cooperation with the *Františkovy Lázně* museum, documents the history and present of the Cheb region including *Františkovy Lázně*. It also supports meetings, exchange of information and cooperation with Cheb compatriots' associations and organisations.

- Adding missing displays about the nominated property and its OUV (exhibition of architecture and building crafts; special display on the history of the spa industry);
- Producing advertising and presentation materials about the values of the component part (spa heritage of *Františkovy Lázně*) in a printed form, on the town's website as well as in Smartphone applications;
- Cooperation on creating European spa paths including all components of the nominated property;
- Cooperation on advertising the values of all component parts of the

nominated property (advertising panels 'European spa paths', representative publication '*The Great Spas of Europe*', brochure '*The Great Spas of Europe*', a study 'Spa towns of the West Bohemian spa triangle in a world context of spa culture and balneology');

- Advertising the nominated property in the town and on the access roads into the town;
- Producing an open-air gallery of photographs from spa towns which make part of the nominated property;
- Producing an open air gallery of photographs of famous people who have visited the spa town;
- Enlivening the spa centre by 'Revived stories' from the town's history and life of important visitors of *Františkovy Lázně*;
- Creating a unified information and signpost system in the *Františkovy Lázně* Urban Heritage Reserve;
- Providing professional guided tours presenting values of the nominated property for spa guests as well as for local inhabitants;
- Cooperation on creating a tourism product connecting the nomination of *The Great Spas of Europe* with the nomination of The Mining Region Erzgebirge/Krušnohoří which is in part also located in the *Karlovy Vary* Region.

The Local Management Plan also contains measures aimed at raising public awareness and education of young people:

- Extending history and biology lessons to cover the history and specifics of the *Františkovy Lázně* spa treatments;
- Preparation of a handbook with work sheets regarding spas and spa heritage for ground and secondary schools and its publication on web pages;
- Organising educational walks, within the framework of history and biology lessons, through the spa town and its therapeutic landscape, and strengthening the identity of students with their own town;
- Strengthening the educational role of the Institute of Balneology regarding balneology and specifics of the *Františkovy Lázně* spa treatment;
- Improving the quality of professional town guides in *Františkovy Lázně*

4. *Karlovy Vary*

Apart from the national and regional marketing and promotion activities described above, there are many local bodies which are active in presenting the town and its heritage values.

The *Karlovy Vary* Museum is the information and research centre for documenting *Karlovy Vary's* spa industry. It prepares exhibitions, organises specialised lectures and publishes specialised publications (see chapter 7 – Bibliography) to present *Karlovy Vary* and its whole region.

Besides advertising materials published by the Information Centre of the town of *Karlovy Vary*, printed material is published by the Czech Tourism Agency and private commercial publishers. Printed advertising materials are also published by *Karlovy Vary* spa and hotel facilities.

A number of associations and civic associations such as the Friends of *Karlovy Vary* Club participate in the presentation and promotion of *Karlovy Vary*. The biggest opportunity for presenting and promoting *Karlovy Vary's* spa heritage is the Historical Seminar of Karel Nejdrl, which is organised every year by the Friends of *Karlovy Vary* Club in cooperation with the *Karlovy Vary* Museum. In 2016 the XXVI round took place. Since 2015 guided tours Revived stories from the history of the town and the important visitors to *Karlovy Vary* have taken place in *Karlovy Vary*, in cooperation with the Street Theatre of Viktor Braunreiter.

The *Karlovy Vary* Information Centre participates in and guarantees official marketing and communication of the town's strategy for *Karlovy Vary*. It creates the conditions for cooperation with local as well as international partners; it is a co-creator of public relations and the town's image. For the 700th anniversary of the birth of the emperor and king Charles IV, a founder of the town, events presenting the history of the spa town took place through the whole of 2016. Within the further presentation and promotion of the spa heritage of *Karlovy Vary* many projects, included in the town's Management Plan, have been planned.

A large numbers of measures regarding future promotion and presentation of *Karlovy Vary* are contained in the Local Management Plan of the nominated property:

- Implementation of displays about the nominated property and its OUV (display on architecture and building crafts, special display of the history of the spa industry, the research department of the Centre of Spa Heritage);
- Producing advertising and presentation materials about the values of the component (spa heritage of *Karlovy Vary*) in a printed form, on the updated town's website as well as in Smartphone applications;
- Cooperation on creating European spa paths connecting all components of the nominated property;
- Cooperation on advertising the values of all component parts of the nominated property (advertising panels 'European spa paths', representative publication '*The Great Spas of Europe*', brochure '*The Great Spas of Europe*', a study 'Spa towns of the West Bohemian spa triangle in a world context of spa culture and balneology');
- Advertising nomination of the serial property in the town and on the access roads into the town;
- Producing an open-air gallery of photographs, in public places of the town, from spa towns which make part of the nominated property;

- Producing an open-air gallery of photographs of famous people who have visited the spa town and its International Film Festival;
- Creating an information centre on the access road to the town with parking (in the direction from Prague and from Cheb);
- Creating a unified information and signpost system in the *Karlovy Vary* Urban Heritage Reserve;
- Providing professional guided tours presenting values of the nominated property for spa guests as well as for local inhabitants;
- Cooperation on creating a tourism product connecting the nomination of *The Great Spas of Europe* with the nomination of The Mining Region Erzgebirge/Krušnohoří which is in part also located in the *Karlovy Vary* Region.

The Local Management Plan for *Karlovy Vary* also contains measures aimed at raising public awareness and education of young people:

- The town of *Karlovy Vary* will continue initiating the establishing of a university specialised in balneology (or with cooperation with existing universities) in *Karlovy Vary*;
- Implementation of university studies in general medicine, balneology and healthy lifestyle in *Karlovy Vary*;
- Extending history and biology lessons at schools to cover the history and specifics of the *Karlovy Vary* spa treatment;
- Preparation of a handbook with work sheets regarding spas and spa heritage for ground and secondary schools and its publication on web pages;
- Organising educational walks for students, within the framework of history and biology lessons, through the spa town and its therapeutic landscape in order to strengthen their identity with their own town;
- Strengthening the educational role of the Institute of Balneology regarding balneology and *Karlovy Vary* spa treatment;
- Improving the quality of professional town guides in *Karlovy Vary*;
- Continuing to organise professional workshops with professional guides of the Municipal information centre.

5. *Mariánské Lázně*

The *Mariánské Lázně* Information Centre participates in and guarantees marketing and communication of the town's strategy. It produces brochures, flyers and guides for tourists, tourist publications or image videos, organizes excursions and trips, and advertises the spa town in media.

The information and research centre for documenting *Mariánské Lázně's* spa industry is the *Mariánské Lázně* Museum. It prepares exhibitions, organises specialised lectures and publishes specialised publication (see chapter 7 – Bibliography) to present *Mariánské Lázně* and the whole region.

A number of clubs and civic associations contribute to the presentation and promotion of *Mariánské Lázně*. In 1972, a natural history club, named after the HAMELIKA hill, was founded by the Club of Medics of Czechoslovakian State Spas in the Research Institute of Balneology. The Club produced articles on the town's history, small publications and a new guide to *Mariánské Lázně* in 1980. Twenty years on from its foundation, the natural history club's work had created an immense wealth of historical resources on *Mariánské Lázně* and its surroundings. In July 2001, Hamelika was digitalised (www.webpark.cz/hamelika). Results of old as well as new natural history research about the history of *Mariánské Lázně* and its surroundings are published there.

The 200th anniversary of the founding of *Mariánské Lázně* in 2008 was marked by various publications. The most important was *Mariánské Lázně: 200 let lázeňství 1808–2008* (*Mariánské Lázně: 200 years of spas 1808–2008*), dedicated to the town's history, healing waters, surrounding landscape, culture and also covering the Teplá monastery.

A large numbers of measures regarding future promotion and presentation of *Mariánské Lázně* are contained in the town's Local Management Plan:

- Implementation of displays informing about the nominated property and its OUV (display on architecture and building crafts, special display of the history of the spa industry);
- Producing advertising and presentation materials about the values of the component part (spa heritage of *Mariánské Lázně*) in a printed form, on the updated town's website as well as in Smartphone applications;
- Cooperation on advertising the values of all component parts of the nominated property (advertising panels 'European spa paths', representative publication '*The Great Spas of Europe*', brochure '*The Great Spas of Europe*', a study 'Spa towns of the West Bohemian spa triangle in a world context of spa culture and balneology');
- Cooperation on creating European spa paths connecting all components of the nominated property;
- Advertising nomination of the serial property in the town and on the access roads into the town;
- Producing an open-air gallery of photographs, in public places of the town, from spa towns which make part of the nominated property;
- Producing an open-air gallery of photographs of famous people who have visited the spa town;
- Creating a unified information and signpost system in the *Mariánské Lázně* Urban Heritage Reserve;

- Providing professional guided tours presenting values of the nominated property for spa guests as well as for local inhabitants;
- Cooperation on creating a tourism product connecting the nomination of *The Great Spas of Europe* with the nomination of The Mining Region Erzgebirge/Krušnohoří which is in part also located in the *Karlovy Vary* Region.

The Local Management Plan of *Mariánské Lázně* also contains measures aimed at raising public awareness and education of young people:

- Extending history and biology lessons at schools to cover the history and specifics of the *Mariánské Lázně* spa treatment;
- Preparation of a handbook with work sheets regarding spas and spa heritage for ground and secondary schools and its publication on web pages;
- Organising educational walks for students, within the framework of history and biology lessons, through the spa town and its therapeutic landscape in order to strengthen their identity with their own town;
 - Strengthening the educational role of the Institute of Balneology regarding balneology and *Mariánské Lázně* spa treatment;
 - Improving the quality of professional town guides in *Mariánské Lázně*;
 - Continuing to organise professional workshops with professional guides of the Municipal information centre.

6. *Vichy*

FRANCE

Urban policy as the servant of heritage and quality of life

Underpinning the presentation and promotion of *Vichy's* spa heritage is the urban policy pursued by the municipality since 1989 to reinvigorate the historic town centre. In little more than twenty years, the investment policy in cooperation with public and private players of the spa zone has given a significant boost to the town. The renovation of the hotel network included in the 1987 Plan de Relance Thermale (Spa Regeneration Plan), the opening up brought by development of the motorway system, the diversification of activities available to visitors (conferences, sports tourism, the racecourse, the university campus, etc.) have once more attracted a constantly growing number of visitors.

The pedestrianization of the town centre, the positive effects of the ZPPAUP (now an Outstanding Heritage Site), the restoration of the historic heritage and the successive Opérations Programmées d'Amélioration de l'Habitat (OPAH) (programmed housing improvement operations) have combined with the redevelopment of most of the waste-ground areas left by the history of the spa to change the image of the town centre and make it attractive.

The renovation of shopping facilities, the creation of the Quatre-Chemins shopping centre and the rehabilitation of the large covered market have extended this attractiveness

over a customer catchment of 150,000 permanent residents, further extended at weekends to the 450,000 inhabitants of Greater Clermont, due to the Sunday opening hours of the shops.

Lastly, the conversion of the Lardy Baths spa wasteland into the university campus and the transformation of the railway station into an Intermodal Exchange Centre have permanently strengthened the links between *Vichy* and the former Regional capital, Clermont-Ferrand, while enlivening the town with a population of 3,500 foreign students every year, in addition to students from the universities of Auvergne.

In the course of these years of renovation and urban renewal, special attention was given to public spaces, the true backbone of the spa zone. These public spaces are of great importance in the layout and attraction of the spa town of *Vichy* (as generally in spa towns), with its parks, passages and the whole network of spa streets and avenues of the spa zone. As an invitation to walk and a vector of wellness, these spaces cry out for a development and urban-management policy as ambitious as that dedicated to the zone's outstanding buildings.

This spirit inspired the creation of the Allier Lake esplanade in 2009 and the subsequent upgrading of the walks and beaches along the Lake in 2014: this now provides an extensive 3-kilometre walk all along the Allier from the north to the south of the town, which has become extremely popular among the residents of *Vichy* and its environs.

All these projects have been designed to harmonize with the architectural style of *Vichy* and its townscape, and the heritage of its history as a spa resort, so that today, large numbers of people can grasp the spa's history as they roam freely around the public spaces and explore the interior of some of its most emblematic buildings.

The tourism and culture policy centred on the heritage

Alongside all this, presentation and promotion of the property is based on the tourism and culture policy pursued by the partnership of the *Vichy* Tourist Office and the Valéry-Larbaud multimedia library.

Organized tours, with and without a guide

The Tourist Office is primarily responsible for the presentation and interpretation of this heritage to tourists. It organizes a wide variety of tours, accompanied and unaccompanied, aimed at all classes of visitor (individuals, groups, youth/adults, French/foreign). Themes highlighted in these tours include:

Histoire d'eaux, Vichy 2000 ans de thermalisme (History of water. *Vichy*, 2,000 years of water cures): this presents 2,000 years of exploitation of the springs by of *Vichy*

Vichy Opera is presented through two tours. *L'Envers du décor, dans les coulisses de l'Opéra* (The other side of the picture, backstage at the Opera) immerses the visitor in the rich and little known world behind the scenes. Grand Casino Opéra presents the whole of the building in its present form, including the contemporary spaces created during the conversion of the site into a Congress Centre.

Vichy 1940-1944, Capitale de l'État Français (*Vichy* 1940-1944, capital of the French State) recalls that *Vichy* was the scene of one of the most painful periods in the history of contemporary France. Hotels and villas were requisitioned to be converted into ministries and embassies: the town had become a capital.

Other tours, such as *Vichy Art Deco*, or *Vichy villas: Architecture de Villégiature* (holiday-resort architecture) reveal other aspects of the spa's rich heritage

The Tourist Office has more recently launched tours led by an actress which take the visitor back to the time of the Second Empire (Imperial Confidences) or to the period between the two World Wars (the adventures of Manon in the Roaring Twenties). The purpose is to attract a new audience, with a presentation oriented towards the family rather than the connoisseur.

The Heritage Walks

Since the beginning of the 2000s, the Tourist Office, in partnership with the Municipality of *Vichy*, has developed a number of heritage self-guided walking trails identified by 27 markers around the town which give explanations about the buildings and monuments that they illustrate. They are complemented by a tourist map giving translations of the content into 6 foreign languages (German, English, Chinese, Spanish, Italian and Russian). The trails can also be followed using a smartphone. With these trails, visitors can explore the heritage at their own pace, at any time of day and in all seasons.

Exhibitions and thematic guides

Plenty of other protagonists have a role in the presentation of the town's heritage, among them the heritage department of the Valéry-Larbaud multimedia library, which organizes regular exhibitions on the town's heritage aimed at the general public.

The Tourist Office participates with the library in this work by publishing thematic guides with the dual purpose of cataloguing a current exhibition and then remaining, after it has closed, as a permanent interpretation of the aspect of the heritage exhibited. In this way, 4 thematic guides have already been published: *Vichy Hotels*, *Vichy Villas*, *Echappées bucoliques (pastoral views)* (in *Vichy's* parks) and most recently, *Belles boutiques et grandes enseignes (Beautiful boutiques and leading brands)*.

Tourist literature and other publications

The Municipality of *Vichy* has abundant tourist literature of high quality, including numerous works on heritage and/or historical subjects (history of the hotel trade, the spa business, architecture, parks; etc.). There are also guide books presenting particular aspects of the town (the period 1940-44, botany, heritage, and more). Lastly, there are topographical guides to walking trails, some within the bounds of the property. Many of these are sold at the Tourist Office or from bookshops in the centre of *Vichy*.

The Tourist Office publishes an annual magazine *Vichy DestiNations* for both tourists and *Vichy* residents. This focuses on what the Tourist Office recommends to tourists together with offers of services by partners in a presentation of the town's assets: heritage, environment, culture, leisure, lifestyle, etc. *Vichy DestiNations* is available free at the Tourist Office and some shops.

The communication strategy of the Tourist Office and the spa sector

Promotion of the spa sector and its heritage dimension is already an element in the communication strategy of the Tourist Office and the spa sector. *Vichy's* reputation is unchallenged and extends well beyond national frontiers. This is first and foremost a

legacy of the town's golden age, from 1850/60 to the height of its popularity around 1935, when it was known as the Queen of Spa Towns. Export of its mineral waters all over the world made its name very widely known. Internationally, and especially in emerging countries, *Vichy* has retained the romantic image of a great spa resort. In these countries, the Laboratoires *Vichy*, property of the L'Oréal Group, are riding the crest of a wave on which the image of France is the embodiment of femininity, fashion and luxury. In France, however, *Vichy* still suffers to some degree from negative images associated either with the collaborationist government of Marshal Pétain, based in *Vichy* between 1940 and 1944, or with a form of medical water cure that the general public does not always find attractive.

It is therefore necessary to try to reposition the image of *Vichy* and redraw it as a carefully selected, conscious, happy image, to escape certain connotations perceived negatively by the public. Since 2012, the Tourist and Spa Office has therefore undertaken a new, more aggressive communication strategy, aiming to promote a territorial brand, a vehicle for images, capable of uniting the different players in the town over and above the tourist target groups. A new brand image was sought, which would be evocative of travel, discovery, the foreign influences that have shaped the town, the cosmopolitan atmosphere which blends a variety of identities and the sense of being a citizen of the world, untrammelled by notions of nationhood or similar constraints. The destination was then transformed into destinations – and the brand became #VICHYDESTINATIONS.

Tourist activities

In line with this communication strategy and the “*Vichy Destinations*” territorial brand, a development plan aims to position *Vichy* as the leisure destination of Central France, faithful to the tradition of the spa towns. This plan embodies three main lines of action which will shortly make a powerful contribution to the presentation and promotion of the property:

Positioning *Vichy* as a leisure destination by supporting and organizing a comprehensive and diverse programme of activities between 15 April and the end of September; favouring weekend activities; creating or promoting loss-leader products such as the “Napoleon Festivals”, “New Wave *Vichy*” or “Iron Man”.

Encouraging dialogue about communal projects or approaches by linking the tourism and economic players around the programme of events; creating a network of dialogue and interests between public and private protagonists; systematically linking all the resort's shops to all the activity projects; by developing the voluntary aspect.

Reinforcing the “*Vichy Destinations*” tourist brand through a programme of events by creating events based on the linchpins of *Vichy*, such as the “Napoleon Festivals”, the “Iron Man”, the Opera cultural season; by financing a communication plan right across the catchment area to reach an extended customer base (Regional poster campaign, magazine distribution campaigns, advertisements in the press, books, etc.); by marketing tourist packages based on these “*Vichy Destinations*” branded events, like the Napoleon Festival Weekends, the coronation of Poppaea at *Vichy* Opera or the Iron Man Training Camp

7. *Bad Ems*

Inscription on the World Heritage List comes with the obligation to promote the concept of a shared World Heritage, and to present the World Heritage site to the public at large. This obligation provides a major opportunity to raise public awareness of World Heritage aims and concerns generally, and to foster appreciation for the care and expert maintenance of the cultural heritage in particular.

The municipality of *Bad Ems*, the town marketing and tourism associations, the museum and the historical, monument and landscape preservation society already involve the public. Themed tours of the spa district and the municipal museum, specially devised World Heritage projects, exhibitions, publications and talks serve to illuminate the World Heritage context. One exhibition, prominently using the Great Spas logo, was dedicated to the history of the Kurhaus; another addresses the issue of building within historical monument zones. A number of events organised in cooperation with local schools and the University of Koblenz are aimed at raising and maintaining awareness of World Heritage issues and keeping the topic in the public mind. An even wider range of offers is envisaged for the future, among them the utilisation of the annual “Tag des offenen Denkmals” (European Heritage Day) and the involvement of local restaurateurs and property owners.

Furthermore, there are plans to convert and expand the town hall of *Bad Ems* (Altes Rathaus), already housing the museum, the municipal archive, the collection of historical spa treatises, and the tourist information, into a World Heritage information centre. This will create an effective information hub and knowledge communication tool, achieving maximum synergy while keeping expenditure manageable. The aim is to appeal to all ages and groups in society. *Bad Ems* is well prepared for the task of presenting its World Heritage site in a number of languages too.

The tourism and marketing association (Stadt- und Touristikmarketingverein) is responsible for future tourism development at *Bad Ems*. In the long term, the aim is continually to enhance the town’s appeal, boost the numbers of visitors and overnight stays, and support the creation of added value by the town’s tourist sector. In order to implement this long-term strategy, annual action plan are prepared and implemented, enabling flexible responses to shifts in the market, in both supply and demand. The action plan is informed by the

8. *Baden-Baden*

Interpretation of the significance of the proposed World Heritage site is a particular concern of *Baden-Baden*. Locals and tourists should be enabled to participate in the nomination and to broaden their interest in the historic, urban, architectural and cultural significance and values of the town.

In February 2017, the town of *Baden-Baden* commissioned a design and marketing strategy for public relations work in the context of the World Heritage nomination. This aims to inform the public about the nomination and the nomination process, and to further enthusiasm for the project. Logo and signage are provided for all institutions and people in order to keep the World Heritage nomination in everybody’s mind.

Within the nominated property, the development and historical significance of the spa town is presented in various locations and on numerous occasions. The municipality and the State Office for Cultural Heritage Baden-Württemberg offer guided tours connected to the World Heritage nomination, for example on International World Heritage Day and on “Tag des offenen Denkmals” (the German version of European Heritage Day). In 2015 and 2017, special World Heritage information flyers were produced for the event. During the finance ministers’ G20 summit at *Baden-Baden* in March 2017, a number of publicity ploys on the World Heritage nomination were initiated throughout the town. A large “information cube” was created, initially situated in the Kongresshaus, now relocated to Augustaplatz where it is accessible to the public. The cube will continue to “travel” throughout the town, being relocated for specific events. A more in-depth brochure on the nomination, and the nominated property of *Baden-Baden*, will be published in 2019. The municipality and the *Baden-Baden* Kur & Tourismus GmbH (BBT) have developed thematic routes based on aspects of the World Heritage nomination, available with a map of the town via internet/app. An in-depth concept is currently being developed by the Department of Urban Development and Architectural Conservation in cooperation with the BBT. The aim is to have several routes completed and certified by 2020. From then onwards these thematic routes will be offered by trained tour guides in several languages, introducing visitors as well as (on selected days each month) interested locals to the role and significance of the spa town as part of a nominated World Heritage property.

Guided tours and events

Guided tours with various thematic priorities are offered by more than 40 guides employed by the BBT, with 14 languages available. Literary Tours along Lichtentaler Allee are presented by actors from the municipal theatre. The Municipal Museum (Stadtmuseum) offers a very popular tour of the permanent exhibition “Max im Museum” conducted by an actor. Each year the Department of Parks and Gardens offers numerous additional tours of the local parks and green spaces.

There is an impressive range of activities directly connected with the historical parks either initiated or supported by the Fachgebiet Park und Garten (Department of Parks and Gardens), including the Philharmonische Parknacht (Philharmonic Night) in Lichtentaler Allee, concerts in Gönneranlage, the Tulip and Dahlia Festivals in Dahliengarten and the Paradiesfest organised by Freundeskreis Paradies. There is an annual programme of guided tours and lectures on themes relating to garden history and botany generally, which may be supplemented on request by special interest tours and talks. The Department has offered public guided tours on every Tag des offenen Denkmals (European Heritage Day) for fourteen years. Over the past twelve years, the Department has conducted more than 200 tours of *Baden-Baden’s* parks and green spaces, and offered more than 80 talks in *Baden-Baden* and elsewhere.

Lectures and exhibitions on the history and significance of the spa town of *Baden-Baden* are offered by the Municipal Museum and Archive, the town hall, and other museums and cultural institutions. Matching the subject matter of *The Great Spas of Europe*, the Museum LA8 in 2017 mounted an exhibition *NATUR UND KULISSE. Vornehme Parallelgesellschaften im 19. Jahrhundert* (“Nature and setting: genteel parallel societies in the 19th century”). There is close cooperation between the museum and the municipality, allowing such exhibitions and other events, like the Hoffest festival to be used for talks and civic participation events organised by the State Office for Cultural Heritage Baden-Württemberg to publicise the World Heritage nomination. Moreover, two associations – Freundeskreis Lichtentaler Allee e.V. and Verein Stadtbild *Baden-*

Baden e.V. – also organise events, exhibitions and publications on the history of the town and on current topics, including planned building projects. Numerous international symposia and events as well as national expert workshops are regularly covered in the press.

Specialist publications on *Baden-Baden* as a global spa and its international connections are produced both by the Municipal Museum and by the State Office for Cultural Heritage Baden-Württemberg in cooperation with ICOMOS (see bibliography). The Arbeitskreis für Stadtgeschichte *Baden-Baden e.V.* publishes a series of yearbooks, *Aquae*, featuring articles on numerous historical aspects of the spa town. A dissertation on *Baden-Baden's* Imperial-era mansions will be completed in 2018, written by an architect who is also in charge of the Lower Monument Protection Authority in *Baden-Baden*.

9. *Bad Kissingen*

The tourism-related marketing is carried out by Bayerisches Staatsbad *Bad Kissingen* GmbH and supported by the town of *Bad Kissingen* (public relations department; Archive, Culture and Education Department; Kissinger Summer department and town marketing). Comprehensive press and public relations work is developed in coordination with the respective specific department. An internationally-active creative and media agency is involved in the work.

The strategic direction of the destination was determined in 2015 with the new look *Entdecke die Zeit* (“Discover Time”). The central theme focuses on the three pillars of culture, tourism and health. In health tourism marketing a position was established in 2016 with the involvement of key players and representatives of the municipality and Bayerisches Staatsbad GmbH, with the result of positioning itself more strongly in the area of “mental health and healthy lifestyle” in the future. The implementation of these measures has taken place since 2017.

The communication and presentation of the spa town *Bad Kissingen* as component part of the nominated property the Great Spas of Europe takes place via print and online media as well as personal dialogue. In this way visitors and citizens are informed about the development of the World Heritage nomination process and the associated work and studies via flyers, brochures and municipal print media. In particular the following are worthy of note: the publication “*Stadtblatt*” in which a special section is dedicated to the subject. It appears six times a year and is distributed to all households. The series *Stadtgeschichtliche Informationen* (Historic municipal information) of the municipal archive of *Bad Kissingen* provides information about individual monuments, ensembles, historic persons and topics. Further publication series of the municipal archive and the *Obere Saline Museum* are:

Bad Kissinger Archiv-Schriften, Sonderpublikationen des Stadtarchivs Bad Kissingen, Bad Kissinger Museums-Informationen, Kissinger Hefte and materials about the history of the municipality of *Bad Kissingen*.

The town provides information online in social media portals (e.g. <https://www.facebook.com/badkissingen.de>). The joint website of the municipality and Bayerisches Staatsbad *Bad Kissingen* GmbH (www.badkissingen.de) was completely redesigned in 2016/2017 and adapted to the needs of the target group and brought up to a modern technical level (www.badkissingen.de). On the website the individual steps which *Bad Kissingen* has

taken as a candidate town with the other project partners of *The Great Spas of Europe* are documented and explained. The public participation measures are also accessible here. There are also various specialist lectures on different topics as part of the UNESCO application of *The Great Spas of Europe*. In particular various public information events have been carried out with discussion panels with different citizen and interest groups, such as the *Frauenring*, an association for women. These information offers are also accompanied by an educational and mediation process.

Alongside the print and online media and the personal dialogue the exhibition Weltbad (Great Spa) in the *Museum Obere Saline* is an important communication, education and mediation offer. *The Museum Obere Saline* presents the history of cure and bath treatments, focusing on the beginnings of the health resort in Kissingen, the mineral springs of Kissingen, medicine in relation to the cure treatment, and the times of Weltbad Kissingen (Kissingen as world-famous renowned spa resort). Similarly, the development of the use of the saltwater springs from salt extraction to the use of salt as a medicinal remedy is followed and traced. At the *Erlebnisstation Siedesalz* (experience evaporated salt) the visitor can experience this directly so that this subject of salt is being dealt with and digested in a museum-pedagogical and educational sense.

Heritage Routes are being provided: Furthermore, guided tours can be booked. Both complete groups and individual persons can book thematic guided tours provided by trained and certified guides. They provide information about the World Heritage nomination, and topics such as bath architecture and architects, gardens and parks, and designed landscapes relevant for cure treatment. Bookings can also be made via the city website.

Furthermore the annual nationwide Tag des offenen Denkmals (European Heritage Day) offers the opportunity to communicate the importance and different aspects of World Heritage. There are also annual themed tours adapted to the respective topic. They provide information about the application of *The Great Spas of Europe* for admission in the World Heritage List and the many elements of the spa town *Bad Kissingen* such as bath architecture, important architects, spa gardens and parks and for the use of the therapeutic and recreational spa landscape as part of the spa treatment.

Increasing public awareness as well as the education of the values of *The Great Spas of Europe* is an important concern for the future which is faced in the Local Management Plan. Another important aim is the amplification of promotion and presentation of the values in different languages.

10. *Montecatini Terme*

ITALY

National Level

As well as international meetings and initiatives, a number of study days have been held, focused on individual territories and components of the site, to introduce the site to national and local stakeholders. Some local initiatives foresee collaboration between different components to organise opportunities for joint communication.

Besides the nomination project, the component part of the site has been subject to a number of national studies and publications of the sector which are listed in Chapter 7 – Bibliography.

Regional level

Montecatini Terme is promoted and presented by a partnership of the Regional Agency for Tourist Promotion (Toscana Promozione) and Foundation Sistema Toscana, the former Provincial Administration and the Municipality of *Montecatini Terme*. The Regional Agency for Tourist Promotion (Toscana Promozione) and Foundation Sistema Toscana promote the spa heritage of *Montecatini Terme* within their websites (www.intoscana.it; www.toscanaovunquebella.it; www.toscanapromozione.it; www.visituscany.com) and social media platforms, online magazine, fairs and conferences. The Regional Authority has produced a number of publications on spa heritage in Tuscany: ‘Terme di Toscana’ in collaboration with the University of Pisa (2001); ‘Thermen der Toskana’ (2010); ‘Toscana termale’ (2010) and ‘Tuscany’s hot springs & spas’ (2010) by Toscana Promozione.

Local level

Montecatini Terme has long been subject to local scientific studies and publications (see chapter 7 – Bibliography) on its history, water, architecture, culture and art. Promotion and communication of these is guaranteed through town information points as well as through the Municipality of Montecatini, Toscana Promozione, local associations, the company Terme di Montecatini and hotel facilities.

The process of the nomination has been publicised for several years. There have been several conferences and meetings on the spa town and on the process of *The Great Spas of Europe* nomination which have been organised by public bodies and associations of the area (i.e. Club for UNESCO in Montecatini).

Educational programmes to make school pupils aware of the nomination project were organised in the Istituto C. Salutati, Istituto Comprensivo G. Chini, the Istituto Alberghiero F. Martini and the Istituto Don Bosco of Montecatini by political representatives and local experts involved in *The Great Spas of Europe* initiative. The Local Management Plan aims to extend this practise to the other component parts, together with opportunities for pupils to visit other spas as well as that in which they study.

Many projects have been included in the Management Plan for the further presentation and promotion of the spa heritage of *Montecatini Terme*. On October 2, 2017, the Municipality of Montecatini, together with the professional facilitators of Sociolab, involved citizens and stakeholders into *The Great Spas of Europe* nomination through the participatory process called “*Montecatini Terme* towards UNESCO – Consultation Marathon” (*Montecatini Terme* verso UNESCO – Maratona dell’Ascolto). A new Visitor Centre is planned within the future spa museum of the Palazzina Regia. This will contain an exhibition centred on *The Great Spas of Europe* nomination, promoting both *Montecatini Terme* and the other 10 spa towns in the nominated property.

11. City of Bath

Promotion and marketing of Bath as a spa has continued from the seventeenth century. Bath and North-East Somerset Council continues this by coordinating the presentation and marketing of the city and the values of the existing *City of Bath* World Heritage Site through successive World Heritage Management Plans and other initiatives, supported by the World Heritage Site Steering Group. The Council’s partners and other

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stakeholders promote the city through their own marketing strategies. Bath Tourism Plus's Destination Marketing Strategy promotes growth in the value of tourism rather than in visitor numbers.

Much work has been undertaken on interpretation since inscription on the World Heritage List in 1987. There remains more to do. In particular, methods of, and expectations for, interpretation are changing with the widespread use of the internet, social media and smartphones. These bring new opportunities, but existing methods may quickly become obsolete. The current Management Plan supports the continued improvement of the World Heritage web-site (www.bathworldheritage.org.uk) which was launched in 2015 and helps to make management more open and accessible and accountable to all.

Levels of interpretation of Bath's values have increased significantly in recent years. There have been major interventions, with extension and improvement of major museums, as well as small scale initiatives. These include self-guided trail leaflets, use of the UNESCO logo on way-finding street furniture and a new World Heritage property website. 25,000 'Discovery Cards' are now in circulation, allowing free access for local people to some museums.

Studies of interpretation methods and other work have identified priorities for interpretation in forthcoming plans. Awareness of Bath's World Heritage Site status is now high, but there is more to do. The 2013 Council survey found 94% of respondents knew of Bath's World Heritage status, and 83% expressed a desire to know more. Further action to reinforce this awareness through greater use of the UNESCO logo in promotion and civic signage (within UNESCO guidelines) is to be rolled forward from earlier work.

The welcome and facilities offered by the city are good. The visitor experience is enriched by use of volunteers, such as the Mayor of Bath's Corps of Honorary Guides. This 80-year old Bath tradition provides free walking tours led by expert volunteer local guides. In 2014, they led approximately 34,000 people around the World Heritage Site. The need to ensure that these 'ambassadors' have accurate and consistent information is recognised. Action to train such visitor ambassadors and key decision makers is included in the Management Plan. Volunteers carry out many other tasks from acting as room stewards in museums to carrying out conservation works at Smallcombe Cemetery.

A primary objective for interpretation has been to tell the whole story of Bath as a World Heritage Site. Interpretation is currently dispersed, with different attributes of Outstanding Universal Value being explained at different places. A central place for overall interpretation is included in the Management Plan for the World Heritage property.

World Heritage Day events in Bath, staged every April since 2009, play a significant role in increasing awareness and aiding interpretation. A different theme is used each year linked to a particular attribute of Outstanding Universal Value. The success of these events has been monitored through measuring attendance figures and feedback from participants. Other 'Outreach' work provides a service to people who might not otherwise have access to these events. This can involve taking lectures or demonstrations into the community and has proved a popular and effective form of interpretation.

Public awareness of the management of the World Heritage property helps to increase interest and ownership in delivering the aims of the Management Plan, as does public

participation in its revision. Increased use of social media supports this interest. The Roman Baths and the Bath World Heritage property have social media accounts. However, other social media channels could also be used to promote awareness of the World Heritage property and its Outstanding Universal Value. These possibilities are being examined.

Coordination and increased awareness of the site can be improved through consistent branding. The World Heritage emblem has been incorporated in many places including the entrance hall of the Roman Baths, street way-finding signs, maps at car parks, on Council Heritage Services vehicles, at new road entrance signs and on printed maps and leaflets. At present, World Heritage property documents use a design style developed for print which does not lend itself easily to other products. Work continues to develop a new brand.

Records are important to inform volunteers, researchers and promoters of proposals on the history, significance and authenticity of the site. The City has a wealth of historic records maintained by the Council's Record Office housed in the Guildhall. Action is included in the Management Plan to support the expanding collection as appropriate. The range of interpretation is wide, so that greater and effective co-ordination is necessary. The principal museums received an Arts Council England grant for a project called 'Developing Audiences for Bath Museums'. This is a collaborative approach to marketing, interpretation, and community engagement and this is encouraged by an action to support continuation of funding for the presentation of the city.

Ensuring education about the values of World Heritage is a commitment in the World Heritage Convention. Bath has enormous potential as a resource for learning in all sectors of education and training, local, national and international. Much is being done. Leading museums and the National Trust offer educational initiatives and on-line resources. The Roman Baths is one of the most popular destinations outside London for educational visits, and the city attracts many foreign students to its two universities and to private English language schools. A World Heritage education pack was provided to all schools within the Site in 2009. The proposed new Roman Baths learning centre in the Archway Project will make a major contribution in heritage education. Work continues to increase content about the current World Heritage property in primary and secondary school curricula and in associated local projects.

The inscription of *The Great Spas of Europe* will bring forward special values associated with the city as a spa. These include the importance of medicine to the city, the Enlightenment and the role of diversions and the surrounding landscape as a part of Bath's heritage. The Management Plan for Bath as a spa identifies additional opportunities to enhance the presentation of the city to convey these values to residents and visitors. It will rely on involvement of residents and schools and will encourage coordination of providers to refresh the presentation and promotion of the city. It is an opportunity to inform a rebranding of the city. The inscription will reinforce Bath as a spa destination and enhance the presentation of the spa offer. The Management Plan for Bath as a spa will develop and complement initiatives identified in the existing Management Plan for the *City of Bath* World Heritage Site. In due course, the two plans will be brought together as progress on action is reviewed.