

SUSTAINABLE HERITAGE TOURISM ACTION PLAN
THE NAVAL PORT OF KARLSKRONA (SWEDEN)
ANNEXES

ANNEX 1. RESULTS OF SWOT ANALYSIS

FINANCIAL AND ECONOMIC ASPECTS

Theme	Strengths	Weaknesses	Opportunities	Threats
Socio-economic sustainability	Karlskrona manages to maintain its population stable and even slightly increasing	Karlskrona does not have any sustainability goals or a strategy on the touristic product or services	Karlskrona upkeeps its traditional role as the engine of the regional economy	Active pressures to change the face of the living urban environment in the core zone of Karlskrona
Economy	Karlskrona as an innovation hub with innovative higher education entities and competitive ICT-based industries	On the scale of Sweden, South Sweden, including Blekinge and Karlskrona is one of the poorer (sixth out of eight) regions in terms of GDP per capita	Being on the spearhead of innovation ICT-based clusters can progress with start-up investments in new, non-tourism sectors in Blekinge	Blekinge Archipelago and the nearby coastal areas turn into second-home resorts void of almost any lasting socio-economic activities except summer months
Heritage tourism sector	Karlskrona is the best-preserved and most complete of the surviving European naval cities	The municipality doesn't put enough dedicated efforts in making the city core more attractive for tourists who struggle to perceive the OUV in its full scale	An national financing programme for heritage reconstruction and conservation continued based on previous success	The periphery of Blekinge will enjoy ever warmer summers distracting ever more visitors from Karlskrona due to climate change
Tourism competitiveness	The widest choice of accommodation in Karlskrona compared to other coastal South Baltic World Heritage tourism destinations	In downtown Karlskrona, it is hard to find a room for less than € 50 a night on the booking.com platform on the Internet	Blekinge archipelago is closest to the European mainland and attracts most of foreign tourists	Rising energy and transport prices due to extra costs of a carbon-neutral economy cause the price spike in the tourism sector of Blekinge

LEGAL AND REGULATORY ASPECTS

Theme	Strengths	Weaknesses	Opportunities	Threats
Historical legacy	The best urbanists and architects developed a perfect naval port with all the essential features of an invincible naval outpost	Karlskrona never succeeded to gain the status of the Imperial capital and fell into oblivion in the 19 th century	Karlskrona has served as a pattern to other naval ports around the world many of which are also listed by UNESCO as World Heritage sites (potential for a world-wide network)	Declining regional cooperation on sustainable tourism promotion due to growing confrontation with the Russian Federation
Legacy of the 'Cold War'	Accessibility of the restricted area for excursions turned the Naval Port of Karlskrona into a unique example of an active naval base which is regularly open for tourists	The military agency – Swedish Fortifications Agency – is the owner of the naval base, and will remain the sole owner in the future	Karlskrona, which until the 1990s was a closed military base restricted to foreigners, became a pioneering open cultural city twinned with Klaipeda, Gdynia, Baltiysk, and Rostock – former adversaries	An increasing military role of the naval base in Karlskrona due to growing confrontation with the Russian Federation resulting in its declining accessibility for tourists

Legal and management aspects of heritage conservation	A management plan to preserve and develop the Naval Port of Karlskrona is in place and regularly updated	The Naval Port of Karlskrona is authentic in terms of only some of its uses and functions	Blekinge county Administrative Board awards grants for the conservation of privately-owned listed buildings	Because an evaluation of older management plans has only just begun, the cultural values in large parts of the World Heritage property might not be safeguarded
Recent/current/eventual legal and administrative development	The World Heritage property enjoys protection in its entirety according to the UNESCO regulations and laws of Sweden	The Naval Port of Karlskrona still has a closed part where one needs a permission for the excursionists to enter	Blekinge county Administrative Board has supervisory authority over the Municipality council regarding any development plans in the core and buffer zones of the World Heritage	Municipality council vote to disrespect conservation restrictions as preventing infrastructure development ('the Dresden case')
Designations facilitating sustainable tourism	The property is also designated as an Area of National Interest and its cultural environment is protected under the Swedish Environmental Code	Tourism managers play down the association with Blekinge Archipelago in heritage tourism marketing fearing confusion	The Naval Port of Karlskrona is included in Blekinge archipelago Biosphere Reserve and has an opportunity to profile and market itself as a 'double-UNESCO' destination	A sharp decline of interest and/or commitment of the HORECA businesses and customers in sustainability or heritage designation due to 'concept inflation'

ORGANISATIONAL AND INSTITUTIONAL ASPECTS

Theme	Strengths	Weaknesses	Opportunities	Threats
Organisational framework	Karlskrona is a member of the transnational federation of the Euroregion Baltic	Challenge for inclusive governance of the core zone in the Naval Port as it still has a closed part	The geographical proximity and tourism integration of two UNESCO World Heritage sites (with Southern Öland)	EU Interregional co-operation and regional development programmes stop supporting tourism-related projects
Institutional framework	There is a mandatory World Heritage management plan in which there is also a part on tourism development	Very few of the HORECA businesses think about heritage strategically and from a sustainability perspective	There are between 10 and 20 HORECA companies and civic organizations that are interested in the development of a sustainable heritage tourism offer	Due to institutional difficulties, the tourism development part of the World Heritage management plan is ever more watered down to a wishful list of actions
Institutional role of the traditional tourism sector	Tourism and hospitality is one of the industries in Blekinge with a long history and deep regional roots	Karlskrona as a former closed naval base has no strong tourism traditions	Good opportunities for building a synergy with hinterland (Skärva Manor, other manors and palaces listed as cultural heritage properties)	Extensive new development of HORECA facilities and unsustainable projects within central parts of the World Heritage property
Institutional role of the heritage tourism sector	The municipality involves local and external experts ensuring heritage integrity into urban planning practice	Karlskrona does not have any overall World Heritage tourism offer quality management programme	Karlskrona functions not only as a tourism centre of its kind but also as an attractive hinterland for Blekinge archipelago	Without dedicated marketing efforts Karlskrona might become just as a ferry gateway to reach other places in Blekinge

Coordination of sustainable World Heritage property management	Karlskrona municipality has a coordinator and an Advisory Council for the World Heritage property management	The Advisory Council for the World Heritage property management meets too seldom, not more often than once per year.	Municipality of Karlskrona created collaboration and a common financing with Statens fastighetsverk (National property Board) to develop Karlskrona as a tourism destination.	Institutional difficulties, e.g. absence of a representative of the Navy or other key stakeholder on the Advisory Council for the World Heritage property management
Provision of information and education to visitors	The Naval Museum is taking a lot of research and education efforts for providing information and knowledge to visitors	More precise data of the visitor profile and reasons for sudden decline of goest overnights is missing and needs additional studies	Further advancement of ICT technologies for the visitor-tailored interactive provision of knowledge about the World Heritage with Karlskrona being on the cutting-edge	The decline of interest in learning and knowledge about cultural and nature heritage in the age of information 'fast-food'

DESTINATION MARKETING ASPECTS

Theme	Strengths	Weaknesses	Opportunities	Threats
The marketing potential of the Outstanding Universal Value	The Admiralty (Ulrica Pia) church with a famous statue of Old Man Rosenbom immortalized by Nobel-winning author Selma Lagerlöf	A minimal awareness and knowledge of the foreign visitors about the UNESCO World Heritage and the Outstanding Universal Value of the Naval Port of Karlskrona	The World Heritage property conveys the image of Karlskrona as a maritime city emphasizing its immense symbolic value as a guard of the country's neutrality and security	The Swedish Fortification Agency and the National Property Board as owners change exclude sustainable tourism development from long-term conservation plans
Destination marketing based on the USP	The political role of the Naval Port of Karlskrona as a 'would-have-been' capital of the Swedish Empire ['the Grand Story effect']	The World Heritage listing of Karlskrona is supposed to be related to the tourist appeal of the site, but it is not.	Karlskrona joins the Cittaslow (international movement of 'slow cities') emphasising health, well-being and heritage tourism	Nearshore or offshore environmental disaster (oil spill, algal boom etc.) spoiling the image of the destination
Destination marketing based on other features	The city has a pleasant atmosphere with a vibrant urban life enhanced by the tranquillity of the ubiquitous presence of water	UNESCO World Heritage designation does not play a significant role in attracting tourists to Karlskrona	The Admiralty Musicians is the country's second oldest cultural institution. Only the Royal Court Chapel Choir is older	Shifting tourist profiles and growing demand for more 'sun-sand-sea' reduces interest in heritage and urban tourism
Events and festivals as heritage brands	Baltic Meeting Point – an event fostering the pioneering role of Karlskrona in the Baltic Sea cooperation	The average duration of stay of tourists in Karlskrona is very short (between 2 and 2.5 nights, depending on survey)	External (EU, municipal) support for positioning of Karlskrona as a World-Heritage-themed event city and coordination hub	Popular festivals ('Skerry Fest') from heritage celebrations turn into 'flea fairs' for cheap imported 'quasi-souvenirs'
Value for money	In Karlskrona, there are plenty of different accommodation choices, however, geared towards the higher end	The maintenance of privately-owned listed buildings is carried out under the supervision of experts in heritage conservation	The weakened Swedish crown strengthens the attractiveness of Blekinge and Karlskrona as a tourist destination on all surrounding overseas markets	Karlskrona hotels lose competition with airB&B, mobile homes and camping sites in nearby coastal and nature areas

Care for the quality of the tourist offer	The Swedish affection for food makes visitor satisfaction easier to achieve in Karlskrona without extra investments in heritage adaptation for tourism	Cultural gap regarding the international tourists, understanding their needs	Blekinge Archipelago with the adjacent coastal areas evolves into some of the most popular seaside holiday destinations in Sweden	Erosion or loss of traditional rural life, making the hinterland heritage tourism a 'missing link' in Blekinge's sustainable heritage tourism system
Care for visitor satisfaction	Visitor satisfaction is measured by the Karlskrona Tourism Board every year in a structured way and is proved to be excellent	There is no plan or even an idea which market segments to address and what to offer to cater for visitor satisfaction	Tourism growth in Karlskrona returns to the coherence with the general trend of the tourism upheaval in Blekinge	Overlooked changes in visitor tastes, quality requirements and interests cause Karlskrona to fall behind nearby destinations
Heritage tourism marketing innovations	Karlskrona is well-positioned to tap into ICT innovations in World Heritage tourism marketing	Karlskrona Municipality has no plan for innovative heritage tourism offer development and marketing	External support opportunities for start-ups and business incubators in ICT-based heritage tourism product development	Ageing professionals in the HORECA sector are less receptive of tourism marketing innovations
Connectivity	Karlskrona enjoys a unique geographical situation, and, as a result, excellent links with the southern coast of the Baltic Sea	Only a second-rate airport (Ronneby) in the vicinity with only domestic regular flight connections	The hitherto unexploited opportunities to develop heritage-related offers for maritime ferry liners and oceanic cruise ships being still unexplored destination	The ferry link between Karlskrona and Poland becomes unprofitable and Stena Lines shuts it down or moves it away from the Karlskrona Port
Heritage tourism product development	The Naval Museum is the most popular tourist destination in Karlskrona one of the pivotal reasons why tourists visit the city	The Naval Museum is only the eighth-most visited museum in Sweden with a significant proportion of men among the visitors	Skärva Manor – a World Heritage manor which was an important workplace for testing the advancements in shipbuilding art and now a cultural hub and a hotel	Struggle among significant stakeholders over destination marketing priorities and messages
Seasonality	Karlskrona is a rather versatile tourist destination with business tourists coming all-year-round	The pattern of tourism seasonality is not satisfactory in Karlskrona	Karlskrona is one of the biggest business hubs in southeast Sweden and seasonality is not a significant problem for business tourists	A protracted decline in overnight stays in Karlskrona with an even more significant prevalence of daily visitors from more popular nearby destinations

ANNEX 2. ESSENTIAL INSTITUTIONAL HERITAGE TOURISM DEVELOPMENT ACTORS

INTERNATIONAL ACTORS

1. **UNESCO World Heritage Centre.** Established in 1992 and located in Paris, the UNESCO World Heritage Centre is the focal point and coordinator within UNESCO for all matters related to World Heritage.
2. **Stena Line** is one of the largest ferry operators in the world. It provides a daily ferry connection between Gdynia and Karlskrona with an average of two return trips per day. This line carries 0.5 million passengers a year.
3. **Euroregion Baltic** is an institutionalised form of cross-border cooperation in the south of the Baltic Sea Region, comprising eight regions in Denmark, Lithuania, Poland, Russia, and Sweden (including Blekinge).

NATIONAL ACTORS

4. **ICOMOS Sweden** is the Swedish National Committee of the International Council on Monuments and Sites (ICOMOS), a worldwide NGO for cultural heritage professionals, and the advisory body to UNESCO for the cultural heritage and the World Heritage Convention. ICOMOS Sweden **and its experts in heritage conservation** supervise the maintenance of the UNESCO serial property in the Naval Port of Karlskrona.
5. **The National Property Board Sweden** (*Statensfastighetsverk – SFV*) is involved to varying degrees in seven of the 15 UNESCO-listed Swedish World Heritage properties. Its task is to preserve, nurture and make the national cultural heritage accessible and to facilitate achieving the national architectural policy goals. The Board owns, cares for and maintains a large number of buildings in the Naval Port of Karlskrona in collaboration with the Swedish Fortifications Agency, including the Drottningsskär Citadel.
6. **The Swedish National Commission for UNESCO** provides advice to the Swedish Government on UNESCO-related matters and raises awareness in Sweden about UNESCO and its work, including that of the UNESCO-listed World Heritage site conservation.
7. **The Swedish National Heritage Board** is the national authority in Sweden that leads and supports the work of preserving, using and developing the cultural heritage, including that of the cultural World Heritage sites. The National Heritage Board has the government's task of handling issues in connection with the World Heritage Convention. Its responsibility primarily covers issues related to cultural landscapes, cultural environments, cultural objects and museums.

REGIONAL ACTORS

8. **Blekinge Institute of Technology, the Naval School, and Hyper Island** offer innovative education and cutting-edge ICT solutions in digital and interactive media which can be useful for the sustainable heritage tourism development at the Naval Port of Karlskrona. Blekinge Institute of Technology conducts education and research in spatial planning, urban development and built environment with cultural and aesthetic values.
9. **Blekinge Museum** is responsible for cherishing Blekinge's cultural heritage and cultural environment at the regional level. The museum's priority areas are the Blekinge's coast and archipelago, the World Heritage of the Naval Port of Karlskrona and the Blekinge's Danish period. Blekinge Museum has important responsibilities for documentation and knowledge formation and increasing awareness of the World Heritage, for developing cultural heritage tourism and international cultural cooperation as well as cooperation with the educational community.

10. **Region Blekinge** is a regional cooperation body that has the overall responsibility for coordinating regional development work, including cultural, business and tourism issues in Blekinge County. Hence it is responsible for culture and education and, therefore, it is also pertinent for the tasks of sustainable heritage tourism development in Karlskrona. Region Blekinge is also represented in the World Heritage Council.
11. **The Administrative Board of Blekinge County** has the supervisory authority over the Karlskrona Municipality Council regarding any development plans in the core and buffer zones of the World Heritage. It has the daily regional supervisory and coordination responsibility in work for the cultural environment, including the World Heritage of the Naval Port of Karlskrona. In this role, the Administrative Board of Blekinge County is responsible for protecting the attributes that express the Outstanding Universal Value by ensuring that the Area of National Interest is not damaged. It has a Site Manager for the World Heritage, is responsible for the World Heritage Council, reporting to the UNESCO and other subjects defined in the World Heritage Management Plan.
12. **Visit Blekinge AB** is a non-profit private marketing company owned by the non-profit association Visit Blekinge is responsible for promotion of Blekinge County as a tourist destination, including the UNESCO World Heritage site of the 'Naval Port of Karlskrona'. Blekinge County and municipalities are also the owners of this non-profit organisation.

MUNICIPAL ACTORS

13. **HORECA companies and civic organizations.** There are 10 to 20 HORECA companies interested in the development of sustainable heritage tourism offer. The civic organizations are organised to strengthen the citizens' commitment to work voluntarily for the benefit of the World Heritage. The network of civic organizations comprises Föreningen Gamla Karlskrona, Varvshistoriska föreningen, Skärfva Vänner, Marinmusei Vänner and Marinmusikkarens Vänner. They together appoint a member of the World Heritage Council's management team.
14. **Karlskrona Municipality** has the main local responsibility for utilizing and developing cultural heritage and the environment in community planning, cultural areas, tourism, schools and international cooperation. The municipality is part of the cooperation body Region Blekinge. It owns some buildings of the World Heritage property and is responsible for preserving the values of the Naval Port of Karlskrona through physical planning pursuant to the Planning and Building Act (1987). The municipality is also responsible for the development of tourism and creates synergies with other actors at national and international level. Visit Karlskrona and the tourist office are also part of the municipality.
15. **Private owners** owning the Kungshall Storehouse and Skärva Manor House as elements of the UNESCO-listed serial property of the Naval Port of Karlskrona.
16. **Private tour guides**, some of whom are retired Navy officers, offer guided tours to all the World Heritage sites, including the ones where the access is limited. Their activity is coordinated by the municipal tourist office.
17. **The World Heritage Council of Karlskrona** is the World Heritage Stakeholders' Cooperation Forum comprising representatives of the County Administrative Board, the Swedish Fortifications Agency, the Naval Base, the National Property Board Sweden, Karlskrona Municipality, Region Blekinge, Blekinge Institute of Technology, Kockums AB, the National Heritage Board, Blekinge Museum and the State Maritime Museums. The Administrative Board of Blekinge County coordinates the World Heritage Council. The Governor of the County is chairman of the World Heritage Council.

ANNEX 3. KEY ACTORS FOR NAVAL HERITAGE TOURISM DEVELOPMENT

MAIN HUMAN AND INSTITUTIONAL ACTORS (along with the multi-functional ones listed in Annex 2)

- 18) **The Swedish Fortifications Agency** (*Fortifikationsverket*), which on behalf of the state has the task of managing the garrison's land and buildings so that a proper overall function and overall environment is created. It is the sole owner of the naval base, and will remain the owner in the future. It is therefore one of the key actors in the World Heritage site management in Karlskrona. The agency's tasks include management and maintenance of the garrison's state architectural monuments as well as participation in the fulfillment of the goals of the national action program for architecture and design design.
- 19) **The Naval Base (MarinB)**. Albeit being a UNESCO-listed World Heritage property, Karlskrona Naval Base is still an active military facility, actually the largest naval base of the Swedish Navy where two of Sweden's three naval warfare flotillas are based. Therefore, within the framework of its defense tasks, the Naval Base has an objective of preserving, using and reviving the naval infrastructure within the garrison area as far as possible in a way that harmonizes with the World Heritage status.
- 20) **Kockums AB / Karlskronavarvet** is the owner of parts of the old naval shipyard and sees it as a task to, within the framework of its industrial activities, participate in conservation, care and revitalization of the shipyard area's industrial and marine historical heritage.
- 21) **The National Naval Museum as an institution**. The Naval Museum, which, together with the Maritime History Museum and the Vasa Museum, forms the State Maritime Museums, actively participates in the World Heritage work with a focus on documenting, building up and disseminating knowledge about the development of the Swedish Navy. The museum plays an important role in the work of making the World Heritage an asset in the development of society, e.g. in the hospitality industry, the education system and the international exchange.
- 22) **Blekinge Museum as an institution**. It is located in the core zone of the World Heritage and is represented on the World Heritage Council of the Naval Port of Karlskrona as being an important institutional actor, working very actively and publicly with the development of the World heritage in Karlskrona. The museum currently very actively works with creating V/ARV, a World Heritage Museum about Karlskrona as a part of Blekinge museum by working World Cultural Heritage as an idea to fulfil the global goals.

MAIN NON-HUMAN ACTORS THAT ARE PART OF THE WORLD HERITAGE

- 23) **Kungsholm's Fort** is a military facility completed in the 1680s, which still today belongs to the Swedish Navy. It is the world's oldest continuously used fortified military facility, as it has been operated regularly since the 17th century till the 2000s. It is, therefore, one of the most popular and marketed attractions of the Naval Port of Karlskrona World Heritage site.
- 24) **Drofningskär's Citadel** on the adjacent Aspö island is one of the best-preserved and impressive naval citadels, an integral part of the World Heritage property. The idea was that the two fortifications would together protect the 1,200-meter wide fairway between the two islands.
- 25) **The Admiralty bell tower** was built around 1699 and was originally the Karlskrona shipyard's gruel bell, intended to streamline the work at the shipyard by specifying the time for the work. The belfry is located in the middle of the Admiralty Park on the slope where it was once intended to build the stone church that would replace Karlskrona Admiralty Parish's wooden church.
- 26) **The Old Navy Shipyard** has its origins in the Naval Port of Karlskrona founded in 1679. In 1989, the Karlskrona shipyard became part of Kockums AB. Parts of the old shipyard area were included on the UNESCO World Heritage List in 1998 as part of the Naval Port of Karlskrona World Heritage site. It is open only for organized guided tours.
- 27) **The Cannon Tower** is rising out of the water right next to the city centre. It is a small round island with a gunpowder tower turned into a lighthouse.

MAIN NON-HUMAN ACTORS THAT BUILD SYNERGIES WITH THE WORLD HERITAGE:

- 28) **The Naval Museum as a tourist attraction** is the most visited tourist attraction in Karlskrona with a rich collection of Swedish naval history artefacts. It is part of the Swedish State Maritime Museums. The Naval Museum collections have been built up over the years ever since the museum was founded in 1752 – over 55,000 objects, more than 4,000 drawings, 250 metres of shelves containing archival documents, 200,000 photographs and about 20,000 books. The impressive collection of authentic Swedish ships, including Sweden's last full rigger HMS Jarramas, the minesweeper HMS Bremön, the motor torpedo boat T38 and the robot boat HMS Västervik, and the submarines attracts the kids as they can enter the submarines and learn about the life of sailors on board.
- 29) **Blekinge Museum as a tourist attraction**. This evocative museum explores the local fishing, boat-building and quarrying trades. The most captivating part is Grevagården, an impressively preserved 18th-century abode crammed with thousands of vintage objects. Topping it off is a petite baroque garden and an inviting cafe. The collected memories and traces of the history of mankind in Blekinge from the past 10,000 years are amassed here and available as a source of inspiration for thousands of visitors, especially inspiring keeping in mind the upcoming development of the new V/ARV – World Cultural Heritage museum. Klaura and Camilla, two Blekinge sailing boats, are moored at the quay just outside; experienced sailors may rent them. The Grevagrundet playground has an archipelago theme.
- 30) **Gubben Rosenbom** is a life-size wooden figure standing in front of the Admiralty church since the mid-18th century, or at least since its end. It served as a box for collecting alms to the poor and is a popular fictional hero that has a walk and a conversation with the animated bronze statue of Charles XI, King of Sweden in Chapter 9 of 'The Wonderful Adventures of Nils'.

INTANGIBLE ACTORS:

- 31) **The immense symbolic value** of the Naval Port of Karlskrona for the Swedish people as a guard of the country's neutrality and peace in the Baltic Sea.

ANNEX 4. KEY ACTORS FOR BAROQUE HERITAGE TOURISM IN KARLSKRONA

MAIN HUMAN AND INSTITUTIONAL ACTORS (along with the multi-functional ones listed above)

- 32) **The Karlskrona City Parish of the Church of Sweden** uses both the St Frederick church and the Church of Holy Trinity as its parish churches and takes care of them.
- 33) **The Royal Admiralty Parish in Karlskrona**, which is a non-territorial parish of the Church of Sweden for navy personnel and their families established in 1685, using the Ulrica Pia as its parish church and taking care of it.
- 34) **Admiralty Musicians** is the country's second oldest cultural institution. Only the Royal Court Chapel Choir is older.
- 35) **Visitors interested in the Baroque heritage of Karlskrona:** The Admiralty Church in Karlskrona (Ulrica Pia) is visited by the majority of the visitors to Karlskrona, especially those, who are retired Swedish Navy officers or sailors and visit Karlskrona with their families on the short-term nostalgia and multi-purpose trips (25% of the total number of city visitors in the high season). Excursionists (5% of the total number of city visitors) is another large group of this type of visitors.

MAIN NON-HUMAN ACTORS:

- 36) **St Frederick's church** (consecrated in 1744) was built in the Swedish Baroque style (albeit with a significant Roman Baroque influence). It hosts the carillon of 35 bells in the south tower of the church which was created in 1967 by the Bergenholtz bell foundry in Sigtuna.
- 37) **The Church of Holy Trinity** (also known as the German Church) was originally built in the Baroque style and consecrated in 1709. After the fire of 1790, it was reconstructed in the Neoclassical style.
- 38) **The Admiralty Church in Karlskrona**. Besides the fascinating imaginary background, it is a marvellous wooden church of its kind, a masterpiece of Swedish Baroque (built in 1685) which is the largest wooden church in Scandinavia.
- 39) **Skärva Manor** is the country house which shipbuilder Fredrik Henrik af Chapman (1721–1808) erected as a residence and a workplace for testing advancements in shipbuilding art, northwest of Karlskrona. It is privately owned and is an architectural monument since 1976.

INTANGIBLE ACTORS:

- 40) Distinctive and original **Swedish Baroque architecture style** which is appealing for educated and savvy tourists.

ANNEX 5. KEY ACTORS FOR LIVING HERITAGE TOURISM ON THE COAST

MAIN HUMAN AND INSTITUTIONAL ACTORS (along with the multi-functional ones listed in Annex 2)

- 41) **UNESCO Biosphere Reserve Blekinge Archipelago.** The Naval Port of Karlskrona is included into the buffer zone of Blekinge Archipelago Biosphere Reserve which is the most attractive and popular tourist destination in the environs of the Naval Port of Karlskrona and the main reason why foreign tourists visit Blekinge.
- 42) **The Association "World Heritage Sites in Sweden"** was founded in 2003. For a membership its required to be a World Heritage site in Sweden. The association "World Heritage in Sweden" forms the hub of UNESCO's work on world heritage in Sweden.
- 43) **The Nordic World Heritage Network** is an informal network of World Heritage sites in all Nordic countries aimed to exchange experiences and best practices in World Heritage management.
- 44) **Swedish Environmental Protection Agency** and **Swedish Agency for Marine and Water Management** are the public agencies responsible for environmental issues, including the protection and management of Blekinge Archipelago UNESCO biosphere reserve.
- 45) **Green Destinations** is a non-profit foundation for sustainable tourism, leading a global Partnership of expert organisations, companies, and academic institutions. It works for the benefit of the Green Destinations Community: destination representatives and stakeholders trying to make their places better and more sustainable.
- 46) **Tourists visiting Blekinge archipelago and other natural amenities.** According to Visit Karlskrona, almost half of tourists visiting Karlskrona municipality relate their visit with enjoying the archipelago and other natural amenities. The vast majority (>90%) of these visitors travel to Karlskrona either as a couple or with relatives. The category "with relatives" means short-term, weekend guests arriving by car with a family or friends for leisure purposes and sightseeing.

MAIN NON-HUMAN ACTORS:

- 47) **Blekinge archipelago** stretches among almost the entire coastline of Blekinge, from west to east. It is dominated by a few large islands, Tjärö, Aspö, Hasslö, Tärnö and Sturkö, with smaller islands and skerries interspersed. **Utklippan** is the southernmost skerry of the Blekinge archipelago to which boat trips from Karlskrona and Torhamn are provided. It has been designated a nature reserve since 1988 popular with seal watchers.
- 48) **Natural areas of Karlskrona Municipality** cover the eastern part of the county and Blekinge archipelago. With its more than 1000² km area, Karlskrona Municipality is the largest of municipalities in Blekinge County. There are over 20 nature reserves in the hinterland of the Naval Port of Karlskrona suitable for outdoor activities, hiking, biking and sports.'

ANNEX 6. OPTIMISTIC, PESSIMISTIC AND REALISTIC SCENARIOS

FINANCIAL AND ECONOMIC ASPECTS

Optimistic Scenario (Realised Opportunities)	Pessimistic Scenario (Realised Threats)	Realistic Scenario (Strategy 'Business as Usual')
Socio-economic sustainability		
Karlskrona upkeep its traditional role as the engine of the regional economy	Active pressures to change the face of the living urban environment in the core zone of Karlskrona	Karlskrona upkeep its traditional role as the engine of the regional economy and manages to preserve heritage features in the urban fabric intact
Economy		
Being on the spearhead of innovation ICT-based clusters can progress with start-up investments in new, non-tourism sectors in Blekinge	Blekinge Archipelago and the nearby coastal areas turn into second-home resorts void of almost any lasting socio-economic activities except summer months	Gradually increasing interest in naval heritage worldwide helps increasing the number of visitors to Karlskrona, especially to the Naval Museum, facilitated by advanced ICT technologies
Heritage tourism sector		
A national financing programme for heritage reconstruction and conservation continued based on previous success	The periphery of Blekinge will enjoy ever warmer summers distracting ever more visitors from Karlskrona due to climate change	A national financing programme for heritage reconstruction and conservation continued based on previous success but it doesn't help to attract more tourists
Tourism competitiveness		
Blekinge archipelago is closest to the European mainland and attracts most of foreign tourists	Rising energy and transport prices due to extra costs of a carbon-neutral economy cause the price spike in the tourism sector of Blekinge	Innovative solutions of carbon-neutral HORECA services increases the appeal of Karlskrona and the Blekinge archipelago as an international summer tourist destination

LEGAL AND REGULATORY ASPECTS

Optimistic Scenario (Realised Opportunities)	Pessimistic Scenario (Realised Threats)	Realistic Scenario (Strategy 'Business as Usual')
Historical legacy		
Karlskrona has served as a pattern to other naval ports around the world many of which are also listed by UNESCO as World Heritage sites (potential for a world-wide network)	Declining regional cooperation on sustainable tourism promotion due to growing confrontation with the Russian Federation	Karlskrona maintains its leading role in the Baltic Sea Region as an active naval port which is open to the society, tourists, former adversaries and everyone interested in naval heritage. Yet, its' leading role as a naval heritage showcase doesn't expand beyond the Baltic Sea Region in a foreseeable future
Karlskrona, which until the 1990s was a closed military base restricted to foreigners, became a pioneering open cultural city twinned with Klaipeda, Gdynia, Baltiysk, and Rostock – former adversaries	An increasing military role of the naval base in Karlskrona due to growing confrontation with the Russian Federation resulting in its declining accessibility for tourists	

Legal and management aspects of heritage conservation		
Blekinge County Administrative Board has supervisory authority over the Municipality council regarding any development plans in the core and buffer zones of the World Heritage	Because an evaluation of older management plans has only just begun, the cultural values in large parts of the World Heritage property might not be safeguarded	Blekinge County Administrative Board continues having supervisory authority over the Municipality council regarding any development plans in the core and buffer zones of the World Heritage
Blekinge County Administrative Board awards grants for the conservation of privately-owned listed buildings	Municipality council vote to disrespect conservation restrictions as preventing infrastructure development ('the Dresden case')	Blekinge County Administrative Board continues and awarding grants for the conservation of privately-owned listed buildings
Designations facilitating sustainable tourism		
The Naval Port of Karlskrona is included in the Blekinge archipelago Biosphere Reserve and has an opportunity to profile and market itself as a 'double-UNESCO' destination	A sharp decline of interest and/or commitment of the HORECA businesses and customers in sustainability or heritage designation due to 'concept inflation'	Gradually increasing interest in naval heritage worldwide helps increasing the number of visitors to Karlskrona, especially to the Naval Museum, facilitated by ICT technologies (see above)

ORGANISATIONAL AND INSTITUTIONAL ASPECTS

Optimistic Scenario (Realised Opportunities)	Pessimistic Scenario (Realised Threats)	Realistic Scenario (Strategy 'Business as Usual')
Institutional framework		
There are between 10 and 20 HORECA companies and civic organizations that are interested in the development of a heritage tourism offer	Due to institutional difficulties, the tourism development part of the World Heritage management plan is ever more watered down to a wishful list of actions	Ever more HORECA companies and civic organizations gradually become more interested and committed to the development of a heritage tourism offer
Institutional role of the traditional tourism sector		
Good opportunities for building a synergy with the hinterland (Skärva Manor, other manors and palaces listed as cultural heritage properties)	Extensive new development of HORECA facilities and unsustainable projects within central parts of the World Heritage property	Heritage tourism in Karlskrona benefits from a synergy with the hinterland (Skärva Manor, other manors and palaces listed as cultural heritage properties)
Institutional role of the heritage tourism sector		
Karlskrona functions not only as a tourism centre of its kind but also as an attractive hinterland for the Blekinge archipelago	Without dedicated marketing efforts Karlskrona might become just as a ferry gateway to reach other places in Blekinge	Karlskrona functions not only as a tourism centre of its kind but also as an attractive hinterland for the Blekinge archipelago
Coordination of sustainable World Heritage property management		
Municipality of Karlskrona created collaboration and a common finance pool with Statens fastighetsverk (National property Board) to develop Karlskrona as a destination	Institutional difficulties, e.g. absence of a representative of the Navy or other key stakeholder on the Advisory Council for the World Heritage property management	Municipality of Karlskrona created collaboration but not a common finance pool with Statens fastighetsverk (National property Board) to develop Karlskrona as a destination

Provision of information and education to visitors		
Further advancement of ICT technologies for the interactive provision of knowledge about the World Heritage with Karlskrona being on the cutting-edge	The decline of interest in learning and knowledge about cultural and nature heritage in the age of information 'fast-food'	Further advancement of ICT technologies for the interactive provision of knowledge about the World Heritage with Karlskrona being on the cutting-edge

DESTINATION MARKETING ASPECTS

Optimistic Scenario (Realised Opportunities)	Pessimistic Scenario (Realised Threats)	Realistic Scenario (Strategy 'Business as Usual')
The marketing potential of the Outstanding Universal Value		
The World Heritage property conveys the image of Karlskrona as a maritime city emphasizing its immense symbolic value as a guard of the country's neutrality and security	The Swedish Fortification Agency and the National Property Board as owners change exclude sustainable tourism development from long-term conservation plans	The World Heritage property conveys the image of Karlskrona as a maritime city emphasizing its immense symbolic value as a guard of the country's neutrality and security
Destination marketing based on the USP and other features		
Karlskrona joins the Cittaslow (international movement of 'slow cities') emphasizing health, well-being and heritage tourism	Nearshore or offshore environmental disaster (oil spill, algal boom etc.) spoiling the image of the destination	Karlskrona gradually falls behind nearby seaside destinations but the declining visitor numbers and their shorter stays are compensated by their broader interests, bigger spending and a more even spreading from May to October
The Admiralty Musicians is the country's second oldest cultural institution. Only the Royal Court Chapel Choir is older	Shifting tourist profiles and growing demand for more 'sun-sand-sea' reduces interest in heritage and urban tourism	
Events and festivals as heritage brands		
External (EU, municipal) support for positioning of Karlskrona as a World-Heritage-themed event city and coordination hub	Popular festivals ('Skerry Fest') from heritage celebrations turn into 'flea fairs' for cheap imported 'quasi-souvenirs'	External (EU, municipal) support for positioning of Karlskrona as a World-Heritage-themed event city and coordination hub
Value for money		
The weakened Swedish crown strengthens the attractiveness of Blekinge and Karlskrona as an overseas tourist destination	Karlskrona hotels lose competition with airB&B, mobile homes and camping sites in nearby coastal and nature areas	Karlskrona hotels lose competition with airB&B, mobile homes and camping sites in nearby coastal and nature areas
Care for the quality of the tourist offer		
Blekinge Archipelago with the adjacent coastal areas evolves into some of the most popular seaside holiday destinations in Sweden	Erosion or loss of traditional rural life, making the hinterland heritage tourism a 'missing link' in Blekinge's sustainable heritage tourism system	The Blekinge Archipelago becomes the leader in sustainable heritage tourism
Care for visitor satisfaction		
Tourism growth in Karlskrona returns to the coherence with the general trend of the tourism upheaval in Blekinge	Overlooked changes in visitor tastes, quality requirements and interests cause Karlskrona to fall behind nearby destinations	Overlooked changes in visitor tastes, quality requirements and interests do not allow Karlskrona to return to the coherence with the general trend of the tourism upheaval in Blekinge

Heritage tourism marketing innovations		
External support opportunities for start-ups and business incubators in ICT-based heritage tourism product development	Ageing professionals in the HORECA sector are less receptive of tourism marketing innovations	External support opportunities for start-ups and business incubators in ICT-based heritage tourism product development
Connectivity		
The hitherto unexploited opportunities to develop heritage-related offers for maritime ferry liners and oceanic cruise ships being still unexplored destination	The ferry link between Karlskrona and Poland becomes unprofitable and Stena Lines shuts it down or moves it away from the Karlskrona Port	The ferry link between Karlskrona and Poland operated by Stena Line enjoys gradual growth but no new heritage-related offers for maritime ferry liners and oceanic cruise ships become available
Heritage tourism product development		
Skärva Manor – a World Heritage manor which was an important workplace for testing the advancements in shipbuilding art and now a cultural hub and a hotel	Struggle among significant stakeholders over destination marketing priorities and messages	Heritage tourism in Karlskrona benefits from a synergy with the hinterland (Skärva Manor, other manors and palaces listed as cultural heritage properties) (see above)
Seasonality		
Karlskrona is one of the biggest business hubs in southeast Sweden and seasonality is not a significant problem for business tourists	A protracted decline in overnight stays in Karlskrona with an even more significant prevalence of daily visitors from more popular nearby destinations	The declining visitor numbers and their shorter stays in Karlskrona are compensated by their broader interests, bigger spending and a more even spreading from May to October

ANNEX 7. ACTIONS TO AVERT THE COINCIDENCE OF WEAKNESSES AND THREATS

Weaknesses	Threats	Proposed Actions
FINANCIAL AND ECONOMIC ASPECTS		
Karlskrona does not have any sustainability goals or a strategy on the touristic product or services	Active pressures to change the face of the living urban environment in the core zone of Karlskrona	Create a public-private-partnership forum to develop and implement a sustainable HORECA partnership plan
South Sweden, including Blekinge and Karlskrona is one of the poorer (sixth out of eight) regions of Sweden in terms of GDP per capita	Blekinge Archipelago and the nearby coastal areas turn into second-home resorts void of almost any lasting socio-economic activities except summer months	Promote Karlskrona and Blekinge Archipelago as a cutting-edge innovative ICT-based sustainable tourism 'lab' offering contemporary take on coastal heritage tourism
The municipality doesn't put enough dedicated efforts in making the city core more attractive for tourists who struggle to perceive the OUV in its full scale	The periphery of Blekinge will enjoy ever warmer summers distracting ever more visitors from Karlskrona due to climate change	Develop and launch a wide-scale and segment-tailored World Heritage marketing campaign to make the naval history and heritage more attractive for female tourists
In downtown Karlskrona, it is hard to find a room for less than € 50 a night on the booking.com platform on the Internet.	Rising energy and transport prices due to extra costs of a carbon-neutral economy cause the price spike in the tourism sector of Blekinge	Facilitate wider introduction of airB&B accommodation offers by motivating and educating flat owners to offer additional services (e.g. free bikes)
LEGAL AND REGULATORY ASPECTS		
Karlskrona never succeeded to gain the status of the Imperial capital and fell into oblivion in the 19 th century	Declining regional cooperation on sustainable tourism promotion due to growing confrontation with the Russian Federation	Establish the Baltic Sea World Heritage Tourism Centre in Karlskrona with the mission to promote sustainable heritage tourism on an international scale
The military agency – Swedish Fortifications Agency – is the owner of the naval base, and will remain the sole owner in the future	An increasing military role of the naval base in Karlskrona due to growing confrontation with the Russian Federation resulting in its declining accessibility for tourists	Build a synergy between Blekinge Museum, the Swedish Fortifications Agency and the Naval Museum to better package the existing tourism offer
The Naval Port of Karlskrona is authentic in terms of only some of its uses and functions	Because an evaluation of older management plans has only just begun, the cultural values in large parts of the World Heritage property might not be safeguarded	Apply the best practice from the English Lake District to celebrate and reward those entrepreneurs from HORECA and related sectors that invest in quality through greater exposure to the World Heritage marketplace.
The Naval Port of Karlskrona still has a closed part where one needs a permission for the excursionists to enter	Municipality council votes to disrespect conservation restrictions as preventing infrastructure development	
Tourism managers of Karlskrona play down the association with Blekinge Archipelago in heritage tourism marketing fearing confusion	A sharp decline of interest and/or commitment of the HORECA businesses and customers in sustainability or heritage designation due to 'concept inflation'	Joining efforts of Karlskrona, Southern Öland and Visby with the UNESCO Biosphere Reserves of Blekinge Archipelago and Kristianstads Vattenrike to establish a Southeast Sweden's sustainable tourism network

ANNEX 8. COMPARISON OF THE VIABILITY OF WORLD HERITAGE TOURISM DEVELOPMENT ALTERNATIVES

Criteria	STRATEGY 'BUSINESS AS USUAL' ('0 STRATEGY')		MITIGATING COINCIDENCE OF WEAKNESSES AND THREATS ('0+ STRATEGY')		AVAILABLE HERITAGE-BASED TOURISM DEVELOPMENT OPTIONS	
1. Efficiency	 (w.f.=2.0)	It is not the way, how the goals and breakthroughs of sustainable heritage tourism development are achieved	 (w.f.=2.0)	Limited measures aimed to mitigate coincidence of weaknesses and threats have a long-term limited positive effect	 (w.f.=2.0)	The tourism actions of the World Heritage Action Plan will deliver a substantial socio-economic breakthrough
2. Socio-economic acceptability	 (w.f.=3.0)	It is not the way how the wide society and business anticipate heritage tourism development	 (w.f.=3.0)	Mitigating coincidence of weaknesses and threats is acceptable by society and business	 (w.f.=3.0)	The tourism actions of the World Heritage Action Plan are focused to achieve long-term overall sustainability goals
3. Technical feasibility	 (w.f.=1.5)	Continuing the 'Business as Usual' policy doesn't require additional technical solutions	 (w.f.=1.5)	Mitigating coincidence of weaknesses and threats requires extra limited technical solutions	 (w.f.=1.5)	No new approaches are necessary while implementing the tourism actions of the World Heritage Action Plan for the Naval Port of Karlskrona
4. Policy feasibility	 (w.f.=1.0)	Continuing the 'Business as Usual' policy goes against the sustainability policy	 (w.f.=1.0)	Mitigating coincidence of weaknesses and threats is neutral regarding sustainability policy	 (w.f.=1.0)	The tourism actions of the World Heritage Action Plan are endorsed by the World Heritage Council and directly facilitate sustainable local development
5. Suitability	 (w.f.=1.5)	It has a narrower impact range than alternatives whose results cover very different areas	 (w.f.=1.5)	Focus on educational programs of Blekinge Museum and the Naval Museum has a narrow impact range and is suitable	 (w.f.=1.5)	The tourism actions of the World Heritage Action Plan aim to have quite a broad impact range in different areas
6. Reliability	 (w.f.=2.0)	Continuing the 'Business as Usual' policy is surely reliably implementable at low costs	 (w.f.=2.0)	Applying the best practice from the English Lake District reinforces mitigating coincidence of weaknesses and threats	 (w.f.=2.0)	The implementation of the tourism actions of the World Heritage Action Plan has good chances to deliver the outlined improvement
7. Prevalence	 (w.f.=1.0)	It is not the way, how the key stakeholders see sustainable heritage tourism development	 (w.f.=1.0)	It is not the way, how the key stakeholders see sustainable heritage tourism development	 (w.f.=1.0)	The implementation of the World Heritage Action Plan endorsed by the World Heritage Council fits best the prevailing public opinion

8. Flexibility	 (w.f.=3.0)	The strategy is unsuitable for solving the issues as circumstances or situation change	 (w.f.=3.0)	The strategy is barely suitable for solving the issues of the situation change	 (w.f.=3.0)	The World Heritage Action Plan and its heritage tourism actions are formulated broadly and flexibly and therefore are suitable for achieving the goals even as circumstances change
9. Smoothness	 (w.f.=2.0)	Continuing the 'Business as Usual' policy is the smoothest strategic alternative	 (w.f.=2.0)	The length of time between strategy adoption and implementation is relatively short	 (w.f.=2.0)	The length of time between the adoption and implementation of the World Heritage Action Plan is fixed by the period of validity of the Action Plan
10. Implementation costs	 (w.f.=4.0)	Continuing the 'Business as Usual' policy doesn't require extra implementation costs	 (w.f.=4.0)	Mitigating coincidence of weaknesses and threats require only minimal additional costs	 (w.f.=4.0)	Implementation of the proposed extensive heritage-based tourism development program including all proposed measures bears substantial costs
FINAL SCORE	5.0		25.5		32.0	