Local action plan for sustainable use of cultural heritage in tourism in the City of Šibenik

Final and official version

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CONTENTS

1. INTRODUCTION

The diversity and richness of cultural and natural heritage is recognized as the foundation of European identity and the catalyst of social inclusion. In addition, it has a special role in achieving the strategic goals of the Europe 2020 project: a smart, sustainable and inclusive development. The pressures caused by the sudden rise in the number of visitors pose a new challenge in the management, protection, valorisation and accessibility of heritage.

The Local Action Plan (LAP) for the sustainable use of cultural heritage in the tourism of the City of Šibenik is being developed within the framework of the SHARE project initiated by Interreg, the program of the European Regional Development Fund. The title of the project is "A sustainable approach to cultural heritage in the revitalization of urban areas in Europe", with a specific objective: improvement of policies related to natural and cultural heritage. In the case of the City of Šibenik the policy to be improved is the city's yearly budget, more precisely its items: 1009 - Activities of the Fortress of culture Šibenik, 1017 - Museum activities and 00301 - Social activities. The project is being developed through the collaboration of seven regional partners from seven EU member states with Sviluppumbria Development Agency (founded by the Regional Government of Umbria, Italy) as the leading partner.

The SHARE project focuses on exchange of experiences in the heritage management in an urban environment, with the aim of identifying best practices and innovative methods of developing sustainable and smart approaches to the use and management of heritage. The method of exchange of experience is based on the review of the existing management tools, European policies and best practices, and will include specific research activities of the regional partners. The inter-regional exchange process will result in six Action Plans showing how to successful ways of incorporating project results into mainstream policies, with particular emphasis on four European Regional Development Fund priorities. The partners commit to implement the project in co-operation with local stakeholders and local governmental bodies, and ensure monitoring of the implementation of the action plan during the second phase of the project.

The content of the action plan is designed in accordance with the recommendations and structured in a way that after the introduction and the identification of the problem, it presents the local strategic documents currently in force and a proposal of the necessary interventions to ensure the solving of the defined problem. The following chapters further elaborate the elements necessary for the implementation of the plan, such as: stakeholder participation, specific objectives and activities they intend to realize, risk assessment, and monitoring and evaluation of the implementation of the action plan.

The LAP is a strategic document with clearly identified goals for directing public debate and policy making decisions at local level, involving local stakeholders and field-specific experts. It strives to ensure consistency in the approach, to consider all relevant aspects and to ensure a correct and impartial discussion and decision-making process. The local action plan should also contribute to greater efficiency, openness and responsibility of the stakeholders and all the relevant bodies.

2. PROBLEM IDENTIFICATION

The local action plan aims to create interventions within the policy - Budget of the City of Šibenik, more precisely its items: 1009 - Activities of the Fortress of culture Šibenik, 1017 - Museum activities and 00301 - Social activities. These budget items directly influence the implementation of the Local action plan. Therefore, the LAP defines precise end effective interventions following the identification of the most relevant problems that need to be solved in order to achieve a greater degree of sustainable use of cultural heritage in the tourism of the City of Šibenik. Therefore, this chapter will provide a short situation analysis in which the most relevant problems of the historic core of Šibenik City, as the spatial coverage of the local action plan, will be identified and will briefly present the experiences of partner cities with similar problems.

2.1. Short situation analysis and identification of the most relevant problems

The City of Šibenik is the largest local self-government unit and centre of Šibenik-Knin County. According to the last Census from 2011, there were 46,332 inhabitants, of whom only 34,302 inhabitants live in the town of Šibenik. The city core itself, according to the Urban Development Plan (2014), has only 1,783 inhabitants with the trend of a decline in the number of inhabitants with annual average of 40. The population change trend is negative for whole City of Šibenik, contributing to a negative rate of natural change of -3.2 ‰, which is the result of a birth rate (8.2 ‰) lower than the mortality rate (11.4 ‰). The situation is particularly negative in the city core, which in general has extremely negative rates of natural change (even -20 ‰ in the southern part; Urban Development Plan, 2014). This situation points to the extraordinary core gentrification and the local population emigration in the conditions of the tourism strengthening and weakening of the core's housing function (Lokas, 2014; Nejašmić, 2005; Poljičak, 2012). Increased tourism activities and spatial constraints act as a "push" factor for local residents, leading to the abandonment and neglection of former housing objects, and often their relocation to tourism accommodation objects.

The historical development of the City of Šibenik was marked by the intensive industry development after the World War II and its collapse after the Homeland War (Friganović, 1996). In the 21st century, the economy of the city of Šibenik was restructured and focused on tourism, which today forms the main economic branch (Tourism Master Plan of the Šibenik-Knin County, 2017). Proof of this process is the increase in the number of tourist arrivals and overnight stays in Šibenik. In 2016[1], Šibenik Tourist Board 2016 g. recorded 255,312 tourist arrivals and even 1,342,031 tourist nights. Tourism trends are positive, so the number of tourist arrivals in the period 2012-2016 increased by 36.71 % and tourist nights by 44.06 % (Šibenik Tourist Board, 2016). The fundamental problem in the context of sustainable

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[1] Data on tourist arrivals and nights in the city of Šibenik are not complete for 2017.

use of cultural heritage in tourism derives from the seasonality of tourist activities. During the July and August, the City of Šibenik averagely achieves 45.34% tourist arrivals and 56.17% of overnight stays (Figure 1.). The exceptionally high concentration of tourist activities in the short period with the characteristics of mass tourism creates an increased negative impact on spatial, tourism and infrastructure resources. Traditional seasonality consequently results with the concentration of tourism activities and the overall supply during the season, while the off-season tourist offer is weak and does not provide opportunities for the all- year touristic valorisation of existing resources (Tourism Master Plan of the Šibenik-Knin County, 2017). Numerous tourist resources which are available to City of Šibenik are not fully valorised or their valorisation is unplanned, which in combination with the previous features of seasonality creates a "vicious cycle" in which all elements negatively affect the general tourism development. Solving the problems of tourism seasonality is possible through the development of the all-year tourism offer, the development of selective forms of tourism that generate all-year tourism products, a balanced development of all-year events and manifestations, encouraging the development of all-year and diversified tourist accommodation offerings, creating co-operation between stakeholders in tourism for the creation of cohesive and targeted tourist development, etc.
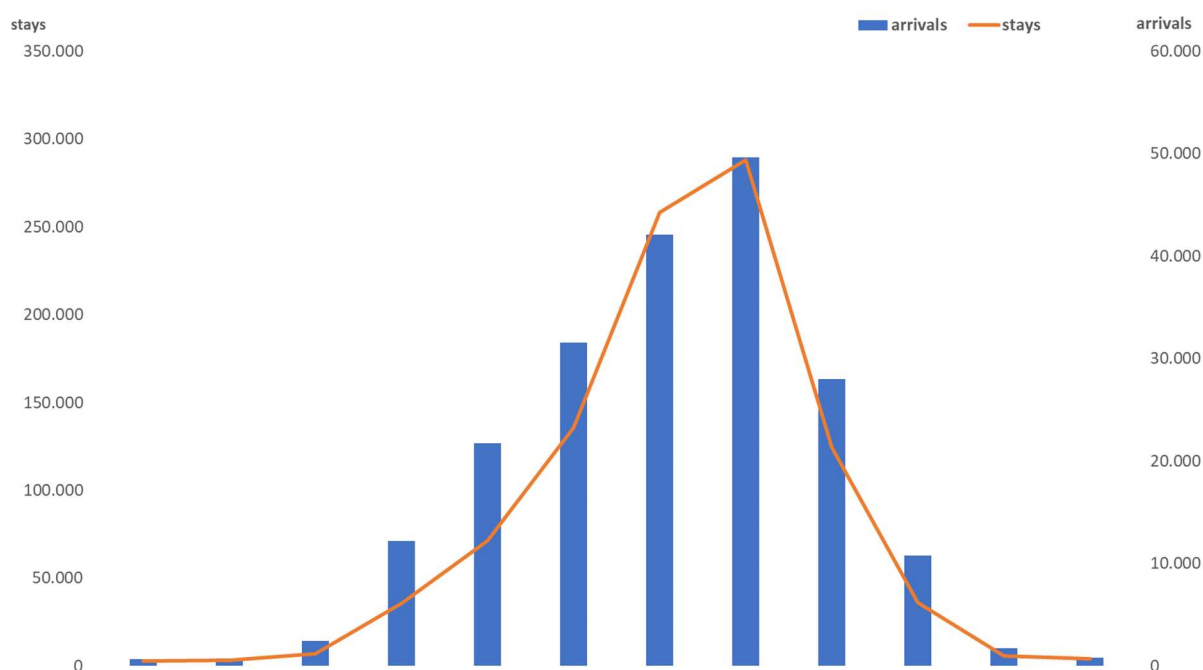
Figure 1. Average monthly number of tourist arrivals and overnight stays in the spatial coverage of Šibenik Tourist Board

Data Source: Tourism Master Plan of the Šibenik-Knin County, 2017

Šibenik City has an exceptionally rich cultural and historical heritage with numerous historical monuments and elements of protected cultural heritage. Of special value are the sites under UNESCO protection, which are on the list of world's cultural heritage: the cathedral of St. James and St. Nikola Fortress (Ministry of Culture, 2017). In the very centre of the town is the largest number of protected

cultural goods and objects with cultural and historical features, such as the aforementioned cathedral of St. James, the St. Mihovil Fortress, Barone Fortress, City Hall, numerous palaces, houses, churches, monasteries and others (Register of Cultural Goods, 2017). An extraordinary cultural heritage wealth provides an excellent resource base for the development of cultural tourism (Šibenik City Development Strategy, 2011). Apart from the elements of cultural heritage, numerous cultural institutions, such as the Museum of the City of Šibenik, the Croatian National Theatre, the "Juraj Šižgorić" City Library and others, are also rich in cultural resources. Sustainable management of such a numerous cultural heritage in such a small spatial scope is very challenging in the context of tourism destination management. The numerous cultural and touristic offers can result with the saturation of the tourism offer, which is why there is a need to link attractions to a unique tourist product of the historical core of Šibenik, which should have a thoughtful and sustainable coherence of interpretation and tourist offer. To achieve this, it is necessary to develop quality tourist signalization and to manage the tourist infrastructure. As one of the specific problems are illegal local guides who use the period of increased tourist activities and tourists often give an incorrect and inaccurate interpretation of cultural and tourist contents, which certainly reduces the quality of Šibenik's tourist offer.

City of Šibenik identified its cultural offer as one of the determinants of its tourist attractions, so it is essential that the public (administrative bodies of City of Šibenik) and the cultural sector (culture institutions) connect and co-operate with the civil sector (cultural associations) and private entities from the tourism sector, in order to achieve a widespread synergy that would result in coordination and complementary development of cultural and tourist offer of the City of Šibenik. There is already good co-ordination and co-operation in this area that needs to be supported and improved in all possible forms.

There are five public cultural institutions in the city of Šibenik. Those are the Croatian National Theatre Šibenik, the City Museum of Šibenik, the City Library "Juraj Šižgorić", the Gallery of St. Krševan and the Fortress of Culture Šibenik, which manages the cultural program on the fortress St. Mihovil and Barone (Strategy for Development of Innovative Tourism of the City of Šibenik, 2015; sibenik.hr, 2018). The functioning of the abovementioned institutions is financed from the city budget (precisely its items 1009 - Activities of the Fortress of culture Šibenik, 1017 - Museum activities and 00301 - Social activities) which is in the focus of the development of this LAP. Hence the activities planned through it will have positive impact on the overall functioning of the public cultural institutions.

These cultural institutions are the basis of cultural life in the city of Šibenik and are able to make a considerable contribution to cultural heritage tourism valorisation. This contribution is primarily manifested in organizing events such as the International Children's Festival, organized for more than 50 years in the organization of HNK Šibenik, or various events at the St. Mihovil Fortress which are of a wide cultural scope, from classical art (such as operas or classical music concerts) to the modern music manifestations organized by the Fortress of Culture Šibenik. This diversity and the present selection of quality assures the satisfaction of the broad affinities of the public and the high attendance which has resulted in the financial autonomy of Fortress of Culture Šibenik, which is a rarity among the public culture institutions and proof of quality work and great potential for the sustainability and quality of cultural offer that lies in cooperation with tourism sector.

However, despite the quality work of individual institutions, the Strategy for Development of Innovative Tourism of the City of Šibenik recognizes weak stakeholder cooperation as the destination management weakness (Strategy for Development of Innovative Tourism of the City of Šibenik, 2015). The Cultural Council of the City of Šibenik was founded which brings together seven representatives of cultural institutions and associations. It is founded, *inter alia*, for the protection and preservation of movable and immovable cultural goods, with various cultural activities. This body needs to be better connected with other tourism stakeholders, which should facilitate the creation of new cultural-tourist products and create stronger foundations for their sustainable development. The Plan on Managing Cultural Goods at Local and Regional Level (2015) envisages the establishment of a Steering team at the level of the Šibenik-Knin County, which would gather representatives of local and regional self-government units, along with representatives of institutions managing significant cultural goods in the county, with the aim of a higher level of preservation and tourism valorisation of cultural heritage. There are numerous advantages of establishing such a body at the local level, such as strengthening communication and coordination between stakeholders in tourism and culture, among other things, better protection of cultural goods, the greater event attractiveness, sustainable development of tourism and valorisation of cultural goods, and ultimately greater touristic expenditure.

The negative side of high tourist activities is the tourism pressure on public areas. It manifests itself through attempts to maximize the exploitation of the tourist season by setting up terraces of bars and restaurants, sales stalls and frequent events organization. These phenomena may cause damage to cultural goods on public surfaces, if not controlled and coordinated well, and may adversely affect the authenticity and atmosphere of the historic city core. Occupation of public areas reduces the available space for unobstructed city movement. Finally, noise is also created, which is particularly problematic at night. All these pressures can result in a significant reduction in the quality local population life, causing further depopulation and declining tourism revenues due to loss of attractiveness. Therefore, proper management of public areas is of crucial importance in the development of tourist destination.

The specific morphology of the Dalmatian town (narrow paved streets, very dense and compact architecture) in the midst of increasing tourist activities often results in heavy traffic overload of the historical core, as well as the whole city of Šibenik. A survey conducted among the inhabitants of the historical core and the city of Šibenik as part of the Urban Development Plan (2014) led to the conclusion that nearly two-thirds of the respondents considered accessibility and urban mobility as leading disadvantages to the inhabitants of the historical core. Lack of parking spaces and inadequate and inadequately organized public transport are the fundamental shortcomings of the population mobility in the city centre of Šibenik (Urban Development Plan, 2014). If this issue is accompanied by an increased tourist movement in the summer months, a large traffic overload is created. This problem should be added to the problem of supply of tourist and catering (restaurants/bars) facilities due to insufficient accessibility within the city core itself. One of the specific pedestrian-traffic solutions is the urban escalator, one of the projects of the City of Šibenik, which plans to link Dolac and the Fortress St. Mihovil thus increasing the mobility of tourists and visitors between important tourist sites in the city (Urban Development Plan, 2014).

The historic core of Šibenik preserved its authentic ambience and architectural ensemble, which is why the city core was declared as a protected cultural heritage (Register of Cultural Goods, 2017). It

combines a large number of cultural and historical individual sites and makes an enormous cultural and tourist resource, therefore it should be better protected and preserved, especially in the conditions of increased tourist valorisation and expansion of tourist functions. The Urban Development Plan (2014) mentions that 100 objects within the historic core are in a bad or ruinous state indicating its mild physical degradation, which points to the need for revitalization and preservation of existing objects. The problem is represented by objects marked with the category of "pronounced degradation" which are characterized by construction that is not in line with the historical contents of the ensemble. In order to preserve the authentic ambience of the architectural ensemble of the historical core of the city of Šibenik, it is necessary to reduce the number of objects that degrades the historical urban landscape and define the concise building rules for the reconstruction and renewal of historical core.

"Apartmentisation" is a relatively new term in tourism development and can be interpreted both positively and negatively. Its aspect can be linked to the concept of a secondary or temporary housing, wherein a property in an attractive location (which naturally includes the historic centre of Šibenik) is used in tourist accommodation purpose. Positive features of this process include the encouragement of tourism development, the attraction of tourists during the pre-season and post-season, the possibility of renting secondary recreation homes when not in use (Urban Development Plan, 2014), which results in economic advantages (jobs, tax revenue, higher living standards and purchasing power), binding tourists to the destination, which is often the case in private accommodation for personalized attitude towards tourists. In addition to these advantages, the local population is also looking positively towards the development of "apartmentisation" (Krstinić Nižić, 2009). In addition, research has shown that temporary residents can more actively participate in local development planning than the local population (Miletić, 2017). But the secondary housing phenomenon also carries negative consequences with itself. These are the occupation of the most attractive sites, the privatisation of a quality recreational area that tourism could use for profit and the pressure on the otherwise limited resources for tourism and local residents during the summer season (Urban Development Plan, 2014). Additionally, it increases the likelihood of natural or cultural heritage destruction, and in some cases the neglection and deterioration of locations resulting with decline in tourist attractiveness. Risks to the local community are often much greater than the benefits (Krstinić Nižić, 2009).

The second aspect of "apartmentisation" is illegal construction, which itself is negative and needs to be actively prevented. Illegal construction implies upgrading floors and expanding spaces without proper permissions, especially in areas not intended for construction, as well as alterations to buildings other than conservation solutions. One possible consequence of "apartmentisation" is therefore physical degradation (Urban Development Plan, 2014). Although these activities can occur in both permanent and temporary residents in the historic city centre, primarily due to the economic motivation of the owners of secondary housing, there is a greater risk of their occurrence.

The third negative aspect of "apartmentisation" is the spatial occupation that should be better utilized in tourist terms with the development of hotel, hostel or similar organized forms of tourist accommodation. Apartments, or individual units for private accommodation, are in many cases seasonally limited to the most demanding terms and the rest of the year are not open. On the other hand, hotels have a much longer tourist season, sometimes even all-year, which significantly reduces

the effect of seasonality and opens up space for other aspects of tourism, such as business, thereby ensuring greater employment of the local population. Hotels typically run at least five to six months a year, if not all-year round, while the apartments typically fail to extend the season for more than two months. This is achieved primarily through stronger marketing activity, due to the fact that hotels can considerably increase funds to attract guests than private renters, thus positively influencing the overall destination's recognizability. In the end, hotel guests typically have higher expenditures and thus contribute more to other tourist attractions.

Some of these aspects have a potentially negative impact on the preservation of cultural heritage. Particularly severe consequences are possible in the event of the appearance of another aspect of illegal construction that can directly undermine the preserved condition of the material cultural heritage, particularly in areas with a high concentration of such buildings as the historic core of Šibenik. Fortunately, secondary housing is not widespread in the city of Šibenik, although it is on the verge of entering into the process of dealing with its negative aspects (Urban Development Plan, 2014). Therefore, special attention must be paid to development management in order to avoid or minimize these adverse effects as much as possible.

Negative consequences of "apartmentisation" can be effectively minimized through good strategic orientation, spatial planning and quick reaction in case of non-compliance with these plans and other regulations. Certain aspects of "apartmentisation" are inevitable, as the space owners have the absolute right to have their space available at their choice. However, problems arise when, for economic reasons, they try to expand beyond the given frameworks, with particularly serious consequences if this happens in contact with cultural good.

Overload of certain points and parts of the city, such as the city waterfront, the Street of King Tomislav (popular "Kalelarga"), Dobrić Square or St. James Cathedral (Figure 2.), causes mobility problems historic core, resulting in dissatisfaction of visitors and the local population. At the same time, numerous cultural goods remain untouched or their attendance is considerably less frequent. Although there is still no question of complete congestion (as compared to Dubrovnik or even Venice), such distribution has a bad impact on the overall impression of destination visitors, resulting in the poor use of available resources. Two tools to achieve a more even distribution are defined in detail in existing strategic development documents. The first such tool is the use of modern IT solutions for the purpose of presenting the historical core, which is set as a specific goal within the Urban Development Plan, with a special activity of website and mobile applications development for the purpose of facilitating access to information, services and products in the area of the historic core (Urban Development plan, 2014). It is anticipated that this information platform will be integrated and interactive with the ability of direct communication and access to service providers. Such a communication tool provides a great breadth and opportunity to highlight all the sights and cultural facilities that Šibenik offers and can be achieved through a more even distribution of tourists in the old city centre. Therefore, the development and continuous improvement of these tools should be a priority in managing the old city core. Another tool that can help in a more even distribution of visitors is the quality system of interpretation and signalisation of key attractions, which is set as a special program in the Strategy for Development of Innovative Tourism in the City of Šibenik (2015). This element of town-centre management contributes significantly to the spatial orientation of visitors, the

perception of the destination's content and the overall satisfaction of visitors staying at a tourist destination. The action implies the establishment of a unique system of tourist signalization and interpretation to reach this goal. Signalisation should be a unique visual design that would reflect the brand concept of Šibenik (Strategy for Development of Innovative Tourism in the City of Šibenik, 2015). The planned signalisation activities should add this dimension of highlighting the lesser visited cultural sites, with the aim of more uniform distribution of visitors in the historic city centre.
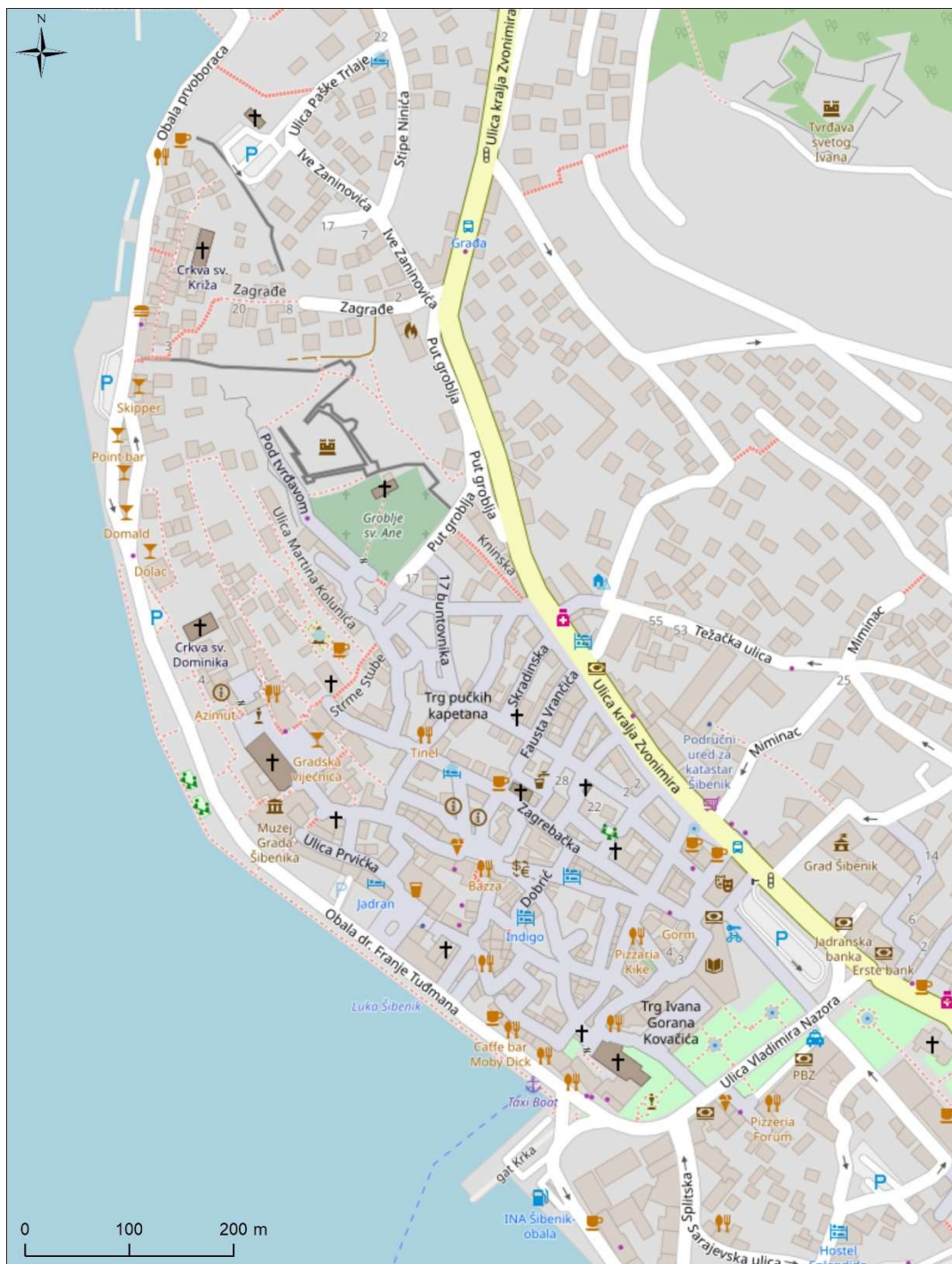

Figure 2. Layout of historic centre of the City of Šibenik

In order to sum up the general problems of the Šibenik historical core, a SWOT table (Tab. 1.) was developed within the Case study report of the SHARE project, which identified strengths, weaknesses, opportunities and threats in the context of the sustainable use of cultural heritage in the tourism of the City of Šibenik.

Tab. 1. SWOT table

Strengths	Weaknesses
- authenticity - rich cultural heritage - numerous historical monuments - an innovative presentation of heritage - tourism as one of the main economic activities - numerous events during the tourist season	- gentrification of the historical core - poor public transport - insufficient parking facilities - supply problems in the historical core - insufficient tourist signalisation - low level of tourist development - insufficient presentation and promotion of cultural heritage - insufficient hotel capacities - tourist seasonality - insufficient tourist capacities - inconsistency of diverse tourist offers and attractions - lack of accommodation variety - poor synergies between relevant stakeholders in tourism
Opportunities	**Threats**
- development of selective tourist offers - use of EU funds - investment in content tailored to the market needs - segmentation of the tourist market - brand development - connecting attractions to a unique tourist product - new employment in the tourism sector	- increase number of cars in historic core - population resistance to increased number of tourists - illegal tourist guides - potential mass tourism - lack of cooperation of relevant stakeholders - construction that is not in line with historical content

Source: SHARE project case studies report, 2017

Within the project SHARE, University of Greenwich has prepared, and Polytechnic of Šibenik has conducted a survey among tourists and visitors of the historical core of Šibenik, the local population of Šibenik and to small and medium entrepreneurs carrying out their activities in the Šibenik core itself.

Out of the total number of surveyed visitors, 57 % are multi-day visitors and 43% one-day visitors. The survey conducted among one-day visitors showed that they mostly stay in the city centre between 2

and 4 hours (28.8 %), between 4 and 6 hours (25.1 %), but also between 8 hours and the whole day (20.4 %). One-day visitors staying in the city centre for more than 4 hours make up 59.1 % of the total number of surveyed visitors, which is pointing to the fact that existing cultural and tourist facilities attract and retain visitors in the very heart of the city core. Nevertheless, there is a great potential for further expansion and development of content as a result of the extension of the tourist stay of almost a third of the respondents. According to the survey, the largest share of information sources for coming to the city centre of Šibenik are friends (39.4 %) and family/relatives (27.6 %). There is a need to increase the impact on information sources through social networks (25.6 %) and internet advertising (15.6 %), which are becoming more and more important platforms for promotion and development of the destination (Živković et al., 2014). The main motivations for visitors of the centre of Šibenik are the history of the city (53.0 %), culture (50.6 %) and local cuisine (44.8 %). Nearly half of the visitors to the historical core are primarily motivated by the history or culture of the city of Šibenik (Perišić, 2017), which points to the extraordinary importance of culture and historical heritage in the tourist development of the city of Šibenik. It is also important to emphasize the high proportion of gastronomy in the motivation for coming to the destination, which points to the extraordinary potential of further linking enogastronomic and cultural-historical tourism offerings.

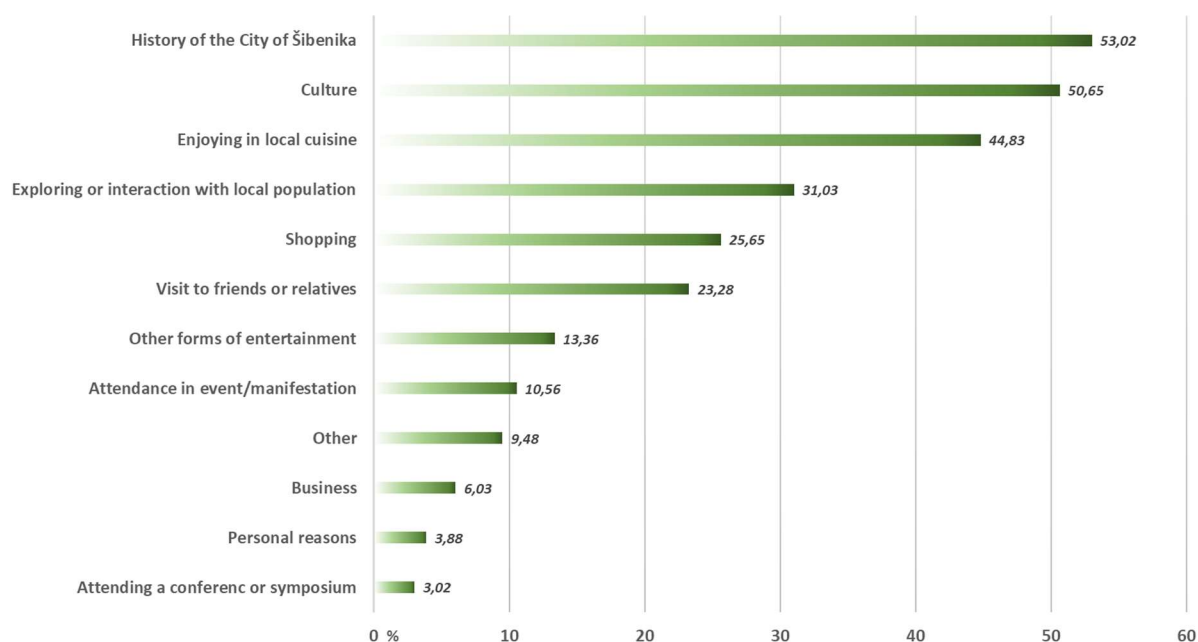*Figure 3. The main motifs of visitors for visiting the historic centre core Šibenik*

Source: Perišić, 2017

When choosing a destination, the most important elements attracted to surveyed visitors are local heritage and history, climate and geography of the broader and narrower area. Other elements to be mentioned which are important for the destination choice are: destination safety, accessibility,

authenticity of experience, friendly local population, value for money, visitor information, accessibility and mobility, parking and quality of services. When comparing one-day and multi-day visitors, there is a distinction in the category of "safety and protection" that is of much greater importance to multi-day visitors, which points to the fact that tourists in the city of Šibenik feel safe.

On the other hand, the local population visits the historic core due to visits to the catering facilities (56 %), shopping (33 %), visits to friends or relatives (31 %) and work (28 %). It should be noted that getting into the historical core for culture reason is the motive of only 13% of respondents, which on the one hand may point to the lack of cultural events outside the tourist season or to the disinterest of the local population for cultural content. In the historic core, important elements for local population are: the overall life quality, living cost, the local heritage and history, safety and protection, mobility, entertainment, accessibility, friendly local residents and parking. According to factors of importance in business, small and medium entrepreneurs have created a prioritisation where the most important factors are friendly local population, overall life quality, living cost, parking, the local heritage, etc.

2.2. The exchange of experiences with partners

The exchange of experiences with partners is a necessary element in the process of creating a LAP, and a key criterion for taking part in the Interreg program.

Regardless the great diversity of the profiles and competences of the bodies - partners on the project, and of the different political, geographical and socioeconomic contexts, the diversity in scale of the territorial extent of the LAPs, different policies and budgetary tools of implementation, there are significant overlapping in the key topics and issues for which the LAPs should provide answers. Furthermore, similarities can be noticed in some stages of the historical and economic development as well a high level of convergence in the terminology and goals of the planning and strategical documents presented, as clearly shown by the Benchmarking analysis and the Case study report produced within the SHARE project.

The responsible bodies - partners on the project include regional and local authorities, development agencies and a university:

1.   Sviluppumbria Spa (lead partner)
2.   Regional Government of Extremadura
3.   North-East Regional Development Agency
4.   University of Greenwich
5.   County Administrative Board of Östergötland
6.   STRDA South Transdanubian Regional Development Agency Public Noprofit Ltd
7.   City of Šibenik

This chapter tries to shortly elaborate the aforementioned similarities between the city of Šibenik and other partners in relation to the historical development, terms and goals mentioned in the existing documents as well the key topics and the purpose of the LAP.

2.2.1. Cities of the Umbria region

The regional development agency Sviluppumbria Spa is the leading partner of the SHARE project. The implementation tool through which the project will be implemented is the Regional operative program of the European fund for regional development for Umbria region 2014-2020, with its axis nr. 6 - Sustainable urban development. The five biggest towns of the (Perugia, Foligno, Terni, Spoleto, Città di Castello) will implement the program's axis individually but following the defined general frame.

The towns in question are comparable to Šibenik by their scale (from 38 to 166 thousand inhabitants), historical development and morphology. Both the Umbrian towns and Šibenik are perceived on the tourism market as new, undiscovered and authentic (in comparison to the nearby destinations- some of the main country's attractions) and as destinations surrounded by nature and rich with specialised events. On the other side, they also share the set of problems they are facing connected with the growing number of visitors: rise of real estate prices and issues in the field of mobility (parking, accessibility and public transportation) are resulting with a population loss in their historic city cores.

The intention of the Umbria region is to improve the attractiveness of its five urban cores, upgrading them into innovative, efficient and sustainable environments to work and live in, by promoting sustainable and intelligent solutions in the field of mobility and by developing digital services.

2.2.2. Cities of the North-East region of Romania

The cities Vasuli, Bacău, Suceava, Iasi and Botosani in north-east Romania, apart from their geographic proximity, are linked by a similar historic and economic development, by a similar present situation and the strategic visions of their future development. For that reason, their similarities with Šibenik will be presented together.

In summary, those are towns originating from the middle ages that flourished in the 19th century due to the growth of commerce and industry. The second radical transformation happened after WWII, characterised by a planned and radical industrialisation, urbanisation and mass housing developments. With the fall of the planned economy after 1989, most of the industrial economy collapsed resulting with high unemployment rates and a considerable emigration. After the country joined the EU, a period of considerable public investments in the communal and traffic infrastructure, educational and other public service, parks and thermal renovation of public and housing buildings has started.

The resemblance with Šibenik is quite obvious in the historic development (medieval towns, impetus of the first and second industrialisation and the transition marked by the collapse of industry), and the vision of the future sustainable development enabled by private initiatives in tourism and EU funded

public investments. The differences can be found in the level of conservation of the urban tissue. While in Šibenik it is almost completely intact, in the Romanian towns it was sacrificed during the after-war modernisation. The share of tourism in the overall economy is much higher in Šibenik, especially in the last decade.

The strategic development goals, as defined by the strategic documents of each city, also have a high level of conformity between the Romanian towns, and with the ones from Šibenik. In the following, there is an overview of the similarities:

- Sustainable development – through projects of enhancing public transportation and mobility, energetic upgrade and use of renewable energy and renovation of the communal infrastructure and public spaces
- Tourism – supporting the development of sustainable tourism, its brand and strategy, design of walking tours, promoting cultural and heritage tourism, widening of the tourism offer by creating new recreation zones, sport facilities and events
- Heritage – conservation and protection of natural and cultural heritage, landscapes and biodiversity, heritage valorisation, promotion and use in tourism, importance of heritage for the local community, enhancing the management of tourism and visitor numbers
- Economic development and innovation – digitalisation of governmental bodies, implementation of Smart city solutions for inhabitants and visitors, supporting investments and entrepreneurship development by creating new entrepreneurial zones and fiscal incentives, promoting local products and sustainable agriculture
- Smart City – enhancing the implementation of IT solutions in governmental bodies, development of online public services and Smart city solutions on a local level, free internet on public spaces, development of traffic applications and video surveillance.

2.2.3. Vadstena (Östergötland)

The Swedish town Vadstena is the smallest partner on the project, created in the middle ages as well as Šibenik. The two cities carry some other parallels: a considerable growth of population throughout the 20th century, two first class monuments - the monastery and the royal castle whose shape and location reminds us the saint Nikola fortress in Šibenik, while its uses and programs are quite similar to those of other Šibenik fortresses after their recent revitalisation.

In the report, Vadstena stands out with a small number of very specific strategic goals aiming to attract new inhabitants; housing development and work opportunities. In the context if complementarity and exchange of experiences with Šibenik, the very specific elements of the SWOT analysis are also worth mentioning.

Among the weaknesses we can find:

- Difficulties with new housing in the protected city core
- Aging of the population and the seasonality of tourism
- Limited tourist accommodation capacities

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- The risk of losing long-term stability due to strengthening of tourism activities
- The lack of governmental subsidies for the heritage protection
- Insufficient infrastructure for visitors' cars

The risks that are consequences of development and exaggerated exploration are mentioned as main threats.

2.2.4. La Serena

La Serena, a county in the Spanish region Extremadura, is situated on a highland characterised by an arid climate, delimitated by three sides with big rivers. By building a series of dams, accumulation lakes suitable for the development of water sport activities were created. The usable soil is used for arable land, grazing and olive trees. The territory of La Serena, inhabited by 42.000 inhabitants, is a place with a long and complex history characterised by multiple influences.

Apart for a similar number of inhabitants, the strategic goals that planned to be dealt with in the LAP are similar to the ones from Šibenik's LAP:

- Preventing the depopulation and lowering the unemployment rate
- Diversification of incomes by stimulating the sustainable development of industry, tourism, agriculture and crafts
- Enhancing the quality of life of its population
- Facilitating the protection and enhancement of the artistic, historic and cultural heritage
- Stimulating the technological innovations and the implementation of information and communication technologies
- Promoting the environmental protection

2.2.5. Pécs

With its population of 156.000 inhabitants, Pécs is the fifth largest city in Hungary and the capital of Baranya county. It is a city with a rich heritage and the only partner beside Šibenik with a property on the UNESCO world heritage list – namely the early Christian necropolis of Sopianae, the roman city that proceeded todays Pécs.

The city's recent history, similarly to the history of the Romanian towns and Šibenik, is characterised by a boom of industry, mining and railway network development in the 19th and the first half of the20th century, followed by a mass industrialisation in the second after war that generated a sharp population growth, mass housing projects and development of cultural and educational facilities. In 2010, the city was assigned the title of European capital of culture, and in that occasion the old Szolnay factory was transformed into a cultural district and many public spaces and monuments have been renewed but that experience has shown that the creative industries cannot be the main agent of the city's economy.

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From the SWOT analysis based on topics related to the SHARE projects we are highlighting the elements close to those of Šibenik:

Weaknesses:

- Outdated heritage interpretation, a necessity of a new way for communicating it to the public
- The cultural assets not fully exploited
- The necessity of focused programs, tailored for different target groups
- Multitude of attractors but no success in prolonging the average stay of visitors
- Insufficient collaboration between the main stakeholder of the local tourism
- Lack of an integral system of ticket sale, information providing and promotion
- Insufficient parking facilities

Threats:

- The marketing activities are to fragmented
- Lack of high quality accommodation drives potential visitors to other destinations
- Lack of an 'umbrella' organisation that could coordinate activities

2.3. PEER REVIEW PROCESS

The University of Greenwich, as the lead partner of the SHARE project, has established the methodology of peer review process of project partners during the process of drafting local action plans. This method was used to ensure exchange of experience and knowledge among project partners, which is also the basic essence of the SHARE project. The City of Šibenik participated in the mentioned process with the project partner from Extremadura region and carried out a revision of the draft of local action plans.

Conclusions of the Extremadura region's representative is that the draft of the local action plan is adequately aligned with the methodology established by the SHARE project, while the objectives and activities are skilfully related to experience and examples of project partners. Given the draft, the comments of project partners were the lack of other parts of the local action plans in the context of implementation elements. All suggestions from project partners were taken into account during the preparation of the local action plan of City of Šibenik.

3. STRATEGIC GUIDELINES OF THE CITY OF ŠIBENIK

The chapter provides a brief overview of the strategic guidelines of the City of Šibenik and Šibenik-Knin County, which deals with the sustainable use of cultural heritage in the tourism of the City of Šibenik.

3.1. Existing strategic guidelines

The analysis of the existing strategic framework includes documents on the local (City Of Šibenik Development Strategy, Strategy for the Development of Innovative Tourism at City of Šibenik, Urban Development Plan) and regional level (Šibenik-Knin County Development Strategy and the Tourism Master Plan Šibenik-Knin County). General recommendations derived from the existing strategic guidelines are summarized in the next chapter. The analysis of the strategic guidelines is extremely important in the context of modelling the budget of the City of Šibenik because they position and prioritize the necessary steps to improve the situation in the analysed area. The budget as the fundamental public policy of the City of Šibenik is considerably influenced by the strategic guidelines, which give recommendations for its adjustments. The three budget items dealt within the LAP (1009 - Activities of the Fortress of culture Šibenik, 1017 - Museum activities and 00301 - Social activities) are moderated in accordance with the following strategic documents; therefore it is important to analyse them in order to specify the impacts in detail.

3.1.1. City of Šibenik Development Strategy

The City Of Šibenik Development Strategy (2011) is the strategic document of the City of Šibenik at the local level, which directs the entire development of the City of Šibenik in the long term (by 2030), mid-term (by 2020) and short-term period (by 2015). Different vision of development has also been set in the meantime but this document will analyse the vision of the City of Šibenik by 2030, which states: "*The City of Šibenik - Centre of Green Adriatic Industries*". Visions comprehensively include three components: green manufacturing, green tourism and revitalization. For the purpose of the Local Action Plan sub-components of green tourism are relevant (tourism based on sustainable use of natural and cultural resources, cultural tourism, the creation of new attractive areas for restoring disused areas and socio-economic and ecological sustainability). The relevant sub-components of revitalization include revitalization of natural and cultural resources, creating conditions for return and retention, and valorisation and preservation of tradition and cultural heritage.

In order to meet all levels of vision, Strategy has defined four objectives:

- Developed economy
- Developed educational, scientific-research, communal, transport and social infrastructure
- Sustainable tourism
- Preserved environment, valorised and preserved natural and cultural values.

For the purposes of the Local Action Plan, three relevant priorities within the Objective 3 are identified in Tab. 2. Sustainable tourism recognizes the importance of the sustainability of tourism resources and it is necessary to strengthen the protection and sustainability of all tourism resources. In order to achieve sustainability, it is necessary to develop infrastructure and receptive content, (especially in the narrower area of the city) and to develop and promote a tourist offer. From the relevant development projects, it is necessary to emphasize the city core decoration (building the sidewalks and building hotel capacities) with the reconstruction and valorisation of the fortress (St. Michael's Fortress, St. John's Fortress, Barone Fortress, St. Nicholas Fortress).

Tab. 2. An excerpt from the City of Šibenik Development Strategy

Objective	Priority	Development project
2. Developed educational, scientific-research, communal, transport and social infrastructure	5. Development of communal and traffic infrastructure	Building the sidewalks
		Arrangement of the old city core
3. Sustainable tourism	7. Development of infrastructure and accommodation offer towards specific groups	Building hotel capacities
	8. Further development of tourist offer with strong promotion at global market	St. Michael's Fortress summer stage construction
		St. Nicholas Fortress reconstruction and valorisation
		St. John's Fortress reconstruction and valorisation
		Barone Fortress sanation

Source: City of Šibenik Development Strategy, 2011

3.1.2. Strategy for Development of Innovative Tourism of the City of Šibenik

The Strategy for the Development of Innovative Tourism at City of Šibenik (2015) provides a systematic and coordinated development of tourism in Šibenik by 2025, based on the idea of a better tourism valorisation of valuable resources. The basic vision of tourist development of the city of Šibenik tourism is formulated as "*Šibenik is a city that offers a true Mediterranean experience in its unique way. It combines the beauty of the past, visible through the preserved core of the old town, fortress, church and squares, a diverse natural environment, the pleasure of the present moment and the inspiration of the future through design, film, music and festivals. It all interprets it together in an innovative manner, offering a unique tourist experience for tourists of the new age seeking for authentic experiences.*". A shorter draft would be published as "*Šibenik - an innovative Mediterranean experience*". As the main objective of tourism development, the Strategy states the improvement of the destination management system, the enrichment of the destination value chain and the extension of the season, the improvement of the destination infrastructure and superstructure and the attraction of new market segments by using innovative marketing tools. There are 32 development programs that are ranked by priority and are divided according to the following areas: sustainable development

management, tourism infrastructure, tourism suprastructure and entrepreneurship, promotion and sales.

Within the Strategy, the zoning of tourism development is defined, where the city core is defined as zone I is that is oriented to the culture development. The theme of the development of this area is the concentration of top cultural attractions in a small area with a pronounced sense of the Dalmatian city's ambience, consisting of streets and small squares. Key tourist activities of this area are oriented towards cultural tourism, thematic tours of the city, visits to cultural attractions, participation in events and exhibitions, and education of the city's history.

The Strategy also defines the city environmental management guidelines that are emphasizing the environmental importance of traditional exterior joinery in residential and other buildings (for example green paint on wood shutters). The problem of visible electrical power connections on the external low voltage network which that degrades the authentic ambience of external space has also been highlighted. In addition to this, the need for the development of a special thermal insulation system on plastered facades in accordance with traditional Šibenik architecture, the ban on alternative roofing of residential buildings and the encouragement of traditional "canal tile" roofs, and the dedication of greater attention to green areas and their improvement in accordance with traditional Mediterranean horticulture.

Within the Action Plan of the Strategy for the Development of Innovative Tourism, areas of special significance to the Local Action Plan have been identified and are presented in Tab. 3.

Tab. 3. An excerpt from the Strategy for the Development of Innovative Tourism of the City of Šibenik

Areas	Programs	Prioritisation
Sustainable development management	Mobilisation of creative potentials	II
Tourism infrastructure	"Visitors Centre" and the tourist movement system	III
	Reconstruction and revitalisation of St. John's Fortress	II
	Reconstruction and revitalisation of St. Nicholas Fortress	II
	Ambiental decoration of the Šibenik and city core	I
	System of interpretation and signalisation of key attractions	II
Tourism suprastructure and entrepreneurship	House of the Mediterranean	II
	Encouraging innovative entrepreneurial projects in tourism	I
	"Local products for local tourism"	I
	Developing routes for independent city tour	I
	A portfolio of cultural-entertainment-sports facilities / event management	I
Promotion and sales	Brand development of the City of Šibenik	II

Source: Strategy for the Development of Innovative Tourism of the City of Šibenik, 2015

This strategic document represents the frame for the public policies – items of the city budget that are the focus of this LAP, with special emphasis on the first one: 1009 - Activities of the Fortress of culture Šibenik.

3.1.3. Urban development plan

In 2014, as a part of the JEWEL project, the City of Šibenik defined Urban Development Plan which focuses on the long-term revitalisation of the historic core of the City of Šibenik. The main objectives of the development of the historical core of Šibenik relates to the revitalisation of the housing function, revitalisation of the work function, the communal infrastructure renewal, urban mobility development and the management, protection and presentation of the historical core. The need to improve the housing function in the city core needs to be addressed by reactivating the potential of unused residential and business spaces and by setting development conditions for diversified activities. Revitalisation of the work function, with promotion of sustainable tourism development oriented on culture and art, should greatly supplement the development of housing function. From the aspect of infrastructure, measures have been defined to improve the overall infrastructure with an emphasis on increasing energy efficiency, while the issue of urban mobility has identified the problem of traffic overload, which is why it needs to reorganise public transport and to improve alternative forms of transport. A summary of the most relevant topics from the aspect of local action plan is shown in Tab. 4.

Tab. 4. An excerpt from the strategic framework of the Urban Development Plan

OBJECTIVE	PRIORITY	MEASURE	INDICATOR
1. Housing function revitalisation	1.1. Improving housing conditions in the historic core	1.1.1. Increasing green areas	Green areas increased by 5 % by 2020
		1.1.4. Development of cultural and entertainment content outside of the tourism season (concerts, meetings, workshops)	Organisation at least 5 concerts out of season Organisation at least 3 interest meetings depending on the topic Organisation at least 5 workshops depending on topic and resident interest
		1.1.5. Sanation and improvement of sound isolation at catering facilities in the historic core area	Number of sound isolation improvement projects
	1.2. Promoting different forms of housing in the historic core	1.2.1. Stimulating permanent housing in the historic core	The number of permanent residents in the historic core increased by 5 %
		1.2.2. Implementing the policy of living above the store (in empty upper floors)	Increased number of occupied apartments above the store by 30 %
2. Work function revitalisation	2.1. Development of sustainable tourism through the promotion of cultural activities	2.1.1. Use of public areas for the maintenance of cultural and entertainment activities (example of St. Michael's Fortress)	Number of events organised in the area of the historic core
		2.1.2. Development of existing and establishment of new cultural and entertainment activities (ICF, music festivals, movie festivals)	Number of held festivals, concerts and projections
		2.1.3. Strengthening the capacity and cooperation of cultural institutions for the purpose of innovation in the creation of cultural content	Number of institutions and implemented projects, including workshops, training and study trips

		2.1.4. Development of a strategic plan for the cultural tourism development of the city of Šibenik 2015-2020	Plan created by June 2015
	2.2. Development of a strategic partnership with other historic cores	2.2.1. Development of a strategic partnership with other historic cores in Croatia	Strategic partnership established with at least three Croatian cities
		2.2.2. Development of a strategic partnership with other historic cores at Mediterranean	Strategic partnership established with at least three cities in the Mediterranean area
	2.3. Establishment of measures for diversification of economic activities	2.3.3. Provision of a privileged rental price (through co-financing) for deficit activities in the historic core area	Increase in the number of business entities in deficit professions
		2.3.4. Renting the abandoned business spaces for social entrepreneurship	Number of rented business spaces for social entrepreneurship
		2.3.5 Development of specialised stores based on local production	Number of specialised stores
		2.3.6. Market development, promotion and revitalisation of traditional crafts	Number of traditional craft business subjects
		2.3.7. Creation of a quality mark/trademark on traditional products for the historic core (or the City of Šibenik)	Developed and applied trademarking system
		2.3.8. Development of a cooperation system between business entities (specialised store, crafts and catering facilities) in city and core area with the purpose of strengthening business activities	A number of business strategic business partnerships at the local level
3. Communal infrastructure renewal	3.1. Renewal and reconstruction of public utilities infrastructure	3.1.4. Reconstruction of roads and pedestrian areas – phase reconstruction of all roads and pedestrian areas in order to improve the safety, life quality and use of historic core	Roads and pedestrian areas renewed by 40 % by 2020
	3.2. Establishing an energy efficiency system in the historic core area	3.2.1. Systematic renovation of facades for the purpose of raising energy efficiency standards	Number of renovated objects, energy certificates
4. Urban mobility development	4.2. Reducing car traffic	4.2.2. Increasing the surface of pedestrian zones and roadways	Increasing the total length of cycling tracks by at least 10 % by 2020
		4.2.5. Construction of an urban escalator	Urban escalator built
	4.4. Promote sustainable mobility forms	4.4.1. Publishing of publications on pedestrian and cycling routes and zones in city (existing bicycle map of Šibenik and its surroundings)	Publication published once a year in pre-season with up-to-date information
5. Management, protection and presentation of the historical core	5.2. Development of core management through national and international benchmarking	5.2.1. Encouraging research and activities to develop and apply knowledge in managing the historic core	Number of research, scientific and professional papers
	5.3. Ensuring sustainable and	5.3.1. Identification of unused objects for conversion and revitalisation	Number of converted and revitalised objects

	convenient use of facilities within the historic core	5.3.2. Development and promotion of guidelines considering the importance and sensitivity of heritage in using historic core objects	Publication of sustainable use of objects, interaction of activities and examples
		5.3.3. Detailed elaboration of working standards in construction, architecture, conservation and reconstruction works in historic core	Publication
	5.4. Monitoring and evaluation of cultural heritage activities	5.4.1. Securing and implementing programs for regular review and maintenance of cultural goods	Issuing the regular report on the status of cultural goods
	5.5. Protection against natural hazards	5.5.1 Identifying risks, possible impacts and measures to mitigate and adapt the site to these risks	Report/study
	5.7. Use of modern IT solutions for the purpose of presenting the historic core	5.7.1. Website and mobile application development for ease access to information, services and products in the area of historic core	Develop and launch a mobile application

Source: Urban Development Plan, 2014

The Urban Development Plan is relevant in the context of the third item within the public policy – budget item 00301 - Social activities, linked to the revitalisation and urban regeneration of the historic city core.

3.1.4. Other relevant strategic documents

The Plan on Managing Cultural Goods at Local and Regional Level (2015) focuses on the preservation, protection and restoration of cultural heritage, and addresses the themes of the cultural tourism development. The aim of this document is to contribute to the sustainable development of the Šibenik-Knin County and the City of Šibenik by promoting cultural tourism through the definition of opportunities and threats critical to the sustainable and effective protection, presentation, promotion and capitalization of cultural goods in the context of cultural tourism offer in the county and city. The plan is based on fortifications and sites in Šibenik (St. Michael's Fortress, St. Nichola's Fortress, St. John's Fortress, Fortress Barone or Šubićevac), Knin (Knin Fortress), Kistanje (the Burnum site) and Bribir (locality *Bribirska glavica*). The development vision in the Plan is the valorisation of the cultural and historical tourism potential that enables the employment of the educated local population. Key activities include: forming a project management team, setting up infopults, promotional materials and events, construction of tourism signalisation and stakeholder education.

In 2016, the Revision of Plan on Managing Cultural Goods at Local and Regional Level was developed, and the same plan was upgraded with new development guidelines. The tourism development vision of the City of Šibenik is: "*Šibenik - an innovative experience of the Mediterranean*". The description of the vision defines Šibenik as a city of true Mediterranean experience that combines the beauty of the history, visible through the preserved historic core, fortresses, churches and squares, diverse natural surroundings, the pleasure of the present moment and the inspiration of the future through design,

film, music and festivals. The entire offer must be combined in an innovative manner by offering a unique tourist experience for new era tourists seeking for authentic experiences. Apart from the vision itself, new goals have been redefined:

- the brand of Šibenik fortresses and their content recognised at key tourism markets
- increase the number of quality programs that attract a greater number of organised visits to cultural goods
- effective cultural goods management system what guarantees the viability of financial and program operations
- include at least 5 % of the population of City of Šibenik in the Club of steady visitors, cultural goods and users of their programmes.

The Tourism Master Plan of Šibenik-Knin County (2017) is the basic strategic document for tourism sector of the Šibenik-Knin County, whose guidelines needs to be taken into account during the development of tourism offer within the county. The core of the Master Plan is the development of tourist destination Šibenik-Dalmatia as a destination of all-year and diverse offerings with authentic tourism products based on rich natural and cultural heritage. The tourism development is directed through five objectives that are oriented towards the development of innovative tourism products and sustainable tourism resource management, integrated tourism infrastructure development and related services, creating favourable conditions for consolidation and development of entrepreneurship, ensuring tourist recognisability and increasing the efficiency and competitiveness of the management and organisation of the tourist system of the county. Through its strategic plan, the Master Plan has foreseen the protection, restoration, preservation and sustainable tourism valorisation of cultural heritage, touristic branding of cultural and historical heritage elements and improved development of cultural and urban tourism. Cultural tours are defined as one of the main components of cultural tourism. The entire planned development of cultural tourism within the Master Plan of Tourism of Šibenik-Knin County can be adapted and applied in the area of the City of Šibenik, and the segments are integrated into this local action plan.

3.2. Proposed changes in the strategic determination of the City of Šibenik

The analysis of the strategic determination of the City of Šibenik in the context of the local action plan enables the upgrade of existing public policies according to the strategic guidelines at the local and regional level. According to the mentioned, the strategic determination can be structured under four themes: tourism, cultural heritage, core revitalisation and its functionality.

In the context of tourism development, strategic determinations are largely focused on the cultural tourism development that would link cultural manifestations, cultural attractions and other tourist offer with developed cultural tours (independent and/or guided) and advanced interpretation and signalisation system of key attractions. There is an important need for improving the destination management system, which can also be linked to tourism movement system development. In order to

allow season extension, it is necessary to improve the tourist infrastructure and accommodation capacities as the main elements of tourist activities; and to upgrade promotion and branding (City of Šibenik, Šibenik core, cultural and historical heritage). The overall tourism development must be directed towards the sustainability of all spatial components.

In addition to tourism, the activities of protection, restoration, preservation and sustainable touristic valorisation of cultural heritage, and in particular the historical core of Šibenik and Šibenik fortresses, are complemented by tourism. Strategic determination, besides the need to preserve and protect the heritage, is also oriented towards the development of cooperation between stakeholders in culture and effective management system in culture, cultural heritage and cultural program as a whole. The abovementioned activities can be implemented in the frame of the three budget items identified as the main public policies within this LAP.

The strategic documents of the City of Šibenik emphasise the importance of restoration and revitalisation of the historic core. In order to carry out renovation in accordance with the tradition of the architectural ambience of the Šibenik core, it is necessary to firstly define the construction standards that will have to be respected during the conversion and reconstruction of the buildings. An important aspect is the external facades of buildings, traditional roofs (red tiles), carpentry (traditional green carpentry), preference to underground cables (as opposed to external connections degrading ambient value), encouraging an acceptable form of energy efficient restoration and encouraging sound isolation improvements in catering facilities. Apart from the restoration itself, the strategic determination calls for the revival of abandoned and neglected spaces to create new ambiental, spatial and functional values. It is necessary to improve the urban green areas and to encourage traditional Mediterranean horticultural arrangements. Of other renewal opportunities, it is also important to take into account the segments of urban mobility development (e.g. the idea of an urban escalator, promoting alternative forms of transport, public transport) and communal infrastructure.

The guidelines for the reconstruction and revitalisation of the historic centre of Šibenik are complemented by the activities of increasing the core functionality, i.e. restoring the functional values of the core. As a result, the development is aimed at revitalising the housing function and the revitalisation of economic activities. In order to achieve this, it is necessary to reactivate the potentials of unused housing and business spaces, to set development conditions for different activities (with a focus on traditional crafts), to create privileged conditions for small businesses (reduce rental prices for deficit activities), to encourage co-operation between entrepreneurs, etc. Specific forms of strategic solutions were created such as encouraging the activation of housing spaces above the stores (shops, catering facilities, etc.) and web or mobile application development with a view to ease access to information, services and products in the area of the historic centre of Šibenik. All the activities can be financed by the fundamental public policy – the city budget, especially from its item 00301 – Social activities; hence they are highly relevant for the implementation of the LAP.

4. INTERVENTION PROPOSAL FOR SOLVING PROBLEMS

This chapter identifies the SHARE project partner interventions with relevant solutions applicable to the City of Šibenik. Analysis of project partner interventions is based on Case Study and Benchmarking analysis conducted within the SHARE project, because the concept of the project is oriented to linking existing knowledge and experience among partners. Examples of good practices of project partners (as an intervention proposal) will be taken into account during defining the objectives and activities of this local action plan.

4.1. Partner interventions overview

The project partners interventions include the implementation documents through which the intervention is carried out, its objectives and the relationship with the SHARE project, then the reasons and specific design for the improvement implementation.

4.1.1. Sviluppumbria spa

Implementation document: *Regional Operational Program of ERDF for the Region of Umbria 2014-2020, Direction no. 6 - Sustainable urban development*

Specific Objective 6.4. refers to the improvement of the conditions and standards for the maintenance and usage of cultural heritage that includes the following activities: actions to protect and improve the material and intangible cultural heritage in strategic areas of interest with the purpose of strengthening and promoting development processes and the establishment of an online network of cultural goods.

The SHARE project action plan will focus on the new projects design under the aforementioned Objective 6.4. In accordance with Direction no. 6, it is planned to integrate innovative and environmentally responsible systems of cultural assets availability at urban centres, as well as innovating possible new measures that will stimulate alternative forms of mobility (for example there is a significant problem of traffic jams and associated air pollution in the five Umbrian city cores).

Envisaged activities include smart management systems for cultural heritage (ticket sales, payments, higher usage of low carbon emission technology) with the aim of providing an innovative and low impact access to the assets. The SHARE project is expected to offer solutions related to testing new tools for achieving expected results.

In the city of Perugia, a Smart City project was implemented using the so-called „*WiseTown Solutions*" (*Perugia.ZIP,* 2018). It is a modern web site where citizens can apply and submit different project proposals, vote for existing proposals and monitor the state of realization of existing projects. In this way, the following projects have been realized or implemented in direct communication with citizens:

- **Availability of public services or „City without tears"** (mobile application **Perugia.EXP**): electronic payment system for municipal fees, management reporting platform for construction works.
- **Cultural heritage projects –** *Reconstruction and improvement of the former TURRENO theater, Perugia.doc: Perugia's expanded museum (*a mobile application that provides a virtual walk through the city, accompanied by a story about its changes from its origins to contemporarity), *Art Lights (monuments improvement with special lighting) –* there are dozens of monuments and buildings illuminated in the city core.
- **Smart mobility –** *Intermodal Node Fontiveggea* (public garages with public transport links, shared bicycles, hiking trails, mobile application).
- **Smart lighting –** remote controlled LED lighting, on renewable energy sources.

Other cities in the Umbria region have so far adopted certain guidelines for the future realization of projects in the areas of Smart Cities such as Terni (T.Smart, 2015) and Città di Castello (Citta di Castello, 2018).

4.1.2. Vadstena (Östergötland)

Implementation document: *Regional Development Program of the Östergötland Region*

The program highlights vital areas that have a priority in achieving the goals and is mapped to the structural funds that are a key tool for achieving goals.

The program has three main objectives: good living conditions, strong economy and a high employment rate. It also contains eight specific strategies, among which the eighth strategy "*The use and development of the region's attractiveness*" rests on cultural heritage as an element of attractiveness.

In addition to the importance of cultural heritage for the identity of the inhabitants, cultural tourism represents a significant potential for the development of the region and an increase of visitors is expected. In order to preserve cultural goods in new circumstances, it is necessary to improve and clarify management and maintenance guidelines.

The subject of improvement is the management of the cultural heritage placed at city core, where accelerated social changes pose new challenges. The conditions that influence the way of management are constantly changing and involving more and more stakeholders, experts and volunteers.

Improvements through the SHARE project would be:

- exchanging experiences with partners and new knowledge on the most pressing issues will develop working methods that will contribute to the implementation of the regional development program policy;
- improved local and regional management with clearer guidelines on maintenance methods;
- joint meetings and focus groups with experts from various areas will define the needs for change;

- the program output indicators will be developed to facilitate and clarify the way of achieving the goals;
- the action plan will result in suggestions of various improvement projects.

At the region level, the importance of local knowledge for optimal culture management is emphasized. The regional task is to create a cultural infrastructure that will enable culture to exist as a resource for local life. The task of the facilitator is to increase knowledge and transfer it to the local population and entrepreneurs by enabling them to use the heritage and identify with it.

Since 2002, the City of Vadstena is implementing a project to introduce broadband fiber optic network owned by the local government and available in the city and municipality of Vadstena (Bredband, 2018). In this way, broadband connectivity is enabled for sites that are not profitable to telecommunications providers due to spatial distances (for example, rural areas) or if the setting up of infrastructure requires excessive administrative and implementation costs (for example, city core spaces and monumental heritage).

4.1.3. La Serena

Implementation document: *Extremadura Regional Operational Program 2014-2020 (EFRR/ ERDF)*

Objective 6.3.1. and investment priority no. 6 of this program is to strengthen the protection, promotion and development of cultural heritage. One of the main activities is the formation of natural and cultural tours to promote sustainable tourism and economic development of urban and rural areas, including virtual resources.

The project will recognize the best practices and enable identification and development of tools and activities for the proper implementation of this objective and link them with already existing initiatives of sustainable development (urban centre accessibility, smart systems for the promotion of a low impact on the environment). Municipalities with significant historical cores are Merida, Caceres, Plasencia, Badajoz and others. Although these goals are part of the region's operational program, efforts are intended to be implemented through the SHARE project with the implementation of best practices from other EU countries and with the help of ERDF funds.

La Serena is one of the first cities in Spain that implements a Smart City project called *Villanueva de la Serena Smart City* (Villanueva de la Serena, 2018). The following components have been developed within the project:

- **Open Data Portal (OpenData):** This portal provides information of public interest to the citizens, users and businesses with access to various data sets available through a platform that follows the guidelines of the National Interoperability Standards (Administracione Electronica, 2018). All information is also available to other stakeholders who can re-use the published information for various purposes. Additionally, this portal helps and promotes the policy of administrative transparency of the city.
- **Spatial Information Infrastructure (IDE):** This platform provides information and knowledge sharing in a way that enhances communication and communal management with regard to

gathering, maintaining, reviewing, and updating geographic information about the city. Allows storage and processing, usage, access, presentation and distribution of spatial data that meet the criteria for interoperability.

- **Smart Parking**: Thanks to this web and mobile application, citizens and visitors have a tool that provide information about real-time availability of parking, rates, average arrival time, etc.
- **City Mobile Application (Mobile Application - App Villanueva de la Serena):** intended to provide relevant city information to all its citizens and potential visitors. Through the app it is possible to read the latest news, city information or information about different events and festivals in real time through the so-called *push* notifications. Citizens can also send messages, questions and complaints about communal issues and receive information on the status of reported problem.

4.1.4. Cities of the North-East Region of Romania

Implementation documents: *Development Plan for the North-East Region 2014-2020* and the *Regional Operational Program 2014-2020*

The overall objective of the operational program is to achieve economic competitiveness and improve living conditions through the sustainable development of the region. The Regional Operational Program also contains a Direction no. 5 dedicated to cultural heritage and investment priority 5.1. - Preservation, protection, promotion and development of natural and cultural heritage with the specific aim of strengthening local development.

Improvement of the implementation document will be carried out with the help of the action plan within the SHARE project, through the recognition of the best (applicable) practices, innovative methods and ideas in culture heritage management.

The main supporting activities that will be implemented through the project are:

- forming a regional stakeholder group;
- organizing study visits and thematic seminars to show best practices and solutions;
- the implementation of an information campaign that includes meetings, promotional materials and online promotion, as well as an international conference with the aim of sharing experiences and ideas among potential stakeholders who are not directly involved in the project.

The City of Suceava has developed a Smart Growth Emergency Management Plan (Grow Smarter, 2018), part of the EU *Grow Smarter Project* (funded under the Horizon 2020 program), which includes three areas: energy efficiency, infrastructure and urban mobility. From the above plan can be distinguished activities: use of city lighting as supporting infrastructure for various smart sensors and wireless network, traffic management to ensure easier distribution and delivery, encouragement of the use of electric vehicles in the city centre (chargers, parking).

Particularly interesting is the activity carried out by the City of Bacău in the EU project called *Push & Pull* (Push & Pull Parking, 2018), which is funded by *Intelligent Energy Europe - IEE*. During the project implementation, the charging areas and the substantial increase in parking costs were expanded. All

additional revenue was diverted to the construction of bicycle trails and support to certain groups of the population (for example students get the right to free public transport).

4.1.5. Pécs

Implementing document: *Operational Program of Economic Development and Innovation, Priority line 7.1. - Use of the cultural heritage in tourism*

The strategic objective of the program is competitiveness. In the context of tourism, the program seeks out the development of heritage elements in sustainable and economically competitive tourist products which are harmonized with the environment. Necessary investments require activation of stakeholders which would contribute to the expansion of the spectrum of tourist attractions and offerings, as well as the prolongation of the season and the increase in consumption. Cultural heritage should be good tourist attractions, but also integral parts of urban tissue and social life.

The City of Pécs received the UNESCO Global Learning City Award for 2017 for the following activities:

- Virtual Walking Application - 360-degree interactive photos can that show the most beautiful places of Pécs (Irany Pécs, 2018)
- Smart application for public service access - Portal for entrepreneurs, citizens, tourists (Gov.Pecs.Hu, 2018)

4.2. Defining interventions for solving problems

Based on the previously produced analysis and conclusions, this chapter summarizes the strategic guidelines of the City of Šibenik and defines guidelines for solving the problems of the City of Šibenik in the context of the sustainable use of cultural heritage in tourism. Interpretation of the matrix gives an insight into possible interventions that the City of Šibenik can carry out as part of the project.

Tab. 5. Matrix of problem topics, strategic guidelines and interventions of partner cities

Theme	Strategic guidelines	Intervention of partner cities	Development problems of the City of Šibenik
Tourism	- development of cultural tourism - development of cultural tours - linking cultural manifestations and attractions with other forms of tourist offer - development of interpretation system and signalisation of attractions - improving the destination management system - development of tourism movement system - improvement of tourist infrastructure - improvement of promotion and branding	- development of cultural tourism - formation of natural and cultural tours - promotion of sustainable tourism - stakeholder cooperation in tourism - the development of heritage elements in sustainable and economically profitable tourist products - expanding the spectrum of tourist attractions and tourist offerings	- insufficient tourist signalisation - low level of tourism development - tourism seasonality - insufficient hotel capacities - insufficient tourist capacities - insufficient variety of accommodation offerings - inconsistency of diverse tourist offers and attractions - poor synergies between relevant stakeholders in tourism - unplanned touristic valorisation of local resources
Cultural Heritage	- protection, reconstruction and preservation of cultural heritage - touristic valorisation of cultural heritage - development of cooperation between stakeholders in culture - development of an effective culture management system, cultural heritage and cultural program as a whole	- protection and improvement of tangible and intangible cultural heritage in areas of strategic interest - establishing an online network of cultural goods - development of innovative and environmentally responsible systems of access to cultural goods - development of smart cultural goods management system - more accessible knowledge for optimal culture management - development of cultural infrastructure - the development of broadband optical network in area of historic core and cultural heritage in order to reduce infrastructure costs and impacts - 3D virtual walk through the city and sights	- insufficient presentation and promotion of cultural heritage - challenging sustainable management of numerous cultural heritage
Core revitalisation	- restoration of the historic core - defining construction standards when constructing and/or transforming objects - preserving the architectural ambience of the Šibenik core - reviving the abandoned and neglected areas - creating new ambiental, spatial and functional values - improvement of green urban areas - encouraging traditional Mediterranean horticultural design - urban mobility development - communal infrastructure development	- promoting alternative mobility forms - development of management and maintenance guidelines - development of local guidelines on maintenance methods - development of Smart parking solutions - adapting infrastructure for different types of Smart City solutions (smart sensors, wireless network, traffic management, …)	- poor public transport - insufficient parking facilities - traffic overload - large number of neglected and abandoned facilities - mild physical degradation (construction that is not in line with the historical contents in whole)

Core functionality	- revitalisation of housing function - revitalisation of economic activities - reactivating potentials of unused residential and business spaces - setting development conditions for different activities - creating favourable conditions for small business - encourage cooperation between entrepreneurs - encouraging the activation of housing above the stores - development of web/mobile apps with information about content, services and historic core products	- transferring knowledge to the local population and entrepreneurs by enabling them to use and identify the heritage - achieving economic competitiveness - improvement of living conditions - improving communication between local population and city administration (web portal for city projects) - city mobile application – info portal for visitors, local population and entrepreneurs	- decrease in the number of inhabitants in core - gentrification of the historic core - abandoning the housing function - great orientation on catering facilities - problems of supply in the historic core

The local action plan is financially and timely limited instrument for sustainable management of cultural heritage in tourism, as it is a long-term process with long-term interventions. Realisation of the plan itself depends on the definition of simple, precise and efficient interventions that will achieve the greatest effects in the short term.

The base for the LAP is the city budget, a fundamental public policy modified on a yearly basis, therefore appropriate for spatial interventions limited by timetable and finances. Such interventions will be best implemented through the selected budget items.

Given the analysed state of historical core of the City of Šibenik, established needs and defined guidelines, the following items are proposed as possible interventions of this plan:

- linking cultural, tourist, catering and other contents into a meaningful tourist ensemble, based on available resources, the need for resource preservation and preferences of tourists
- analysis of spatial and timely touristic overload of parts of historic core and individual elements of cultural heritage in order to create a sustainable system of tourist movement in the historical core and preservation of the overloaded parts of cultural heritage
- the development of innovative and functional tourist signalisation and small tourist infrastructure
- encouraging cooperation between tourism, cultural and entrepreneurial sector in historic core with aim to quality steer the development, creating complementary cultural and tourism ensemble of the City of Šibenik and creating quality cooperation between public, private and civil sector in terms of activity coordination
- the development of smart tourist management systems, tourist offer and cultural heritage
- defining rulebook on standards of all forms of construction and arrangement of historic core with the aim of preserving architectural ambience and traditional Mediterranean horticulture
- defining a rulebook on minimum standards of accommodation service quality in historic core
- creating a model of reactivation of neglected, abandoned and unused residential and business spaces in the historic core
- strengthening the tourist valorisation of the least visited elements of cultural heritage
- promoting tourist valorisation of intangible cultural heritage

- creating privileged measures for deficit activities in historic core, traditional crafts, culture associations and others
- the transfer of the knowledge of the cultural and touristic values of parts of historical core with the aim of introducing the local population and entrepreneurs about the development possibilities and the creation of complementary contents
- creation of a model for positive stimulation of all-year cultural, tourism and catering offer with the aim of expanding the tourist season and economic activities in historic core
- web and mobile application development with the aim of better communication between local population and city administration in order to better include population in spatial, economic and cultural development of the city
- creating innovative web and mobile applications for tourists with a unified cultural and tourist offer of the city

5. STAKEHOLDER INVOLVEMENT

Within the process of developing of the LAP, three meetings with key local stakeholders were organised with the objective to provide input and feedback from them on various aspects of the plan.

The first focus group was held on December 6, 2017, on which the results of the survey conducted in the area of the City of Šibenik were presented to the stakeholders, based on the project-level defined form by the University of Greenwich. The stakeholders are introduced with the most important issues related to the revitalization and sustainability of urban heritage and the problem of lack of integration between the two planning types (spatial and strategic) was highlighted. The need for continuous exchange of good practice and the introduction of new revitalization approaches is highlighted. There is a need to introduce a quality cultural heritage planning and management system, such as historical core management plans. The model for designing and applying innovative models of revitalization through the use of EU funds through various funds and programs aimed at cultural heritage has been proposed, and finally, a reflection on new approaches to cultural heritage, such as historical urban landscape, has been presented. The basic setting of this approach is the need to integrate urban areas, management and planning strategies into local development and urban planning processes. Given that the basic premise of this project is sharing knowledge between partners, examples of good practice in the EU framework are presented to stakeholders. In Brussels, through the EU funds, measures were taken to encourage the family to return to the old city centre via the project Living above the shop. Genoa is an example of a successful incubator of the historic core, which transformed the Maddalena district into the historic core of Genoa, through subsidizing and encouraging the development of creative activities into the core, which provided additional energy. Finally, the City of Šibenik is an example of good practice also, with the urban centre and urban incubator located in the historic core, revitalization of the fortress and putting into function of the local community and tourism and ultimately through the development of strategic documents funded by EU funds that are the basis for the use of instruments and policy implementation of urban revitalization. It is also noted that the processes of revitalization in the historical core is long-term and that their genesis has been of longevity and cannot be solved in a short time or through one project. Problems in the sustainable development of urban centres are a consequence of intense influences from the global level (globalization, increasing mobility, strong development of tourism...) and there is no simple model for stopping negative and encouraging positive processes in a short time. The greatest contradictions of tourism in the area with a protected cultural heritage, its positive and negative influence have also been presented. Positive effects are tourist arrivals, which allows income generation and development of new activities. Tourism promotes and enables the restoration of historic city cores and increases the visibility of the wider area (European, global). On the other hand, there is a negative effect of tourism, which is reflected in the increase in demand for temporary accommodation, which reduces the housing function in the historical core due to the increase in the number of apartments (which are not used all year round). As a particularly negative impact of tourism, the increase in prices for the local population is emphasized, in the price of housing accommodation and catering services. The final conclusion is that the city of Šibenik is on the good path of preservation and sustainable valorisation of cultural heritage, through its constant engagement and numerous projects co-financed by EU funds,

and, moreover, presents the best example in Croatia regarding the protection and revitalization of cultural heritage. SHARE is one in a series of projects.

On the second focus group, held on March the 27th 2018, and the representatives of the following bodies and institutions took part: The board of tourism of the City of Šibenik, the development agency, Society of touristic guides, the Conservation department and the City authorities.

Firstly, the SHARE project, the results of the surveys and the team working on the LAP were presented to the stakeholders. After that, the key elements of the existing strategic documents and the first proposal of problems and goals to be dealt with in the LAP were presented. In the third and most important part all the presented topics were discussed and some new ones brought up. The main topics of the meeting were:

- Šibenik as a tourist destination and the insufficient communication of its UNESCO World heritage sites in its marketing
- The existing and new thematic tours
- Complaints about the visible wires and cables in the historic city core by visitors and UNESCO
- The lack of an appropriate network of firemen hydrants in the historic city core
- Necessity to strengthen the communication and collaboration between the stakeholders in general
- Necessity of a collaborative body that will coordinate the solution of the wires and cables issue
- Arranging the current state regarding the city's public areas and the areas owned by the city
- Creation of a special rulebook for city's public areas that are leased with a clear definition of potential activities on them
- The necessity of vitality (and revitalisation) of historic core area throughout the whole year
- Determination of the maximum number of catering facilities (restaurant, bars, …) in the historic core area (problem of lack of space in the summer months)
- Special support for objects and facilities that work 12 months a year
- Revision of the Ordinance on placement of labels, devices and urban equipment
- Necessary coordination regarding the organisation of various events/festivals
- The necessity of coordination and agreement on the sanation of visible communal infrastructure at the historic core area (HT, HEP, communal company, mayor) for safety of citizens
- improvement of public space security regard to the possibility of extinguishing overhead cables (fire protection) and flow in the event of evacuation with regard to collision public spaces with terraces of catering facilities
- creating a detailed urban development plan of the historic core area

After that, the policy documents and tools that the City can use in order to react to the mentioned issues were discussed. The following set of documents and tools was outlined:

- The protection of the ground floor use within the Urban plan (GUP)
- Utility charges – can partly influence the use

- Lease agreements for the spaces that are property of the encouraging year-round activities
- The Order on the use of public spaces - it can regulate the amount and disposition of the terraces of bars and restaurants
- The Communal order – its changes and stricter application could help with many issues

After the topics discussed in the second focus group were added to the LAP draft, it was once again presented and discussed on the third focus group was held on May the 8th 2018 for the members of the Cultural Council of the City of Šibenik.

The key topics of the problems, goals and implementation activities were analysed once more, agreed upon and developed in some aspects, mainly concerning the policy tools and listing the responsible bodies for the visible installations issue. The security aspects of the visible and inadequate installations and terraces spreading all over the public spaces were emphasised.

All the conclusions and proposals brought up and agreed upon on the focus groups meetings were immediately included in the LAP.

6. GOALS

Based on the analysis of the current situation, of the existing strategic documents of the City of Šibenik, upon the experiences of the partners on the SHARE project and after the consultation process with local stakeholders, three goals to be implemented through the Local action plan are proposed:

Goal 1: Development of innovative cultural tourism

Aiming to identify the primary and secondary elements of the cultural tourism in the historic city core of the City of Šibenik, evaluate them and create an integrated model of the specific and innovative cultural tourism. During the implementation of this goal it is necessary to stimulate intrasectoral and intersectoral collaboration and coordination, in order to create an integral tourism product that is competitive on the Mediterranean cultural tourism market. Furthermore, this goal aims to balance the tourism development goals with the protection of our tangible and intangible heritage. The tourist valorisation of the less visible elements of cultural heritage could contribute to disperse the visitor pressure from the key sights. The accomplishment of this goal is the implementation of a sustainable model of cultural tourism which boosts the touristic activities while simultaneously protecting the cultural heritage.

Goal 2: Renovation of the historic city core

The historic city core is the most characteristic part of the city, its biggest and main attraction, and together with the fortifications it represents the main resource for the development of the cultural tourism. A significant number of buildings are in an evidently bad condition due to inadequate maintenance, inappropriate building interventions or just neglect. A number of unused or only seasonally used spaces and the existence of visible communal wires and pipes, inappropriate in a historic ambience has been outlined as an issue to be dealt with by most of the stakeholders and visitors.

This goal is aiming to stimulate the material restoration of the historic city core, primarily the historic facades, doors and windows and to plan the removal of the visible wires and pipes to the underground while stimulating the collaboration and coordination of the stakeholder in the fulfilment of the goal on the other side. A permission of the conservation authorities is necessary for all the interventions in the protected city core. The accomplishment of this goal will lead to the protection and enhancement of the ambient value of the city core in favour of both its inhabitants and visitors.

Goal 3: Functional revitalisation of the historic city core

As a reaction to negative trends such as population loss and a disappearance of crafts, stores and other services linked to the residential function, this Goal is an attempt to slow down and invert such trends throughout activities fostering the traditional residential and working functions of the historic city

core. The experiences of many tourist cities clearly demonstrated that city cores deprived of inhabitants and traditional services have devastating consequences on both the quality of life of its citizens and a loss of attractiveness for its visitors.

7. IMPLEMENTATION ACTIVITIES

Each stated objective contains project activities that need to be implemented in order to achieve the objective. Each activity contains an indicator (effect) as a measurable result of the activity. Project activities are derived from established needs during the situation analysis and based on good practice of project partners on SHARE project. By implementing the defined activities, the public policy is enforced. The conclusions of the SHARE project, based on the analysis, benchmarking, partners' experiences etc are thus implemented through the public policy. The funding of the activities is directly linked to the fundamental public policy dealt within the LAP – the city budget.

Goal 1: Development of an innovative cultural tourism

Activity 1.1. Design of a meaningful tourism product – cultural tourism of the historic city core

This activity is aiming to interconnect the cultural, touristic, gastronomic and other facilities in the historic city core into a unified and coherent tourism product. Such a product should valorise all the resources, both tangible and intangible, either the most visited or the less known, all manifestations, events and thematic tours. It should also acknowledge the needs of heritage protection and adapt its content to the visitors' preferences.

As part of this activity a preparation and design of an innovative web site / smartphone application for visitors including the whole cultural offer od the city. Such an application will facilitate a smart system for tourism management.

The situation in the city, currently facing visitors overload on the most popular locations, will be improved by the implementation of this activity. Visitors will be directed to less crowded spots and the temporal distribution diversified in order to avoid high season congestions. The proposed new routes will distribute the visitor's flows more evenly and hence reduce the load on the historic city core in space and time. The reduction of the visitor's load will improve the quality of life for the permanent inhabitants and enhance the conservation of the built heritage. The implementation of the activity will modify the selected three items of the city budget (1009 - Activities of the Fortress of culture Šibenik, 1017 - Museum activities and 00301 - Social activities).

Activity 1.1. success indicator: Three new tourism products to be thought out

Suggestion: three institutions (Fortress of culture, City museum and City of Šibenik) to conceive one new product each (a walking tour, event, program) under the coordination of the Cultural council of the City

Estimated cost of the implementation of the activity: 15.000 HRK

Funding source: City budget of the City of Šibenik, budget of the Tourism Association of the City of Šibenik, EU project Revitalisation of the area of the St. John fortress

Time schedule: Two new tourism products in 2019. and one in 2020.

Activity 1.2. Development of an innovative tourism signalisation system

A new and innovative system of tourism signalisation in the historic city core will be designed, valorising all the aspects of local heritage and aiming to inform and guide the visitors. It will try to reduce congestions by equally distributing the visitors.

The spatial impact of this activity will be evident in the appropriate organisation of tourist flows towards the less visited cultural assets. This will reduce the overall load on the assets and destimulate congestions. By allowing better living conditions, this activity refers directly to the public policy – City budget item 00301 - Social activities.

Activity 1.2. success indicator: A system should be conceived, and book of graphic standards containing a location map designed

Estimated cost of the implementation of the activity: 35.000 HRK

Funding source: City budget of the City of Šibenik, budget of the Tourism Association of the City of Šibenik

Time schedule: The system designed in 2019. and the book of standars and map of the locations in 2020.

Goal 2: Renovation of the historic city core

Activity 2.1. Establishment of a coordinating body responsible for the planning of underground infrastructure in historic core

The displacement of all the visible municipal or private wires and pipes in the underground (below streets and facades) will be planned and all the responsible instances will be involved and coordinated.

The existing visible electric and telecommunication wires are resulting with a visual degradation pf the city core and have often been object of complaint from visitors and UNESCO experts. Inappropriate electric wires can represent a considerable safety issue and cause sparking and fire. Another problem is that the city core is not adequately covered by firemen hydrants.

A coordinative body will be set up with a task to undertake all the necessary actions, draw a plan and secure permissions, in order to displace all the existing and future cables and wires underground, in accordance with the guidelines from the conservation department. Beside that it is necessary to examine and remove all the unused wires.

The implementation of this activity will set the preconditions for the displacing of the visible infrastructural cables and wires underground. Thus, the problem of the visible cables influencing the historic ambience will be solved. Furthermore, the replacement of the old infrastructural cables by

new and better ones will upgrade the quality of life for the residents. This activity is thus compatible with the public policy – City budget item 00301 - Social activities.

Activity 2.1. success indicator: The coordinative body set up, including all the responsible instances: city departments, conservation department, electricity, telecommunication and water providers / suppliers. The problems discussed, agreed upon responsibilities, funding, plans, deadlines and guidelines

Estimated cost of the implementation of the activity: 450.000 HRK

Funding source: City budget of the City of Šibenik (for the coordination and the documentation), HEP (national electricity supplier) budget, Vodovod (city water supplier) budget, Telecom operators' budgets

Time schedule: The project documentation finished in 2020.

Activity 2.2. Program of incentives to the permanent residents for the restoration of facades, doors and windows

Throughout the analysis of the current situation, the problem of neglected facades and elements such as wooden doors and windows, degrading the historic ambiences, has been pointed out.

A program of city incentives for the renovation of the facades and wooden doors and windows will be developed, and an open call carried out in collaboration with the conservation authorities.

The spatial impact will be evident throughout the enhanced views in the historic city core and by the improved energetic efficiency of the buildings. Since it is dealing with conservation works and the enhancement of views and living conditions for the residents, the activity is compatible with all the three city budget items dealt with in this LAP (1009 - Activities of the Fortress of culture Šibenik, 1017 - Museum activities and 00301 - Social activities) .

Activity 2.2. success indicator: At least one open call for the city incentives for the renovation of the facades and wooden doors and windows will be carried on

Estimated cost of the implementation of the activity: 250.000 HRK

Funding source: City budget of the City of Šibenik – a specific budget item within the City department for economy, business and development

Time schedule: The open call published and implemented in 2019.

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Goal 3: Functional revitalisation of the historic city core

Activity 3.1. Development of city documents with stimulating measures for the functional revitalisation of the historic city core

This activity aims to stimulate changes in the city documents that have impact on the use of public and commercial spaces, communal equipment, maintenance and renovation of the buildings etc.

The intention of those policies is to boost year-round living and commercial activities and services in the city core, to decelerate the population loss in the by enhancing the quality of life of the permanent residents, safeguard the diversity of commercial activities, encouraging missing activities and traditional crafts, enhance the level of communal services and parking facilities etc.

The implementation of this activity will enable the development of economic and social functions in the historic city core influencing directly its socioeconomic and physical revitalisation. The city core will be more alive during the whole year and develop functions that enhance other activities. This activity is thus compatible with the public policy – City budget item 00301 - Social activities, but also on the other two items.

Activity 3.1. success indicator: modifications in the existing Order concerning the signs and urban equipment. Drawing up of a new Order on the use of public spaces.

Estimated cost of the implementation of the activity: 5.000 HRK

Funding source: City budget of the City of Šibenik

Time schedule: Changes in the Order concerning the signs and urban equipment in 2020. Adoption of a new Order on the use of public spaces in 2019.

Activity 3.2. Fostering of communication with the residents and SME

In order to achieve a better information of the residents and SME on the policies and incentives and their stronger involvement in the decision-making processes and management of the city, the official web pages of the City will be improved and made more interactive and user friendly.

Furthermore, this activity aims to enhance the involvement of the residents and SME into the spatial, economic and cultural development of the city, informing them on the importance of the elements of cultural heritage, adequate ways of maintenance and renovation, available incentives and other development opportunities.

The implementation of this activity will assure a long term better management of the historic city core, with consequently a better state of the infrastructure, better views in the city core and enhanced socioeconomic performances in it. This activity is mostly related to the public policy – City budget item 00301 - Social activities.

Activity 3.2. success indicator: publication of thematic brochures on maintenance, renovation and use of the buildings and building elements in the city core

Estimated cost of the implementation of the activity: 15.000 HRK

Funding source: City budget of the City of Šibenik, budget of the Ministry of Culture

Time schedule: The brochure designed in 2019, published in 2020.

For most measures/activities responsible is City of Šibenik. Tourist board and Fortress of cultures are responsible for activity 1.1. Tourist board is co responsible with City of Šibenik for activity 1.2. For activity 2.1 with City of Šibenik is co responsible Local communal companies like Suplier of water and City parking company. For activity 3.1 co-responsible is local branch of Ministry of Culture.

Šibenik Activity 1.1 is direct influence from Romanian city of Iasi and 2.1 is influence by Spoleto infrastructural programme. City of Šibenik also benefit from advisory partner how to clearly linked activates with indicators and how to defined goals and activities.

Functional revitalisation of historic city core is objective that city needs to incorporate in future strategical documents because it is new innovative approach on how to look on city centre and his functionality and not only as tourist place.

8. RISK ASSESSMENT

Risk assessment in relation to the defined LAP goals is the basis for effective implementation of activities, considering specific requirements of all stakeholders. Accordingly, potential external and internal risks have been analysed, which may affect the realization of the intended activities or affect the non-realization of the defined LAP goals. In this respect, it is necessary to identify the risks with the relevant stakeholders and predict their performance during the implementation.

The following risk classification has been applied in the performed analysis:

1. Technological Risks: Risks arising from instable technology
2. Stakeholder Risks: lack of support, management failure, organizational structure
3. Regulatory Risks: Noncompliance of rules and regulations, policies
4. Project Execution Risks: Risks arising due to lack of resources, poorly managed project scope, non-commitment of management
5. Legal Risks: Noncompliance of applicable laws, ethical standards
6. Release Risks: Risks arising due to failure in delivery of products and services
7. Reputation Risks: Risks from negative customer experience, feedback, perception to the organization reputation in the market

The following impact severity for identified risks has been applied (from 1 – 5):

1. Little or no impact
2. Minor impact
3. Moderate impact
4. Significantly impacted
5. Highest impact

The probability of occurrence of the above mentioned risks is estimated from 1 to 5:

1. <= 10%
2. >= 10%
3. >=25%
4. >=50%
5. >=75%

Risk Score: Impact x Probability

Response Plan: Plan risk response based on the risk score.

Responsible: Person responsible for implementing the response plan

Timeline: Timeline for implementing the response plan

Tab. 6. Risk Assessment

#	Risk Classification	Risk Description	Impact Severity	Risk Probability	Risk Score (Impact x Probability)	Response Plan	Responsible	Timeline
1	External risk	Extending the duration of the project due to the impossibility of providing funds for the realisation	4	4	16	Provide funds in the local budget of the City of Šibenik for the implementation of project activities	Mayor of the City of Šibenik	1.1.2019
2	External risk	Changes in tourist behaviour and habits	4	4	16	Promotion of cultural heritage in a tourist offer - Šibenik Tourist Board, Šibenik-Knin County Tourist Board	Šibenik Tourist Board Director, Šibenik-Knin County Tourist Board Director	1.1.2019
3	External risk	Unreadiness of the local population for changes	4	4	16	Information and education of the local population - City of Šibenik	Head of the Department of Public Utilities of the City of Šibenik	1.1.2019
4	External risk	Increase the cost of reconstruction and conversion of neglected parts of the historic core	5	5	25			
5	External risk	Natural risks	5	1	5	Develop Emergency Response plans in the area of the cultural heritage for cases of earthquakes, fires and carry out field exercises - City of Šibenik, JVP Šibenik, DUZS, County Center 112	Civil Protection Commissioner for the City of Šibenik	1.1.2019
6	External risk	Anthropogenic risk	4	4	16	Educating visitors about the need to preserve valuable heritage, physical protection and supervision of especially valuable monumental entities, limiting the number of visitors to specially loaded locations - the city of Šibenik	Head of the Department of Public Utilities of the City of Šibenik	1.1.2019
7	External risk	Bureaucratic difficulties	4	4	16			

8	External risk	Poor adoption and use of information technology	2	3	6			
9	External risk	Changes in legal framework at national and EU level	4	3	12			
10	Project Execution Risk	Inability to fund projects/activities due to lack of funds	4	4	16	Provide funds in the local budget of the City of Šibenik for the implementation of project activities	Mayor of the City of Šibenik	1.1.2019
11	Project Execution Risk	Interruption in funding	4	4	16	Provide funds in the local budget of the City of Šibenik for the implementation of project activities	Mayor of the City of Šibenik	1.1.2019
12	Regulatory Risk	Non-inclusion of the sustainable use of cultural heritage in tourism objectives in strategic documents	5	3	15	Apply the LAP in development of future strategic documents – the City of Šibenik	Head of Administrative Department for Economy, Entrepreneurship and Development	1.1.2019
13	Stakeholder Risk	Inability to integrate cooperation between stakeholders form different sectors	4	4	16	Coordinate the activities of all stakeholders - the City of Šibenik, the Cultural Council of the City of Šibenik	Head of Administrative Department for Economy, Entrepreneurship and Development of the City of Šibenik; Cultural President of the Cultural Council of the City of Šibenik	1.1.2019
14	Stakeholder Risk	Lack of stakeholder interest for planned activities	4	4	16	Coordinate the activities of all stakeholders - the City of Šibenik, the Cultural Council of the City of Šibenik	Head of Administrative Department for Economy, Entrepreneurship and Development of the City of Šibenik; Cultural President of the Cultural Council of the City of Šibenik	1.1.2019
15	Stakeholder Risk	Lack of knowledge and skills needed to carry out activities	4	3	12			

| 16 | Stakeholder Risk | Low cooperation and participation of stakeholders in the planning of the activity realisation | 4 | 3 | 12 | Coordinate the activities of all stakeholders - the City of Šibenik, the Cultural Council of the City of Šibenik | Head of Administrative Department for Economy, Entrepreneurship and Development of the City of Šibenik; Cultural President of the Cultural Council of the City of Šibenik | 1.1.2019 |

9. MONITORING AND EVALUATION

The process of implementation of the local action plan is based on the implementation of proposed activities within the defined goals. Evaluation of the local action plan implies using the implementation assessment tool and the local action plan management, with the aim of determining the level of performance or compliance with the implementation of the defined plan. The implementation monitoring of the local action plan should be carried out continuously during the implementation period, and the results of implementation should be reported to stakeholders at least once annually. The City of Šibenik, as the holder of a local action plan, will prepare a summary report during and after the implementation of a local action plan, which will involve stakeholders in the implementation process of the plan itself.

In order to successfully track and evaluate the local action plan, it is necessary to establish indicators and quantify them. Indicators of implementation (indicators) in accordance with the objectives and activities identified are shown in Tab. 7.

Tab. 7. Implementation indicators of the local action plan

ACTIVITIES	INDICATORS	TARGET VALUES
1.1. Design of a meaningful tourism product – cultural tourism of the historic city core	At least one guided tour for three anticipated tourism products (proofs: photographs, agency offers or media coverage)	3
1.2. Development of an innovative tourism signalisation system	Designed book of graphic standards published on the city's website	1
	Innovative signalling system developed through digital media (Google maps or social networks)	1
2.1. Establishment of a coordinating body responsible for the planning of underground infrastructure in historic core	Established coordinating body (proof: minutes, signature list)	1
2.2. Program of incentives to the permanent residents for the restoration of facades, doors and windows	A tender for restoration of facades or external carpentry has been published on the city's website and conducted	1
	Press conference held	1
	Created report of conducted tender	1
3.1. Development of city documents with stimulating measures for the functional revitalisation of the historic city core	Amendments to the Order concerning the signs and urban equipment published in the Official Gazette of the City of Šibenik	1
	Adoption of the Order on the use of public spaces (publication in the Official Gazette of the City of Šibenik)	1
3.2. Fostering of communication with the residents and SME	number of printed or number of downloaded thematic brochures on maintenance, renovation and use of the buildings and building elements in the city core from the Šibenik city website	100

The evaluation of the local action plan implementation is carried out during the implementation process and serves as a tool for decision-makers during the process to find out what works in the strategic document and what not, in order to take the necessary steps if changes are needed to improve the implementation of the local action plan. After the implementation of the local action plan, City of Šibenik will conduct the evaluation which will summarised and evaluate the overall impact/effect of the Plan, and its efficiency and effectiveness.

In accordance with the established methodology for designing the LAP evaluation model from the lead project partner, document "*SHARE project brief no. 10 – Monitoring and Evaluation Toolkit*" provided guidance for the process of monitoring and evaluation of the impact of LAP on local policies, which have an impact on the spatial development. It is a process-related model that valorises the impacts of the process on changes in policy documents and collects real evidence of their change and impact on realisation of LAP. The model is based on six general questions that should be answered through the evaluation process:

- Specifically what change is indented to be achieved in existing policies for each LAP objective
- How would you describe the intended impact on policy for each objective of the LAP?
- How will you assess the impact of each LAP objective on existing policies?
- What was the situation before the policy impact took place?
- How did the situation change after the impact was achieved (or partly achieved) in Phase 2 of the project?
- On the basis of the above steps, what kind of evidence will each partner be seeking to gather to demonstrate impact by the SHARE project for each LAP objective?

These questions were summed up by the lead partner through 4 steps:

- Step 1 – Specifying the intended policy change to be achieved for a specific LAP objective
- Step 2 – Assessing the impact of a LAP objective on an existing policy
- Step 3 – Explanation of the situation BEFORE the intervention (intended policy change)
- Step 4 – Explanation of the situation AFTER the intervention (intended policy change)

In accordance with the instructions provided by the lead partner, the tables below are considered as an improved tool for LAP impact monitoring and evaluation process.

Tab. 8. Evaluation form for the Goal 1

Local action (LAP)	Local action plan for sustainable use of cultural heritage in tourism in the City of Šibenik
Policy to be changed	City of Šibenik yearly budget (sections: 1009 Activities of the Fortress of culture Šibenik, 1017 Museum activities, 00301 Social activities)
LAP goal	Goal 1: Development of innovative cultural tourism
Description of expected change to policy	Allocation of funds for the intended activities supporting each LAP objective through the specific positions in the city budgets for the years 2019 and 2020.

	- Activity 1.1: Design of a meaningful tourism product – cultural tourism of the historic city core
	- Activity 1.2: Development of an innovative tourism signalisation system
Description of the type of evidence to be collected to prove impact on the above policy	Allocation of funds for the intended activities supporting each LAP objective through the specific positions in the city budgets for the years 2019 and 2020 approved by the City Council.
	- Activity 1.1: success indicator: Three new tourism products to be thought out
	- Activity 1.2: success indicator: A system should be conceived, and book of graphic standards containing a locations map designed
Description of the situation before the intervention of the SHARE project	The following current problems have been identified:
	- insufficient tourist signalisation
	- visitors congestions in peak times
	- low level of tourist development
	- insufficient presentation and promotion of cultural heritage
	- inconsistency of diverse tourist offers and attractions
Description of the situation after the intervention of the SHARE project	Three new tourism products to be thought out and a new tourism signalisation system should be conceived, and a book of graphic standards containing a location map designed. These activities will allow a smooth flow of visitors and reduce congestions, improve the presentation and promotion of cultural heritage.

Tab. 9. Evaluation form for the Goal 2

Local action (LAP)	Local action plan for sustainable use of cultural heritage in tourism in the City of Šibenik
Policy to be changed	City of Šibenik yearly budget (sections: 1009 Activities of the Fortress of culture Šibenik, 1017 Museum activities, 00301 Social activities)
LAP goal	Goal 2: Renovation of the historic city core
Description of expected change to policy	Allocation of funds for the intended activities supporting each LAP objective through the specific positions in the city budgets for the years 2019 and 2020.
	- Activity 2.1.: Establishment of a coordinating body responsible for the planning of underground infrastructure in historic core
	- Activity 2.2.: Program of incentives to the permanent residents for the restoration of facades, doors and windows
Description of the type of evidence to be collected to prove impact on the above policy	Allocation of funds for the intended activities supporting each LAP objective through the specific positions in the city budgets for the years 2019 and 2020 approved by the City Council.
	- Activity 2.1. success indicators: The coordinative body including all the responsible instances set up, the problems discussed, agreed upon responsibilities, funding, plans, deadlines and guidelines
	- Activity 2.2. success indicator: At least one open call for the city incentives for the renovation of the facades and wooden doors and windows will be carried on
Description of the situation before the intervention of the SHARE project	The following current problems have been identified:
	- lack of cooperation of relevant stakeholders

	- significant number of buildings are in an evidently bad condition due to inadequate maintenance, inappropriate building interventions or just neglect
	- visible communal wires and pipes, inappropriate in a historic ambience
Description of the situation after the intervention of the SHARE project	The coordinative body including all the responsible instances will be set up, the problems discussed, agreed upon responsibilities, funding, plans, deadlines and guidelines. This activity (2.1.) will lead to the solution of the problem of visible wires and pipes and the lack of cooperation of relevant stakeholders.
	At least one open call for the city incentives for the renovation of the facades or wooden doors and windows will be carried on. This activity (2.2.) will stimulate the correct way of restoring elements in the historic city core, stimulating the local craftsmen at the same time.

Tab. 10. Evaluation form for the Goal 3

Local action (LAP)	Local action plan for sustainable use of cultural heritage in tourism in the City of Šibenik
Policy to be changed	City of Šibenik yearly budget (sections: 1009 Activities of the Fortress of culture Šibenik, 1017 Museum activities, 00301 Social activities)
LAP goal	Goal 3: Functional revitalisation of the historic city core
Description of expected change to policy	Allocation of funds for the intended activities supporting each LAP objective through the specific positions in the city budgets for the years 2019 and 2020.
	- Activity 3.1.: Development of city documents with stimulating measures for the functional revitalisation of the historic city core
	- Activity 3.2.: Fostering of communication with the residents and SME
Description of the type of evidence to be collected to prove impact on the above policy	Allocation of funds for the intended activities supporting each LAP objective through the specific positions in the city budgets for the years 2019 and 2020 approved by the City Council.
	- Activity 3.1. success indicators: the Order concerning the signs and urban equipment. Drawing up of a new Order on the use of public spaces.
	- Activity 3.2. success indicator: publication of thematic brochures on maintenance, renovation and use of the buildings and building elements in the city core
Description of the situation before the intervention of the SHARE project	The following current problems have been identified:
	- use gentrification and population loss in the historical core
	- supply problems in the historical core (lack of everyday shops)
	- inadequate maintenance, inappropriate building interventions or just neglect
	- lack of cooperation of relevant stakeholders
Description of the situation after the intervention of the SHARE project	Modifications in the existing Communal order, the Order concerning the signs and urban equipment and a new Order on the use of public spaces will help the city administration to gain control of the ongoing processes and use of the buildings and public spaces in the historic city core. (E.G. the

	Order on the use of public spaces can reduce the amount of café and restaurant terraces taking over the scarce public spaces.)
	The publication of thematic brochures on maintenance, renovation and use of the buildings and building elements in the city core will bot foster communication between the conservation authorities and residents and SME and contribute to the correct ways of dealing with maintenance and renovation.

In Phase 2 the monitoring and evaluation of the impact of this LAP on local policies as well as society and key stakeholder groups will be supported by the SHARE project's Advisory Partner – the University of Greenwich (UK). In line with the modus operandi of the SHARE partnership in Phase 1 of the project, an evidence-based approach will be adopted here. Evidence will be collected by partners in line with instructions and templates delivered by the University of Greenwich (see SHARE project brief no. 10 document and presentation in Vadstena (Sweden) on 22nd October 2018), which follow best practice for project impact evaluation in the UK (see Research & Excellence Framework 2020 guidelines for universities across the UK). The project's Advisory Partner will then curate this evidence using a specialist software – VV Impact Tracker (https://gre.vvimpacttracker.com). This software will allow the SHARE partnership to classify evidence and weave it together to deliver a coherent project impact story that connects the activities delivered in Phase 1 to the impact outputs to be delivered in Phase 2 of the project starting in January 2019 and ending in December 2020.

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