



“EMOUNDERGROUNDS” - “Project N° 905”
“EMOtional technologies for the cultural heritage valorization within transnational UNDERGROUNDS”

Adriatic-Ionian Programme INTERREG V-B 2014-2020 - 2nd call

OT.1.1.1: A new transnational cooperation network established through 11 territorial animation meetings among tourist chain operators

**MUNICIPALITY OF NARDÒ (LP) and
ALL PROJECT PARTNERS**



Project Details:

Programme: **Adriatic-Ionian INTERREG V-B 2014-2020**

Programme Priority: **2) Sustainable Region.**

Programme priority specific objective: **Promote the sustainable valorisation and preservation of natural and cultural heritage as growth assets in the Adriatic-Ionian area**

Project Title: **EMO**tional technologies for the cultural heritage valorization within transnational **UNDERGROUNDS**

Project Acronym: **EMOUNDERGROUNDS**

Reference No: **905**

Lead Beneficiary: **Municipality of Nardò**

Total Budget: **2.599.994,86 €**

Time Frame: **01/01/2020 - 30/06/2022**

Output Details

WP: **T1 - Animation of the aggregated public-private system to manage the TN culturaltourist product**

Output Title: *A new transnational cooperation network established through 11 territorial animation meetings among tourist chain operators*

Programme indicator to which the project main outputs contribute: **OI_6c.1_1 Number of supported transnational cooperation networks**

Involved Beneficiaries: **All Partners**

Output Description: *Output includes a better cooperation at different territorial levels and effective collaboration to build up a common transnational touristic product. 11 meetings (1 meetings at TN level and 10 at local level, 1 in each partner area) will be implemented.*

Date of delivery: **31 July 2020**

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Contents

Abstract.....	5
Introduction	7
1. THE TRANSNATIONAL COOPERATION “EMOUNDERGROUNDS NETWORK”	8
1.1 The overall goal of “EMOUNDERGROUNDS Network” and the link with the leading goal of the funded project	11
1.2 The adopted project tools and activities developed to be used and further implemented by the Network.....	12
1.3 Network governance	14
1.4 Network membership: characteristics, duties and obligations	15
1.5 Methods and strategy to widen the network.....	15
1.6 Openness to additional members.....	17
1.7 Network duration	18
2. SIGNATURES.....	21
3. ANNEXES.....	31
ANNEX 1 - LP Meeting Minute	32
ANNEX 2 - PP2 Meeting Minute	33
ANNEX 3 - PP3 Meeting Minute	34
ANNEX 4 - PP4 Meeting Minute	35
ANNEX 5 - PP5 Meeting Minute	36
ANNEX 6 - PP6 Meeting Minute	37
ANNEX 7 - PP7 Meeting Minute	38
ANNEX 8 - PP8 Meeting Minute	39
ANNEX 9 - PP9 Meeting Minute	40
ANNEX 10 - PP10 Meeting Minute	41
ANNEX 11 - Trans National Meeting Minute.....	42
ANNEX 12 - Agreement Protocol among public and private subjects bearing of interests on creative-cultural tourism field in target territories (Del. T.1.3.1).....	43
ANNEX 13 – Invitation to join the "EMOUNDERGROUNDS Network" and subscription card of the Agreement Protocol	44





Abstract

In the framework of the project “*EMO*tional technologies for the cultural heritage valorization within transnational UNDERGROUNDS” – “EMOUNDERGROUNDS”, funded by INTERREG V-B Adriatic-Ionian (ADRION) Programme 2014-2020 – Second Call for ordinary Proposal - Priority Axis 2, a new Transnational cooperation Network, named “EMOUNDERGROUNDS Network” was established through the implementation of ten Territorial Animation Meetings and a Transnational Meeting among creative and cultural tourism chain operators.

The Network (composed by local networks established in the territorial Meetings and by their transnational union) is dedicated to the development and better enjoyment of underground cultural heritage with the help of cultural and creative industries, the implementation of new multimedia and interactive technologies and the adoption of integrated participatory management methods at different territorial levels. All these elements are intrinsically oriented towards building a common transnational creative cultural tourism product for strengthening and promoting the attractiveness of the involved territories in a long-term perspective of development strategy.

The establishment of “EMOUNDERGROUNDS Network” is attested by the activation of a systematic management of links among Partners and between them and outside (in terms of communications, interactions and coordination) among people, teams and organisations involved during the project lifetime as Partners and Stakeholders, with a long-term perspective in order to improve their performances in the context of the new Transnational cooperation relationship established by the project in the ADRIATIC-IONIAN REGION.

This fine texture of relationships was daily cultivated since the beginning of the project, through various static and interactive communication tools like mailing, phone, web-conference, web-chat, virtual or alive events, focus groups, trainings, workshops, agreements, audit, studies and analysis, animation activities, demonstrative activities.

In the involved territories it was agreed that a better cooperation at the local and macro-regional levels is an effective tool for building a common transnational tourism product and for strengthening the competitive tourist positioning of the involved territories.

Each Territorial Animation Meeting was organized following the guidelines provided by the Lead Partner. These have required the participation of local



actors belonging to the various sectors involved in tourism at an entrepreneurial, cultural and political-administrative level. It allowed to the various differences between territories to emerge.

With the Transnational Meeting, locally established networks came together to build more effective collaboration, to focus on common challenges and common tourist itineraries and services.

The constitution of the Network is formalized by both the present Output Document and the: *"Agreement Protocol among public and private subjects bearing of interests on creative-cultural tourism field in target territories"* (D.T.1.3.1, here attached, integral part of this document), both signed by all EMOUNDERGROUNDS Partners. The Network structure and functioning is stated in the attached D.T.1.3.1 and the actions are analytically described in the D.T.1.2.1 as in OT1.2.1.

More specifically, in this Output document the following requirements of the Network are argued:

1. The overall goal of "EMOUNDERGROUNDS Network", and the link with the leading goal of the funded project (Art. 2 of the Protocol Agreement);
2. The adopted project tools and activities developed to be used and further implemented by the Network (Art. 2 of the Agreement Protocol and Action Plan);
3. Network governance (Art. 3 of the Protocol Agreement and chapter 5 of the Action plan);
4. Network membership: characteristics, duties and obligations (Art. 3 of the Protocol Agreement);
5. Methods and strategy to widen the network (Art. 2 of the Agreement Protocol, accordingly with the Specific Objective no. 4 of the Action Plan);
6. Openness to additional members (Art. 3 of the Agreement Protocol);
7. Network duration. In D.T.1.2.1 and in D.T.1.3.1 it is understood that the duration of the network is unlimited. Partners confirm it explicitly by signing this Output document.

Introduction

The territorial animation meetings aimed to create and improve an integrated approach and a strategic vision on tourism in order to strengthen cooperation, planning and complementarity between the territories involved and create strong partnerships.

Furthermore, EMOUNDERGROUNDS project wanted to integrate public and private actors in a strategy with the aim of working side by side on transversal synergies ensuring an effective procedure.

Each meeting was preceded by a preparatory phase in which a database was created with information on the stakeholders and collected as data relating to the sectors of culture and tourism at the local level.

The agenda of local meetings included a first part dedicated to raising awareness and information on the local cultural heritage with a focus on the site involved in the project and on the activities and results of the EMOUNDERGROUNDS project at a local and Adriatic-Ionian level. Tourism, Sustainability and Accessibility of the heritage and the territory were further topics. Finally, the meetings called for a shared evaluation of the role of local actors on the project objectives and on the objectives of sustainable and accessible tourism.

The Transnational meeting organized online on May 19, 2021 analyzed the results of the local meetings and discussed the results of their inclusion in a transnational cooperation model represented by the Action Plan and Protocol Agreement documents, approved in the same Meeting.



1. THE TRANSNATIONAL COOPERATION “EMOUNDERGROUNDS NETWORK”

The transnational “EMOUNDERGROUNDS Network” was established by the promoting bodies:

1. Nardò Municipality (Italy)
2. Carpi Municipality (Italy)
3. Andravida-Killini Municipality (Greece)
4. Rijeka Tourist Board (Croatia)
5. Public Cultural Institution Fortress of Culture Šibenik (Croatia)
6. Regional Development Centre Koper (Slovenia)
7. Ivančna Gorica Municipality (Slovenia)
8. Kukës Municipality (Albania)
9. Tourism Organisation of Municipality of Bar (Montenegro)
10. Trebinje Development Agency (Bosnia and Herzegovina).

EMOUNDERGROUNDS partnership is really heterogenous and it is composed by several kind of Organizations, such as public local entities, regional development agencies, cultural sites management bodies, public tourist centers.

Due to the COVID-19 pandemic, which has affected the whole world since March 2020, the networking activities were started with delay as they planned several animation meetings at local and transnational level aimed to the Network establishment.

Anyway, the activities A.T1.1 (*Territorial animation meetings among tourist chain operators, 1 at transnational level and 10 at local level*) and A.T1.2 (*Approval of a shared Action Plan for the smart, sustainable and inclusive management of the selected transnational tourist destinations*) have been fully completed by the Partners. Moreover, regarding the A.T1.3 (*Agreement Protocol among public and private subjects bearing of interests on creative-cultural tourism field in target territories*), the Protocol was signed by all Partners and the process of stakeholder’s involvement is ongoing as planned in the approved Application Form and as it was conceived as an open and continuous enlargement process that will last also after the project ending date.



“EMOUNDERGROUNDS Network” was established by the implementation of ten Territorial Animation Meetings and a Transnational Meeting among creative and cultural tourism chain operators.

More in details, the local animation meetings have been completed by all Partners; Partners implemented virtually or by live (Partner no 10), their local animations meetings, as follows:

1. Lead Partner on the 3rd of December 2020;
2. Partner no 2 on the 27th of October 2020;
3. Partner no 3 on the 8th of December 2020;
4. Partner no 4 on the 9th of March 2021;
5. Partner no 5 on the on 29th of October 2020;
6. Partner no 6 on the 30th of November 2020;
7. Partner no 7 on the 30th of November 2020;
8. Partner no 8 on the 9th of March 2021;
9. Partner no 9 on the 6th of November 2020;
10. Partner no 10 on the 18th of December 2020.

These meetings have strengthened the knowledge of the underground heritage of each project territory, creating an integrated approach and a strategic vision for its valorisation through a local network of public and private stakeholders operating in the tourism sector.

Participants belonged to the following organizations types were involved: - Tourist services; - Sites management bodies; - Hospitality and SME; - Public Authorities (local and national); - Interest groups including NGOs; - Education/training centres/schools; - Sectorial agencies; - Higher education/research.

All Partners involved a total number of **n. 103 stakeholders**:

- Lead Partner (n.12); - Partner no 2 (n.8); - Partner no 3 (n. 6); - Partner no 4 (n.13); - Partner no 5 (n. 11); - Partner no 6 (n. 6); - Partner no 7 (n. 6); - Partner no 8 (n.12); - Partner no 9 (n. 18); - Partner no 10 (n. 11). The people who attended the meetings were higher.

Moreover, the Lead Partner, in close cooperation with the WP leader (Partner no 6), organized and coordinated virtually the Transnational animation Meeting



among tourist chain actors, and implemented it with the cooperation of all Partners, on May 19th 2021.

All Partners and involved stakeholders attended the meeting (**n. 14 tourist stakeholders participated**). It was organized with the aim of analyzing the local meetings results and identifying the obstacles designing a reference model for the sustainable development of the project areas. The Transnational Meeting in fact was implemented after each Partner had implemented its local animation Meeting.

Partners are going ahead with the process of involvement of the public and private subjects bearing of interests on creative-cultural tourism field in target territories, within the A.T.1.3 "*Signature of an Agreement Protocol among public and private subjects bearing of interests on creative-cultural tourism field in target territories*" accordingly with the approved Application Form.

Partners are willing to involve further local stakeholders at the ceremonial inauguration events that will emphasize the importance of the EMOUNDERGROUNDS project for the local communities and further highlight all the benefits of the project. So doing it will reinforce the created "EMOUNDERGROUNDS Network" in an open process of stakeholder's involvement.

In the following paragraphs, the essential elements characterising the "EMOUNDERGROUNDS Network" are described.



1.1 The overall goal of “EMOUNDERGROUNDS Network” and the link with the leading goal of the funded project

The “EMOUNDERGROUNDS Network” aims to:

- boost the attractiveness and the competitiveness of the tourist destinations participating in the Network, by developing, with the use of ICT and innovation, a transnational cultural-creative tourist product based on the emotional visiting experience of the underground heritage;
- boost the underground heritage preservation and interpretation;
- share experience contents and managerial and technological experiences;
- promote locally and transnationally the EMOUNDERGROUNDS heritage;
- strengthening and enlarge the Transnational “EMOUNDERGROUNDS Network”;
- develop the search of funding and other supporting opportunities;
- ensure the implementation of the drawn-up Action Plan.

The leading goal of EMOUNDERGROUNDS project is to promoting a new Transnational creative-cultural tourist product based on advanced emotional technologies to strengthen social and economic development and the sustainable, smart and inclusive growth of the whole involved territories. Changes are occurring in project territories areas in public policies of cultural heritage and tourism management, in tourist services integration and in the involvement and strengthening of cultural-creative industries skills.

This general goal leans on the following specific objectives:

- 1. Create a Transnational Network of public-private actors of tourism chain to jointly promote an integrated system for smart/inclusive/sustainable management of TN tourist product;**
2. Promote the design, development, promotion of pilot applications for new diversified emotional cultural tourism products and services for several target groups;
3. Empowering capacity level and skills of key actors to improve public policies on cultural tourism management creating new jobs and services by training paths.



So, thanks to “EMOUNDERGROUNDS Network” and project activities, a **new integrated market oriented cultural-creative tourist product is under finalization**, with the aim of **boosting the attractiveness and competitiveness of the involved tourist destinations**. The proposed emotional experience includes virtual reality rooms, smart mobile applications, holographic demos, interactive screens and projections able to make live again, real or imaginary, personalities linked to those places. Visitors have the opportunity to live a unique charming experience through the time, never lived before.

The “**EMOUNDERGROUNDS Network**” is the instrument by which to make **the achievement of such objectives permanent and continuous over time**, even after the end of the project, with a long-term perspective to improve the performances of the involved actors in the ADRIATIC-IONIAN REGION.

Thanks to ADRION Programme, EMOUNDERGROUNDS project and its Network, are giving a **concrete contribution to the valorisation of the extraordinary richness of the identified cultural assets** – that are castles, fortresses, other cultural buildings, cities with undergrounds – located across Italy, Greece, Croatia, Slovenia, Albania, Montenegro and Bosnia-Herzegovina. Technological, multimedia and interactive installations to manage, enjoy and enhance cultural sites are under implementation in each project site and represent the heart of the project.

1.2 The adopted project tools and activities developed to be used and further implemented by the Network

The first tool developed by the project that will be used in the long-term management of the Network is the database with information about local stakeholders that each Partner used to collect relevant information from local Networks and from the stakeholders locally relevant. The records created by the Partners are part of a **single common database** that was already used and will be used after the project ending date, to manage the register of the members of the Network and to better develop synergies, project proposals, opportunities for new initiatives and new sources of support.

The **SWOT analysis of local challenges and expectations** is another tool created by the project that will help improve the strategic vision and the actions



of the Network.

The main tools created by the project for managing the Network after its conclusion, are included in the Protocol Agreement and in the Action Plan.

More specifically, the Protocol Agreement foresees as main tools of the Network, the following: dialog and negotiations with decision makers at all levels; communication with the public institutions, private companies, and civil society; lobbying; media campaigns, debates and consultations with experts.

The latter contains an in-depth analysis of the different territorial contexts and of the Partner sites, guidelines for the network governance and communication, and the details of the actions that the Partners have agreed to carry out in the long term.

The actions are grouped into four Specific Objectives (S.O.):

1. Development and improvement of the local cultural tourism product;
2. Preservation and Interpretation of the Heritage;
3. EMOUNDERGROUNDS Heritage promotion;
4. Strengthening and enlargement of the Transnational EMOUNDERGROUNDS Network.

The actions of the first S.O. will better define the attributes of the EMOUNDERGROUNDS tourist product, what is the product, what are the cultural and the economic values, then detecting and listing the Partners product. The results will be annually reviewed and ratified in a Stakeholder evaluation meeting.

The actions of the second S.O. are focused on the visitors, the establishing of a system for their measuring and the sharing of the related results, the experience contents and the managerial, educational and technological experiments performed by the Partners and the created EMOUNDERGROUNDS Network.

EMOUNDERGROUNDS Heritage promotion is the scope of the third S.O.. It aims to perform contents review and updating, dissemination and promotion both at local and international level.

The last S.O. make the Partners work for the Network strengthening and for its enlargement improving on one hand the network knowledge and cultural level and on the other hand the search for funding and other opportunities.



The Agreement Protocol is the document signed by the legal representatives of the Project Partners as the EMOUNDERGROUNDS founders. This document establishes the creation of the network, its objectives, governance, legal form, name and location. It refers to the Action Plan for the Network punctual and concrete actions. These specific actions were defined by the Partners and their implementation after the project conclusion was approved by the legal representatives of the Partners as described in details in the Chapter 9 of the Action Plan “9. *Actions and expected results*”.

The project tools adopted during the project that could be further used and implemented by the Network after the project end, are basically all the various static and interactive communication tools like mailing, phone, web-conference, web-chat, virtual or alive events, focus groups, trainings, workshops, agreements, audit, studies and analysis, animation activities, demonstrative activities. The Network will find further financial resources to assure continuity to the political territorial transnational cooperation started with EMOUNDERGROUNDS project. Each Partner commits itself to keep the network active and alive even after the end of the project.

1.3 Network governance

The governance model, proposed for the EMOUNDERGROUND project’s Network dealing with cultural heritage of the Adriatic Ionian area, is based on the dual role of the project Partners.

On the one hand, there are local interlocutors and Partners of the Transnational Network gathered in the project. On the other hand, there are managers, promoters and coordinators of local development initiatives, which are responsible for day-to-day managements of the territories in the project.

The cultural tourism system “EMOUNDERGROUNDS Network” does not have a legal body.

The Mayor of Nardò Municipality, Leader Partner of the ADRION EMOUNDERGROUNDS project is the Network Coordinator at least until the end of the ADRION project and until Partners agree otherwise.

In the meantime, the Network develops a governance model suited to its objectives on the basis of its first experiences and for long-term management.

Working Groups are created for the Network goals achievement. All the Network members can participate to the Working Groups.

Each member of the Network can propose to the Coordinator the constitution of a Working Group and can be responsible for it.

“EMOUNDERGROUNDS Network” can promote any kind of new organization and cooperation between Partners and any kind of collaboration with other networks in complementary fields and territories.

The members of the EMOUNDERGROUNDS Network and Working Groups can be the involved stakeholders of the tourism and culture chains that will express their interest in joining the Network by signing the prepared Expression of Interest form.

1.4 Network membership: characteristics, duties and obligations

Organizations and operators involved in the Underground Heritage valorization with the use of ICT and innovation in the EUSAIR area, from tourism and cultural sectors, can be Network member.

New members join the Network by signing and sending to the Network coordinator an Expression of Interest form.

Since the Network has no legal personality nor an own capital, members have no financial obligations. Nevertheless, they share their knowledge and resources participating to the Network activities when (and because) it allows them to reach bigger results than acting alone.

Partners are required to respect environmental protection, sustainability principles, equal opportunities between men and women, non-discrimination and any additional rules that may be established by the Network.

Attached to this Output Document there is the Invitation arranged by the Lead Partner with the Expression of Interest template drawn-up to involve further members of the Network (ANNEX 13 - *Invitation to join the "EMOUNDERGROUNDS Network" and subscription card of the Protocol of Agreement*).

1.5 Methods and strategy to widen the network

The strategic goals of the “EMOUNDERGROUNDS Network” are strengthening



and enlarge the transnational Network, develop the search of funding and other supporting opportunities and ensure the implementation of the drawn-up Action Plan. These goals and priorities will be implemented through dialog and negotiations with decision makers at all levels, communication with the public institutions, private companies, and civil society, lobbying, media campaigns, debates and consultations with experts.

Dissemination and networking activities can create new opportunities to extend the project and its results to relevant audiences or develop new partnerships for the future, as well as raising the profile of the organization. The Lead Partner has shared with all Partners an Invitation template with the attached Expression of Interest, as tool to involve operatively local and international Stakeholders in the "EMOUNDERGROUNDS Network".

The communication approach has worked (during the project lifetime) and will work (after the project end), on different fronts: by traditional media (press, TV, radio, mailing, meetings) but also by innovative and social media. Each step of the enlargement process will be reported (and is under reporting in the implementation phase) to different Stakeholders but also to a larger public of public Authorities and touristic chain actors, to permit always a larger audience and participations. The animation of the aggregated public-private system to manage the transnational cultural tourist product, will be object of a constant activity of contents creation to report and recount the advancement and the improvement of the "aggregation", using the communication technique of "storytelling" and "meta communication".

Another important strategy to widen the "EMOUNDERGROUNDS Network", derives from the participation of EMOUNDERGROUNDS project, with the role of Leader Coordinator, into the ADRION thematic Sub-Cluster n.3.1 focused on "Cultural and creative industries".

The involved funded ADRION projects (CCI4TOURISM and CREATURES, in addition to EMOUNDERGROUNDS) are exchanging data, information and knowledge, with the aim to identify synergies and added value going beyond what already achieved, proceed with the development of a strategic position paper and identification of new fields of intervention to be funded by the Programming period 2021-2027.

Among the others, capitalization activities plan a specific action at Cluster level aimed at the extension and widening of the existing created projects networks, with the signature of a *Memorandum of Understanding* among public and

private actors of the cultural and creative sector.

So, starting from the Network of the Creative Hubs created by the project CCI4TOURISM (Project Coordinator for the provision of this capitalization Deliverable), an extension of it to the projects EMOUNDERGROUNDS and CREATURES was planned.

This capitalization activity will further reinforce the extent of the "EMOUNDERGROUNDS Network" bringing it from a project level to a Cluster level.

The Network between the projects of the SubCluster 3.1 in the cultural and tourism sector will further ensure the sustainability of the projects' results, also in terms of cooperation between Partners after the project closure. The core activity of the CCI4TOURISM project concerns the set-up of a Network of creative hubs in the ADRIATIC-IONIAN area which brings together cultural and creative industries for tourism sector. The Network can be potentially extended to the partners and to the stakeholders of cultural and tourism sector of the CREATURES and EMOUNDERGROUNDS projects.

The Network will bring the common experiences and best practices gained by the three involved Cluster projects in order to identify topics and common actions to be implemented after the projects closure on the basis of the emerged territorial innovation needs. Cluster projects are proposing common actions to be jointly developed after the projects closure.

All those who join the Network will undertake to develop actions towards common objectives such as the diversification of the tourism offer through new services and innovative tourism products able to increase the attractiveness of the involved territories. Digital skills and innovation will be crucial elements in developing new ideas and common initiatives. The Network will also undertake to affect cross-cutting issues such as social and cultural inclusion as well sustainable development in terms of low environmental impact.

1.6 *Openness to additional members*

Local Networks and the Transnational Network are understood as open, flexible structures organizations, able to reflect the complexity deriving from diversity at the local level (among the activated subjects) and transnational (among the

specificities of the underground heritage, of the context, of the forms of management).

EMOUNDERGROUNDS Network is oriented towards a flexible public-private partnership, open locally to accept multiple local stakeholders, and which will be working in a network with responsibility to steer as well as implement proposed Action Plan.

The Network is therefore open to enlarge the partnership to new local Networks of local Stakeholders active in the enhancing of further underground heritage sites. Methods and strategy to widen the Network, have been described in the previous paragraph n.1.5.

1.7 Network duration

The “EMOUNDERGROUNDS Network” is going to be maintained beyond the project-end for an indeterminate period of time.

According to the common Action Plan and to the Agreement Protocol signed by all the involved public and private subjects, clear actions have been identified to promote and manage cultural attractors and resources in the medium-long term as well as to assure the functionality of the activated EMOUNDERGROUNDS TRANSNATIONAL NETWORK of CREATIVE-CULTURAL TOURISM ACTORS even after the project end-life.

Durability will be guaranteed also at financial, institutional and political level as better described below.

Partners will participate in monitoring the availability of new public financial opportunities (regional/national/EU programs) and the involved public authorities have committed themselves with their own resources to assure ordinary maintenance, management and animation of the promoted cultural sites.

It is appropriate to highlight that this project output will be applicable and replicable by other organisations/regions/countries outside of the current partnership and it could be transferred to other organisations/regions/countries outside of the current partnership, by producing the enhancement of the behaviours of local stakeholders as well as of their methodologies for the participated governance of cultural resources. The project web and social pages as well as the institutional communication channels of the involved Partners,



activities.



3. ANNEXES

List of Annexes:

1. Annex 1 - LP Meeting Minute
2. Annex 2 – PP2 Meeting Minute
3. Annex 3 – PP3 Meeting Minute
4. Annex 4 – PP4 Meeting Minute
5. Annex 5 – PP5 Meeting Minute
6. Annex 6 – PP6 Meeting Minute
7. Annex 7 – PP7 Meeting Minute
8. Annex 8 – PP8 Meeting Minute
9. Annex 9 – PP9 Meeting Minute
10. Annex 10 – PP Meeting Minute
11. Annex 11 – Trans National Meeting Minute
12. Annex 12 – Agreement Protocol among public and private subjects bearing of interests on creative-cultural tourism field in target territories (Del. T.1.3.1)
13. Annex 13 – Invitation to join the "EMOUNDERGROUNDS Network" and subscription card of the Agreement Protocol.



ANNEX 1 - LP Meeting Minute





City of Nardò
 Project Leader Partner

WPT1 - Activity T1.1

ADRION EMOUNDERGROUNDS Territorial Animation Meeting

Online Meeting held on ZOOM platform, in Tuesday November 3rd at 3.00 pm.
<https://us02web.zoom.us/j/83057463453?pwd=K3dIY0pCNkFhcXFXTzRieVN3aHB0dz09>

REPORT

Index

Participants.....	2
Meeting minute.....	2
Heritage and cultural offer.....	5
Outside the Castle.....	6
Additional cultural interest sites.....	7
Tourism.....	8
Rules.....	9
Considerations - analysis.....	9

Participants:

Gabriella Battaglia, IAT Nardò
Antonio Micali, Turismo d'autore
Antonietta Martignano, Museo della Città e del Territorio
Filomena Ranaldo, Museo della Preistoria
Silvia Strafella, Museo della Preistoria
Manuel Cirignaco, Piccadilly Suites and Rooms
Mattia Cirignaco, Corallo Hotel & Restaurant
Cesare Sabato, Masseria La Cornula
Luciana Anglano, La Vetrina del gusto
Antonio Previdero, Caffè Parisi
Salvatore Inguscio, Associazione Avanguardie
Andrea Barone, Museo della Civiltà Contadina e delle Tradizioni Popolari
Giulia Puglia, City of Nardò municipal councilor
Stefania Gaballo City of Nardò
Italo Spada, CETMA – WP M and T2 external expert
Andrea Bonifacio, WP T1 and T3 external expert

Meeting minute

Councilor Giulia Puglia intervenes on behalf of the municipal administration, stressing how much important EMOUNDERGROUNDS project is. It's going to make the basement of the castle of Nardò open to visitors also involving the city in an international network that will give great visibility. After a long and demanding preparatory phase, this Meeting is the beginning of the project operational phase. It aims to initiate the involvement of local operators in the tourism and cultural sector, a success factor for the project. The City Administration tried to identify and convene the most virtuous local operators.

Andrea Bonifacio give a presentation of the Adrion program and its connections with the tourism strategies of EUSAIR, the Italian Ministry of Culture and Tourism and the Puglia Region. He then illustrates the work plan of the EMOUNDERGROUNDS project.

Italo Spada explores the approach, methodology and results of WPT2.

The participants are then asked to share their reflections on the management and enhancement of the underground heritage made usable by new technologies, on the creation of the local (and transnational) network of EMOUNDERGRUONDS and on its functioning.

Stefania Gaballo recall that all the people invited represent an important category for the development of the project. Actors who well know both the territory and its users.

Filomena Ranaldo says that the Museum of Prehistory of Nardò she is the scientific director, operates mainly in areas of the Naretine territory such as the regional natural park and the coastal area. The Museum deals with a historical period long before the one concerning the Castle and the project. But this does not prevent from sharing some target visitors. For the development of the EMOUNDERGROUNDS project, she consider fundamental the involvement of the organizations already operating inside the castle (Museum of the City and of the Territory, the Pro-loco, the permanent exhibitions, the Neretino speleological group, the Museum of Peasant Civilization).

Stefania Gaballo confirm that the project is guided by the idea of a network to enhance the activities of the individual participants and of the territory as a whole. The intervention in the basement of the castle is part of a wider redevelopment project of the castle. This already hosts some interesting activities. An important goal would be the opening to the public of the entire castle, perhaps with a single ticket and the organization of events that can give visibility to the realities existing inside the castle, with a view to interaction also outside it.

Antonietta Martignano is the head of the City and Territory Museum, located inside the Castle, on the mezzanine floor. For a year it also managed the opening of the Bodini exhibition located on the ground floor. The Museum carry out guided tours to its own exhibition and to the upper part of the castle: council chamber, junta room, etc. The visits can also be assisted by multilingual staff qualified to communicate with deaf users and it is intended as soon as possible to offer assistance to people with further disabilities. Currently there are other subjects operating inside the castle, with different opening hours, different sensitivities and expectations. She remember that in last years she has been trying to create the unique ticket for visiting the castle. The opening to visitors of the basement can be an opportunity to implement this service, within an overall reorganization plan of the museum and tourist offer of the building. This will be a step that should not favor one subject but benefit everyone. Starting with the single ticket for the Castle (as a pilot project linked to the intervention of EMOUNDERGROUNDS), one could get to understand the entire Naretine museum offer.

Giulia Puglia confirms that this topic is already a goal of the administration. So far it has not been possible to achieve it, but the EMOUNDERGROUNDS project will hopefully help to find a positive solution, since it also intervenes at the entrance and in the tower. This will encourage collaboration between the subjects who work in the castle but the network will also have to expand outside. Furthermore, the administration has launched other initiatives such as the cycle network, which also passes through the castle. Remaining on mobility, the City Administration participates in a seaplane connection project between the marina (Santa Maria al Bagno), other locations in Salento and Greece. This aiming to produce opportunities for the local economy. Relevant are the involvement of Vetrina del Gusto (Taste Showcase), because of the promotion of the local agri-food and its culture, and the participation of Avanguardie Association, that could design itineraries connecting the castle to the natural park.

Luciana Anglano explains that La Vetrina del Gusto is an initiative financed by GAL Terra d'Arneo devoted to the promotion of local typical agrifood products. It operates in the city center and also intervenes outside, participating in events or initiatives. It also can perform activities inside the castle, e.g. with tastings events that can have a sensible added value. Beyond these first suggestions, there is the maximum willingness to collaborate.

Cesare Sabato manages the Masseria La Cornula. He says it is positive that the project reveals hidden parts of the castle that have never been visited. The project contains interesting aspects such as the logic of redevelopment, on which he worked by creating the structure of the farm on the basis of the recovery of a ruin, which includes a receptive function, still maintaining the original productive one. The masseria in fact produces oil and wine, telling tourists about this culture. The other point is the networking logic, which can be triggered not only with museums but also with other structures in the area that can be combined to produce an integrated offer. To seasonally adjust the flow and not concentrate the flow in just three or four months as is the case today. Another interesting aspect is the opportunity of a single ticket that could offer the tourist benefits even at non-museum facilities in the area that still express cultural value. In this way the territory as a whole is promoted. Nardò is able to offer a great quantity of emotions because it has an excellent sea, an equally pleasant hinterland, a very strong agri-food high quality production. Therefore, create an all-encompassing package capable of expressing all the elements of quality and attractiveness of the territory. The summer just ended was very intense, with many visitors to the area. If all operators had adopted the logic of the group, it would have been possible to optimize the approach with the visitor and multiply the opportunities for all the players in the area. We need to share an overall vision.

Salvatore Inguscio, Avant-garde Association: is an association of environmental hiking and tourist guides active for over twenty years. It shares the integrated approach. For example, he accompanies groups to visit the food and wine excellences of the territory, etc. From a theoretical point of view the single ticket is a good thing but in practice many think only of their own backyard and it is very difficult to talk about collaboration. As a speleologist, he expresses interest in the underground heritage, which he could include in the Association's offer. Another project could concern cave animals, which could be housed in underground environments. A laboratory of this nature would be an interesting attractor, unique in all of southern Italy. The project has already been presented to the administration.

Andrea Barone, Museum of Peasant Civilization and Popular Traditions: the museum is located on the ground floor of the castle. Expresses great appreciation of the underground project. Forty percent of visitors enter the museum to visit the castle and this demand is currently not sufficiently met. As for virtual reality, he emphasizes the theatrical aspects related to the implementation of technology and virtual reality. He believes the single ticket is something difficult to realize, especially if this is mandatory for the visitor aiming to access to a single site only. The obligation could discourage the visitor.

For Giulia Puglia the issue should be discussed and agreed along the path that begins with this very meeting. It would be important to find the synthesis in order to be broadly inclusive for the greater benefit of all. In this sense, you hope that all operators can take action to propose a more organic form of presence in the castle.

Luciana Anglano remembers numerous comments collected from users of the Vetrina del Gusto, who after visiting the castle complained of a certain disorder in her organization.

Andrea Bonifacio states that ticketing is an important aspect of the cultural tourism offer. EMOUNDERGROUNDS introduces visiting experiences based on new technologies into the exhibition offer of the Castle together with a review of its management and economic dynamics. The modalities of access to the castle are part of the development of the offer of the Castle, which in turn is part of the overall offer of the territory.

Cesare Sabato Masseria La Cornula: renews maximum willingness to collaborate with everyone to overcome individualisms and to favor the extension of the tourist season.

At the end of the meeting, it was decided to continue the territorial animation process started as soon as possible, for better participation of operators in defining the objectives and activities of the network. It is recalled that before the two Focus Groups envisaged by the project, further insights will be shared.

Heritage and cultural offer

The Municipality of Nardò has just over thirty thousand inhabitants. It is located in the Puglia region in the province of Lecce, in an area, Salento, which for a few decades has gained a significant reputation as a quality tourist destination. In this favorable context, Nardò stands out for its cultural, natural and archaeological resources. The first traces of human presence in the region date back to the Paleolithic. The Messapians who populated it, would have founded the city around the seventh century BC. The Romans conquered it in the third century BC. After the fall of the Western Empire, it was occupied by the Byzantines and the Lombards. Then the Normans, Angevins and Aragonese followed one another.

In addition to culture, agriculture, livestock and crafts are also attractive factors. Tourism is mainly developed on the coast and in the historic center.

The Acquaviva-Personè Castle of Nardò was built around the 14th century, in the 19th century it was transformed into a private residence. Since 1933 it has been owned by the Municipality. The Castle is registered in the national list of assets of particular cultural interest and is therefore subject to the protection exercised on behalf of the Ministry by the Superintendence for Architectural and Landscape Heritage for the provinces of Lecce Brindisi and Taranto.

Today it houses the offices and the representative offices of the Municipality, where valuable artistic works are preserved. It also houses the Museum of the City and the Territory, the Museum of Peasant Civilization and Popular Traditions and the Study Center and permanent exhibition dedicated to Vittorio Bodini.

The Museum of the City and of the Territory was born following the restoration of a part of the Acquaviva Castle previously used as administrative offices. The museum illustrates the history of Nardò from the Roman period to the contemporary age, exhibiting important artistic objects owned

by the City of Nardò. This wing of the Castle represents the heart of the ancient fortress and the oldest part of the Angevin period, then rebuilt in the Renaissance by the Acquaviva-Aragona family.

the Museum of Peasant Civilization and Popular Traditions occupies the ground floor rooms of the "Torrione dell'Innamorato". It is managed by the Associazione Amici Museo Porta Falsa, which also has a long experience in the theater sector. The Museum is divided into five sections: one dedicated to peasant activity, one to arts and crafts, one to domestic life, one to popular traditions and one to the disappeared Nardò, a large collection of models that reproduce monuments and churches of the city of once.

In the two rooms only a part of the huge heritage collected in 40 years of research is exhibited, activated thanks to a theatrical project in a rural setting that has stimulated the local population to donate objects once considered old, now testimony of uses, customs and history.

Inside the museum, tools, work tools, photographs, furnishings and everyday objects are exhibited.

The ground floor of the Castle also houses the Study Center and the permanent exhibition dedicated to the literary production and life of Vittorio Bodini, poet and man of letters, one of the most important Italian interpreters and translators of Spanish literature (Lorca, Cervantes, Salinas, Rafael Alberti , Quevedo), participant in some of the most important chapters of Italian and international culture.

The castle is registered in the national list of assets of particular cultural interest and is therefore subject to the protection exercised on behalf of the Ministry by the Superintendence for Architectural and Landscape Heritage for the provinces of Lecce Brindisi and Taranto.

The EMOUNDERGROUNDS project will achieve a significant enlargement of the areas that can be visited by introducing a virtual itinerary dedicated to the history of the castle in the basement, will transform the atrium into a new visitor reception point and will open the terraces of the east and west towers to the public. Spaces will thus be created that can host meetings, readings, multimedia activities, social activities and finally a space for children.

Outside the Castle

In the territory of Nardò there are other museums:

Museum of Prehistory of Nardò,

Museum of Memory and Hospitality,

Museum of the Ancient Sea, Museum of Peasant Civilization,

Archaeological Museum of the Boys,

Diocesan Museum

Aquarium of Salento

The Museum of Prehistory of Nardò exhibits fossils and artifacts collected over decades of excavation campaigns in the archaeological sites located within the Regional Natural Park of Porto Selvaggio and Palude del Capitano. The area, still partially unexplored, is important at an international level for the study of the transition from the Neanderthal period to that of Homo

sapiens. The museum is located in the former Franciscan convent, adjacent to the church of Sant'Antonio da Padova.

The Museum of Memory and Hospitality is dedicated to the stay in Santa Maria al Bagno, of Jews who survived the horror of the extermination camps of the Second World War. After September 1943, Refugees mainly from the Balkans was waiting there for ships for Palestine. The Museum exhibits photos, objects and documents. It also has Murals, a section dedicated to temporary exhibitions and a bookshop. The Museum is located in Santa Maria al Bagno, a few steps from the sea.

The Museum of the Ancient Sea of Nardò houses Roman remains from archaeological research carried out at sea and along the Neretina coast. It houses, among other finds, the remains of a Roman ship and is engaged in a research program of archeology of maritime landscapes, with excavations and prospecting on land and at sea, aimed at reconstructing the dynamics of evolution and population of the coast over the centuries, as well as the routes and commercial circuits that touched it.

The Children's Archaeological Museum is an open-air museum dedicated to teaching for children on the subject of prehistory, a research and experimentation center for the interpretation of the historical-archaeological heritage, where practical and tactile experiences are offered. The Museum includes the reconstruction of an upper Paleolithic camp, a Neolithic environment, two simulations of archaeological excavation sites in prehistoric sites. Is located between the center of Nardò and the sea.

The Diocesan Museum "Mons. Aldo Garzia" exhibits a remarkable collection of sacred art works from various churches in the city and the diocese of Nardò (statues, vestments, canvases, books), produced in the period between the eleventh century. And the twentieth century. It is located on the first floor of the ancient Seminary of Nardò, in Piazza Pio XI, in the heart of the historic center. On the ground floor, in addition to some offices of the Diocesan Curia, there is the Diocesan Library "Mons. Antonio Sanfelice", a conference room, the lapidary of the Museum placed in the cloister. On the mezzanine floor there is the Diocesan Historical Archive is located.

The Salento Aquarium is home to the typical marine fauna of Salento: fish, crustaceans, molluscs, echinoderms and other forms of life. These are found inside tanks that offer different settings also linked to the story of shipwrecks along the Ionian coast. The Museum is also equipped with a multimedia room for in-depth analysis and a space for educational activities for children. The museum, located in Santa Maria al Bagno.

Additional cultural interest sites

Some of the main monuments in Nardò city center are:

- Piazza Salandra is the central square, in which stands the Spire of the Immaculate Conception, erected in 1749 as a testimony of faith and devotional thanks for the escaped danger of the earthquake that hit Nardò in 1743. The square is overlooked by Baroque buildings such as the Palazzo del Sedile, built in the sixteenth century. as the seat of the civic government and the

Palazzo della Pretura, rebuilt after the earthquake of 1743 which destroyed most of the historic buildings;

- Cathedral of Santa Maria Assunta, built by Benedictine monks in the 11th century. The facade dates back to the 12th century, the interior has maintained its original Romanesque-Gothic appearance;
- Church of San Domenico, built starting from the XVI century. It has a richly decorated facade with baroque caryatids;
- Church of the Carmine, from the first half of the 15th century;
- Church of San Cosimo, from the 17th century;
- Temple of Osanna, built in 1603;

Besides the sea and the beaches, many other interesting sites are in the rest of the territory.

- Regional Natural Park of Porto Selvaggio and Palude del Capitano, occupies about 10 kilometers of territory close to the coast, of which almost half is subject to greater protection. It houses coastal environments typical of the Mediterranean area and archaeological sites that have brought to light artifacts and information from ancient times. During the twentieth century, reforestation was carried out which created a pine forest that descends to the sea. In the park there is the Porto Selvaggio inlet. The Marsh is a wetland slightly set back from the coast line and preserves important botanical and faunal species.
- As in much of southern Italy, along the coast there are at regular intervals the watchtowers erected mainly in the sixteenth century to defend against the danger of attacks from the sea. In the territory of the municipality of Nardò there are seven towers: The Tower of the River of Galatena also known as the Four Columns, in Santa Maria al Bagno, and the Ulizzo, Inserraglio, Santa Maria dell'Alto, Sant'Isidoro, Squillace and Santa Caterina towers .
- The farms are also of historical interest, which in ancient times in addition to acting as the fulcrum of agricultural production in the surrounding area, also served as an intermediate defensive structure, connecting the coastal watchtowers and the castle, center of political and military power . Some farms also have a medieval dovecote tower.

Tourism

In 2019 the Puglia Region recorded 4.2 million arrivals and 15.5 million presences, mainly concentrated in the summer period. Of these, 1.2 million arrivals from abroad (+ 11.5%), while 3.8 million international overnight stays. There were therefore 3 million arrivals from Italy, with 11 million overnight stays.

From 2015 to 2019, arrivals increased by 23% and overnight stays by 15%. The tourist flow from abroad has grown by 60%. The overnight stays increased by 44%. In the calculation of overnight stays, the main countries of origin of foreign guests are: Germany (22%), France (11%), UK (8%), Switzerland (8%), Netherlands (6%), USA (5%)). Puglia ranked eighth among the Italian regions for overall number of presences, with a share of 3.54% of the national total.

In 2019 in the Province of Lecce there were more than one million tourist arrivals, for a total of almost 5 million presences, mainly concentrated in the summer period.

In the municipality of Nardò there were 44,515 arrivals with 258,997 overnight stays. Tourists from Italy were 36,714 for 217,051 overnight stays, 7,801 foreigners for 41,946 overnight stays.

Rules

The legislative decree n. 42/2004 delegates to the Regions the competence for the protection of the cultural heritage not belonging to the State. Article 6 clarifies that the enhancement of cultural heritage consists in the exercise of functions and in the regulation of direct activities, promoting knowledge of cultural heritage and ensuring the best conditions for public use and enjoyment of the heritage itself, including by people with disabilities, in order to promote the development of culture. It also includes the promotion and support of cultural heritage conservation interventions. It must be implemented in forms compatible with the protection. The participation of private sector, companies, individuals or associates, is expressly allowed and supported.

In line with the national legislation, the Europe 2020 strategy and the EUSAIR strategy, finally continuing what has been achieved over the last few decades (for example the experience of Cultural Environmental Systems), the Puglia Region has adopted the Strategic Tourism Plan of the Puglia Region 2016-2025 (Puglia365) and the Strategic Plan of Culture of the Puglia Region 2017-2026 "(PiiiLCultura in Puglia). The regional operational programming for culture and tourism aims at the protection, enhancement and promotion of territorial identity starting from its culture (cultural heritage, cultural activities and live entertainment, audiovisual, creativity), stimulating growth, employment, competitiveness, social and territorial cohesion, with the involvement of the productive fabric, the participation of communities, the leading role of all creative talents, the formation of public-private partnerships.

Considerations - analysis

Strengths

The territory of Nardò has an important and diversified cultural and natural heritage.

The social and cultural fabric is lively and includes skills, professionalism and creative energies.

The institutional context is favorable to the inclusion of culture in development policies, and is favorable to the inclusion of civil society in its processes. He has experience of governance of cultural and environmental heritage and territorial cooperation.

In the territory there are quality productions in agriculture, craftsmanship and manufacturing.

The tourist offer is competitive in sectors related to the sea, culture, food and wine, nature, traditions and events. It takes advantage of the growing notoriety of the Puglia brand and the Salento brand on European markets.

The city is committed to the development of sustainable forms of mobility (cycle paths) or original (seaplanes) aimed at fueling growing market niches.

Points of weakness

The cultural offer is poorly integrated.

The use of new technologies is fragmented.

Lack of resources dedicated to marketing and development projects by cultural players

Excessive dependence on seaside tourism, domestic and seasonal tourism.

The tourist offer should be more integrated with the enhancement of cultural heritage and with the enhancement of typical products.

The tourist offer has an offer of services concentrated in the middle ranges.

High-speed rail transport services are absent.

Opportunity

The less congested tourist destinations will likely be the ones spoken in the tourist season following the covid-19 health crisis. The cultural offer of these tourist destinations will be more appreciated.

The implementation of adequate technologies, management techniques and promotion policies will lead to a better segmentation of the target. This would allow to achieve better results even in the extension of the tourist season by attracting different audiences, more interested in the cultural offer even out of season, even if interested in shorter stays than the average found in summer.

The trend of the pre-covid periods highlighted

- increase in tourist consumption and a greater demand for quality and typical products.
- interest in slow and eco-sustainable mobility systems (bicycles and electric public transport).

Threats

It is possible that there is a lack of propensity on the part of operators to adapt supply, structures and technologies to the changes induced by demand.

The tourism market is exposed to the risk of strong variations.

Competitors from Italy and the Adriatic-Ionian area could strengthen and grow to the detriment of the Salento and Neretina tourist market. An even greater effect could be had on the return to global competition of beach sector players in North Africa.

Climate change can cause damage such as the desertification of portions of the territory.

Reduction of air routes and railway connections (even after the covid-19 crisis).



ANNEX 2 - PP2 Meeting Minute





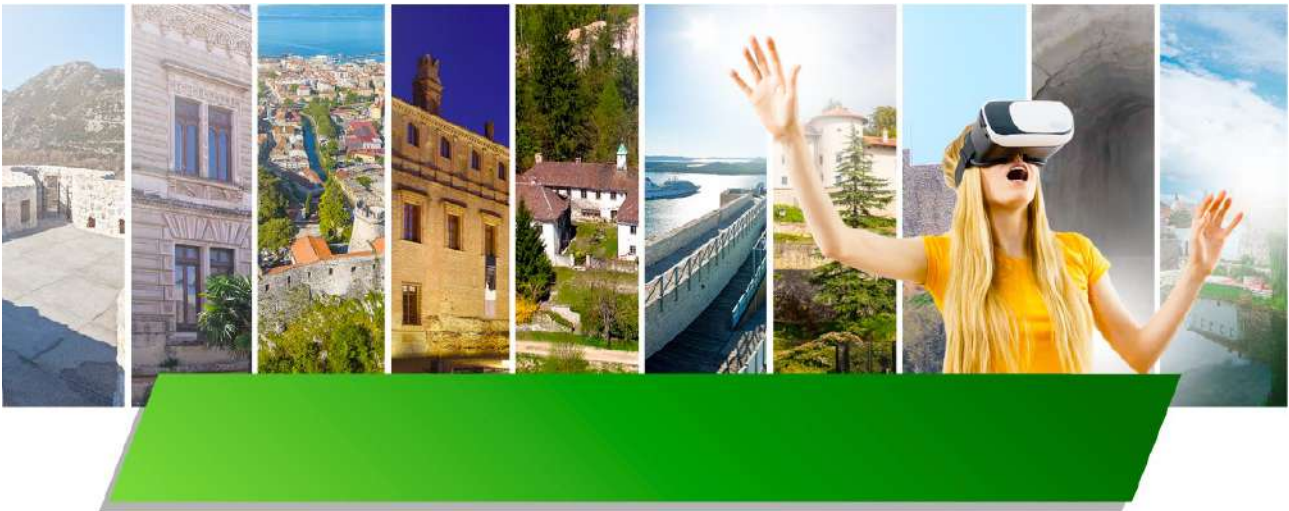
CITTÀ DI CARPI

Project ADRION EMOUNDERGROUNDS

PP2 Città di Carpi

WPT1 - Activity T1.1 **Territorial Animation Meeting among tourist chain operators**

REPORT



Online Meeting held on Tuesday 27th October 2020 from 10,00 AM to 1,00 PM on Google Meet platform. Link: <https://meet.google.com/rcj-vjna-oxo>

The meeting confirmed the collaborative attitude of the stakeholders in the area, who expressed their willingness to contribute to the project by providing specific skills in the field of management, promotion and marketing of cultural tourism, through a proven capacity for cooperation that actually constitutes the local network of public and private entities of the tourism and cultural sector supporting the EMOUNDERGROUNDS project activities.

Participants:

Enrico Bonasi, Cassa Risparmio Carpi Foundation.
Support Carpi Area ì social and cultural development. (Sector: Tourist attraction management, Events and entertainment, Nature, wildlife, sport and wellness, health,)

Francesca Schintu, Fossoli Foundation
Museum, exhibition and research activities. (Sector: Tourist attraction management.)

Alberto Marri, Palazzo Foresti
Management of a historic site for business and exhibition activities. (Sector: Tourist attraction management, Food and wine attractors, Business tourism.)

Andrea Beltrami, Diocese of Carpi
Museum, exhibition and research activities. (Sector: Tourist attraction management.)

Maurizio Salvarani, Museo della Bilancia
Museum, exhibition and research activities. (Sector: Tourist attraction management.)

Francesca Soffici, Modenatour Srl
Specialized tourist agency and management of the tourist destination of the territory. (Sector: Travel agencies with public ticket service, Guides and tour leaders.)

Milena Ferrari, Palatipico Srl
Promotion of local history and traditions through the valorization of PDO and PGI agri-food products. (Sector: Food & Wine, Farmhouses, Craftsmen, Business aggregations and consortiums.)

Stefania Gasparini, Councilor for tourism and economic activities of Carpi Municipality

Manuela Rossi, Municipality of Carpi - head of the EMOUNDERGROUNDS Project;

Prof. Elena Svalduz, UNIPD, coordinator of WPT2 activities for the PP2 Municipality of Carpi;

Sandra Meschieri, Quicittà Carpi Municipal information service;

Diana Liotti, Municipality of Carpi;

Elisa Pellacani, Municipality of Carpi;

Andrea Bonifacio, coordinator of WPT1 activities for the PP2 Municipality of Carpi.

Palazzo (or Castello) dei Pio (lords of Carpi from 1336 to 1527) is the result of unions of pre-existing buildings and transformations that took place from the 14th to the 17th century. The current surface is now about 14,000 square meters. After a restoration project completed in 2009, the Palace performs exclusively cultural functions, hosting the Museum of the Political and Racial Deported, the Palace Museum, the City Museum, the Municipal Historical Archive, the Children's Library and the Playroom.

The technological applications envisaged by the EMOUNDERGROUNDS project will be located inside the Torrione degli Spagnoli (whose restoration is ongoing) and in the Warrior's Room. These spaces are located (entirely or partially) below the ground level, not an underground strictly speaking. The interventions of the project will allow to give back to these two places the former function of access doors to the building.

The Warrior's room is located on the east side of the building, at the Honor Courtyard level, merged into the former post office room. Following the discovery of a large fresco depicting a warrior, a complex restoration was initiated. It completed in 2009. Open to the public in the afternoons of the first Sunday of the month, it is now in a narrow architectural context that compromises its use and understanding. An issue that will be solved thanks to the solutions of new technologies. Recent studies have shown that that area was one of the main entrances to the Palace. This before the changes made during the Renaissance period by Alberto Pio, who moved the main facade of the complex to the west, effectively eliminating this function. The Warrior fresco is about three meters high: it therefore had to be visible from a more distant point of view, a situation that will be recovered with the intervention of the project, together with the historical context that generated it.

The recovery of Torrione degli Spagnoli will provide a room with a surface area of almost two hundred square meters where the main technological installations created by the EMOUNDERGROUNDS project will be placed. The space will tell about its architectural value but will also be the reception point that will give the visitor a new approach and a new idea of Palazzo dei Pio and its context. It will become the headquarters of InCarpi, the city's tourist information service, and therefore also the access point for visiting the system of cultural sites (and not only) of the entire territory.

The Covid19 pandemic is now having impact on tourism at global level. It confirms how much tourism is a phenomenon more subject to volatility than other economic sectors. The economic situation has brought out elements of fragility in museum production such as the impossibility of scheduling school visits, and the difficulty in applying rules that sometimes change very fast. However, this unfavorable situation is increasing the popularity of uncrowded and content-rich tourist destinations, just like Carpi.

The tourist movement recorded by accommodation facilities in 2019 (Source: Emilia Romagna Region Statistics Service) was:

Emilia Romagna Region	arrivals 11,597,928 presences 40,360,042
Province of Modena	arrivals 721,217 presences 1,665,434
Carpi	arrivals 37,658 presences 69,498

In the same period the neighboring regions had some of the highest number of tourists in Italy:

Lombardy	arrivals 18.2 million, presences 43.6 million
Veneto	arrivals 20, .. million, presences 71 million
Tuscany	arrivals 14.5 million, presences 48.5 million

In these regions the presences are polarized towards the cities of Florence, Milan and Venice. These are the three Italian cities that, after Rome, have generated the largest expenditure by foreign tourists: Rome 72 billion, Venice 4 billion, Milan 3.6 billion, Florence 2.8 billion. This is

potentially interesting tourism also for Carpi since foreign tourists visiting the history cities are supposed to be mainly attracted by their cultural offer.

The protection and valorization activities of Palazzo dei Pio are regulated by the Code of Cultural Heritage and Landscape (Legislative Decree no. 42, 22 January 2004) and is under the control of the Superintendence of Archeology, Fine Arts and Landscape for the Metropolitan City of Bologna and the Province of Modena, Reggio Emilia and Ferrara.

The same Legislative Decree n. 42 delegates to the Regions the discipline of the valorization of the cultural assets in the institutes and places of culture not belonging to the State.

The Emilia Romagna Region operates in the cultural heritage sector through IBACN - Institute for artistic, cultural and natural heritage. From 2021 January 1st, the functions of IBACN will be incorporated into the broader ones of the Department of Culture of the Region. It promotes and carries out cognitive and operational activities, of investigation and research, for the restoration and enhancement of the heritage and also advises local authorities.

It also exercises regional administrative functions in the field of libraries, historical archives, museums and cultural heritage.

In Carpi, the EMOUNDERGROUNDS Project is part of a context of integration of the cultural and tourist offer of the area and the cultural heritage development. Carpi Municipality leads a local network mainly ruled by cooperation agreements signed with the main stakeholders in the area. These are operators or consortia of companies in the sectors of cultural production, tourism, food and wine, territorial promotion, which actually constitute a structure rooted in the local social and economic environment, capable of supporting the development prospects of the project underground heritage and its transnational network. The participants, in fact, appreciated the aims of the project and the opportunities it intends to provide. All the participants confirmed the willingness to collaborate, sharing the general objective of a better promotion and valorization of the territory.

The management model of the local EMOUNDERGROUNDS network in Carpi emerged during the Meeting gives to the Municipality of Carpi a central role because is the promoter of the initiative, the connection with the project transnational network and, in addition, runs directly the management of the technological installations, then overcoming possible obstacles in finding resources for daily management. The municipality furthermore guarantees the political legitimacy of the operation and its inclusion under the institutional point of view, in the current territorial development processes of cultural offer, involving, on the other hand, the sector's public and private players. The latter, although represented by the participants, seem to suggest for the local EMOUNDERGROUNDS network a horizontal form and an operating mechanism that attributes the coordination to the promoter Municipality of Carpi, distributes to the others the functions of involvement of entrepreneurial energies and creativity, of support in attracting private investors and above all in promoting the local tourist and cultural offer. The definition of the referring geographical area is extended to the neighboring municipalities and is not strictly interpreted, with the aim of including the elements capable of characterizing and strengthening the profile of the local cultural offer.

The network as above defined will therefore have the objective of promoting the innovations produced by the EMOUNDERGROUNDS project within the cultural tourism system of the territory with a view to enhancing the overall value of the local offer and consequently the return in terms of reputation, identity and economy, regardless of the involvement in the immediate commercial dimension of the operators involved.

The project transnational network should promote the innovative use of the underground heritage as a whole and the individual underground of each partner of the network throughout the area. It also should be the space for sharing experiences and methodologies between the partners for strengthening the local networks, for the promotion of the local cultural tourism offer and its territory as well as for the attraction of new public segments. Further objectives should be the expansion of the network with the inclusion of new partners in a medium-long term sustainability perspective.

Meeting Minutes

Stefania Gasparini, Deputy Mayor of Carpi, brings greetings from the administration. The Municipality strongly believes in the EMOUNDERGROUNDS project because with its innovative contents it affects the administration's approach to the use of Palazzo dei Pio. The innovative use of the building will be the driving force for the development of the city's tourist and cultural system. The administration believes that the Public-Private partnership is an important opportunity for this sector: not only for the organizational or financial aspects, but also and above all because under the cultural and political point of view, putting together (also) the intellectual resources, strategies, public and private vision, avoids continuing to fragment the tourist and cultural projects of the City, then allowing to achieve better results. It is time to get together for innovative projects.

Manuela Rossi, head of the Museums and Tourism of the Municipality of Carpi and head of the EMOUNDERGROUNDS project for the PP2 Municipality of Carpi, introduces the participants.

Andrea Bonifacio illustrates the main features of the ADRION program and the EUSAIR strategy, adding a reference also to the Italian Ministry's Strategic Plan for Tourism.

He continues by presenting the EMOUNDERGROUNDS transnational partnership, the project actions and objectives and the aims of the ongoing Territorial Animation Meeting, also mentioning how the use of new technologies has undergone a sudden acceleration due to the current health emergency, as evidenced by the same way the meeting is held.

Manuela Rossi clarifies the importance of the EMOUNDERGROUNDS project for the municipal administration, as the recovery of the Torrione degli Spagnoli and the innovative planning of access and use of the heritage through new technologies converge. To this are added the strategies of inclusion and sharing that are considered necessary to develop and adopt an innovative system for the use of heritage.

She continues by presenting the main cultural sites in the area of Carpi: the museums inside the Palazzo dei Pio, the former Camp of Fossoli, the Deported Monument (inside the Palazzo dei Pio), the Synagogue, the Diocesan Museum, Palazzo Foresti, the Libra Museum. Sites that are included in the "Carpi Card" network and participating in the Meeting.

Palazzo dei Pio is a monument that can be visited and accessed, with a cultural function. In the system of the palace, the Torrione becomes the new access door and to the visiting system. The paths are finally integrated and rationalized, due to the proximity to the Deported Monument Museum and the connection on the upper floors to the rest of the building. A virtuous path of

historical and artistic restitution of the building will be carried out which, starting from its fifteenth-century phase, crosses the Bishop's rooms on the first floor (where the art gallery will be located), connects to the Renaissance area (palace museum) and the rooms of the noble apartments and the City Museum, which is located on the second floor. A tour system of over 5,000 square meters that includes the entire building, its development phases and its museum offer.

The Torrione is the main site of the technological installations that will be carried out by the EMOUNDERGROUNDS project. It will tell about itself (architectural and artistic value) but it will also be the welcome point that will give the visitor a new approach and a new idea of Palazzo dei Pio. It will become the headquarters of InCarpi, the tourist information service, therefore also the access point for visiting the system of cultural sites (and not only) of the entire territory.

With the Territorial Animation Meeting, the interventions on heritage, the methods of use and the potential for tourist attractiveness begin to be connected.

Elena Svalduz points out that the Municipality of Carpi has shown over the years that it is very committed to investments in culture.

The UNIPD research group is engaged in the EMOUNDERGROUNDS project in the historical, artistic and architectural field, an area of in-depth philological knowledge, and in the field of the application of new technologies, to discover a hidden (underground) history that become inclusive, increasing the accessibility especially in terms of information. Since 2012, the synergy with the Municipality of Carpi and the departments of Engineering and Cultural Heritage of the University of Padua has already produced important results, such as the important "rebuilding" of the history of the Torrione now intended to become one of the access door to the Palazzo dei Pio, with 3D models and the use of virtual reality.

In the 2015 exhibition at the Sala dei Mori - an exhibition on the Duomo - the theme was already the effectiveness in cultural heritage communication with the help of new technologies.

The connection between the history of traditional architecture and Digital Humanities represents a means, a medium (albeit an important one), not a purpose. Past is recreated and made accessible through technology.

The methods of historical research are both traditional and those allowed by new detection technologies (such as the georadar) and in the field of restitution (such as three-dimensional modeling) which makes the object-result of the search visible.

Andrea Giordano highlights the relationship between communication, representation and sharing. Sharing also impacts in managing the asset and the fruition, allowing the visualization of objects that no longer exist or cannot be reached. Computerized three-dimensional representation media are nowadays available. For instance, the "Historical Building Information Modeling" where it is possible to upload volumetric information related to different historical periods, including documentation (attached documents). The idea of the 2015 exhibition was to represent the initial condition of the Cathedral of Carpi as well as the Torrione, displayed in its different temporal phases and in its current condition, state of conservation, situation of the systems, of the planning for the its accessibility and future use.

The coordinator introduces the synergies with CCI4TOURISM and CREATURE projects to be created by EMOUNDERGROUNDS for the joint promotion of paths and sharing of policy recommendations.

CCI4TOURISM aims to strengthen the entrepreneurial skills of the cultural and creative industries for the enhancement of cultural heritage and the development of sustainable tourism models) focused on cultural and creative industries applied to tourism.

CREATURE project aims to increase the sustainability and competitiveness of the tourism sector by improving the creative and cultural industries through innovation. It plans to produce policy recommendations, local action plans and related pilot activities, which will provide decision makers with new strategic tools for the creative and cultural industries, to be applied for example in the development of tourism itineraries. Leader of CREATURE is the Metropolitan City of Bologna, which also plays an important role in the participation of Carpi in the EOUNDERGROUNDS project since Modena and Bologna belong to the same tourist promotion area of the Regional Tourist Plan.

Sandra Meschieri presents Quicittà, the public relations office of the Municipality of Carpi. It provides services from the municipality, a reference point for information on the city in general, not only with regard to the administration. As soon as the project will be operational, the Quicittà team will be able to provide its practical contribution.

Enrico Bonasi General Secretary of the Cassa di Risparmio di Carpi Foundation brings greetings from the President Corrado Faglioni, recalling that support for culture is part of the Foundation's Mission. The Foundation has supported with conviction the process of the recovery of Palazzo dei Pio, financing the structural interventions in the Loggias in the first and second order, in the Sala dei Mori, in the Bishop's room, as well as in the last and most important intervention, still in progress, in the Torrione degli Spagnoli. The further commitment of the municipal administration for the valorization of these interventions within EMOUNDERGROUNDS Project, is particularly welcome. A project that innovates and enlarges both the contents and the valorization tools of the cultural offer of Palazzo dei Pio.

The project's approach is fully shared by the Foundation's bodies because it is fully in line with the objectives and guidelines of its multi-year planning document "From support to innovation".

The Foundation may therefore be interested in continuing on this path.

Positive is the involvement of other actors from the city's cultural life (with whom the Foundation has consolidated and constant relationships) and the use of new technologies such as modeling, useful for improving the general public's understanding of the historical and artistic heritage.

Finally, it is recalled that the Foundation can play an important role in integrating the intervention in the Palazzo dei Pio with other cultural sites in the area.

Francesca Schintu, Fossoli Foundation, brings greetings from the President, Pierluigi Castagnetti and the Director, Marzia Luppi. The Foundation manages the "memorial system" which includes the Campo di Fossoli, the Museum of the Deported (the Museum Monumento al Deportato di Carpi, historical museum on deportation and Nazi concentration camps, is inside the Palazzo dei Pio) and the complex of the Synagogues. The EMOUNDERGROUNDS project is in line with the Foundation aims which therefore intends to participate with great interest in its network. The Foundation also appreciates the transnational dimension of the project. The Adriatic-Ionian area allows us to underline how in its history, the Campo di Fossoli has also hosted exiles from Istria and Dalmatia.

The emotional dimension of the project looks interesting too, because of the proximity to the emotional path activated in the museographic concept on the base of the Museum Monumento al Deportato, artistic and evocative set-up and languages that strongly involve the visitor in an active way.

The Foundation participates with great enthusiasm in the EMOUNDERGROUNDS partnership and is happy to make its experience in the field of new technologies available. The new App of the Fossoli Field was recently presented, where the route joins the traces and testimonies. All themes therefore fall within the Foundation's perspectives.

The importance of the strengths of the Fossoli Foundation's offer is noted, for the contents, the presence in the territory and the adoption of new technologies for their enhancement.

The Museum occupies 13 rooms on the ground floor of the Palazzo dei Pio where artifacts, objects, photographs and graffiti by artists (including Picasso and Guttuso) are preserved, reflecting on the horror of the Deportation. The integration of digital languages will be another interesting issue to address. Technologies and languages to be compared and made as homogeneous as possible, both in local networks and internationally.

Manuela Rossi recalls that "The path of memory" has its own specificity also because addressed to the school world. How is it reconciled with the generic user, less prepared or less concerned? This presence in Carpi deserves a specific reflection on it. Perhaps the involvement of the tower will be helpful.

Francesca Schintu argues that the distinction between that audiences is often only superficial. Technology can be a suitable tool for integrating these two audiences.

Elena Svalduz suggests that the underground theme could have a further articulation. Under the museum of the deportee there is an architectural history that is fundamental to the history of the whole complex for goats. Showing what was underneath the intervention would be extraordinary. So underground as "what's underneath" to a new realization. To show, for instance, what the courtyard was before the intervention, when it was a vineyard. Thus a complete story of the whole palace complex can be told.

Another example is what you see from the central staircase: looking down you can see a basement with an explosive force. When UNIPD students go on a study visit to Carpi, they are impressed by this view. The theme of memory is very topical.

Maurizio Salvarani, presents the Museo della Bilancia, belonging to the Municipality of Campogalliano, a town very close to Carpi. It represents a tradition of measuring tools production, active in the area since 1860. The museum also and illustrates the history of metrology and integrates the instrumental heritage with a large archive. In addition to technique and history, it also tries to integrate design, art, etc. and is engaged in scientific communication and dissemination. The museum is interested in a concrete collaboration with the EMOUNDERGROUNDS project

Manuela Rossi reports that the Municipality of Carpi would like to involve the Museo della Bilancia both in the space of the Torrione which will be used for the representation of the territory, a "Showcase" not in a commercial sense, and in the integration of offers and audiences visiting museums and neighbors cultural sites.

Among them should be mentioned the **Campori Foundation**, not participating in the Meeting but already a Local Network Member. It provides cultural services in the area, in particular a playroom and library, and the management of the Campori castle, especially through contemporary art exhibitions connecting the castle with the urban context.

Maurizio Salvarani adds that it is possible to develop the theme of the Renaissance weaponry technique connected to the figure of the Warrior.

Alberto Marri presents Palazzo Foresti, renovated on the base of previous buildings with Neo-Renaissance style by the Architect Achille Sammarini at the end of the 19th century. A part of the building still retains the original interior, fresco and furnishings. The property has included an important collection of about 140 nineteenth-century paintings. The building is the headquarters of the Company owning it. Free guided tours are held every week. The building hosts events, meetings and conferences. Very often, paintings from the collection are requested on loan for the realization of exhibitions on 19th century painting. Palazzo Foresti always collaborates with the Municipality and is available to participate in the development of the city.

Diana Liotti - INCARPI: tourist reception service of the Municipality. INCARPI created Carpicard, for the promotion of the city as a whole instead a single museum. In normal times, school groups were important but remained focused on the deportee museum topic. INCARPI tried to integrate the other monuments into the offer, also adding the food and wine theme. The hope is that the EMOUNDERGROUNDS project will continue in this direction boosting the territory appreciation by many tourists.

Manuela Rossi reminds that INCARPI also has the theater ticket office and the ticketing system for any other paid events, still into the perspective of the local offer integration. In addition, INCARPI manages the temporary concession of halls and municipal spaces, to local and non-local subjects who request them. Not a purely tourist service, however consistent with the objective of integrating the offer of culture and local services. A broader interpretation of the concept of tourism.

Francesca Soffici explains that Modenatur is an incoming travel agency specialized in marketing the tourist offer of Modena, its province and Emilia-Romagna. In this moment of serious difficulty for the sector, seeing that there are projects that will give results after the pandemic and we'll start working and marketing tourism again, fills us with joy. There is a need for visions that go beyond the next few months, because at this moment the situation for this sector is dramatic.

The owners of Modenatur are the trade associations of the territory and tourism companies. Born 30 years ago, got the travel agency license in last 20 years. The owners thought that along with the promotion there should also be the concrete tool for selling.

We provide the EMOUNDERGROUNDS project with the possibility of marketing tourism products to both the direct individual tourism and the intermediate. Modenatur uses the appropriate technologies, also integrated with the regional system. It collaborates with Bologna as a destination and works together with all the IATs sharing the online booking system. It helps the territory to concretely reach the market.

She considers it very important, together with the construction of the best offer, to understand who the tourists are. To find the niches. In the intersections between memory tourism and generically "cultural" tourism there are many niches interested in both. Families, for example.

In parallel with the construction of the product, the markets evolution should be studied, in order to align the products with the identified niches. Many niches mean many people. There are countless tourist flows and the Modena area is an example of an attractor of multiple flows. Different types of tourism products that attract different targets. In this area there is tourism linked to typical products, engines, nature and music and more. Carpi is located within a very broad context and must be able to connect more and more to the Modenese network. It is important to look beyond the municipal,

provincial, regional administrative borders and aware of being part of a larger territorial offer. We need to dialogue with whoever is close.

Modenatur's contribution to the project can also help reposition the activities on the level of concreteness of those who work every day in the promotion and marketing of local tourism.

Manuela Rossi highlights that Modena has many tourists linked to motors (museums of automotive industries). It is currently difficult to intercept some of these visitors in favor of the other routes.

For **Francesca Soffici**, even if there are no official data that distinguish the motivation of the trip, it's possible to express an evaluation derived from direct experience, quite reliable since Modenatur is an agency dealing with tourists both direct and sent by other agencies. In addition it manages the IAT in Modena and the ticket office for visits to: Pagani factory, Maserati, Panini Collection, Stanguellini Collection. Motor tourism is surely one of the most relevant segments. It is a worldwide uniqueness. The tourist flow linked to cultural heritage is also important (Modena is a UNESCO city) but this is shared with many other destinations in the world and especially in Italy. The Modenese is very strong in Food sector. Motor tourism generates 60% of Modenatur's turnover but most of the tourists, once they arrive in the area motivated by motors, then go to restaurants, visit monuments, vinegar shops, etc.. They are not all the same. Depending on the country of origin or the level of interest. Somebody exclusively attend the motors, others, like the Italians, are more open to take advantage of other offers. Foreign tourism can be "hit" more easily with the quality of services, being less sensitive to distances, they are available to reach better equipped places.

Generating an image of Carpi (quality of services, beauty, cultural offer, the castle ...) suitable for this target can be a winner.

It is also important to think about domestic tourism (Italian and regional). Over the last five years in the Modena area overnight stays in hotels have grown by 40%. If this trend had continued, surely from Modena city there would have been an expansion of the tourist movement to the whole province. Instead, it is said that it will return to pre-Covid levels in five years. Meanwhile, domestic tourism represents an interesting opportunity.

Another sector is that of events and conferences: in next we'll try to organize smaller events and conferences in smaller cities where you can walk around. Carpi is already suitable to accommodate these segments, with the offer of the castle, the rooms, the hotels, which are not many but suitable. Perhaps even with the restoration of the castle tower, an additional prestigious space will be available for small events. However, the offer must be organized promptly. Thinking immediately of the target to which it is addressed.

Elena Svalduz, speaking of minor destinations, communicates that Carpi is activating a network of "Ideal Renaissance Cities" with a network of universities. The idea is to involve local authorities to develop knowledge, enhancement and promotion. The networking between similar realities is important.

Milena Ferrari intervenes on behalf of Palatipico Modena, a Company created by the consortia of DOP and IGP (PDO and PGI) products of the Modena area and by the consortia Modenatur (tourism) and Modenatavola (catering). The project is promoting the entire territory as a whole since 2011. Not the agri-food sector only. The link between agri-food and the territory and its culture is essential. It is therefore fully part of the broader concept of EMOUNDERGROUNDS.

With the pandemic we need to understand how to move, with the awareness that we need to network. Piaceremodena, the Palatipico brand, is very interested in participating in the EMOUNDERGROUNDS project and willing to give everything possible to grow something important and useful for everyone.

We need to create a showcase that all our territory must access. Palatipico is preparing the new site, which will dialogue in real time with all producers and with cultural offers.

Andrea Beltrami for the Diocese of Carpi expresses great interest in the project because it allows to know and deepen the local realities using modern systems and technologies. He believes that the intention to unite the forces present in the area is important and hopes to be concretely useful for its development. The Diocesan Museum was reopened on May 5, 2019 after the earthquake that hit the region in 2012. Last year was very successful and the museum also hosted temporary exhibitions. The Museum now opens on weekends only. The cultural and information institutes of the area collaborated in the promotion and integration of the museum in the city's cultural offer.

Andrea Bonifacio invites the audience to express any further considerations on the themes proposed by the project. He stresses that in Carpi a collaboration network involving the main players in the production and development of the cultural tourism offer of the area is "de facto" already operational. This can certainly include the local EMOUNDERGROUNDS network and make it work better, without further administrative acts or formalizations, at his stage.

This reality is certainly a Best Practice to be proposed and shared within the transnational partnership of the project, also going to affect the decisions on the form and mode of operation that will arise from the comparison with the other partners in the meeting scheduled shortly.

Manuela Rossi agrees on the management aspect: all those who participate already have agreements in place with the municipality and at the same time it is not the will of the municipal administration to plaster the relationships between the local network members. Nothing that prevents the need to create other forms in the future.

Regarding the Transnational network, she identified a possible exchange between Carpi and the rest of the EMOUNDERGROUNDS network: Carpi is one of the two project partners not close to the sea. Here the driving tourist attractions are others. Carpi is therefore the bearer of an original and useful reality for others. At the same time, the partners can be useful to understand how they face the need to channel "other" tourism (seaside tourism for example) towards their own heritage. As regards the Policies, today's meeting highlighted above all the policies implemented daily by the operators in the sector. The other partners will be able to add their considerations. The aim of the project is to improve.

With this project different paths are activated from those in place today, so we must reflect to summarize these things. The strategy for the local network will emerge more clearly.

Francesca Soffici and **Milena Ferrari** agree to focus on merit and not on form.

Milena Ferrari recalls that Palatipico works in close collaboration with the Chamber of Commerce and with many municipalities in the province and also maintains relations with the Region and the Ministry. E.G., it launched a project of food and wine events at the Italian embassies in Europe and the first edition which was held in Sweden was a success.

Alberto Marri confirms his availability, mentioning that Palazzo Foresti has several (7 - 8) rooms that house the painting collection and can be used for meetings. The palazzo also houses a

restaurant and a wine shop. Well an agile and practical approach. In other contexts they tried to launch projects starting with the formalization of structures, but the projects then ran aground.

Manuela Rossi ends the meeting by hoping for further in-depth discussions and, when possible, a collective visit to the Palazzo dei Pio "in presence".



ANNEX 3 - PP3 Meeting Minute





Municipality of Andravida - Killini

Local Animation Meeting Minutes - D.T.1.1.1

On Wednesday 8.12.2020 the Municipality of Andravida – Killini organized and accomplished the Transnational Meeting (Activity T1.1 of WP1) with local tourist chain operators.

The meeting began with the presentation of the archeological monument selected. According to the Project «EMOtional technologies for the cultural heritage valorization within transnational UNDERGROUNDS» the monument chosen for the Municipality of Andravida – Killini in order to preserve, capitalize and innovate cultural and natural heritage, is Chlemoutsi Castle.

The archeological site of Chlemoutsi Clermont Castle is situated in the village of Kastro, in the Municipality of Andravida – Killini of the Ilia Regional Unit, on the westernmost cape of the Peloponnese. Built on the summit of Chelonata Hill, in a strategic, prominent position overseeing the entire plain, which was the center of the Principality of Achaia – Chlemoutsi protected the capital of Andravida and the large commercial port of Glarenza. It is one of the best preserved medieval castles in Greece, as it belongs to the Frankish period without having undergone significant later alterations to its architecture.

According to the Chronicle of Morea, Chlemoutsi was originally built by Franks, between 1220 and 1223, as a fortified palace and a symbol of the Villehardouins' absolute sovereignty, in whose dynasty it flourished. In the 14th Century it was claimed by different noblemen, while at the start of the 15th century it came to the possession of Carlo Tocco, count of Cephalonia and Despot of Epirus.

In 1427, Chlemoutsi passed peacefully to Constantine Palaiologos as a dowry. In 1460 it was taken over by the Turks and in 1620 was plundered by the knights of the order of St John of Malta. In 1687 it passed into the hands of the Venetians who held Chlemoutsi in their possession till 1715 when it was reclaimed by the Turks, who in turn kept it till the Revolution of 1821.

A respectable percentage of tourists who visit Greece includes in their visiting list a trip in Ancient Olympia. Despite the fact that the monuments are in close distance, due to the fact that Chlemoutsi Castle is not widely known, a small percentage visits it every year.

Also, the main reason that the monument is not well-known is the fact that main recovery and development measures haven't been carried out in recent years. It was highlighted to the Participants that main aim of the Emoundergroups Project is to





put the Chlemoutsi Castle in the tourist map. This would only happen with their contributions to the Project and especially by the following actions.

During the presentation of the Emoundergrounds Project, it was emphasized the innovative character and the contribution of the new age multimedia technologies in the Project. It was clarified that the new age multimedia technologies is one of the most important factors – assets of the project, which will lead to the succession of the Project. It will not only help at the promotion of the Castle, but as a result of the promotion, a great number of tourists will be attracted from all over the world.

Following the presentation, the contribution and the way that the monument will be promoted by the use of new age technology, a discussion between the Municipality and local tourist chain operators was made. During the conversation, private companies representing the tourist section, expressed various suggestions on how through their contribution and their cooperation with the Municipality the monument and the whole area will be become widely known.

First of all, the Castle can be used as an educational destination by schools of the wide area of Achaia so that the students become aware of the history of the Castle. This kind of promotion, is very valuable, because including this monument in educational trip, will lead to the valorization of the Castle as new generation will understand and know its important history.

Moreover, it was proposed that the material produced for the project (videos, leaflets etc.) can be used and reproduced by the local tourist chain operators of the area. Also, hotel managers offered to include Chlemoutsi Castle as a suggested visit destination at their tourist packages that they offer to tourist worldwide.

Finally, an interesting idea was to combine the visit to Ancient Olympia with the visit to Chlemoutsi Castle through day trip excursions offered by the local operators. As the two monuments are in close distance it will be a very interesting a day trip to be spent by the tourists to get to know the history of the whole area.

The meeting ended in a positive outcome. The local chain tourist operators expressed that they are positive and that through common action an Action Plan can be structured to create and materialize the Project.





ANNEX 4 - PP4 Meeting Minute



Main findings of the Territorial Animation Meeting

Rijeka, 9th March 2021.



Contents

1. Meeting information.....	3
2. Brief summary.....	4
3. Information on the underground heritage and the area of intervention.....	4
4. Information on regulatory and institutional aspects relating to the enhancement of the underground heritage.....	6
5. SWOT analysis.....	9
Annex 1: Stakeholder’s database.....	11
Annex 2: Photos from the Territorial Meeting.....	16
Annex 3: Agenda and Power Point Presentation.....	17



1. Meeting information

Date: 9/3/2021

Place: Project center Subjekt, Ul. Drage Šćitara 34, Rijeka & Teams online conference

Duration: 150 minutes

Speakers:

- Mr Dominik Damiš, Project Manager
- Mr Valerij Jurešić, Expert for community-based projects

Participants:

- 1 Tourism Board of Rijeka
- 3 from City of Rijeka
- 2 from the Ministry of Culture
- 1 bar owner
- 2 Museum of natural history
- 1 Museum of the City of Rijeka
- 2 Experts for community-based projects
- 1 Academy of Applied Arts
- 1 National Archeology Museum



2. Brief summary

Mr Damiš has opened the hybrid meeting and welcomed participants. Most of the participants were present in live at the venue of Project center Subjekt (12 participants) and two were present by the means of MS Teams platform, following the meeting and taking part in discussions.

Since Mr. Škarpa (director of the Tourist Board of Rijeka) was not able to participate due to the complications with Covid-19 infection, Mr Damiš spoke in the name of project partner explaining the content and reasons for the project. TB Rijeka has interest in developing tourism products based on natural and cultural heritage which must integrate effective participatory involvement of the local stakeholders and compile with goals of sustainable development.

Represented stakeholders include local, regional, and national levels of government, cultural and educational institutions and in smaller amount representatives of private entrepreneurs.

Mr Damiš introduced participants to the Adrion program, project Emmoundergrounds and its goals. Also, structure of the project partnership and program governance were presented.

Mr Jurešić introduced the structure and goals of the project to the participants in more detail. Working packages, activities and outputs were explained.

Open discussion structured around the SWOT analysis of the cultural attraction took place.

All the participants were active in analysis of the strengths, weaknesses, opportunities, and threats for the Trsat castle and related touristic products.

When contributions to the SWAT analysis were collected, discussion of the potential future products for the Trsat castle took place. Again, all the participants had ideas and proposals.

Same as SWOT analysis, those ideas are part of this report.

Next was the consideration of the limiting factors regarding development of Trsat castle tourism offer and opportunities brought by international networking.

Finally, agreement about next meeting was made.

3. Information on the underground heritage and the area of intervention

SELECTED ASSET MAIN HISTORICAL AND CULTURAL CHARACTERISTICS	THE TRSAT CASTLE
	Trsat Castle (Croatian: Gradina Trsat) is a castle in Trsat, Croatia. It is thought that the castle lies at the exact spot of an ancient Illyrian and Roman fortress. The Croatian noble Vuk Krsto Frankopan is buried in one of the churches. The Trsat castle was completely reconstructed and renovated in the 19th century when the mausoleum of the military commander Laval Nugent was built in its interior. The courtyard of the castle has now



	<p>been turned into a restaurant and many tourists visit the place during the summer months.</p> <p>In the center of the castle there is a “dungeon” connected with natural vertical cave. This is underground</p>
<p>PROPERTY</p>	<p>The Trsat Castle represents a strategically embossed lookout on a hill 138 meters above sea level dominating Rijeka. It was mentioned as a parochial centre for the first time in 1288. At this same on site was a Liburnian observation post from prehistoric times, used for monitoring the roads leading from the hinterland to the coast. This location served well to the Romans to establish their defence system, the so-called Liburnian limes, whose starting point was the Tarsatica fortress town – which was situated at the site of today’s Old City of Rijeka.</p> <p>The plateau of the Trsat Castle offers a magnificent view of the ruins of these limes situated on opposite hills, Katarina and Kalvarija, as well as of the whole area of the Rijeka’s Old City. The Trsat Castle is one of the oldest fortifications on the Croatian coast which preserves the features of the early medieval town construction.</p> <p>Today the Trsat Castle has been enriched by new facilities and events – visual arts gallery, open-air summer concerts and theatre performances as well as fashion shows and literary evenings. Within the Trsat Castle, at the address Partizanski put 9A, you’ll find the Trsat Castle Info Point where you can get any information about this building and the City of Rijeka.</p>
<p>CONTENTS AND METHODS</p> <p>AND MANAGEMENT</p>	<p>Trsat Castle is in ownership of the City of Rijeka which gave Tourist Board Rijeka mandate to govern the castle.</p> <p>Complex of the castle consists of the park and castle. In the park one can find a communal bowling facility where locals meet and socialize while participating in the traditional sport.</p> <p>At the entrance to the castle is info centre of the Tourist Board. Also, in the castle are caffe</p>



	bar with terrace, three separate areas with temporary exhibitions, of which one is underground connected with natural cave, and a new not yet opened interpretation center of the Cultural-Touristic Route “Paths of Frankopan” dedicated to the historical nobles which owned the castle in Middle ages.
VISITOR FLOWS	Over 100.000 in 2020 – precise data unavailable due to lack of counting equipment and free entrance
NUMBERS OF VISITORS AND TOURISTS IN THE SURROUNDING AREA	<p>Official data:</p> <p>Total guests to the city of Rijeka: 155.423 in 2018. (128.063 foreign tourists – 82%), 166.568 in 2019. (135.191 foreign – 81%) and 61.694 in 2020. (42.143 foreign – 68%).</p> <p>Total overnight stays: 407.963 in 2018. (344.982 foreign – 85%), 467.720 in 2019. (387.947 foreign – 83%) and 219.758 in 2020. (163.683 foreign – 75%).</p>
MAIN RECOVERY AND DEVELOPMENT MEASURES CARRIED OUT IN RECENT YEARS.	In last few years major renovation activities took place on Trsat castle. Most of the castle has been renovated and brought back to full function. Problems with drainage and security are mostly solved. Interpretation center of the noble family Frankopan is supposed to be open in following months in one of the semi-towers.

4. Information on regulatory and institutional aspects relating to the enhancement of the underground heritage

Directorate for the Protection of Cultural Heritage

The Directorate for the Protection of Cultural Heritage is a body responsible for carrying out administrative and professional tasks related to the protection and preservation of cultural heritage. The Directorate for the Protection of Cultural Heritage consists of two Sectors; the Cultural Heritage Protection Sector and the Conservation Departments and Inspection Sector, the latter comprising Conservation Departments for the Regions (19) and the City Institute for the Conservation of Cultural and Natural Heritage of the City of Zagreb. The Office for Inspection Activities supervises the application of legal regulations.

The Directorate for Archives, Libraries and Museums consists of two Sectors; Archive, Library and Museum Activity Sector and Digitization, Documentation and Registry Sector. In the latter Sector is The Register of Cultural Goods of the Republic of Croatia. It is a public record of cultural

goods kept by the Ministry of Culture and Media. It comprises of three lists: the List of Cultural Goods, the List of Cultural Goods of the National Significance and the List of Cultural Goods under the Preventive Protection. Directorate for the Protection of Cultural Heritage brings acts on permanent protection (the List of Cultural Goods) and Conservation Departments and the City Institute for the Conservation of Cultural and Natural Heritage of the City of Zagreb bring acts on temporary protection (the List of Cultural Goods under the Preventive Protection).

<https://registar.kulturnadobra.hr/>

Restoration institutions

Institutions for the protection and preservation of cultural goods are restoration institutes or other restoration institutions as well as museums, galleries, archives, libraries and other public institutions in the field of culture, which in the framework of their activities, carry out tasks related to preservation, renovation and protection of cultural property.

Tasks related to restoration, conservation and renovation of cultural goods are performed by the Croatian Restoration Institute, a public institution in the ownership of the Republic of Croatia. The Institute for Restoration of Dubrovnik performs activities in organization and implementation of the Restoration programme of endangered historic centre of Dubrovnik. The Agency for the Renovation of the Osijek Citadel is established as a public institution in charge of preparation, organization and implementation of programmes for protection and revitalization of the Osijek Citadel.

Along with the aforementioned institutions, the tasks of research, analysis, record-keeping, restoration, conservation and preservation of cultural property may be performed by specialised legal or physical persons. The Minister of Culture prescribes the conditions to be fulfilled by legal or physical persons in order to acquire permits to carry out these works.

Local level

The municipalities, cities and counties may act independently in decision-making in the framework of their self-governmental scope of work (some municipalities and towns employ staff to deal with cultural issues including projects concerning cultural heritage such as the launching of rehabilitation projects – some are more active than others in this respect). The municipalities, towns and counties can declare cultural goods of local significance by decision and they have to ensure the conditions and means for the implementation thereof.

The current legislation on cultural heritage

Act on the Protection and Preservation of Cultural Property (OG: 69/99,151/03,157/03, amendments 87/09, 88/10, 61/11,25/12, 157/13, 152/14, 44/17)

Act on the Rehabilitation of the Threatened Monument Complex of Dubrovnik, (OG 21/86,26/93,33/89,128/99, 19/14, 99/14)

Also, Republic of Croatia has ratified the following international conventions:

- Act on the Ratification of the Convention on the Protection of Underwater Cultural Heritage (OG International Conventions 10/04).



- Convention for the Protection of the Architectural Heritage of Europe, Granada, 1985 (OG International Conventions 6/94)
- Convention on the protection of cultural goods in the event of armed conflict and its Protocol relating to the prohibition on exports of cultural goods from occupied territories (OG, International Conventions, 12/93, 6/02 promulgation).
- Act on the Ratification of the UNIDROIT Convention on Stolen or Illegally Exported Cultural Objects, drawn up in Rome, 24 June 1995 (OG, International Conventions, 5/00, 6/02 promulgation).
- Act on the Ratification of the European Convention on the Protection of Archaeological Heritage (revised), 1992, drawn up in Valetta, 16 January 1992 (OG International Conventions, 4/04 and 9/04 promulgation).
- Act on the Ratification of the Convention on the Protection of Intangible Cultural Heritage (OG International Conventions 5/05, 5/07 promulgation).
- UNESCO Convention on Measures to Protect and Prevent Unauthorised Imports, Exports and Transfer of Cultural Goods (OG International Conventions, 12/93).
- Convention on the Protection of World Cultural and Natural Heritage (OG International Conventions, 12/93: adopted in Paris, 1972). The Republic of Croatia became a party to the Convention pursuant to the notification of succession of 8 October 1991 (Entered into force on 8 October 1991).
- Regulation on the promulgation of the Agreement between the Government of the Republic of Croatia and the Government of the United States of America on the protection and preservation of certain cultural goods (OG International Conventions, 9/06, 2/07 promulgation)
- Act on the Ratification of the Second Protocol to the Convention on the Protection of Cultural Goods in the Event of Armed Conflict (OG International Conventions 11/05)
- Act on the Ratification of the Framework Convention of the Council of Europe on the value of cultural heritage to society (OG International Conventions 5/07)
- Regulation on the Ratification of the Treaty between UNESCO and the Government of the Republic of Croatia on the Establishment of the Regional Centre for Underwater Archaeology in Zadar, Croatia, as a Category II Centre under the auspices of UNESCO (OG 1/09)
- Act on the Ratification of the Convention on European Landscapes (OG International Conventions 12/02)
- Regulation on the promulgation of the Treaty between the Government of the Republic of Croatia and UNESCO regarding the continuation of activity of the Regional Centre for Underwater Archaeology in Zadar, Croatia, as a Category II Centre under the auspices of UNESCO (OG International Conventions 5/16)



5. SWOT analysis

Based on the group analysis of the situation on Trsat Castle, as well as the legal framework and other strategic documents, the following SWOT table can be defined:

TRSAT CASTLE	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
CULTURE	Combination of the rich cultural and natural heritage	Scarce presentation and interpretation	Underground of the castle	Rising standards for cultural events organizers
	Other cultural content in proximity (sanctuary, campus...) and inside the park (house de Crevi, church of St. George)	No integrated project of presentation	Development of cultural-touristic route Paths of Frankopan	
	Castle is a historical nucleus of the city growth	Green on the walls has not been evaluated		
TOURISM	Presence of the brass orchestra in the park building			
	Rich with events all the year	Unfunctional governing structure	Diocesan museum in the vicinity	Pandemic limitations
	Children's playground in proximity	Unsolved ownership of the De Crevi house	Interpretation center of the nature on campus	In-bound travel in emitting countries
	Small square in the middle of castle	Messy green areas	Touristic trends are turning toward city breaks and experiences	
	High production level of the events	Touristic flow bypasses Rijeka	Vicinity of Rijeka to the markets of central Europe	



	Popular and beloved venue	Guest from cruise ships are not visiting attractions in the city	Shortening of the visits	
	Integrated touristic offer (venue, events, bar)	Touristic guides are taking tourist out of Rijeka	New hotels in Rijeka	
EDUCATION	View of the city is an open book of the city's history	Contaminated with different info boards	Story of Laval Nugent	Overweight educational programs in Croatia
	Build in layers – castle and the surrounding	Not integrated in the educational system through the story of the town		
ECONOMY	Spatial accent – attracts economical activities	Low attendance in the winter months, lacking events out of summer season	Part of the Trsat settlement	Economical narrowing due to pandemic
	Bowling playground in the park connects castle with local community	City of Rijeka has no clear vision for the castle		Hard to find funds for investment in cultural goods
INFRASTRUCTURE	Great position (breathtaking sight)	Complicated procedures for every investment	Pandemic turns people to the virtual experiences	Higher standards for protection of cultural goods limiting investments
	Free parking slots in close distance	Missing signalisation		
	Famous stairway	Dark, even dangerous		



	approach from the city center	approaches and paths
		Limited possibilities of investments in offer of food and drinks
		Unsecured exhibits and objects
		No fences, sanitary areas, or content for children

Potential future products for the Trsat castle

- Castle and the park surrounding it can become open exhibition space for the city museum
- Appropriate to serve as interpretation venue for the middle ages in the region
- Reconstruction and renovation of the lapidarium in the close area of the castle
- Integration with the cultural attractions of the Rijeka urban agglomeration

Limiting factors regarding development of Trsat castle tourism offer

- None of the strategic documents (city or region) has drafted future of the castle
- As cultural heritage site, procedures for the investments must be carefully followed
- Limited financial resources available for the investments
- Hard to imagine private commercial interest for investment in the area

Opportunities brought by international networking

- Transfer of good practices
- Recombination of the international cultural content through events and exchanges
- Combined effort in advocating the adequate policies and approaches

Annex 1: Stakeholder's database

Record number	1
Name – Brand	City of Rijeka
Address	Korzo 16, 51000 Rijeka





Contact information	ivana.mekelenic@rijeka.hr +385 51 209 333 www.rijeka.hr
Activity	Owner of the Trsat fortress Responsible for the managing of the Trsat fortress
Market	Croatia
Typology	Other
Turnover size	-
Seasonal activity	No

Record number	2
Name – Brand	Natural History Museum Rijeka
Address	Lorenzov prolaz 1, 51000 Rijeka
Contact information	zeljka@prirodoslovni.com +385 98 311 451 www.prirodoslovni.com
Activity	Responsible for natural heritage on this territory Making analysis of underground
Market	Local citizens and tourists
Typology	Museum
Turnover size	-
Seasonal activity	No

Record number	3
Name – Brand	Subrosa d.o.o.





Address	Zdravka Kučića 11, Rijeka
Contact information	antesabrage@gmail.com +385 99 2367537
Activity	Beverage serving activities
Market	Local citizens and tourists
Typology	Bar
Turnover size	-
Seasonal activity	No

Record number	4
Name – Brand	Conservation department Rijeka
Address	Užarska 26, 51000 Rijeka
Contact information	biserka.dumbovic-bilusic@min-kulture.hr +385 (51) 311 300 www.culturenet.hr
Activity	Responsible for the managing of protected cultural heritage
Market	Croatia
Typology	
Turnover size	-
Seasonal activity	No

Record number	5
Name – Brand	City museum of Rijeka
Address	Square Riccarda Zanelle 1/1, 51000 Rijeka
Contact information	info@muzej-rijeka.hr +385 51 336-711





	www.muzej-rijeka.hr
Activity	Archiving and interpreting cultural heritage of Rijeka city
Market	Local citizens and tourists
Typology	Cultural and historical museum institution
Turnover size	-
Seasonal activity	No

Record number	6
Name – Brand	Rijeka tourist board
Address	Užarska ul. 14, 51000, Rijeka
Contact information	info@visitrijeka.hr +385 51 335 882 www.visitrijeka.hr
Activity	Managing of the Trsat fortress
Market	Local citizens and tourists
Typology	
Turnover size	-
Seasonal activity	No

Record number	7
Name – Brand	Academy of applied arts, University of Rijeka
Address	Ulica Slavka Krautzeka 83, 51000 Rijeka
Contact information	cim@apuri.hr + 385 (0) 228 880 www.apuri.hr





Activity	Through its activities encourages the participation of young people in interpretive activities and cooperation with the community
Market	Local citizens
Typology	University
Turnover size	-
Seasonal activity	No

Record number	8
Name – Brand	Archaeological museum in Zagreb
Address	19 Nikola Subic Zrinski Square, 10000 Zagreb
Contact information	amz@amz.hr +385 (0)1 4873 000 www.amz.hr
Activity	Responsible for archaeological heritage at the national level Collects, handling and restoring the precious material Set up an exhibition about Laval Nugent
Market	Local citizens and tourists
Typology	Museum
Turnover size	-
Seasonal activity	No

Record number	9
Name – Brand	Primorje-Gorski kotar county
Address	Adamićeva 10, Rijeka



Contact information	info@pgz.hr +385 51 351 600 www.pgz.hr
Activity	Responsible for cultural and touristic heritage Carried out the project “The routs of the Frankopan” and set up the part of interpretive content
Market	Croatia
Typology	Other
Turnover size	-
Seasonal activity	No

Record number	10
Name – Brand	SUBJECT limited liability company for consulting and providing services
Address	Bulevar oslobođenja 26, 51000 Rijeka
Contact information	subjekt@subjekt.hr +385 99 808 2077 www.subjekt.eu
Activity	External experts for project development in cooperation with local community
Market	Croatia
Typology	
Turnover size	-
Seasonal activity	No

Annex 2: Photos from the Territorial Meeting

(attached as a separate file)



Annex 3: Agenda and Power Point Presentation
(attached as a separate file)





ANNEX 5 - PP5 Meeting Minute





Meeting of stakeholders of cultural and creative industries in the tourism sector:

Project 905 EMOUNDERGROUNDS

Šibenik; City Library „Juraj Šižgorić“ Šibenik, Thursday, October 29th 2020

Meeting Information

Within EU funded project EMOUNDERGROUNDS, Public Cultural Institution Fortress of Culture Šibenik (further in text: PCI Fortress of Culture) implemented a meeting of stakeholders of cultural and creative industries in the tourism sector. The meeting took place on October 29 2020 at the City Library Juraj Šižgorić Šibenik in Šibenik. In accordance with current epidemiological measures, the meeting was attended by 19 participants (7 male and 12 female):

- 7 representatives of PCI Fortress of Culture:
 1. Đurđa Vrljević Šarić,
 2. Josip Pavić,
 3. Morana Periša,
 4. Zoran Erak,
 5. Ines Furčić,
 6. Martina Horvat,
 7. Melani Sikavica.

- 6 members of 5 different NGOs in the field of culture and/or creativity:
 1. Igor Bergam, NGO Initiators of Alternative Cultural Development „P.A. R. K.“
 2. Hrvoje Jelković, Šibenik Youth Association Š.U.M.
 3. Nina Šegović, Šibenik Youth Association Š.U.M.
 4. Ivan Lučić, NGO Oksid
 5. Zorana Mihelčić, NGO Dance studio „Sjene“
 6. Mate Skračić. NGO Zaokret.

- 3 representatives of education/training centres from Šibenik (2 high schools, 1 public library):
 1. Nataša Cvitan Plazibat, Traffic-technical school Šibenik
 2. Danja Bujas, Antun Vrančić Gymnasium Šibenik
 3. Ana Šimić, City Library Juraj Šižgorić Šibenik

- 2 representatives of local public authority:
 1. Mirjana Žurić, City of Šibenik



2. Nataša Vrcić, City of Šibenik

- 1 representative of SMEs:
 1. Zdravko Bogdan, Kreator ATK (Marketing communication agency)

The meeting was started by the project manager Đurđa Vrljević Šarić (PCI Tvrđava kulture Šibenik) with a speech in which she greeted the participants of the meeting, presented the EMOUNDERGROUNDS project and its activities. Mrs. Vrljević Šarić continued by explaining the goals of the meeting, the expected results of the meeting (at the local and transnational level), but also the next steps to strengthen cooperation between the public and private sectors in cultural and creative tourism. Mrs. Vrljević Šarić reminded the participants of the recently completed project of PCI Fortress of Culture "CREATIVE Šibenik Network of Integrated Cultural Development - KREŠIMIR" which successfully strengthened cooperation and networking of public and civil cultural sector and human capacity of stakeholders for participative management. She reminded that the project "KREŠIMIR" established a network of employees/members of partner associations, employees of PCI Fortress of Culture and the City of Šibenik, associations and NGOs in culture and art, local cultural institutions and expressed satisfaction with the fact that many members of the network are attending the meeting.

After the introduction of Mrs. Vrljević Šarić, Josip Pavić, Head of the Department for Cultural and Historical Heritage of PCI Tvrđava kulture Šibenik, took the floor and presented the specifics of cultural assets under the management of Tvrđava kulture Šibenik and the current way of presenting cultural assets, while the head of the Department of Program and Production, Morana Periša, provided information on current program contents and space for their improvement. The presentation was concluded by the head of the Technical Department of PCI Tvrđava kulture Šibenik, Zoran Erak, with an explanation of the content of cultural goods from a technical aspect, the challenges of digital technology and the possibilities of bridging them.

After the presentation of the members of the project team of the Public Institution in Culture Tvrđava kulture Šibenik, the moderator of the meeting Zdravko Bogdan (Kreator ATK) took the floor and started a discussion on the possibilities of deepening/expanding existing content at the local level. Participants agreed that the PCI Fortress of Culture, compared to other cultural institutions in Šibenik and Croatia, invests significant resources and efforts in enriching its offer, but there is always room for improving the offer in facilities managed by the PCI Fortress of Culture. Mr. Bogdan shared information about the existing tourist routes related to the aforementioned facilities and noted that new tourist route of the fortification heritage will be made. Ms. Vrljević Šarić presented her thoughts on the potential coverage of this route, thus raising the topic of connecting cultural and natural resources in the wider area of Šibenik into one or more thematically related routes. Mr.



Bogdan provided the audience with information (statistics) on the habits of tourists visiting Šibenik and its surroundings, and noted that the Krka National Park is an indispensable part of every tourist visit, and that some locations nearby have huge tourist potential that has yet to be realized. Participants also commented on the role of technology and innovation in the interpretation of cultural and natural heritage, and some meeting participants expressed concern in terms of excessive use of technology where it becomes a purpose in itself. Participants agreed that technology must be at the service of cultural and natural resources, not the other way around. The topic of cultural (but also natural) resource management was covered through all aspects of the meeting: the participants agreed that the cooperation between the civil and public (cultural) sector in Šibenik and capacities of stakeholders for participatory management of aforementioned resources are insufficiently developed. The participants were introduced to several examples of good practice in participatory management; the advantages and disadvantages of such and similar management models were singled out, and the current situation in Šibenik was analysed. Mr. Bogdan explained that in the Croatian context, new models of participatory governance based on civil-public partnership are linked to socio-cultural centres. However, the precondition for their further development, as well as the establishment of new ones, is the strengthening of professional and managerial capacities of relevant stakeholders, as well as their connected and cooperative activities.

Mr. Bogdan emphasized that there is a certain disagreement regarding the perceived role of economic entities in culture and incentives for their contribution to the cultural offer of the city. The City of Šibenik (as an institution) sees entrepreneurs in culture as an important contribution to future cooperation, but there is no unequivocal agreement on whether they have the right to use the city's infrastructure, public spaces and financial incentives. The participants of the meeting assessed the cultural offer of Šibenik as very good and they agree that the cultural offer is seasonal, which is why it is necessary to develop models and contents that will be spread throughout the year. In that context, the expected opening of the House of Art "Arsen" was singled out as a new multifunctional object under the PCI Fortress of Culture's management with a mission to connect the local community, support artists and actors in culture, and support and encourage creativity and artistic expression.

Mrs. Vrljević Šarić concluded the meeting by inviting participants to disseminate information and knowledge exchanged at the meeting, especially to craftsmen, entrepreneurs and other members of the private sector who, due to epidemic measures, could not attend this meeting and announced further cooperation within the EMOUNDERGROUNDS project; signing of the Cooperation Agreement and focus groups about which interested stakeholders will be informed in a timely manner.



1. Information on the underground heritage in the area of intervention – St. Michael's Fortress

Main historical and cultural characteristics

St. Michael's fortress (registration number Z-2013 in the *List of protected cultural assets* within Register of cultural Heritage of the Republic of Croatia) is the oldest of four fortresses in Šibenik, Croatia, dating back in early medieval period. The fortress is located on a strategically extremely favourable position, halfway between the antique centres Zadar and Split, in the protected mouth of the Krka river and near all of the important transportation roads in Dalmatia. St. Michael's Fortress is of paramount importance for the history and urban development of Šibenik. It was originally built as a lookout of the Šibenik bay and the mouth of the Krka river, and as a refuge for the surrounding population. During the medieval times, the fortress became a source point of the defence fortification system of walls and fortresses of Šibenik. The fortress owes its name to the Church of St. Michael, which was located within its walls since the 12th century. The church has not been preserved, but the fortress kept the name of the saint, who became the patron of Šibenik very early.

The fortress was repaired and rebuilt several times throughout history and it is preserved in the form of an irregular square. Typical for military architecture, the fortress contains only a few parts which show stylistic characteristics of different epochs. Two square towers on the eastern wall and two polygonal towers on the northern wall are preserved. The walls are decorated with numerous coats of arms, as the building of additional elements was initiated by Šibenik's noblemen.

Part of the fortification facilities of the fortress are also the attractive double walls which descend from the fortress, down a steep cliff, directly to the sea. They were used for retreat or supply of the military garrison of the fortress in case of siege by the enemy or rebellion of the townspeople.

During the long Venetian rule, the fortifications of the city are complemented with other fortresses (St. Nicholas' Fortress, St. John's Fortress, Barone Fortress), which defended Šibenik successfully against Ottoman attacks. However, the existence of new and more important fortifications on the wider perimeter led to a neglect of St. Michael's Fortress, which was additionally affected by explosions of the gunpowder magazine within its walls in 1663 and 1752. Finally, new Austrian administration restores a large part of the Fortress and the city walls in 1832.

St. Michael's and Barone (registration number Z-2016 in the *List of protected cultural assets* within Register of cultural Heritage of the Republic of Croatia) Fortresses were left for centuries to decay, and had no public function until they were revitalized in 2014 (St. Michael's Fortress) and in 2016 (Barone Fortress). Both fortresses are under the management of PCI Fortress of



Culture; The revitalization of fortresses was only achieved through overall institutional activity (cultural and various educational programmes, research and presentation of the fortresses, establishment of a gastro-cultural centre...) and through establishing a firm relation with local community.

Today, the revitalized fortifications of Šibenik are powerful generators of cultural development of the city; they are significant agents of education, formally through visits organized by different educational institutions from Croatia and abroad, and informally through visitors learning from their own experience. All those activities contribute to individual knowledge and social cohesion. The fortresses are used as venues for many social and cultural events.

Ownership

City of Šibenik is the owner of the St. Michael's Fortress while Public Cultural Institution Fortress of Culture Šibenik manages it, along with the Barone Fortress.

Contents and management methods

The offer of St. Michael's Fortress comprises of:

- Guided tours in Croatian and English for organized groups, subject to appointment and reservation;
- Educational workshops for school children available, subject to appointment and reservation;
- 3D mapping experience: Two renewed water tanks which are equipped with 34 projectors and 16 speakers that cover 90% of the wall surface; one of the water tanks has been turned into a „time machine“ that takes visitors through the centuries of Šibenik and the most important events from the creation of the city until today, with a special emphasis on the fortress from which the city originated while the other one offers the story of the all-time struggle of good and evil, in the Christian tradition often represented by the fight of St. Michael and the dragon. In the breaks between the main screenings, the cisterns show a multimedia 3D exhibition of the most important and best-preserved findings which testify to the long-term continuity of use of this location;
- Visitors can use the multimedia audio guide free of charge; it complements the existing signalization and historical contents of the fortress;
- An open-air stage with an auditorium of 1077 seats, which turned this historic monument into the most prestigious open-air stage in the region;
- For those who need refreshments, a caffe with products from local SMEs is available under the auditorium.



The Public Cultural Institution Fortress of Culture Šibenik takes care of the land fortification heritage of the city of Šibenik and manages its sustainable use by organizing cultural events for citizens and visitors of the city of Šibenik. The institution, which was founded in 2016, currently manages two revitalized Šibenik fortresses; St. Michael's Fortress and Barone Fortress and all their newly designed facilities, as well as the City Point information office in the Šibenik's city center. The activities of PCI Fortress of Culture are aimed at: managing cultural heritage in a modern and innovative way that includes financial self-sustainability; strengthening the perception of Šibenik fortresses as a platform for the promotion of cultural and creative industries through the organization of cultural events; providing attractive, cultural and entertainment content - whether it is educational, musical, film, dance or gastronomic programs; development and education of cultural audiences and active encouragement and spread of interest in cultural and historical heritage, its contents and programs in public. The institution prepares and nominates cultural projects according to international funds, coordinates the preparation and candidacy of cultural projects of other entities according to international funds, and coordinates cultural and artistic activities of interest to the city of Šibenik for the purpose of cultural, tourist and economic development of Šibenik.

PCI Fortress of Culture also engages in various public activities, which is evident by its Departments (Cultural and historical heritage; Programmes and production; Marketing, promotion and sales; Administration and finances; Technical affairs). Under the leadership of its director Gorana Barišić Bačelić, in less than five years of its founding, the Institution became heavily involved in the devising and implementation of EU projects in Šibenik.

The main objective of the Institution is fortification system management and preservation of Šibenik cultural and historical heritage, and the long-term financial and programmatic plan is to maintain the Institution's stability and sustainability, to contribute to economic and social well-being of citizens of Šibenik, and to be a best practice example of cultural management in the region.

The institution is managed by the Board of Directors. The Board has five (5) members and consists of:

- three representatives of the Founder,
- two representatives of the employees of the Institution, of which one is elected by the professional employees of the Institution, and one is elected by all employees of the Institution in accordance with the Labour Law.

The three members of the Board are appointed by the competent body of the Founder from among prominent cultural and artistic workers in the field of cultural activities who can contribute to the work of the Board of Directors.

Following the agreement with the City of Šibenik, two out of five members of the Board of Directors of the PCI Fortress of Culture are representatives of the Society for the Preservation



of Šibenik Heritage Juraj Dalmatinac (NGO), which makes PCI Fortress of Culture a rare example of Croatian cultural institution where participatory model is directly implemented.

With its numerous collaboration projects, workshops and events it organizes, PCI Fortress of Culture Šibenik is actively contributing to cultural, educational and environmental policy implementation at local and regional level. One of its best examples of cultural and educational policy implementation is the Šibenik fortresses *Friends Club*, a community development programme and an answer to the challenge of reconnecting the local community with its newly revitalized cultural heritage. PCI Fortress of Culture Šibenik constantly works on widening the Friends Club benefits, while simultaneously educating and developing a community that respects and promotes tolerance and diversity. Through programmes for adults and children held at St. Michael's and Barone Fortress, Friends Club engages and educates local community (4,000 of them – around 10% of Šibenik population) about cultural heritage topics at the same time seeking feedback and opinion through online and on the spot surveys and discussions.

Most notably, part of the funds gathered from Friends Club membership fees is invested in programmes, while the other part is being reinvested in preservation, research and conservation of cultural property in and around Šibenik. In this process, members are those who get to select which monuments or sites they would like to see renewed via an online survey. So far three such actions have been implemented by PCI Fortress of Culture Šibenik with the aim of making members of Friends Club "business partners" and active participants in the functioning of the institution; creators of new content and patrons of heritage.

Visitor flow

In 2019, St. Michael's Fortress and Barone Fortress were open for 362 days in which 20% increase in group visits (from 152 to 182) and 87% increase (from 647 to 1.208) in school group visits from Šibenik-Knin County were recorded, compared to 2018.

The season of cultural events on the stages lasted 126 days, and a total of 55 film, music and stage programs were held, i.e. 23% more events were held compared to 2018. At St. Michael's fortress, 22 events were held, while 33 evening events were held at the Barone Fortress, with 60% more visitors compared to 2018.

The total number of visitors on both of our fortresses in 2019 was 195.415: 23.309 visitors of cultural events (St. Michael's: 19.116, Barone: 4.193) and 172.106 daily visitors (St. Michael's: 123.750, Barone: 48.356).

Most visits were made in summer months:

- 17.757 in June;
- 38.044 in July;
- 43.015 in August;



- 27.748 in September.

Daily average for St. Michael's Fortress amounts to 343 visitors, while daily average for Barone Fortress amounts to 133 visitors.

The numbers of visitors and tourists in the surrounding area

In Šibenik, a total of 1,638,595¹ overnight stays were realized in 2019 - an increase of 2.6% compared to 2018. This growth is slightly higher compared to the nation level (1.8%), but also significantly lower compared to some other Dalmatian cities. For example, in Zadar (Zadar County) the number of overnight stays increased by 8.5%, while in Split (Split-Dalmatia County) it amounted to 9.6% - which indicates that the tourism in Šibenik is growing at a lower intensity than other major Dalmatian cities. The number of arrivals in the city of Šibenik in 2019 was 370,276 which is an increase of 8.8% compared to 2018. It is noticeable from the aforementioned data that the growth rate of the number of arrivals is significantly higher compared to the growth of the number of overnight stays, which shows that guests in Šibenik stay shorter, i.e. the number of excursionists increases significantly. It is important to point out that in 2019 the share of the City of Šibenik in the total number of tourist arrivals in Šibenik-Knin County was 36.7%, while the share of overnight stays was 29.5%. This also confirms that Šibenik is a destination where tourists stay shorter than in the rest of the county. From the aspect of tourist trends, it is important to point out that the City of Šibenik has experienced a significant rise in tourism in the last ten years, with the number of tourist arrivals in the period 2010-2019. increased by 84.9% and tourist overnight stays by 64.9%.

The structure of tourists in the City of Šibenik is dominated by foreign tourists who in 2019 realized 83.9% of all overnight stays, while domestic tourists realized the remaining 16.1% of overnight stays. Compared to the Šibenik-Knin County, the share of foreign tourists is more pronounced in the City itself, given that at the county level, foreign tourists realized a slightly higher 87.4% of overnight stays. The largest number of foreign tourists in 2019 refers to tourists from Germany (12.9%), Poland (8.5%), Slovenia (7.2%), Czech Republic (6.4%), Austria (5.1%), and Slovakia (4.8%).

The main recovery and development measures carried out in recent years

PCI Fortress of Culture continuously conducts historical, archival and archaeological research in order to obtain new knowledge about history of Šibenik, with particular focus on fortified heritage. So far, the following actions took place:

¹ *Tourist arrivals and nights in 2019*, Croatian Bureau of Statistics, 2020



- An expert management plan for St. Michael's Fortress was made in 2017 and since updated on a yearly basis, with recommendations for future research campaigns, interventions, conservation projects,
- A part of NE *fausse-braye* was reconstructed, some 30m long and 2-4m high,
- Conservation and restoration project were made for the north polygonal tower,
- Conservation and restoration project were made for *sperone* next to double rampart,
- Access staircase project towards the north entrance of the St. Michael's Fortress,
- We have participated in writing a conservation study for double rampart, a part of St. Michael's Fortress protected as a separate cultural asset,
- An archaeological campaign plan was made for period up to 2024,
- Four of our six archaeological campaigns since 2018 took place on St. Michael's Fortress,
- An old garbage pit was uncovered on St. Michael's Fortress, and was thoroughly researched and recorded,
- Several scientific papers and two publications were issued in the last 3 years.

2. Information on regulatory and institutional aspects relating to the enhancement of the underground heritage

Institutions and actors involved in the management of the local underground heritage

Public Cultural Institution Fortress of Culture Šibenik, with its Board of Directors, is the sole manager of St. Michael's and Barone Fortress. PCI Fortress of Culture continuously cooperates with relevant institutions and actors:

City of Šibenik

City of Šibenik is the founder of PCI Fortress of Culture. As a unit of local self-government, in its budget provides funds for meeting public needs in culture, technical culture and science in the City of Šibenik, i.e. actions and events of interest to the City of Šibenik, and in particular:

- activities of cultural institutions, associations and other organizations in culture, as well as helping and encouraging artistic and cultural creativity,
- actions and manifestations in culture that contribute to the development and promotion of cultural life,
- investment maintenance, adaptations and much-needed interventions on cultural facilities,
- co-financing of program activities of technical culture associations which, by their activity, are of interest to the City of Šibenik.



These public needs are under the jurisdiction of the Department for Social Affairs of the City of Šibenik, which performs activities in the field of culture, technical culture, sports, preschool education, education, social welfare and health.

In order to promote the implementation of its cultural policies and the satisfaction of their cultural needs, the City of Šibenik is the founder of the following cultural institutions:

- *Croatian National Theatre in Šibenik* - the main activities include organizing its own drama production, theatre guest appearances, concerts and various workshops, organization of the International Children's Festival in Šibenik, round tables and international cultural cooperation
- *City Library "Juraj Šižgorić"* - the holder of library activities in the Šibenik-Knin County, as the main library for public and school libraries in its area. The main activities of the library are the acquisition, professional processing, storage and protection of books and non-books, publishing books, brochures, brochures and similar publications.
- *The Šibenik City Museum* - takes care of Šibenik and Croatian cultural heritage by collecting, researching, protecting, professionally processing, preparing documentation, presenting with an aim of disseminating knowledge of Šibenik's history and monitoring modern achievements in the development of the world's most famous museums. In addition, it performs the conservation of archaeological and historical sites for their appropriate presentation to visitors; and participates in the preparation and implementation of cultural projects from international funds. It is a museum of a complex type which consists of an archaeological, cultural-historical, a department of recent history and an ethnographic department. There is also a restoration and conservation workshop within the Museum. In its collections, it preserves numerous objects of museum value important for the study of Šibenik's past from the earliest times to the present day.
- *Gallery of St. Krševan* - the main activity of the Gallery is the organization of solo and group exhibitions of artists from Croatia and abroad, and informing the public about contemporary trends in art. The gallery occasionally also deals with art and pedagogical work with young people. In addition to publishing and professional assistance provided to interested individuals and groups, it collaborates with similar institutions on numerous projects. In particular, it seeks to work to raise the level of visual culture and the overall cultural standard in the environment in which it operates. The permanent activity of the Gallery is also the collection of works of contemporary art, which it occasionally presents to the public.
- PCI Fortress of Culture.

Cultural Council of the City of Šibenik

The Cultural Council of the City of Šibenik is an advisory body established within the City of Šibenik. The Cultural Council's activities are as follows:



- it proposes the goals of cultural policy and measures for its implementation, and in particular proposes programs of public needs in culture for which funds are provided in the budget of the City of Šibenik,
- the Council enables the influence of cultural workers and artists on making decisions important for culture and art,
- it provides assistance to the head of the administrative department of the city responsible for culture in the implementation of programs of public needs in culture and their financing,
- the Council participates in determining cultural policy, for which purpose it provides expert background and opinions to the administrative department responsible for culture,
- at the request of the City Council, the Mayor and the administrative department of the city responsible for culture discuss certain issues in the field of culture and art and the Council gives written opinions to these bodies,
- it considers measures for encouraging and promoting professional cultural and artistic creativity, cultural amateurism and alternative creativity in culture and art and proposes measures for their improvement,
- it performs other tasks provided by law.

Šibenik Tourist Board

Šibenik Tourist Board is an organization that operates on the principle of destination management, and was established to promote and develop tourism in the Republic of Croatia and the economic interests of legal and natural persons providing catering and tourism services or performing other activities directly related to tourism – it manages the destination at the level of the city of Šibenik. Tasks of the Board are as follows:

- product development,
- information and research,
- distribution.

Šibenik-Knin County

Šibenik-Knin County is a unit of regional self-government. A county is a legal entity that performs tasks of regional significance in its self-governing scope, and in particular tasks related to:

- education,
- health,
- spatial and urban planning,
- economic development,
- traffic and traffic infrastructure,
- maintenance of public roads,
- planning and development of the network of educational, health, social and cultural institutions,



- issuance of construction and location permits and other acts related to construction and implementation of spatial planning documents for the area of the county outside the area of the big city,
- and other activities in accordance with special laws.

There are quite a few institutions founded by Šibenik-Knin County - PCI Fortress of Culture mostly cooperates with the following:

- *Public Institution for Management of Protected Areas and Other Protected Parts of Nature of Šibenik-Knin County - PRIRODA* - The Public Institution performs the activity of protection, maintenance and promotion of protected areas in order to protect and preserve the originality of nature, nature protection measure in the area it manages and participates in data collection for the purpose of monitoring the state of nature conservation (monitoring).

The public institution, in accordance with the Nature Protection Act (N.N. 80/13) manages 9 protected areas and 60 sites of the Natura 2000 ecological network.

- *Regional Development Agency of Šibenik-Knin County* - The Šibenik-Knin County Development Agency has an important role in planning, preparing and implementing projects that put unused cultural and natural assets into the function of tourism, improve public tourism infrastructure, encourage private sector development in tourism and promote the County as a desirable tourist destination. In addition to activities related to strategic planning itself, the Development Agency has extensive experience working on projects that encourage tourism development. The following projects should be especially emphasized: "Adriatic Re.Port - Network of Adriatic Ecotourism Ports", "Tourist Valorization of the St. Ante Canal in Šibenik", "Completion of the Faust Vrančić Memorial Center", "HERA - Sustainable Tourist Management of the Adriatic Heritage", "Development of Tourism in the Marginal Areas of the Krka National Park", "COAST" project funded by the GEF Fund, and participation in the development of the "Integrated Coastal Zone Management Plan of Šibenik-Knin County".

It is worth mentioning that PCI Fortress of Culture actively participates in creation of strategic documents by Šibenik-Knin County and, as some of the activities of PCI Fortress of Culture are linked to environmental protection polices, it has entered the Cooperation agreement on the project "My Fortress of Knowledge", signed in 2019 between the City of Šibenik, Šibenik-Knin County and the PCI Fortress of Culture. The agreement established a formal cooperation with local and regional authorities in which a number of educational activities are available for all children within organized school and preschool groups. PCI Fortress of Culture regularly participates in creation of numerous strategic documents for Šibenik-Knin.

Šibenik-Knin Tourist Board

The Šibenik-Knin County Tourist Board is established to promote and improve the tourism of the Republic of Croatia and the economic interests of legal and natural persons who provide



catering and other tourist services or perform other activities directly related to tourism by managing the destination at the county level.

In order to improve the general conditions of tourists, to promote the tourist product of the Tourist Board and to raise awareness of the importance and economic, social and other effects of tourism, to preserve and improve all elements of the tourist product, in particular environmental protection, the Tourist Board has the following tasks:

- strategic planning and development
- tourism system management
- information and research
- marketing.

Republic of Croatia Ministry of Culture and Media

The Ministry of Culture and Media performs administrative and other tasks in the field of culture that are related to the following: development and improvement of culture, cultural and artistic creation, cultural life and activities; establishment of institutions and other legal entities in the field of culture; promotion of cultural relationships with other countries and international institutions; fostering the development of cultural and creative industries;; professional and administrative tasks for the Croatian Commission for UNESCO; fostering programmes aimed at meeting the cultural needs of the Croatian people in other countries; provision of financial, material and other prerequisites for the performance and development of cultural activities, especially museum, gallery, library, archive, theatre, music, music and theatre, publishing, visual art and audio-visual activities.

Especially relevant to project 905 EMOUNDERGROUNDS are tasks Ministry performs that are related to researching, examining, monitoring, recording, documenting and promoting cultural heritage; the central information and documentation service; determining the characteristics of the protected cultural property; prescribing criteria for defining the public needs programmes in the segment of culture in the Republic of Croatia; provision, coordination and supervision of funding programmes related to the protection of cultural heritage; foundation and supervision of institutions performing tasks of the protection of cultural heritage; evaluation of operational requirements of legal and natural persons engaged in restoration, conservation and other tasks related to the protection of cultural heritage; provision of conditions for education and training of professionals in the tasks related to the protection of cultural heritage; supervision of traffic, import and export of protected cultural property; prescribing criteria for the use and purpose of cultural property and management of cultural property in accordance with the regulations; prescribing specific construction criteria aimed at the protection of cultural heritage; inspection tasks related to the protection of cultural heritage. PCI Fortress of Culture tightly cooperates with ***Ministry's Conservation Department in Šibenik for the area of the Šibenik-Knin County*** in order to protect cultural monuments managed by the Public Institution, acquire new knowledge needed for site management and present previous work and future projects of the Public Institution and its employees at national and international scientific and professional gatherings.

The Ministry performs further tasks assigned to it through special acts.



Republic of Croatia Ministry of Regional Development and EU Funds

The Ministry of Regional Development and EU Funds is responsible for planning and implementing the regional development policy; improving cross-border, interregional and transnational cooperation and preparation of strategic documents regulating the national development objectives. The Ministry participates in the preparation of priorities and annual and perennial strategic and operational documents for the use of EU funds and other international sources. It sets up priorities for the use of ESI funds available for Croatia and monitors the implementation of measures and activities set out in strategic documents.

The Ministry also performs other tasks assigned to it by a special law.

The rules (national, regional and local) and their essential contents

EU, national strategic documents, local development initiatives and strategies as well as real needs of PCI Fortress of Culture in the fields of management of protected cultural assets, protection and promotion of cultural and historical heritage as well as financial, institutional capacity and human resources were analysed for the purpose of informing on regulatory and institutional aspects related to the improvement of underground heritage:

Europe 2020 - A European strategy for smart, sustainable and inclusive growth (European Commission, Brussels, November 2014) is the European Union's strategy for growth and employment through the priorities of smart, sustainable and inclusive growth. The Europe 2020 strategy seeks to stimulate smart growth - by investing more effectively in education, research and innovation, sustainable - thanks to a decisive shift towards a low-carbon economy and inclusive - by placing great emphasis on job creation and poverty reduction through investment in the economy, including tourism.

Partnership Agreement between the Republic of Croatia and the European Commission for the use of EU structural and investment funds for growth and jobs in the period 2014-2020 (Government of the Republic of Croatia, Zagreb, October 2014) emphasizes the need to invest in integrated and sustainable urban development and improvement of the urban environment partly through the reuse of brownfield areas (former military and industrial complexes) for economic and social development. The activities of the EMOUNDERGROUNDS project contribute to the goals of cohesion policy because by improving the offer they will create preconditions for economic and social development through the valorisation of existing cultural resources.

Regional Development Strategy of the Republic of Croatia for the period until the end of 2020 (Zagreb, June 2017) - Activities within the EMOUNDERGROUNDS project contribute to the achievement of Strategic goal 1.: Increasing the quality of life by encouraging sustainable territorial development, priority 1.1. Raising the level of knowledge and skills to improve the quality of life (Measure 1.1.3. Support to the affirmation of cultural identity and development of civil society) and because the project creates preconditions for better management of protected cultural property, which is also closely related to priority 2.2.: Creating a stimulating



business environment at the regional and local level, i.e. its measure 2.2.3.: Development of a collaborative economy through support for the association of economic entities at the regional and local level.

Tourism development strategy of the Republic of Croatia until 2020 (Ministry of Tourism, Zagreb, April 2013) - the activities of the EMOUNDERGROUNDS project indirectly contribute to increasing employment in terms of job creation and activities related to cultural tourism, thus contributing to the fulfilment of the Strategic Goal of Tourism Development by 2020: New employment. The expansion of the content offer within the EMOUNDERGROUNDS project is in line with the Strategic goals of tourism development until 2020: Increasing tourism consumption (growth of consumption in tourism) and the Strategic goal Development of cultural tourism products.

Strategic Plan of The Ministry of Culture 2019-2021 (Republic of Croatia Ministry of Culture, 2018) - activities of EMOUNDERGROUNDS project are completely in line with General goal 1: Development of cultural and artistic creation and production, i.e. its specific objective 1.1: Support for artistic creation, entrepreneurship and participation in culture. The project, with its activities aimed at the enhancement of cultural offer, contributes to the achievement of goals within specific objective 1.1. such as providing support for the development of artistic activity (1.1.1.), encouragement of Entrepreneurship in cultural and creative industries (1.1.2.) and support for social inclusion and development of public-civil partnership (1.1.8.).

The project activities (especially those in WP1 and WP3) also contributes to General goal 2: Protected and preserved cultural heritage and its Specific objective 2.2.: An optimal model of protection and management of cultural assets provided. Aforementioned activities directly contribute to the improvement of the model for the management of cultural assets by drafting norms and regulations, action and strategic plans (2.2.1.).

The Master Plan of Tourism of Šibenik-Knin County until 2020 is a planning document that defines the possibilities of integrated and sustainable tourism development of the Šibenik-Knin County, with the aim of increasing the economic activity and impact of tourism in the long term. The document states that cultural tourism in the area of the Šibenik-Knin County represents a significant potential for the improvement of the overall tourism, therefore it is classified as a secondary selective form of tourism within the document. In the analysis of the situation, the greatest potentials for development in the categories of cultural and eno gastronomic tourism were recorded.

The Strategy of Development of Šibenik-Knin County for the period up to 2020 recognizes the fact that sustainable management of natural and cultural heritage is one of the cornerstones of sustainable development; therefore, the objectives of protection and preservation of natural heritage and the environment, as well as the revitalization and valorisation of cultural heritage along with the development of cultural contents are envisaged. In the context of cultural heritage management, measures for the restoration and



reconstruction of cultural heritage and associated infrastructure, the development and modernization of cultural institutions and cultural contents, and measures for the presentation of cultural heritage are envisaged.

The Strategy of Development of City of Šibenik is a strategic planning and development document and a tool for managing the development of the city of Šibenik more effectively and successfully. Restoration and valorisation of cultural heritage are included in Objective 2. Developed educational, scientific, research, communal, transport and social infrastructure: Priority 6 Development of educational, health, cultural and other social infrastructure and Objective 4. Preserved environment, valorised and preserved natural and cultural values; Priority 10 Preservation and valorisation of cultural and natural values.

The Plan on Managing Cultural Goods at Local and Regional Level was created as part of the project "Revitalization of the St. Michael's Fortress". The plan analysed the resource base for the development of cultural tourism, carried out a SWOT analysis and identified specific cultural resource bases in the Šibenik-Knin County and the City of Šibenik - fortresses and other sites. One of the reasons for drafting the document was to identify the organizational structure which would represent a realistic and rational institutional framework for the dynamic and continuous development of culture and cultural activity in Šibenik, mainly to manage St. Michael's Fortress and other fortresses whose revitalization was planned in the near future. With aforementioned in mind, in the finishing phase of the project, City of Šibenik (as Lead Partner on project) decided to form a new department to manage newly revitalized fortress within the Šibenik City Museum – Department for fortification system management; which was assembled of several young, but well experienced, highly educated and enthusiastic cultural professionals. ***The Revision of Plan on Managing Cultural Goods at Local and Regional Level*** was drafted as a part of the project "Barone: Rediscovering the rich past, the way to a successful future". The aim of the document was to improve the existing cultural property management plan, following the conclusions reached through the implementation of the Barone project. After the renovation and opening of Barone Fortress (January 2016), the decision to convert the Department for fortification system management into a brand-new cultural institution was made by the City of Šibenik; **Public Cultural Institution Fortress of Culture Šibenik (PCI Fortress of Culture)** was established in June 2016 with a purpose of long-term management of revitalized heritage.

Action plan for the development of participatory governance in culture of Šibenik was developed in 2019 as a part of project KREŠIMIR – Šibenik's Creative Integrated Cultural Development Network. The project was created and implemented in a cross-sector partnership between the public and civil sectors, i.e. PCI Fortress of Culture Šibenik, the City of Šibenik and three youth-oriented NGOs. The initiative was started by the PCI Fortress of Culture Šibenik with the purpose of encouraging cooperation and networking of the public and civil sector in Šibenik, strengthening human capacities in the area of participatory planning, programming,



decision-making and management in the culture of Šibenik and increasing the access of citizens to cultural and artistic contents.

The most important rules and laws relevant for the enhancement of cultural heritage are as follows:

Decision making in culture

Cultural Councils Act (OG 48/04, OG 44/09, OG 68/13) - Cultural Council is established within the Ministry of Culture and Media, or for the area of the county, the City of Zagreb, and the city with more than 30,000 inhabitants, and it can be established by other municipalities and cities if they deem it expedient. The act on the establishment of the council is passed by the representative body of the county, the City of Zagreb, the city, or the municipality. The founding act determines the scope, number and mandate of the council members, the procedure for election, appointment and dismissal of members, tasks, manner of work and decision-making of the council in accordance with this Act. The Cultural Councils Act establishes the following: Cultural Council for Music and Music and Performing Arts, Cultural and Artistic Amateurism, Dramatic and Dance Arts and Performing Arts, Book, Publishing and Book Industry, Visual Arts, Innovative Art and Cultural Practices and International Cultural Cooperation. In addition to the above-mentioned Councils, the following are established by special laws: the Croatian Council for Cultural Heritage, the Croatian Museum Council, the Croatian Library Council and the Croatian Archives Council.

Institutions in culture

Law on the Management of Public Institutions in Culture (OG 96/01, 98/19) – the law defines all facts relevant to the management of a public cultural institution in terms of who manages it, what is the composition and duration of the term of office of members of the board and director, the manner of their selection and other facts relevant to management.

Financing of culture

Act on the Financing of Public Needs in Culture (OG 47/90, OG 27/93, OG 38/09) - this Act regulates the issue of financing cultural needs and states that the Republic of Croatia, counties, the City of Zagreb, municipalities and cities adopt programs of public cultural needs, and provide funds from their budgets for their implementation, in accordance with the law. The program of public needs in culture includes all forms of encouraging and promoting culture and cultural activities that contribute to the development and improvement of all cultural life in the Republic of Croatia. In determining the program of public needs in culture, it is necessary to start from the needs and the achieved level of development of culture and cultural activities.



The law states that "institutions and other cultural organizations may also earn their own income by performing their activities, fees for providing services, selling services and products on the market, donations, sponsorships, gifts and other means in accordance with the law."

Furthermore, the law stipulates that "public needs in culture, for which funds are provided from the budgets of counties, the City of Zagreb, municipalities and cities, are cultural activities and activities, actions and cultural events of interest to counties, the City of Zagreb, municipalities and cities they determine by the program as their public needs, as well as those determined by a special law, and in particular: - activities and activities of cultural institutions, associations and other organizations in culture, as well as helping and encouraging artistic and cultural creation, - actions and manifestations in culture contributing to the development and promotion of cultural life, especially in areas and environments affected by war destruction, - investment maintenance, adaptations and much-needed interventions on cultural facilities affected by war destruction, as well as other cultural facilities. municipalities and cities in its area and the county as a whole, coordinates interests and takes action and for the purpose of balanced cultural development of municipalities and cities in its territory and the county as a whole, determines the relations in financing the culture of individual municipalities and cities in the county and the county as a whole, and harmonizes the development and network of institutions and other cultural organizations with importance for the area of the county as a whole. With its program of public needs in culture, the county determines the distribution of funds for home and regional institutions and other cultural organizations that are of interest to the county. The program of public needs is adopted by the representative body of the county, the City of Zagreb, the municipality and the city at the proposal of its government together with the annual budgets of the county, the City of Zagreb, the municipality and the city."

Financing of cultural goods of the Republic of Croatia by the holder of the financing program can be:

- financed by the owner or user of a cultural property
- legal guardian

Co-financing is possible from several sources

- by means of the owner or user of the cultural property
- funds from the state budget of the Republic of Croatia
- funds from the budgets of counties, cities, municipalities
- donations, concessions
- EU funds
- credit facilities (CEB)



Rule books

Ordinance on the selection and determination of public needs programs in culture (OG 55/16) states that for "the realization of the rights, needs and interests of the society in culture determined by the constitution and the law, funds are provided by cultural funds from the budget of socio-political communities. In order to satisfy their personal and common needs and interests in culture, which are not defined by law as the needs and interests of society, citizens may organize appropriate institutions or otherwise ensure that these needs are met, and provide the necessary funds for this purpose." The rights, needs and interests of society in culture are determined by the cultural development program, which includes all forms of encouragement, development and improvement of cultural activities that contribute to the development and improvement of cultural life in the socio-political community for which the program is adopted, and determines their content and scope, as well as the manner and level of their satisfaction. The cultural development program is based on the basics of cultural development policy, which is adopted for the Republic of Croatia by the Parliament of the Republic of Croatia at the proposal of the Government of the Republic of Croatia based on respect for the cultural heritage of the Croatian people.

On the other hand, the basics of the policy of cultural development in the municipality, i.e. in the city community of municipalities, are adopted by the municipal assembly, i.e. the city community of municipalities, at the proposal of the executive council, i.e. the city community of municipalities. Based on the accepted bases of the policy of cultural development of the municipality, i.e. the city community of municipalities, the municipal or city administrative body responsible for culture adopts the program of cultural development of the municipality, i.e. the city community of municipalities.

The report on the realization of the program of cultural development of the municipality, i.e. the city community of municipalities, is submitted once a year to the executive council and the assembly of the municipality, i.e. the city community of municipalities.

Protection and Preservation of Cultural Heritage

Act on the Protection and Preservation of Cultural Heritage (OG 69/99, OG 151/03; OG 157/03 Correction, OG 87/09, OG 88/10, OG 61/11, OG 25/12, OG 136/12, OG 157/13, OG 152/14, 44/17, 90/18, 32/20, 62/20) - this Act regulates the types of cultural property, the establishment of protection over cultural property, obligations and rights of owners of cultural property, measures for protection and preservation of cultural property, performance of work on protection and preservation of cultural property, performance of administrative and inspection tasks, work and scope of Croatian Council for Cultural Goods, financing of protection and preservation of cultural goods, as well as other issues related to the protection and preservation of cultural goods.



The competent bodies for the implementation of the *Act on the Protection and Preservation of Cultural Heritage* are the *Conservation Department and the Directorate for the Protection of Cultural Heritage*.

The basic tasks of the conservation department are:

- determining the properties of cultural property, legal protection and entry in the Register of Cultural Heritage of the Republic of Croatia
- establishing measures for the protection and preservation of cultural property
- issuing permits for conservation and restoration works on cultural property
- determination of special conditions for the protection of cultural property in the procedure of issuing a location permit and a decision on construction conditions
- inspection work
- issuing export permits and exporting cultural goods
- preparation of conservation studies for the needs of spatial planning

Linking mechanisms between the entities

All these encountered institutional entities are different, and work for its own but when it comes in the field of enhancing underground heritage, if they want to follow the regulations and procedures they have to act together. Especially in the area of developing, managing or financing heritage projects.

Institutions are in many parts folded or linked by the national laws, regulations and strategies (mentioned before). Many parts and articles of laws are integrated or give guidelines for creating local decisions. For example, every Croatian county, city or municipality must have local spatial plan. Every spatial plan includes guidelines from different institutions about environmental protection, energy, telecommunications etc. One of those institutions which gives preconditions ordering what can be done with the heritage sites are local Conservation office of Ministry of culture and media. Local conservation office is giving guidelines about purpose, preservation and future use of the object. Local government or private investor must follow that guidelines otherwise they risk prohibition of the work and law punishment. Underground or other heritage sites are largely owned or managed by the local authorities, government, Catholic church and in a smaller part privately owned. For every restoration, construction, revitalisation or giving new purpose to heritage site, institutions must cooperate and coordinate work with the local conservatory office.

Financing of revitalization or enhancement of the heritage can be viewed as another linking mechanism between different institutions, sectors and entrepreneurship.

For ten years now, The Ministry of Culture and media in cooperation with the Ministry of the Economy, Entrepreneurship and Crafts is conducting Entrepreneurship in Culture program. The



program is a response of the two ministries to the need to strengthen and further develop small and medium enterprises in the field of cultural and creative industries, as well as the result of strategic orientation towards greater horizontal sectoral integration (economy, tourism, science and education) and creativity focused on research and innovation and digital technologies. In 2019 the call received 253 applications, and co-financing was achieved by 127 economic entities operating in the fields of performing and visual arts, literary-publishing and book publishing, and audiovisual activities, which also include the activity of development and production of video games.

In 2015, The Ministry of Regional Development and European Union Funds announced a call for project proposals within the Operational Program Competitiveness and Cohesion, entitled "Preparation and implementation of Integrated Development Programs based on the restoration of cultural heritage". Partners in projects under this Call were public authorities, owners of cultural property, small and medium-sized enterprises and civil society organizations. The funds were intended for integrated programs based on the restoration of cultural heritage, which by integrating various elements and related activities ensure the improvement of cultural heritage management with the aim of contributing to sustainable development at the local and regional level.

The integrated program includes content and / or thematically related investments necessary for the development of a certain area (tourist destination) which, through the valorization of cultural heritage, contribute to its socio-economic development, making it a recognizable tourist destination. In Šibenik area two projects were funded from this programme: Fortress St. John project and Civitas Sacra.

With the project of the St. John fortress, the City of Šibenik continued the renovation of its fortification system (Fortress of St. Michael, Fortress Barone). Project partners are from different sectors City of Šibenik Tourist Board, PCI Fortress of culture, Šibenik city museum, Croatian national theatre Šibenik and Polytechnic of Šibenik. On the other hand, The Civitas Sacra project was implemented by the Diocese of Šibenik in cooperation with the City of Šibenik, the City of Šibenik Tourist Board and the company Mihovil d.o.o.

3. How can private individuals participate in heritage enhancement projects

The owner of a cultural property or heritage site in Croatia can also be an individual or legal entity. All the citizens of Croatia are obligated of protecting cultural property, especially the owners.

In the case of private ownership, the owner is obliged to provide best conditions for the existence of the cultural property, its restoration and conservation, maintenance, and



protection. Allow and enable professional and scientific research on the property, according to guidelines and regulations of the competent authority.² In addition to ownership, the law also prescribes the concept of the holder of the right to property, which, in addition to the owner, is also considered the holder of other real and obligatory rights to cultural property which is Republic of Croatia. On this basis, cooperation is built between the state and the private owner, where the scope of certain obligations and privileges and where the welfare of cultural property is the first priority.

Among the institutional owners, it is necessary to mention the church communities, which invest certain funds in the renovation and maintenance of sacral buildings. The total amount cannot be determined exactly. These are mostly various state sources, to a lesser extent also own funds.

The laws and regulations applicable in heritage enhancement process are not making differences between institutional or individual investors. The arch law that regulates the types of cultural property, the establishment of protection over cultural property, obligations and rights of owners of cultural property, performance of work on protection and preservation of cultural property is *Act on the Protection and Preservation of Cultural Heritage*. Any investor operates under supervision of local conservation office and obey guidelines given for any work on the heritage object. The guidelines can be detailed and cover colour of door, windows and façade, where to put air conditioner, and many more.

The investments in cultural heritage of private owners or investors in Croatia are mainly focused on the maintenance of residential buildings or separate mansions. During the last decade, examples of investing in cultural heritage facilities in order to achieve economic activity have been singled out (taverns, galleries, ethnotourism, Dalmatian hinterland).

If they are not owners, private investor can participate in heritage enhancement projects through the institute of concessions. The concession gives the right to economic use of cultural property or the right to perform economic activities in connection with cultural property owned by the Republic of Croatia, a county, city or municipality. The concession is based on a public procurement conducted by the Ministry of Culture and media. All concessions are entered in the Register kept by the Ministry of Culture and media.

Concessions are often given for the souvenir shops, caffe bars, clubs, or museums. In Šibenik, we have an example of very successful Azimut club. Creative managers of the club gave proposal for concession to the City of Šibenik to turn the old town water tanks into culture centre. They revitalise and enhanced neglected underground heritage site with new content into the place for the art and creative individuals, the place where concerts, exhibitions, book presentations, pub quizzes are held throughout whole year.

² *Act on the Protection and Preservation of Cultural Heritage, Article 6th and 20th*



4. SWOT analysis

Strengths:

- Support of local and regional self-government in investing in cultural goods and tourism development
- Organization of a number of events
- Rich cultural and historical heritage
- Central position on the Dalmatian coast
- New contents and new roles of historical monuments
- Use of contemporary research methods and digital technologies in cultural heritage presentation and storytelling
- Diverse cultural programmes that emphasize contemporary concepts and cultural practices
- An immersive model of cultural heritage management
- Aiming for financial self-sustainability – wide range of income sources
- Highly motivated team of young professionals
- Positive relationship with the local community through the Šibenik Fortresses *Friends Club*
- Positive public perception towards cultural property restoration projects
- Frequent collaboration and positive relationship with institutions relevant for cultural heritage protection
- The strengths of tourism – our position, our reach, our income
- EU-funded projects and other collaborations as a great networking tool
- Knowledge sharing as a vehicle for overall improvement in the field of cultural heritage
- Positive public image; building a brand

Weaknesses:

- Poor quality of road infrastructure that connects the coastal part of the county with the hinterland
- Inadequate and poor connection of the coastal part of the county with its islands
- Diversity of cultural attractions
- Insufficient promotional and marketing activities
- The weaknesses of tourism – dependence on this type of income, overcrowding, a danger of “being there just for the tourists”
- Weak interconnection of individual cultural assets
- Lack of strategic planning in culture on all levels
- Limitations of doing business within the existing legislative framework



- Funding in the times of crisis
- The drawbacks of working for a (state or local) government-funded institution – the accountability, the salary, the employment process
- Insufficient knowledge of management in culture, including marketing
- Lack of accompanying facilities and services that increase consumption
- Other local stakeholders must improve their practices, too
- It can be difficult to get into the national media due to their focus on the capital city and its immediate surroundings
- Relatively weak integration of cultural goods into the tourist offer
- Insufficient adequate traffic and pedestrian signs related to cultural goods.

Opportunities:

- Good national and international cooperation; excellent experience in withdrawing EU funds and withdrawing funds from national sources (mainly Ministry of Culture)
- Networking with stakeholders in the national but also in the European context - dissemination of knowledge, skills, new experiences, sharing experiences with partners involved in projects, support, financing
- Excellent image in the implementation and subsequent management of projects funded from national, EU and other funds
- Already developed network of business partners from the private sector; experience in attracting sponsorships and enforcing sponsorship commitments
- Emotional connection of the local population with the cultural heritage
- Good cooperation with cultural institutions, in the local and national context
- Increased interest in authentic products
- Developed foreign tourism and its expected growth in Croatia
- Increasing interest of foreign visitors in cultural tourism products
- Availability of EU funds as a potential source of (co) financing
- Development of tourism of special interests - excursion and transit cultural tourism
- Market segmentation / niche growth
- Connecting attractions into innovative tourism products

Threats:

- Finances, i.e. problems with the profitability of cultural institutions
- Lack of professional staff in Šibenik
- Older population of the city; the departure of the young population to universities or to work in other cities
- Nonexistence of university in the city



- Younger generations are not accustomed to consuming cultural content in general, including an independent film programme
- Insufficient connection between the cultural and tourist sector in Šibenik and Šibenik-Knin County
- Short stay of foreign visitors in the City of Šibenik and its surroundings
- The real picture of visits to Šibenik and Šibenik-Knin County and tourist segments is missing due to different data and monitoring methodologies Traditional interpretation and promotion of cultural goods
- Lack of accompanying facilities that prolong the stay
- Low level of knowledge and awareness of the value of cultural property among tourism workers
- Devastation and/or neglect of cultural resources
- Ineffective models of cultural property management
- COVID-19 problems - general uncertainty, reduced capacity, questionable functioning, reduced finances, cutting of sponsorship funds, reduced purchasing power of the local population, general atmosphere of scepticism and fear; inability to travel and direct contact with project partners...

5. Interaction between technological innovation and management models

The City of Šibenik started to experiment and use innovative technology in the field of tourist interpretation of heritage through pilot project of Virtual Juraj in May 2013. It was the time of smartphone expansion and augment reality technology with it. The Juraj Dalmatinac project was City of Šibenik joint project co-financed by the Ministry of Culture and the Šibenik Tourist Board, implemented by DSP Studio and Momentum Studio. Virtual Juraj is a phone application in which Juraj Dalmatinac (famous Croatian builder of Šibenik St. James Cathedral – UNESCO monument) is presented as a time traveler who takes the viewer through its phone into the past. The application works by pointing the mobile device towards the statue of Juraj Dalmatinac, who comes to life on the device screen and tells the story about the cathedral and its construction. The application was made in Croatian, English and Japanese language. Virtual Juraj Dalmatinac was the winner of the world award in tourism Ulysses for 2013 in the category of Technological Development and Innovation awarded by the World Tourism Organization.

After Juraj's success, the City of Šibenik jointly with Society for preservation of Šibenik's heritage "Juraj Dalmatinac" developed Barone project. The project of the reconstruction 17th century Barone Fortress on the hill above the city included the restoration, revitalization and sustainable use of this heritage monument. The idea was to develop technology driven attraction, based on augmented reality interpretation of heritage accessible through Google glasses or mobile devices. The augment reality tour shows historical development of the fortress and the city. The most significant people of the that time and events are presented on



an interactive smart touch screen table. Through augmented reality technology viewers are shown the tourist offer of the city and county visible from the Barone Fortress, and in addition to the most important sights of the city and its surroundings, local and medium enterprises are also presented: accommodation facilities, restaurants, family farms ...

The value of investment was €1,385,645, and one million € were co-financed from EU funds, which is the largest amount they could allocate.

Renovated Fortress Barone is not the only great project output. Another was a foundation of the PCI Fortress of Culture, the institution for the management of fortification system and preservation of Šibenik cultural and historical heritage. The institution is managed by the Board of Directors which has five (5) members and consists of: three representatives of the Founder, two representatives of the employees of the Institution.

The three members of the Board are appointed by the competent body of the Founder from among prominent cultural and artistic workers in the field of cultural activities who can contribute to the work of the Board of Directors. Following the agreement with the City of Šibenik, two out of five members of the Board of Directors of the PCI Fortress of Culture are representatives of the Society for the Preservation of Šibenik Heritage Juraj Dalmatinac (NGO), which makes PCI Fortress of Culture a rare example of Croatian cultural institution where participatory model is directly implemented.

PCI Fortress of Culture from its founding is supporting creative industries and technology innovations for heritage interpretation and creation of unique visitor experience. Since the restoration of the Barone fortress this institution constantly developing technology driven models of heritage interpretation like 3D mapping and multimedia visitors guide.

By introducing 3D mapping in two underground water tanks at the St. Michael fortress PCI Fortress of culture additionally enhanced experience and attractiveness of the underground heritage location for the visitors. In the first tank, in four-minutes 3D mapping spectacle visitors can watch a biblical story about the fight between good and evil and the victory of St. Michael over the dragon. In the second tank visitor can see the history of the city of Šibenik, its origin and the role of the fortress of St. Michael. The first goal of this mapping is to create an experience, and the second, in addition, to educate visitors in an undemanding and discreet way.

The multimedia guide allows visitors to experience the fortress by introducing and learning historical facts related to the fortress in an innovative way. Multimedia guide to the St. Michael fortress covers 12 topics about the fortress explained through digital and audio content.

The fortress is equipped with transmitters related to guide topics. At the time device passes by the transmitter point/topic, content on the device adjusts by the topic, which gave the visitor the impression of traveling through time.



Multimedia center "Civitas Sacra"

The Civitas Sacra project was implemented by the Diocese of Šibenik in cooperation with the City of Šibenik, the Tourist Board of the City of Šibenik and the private company Mihovil d.o.o.

The Civitas Sacra is a cultural heritage project based on the attractiveness of the Cathedral of St. James (UNESCO site) and Galbiani Palace in the Šibenik city centre. The project valorised the significance of the Cathedral of St. James and preserved the status of a UNESCO cultural monument that was endangered due to the lack of a visitor centre.

With help from digital technologies and multimedia the interpretation centre presents the history of the St. James Cathedral, its construction over the hundred years, the destruction of its dome in the Homeland War and the exhibits from the treasury of the Šibenik Diocese. Also, visitors can see how their name looks like carved on the stone and how their head would look on the cathedral if was carved by Juraj Dalmatinac (builder of cathedral).

According to the data of the Šibenik diocese, the total value of the project was HRK 36,380,859.94, of which HRK 30,911,970.68 was co-financed from the European Regional Development Fund. The realization of the project began on September 15th 2016 and was completed on March 15th 2019.



6. Conclusion

Cultural heritage has great value for the Croatia and as a national treasure have special protection of the state. Even more, Croatian economy largely depends on tourism and from that point preservation and valorisation of heritage sites are very important as the generator of the tourist visits.

The City of Šibenik is an old coastal town, rich in natural and cultural heritage. The city is surrounded with two National parks, the whole old town is protected as heritage complex with two UNESCO protected sites surrounded with fortification system. Fortresses were left to decay for centuries and had no public function until they were revitalized in 2014 (St. Michael's Fortress) and in 2016 (Barone Fortress). In 2016, the City of Šibenik as the owner of the Fortresses founded Public Cultural Institution Fortress of Culture Šibenik with mission of sustainable managing revitalized fortresses and all other given facilities, such as House of art – Arsen, hall in the Šibenik's city centre. Today, the revitalized fortifications of Šibenik are powerful generators of cultural and tourist development of the city.

The City of Šibenik has experimenting with the technology from the very beginning of the heritage revitalisation and its tourist valorisation. Innovative technologies are used to enhance heritage sites by telling stories from the history in a modern way, with new tools such as AR, VR, touch screens, 3D visualisations and animations, mobile apps etc. The PCI Fortress of culture were the pioneers in Croatia in technology implementation at heritage sites and participants of the meeting are very familiar with the role and possibilities of technology in creating digital attractions and interpretation of heritage.

Therefore, participants commented the role of technology in the interpretation of heritage as positive, emphasis given possibilities of resurrection of historic persons, events or buildings, but concerning that excessive use of technology can become a purpose for itself. They agreed that technology should be use as educational tool for enriching visitors experience at the service of cultural and natural resources, not the other way around.

The participants assessed the Šibenik's culture offer as very good but seasonal, which is why it is necessary to develop models and contents that will be spread throughout the year. In that context, the expected opening of the House of Art - "Arsen" was singled out as an encouragement to creative organizations and individuals to overcome seasonal gap.

The topic of cultural (but also natural) resource management was covered through all aspects of the meeting: the participants agreed that the cooperation between the civil and public (cultural) sector in Šibenik and capacities of stakeholders for participatory management of cultural resources are insufficiently developed. However, the precondition for their further development, as well as the establishment of new ones, is the strengthening of professional and managerial capacities of relevant stakeholders, as well as their connected and cooperative activities.



The City of Šibenik (as an institution) sees entrepreneurs in culture and NGOs as important contributors to the Šibenik's cultural and tourist offer and its open for future cooperation, but there is no adequate agreement or terms on how to use the city's infrastructure, public spaces and financial incentives.

All the participants have welcomed the project and development of new, innovative tourist products. They recognized a need for integrated approach to the product development, and international promotion of the Šibenik and its attractions.



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ANNEX 6 - PP6 Meeting Minute



EMOUNDERGROUNDS



MINUTES

Territorial Animation Meeting report

- WP T1.1 -



Project: EMOUNDERGROUNDS, Interreg Adrion

Partner: PP6 – RRC Koper

Area: NUTS III, SI044, Obalno-kraška statistična regi

Meeting information

Date: 30/11/2020

Place: Zoom online conference

Duration: 90 minutes

Speakers:

- Aleš Vodičar, ORA d.o.o., director
- Tadej Žilič, RRC Koper, project manager

Participants:

Helena Kosmina

Valerija Pučko

Petra Kovačič

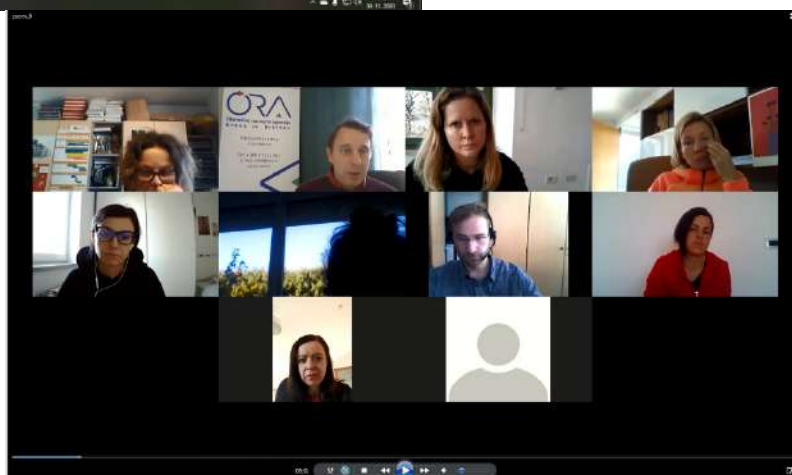
Ana Hrast

Ester Mihalič

Petra Skerlj

Jana Martinčič

Peter Kopic



Mr Vodičar opened the online meeting and welcomed the participants.

He introduced the organization ORA Krasa in Brkinov, which is the local coordinator for tourism in the Karst area. He briefly described the work plan and major touristic projects. He is pleased that there are several ongoing territorial cooperation projects in the area that will further contribute to the development of tourism. Now, the main project is the establishment of a GEOpark, planned in 2023 that will cover the entire Karst area. Support in the implementation of EMUndergrounds activities was promised.

Then Tadej Žilič underlined the potential of project Emundergrounds for the tourism development in the village of Štanjel and the Karst area. He informed the participants about the context of the ADRION Programme, the international partnership within the project and the contribution of technological innovation. Goals and upcoming activities were presented.

After the presentation an open discussion was held focus mainly on forecasted activities and in searching synergies between all stakeholders. We made a first step and open the idea of a local and transnational network for the enhancement of the underground heritage and the opportunities related to the integrated enhancement of cultural and environmental resources in the area.

Representative of the Municipality of Komen, stated that this project seems important for several reasons. She advised the project team to get in touch with The Institute for the Protection of Cultural Heritage of Slovenia because Štanjel is a medieval settlement of major heritage significance. The Municipality of Komen is a lead partner of the project: "Prehistoric forts and ethnobotanics for sustainable tourism and rural development – from the Karst (via Brkini, Čičarija and Istria) to Kvarner", with the acronym KAŠTELIR Interreg V-A Slovenia-Croatia. The main objective of the project is to actively preserve the heritage of the kaštelirji (forts) through its valorisation, protection, revitalization and promotion, using non-invasive tools, supported by modern ICT. Here we find a great opportunity of cooperation and integration between the two projects. Kaštelir is in the end phase and EMUndergrounds can partly capitalize some findings and upgrade some other results.

Tourist information centers welcome the introduction of VR technology and informed that some initiatives are already in progress but believe that all are compatible and there is a possibility to integrate all of them. They believe that a wide network as the EMUndergrounds have a potential however, they would all like that the network could be as effective as possible and would appreciate closer collaboration with stakeholders from all the partner's states.

The representative from Turistica, Faculty of tourism, briefly summarized their experience and current activities in the field of governance and VR activities. The Faculty can certainly add knowledge and experience to the project but they can join as an external partner and a public procurement is needed. At this point we will try to do as much work on our own with the help of some consultants mostly because the moderate budget. The Faculty will be informed about the progress of the project.

The representative of Škocjan Caves asked if there is a possibility to have some investment also on their site. Also for her the project seems interesting and she believe that an additional value will be added in the region.

With the Visit Kras' representatives we agree to develop together the promotional video and they listed some already planned events that can be enlarged with the EMUnderground content.



ANNEX 7 - PP7 Meeting Minute





Občina Ivančna Gorica
Prijetno domače



EMOUNDERGROUNDS



Minutes of the Territorial Animation Meeting between the operators of the tourist chain in Ivančna Gorica

November 30th, 2020, 18.00 - 20.30

At the beginning, Primož Jeralič, a representative of the Municipality of Ivančna Gorica, presented the project of digitization of Podsmreka Castle within the EMOUNDERGROUNDS project.

The Municipality of Ivančna Gorica is a partner of the EMOUNDERGROUNDS project (Emotional technologies for the cultural heritage valorisation within the cross-border undergrounds) of the INTERREG ADRIAN program. The partnership brings the municipality the opportunity to realize the potential for the development of smart tourism and new tourism products. The project brings the history of Podsmreka Castle closer to the local public and tourists. Using new interactive and innovative tools, a presentation of Podsmreka Castle will be made as part of the Carniolan Bee House in Višnja Gora. With a unique experience in virtual reality, smart mobile applications, presentations and interactive projections, the Municipality of Ivančna Gorica creates a model of tourist offer based on the exploitation and innovation of cultural heritage, increasing the attractiveness and accessibility of the local environment and developing additional tourist offer. The project includes municipalities from Italy (the holder of the project is the municipality of Nardo), Greece, Croatia, Slovenia, Albania, Montenegro and Bosnia and Herzegovina.

Mrs. Marijeta Lovrič Simoniti presented the operation of Višnja Gora Tourists Association and their vision for the future. They envision Višnja Gora as an excursion point for families, where visitors would like to return due to the contents of the town and its surroundings. Not only in the development of beekeeping tourism, they also see opportunities in the presentation of the rich history of the city.

The Public Fund of the Republic of Slovenia for Cultural Activities and Višnja Gora Tourists Association have jointly translated Jurčič's well-known humoresque Kozlovska sodba in Višnja gora into 13 world languages, even twice into English. As the story came to life in Gorenjska region with Kekčeva dežela, the people of Višnja also see an opportunity to connect with the literary work.

The people of Višnja see many advantages in the House of the Carniolan Bee and the achievements of the EMOUNDERGROUNDS project, but at the same time they admit that they do not know much about the project itself. They are anxiously asking what contribution they will be able to make to this project themselves.

Marijeta Lovrič Simoniti told us that Višnja Gora Tourists Association has the opportunity to receive a house in the city as a gift, Čandek's homestead. It is in very poor condition, protected as a monument, but they see it as an opportunity to establish a museum on Višnja gora, a shop with local products and perhaps a meeting point for cyclists and hikers, in short, a living space. The Institute for the Protection of Cultural Heritage is ready to approach them by preparing documentation for the restoration.



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Občina Ivančna Gorica
Prijetno domače



From Višnja gora to Polževo there is a forest educational trail called "In the footsteps of the snail", on which last year they managed to restore information boards with marked names of tree species. The trail itself is 6 km long. They want to upgrade it with interactive content that would be appealing to children.

They are thinking about establishing »a singing forest«, where you meet wooden instruments on the way, they want to upgrade the existing learning path to make it more interactive.

An opportunity that we did not mention at the meeting, but it was told later is that the project of the archaeologist Mr. Tine Kernc from the Ivan Michler Institute, who researches important Napoleonic battles in Slovenia and one of them took place in Višnja Gora. More than 500 soldiers are said to have fallen in the area in 1813. Mr. Tine Kernc is leading the research through the project and in the area of Cerknica Lake, where they are writing a story with similar content, which is the topic of his research, they have already done a lot. So far, the Municipality of Ivančna Gorica has not listened to the project, but it certainly represents one thread of connecting the destination with other areas of Slovenia, where the Napoleonic battles took place.

After the meeting, Lovrič Simoniti wrote down a few more thoughts and suggestions related to the ideas presented at the meeting.

The president of the local community of Višnja Gora, Janko Zadel, apologized for not preparing enough for the meeting in terms of thinking about tourism, but pointed out the biggest infrastructural shortcomings in the city of Višnja Gora.

- Lack of parking spaces for visitors.
- There is no ATM in town.
- No sidewalk.
- Overgrown path to school and lack of school infrastructure (treadmill, playground, ..).
- City swimming pool, which should be renovated.
- Ski resort on Polževo, which has not been in operation for years due to worn-out equipment.
- No bike paths, roads leading to Višnja Gora are narrow and in poor condition, there are no sidewalks in the city.

He also pointed out the extremely poor attendance at all events (except Jurčič's march) organized in the city.

The president of Polževo Tourist Association, Miloš Šušteršič, also responded to the invitation. He praised the extremely good cooperation with Višnja Gora Tourist Association and presented the activities of the association. The association has been operating since 1934, sometimes they had a ski resort, which attracted a lot of visitors to the place. Today, the ski resort is non-operational, and it is estimated that at least 40,000 euros should be invested in it. Cup competitions were also organized on the ski slope. Today, they switched to organizing the Krevs running trail event on the Kriško-polževska plateau.



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Občina Ivančna Gorica
Prijetno domače



EMOUNDERGROUNDS



The race is named after Ivo Krevs (1912-1990), a local from Višnja Gora, who was the national champion on medium and long distances, multiple national record holder, he was the Balkan champion in the 10000 m, 5000 m, 3000 and 5000 z obstacles. He has won many running competitions across Europe. He also took part in the Olympic Games in 1936. With this event, the societies evoke the memory of an exceptional athlete, athlete and runner. Mr. Šušteršič also pointed out the extremely poor road infrastructure on the Polževo plateau.

He sees many opportunities in the development of tourism, he sees Hotel Polževo as the largest provider in Zavrtače, which is certainly willing to adapt to the catering offer of local specialties.

Kristina Zadel, procurator of the family company Zlati polž, who in 2012 was given the management of the city swimming pool by Višnja Gora Tourist Association, introduced herself. They invested a lot in the renovation of the city swimming pool building, and through the European project they established the Žlati polž brand. In addition to the swimming pool, they have a huge additional offer, with which they want to attract both locals and visitors from Slovenia and abroad. They have a mobile ice rink that can be used in all seasons, but due to its profitability, it is much more often set up in other municipalities than at home. They want, of course, to have a skating rink in their permanent offer and to pamper visitors with the rest of the offer, in which they have invested a lot over the years, one such Escape room outdoors, which is a group adventure game Treasure Hunt Višnja Gora.

Cooperation with providers is not foreign to them, they love to co-create stories with all stakeholders in the city and beyond.

They themselves are extremely eager for the development of tourism in the city and welcome the idea of co-creating integral tourist products with the local population. So far, they have attended all consultations and workshops on the topic of tourism, but often visions remain only on paper. They also attribute the poor visit to the town of Višnja Gora to the lack and insufficient advertising of the destination in general and believe that the construction of the House of the Carniolan Bee will change this, especially with digitization and content created within the EMOUNDERGROUNDS project. To this end, they strengthen the catering offer with an external partner because they believe that everyone does their job best.

Katja Klemenčič from the Prijetno domače Institute entrusted us with plans for the House of the Carniolan Bee, and also presented the tourist information point, which will operate within the house. In it, the visitor will have access to all information as well as the option to purchase local souvenirs. So far, a detailed concept of the extent to which the visitor will also be able to purchase local products and crops has not been worked out, but this is included in the plans.

Valerija Pučko, KASPR, pointed out that the association's activity for the design of integrated tourist products is invaluable, as associations that are active, full of ideas and willing to cooperate can be a source of tourism development and a connecting element in establishing a value chain in the area. Their active involvement is also a link with a wider circle of the local population, as due to the connection with the members and the operation of the association, the local environment more easily and better accepts the innovations that are introduced in the field of tourism.



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Občina Ivančna Gorica
Prijetno domače



Primož Jeralič, Municipality of Ivančna Gorica, ended the Territorial Animation Meeting with all stakeholders with praise and thanks to all, the association for exceptional sacrificial work and willingness to cooperate, the company Zlati Polž for enriching the tourist offer in the city so far and the desire that they do not run out of optimism in the future.

With the EMOUNDERGROUND project itself, the city of Višnja Gora will gain a lot, but it is aware that without local stakeholders it will not live at the level we would like. After all that has been heard, the fear is unnecessary.

Cooperation between the designers of the innovative integrated product (designed to be attractive to visitors, at the same time increase the number of visits to local providers, involve tourist stakeholders in the city of Višnja Gora and its surroundings and remain sustainable) will continue in the future. We believe that close cooperation with the local population is essential for the long-term sustainability of such projects.



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ANNEX 8 - PP8 Meeting Minute





**Project ADRION EMOUNDERGROUNDS
PP8 Kukës Municipality**

**WPT1 - Activity T1.1
Territorial Animation Meeting among tourist chain operators**

REPORT



Meeting held on Tuesday on 20219 March 9th, from 11:00 AM to 13:00 PM in Kukës city - Cultural Palace.

Index

Participants:.....	3
Meeting Minutes	3
Social profile.....	5
Geography and population.....	5
Kukës, the city of hospitality	6
The history of the Underground city of Kukës	6
Ownership.....	7
Methodological approach.....	8
Intense interaction with stakeholders.....	8
The framework of Cultural Heritage in Albania	9
Possible evolutions in Albania.....	11
Some main areas can be created	11
Local economic development	11
Gross domestic product.....	11
Tourism in Albania	12
Tourism in Kukës.....	13
Strengths for tourism development.....	14
Weaknesses	14
Opportunities.....	15
Threats	15

The Animation territorial Meeting activated a process for the attraction of local public and private actors in a network interested in share and improve the potential benefits that the cultural reuse of the great underground shelter/city hidden underneath Kukës can produce.

It was expressed the willingness to contribute to the project by providing specific skills in the field of management, promotion, and marketing of cultural tourism. The private sector has been stimulated to plan activities on the base of the EMOUNDERGROUNDS project activities such as small investment for the opening of part of the galleries and, in perspective reuse and valorization of the local underground heritage through multiple functions.

The discussion also pointed out the need for a better definition of the related practical aspects and the opportunity for the Municipality to get the property of the galleries from the Albanian State.

Participants:

Gladiola Ismailaj, Head of Diaspora and European Integration, Municipality of Kukës

Arben Palushi, Head for Tourism and Monitoring activities, Municipality of Kukës

Andi Tepelena (External Consultant of Municipality of Kukës)

Liridon Cenaj (Ethnographic museum)

Skender Selmani (European Integration sector, Municipality of Kukës)

Qemal Ramallari (Chamber of Commerce in Kukës)

Bukurosh Onuzi (DMO Kukës)

Petrit Sinaj (NGO “Sira”)

Andrit Shehu (Head of Urbanistic Directory)

Floresha Bileri (Youth Center)

Amarilda Kosova (CYP-Center for Youth Progress, Kukes)

Andrea Bonifacio (External Consultant of Municipality of Kukës)

Meeting Minutes

The meeting activated a process for the attraction of local public and private actors in a network interested in share and improves the potential benefits that the cultural reuse of the great underground shelter/city hidden underneath Kukës can produce.

It was expressed the willingness to contribute to the project by providing specific skills in the field of management, promotion, and marketing of cultural tourism.

The private sector has been stimulated to plan activities on the base of the EMOUNDERGROUNDS project activities such as small investment for the opening of part of the galleries and, in perspective, reuse and valorization of the local underground heritage through multiple functions.

Gladiola Ismailaj, Head of Diaspore and European Integration, Municipality of Kukës

She greeted the participants and made a short presentation on the purpose of the meeting and the role of the Municipality of Kukës in the implementation of the EMUnderground Project. She stressed the importance of the project also because it will increase the management capacity of the Municipality of attracting funds from the various European programs. In this sense, the methodology for the realization of the EMUnderground activities will be very useful for the staff that is committed to other European projects.

Arben Palushi, Head for Tourism and Monitoring activities, Municipality of Kukës

He presented general information on the importance of tourism development in the Kukës region, the economic impact of this sector and stressed the steps and cooperation that the Municipality of Kukës should have in the future towards improving the current situation. Mr. Palushi said among other things that it is also important to invest in the infrastructure of the asset, not only virtual marketing, which, however interesting it is, will not re-establish the expected objective if there is no suitable infrastructure that accommodates virtual technology. He also said that the right place to install the equipment should be in tunnels not elsewhere. It would not convey the idea of the history of tunnels if they are installed in another place.

Andi Tepelena, External Consultant of Municipality of Kukës

He made a more detailed summary of the project, the activities it contains, and the results. He underlined the importance of collaboration between public bodies, primarily the Municipality of Kukës, the Ministry of Culture, and the bodies that deal with cultural heritage, with civil society, organizations that deal with the promotion of the territory through cultural events, and individuals from the private sector, companies in the tourism sector, local museums, and the other local players.

From the participants in the meeting, various issues were discussed, as follows:

Andrit Shehu (Head of Urbanistic Directory) told that the Municipality of Kukës initially requested the Ministry of Culture to transfer the dependence of the tunnels under this Ministry from the Ministry of Defence. With the transfer of dependence to the Ministry of Culture and the declaration of the area as a cultural monument, the possibilities of absorbing funds and financing to turn the tunnels into visitable areas increase.

Also, the idea of raising some funds from the private sector for the restoration of a segment of the tunnels was discussed by the participants to turn it into an attraction to be visited by local and foreign tourists.

Bukurosh Onuzi (DMO Kukës), brought the example of the Museum in Kranja, Slovenia as an example similar to Kukës and emphasized the cooperation with the private sector in order to find various sources of funding for the restoration of even partial tunnels.

Mr. Onuzi also stressed that the revitalization of underground tunnels is also part of the Tourism Strategy of 2010 and representatives of businesses, NGOs and the municipality have been part of a 1-week visit to Kranja, Slovenia to see closely the management of tunnels and the benefits that come from their functioning as cultural sites.

Qemal Ramallari (Chamber of Commerce in Kukës), known for the first time with the existence of such a project, showed great interest in attending and ongoing meetings to be held with local actors in the framework of project implementation and suggested that cooperation continues with private businesses in order to move in parallel with the project to put into operation a segment of underground tunnels.

Amarilda Kosova (Center for Youth Progress)

The representative of the Center for Youth Progress emphasized the role of young people to be actively involved in decision-making regarding the future of Kukës cultural heritage, and especially the underground heritage. Creating a sustainable project would help employment and social services for young people and vulnerable women in the Kukës region in this asset. According to him, this asset would create opportunities for the development of Business / Entrepreneurship plans for young people, new ideas, and opportunities for small youth local enterprises, mainly for returnees from emigration. Very good ideas, which do not require funds and large start-up capital.

Andrea Bonifacio illustrates the main features of the ADRIAN program and the EUSAIR strategy, adding a reference also to the Italian Ministry's Strategic Plan for Tourism.

He continues by presenting the EMOUNDERGROUNDS transnational partnership, the project actions and objectives and the aims of the ongoing Territorial Animation Meeting, also mentioning how the use of new technologies has undergone a sudden acceleration due to the current health emergency, as evidenced by the same way the meeting is held. The Meeting confirms that the management model of the local EMOUNDERGROUNDS network) be driven by the Municipality of Kukës, being the promoter of the initiative and the actor that better can dialogue with the ministries responsible for the tunnels.

Social profile

Geography and population

Kukës is a city positioned in the north-eastern of the Republic of Albania.

The city is the capital of the surrounding municipality of Kukës and Kukës Region, one of 12 constituent counties of the republic. It spans 933.86 square kilometers and had a total population of 59,972 people.

The old Kukës was located at the confluence of the White Drin and Black Drin. In 1976 the town was submerged beneath the Fierza Reservoir, which is held back by a dam.

The new town (Kukësi i Ri - "New Kukës") was built in the 1970s in the plateau nearby which is 320m over sea level. Kukësi i Ri is surrounded by the artificial lake of Fierza and it looks like a peninsula from the above.

Geologically, the terrain of the surrounding area is dominated by mountainous and high terrain. The city sprawls across the Luma Plain within the Albanian Alps between the banks of Lake Fierza and the hills of the northernmost Korab Mountains and westernmost Sharri Mountains

The city was nominated for the Nobel Peace Prize regarding hospitality and for embracing thousands of refugees during the Kosovo War

Kukës offers a wonderful nature, with outstanding landscapes and very attractive natural monuments, thus becoming a desirable destination to be visited and enjoyed by nature-lovers.

Kukës, the city of hospitality

Kukës is the only town in the world that has ever been nominated for a Nobel Peace Prize during their involvement in hosting over 450,000 Kosovo Albanian refugees during the Kosovo conflict. For this reason, Kukës holds the title of "city of hospitality and generosity" thanks to the fraternal reception of people from Kosovo.

As a sign of gratitude for the warm reception of refugees from Kosovo, Kosovo has donated to Kukës, in its central square, the "The Memorial Tower".

Nowadays, every year on April 16, is celebrated the "Generosity Day" which now is a local event by the decision of the Kukës Regional Council. On this date, a series of cultural-artistic events are organized, such as memorial sessions, visit to the Tower of Resistance, common fairs with handicraft products and gastronomic, and concerts with participants of the folk groups from both sides of the border.

The history of the Underground city of Kukës

Beginning in the early 1970s and ending only with the collapse of the regime in 1991, was to build an underground replica of Kukës 30 meters below the overground town.

The first plans, in the early 1970s, were for a series of bomb shelters. As the 1980s went on, on the orders of army bosses were added ever more tunnels and rooms to the subterranean project, including space for a printing press, a hospital, and a bakery. Then, electricity and water networks were added. There was to be an army command center, a police point, and a courtroom. The idea was that 10,000 people should be able to live self-sufficiently underground for a period of up to six months. The idea was to replicate the entire city underground. During the 1980s, the authorities carried out regular drills: when the siren sounded, the entire population of Kukës could get underground in seven minutes, through 30 entrances to the network. But it was forbidden to move around once below ground, and it was classified information that the whole network was joined together with tunnels that stretched for miles. Construction on the underground network was completed in 1989 and electricity and water was installed. But before each of the areas could be properly equipped for its planned function, the regime fell.

Underground galleries contain facilities such as a command post, external liaison room, hospital (with a capacity of 250 beds), school, library, maternity ward, bakery, accommodation for residents, technical support facilities, etc. which met the conditions for accommodation temporary residents. Also, the underground galleries had a water supply network, sewage system, electricity network independent of the city above and, ventilation system.

The Municipality of Kukës currently does not have an updated map of the existing situation but has a map of the initial phase of plans on galleries as well as documents on the sectional, technical project of galleries. The Municipality of Kukës wants to turn it into an underground city for locals and tourists.

Ownership

The Ministry of Defense is the owner of the underground tunnels of Kukës. In this regard, the Municipality of Kukës has taken legislative steps to transfer ownership of the tunnels that currently belong to the Ministry of Defense, under the status of cultural monument recognized by the Ministry of Culture. The Municipality of Kukës is completing the procedures to take care of the management of this asset.

One of the main objectives of the Municipality is asset network management and preservation of historical heritage. The long-term financial and programmatic plan is to maintain sustainable development through the use of natural and cultural tourism resources. In this sense, these tunnels that once served the purpose of civil protection receive the status of part of the cultural heritage, which makes _them more attractive to visitors and investors.

During the meeting, the need was highlighted that the management for this very large, and special, historical-cultural asset, perhaps unique in all of Europe, to have a horizontal approach, which means other stakeholders such as the private sector, business, society civil producers, agro-tourism producers, tourist agencies, schools, universities, freelancers, associations of artists and architects, citizens, etc. to have access and opportunities in the management of this extraordinary complex. Without synergy and union of forces the management of this complex asset will not be possible.

This network of stakeholders will have the objective of promoting innovative technological products that will be created by the EMOUNDERGROUNDS project, in the framework of cultural tourism in the territory of Kukës region to make the tourist offer richer and more diverse, strengthening the brand, the identity of the territory.

It will also help have an economic impact, by increasing full and partial employment around this asset.

On the other side, the construction of Kukës airport has progressed significantly and the project is expected to be completed by the end of April 2021

The Kukës airport soon will have a positive impact to give a boost to the local economy, but also to bring closer the visiting tourists to this cultural asset.

Methodological approach

The purpose of the implementation of the EMOunderground project in Kukës is to properly value until now inadequately valorized Kukës Underground heritage, development of public awareness about its value, analysis of possible models for sustainable management of Underground assets as a function of socio-economic development of local communities, and the creation of new tourism products, to recognize this value of heritage and to play an important role in the economic development of local and regional communities around the Underground heritage.

Intense interaction with stakeholders

Aware that the heart of a successful cross-border network is the establishment of mutual dialogue and exchange of ideas with the widest number of potential stakeholders, the ADRION project aimed at promoting improved multi-level governance of conservation, enhancement, and management of the EMOunderground Heritage, also through experimentation with co-planning practices. For this reason, during the meeting with public and private operators have been arranged not only for information about this historical heritage under in Kukës but we gathered different feedback useful for the implementation of project activities.

In effect, the output and the outcomes of these meetings were used to support some specific actions related to the “Innovative socioeconomic re-use of specific cultural and touristic of Underground heritage in Kukës”.

At the same time, the roundtables involved local stakeholders (Institutions, civil society, private investors, etc.) to bring forth the ideas and suggestions on the reuse of the Underground heritage and to eventually integrate those ideas into the policies addressed for territorial development.

The framework of Cultural Heritage in Albania

Adapt heritage to a new life is the main target for the administrators and investors, intending to find new ways and solutions for any activities that can preserve the cultural heritage values. In Albania, the economic approach is considered as an innovative way to preserve the historical heritage from degradation and abandonment, while the growth of financial costs it's becoming a big challenge. This kind of scenario needs a long-term master plan that should include what kind of possibilities the territory surroundings of the monuments have to offer. For a management plan or a business plan that includes architectural plans, the use of contemporaneous marketing methods, investments according to development funds, master plans, and business management plans before starting the restoration, it is crucial and vital that cultural heritage management initiatives have success.

In Albania, there is no specific law about the public-private partnership at the moment but the Ministry of Culture has already done that regulate the relationships between the private-public sectors in the management of cultural-historic heritage. According to the Albanian law on cultural heritage, the funds for maintenance, restoration, and promoting of the cultural heritage values come from the approved budget from the Ministry of Culture, some other funds come from the incomes from the contracts for using these assets. There are some practices of financial relations between the Ministry of Culture and the entrepreneur's sector, the Ministry of Culture have given in concession some fortifications such as the castle of Lekurs (Saranda) or the castle of Petrela (Tirana), or the Underground of Cold War (now named Bunker Art 1 and Bunker Art 2), in Tirana Nevertheless, the general law on cultural heritage has allowed the activation of several kinds of cooperations. The most helpful and interesting is the Business Improvement District (BID), a public-private partnership in which a publicly supported, privately managed organization is created to manage and improve the physical environment in a geographically distinct urban, commercial neighborhood.

An example is held in Berat. After the initial infrastructure investment to improve downtown Berat, a private association of local entrepreneurs will receive public money to manage the area. The BID will be used to promote regional tourism development along with the specific site. The investment should improve the overall appeal of the whole city, not the history site only. The enhanced strategy in Berat BID will encompass four key elements: infrastructure, leadership development, entrepreneurship development, and support for cultural and ecotourism.

Another Business Improvement District was activated in Korça. It was focused on renovating a central street into a pedestrian area and forming an independent management group made up of local business owners. The renovation works have gone well, are below budget, and look great.

The overall project looks good and the large majority of businesses are adjusting well to the new investments and road closure. Here have also started issuing business grants, renovated some facades along the road, and are working to strengthen the local business association.

In Shkodra, a BID converted a key road (including underground infrastructure) in Central Shkodra into a heavily used pedestrian area. The BID association has been active and is working to gain greater independence from the municipality, as designed. The grants to local businesses have been going very well with several businesses significantly improving their infrastructure and business models.

Other BID projects are going to be planned in the New Bazaar in Tirana and in the Old Bazaar of Gjirokastër. Another kind of Public-Private Partnership project will provide commercialization instruments for the photo library “Marubi”, in the City of Shkodra. The “Marubi” Archive is one of the most valuable national, cultural, historical, and touristic institutions in Albania. Diverse cultural heritage in visual arts is a niche field in Albania. The project will be used to promote the invaluable assets of the Marubi Museum. It will also provide business advisory services for organizational design and operational excellence. And lastly, it will renovate several areas that are in immediate need of restoration. The project is being implemented by the Ministry of Culture in partnership with the Albanian Development Fund and the UNDP. A success story of PPP was the establishment of a civic forum for the restoration of the roofs of the first category houses in the city of Berat. Most of these funds are donated from the projects of the European Union, (Ipa Adriatic, Cross border), and even from big International corporations such as Packard, which has donated funds for the restoration of the houses of the first category in Gjirokastra and Berat.

Possible evolutions in Albania

The private sector involvement in fortified heritage management might be one of the pillars, together with the local civil society organizations, for the implementation of territorial systems, producing cultural development and tourist productions. Central and local government institutions organize the processes creating a national framework and realizing parallel strategic initiatives interconnecting: researches to improve the knowledge on history and environmental heritage, knowledge dissemination, land marketing plans, and the definition of exploitation standards.

Some main areas can be created

- Archaeological heritage: walls and defenses from the illiryc period until the Byzantine.
- Venice defensive heritage: is part of the coastal system that under the Venetian dominion was connecting the Adriatic Sea and Greece, along the ancient commercial routes to Crete and Cyprus.
- Skanderbeg's castle system: a system of castles successfully used by the national hero Skanderbeg to protect the independence of his land from Ottoman invasion.
- Ottoman defensive heritage: Ottoman Empire owned a large part of Albania for centuries, leaving important fortresses.
- XX century Cold War memory: after World War II Albanian dictatorial regime built an impressive number of bunkers and other defensive structures. Reusing these sites and preserving the memory of their recent history can stimulate cultural and tourist development.
- Fortified heritage which belongs to the national defensive systems. (tunnels, bunkers, etc)

Local economic development

Gross domestic product

The Specific weight of the Kukës region to national GDP in 2020 is the smallest among all regions with 2.44%, while GDP per capita in this region is 2623 Euro per capita according to the 2011 Census population data, or 20% lower than average national. The region's economy has shifted from agriculture to construction, industry, and services. There are very few large private entities in the region. Most businesses have less than 7 employees most of which are run by one person or are family businesses. Economic sectors with significant development potential and employment are; tourism, sector mineral, and medicinal plants.

Tourism in Albania

Since the fall of the regime in the nineties, the possibility has opened up for tourists to visit Albania, a country that had been isolated and virtually unknown until then. This curiosity represented a potential development factor for the tourism market in Albania, which began to grow considerably only after 2010 when the stabilization of the socio-economic situation has guaranteed a minimum level of stability that has allowed the creation of new tourist structures and services.

Tourists discovered the many historical and natural beauties of the hitherto unexplored country and the enthusiasm of the locals, finally free to meet people from different places and cultures. In these thirty years, the tourist movement in Albania has always grown, except the years 1997 and 2013, and 2020.

In 2018, total arrivals were 1,242,761 of which 766,469 from abroad.

In 2019, total arrivals were 1,253,496 of which 784,709 from abroad.

In 2020, total arrivals dropped to 665,180, of which only 293,657 from abroad.

(Source: INSTAT Albanian Institute of Statistics.)

More than 80% of foreign tourists have arrived by land.

Over 60% of foreign tourists came from neighboring countries.

In 2018 and 2019 the arrivals by air of foreign citizens were about 12% of the total tourist arrivals in Albania, a percentage which dropped slightly in 2020.

Tirana International Airport had traffic of 1,310,614 passengers in 2020. It will no longer be the only international airport in the country after the opening of Kukes International Airport. According to forecasts, more than 300,000 passengers will pass through Kukës Airport every year. It is estimated that in 2019 arrivals in the Kukës region were over 50,000, down by 50% in 2020. The potential for growth in the tourism sector that can be generated by the entry into the function of the airport is evident.

Over the past thirty years, the legislative framework on tourism development has undergone several changes. The realization of the good intentions of legislative reforms has often been hampered by delays and uncertainties in their implementation. A law of 1993 aimed to stimulate the tourist development of the country by identifying the subjects and priority areas to be supported, also aiming at attracting investments from abroad.

In 2007, the regulatory framework for the management of the tourism sector and the development of standards for tourism products and services is redefined. However, this legislative initiative has found strong obstacles in the lack of a clear model of economic development and in the growing aspiration of economic actors to operate freely, without any planning.

Starting from 2013, the national government has included tourism among the strategic assets of the country and in 2015 a new law (n. 93/2015) introduces key concepts and procedures for licenses and certifications for operators in the tourism sector. The univocal classification criterion of the receptive structures is also inserted. The slowness in its application required the launch of an amending law (No. 114/2017) which introduced incentives for the construction of luxury hotels and resorts. The legislator's approach considers the tourism sector to be very profitable in the long run, also aided by low costs, an abundance of natural resources, and a flexible, low-cost workforce. Law 55/2015 on strategic investments provides fiscal and administrative incentives specifically aimed at the growth and attraction of foreign investments in the tourism sector such as a reduced VAT rate and a ten-year exemption on the tax on profits and on real estate of recognized operators as strategic, mainly four and five-star international hotels or resort brands. This law also provides that the public administration assists potential investors by facilitating the procedures necessary to carry out investments and other measures to guarantee the legal relationship of large investors and, for small ones, financial support for the establishment of farm holiday activities. Since 2017, the government has launched a rural development program that aims to activate public-private partnership projects in 100 villages that have a rich cultural and natural heritage and therefore a high potential for tourism development. Four of these villages are located in the Kukës district.

Tourism in Kukës

Kukës Region is a gateway that will lead tourists to another tourist destination, bordering Kosovo. The recently build highway linking Durrës with Kukës made these remote and isolated lands finally accessible to the rest of Albania and millions of tourists who visit the country every year. Today Kukës Region is a one to three hours' drive from Pristine, Skopje, Tirana, Durrës by public transportations.

Whether individually or with family and friends everyone can easily travel around the Kukës Region and enjoy the beautiful nature and the numerous natural and cultural monuments, explore the cave and learn about the legends and the stories of local people. For the last 5 years, the region has invested in developing and promoting mountain and agro-tourism by improving the infrastructure for hiking, marching, skiing, and other mountain and extreme sports.

A survey conducted within the tourism strategy and plan of action for the Kukës region, with businesses operating in the tourism sector, has shown that the region has maximally unused tourist capacities. The number of tourists in a year in Kukës (before the COVID-19 pandemic) was 5.500 tourists. The reception capacity in the hotels is 327 beds.

The bed occupancy rate in hotels and Guesthouses is only 17% per year. The average length of stay in the region is 2.9 days. The cost for one day is 7,705 lekë, most of which goes for accommodation, food/drink, and shopping. The tourism strategy of the region includes a comprehensive strategic plan for the development of sustainable tourism, as well as the protection and improvement of the environment in this county.

She gets in consider both the focus of EU tourism development policy and strategy both of which are essentially aimed at promoting economic activity in rural areas of deprived and increase the quality of life there. The country strategy also emphasizes the development of tourism natural and cultural.

Strengths for tourism development

- The region has a relatively young population as 38.5% of the population is under 15 years old.
- Interregional transport infrastructure improved and in good condition.
- Beautiful places with several natural, cultural, and historical monuments.
- The geographic location at the border with Kosovo is a great potential for socio-economic growth. With the recent geopolitical changes in the larger cross-border region, Kukës has become a major entry point for Kosovo people to Albania and a lesser extent for FYROM citizens as well.
- As a cross-border area contacts and relationships with Kosovo are in development among various local actors and levels. At the local government level, close contacts exist between the local authorities across the border. Frequent visits take place and officials from both sides participate in joint activities. The municipality of Kukës has a twinning arrangement with that of Gjilan and also frequent contacts with the municipality of Prizren.

Weaknesses

- Shortcomings in the promotion of tourist attractions through their inclusion in tourist tours.
- Lack of Investors. The industrialized development of intangible cultural heritages requires to be led by some investors, without whose help and support their industrialized development will be baseless.
- Low interest of young people due to the increase of departures from Kukës.
- Lack of financial means.

- Internal migration from rural to urban areas has caused problems due to the non-use of agricultural land.
- Lack of infrastructure for access to underground tunnels.
- The existing regional eco-tourism and cultural resources are heavily underused mainly because of a combined lack of capacities and know-how.

Existing capacities remain Limited: Accommodation; 7 registered hostels with 70 beds; Bar restaurants 4; 1 tourist village.

Opportunities

Tourism and agribusiness remain two important sectors for county development.

- The new international airport will allow great growth for the tourism sector. This phenomenon will probably point towards a diversification of the offer, towards the higher and lower targets, both for short-term periods. In both cases, the demand for cultural products will grow.
- The stabilization of the geopolitical situation and the consolidation of the pacification in the macro area can give a further pulse to the local development. The conclusion of the adhesion of the Republic of Albania in the European Community will be another great step in this process.
- Opportunity for absorption funds through applications in projects focused on tourism.
- Opportunities for cooperation with NGO-s and businesses for common activities to promote the tourism attractions.
- The interest of international donors.
- While unlikely to become the focus for mass tourism, the region has considerable potential to increase incomes from diversifying economic activities, putting market values to its resources and their sustainable exploitation thereof, for boosting the local economy and improving the living conditions of its citizens
- Increasing the interest of foreign tourists for the Balkans, accompanied by the promotion of tourism at the national level.

Threats

- The lack of planning and execution capacity of public bodies.
- Lack of coordination between private operators.
- The competitive positioning of the cultural tourism sector inadequate to the challenges of environmental sustainability and product innovation

- Political risk: lack of harmonization of local governments priorities and vision, therefore lack of adequate coordination and ownership.
- Unstable distribution of public investments between the municipalities of Kukës Region.
- Reduction of remittances
- Global economic crisis, lack of stability, especially financial stability of some EU countries.
- Unfavorable political climate in Albania and slow EU integration.



ANNEX 9 - PP9 Meeting Minute



Main findings of the Territorial Animation Meeting



Contents

1. Meeting information.....	3
2. Brief summary.....	4
3. Information on the underground heritage in the area of intervention	6
4. Information on regulatory and institutional aspects relating to the enhancement of the underground heritage.....	8
5. SWOT analysis.....	9
6. Interaction between technological innovation and management models.....	11
Annex 1: Press clipping	13
Annex 2: Stakeholder’s database.....	14
Annex 3: Photos from the Territorial Meeting	20
Annex 4: Agenda and Power Point Presentation.....	20



1. Meeting information

Date: 6/11/2020

Place: Zoom online conference

Duration: 60 minutes

Speakers:

- Mr Emil Kukalj, Director of TO Bar
- Ms Nikoleta Nikcevic, Project manager
- Mr Darko Pekic, Networking Expert

Participants (29 in total):

- 1 Association of olive oil growers
- Tourism organization of Bar
- Municipality of Bar
- Ministry of Culture
- 3 tourist guides
- 2 hotels
- 1 apart hotel
- 2 tourist agencies
- 1 vocational school
- 1 private educational school
- 1 NGO
- IT consulting company
- 1 agricultural producer
- 2 owners of private apartments



3. Information on the underground heritage in the area of intervention

SELECTED ASSET	THE OLD TOWN OF BAR
MAIN HISTORICAL AND CULTURAL CHARACTERISTICS	<p>The Old Town is one of the oldest inhabited places in Montenegro. Built in a place unusual for coastal towns, a few kilometers from the coast, the Old Town is located on the summit of Londres, at the foot of Mount Rumija. Stari Bar was founded as a Roman settlement in the 6th century. In Italian and English scripts, Old Bar is known as Antivari, while Latin is also called Antibarium. Over the centuries it has been conquered by the Venetians and later by the Ottomans. The town was finally reclaimed by the Montenegrins in 1877 after a long siege, as the aqueduct was destroyed by the local inhabitants and the water supply was cut off. A heavy explosion in the beginning of the 20th century devastated a big part of the old town and what remained was destroyed by a major earthquake in 1979.</p>
PROPERTY	<p>The fortress Old Bar has a good defense mechanism, as well as a great strategic location where it was built. Knowing that there is also a source of potable water these are the reason why the original city of Bar was built as much as 4 km from the sea, which is not the case with other cities on the Montenegrin coast. The fortress contains the remains of churches from different periods, the remains of the Cathedral of St. George from the XI century, the Gothic church of St. Catherine and St. Veneranda, while from the Turkish period, the fortress contains a Gunpowder House and a real Turkish hammam. The fortress was built by different conquerors and as conquerors changed, each one added a piece of new culture to the fortress. There is also the Citadel, which served exclusively for defensive purposes. The fortress offers a beautiful view of the new town of Bar and the open sea.</p>



CONTENTS AND MANAGEMENT METHODS

An old steep cobbled street leads to the entrance to the fortress, with old craft shops, workshops and old taverns around.

The Old Bar fortress has been managed by Cultural Center Bar, one of the partners in the Emoundergrounds project. The Cultural Center Bar was established after the Decision on its establishment on July 30, 1976, as a working organization of public interest in the field of culture. The founder is the Municipality of Bar. The institution entered in the court register on March 25, 1977. Since April 15, 1991, based on a special decision of the Founder, the Center has been operating as a public company.

VISITOR FLOWS NUMBERS OF VISITORS AND TOURISTS IN THE SURROUNDING AREA

180 000 in 2019
Official MONSTAT data:

Total guests: 210,789 or 10.21% more than in 2018.

Domestic guests: 10,162 or 11% less than in 2018

Foreign guests: 200,627 or 11.56% more than in 2018

Total overnight stays: 2,010,463 or 11.07% more than in 2018

Night stays of domestic guests: 39,641 or 16.16% less than in 2018

Overnight stays of foreign guests: 1,970,822 or 11.80% more than in 2018

MAIN RECOVERY AND DEVELOPMENT MEASURES CARRIED OUT IN RECENT YEARS.

The old town of Bar was completely devastated by the earthquake in 1979. All buildings were severely damaged, and a large number were completely destroyed. During the 80's of the previous century, an extensive challenging project of rehabilitation and restoration of the old town started, not to be completed still. The fortifications and objects for which, based on authentic documentation, it was possible to create a reconstruction projects, were partially or completely restored, such as Customs house, Gunpowder house, Citadel and Aqueduct, Internal Gateway, Church of St. John, Palace, Church of St. Venus, Clock Tower, Hamam, St. Ilarion Church and Episcopal Palace. The



reconstruction was led by, at that time, the curator, archaeologist Omer Peročević in cooperation with the relevant institutions. The work on long-term reconstruction is continued by the archeologist Mladen Zagarčanin by completing partially restored buildings and restoration of the new ones. The capital project of the reconstruction of the church of St. Catherine has been recently completed, while the projects for completion of partially restored buildings such as Episcopal palace are still ongoing.

4. Information on regulatory and institutional aspects relating to the enhancement of the underground heritage

This Law on culture ("Official Gazette of Montenegro", No. 49/08 of 15.08.2008) determines the public interest in culture and regulates cultural institutions, the status and rights of artists and experts in culture, encouragement and support of cultural development, financing of culture and other issues of importance for culture. Ministry of Culture and local administration, as well as public institutions, are responsible for the realization of activities which refer to the field of culture. The government of Montenegro has formed a National Council for Culture to monitor the situation in certain areas and activities of culture and to propose measures to improve the development of culture. The composition, mandate, competence and manner of work of the National Council are determined by the Decision on the formation of the National Council ("Official Gazette of Montenegro", No. 26/10), which was adopted by the Government of Montenegro in December 2009. The council was constituted on May 10, 2010. The members of the National Council are high reputation artists and experts in the field of culture.

The Law on the Protection of Cultural Heritage ("Official Gazette of Montenegro", no. 49/10 and 44/17) stipulates that administrative and related professional activities on the protection of cultural assets are performed by a specialized administrative body - the Directorate for the Protection of Cultural Heritage, and that specialized institutions are established to perform professional activities that are not within the competence of the Directorate.

Municipalities in Montenegro have established public cultural institutions, which are the main bearers of activities in the field of culture in local communities. They are organized as centers for culture - complex public institutions that unite all cultural activities (library, museum, gallery, theater, publishing, film screenings, etc.). These institutions are mostly executive producers of local events and festivals. A special problem in the functioning of all municipal cultural institutions is the lack of a stable source of funding.

One of these institutions is Public institution Cultural Center Bar JP Kulturni centar Bar exists, a complex cultural institution which includes:

- House of Culture "Vladimir Popovic Spanac"
- National Library and Reading Room "Ivo Vuckovic"
- Art Gallery "Velimir A. Lekovic"
- Museum Bar (Castle of King Nikola) with the fortress Old Town

According to the Law on the Protection of Cultural Heritage (Article 2) "Cultural property can be state or private owned" which means that private individuals can participate in heritage enhancement processes. Also, in the Article 7 it is clearly stated that "the protection of cultural property is achieved by taking appropriate measures necessary for its identification, preservation and presentation, and especially by encouraging the activities of non-governmental organizations and private initiatives".

5. SWOT analysis

Based on the analysis of the situation in Old Bar, as well as the legal framework and other strategic documents, the following SWOT table can be defined:

OLD TOWN OF BAR	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
CULTURE	Rich in history and cultural heritage	Outdated and inadequate equipment of the culture related institutions	Engagement of creative and professional staff	Too many employees in the public sector and lack of funds for developmental activities
	Organized public institution for promotion of cultural activities	Lack of use of information technology for promotion of culture	Engagement of diaspora in different activities related to culture development	Insufficiently trained people to write and implement EU-IPA funded projects
TOURISM	Good geographical position	Lack cross-sectoral cooperation (associations,	Engagement of creative and professional staff	COVID 19 related crisis



		institutions, local self-government, economy...)		
EDUCATION	Recognizability of Old Bar as tourist destination and continuous growth of attendance	Lack of tourism diversification	Development of cultural heritage tourism	Insufficiently trained people to write and implement EU-IPA funded projects
	Existence of vocational education within the formal education system	Lack of staff of certain profile, with specific knowledge and skills	Creating a cooperation network with educational institutions	Lack of interest in specific educational occupations related to culture
ECONOMY	Existence of tourism infrastructure and potential for further tourism development	Insufficient utilization of potential for economic development through private-public partnerships	Development of crafts and small businesses	Lack of funds for realization projects in the field of cultural activities
	Existence of an entrepreneurial incubator as infrastructure for support of self-employment, networking, eliminating of business barriers		Capacity building for absorption of IPA funds	COVID 19 and economic crisis can lead to reducing the number of tourists



INFRASTRUCTURE	Good traffic connection and geostrategic position,	Illegal construction, which threatens natural and others values	Possibility of use of EU funds	Lack of funds for realization of infrastructural projects
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6. Interaction between technological innovation and management models

The Municipality of Herceg Novi participated in an IPA funded project “Fortress Reinvented” which is listed on the Council of Europe’s web site as a good practice in the field of Culture and Heritage¹. The project Fortress Reinvented began on 1 July 2017 and ended on 31 December 2019 and it was co-financed by Interreg IPA Cross-border Cooperation Programme Croatia – Bosnia and Herzegovina – Montenegro 2014-2020. The project’s goal was to jointly develop and promote existing tourism potential with innovative approach and digital contents in historical fortification monuments in the area of project implementation: St. Michael's Fortress (Šibenik, CRO), Klis Fortress (Klis, CRO), Kanli Tower (Herceg Novi, MNE) and Vranduk Fortress (Zenica, BIH).

Cultural and historical background of the project area was an excellent opportunity for cross-border tourism development. In order to make fortresses attractive for new digital generation, for the first time in those three countries innovative approach was used with the main objective to strengthen and diversify the tourism offer through cross border approaches.

Main obstacles partners faced during the project implementation were delays in the public procurement procedures for the purchase of high-tech equipment for the fortresses which led to delays in the implementation of the project activities. However, the project was a success. With realization of all project activities, content of four fortress (St. Michael’s, Klis, Kanli Kula and Vranduk) was upgraded in innovative digital way and is more attractive to the visitors that are not usually interested in visiting cultural sites because of the lack of interesting contents. Also, cross-border cooperation between partner locations strengthened their relations and increased the value of each unique cultural heritage.

¹ <https://www.coe.int/en/web/culture-and-heritage/-/project-fortress-reinvented-innovative-approach-and-digital-contents-in-historical-fortification-monuments>

Lesson learnt:

- ✓ communication and defining responsibilities among project partners and project team itself
- ✓ importance of knowing all project rules, procedures and laws
- ✓ response in a timely manner
- ✓ building relationships and international and national cooperation

In 2020 the Municipality of Bar, as a project partner, started the implementation of the project FORTITUDE² under the Interreg IPA CBC Croatia - Bosnia and Herzegovina – Montenegro. Over the next two years, the project will provide Old Town of Bar with a number of new facilities that include complete equipping of the summer stage, opening of the Visitor Center within the Customs House, setting up a tactile map, procurement of Herro Mirror, virtual reality experiences. supported by new technologies.

7. Conclusions

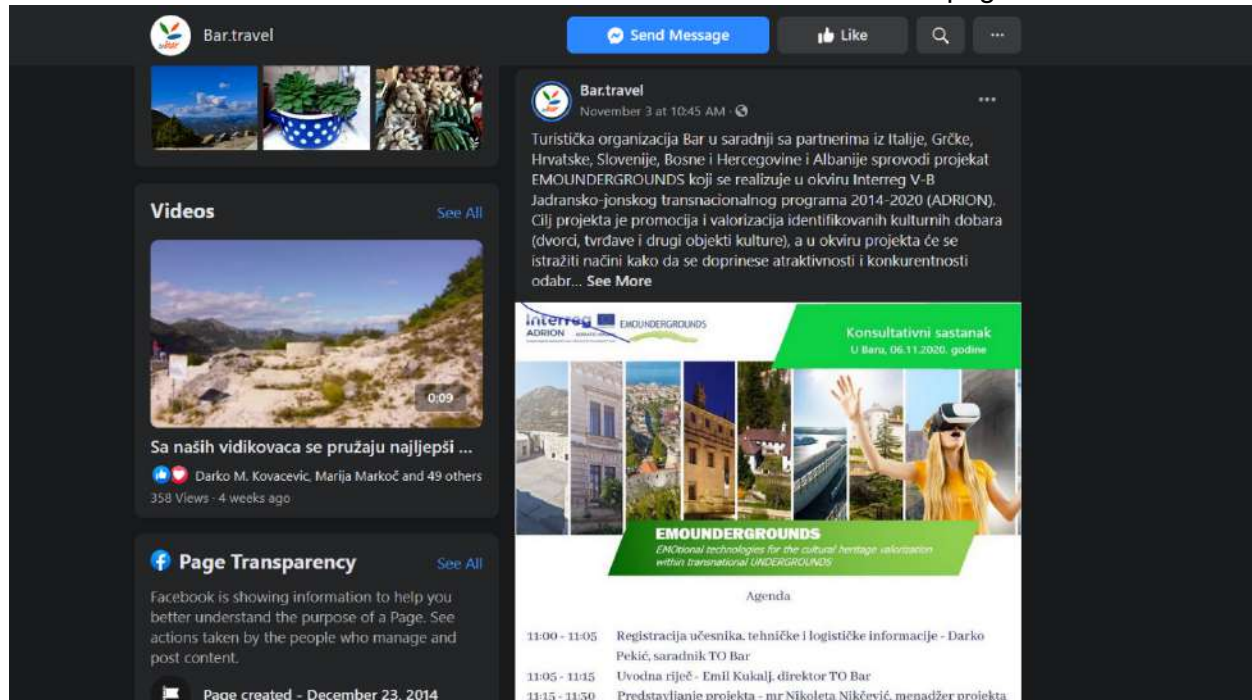
Summary of the main results and conclusions drawn from the Territorial Animation Meeting organized by TO Bar within EMOUNDERGROUNDS project, which took place on 6 November, are as follows:

- All participants can see the benefits of technological innovations in tourism sector
- Despite all the positive aspects of VR equipment participants agree that due to COVID 19 it would be better to produce an audio guide and provide disposable earphones for each visitor
- All participants agree that Old Town would be a perfect location knowing its historic and cultural value
- In order to fully use its potential, the Old Town needs to be accessible by night, some trails need to be repaired while some new trails need to be introduced
- The participants agree that an integrated approach is needed in the protection and promotion of Old town, and they agreed with the need to form international partnerships so that local tourism professionals can be further promoted in the regional and international market.

² <https://www.interreg-hr-ba-me2014-2020.eu/project/fortitude/>

Annex 1: Press clipping

The event was announced on November 3rd on the Bar.travel Facebook page.



After the event a press release has been distributed to all local media and the following web portals published it:

<https://www.visitbar.org/projekti/emounderground/422-odrzan-online-konsultativni-sastanak-na-projektu-emoundergrounds>

<https://barinfo.me/odrzan-online-konsultativni-sastanak-na-projektu-emoundergrounds/>

<https://glasmrkojevica.me/2020/11/06/odrzan-online-konsultativni-sastanak-na-projektu-emoundergrounds/>

<https://mojbar.net/drustvo/odrzan-online-konsultativni-sastanak-na-projektu-emoundergrounds/>

<http://jedro.bar/info/8931-projekt-emoundergrounds>

<https://portalbar.me/potreban-integrirani-pristup-u-zastiti-i-promociji-starog-bara/>

<https://feral.bar/post/3410>

Social networks:



Instagram: <https://www.instagram.com/p/CHH8GdEgJeJ/igshid=ojbc5rvdkzd6>

Facebook: <https://www.facebook.com/873411712709561/posts/3809872439063459/?d=n>

Annex 2: Stakeholder's database

Record number	1
Name – Brand	Association of olive growers Bar
Address	9. Januar, Stari Bar, 85 000Bar
Contact information	cazimalkovic@gmail.com +382 69 039 143
Activity	Promotion of olive oil consumptions and protection of olive growers' interests
Market	Bar
Typology	Business aggregations and consortiums
Turnover size	
Seasonal activity	

Record number	2
Name – Brand	SeaFort
Address	Coast Iva Novakovica, Sutomore, Bar
Contact information	a3montenegro@gmail.com +382 30 550 880 www.seafort.me
Activity	Hotel services
Market	Montenegrin and foreign tourists
Typology	Food and wine attractors



Turnover size	-
Seasonal activity	No

Record number	3
Name – Brand	Allegra
Address	Marina bb Putnički terminal, Bar 85000
Contact information	info@allegrakrstarenja.com +382 67 641 164 https://www.allegrakrstarenja.com
Activity	cruising tourism and other tourist agency related activities
Market	Montenegrin and foreign tourists
Typology	Travel agencies with public ticket service
Turnover size	-
Seasonal activity	Yes

Record number	4
Name – Brand	Stara Čaršija
Address	243 StaroBarska Čarsija, Bar 85000
Contact information	infostaracarsija@b2bar.me +382 68 888 864 https://staracarsija.me
Activity	Hotel&restaurant
Market	Montenegro
Typology	Food and wine attractors
Turnover size	-



Seasonal activity	No
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Record number	5
Name – Brand	Gradionica
Address	-
Contact information	gradionicango@gmail.com *382 67 262 102
Activity	Advocacy in the field of urban development
Market	Montenegro
Typology	Other
Turnover size	-
Seasonal activity	No

Record number	6
Name – Brand	Riva Travel
Address	Makedonska, zgrada A-1, 85000 Bar,
Contact information	rivatravel@t-com.me +382 30 551-022 www.rivatravel.me
Activity	Organization of tours and excursions
Market	Montenegro
Typology	Travel agencies with public ticket service
Turnover size	-
Seasonal activity	No

Record number	7
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Name – Brand	Ministry of Culture
Address	Njegoševa, Cetinje 81250
Contact information	kabinet.kultura@mku.gov.me + 382 41 232 571 mku.gov.me
Activity	Public institution
Market	Montenegro
Typology	Tourist attraction management
Turnover size	-
Seasonal activity	No

Record number	8
Name – Brand	Apart hotel Kuće Lekovića
Address	Šuma Lekovića Bar, 85000
Contact information	kucelekovica@gmail.com +382 067 654 076 www.kucelekovica.me
Activity	luxury apartments for rent
Market	Montenegrin and foreign tourists
Typology	Sea – seaside
Turnover size	-
Seasonal activity	No

Record number	9
Name – Brand	Abordage



Address	Jovana Tomasevica 36/3, Bar, 85000
Contact information	drago.zecevic@t-com.me
Activity	Consulting activities in the field of information technology
Market	Montenegro
Typology	Other
Turnover size	-
Seasonal activity	No

Record number	10
Name – Brand	Racc Educo
Address	Vladimira Rolovica E3/A, Bar, 85000
Contact information	raceduco@gmail.com +382 30 311 626
Activity	Private institution for adult education
Market	Montenegro
Typology	Education
Turnover size	-
Seasonal activity	No

Record number	11
Name – Brand	Secondary School of Economics and Catering Bar
Address	Mila Boskovicica 1, Bar 85000
Contact information	ekonomskaskolabar@gmail.com +382 30 312 977



	www.eusbar.me
Activity	Vocational education of secondary school children
Market	Bar
Typology	Education
Turnover size	-
Seasonal activity	No

Record number	12
Name – Brand	Marko Božović
Address	-
Contact information	markodelija@t-com.me +382 68 050 678
Activity	Tourist guide for German speaking tourists
Market	Foreign tourists
Typology	Guides and tour leaders
Turnover size	-
Seasonal activity	Yes

Record number	13
Name – Brand	Elvis Alković
Address	-
Contact information	elvis.alkovic1@gmail.com +382 67 416 732
Activity	Tourist guide for English and Spanish speaking tourists
Market	Foreign tourists



Typology	Guides and tour leaders
Turnover size	-
Seasonal activity	Yes

Record number	14
Name – Brand	Ivan Perčobić
Address	-
Contact information	perco.ivan@gmail.com 069 292 768
Activity	Tourist guide for English and German speaking tourists
Market	Foreign tourists
Typology	Guides and tour leaders
Turnover size	-
Seasonal activity	Yes

Annex 3: Photos from the Territorial Meeting

(attached as a separate file)

Annex 4: Agenda and Power Point Presentation

(attached as a separate file)



ANNEX 10 - PP10 Meeting Minute





Main findings of the Territorial Animation Meeting



Contents

1. Meeting information.....	2
2. Brief summary	3
3. Information on the underground heritage in the area of intervention.....	5
4. Information on regulatory and institutional aspects relating to the enhancement of the underground heritage.....	6

1. Meeting information

Date: 18/12/2020

Place: City Assembly hall of City of Trebinje

Duration: 120 minutes

Speakers:

- Mr Mirko Ćurić, The Mayor of Trebinje
- Mr Dražen Bošković, Director at Trebinje Development agency
- Mr Ranko Biberdžić, Trebinje Development agency

Facilitator: Ms Vesna Đurić

Participants:

- 2 - City of Trebinje
- 2 - Tourist organization of Trebinje
- 1 - Tourist agency
- 1 - Vinery
- 1 – NGO Center for development of Herzegovina
- 1 - Women's Association „Vasila“
- 1 - Restaurant
- 1 - Tourist guide
- 1 - Mountaineering club
- 1 - Cultural Center Trebinje
- 1 - Museum of Herzegovina
- 1 - Department for Urban and Spatial Planning
- 1 - Republic Institute for the Protection of the Cultural, Historical and Natural Heritage of the RS
- 1 – Public Institution Youth Center
- 5 – Public Institution Trebinje Development agency

2. Brief summary

The participants of the meeting were greeted by the Director of the Public Institution Development Agency Trebinje, Mr. Drazen Boskovic, who expressed satisfaction with the great response to the discussion from the actors themselves, the planned course of the project and introduced the participants to the basics of the project. On that occasion, he emphasized the

importance of support of the municipal authorities of the City of Trebinje when such projects are in question. He referred to the financial construction of the project and other partners from the surrounding countries, emphasizing that Trebinje has the experts who can cope with the environment and actively participate in international projects. He pointed up that Trebinje has the strategy for development of tourism for the next ten years, which is extremely important and goes in synergy with such activities.

After the introduction, the Mayor of Trebinje, Mr. Mirko Ćurić, greeted and thanked the audience, focusing attention on the fact that they are a group of people who have carried so far and will carry in the future the greatest burden in the development of the city and only together they can achieve success. He commented on the impact of the COVID-19 pandemic on the current situation, adding that no matter how difficult the situation, investment in the development of the city and support for projects will not be lacking and that the emphasis is on sustainable content.

After the Mayor, Mr. Ranko Biberdžić took the floor and informed the participants point by point about all the necessary details of the project, the plan for the meetings and expectations after it. He explained that the project has several phases, of which the most interesting thing for the participants is to obtain the equipment which will be used for valorisation of locations that are far from the city and are not always available. At the same time, the desire and goal is to make Trebinje more visible on the tourist market through cooperation with partner cities and institutions. The aim is to network, cooperate and create public-private partnerships in the tourism chain and to improve the design and application in cultural tourism that will be promoted as well. He added that through this project, a new network of associates will be created, which will enable linkage, assistance and exchange of experience in promotion. He emphasized that all the equipment obtained through this project will be located in The Museum of Herzegovina, which will receive a VR interpretation room, with project screens, promo materials, VR glasses, boards, etc.

Facilitator of the meeting, Ms Vesna Đurić, proceeded with presentation of the meeting agenda and short explanation of its expected outcomes underlining that context of the project should be beared in mind in order to have as much as possible effective meeting. Then, she asked the participants to take the opportunity for discussions and proposals in the line with meeting agenda.

Mr. Slobodan Vulešević addressed the audience on behalf of the NGO Center for Development of Herzegovina, praised the project and said that this is something that Trebinje has not had so far and that it will improve the tourist offer. He also pointed out that the main and most difficult task in the future will be the management plan due to complicated ownership structures in certain locations, which can be a challenge, and that without the synergy of the City and the state with other actors they cannot talk about public-private partnership.

The Director of the Museum of Herzegovina, Ms. Ivana Grujić, emphasized her satisfaction with the fact that the cultural and historical heritage is in the focus of the project, because not enough is being done for preservation and valorisation, but she believes that such projects can animate competent institutions to renovate buildings. She also believes that the local population needs to

be brought closer and more acquainted with the historical treasures in this area in order to change their personal relationship, i.e. to raise awareness of the importance of cultural and historical heritage to the community.

The Director of The Tourist Organization of the City of Trebinje, Mr. Marko Radić said that it is commendable that in the period of the pandemic, active work is being done on the development of tourist offer, and that this project will increase the level of visits to the Museum and the city. Also it can be a good starting point for schools, so that students can get acquainted with history in a modern way.

Mr. Miljan Vuković from The Cultural Center of Trebinje mentioned that, in case of realization, the presentation of selected locations from the perspective of pigeon flight would be very attractive, and that this project will use opportunities to valorise facilities and resources we have through the creative industry.

The tourist guide Mr. Marko Čapin and Ms. Milica Kovačević, guide and representative of the travel agency “Lux travel”, addressed the audience and talked about the project. They gave their suggestions and said that the project is interesting because the facilities that will be included in this way will be available to tourists who do not focus on adventure and destination research, but from the comfort of the Museum they will be introduced to these locations and their importance.

Mr. Igor Škero from the Mountaineering Club "Vučiji zub" supported the project, believing that getting to know the offer in this way will further encourage tourists to visit personally the locations and specified the animation of private individuals to participate in such projects as a challenge. When it comes to the public- private partnership, he mentioned the Austro-Hungarian fortification "Golo brdo" as the most attractive, primarily due to the entrance and the preserved appearance of the fortification.

Mrs. Milica Andjelic, Director of „Andjelic“ Winery expressed satisfaction because she was invited to attend the meeting, although her job description is not related to the project but she sees this as an opportunity for hospitality industry in the future in the eventual expansion of content and offerings on sites.

Almost all attenders said that a list of all interesting facilities should be made, and they should be visited in the terrain in order to record the advantages and disadvantages of the locations, to which Igor Skero added that all facilities have already been marked by the mountaineering society and that interested tourists are already touring the locations, especially in the periods of COVID, when the recommendations were social distance and spending time in nature.

3. Information on the underground heritage in the area of intervention

Ms Djuric has asked for comments on summarised results of discussions related to information on underground heritage which were as follows:

Having in mind the potentials of Trebinje for promotion for tourist purposes, and in the context of the project EMOUNDERGROUNDS, examples of locations that can be valorized for tourism and which have not been significantly included in the tourist offer so far are given, as follows:

Old City „Kastel“ with special reference to the building of the Museum of Herzegovina, fortress



Strac, fortress „Golo brdo“, fortress „Klicanj“, the remains of a fortress „Petrina“, Old City „Micevac“ etc., and the potential of the Trebinje as a whole that can be treated as a fortress in some periods of history, with at least three periods to be observed: the medieval period, the period of the Ottoman Empire and the period of the Austro-Hungarian Empire.

It was agreed that more precise characteristics and details of aforementioned locations will be provided through assistance of Museum of Herzegovina and relevant departments of City of Trebinje.

In accordance with the discussions of the participants, possible directions of action in the future that would serve for the transnational connection of the tourist offer of Trebinje and the valorization of its cultural, historical and natural heritage would potentially include the following:

- Establishment of a local body or working group that would more precisely formulate proposals and cooperate with engaged experts at the project level;
- More involved private sector participation (e.g. hospitality industry) in organizing promotional events;
- Improving access to individual locations or arranging the locations themselves for the needs of tourism in the future;
- Use the educational potentials of the project to improve the quality of offers and services;
- More significant use of modern technologies for the presentation of hard-to-reach and unregulated locations;
- Supplementing the tourist offer related to EMOUNDERGROUNDS related locations, e.g. Placing authentic artifacts such as e.g. traditional carriages or the organization of "medieval markets";
- Link adrenaline tourism (hikers) and the offer of natural heritage with tours of the fortifications;
- The possibilities offered by the remains of the buildings and the route of the old railway in the context of the project can be valorized by connecting the supply of the fortifications in the Austro-Hungarian period;

The participants agreed with proposed conclusions but had also few additional comments related to regulatory and legal/institutional aspects as showed below.

4. Information on regulatory and institutional aspects relating to the enhancement of the underground heritage

Speaking about the legal preconditions for the valorization of cultural and historical heritage in tourism, Ivana Grujic added that these facilities are subject to the Laws on Culture, Cultural Heritage, Museum activity and that they are largely state-owned and managed by local communities where opportunities for cooperation should be sought.

Mrs. Tijana Maric from the Department for Physical Planning of the City of Trebinje added that they, as part of the city's administrative network, are available for all additional questions and support in the implementation of these project activities.



Meeting was organized in big hall of City of Trebinje Assembly with respecting all measures due to COVID 19 pandemic.



ANNEX 11 - Trans National Meeting Minute



“EMOUNDERGROUNDS” - “Project N° 905”
*EMO*tional technologies for the cultural heritage valorization within transnational
UNDERGROUNDS

Adriatic-Ionian Programme INTERREG V-B 2014-2020 - 2nd call

WPT1 - Activity T1.1 - Deliverable T1.1.1
11 territorial animation meetings among tourist chain actors
(1 at Transnational level, 10 at local level)

Online TransNational Meeting

May 19th, h 10,00 a.m. – 12,15 p.m.

ZOOM platform - ID Meeting: 885 4590 9846
link: <https://us02web.zoom.us/j/88545909846>

Participants:

(LP)

Manuel Cirignaco (Piccadilly Suites and Rooms)
Stefania Gaballo (Visitnardo)
Antonio Boncore (Associazione Arneo Veicoli Storici)
Mimmo Errico (Associazione Arneo Veicoli Storici)
Giulia Puglia (City of Nardò municipal councilor)
Annalisa Nastrini (Commedia Srl, external expert)
Domenica Suma (CETMA, external expert)
Ida Carolla (LP Project Manager)

(PP2)

Elisa Pellacani (Municipality of Carpi)
Giovanni Lenzerini (Municipality of Carpi)
Daniele Giustolisi (Municipality of Carpi)
Francesca Schintu (Fondazione Fossoli)

(PP3)

Chrysa Giannioudi (Municipality of Andravida-Killini)

(PP4)

Dominik Damis (VisitRieka)

Valerij Juresic (Subject)

Željka Modrić Surina (Prirodoslovnog muzeja Rijeka - (Natural Sciences Museum Rijeka)

(PP5)

Martina Horvat (Fortress of Culture Šibenik)

Zdravko Bogdan (Kreator atk, External expert)

(PP6)

Tadej Žilič (RRC Koper)

Aleš Vodičar (ORA Krasa in Brkinov d.o.o – Agency of Territorial Development of Carso and Brkni)

Uros Skok (Municipality of Komen)

Občina Komen, korona komen (Municipality of Komen)

(PP7)

Primož Jeralič (Municipality Ivančna Gorica)

Janja Novoselc (KASPR Doo, external expert)

(PP8)

Gladiola Ismailaj (Municipality of Kukes)

Andi Tepelena (ArtKontakt Centre, external expert)

Valmira Hoxha (Municipality of Kukes)

(PP9)

Emil Kukulj (TO Bar)

Darko Pekic (Premium Consulting)

Drago Zečević (Luka Bar) (Manager at the Port of Bar)

Aleksandar Vukic (Allegra Cruise Trips)

Cazim Alkovic (Olive Growers Association)

Jelena Vlahovic (Vocational Secondary School)

Ivana Dabanovic (Cultural Center Bar)

(PP10)

Ranko Biberdzic (Tredea)

Bojan Benderać (Tredea)

Slobodan Vulešević (Director of CRH Trebinje, Trebinje Development Centre)

Coordinator: Andrea Bonifacio (LP)

Agenda:

- 10:00 greetings and introduction (LP)

- 10:20 Action Plan presentation (PP6)

- 10:30 round the table and will verbally approval of the Action Plan (All PPs)

- 10:50 Agreement Protocol signature (All PPs)
- 11:20 presentations on the partners commitments (All PPs)
- 11:50 ADRION Sub-Cluster 2 presentation (LP)
- 12:10 next activities and next PTC Meeting (PP5)

Andrea Bonifacio opens the meeting with recommendations for the registration of the participants and a brief introduction on the meeting Agenda.

Tadej Žilič reports about the Action Plan (Project Action T1.2) and the methodology for its creation. The Action Plan is focused on sharing a smart, sustainable and inclusive management of the selected TN tourist destinations, starting from the castles undergrounds and the cultural heritage, in Jonian-Adriatic area.

At the beginning each partner prepared a local meeting with the stakeholders and all the Project Partner checked the available informations about tourism and local development strategy. Each partner prepared then a document on local situation. In this process PP6 was helped by the Komen Municipality and the local development agency. In the evaluation of the territorial reports emerge that each partner has a different situation in terms of organizational scale, scope of management, level of development, local tourism management, participation, stakeholders motivation, financial and human potentials and so on. Each partner provided a SWOT analysis from which common objectives and specific objectives has been extracted. The international network composed by the local public and private partners will operate in the frame of the Action Plan. The governance model of this public private partnership is based on flexibility in his forms of collaboration and financing. The network will be collegially managed by the partners, will be open to the entry of new partners, will be open to work in new projects with the goal of generating local development through international collaboration. The Action Plan has the following intervention axes: development and improvement of the local tourism product, heritage sustainable use and conservation, sites accessibility and inclusiveness, TN Network strengthening and enlargement. Later in this meeting, partners will highlight their role in the accomplishment of this objectives.

The coordinator introduce the Agreement Protocol, underlining how it was composed collectively by all the partners. He then invite each partner representative to officially express the approval of the Agreement Protocol. Stefania Gaballo, on the behalf of the municipal councilor Giulia Puglia give the Leader Partner Municipality of Nardò approval, Giovanni Lenzerini, director of Culture Department give the aproval of PP2 Municipality of Carpi Carpi also bringing the greetings from the Mayor and the deputy Mayor, Chrysa Giannioudi express the approval of PP3 municipality of Andravida-Killini, Dominik Damis from Rijeka tourism Board approves for PP4, Martina from Public Institution in culture Fortress of Culture Šibenik approves for PP5, Tadej Zilic approves on the behalf of Regional development centre Koper and the Municipality of Komen, Primož Jeralič from Municipality Ivančna Gorica approves for PP7, Andi Tepelena approves on the behalf of PP8 Kukes Municipality as confirmefd by Gladiola Ismailaj, Emil Kukalj approves for PP9

Tourism Organisation of municipality of Bar, Bojan Benderač director of TREDEA Trebinje Development Agency gives the last confirmation to the Protocol Agreement.

The coordinator thanks the partners for the approval of the Protocol Agreement that is the confirmation of the Action Plan. He also remind that the subscribing will continue with the "Subscriber Card" signature of the local stakeholders and other new partners (if any). The Subscriber Card was created as a simple form, easy to manage.

Tadej Žilič inform the audience that all the scanned signatures will be shared in the project cloud data storage.

Te coordinator launch the discussion on the commitment of each partner for the Action Plan achievement. The City of Nardò is in charge of the Action 1.3, coordination of periodic stakeholder evaluation meetings, part of the Specific Objective 1: Development of the EMOUNDERGROUNDS cultural tourist product. This activity will provides updating on the network development and changes. The Action Plan provides for the realization of other meetings, on different topics. They can be collected in a larger and more effective network meeting: synthesis, verification and sharing of what carried out by the network, the TN product improvement, the heritage preservation and promotion.

Ida Carolla, project manager for the LP gives a presentation of the project: general data, aims, territorial scope, partnership, objectives, work plan structure. A deeper detail about the synergies and the new capitalization activities is provided, explaining the contents and the goals of the ADRION hematic Cluster n.3 "... towards sustainability in cultural and natural tourism destinations." and of the sub-cluster "Cultural and creative industries", leaded by EMOUNDERGROUNDS project.

Elisa Pellacani takes the floor: the City of Carpi PP2 will coordinate the Action Plan 2.2 action "sharing of experiences, contents and managerial and technological experiments of the TN network, within the Specific Objective 2. preservation and interpretation of heritage. The management of Musei Civici di Carpi and the administration of the Municipality of Carpi are aware of the importance of being updated on the state of the art of the opportunities for improving the cultural and tourist offer that may come from creative industries, technological innovations and from the evolution of heritage management and marketing. Sharing updates among the network partners is a further factor for the cultural offer improvement. Over time each partner certainly receives different information and hints. The activity coordinated by Carpi intends to collect them, share them among all the network partners discussing how these topics (technology, creativity and management) are evolving and how can strengthen the common profile of the EMOUNDERGROUNDS transnational tourism product.

Carpi has the logistical and managerial resources for the managing of this task and the consolidated relationship between Carpi and Padua University will be helpful.

From Andravida-Killini Chrysa Giannioudi says that PP3 wants to keep up with the project.

Valerij Juresic for Rijeka Tourist Board confirms that PP4 will be the coordinator of the Action Plan action 3.1: Contents review and updating, first part of the Specific Objective 3 on Heritage promotion. PP4 will ensure the collection of informations on the sites involve in the EMOUNDERGROUNDS network and regularly update medium materials and texts that can be used for promotion and dissemination. One of the advantage of this networking is the standardization of the data coming from different areas and then disseminated in different countries. It can be at the bases of promotion and also of the development of new common touristic products and of the transfer of best practices. Tourist Board Rijeka entered the project lately so is a bit in delay with the activities. The project intervene in Trsat Castle, a place with a very intense history. It's now a building with a park, governed by the Tourist Board Rijeka, a place full of life, with concerts, plays, workshops, film screenings, gastronomic events, exhibitions etc., with a peak during summertime. Trsat Castle shows historical layers for 13th Century up to 20th Century, that allow to tell the story of the City and the Region. The Castle was founded by Frankopan family, a noble family important for the history of Croatia. The interpretation Centre recently opened in the Castle integrate its story. Within the EMOUNDERGROUNDS project will be developed innovating ways of interpreting the dungeons and the natural cave existing below. The studies on the natural and archaeological heritage are on the way. The decision on how to create the interpretation and the layout will be shared with the stakeholders and experts.

Martina Horvat from Fortress of Culture Šibenik (PP5) reminds that Šibenik is a relatively small town on central Dalmatia, on the Adriatic coast. The institution Fortress of Culture Šibenik were founded seven years ago by the City of Šibenik. The tasks are preserving fortification heritage in Šibenik and manage it in a sustainable way, also engaging the local community and even national. The structure is made by a Dorector and the departments: Cultural and Historical Heritage, Programmes and Production, Marketing PR and Sales, Technical affairs, Administration and finances. With a video she sows what PP5 do for the valorization of Šibenik fortresses, underlining how the EMOUNDERGROUNDS activities are aligned with the PP5 strategy. Augmented reality is already implemented in Barone Fortress, there are a 3D mapping in two cisterns of St. Michael Fortress, providing scenarios from local history, with elements of gaming, for education or for entertainment, addressed to different targets. Next step will be to explore the possibilities of virtual reality and the experience it can offer to visitors for the interpretation of cultural heritage. The results of the PP5 activity in Šibenik is to enhance the cultural offer f both the fortresses and the City.

Tadej Žilič confirms the PP6 commitment in coordinating the network enlargement pined in Action Plan Action 4.2, inside the specific objective 4 "strengthening and enlargement of the TN EMOUNDERGROUNDS network". The goals are the preparation of guidelines with membership characteristics and rules and the detection snd the engagement of sites or organizations potentially interested in join the network. The first task will start in the next year and the second will be a routine activity.

Primož Jeralič shows the goals of Ivančna Gorica in EMOUNDERGROUNDS project. One is about the Carniola Honey Bee House, a new infrastructural project for furtherer tourism

development in the area. It will also represent Podsmreka Castle through project EMOUNDERGROUNDS and will be open in September. Emil Rothschütz (1836-1909), from Podsmreka near Višnja Gora, took a hitherto unknown species of bee out into the world. Ivančna Gorica continue his work nurturing and spreading knowledge of the Carniolan Honey Bee, drawing attention to the importance of bees in the life circle of our planet. Podsmreka Castle was extensively presented for the first time in a document written in 1689. The castle changed many owners. Rothschütz family has a relevant importance: they was engaged in beekeeping and in 19th Century exported Carniolian bees around the world. With the EMPUNDERGROUNDS project, studies and analysis on Podsmreka Castle are going to be completed. The building is in a bad shape and not accessible. However it will be presented as it was to a wider population with the help of advanced technologies. The project also raises the awareness about the importance of preserving cultural heritage and environment among the local population and beyond. EMOUNDERGROUNDS project suited with the local needs and PP7 is looking forward to complete the products to be realized within it. A sample of that is shown in a video.

Janja Novoselc adds that the aim of PP7 is to get more visibility for Visna Gora and Podsmreka Castle, places very near Lubjana and Llubjana is a great tourist attractor. The aim is to get more guests and a more developed tourist offer in local area. This was the main result of the Territorial Animation Meeting. In the Focus Groups the topic was the development of the new integral tourist product, which includes also the new technologies in the new Carniolan Bee house. PP7 connected the local stakeholders in order to develop the tourist offer and integrate the new technologies applications. The most important segment of it is the development of the sensorial experience which will provide experience of Visna Gora and also his natural heritage. In the Action Plan PP7 will establish the system of visitor monitoring and sharing results, that is also one of the important local goals, because there are not much data about the visitors in the area and the wish is to upgrade the local activities to an international level.

Andi Tepelena from PP8 explains that the role of Kukes Municipality in the Action Plan is to develop the EMPUNDERGROUNDS Network, cultural route and sub-networks. Kukes is placed along the route connecting Albania with North Macedonia and either in general the Balkan Peninsula. In the project the challenge is to start the rehabilitation of the "Underground City", a copy of the ground city built during the Cold War as a shelter for the entire citizens. The construction lasted almost twenty years. Nowadays the tunnels are in a bad situation because abandoned in last three decades. The project should make accessible at least a small part of the Underground City involving the local private sector, then activating a larger reuse process. This includes the integration of other sectors of heritage and tourism. In a first stage maybe the new technologies will be located in the local House of culture.

The city is a bit isolated but the new Kukes International Airport is going to start working. It will be easier for the tourists to arrive in Kukes and visit his attractions. The Underground City will be one of them. The challenge is to be an all year round tourist destination. Inputs from the other partners are needed, in order to harmonize the results. Kukes would develop a specific sub network of bunkers and shelters from Cold War period. Thanks to EMOUNDERGROUNDS network Kukes will learn a lot on how to go on. In the Local Animation Meeting the local business sector expressed great interest in the potentials of our project and the civil society was positively involved as well.

Darko Pekic for the Tourist organization of the Municipality of Bar (TO Bar) introduces who is participating in presence together with him: the representatives of the Municipality, of the Cultural Center and of the Vocational School. TO Bar is one of the bodies of the Municipality of Bar. Is responsible fo the touristic promotion. In the Action Plan will also be responsible for transnational dissemination of the project results and products. Also will be in charge of the coordination of B2B actions, a very important tool for achieving the project goals, and the presentation of the EMPUNDERGROUNDS cultural-tourism product to tourist agencies, NGOs, Public bodies etc.. The local focus of PP9 is mainly placed in Stari Bar, the old town, that is still not fully discovered. With this project it will be presented and promoted to the wider public in all the neighbor countries.

Ranko Biberdzic from Tredea - Trebinje development Agency reminds that the agency deals with different topics in Trebinje and wider. Tourism is one of the branches of Trebinje development. EMOUNDERGROUNDS project gives the opportunity to digitally represent different local heritage. Trebinje has a general development strategy and a tourism development strategy. EMOUNDERGROUNDS project is in line with it. In the history Trebinje was under different powers, always remaining on a border. The result of it is that almost every hill around the city has some kind of fortress which are not in a good condition but it's interesting to present them to the wider public. In the middle of the town there are several objects from different periods. PP10 decided to focus on the central part, maintaining the connections with the main fortresses in the surroundings. Even if that buildings can't be visited, the contents can be presented digitally. The activities already achieved are: project presentation to media and local public, territorial animation meeting, contribution to the Action Plan, networking with local stakeholders in order to create a tourist product and the study son cultural attractors is almost completed. PP10 main task in the Action Plan is to coordinate the Analysis of the UE and other funding opportunities and the collect ion of suggestions for the submission of project proposals, that is a stimulating topic.

After thanking al the stakeholders attending to the meeting for their presence, Ida Carolla (LP) provides final recommendations for the technical preparation of next reporting activities.

Martina Horvat presents the third Project Meeting that will be coordinated by PP5 in the and of June.



ANNEX 12 - Agreement Protocol among public and private subjects bearing of interests on creative-cultural tourism field in target territories (Del. T.1.3.1)





“EMOUNDERGROUNDS” - “Project N° 905”
“EMOtional technologies for the cultural heritage valorization within transnational UNDERGROUNDS”

Adriatic-Ionian Programme INTERREG V-B 2014-2020 - 2nd call

Del. T.1.3.1: Agreement Protocol among public and private subjects bearing of interests on creative-cultural tourism field in target territories

Beneficiary:
All Pps with the coordination of LP and PP6



Project Details:

Programme: **Adriatic-Ionian INTERREG V-B 2014-2020**

Programme Priority: **2) Sustainable Region.**

Programme priority specific objective: **Promote the sustainable valorisation and preservation of natural and cultural heritage as growth assets in the Adriatic-Ionian area**

Project Title: **EMOtional technologies for the cultural heritage valorization within transnational UNDERGROUNDS**

Project Acronym: **EMOUNDERGROUNDS**

Reference No: 905

Lead Beneficiary: **Municipality of Nardò**

Total Budget: **2.599.994,86 €**

Time Frame: **01/01/2020 - 30/06/2022**

Deliverable Details

WP: **T1 - Animation of the aggregated public-private system to manage the TN cultural tourist product**

Deliverable Title: ***D.T.1.3.1: Agreement Protocol among public and private subjects bearing of interests on creative-cultural tourism field in target territories***

Responsible Beneficiary: **Regional development centre Koper (PP6)**

Involved Beneficiaries: **All Partners**

Deliverable Description: *1 Agreement Protocol among public and private subjects bearing of interests on creative-cultural tourism field in target territories. It will establish the model of Governance and the fundraising activities to guarantee actions sustainability.*

Date and place of delivery: 19 May 2021, ZOOM platform - ID Meeting: 885 4590 9846
link: <https://us02web.zoom.us/j/88545909846>



Contents

Preamble.....	3
ART.1 – Constitution and denomination.....	5
ART.2 – objectives.....	5
ART.3 – Legal position and governance.....	6
ART.4 – headquarter and management.....	7
ART.5 – incompatibility and interferences.....	7
Signature of the promotion subjects.....	8
Further adhesions.....	18

Preamble

Assumed that

- the project "EMOtional technologies for the cultural heritage valorization within transnational UNDERGROUNDS" - EMOUNDERGROUNDS funded by INTERREG V-B Adriatic-Ionian (ADRION) Programme 2014-2020 - Second Call for ordinary Proposal - Priority Axis 2, was approved by deliberation of decision of the Monitoring Committee of the ADRION programme in 17 July 2019;
- the project contemplates the participation of the following partners: Nardò Municipality (Leader Partner - Italy) Carpi Municipality (PP2 - Italy), Andravida-Killini Municipality (PP3 - Greece), Rijeka Tourist Board (PP4 - Croatia), Public Cultural Institution Fortress of Culture Šibenik (PP5- Croatia), Regional development centre Koper (PP6 – Slovenia), Ivančna Gorica Municipality (PP7 – Slovenia), Kukës Municipality (PP8 – Albania), Tourism organisation of municipality of Bar (PP9 – Montenegro) and



Trebinje Development Agency (PP10 - Bosnia and Herzegovina);

- the project lasts 30 months, from 01.01.2020 up to 30.06.2022;
- EMOUNDERGROUNDS project aim is to improve
- the activities foreseen by the project are numerous and the partnership elaborated an Action Plan for the management of the cultural-tourist product and to improve the related transnational public private system;

Whereas

- in the last decades, virtuous public-private partnerships experiences were performed in territorial governance and in heritage valorization;
- the processes of territorial economic development based on technologic innovation and environmental sustainability grant a more efficient functioning of the territorial system, make its competitiveness stronger and helps the cultural assets preservation;
- the European politics on sustainable development considers Tourism and Heritage valorization as strategic sectors of economic growth and social development;
- it is therefore suitable to start new interactive and participated program and design models able to draft a coordination process among all the institutional subjects, professional and trade-union associations of the whole local productive sector and of the active citizenship, in order to detect the better choices to do.

All this stated and considering moreover

that within the EMOUNDERGROUNDS project Partners:

- is created a database of the tourist operators working in the respective territories;
- was organized and realised 11 meetings of territorial animation (10 at a local level, 1 for each project target area and 1 at transnational level, aimed at involving all the tourist operators and at creating a public-private shared system for the transnational territorial tourist product management;
- is approved an Action Plan through starting from their own territorial analysis, shared strategies of the tourist product management and of transnational development, identifying punctual and concrete actions



aimed at valorising, preserve and promote the underground heritage and at improve the tourist offer locally and at EUSAIR macro-regional level:

It is therefore established:

ART.1 – Constitution and denomination

The shared public-private system to manage the transnational “EMOUNDERGROUNDS Network” is established. The promoting bodies are:

- Nardò Municipality (Italy)
- Carpi Municipality (Italy)
- Andravida-Killini Municipality (Greece)
- Rijeka Tourist Board (Croatia)
- Public Cultural Institution Fortress of Culture Šibenik (Croatia)
- Regional Development Centre Koper (Slovenia)
- Ivančna Gorica Municipality (Slovenia)
- Kukes Municipality (Albania)
- Tourism Organisation of Municipality of Bar (Montenegro)
- Trebinje Development Agency (Bosnia and Herzegovina)

ART.2 – objectives

The EMOUNDERGROUNDS Network aims to:

- boost the attractiveness and the competitiveness of the tourist destinations participating in the network, by developing, with the use of ICT and innovation, a transnational cultural-creative tourist product based on the emotional visiting experience of the underground heritage;
- boost the underground heritage preservation and interpretation;



- share experience contents and managerial and technological experiences;
- promote locally and transnationally the EMOUNDERGROUNDS heritage;
- strengthening and enlarge the transnational EMOUNDERGROUNDS network;
- develop the search of funding and other supporting opportunities;
- ensure the implementation of the Action Plan drawn up.

These goals and priorities will be implemented through dialog and negotiations with decision makers at all levels; through communication with the public institutions, private companies, and civil society; through lobbying; through media campaigns, debates and consultations with experts.

ART.3 – Legal position and governance

The cultural tourism system “EMOUNDERGROUNDS Network” does not have a legal body.

Organizations and operators involved in the Underground Heritage valorization with the use of ICT and innovation in the EUSAIR area, from tourism and cultural sectors, can be network member.

The Mayor of Nardò Municipality, Leader Partner of the ADRION EMOUNDERGROUNDS project is the Network Coordinator at least until the end of the ADRION project.

In the meantime, the network develops a governance model suited to its objectives on the basis of its first experiences.

Working Groups are created for the network goals achievement. All the Network members can participate to the Working Groups.

Each member of the network can propose to the Coordinator the constitution of a working group and can be responsible for it.

“EMOUNDERGROUNDS Network” can promote any kind of new organization and cooperation between partners and any kind of collaboration with other networks in complementary fields and territories.

The members of the EMOUNDERGROUNDS Network and working groups can be the involved stakeholders of the tourism and culture chains that will express their interest in joining the network by signing the attached



Expression of Interest form.

ART.4 – headquarter and management

The headquarter of “EMOUNDERGROUNDS Network” is in Nardò municipality, Piazza C. Battisti, Nardò (LE) - Italy.

ART.5 – incompatibility and interferences

The subscription of this protocol does not interfere with the autonomous funds requests and the consequent management by the single subscribers.



Further adhesions

Starting from the moment of signing this protocol, the partners collect the adhesion to the same of local stakeholders and other partners, making them fill in and sign a subscriber chart.

The project is supported by the INTERREG ADRION Programme funded under the European Regional Development Fund and IPA II Fund





ANNEX 13 – Invitation to join the
"EMOUNDERGROUNDS Network" and
subscription card of the Agreement Protocol





Dear Stakeholder

Object: *Participation in the "EMOUNDERGROUNDS Network" for the management of tourist destinations and the enhancement of the underground heritage in the Adriatic-Ionian area;*

Dear

The EMOUNDERGROUNDS project, co-financed by the European Union's "Interreg VB Adriatic-Ionian" ADRION territorial cooperation program, contributes to the promotion, enhancement and conservation of natural and cultural assets in the Adriatic-Ionian area, through experimentation of Emotional Technologies for the enhancement of the underground cultural heritage. Launched in 2020 facing the unexpected difficulties caused by the COVID-19 pandemic, the project is carrying out interventions to promote, enhance and better use the underground part of cultural heritage such as castles, fortresses and other buildings of interest historical through the use of advanced information and communication technologies (ICT) - New media and emotional technologies - and innovative marketing tools. Through these actions, the project intends to enhance and improve the cultural and tourist offer of the areas involved with a view to sustainable development.

To continue these activities even after the end of the support of the ADRION program, in 2021 the project partners founded the "Emoundergrounds Network", open to the adhesions of other public and private stakeholders. The action plan of the Network has been agreed, the main themes of which (development of the cultural tourism product, sustainability - conservation of heritage, accessibility and inclusiveness of the use, development and updating of the transnational network Emoundergrounds) are divided into twelve actions which network partners participate freely. The network is a non-formal aggregation, membership does not involve an outlay but only participation in the activities of the network. The founding partners joined the action plan by signing a memorandum of understanding. By signing a simple form (here attached), all the subjects of the Adriatic-Ionian area interested in improving and innovating the management of tourist destinations and in the enhancement of underground cultural heritage (or in any case not very accessible) can join the network as levers for the development of the territory. We therefore wish to invite you to join the network in the belief that this will produce mutual benefits. With the certainty of your interest and your positive feedback, we extend our best regards.

Giuseppe Mellone

Mayor of Nardò and coordinator of "EMOUNDERGROUNDS Network"



SUBSCRIBER CARD

AGREEMENT PROTOCOL subscription declaration

for joining the EMOUNDERGROUNDS NETWORK for the enhancement of the Underground
Heritage

“EMOUNDERGROUNDS” - “Project N° 905” - EMotional technologies for the cultural heritage valorization
within transnational UNDERGROUNDS. Adriatic-Ionian Programme INTERREG V-B 2014-2020 - 2nd call.
WPT1 - Activity T1.3 - Deliverable T1.3.1

The undersigned

as legal representative of the organization / company / institution:

.....
.....

Registered office

address:

Contact

person:.....

...

Phone: E-

mail:

Website:

.....

Sector (see the list

below*):

Brief description of the activity carried out by the organization / company / institution

.....
..

.....

.

SUBSCRIBES

the AGREEMENT PROTOCOL for the creation of the EMOUNDERGROUNDS NETWORK
for the enhancement of the underground cultural heritage.

Date, place

Stamp and signature

*Sectors list:

- Guides and tour leader
- Tourist information service
- Travel agency
- Tour Operator
- Congress center - Congress organizer
- Food and wine attractor
- Farmhouse - Craftsman
- Hotel - Restaurant
- Transport services
- Events and entertainment
- Cultural sites management
- Traditions and spirituality
- Nature, wildlife
- Sport and wellness
- Sea - seaside

- Business aggregations and consortium
- Local Authority
- Civil society organization
- University - research
- Media - communication
- Other



The project is supported by the INTERREG ADRION Programme funded under the European Regional Development Fund and IPA II Fund

