



**CultTour**

# CULTURAL (GARDEN) HERITAGE AS A FOCAL POINT FOR SUSTAINABLE TOURISM

*Final Brochure*



**CultTour**



[www.culttour.eu](http://www.culttour.eu)

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*Welcome to CultTour!*

*As Mayor of the Town of Avrig and Lead Partner, I want to introduce you to this outstanding project that is „CultTour - Cultural (garden) heritage as a focal point for sustainable tourism” financed by the European Union South East Europe Transnational Cooperation Program.*

*This project was conceived long ago and won EU financing, thus giving it the chance to fulfill the main project objectives of implementing strategies to preserve and valorise cultural garden and open space heritage sites by giving them a modern use in tourism, while conserving their spirit of place or "genius loci".*

*I am pleased that the Municipality of Avrig is the Lead Partner of this project, assuming a complex responsibility regarding the management and direction of the project activities and partnership commitments. As initiator of the project, we wanted to start the development of a well-balanced concept for sustainable tourism in the region, based on the richness of natural and cultural assets.*

*The success of the project is achieved through the integration of various sectors which are important for sustainable regional development such as urban planning, nature conservation, landscape planning, agriculture, culture, education and infrastructure.*

*The project aims to value the existing patrimony of the Partner sites that will be reused and integrated in tourism development, while preserving the genius loci.*

*Why did we choose to make „CultTour” a transnational project? Combining the knowledge and vision of academic partners in Austria and Germany with the garden, cultural and natural heritage of Bulgaria, Greece, Italy and Romania, enabled a vast wealth of history as well as scientifically based ideas to be synthesized, while ensuring that the conclusions will be shared and utilized by a wide audience. Through this project, we have built a common understanding and joint strategies for how to deal with the cultural assets of co-operation spaces, thus contributing to the economic and social integration process in SEE. Applying a re-utilization model for cultural heritage sites as a basis for economic valorisation, the project addresses the development of sustainable growth areas by generating good policy to join conservation, management and utilisation of cultural values.*

*„CultTour” has an innovative character, focusing on a comprehensive and integrated approach in the field of urban and landscape planning at local and regional levels, transforming them into attractive European tourist destinations while respecting the principles of sustainability and welfare. The project's added value refers to leading the development of European wide applicable models for re-utilization of cultural heritage sites, oriented on cultural gardens and open spaces.*

*„CultTour” cultural tourism is realized through a diversity of experiences highlighting the innovative tourism concepts in SEE and becoming an international model for tourism development.*

*I would like to thank all of our project partners for bringing their wealth of knowledge, wisdom and enthusiasm, and for helping make cultural tourism experiences and garden heritage sites more accessible and valued by a global audience.*

*With kindest regards,*

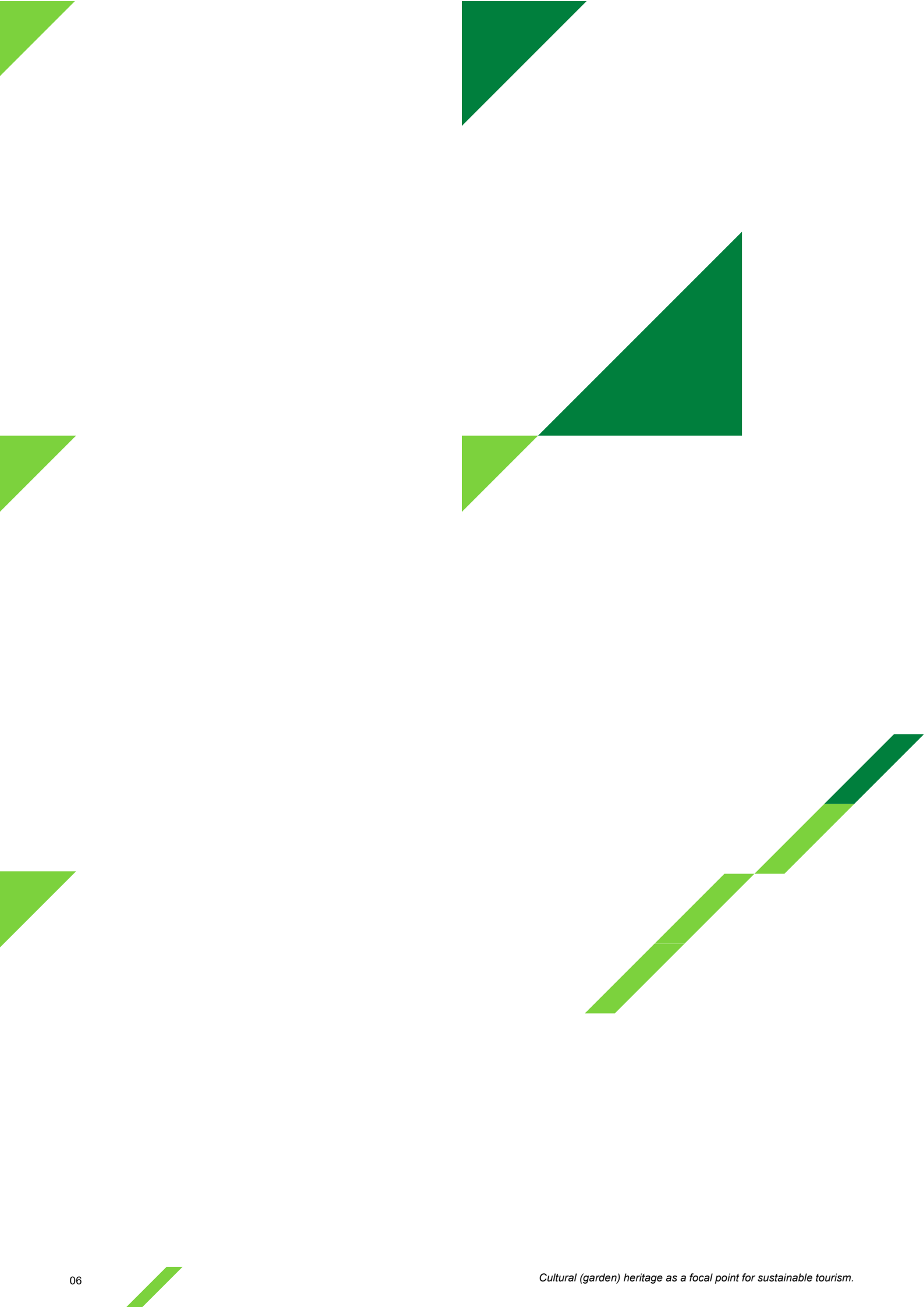
*Mayor Arnold Klingeis*

# METHODOLOGICAL APPROACH



1.1

UNIVERSITY OF APPLIED SCIENCES  
**IMC Krems**



As a University of Applied Sciences, the IMC Krems acts as one of the three scientific partners providing knowledge in the field of tourism management and related disciplines. The main responsibilities of the IMC Krems cover the following work packages:

**Work package 2 “Communication”:** The IMC Krems is responsible for the development and maintenance of the project website and for the compilation and distribution of the periodic project newsletter.

**Work package 4 “Re-Utilisation Concepts”:** As work package leader, the IMC Krems develops a re-utilisation process model for assessing the touristic development potential of cultural garden and open space heritage sites. The model includes an analysis tool as well as management recommendations for owners and managers of such sites. Furthermore, concrete business plans for the individual pilot sites as well as a business plan template for other cultural garden and open space heritage sites are developed. A focus on sustainability is set in every activity in order to guarantee a long-term project success.

**Work package 5 “Professional Education in Garden/Open Space Heritage Management”:** A core activity in this work package is to conduct several workshops on the topics of sustainability, cultural tourism and heritage conservation as well as tourism product development in order to address the need of professional education in the pilot site regions. Moreover, the IMC University of Applied Sciences Krems participates in providing an online university course for landscape architecture students from across Europe. This online university course is organized by the University of Natural Resources and Life Sciences Vienna and the Technical University Berlin. In order to ensure sustainability of the training programs, constant co-operation with regionally available providers of professional training are built up.

#### EXPERTISE IN THE PROJECT AREA:

The IMC Krems is a highly recognized management and tourism University of Applied Sciences in Austria and was founded in 1994. Over the past few years the IMC University of Applied Sciences Krems has built up a strong international reputation and has now approximately 2,200 students from all over the world as well as 167 employees and 343 lecturers. The Department of Business and its Tourism and Leisure Management program provide higher education (B.A. and M.A.), with both a strong focus on practice and solid theoretical and research-oriented components, and expertise in the field of business administration, information and communication technologies as well as specialized tourism subjects such as Cultural Tourism or Sustainable Tourism Development.

#### INSTRUMENTS DEVELOPED WITHIN THE PROJECT

Based on the various activities that were undertaken as part of the CultTour project, the IMC Krems developed a re-utilisation process model for cultural garden and open space heritage sites, a main result of the project. The aim of the re-utilisation process model is to provide a guideline for owners, operators and/or consultants of cultural garden and open space heritage sites to develop their site for tourism purposes, taking important analysis and management aspects into account. The model outlines different steps to be considered for a holistic analysis of a site's tourism potential and provides recommendations for detailed management actions and business plans. Furthermore, a set of instruments including templates, the analysis tool and process descriptions are proposed. These instruments are further described in the result section.

## THE RESULTS ACHIEVED WITHIN THE PROJECT

The following results and outcomes were achieved within the project:

Development and maintenance of a project website – [www.culttour.eu](http://www.culttour.eu).

Creation of a garden tourism brochure in various languages available on the project website.

Creation and dissemination of six project newsletters.

European heritage garden tourist profile based on a visitor survey and expert interviews.

Scientific publications of the results.

Development of a re-utilisation model for cultural garden and open space heritage sites.

Re-utilisation process model including a model description.

CultTour Analysis Tool including 88 indicators for evaluation including a description and user guideline.

Management recommendation report including analysis tool results and radar charts presenting tourism development potential.

Structure for a re-utilisation draft including a financial assessment.

Development of business plans.

Template for a business plan.

Application of business plans to pilot sites.

Management of regional processes.

Recommendations on regional integration.

Application of the CultTour Analysis Tool on pilot sites.

Enhancing regional education.

Conduct of workshops at three pilot sites regions.

Delivery of an online education course together with the University of Natural Resources and Life Sciences Vienna (PP4) and the Technical University Berlin (ERDF - PP1).

Conduct of regional workshops for tourism product development.

Establishment of co-operation agreements with regional education providers.

Implementation of business coaching meetings with SMEs.

Development of an overview of fundraising options in Austria.

Development of project chains.

Template for a project manual.

Project manual applied to the Municipality of Avrig (LP) for the development of a hotel school concept.

Networking and exchange with garden tourism platforms (e.g. Garden Tourism Platform of Lower Austria, the International Council of Garden Tourism, the European Hybrid Parks project).

Attendance and presentation of the project and relevant results at various conferences including the “Consumer Behavior in Tourism Conference” in Bruneck, South Tyrol, the “International Garden Symposium” in Lower Austria or the “8th Research Forum of Austrian Universities of Applied Sciences” in Kufstein, Austria.

## SUGGESTIONS AND RECOMMENDATIONS

The CultTour project has revealed a vast variety of cultural garden and open space heritage sites and their importance as cultural heritage for South East Europe and Europe. Including such sites in tourism and leisure activities will on the one hand help to increase the awareness of the cultural heritage and on the other hand foster the tourism and leisure industry of the individual regions. It is therefore recommended to evaluate the tourism potential of further cultural garden and open space heritage sites by taking into consideration the Re-Utilisation Process Model and applying the CultTour Analysis Tool. The sustainability of the actions on an environmental, social and financial level should thereby always be considered carefully.



1.2

*BERLIN UNIVERSITY OF TECHNOLOGY*  
***TU Berlin***



The participation of Berlin University of Technology in the project, as one of three scientific partners, was rooted in the institution's its proficiency in the research on and teaching of the history of landscape architecture and landscape development, garden conservation, plant use in garden history and garden heritage management. This expertise is to displayed, inter alia, by the Department for Landscape Architecture and Environmental Planning, Chair for Planting Design and Vegetation Technology, led by Prof. Dr. Norbert Kühn.

Besides the involvement in the compulsory working tasks of the project from Work Packages (WPs), WP 0 "Preparation activities", WP 1 "Transnational project and financial management", and WP 2 "Communication activities", main responsibilities were also fulfilled in WP 3, WP 5 and WP 8. Within WP 3, entitled Analysis of conservatory aspects, the institution was involved in activities 3.1, 3.2, 3.3 and 3.4, whereas in WP 5 "Professional education in garden/open space heritage management" the activities were mainly included in WP 5.3 "Online university education courses for South East Europe (SEE) in cultural heritage conservation and tourism management". Moreover, for WP 8 "Dissemination – Future sustainable use of cultural garden and open space heritage", the University was in charge with the tasks laid in WP 8.1 and 8.2. Further information on the content of WP activities is provided below. Outputs can be reviewed on the project website, [www.culttour.eu](http://www.culttour.eu). The project leadership for TU Berlin was ensured by Prof. Norbert Kühn. The project management and content-related works for TU Berlin were organized by Antje Schmidt-Wiegand.

**WP 3.1** Development of common transnational methodology for garden and open space heritage assessment The WP was executed in close cooperation and under the leadership of PP 4 BOKU. Central to the task was the development of a common transnational methodology for heritage assessment, which relies on a common, extended definition of "garden and open space heritage", containing aspects of spatial context and cultural landscape. The basis of the methodology was the definition of criteria for the survey and assessment of development potentials of garden and open space heritage sites in SEE countries during a bilateral workshop in Vienna.

**WP 3.2** Inventory of garden sites of historical and national interest in SEE countries and assessment of sites Based on the methodology developed in WP 3.1 an general survey of garden and open space heritage sites still existing in SEE was processed. For the organization of the task, a database was developed. The output of the activity was a list of prioritized garden and open space heritage sites in SEE that are of potential interest to garden tourism. The list became the basis of the tasks in WP 8.2. Moreover, a definition of relevant topics for cultural garden heritage in SEE countries was elaborated. In order to set a connection with the pilot site level, an additional detailed local survey was conducted to gather information from local professionals (municipalities, (landscape) architectural associations, etc.) in a series of guided expert interviews.

**WP 3.3** Documentation of national garden traditions In many countries of SEE, local garden traditions can still be found. These traditions have formed gardens of individual character, which may belong to national heritage, as well as works of international garden art. Examples of local garden traditions and their forms, structures and plants were documented in WP 3.3. Thus, knowledge on the influence of ethnic groups and different landscapes on local garden traditions was provided.

**WP 3.4** Legislative analysis of framework conditions for garden heritage management Within this WP, a documentation of national laws and administration regulation in heritage conservation in SEE countries was drafted. A methodology and criteria were defined in order to draw a comparison with recommendations provided in international papers (heritage charters of UNESCO, ICOMOS, IFLA and the Ljubljana process). Pilot site partners were involved, since they had to submit reports on the current situation in their respective country. This task was the origin of a gap analysis of the legal framework for heritage conservation in partner countries, resulting in a list of legislative gaps in the conservation of garden and open space heritage. Another part of WP 3.4 encompassed the definition of interfaces with nature conservation, architecture, urban planning and tourism.

**WP 5.3** Online university education courses for SEE in cultural heritage conservation and tourism management In order to address student education on topics related to the project objectives, a special online academic course was drafted in collaboration with partners PP 4 BOKU Vienna, PP 3 IMC Krems, and TU Berlin. Students from several SEE countries enrolled in a one semester online seminar, whose lectures and student presentation meetings took place in a virtual classroom by using web-cam and head-set technologies. Thus, knowledge transfer and networking amongst students and universities were possible.

**WP 8.1** Networking and exchange The role of TU Berlin in this WP focused on providing links to professional networks and the presentation of project results through the application for, and participation in expert conferences. Scientific works on the project results were elaborated and disseminated through publication.

**WP 8.2** Garden routes in SouthS Eastern Europe Based on the results of WP 3.2 proposals for five "garden routes – travel routes connecting garden and open space heritage sites in South East Europe" were elaborated and displayed as flyers. The travel route proposals can be promoted to tour operators, regional or national tourism organizations, and special tourist target groups who are interested in cultural tourism or garden/nature tourism.

## EXPERTISE IN THE PROJECT AREA

TU Berlin is one of the leading universities in Germany in the field of landscape architecture and environmental planning. The teaching methods used for the analysis of garden and open space sites are an accurate reflection of the profession, since they also include knowledge on the history of landscape and garden and open space (heritage) site development in European context. Within the project the university was represented by the Chair for Planting Design and Vegetation Technology, Prof. Dr. Norbert Kühn. The chair has extensive expertise in teaching and researching planting design and vegetation technology, garden history, the history of landscape architecture and landscape development, plant use in gardens and landscape history, theory and practice of historic garden preservation, conservation and management, as well as nature conservation in garden heritage management. This was the main reason behind the participation of the chair as a project partner, in order to provide knowledge in the context of WP 3 "Analysis of conservatory aspects" and WP 8.2 development of garden routes, and to co-operate in WP 5.3 "Development of online university education course" with PP 3 IMC Krems, and PP 4 BOKU Vienna.

## INSTRUMENTS DEVELOPED WITHIN THE PROJECT

A transnational methodology for garden and open space heritage assessment (in collaboration with PP 4 BOKU).

A methodology for garden and open space heritage site inventory, also comprising a structure for local surveys.

A tool for processing and documenting the inventory work on garden and open space heritage sites in the 16 countries of the SEE program area (database).

A methodology for the documentation of regional garden traditions consisting of guidelines for expert interviews and a method for photographic documentation.

A methodology and a list of criteria for gap analysis on legal framework conditions for the protection, management and development of garden and open space heritage sites.

## THE RESULTS ACHIEVED WITHIN THE PROJECT

There is a plethora of results achieved by TU Berlin. The activity from WP 3.1 raised common awareness of spatially integrated heritage definition and assessment criteria. The local survey conducted in WP 3.3 resulted in the collection and documentation of knowledge on the influence of ethnic groups and different landscapes on local garden traditions. Similarly, improved knowledge on legal aspects of cultural garden and open space heritage assessment and management was achieved through the development of a methodology and a gap analysis in WP 3.4. The working results from WP 3 contributed to increased garden heritage site knowledge and preservation awareness.

Moreover, due to the tasks fulfilled in WP 5, an improved qualification of garden professionals, students, post-graduates and (young) professionals was achieved through the provisions of an online academic course in WP 5.3. It fostered co-operation and networking at university level and amongst students, and improved the offer for professional education in the partner regions involved and at SEE level.

In order to strike a positive balance in WP 8.1, Dissemination and network tasks, TU Berlin attended three expert conferences and two scientific symposia. Moreover, within WP 8.2, the elaboration of “garden routes” resulted in information material (flyers) meant to increase the awareness of tour operators, tourists and local communities of garden and open space heritage in SEE. This also enables a wide European dissemination of garden routes in SEE.

## SUGGESTIONS AND RECOMMENDATIONS

Extended research activities in the garden and open space site heritage, as specific field of the cultural heritage. Future projects in the pilot site regions should involve extended research on the garden and open space heritage and its inclusion in an overall European context.

In the project working progress, the heritage category of garden and open space heritage sites in SEE appeared as an underestimated heritage category, considered as such not only by practitioners, but also by administrative staff, travel experts and local communities. Further efforts should be undertaken to bring this heritage category on the daily agenda of the cultural heritage discussion. This also includes increased awareness of the importance of further improving the legal framework conditions for garden and open space heritage site management and conservation.

Finding ways to break the language barrier. For example, the involvement of interpreters in future educational work and transnational project work packages seems crucial, especially in research-based working activities. This aspect should be considered for future project planning.

The involvement of museums as institutions with knowledge in public relation for the presentation of research results to an interested public would be useful for future project development. In the case of the CultTour project, the involvement of ASTRA Museum showed that involving museums and similar institutions brings benefits to project research activities, as well as to public relations.

University co-operation was successful and should be continued and its scope should be further strengthened. Future education courses and conferences on topics of cultural heritage and sustainable tourism development are deemed appropriate means to achieve this goal and to reach a wide range of students and (young) professionals, heritage administration and other state administrative staff, as well as hospitality experts and staff.



1.3

INSTITUTE OF LANDSCAPE ARCHITECTURE OF THE  
UNIVERSITY OF NATURAL RESOURCES AND LIFE  
SCIENCES, VIENNA, AUSTRIA  
**BOKU Vienna**

The Institute of Landscape Architecture of the University of Natural Resources and Life Sciences, Vienna, Austria (BOKU), is one of the 4 academic partners within the project. BOKU starts to implement its sound expertise of garden and open space heritage issues in work package 3 (WP3). In WP3, an overall assessment of the garden and open space heritage of South-East Europe was elaborated. BOKU is the work package leader of this part.

For the assessment of this part, a common methodological standard was developed together with Technical University Berlin, based on the methodology applied by the Ljubljana Process.

For the conservation of national garden heritage, the existing legal framework conditions for protection/conservation measures were researched and analysed. BOKU implemented an on-site inventory and assessment of the four pilot site open spaces and prepared factbooks which contain, for example, background information, historical information, spatial analysis, site inventory and maps for each site.

For further work in the field of garden and open space management, the connection with urban and spatial planning was made at different project stages.

In the further working process, BOKU developed content for professional education workshops in garden and open space heritage management. The courses addressed landscape architects, landscape planners, gardeners, tourism managers, restorers and other handicraft staff. The professional inputs of BOKU covered the fields of garden and open space conservation.

Additionally, a university online course was prepared and held together with Technical University Berlin and IMC Krems. The course was held for students of landscape architecture and landscape planning, and dealt with cultural garden heritage.

Another stage was the assessment of other open spaces located around the four pilot sites.

Landscape architecture plays an important role in the development and strengthening of regional identity since green- and open spaces can be seen as elements of local distinctiveness and as indicators of the overall quality of a whole region or of a certain village/town. The specific character of an area may be exemplified through its garden and open spaces heritage sites. Therefore it is important to increase their "visibility" by making them accessible. The outcome is the definition of routes and information relevant to the sites. In this part of the project, BOKU is also preparing conclusions for urban/landscape planning procedures and recommendations at municipal/regional/national level.

Another important role of BOKU is to present the project results at expert conferences and through scientific publications.

## **EXPERTISE IN THE PROJECT AREA**

The Institute of Landscape Architecture of the University of Natural Resources and Life Sciences (BOKU) is one of the leading universities in the thematic field of cultural garden and open space heritage in Europe. The institute provides excellent expert knowledge and extensive experience with regard to cultural garden and open space heritage. The sound knowledge of planning procedures at different administrative levels and the scientific background of urban and landscape planning entitled it to provide recommendations on regional and urban development concepts.

## **INSTRUMENTS DEVELOPED WITHIN THE PROJECT**

BOKU developed and used several scientific instruments in order to achieve the project results and outputs: the definition and development of a transnational methodology for garden and open space heritage assessment; the development of a list of criteria of assessment indicators; the typology for heritage site assessment; an inventory of pilot sites; on-site surveys and analyses through historical research, landscape architectural surveying, graphic analysis, video analysis and guided expert interviews; a catalogue and a matrix for the assessment of nearby sites.

## THE RESULTS ACHIEVED WITHIN THE PROJECT

The development of a common transnational methodology for garden and open-space heritage assessment provides a clear and transparent frame for the selection procedure of garden and open-space heritage sites and their possible implementation in development plans.

The methodology was elaborated together with Technical University Berlin. In general, the methodology follows the method of the Ljubljana Process, which is part of the joint programme Integrated Rehabilitation Project Plan/Survey of Architectural and Archaeological Heritage (IRPP/SAAH). An elaborated typology of garden and open space sites, as well as a list of criteria are to be found in the methodology.

The facts and analysis resulting from surveys at the four pilot sites are collected in the fact books. The specific characteristics of the open spaces are defined, and spatial potentials of the sites are demonstrated. Furthermore, the relation of the pilot sites to their surroundings and to the city region is presented. The analytic statements refer to the authenticity of the sites and of single elements, to the condition of heritage items, to their maintenance situation and to their usability in everyday-life. A further result obtained by BOKU is the analysis of legal framework conditions for protection and conservation measures at regional level. Guided interviews with project partners and experts have been implemented. The output is the documentation of Practical experience on legal aspects. In collaboration with IMC Krems and Technical University Berlin, definitions of interfaces in the project relevant fields such as tourism, nature conservation, architecture and urban planning were elaborated. So-called best practice examples were prepared, divided into the four categories - tourism, nature conservation, architecture and urban planning. The examples reveal positive approaches to heritage management. The manifold interfaces between the four categories are determined, and their relevance for the improvement of heritage management processes is underlined.

BOKU prepared guidelines for the improvement of local development plans, offering an overview of the ways in which garden and open space heritage measures may be implemented in urban and spatial planning procedures. Additionally, the guidelines serve as a medium which provides recommendations for specific problems which are common to planning processes in South East Europe. The preparation and implementation of an online university education course on garden heritage conservation and tourism together with IMC Krems and Technical University Berlin. The contents of the course were the legal frameworks of garden heritage in the national and international context, the development of garden heritage in the international context, the analysis and evaluation of heritage sites, gardens and site inventory, preservation and maintenance, heritage and nature conservation, and heritage and sustainable tourism.

BOKU prepared materials for several professional education workshops, held by scientific partners. Workshops addressed landscape architects, landscape planners, gardeners, tourism managers, restorers and other handicraft staff.

BOKU drafted readers presenting noteworthy open spaces of different types around the pilot sites. This collection of various open spaces can be turned into individual routes. All sites have particular tourist developmental potentials for valorising them and incorporating them in cultural garden routes. This will foster sustainable economic development in the South East Europe programme area by implementing a new tourist use of the sites. Additionally, the value of open spaces for the region and for people living there becomes visible. The presentation of these nearby sites with historic, aesthetic or spiritual value that are at the same time of cultural garden value will raise awareness of the garden and open-space heritage in the South East Europe programme area and provide a basis for adding them to the national heritage.

BOKU has worked out recommendations on planning procedures concerning the implementation of those regionally important nearby sites at municipal/regional and national level.

Publications and presentations at scientific conferences.

## SUGGESTIONS AND RECOMMENDATIONS

Recommendations and suggestions are elaborated in several working parts. A framework for the research and analysis of heritage sites is given in the factbooks. Furthermore, European best practice examples covering the topics of architecture and urban planning in the field of the management and planning of cultural heritage sites are provided, alongside suggestions for handling legal aspects on heritage sites in everyday-use. Both aspects are summarized in the SEE-Guidelines. Moreover, recommendations on planning procedures for administrative processes are part of the Guidelines concerning garden and open space heritage in urban and regional planning. Local and interregional laws in the partner countries contain several heritage aspects. However, they are hardly executed due to a lack of awareness. Therefore, explicit recommendations for the implementation and improvement of regional and urban development concepts are provided. The designed open space routes will be supported by suggestions on their sustainable and long-term integration into urban or regional development concepts.



# THE PILOT SITES



## 2.1 THE MUNICIPALITY OF AVRIG





The Municipality of Avrig is the Lead Partner of the project. It has taken the lead for developing new concepts for its future, with a clear focus on the European knowledge and networks available in the sector of modern management of cultural heritage sites. The Municipality of Avrig has taken a complex responsibility in running the content, technical and financial project management for the whole project network, namely technical and pilot sites partners from 6 European countries. The Lead Partner has coordinated the evolution of the project due to the fact that the Municipality of Avrig had taken the initiative of the project as shown below:

## TOURISM MASTER PLAN OF AVRIG

The Tourism Master Plan of Avrig represents European expertise on the determination, development and reprioritization of the cultural heritage potential in the Avrig area in the context of local tourism. This Master plan aims to place on the market the tourism values of Avrig that will play an important role in the urban management, in the future. Therefore, the Tourism Master Plan comprises the marketing strategy promoting the tourism potential by means of concrete proposals and offers related to Avrig.

This master plan is an instrument that analyses the re-utilization concepts and management models for the potential of Avrig in terms of cultural, natural and general experience. It functions as a "reality check", which determines that the valuable heritage of Avrig represents the basis of present and future investments. These will prove that the concept of sustainable tourism is feasible, by transforming Avrig into a European and even an international travel destination.

The Tourism Master Plan of Avrig complies with the strategic framework at local level – Avrig Local Development Strategy for 2005-2015, regional level – Center Region Development Strategy, Sibiu County Development Strategy for 2012-2020, Sibiu County Tourism Master Plan 2010 – and national level – The National Tourism Master Plan.

The development of the Tourism Master Plan of Avrig is one of the results of the „CultTour” project, which made it possible to develop directions used for the administrative area of Avrig. As Lead Partner in this project, the Municipality of Avrig serves as a model for other European partners, and proposes tools and methodologies which they may also use in their communities for the development and valorization of cultural heritage.

The Tourism Master Plan of Avrig is based on the „CultTour” concept and complies with its basic idea, namely the correlated furthering of anthropogenic heritage and natural landscape, culture and nature, proposing 22 measures and projects for the “experience in culture”, 13 measures and projects for “experience in nature” and 14 measures and projects for general tourism development.

Avrig is "Brukenthal's Window to the Carpathians", bringing the world closer as it offers a tourism experience that will constitute a model for sustainable tourism applicable at local, regional, national and international level.

This tourism experience translates into a diversity of experience that Avrig can share with the whole world from cultural and natural perspectives.

## The Experience in Culture

Local cultural heritage, defined by the main components - the Brukenthal Baroque resort, the multicultural life of the villages around it, the traditional local crafts and the specific local industry (glass, weaving) together with the rich calendar of cultural events is an important identification resource. All of these, completed by the natural resources and valued for tourism purposes through the "cultural experience" may result in an element of identity for the promotion of Avrig as a tourist destination par excellence.

The presence of the Brukenthal heritage in the tourism development strategy for Sibiu County, but also in the strategy of the wider area of southern Transylvania, justifies the option for a local tourism brand which should have the Brukenthal Summer Residence as its landmark, the Baron's name ensuring increased visibility and recognition.

### Main investment measures and recommendations:

- The Brukenthal summer residence and baroque garden through:
- The Community Cultural Center
- The Tourism School
- The Urban Garden Park
- The Gardening School
- Craftsmanship and local industries through:
- The local craftsmanship workshop
- The reconversion of historical industrial sites
- Cultural routes through:
- The route of famous local personalities
- Avrig on the Salt Route / the local salt lake/
- Made in Avrig / local products/
- Made in Avrig / gastronomic traditions revived/
- Rural life / in the component multicultural villages/
- Agritourism at the sheepfold
- 10 Cultural events

## The Experience in Nature

The omnipresent nature represents a particularly valuable asset for Avrig. The natural elements - the mountain and piedmont area (Fagaras Mountains), the diverse aquatic environment (Olt River, Great River, the storage reservoir, the salt lake, as well as the glacier lake) - completed by the rich offer of sporting events have a great tourism potential.

The Carpathians are to be found not only in Romania's country brand ("Explore the Carpathian Garden"), but also in the tourism promotion of other regional areas (from Poland, Slovakia, Ukraine), which confirms the opportunity to use the Fagaras Mountains as the most spectacular component of Southern Carpathians in the local tourism brand.

- the water experience through: the nautic center on Avrig dam lake, the Leisure complex on the Olt- Râu Mare rivers, The recreational treatment center at the salt lake, Glacier lake Avrig;
- the Carpathian experience through: Mountain hiking, Flora and fauna watching, Ski in the Carpathians, Wildlife park, Adventure park, Hunting in the Carpathians;
- experience of routes in nature through: Mountain hiking, Flora and fauna watching, Ski in the Carpathians.

General tourism development refers to other projects that refer to fields such as tourism offers, organization and offer management, marketing, branding etc.

Based on the European experience of the past years, we can draw the conclusion that the mere initiation of promising projects is not sufficient. The management and marketing activities related to them should also be taken into consideration from the outset, which requires funding.

- The main source of tourism valorization of the community in the travel (communication) network through: Touristic intermodal points, A network of bike lanes and travel routes, Bike and carriage rental points, Industrial railways, Tourist signaling and guidance, Public spaces, The community hall network;
- accommodation structures through: Camping, tents and trailer caravan sites;
- organizing and management through: The department for the management of tourism projects, Human and institutional resources in tourism, Guidebook for building tourism facilities, Cultural entrepreneurship in Avrig;
- branding through: Regional branding, Finding a corporate identity.

Therefore, these two components will have a key role in the tourism development strategy. They are a symbol of the cultural and natural values, and lie at the core of recovery and promotion measures referring to the tourism potential of Avrig. The combination of these components creates an opportunity to diversify and expand the tourism offer for more age groups, thus inspiring travelers to expand their stay in the region.

#### Recommendations of the Tourism Master Plan of Avrig:

- to focus the diversity of offers to the basic local potential and to individual characteristics: Brukenthal summer residence and the Carpathian landscape.
- to develop and strengthen the management capacity in terms of organization, marketing and communication of tourism offers.
- to subordinate other tourism issues such as: aquatic tourism, mountain tourism, rural tourism, ethnographic tourism or wildlife park, to the two main directions of development: culture and nature.
- to expand the target groups and extend the season by: creating tourism offers for all generations and different interest groups.
- to combine the two directions of urban development: tourism and energy.
- to preserve and maintain the ethnic and cultural local diversity in the development strategy meant at increasing the tourism offer.
- to preserve and protect the natural potential (by striking a balance between conflicting interests, such as energy, sports, infrastructure extension as opposed to the protection of natural environment, biodiversity, recreation).
- a more intense use and consistency between the local, regional, national and international programs, and to use the synergies resulting from them.

## THE RESULTS ACHIEVED WITHIN THE PROJECT

- A communication strategy with an action plan at project level;
- High project visibility for specific target groups and the wider public;
- Improved knowledge on legal aspects of cultural garden heritage management;
- Developed soft infrastructure for further investments and implementation steps;
- Improved knowledge on development of business plans (based on list of recommendations);
- Improved qualification of garden professionals, post-graduates and (young) professionals;
- The contribution to the stabilization of the labor market;
- The facilitation of investments at local level by know-how transfer;
- Improvement of offer for professional education in the regions involved at South East Europe level;
- Improvement of communication and cooperation on the horizontal and vertical administrative level;
- Increased awareness of environmental sustainability topics at administrative level;
- Improved awareness of sustainable regional tourism development;
- Better understanding of urban/landscape planning processes by the public;
- Stronger commitment of regional stakeholders to a common development vision;
- Strengthening of regional/local identity of municipalities and citizens;
- Better integration of private business initiatives within the regional sustainable strategy for tourism;
- Better knowledge of funding options for cultural garden and open space heritage management and sustainable tourism topic;
- Better understanding of project life cycles at administrative level;
- Increased awareness of tour operators of garden and open space heritage in South East Europe;
- Wide European dissemination of Garden Routes in South East Europe;
- Increased garden heritage site knowledge and preservation awareness.





Programme co-funded  
by the European Union



**SOUTH EAST  
EUROPE**  
Transnational Cooperation Programme

# Roadmap to a

**CultTour**  
[www.culttour.eu](http://www.culttour.eu)

**CultTour Research**

## IMC KREMS

1. Development of a holistic model for a cultural heritage site analysis;
2. Touristic Garden Brochure.
3. Matrix (spiderweb graph) presenting the tourism development potential of a cultural garden or open space heritage site;
4. Generic management recommendations
5. List of recommendation on integration of management and re-vitalization plans into regional planning processes.
6. Review of financial and institutional sustainability.


## 20% ERDF TU I

1. Development of methodology for garden heritage assessment
2. Development of a tool
3. Methodology for Development of national/regional garden photographic documentation
4. Development of methodology for the conduct of WP 3 intervention as based on working steps



## Application 1


## LP

1. Hotel and Tourism School
2. Tourism Masterplan
  - Rural tourism
  - Water sports on Olt River dam
  - Cultural tourism
  - Mountain tourism
  - Wildlife Park



## Application2


## ALEXANDROPOULIS

1. Detailed analysis and historical documentation of the pilot site of the Anexartias Park in Alexandroupolis
2. Detailed elaboration of the constitutive bodies on cultural protection and restoration of monuments in greek legislation.
3. Archaeological Excavation Parks in the center of the city: a new concept of Culture Gardens typology for SE countries/ Greece-Italy etc.
4. Proposal of three Greek Garden Routes Itineraries.
5. Preparation for a special meeting on greek Cultural Garden Examples in the several regions of Greece, due to the different historical parameters of evolution of public space.
6. Educational & research promotion on garden types as a model of public open space in Greece.
7. Participation to all academic research conducted in the program by the 3 University partners.



## Application3


## REGPUG

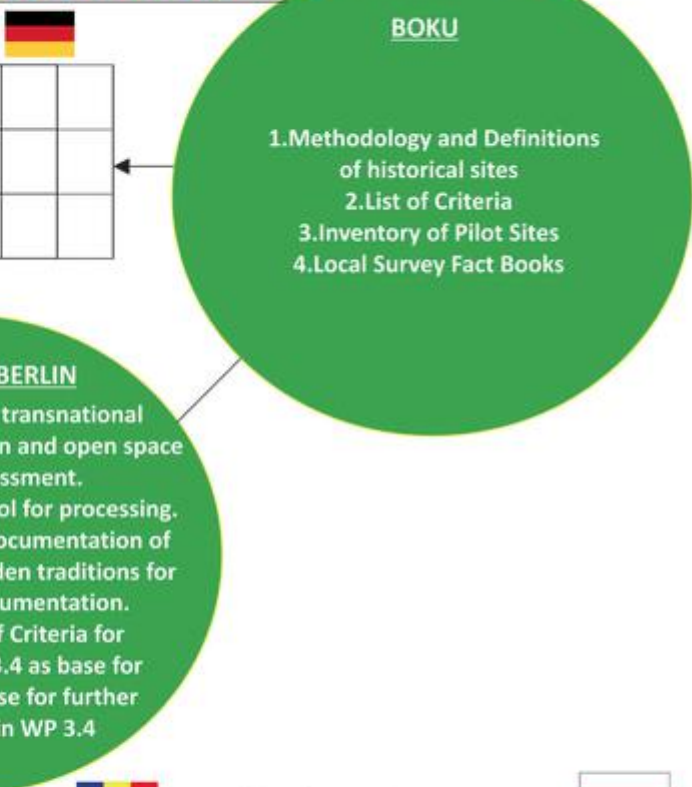
1. Detailed description and analyses of the park "Villa Peripato" of Taranto
2. Elaboration of a feasibility study and development of a reutilization model.
3. Elaboration of a trans regional garden route connected to the pilot site including other attractions that can be visited in the vicinity of the Villa Peripato

**EU + SEE**

**Transferable**


# Approach PR5

## Research Matrix



U.N.R.L.S. Vienna



University A.S. Krems



Technische Universität Berlin  
Technical Univ. Berlin



Municipality of Avrig



Muzeul ASTRA

Astra National Museum



Foundation S. Brukenthal



R.D.C.H - Apulia



Alexandroupolis Mun.



Veliko Tornovo Mun.

### Application 4




#### ASTRA MUSEUM

1. Cultural Landscape – a concept for the sustainable development of ASTRA Museum of Traditional Folk Civilization.
2. On-line registry for the cultural and natural patrimony of Sibiu County.
3. Feasibility study for building proper offices of ASTRA Museum in the open-air museum in Dumbrava Sibiuului.



### Application 5




#### VTURNOVO

1. Feasibility study for energy efficiency measures to be implemented on "Boris Denev" Art gallery building;
2. Feasibility study for ecological assessment of Boruna site territory.
3. Feasibility study for adaptation and socialization of Boruna site



### Application 6




#### BRUKENTHAL

1. Feasibility study for Brukenthal summer residence
2. A study for a new hotel
3. A study for a hotel school in Avrig
4. A setup plan for Avrig Green spaces
  - gardens and landscape
  - the historic town
  - deceleration signs for the auto traffic, parking spaces



Good Practice

EU + SEE


Conclusion for EU



CultTour Universal Matrix for Sustainable Tourism Development





2.2

*Brukenthal Summer Residence, AVRIG (ROMANIA)*  
**FOUNDATION SAMUEL VON BRUKENTHAL**





## 1. ROLE WITHIN THE PROJECT

The Foundation Samuel von Brukenthal is the owner of the Brukenthal summer residence. The Foundation has a high interest in restoration and preservation of this national monument and its re-utilization for tourism purposes within an overall and sustainable regional concept. On the basis of a comprehensive tourism development concept the summer residence will furthermore develop into a cultural event centre and into an attractive tourism destination.

## 2. THE PILOT SITE

The former summer residence of Samuel Brukenthal is located in the centre of the Transylvanian community of Freck near Sibiu and situated at the foot of the South Carpathian Mountains. The residence comprises a baroque palace which is surrounded by a late baroque garden including elements of the English landscape garden. At a first glance, the property seems to have sunk into deep sleep. But this is deceptive: the summer residence is a jewel of cultural history and an extraordinary park. With a size of 16 hectares, today it is the only baroque park in Romania which is protected as a national historic monument. From a naturalist's point of view it is of high value thanks to the valuable old trees and some pristine wilderness. Due to its rich garden culture, the estate was known as "Spa" and the "Transylvanian Eden" 200 years ago, in the area of and beyond the borders of Transylvania. At that time the estate was known as "Gesundbrunnen", meaning "source for health". Through the garden's uniqueness and thanks to Brukenthal's Europe-wide interaction, the estate is of national, if not of international, importance today. However, it requires urgent rehabilitation and a new concept of use.

## 3. THE FEASIBILITY STUDY

The Park which is extensively used now, will be changed.

The principal concept is the restoration and reconstruction of the park in the dimensions and the shape of the time of Brukenthal, which was only the half of the present park. This part already exists and the original structure is obtained up to today.

The target for the concept is to keep the focus not only on the cultural tourist, but also to the sport and SPA tourist. The whole park should be a complete attractive environment for the tourist, increased by the value of the monument and the implementation of new recreation facilities for sport and SPA, capitalizing on the areas which are currently unusable. The new resort will also be the starting point for several touristic attractions in the region.

The Baroque garden:

It is planned to be restaurated and reconstructed with all the earlier existing pathways and bridges and also the boskets and the parterres. Along the wall is planned the plantation of wine and fruit trees. The part of the semicircle will be reconstructed. It is an important form and shape, which makes the design of the Baroque composition complete. The idea is to show the visitors what it means a "Baroque garden". According to the ideas of Samuel von Brukenthal the garden will be used also as a vegetarian garden, combined with flowers and fruit trees. This will be a part of the concept of biological food production, which is one of the main brands for Brukenthal's summer residence.

The English garden:

The historical English garden will be restored with new pathways and places. The important historical fountain, the so called Snake head fountain will be renovated. A new facility, a pavilion with a large view to the Dutch garden in a modern form is foreseen there.

The Dutch garden:

In the Dutch garden will be the greatest changes, because of the changes in the Orangery. In relation to that function it is planned different form of terraces, one for a café and one large terrace in front of the restaurant and the conference hall. The large terrace will be equipped with fountains in a modern form. In the area in front of the rooms will be green spaces to protect the rooms from nuisance.

### The landscape garden:

After the draining of the wetlands it will develop a specific typical landscape with natural meadows, watermeadows, with creeks and a large lake of ground water. Integrated in the natural landscape will be the sport facilities.

### The constructions:

The summer residence of Baron Brukenthal and all structures of the Park require an urgent and thorough restoration as the current physical state generates irreversible degradation. The whole process of restoration must be extended to the entire assembly. It should be done simultaneously, for all its parts. In addition, in order to ensure its proper functioning, it should be taken into account that continuous maintenance is demanded as it is an evolving monument. For the already built items, the structures they are not belonging to the original structure that were added after 1918 will be removed. The restoration should be done in the style of the late Baroque age (especially in the building of the Palace), of course, with some concessions concerning the implementation and functions of modern utilities. New partitions will be inserted in the spaces with a historical value, for the implementation of new functions. The target of the investment will be a Hotel with 3-4 stars with provisions of cultural functions. More new functions are sport and education.

Functional conversion will generate a multicultural and touristic complex, containing the rooms for cultural activities and events (conferences, museum, exhibitions and round tables) and spaces for high standard accommodation. Touristic area contains also SPA facilities (Left side Palais).

Functions are distributed as follows:

Palais (A building) – main reception, restaurant 65 places (basement), events hall/salon, multifunctional room (mansard), four apartments 5 stars, kitchen and technical spaces – Total built area - 1511,76 mp

B building (left side) – SPA facilities, pool, sauna, massage, 15 double rooms (mansard), technical spaces – Total built area - 1459,30 mp

C building – museum, 18 double rooms at ground floor and mansard, technical spaces – Total built area - 1346,19 mp

Orangery – restaurant 50 places, conference hall cca 120 places, reception and administration rooms, 21 rooms and an apartment, kitchen and technical spaces – Total built area - 1974 mp

Annexes for the technical staff, small farm and storage rooms – an apartment, workshop, garage and stables.

### Categories of technical interventions on the component of the buildings:

- Maintenance action for keeping the structures in good condition. The finishing touch can be integrated and kept.
- Measures for the restoration of the valuable elements, described below and by the studies.
- Measures to extend the functions in buildings or in building elements (separate buildings or extensions of the basement) in order to insert certain functions which should not interfere with historical buildings.
- Consolidations and repairing the existing cracks, providing a rigid floor downstairs, and building new brickwork walls, closures and breakages of the existing walls. Strengthening the existing foundations, building basements under the existing buildings, making a proper seismic study and implementing the suggestions, reinforcing the foundations where there is already a basement.
- Restoration of all utilities supply installations, using safe, contemporary materials, putting the emphasis on the removal of all causes of moisture or heat generators.



- Measures to get rid of moisture from the walls and foundations mitigate fungal attacks and treating affected areas.
- Restoration of the paintings at the upstairs lounge and side rooms, repairing the plaster, preserving as much as possible to existing cleaning decorative elements of the inner walls.
- Vertical vapor proofing insulation material will apply to brick foundations, along with a drainage system at the base of the walls.
- For realization of the investment in terms of choosing a HVAC system, there will be provided a Heat-pump system with groundwater as a heat source.
- Renewal of all the water and sewerage connections at the public networks.
- Collecting the rain water in a underground tank and reusing it for the garden watering.

#### 4. RESULTS ACHIEVED WITHIN THE PROJECT

PP2 concrete results of CultTour project:

WP 2, Act 2.5 "Elaboration of final project brochure and organization of Final Conference"- Organization of the final conference of CultTour project, Contribution to the final project brochure.

WP 6, Act 6.1 „Feasibility studies for pilot sites"- One feasibility study named "The Summer Residence of Samuel von Brukenthal Avrig - Re-utilization study"

WP 6, Act. 6.3 „Integration of implementation steps in regional development concepts (incl. urban and landscape planning)" - Two round tables in the pilot sites: 1. Presentation of the feasibility study named "The Summer Residence of Samuel von Brukenthal Avrig - Re-utilization study" to the local level; 2. Presentation of the feasibility study results to LP for integrate them in the General Urban Plan.

WP 7, act. 7.2 „Development of project chains per pilot site" - Project chains for pilot sites involved – Study for integration of concepts of sustainable tourism development: Analysis and configuration plan for Avrig City/ Landscape configuration plan of adjacent area of intravilan of City Avrig / Study location for a new hotel / Study location and concept for a hotel school.

The Configuration Plan for Avrig was developed in order to increase not only the attractiveness for tourism of the Brukenthal Summer Residence, but also the attractiveness of the city of Avrig and its surroundings. For this purpose the analysis and configuration plan are elaborated. The proposed designed plan consists of a number of recommendations regarding the improvement of the quality of public and green spaces in the historical center of Avrig. The mission is to make the center more attractive, with markets, open spaces, green zones, plants, cafes and restaurants. There are also suggestions to solve the traffic and parking problems. There is a general concept proposed for a plan to make a relation between the valuable landscape and structures, such as the river Olt, the center of Avrig and the Brukenthal Summer Residence. This includes a network of paths for walking and cycling. In the plan you can see the location and the shape of the new Hotel and the professional Hotel School. The Hotel is situated nearby the existing historical buildings, but outside the historical, vulnerable zone. The Hotel school is not situated in the monument protected area.

WP 8, act 8.3 „Comunication in SEE for future expert co-operation" - Presentation of CultTour project at 2nd edition of the Garden Festival in Sibiu. The participants were: the main stakeholders in the garden and open space field from the Sibiu county: producers, exhibitors, universities, public authorities and non-professionals. The result of this action was the connections established with professionals and universities.

## 5. IDEAS TO TAKE OVER FROM ANY PARTNER, TO ADAPT IT, IMPLEMENT IT AND TRANSFORM IT IN A BEST PRACTICE EXPERIENCE

1 The sustainable reconversion of the site. The reconversion of the site „Summer residence of Baron Samuel von Brukenthal” from Avrig was conceived by SVB Foundation based on the idea of sustainability, considering the IMC Krems partner's idea of not giving the site a purely commercial solution but to achieve a balance between economic development and heritage conservation. Thus, the study was finalized with a solution that was based on criteria such conservation and restoration of the palace and gardens as well as economic criteria related to tourism development of the site and implicitly the area. In the analysis it was taken into account maximizing economic value by preserving also the architectural value and site-specific traditions.

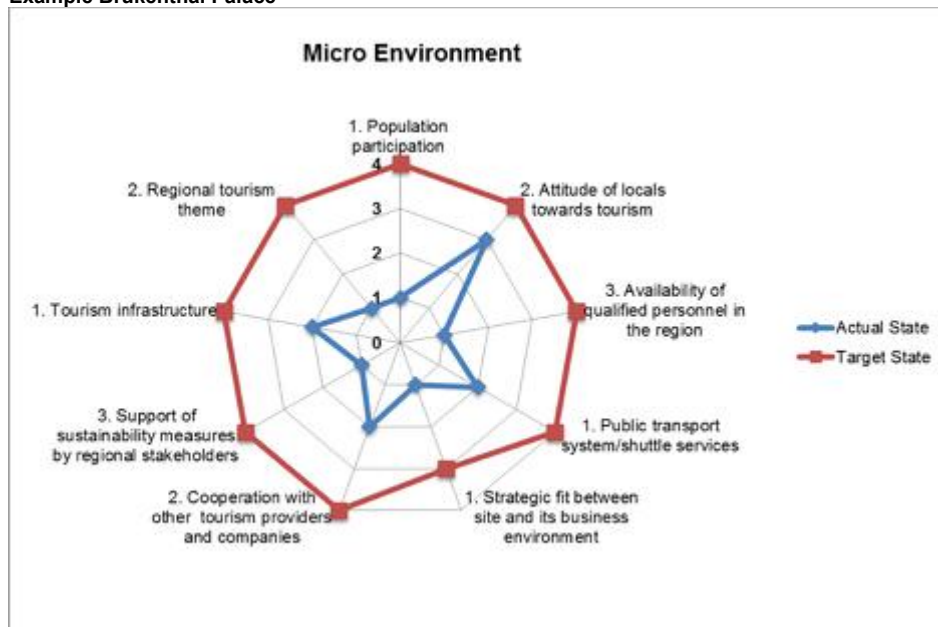
As the beneficiary of the architectural ensemble "Summer Residence of Baron Samuel von Brukenthal" the SVB Foundation will further develop the analyzed site considering the preservation of its cultural value, but also the economic aspects that will allow maintenance of this historic ensemble, through the reconversion of functional spaces from the palace.

2 In according to the research results of our Partner, the University of Krems (IMC) we find out that the women make the decisions of the holiday planning. For our Pilot site, it means, that their should be given more attention to the wishes and the needs of woman and families. For example; To offer a nursery school, playground for the children and also children menu's. To think about also on cultural offers and courses with specific subjects for woman. The SPA and sport facilities should offer also soft sports like yoga, aerobic and Pilates. As woman's taken more care about healthy and light food; that idea should be translated in to the menu of the kitchen of the restaurant. In the kitchen they should use more light and biological produced food (with certificate). The surfaces of the pathways and places should be fitted in a way so they are really good walkable.

## 6. SUGGESTIONS AND RECOMMENDATIONS

- We consider the establishment of an association of public cultural gardens / parks heritage in Romania is very important. The role of the association will be to strengthen, develop and communicate knowledge and information about Romanian's garden heritage.
- We consider that cultural garden heritage should remain open to the wider public even if the spaces suffers a functional conversion. The value of the gardens/ parks cultural heritage can be appreciated only by knowing and understanding thereof, which involves direct contact between the public and these spaces.

Examples of Indicator evaluations for final brochure  
Example Brukenthal Palace

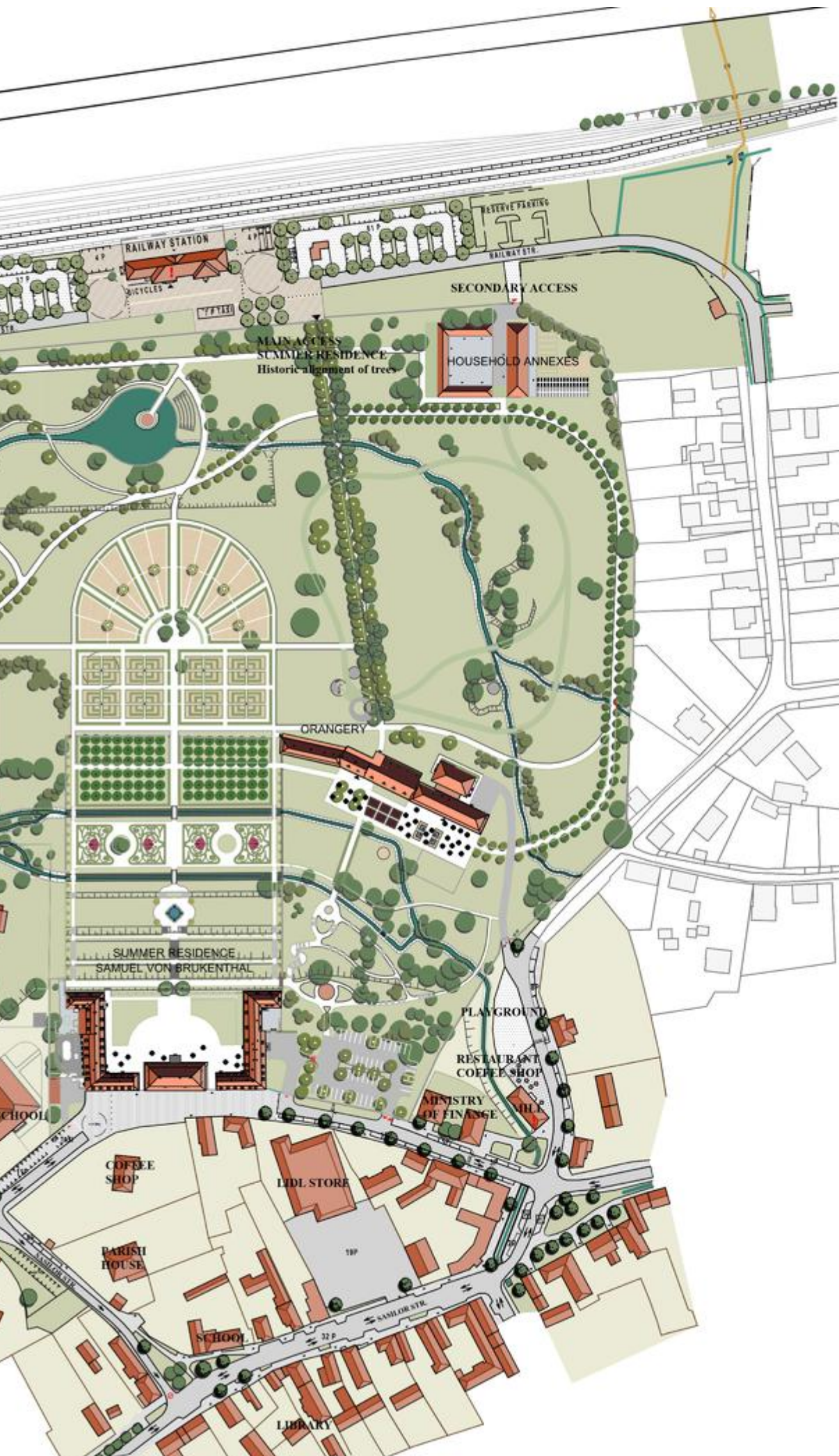


# DEVELOPMENT STRATEGY



Cultural (garden) heritage as a focal point for sustainable tourism.









2.3

## PUGLIA REGION

### *The Gardens of Peripato in Taranto*





Photo: Antje Schmidt-Wiegand

The Department of Cultural Heritage Management of the Puglia region has a valuable experience in the procedures and routines concerning the protection and development of cultural and historical heritage in Italy at administrative level and as a result of managing specific measures within EU-funded projects. Furthermore, the participation of Puglia Region with its geographic location helps bridge the South-Eastern European Space via Greece and Albania. In fact, throughout history, it has been a cornerstone for the development of the Mediterranean, and has contributed to the culture and the economy of the basin due to its constant relationships with the other Mediterranean countries.

## THE PILOT SITE

The Gardens of Villa Peripato are a "public garden" - in Italian: "Villa Comunale". The history of the gardens begins very early: according to historical records, the gardens already existed at the time of Archytas (430-370 BC).

The area of the villa, which belonged to the Beaumont family since 1628, was transformed to suit the type of "Giardinetto (little garden)".

In 1836, Luigi Beaumont commissioned architect Giovanni Criscuolo di Napoli to construct a villa for the garden. Here, of particular relevance was the connection between the villa and the sea along the inner basin of the city.

In the decade between 1880 and 1890, the City council decided on an urban expansion outside the city wall and, from that moment on, the Villa Peripato was incorporated into the urban fabric of the nineteenth-century neighborhood as a special area under the form of a public garden.

Though much modified, the Peripato garden displays the typical Italian garden plants only in the central part of the villa, where you can admire well-shaped cypress trees. The Washingtonie are here arranged in a semi-circle. The eastern part of the garden is occupied by buildings dedicated to the movie vision, a theatre and a children playground. This is a typical Mediterranean garden with over 800 plants, oaks, cypresses, laurels, exotic plants such as palms, pittosporum and thuja, magnolia, the trees of heaven.

Along the slope of Mar Piccolo (the Small Sea) you can find broadleaves, a rich vegetation of acanthus and trees of heaven with vigorous branches.

Finally, Villa Peripato is part of a context which includes other important cultural landmarks: the National Archaeological Museum of Taranto (MARTA), the State Historical Archive, the old swivel bridge, the Castle and the old town.

## THE FEASIBILITY STUDY

The renewal of Villa Peripato corresponds to a general renewal of the urban tissues and functions inside the "Borgo" of Taranto.

The renewal has already achieved the creation of new pedestrian areas, and the development of recreation and shopping points inside the Borgo.

The regeneration started at waterfront Virgilio, stopped at the edge of the pedestrian area of via d'Aquino, and did not reach the area of Villa Peripato.

## THE RESULTS ACHIEVED WITHIN THE PROJECT

The involvement and approval of Taranto municipality of the prospects identified by the project / feasibility study, particularly with respect to the effects that the reorganization of Villa Peripato could generate on a large urban scale.

- The substantial fallout of the project / feasibility study contents on the programming stage of the Taranto General Urban Plan, and the possible inclusion of a large part of the studies carried out as part of the DPP (preliminary planning document of Taranto).
- The identification of the need for public acquisition of degraded areas and / or disused buildings (e.g. Sheds and areas of the former Italian Navy) located outside the Villa, and considered essential in the process of integration and development of the analyzed urban sector.
- Reconnecting the Villa environmental and landscape resources with them, much wider, in the crown city of Taranto and in the basin of Mar Piccolo.
- The creation of new tourist routes.
- The expansion and acceleration of urban interconnectivity.
- The specialization of the inner basin of Mar Piccolo, mainly for environmental activities, recreational sports and culture, aimed at diversifying urban services and increasing the presence of tourists and locals alike.
- Along the main urban road and through a policy of turning specific paths accessible to pedestrians, the Villa Peripato is connected to the most important locations of accommodation, leisure and entertainment of the "Borgo" from Taranto, with the consequence of increasing the quality, business capacity and functional characterization of the Villa.

### IDEAS TO TAKE OVER FROM ANY PARTNER, TO ADAPT IT, IMPLEMENT IT AND TRANSFORM IT IN A BEST PRACTICE EXPERIENCE

Urban parks, gardens, especially if historically structured, are not voids to be filled with buildings but places where you can spend time.

The exchange (of information, time, culture) and the interchange (switching from one function to another) represent a high economic value if the site where these activities take place has aesthetic quality, is easily recognized (socially, visually and functionally) and has direct accessibility. Therefore, each of these parameters should always be present and strong.

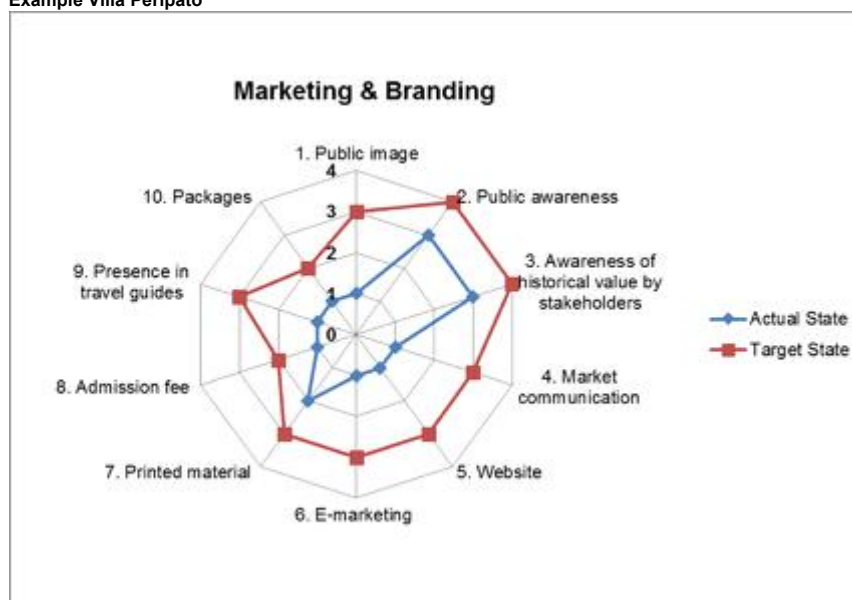
### SUGGESTIONS AND RECOMMENDATIONS

The real problem of this type of urban gardens is lack of (functional and spatial) characterization and of connectivity with specific functional pathways of the urban space.

It is therefore necessary to work not only on the formal and functional strengthening of interior areas, but especially on the degree of (physical, functional) permeability within the micro- and macro-urban context, depending on the extent to which the area interferes with the surrounding landscape.

Examples of Indicator evaluations for final brochure

Example Villa Peripato







2.4

## THE MUNICIPALITY OF ALEXANDROUPOLIS

### *National Independence Park*



PP 6 of the CulTour project is the Municipality of Alexandroupolis. Alexandroupolis is the capital of the Evros county. The city is located in north-eastern Greece, and it is built by the sea. Although the area has primeval history, the city is modern and we can even say that it was founded in 1850, when a few fishermen created a small settlement on the site of today's Alexandroupolis.

### THE PILOT SITE

Our pilot site consists of the National Independence Park and the neoclassical buildings, built at the end of the 19th century, that surround the Park. The National Independence Park covers an area of approximately 1.3 hectares, located at 40° 50'37,20 North and 25°52'20,75 East. It is considered public property, whose use is protected by the law. It is an open green urban space used for public recreation. The 19th century historical buildings located on the four sides of the Park are Zarifios Pedagogical Academy, to the west, the Nursery School on Dimokratias Avenue, the Post Office and the Court House on the avenue leading to the sea.

By linking the Park to the neoclassical buildings surrounding it and by selectively using various places and parts of the buildings, such as yards, halls, or gardens, for primarily cultural and educational purposes, we aim to reinforce the use and visibility of the Park. As a result, Alexandroupolis will "gain" a new location that will host annual events; thus, it will attract more visitors. Moreover we intend to connect the Park - as a starting point - with routes leading to Evros Delta, Dadia Forest and the island of Samothraki.

### THE FEASIBILITY STUDY

Alexandroupolis is the capital of the Evros regional unit in Thrace. It is an important port and commercial center of north-eastern Greece. The Lighthouse is the symbol of the town and was erected by the French company "Lighthouses and Lamps". It was opened on June 1st, 1880. Alexandroupolis is a modern city, with a modern street layout and new buildings. Still, there are some surviving buildings dating back from the late 19th century, in the neoclassic style favoured by both Ottomans and the Greek orthodox community. Most of these neoclassical buildings, which are few, but very important as they represent the historic past of the city, are located near the city center and specifically around the National Independence Park. They are the reason why the Park is the main reference point of the town. However, the Park does not enjoy wide visibility. It is an open green urban space used for public recreation with a more or less degraded profile, not highly appealing to visitors and tourists. Still, its central position remains an undisputable advantage. In this context, our aim is to reinforce the use and visibility of the Park by linking it to the neoclassical buildings surrounding it and by selectively using various places and parts of the buildings, such as yards, halls, or gardens, for primarily cultural and educational purposes. As a result, Alexandroupolis will develop an attractive site that will be able to host and organise annual events, will improve its appeal among visitors and thus will attract more tourists.

Specifically, the feasibility study aims to investigate:

- the potential to enhance the park use,
- the opportunity of connecting the park to the courtyard, halls and gardens of the neighboring neoclassical buildings with the aim of creating a unified cultural space,
- the ability to create a new high quality cultural product that enhances the cultural profile of the town.

As a result, the tourist product will be significantly upgraded, while local entrepreneurship extroversion will improve.

Tourist specialists' opinion about Alexandroupolis is that it "exudes an enchanting atmosphere, especially in summertime, from late afternoon till early evening, when the whole town seems to be alive and strolling along the beach and around the Lighthouse, pouring the surrounding bars and restaurants.



For that reason, the city is a perfect dinner destination for tourists who want to experience Greek culture and cuisine by the sea. Tourists, though, are unlikely to extend their stay in Alexandroupolis over an afternoon or evening, possibly because their varied expectations regarding accommodation may not be met. As there is no information center to consult, the accommodation options offered in the city may appear limited, failing to facilitate a longer visit. To that we could add the lack of cultural identity, in terms of permanent events that could “brand” the city and “define” it among others. The park is clearly a focal point of Alexandroupolis. But, as noted by the BOKU, the Park “has no tourist use and no attraction for tourists, both on a national and an international level”. Therefore, although it is an important asset for the local community, the park could under no circumstance be one of the area attractions for tourists. In order to improve the situation, the park could become part of a walk or a tour around the city, interspersed with historical information, or a “hot spot” of cultural events – events that could really become major provided they “spread” to the neoclassical buildings surrounding the Park. It is worth mentioning that all those buildings are restored, are currently in use and are hosting public services. Consequently under a memorandum of agreement, the public services involved could agree to provide the Park with various places and parts such as yards, halls, or gardens, for cultural and educational purposes.

Specifically:

- The Zarifios Pedagogical Academy could allow theatrical performances and creative workshops for children (expressive and music arts, quiz & puzzle games etc.) to take place in the patio, symposia to be organized at the atrium and garden games to take place in its garden.
- The Court may host in its courtyard garden open space exhibitions such as ceramics, sculpture, crafts, cheap art etc.
- The Post Office could organize in their main hall indoor exhibitions such as photography, philately, video art etc.
- Finally, the Municipal Nursery could offer their amphitheatric yard for small scale musical or theatrical events.
- This Network, comprising the Park and the surrounding buildings, could be a new cultural product of its own, aiming to become a public recreation area with upscale use, increased mobility, distinct identity and strong attraction that will contribute to the growth of tourism in the region which has enhanced input from the tourism sector.
- The expected results from the application of this cultural product are as follows:
  - the identity preservation and maintenance of the traditional buildings that today host public services, as well as buildings of public interest, which reflect the historic past of the city.
  - the creation of a beautiful park in the city center of Alexandroupolis, which will be an interesting meeting point and a place of heightened tourist interest.
  - a network consisting of the Park and the surrounding buildings, and the famous Lighthouse of Alexandroupolis; thus, a unique touristic product could be created.
  - the creation of a new landscape with very distinct architecture and green landmarks.

The Independence Park will be reformed with a series of small improvement projects (installation of toilets, spaces for bicycle parking, info kiosks) in order to maintain its high visibility throughout the year.

In order to upgrade the Independence Park from an entertainment location of little relevance to a cultural reference point of Alexandroupolis and a significant tourist destination, we propose the creation and institutionalization of an annual cultural event, the Youth Festival. It will activate this networking of the site – of its cultural assets - and will strengthen and enhance the profile of the tourist area. A Festival in the upgraded and networked Park with its extensions, the surrounding neoclassical buildings, will help shape the new cultural product that will be of determining use for the pilot area (in the feasibility study there is extensive information on the organization, administration, management, and marketing policy of the Youth Festival).

Last but not least, the feasibility study enlarges upon the connection of the Park as a starting point with routes leading to Evros river Delta, Dadia Forest and the island of Samothraki.

## THE RESULTS ACHIEVED WITHIN THE PROJECT

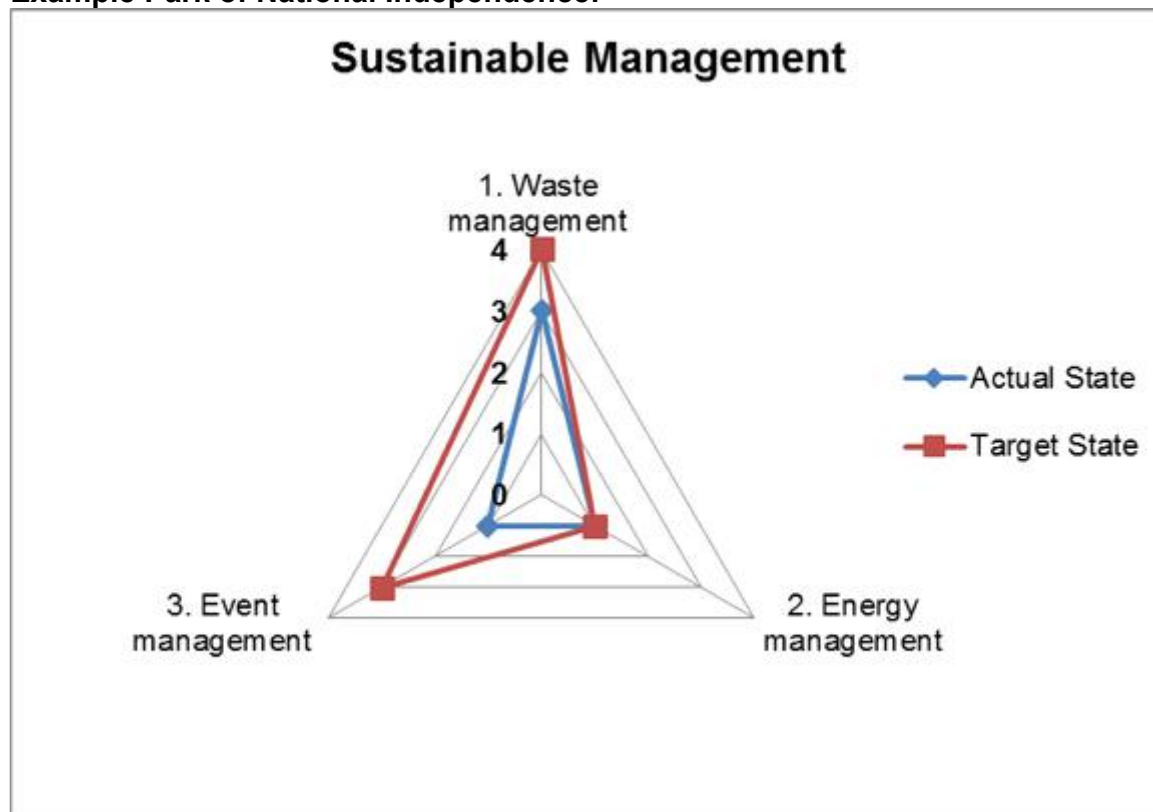
- Exchange of know how.
- Exchange of good practices.
- Concrete methodological tools for sustainable tourism development.
- Systematic and analytic descriptions of alternative forms of tourism.
- Holistic and extended analysis of Alexandroupolis as a tourist destination. Pros and the Cons. Potential.
- Useful recommendations for regional integration.
- New tourist products (pilot site).
- Involvement of different stake holders in the discussion about sustainable tourist development.
- Mobilization of local authorities towards new tourist aspects.
- A new model in building and evaluating regional tourist development policies. integrated and complete, that can be a model for other regions.

## SUGGESTIONS AND RECOMMENDATIONS

To capitalize the knowledge that was gained and to transfer the experience to broader areas of interest. To come up with new ideas and open the network to other cities.

### Examples of Indicator evaluations for final brochure

#### Example Park of National Independence:









2.5

## VELIKO TARNOVO *Boruna Area*



Photo: Antje Schmidt-Wiegand





Veliko Tarnovo is an administrative center from North-Central Bulgaria, one of the oldest settlements, with a history of more than 5 millennia. It is well-known as the historical capital of the Second Bulgarian Kingdom.

The town is situated along the historical hills of Sveta Gora, Tsarevets and Trapezitsa, formed by the meandering river Yantra which has cut deep into the mountains.

Veliko Tarnovo comprises an area of 885 sq/km and a population of 90 320 inhabitants.

The earliest traces were found on the Trapezitsa Hill (dating back from the first half of the 3rd millennium BC). Veliko Tarnovo grew and flourished quickly and became the strongest Bulgarian fortification of the Middle Ages between the 12th and 14th century, and the most important political, economic, cultural and religious center of Bulgaria. During the 13th and 14th centuries the capital of Bulgaria was a significant political, economic, trade and cultural center in Europe. The Bulgarian State reached the climax of its development during this period. Next to Byzantium it was the first power on the Old Continent.

Today, Veliko Tarnovo is a cultural, historical and tourist center of Bulgaria. The location, the good climate, the natural resources, the historical heritage and architecture, and the preservation and development of traditional arts and crafts give Veliko Tarnovo even better prospects for future development.

Veliko Tarnovo continued to be a sanctuary for all Bulgarians, a bastion of Bulgarian national spirit and self-awareness. Veliko Tarnovo is a town with a grand past history, created in centuries, which survived in time and looks into the future. This is a city - fairy tale, created by humans and nature, defined by the harmony of rock and houses, stone and wood, the amazing panorama of amphitheater silhouettes, trees and flowers, a true architectural magic art and ethnography.

The municipality of Veliko Tarnovo contributes with its practical example for the management of cultural heritage sites including a garden/open space with exploration activities, feasibility studies, environmental assessment, the formulation of plans for the development of cultural and historical landmarks. All these complete the expertise in the social integration and renovation of the cultural monuments and picture gallery, with a focus on the process of sustainable integration and development within the pilot project - Boruna area.

The Project Partner provides support and knowledge of planning procedures at different administrative levels with scientific background for urban and landscape planning issues for development of a well-balanced concept for sustainable tourism in the region, based on the richness of natural and cultural assets, and helps answer a significant number of questions which have appeared during the analysis and planning processes, whose character is innovative and operational beyond the duration of the project Cult Tour.

The Veliko Tarnovo Municipality contributes with the support to increase professional education and the creation of good practices at regional level and an inter-cultural dialogue, with environmental education, information of attractive tourist destinations with the purpose to identify and compile implementation pathways of cultural heritage into sustainable tourism with favorable effects on economy and urban planning for people at regional, national and European level.

The Veliko Tarnovo Municipality contributes to the creation of 'Garden routes'



## THE PILOT SITE

Boruna area, whose name means “rising ground”, is part of the Sveta Gora Massif, shaped as a peninsula by the Yantra River bed, which turns the direction of its flow to 180 degrees, thus representing a highly interesting natural phenomenon.

The territory of the capital city also comprised Sveta Gora Hill. It was named through analogy with Sveta Gora from Athos, Greece, due to the monasteries that existed here. In the 12th – 14th centuries, the area was known as an important monastic, spiritual and clerical centre. According to written sources, after the restoration of the Bulgarian Patriarchate (Bulgarian Orthodox Church), the king Ivan Asen II had several monasteries built here - one of which was named Virgin Mary the Odigitria (She who shows the Way). No archaeological research has ever been carried out in it. In 1393, after the Ottomans conquered the Great Tarnov city (“veliko” meaning “great”) and during the years of the Revival period, Boruna area and Marinopol quarter were excluded from the city, and Boruna was used as camping grounds for the Sultan’s army.

After the Liberation, urban planning placed great emphasis on the Boruna area due to its location. Here, in 1892 the Stambolov’s Bridge was built so as to join the old parts and Sveta Gora Hill with the new town centre and the new neighbourhoods. Furthermore, the construction of the new building of the painting school began here in 1928 under the command of arch. Hristo Totev. Most part of the construction was executed in 1926-28, but the building remained unfinished up until 1931, when it was given by the Municipality to the newly-established Veterinary Institute. After 9th of September 1944, it housed the Police Station.

Today, the old building, turned into an art gallery, is found in the Asenevtsi Park created in 1985. The park is divided in the northern part, with the Monument of Kings, and a more tranquil southern part facing Sveta Gora Hill. Magnificent panoramic views open up towards the Old Town; it is also a favourite place for Tarnovo citizens and guests alike. Here is where the famous pictures with the mirror reflections of the old houses heaped one on top of the other were taken.

The gallery building was entered in the registry book as a public city property by virtue of Act № 2301/24.08.2004. It fell within the Regulated Land Estate (UPI), its intended use being “community service activities”, in construction quarter 645 of the Veliko Tarnovo map. It is the home of Boris Denev Regional Art Gallery, which comprises exquisite art works amounting to around 5000 artifacts, organized in three sections – pictorial, graphic, and sculptural works.

The location and the building are part of the historic and cultural landscape created in time. They are of high collective and individual architectural and historic value.

The Boruna area is part of cultural heritage zone – The ensemble of cultural monuments “Archaeological, architectural and construction area of Sveta Gora” on the territory of the historic settlement of Veliko Tarnovo, proclaimed a monument of urbanism and cultural landscape under Protocol No. 4/07.06.1999 issued by the National Council for the Preservation of Cultural Monuments within the Ministry of Culture. Next to the houses and buildings of the Sveta Gora, the residential quarter with its individual and cultural value, there is also the Stambolov Bridge, which was declared a historic monument and proclaimed an architectural and construction monument of local importance by the Official Gazette, issue 102/1964.

## THE FEASIBILITY STUDY

The feasibility study for energy efficiency measures to be implemented in the “Boris Denev” Art gallery building;

Subject: the exploration preparation for the energy efficiency study referring to the art gallery “Boris Denev” Veliko Tarnovo, “Boruna area”, according to art. 16 and art. 17 of the energy efficiency Act and Decree No. Rd-16-1057 of 10.12.2009, on the conditions of exploration for purposes of energy efficiency and certification of buildings, the issue of energy performance certificates and the categories of certificates.

The current situation:

The building of the art gallery "Boris Denev" Veliko Tarnovo was built in 1934, and in the 1980s it was converted into a painting gallery. The art Gallery "Boris Denev" Veliko Tarnovo is part of a group of monuments - Sveta Gora. The building was converted into an art gallery in the eighties. In the gallery building, in the basement, there is the heating installation with two boilers working on diesel. In time, the boiler and the heating installation were subject to wear and tear, while the boiler room is systematically flooded by groundwater, which makes it impossible to access it. Practically, the building is not heated.

The main purpose of the terms of reference:

To perform a detailed energy audit of the building in compliance with the milestones and activities provided for in art. 9 of Ordinance No. Rd-16-1057 of 10.12.2009 on the conditions of exploration for purposes of energy efficiency and certification of buildings, the issue of energy performance certificates and the categories of certificates. The inspection should be used for the subsequent certification of the building.

An energy efficiency certificate, meant to determine the current status of energy consumption in the building and the scale of energy classes according with the requirements of art. 17 of the law on energy efficiency.

Feasibility study for the ecological assessment of the Boruna site – flora and fauna species, the quality of the river waters, soil characteristic assessment etc.

The ecological assessment of the Boruna site – flora and fauna species, the quality of the river waters, soil characteristic assessment.

The need for a project:

The "Boruna" area is surrounded by protected zone, "Yantra" BG0000610, the conservation of natural habitats and wild flora and fauna covering the watercourse and banks of Yantra River.

The project needs to consider entirely environmental requirements for a clean environment. For its approval, advice shall be sought from the regional administration for the environment and waters. When assessing the need for an EIA in the area covered by the project, the impact on environmental components such as air, water, soil and biodiversity will be reported. The study will also look into environmental aspects and will assess their significance in terms of the (positive or negative) impact on the environment of the area surrounding the monastery. The important aspects are those with a negative impact on ecosystems, biodiversity, energy and natural resources, pollution of the soil, water, air, sources of waste generation and noise, etc.

In order to implement the project in the area, the following environmental studies need to be carried out:

A study of the composition of air and air masses in the area.

No negative impact on the air is envisaged as a result of the project. Air purity will be guaranteed by the well-maintained vegetation in the area.

A study of the soil and soil composition of the area.

The soil will not be affected, since there are no events that threaten soil quality and purity.

The waters, water masses and water course of Yantra River within the territory.

The river water and the groundwater need to be analyzed in order to detect any compromise as a result of activities associated with pollution. It is necessary to see whether there will be any water abstraction and discharge of wastewater surface water of Yantra River. River patency will be improved after a thorough cleaning of the riverbed and maintaining it in a convenient condition. At present these resources which support the river are not carried out on a regular basis, and so the river is filled with alluvial deposits and trees. The project needs to consider the environmental perspective, as well as the hydrological projects provided in the feasibility studies for the Boruna site.

Protected areas- Some of the project activities fall within the protected area. In the prefeasibility / feasibility studies, it is necessary:

- to identify the exact boundaries of the protected area within the city, including lots
- to be included in the cadastral map of Veliko Tarnovo, and the precise activities that will eventually be carried out in the protected area;
- to analyze the potential impacts on the conservation objects and purposes in the protected zone "Yantra " BG0000610, and whether such activities respect these habitats and species.
- protected animal and plant species

Aim of the project:

The main objective of the project is to implement a strategy for the protection and maintenance of cultural heritage, including architecture, landscaping, open sites and cultural attractions from the "Asenevtsi" park located in the area surrounding the monastery V. Tarnovo .

The project also aims to design a comprehensive environmental development concept and a new vision of Boruna, as well as the compositional construction of spaces included in the natural environmental protection and the ecologically sound environment for employees and visitors of the park and Boruna.

Feasibility study for the adaptation and socialization of the Boruna site – landscape architectural design, historical and cultural assets of the Boruna site surroundings.

" Feasibility study of "Boruna"-Veliko Tarnovo.

The need for a project:

The main objective of the project is to implement a strategy for the protection and maintenance of cultural heritage, including architecture, gardens, open spaces adjacent to the cultural attractions from the "Asenevtsi" park located in the area surrounding the monastery V. Tarnovo , as well as their social integration and modernization.

Boruna, with the Asenevtsi monument and the Art Gallery "Boris Denev", will become the new attractive place for tourists and an area for recreation and entertainment.

In order to obtain additional information on the area, the following study and design works have to be conducted:

- a study on the geological conditions of the area, meant to identify the composition and structure of the soil. This requires the development of a geological report.
- a constructive solution after the investigation of Stambolov bridge - the technical condition of the bridge. Stambolov Bridge was built in 1922 . A metal arch structure, mounted on two bearings on the practically vertical slopes of Yantra river valley. To detect the approaches to the sites in the park, for the purpose of correcting the displacement and further developing tachymeter shooting positions and new landscaping.
- electric lighting of the area, with the aim of achieving a long-term aesthetic and artistic impact of the project. It is necessary to draw up a new project for electric lighting and to clarify the existing external power supply in the area.
- hydrological studies

The terrace of Yantra River in the area of the Stambolov bridge is of the erosion type. The slope height is within the range 25 - 28 m. The banks are made of limestone, which is classified as "Very strong rock." The annual average flow of the river in the town of Veliko Tarnovo is 11.9 cu. / sec. Consequently, a hydrological report is necessary in order to monitor the river and quantify the water resources in the area.

- The project aims:

The aim of the project is to develop a comprehensive plan for the development of the Boruna are, in order to increase its attractiveness and improve the relations with the University, the Old Military School and the Old Town.

Boruna will become a new tourist and social center of Veliko Tarnovo due to its potential for shows and outdoor concerts, animation and even fashion shows. A methodology will be drafted and an analysis will be conducted for the renewal and social adaptation of the cultural parks in Veliko Tarnovo, with the focus on the "Boruna" Park.

## THE RESULTS ACHIEVED WITHIN THE PROJECT

The municipality of Veliko Tarnovo contributes with its practical example for the management of cultural heritage sites including a garden/open space with exploration activities, feasibility studies, environmental assessment, the formulation of plans for the development of cultural and historical landmarks. All these complete the expertise in the social integration and renovation of the cultural monuments and picture gallery, with a focus on the process of sustainable integration and development within the pilot project Boruna Area.

The Project Partner provides support and knowledge of planning procedures at different administrative levels with scientific background for urban and landscape planning issues for development of a well-balanced concept for sustainable tourism in the region, based on the richness of natural and cultural assets, and helps answer a significant number of questions which have appeared during the analysis and planning processes, whose character is innovative and operational beyond the duration of the project CultTour.

The Veliko Tarnovo Municipality contributes with the support to increase professional education and the creation of good practices at regional level and an inter-cultural dialogue, with environmental education, information of attractive tourist destinations with the purpose to identify and compile implementation pathways of cultural heritage into sustainable tourism with favorable effects on economy and urban planning for people at regional, national and European level. The results must be integrated in the urban/municipal development plans in order to create the basis for further concrete steps to be taken by the municipalities or regions involved.

## IDEAS TO TAKE OVER FROM ANY PARTNER, TO ADAPT IT, IMPLEMENT IT AND TRANSFORM IT IN A BEST PRACTICE EXPERIENCE

Future tourism ideas and the integration of the already existing regional (and national) tourism strategies in smart tourist products.

Cultural Heritage included in Horizon 2020.

In response to a petition featuring the signatures of more than 6000 museum and gallery professionals, coordinated by the Fraunhofer Institute with support from the Collections Trust, the Industry, Research and Energy Committee (ITER) of the European Parliament has confirmed that 'Cultural Heritage' has been included as a priority in the proposed €80bn Horizon 2020 funding program of 2014.

## SUGGESTIONS AND RECOMMENDATIONS

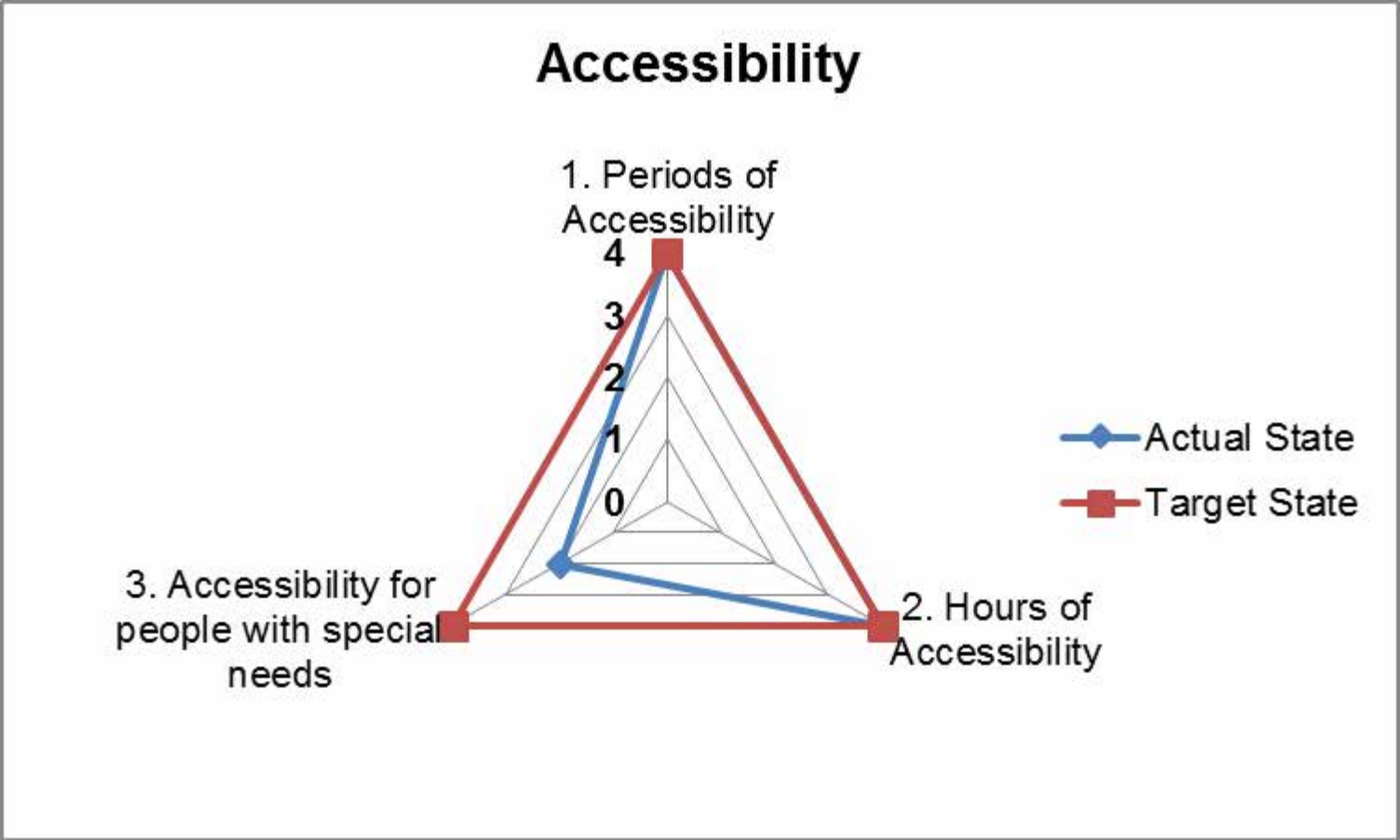
Cultural expression is not limited to tangible Cultural Heritage, but also includes valuable, yet fragile intangible expressions that are controlled by the intelligence of human creativeness and that are referred to as intangible cultural heritage (ICH). According to the 2003 Convention for the Safeguarding of the Intangible Cultural Heritage, the intangible cultural heritage (ICH) is the main manifestation of human cultural diversity and its maintenance is a guarantee for ongoing creativity.

One of the ways of preserving cultural heritage and making it accessible to the general public is to digitize it. This section focuses on the use of different electronic methods to support Cultural Heritage. The issues addressed involve different aspects of the life cycle of digital cultural content.



# Examples of Indicator evaluations for final brochure

## Example Boruna Area





2.6

## SIBIU ASTRA Museum





Located in the center of Romania, The `ASTRA` National Museum Complex is the most important ethno-museum institution in Romania. It was created under the auspices of the Transylvanian Association for Romanian Literature and Culture of the Romanian People – which was an institution founded in 1861. The `ASTRA` Museum – formerly known as the Association Museum - opened its first exhibition on the 19th of August, 1905. The museum was founded out of the Transylvanian people`s desire to define their own ethno-cultural identity within the Austro-Hungarian Empire multiculturalism and having as background the cultural emancipation of all peoples from the centre and south-east of Europe. Reorganized under this structure after 1990, the `ASTRA` National Museum Complex has four museum units of ethnographic profile in its structure and a department of anthropological documentary film which are sustained by the following departments: the Conservation and Restoration Department, the Educational Department, the Cultural Marketing Department, the Tourist Information Centre, the `Astra Museum` Publishing House and the Project Management Department.

### **ASTRA Center for Regional Resources - Feasibility Study on re-utilization of the central area of the open air museum for tourism development**

The concept studied

- Aim of Feasibility Study according to the Application Form: Feasibility Study for building proper offices of ASTRA Museum in the open air museum in Dumbrava Sibiului and contribution to regional sustainable tourism concept
- But also, according to Application Form: Feasibility Studies based on systematic approach of re-utilization concepts. Realization of step-by-step model for cultural-historical exhibitions incl. ecological assessment of protected sites and (cultural) landscapes in the region, including a socialization of cultural monuments.

The re-utilization of the central area of the open air museum for:

- Opening to larger audiences
- Developing a sound relationship with the community (both urban and rural)
- Increasing the participation of the public in the decision-making process both inside the museum and inside their own communities
- Developing new touristic products related to cultural and creative tourism inside the museum
- Developing new touristic products related to sustainable tourism in the rural communities
- Developing educational activities both for leisure and life-long learning
- Developing additional activities and increasing the attractiveness of the open-air museum during low-season period

Historical and symbolical importance of the area

1961 – The tent that hosted the reunion of Romanian ethnographers and sociologists that discussed and then approved the scientific plan for the organization of the open air museum – The Museum of Folk Technique.

1967 – The ribbon cutting at the inauguration for public of the open air museum, uttering the symbolical importance of the place.

The headquarters of the open air museum (curators' offices, board of the museum, main indoor exhibition hall). The most important place in the development and decision making process until the 90s.



The current situation of the area

- Almost inert and deserted area

- Merely a rest place for visitors

Improper conditions for any kind of activities (old, unsafe electric power system, no running water, no heating system, no internet connection)

Three almost abandoned buildings:

A building for long-term indoor exhibitions (of historical importance – the first building transferred into the museum 1962)

Former offices for curators (of historical importance – the second building transferred into the museum 1962)

A storage building formerly used as temporary exhibition hall (dating from the 80s made of sandwich type panels, in very poor condition)

Huge potential due to:

Position – central area, but still clearly separated from the ethnographic exhibition, a respiro area between the two halves of the museum

Access (easy & quick) - only 500 m from the main entrance

Facilities for leisure – open air stage for folk performances

Great view over the lake and forest

Paying attention to the visitors' needs and expectations

Identified needs of the visitors:

- Hands-on and creative activities

- Spending quality time together with their families

- Developing new abilities linked to traditions

- Being outdoor / Enjoying the nature

Identified needs of the communities:

- Urban

- Spending time outdoor, in nature

- Increased need for new activities for each visit

- Rural

- Redefine a system of traditional values

- Re-use this heritage in lucrative activities and development

## INCREASE ATTRACTIVENESS OF THE SITE

Re-design of the site

Purpose: a functionally coherent area considering the following

- The re-utilization of the two historical buildings

- The demolition/replacement of the old storage building

Designing of a new set of buildings with:

the following functions:

- Workshops

- Exhibition rooms (to be used together or separately)

- Tourism information centre

- Meeting/conference room

- Proper offices for the personnel working in the area

- Ensuring proper conditions for the visitors (rest rooms, wardrobe, outdoor shelter)

the following features

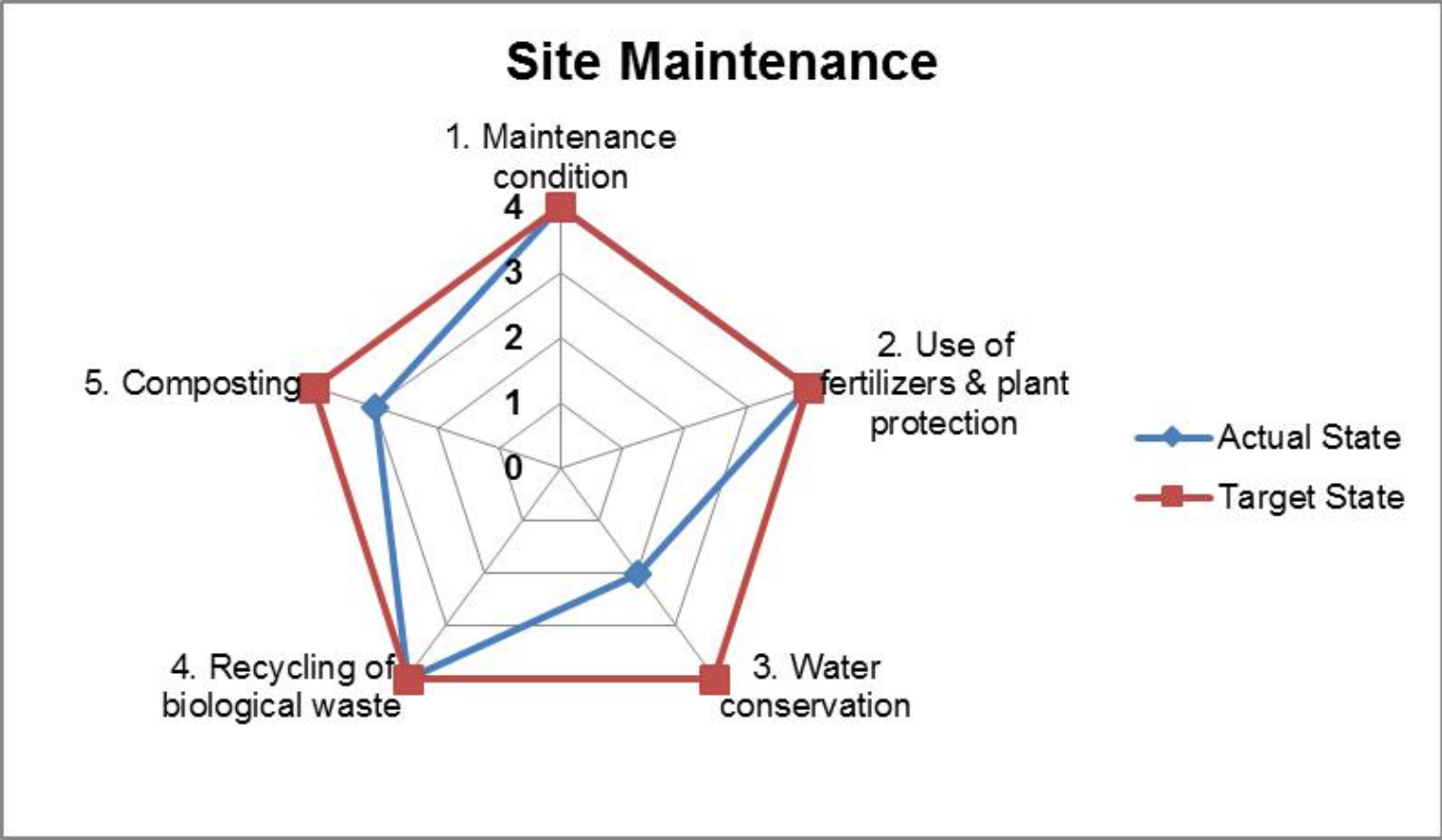
- Belding in with the scenery/landscape (using the gentle slope of the land for underground space, limited number of trees to be cut, further architectural landscaping, new visiting circuit design for the area)

Preserving/using the overall architectural style of the museum  
 Using traditional materials (wood, stone, clay, brick); good choice of modern materials  
 Environmental friendly (waste, water management, low-energy building)  
 Upgradable in time according to the future needs of the museum  
 Sustainable aspects of the investment  
 Green features of the building  
 Low energy consumption  
 Rain water management  
 Natural, renewable materials used  
 Limiting deforestation  
 Sound and fair relationship with the local (rural) communities  
 Acting upon the giving back principle  
 Enhancing the self-esteem through better knowledge of their own heritage and resources  
 Promoting cultural and creative tourism activities  
 Granting better access to education  
 Adding long life learning activities  
 Extending to low season  
 Responding to the visitors' needs  
 Increasing the institutional and financial sustainability of ASTRA Museum  
 Coherence with the policies and strategies at international, national, regional and local level

- *International*
- *2003 – The UNESCO Convention for Safeguarding of Intangible Cultural Heritage*
- *2005 – The UNESCO Convention on the Protection and Promotion of the Diversity of Cultural Expressions*
- *E.U. Strategy Europe 2020*
- *Various ICOMOS Recommendations and Charters*
- *National*
- *The Strategy of the Ministry of Culture 2014 – 2020*
- *The Strategy of the Ministry of Tourism 2014 – 2020*
- *The National Strategy for Regional Development 2014 -2020*
- *Regional*
- *The Strategy for Development Centru Region, Priority Axis No.5 Tourism Development, Priority Axis no.4 Rural development*
- *The Strategy For Development of Sibiu County 2014 – 2020*
- *The Master plan for Tourism in Sibiu County, 2010*
- *Local*
- *The Management Project of ASTRA Museum National Complex*

Examples of Indicator evaluations for final brochure

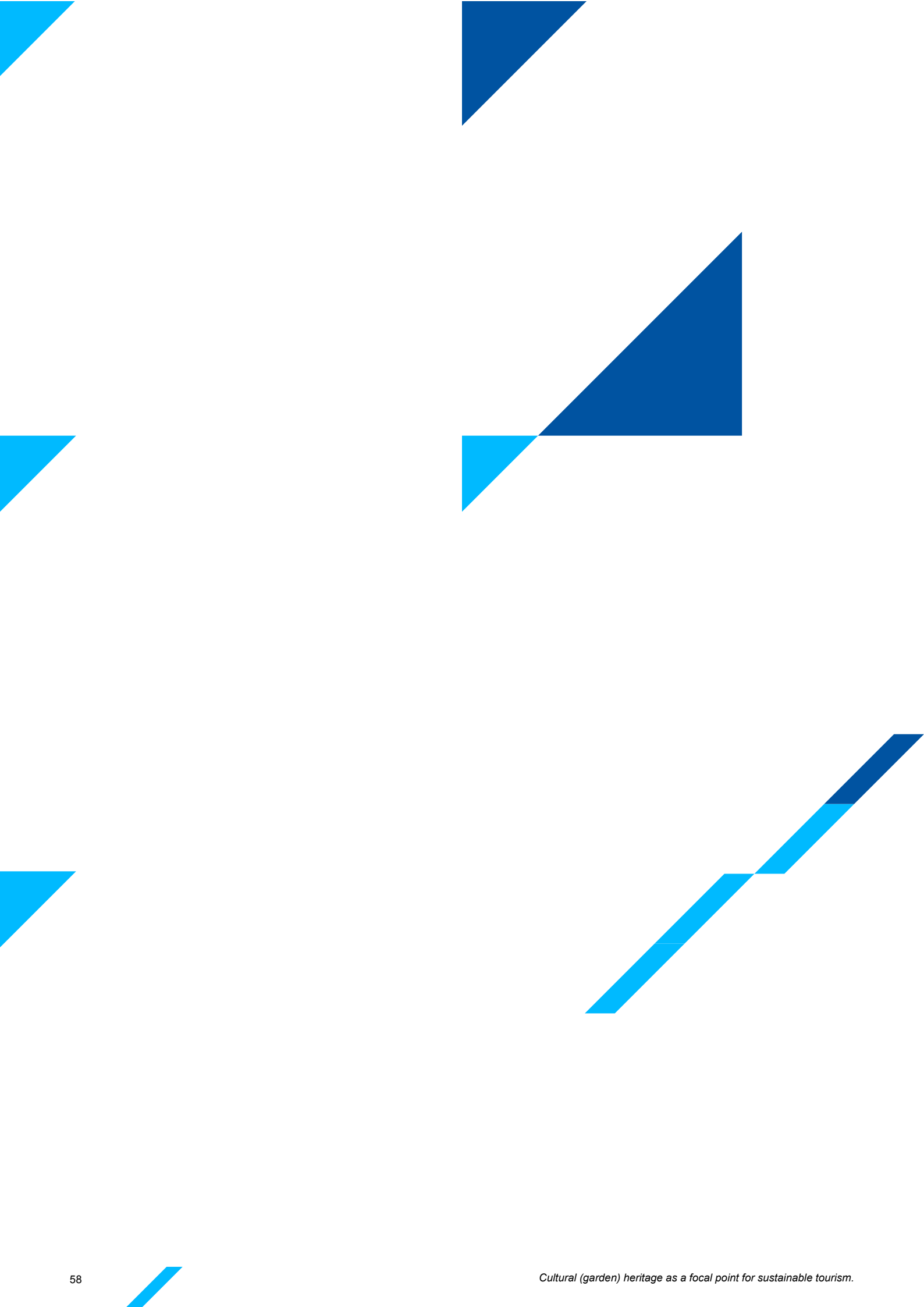
Example ASTRA Museum



# USER GUIDELINE FOR CULTTOUR

RE-UTILISATION PROCESS MODEL  
- IMC KREMS  
CONCLUSIONS - POLICY  
RECOMMENDATIONS AT PROJECT  
LEVEL - CULTURAL HERITAGE  
DEPARTMENT OF APULIA





## User Guideline for the CultTour Re-Utilisation Process Model

Based on the various activities which have been undertaken as part of the CultTour project, the IMC University of Applied Sciences proposes a re-utilisation process model for cultural garden and open space heritage sites. The re-utilisation process model aims to provide a guideline for owners, operators and/or consultants of cultural garden and open space heritage sites to develop their site for tourism purposes, taking into account important analysis and management aspects for such sites.

The model outlines different steps which need to be considered in order to analyse the future touristic development potential of a site in a holistic way, and based on the results take management actions and develop business plans. Within each step, certain tasks need to be completed. These tasks are accomplished by a set of instruments including templates, the analysis tool and process descriptions proposed by the IMC University of Applied Sciences Krems. In total, the re-utilisation process model comprises six steps which are depicted in the following figure.

Figure 1: Re-utilisation process model



Source: IMC University of Applied Sciences Krems

The first step includes the definition of the vision of the cultural garden or open space heritage site. An environmental analysis then investigates the surrounding within the frame of a PESTEL (Political – Economic – Social – Technological – Environmental – Legal) analysis. The indicator evaluation in the CultTour Analysis Tool is the next step. This tool constitutes the core of this re-utilisation process model, illustrating the development potential of a site in the form of radar charts. Based on the outcome of the indicator evaluation tool, management recommendations are reviewed, selected and prioritized. This prioritization and the results of the previous steps are combined in a first draft of the re-utilisation. It is a summary of the most relevant aspects of the re-utilisation concept including a first financial assessment and serves as the basis for the next steps. Within the step of 'regional integration' the external environment of a site is again taken into account to ensure a proper integration of the re-utilisation concept. Finally, a complete business plan is developed on the basis of the re-utilisation draft and the feedback from the regional integration step. For the implementation of the business plan, concrete project chains should be described in a project manual.

As the dotted arrow in figure 1 indicates, after the development of the business plans and its implementation, the indicator evaluation tool can again be applied. This is seen after a two to four year period to check whether the prior defined target state has been reached.

## **Conclusions – Policy Recommendations at project level**

The project partners during formal and informal meetings with city representatives and policy makers discussed and tested recommendations regarding the revitalization of garden and open space heritage can become a major attraction in the field of sustainable tourism. This means, however, the sites have to be renovated and promoted, funding schemes may have to be adapted and awareness on the needs of those sites must be increased. As funds for the renovation of cultural heritage will mostly come from public sources, it must be clear that a common strategy and common goals are followed with some common characteristics, in terms of sustainability, biodiversity conservation, tourist target groups, marketing strategies, etc. With the elaboration of recommendations for the policy level in the different countries involved, a further and more concrete step will be done, in addition to already ongoing political processes in cultural heritage management e.g. the Ljubljana process. Thus, the authorities will be addressed and a list of requirements will be communicated to successfully manage the process of revitalizing garden and open space heritage sites.

### **Recommendation 1 - On EU regulation**

The CultTour partners call on the respective public authorities at European, national and local level:

- to prepare common guidelines for compliance with Environmental & Energy Directives for use by local authorities with areas of heritage environment and buildings to manage;
- to reinforce requirements within the existing Directives on Environmental Impact Assessment (EIA) and Strategic Environmental Assessment (SEA) relating to impacts on cultural and architectural heritage and on landscape;
- to recognise the contribution that heritage buildings can make to climate protection, especially through the application of traditional building techniques and materials.

### **Recommendation 2 – on EU funding programmes**

The partners consider that some programmes currently focusing on innovative local solutions, give insufficient attention to the special features of such sites as such as technical works on efficiency and renewable energy solutions in historic buildings, especially in urban centres. Thus, the CultTour partners:

- recommend that representatives of the heritage sector are included in stakeholder consultations relating to the design of national, regional and local funding initiatives;
- recommend explicit reference, in Structural Funds programmes from 2014, to measures which support energy efficiency and take-up of renewable energies at heritage sites and in listed buildings;
- call for the participation to specific programmes directly funded and managed by the European Commission like Intelligent Energy Europe, CIVITAS, Culture, LIFE, etc.

### **Recommendation 3 – Resource Efficiency**

The CultTour partners call on the European Commission to develop a EU strategy for landscape that covers both the built and natural heritage sites in the context of environment policy for green infrastructure and the Territorial Agenda.

### **Recommendation 4 – Energy measures**

The CultTour partners welcome the European movement “Covenant of Mayors (COM)” by involving local and regional authorities, voluntarily committing to increasing energy efficiency and use of renewable energy sources on their territories to meet and exceed the European Union 20% CO<sub>2</sub> reduction objective by 2020. They recommend the development of further guidance material on energy efficiency and renewable for COM signatory cities having extensive Cultural heritage and Garden sites.

### **Recommendation 5 – Policy for transport and accessibility**

The CultTour partners welcome the European Commission's Urban Mobility Action Plan. However, they recommend that, in follow-up activities, greater attention should be given to the special mobility/access issues associated with heritage sites located within or close to urban areas, especially to encourage access to such sites by multi-modal methods such as walking, cycling and water transport.

### **Recommendation 6 - Policy for culture and joint programming initiatives**

The CultTour partners recommend increased recognition in EU policy for culture that the built cultural heritage is part of the 'cultural infrastructure' of Europe, contributing to economic attractiveness, job opportunities and quality of life. Noting that EU funding is already allocated specifically for 'protection and preservation of cultural heritage', they call on the public policies to establish Joint Programmes Initiatives on the integration of historic environment including listed buildings, heritage gardens, open spaces and green infrastructure and to ensure that the special issues surrounding regeneration of military heritage sites are recognised in the design of research programmes. More specifically, the partners point out the proposal for a JPI on Urban Europe – Global Challenges, Local Solutions and recommend that this be adopted and launched by the Council without delay, ensuring scope for further research on the urban built heritage and climate change in the future programmes.

### **Recommendation 7 – Policy for employment**

The CultTour partners call upon the public institutions to recognise the creation of conditions for modernising labour markets with a view to raising employment levels and ensuring the sustainability of social models. This means empowering people through the acquisition of new skills to enable our current and future workforce to adapt to new conditions and potential career shifts, reduce unemployment and raise labour productivity through integrated approaches to the regeneration of cultural heritage buildings and garden sites and the links with tourism, employment and training.

### **Recommendation 8 – Policy for innovation**

In the CultTour project the partners have observed the successful application of the 'triple helix' model for the promotion and development of a cluster of enterprises located in refurbished heritage buildings involving the collaborative efforts of a city council, academic institutions and private sector.

The partners recommend that such opportunities are continued and expanded in the proposed Common Strategic Framework for EU Research and Innovation Funding and would.

### **Recommendation 9 - Integrated policy for sustainable urban development**

In relation to the promotion of integrated approaches to sustainable urban development, the CultTour partners welcome the development of a Common Reference Framework for Sustainable Cities and anticipate the inclusion of appropriate measures relating to heritage regeneration in the final benchmarking tool. At this context, they recommend the promotion of a public/private partnership in order to rationalise the national/local level on the topic of the preservation, valorisation and management of cultural garden and open space heritage sites (e.g. a permanent 'Round Table').

### **Recommendation 10 – Territorial Pacts**

Recognising the importance of multi-level governance for establishing and implementing successful strategies for sustainable urban development in cities, including the use of Structural Funds resources, the CultTour partners welcome the Committee of the Regions' proposal for Territorial Pacts framed around the EU2020 Strategy. Partners call on national governments to provide for Territorial Pacts and to include specific reference to the preservation, valorization and re-use of cultural heritage garden and open spaces sites where appropriate as a means to develop Cultural Tourism.



