

Zaragoza Action Plan

June 2022



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Part I – General information

Project: MOMAr. Models of Management for Singular Rural Heritage

Partner organisation: Diputación Provincial de Zaragoza

Country: Spain

NUTS2 region: North-East Aragon ES24

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Part II – Policy context

The Action Plan aims to impact:

- Investment for Growth and Jobs programme
- European Territorial Cooperation programme
- Other regional development policy instrument

Name of the policy instrument addressed: _____Diputación Provincial de Zaragoza annual budget _____

POLICY INSTRUMENT ADRESSED:

The main political objective of the Diputación de Zaragoza while drafting the MOMAr Project was to influence the 2014-2020 ERDF Operational Programme for Aragon, which aimed to:

- *Promote scientific research and technical scientific excellence and increase quality of research*
- *Promote transfer and management of knowledge to business and society in general.*
- *Promote innovation in enterprises to increase competitiveness, create wealth and jobs, improve working conditions and promote environmental protection, with special attention to SMEs.*
- *Support the internationalisation of the Aragonese system of science, technology and innovation as a factor of competitiveness and differentiation, in particular SMEs.*
- *Supporting entrepreneurial activities through promoting the creation of innovative businesses with growth and global projection.*

The operational programme concentrates more than 75 % of the available budget on research and innovation, ICTs, SMEs and the low-carbon economy ("thematic objectives" 1, 2, 3 and 4). 15% of the available budget will be invested in environmental protection (thematic objective 6), which was the one addressed by MOMAr.

Unfortunately, the start-up of MOMAr and the design of its action plan have coincided in a temporary period in which it has practically not been possible to directly influence the ERDF funds of Aragon.

However, from a careful analysis of the policy instrument, the operative program, **it has been possible to find other political instruments to influence in line with the objectives of the project.**

The Zaragoza Provincial Government, due to the defined competences of local entities in Spain that are included in Law 7/1985 of April 2, on Bases of the Local Regime, which after the modification made by the Law of Rationalization and Sustainability of the Local Administration in the year 2013, collects the specific powers of the Provincial Governments have competence (among others) to:

b) The assistance and legal, economic and technical cooperation to the Municipalities, especially those with less economic and management capacity.

This legal regulation allows the Zaragoza Provincial Government to assist the Heritage Management at a local and provincial level with the main scope for the year of 2022 of:

The Zaragoza Provincial Government *in the function of providing legal, economic and technical assistance and cooperation to municipalities and other local entities, as well as in its work of guaranteeing the integral and adequate provision of municipal services throughout the territory of the Province, has especially taken into account the needs in infrastructure and local services of our local entities*, being why transfers to them, both current and capita one of the most important chapters of the Budget. (p.173)

The strategic lines for each year are included in the so-called "Presidency Report" (Memora de la Presidencia included in the budget itself (pages 172-179)

Every Area in Provincial Government of Zaragoza have their own specific budget, which is allocated to each on an annual basis. Within each department, the budget is structured through specific allocations to specific programmes decided by each Department for the annual period following. Accordingly, each programme of each department is allocated a budget and is disaggregated into different budget code lines. The programmes and the lines of intervention within them can vary and do vary indeed from one year to the following. This is why even if the name of the instrument is "Presupuesto" (Budget) it is not simply a technical instrument but it is also a policy one as this instrument determined specific lines of action for the year with specific budget allocated to each of them; the lines of intervention vary from year to year and can even suffer modifications during the yearly implementation, as it is possible re-allocating budget from some topics to others or even creating new budgetary lines ad hoc if duly justified.

The Main Areas of the Budget 2022 are:

- Gabinete de Presidencia.
- Area de Gestion de Presidencia
- Área de Gestión de Asistencia y Modernización Local
- **Área de Ciudadanía**
- Área de Gestión de Servicios y Desarrollo Municipal

For the year 2022 the main priorities of the Area de Ciudadanía are:

Citizenship Management Area. The provision of social action services, teleassistance, citizen participation, equality actions, adult education, the Provincial Solidarity Plan and International operation, local action groups, among others, are included in it , keeping in the Budget a specific application for non-profit entities for the protection of women and another

for activities carried out directly by the Provincial Council of Zaragoza for the protection of women. It also includes, among others, actions to promote employment, such as female self-employment and the new item for youth entrepreneurship.

Likewise, it directs its management to the Municipalities and smaller local entities of the Province, through cultural actions, restoration of the historical-artistic heritage of the Province, musical promotion and diffusion, the realization of positions and, as every year, investments in archives and in libraries and other activities to promote culture and cultural heritage, also conserving aid for the recovery of historical memory, among others.

There is no mention to Heritage Management.

From this year and due to the learning of MOMAr, the annual budget will have an specific line under the chapter II (Gastos corrientes en bienes y servicios) devoted to “Organización y gestión de planes estratégicos de Gestión del Patrimonio” (“Organization and management of strategic plans for Heritage Management”).

This ensures the durability of the lessons learned in MOMAr, allowing future initiatives in relation to the management of the Singular Rural Heritage to find a specific line of financing.

Until now there was no budget dedicated specifically to the management of Cultural and Natural Heritage (there were, however, others specifically for the restoration, promotion or dissemination of Cultural Heritage). The definition of a specific line with a defined call and assigned budget foresees an activation of the sector in the province, which, thanks to the work carried out in the different Stakeholder Meetings which more than 30 stakeholders actively involved in the MOMAr Project, has become more aware of the need to carry out strategic approaches in heritage management as a way of local development.

This budget doesn't come from the Interreg Funds but from the normal incomes of the Provincial Government of Zaragoza: Direct taxes, indirect taxes, rates, public prices, equity income, disposal of real investments, capital transfers and financial assets according to what is published in the Official Bulletin of the Province number 148 of January 14, 2022.

The budget of this policy instrument change corresponding to 2022 will be dedicated to carrying out a project to define a strategic model for heritage management related to salt in Zaragoza, with a special focus on the town of Remolinos.

In addition to this, as explained in the following description of the Action, the annual budget of the Municipality of Remolinos has been influenced during the the year 2021 and it is foreseen that will be also influenced in 2022 to implement some pilot actions and in the future due to the expected duration of the action proposed.

Part III. ACTION

Action 1. Establishment of a management model for the salt heritage of the Province of Zaragoza with a special focus on the development of tourist visits to the town of Remolinos as a driver of local development. (Zaragoza)

1. The Background

The Policy Instrument modified, The Budget of the Zaragoza Provincial Government for 2022 integrates all the credits necessary to meet the fulfillment of its obligations.

The function of the Zaragoza Provincial Council is to provide legal, economic and technical assistance and cooperation to municipalities and other local entities, as well as to guarantee the comprehensive and adequate provision of all municipal services throughout the territory of the province.

For the annual budget of 2022 the guidelines are settled by the "Memoria de la Presidencia" that includes the strategy and the guide lines for outlining the budget of the year.

In the Citizenship Management Area, related to heritage and culture it includes:

- the restoration of the historical-artistic heritage of the province
- the promotion and dissemination of music,
- the holding of exhibitions and the investment in archives and libraries and other activities to promote culture and heritage culture

Up to date, it doesn't address specifically Heritage Management.

The idea for this Action arose while experiences were being shared during a Stakeholders Meeting with the local development group ADRAE. The possibilities of using the important industrial salt heritage as a driver for local development were explored in various meetings with the Stakeholders of the University of Zaragoza and the City Council of Remolinos.

The main idea is to use the exceptional industrial salt heritage of Remolinos as a way of developing the village, promoting its knowledge, the sense of belonging of local population (since the past and present of most of the population is directly related to the salt mines and their implications in the world of work and related issues) and using it as a catalyst to promote other cultural and natural heritage assets of the town, such as its rich natural heritage, which allows for many outdoor experiences. (hiking, bicycle circuits) and foster other important heritage values such as the paintings by the world-renowned painter Goya that are in the parish church.

These ideas came from the discussion and analysis of different Good Practices identified in MOMAR such as:

Renovation of an old water mill and its transformation into a regional cultural and free-time venue (South Bohemia)

The key for transferring this good practice has been to consider the possibilities of creating not only a cultural visit related to industrial heritage but also a leisure center for families having a wide spectre of target public. This Good Practice was discussed during the 4th IEEE.

Malthouse in Písek (South Bohemia)

During the study visit to Czech Republic IN March 2022 we were able to talk with the responsables of this Good practice and to asses how it's important in reusing industrial heritage to consider the option of offering a wide offer of activities for families, in line with the previous one.

Establishment of complete tourism service offer in Toulava hiking area (South Bohemia)

One of the ideas associated with the valorization of the mines is that they are also a catalyst for visits more related to the unique natural environment, especially with the hiking routes. This Good Practice was discussed during the 4th IEEE.

A new future for industrial heritage (Groningen)

Factory site 'Rusthove': new future for industrial heritage, the most important lesson from this good practice is keeping balance with the history of the heritage and its surroundings and creating an economic profitable model. This Good Practice was discussed during the 3th IEEE

Bringing to the public attention natural objectives like Balta Cave using a new concept – The speoconcert, combining in such a beautiful way Nature and Culture (Mehedinti County).

In the action to be carried out in Remolinos, with foreseen the visit to the Mine in the future, one of the most complicated issues is the safe opening of the old "La Real" mine to the public. This good practice was introduced during the 3th IEEE, the managers for the Speoconcert practice were specifically invited to the fourth seminar for the exchange of experiences, created to go into technical specificities, etc. of good practices, since both present similar development conditions.

The idea of the project is that the main promoter and direct beneficiary is the city council, and therefore the community, of Remolinos. So, the City Council decided to finance the first studies necessary to materialize the idea comes from the town's own budget.

Those studies have been carried out in collaboration with the Departments of Economics and History of Art of the University of Zaragoza and financed by the City Council of Remolinos. For this, two collaboration contracts were created between the city council and the University of Zaragoza.

The first one is related to “Catalogación, investigación y puesta en valor del patrimonio salinero de Remolinos (Zaragoza)” (Cataloging, research and enhancement of the salt heritage of Remolinos (Zaragoza)” financed with 5.500 € and develops an study on the identification of the possibilities of the Heritage assets related to the salt mines with a view also on the rest of the Village Heritage such as the Goya paintings in the church and

the natural heritage as well as formulates some proposals on the model of management that will fit better for the Salt Mines. The main outputs of this study are:

- Inventory and catalog the mining remains located in the municipality of Remolinos.
- Collect oral and graphic memory related to the mining activity of Remolinos.
- Locate and analyze documentation related to mining activity in the town among local, regional and national archives.
- Present a proposal for a comprehensive management plan for the patrimonial remains of the Remolinos mines.

The second one is “Plan de negocio y viabilidad del patrimonio industrial en Remolinos” (“Business plan and viability of industrial heritage in Remolinos”) financed with 4.706 € and presents a comprehensive study about other Spanish European examples of management of Salt Mines as an Heritage Asset and also estimates the cost of implementing different models of Management for the Remolinos Salt Mines. The main outputs of this study are:

- Locate and study the business plan of other places related to industrial heritage.
- Fulfill a study that foresees the necessary budget to make the maintenance of the project viable.
- Carry out a study on the indirect benefits that the municipality can obtain.

From these studies and the different meetings held with the interested parties (Remolinos City Council, Zaragoza Provincial Government, University of Zaragoza) two important premises are deduced that serve to develop this action plan.

- **External financing is necessary for the municipality to develop a correct strategy for choosing and implementing the management model.**

- **The city council can undertake concrete actions in the form of piloting that serve to test, correct and improve this strategy.**

This situation leads to the creation of a new project, which is the core of the action plan:

Implementation of a new project which consists in the development of a Model of Management of the Salt related Heritage of the Province with a special focus on the Remolinos Salt Mines and its touristic visits as a driver of local development.

The budget of this policy instrument change corresponding to 2022 will be dedicated to carrying out a project to define a strategic model for heritage management related to salt in Zaragoza, with a special focus on the town of Remolinos.

Thanks to the lessons learned in MOMAr and especially due to the success of two good practices that came from Saxony-Anhalt, we decided to extend the model of management not only for the municipality of Remolinos, but to all the salt heritage of the province of Zaragoza, even if the implementation of the action will focus on this first phase in Remolinos.

The Good practices that have inspired us to extend the study of the model of management to more places with the same type of Heritage are:

Garden Dreams historical parks in Saxony-Anhalt

The practice is about creating a network of historic parks and gardens at a regional level and promoting and marketing them under a common label. The overall approach serves us an inspiration for joining efforts for the promotion marketing these salt heritage related assets, as well as the knowledge exchange and transfer between the heritage owners.

World Heritage card and World Heritage bus route in Saxony-Anhalt

The practice is an interesting example of cooperation at regional level for marketing jointly four UNESCO sites by creating a marketing network and thus supporting tourism development in the region and especially in the rural areas. This practice provides us helpful insight in how to better promote their natural and cultural heritage assets. In particular, the idea of introducing a world heritage card will be studied as a good example of successful marketing approach. An essential feature of the practice is the promotion of a more sustainable way of travel as the tourists can explore the region by bike, by foot or on a boat. This aspect will be taken into account when proposing the model for experiencing this heritage.

So, the management model will address:

The Salt Mines of Remolinos:

Unlike most of the Aragonese salt mines, the Remolinos mines have always been underground operations from which the ore was extracted and are the most important of the Province of Zaragoza..

Currently, only one of the many mines that existed in Remolinos remains in operation, the María del Carmen mine. It is a large and complex industrial facility that includes the underground mine itself, numerous auxiliary infrastructures and storage spaces and, outside, a system made up of some 50 pools that allow the final obtaining of salt from a certain proportion of the extracted ore, which must be subjected to additional processes.

Salinas de la Playa o del Rey (Sástago)

It is a large abandoned production complex, consisting of several buildings and salt production infrastructures, which extend over a large area and have different characteristics, so that they seem to date from different periods.

The salt pans take advantage of the interior of a large saltwater lagoon, called the King or the Beach. It is a lagoon of endorheic origin, of little depth, very similar to others existing in the area and frequent in the Monegros region. The hydrological supply of all of them is rainwater, but in the case at hand there is a spring.

Sales de Mediana de Aragón. Fábrica la Sulfúrica

Exploitation of the Mediana saltwater lagoon located in the central sector of the Ebro Basin. The lagoon has an elongated shape and is part of the complex of small salt depressions that are identified in the Ebro Basin and are known by the name of saltwater or beaches. It remains flooded most of the year except in the summer season when its surface is covered with a white saline crust that develops on a permanently humid bed. For its industrial exploitation, a series of buildings were built: a house and a warehouse.

2. Action

The first action is to materialize the action is to request a modifyof the annual budget of 2022 in order to get the fundings for financing a strategic management plan.

With a request motivated by the Culture Department (25/04/2022) approved by the Deputy in Charge and ratified by the President (31/05/2022) it has been created under this description:

Organic: 32300 SECCIÓN DE EXPOSICIONES Y PROYECTOS DE DIFUSIÓN CULTURAL (Section of exhibitions and cultural dissemination)

Programme: 33400 Estudios y trabajos técnicos (Studies and technical works)

Line: 2270602. Desarrollo de Planes estratégicos de Gestión del Patrimonio (Development of Strategic Heritage Management Plans)

From this moment, the heritage management projects in the province of Zaragoza will find a specific line of financing, this ensures the durability of the lessons learned in MOMAr about the importance of Heritage Management as driver of local development.

The guidelines of the budget and the strategy are revised every year. Therefore for assure it's durability the commitment of the Culture Area Coordinator, and the Deputy in Charge are requested in order to include it when proposing the strategic guidelines for the following years. It is expected to include it in the budget for 2023 so that it could be monitored during the life time of MOMAr (finishing in July 2023).

Once the financing can be guaranteed, the execution of a strategic management plan for the salt heritage of the province of Zaragoza will be contracted, which will begin to be drafted in May 2022 and whose delivery is expected for the month of October 2022.

At the same time, the municipality of Remolinos will carry out a series of pilot tourist visits during the summer of 2022 in which explanations about their industrial past and the heritage related, offering the possibility of enjoying its natural heritage with different open air activities, and in which the accessible heritage will be visited (at the moment the main underground mine, La Real, needs a very ambitious project for its opening), the visit will include also including Goya's painting. Indications will be given for the free visit to the other salt mines in the province of Zaragoza and data about the interests of the visitors and feedback on several aspects will be collected at the end of this pilot tourist visits to better define the touristic offer to be implemented in the future.

Once the strategic management plan for Remolinos has been defined (in which information about the feedback of the touristic visits will be incorporated) it will be put in action in the locality. This implementation is expected during the month of November.

The project financed with this budget, will include a strategy on the possibilities of managing this Heritage and developing touristic visits for promote local development, with

the production of a series of dissemination documents such as brochures, a didactic guide and a website. The idea is that after this action is implemented and the work of MOMAr finishes, it will be durable and sustainable in time with the contribution and the monitoring of the City Council of Remolinos. On the other hand, the project for the Salt Heritage of the province will have a territorial view, including other assets of salt heritage to foster in the idea in the near future to other rural areas in the province and have the possibility of creating new synergies.

TIME LINE OF THE ACTIONS

ACTION	TIME FRAME
<p>Stakeholder Meetings, Interregional Exchanges of Experiences, Ideation of the Action, First Feasibility Studies.</p> <p>Start of the idea</p> <p>https://projects2014-2020.interregeurope.eu/momar/news/news-article/10955/dpz-meeting-with-stakeholder-adrae/</p> <p>First discussions at stakeholders level</p> <p>https://projects2014-2020.interregeurope.eu/momar/news/news-article/11220/lead-partner-holds-its-second-stakeholder-meeting/</p> <p>Visits related to the first feasibility studies of the idea</p> <p>https://projects2014-2020.interregeurope.eu/momar/news/news-article/12996/momar-tour-in-remolinos-zaragoza/</p> <p>(Interregional Exchange of Experiences since august 2019)</p>	<p>September 2020- March 2022</p>
<p>Change of the budget for getting the funds (Annual budget of Zaragoza Provincial Government)</p>	<p>May 2022</p>
<p>Development of the strategic management model, deliverables such as didactic guide, web page, leaflet, promotion</p>	<p>June 2022-November 2022</p>
<p>Monitoring of the results</p>	<p>November 2022- July 2023</p>

Once the first part of the Model of Management will be implemented, possibilities for the visits of the other salt heritage assets in the province will be developed.

3. Players involved:

Municipality of Remolinos (Promoter of the action) Proposal within the learning from MOMAr.

Universidad de Zaragoza (Advisory partner of the action) Support for the development of the idea and for the assessment of its feasibility.

Diputación Provincial de Zaragoza (supporting institution). Policy Maker and main financing institution.

Gobierno de Aragón (supporting institution) For further development of the action in the future.

Ibérica de Sales (owner of the Mines) For further development of the action in the future.

4. Timeframe

ACTION TIME FRAME

Stakeholder Meetings, Interregional Exchanges of Experiences, Ideation of the Action, First Feasibility Studies.

ACTION	TIME FRAME
Ideation	September 2020- March 2022
Development of the strategic management model, deliverables such as didactic guide, web page, leaflet, promotion	May 2022-November 2022
Monitoring of the results	November 2022- July 2023

5. Cost

Activity	Cost	Financing
Feasibility Studies	10.206,00 €	Municipality of Remolinos Annual Budget of 2021



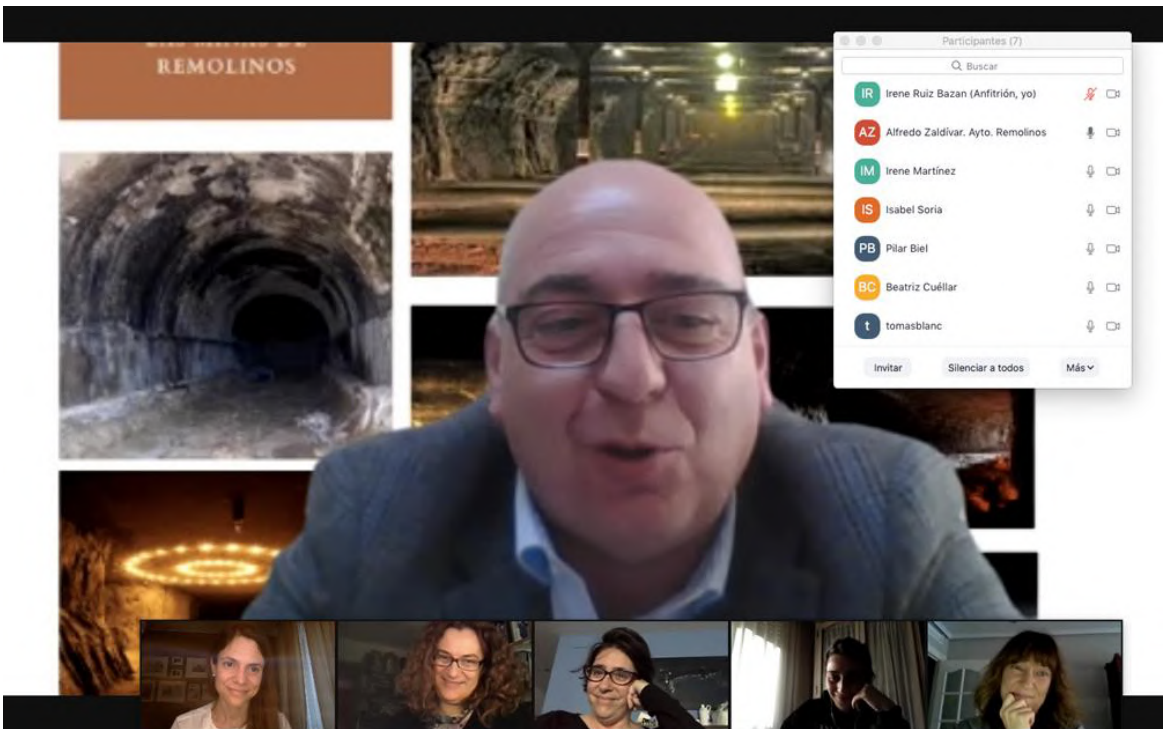
Development of the Strategic Management model	Up to 15.000 €	New budget line from the Provincial Government of Zaragoza Annual Budget of 2022
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6. Funding Sources

Main: Diputación Provincial de Zaragoza annual Budget



Image gallery (storytelling):



Different stakeholder meetings and MOMAr Tours carried out for the ideation and design of the action



The heritage of Remolinos

