



REGIONAL ACTION PLAN

Tulcea County Council
Romania

REGIONAL ACTION PLAN FOR THE MANAGEMENT OF THE COASTAL CULTURAL HERITAGE IN TULCEA COUNTY, ROMANIA (HERICOAST – INTERREG EUROPE PROJECT)

PART I: General information

Project: **HERICOAST – Management of heritage in coastal landscapes**

Partner organization: **Tulcea County Council**

Another partner organization involved: -

Country: **Romania**

NUTS2 Region: **South-East Region**

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PART II: Political 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 : **Regional Operational Program 2014-2020, Priority Axis 5-
Improving the urban area and preserving, protecting and
sustainably capitalizing the cultural heritage, Investment Priority
5.1. “Preservation, protection, promotion and development of the
natural and cultural heritage”**

Part III: Details of the actions envisaged

1. INTRODUCTION

The Project HERICOAST – *Management of heritage in coastal landscapes* is financed under INTERREG EUROPE 2014-2020 Cooperation Program (First call), Priority Axis 4: *Environment and resource efficiency*, Investment Priority 4.1: *Improve the implementation of regional development policies and programmes, in particular Investment for Growth and Jobs and, where relevant, European Territorial Cooperation programmes, in the field of the protection and development of natural and cultural heritage*. The project partners are: Vest-Agder County Council, Norway (*Lead applicant*), Tulcea County Council (Romania), Castilla y Leon Regional Government – Regional Ministry of Culture and Tourism (Spain), Molise Region (Italy), Leartibai Development Agency (Spain), Donegal County Council (Ireland). Along with these there are two advisory partners from the Netherlands, respectively Clue+ Research Institute, VU Amsterdam University (a research institute with expertise in developing a conceptual framework on public involvement) and Civilscape from Utrecht (an international organization of 112 civil society organizations from 31 European countries working for the progress of public good).

The overall objective of the project *is to improve heritage management regional policies in maritime and river areas by stimulating the development of new participatory and integrated heritage management models that will generate a better balance between coastal zone exploitation and conservation measures*.

The project allows national, regional and local public authorities and other regional actors to exchange good practice and ideas on public policy implementation and support for new projects, and to find practical solutions to improve strategies for citizens.

The specific objectives of the project are:

1. Developing a methodological framework for the identification and assessment of heritage and territorial situations.
2. Promoting learning and sharing of experience on cultural heritage management and redevelopment of coastal landscapes.
3. Developing regional action plans based on a participatory and integrated approach.

In order to strengthen the tangible results approach, the interregional cooperation project was designed to be carried out in two phases:

The first phase took place between 1 April 2016 and 30 September 2018 and is dedicated to the interregional exchange of best practices on coastal cultural heritage management and the development of regional action plans by each partner.

Within this phase, five thematic interregional workshops were held, where project partners and invited stakeholders met in working groups and, based on the exchange of good practice models and discussions, developed an instrument called Toolbox. The Toolbox presents recommendations that underline the different dimensions of regional policy development and the concrete experiences of partner regions in HERICOAST.

The territorial situations and the examples of good practice are presented in the following six thematic chapters:

- Conceptual framework
- Taking a coastal heritage approach
- Evidence-based, more stakeholder-centred regional policy developments
- Public sector – administration and politicians
- Private sector – profit and non-profit
- Integrative function of events.

In this phase, each partner made a film promoting the proposed Toolbox models of good practice and the digitization of a cultural heritage objective in the represented coastal area, which were presented to the stakeholders in order to raise their awareness of the cultural heritage existing in the coastal area. Tulcea proposed as good practice models the Museum Complex of Northern Dobrogea Cultural Heritage (*Fine Arts Museum and Avramide House*) in Tulcea and the *Palaeo-Christian Basilica* of Niculițel, Tulcea County, and the digitized cultural objective was the *Old Lighthouse in Sulina*. In this regard, *Avramide House* was used in the project's Toolbox and chosen to be exemplified as a central good practice to represent the heritage importance in the region. Its relevance among other European regions good practices, was emphasized by introducing it in the Policy Learning Platform database, in this context a heritage expert gave its opinion on the subject.

In the first phase, Tulcea County Council initiated a government decision draft, to take over the *Old Lighthouse* in Sulina building from the Ministry of Culture and National Identity (MCNI), the legitimate owner. This endeavours materialized in the Government

Decision, no. 541/ July 2017, regarding the registration in the centralized inventory of the goods in the public domain of the state, through which the Old Lighthouse building, owned by MCNI and managed by “Gavrila Simion” Eco-Museum Research Institute (ICEM) in Tulcea, was transmitted to the public domain of Tulcea County, by the Decision of Tulcea County Council no. 134 / August 2017.

This context of institutional collaboration has streamlined the transfer of knowledge and experience between stakeholders in the sense of applying lessons learned and following common objectives.

The second phase, to be held from 1 October 2018 to 30 September 2020, is to monitor the development and implementation of regional action plans.

HERICOAST Project is an opportunity to involve public institutions and organizations that are not eligible under the Interreg Europe Program but have an important role in defining public policies. To this end, a group of local and regional stakeholders was created, through which the project partners ensure that the information and knowledge gained in the interregional workshops will be disseminated to local communities.

The key stakeholders group in Tulcea consists of:

- “Gavrilă Simion” Eco-Museum Research Institute in Tulcea (ICEM)
- Tulcea County Directorate for Culture
- Sulina City Territorial Administrative Unit (TAU)
- Tulcea Municipality TAU
- Ministry of Regional Development and Public Administration (ROP MA, 2014-2020)
- South-East Regional Development Agency (SE RDA, ROP IB 2014-2020)
- CeRaHes Cultural Association
- National Association for Cultural, Rural and Ecological Tourism (ANTREC) – Tulcea Branch
- Murighiol Commune TAU
- Sarichioi Commune TAU
- Jurilovca Commune TAU
- Sf. Gheorghe Commune TAU

2. POLITICAL CONTEXT

The political instrument which Tulcea County Council intends to improve within the HERICOAST Project is the Regional Operational Program (ROP) 2014-2020, where cultural heritage falls under Priority Axis 5 – *Improving the urban area and preserving, protecting and sustainably capitalizing the cultural heritage*, Investment Priority 5.1. – *Preservation, protection, promotion and development of the natural and cultural heritage*, through the implementation of new projects, according to the Grant Application and the Interreg Manual. The objective of this priority can be defined from the perspective of valorising elements of the mobile and immobile cultural heritage, a regional development vector that could bring added value to the area, distinctly positioned as an authentic tourist destination.

ROP 2014-2020 succeeds ROP 2007-2013 and is one of the programs through which Romania will be able to access the European structural and investment funds from the European Regional Development Fund (ERDF), 2014-2020. This policy instrument is managed by the Ministry of Regional Development and Public Administration as Managing Authority (ROP MA 2014-2020) and was adopted by the European Commission (EC) in 2015. The ROP 2014-2020 is based on the common development priorities proposed in the Regional Development Plans for the period 2014-2020, elaborated by each of the eight Regional Development Agencies, including the South-East Regional Development Agency (ADRSE) and synthesized in the National Strategy for Regional Development 2014-2020 (<http://www.inforegio.ro/en/por-2014-2020.html>).

The strategic vision regarding the development needs to be met by the ROP 2014-2020 is based on the analysis of the economic and social situation of the regions of Romania (in the National Strategy for Regional Development 2014-2020), which led to the identification of the main issues, among which those relating to:

- *urban development*: degraded, vacant or not properly used urban areas in the Romanian cities;
- *heritage resources*: valuable cultural heritage assets under-harnessed;
- *tourism*: valuable, well-balanced territorially distributed tourism potential – as an alternative for revitalizing less developed/ isolated areas.

Specific activities to cultural heritage objectives include, but are not limited to:

- restoration, consolidation, protection and preservation of historical monuments;

- indoor endowments (installations, equipment and facilities to ensure climatic conditions, fire safety, anti-burglary);
- endowments for the exposure and protection of mobile and immovable cultural heritage;
- marketing and tourism promotion activities of the restored object, including digitization, within the project.

The program's common and specific achievement indicators for monitoring program's performance and for this investment priority are: *restored cultural heritage objectives and an increase in the expected number of visits to cultural and natural heritage objectives and to the attractions that benefit from support*. At the same time, the project indicators that are the subject of monitoring the implementation and performance of the investment proposed by the project refer to: the number of restored/ protected/ preserved heritage objectives; the number of visitors before, respectively after the intervention on the supported heritage objective. Visitor means a person who visits a heritage objective.

Compared to Regio 2007-2013, ROP 2014-2020 includes more axes, a larger financial allocation, and new **types of investments**, including **Integrated Territorial Investments (ITI)**.

ITI is a tool for implementing territorial strategies in an integrated manner. **These are not a secondary operation or priority within an operational program**. Instead, ITI allows Member States to implement cross-cutting operational programs and to use funding from several priority axes of one or more operational programs to ensure the implementation of an integrated strategy for a specific territory. Thus, the ITI offers Member States both flexibility in the development of operational programs and efficiency in the implementation of integrated actions through simplified funding.

ITIs cannot be used effectively unless the geographical area concerned has an integrated cross-sectoral territorial strategy. Thus, the key elements of an ITI are:

- ✓ a designated territory and an integrated territorial development strategy;
- ✓ a set of actions to be implemented;
- ✓ Governance mechanisms for ITI management.

(More information about ITI: <http://bit.ly/1K6D4b9>; Romania's Territorial Development Strategy: <http://bit.ly/1Lfj7hU>)

For the South-Eastern Region of Romania, which includes Tulcea County, the application tool is **Danube Delta ITI** (<http://bit.ly/1ltQ84E>), the only ITI to be

implemented in Romania during the 2014- 2020 programming period, according to the 2014-2020 Partnership Agreement.

The Danube Delta ITI Mechanism – *Danube Delta Integrated Territorial Investments*, is the financial instrument available to Tulcea County during the 2014-2020 programming period, which allows the implementation of projects funded under different operational programs in a cross-sectoral and spatial manner. This involves attracting funds under several priority axes of one or more operational programs to ensure the coordination and implementation of the Integrated Strategy for the Sustainable Development of the Danube Delta (SIDDDD - 2030). For ITI Danube Delta there are allocated € 411.81 million from the ROP 2014-2020 (and with the contribution of all European Structural and Investment Funds 2014-2020 could reach € 1 billion), for an area including 38 territorial administrative units in the Danube Delta Biosphere Reserve (in Tulcea County and Northern Constanta County). It is worth mentioning that many of these ATUs, located in the ITI area, are stakeholders in HERICOAST, which strengthens the inter-sectoral application of project results.

As presented in the HERICOAST project application (see *B.2.2.1 Definition and context*), the Tulcea County Council (TCC) states that this ROP 2014-2020 political instrument will be improved by implementing new projects, to be financed through ROP 2014-2020, Axis 5, Investment Priority 5.1. By identifying and analyzing the territorial situation and exchanging experience among partners, regarding heritage management, the TCC's professional skills will grow and will contribute to the development of new projects based on improved knowledge of heritage management.

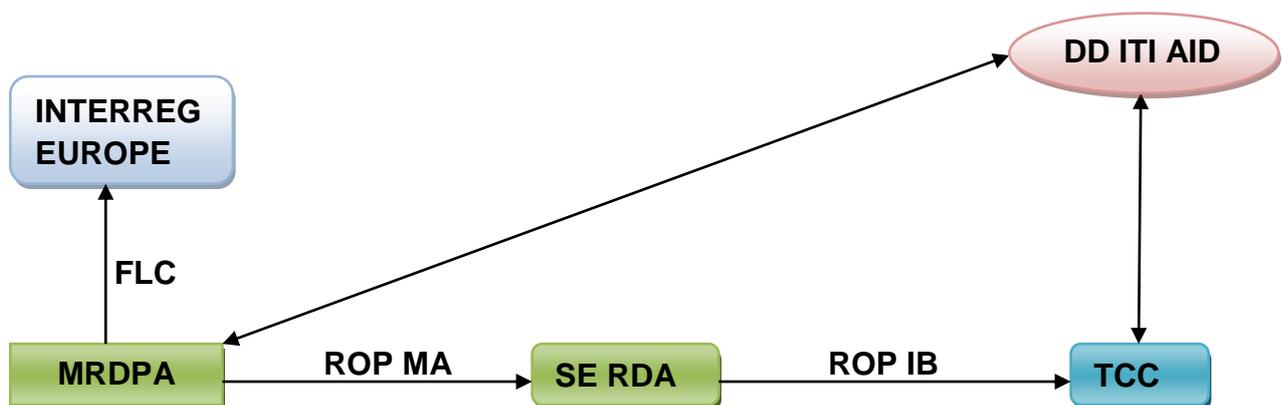
To this end, two projects were developed: "*Enhancement of historical potential by restoring and preserving Sulina Old Lighthouse objective, Tulcea County*" and "*Valorisation of the North-Dobrogean ethnographic heritage through the restoration and modernization of the Museum of Ethnography and Folk Art in Tulcea*", that aim at the valorisation of cultural heritage and the reintroducing in the tourist circuit of the two physically degraded heritage buildings, located in the coastal urban environment.

In this respect, the achievement of the two projects will contribute to the overall performance of the Operational Program by generating performance in the use of European funds, which will have positive effects in the future in order to supplement the budget allocations in the next programmatic periods.

These projects were included in *Danube Delta Integrated Sustainable Development Strategy*, (SIDDDD - 2030), Pillar II, in 2015, after the application for funding for the HERICOAST project.

SIDDDD, approved by Government Decision no. 602/ June 2016, is implemented by **Danube Delta Integrated Territorial Investments – Association for Inter-Community Development** (Danube Delta ITI AID), a governance mechanism that was set up to implement the ITI, within the competence of the 38 Territorial Administrative Units (ATUs) included in SIDDDD. Danube Delta ITI AID approves the project proposals to be carried out through the ITI mechanism, through various operational programs at national level, ensuring their compliance with the SIDDDD.

The functional relations between the above mentioned entities are represented in the following chart:



Legend: FLC – First Level Control; MRDPA – Ministry of Regional Development and Public Administration; ROP MA – Managing Authority for the Regional Operational Program 2014-2020; SE RDA – South East Regional Development Agency; ROP IB – Intermediate Body for the Regional Operational Program 2014-2020; TCC – Tulcea County Council; DD ITI AID – Danube Delta Integrated Territorial Investments Association for Inter-Community Development

Regarding relevance, the two projects also meet the priorities of the following development strategies:

- 1. The South-East Regional Development Plan 2014-2020, Priority 1:** *Integrated sustainable urban development*, in line with the Specific Objective *Increasing the attractiveness and competitiveness of urban areas in order to preserve, protect and develop the historical and cultural heritage, for the*

development of the region. It is implemented by the South-East Regional Development Agency (IB ROP 2014-2020).

http://www.adrse.ro/Documente/Planificare/PDR/2014/PDR.Sud_Est_2014.pdf)

2. The Sustainable Development Strategy of Tulcea County (2014-2020) is a strategic reference framework that establishes a structured and coherent approach to strategic directions and activities that local government authorities should initiate, implement and support, to meet identified the set objectives, based on identified local needs as well as those identified at regional and national level.

(<https://www.TCCulcea.ro/sites/TCCulcea/Legislativ/Pages/ArhivaHotarari.aspx>)

3. The Development Strategy of Tulcea Municipality (2016-2030). One of the measures to be taken to achieve the objectives of this strategy is to improve the municipal infrastructure, namely: rehabilitation of heritage buildings. It is implemented by the Local Council of Tulcea Municipality.

(http://www.primariatulcea.ro/files/anunturi/Strategia_Dezv_Tulcea_FINAL.pdf)

4. Sectorial Strategy in the field of culture and national heritage for the 2014-2020 period (the strategic line *Protection of historical monuments – improving and expanding public access to historical monuments, and promoting their knowledge through new technologies, development of integrated programs for the management and use of historical monuments of nature to generate wealth and economic development, including by promoting their inclusion in the tourist circuit, a priority support at central level for the rehabilitation of A category heritage monuments, and B category monuments*).

(http://www.cultura.ro/uploads/files/strategia%20Sectoriala_in_domeniul_Culturii_2014-2020.pdf)

The **Regional Action Plan** was elaborated by Tulcea County Council, following the model established in the HERICOAST project and includes information obtained in Phase I from:

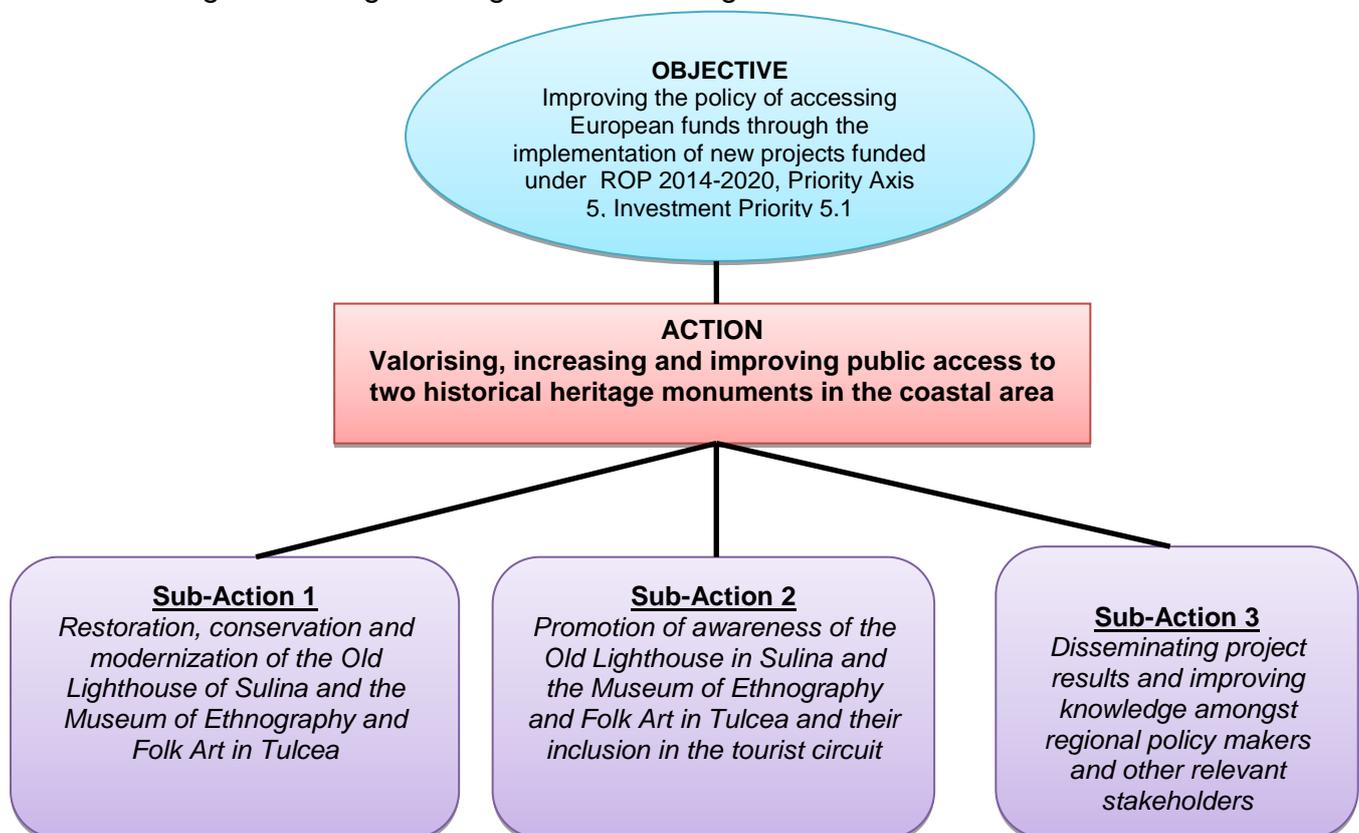
- Territorial analysis of cultural heritage in the coastal area of Tulcea County;
- Analysis of the political instrument which the Action Plan will aim impact: the 2014-2020 Regional Operational Program, Priority Axis 5, Investment Priority 5.1, and any shortcomings identified in this policy;
- Exchange of experience, consisting of participating in working groups in regional workshops, visualization of good practice models and sharing of ideas and

individual experiences (of the project team, the political decision-makers and the invited stakeholders);

- Identification and analysis of stakeholders and their involvement in the development of the Action Plan through: providing information on cultural heritage priorities in their area of responsibility, by completing a questionnaire; discussions held during regular group meetings organized at Sulina, Sf. Gheorghe, Chilia Veche, Jurilovca, Sarichioi, or individually; making observations on proposed actions in the plan;
- Subsequent definition of the actions to be implemented and elaboration of the Action Plan.

3. THE OBJECTIVE OF THE ACTION PLAN

The implementation of the Action Plan will pursue the objective set for improving the ROP 2014-2020 policy instrument, Axis 5, Investment Priority 5.1, by implementing two new projects (the commitment mentioned in the Application for Financing under point *B 2.2.1- Definitions and context*). As a result, the management of Priority Axis 5 will be greatly improved by increasing professional capacity and by developing knowledge of heritage management in the region.



The implementation of the three sub-actions will increase the absorption of European funds at regional and national level, which will influence the amount of financial allocations for Romania in the next stage of budgetary programming.

Tulcea County Council (TCC), as a member of the Regional Development Council (RDC), will directly inform the Council about the HERICOAST results. RDC analyzes and approves the regional development strategy and programs as well as the regional development projects selected at regional level in accordance with the criteria, priorities and methodology elaborated by the national institution with attributions in the field of regional development (MRDPA), together with the specialized regional bodies (RDAs). As a member, TCC has the right to submit proposals for new ROP projects calls and the HERICOAST exchange experience will provide TCC with the necessary knowledge to improve these proposals. This will be further ensured through the involvement of the stakeholder group, which also includes the Intermediate Body (IB) on the 2014-2020 ROP, namely South-East Regional Development Agency (SE RDA).

On the other hand, the National Committee for the Coastal Zone (NCCZ), under the authority of the Ministry of Environment, includes stakeholders involved in the HERICOAST project, which promotes the results and effects of the project at inter-institutional and interdisciplinary level. Through the elaborated materials (Regional Action Plan, Territorial Analysis and Stakeholders Strategy) an informational flow can be supported through other projects funded by European programs. In the present case, the presence of common stakeholders, both in HERICOAST and in the NCCZ, gives a transferable character of knowledge between different areas of interest. Through HERICOAST, TCC, as project partner and member of the NCCZ, plays a pivotal role in disseminating project results to other accessibility programs and tools (e.g. LIOP-*Large Infrastructure Operational Program*, ROP). In this respect, the NCCZ reinforces its capacity to develop projects that were initially inaccessible due to the lack of a technical background and/ or the necessary expertise in preserving and valorising the cultural heritage of the coastal area.

HERICOAST experience is expected to enable TCC, as a member of the National Coastal Zone Committee (NCCZ), to take action within this public entity to include the conservation and enhancement of coastal cultural heritage in the Zonal Territory Arrangement Plan (PATZ) – The Black Sea Coastal Area. In this regard, it will be brought into attention officialy, to the members of NCZC, the TCC's institutional initiative

to disseminate HERICOAST's results, interdisciplinary among all the policymakers involved. In this way, after the official assessment of the results it will be possible to assimilate the outcomes in the Zonal Territory Arrangement Plan(ZTAP).

NCCZ is a public entity established within the Ministry of Environment and Sustainable Development in 2003, to ensure integrated coastal management. Among the 40 members of the NCCZ (ministries, prefectures, county councils, municipalities, non-governmental organizations) is also the Ministry of Development and Public Administration (MA ROP 2014-2020), which will increase the chances of success of these steps.

The Ministry of Development and Public Administration (ROP MA 2014-2020) exercises, inter alia, the functions of managing authority, national authority, joint technical secretariat, national level control system for programs funded by community funds and national funds. It initiates, finances and/ or manages/ implements development programs and projects of national, regional and local interest in the areas for which it has competence; develops the priorities, eligibility criteria and procedures necessary for the financing, implementation, monitoring and control of programs and projects funded under the Structural Funds and the European Investment Funds 2014-2020; ensures, under the law, the management of European and national public funds under its responsibility, allocated to its fields of activity.

Last but not least, as an effect of implementing HERICOAST project, the need to structure another territorial instrument, similar to Danube Delta ITI, but with higher flexible features, gain importance at institutional level. HERICOAST project generates the need to develop an integrated investment instrument focusing exclusively on the management of projects funded under European funds, but with the focus exclusively on the cultural and landscape regional heritage assets. This way, the regional development initiatives, which are part of the valorisation of the heritage elements, will diversify and increase in number. Under these circumstances, the main applicants, coastal ATUs, will be encouraged to access European funds dedicated to the valorisation of heritage objectives, in line with a dedicated and accessible application guide, tailored to the specific of coastal area. In this respect, Tulcea County Council will ask the ROP Managing Authority a formal view on this approach, in order to establish the first steps in this initiative.

4. THE STRUCTURE OF THE ACTION PLAN

ACTION: Valorising, increasing and improving public access to two historical heritage monuments in the coastal area

4.1. Context

The Old Lighthouse in Sulina, known as the Lighthouse of the European Commission of the Danube, was built in the first half of the 20th Century by Russia, which ruled at that time the Danube Delta, and which, according to the Russian-Austrian Convention of 1840, had committed to build a modern lighthouse in Sulina, to be operated between March and December, when the navigation season was open on the Danube River. It is located on the right side of Sulina, the Danube's Branch, very close to Sulina's tourist harbour. Until 1879 it was administered by the Ottoman Empire's Service for the General Administration of Lighthouses, and then, it was transferred to the European Commission of the Danube (ECD). After the construction of the other three lighthouses (in 1887, 1890, 1982), the Old Lighthouse became inoperative, but remained an important landmark of the city due to its remarkable memorial value.

After the dissolution of the ECD, the Sulina Lighthouse ensemble is transferred to the Lower Danube River Basin Administration in Galati, later entering the patrimony of the *Danube Delta* Museum in Tulcea (the present "*Gavrilă Simion*" Eco-Museum Research Institute in Tulcea). In 1991 it was taken over by the Ministry of Culture, which between 1995-1997, carried out a project for the restoration of the monument. In 2003, it was transmitted, by Government Decision no. 654/ 5 June 2003, from the administration of the National Historical Monuments Office in the administration of the ICEM Tulcea, and was transformed into a museum. It is the only monument of this kind, arranged for museum purposes, which presents to the public, through documents, maps and photographs, the three-dimensional pieces, the history of the city at the end of the 19th and early 20th centuries, a period closely linked to the work of the ECD. At the same time, the Lighthouse offers its visitors a unique perspective to see the panorama of Sulina and the meeting point of the Danube River with the Black Sea.

Historical monument ranked in the List of Historical Monuments of Tulcea County (2015), at no. 541, code TL-II-m-A-06023, entitled "Lighthouse of the European Commission of the Danube", The Lighthouse requires urgent consolidation and restoration works, as it no longer meets current standards of operation, and the exposure of museum heritage and its interpretation require the use of modern means.

Although it has benefited from conservation and restoration interventions, during the period 1995-1997, the building degraded significantly over the last 20 years due to special environmental conditions (salty air, strong wind exposure and snow, high hydrostatic level), as well as some deficiencies in putting into operation or constructive solutions adopted during the restoration.



Old Lighthouse in Sulina (TCC archives)

The Museum of Ethnography and Folk Art in Tulcea, known as the former headquarters of the National Bank of Romania – Tulcea Agency, is one of the emblematic public buildings for Tulcea, and together with other constructions, valuable examples of the national architecture. The construction is based on a project developed in 1924 and was erected in the inter-wars period (1924-1927), respectively the end of the epoch of manifestation of the national current in the architecture of Romania. The building, located very close to Tulcea's Promenade, has a balanced composition, generated by its positioning in a crossroad, as well as its initial functionality, and can be considered a successful example of modern architecture. Since 2009, it is the headquarters of the Museum of Ethnography and Folk Art.

The owned museum heritage reflects, through the diversity of collections, a unique cultural model generated by ethnic coexistence between Romanians and other ethnic groups. The approximately 8,000 pieces make up an invaluable ethnographic collection grouped in folk art and traditional costume collections, ethnography and photo-documentary. The building requires restoration works because the museum activity,

although suitable for such a representative building of the city of Tulcea, cannot currently be carried out in good conditions due to the state of preservation of the building, but also to the lack of own museum spaces, with endowment and museum-technical equipment in line with the current quality requirements. The building is a historical monument, ranked in the List of Historic Monuments in Tulcea County (2010) at no. 480, code TL-II-m-B-05971, entitled "*Former Headquarters of the National Bank of Romania*" and did not benefit from capital restoration works.



Museum of Ethnography and Folk Art in Tulcea (*ICEM Tulcea archives*)

The **good practice models** on which the development of this action is based and the solution of the above-mentioned issues are validated on the Policy Learning Platform and can be viewed on the INTERREG Europe website, the Good Practices section of the HERICOAST project. The lessons learned from these models are as follows:

Lesson 1. *Castilian Waterway – transformation of the waterway and former flour factory*, model of good practice provided by the Regional Government of Castilla y Leon – Spain's Regional Ministry of Culture and Tourism (Partner 3 in the HERICOAST Project).

(<http://www.interregeurope.eu/policylearning/good-practices/item/364/castilian-waterway-transformation-of-the-waterway-and-former-flour-factory/>).

The good practice model is a positive example of preserving and valorising cultural and natural heritage and inspiring other regions to transform cultural heritage sites into public spaces that produce both social, economic, and environmental capital.

The model aims at restoring adjacent buildings from the landscape of the Castilian waterway and highlighting it. This canal was built between 18th -19th centuries as an infrastructure for the agriculture-food trade between the centre of Spain and the ocean.

The remarkable hydro-technical work has historically been of great relevance in the region, which is why in 1991 it was declared a national cultural landscape. Over the years, structural changes have limited its use only to an irrigation system, water supply and recreational resource. The state of degradation has increased and consequently there is currently a general concern over this hydro-technical construction and its surrounding landscape. The regional government has launched several public and private initiatives to promote tourism and improve the cultural infrastructure, but it has been necessary to improve the coordination of actions between stakeholders and to boost efforts to make the management of the entire heritage of the waterway more efficient.

The acquisition of the old San Antonio flour factory (in the town of Medina de Rioseco – Valladolid Province), located on the bank of the canal, its restoration and transformation into a museum, as well as the navigation through the Castilian waterway allowed the creation of various leisure activities (cultural, tourist and sports) that make the Castilian canal attractive to different audiences throughout the year. These include: visiting San Antonio flour factory, boarding in one of the bakeries, boating, canoeing, bicycle rental, organizing various sports events, exhibitions, concerts, religious festivals, etc.

The results of the restoration and rehabilitation of the canal and the old flour factory are: saving an industrial patrimony with historical significance and valorising it as a museum and tourist information point; a navigable infrastructure and its surrounding landscape refurbished for tourism activities; increasing the number of tourists arriving in the area and, implicitly, the economic growth.



Castilian Waterway and San Antonio Flour Factory

This model of good practice is relevant to Tulcea through: how to involve different public authorities to find solutions to improve the cultural infrastructure in the surrounding landscape of a navigable canal; the rehabilitation of heritage buildings, their use as spaces for the development of cultural and social activities and the provision of tourist services to potential tourists and visitors.

For areas such as the ATUs in the Danube Delta and the provinces along the Castilian waterway, facing depopulation and stagnant economic growth, the biggest challenge is to keep jobs and attract investment in these areas, to maintain a viable society. Cultural heritage could be a resource when it comes to creating attractive cultural centres, which, in turn, could create business opportunities (*Toolbox*, p. 58).

This lesson inspired us to find a solution for the transfer of the ownership on the building of the Old Lighthouse Museum in Sulina, from the Ministry of Culture and National Identity (MCIN), to Tulcea County Council (TCC), for its restoration, rehabilitation and valorisation, with the support of “Gavrilă Simion” Eco-Museum Research Institute Tulcea. This good practice model has also inspired us to improve the cultural infrastructure of the Danube River (Tulcea-Sulina Branch), by drawing up two projects proposals for the restoration and rehabilitation for two heritage buildings - Old Lighthouse in Sulina and the Museum of Ethnography and Folk Art, as well as creating more diversified activities for the widest possible audience, thus attracting tourists from

cruise ships on the river, a segment of tourists less valorised today, stopping at Tulcea and Sulina ports.

Lesson 2. *Fanad Head Lighthouse*, a model of good practice provided by Donegal County Council in Ireland (Partner 6 in the HERICOAST Project).

(<http://www.interregeurope.eu/policylearning/good-practices/item/807/fanad-lighthouse/>)

The coastal station of Fanad (the Irish coastguard guard picket) offers a unique location, located on the rocky coastline of the northern coast of Donegal County. Fanad Head Lighthouse is a photographic symbol of Irish tourism, thanks to the large-scale marketing of the unique destination and the special natural landscape. Until 2014, the building was unused and in danger of falling due to its deterioration, though the lights were in use. The Fanad Head Lighthouse was put into operation in March 1817 and is one of the 70 lighthouses around Ireland's coast, run by the Commissioners of Irish Lights, playing a vital role in maritime safety today.

Under the INTERREG IV Program, the lighthouse was renovated through a project aimed at reinventing the use of heritage assets and creating an opportunity to generate jobs and vitalize the local area. Through the partnership between Donegal County Council, Commissioners of Irish Lights and the local community, a business model has been developed by which the local community manages heritage assets on a commercial basis, the revenue generated being reinvested to ensure sustainable use of the building and the area surrounding. The youngsters were involved, acting as mentors throughout the year, and trained in the local community to use stories from their childhood, related to the area.

Thus, the local community has the possibility to support the area from economical and social the point of view, counteracting the seasonality of tourism that characterizes the villages in the coastal area, which remain more or less without tourists in the winter.

The re-use of an operational heritage building has shown positive results in terms of developing sustainable tourism and boosting employment in the area, including youth employment. This practice can provide useful information on the public-private partnership mechanism that has been used.



Fanad Head Lighthouse

This practice is inspiring by how the revitalization of cultural heritage and the promotion of local cultural heritage in a remote coastal area can bring social and economic benefits to the local community. This lesson inspired us to choose the Old Lighthouse in Sulina as a cultural objective to be revitalized by creating cultural activities that will bring added value so that the coastal area becomes a tourist attraction with a particular specificity. We expect that the restoration, valorisation and promotion Old Lighthouse in Sulina will have a positive impact on the local economy and would boost touristic experiences throughout the year in the city of Sulina, which faces similar problems to the Irish community in Fanad Head, namely: a small range of economic activities, lack of jobs, depopulation and seasonality of tourism.

Lesson 3. *Coastlight –digital dissemination of coastal heritage, a model of good practice provided by Vest-Agder County Council, Norway (Lead applicant in HERICOAST project).*

Coastlight.net was developed by the Lindesnes Lighthouse Museum as part of the pilot project "Coastal Cultural Landscape - Lindesnes", and is the English version of the Norwegian service "Kystreise.no". The Coastlight.net objective is to share stories about headlights, navigation and maritime history through movies, photos and texts.

These stories are linked to their geographical position by using digital maps. Coastlight.net can be used on smartphones, tablets and computers.

The platform offers a new way to share cultural heritage in a world of high geographic mobility. The platform's flexibility also makes it a relevant tool for the education system. It offers a flexible way to disseminate a cultural landscape and thus has the potential to promote sustainable cultural tourism. This project aimed at addressing a specific challenge faced by local and regional coastal authorities when they had to involve civil society as stakeholders in managing the coastal cultural landscape.

Due to the depopulation and recreational use of the coast, an increasing number of people live outside the small communities in the coastal area but still maintain emotional ties and have interests specific to the users of the coastal cultural landscape. In Agder, more than 50% of homeowners in the Lyngør cultural landscape live in Oslo, the capital, and less than 17% live in the province. In addition, the coastal cultural landscape is made up of a vast historical maritime infrastructure, difficult to interpret and access by the general public. The responsibility for the dissemination of these landscape values is not limited to a single institution.

The success of the digital platform for the promotion of cultural heritage lies in its innovative combination of flexibility, easy access and qualitative content, while maintaining the interests of stakeholders at different geographic distances.

One advantage is that the platform does not depend on new productions, but can easily adopt older productions. All content is licensed under the creative name. This makes content management easy and cost-effective. Instead, the Lindesnes Lighthouse Museum gives priority to finding and encouraging partners to produce quality content. High-quality content makes it an attractive platform for other partners to participate. Practice provides public authorities with a way to develop both involvement and sustainability in relation to coastal cultural heritage. This practice is a positive example of how patrimony digitization multiplies access to heritage and involvement of the public opportunities.

This is in line with the priorities of the European Culture Agenda and Europe Digital Agenda. The practice has brought social and economic benefits and increased awareness of heritage conservation.

This practice was the basis for identifying ways of knowing, understanding and accessing cultural heritage using other means/ instruments than the classical ones, respectively tools provided by the new information technology. For this purpose, it was chosen to digitize the Old Lighthouse of Sulina and the Museum of Ethnography and Folk Art after their restoration and dissemination to different social media platforms and networks, travel agencies and stakeholder websites or like applications on smart phones. Digitized materials will also be included in the national database on digitized cultural assets and subsequently on the European cultural heritage platform.

The outcomes and changes expected from the implementation of the Action in the plan include:

- Improving the ROP 2014-2020 by implementing the projects for restoration, conservation and sustainable development of the Old Lighthouse in Sulina and the Museum of Ethnography and Folk Art in Tulcea;
- Increasing the professional skills of managing the cultural heritage of the various interested groups (TCC, MRDPA, SE RDA , ICEM Tulcea, Tulcea County Directorate for Culture, ATUs);
- Increasing the number of tourists / visitors to the two restored cultural objectives.

4.2. Action

The action seeks to enhance and increase the accessibility of two heritage buildings and the landscape around them by implementing the two projects financed under ROP 2014-2020, Axis 5, Priority investments 5.1 and will be achieved through two sub-actions:

Sub-Action 1. Restoration, conservation and modernization of the Old Lighthouse of Sulina and the Museum of Ethnography and Folk Art in Tulcea

Inspired by Lessons 1 and 2, this sub-action will be accomplished through the following activities:

Activity 1.1.: *Preparing the technical project*

The activity consists in the elaboration of the technical project, with the details of the execution, and the technical documentation necessary for obtaining the permits and the approvals necessary for the organization and execution of the works.

Activity 1.2.: *Projects management*

In order to accomplish this activity, the following are foreseen: procurement of all services, restoration and preservation works and endowment related to museum spaces; conducting technical assistance and consultancy contracts on project management; evaluation and internal monitoring.

Activity 1.3.: *Restoration, conservation and modernization of the Old Lighthouse of Sulina and the Museum of Ethnography and Folk Art of Tulcea*

The main works that will be carried out within this activity, on both cultural objectives, are: intervention works and consolidation measures according to the conclusions of the technical expertise of resistance and in correlation with the architectural solutions resulting from the adaptation of the spaces to the museum function; restoration work; interior rehabilitation works according to current quality standards; creating accessibility facilities for people with disabilities. The endowments and equipments provided by the projects will be in line with the museum function and the legislation in force. The spaces for permanent and temporary exhibitions will also be set up with coherent viewports, multifunctional/ multimedia spaces with modern museum and technical facilities. Also within this activity the restoration of the environment related to the infrastructure of the two restored buildings will be carried out.

Sub-Action 2. *Promotion of awareness of the Old Lighthouse in Sulina and the Museum of Ethnography and Folk Art in Tulcea and their inclusion in the tourist circuit*

In setting up and implementing this sub-action, we were inspired by lessons 1 and 3.

According to the investment substantiation papers, the aim of the projects is to promote a program of revitalization and capitalization of the regional cultural potential and implicitly the tourism potential, culture and tourism being seen as interdependent sectors.

Sub-Action 2 consists of implementing the marketing plans developed for the two cultural objectives, the promotion policy envisaging: informing the target audience about the offered cultural products and services, raising public awareness of the new offers, attracting new market segments, as well as building the identity of new cultural services. Thus, by means of an appropriate valorisation, the two heritage objectives should be transformed into active cultural centres, promoting Romanian culture.

Therefore, the objectives of this sub-action are: to increase the awareness of the cultural objectives among the competitors, but especially among the visitors, and their positions in the Romanian cultural landscape, to achieve a higher degree of promotion in the on-line environment, to increase the number of visitors, to generate added-value and contribution to the economic growth of Sulina and Tulcea urban areas by attracting tourists who will boost the tourist flow and, implicitly, increase the income of the respective communities.

These objectives will be achieved through the following activities:

Activity 2.1. *Visibility and dissemination of information*

The activity includes: information and publicity actions for the project.

Activity 2.2. *Creating a distinct image and visual identity*

For each of the two cultural objectives, a LOGO and a SLOGAN will be created, which will be permanently promoted and will ensure their visibility.

Activity 2.3. *Marketing and promotion*

The purpose of this activity is to increase the notoriety of the restored objectives and consists of campaigns organized to promote the objectives, the classic and online way. Within these campaigns, for each of the two cultural objectives there will be realized: a website, a Facebook page, a presentation film, an advertising spot, the digitization of the restored objective, a guide/ brochure, a flyer, a poster, a location map and the access ways for the objectives, specific promotional items; there will be organized press conferences and there will be participations in events to promote cultural and/ or tourist offerings at national and European level.

Activity 2.4.: *Executing cultural services and products specific to each cultural objective*

This activity consists in the elaboration of basic and complementary offers consisting of: permanent exhibitions, thematic temporary exhibitions, other cultural activities (concerts, festivals, documentary views, book launches, etc.) around which the

whole philosophy of valorising the immovable (the historical monuments themselves) and mobile (the collections of the two museums) cultural heritage will gravitate, respecting the principle of the cultural offer centred on the public.

A new concept of exposure and relationship with the public will be achieved. The exhibitions will be accessible to the public through guided tours (by museographers) or the use of new technology's tools (an audio-guide system, compatible with all-generation phones and a hologram projection system).

Activity 2.5.: *Signing partnerships with local and regional tourism agencies*

The purpose of this activity is to introduce the two restored objectives within thematic circuits, integrated with other Tulcea or regional localities.

Activity 2.6.: *Signing partnerships with local and county educational institutions*

Within the activity, it will be aimed at designing and carrying out non-formal cultural educational programs in museum spaces, addressed to the school public including: guided visits, workshops, competitions, exhibitions made by pupils/ young creators, volunteering etc.

A particular attention will be paid to cultural programs with an educational dimension, for several reasons, namely: a) cultural heritage offers important educational and volunteering opportunities through which children, students, young people have the opportunity to experience culture inside and outside the school at the highest standards; b) heritage education enhances young people's understanding of the history and the value of their natural and artificial environment, the importance of preserving the cultural heritage; c) the need to raise awareness of the role of heritage at younger ages and of the tools that support knowledge of heritage values; d) cultivating respect for inherited heritage; e) the marginal interest, or even the total lack of interest in the monuments around which they live, manifested by the members of some communities due to the lack of heritage education and information.

Sub-Action 3 *Disseminating project results and improving knowledge amongst regional policy makers and other relevant stakeholders*

In order to make HERICOAST results valuable in the region and having a transferable character to other domains aswell, through this Sub-Action will be aimed the dissemination of project's outcomes to other policymakers and stakeholders –

members in National Committee for Coastal Zone, which share common interdisciplinary traits with heritage valorisation

Activity 3.1 *Addressing a formal letter of initiative to the member of NCCZ*

Through this activity, the members of NCCZ will be explained the purpose of this initiative and what are the provisioned outcomes for everyone involved. This activity shall make possible that all results achieved in HERICOAST to be included for debate in the next yearly meeting of the Committee, to be organised by the end of 2018.

Activity 3.2 *Project's results assessment*

After the Committee will give its formal conclusion for the initiative, an assessment calendar for the project's results will be scheduled. In this regard, the workflow between the Committee and TCC will bring into attention how the results shall be assimilated into Zonal Territory Arrangement Plan(ZTAP) and other work fields.

The marketing and tourism promotion activity of the restored objectives will be carried out after the completion of the restoration and modernization works.

The two sub-actions will be completed with the **Action monitoring activity**.

4.3. Players involved

➤ **Tulcea County Council**, the key player in the implementation of the Action, will be responsible for designing and executing the restoration-conservation and valorisation work of the two cultural objectives, their promotion and financing after the project is completed.

➤ **“Gavrilă Simion” Eco-Museum Research Institute of Tulcea**, having the highest competencies in the field of cultural heritage – scientific research, preservation, exhibition and educational valorisation – from the stakeholder group, will offer specialized consultancy in the elaboration of technical documentation, will realize the museum's designing of the two restored objects and will arrange permanent the exhibitions. Upon completion of the restoration/ rehabilitation works, it will ensure the operation and maintenance of the museums on the basis of the subsidy granted by the Tulcea County Council and the income from its own cultural and scientific activities.

➤ **The Ministry of Culture and National Identity**, through Collections and Museums Directorate, will supervise the museum exhibitions projects of the two restored cultural objectives and through **Tulcea County Directorate for Culture** will

provide advice and expertise on heritage management issues and will monitor the quality of the restoration work.

➤ **Ministry of Regional Development and Public Administration (AM POR 2014-2020)**, regulates the implementation procedure of the projects financed from the ROP 2014- 2020.

➤ **South-East Regional Development Agency in Brăila (ROP IB 2014-2020)** will provide expertise and logistical support regarding the access to European funds for the protection and valorisation of cultural heritage and will monitor and supervise the implementation of the Action Plan's activities during and five years after the end of project implementation.

➤ **Danube Delta Integrated Territorial Investments Association for Inter-Community Development** will monitor the fulfilment of the indicators provided in the SIDDDD through the two projects.

➤ **Sulina Town TAU** will facilitate the promotion of the new museum, Old Lighthouse in Sulina, as an information point about the history of Sulina.

➤ **Tulcea Municipality TAU** will facilitate the promotion of the new museum objective, the Museum of Ethnography and Folk Art Museum, as an information point about the traditional culture of the 14 ethnic communities that give Tulcea the character of a multicultural city.

➤ **The National Association for Rural, Ecological, Cultural Tourism (ANTREC) –Tulcea Branch**, as a stakeholder, will promote the two objectives at local level, in the Danube Delta, through the 20 members' tourist guesthouses and at the national level through the 32 county branches (3,500 members, owners of tourist and agrotourism pensions from 800 localities).

➤ **CeRaHes Cultural Association** (The Center for Roman Archaeological Heritage Studies in The Black Sea) will promote the two cultural objectives alongside the actions of promoting the cultural heritage of the Black Sea Basin, which it carries out with its partners in Bulgaria, Greece, Turkey, Georgia and Ukraine.

4.4. Timeframe:

- June 2018 - January 2022 - Deployment of Sub-Action 1;
- October 2020-January 2024 – Deployment of Sub-Action 2;
- October 2018 – January 2020 – Deployment of Sub-Action 3.

- October 2018- September 2020 – Action Monitoring.

4.5. Costs: € 6,254,003.59, of which € 2,206,126.28 allocated to the Old Lighthouse in Sulina and € 4,024,594.31 to the Museum of Ethnography and Folk Art in Tulcea.

4.6. Funding sources:

- a) 85% ERDF.....€ 5,315,903.05
- b) 13% Government of Romania.....€ 813,020.47
- c) 2% Tulcea County Council.....€ 125,080.07

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