

Collection of the Good Practice Examples in Cultural Heritage Sustainability and Durability

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partners

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1) Introduction

Definition of cultural heritage has been revised and changed many times over time. It is a comprehensive term which covers many different shapes and forms of heritage. Cultural heritage comes in tangible forms such as monuments, groups of buildings and sites which are of outstanding universal value from the historical, aesthetic, ethnological or anthropological point of view. With time, the concept of cultural heritage expanded beyond tangible to its intangible forms, such as knowledge, beliefs and traditions of diverse communities which provides them a source of identity.

While cultural heritage is, by many people, still perceived as a financial burden and an obstacle to the economic growth because of the costs for its preservation, thus seen as a burden to society, it is more and more recognized and appreciated as a positive contributor to countries' GDP and economic growth. Besides its economic potential, it is also seen as a possible driving force for social cohesion, bringing together communities and giving them sense of identity and providing them with opportunities for development of new jobs and sustainability. Still, in many countries it is not yet recognized as the potential for growth and not enough attention is given to the long-term sustainability and durability of cultural heritage projects.

We consider durability and self-sustainability as cross-cutting issues that should be considered by all initiatives supported by public policies. Therefore, within this project, we suggested bringing together the governing structures and bodies in charge for the management of cultural heritage projects and sites to improve the policy instruments and legal frameworks in the cultural heritage sectors, by sharing concrete examples of how cultural heritage can be self-sustainable and a positive driving force having a long-lasting impact on a regional development.

In this report, we list 16 best practice examples on durability and self-sustainability of cultural heritage projects collected within the partnership of this project, thus representing six countries (Greece, Italy, Netherlands, Poland, Portugal and Spain), illustrating key aspects of those processes. The best practices encourage appropriate use of cultural heritage, processes supporting its sustainability and actions enforcing its aesthetic, cultural/historic, economic, educational, landscape, local community, social, scientific values as well as the values of uniqueness. This report also aims to provide the tools and guidelines how some elements can be transferred to another regions or contexts. This mix of experience should be

seen as a starting point for a change in the project countries, but also in other territories of EU.

The research is done as a part of the KEEP ON project, funded by INTERREG Europe, one of the key instruments of the of the European Regional Development Fund supporting cooperation across borders. The main objective of the project is to improve public policies in the cultural heritage sector in terms of delivering high quality projects that allow results to remain sustainable with reasonable public funding and have long-lasting impact on regional development.

2) Methodology of collection of good practices and sample

Cultural heritage practices and legislative framework differs across involved institutions and national contexts; hence, we used the methodology which could give the useful data for comparison, but still being flexible enough to take into consideration possible cultural, social and institutional disparities.

The main objective of the research was to identify good practices examples and promote lessons that can be learned from diverse stakeholders.

The first step in conducting the research was the analysis of 6 policy instruments from 6 partner countries (3 structural funds programmes, 3 local/regional strategies), that include cultural heritage and possibly contain good practice examples. The main goal was to assess the policy documents with respect to cultural heritage and to identify the existing measures and how self-sustainability is considered within the document. To help the partner institutions to focus on the right questions, and to get the comparable key findings for the analysis, a purposive, unique template was prepared by the knowledge manager (IRMO), which was distributed to each partner and reviewed after their completion (See Annex A). Each partner institution also had to establish the stakeholder groups at the local/regional level which gather experts from the cultural heritage field who should support its work in terms of helping with the analysis of the policy documents and later with identifying the good practice examples according to the defined criteria.

With the main aim of collecting good practices on durability and self-sustainability of cultural heritage, focusing on qualitative info rather than statistical data, a further research was based on the surveys with cultural institutions, conducted by project partners. They conducted interviews with managers of cultural heritage projects and sites i.e. cultural institutions responsible for the practice. To collect the structured data across the institutions and regions, which could be comparable, IRMO developed guideline questions which were the basis for the interviews to be conducted by all project partners. Help and support of stakeholder group members was also provided, mostly during face-to-face meetings. Each project partner, with the support of the stakeholder group, had to conduct at least 3 surveys i.e. conduct interviews with minimum 3 cultural institutions' or cultural heritage projects managers and to summarize the collected data in form of Good practice template (ANNEX B) and Summary report of the collection of good practices (ANNEX C), both forms prepared by IRMO.

Apart from the surveys with cultural institutions, another method for collecting the necessary data on the good practices on durability and self-sustainability of cultural heritage projects

was the analysis of past cultural projects implemented under each of the aforementioned 6 policy instruments from 6 partner countries. The main aim was to carry out the ex-post evaluation of selected projects of cultural heritage revitalization in order to understand their long-term sustainability and contribution to local socio-economic development. Methodology was once more developed by IRMO and included a set of different methods: analysis of the project documentation prepared before the project implementation, as well as all the data and documents elaborated after the project completion and during operational phase, analysis of other publicly available data and finally, by conducting interviews with project managers, project beneficiaries, the contractor(s) in charge of the infrastructure construction, employees, policy makers, local population, and visitors/customers. All the qualitative and quantitative findings were integrated in a summary document in order to stress main aspects of the project sustainability and evaluate its long-term performance and transferability. The template for the indicated document was developed by IRMO and was used by all the project partners in order to get the structured, comparable data (ANNEX C).

Based on all the analyses provided, IRMO prepared this executive summary in English with main recommendations on self-sustainability and durability of cultural heritage projects.

3) Selection criteria (short description)

Surveys with cultural institutions were based on the criteria previously accorded among the project partners. Sustainability and durability of cultural heritage generally can be seen in the social, cultural, economic and environmental sense. Ensuring its sustainability and durability is not a simple task and should be viewed in a holistic sense. Sometimes, cultural heritage assets may be sustainable e.g. in its economic sense, however at the same time failing to ensure heritage cultural values or having no meaning to the local community which should normally be its direct beneficiary. Therefore, when discussing sustainability, it is of the utmost importance to view it holistically since ensuring only one aspect of cultural heritage sustainability may be detrimental for its another aspect. Thus, selection criteria were essential in defining the scope of the best practices in cultural heritage sustainability and durability, and while defining them, the range of different assets in the related area has been taken into account.

The partnership has agreed to collect examples both of tangible and intangible heritage due to their importance for the local/regional development. It is often the case that only their combination ensures best results in the developmental sense and provides much sounder grounds for the preservation of heritage itself.

It has been expected, though, that not all the examples would be successful in proving sustainability/durability by all set criteria. The collection exercise, however, proves to be successful as a training exercise for the partnership itself but also for the exchange of the experiences and learning from examples of the others.

Therefore, the first set of criteria is more general and relies on the already mentioned cultural, economic, environmental and social impact of heritage. When it comes to cultural sustainability, the criteria focused on conservation activities applied under the highest standards while overcoming the challenges. Economic viability entails successful matching of the available funds with all the required expenses as well as mechanisms for overcoming possible lack of funds. Environmental criteria were assessed in the range for any possible negative impacts of the heritage asset on the environment and/or environmental pressures on the environment to the possibilities for recreational activities in the surroundings.

The second set of criteria fully focused on the cultural values of the heritage asset. This set of criteria was more concrete and researched the following:

- **Scientific criteria**, e.g. possibilities of the cultural heritage asset for offering scientific research; existence of the scientific papers published on the cultural heritage asset, etc.;
- **Aesthetic**, e.g. aesthetic values offered by the heritage assets (e.g. scenic view to be enjoyed, artistic worth) and modalities of their sustaining;
- **Cultural/historic**, e.g. links of cultural heritage assets with cultural events; its presence in artworks, myths, legends and stories or to people and events that have historic importance; possible importance of the cultural heritage asset with religious or spiritual life, etc.;
- **Landscape**, e.g. connection of the cultural heritage asset with the surrounding landscape; its registration in national/international registers as a cultural landscape, etc.;
- **Uniqueness**, e.g. having unique features and its possible registration for its uniqueness (national/international registers, UNESCO, other);
- **Education**, e.g. the use of the cultural heritage asset for education purposes, etc.;
- **Local community**, e.g. close connection of the local community connected with the cultural heritage asset and intensity of this relation, etc.;
- **Economic**, e.g. the use of the cultural heritage asset for tourism, entrepreneurial activities (e.g. crafts, companies, souvenir production, etc.) or different other services (e.g. catering, hotels, food and beverage), or its use in promotional materials.

The last set of criteria questioned the transferability of the existing practice to other environments through their organisational models, policy making process (e.g. its consideration in local/regional/national policy planning and/or strategic documents), use of specific tools (e.g. training, financing, management) and the way they manage possible risks (e.g. environmental, operational, business risks). This being an important criterion is the most difficult to be assessed since it is difficult to anticipate if it would work in all countries. However, it may be tested at least within the project partnership.

4) Good Practice – Identifying successful examples

In this section, a series of case studies from six partner countries (Greece, Italy, Netherlands, Poland, Portugal and Spain) is presented, demonstrating variety of practices, each situated in its local context. Good practice examples are very often hard to uncover and to understand what makes them successful. Analysis of the listed case studies enabled us to apprehend and describe those practical examples and to identify the lessons learned and success factors of the each one, also including the potential of their adaptability for the implementation in other environments. The case studies are organized in six different parts, representing good practices by country. On the base of these successful examples it is possible to identify a number of various approaches and practices that can contribute to ensuring sustainability and durability of cultural heritage. They also serve as the guidance on the process of how to deliver sustainable and durable cultural heritage projects through the proper management of cultural assets. These innovative ideas aim to inspire stakeholders, practitioners and policy makers to improve the governance of the cultural heritage assets, managing them properly in order to sustain them in viable and profitable way, at the same time ensuring the safeguarding of their cultural and scientific values.

1. GREECE

In Greece, the following three study cases have been identified as good practice examples:

1. Conference of Paggaio Local History
2. Rehabilitation of the ancient city of Philippi

1. Conference of Paggaio Local History



Description

This study case is focused on the organization of a scientific conference in Paggaio, addressing the questions of cultural and natural heritage, its protection and sustainable use in purpose of tourism, economic and social development of the area of Paggaio. Conference gathered numerous scientists from related fields with the aim of networking and exchanging knowledge in order to discuss the possible actions for sustainable development of cultural heritage projects and the way of using the heritage assets in tourism and economic development of the area.

The area of Paggaio is an area with significant intangible and intangible cultural heritage, which requires identified actions and measures to be used as a catalyst for a tourism and

economic development of the area, while at the same time taking into account its preservation and protection i.e. its sustainability. Furthermore, area of Paggaio possesses a rich natural heritage and it is protected as part of the Natura 2020 Network. This combination of such a rich cultural and natural heritage makes an area of Paggaio an outstanding resource for a heritage tourism and economic development of the region, but the main challenge is to ensure a sustainable balance between heritage preservation and tourism (economic) development. Unfortunately, area is already characterized by the imbalanced development of the coastal zone and the mountainous area and seasonal tourism in the region. Therefore, in order to prevent further possible negative impact of the imbalanced development of the area and also to discuss the possible preventive measures for protection of heritage assets while at the same time increasing their role in a tourism and economic development, Municipality of Paggaio has initiated the organization of a three-day conference which will provide a platform for such discussion, exploring the major topics throughout the panels with different scientists and experts, mainly from the fields of culture, history, religion and geosciences, thus enabling a multidisciplinary approach to the subject. In order to make the real change, measures and strategies, ideas and good practice examples presented at the conference have to be implemented within the legal frameworks. Therefore, conference also gathers representatives of legal bodies and institutions and policy makers, because the sustainable development of the region, based on cultural and natural assets, requires involvement of all the relevant stakeholders, involving local decision makers. Furthermore, this conference represents an opportunity for networking, providing scientist and experts with a base for possible collaborations and joint projects in related fields, while at the same time giving the policy makers an opportunity to learn how a legal policy can support the protection of heritage and sustainable heritage and tourism development of the region. This project has also a significant social impact, raising awareness of the local community of the importance on the cultural and natural values they have in the region, but also of a need to use them smartly in a process of tourism and economic development in order to ensure their sustainability. Furthermore, it increases the sense of belonging in local community. The conference has been successfully organized in 2016 and 2018 by the Municipality of Paggaio as its main organizer, but also involving several other stakeholders: the Orthodox Metropolis of Eleftheroupolis, the Ephorate of Antiquities, the Regional Unit of Kavala and the Union of Municipalities of the Region of Eastern Macedonia and Thrace. Employees of the Municipality of Paggaio have been in charge for the organization of the event and they worked on the project activities during their regular working time, thus ensuring the completion of the project without additional costs for human resources. Other project costs of the project were covered mainly by the Municipality of Paggaio, while the additional funds

were gained through the sponsorships which covered 1/3 of total costs.

In the end, we can consider this project successful because the conference brings together a large number of scientists and experts from various, but interconnected fields of expertise, provides a platform for new networks and multidisciplinary collaborations, but also for using and implementing the concrete practice examples in the everyday work of scientists, institutions and policy makers dealing with the related subjects.

Benefits/Good practices

Although a conference on cultural heritage and sustainable cultural tourism development is certainly not unique, some of the ideas can serve as an inspiration for the other regions or countries that organize, or are planning to organize similar type of events.



A multidisciplinary approach, involving scientist and experts from completely different areas of expertise can be seen as an example of an integrated approach to the subject of heritage and a catalyst for a powerful ally in preserving the heritage, while at the same time supporting its use in tourism and economic development in a sustainable way.

Participation of graduate and postgraduate students in the conference is an excellent way for impacting the future generations, increasing their awareness of the importance of heritage and its protection, while at the same time giving them insight how it can be sustainably used for the tourism and economic development of their region.

Problems/Risks

The main problem is seen in the capacity of human resources in charge for the preparation and implementation of the project, since it is a first conference on such a specific topic organized by the Municipality of Paggaio. Employees of the municipality, who were in charge for the project, lack certain skills and knowledge what caused certain difficulties. Still, it did not impact the completion of the project significantly. This problem can be considered as a potential risk for future conferences if not dealing with it properly, but it can be solved by

organizing the education for the employees of the municipality and involvement of other stakeholders in the implementation of the project.

Transferability

This practice is transferable in other contexts, regional, national, but also on a global scale. Although it cannot be seen as unique, some of the ideas can serve as an inspiration for other institutions and regions dealing with the same kind of problems, or organizing the similar kind of events.

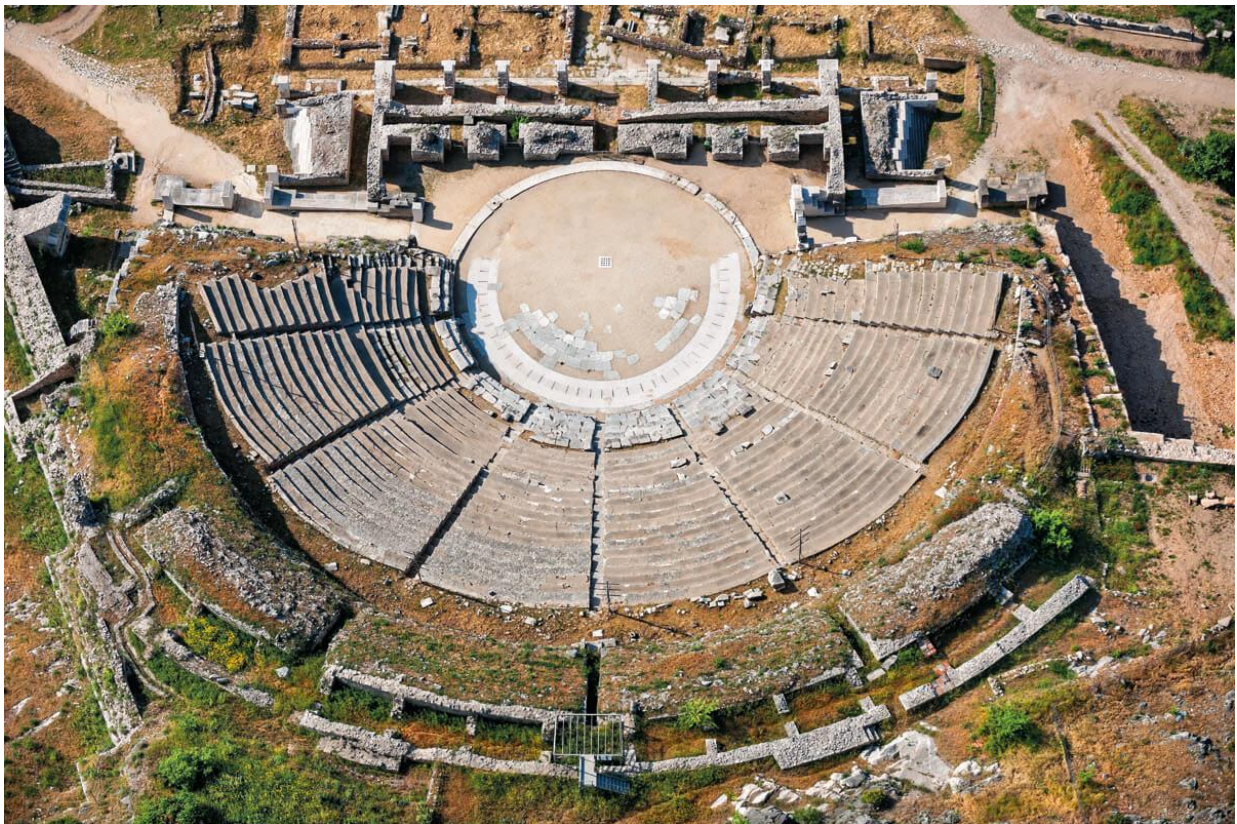
Furhter information on the web:

www.dimospaggaiou.gr

<https://www.facebook.com/topiki.istoria.paggaiou>



2. Rehabilitation of the ancient city of Philippi



Description

The archaeological site of Philippi lies on the ancient route dating back from 2nd century AD, linking Europe in Asia as one of the most ancient military and commercial roads of the ancient world. The ancient city of Philippi has been founded in 365 AD by Philip II, king of Macedonia, on a former colony of Thasians. In the Hellenistic period the city got its important attributes: a city wall, theatre, public buildings and private residences. Undoubtedly, the most impressive building of this period, despite the changes that it has undergone over the centuries, is the ancient theatre of Philippi, which each summer hosts performances during the Philippi Festival. In the decades following the Battle of Philippi, in 42 AD, with the establishment of the Roman Empire, the city was transformed with Roman public buildings such as the Roman Forum and the monumental terraces, into a “small Rome”. Later, the city became a centre of Christianity, with the arrival of the Apostle Paul, who founded the first Christian Church on European territory in 49/50 AD. The remains of the Octagon complex and Christian Basilicas testify about the city as an important centre of Christianity. In the early 7th century AD, due to the major destruction in the earthquake and Slavic attacks, the city has gradually become abandoned. In the Byzantine period it served as a fortress, but

has been completely abandoned after the Turkish conquest in the late 14th century.

This site represents an exceptional testimony of human civilization from prehistoric times to Byzantine Empire. With its outstanding universal value and the exceptional heritage, the ancient archaeological site of Philippi was, in 2016, inscribed to the UNESCO World Heritage List.

This good practice example i.e. the project is focused on a continuous research, consolidation, preservation, rehabilitation, and valorisation of this archaeological site. The site is managed with the aim of ensuring the preservation of its outstanding archaeological and historic values, while also taking necessary actions related to further researches, but also to its valorisation, through different type of visitor activities, this way generating more income in order to be able to cover the costs for the long-term maintenance of the site and ensure the sustainability of this outstanding, worldly unique heritage of a universal value for human civilisation.

After being listed in the UNESCO World Heritage List, the site became even more recognized and appreciated by a diverse audience from all over the world what caused a large number of visitors which counts approximately 50 000 visitors per year, creating a revenue of approximately 200.000,00 EUR. Total number of visitors is even larger, since the visitors who are visiting the parts of the site which are not in the payment system, are not registered (visitors of St. Lydia Baptistery, ancient theatre audience, visitors of the monuments with the free access).

The management plan takes into account the importance of preserving these unique heritage assets and the main challenge is to promote the site even more in order to attract more visitors and thus generate more income for the purpose of preserving the site while at the same time carefully planning and taking all the necessary measures to prevent the negative impact of the increased number of visitors on the site and to ensure the long-term sustainability of the site and of its exceptional, but sensible heritage.

The process of preservation, rehabilitation and valorisation of the archaeological site of Philippi is a continuous, long-term project, aimed at continuous researches focused on creating and updating a database which can serve as a basis for monitoring and conservation. Furthermore, the aim of the project is to keep the site of Philippi “alive” through the different interpretation activities for a diverse audience, while at the same time taking all the necessary measures for a sustainable use of the heritage assets.

The property is managed at the local level by the Ephorate of Antiquities, the Regional Service of the General Directorate of Antiquities and Cultural Heritage, within the Ministry of Culture and Sports, in cooperation with the Municipality of Kavala (Philippi). Beside them, there are also other institutions and bodies involved in the realization of the project: the

Region of Eastern Macedonia and Thrace, the Aristotle University of Thessaloniki, the French Archaeological School, the Ministry of Macedonia – Thrace, the Ministry of Tourism, the Orthodox Metropolis of Philippi, Neapolis, Thassos, Cultural Associations and several others.

Benefits/Good practices

The archaeological site of Philippi is one of the heritage sites listed at the UNESCO World Heritage List, what strongly consolidates its reputation as a unique place of an extraordinary value for the human civilization. It is an exceptional testimony to different historic periods and civilizations, from prehistoric times to Byzantine periods. What makes it unique is the assembly of the architectural heritage preserved at the site, representing various architectural types of monuments expressing development of architecture during the Roman, Christianity and Byzantine period.



The remains of the ancient city of Philippi represent a unique example of Roman architecture with its specific configuration giving him attributes of a “small Rome”. The remains of its churches and basilicas are witnessing the architecture of the Early Christian period and are an important testimony to the early establishment and growth of Christianity.

The Regional Service of the General Directorate of Antiquities and Cultural Heritage acting within the Ministry of Culture and Sports, the Ephorate of Antiquities, together with the local Municipality of Kavala (Philippi) recognized its valuable heritage as unique and of an outstanding value. Their recognition of the site and awareness of its importance led them to initiate a long-term process of its preservation, rehabilitation and interpretation, protecting its unique values in a way of ensuring its sustainability. At the same time, this recognition of the site and its uniqueness, led them to see it as a potential for the tourism and economic growth of the region and thus for generating more income needed for continuous process of conservation and rehabilitation of the site. This recognition of the heritage assets led the Ephorate of Antiquities and the local municipality to start a process of a long-term

rehabilitation of the site. Their joint actions taken in order to protect and rehabilitate the archaeological site of Philippi led to its inscription in the UNESCO World Heritage List. The initiative of the regional service of the Ministry of Culture and sports with the cooperation of the local municipality based on their desire to preserve the outstanding characteristics of the site and its important archaeological and historic values, led to the process of rehabilitation and later on to the recognition of the site as a place of an “outstanding universal value” for the whole human kind. This is the first key good practice that can be identified here.

The second good practice can be seen in seeing the potential of the site on a UNESCO World Heritage List for improving the tourism offer and thus impacting the economic growth of the area. Diversified and rich visitors activities, and label of the UNESCO site impact significantly the revenue related directly to the consumption of heritage, increasing the earnings and thus ensuring the necessary funds for the conservation and maintenance of the site. With the increasing trend in a number of visitors, the main task and a challenge of management authorities is to preserve and protect the heritage assets, while at the same time developing a cultural tourism offer. By entering the UNESCO list, the site has the certain commitments in terms of protection of heritage assets what ensures the sustainable approach to the exploitation of site in purpose of tourism. The management authorities are aware of a potential risk for the site, caused by the increased visitor flux and the preventive measures have been identified within the Risk management plan. This approach to the heritage as a potential driving force for the economic development in order to generate income for the further conservation of the site, while at the same time taking into account the need for preservation, ensuring the sustainability of the site, can be identified as a good practice which should be implemented in the similar contexts as a “must”.

Cooperation of the national governmental body, the Regional Service of the General Directorate of Antiquities and Cultural Heritage, and the local community, in order to ensure the smooth realization of the project is another good practice. Integration of many parties and their contribution to the process or rehabilitation and valorisation of the site, from scientists such as archaeologists, architects, agronomists to electrical engineers, photographers and administrative staff, from art and cultural managers to workers such as electricians and construction workers, was one of the main conditions for the successful implementation of the project and another good practice.

The project also has a significant educational impact, by enabling students from all over the Greece, but also from another countries, to do the related researches and field works on the site, thus raising their awareness on the importance of their studies and work they do, but also providing them with an excellent opportunity for building their professional capacity, improving their knowledge and developing their practical skills. Organization of summer

schools for postgraduate students is another good example how the heritage site can be used in educational purposes.

The re-use of the preserved ancient theatre for hosting ancient theatre plays and performances is an extending example of the valorisation of both tangible (the monument itself) and intangible heritage (the ancient plays, oral and literary heritage) can be seen as an idea which can be transferred to similar contexts and regions possessing this type of heritage.

Setting up a legally protected zone A (highest degree of protection of archaeological sites) in 2013, which includes both state and privately-owned land in a buffer zone. This has a strong cultural and environmental impact, but also encourages the sense of pride for a local community, increasing their sense of identity.

Problems/Risks

The potential risks are related to possible vandalism, negative impact of a high visitor flux, and to natural disasters. There is a Risk Management Plan established, analysing possible risks and identifying measures for their prevention.

One of the main challenges was to integrate the representatives of the Ministry of Culture, the local authorities and the local inhabitants, in order to reach the mutual understanding and joint actions and efforts aimed at the preservation of the site. Guided communication and use of specific debate tools in debates and discussions are seen as the main key for improving communication and reaching consensus.

Transferability

Although many of the ideas and identified practices can be implemented in the areas and contexts with the heritage sites of a similar nature, considering that preservation of such a heritage is a common issue on a global level where this study case can serve as inspiration to many; strengths and weaknesses of each context or a region, as pre-conditions for the success of the project, can vary. Thus, the identified practices can be transferred to other contexts on a national and global level and can serve as an inspiration to others, but depending on a starting point and the particular existing pre-conditions.



Further information on the web:

<https://www.visitkavala.gr/sightseeing/arxaiologikos-xoros-filippon/>

http://odysseus.culture.gr/h/3/gh351.jsp?obj_id=2387

http://odysseus.culture.gr/h/3/gh355.jsp?obj_id=2387

<https://whc.unesco.org/en/list/1517/>

2. ITALY

1. The Natural Park of Stupinigi,
2. The Asti Museum Foundation,
3. The Landscape Museum of Magliano Alfieri.

1. Restoring Stupinigi Natural Parks hunting roads



Description

The project is focussed on the restoration of a part of the network of hunting roads inside the Natural Park of Stupinigi. The Palazzina di Stupinigi was built in the first half of the 18th century by architect Juvarra. The hunting and residence houses built for the Savoia Royal Family are the nucleus around which the nature park develops. The Park includes the surrounding woodlands and agricultural fields which are the environmental support of the main settlement, to which they are functionally and economically linked. The Stupinigi Castle served as a node in a network of royal hunting lodges, owned by the Savoy Family.

The main aim of the project was to restore a complex network of the hunting roads which are the integral part of the Stupinigi National Park, with the aim of preservation of the significant historic heritage of the area, also raising awareness of the unique cultural and natural value of the Park.

Specific aims of the project were:

- to contribute to the conservation, protection and maintenance of the heritage values in the park;
- to provide design, implementation and maintenance methods;
- to contribute to the rediscovery and increase the visibility of the undiscovered parts of the hunting roads' network;
- to integrate the network into the existing cultural tourism offer of the area, attracting a larger number of visitors.

Restoration and liaison of the hunting roads into a network, ensuring the maintenance and safeguarding of both natural and cultural heritage is seen as a possible drive for a more significant, sustainable tourism development of the area. Furthermore, the aim of the project was also to engage the local community, in terms of providing them with new business opportunities, but also of safeguarding their cultural identity. In addition, this project can initiate a stronger tourism development of the region, by linking the cultural with natural heritage, thus providing new experiences to tourist visitors, motivated for a visit of the area, both by culture or nature.

The management of the project is characterized by a complex governance system of the Natural Park of Stupinigi, which includes three main stakeholders. The coordination and management of the park and the project thus demands a coordinated effort of the Regional Authority as a crucial player responsible for policy and decision-making, natural park authority is managing the operation of the park, while the funds are, besides public funding coming from regional budget, provided by the Mauritian Order Foundation and various bank foundations.

Benefits/Good practices

The project represents an outstanding example in terms of cultural, natural and social impact on the territory. Also, a synergy between cultural and natural heritage here is one of the key benefits. Park has been a protected area, being a part of the Natura 2000 Network what represents an additional value when we look at the environmental conservation of the area. Another key practice here is a restoration of the heritage values, ensuring at the same time their sustainability by cooperating with the scientific partners who are proposing the adequate measures for the preservation and conservation of the related heritage assets.

Project has also a significant impact on the local community, involving the local residents in the restoration work and other activities of the park what is a good example in terms of contribution to the social life of community, giving them a sense of pride and belonging. The restored road network also reconnects local communities with each other, increasing their

awareness on the importance of their cultural and natural heritage, and of the network and hunting lodges as their joint landmark.

The network of the restored hunting roads is a part of the network of Baroque hunting lodge which is, both in size and intactness, unique. For this reason, the hunting lodges, gardens and surroundings of the park have been inscribed on the list of UNESCO World Heritage sites in 1997, with a minor boundary adjustment in 2010.

Problems/Risks

The main problem is a complex governance system made up by three different players with a weak relationship among them, and the lack of a clear hierarchy, leading to difficulties when it comes to making crucial decisions.

Transferability

The key practices of this project are transferable to other regions in Italy, but also worldwide, since the project is dealing with the very often subject of restoration of the historic roads.

Furthermore, promotion of the synergy between cultural and natural heritage can be seen as a good practice which can be implemented to many other countries and regions.



Further information on the web:

<http://www.parks.it/parco.stupinigi/Epar.php>

<http://www.parchireali.gov.it/parco.stupinigi/>

2. Strength through unity: the Asti Museum Foundation



Description

Asti is a city with a rich historic and cultural heritage, safeguarding and presenting the cultural assets of the Roman age to present days in the several museums. The main challenge for the Municipality of Asti was to find a functional way of managing network of five museums, since, due to the financial difficulties and a weak museum management, led to the dead end point, where no new museum activities were deployed. In order to improve the management of the museums, to encourage the attractiveness of the museums, increasing the number of visitors and to safeguard and promote this valuable historic and art heritage of the city, the Asti Museum Foundation was established in October 2018. Since then, management of the museum network is carried by the Asti Museum Foundation for the next five years, but in coordination as agreed with the Municipality of Asti and the Asti Saving Bank Foundation which donates € 800.000,00 each year to the Asti Museum Foundation. The rest of the income comes from the museum entrance tickets. The important point to highlight here is that is agreed between the all three parties involved that all the revenues coming from the museums must be reinvested in other cultural projects in Asti, contributing to a further cultural development of the city.

Five museums of the Asti Museum Foundation (Palazzo Mazzetti, Cripta di Sant'Anastasio, Palazzo Alfieri, Domus Romana, Torre Troyana) represent different periods of history and a significant intangible heritage of the city, testifying about the daily life and artistic production in Asti over the centuries. Thus, a visitor can pass the whole history of Asti, experiencing

different periods, from Middle Ages to the period of a rich aristocracy in the 17th century, through various permanent exhibitions. Permanent exhibition in the Alfieri Palace, which is the birthplace of the famous writer Vittorio Alfieri, poet and tragedian born in Asti in 1749, traces the life of the poet, his literary production as well as the history of the palace itself. Also, the palace hosts the Civic museum where international art works are presented as part of the permanent and temporary exhibitions.

One of the main challenges for the Municipality of Asti, during the time of its management of the museums, was to restore the Alfieri Palace. The restoration was done in period from 2007 – 2013 and the funding was ensured through the EU program ROP ERDF 2007-2013. Today, renovated building hosts a various temporary exhibitions, in order to raise the attractiveness of the museums and to tackle the wider audience. One of such exhibitions was the one representing the artwork of Marc Chagall, which attracted a large number of national and international visitors.

Benefits/Good practices



Cultural heritage and culture in general, must be understood as a public service and thus a priority commitment of governance structures and public administrations which are responsible to safeguard the heritage and to ensure its sustainability, at the same time seeing it as a possible drive for the economic, social, cultural and touristic development of the regions.

The current management of the Asti museum network represents an efficient model of cultural management: a public heritage is managed by a public/private Foundation in order to be valorised in non-profit way and thus can be considered as a key good practice here. All the revenues raised through the work of museums has to be reinvested in the other cultural project of the city what is an exquisite example of the good practice contributing to the long-term cultural development of the city. Municipality of Asti, with the support of the Bank foundation established the private Asti Museum Foundation because of their desire to preserve the city's valuable cultural, tangible and intangible heritage, its important historic, social and aesthetic values. The foundation was established in order to manage the network of five museums safeguarding and

presenting this heritage, with a desire that Asti museum will become the living; demonstrate places, recovering their functions as places of learning, by engaging heritage and arts as driving forces for the social and cultural development of the city. This led to the gradual development of various activities, including the restoration of the Alfieri Palace, an ancient medieval fortified house from the 17th century, also a birthplace of famous poet born in that house. What is unique here is the way of re-using the palace, in terms of hosting Alfieri and Civic museums, organizing various exhibitions and events while investing all the generated income to the further cultural projects in the city. This decision to establish the Foundation, thus ensured the recovery of the museums, sustainable management of the heritage, preserving the cultural assets, holding a significant aesthetical, cultural and historic values on a regional, national, but also international level.

Problems/Risks

The museum network is managed by the private foundation, which is an outstanding example of the cultural management, but since it is established pretty recently, the sustainability of the project can be tested only over the course of time.

One of the important factors for preservation and sustainability of cultural heritage are people, local communities and their awareness on the importance of their own heritage. Here, the local residents, even if happily welcome the reopening of the Alfieri Palace, do not actively participate in the museum activities nor they are visiting museums in a large number. Thus, there can be a problem there because of the need for the community engagement in matters of cultural enhancements of the city.

Transferability

The key practice identified is the efficient model of a cultural heritage, which can be transferable to many countries, but depending on the various legislatures and established legal frameworks on the management of national cultural heritage. Furthermore, there has to be an adequate financial climate in the country, where private-public partnerships in management of heritage are usual practice.

Further information on the web:

<https://www.fondazioneastimusei.it>

<http://www.astiturismo.it/en/content/palazzo-alfieri-museo-alfieriano>

<https://www.vinumalba.com/en/discounts/ingresso-2x1-alla-fondazione-asti-musei/>

3. The Landscape Museum of Magliano Alfieri: The memory of the hills, river, stone and conscience



Description

Theatre of the Landscape of the Hills of Langhe and Roero is the evocative name chosen for the exhibition placed in the Landscape Museum of Magliano Alfieri. The aim of this interactive exhibition is to narrate, through emblematic and evocative objects and documents (using interactive multimedia systems), the history and development of the hilly and fluvial landscape of the Langhe and Roero. This highly contemporary and participatory museum tends to illustrate and critically investigate the recent period of history, marked by profound and often disruptive transformations that have disrupted the spatial-temporal constitutive signs and rhythms which define the ethnic features of the survey region. To ensure the authentic visitor experiences, the exhibition was organized in several thematic areas around which a specific story was developed: of the memory, the hills, the river, the stone and the conscience.

The exhibition, with its multimedia feature, allows the visitors to immerse themselves in the landscape, by creating different temporal paths: for example, the visitors are able to navigate the Tanaro in a setting of the early twentieth century when the river was populated by

fishermen, ferrymen and hemp macerators; to “walk” among the rows of vineyards to understand their transformations over time and how they influenced the local landscape. But they will also be able to travel into the future, by seeing different scenarios which can be created by various choices and decisions made in the field of economy and production and their possible impacts on the landscapes and on the environment.

The main stakeholders and beneficiaries, involved in the management of the project are the Landscape Museum of Magliano Alfieri and the Comune di Magliano Alfieri.

Benefits/Good practices

The “Theatre of the Landscape of the Hills of Langhe and Roero” helps the visitors of the museum, but also a local community, to better understand the landscape heritage and spatial transformations in the region, creating a comprehensive and interactive set of landscape biographies of an area inscribed on the UNESCO World heritage List that visitors can experience. By interpreting the landscape as a stage for local heritage, combining the traditional museum collections with modern technologies in order to enable the visitors to experience the development of the landscape throughout time by themselves, this becomes an interactive museum, in continuous dialogue with its surroundings. This way of heritage interpretation, engaging the visitor actively in the visit, adjusting the way of presenting the subject to a wide public, by using contemporary museum scenography including various multimedia, can surely be considered as a good practice.

This exhibition and a museum can also be considered as a good practice in terms of safeguarding the tangible and intangible heritage, but also in encouraging its comprehension as a possible base for decision-making in a field of environmental policies. We can see that in a way that cultural heritage of the territory is here preserved: first, by documenting and incorporating material and immaterial heritage (such as narratives) in their collection; second, it focuses on the biography of landscape, which documents the landscape changes within the region and creates a good base for establishing policy instruments regulating management of the natural heritage, environment and sustainable development of the region.

Problems/Risks

The main risk can be seen in the economic viability and thus a questionable sustainability of the project, since the project was a one-time investment, funded though the ROP ERDF 2007-2013. Currently, visitors pay a € 4,00 entrance fee, that is used for maintenance of the museum and further development of exhibits and education programs.

Transferability

The key practices identified here can be transferable to other regions of Italy, but also a worldwide, and to other contexts, since they are established in the way of interpretation of heritage and its potential for making changes in the environmental policies.

Further information on the web:

http://www.amicicastelloalfieri.org/castello_teatro_paesaggio_EN.html

<http://www.langheroero.it/Sezione.jsp?titolo=CASTLES%E2%80%99+PASS+%E2%80%93+The+Castles+of+Langhe+Roero&idSezione=1410&lookfor=theatre>



3. POLAND

In Poland, three different examples of good practices are identified:

1. Expansion of the Museum of the Kielce Village - Ethnographic Park in Tokarnia
2. The Royal Castle in Chęciny as the historic place of power of the Świętokrzyska Land
3. Voivodeship Cultural Centre

1. Increasing sustainable regional heritage tourism: expanding the Ethnographic Park in Tokarnia



Description

The project focuses on making the Ethnographic Park in Tokarnia, an open-air museum, a more attractive destination for heritage tourism, thus creating revenue for further ex situ heritage preservation within the parks boundaries. The implementation of the project consists of restoring 30 currently disassembled historic vernacular architectural objects within the Ethnographic Park in Tokarnia, but also of construction the visitor amenities and creation of authentic experiences and various supportive activities for the visitors.

The main idea behind the project and behind the establishment of the park is to reconstruct the typical rural settlements of the sub regions of Kielecczyzny, by setting up a permanent display of rural, small-town and manor houses construction, presenting them in their natural surroundings. Each of the “sections” of the Park has its own unique strong point and particularity (e.g. the Mausoleum of the Martyrdom of the Polish Village in Michniów which is under construction has unique artistic values; Dworek Laszczyków in Kielce is one of the most valuable monuments in Kielce due to the fact that it is the last wooden object of this

type in the city, etc.). Besides the extensive examples of heritage presented ex-situ, the park has one in-situ display and that is the A Dutch type windmill in Szwarzowice near Ostrowiec Świętokrzyski, which is preserved at the site of its original foundation. Most of the objects have been preserved ex situ, losing the original context that was formed by land or cityscape. However, by placing regional ensembles together in a reconstructed cultural landscape, a part of this lost context has been restored. This has led to a mixed landscape that has improved a biodiversity (plants, insects) and is subsequently included in a number of nature protection policies and networks, such is Natura Network 2020.

Before the project was implemented, thanks to the activities of the Kielce Village Museum, 65 priceless wooden architecture objects from the 18th and 19th centuries, from the area of the province of Świętokrzyskie and neighbouring voivodships, were preserved. From the beginning of the museum's existence (1976), until the end of 2009, museum acquired 40 buildings. Currently, 32 objects stored on the site of the open-air museum await reconstruction. Based on a combination of new scientific insights and the loss of several objects, the original plan for the park has been readjusted, with a strong focus on creating a hospitable heritage experience for the visitors. This project envisioned adapting the park to newly arisen needs, by adopting new policies, establishing of a restaurant with amenities and the reconstruction of 30 vernacular buildings within the park, thus making the park a more attractive destination for heritage tourism.

Ethnographic Park in Tokarnia which is the largest facility of this type in Poland and it represents unique architectural, cultural and historic heritage of the region in an authentic way. There are about 80 objects on its premises located on an area of approximately 65 hectares. It provided the opportunity to safeguard and preserve (vernacular) heritage ex situ when in situ preservation was impossible, for example due to urban planning. Due to their character and uniqueness, the Museum's objects are a field to conduct scientific research, which results in numerous publications and studies, including numerous scientific papers. The total funding of the project consisted of approximately € 4.000.000,00, of which approximately € 2.000.000,00 was (co)financed through ERDF. Other (co)funding was obtained under the Regional Operational Program of the Świętokrzyskie Voivodeship 2007 – 2013.

The main stakeholder is Museum of the Kielce Village, operating in accordance with the statute and clearly defined Organizational Regulations. Museum and thus also the Ethnographic Park are in governance of the Świętokrzyskie Province.

Benefits/Good practices

The main aim of the Kielce Village Museum/Ethnographic Park is to preserve and promote the life, architecture, history and traditions of a former Kielce village. In order to increase the attractiveness for a wide and diverse audience, there are many supporting activities organized in the museum during the year, such as temporary exhibitions, festivals representing cultural and ethnographic elements of the region (e.g. Bread Festival, Christmas Festival, etc.), guided visits and interactive educational workshops for visitors and groups of different ages (e.g. pottery workshop, folk costumes of the Kielce region, "From the thread to the shirt", "From the grain to the loaf"). The Ethnographic Park represents a unique combination of many elements – buildings, objects, natural landscapes and traditions. Because of that, mentioned activities are organized in order to keep the traditions, not just the objects alive. Very often, the intangible heritage is the most fragile in terms of its sustainability and can easily disappear if it is not transmitted from generation to generation. Therefore, the efforts that are taken to preserve the traditions and crafts of the old village in way of its proper interpretation and presentation, in terms of various supporting experiences for the visitors can be considered as a good practice for heritage sites, easily transferable to other contexts, regions and countries worldwide.



The Ethnographic Park represents the excellence in terms of its natural impact and linking of culture with the natural heritage, being a part of national and international registers related to the protection of the natural environment and cultural heritage: Central Register of Nature Conservation Forms as a landscape park; network of NATURA 2000 nature protection

areas; the Register of Monuments or the State Museum Register.

Another good practice is related to the environmental impact of the project. In order to safeguard and protect the natural landscape and to mitigate the negative effects on the environment, Kielce Village Museum uses a modern infrastructure to ensure both reduction of greenhouse gas emissions and reduction of harmful waste. Thus, it integrates the environmental principles in its day-to-day operation, but has also brought some significant

measures such as a modernization of the wastewater treatment plant and use of renewable energy sources, in order to reduce the massive energy consumption.

The project had a strong social impact, affecting the lives of the local inhabitants. Its good practice and a success can be seen in the active involvement of the local community members in the project. Thus, local residents are involved in the maintenance of the park, among other, participating in the reconstruction of the buildings/settlements in the park. Furthermore, local community members are the bearers of the traditions and skills and they actively participating in the museum interactive activities and events aimed at diverse audience. This way, they are passing the traditions to new generations. Furthermore, these activities promoted social cohesion and a strong sense of identity, thus impacting the local community to preserve the cultural heritage of the place. One of the main focuses of the museum is to continuously stimulate the local community to actively participate in the museum activities and events.

Problems/Risks

The greatest problem faced by the Museum during the implementation of the project was of financial nature. During the implementation phase of the project, due to the higher costs of the works than planned in a first phase, and to some additional costs which were not planned, the funds obtained from ERDF and ROP were not sufficient. To ensure the completion of the project, museum had to obtain the additional funds in the form of a loan from the Marshal's Office of the Świętokrzyskie Voivodship. Currently, the costs are covered only partially (20%) by the revenues generated from the museum activities (admission tickets, space rental, rents, etc.), while all the other funds needed to cover the rest of the costs (80%) are provided by the Świętokrzyskie Voivodship. Since the sustainability of the project largely depends on the public budget, the potential risk for its long-term durability can be seen in its financial stability.

Transferability

There are many innovative ideas and good practices in this study case, which can be an inspiration for other heritage institutions preserving and interpreting both built/architectural and intangible heritage. The practices are transferable to other regions and countries, and other contexts, with the necessary adjustment to the unique characteristics and aspects of their heritage assets.

Further information on the web:

<http://mwk.com.pl/>

2. Heritage tourism in a place of power: reconstructing and reliving the past at Chęciny Royal Castle



Description

The Royal Castle in Chęciny was built on a Castle Hill above the town, at the turn of 13th and 14th century. The circle of the outer defensive walls, the two towers, the bastille and the foundation of the residential buildings are fully preserved up to now, thanks to the process of restoration and revitalization of the castle and its surroundings. Currently, it is one of the most visited heritage site of that type in Poland.

In order to safeguard this unique built heritage and to preserve the intangible and historic heritage of the area, keeping the evidences of a life in medieval times, Community of Chęciny initiated a project of a restoration and revitalization of the castle. Another goal of the project was to increase the attractiveness of the castle as a visible cultural tourism destination, by creating authentic visitor experiences such as live presentations of the medieval activities, organizing Siege of Chęciny castle; various workshops and other supporting visitor activities in the castle (e.g. “Night Sightseeing”). Those projects reinforced the intangible heritage by conserving and revitalizing the related built heritage (the castle).

This way, a sustainable curve has been created, in which the intangible heritage supports the tangible heritage and vice versa.

The project consisted of restoration works, reconstruction and revitalization of the whole castle, Lower and Upper Castle, as well as of the whole surrounding landscape of the Castle Hill. The restoration works have been based on the scientific, historic and archaeological researches that were conducted prior to the restoration, in order to ensure the preservation of the original appearance and characteristics of the building. Aside from restoration works on the castle, some new developments and constructions have taken place. The additional observation deck on the lower castle tower has been constructed, as well as other amenities with the purpose to make the visit more pleasurable and to ease the visitors' access to the heritage. Some important enhancements were also done in the castle courtyard, where new, aesthetically attractive paths were constructed, flower beds were planted and porches of the "big house" were constructed as place for rest. Also, in both courtyards and on the eastern tower, panoramic telescopes have been placed in order to provide the visitors with some additional aesthetic experience.

It is undoubtedly that the project reached its objective by completing the restoration of the built heritage, constructing the additional visitor amenities such as café, restaurant and restrooms, thus improving the quality of visitor experience. In order to offer the authentic and aesthetically attractive experiences to the visitors, observation platforms with the telescopes for viewing distant features were constructed; a cannon replica was placed in the site and illumination of the castle has been set up. Combination of these valuable improvements in terms of visitor services with the number of big and attractive events presenting the heritage in the exquisite way, such is the Siege of Chęciny castle - revivification of the medieval battle, increased the attractiveness of the castle and promoted this built and historic heritage on a larger scale. This kind of events impacted the audience development, by attracting new target groups to the castle.

The project was funded through the ERDF and Regional Operational Program for the Świętokrzyskie Voivodeship 2007 – 2013. The main stakeholder is the Commune of the City of Chęciny which is responsible for the maintenance and exploitation of the castle. The Commune of the City of Chęciny, has adopted several ordinances and policy documents that aims at the preservation, reconstruction and maintenance of the castle. Thus, the project has got a huge impact on preserving the historic heritage of the area, by creation of Local Development Plan of the Commune and the City of Chęciny, where the "Renovation and development of the Castle" identified the measures which have to be respected in terms of safeguarding the original appearance of the castle during the restoration processes.

Furthermore, the project has been a catalyst for creation of the Chęciny Village Renovation

Plan with the clear vision of the Chęciny as “a unique historical, cultural and natural pearl - a place that cannot be bypassed and which everyone always willingly returns”.

The project, with all its activities, resulted in a threefold increase of the number of visitors, registered after the completion of the project.

Benefits/Good practices

Revitalization and a sustainable redevelopment of an ancient castle and its surroundings, with a long-term economic viability ensured through the increased revenues from the visitor services, as well as linking the built heritage with the intangible one in a continuous loop, strongly engaging a local community in the project, can be considered as a good practice.

This combination of restoring the built heritage, combined with the construction of the additional features strongly impacting the visitors' experience, and simultaneous initiation of the authentic experiences such as “Night Sightseeing”, “Siege of the castle”, etc., can be seen as unique and can serve as the inspiration for other region and countries in Europe. A good practice can also be seen in a way that restoration works have been done, based on the scientific and archaeological researches.

Besides the excellence in terms of cultural impact, the project can also be seen as a strong catalyst for the touristic and economic development of the community. Largely increased number of visitors had a positive social impact on the city, by providing the local inhabitants new business opportunities in terms of tourism and hospitality services which can be offered to the visitors, thus boosting the local economy and creating a solid base for a long-term cultural tourism development. The castle, with its unique re-development encouraged local community's sense of pride and belonging, thus impacting the social cohesion and raising awareness of the important historic and cultural values of the region, on the regional, but also national level.

A number of visitors tripled after the project implementation, what also impacts the amount of a generated income. With the significantly increased number of visitors, and various visitor activities which are the source of additional revenue, in combination with the events taking place in the castle, the project, for the time being, can be seen as financially sustainable.

Problems/risks

The main problems were identified in the phase of the project's development, in terms of delay of the construction and restoration works due to the budget issues. Archaeological researches which were basis for the restoration increased the costs of the restoration, requiring additional funding which was not planned in the project budget, but also impacted

the restoration works in terms of delay what resulted in re-opening the castle later than it was planned. For the time being, the project can be seen as a sustainable due to its economic viability, and thus the financial risk is mitigated. At the moment, there are no other risks that can be identified.

Transferability

Due to the combination of safeguarding the built heritage with the heritage tourism development as the other project objective, with economic viable exploitation and heritage values, these identified key practices are well transferrable to other heritage sites and historic buildings in Poland, but also on a global scale.

Further information on the web:

<https://www.zamek.checiny.pl/pl/>



3. Voivodeship Cultural Centre: Thermo-modernization of public utility units of the Świętokrzyskie Province



Description

The project is focused on a process of thermos-modernization of public utility units in four locations. All the buildings are located in the province of Świętokrzyskie: Voivodeship Cultural Centre, National Museum in Kielce, Medical School in Morawica, Świętokrzyskie Rehabilitation Centre. The project leader was the Voivodeship Culture Centre in Kielce, which was also the Applicant of this project. Voivodeship Cultural Centre is the landmark of Kielce, situated in the old historic building which started to deteriorate; due to the bad thermo-isolation, what caused many difficulties and problems which threatened the preservation of the building and at the same time, endangered the operation of the Voivodeship Cultural Centre. In order to preserve the building i.e. repair the object to prevent its further decay, by adapting the building to its contemporary use and at the same time enhance the attractiveness building, while also ensuring the further operation of the cultural centre, in 2014 Voivodeship Cultural Centre applied for a project funding under the Regional Operational Programme for Świętokrzyskie Voivodship. The project was approved and it was completed in 2016. The project of thermo-modernization has been fully in compliance with the objectives of national, regional and local strategic documents, in particular in the area of promoting the economic potential and tourist attractiveness of the region, because the implemented project activities have positively influenced the region's competitiveness, not only of Voivodeship Cultural Centre, but of the entire province.

Although a project of thermo-modernization refers to the renovation of four objects, this particular study case is focused on the renovation and thermo-modernization of the Voivodeship Cultural Centre. The centre located in a historic, landmark building and is home to different cultural, artistic and educational events, theatre performances, films, concerts and exhibitions, representing a meeting point of artists, performers and cultural workers and

creating a frame for reflection on different life questions through various art forms, and for bringing art and culture close to different target groups of a local community. It is also a place for safeguarding the intangible heritage, organizing various events with the aim to preserve and present the folklore of the region through festivals, competitions and other forms of interpretation of folk culture. Educational activities also take place in the centre, with the purpose of increasing the interest of the local community for arts and culture. Furthermore, Voivodeship Cultural Centre organizes various activities for persons with disabilities with the aim of providing equal opportunities for them, impacting the process of social inclusion. With its multipurpose function, the centre represents an important point of cultural life of Kielce. The building which hosts the centre is listed in the register of monuments and is undeniably a characteristic symbol of the city. In order to prevent its further deterioration and to keep its function of a cultural centre, many renovation works have been done. By using modern techniques with strong awareness on the environmental impact, renovation of the building strongly impacted its further preservation and its energy efficiency, at the same time reducing costs for its maintenance.

Some of the project results are: replacement of windows and external doors; thermo-modernization of the flat roof, foundations of the building, replacement of the roof covering; replacement of the central heating installation, etc. After the implementation of the project, there were significant savings in the expenses for the maintenance of the facility. Before the process of thermo-modernization, according to the analysis of a technical documentation, the building has suffered significant loss of heat, while now it is an example of the energy efficient building, designed in a way which provided a significant reduction of the energy needed for heating, and thus having a very positive impact on the environment.

Benefits/Good practices

Thanks to thermos-modernization, the attractiveness and functioning of the building in which Voivodeship Cultural Centre is located in Kielce has been significantly improved. The project resulted in a decreased emission of the CO₂, and increased energy efficiency of the building, making it an example of a smart renovation, safeguarding the heritage and positive impact on the environment. Thus, the main good practice here and the uniqueness of the project is in the way of doing the renovation work, applying modern thermo-modernization techniques, but combining them with the existing architectural heritage, preserving the unique characteristics of the building. Installations were done in a way which did not affect the appearance of the building, e.g. ventilation towers are place in former ventilation ducts of the pre-war air condition system and thus not impacting the aesthetics of the building. Sustainable and adaptive redevelopment of the building which enables the further functioning

of the cultural centre and thus strongly impacting the cultural development of the region, but also local community development, providing them a meeting point for cultural and educational activities. This can be considered as a good practice in terms of finding an innovative way for restoration of the built heritage, in order to also retain its function as a cultural centre.

Many of the restoration works are done by the local companies and thus the project has also had an indirect impact on the economy of the local community, engaging its members in the implementation of the project.

We can undoubtedly say that this study case represent a good practice example in so many ways, strongly impacting the cultural, natural and social development, preserving the heritage and culture, and at the same time improving the economic viability of the building.

Problems/risks

There are no problems identified at this moment, since the project was a onetime investment mostly covered through the European Regional Operational Programme and thus requires no further costs. The project resulted in significant savings due to the improvement of the energy efficiency of the building what decreased the energy costs.

Transferability

Due to the combination of a smart renovation of the built heritage, safeguarding the heritage value and impacting the sustainability of its function as a cultural centre, providing various cultural services, this good practice can serve as inspiration to other cultural and art centres located in the historic buildings, but also to heritage sites, museums and historic buildings in terms of unique renovation works. The key practices are well transferable to other regions and countries. The only possible obstacle can be seen in funding, depending on the position of a country in terms of accessibility of the national and international development funds.

Further on the web:

<http://www.wdk-kielce.pl/termomodernizacja/nazwa-projektu/>

4. PORTUGAL

In Portugal, three different study cases were analysed and identified as good practice examples:

1. Interpretative Centre of Tresminas
2. Flax/linen Museum in Ribeira de Pena
3. Escavated/Rock Wine Mills in Valpaços

1. Interpretative Centre of Tresminas



Description

The Roman Mining Complex of Tresminas was one of the most important gold mines in the age of Roman Empire which dates back to the 1st-2nd century A.D. With the specific techniques of mining used by Romans, not only gold, but also some other minerals, such as silver or lead have been extracted in this mine. The mining activity in the area resulted in creation of the monumental ensemble of the mineral exploitation sites, completely immersed in the existing natural landscape of the area, but also of unique, well preserved underground complexes of boreholes and galleries.

This unique mining heritage has remained well preserved for almost eighteen centuries; it is classified as the Public Interest Property (in 1997), and more recently, some components of the water supply system of the mining zone are classified as Public Interest Monument (in

2012).

In 2014, the Interpretative Centre of Tresminas (Centro Interpretativo de Tresminas) was set-up to promote knowledge and awareness of this important historic and archaeological heritage. This Interpretative Centre is located in the village of Tresminas and it is managed by the Municipality of Vila Pouca de Aguiar. Besides the permanent exhibition displayed in the Centre, there is also an open-air part of the Centre, where different supporting interactive activities for the visitors are organized to promote and enhance the enjoyment of the main cultural value of this heritage site. Guided visits of the mining sites at open-air, and also of underground mining complexes provide an authentic experience to the visitors. In the permanent exhibition, the outstanding values of this intangible (mining activity) and archaeological, as well as historic heritage are presented and interpreted in a through a state-of-the-art interactive exhibition, with the strong focus placed on a narrative scenography and various multimedia, thus enabling a diverse audience to comprehend, value and enjoy the story of this heritage site as an important piece of history. Selection of some well-preserved artefacts, found in the area, is now also featured in the permanent exhibition. Guided tours accompanied by the experts are also organized for tourist groups and schools. In the Centre there is also a shop where the local products, based on the gastronomic and cultural elements and the history of the area, can be purchased. This way, project aims to engage the local community, providing the local inhabitants the opportunity to promote their business activities and to sell their products in order to create some additional income, but this way also increasing their sense of belonging and identity.

The main stakeholders are Municipality of Vila Pouca de Aguiar, which is in charge for the management of the site (the Centre and the Mining Complex), but all the activities are done in coordination with the Associação Ouro. The project has been financed within the frameworks of the National and European Programmes, being a part of the project carried out by the Municipality and a private company and whose realization is enabled through the funding within the environmental and social compensation measures for the installation of a hydro-electric plants/system in the region.

Benefits/Good practices

The Interpretative Centre of of Tresminas represents a good practice in terms of preserving and presenting a unique archaeological and historic heritage by setting up permanent exhibitions and supporting activities aimed at better comprehension and enjoyment of the visitors, but also in terms of preservation of the mining complex and sites in their original locations (*in situ*). Located and preserved in its original natural surroundings, the Mining Complex can be seen as an outstanding example of the well preserved and historically very

important landscape.

The project can be identified as a good practice also in terms of its natural impact to the territory. The management of the Centre and the Mining Complex is done in coordination with the Associação Aouro, foreseeing the actions necessary to prevent the possible impact of the visitors to these areas, thus controlling the flux of visitors. Integrated management of the Municipality and Association of Aouro, is also a good example of a cultural heritage management, ensuring that decisions are made with consensus of all the important actors in the area.

Although this heritage site, including *in situ* areas and an interpretative centre are not unique in terms of a world heritage, it can be seen as unique example of this type of heritage in Portugal, having a national classification of the protected Mining Complex.

Problems/Risks

Funding of the project has been ensured through the different national and European Programmes. The most recent investments of the amount of 148.000€ were used in order to purchase the equipment for the Centre, create a tourist information kiosk and to do the merchandising and non-invasive archaeological research of the Roman Mining Complex. Most of the funding was provided by the national and European funds, focused on a particular theme, subject or a need. At the moment, work of the Centre is financed by the public funds and also through the revenues created from the services offered to the visitors of the Centre and the Mining Complex (entrance, visits, shop, etc.). That could be as a potential risk for a long-term sustainability of the project. The possibilities for the greater economic viability of the project can be found in linking this heritage site with the heritage sites or museums in the neighbouring countries in terms of cultural heritage routes etc.

Transferability

The good practices identified here can be transferable and easily implemented in the other countries and on a global scale. Integrated protection of natural and cultural, in this case archaeological and historic, heritage is an approach today needed in many countries and some ideas from this study case can be implemented in the other contexts, with different subjects, but linking nature and culture within their scope.

Further information on the web:

<https://tresminas.com>

<https://www.facebook.com/citresminas>

<https://cm-vpaguiar.pt/visitar/o-que-visitarfazer/complexo-mineiro-romano-de-tresminas>

<https://aourojales.blogspot.com>

<https://www.facebook.com/associacao.aouro>



2. Museum of Flax – Ecomuseum of Ribeira De Pena



Description

The Council of Ribeira de Pena is identified by the flax weaving, highly recognized for the quality of the quality linen products produced by the excellent weavers from the villages of Cerva and Limões. In order to promote this precious intangible heritage to the local community and wide audience and to transmit the knowledge and skills linked to the flax craft and flax weaving to coming generations, to support the historic and ethnographic researches of this subject, as well as to increase the importance and visibility of this traditional craft in terms of touristic attraction, the Museum Of Flax, as part of the of the Ecomuseum of Ribeira de Pena, which intends to preserve and promote the cultural heritage of the local community, as well as to promote and encourage cultural actions. The Ecomuseum is a poli-nucleus museum, with different museums (Venda Nova Museum; House of Camilo; House of Culture-School Museum; Centre of Interpretation-Museum of Flax; Centre for Regional Studies; Space Santa Marinha; House of Ore-Museum of the Wolfram; Centre of Green Wine), installed in the historic buildings and within the historic landscapes of a great significance in terms of unique and valuable cultural heritage. Museum is located in a small village Limões which is one of the main centres with rooted tradition in the production and weaving of flax.

To enhance the enjoyment of the visitors and to present the subject of flax in a way of interesting storytelling, in permanent display of the museum – its centre of interpretation), an interesting scenography has been set up. Through vivid presentations, multimedia, this contemporary and participatory museum tells the story of flax in an authentic way. Visitors are guided through the museum by the cycle of the flax which leads them to the Weaving Group, where they can enjoy videos representing the story of the flax in the region. To provide them with more sensory, tactile and educational experience, museum offers visitors the opportunity to learn how to weave on a traditional loom, this way learning directly about the details of this traditional craft.

The way to a successful management of the museum was in the integration of the, for the subject, relevant actors and the institutions in the area. This has been achieved through the protocol between the Municipality of Ribeira de Pena and CACER – Cooperative of Cerva's Artisans which ensures that all the decisions are made in consensus, with the aim to preserve and interpret the tradition in its original way, presenting the life and work of the artisans as they really were. Management is in the hands of the Ecomuseum Technical Office which manages the complex of Ecomuseum, including the Museum of Flax as its integral part. The Office has direct dependency of the Vice-Mayor. Although the overall management is done by the Municipality via the Technical Office, all the main strategic decisions and plans are done in coordination with the CACER association.

The establishment of the Museum of Flax was financed by the Community Funds and the work of Museum is financed through the municipal annual budget.

Benefits/Good practices

This study case is representing an exceptional example of how to do the successful preservation and interpretation of tradition and life of the community. The flax culture and a tradition of weaving are deeply rooted in a way of life of rural inhabitants of this area, since centuries ago. Thus, the opening of the museum, preserving this tradition and a way of life of a local community had an important impact on increasing the visibility, status and viability of this precious heritage. The local community, engaged in the activities of the museum, as presenters and interpreters of this ancient tradition, but also through the work of the CACER association – Cooperative of Cerva's Artisans, becomes more aware of the importance of the heritage they have in their area and the need for its preservation and sustainability. Also, the local artisans have the opportunity to sell their products in a museum shop, but also to promote their work to the potential buyers. The establishment of the museum ensured the conservation of the building in which it is placed, but it also helped to safeguard the valuable assets in forms of tangible heritage, such is the traditional equipment (looms), or materials

related with the flax production. Although flax production is present in other regions of the country and therefore we cannot identify this case as unique, in this village, thanks to the weaver's persistency and cooperation, with their efforts and continuous work, flax production is a living tradition sustained through the time by a process of continuous production and re-creation. With the Museum, it strengthens the "sense of belonging" and the local culture, as well as the capacity of territorial and cultural external promotion. Also, it is a part of the agricultural landscape which is protected as part of Natura Network, the largest coordinated network of protected areas in the world and thus can be seen as a catalyst for linking nature and culture in joint promotion of the area.

Many good practices and ideas can be identified here, in terms of the long-term sustainability and durability of an intangible cultural heritage, but also the project's impact on the local community, by actively engaging the local community in the activities of the museum, strengthening their sense of identity, and this way also ensuring the preservation of knowledge and its transfer to other generations. Integrated management of the museum, involving the local community and artisans of the region can be seen as an excellent example of how the cultural heritage can be preserved, keeping its authenticity, but also how it can be a catalyst of a community development.

Problems/Risks

The potential risk can be seen in the economic viability of the project, since the work of museum is financed only through the public budget. As a part of the protected agricultural landscape and part of Natura Network 2020, museum has a great potential to attract more visitors. The museum, with its uniqueness and supporting visiting experiences can be seen also as a driver for new tourism and entrepreneurial activities and services focused on the visitors of the area. Being a part of a natural heritage network, museum provides a good opportunity to raise awareness of the visitors who are attracted by the cultural heritage about the natural values of the area, but also, in cooperation with the managing bodies in charge for natural landscape it provides the opportunity to raise awareness of the visitors attracted by nature, about the cultural and traditional heritage, thus increasing the general number of visitors in the area.

Transferability

Good practices identified here can be transferable and easily implemented in the other countries and on a global scale since the preservation of the intangible heritage is always one of the major concerns in world countries. There are no specific characteristics of the area which can limit the transfer to other contexts or regions.

Further information on the web:

<http://www.ecomuseu-rpena.pt/museu-do-linho>

<https://eulacmuseums.net/index.php/portugal-2/details/5/25>

<https://www.facebook.com/Ecomuseu-de-Ribeira-de-Pena-254698434939411/>

<http://www.linhocervaimoes.pt/pt/home/as-tecedeiras/fernandadas-grades>



3. Rock Wine Milles in Valpaços



Description

The region of Trás-os-Montes is an outstanding example of the vineyard culture dating back to the age of Roman civilization. The large wine mills, in which wine making was done by using specific techniques, were built in the granite rocks and form a unique landscape of a valuable historic value. This region comprises around 130 rock wine mills where wine making has been taking place, which are still well preserved, according to the data of the Council of Valpaços. In order to maintain such a peculiar landscape, many efforts of different actors have been taken for making this exceptional heritage preserved and for increasing awareness of its significant historic and archaeological values.

A series of activities has taken place, in order to increase the visibility of this heritage site, such as organization of the national congress, creation of a touristic route including the visit of the site, re-creation of the old wine making techniques, etc.

Since majority of the wine mills is in the private ownership, their owners are an integral part of this living heritage. To safeguard this valuable intangible heritage of the wine making in the rock mills, and to increase the visibility and awareness of this peculiar vineyard landscape, wine producers are again doing the process of wine making in these old rock mills, while retaining the traditional techniques. Currently, there is an on-going process of labelling the wines produced in this manner, in the stone mills, by using the ancestral techniques. This way, local wine producers are becoming ambassadors of this intangible heritage and the sustainability and the economic viability are ensured. Preservation of such a specific heritage and the revitalization of the landscape including the rock wine mills demanded an integrated

management, including different bodies and actors from different areas of expertise. The process of revitalization has been locally managed by the Municipality of Valpaços and since the end of 2018, association LARUP (Portuguese Association of Rock Wine Mills) was established with the specific purpose to safeguard and preserve this type of heritage which can be found also in other regions of Portugal. Thus, the management of the site and the preservation and valorisation of the assets is now done in coordination with LARUP. One relevant Research & Higher Education institution was also involved in the process of revitalization, providing scientific expertise. As previously mentioned, a majority of the wine mills is privately owned and thus increasing awareness of the local community and the wine mills owners about the importance and the economic potential of this heritage, engaging them in the processes of valorisation, turning them into ambassadors of their cultural heritage is of a crucial importance for the success and sustainability of the project. The Municipality of Valpaços has provided funding for a series of activities in order to revitalize the site, thus several small investments in the preservation of the landscape have been done. The Rock Wine Mills Route has also been designed, consisting of marked trails and descriptions/landmarks on the route, what can result in a long-term economic impact in the region. The additional funding for the realization of these activities and project itself was provided by some of the local parishes.

Benefits/Good practices

The wine mills are fixed i.e. permanent structures, created on the granite rocks, thus the first step for the realization of this project was to identify and register all the wine mills in the region. In order to safeguard and preserve these valuable assets, several further steps have been taken: the maintenance and preservation of the surrounding landscapes while allowing their use in terms of touristic valorisation; creation of the thematic, touristic wine route, defining the adequate measures for keeping the sustainability of the wine mills in terms of their original structures and mineralization. The first key practice of this study case, that we can consider as a good example is a process of identification, analysis and documentation of the cultural assets/wine mills.

Although association LARUPA, with the specific purpose of safeguarding exactly this type of heritage (rock wine mills) is established just recently (in 2018) and thus the direct impact of their involvement in the project will be visible in the course of time, identification of potential management bodies and institutions (Municipality of Valpaços, Association LARUPA, Research & Higher Education institution) and their involvement in the realization and management of the project can be seen as another good practice, ensuring the scientific, cultural, economic and social point of view, thus contributing to the long-term sustainability of

the project.

Unique character of these stone wine mills represents an outstanding form of tangible, but also intangible cultural heritage (if we look at those findings in terms of a winemaking tradition). The same type of rock wine mills can also be found in the other regions of Portugal, but the highest concentration is in the municipality of Valpaços. The uniqueness of these rock wine mills initiated the establishment of the LARUP association (Portuguese Association of Rock Wine Mills), with the main aim of preservation this outstanding tangible heritage, also planning to propose these cultural assets to be included in the UNESCO World Heritage List.

Revitalization and preservation of the old wine mills while allowing their use in terms of touristic valorisation (visits, interactive activities of making wine using the old techniques; etc.), while defining the adequate measures for keeping their sustainability in terms of their original structures and mineralization is another key practice here.

Creating branding and certification of product origin and quality – wine produced in these mills, by using traditional techniques is undoubtedly the good practice, impacting visibility of the heritage, awareness of the local community about its importance and also economic development of the region. Private owners and wine producers benefit through this marketing strategy that promotes thus unique type of wine, highlighting its specific geographic origin and winemaking techniques.

This study case of revitalization of the ancient rock wine mills through their identification, preservation, renovation and valorisation represents an excellence in terms of cultural and social impact.

The recreation of the wine manufacturing process, the production of the authentic wine, made in a traditional, “old” way in a rock wine mills and labelled as authentic product, its connection to the local gastronomy and other tourism services and activities offered in the region (cycling, pedestrianism, religious tourism, etc.), can strengthen the economic transactions linked to the production of wine and increase the attractiveness of the territory by increasing the visibility of its unique archaeological, historical, tangible and intangible heritage. Some of those steps have been already taken, but there is a need for the long-term management plan which would foresee all the actions in order to use this heritage as a catalyst for a tourism development, while at the same time defining adequate measures for its safeguarding and a long-term sustainability.

Problems/Risks

The potential risks are related to possible degradation or direct destruction of the properties/wine mills in cases where they are privately owned. In order to reduce the

potential damages, some activities for raising awareness on the importance, cultural, historic and touristic values of these assets have already taken place, but still there is a need to define a set of activities aimed at sensitization of the local population regarding the historical and cultural importance of these rock wine mills. Furthermore, the wine mills are privately owned, which implies the necessary agreements with their owners in order to safeguard and valorise the assets. Thus, until the cooperation with the owners of the mills is not completely arranged in terms of joint agreements, there is a great risk for the project and its sustainability.

The wine mills were built many centuries ago, directly on the rocks, located close to forests and vineyards, creating a unique vineyard landscape. At the moment, there is no significant flux of the visitors, and those wine mill owners who have visitors receive only groups of a reduced number of visitors. Thus, at the moment there are no negative impacts of visitors on the area, but, with the aim of the project to increase the visibility of this heritage and to increase the number of visitors, there is a need to define a proper management plan and establish the regulations measures which would foresee the necessary actions to prevent any possible impact of the visitors on these sites.

Transferability

The cave/stone wine mills are present throughout the territory of the Mediterranean Basin where wine culture and wine production exist, or where they existed. In the case of the rock mills in the municipality of Valpaços, there is a high density of still existing and well preserved elements, and its preservation and valorisation must necessarily involve the private owners, the municipalities, the regional structures in the area, in charge for authentication, verification and promotion of regional wines. Key practices identified here are thus certainly transferable to the regions or countries of the Mediterranean where these same structures can be found. Still, revitalization of these stone structures depends on the state in which they are found and thus on a required actions and necessary funds for their revitalization. Also, a state of the ownership over the heritage assets impacts the implementation of the good practices for their management and valorisation in the other contexts where situation is different. Thus, preconditions vary from one region to the next. However, there are some of the aspects identified as good practices defined here that could inspire other regions and countries in managing their cultural heritage projects.

Further information on the web:

<https://valpacos.pt/pages/556>

<https://www.facebook.com/lagaresrupestres>

<https://www.youtube.com/watch?v=-dqjvY9OWJI>

<https://sicnoticias.pt/programas/olha-festa/2019-08-30-Olha-Festa-em-Valpacos>



5. SPAIN

In Spain, three different examples of good practices were collected:

1. The Raigame Pilgrimage project: event organized in a small village, Vilanova dos Infantes, with the purpose of preservation and proper presentation and interpretation of the architectural and artistic heritage of a medieval complex of the village
2. Parador de Santo Estevo: repurposing the historical building for hospitality services

1. Raigame Pilgrimage – preserving the historic landscape of Vilanova dos Infantes



Description

Vilanova dos Infantes is a small medieval town in Galicia, with the precious historic and architectural heritage, as well as a rich intangible heritage related to the ancestral local and regional traditions of Galicia. The main challenge for a community was an attempt to combine the preservation of the extremely precious built heritage with equally important, rich intangible heritage.

Due to the need to preserve a diversified cultural expressions and tangible heritage, and need to raise awareness of the local community about the importance of a cultural heritage of Villanova dos Infantes, the Council of Celanova has been setting up various projects and events, with the main aim of preservation and valorisation of local cultural heritage and a Galician culture.

The Raigame Pilgrimage is the ethnographic festival, held every year in May. It is inspired by the legend of apparition of the Virgen del Cristal in the mid-17th century, and the event itself has the basis in the literature work of Manuel Curros Enrieque, a widely recognized prominent Galician poet. Thus, the project itself holds a specific cultural and historic value,

safeguarding the particular intangible heritage of Galician region. It was established 18 years ago, with the main aim to provide a greater visibility and respect for the cultural heritage of the area and to reinforce its relevance to local community, increasing the feelings of belonging.

During the day of a festival, the city of Vilanova dos Infantes becomes a living heritage sight offering numerous activities for the visitors: besides visiting heritage buildings, audience can enjoy many on-site activities, such as various performances of traditional dances, theatre plays and representation of traditional crafts. In order to reach the wide audience, including families with children, and to raise awareness of youth about the importance of the intangible heritage, different activities for children have been implemented, that gave children the possibility to learn more about the traditions, history and cultural heritage of the region. In order to present the specific aesthetic and social value of the heritage in a way comprehensive to a wide audience, during the festival various cultural expressions and traditions are interpreted in a way which provides authentic experiences to visitors. They did it by live performances of traditional dances known throughout Galicia and the Iberian peninsula, interactive presentations of old crafts in which the visitors can participate, and installing the permanent exhibition on the subject of shoemaking which is the main craft of the local habitants in the ancient cave of San Vivián.

The festival has played a crucial role in the in the preservation and promotion of tangible and intangible heritage, but has also contributed to the other aspects of social and economic development of the area. Thus, in order to improve the accessibility of the village for the visitors, local roads were renovated, what also impacts the quality of life of the local residents.

There are several stakeholders involved in the realization of the project: main stakeholder is the Community of Celanova and its Municipal Department of Culture, in charge for the management of heritage and the organisation of the festival; PERI technical office is in charge of urban planning control. Provincial Council and the Regional Government of Galicia, with which the city cooperate, are involved in the project realization in terms of providing additional funding for project realization.

The project is mainly funded by the municipal funds which are no sufficient for covering all the project costs, thus the additional funds are provided by the Provincial Council and the Regional Government of Galicia. Although the restauration of the historic centre and the city is not an integral part of the project itself, the improvement of the aesthetic elements of the city and interventions in urban development are indirect outcome of the festival. Local council thus applied for the Galicia Parabén Award and won the financial award of 400.000,00 EUR,

which were used for the restoration of the city streets what improved the accessibility and the aesthetic value of the historic landscape of the city.

Benefits/Good practices



The project has a strong impact on a safeguarding, conservation and sustainability of cultural heritage. It safeguards the intangible forms of a heritage through the authentic visitor experiences, enabling them to experience the past. That way, the project ensures the sustainability of the ancient traditions, crafts and culture, also enhancing the attractiveness of the city's heritage to a wide public. Not only that the intangible heritage of the city is preserved that way, but this project also raises the awareness of the local residents about the importance of their own heritage and of the need for its conservation. Thus, raising awareness of the importance of heritage to the community as well as to visitors through the festival activities and supporting actions can be considered as a key good practice here.

The festival which promotes the intangible heritage of the community, engaging with local habitants, is gradually reinforcing a community's sense of pride. As such, it can be perceived as a way to guarantee the safeguarding of the city and its tangible (foremost the built and architectural) and intangible heritage, as well as of the identity of a local community. Besides the strong impact on the community in a sense of influencing their sense of identity, the project affects also the economic development of the city, by engaging the local habitants in the project. In terms of providing them with opportunity to offer their premises for the accommodation of festival visitors (tourists), as well as their properties which they rent for the outdoor on-site festival activities.

Another good practice here can be seen in linking nature and culture, as Vilanova dos Infantes, where the festival takes place, has an excellent position, situated in a valley of Rio Sorma. Although it is not listed as a protected landscape, it is a well-known landmark of the region. Thus, a synergy between cultural and natural heritage, can be an important basis for attracting more visitors and promoting sustainable forms of cultural and recreational tourism. Although there are many festivals throughout Spain, as well as throughout the whole world,

preserving and interpreting a religious and cultural heritage of the communities, a particular heritage of each community, including this one, is unique in terms of distinguishing it from other cultures by its own, particular cultural assets. Therefore, we can consider this festival unique only in terms of its unique heritage, but also in reinforcing the linking between the intangible heritage, historic spaces of the city and its inhabitants.

Preservation and valorisation of a traditional dance dedicated to the Virgen del Cristal, which is a part of the so called “white dances”, traditionally performed also in the other parts of Galicia, but also in Portugal and the rest of the Iberian peninsula represents a significant cultural value of the country. As such, this form of intangible heritage can be perceived as the starting point for further scientific researches and as the basis for creation of a new pilgrimage route connecting the religious and historic sites sharing this common tradition.

Problems/Risks

There are a few main risks for the sustainability and durability of the project which can be identified. The main risk is in the low population rate of the (only 115 residents) which, together with the ageing of population, in the long term could lead to the strong depopulation in this area and thus no possibility for transfer the heritage and traditions to the next generations. Without the engagement of a local community, there is a great risk for a project to be terminated in the future. Awareness-raising measures can endorse the understanding and appreciation of cultural heritage by local citizens and help to give them back the responsibility of actively involving in the preserving the heritage of their town. Such measures and education of the local citizens about the cultural value of their city can help in keeping the young population in the area, supporting their involvement in the cultural heritage revitalization, encouraging their sense of pride and thus awaking their desire to protect and preserve their community. Another way for keeping the population in the city is through the active policy making at national and regional level.

Another main risk of the project is its financial sustainability. The festival is funded mainly by the local council, with the additional funding obtained from the Provincial Council and various departments of the Regional Government of Galicia. Possibility of establishing the association of ‘Friends of Villanova dos Infantes’ is being considered as an additional way of financing and thus one way to avoid this risk. Also, the project has a great potential for the economic development which can have an additional positive impact on its sustainability. Furthermore, there is a lack of skills and capacities of the team in charge for managing the project, to find the innovative ways of financing, what can be improved by engaging the responsible employees in further trainings and capacity building activities, improving their

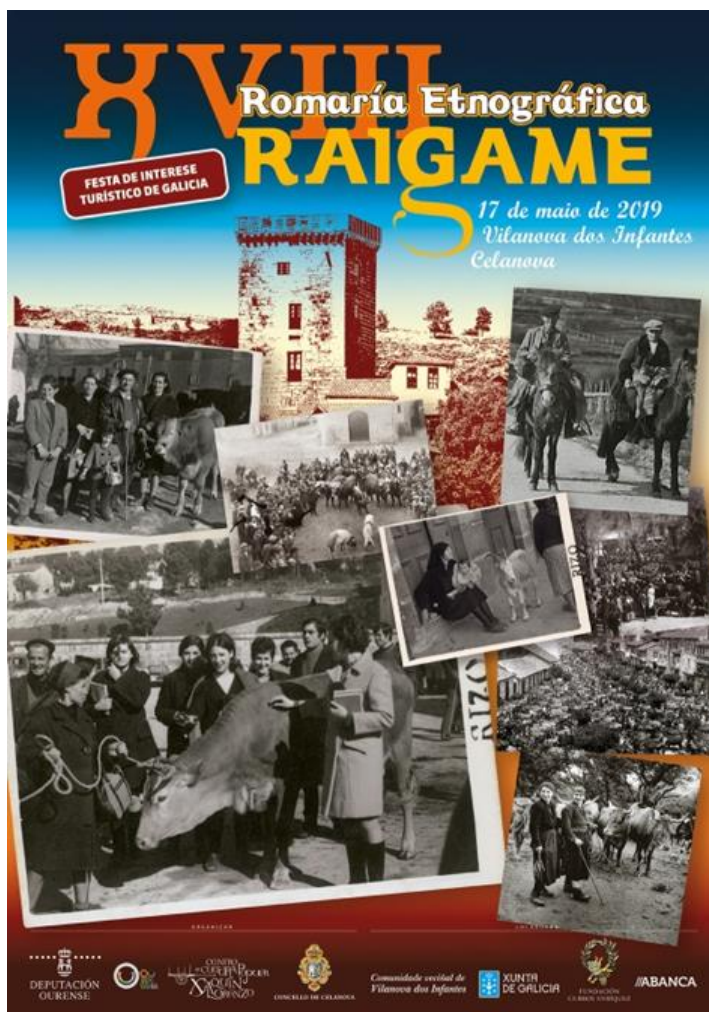
knowledge in the project management and fundraising activities. One of the possible solutions for decreasing one of the main project risks, its financial sustainability, can be seen in establishing public-private partnerships, since involvement of the private sector is nowadays recognized as increasingly important in the process of the heritage preservation.

Transferability

These practices are transferable to other regions of the country, but also to other countries worldwide, since the project is focused on the preservation and presentation of the historic and intangible heritage, which are common to many countries all over the world. Thus, the measures and key practices to be implemented in order to ensure the sustainability and durability of the projects can be easily transferred to the similar contexts, while recognizing their particular uniqueness.

Further information on the web:

<http://www.celanova.gal/index.php/turismo>



2. Parador de Santo Estevo – when tourism and heritage comes together



Description

Re-use of the historic and religious building in rural areas is today one of the urgent topics in heritage safeguarding. The project of restoration and re-use of the old monastery in the Ribeira Sacra region in Spain was an answer to the problem of creating a new use of this historic space and safeguarding a valuable historic and architectural heritage, while ensuring the way for its sustainability.

Santo Estevo Monastery is one of the most prominent and spectacular of the rich monumental heritage of Galicia. With various styles, from the Romanesque to Baroque and Gothic, with its origins believed to date back to 6th and 7th century, it is declared a Historic-Artistic Monument in 1923.

By restoring the historic building of the monastery for a hospitality function, turning it into hotel, a safeguarding of a built heritage is ensured, the monastery kept its architectural value, but also it became a new driving force for the tourism development of the whole area.

There are several main stakeholders involved: Paradores de Turismo de España, a public, state owned chain of Spanish luxury hotels, which run hotels in adapted castles, palaces,

fortresses, convents, monasteries and other historic buildings. This company invested funds in the conservation of the monastery. Additional funding is provided by the corresponding Ministry and General Directorate of Cultural Heritage.

Benefits/Good practices

By restoring the monastery, re-using it for a commercial purposes but keeping its unique characteristics of a Romanesque and baroque architecture, the project ensured the safeguarding of this valuable historic and religious heritage. Furthermore, in cooperation with the various cultural actors, a hotel is a host of different cultural events, such as exhibitions, concerts, performances, etc. This way, the project also has an impact on a stronger cultural development in this area, bringing the history and art together with the purpose of revitalizing and safeguarding the culture as a driving force for a wider development of a local community. Thus, repurposing historic building of an exceptional architectural, cultural and religious value, for hospitality services (adaptation to the current needs), while at the same time safeguarding the built heritage, can be identified as a key good practice and idea to be implemented in similar contexts.

Paradores, the owner of the building/hotel, is a company that is 100% committed to the environment. Commitment to the environment is part of the company's values and policies. A produced waste is properly managed in accordance with the environmental requirements and the company's internal regulations which comply with the ISO 9001 and ISO14001 quality and environmental management system standards. Furthermore, recently a company started an initiative to eliminate all single-use plastics (straws, bottles, amenity packaging, etc.) in its hotels and buildings. This practice can be considered as an innovative idea for transferability when talking about the impact on the environment.

This project has a strong impact on the social life of a local community in terms of providing opportunities for employment for local people. Furthermore, a re-use of the monastery and its repurposing for the hospitality industry can be a driving force for the additional services in terms of gastronomy, souvenir productions and sale etc., which local residents can offer to the hotel guests. This way, project of Paradores in the ancient monastery can lead to the social and economic development of a local community.

The long term economic viability of the project is ensured through the generated income from the hospitality and tourism services, offered in a hotel. Through the combination of self-generating income and the additional funding provided by the related Ministry and the General Directorate of Cultural Heritage, the project is able to finance its operations and ensure necessary funds for preserving the historic building and an entire surrounding

complex as an important heritage asset of the area. Thus, repurposing the historic building for the hospitality services, ensuring the long-term economic viability can be considered as a good practice. Creating revenues from its hospitality services, financially supported by the public bodies i.e. state, financial risks are reduced.

This study case thus has several ideas of how to ensure the sustainability and durability of the similar cultural heritage, with the potential to be transferred to similar contexts and these are: repurposing historic, architectural, religious heritage for hospitality services; restoring built heritage values by keeping their uniqueness and architectural values; increasing the awareness of the local community about the cultural value of the area; contributing to the economic development of the area and last, but not least, importance of public engagement in preservation and conservation of the historic heritage of the area.

Problems/Risks

One of the possible risks is depopulation of the area, what can lead to the difficulties in terms of finding the employees and thus putting the running of the hotel in a significant operational risk. The question here is how to empower the young and local citizens to involve more into the processes of safeguarding this important heritage asset, developing their sense of belonging to one, specific cultural identity, depending on their engagement in its preservation.

Another risk for sustainability of the heritage asset can be seen in the expected increasing number of visitors, since this heritage asset is situated at the crossroads of many pilgrimage routes passing through this area. Thus, there is a need for the management plan of this cultural landscape and heritage site, taking into account the importance of preserving the landscape, the significant natural assets present in this heritage site and the impact that increasing number of visitors may have on them. It is therefore necessary and the governance structures already think about it, to analyse the possible impact of the increased tourist activities on this area and adopt adequate sustainable measures which should be implemented in this regard.

Transferability

This type of redevelopment of a religious heritage can be transferable worldwide, but to the countries of similar values, concerning the different views on the religion and religious heritage in different countries.

Further information on the web:

<https://www.parador.es/es/paradores/parador-de-santo-estevo>



6. THE NETHERLANDS

In the Netherlands, following study cases were collected by the methods of both desk researches and field surveys, and were identified as the examples of good practices:

1. Bulwark Saint-John: hospitality and tourism through (visible) heritage
2. Soete Moeder: repurposing religious heritage for hospitality
3. Mariënborg: repurposing religious heritage for education and housing

1. Fortified Den Bosch (Versterkt Den Bosch) / Bulwark Saint John's visitor centre: from stronghold to welcoming arms



Description

The historic city of 's-Hertogenbosch has, until the nineteenth century, maintained a reputation of a near impenetrable stronghold due to the combination of its iconic Dutch defence works and the adaptive use of water as a defence mechanism (inundation) and garnered itself the nickname the "Swampdragon" (Moerasdraak). Due to development of warfare in the nineteenth century, combined with urban sprawl, the city defence works were demolished for building materials and subsequently repurposed to fit new needs. The fortification remnants at the Zuiderpark-Stadswalzone were subsequently paved over and used as a parking lot during the twentieth century.

After floodings of the 's-Hertogenbosch area in 1995, the project was conceived in policy documents to safeguard the inner city 's-Hertogenbosch against flooding by restoration of the former (water) defence works, that had fallen into disrepair during the twentieth century. By combining restoring works with a visitor's centre at one of the main entrances towards the inner city, as well as increasing the heritage values of the location by improving on visibility and experience value, the project has economic viability while also contributing to reintegrating both heritage and ecological values in the urban fabric.

The main call for restoration was linked to rising waters, threatening the inner city 's-Hertogenbosch, due to the disrepair of the (water) defence works. With restoration urgent but funding lacking, the municipality turned to an overall redevelopment plan for the former bulwarks, instead of opting for just restoration. Within the redevelopment, visibility, experience value and the reintegration of the iconic (former) inner city boundaries in the urban fabric were main aims, in addition to the hydraulic and aquatic properties that were necessary for serving as a retaining wall. It is concluded that the threat from the water could be averted by placing a demountable weir between the flank walls of the premises, so it can keep the rising water (to 2,5 meters high) out, while remaining accessible for the public. The key stakeholder in the project are the municipality of 's-Hertogenbosch, which is the owner of the bulwark including the visitor's centre, and the heritage association "Friends of Den Bosch", that holds the concession for operations and management of the visitor's centre. The heritage association in turn sublets a part for catering purposes and pays the municipality a market-based rent. They have also opened a ticket office for guided boat tours and historic city walks, and an "archaeocrypt". In doing so, not only does the municipality break even, but has the ability to actually gain revenue from their heritage, which in turn can be invested further in new projects.

Benefits/Good Practices

Sustainable and adaptive (re)development of a former bulwark, with a long-term economic viability as well as reintegrating the heritage in both urban fabric and society itself (social hub function) can be considered as a good practice. In addition, the aim of working as a retaining wall has been achieved, contributing to a better (climate-adaptable) aquatic environment. This combination of a visitor's centre in the restored bulwark, combined with the water defence function, is from the perspective of heritage and hospitality unique: what once served as a deterrent for invaders forms now the welcoming arms of the city. The visitor's centre serves as a social hub, from where (heritage) excursions can be undertaken, information about the city can be obtained and locals and visitors alike can meet up for a

drink. In addition, both the visitor's centre and the rooftop park have been made accessible for people with a handicap, truly integrating both in the urban fabric and in the hearts and minds of the citizens. Since the heritage association pays a market-based rent and has a long-term commitment to successful exploitation of the bulwark (linked to their boat tours), the model is, for the time being, financially sustainable.

The uniqueness of the project can also be found in the way of doing the restoration work, combining contemporary design and using new materials with the architectural heritage, clearly taking inspiration from the typical Dutch geometric fortress designs (referential heritage). In addition, the design has been made accessible for disabled people by the addition of an elevator that gives access to the lower and upper levels (including the rooftop park).

Problems/Risks

The Bulwark visitors centre is and will be owned by the municipality and rented to the heritage association "Friends of Den Bosch" for a period of 10 years (up to July 2025) with every intention to extend the term of the lease. The rent is not only cost-effective e.g. covering all costs, but also based on the current market value of the premises.

Transferability

Due to the combination of economic viable exploitation and heritage values, these identified key practices are well transferrable to other sites (specific defence works and city walls), both on local, regional, national and global scale.

Further information on the web:

<https://www.erfgoedshertogenbosch.nl/zoeken?type=node&query=bolwerk+sint+jan>

<https://www.bouwenaandenbosch.nl/projecten/bolwerk-sint-jan>

<https://www.bezoekdenbosch.nl/nl/wat-te-doen/top-10-must-sees/bolwerk-sint-jan>

<https://www.bolwerkdenbosch.nl/>



2. Soete Moeder: repurposing religious heritage for hospitality



Description

The project was focused on the redevelopment and repurposing the monastery of the Sweet Mother Mary (Soete Moeder) for the hospitality services.

The reason for redevelopment of the cloister is linked to the increasing secularization, that has become a worldwide phenomenon, in turn leading to questions about adaptive reuse of religious heritage. Since much of (former) religious buildings can be a burden on a city and space is limited within the urban environment, the municipality looked at the possibility to maintain the building, while repurposing it to current needs. By accommodating a hotel in the building, combined with a restaurant focused on sustainable dishes, the cloister was reintegrated in the urban fabric and transformed from a closed-off area of the neighbourhood to a social hub for locals and guests alike.

By repurposing the building for hospitality functions, the building will not stay vacant, but will place the former cloister in the middle of the neighbourhood. In addition, the (former) closed-off environment of the cloister has been opened up to the public, creating a pull-factor to its direct surroundings. Also, by repurposing the building instead of demolishing it, an important part of Dutch monastic architecture in Amsterdam School style and a valuable built heritage has been preserved.

The cloister also serves as a venue for on-the-job education for people from all walks of life.

By working here for 6 months, many of the employees have either the experience needed for another job or will resume their education.

When talking about the stakeholders, a several here can be identified: the former congregation, who wanted to sell the building, the foundation Bij de Soete Moeder, that bought the building and financed the redevelopment, the municipality of 's-Hertogenbosch and a number of foundations that brought together the financial resources, necessary for a successful redevelopment.

Benefits/Good Practices

The project focuses on urban rejuvenation through repurposing a former religious building to fit the current needs for (increased) hospitality. By having both ownership and exploitation done by a private party, the financial risks are mitigated, while safeguarding the (visible) heritage values of the cityscape and reintegrating the building in the built environment. Another aspect of a good practice which can be found in the project has a significant social component in terms of offering young people who do not have a job or have dropped out of school the opportunity to work in the hotel. In the start-up phase, many foundations and governmental parties helped finance the project.

The project also had a strong impact on a local community. By reintegrating a former closed-off area into the urban fabric, this heritage element becomes more tangible for the local communities. Additionally, by facilitating hospitality functions De Soete Moeder has become a social hub for locals and guests alike; the hosting of community dinners has integrated De Soete Moeder concept in the hearts and minds of the neighbourhood, leading to a lot of social support (for example, garden maintenance).

Thus, the main ideas for implementation and transferability can be summarized as follows:

- Repurposing religious heritage for hospitality purposes
- Restoring built and landscape heritage values (such as the edible garden)
- Opening up a former closed-off area of the city for exploitation through (heritage) tourism
- Using intangible heritage (the mission of the nuns) as part of the exploitation model (education for those with difficulties finding a job)

Problems/Risks

The main problem was identified in the phase of its development, in terms of a huge delay due to the budget and commitment issues what resulted in the opening of the hotel five years later then it was planned. In the start-up phase, many foundations and governmental parties

helped finance the project, but this is no longer necessary due to economic viability of the project. Thus, the financial risk is mitigated and there are no other risks which can be identified at the moment.

Transferability

This type of redevelopment of oblique religious heritage can be exported, both locally and in the Netherlands, as well as worldwide. The only caveats with transferring this aspect is the different ways religion and religious heritage is viewed in different countries what will likely lead to different forms of repurposing.

Further information on the web:

<https://www.bezoekdenbosch.nl/nl/locaties/3940803532/kloosterhotel-de-soete-moeder>

<https://www.desoetemoeder.nl/>

<https://www.bijdesoetemoeder.nl/>

<https://www.visitbrabant.com/nl/locaties/3323332919/kloosterhotel-de-soete-moeder>



3. Mariënborg: repurposing religious heritage for education and housing



Description

This study case is focused on the redevelopment of the former monastery complex Mariënborg.

The reason for redevelopment of the monastery is linked to the increasing secularization, that has become a worldwide phenomenon, in turn leading to questions about adaptive reuse of religious heritage. Since much of (former) religious buildings can be a burden on a city and space is limited within the urban environment, the municipality looked at the possibility to maintain the building, while repurposing it to current needs. By accommodating a graduate school in the building, combined with student housing, the education function that was linked to the monastery in its heyday has returned to the inner city of 's-Hertogenbosch.

By repurposing the building, current needs (student housing and education in data science) have been accommodated. In this way, the project not only profits the investor, but helps to revitalise a part of the city by bringing in students, increases social security by adding “extra eyes” to the area and maintains an iconic building for future generations.

In this case, several stakeholders can be identified: the former congregation, who wanted to sell the building, the investor Kadans Vastgoed B.V., that bought the building and financed

the redevelopment, both Tilburg University and Eindhoven University of Technology, that are “knowledge partners” in charge of education and the municipalities of ‘s-Hertogenbosch, Eindhoven and Tilburg for the combined (student) housing solution.

The redevelopment of Mariënborg itself has been added to policy documents, such as urban plans and the cities heritage vision. In a broader aspect, this redevelopment also fits within the framework (and policies) of the possibilities and challenges that increasing secularisation of the Dutch society bring to the table, leading to questions about adaptive reuse of religious heritage.

Benefits/Good Practices

The project focuses on urban rejuvenation through repurposing a former religious stronghold to fit the current needs of city and education institutions. By having both ownership and exploitation done by private parties, the financial risks are mitigated, while safeguarding the (visible) heritage values of the cityscape.

Redevelopment of the monastery complex had a strong impact on the safeguarding of the cultural heritage, protecting the building itself, preserving a significant built heritage, as well as bringing out (hidden) historical elements and possible restorations as a means of place-making. In countries where this would be possible, depending on the approach to the religion and religious heritage, it is certainly an outstanding example of how the repurposing of the religious buildings can contribute to the social component of the area, providing a place for an educational facility.

Since the monastery complex is now hosting a graduate school and student housing facility, new heating systems and better isolation had to be done and thus the environmental impact of the building is further reduced.

The project also impacted the local community. By reintegrating a former closed-off area into the urban fabric, this heritage element becomes more tangible for the local communities, and it can be seen as an impulse for the city exploitation through (heritage) tourism. The student housing offers possibilities for rejuvenation of the neighbourhood, but also has influence on the surrounding cityscape (for example, by adding student culture to the city).

Problems/Risks

There are no problems or risks identified within the project.

Transferability

This type of redevelopment of oblique religious heritage can be exported, locally and in the Netherlands, as well as worldwide. The only caveats with transferring this aspect is the

different ways religion and religious heritage is viewed in different countries what will likely lead to different forms of repurposing. The redevelopment of Mariënborg itself has been added to policy documents, such as urban plans and the cities heritage vision. Thus, the implementation of this practice strongly depends on the way the religion and the governance of the religious heritage is legitimate within the framework and policies.

Further information on the web:

<https://www.bouwenaandenbosch.nl/projecten/marienburg>

<https://www.bezoekdenbosch.nl/nl/wat-te-doen/uitagenda-verzicht/2272138344/rondleidingen-op-marienburg-campus>

<https://monumentenregister.cultureelerfgoed.nl/monumenten/522423>

5) Main conclusions

Sustainability and durability of cultural heritage is a complex challenge for cultural institutions and public bodies in European Union and worldwide. Sustaining the effects of investments remains one of the most burning problems in the management of cultural heritage. Many cultural institutions have difficulties to cover even basic maintenance costs. The main aim of the KEEP ON project was to address this challenge through partnership of six countries (Greece, Italy, Netherlands, Poland, Portugal and Spain). By conducting surveys with managers of cultural institutions and using desk researches in order to complement the field work, each project partner presented three concrete examples of cultural heritage projects which they identified as good practices. Cultural heritage projects summarized in this document, present sixteen case studies which are recognized as good practices by all the partners. On the base of these good practice examples, it is possible to identify a number of innovative ideas and elements which can be implemented in other contexts worldwide, but in order to produce concrete results in other contexts practices have to be approached in a specific way and adjusted to the specific pre-conditions that differ from one region to another. Identification of the good practices and their transferability to other contexts are the main focus of the project. Still, each good practice is implemented in a different region or context and that has to be taken into account during the implementation of these practices in other surroundings then their original ones. The complexity of the challenge thus can be seen in those regional and local differences which determine the pre-conditions for the alteration of practices in purpose to correspond to particular needs. Therefore, besides addressing the common issue of achieving sustainability and durability of cultural heritage, at the same time, each good practice had the specific starting point and a situation in which is set. Transfer of a certain good practice to another region or a country, without the further context-related research and alteration of the practice accordingly, cannot be successful. Only this way, compiled with the specific factors determining the particular area in which the project is taking place, and adjusted to the address the specific regional problems, good practices can be transferred successfully and bring concrete results.

Joint work of the partners brought many ideas and various lessons from partner countries, some of which can be used as good practices that contribute to achieving the sustainability and durability of cultural heritage. Main conclusions and lessons learned are summarized in this chapter, providing inspiration for creating new innovative solutions to difference regional and local contexts.

The archaeological site of Philippi, Greece, confirmed that in order for a preservation, rehabilitation and promotion of a cultural heritage site, it is of a crucial importance to involve different players, not only from a regional, but also national level; as well as from various disciplines, from scientists such as archaeologists, architects, agronomists, to electrical engineers, photographers and administrative staff, from art and cultural managers to workers such as electricians and construction workers. Cooperation of the national governmental body, the Regional Service of the General Directorate of Antiquities and Cultural Heritage and a local community proved that it can be of a crucial importance for the project success.

Good practice examples from Italy, for example, demonstrated how virtuous example of the effort carried on by three different territorial players including a private foundation, a volunteer organization supported by the local institutions and a public body to enhance a participatory and informed systems of government of the local cultural heritage. Meanwhile, the Asti Museum is a model of virtuous cultural management: a public heritage is managed by a public-private Foundation in order to be valorised in not-for-profit way. All the revenues raised through the work of museums has to be reinvested in the other cultural projects of the city what is an exquisite example of the good practice contributing to the long-term cultural development of the city. So far, it is an efficient model of cultural management, only with time its sustainability could really be tested.

Poland has proven good results by involvement of decision-makers from regional authorities in the implementation and financing of the cultural heritage projects. In the case of two institutions implementing the projects, they are able to self-finance their current operations thanks to proper management. Involvement of the local politicians in local development plan which covers the topic of the cultural heritage rehabilitation in connection with the local development is a good recipe for achieving sustainability and durability of the tangible heritage assets through policy making.

Good practices from Portugal are all directly related with local and cultural values, deeply connected with the history of the country and of this region's inhabitants. Effective engagement of local residents and stakeholders, raising awareness locally of what they have, is proven to be an important factor for success and sustainability of the project, strengthening the "sense of belonging" and the local culture. Museum of Flax – Ecomuseum of Ribeira de Pena is an excellent example of how, by actively engaging the local community in the activities of the museum, strengthening their sense of identity, the intangible heritage of the region can be preserved and transmitted to other generations what strongly affects its sustainability. Other relevant aspects from Portugal, representing good practice, are the

reconstruction of existing buildings which respects traditional architecture lines as well as the preservation of artefacts and production processes.

Raigame Pilgrimage and Parador de Santo Estevo, good practice examples from Spain, once more, prove how the involvement of the regional authorities can be crucial for the success of the project. Both of the projects are very important in their archaeological and architectural values, and the restoration in both of the cases was carried out by the technical supervision of the Regional Government Department. Involvement of all the stakeholders, at local, provincial and regional level in the cultural heritage preservation, restoration and valorisation has once more turned out to be of the crucial importance for the long-term success of the project. The participation of local communities in these projects is being an essential point to assure the protection, the valorisation and sustainability of cultural heritage. The local community has integrated them in their daily life, and they are considered a lifestyle. Raigame Pilgrimage project has proven to bring a great contribution to the local development (road infrastructure, County cultural centre establishment, permanent exhibition, improvement of the historic centre, attraction of a number of visitors). Both of the good practice examples are considered transferable to other countries with similar economic and social features.

Bulwark Saint-John, the Netherlands, is an outstanding example of how design of innovative solutions fit for specific situation related to a heritage asset, can lead to the overall redevelopment instead just restoration of a particular heritage. Especially interesting is the case of the city wall area: they created a parking solution through the process of heritage restoration in a form of an underground cathedral as an entrance to the city, using an unusual way of presenting the past in the garage. Sustainable and adaptive (re)development of a former bulwark, with a long-term economic viability as well as reintegrating the heritage in both urban fabric and society itself (social hub function) is proven to be a good way to ensure the sustainability of cultural heritage in a long run. The Soete Moeder and Mariënborg are outstanding examples of repurposing former religious building to fit the current needs of the cities for hospitality, or in another case, for educational purposes. All these redevelopments can be considered good practices. They maintain or restore heritage values, while focussing on sustainable long-term exploitation (break-even or creating revenue). The only caveats with transferring the aspect of repurposing the religious heritage (last two mentioned examples) is the different ways religion and religious heritage is viewed in different countries what will likely lead to different forms of repurposing.

Raising awareness and consciousness of the significance of the cultural heritage values in local community, with the potential for sustainable tourism and economic development; active involvement of different stake-holders; promotion of benefits; a combination of different approaches; all of this is of the main importance for cultural institutions and public bodies in order to preserve their heritage, to explore its potential for a long-term sustainability and continuous redevelopment or preservation which contributes to the overall development of the community. On the base of these good practice examples, it is possible to identify the number of innovative solutions and approaches which, with the adaption and alteration corresponding to the specific contexts, can contribute to achieving the sustainability and durability of cultural heritage. By taking into account the specific regional differences and contexts, whilst adjusting the practices to fit their needs, some new good practice examples will be developed, thus encouraging further researches and encouraging the strengthening of a powerful ally in preserving a rich cultural heritage through sharing practices and building partnerships among European countries.

These joint efforts of partners resulted in some highlighted lessons learned and identified factors for success that can contribute to the achievement of sustainability and durability of cultural heritage:

- participative, integrated management approach, involving different stake-holders from different levels and different disciplines and policy makers;
- effective engagement of local community and raising their awareness of the heritage they have and a potential it has to attract visitors and encourage the economic development;
- fostering the transfer of knowledge between experts, authorities and the local residents;
- encouraging dialogue between culture/heritage and economy, involving both of the sides in projects' realization, in order to improve understanding of the requirements of both sectors and agree on common;
- detailed assessment of the heritage asset, by involving scientists and related experts, thus ensuring the preservation of the heritage;
- repurposing built heritage for purposes corresponding to the needs of the community;
- restoration of the tangible heritage can be a catalyst for the reinforcement in the intangible heritage;
- design of innovative solutions fit for specific situations;
- linking environmental, cultural and economic policies in order to protect the cultural and natural heritage (the landscape);

- using intangible heritage to increase the attractiveness of the heritage site;
- creating events to promote heritage;
- sustainable and adaptive (re)development of a heritage asset, with a long-term economic viability;
- innovative approaches to the interpretation of cultural heritage;
- a mixture of various funding sources; using national and international funds;
- embracing change and innovation.

As much as all presented cases have some aspects which can be considered as good practice, no collected case study satisfies each of the criteria previously set. Still, the examples satisfy most of the criteria. Thus, most of them satisfy sustainability criteria. When it comes to cultural values, some of the cases may not satisfy some of the set criteria (e.g. Mariënborg, the Netherlands, for uniqueness or Checiny Castle, Poland, for scientific value). However, it should be stressed that not all of the criteria have the same impact on sustainability issues. Thus, e.g. economic viability will have more impact on cultural heritage sustainability which often relates to management issues than its unique feature or scientific use. Although the latter one has a great importance, they often ensure only indirect sustainability to heritage assets. It does not mean, though, that all of the cultural values criteria should be considered as less important; if economic viability over-powers e.g. cultural/historic value, it may lead to irretrievable destruction of the heritage asset itself failing to meet the sustainability criteria. Thus, one cannot be looked at separately from the other and in a long-term, the negligence over one can lead to the increased risk for the whole project.

Finally, it is important to keep in mind that the sustainability of the cultural heritage depends on its interaction with the local community. This linkage thus, should be always in a focus of the project leaders when reconsidering the potential of their heritage.