



**The ARCHEODANUBE Strategy  
for Successful Archaeological Tourism –  
Lessons Learned from European Good Practices**

**T2.1 Strategy for the implementation of archaeological tourism**

**Deliverable D.T2.1.1 Good Practices Catalogue  
Attachments 1 and 2**

Provided by the **ArcheoDanube** project partners:

Michael Anranter, Szilvia Bíró, Jasmina Davidović, Karin Drda-Kühn, Dumitrita Efremov, Mariana Egri, Julia Gamper, Ferenc Laki, Andrea Manzin, Nikolay Nenov, Rok Ratej, Gabriel Rustoiu, Aurel Rustoiu, Azra Sarić, Maria-Elena Seemann, Tajda Senica, Zsolt Simon, Thomas Stollenwerk, Simeon Stoyanov, Barbora Sýkorová, Iskren Velikov, Katharina Zanier

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## Content

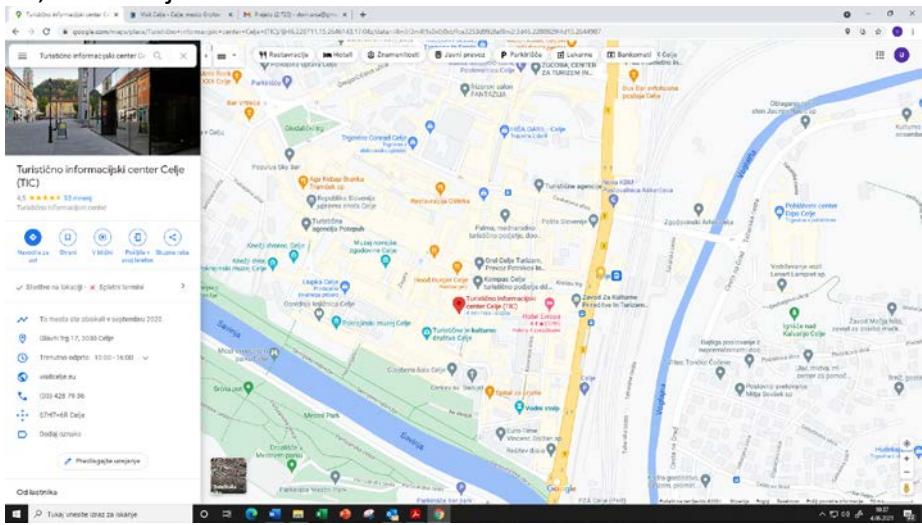
Attachment 1	3
6.0 ArcheoDanube Good Practices in detail	3
6.1 Good Practice 1 – Pavilion for the presentation of the archaeology in Celje - Slovenia	3
6.2 Good Practice 2 – Pompeii - Italy	11
6.3 Good Practice 3 – Vindolanda - United Kingdom	25
6.5 Good Practice 5 – Gorsium-Herculia Archaeological Park - Hungary	35
6.5 Good Practice 5 - London Mithraeum – United Kingdom	42
6.6 Good Practice 6 - Alba Carolina Fortress - Romania	48
6.7 Good Practice 7 – Museikon - Romania	55
6.8 Good Practice 8 – Neolithic settlement in Tuzla – Bosnia - Herzegovina	64
6.9 Good Practice 9 - Fortress of Culture sv. Mihovil, Barone, sv. Ivan, Šibenik - Croatia	71
6.10 Good Practice 10 – Carnuntum - Austria	79
6.11 Good Practice 11 - Archaeological Park Xanten/Niederrhein - Germany	86
6.12 Good Practice 12 – ArcheoPark Pavlov - Czech Republic	93
6.13 Good Practice 13 – Aguntum Archaeological Park – Austria	98
6.14 Good Practice 14 – MAMUZ Schloss Asparn Zaya – Austria	105
6.15 Good Practice 15 – Bibracte - France	113
6.16 Good Practice 16 – Archeological Park Viminacium - Serbia	125
6.17 Good Practice 17 – The Medieval Cherven - Bulgaria	130
Attachment 2: Good Practice description template	135


## Attachment 1

### 6.0 ArcheoDanube Good Practices in detail

#### 6.1 Good Practice 1 – Pavilion for the presentation of the archaeology in Celje - Slovenia

General information	
Title of the Good Practice	<b>The “Pavilion for the Presentation of Archaeological Remains”</b> Celje, Slovenia
Photos	  <p>The Pavilion for the Presentation of Archaeological Remains (picture credits A. Purg)</p>
Operator	Non profit public company, institution for cultural events and tourism

	<p>Celeia Celje, established by the municipality of Celje</p> <p>The Pavilion includes the tourist information center (TIC) for Celje and the archaeological presentation.</p> <p>The archaeological presentation is under the professional supervision of the Celje Regional Museum.</p>
<p>Location</p>	<p>The Pavilion is located in the old city centre, main square, Glavni trg 17, 3000 Celje.</p>  <p>(retrieved from Google Maps)</p>
<p>Basic data</p>	<p>The Pavilion that includes the tourist information centre for Celje first and foremost protects the archaeological remains (walls, frescoes, mosaics, and other architectural components) while also functioning as an archaeological exhibition titled "Celeia – a Mosaic of the Past".</p> <p>The exhibition, which is in the basement, includes a reconstructed mosaic that enables hands-on experiences.</p> <p>The Pavilion offers guided tours, is accessible and includes tourism information on a regional/national level.</p> <p>Getting there is clearly indicated on the website and signposted in the city centre.</p>
<p>Annual budget</p>	<p>The municipality of Celje invested 623,594.68 EUR of its own funds into the entire project for the “Pavilion for the Presentation of Archaeological Remains”, and prepared a festive opening ceremony in September 2016.</p> <p>Annual budget for maintenance of the site (maintenance costs, staff costs, technical costs): 50.000 EUR per year (in the 2020 Covid-19 year the site was closed for 5 months)</p>

Logo	 <p>The logo CELEIA ANTIQVA is used for all sites under project CELEIA – THE ROMAN TOWN OF CELEIA by the Celje Regional Museum. The logo refers to Roman heritage and reflects a common branding.</p>
Website / social media	<p><a href="https://www.celje.si/en/card/tourist-information-centre-tic">https://www.celje.si/en/card/tourist-information-centre-tic</a></p> <p>Video: <a href="https://vimeo.com/336348896">https://vimeo.com/336348896</a>        Facebook: <a href="https://www.facebook.com/gocelje">https://www.facebook.com/gocelje</a>        Instagram: <a href="https://www.instagram.com/visit.celje/?hl=en">https://www.instagram.com/visit.celje/?hl=en</a></p>
Contact details	<p>TIC Celje, Glavni trg 17, 3000 Celje, Slovenia        Contact: +386 (0)3 428 79 36  <a href="mailto:info@visitcelje.eu">info@visitcelje.eu</a>        Website: <a href="http://www.visitcelje.eu">www.visitcelje.eu</a></p> <p>The Celje Regional Museum, Trg celjskih knezov 8, 3000 Celje, Slovenia        Contact: +386 (0)3 42 80 962, +386 (0)31 612 618  <a href="mailto:muzej@pokmuz-ce.si">muzej@pokmuz-ce.si</a>        Website: <a href="https://www.pokmuz-ce.si/sl/">https://www.pokmuz-ce.si/sl/</a></p>
<b>Good Practice description</b>	
Challenges for the site identified	<p>The main challenge was the incorporation of the protective structure over archaeological remains into the milieu of the old city centre. The outside structure of the Pavilion was therefore designed to maintain the continuity of the existing streetfront. Its robust, the industrial style interior establishes a dialogue with the remains dating from the Roman period, consciously withdrawing from their historical importance. The Pavilion houses a tourist information centre, while the underground level is dedicated to museum activities. The staff facilities at the back of the ground level are designed in a different style.</p>



<p>Challenges for the local / regional tourism identified</p>	<p>The Pavilion is located in the city centre and together with the tourist information center (TIC) actually represents the “entrance” to the city. Entering the Pavilion feels like stepping into the time-machine, visitors get the impression of the interesting history of Celje in the Roman and medieval times. Celje lies in the “heart” of the Thermal Pannonian region (in a circle of 45 minutes there are 6 big SPA centers which make around 2 Mio overnights per year in Slovenia), as well as in a good position for excursions into neighbouring countries (Austria, Croatia and Hungary). On the one hand, this means that there is great potential in terms of tourism, but different interests and tourism strategies have to be reconciled. We promote Celje as a destination for demanding, culturally-oriented tourists with special attention to historical sites.</p>
<p>Goals for touristic activities</p>	<p>The site functions together with the TIC office and entrance is free. Visitors coming to the city are mainly looking for the TIC office and are kindly surprised with the fact that they can freely enter into an archaeological exhibition.</p>
<p>Initial spark for touristic activities</p>	<p>In 2013 and 2014, the municipality of Celje thoroughly updated the utility lines and renovated the public areas in Celje's old town centre that is protected as a monument of local importance. During the preliminary archaeological excavations conducted as a part of the renovation works, a part of a medieval cellar and a part of the late Roman building with a hypocaust were discovered at Glavni trg 17, 17a, the future location of the Pavilion.</p>
<p>Actions taken</p>	<p>The regional unit of the Institute for Protection of Cultural Heritage (IPCHS) in Celje developed a study for the expansion of the archaeological survey of the discovered remains and made a proposal for their in situ presentation. Excavations, managed by the Celje Regional Museum, led to the discovery of two mosaics within the building dating from the classical period of antiquity: one in black-and-white and the other all in black. The corresponding walls, with a central heating system of a representative building, on which contemporary frescoes were still preserved, were also discovered. The conservation and restoration of all archaeological remains were conducted by the Conservation Centre of IPCHS in collaboration with the Celje Regional Museum. A well-designed pavilion to present these remains to the public was then developed, accompanied by an exhibition prepared by the Celje Regional Museum. The project has received the majority of its financial support from the municipality of Celje (623,594.68 EUR) with additional funding from the Ministry of Culture (<a href="https://www.europeanheritageawards.eu/winners/pavilion-presentation-archaeological-remains-celje-slovenia/">https://www.europeanheritageawards.eu/winners/pavilion-presentation-archaeological-remains-celje-slovenia/</a>)</p>

<p>Most important actors for tourism</p>	<p>The Pavillion (Tourism Celje &amp; Regional Museum Celje) closely works with more partners including:</p> <ul style="list-style-type: none"> <li>• Municipality of Celje</li> <li>• Institute for the Protection of Cultural Heritage of Slovenia, Celje department, National office (IPCHS RU Celje)</li> <li>• Different tourism service providers</li> </ul> <p>The exhibition “CELEIA - the town beneath today’s town” on the location of the regional museum (a 5 minutes walk from Pavillion) attracts numerous tourists every year. The archaeological exhibition in the cellars of the Princely Palace is the largest presentation so far of the remains of Roman Celeia in situ. Its silent yet picturesque testimony invites you to walk among its ancient walls, which bear witness to the town’s rich history (<a href="https://www.pokmuz-ce.si/en/exhibitions/permanent-exhibitions/celeia-a-town-beneath-todays-town/">https://www.pokmuz-ce.si/en/exhibitions/permanent-exhibitions/celeia-a-town-beneath-todays-town/</a>).</p> <p>Another well-known and well-visited attraction is the Old Castle of Celje which dominates over the city. The castle is of great national importance, because it belonged to the Counts of Celje (Cilli), probably the most important aristocratic family from the territory of Slovenia.</p>
<p>Data available linked to tourism, 2020</p>	<p>Number of visitors:</p> <ul style="list-style-type: none"> <li>• 2019: 15.375 visitors</li> <li>• 2020: 4.493 visitors</li> </ul> <p>Other data on visitors: 65% individuals (40% domestic, 60% international), 25% school children, 10% groups</p>
<p>What presentation, interpretation and/or didactic methods on the archaeological site are the reason for its success?</p>	<p>It is not a typical museum or historical site. It operates as an entrance to the TIC office. The Pavilion is open to the street and visitors to the city can see through the glass at the preserved mosaics. If the presentation should peak their interests and lead them inside, where they can get more information on the city’s attractions. The site is also included in guided tours of the city, which are run by the Celje Regional Museum.</p>
<p><b>Impact and outcomes from tourism at the site and for the city</b></p>	
<p>Impact on the scientific archaeological community</p>	<p>The archaeological remains and discoveries offer an interesting view into the Roman period in Celje. The methods used during excavations of the city square, where most of the remains were left unexplored, and during the conservation of the remains, that are presented in the</p>

	<p>Pavilion, represent cutting-edge advances in preventive archaeology and archaeological conservation. This was recognised by the Europa Nostra Award in the year 2019.</p> <p><a href="https://www.europeanheritageawards.eu/winners/pavilion-presentation-archaeological-remains-celje-slovenia/">(https://www.europeanheritageawards.eu/winners/pavilion-presentation-archaeological-remains-celje-slovenia/)</a></p>
Impact on citizens	<p>The site is located in the old city centre and operates as an “entrance” to the city. Together with the TIC it presents a focal point of identity with the city's history and culture, not only for tourists but also for citizens. Together with the TIC office the Pavilion is becoming a “popular” point in the city centre where locals meet and socialize. It has an indirect impact on their knowledge about Celje's interesting history. The main effect is that citizens are becoming aware of the historical importance of the city they live in.</p>
Impact on local economy	<p>Direct impact – there is no entrance fee for the Pavilion, there is a TIC office with 1 person, income comes from souvenirs, guided tours.</p> <p>Indirect impact – visitors coming to Pavillion/TIC usually visit other tourist attractions, museums, galleries, cafes, shops.</p>
Impact on city life	<p>The effects on city life are obvious in the city center as well as on the outskirts and region. The fact that there are no entrance fees attracts mostly groups with buses who usually stop only for short walks through the city without guides or with a guide. They are positively surprised while entering such a fascinating building. The effects are multiplying on other attractions.</p>
Impact on the built environment of the city	<p>Since the opening of the Pavilion in September 2016, there are numerous effects on the built environment: numerous renovation activities within the main square, festivities going on in front of the Pavilion in summer or during Advent/winter time. Shops and bars around are upgrading their quality in urban equipment, the Pavilion influenced the visibility of the Main Square and the old city centre.</p>
Impact on local and regional development	<p>The Pavilion is part of the project “CELEIA – Roman town of Celeia”. The whole project is managed by the Celje Regional Museum. The project CELEIA is very important for Celje – it attracts new visitors, it upgrades the quality of life in the old city center, it stimulates knowledge between citizens, especially young ones.</p>
Impact on local employment	<p>Data on local employment linked to the site is not available, the Pavilion definitely has an impact on employment in service related businesses like gastronomy, accommodation providers, other attractions, souvenir shops, bike rentals, tour guides etc.</p>





Impact on ecology	The attraction is located in the pedestrian zone of the old city centre, it has no direct impact on ecology. Celje as a tourist destination gained the sign “Green Destination” from Slovenian tourist organisation and we promote Celje as an active, green and healthy destination, following the National green scheme. The Pavilion with the TIC office is the entrance to Celje as a green destination and we indirectly educate visitors about the importance of sustainable tourism.
Impact on sustainability	The sustainability of the attraction is demonstrated, for example, by the fact that public funding has been stable for years, the managing authority is a non-public institution which also manages Old Castle Celje, the most visited attraction in the city of Celje.
<b>Success factors and ongoing challenges</b>	
Success factors	<p>The success factors can be identified as follows:</p> <ul style="list-style-type: none"> <li>• Political decision in favour of investing in the Pavillion</li> <li>• Willingness of the the municipality of Celje to provide continuous financial support</li> <li>• Project CELEIA ANTIQA as an overarching project of Regional Museum Celje is ongoing and promotes Celje’s Roman history</li> <li>• Cross-border and trans-regional activities</li> <li>• Constant tourist flows with operational TIC office in the same building</li> </ul>
Challenges to cope with in the future	<ul style="list-style-type: none"> <li>• Sustainable funding</li> <li>• “New normal” after Covid-19 measures</li> </ul>
Author of the Good Practice / Source	<p>Urša Dorn, counsellor for tourism, Institution for Cultural Events and Tourism</p> <p>Information provided is partly based on a presentation from the Regional Museum Celje and IPCHS RU Celje</p> <p>Sources:</p> <p><a href="https://www.zvkds.si/en/article/celje-pavilion-presentation-archaeological-remains">https://www.zvkds.si/en/article/celje-pavilion-presentation-archaeological-remains</a></p> <p><a href="https://www.europeanheritageawards.eu/winners/pavilion-presentation-archaeological-remains-celje-slovenia/">https://www.europeanheritageawards.eu/winners/pavilion-presentation-archaeological-remains-celje-slovenia/</a></p> <p><a href="https://www.celje.si/en/card/tourist-information-centre-tic">https://www.celje.si/en/card/tourist-information-centre-tic</a></p>
Comments	This Good Practice is certainly a very good one for inspiration for the


ARCHEODANUBE partners and we would like to welcome them in Celje to show our good practice example “live”.


Jury of the Europea Nostra Award:

*“This is a good example of the preserving and sharing of archaeological remains in situ in an urban context: a challenge frequently encountered throughout Europe. The design of the Pavilion – a smart, unobtrusive structure – is harmoniously integrated into the existing streetfront and maintains its continuity.”*

6.2 Good Practice 2 – Pompeii - Italy

General information	
Title of Good Practice	<b>Archaeological Park of Pompeii</b>
Photo	 <p>Map of the park (source: <a href="http://pompeii.org/en/pompeii-map/">http://pompeii.org/en/pompeii-map/</a>)</p>  <p>Pompeii in winter, Mt. Vesuvius in the background (source: author)</p>
Operator	Parco Archeologico di Pompei (engl. The Archaeological Park of Pompeii) (renamed in 2017 from the previous “Superintendency of Pompeii”, after the

	subdivision of the former “Superintendency for the Archaeological Heritage of Pompeii, Herculaneum and Stabiae” and other earlier forms of territorial organisations mainly aimed at monument protection services)
Location	Pompeii, Naples, Italy
Basic data	<p>The Archaeological Park of Pompeii is one of the largest tourist attractions in Italy. Situated in Pompeii near Naples, the park covers an area of approximately 66 hectares, about 44 of which have been excavated and displayed to the public, and has three entrances. The park includes a plethora of visitor services: 2 information offices by Porta Marina and Piazza Esedra (information available in 4 languages), guided tours, audio guide service, a bookshop, restaurant service, luggage storage, cloakroom service, toilets, baby changing facilities, medical assistance/first-aid station, as well as a specific smoking area. Near the park there is also an operating police station (Carabinieri Corps), carrying out daily monitoring activities in support of the Archaeological Park. Several parking areas are in the surroundings, but the park is also well accessible by public transport (Circumvesuviana, FS train, bus).</p> <p>In the park, visitors can discover Roman ruins of the town Pompeii that was buried in the eruption of Vesuvius in the year 79 AD. The ruins have been systematically excavated since the 18th century and some of them have also been partially reconstructed. The real charm of the site is the sheer size and scope of the remaining ruins and their incredibly well preserved mosaics and frescoes that fascinate visitors from around the globe.</p>
Annual budget	<p>Every year, the Archaeological Park of Pompeii allocates some of its own resources to restoration and maintenance activities in the archaeological site. The overall revenues consist of 98% in own revenues (ticket revenue, royalties and concessions) and the rest in state transfers.</p> <p>The expenditures are as follows:  70% actions on archaeological structures (restoration works, safety and security, facilities, etc.)  30% miscellaneous expenses (ordinary maintenance, cleaning services, electricity, maintenance of the green areas, etc.)</p> <p>(cf. <a href="http://pompeisites.org/parco-archeologico-di-pompei/press-kit/">http://pompeisites.org/parco-archeologico-di-pompei/press-kit/</a>)</p> <p>In the year 2018, the total income was 47.792.375,91 €, and in the year of 2019, it was 45.705.079,80 € (cf. "Bilancio Consuntivo 2019": <a href="http://pompeii-sites.org/wp-content/uploads/2-Conto-economico.pdf">http://pompeii-sites.org/wp-content/uploads/2-Conto-economico.pdf</a> ).</p>
Logo	 <p>(website logo)</p>

	 <p>(Facebook, Twitter and Instagram logo)</p>
Website / social media	<p>Official site: <a href="http://pompeiiites.org/">http://pompeiiites.org/</a>          Facebook: <a href="https://www.facebook.com/pompeiiisoprintendenza/">https://www.facebook.com/pompeiiisoprintendenza/</a>          Instagram: <a href="https://www.instagram.com/pompeii_parco_archeologico/">https://www.instagram.com/pompeii_parco_archeologico/</a>          Twitter: <a href="https://twitter.com/pompeii_sites">https://twitter.com/pompeii_sites</a>          Youtube: <a href="https://www.youtube.com/channel/UCNj6fdg8ykMML8uMhDP-alg">https://www.youtube.com/channel/UCNj6fdg8ykMML8uMhDP-alg</a></p>
Contact details	<p>e-mail: <a href="mailto:pa-pompei@beniculturali.it">pa-pompei@beniculturali.it</a>; <a href="mailto:pompei.info@beniculturali.it">pompei.info@beniculturali.it</a>          Management and Administrative Offices:          Via Plinio n. 26          80045 Pompeii (Naples)          Info: +39 081 8575 347</p>
<b>Good Practice description</b>	
Challenges for the ar- cheo park identified	<p>Pompeii had and will continually have issues with conservation and preservation of the enormous amount of ruins that are exposed to the elements and to the effects of the large numbers of visitors. Before the “Great Pompeii Project” was implemented in 2012, the conservation problems were dire and a couple of structures had collapsed.</p> <p>The situation has improved since then. The focus of the project was on establishing an efficient maintenance system of the site. Maintenance now includes continuous preventive conservation and interventions around the site with the help of multi-disciplinary specialist teams and professionally trained staff.</p>
Challenges for the local / regional tou- rism identified	<p>Tourism is characterised by the limited stay of tourists in the area and the low level of per capita expenditure, resulting in minor effects on the area’s economic development.</p>
Goals for touristic acti- vities	<p>Pompeii was opened to the public in the 19. century with the intention of showing its fascinating Roman ruins. Since then, tourists have been flocking to the park in ever increasing numbers. The presence of a large number of tourists annually has caused severe problems for the conservation and preservation of the site. Previously, certain parts of the park were closed to tourists and were under conservation. Recently, with the new maintenance plan, active conservation and preservation has replaced complete closures and staff often work next to tourists.</p> <p>The goals of new projects focus more on the belief that much of the human</p>

	<p>damage to the site could be avoided if tourists were informed of both the uniqueness and the vulnerability of Pompeii, and somehow become the participants in the safeguarding of the site.</p>
Initial spark for touristic activities	<p>Tourism in Pompeii has a long history. The first visitors were the attendees of the Grand Tour that were wealthy and well connected. They usually had exclusive tours of the site. Only in the middle of the 19. century did the site first open to the wider public. Since then, the number of tourists has continuously increased. Tourist numbers have still increased after the site was included in 1997 on the UNESCO World Heritage List. In 2019 the site had approx. 3.800.000 visitors, being the second most visited archaeological site in Italy after the Colosseum.</p>
Actions taken	<p>The Archaeological Park at Pompeii was prominently featured in various guide books for visitors to Italy. For centuries it is well known among people interested in history and culture. Therefore, not much needed to be done to make the site a worldwide attraction. Yet the park is in fact very active in the field of promotion and marketing.</p> <p>The Archaeological Park of Pompeii regularly co-organizes exhibitions about Pompeii in most relevant locations in Italy and abroad, between the last are Pompei 79 D.C. - A Roman story at the Colosseum (2021), Pompéi (2020) at the Grand Palais of Paris and Pompeii and Santorini - Eternity in a day (2019-2020) at the Scuderie del Quirinale in Rome, but the number and variety of exhibitions co-organized by the park is impressive and represents an important factor for boosting the interest for Pompeii in the whole world.</p> <p>The Archaeological Park of Pompeii also regularly co-organizes events in the park which are important for increasing the promotion of the site in different audiences and also the interest for repeated visits of the park by the local population (cf. "Impact on city life").</p> <p>The first Pompeii virtual tour was already accessible in 1996, many other digital and online tools were after that implemented, like audio, video and virtual tours, contributing to raise interest for and understanding of the site.</p> <p>The Archaeological Park of Pompeii also regularly contributes to documentary films and television shows addressing the broadest public in Italy and abroad and that is also a very important activity for the promotion of the site.</p> <p>Recently, the management has focused more on the promotion of the Park through the website (in 9 languages) and social media (Italian and English). They are active daily on Facebook, Twitter, Instagram and regularly upload videos to Youtube. The park has a press, social and web office (with 4 employees) specifically appointed to these activities.</p> <p>One of the last specific actions, taken in 2021, was the creation of the podcast Pompei. La città viva (only in Italian, 'Pompeii. The city alive'), in 6 episodes, by Piano P., which had an extraordinary echo in Italian media.</p>



<p>Most important actors for tourism</p>	<p>The Archaeological Park of Pompeii is a decentralised body of the Italian Ministry of Culture.</p> <p>Inside the park: The tour guides that work in the Archeological Park are independent contractors from the region and must have a special permit. All the guides are licensed by the “Regione Campania”.</p> <p>There is a food service offered inside the park, managed by the company Autogrill. The bookshop service is at the entrance to Piazza Esedra and Piazza Anfiteatro. They are managed by Arte’m.</p> <p>Outside the park: Caupona Pompeii restaurant - faithfully reconstructed restaurant near the Park that offers Roman dishes in an authentic atmosphere.</p> <p>"The Shrine of Our Lady of Pompeii" (Santuario della Beata Vergine Maria del Santo Rosario di Pompei) - A catholic sanctuary that receives regular pilgrimages and is next to the Archaeological Park in the center of the modern town.</p> <p>Herculaneum - While both Pompeii and Herculaneum can be considered world famous sites, Pompeii seems to be far more attractive to first time visitors and those that would like to check their “must-see” lists. Herculaneum and other minor archaeological sites (Oplontis, Stabiae, Boscoreale etc.) in the area are on the other hand more attractive to people with a higher interest in archaeology and history. Recent developments and planning has focused on diverting some of the tourists that visit the Archaeological Park of Pompei to also visit other, smaller sites in the area.</p> <p>The area of Naples is a tourist hotspot in Southern Italy. Besides cultural tourists that visit archaeological and other cultural heritage sites, the area also attracts nature enthusiasts (especially Vesuvius National Park) and summer resort oriented tourists (at Capri, Ischia, Sorrento, Amalfi etc.).</p>
<p>Data available linked to tourism</p>	<p>Visitors of the Archaeological park Pompeii per year:</p> <p>1985: 1,309,163 1995: 1,785,220 1997: 1,964,270 2000: 2,165,739 2005: 2,370,940 2010: 2,319,668 2015: 2.978.884 2016: 3.209.089 2017: 3.418.733 2018: 3,649,374 2019: 3,805,094</p>

	<p>2020: 564.941 (Covid-19 year)</p> <p>The park is visited by an international audience. The website of the park is available in 9 languages (Italian, <a href="#">English</a>, German, French, Spanish, Portuguese, Russian, Chinese and Korean). The 2 information offices of the park offer information in 4 languages. The park also undertakes training initiatives for its employees such as language courses, being aware of the issue related to a multilingual audience.</p> <p>Audioguides and guided tours are available in different languages. Interpretative panels, which are not so frequent in the park (in order not to disturb the fruition of ancient remains) are mostly in Italian and English.</p> <p>The site is partially accessible to disabled people: some physical barriers were removed in 2016 (cf. <a href="https://marketingdeltoritorio.info/index.php/it/opinioni/2871-pompei-e-torino-due-modi-per-superare-le-barriere-fisiche-e-mentali">https://marketingdeltoritorio.info/index.php/it/opinioni/2871-pompei-e-torino-due-modi-per-superare-le-barriere-fisiche-e-mentali</a>) and specific guided tours are foreseen for deaf people (cf. <a href="https://marketingdeltoritorio.info/index.php/it/notizie/3413-scoprire-pompei-in-silenzio-le-guide-lis-per-i-turisti-non-udenti">https://marketingdeltoritorio.info/index.php/it/notizie/3413-scoprire-pompei-in-silenzio-le-guide-lis-per-i-turisti-non-udenti</a>).</p>
<p>What presentation, interpretation and/or didactic methods on the archaeological site are the reason for its success?</p>	<p>The main reason for success of the Archaeological Park of Pompeii is the exceptional state of conservation of its archaeological remains, displayed in situ to the public, which at the same time represent also the main burden in relation to their maintenance and conservation. The added value of the site is related not only to its size, but also to its integrity, almost presenting the whole Roman city, allowing us to understand its functioning in its entirety. Another reason for success is the wider context, where the park is located, which offers a rich offer of other exceptional archaeological sites, making the visit of this area a “must-see” for those interested in archaeology and history in general.</p> <p>Pompeii is the only archaeological site in the world where an ancient Roman city can be seen in its entirety. The town, a hub of trade full of life, was frozen in time by the well-known 79 A.D. eruption, which covered everything in ashes and lapilli: houses, people, roads, public buildings and everyday objects. Everything was captured in a terrible snapshot.</p> <p>Providing such a rich historical context the site actually held the record for the most visited place in the world for a long time. 1500 buildings (domus and monuments) have been brought to light. From the mere point of view of quantity the following figures account for the professional and economic resources required:</p> <ul style="list-style-type: none"> <li>• 1.500 buildings</li> <li>• 2 million cubic metres of walls</li> <li>• 17.000 square metres of paintings</li> <li>• 20.000 square metres of plasters</li> </ul>

	<ul style="list-style-type: none"> <li>• 12.000 square metres of floors</li> <li>• 20.000 square metres of protective coverings.”</li> </ul> <p>(cf. <a href="http://pompeisites.org/parco-archeologico-di-pompei/press-kit/">http://pompeisites.org/parco-archeologico-di-pompei/press-kit/</a> )</p> <p>A lot of the buildings that were excavated in the 18th, 19th and 20th century are consolidated or partially reconstructed in some way. This is of course done in order to protect the original archaeological remains and/or to highlight certain finds (mosaics or frescos). The park is therefore full of partial reconstructions, anastylosis and other restorations. Visitors should mostly recognize these interventions, because normally other materials are used for them (or a separating line of bricks marks the reconstructed parts).</p> <p>Tourist guides are another factor for the park's success and are available in different languages, in accordance with the international visitors of the park. While the ruins often speak for themselves, the park is vast and can seem to be a labyrinth of streets and buildings to inexperienced first time visitors. Guided tours can mitigate that with pre-planned routes that take the visitors through the most “worthwhile” attractions.</p> <p><i>“One of the main aspects visitors enjoyed is the ability to wander and explore on their own. Many were surprised by this, as they had not expected to be able to interact so closely with the ruins. In interviews, visitors noted how they particularly liked that it was not closed up like museums or at other sites. But the physical interaction between visitors and the site has consequences on the conservation of fragile displays, such as the frescoes”</i> (from Wallace 2013).</p>
<p><b>Impact and outcomes from tourism at the site and for the city</b></p>	
<p>Impact on the scientific archaeological community</p>	<p>The archaeological site of Pompeii is probably one of the best known sites in the archaeological community, especially among those that research Roman archaeology. There are numerous international research projects, scientific conferences and publications about the site, its history and its famous end - many of them are co-curated or co-organized by the Archaeological Park of Pompeii itself. The site is a great source of information on life in the Roman period. Recently, excavations on the site have mostly made way to more conservation and preservation projects. The focus is more on multi-disciplinary research that uses methods from natural sciences and will help with future conservation and preservation projects.</p>
<p>Impact on citizens</p>	<p>There are no special ticket prices for local residents, but on the first Sunday of each month the access to the park is free.</p> <p>Valid from 1 November 2011, a €10 cumulative fee is charged for school-</p>

	<p>group bookings of up to 50 students: this regulation is valid for Italian and European Union schools and is very important in order to motivate school group visits.</p> <p><i>“In accordance with Italian Law 107/2005 and in line with the principle of the so called ‘Open School’, the Archaeological Park of Pompeii stipulates agreements aimed at the realisation of learning and working programmes. Students attending the 3rd to 5th year of the upper secondary school are received, free of charge and provided with a tutor who works in the administration. These programmes establish the creation of didactic and inter-disciplinary projects based on the analysis of the conditions of the location, the classification and cataloguing of the archaeological finds and artefacts.”</i></p> <p>(<a href="http://pompeisites.org/en/projects-and-research/educational-offer/">http://pompeisites.org/en/projects-and-research/educational-offer/</a>)</p>
Impact on local economy	<p>The whole organism of the archaeological park has an important economical impact. Incomes of more than 40 mio. and other finances represent a huge entity and motor for the local economy (including salaries, service payments etc.).</p> <p>The large number of visitors should have a positive impact on the local economy, but in recent years, the number of “cruise tourists” has been growing. They come in large numbers for a brief visit to the Park and then depart shortly after. They make limited use of local services, they don’t use accommodations and are therefore not very beneficial to the local economy.</p> <p>Beside the Archaeological Park there is only one other attraction in Pompeii - "The Shrine of Our Lady of Pompei", which is very important for visitors on a local level, not really for national and international tourists. So, the Archaeological Park represents the main tourist attraction of the town - even if only for mainly daily tourists.</p> <p>The town of Pompeii itself does not even have a lot of accommodational infrastructure, but for tourists of the whole region, the Archaeological Park of Pompeii represents one of the main attractions/motivations for travels to that region. Most of the tourists usually don’t sleep near the Archaeological Park and generally stay in Naples or other places in the surrounding area (cf. the analysis in Ercolano et al. 2018). So the effects on the economy of the Archaeological Park have in this case to be considered on a larger scale, i. e. on a regional level.</p>
Impact on city life	<p>The Park is very well accessible through public transport. The existence of the Archaeological Park here was crucial for the development and improvement of the accessibility/transport possibilities of the town (without the Archaeological Park the town would be less important and therefore less accessible).</p> <p>The Archaeological Park is regularly involved in the organization of events with a big impact on city life. One extraordinary and early example was the concert documentary film of Pink Floyd “Live at Pompeii”, taking place in the</p>

	<p>amphitheater of Pompeii in 1972. David Gilmour returned there to perform also in 2016. In the same year also the concert of Elton John was organized there. Other famous artists, such as King Crimson, Marcus Miller and James Taylor performed there in 2018. These are only some of the examples of the musical performances hosted in the Archaeological Park of Pompeii, with of course a great impact on city life, affecting also its surroundings.</p> <p>The yearly theatrical festival Pompeii theatrum mundi has taken place in the Great Theater of Pompeii since 2017. Also ballet performances were on stage at the Great Theater in Pompeii in 2017 with the Corps de Ballet of the Rome Opera House.</p> <p>Beyond that, several expositions have been hosted by the archaeological park, increasing the cultural offer of the town and the interest for repeated visits of the park by locals, but also the promotion of the site itself also within alternative audiences. Some examples are: Venustas: Grace and beauty at Pompeii in 2020-2021, Vanity: Stories of jewels from the Cyclades to Pompeii (2019), Pompeii and the Etruscans (2018-2019) and several other thematic archaeological exhibitions, as well as contemporary art exhibitions like for example Igor Mitorajs' in 2016-2017 and the exposition "The morals of individuals" in 2018 curated by Andrea Viliani exposing 36 works of art by highly prestigious Italian and international artists.</p>
Impact on the built environment of the city	<p>The park is enclosed by a fence and has three main entrances. It is surrounded by roads on two sides and by farms and a railroad on one side. The ruins of the park are very well visible from far and they have a positive impact on the lines of sight of the modern town, which developed around and after the establishment of the sanctuary "The Shrine of Our Lady of Pompei" in 1891. The modern town developed ex novo with mostly simple, architectural not demanding buildings. The ruins of the Archaeological Park, visible from afar, make the modern town definitely more attractive.</p>

<p>Impact on local and regional development</p>	<p>The park has a considerable impact on local and regional development. Though there are only a few accommodations and restaurants in the vicinity of the archaeological park and a large number of visitors don't stay in Pompeii coming only for a day visit, these visitors mostly stay in other touristic centers of the region and represent an enrichment for the development of the whole region. The park management is also trying to keep visitors interested for more than a day in Pompeii in order to improve tourism development on a local level.</p> <p>However, the impact on development here goes much further than just tourism. Several international projects were implemented in the area and are examples of excellence for the development of best practices in diverse fields. Such a project was the Great Pompeii project mentioned multiple times in this document. The project mainly focused on the conservation and preservation of the site, with the following interventions:</p> <ul style="list-style-type: none"> <li>• reduction of the hydro-geological risk by securing the unexcavated embankments;</li> <li>• securing the insulae (apartment buildings);</li> <li>• consolidation and restoration of masonry;</li> <li>• consolidation and restoration of decorated surfaces;</li> <li>• protecting buildings from weather exposure, with a consequent increase in the number of areas that can be visited;</li> <li>• strengthening of the video-surveillance system.</li> </ul> <p>For more detailed information cf.: <a href="https://www.grandepompei.beniculturali.it/download/ps/documento%20di%20orientamento%20prime%20indicazioni%20operative.pdf">https://www.grandepompei.beniculturali.it/download/ps/documento%20di%20orientamento%20prime%20indicazioni%20operative.pdf</a> .</p> <p>Other projects focus on excavations and specific research topics. A full list can be found on the official site: <a href="http://pompeisites.org/en/category/excavations-plan-en/">http://pompeisites.org/en/category/excavations-plan-en/</a></p> <p>For its importance the Archaeological Park of Pompeii is also included in several development strategies and projects (more on that in "Impact on sustainability").</p>
<p>Impact on local employment</p>	<p>The Archaeological Park of Pompeii employs a large number of archaeologists, architects, restorers, engineers and other maintenance staff. The park undertakes training initiatives for its employees such as language courses, and refresher courses aimed at the enhancement of the cultural heritage.</p> <p>Tour guides work independently from the archaeological park administration and come from the local community. They have a special status and badges that mark them out as the official guides of the site.</p>



Impact on ecology	<p>An applied research laboratory is part of the Archaeological Park and works to learn more about the naturalistic aspects of the Vesuvian area and about the use of the area's natural resources in 79 A.D. Two air-conditioned rooms host exceptional findings of a heritage that is unique in the world including 3,500 anthropological, botanical, mineralogical, paleontological, petrological and zoological findings, as well as the archaeological remains of ancient fabric and wood. The laboratory is aimed to study, monitor and preserve these findings in specific microclimatic conditions.</p> <p>As part of the project, carried out by CONAI (Consorzio Nazionale Imballaggi), 80 patented mini waste disposal islands for separate waste collection were installed in the Archaeological Park. They were made of recycled plastic. Sixty of these mini islands will be used for plastic and metal waste, paper and cardboard packaging waste, and mixed waste. The other twenty will be used for glass waste and organic waste.</p> <p>In addition to the mini waste disposal islands located in Pompeii, to raise awareness among visitors, 25 information panels were installed. Their content is both informative and instructional.</p> <p>On the information panels the message is represented by famous Latin aphorisms: Carpe Diem (seize the moment), Facta Non Verba (actions speak louder than words), Ignorantia Legis Non Excusat (Ignorance of the law does not excuse), to incentivise the modern visitors to recycle (cf. <a href="https://www.minambiente.it/comunicati/pompei-clini-presenta-la-raccolta-differenziata-negli-scavi-e-nel-parco-del-vesuvio">https://www.minambiente.it/comunicati/pompei-clini-presenta-la-raccolta-differenziata-negli-scavi-e-nel-parco-del-vesuvio</a> ).</p>
Impact on sustainability	<p>Sustainability is an important topic in Pompeii since many years (cf. Longobardi 2002). As part of the new UNESCO management plan for "Archaeological sites of Pompeii, Herculaneum and Torre Annunziata" a new buffer zone was defined. To lead strategic planning and sustainable development in this zone, the local administrations and the Ministry of Culture formed the "Unita' Grande Pompei" to coordinate and implement actions from a strategic plan. The strategic plan focuses on the following aspects:</p> <ul style="list-style-type: none"> <li>• Connection networks for accessibility to places of tourist and cultural interest, favoring the enhancement of historical routes and eco-sustainable mobility;</li> <li>• A network of royal palaces and cultural attractions in the area;</li> <li>• A naturalistic and landscape reconstruction system of green areas and peri-urban residual areas;</li> <li>• Regeneration and recovery of degraded areas such as disused industrial complexes or disused railway sections, adapting their infrastructural equipment in order to promote their reuse in a tourist-cultural way;</li> </ul>

- Actions for the activation of broad-spectrum digital services and to create information products that are homogeneous and widespread throughout the territory.

Interventions that directly affect the Archeological Park of Pompeii include the following:

- Better regulation of the ever-growing stream of visitors to the archaeological area of Pompeii by reverting them to smaller sites. This could be done by introducing a ticketing system that is valid for a few days and includes multiple archaeological sites in the area. This solution would also entice tourists to stay overnight in the area, thus taking advantage of the local accommodation and catering offers.
- The completion of the so-called pedestrian "archaeological walk" connecting the Villa of the Mysteries of Pompeii and the Villa Regina - Antiquarium of Boscoreale.
- The establishment of an Agricultural Park in the area north of the Pompeian site, aimed at combining the landscape-environmental protection of the area with its socio-economic development.
- Urban park south of the archaeological site of Pompeii (the urban redevelopment intervention will include the squares and streets that wind along the route of Via Plinio, connecting both with the cultural tourist itinerary planned for the Oplontis-Pompeii stretch)
- The formation of the new Pompeii station, which is aimed at creating an interchange node serving the sites of cultural and tourist interest in the entire territory, and being directly connected to the national railway network.

All the interventions are available at:



<https://www.grandepompei.beniculturali.it/index.php/piano-strategico>

Launched in 2012, the Pompeii Sustainable Preservation Project (PSPP) is an association of renowned research institutions from the fields of monument preservation and restoration (including PAP, ICCROM, IBAM-CNR) under the direction of the Fraunhofer-Gesellschaft. The project is actively supported by a number of other major institutions and associations. The project will run for 10 years and has a budget of € 10 m. Since 2014, the project has been conducting research and restoration work on burial monuments in the necropolis in front of Porta Nocera. The methods, skills and knowledge developed here can be transferred to historical sites worth of protection throughout the world. Their goals include:

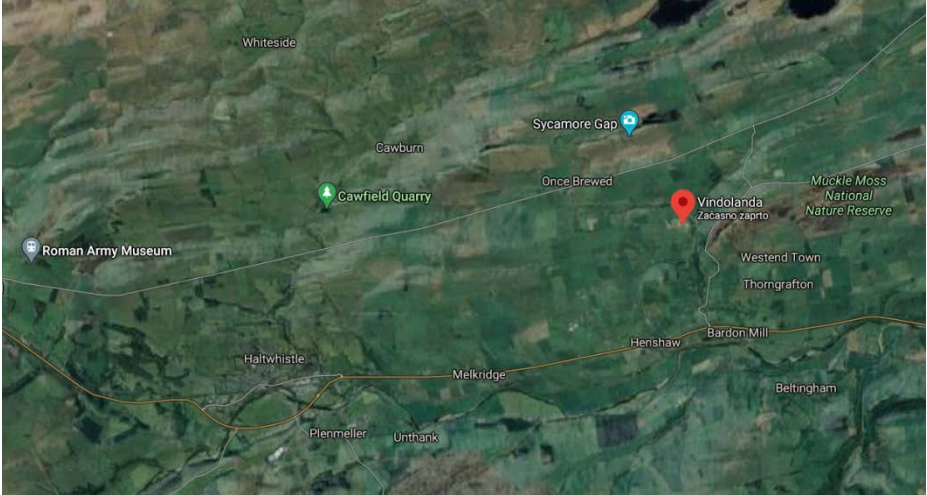
	<ul style="list-style-type: none"> <li>• Using innovative methods for sustainable conservation, implementing emergency interventions in order to conserve the iconic site of Pompeii and prevent further damage.</li> <li>• Develop and adapt materials, strategies, and methods that enhance efficient and sustainable restoration at Pompeii, with this knowledge transferable to other ancient sites.</li> <li>• Restore building complexes in Pompeii and preserve them for the long term.</li> <li>• Train young conservators and researchers, making a substantial contribution to the future preservation of world heritage internationally.</li> </ul> <p>For more information cf.:  <a href="https://www.ibp.fraunhofer.de/en/business-units-and-products/cultural-heritage-research/archaeology-preventive-conservation/pspp-on-site.html">https://www.ibp.fraunhofer.de/en/business-units-and-products/cultural-heritage-research/archaeology-preventive-conservation/pspp-on-site.html</a></p> <p>Several efforts were made to make Pompeii more sustainable and inclusive also for disabled people, by removing for example some of the numerous physical barriers (cf. <a href="https://marketingdeltorrito.info/index.php/it/opinioni/2871-pompei-e-torino-due-modi-per-superare-le-barriere-fisiche-e-mentali">https://marketingdeltorrito.info/index.php/it/opinioni/2871-pompei-e-torino-due-modi-per-superare-le-barriere-fisiche-e-mentali</a>) and by offering guided tours for deaf people (cf. <a href="https://marketingdeltorrito.info/index.php/it/notizie/3413-scoprire-pompei-in-silenzio-le-guide-lis-per-i-turisti-non-udenti">https://marketingdeltorrito.info/index.php/it/notizie/3413-scoprire-pompei-in-silenzio-le-guide-lis-per-i-turisti-non-udenti</a>).</p>
<p><b>Success factors and ongoing challenges</b></p>	
<p>Success factors</p>	<ul style="list-style-type: none"> <li>• Extension and integrity as well as intelligibility of the displayed archaeological remains</li> <li>• World famous archaeological site</li> <li>• “Check list” world heritage site for a lot of people</li> <li>• Visitors can freely wander through the park and interact with some ruins (to the detriment of the conservation)</li> <li>• Well positioned and close to public transport</li> <li>• Marketing, strong promotion, regular resounding events and expositions</li> <li>• Support from the Italian government and the EU</li> <li>• Several international collaborations</li> </ul>

<p>Challenges to cope with in the future</p>	<ul style="list-style-type: none"> <li>• Ever increasing visitor numbers causing supervision and conservation issues</li> <li>• Large number of “cruise tourists” with limited use of local services, which are not very beneficial for local economy</li> <li>• Some parts of the park are not accessible due to safety reasons and/or ongoing conservation.</li> <li>• Insufficient presence of parking spaces for cars and buses.</li> </ul>
<p>Author of the Good Practice / Source(s)</p>	<p>Authors: Rok Ratej, Katharina Zanier</p> <p>Sources:</p> <p>Archaeological Areas of Pompeii, Herculaneum and Torre Annunziata: Management plan, 2016. (Link: <a href="http://pompeisites.org/en/archaeological-park-of-pompeii/ufficio-unesco/management-plan/">http://pompeisites.org/en/archaeological-park-of-pompeii/ufficio-unesco/management-plan/</a>)</p> <p>Ercolano. S., G. L. Gaeta and B. Parenti 2018, Pompeii dilemma: A motivation-based analysis of tourists' preference for “superstar” archaeological attractors or less renowned archaeological sites in the Vesuvius area. International Journal of Tourism Research 20/3, 345–354</p> <p>Longobardi G. 2002, Pompei sostenibile. Roma, L’Erma di Bretschneider</p> <p>Ossana, M. and E. Rinaldi 2018, Access and Conservation at Pompeii: Strategies for Sustainable Co-existence. Studies in Conservation 63, 203–208, DOI: <a href="https://doi.org/10.1080/00393630.2018.1495458">https://doi.org/10.1080/00393630.2018.1495458</a></p> <p>Osanna, M. and E. Rinaldi 2018, Planned conservation in Pompeii: complexity and methodological choices. Journal of Cultural Heritage Management and Sustainable Development, DOI: <a href="https://doi.org/10.1108/JCHMSD-05-2017-0025">https://doi.org/10.1108/JCHMSD-05-2017-0025</a></p> <p>Wallace A. 2013, Presenting Pompeii: Steps towards Reconciling Conservation and Tourism at an Ancient Site. Papers from the Institute of Archaeology 22, 115–136. doi: <a href="https://doi.org/10.5334/pia.406">https://doi.org/10.5334/pia.406</a></p> <p><a href="http://pompeisites.org/en/exhibitions-and-events/">http://pompeisites.org/en/exhibitions-and-events/</a></p> <p><a href="http://pompeisites.org/category/comunicato-stampa/">http://pompeisites.org/category/comunicato-stampa/</a></p> <p><a href="http://pompeisites.org/parco-archeologico-di-pompei/press-kit/">http://pompeisites.org/parco-archeologico-di-pompei/press-kit/</a></p> <p><a href="http://pompeisites.org/en/projects-and-research/educational-offer/">http://pompeisites.org/en/projects-and-research/educational-offer/</a></p> <p><a href="http://pompeisites.org/info-per-la-visita/visite-didattiche/">http://pompeisites.org/info-per-la-visita/visite-didattiche/</a></p>


6.3 Good Practice 3 – Vindolanda - United Kingdom

General information	
Title of Good Practice	<b>Roman Vindolanda - fort and museum – Northern England</b>
Photos	 <p>Vindolanda in the 3rd century</p> <p>Picture credits: ©imgur.com</p>  <p>Vindolanda today</p> <p>Picture credits: ©Tajda Senica</p>



Operator	The site is managed by the Vindolanda Charitable Trust that is an independent archaeological and heritage focused charity administered by a board of trustees.
Location	 <p>The site is located in the North East of England near Bardon Mill village in Northumberland, circa 20 km from Hexham and circa 56 km from Newcastle-upon-Tyne. The site is located only 11,1 km away from its sister archaeological site of Magna Roman Fort with the Roman Army Museum which is also operated by Vindolanda Trust. (Retrieved from Google Maps March 30th, 2021)</p>
Basic data	<p>The site of Vindolanda was in 1987 designated as part of the Hadrian's Wall World Heritage Site which is located north of the fort. The archaeological site with the Roman fort remains where excavations take place every year has also a full infrastructure including a visitor admission building, a museum with archaeology room and a new Archaeological Research Centre, gift and book shop, café, gardens, replica buildings and other facilities such as a free car park, toilets, picnic areas, etc. Their main focus is on volunteer and excavation programmes. Only 24% of the site was uncovered so far so they predict that they have another 150 years of excavations left. They also offer a diverse education and learning programme and other themed events and activities for their visitors. An app for virtual reality is also available and a game app that takes visitors back in time to solve a mystery at Vindolanda.</p> <p>Getting there is clearly indicated on their website and signposted on the spot: <a href="https://www.vindolanda.com/getting-here">https://www.vindolanda.com/getting-here</a></p>
Annual budget	The site is funded by the Vindolanda Charitable Trust which is an independent charity with the income it raises from donations of the general public and from contributions of its visitors. The Trust does not receive an annual budget from any other source. In 2019 the trust's turnover was 1,8 million, but with the COVID-19 crisis and the lockdown income streams collapsed.



Logo	 <p>The logo of the Vindolanda Charitable Trust as well as logo of the Roman Vindolanda Fort and Museum and Roman Army Museum.</p>
Website / social media	<p>Website: <a href="http://www.vindolanda.com">www.vindolanda.com</a>          Facebook: <a href="https://www.facebook.com/TheVindolandaTrust">www.facebook.com/TheVindolandaTrust</a>          YouTube channel: <a href="https://www.youtube.com/c/VindolandaTrust">www.youtube.com/c/VindolandaTrust</a>          Instagram: <a href="https://www.instagram.com/officialvindolandatrust/">www.instagram.com/officialvindolandatrust/</a>          Twitter: <a href="https://www.twitter.com/VindolandaTrust">www.twitter.com/VindolandaTrust</a>          All social media channels have a respectable number of followers and subscribers.</p>
Contact details	<p>Roman Vindolanda Fort and Museum          Hexham NE47 7JN          United Kingdom          T. +44 (0)1434 344277  <a href="mailto:info@vindolanda.com">info@vindolanda.com</a></p>
<b>Good Practice description</b>	
Challenges for the archeo park identified	<p>Because of the lockdown caused by the coronavirus crisis, they lost their main income from visitors, so they had to take a business loan to financially secure a sustainable future of their two archaeological sites with museums. That is why during this crisis they focused on their online shop, fundraising and lowering their operational costs.</p>
Challenges for the local / re-	<p>Currently their main challenge is coping with the coronavirus crisis, because of the Government's lockdown list, museums and sites were closed. They planned</p>

<p>gional tourism identified</p>	<p>a big celebration on the first of April 2021, because the Vindolanda Trust was celebrating its 50th anniversary and a series of events that were likely to attract even more tourists than usual and would also fill overnight capacities in the region but all had to be cancelled. They also had to cancel excavations in Vindolanda for April 2021 and volunteers that come from around the world had to cancel their trip. The opening of their brand new Archaeological Research Centre has also been postponed. Due to lack of revenue many of their employees were sent on hold and only 5% of their staff remained to maintain the security of the two sites and museums with their collections of artefacts.</p>
<p>Goals for touristic activities</p>	<p>Their original goals were not touristic activities, but they have attracted tourists from the very beginning because they encourage people of all ages and abilities to enrich their present and future by learning from the past. Their passion is to preserve and share the gift of history, but when they introduced their work to a wider public and started to collect entrance fees and donations from their friendship scheme, they invested that profit directly back to their sites for excavations, conservations, research and education on Roman Vindolanda and the Roman Army Museum.</p> <p>They are committed to their scholastic and visitor programme that includes:</p> <ul style="list-style-type: none"> <li>• Research</li> <li>• Education</li> <li>• Public display and enjoyment of its monuments and finds from the Vindolanda excavations</li> </ul> <p>In 2016 they were rewarded with Designated Status that is given for those which collections are of outstanding resonance, that deepen our understanding of the world and what it means to be human. Their collections hold the key to who we are and they are an irreplaceable resource which is why they attract so many visitors each year. Answers to the following core questions are provided:</p> <ul style="list-style-type: none"> <li>• Why was the fort built and how many forts were built?</li> <li>• Why is Vindolanda built where it is?</li> <li>• What does the word Vindolanda mean?</li> <li>• How many soldiers lived in Vindolanda and where were they from?</li> <li>• Did women and children live at the fort as well?</li> </ul>
<p>Initial spark for touristic activities</p>	<p>The site has attracted curious visitors since the very beginning, even though the site was initially not conceived as a tourist attraction. The Trust's main goal was to excavate, research and preserve the Roman remains of the central sector of the Hadrian's Wall that is also part of UNESCO World Heritage sites. Only after two years of its founding in 1970, the Trust acquired the "sister" Roman site of Carvoran, which is now an established tourist attraction with the Roman Army</p>

	<p>Museum. They perceive their sites not as tourist attractions but more like places where people can actively participate in historical and archaeological research and learn more about it through their education programs. This is regarded as a possible reason why the sites attract even more visitors.</p>
Actions taken	<p>In 2009 the Heritage Lottery Fund made a large donation with the support of the Regional Development Agency to the project of Vindolanda Trust worth 7,3 million EUR which goal was to redesign visitor experiences at the Roman Army Museum and Vindolanda. The two sites were re-opened in 2011 and immediately attracted more visitors to the region.</p>
Most important actors for tourism	<p>The most important actors are the key stakeholders represented by their visitors who visit their two archaeological sites, because without the partnership their donation scheme would collapse like it almost did during the COVID-19 crisis.</p>
Data available linked to tourism	<p>Since they opened their doors to visitors, to this day their two sites were visited by over 5 million of people. The number of visitors has fluctuated over the years due to various factors. The number of visitors per year:</p> <ul style="list-style-type: none"> <li>• 150.000 in 2019</li> <li>• 91.849 in 2011(after redesigning of the sites)</li> <li>• 82.189 in 2010</li> <li>• 79.010 in 2008 (the start of the financial crisis)</li> <li>• 84.278 in 2004</li> <li>• 88.000 in 1973 (after finding the writing tablets)</li> <li>• 35.000 in 1972</li> </ul> <p>The sites are visited by national and international visitors. Precisely because of the increase of international visitors they added to the Vindolanda site multi-lingual solar-powered listening posts that are available in English, German, Italian, Spanish, Dutch and French language. All of their interpretative panels on the site are available only in the English language as well as their official website. The sites are visited mainly by adults, families and seniors. They are also visited by many school groups as they have a very good curriculum-based programme which meets the requirements of different educational needs.</p>
What presentation, interpretation and/or didactic methods on the archaeological site are the reason for its success?	<p>Roman fort archaeological remains at the Vindolanda site are displayed in situ which makes the visit especially unique for visitors during the excavations on site because they can meet archaeologists in person or they can be a part of some extraordinary finds. They increased the number of visitors with the redevelopment and better interpretation of the visitor experiences at two sites on Hadrian's Wall, in the Roman Army Museum and Vindolanda. Presentation, where they used the latest interpretation techniques, includes a collection of over 6.000 leather shoes and a unique presentation of Vindolanda writing tablets which are one of the earliest surviving hand-written documents in the Uni-</p>

	<p>ted Kingdom. The display of the tablets offer visitors a unique insight into Roman daily lives. They redesign the entire visitor journey through thematic narratives as they include an interpretation that elicits an emotional response in visitors, which creates a deeper experience that stays with the visitors long after the end of their visit. Even if visitors return to the site, they will find new artefacts on display, because they constantly upgrade the exhibitions due to their on-going excavation programme which is also one of the reasons for their success.</p>
<p><b>Impact and outcomes from tourism at the site and for the city</b></p>	
<p>Impact on the scientific archaeological community</p>	<p>Since the foundation of the trust, one of their main goals was research and education. The site is impressive proof that archaeology can play an important role because their well-preserved remains, especially the Vindolanda tablets, offer a unique and valuable insight into Roman multicultural communities. Their precisely documented collection and archaeological archive contributed to many research projects that helped and are still helping in understanding how the life on the Hadrian's Wall in Roman Britain was. It is also creating an image of their connections to other parts of the Roman Empire. They are regularly collaborating with many international scientists with whom they developed several research programmes and contributed to their various research publications. The Vindolanda Trust is involved in many projects and programmes. In one of their recent projects called Revealing Magna, they help raise awareness about the negative impact of global warming on archaeological sites. They offer outreach lectures for schools and universities around England. Because they are part of the UNESCO World Heritage site, they actively participate in their Research Framework. They represent and promote the understanding of their archaeological collection at many national and international conferences such as:</p> <ul style="list-style-type: none"> <li>● Roman Archaeological Conference,</li> <li>● the Limes Congress,</li> <li>● the Roman Society and</li> <li>● the Roman Finds Group.</li> </ul> <p>More information about the research can be found on their official website: <a href="https://www.vindolanda.com/research">https://www.vindolanda.com/research</a></p> <p>With the help of Henfrey Charitable Trust and their donors, they offer each year (since 2016) Excavations' Bursaries to young students with full-time education so they can join them at the Vindolanda excavation and gain new experiences. They are dedicated to sharing their research information with the public so they</p>

	publish most of their excavations reports and research publications which are a great added value of the Vindolanda Trust. Publications and research reports are available in their museum shops, website shop or are freely accessible online at: <a href="http://www.vindolanda.com/excavation-reports">www.vindolanda.com/excavation-reports</a>
Impact on citizens	The site had a major impact on the local citizens because many of them actively participate in their volunteer programs. Because of the increasing number of visitors, many of them started to offer accommodation.
Impact on local economy	They estimate that visitors outside these two locations spend an extra 410.331 Euros per year in the region. Foreign visitors also contribute a positive share to the local economy as most of them stay in the region for several nights which is a considerable contribution to the local tourism income generation.
Impact on city life	Impacts are visible in Northumberland, where visitors can find signposts and other information about the sites and the importance of the UNESCO World Heritage site - Frontiers of the Roman Empire.
Impact on the built environment of the city	In addition to accommodations they have started to offer in Northumberland because of the sites, also souvenir shops have appeared where they offer souvenirs that can be linked to the Roman Empire.
Impact on local and regional development	After the redevelopment of the two sites (Roman Army Museum and Vindolanda) which are managed by Vindolanda Trust and were reopened to the public in 2011, they noticed the positive economic impact on the region for which the main cause was the increasing number of visitors, as half of those who visit these two locations stay in the region overnight as well.
Impact on local employment	The Vindolanda Trust employs 47 staff from their local community which places them as one of the larger tourism employers in the Tynedale district. But they also get help from a large number of volunteers.
Impact on ecology	<p>They encourage their visitors to come to their site on foot by public footpaths and bridleways and use public transport (bus and train). They also encourage their volunteers, visitors, suppliers and stakeholders to follow the Vindolanda Trust Environmental Policy with which they commit themselves to reduce their environmental impact as an important part of their business strategy. In accordance with their Environmental Policy they already:</p> <ul style="list-style-type: none"> <li>• installed solar panels for electricity and hot water,</li> <li>• use LED low energy for their exhibitions lighting,</li> <li>• use grey water systems with underground natural rainwater collection tanks that they use for non-drinking purposes,</li> <li>• recycle all their waste with the help of an accredited company,</li> <li>• have a no plastic policy and</li> <li>• they are a part of a continuing programme where they plant native hedges and tree species.</li> </ul>



	<p>Because their sites are located in Northumberland National Park they also own an area of ancient woodland that is protected and is not open to the public so that the animals can have safe shelter. On another part of their land they encourage traditional farming practices and they don't allow the use of artificial fertilizers. Their new Archaeology Centre was also built as an eco-friendly modular building.</p>
<p>Impact on sustainability</p>	<p>The management of the Vindolanda Thrust is highly sustainable and it's an ongoing process. As part of the Frontiers of the Roman Empire World Heritage Site, they follow the UNESCO Operational Guidelines for the Implementation of the World Heritage Convention which is as well aimed to sustain biological and cultural diversity that contributes to environmental and cultural sustainability which can improve the quality of life and well-being of local communities. Great emphasis is placed on sustainable protection, conservation, marketing and management as well as on sustainable tourism development. They combine that with their own work plans and they additionally follow also Hadrian's Wall Management Plan which has as well an emphasis on:</p> <ul style="list-style-type: none"> <li>• sustainable development and prosperity and</li> <li>• sustainable transport and physical access.</li> </ul> <p>As mentioned above they have their own Environmental Policy through which they also realize their sustainable objectives. They integrated many environmental monitoring projects into their research programmes. Among other projects they are currently working towards:</p> <ul style="list-style-type: none"> <li>• their gain and retain of the Green Tourism Award,</li> <li>• the rewilding of the section of their gardens at Vindolanda and</li> <li>• the Nature Spotters Guides that will be available online.</li> </ul> <p>They also collaborate with Northumberland County Council and the Rural Design Centre on broader initiatives in their community. In the future, they plan to provide at both sites charging points for electric cars and will consider any cost-effective measures that will further reduce carbon dioxide emissions. In the future, they also plan to replace company vehicles with electric ones. The sustainability of the site is also demonstrated through their donation scheme: donations are invested directly back into excavations, conservations, research, education and further development of the sites.</p>
<p><b>Success factors and ongoing challenges</b></p>	
<p>Success factors</p>	<p>The success factors can be identified as follows:</p>



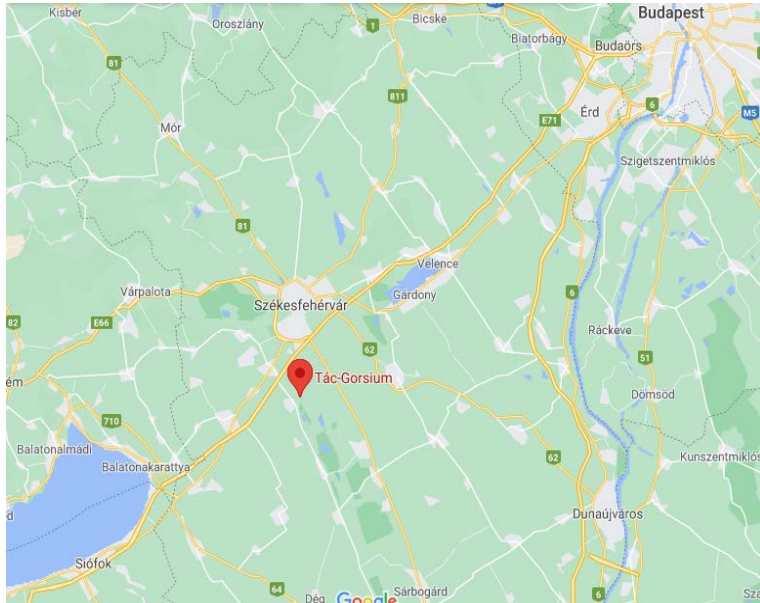
	<ul style="list-style-type: none"> <li>• great donation scheme,</li> <li>• a successful volunteer program that attracts many volunteer tourists from all over the world,</li> <li>• part of the UNESCO World Heritage site - Frontiers of the Roman Empire</li> <li>• recognized as one of Europe's most important Roman archaeological sites,</li> <li>• cross-border and trans-regional activities,</li> <li>• clear messages,</li> <li>• perception of the site as a strong element of local and regional development.</li> </ul>
<p>Challenges to cope with in the future</p>	<p>Just like in the year 2020 when the COVID-19 pandemic started, they still have to face the consequences of site closure due to restrictions that led to reduced income. Because they predict that they still have another 150 years of excavations left, they are afraid that the site is under threat because of climate change: Their finds are very well preserved mainly because they were found in wet and sometimes waterlogged soil and if the soil dries out, future finds are unlikely to be so well preserved.</p>
<p>Author of the Good Practice / Source</p>	<p>Tajda Senica / ZVKDS</p> <p>Sources:</p> <ul style="list-style-type: none"> <li>- C. Walker, N. Carr (ed.), Tourism and archaeology: Sustainable meeting grounds, California, 2013.</li> <li>- Chronicle Live. <a href="http://www.chroniclive.co.uk/news/north-east-news/how-world-famous-roman-site-18026981">www.chroniclive.co.uk/news/north-east-news/how-world-famous-roman-site-18026981</a> (last checked 6. 4. 2021)</li> <li>- Hadrian's Wall Country. <a href="https://hadrianswallcountry.co.uk/">https://hadrianswallcountry.co.uk/</a> (last checked 9. 8. 2021)</li> <li>- Heritage Fund. <a href="http://www.heritagefund.org.uk/news/vindolanda-boost-north-east-economy">www.heritagefund.org.uk/news/vindolanda-boost-north-east-economy</a> (last checked 5. 4. 2021)</li> <li>- North East Times Magazine. <a href="http://www.netimesmagazine.co.uk/news/vindolanda-trust-secures-300000-to-safeguard-future-of-roman-sites">www.netimesmagazine.co.uk/news/vindolanda-trust-secures-300000-to-safeguard-future-of-roman-sites</a> (last checked 5. 4. 2021)</li> <li>- Operational Guidelines for the Implementation of the World Heritage Convention. <a href="https://whc.unesco.org/en/guidelines/">https://whc.unesco.org/en/guidelines/</a> (last checked 10. 8. 2021)</li> <li>- University of the Highlands and Islands. <a href="http://www.uhi.ac.uk/en/business/ric/research-specialisms/tourism/vindolanda-and-the-roman-army-museum/">www.uhi.ac.uk/en/business/ric/research-specialisms/tourism/vindolanda-and-the-roman-army-museum/</a> (last checked 31. 3. 2021)</li> <li>- Visit Vindolanda &amp; the Roman Army Museum. <a href="http://www.vindolanda.com">www.vindolanda.com</a> (last checked 16. 8. 2021)</li> </ul>

Comments	<p>This Good Practice is certainly a great example of a different approach with its only income from donations of the general public and contributions of its visitors that go directly back into further development of the site. They successfully combine archaeological research with touristic activities. Many volunteers help them with archaeological excavations each year. Therefore they also have years of experience in volunteer tourism, which is not so common in other European countries, but represents an excellent example of an interactive involvement of tourists, in a way that both educates them and raises awareness of the importance of the archaeological site itself.</p>
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**6.5 Good Practice 5 – Gorsium-Herculia Archaeological Park - Hungary**

General information	
Title of the Good Practice	<b>Gorsium-Herculia Archaeological Park and Open Air Museum</b>
Photos	 
Operator	The archaeological park is operated by Szent István Király Museum which is maintained by the Municipality of Székesfehérvár.
Location	The site is located GPS coordinates: 47.090006788989555, 18.42069906571094 Gorsium-Herculia was a Roman town between Budapest and the Lake Balaton, near Székesfehérvár, 5 km away from the motorway M7.

Adress: 8121 TÁC



(Retrieved from Google Maps May 24th, 2021)

Basic data

From the middle of the 1st century a Roman military fortress controlled a road junction and the ford of the Sárvíz.

At the beginning of the 2nd century on the place of the military camp a town was built, which became the centre of the provincial assembly of Pannonia Inferior and that of the imperial cult. Excavations started in 1958, uncovering town walls and gates, streets bordered with colonnades, a forum, several temples and civic buildings, halls and sanctuaries of the provincial assembly. Among the structures found were a series of shops, a number of private estates, and even the city's attendant graveyard, fully intact.


The town was annihilated in 260 by a barbarian onslaught, and in 290 a new town named Herculia was erected at the same place. From this period a great palace, row shops, two early Christian basilicas, a cemetery beyond the town walls are unearthed. The latest building is the small church of the Medieval village Fövény.

The ruins are encircled by a large park of Mediterranean atmosphere, with Roman tombstones, and there is a theatre of Greek-Roman character.

Today, the 200 hectares of the former town are completely undeveloped and the site is the largest archaeological park in the country which is open to the public. The Park takes about two hours to visit.

The Archaeological Park is the exhibition space of the Szent István Király Museum. It is the seat of the former Provincial Assembly and imperial cult of Pannonia. During renovation a visitor centre and a display area were added. It is a significant and unique attraction that could be further exploited with additional improvements.



	Today, the infrastructure is well established, the site is well signposted, and programmes and guided tours are available by prior arrangement. Billboards have been placed along the motorway and a museum sign has been added. A dedicated app is currently under development and is scheduled to be ready in March 2022.
Annual budget	Gorsium Development Fund: HUF 35 million/year (ca. 100 000 EUR/year). The costs of the archaeological park are covered by the umbrella organisation, Szent István Király Museum in Székesfehérvár.
Logo	
Website / social media	<a href="https://www.gorsium.org/">https://www.gorsium.org/</a> <a href="https://www.facebook.com/gorsiumherculia/">https://www.facebook.com/gorsiumherculia/</a> <a href="https://szikmblog.wordpress.com/">https://szikmblog.wordpress.com/</a> <a href="https://www.instagram.com/szikm/?hl=hu">https://www.instagram.com/szikm/?hl=hu</a> <a href="https://www.youtube.com/watch?v=N5omKvh1t3c">https://www.youtube.com/watch?v=N5omKvh1t3c</a>
Contact details	Address: 8121 Tác, Outskirts (GPS 47.090006788989555, 18.42069906571094) – Lot number: 025 026 028 Phone: +36 22 315-583 e-mail: <a href="mailto:titkarsag@szikm.hu">titkarsag@szikm.hu</a>
<b>Good Practice description</b>	
Challenges for the archeo park identified	Due to COVID-19, visitor numbers of the years in 2020 and 2021 are much lower than usually. Previously, people in transit traffic between Budapest and Lake Balaton were the main target group, but since the outbreak of COVID-19, new consumer habits have emerged, and these tourist groups do not stop on their way any longer. This led to a significant drop in visitor numbers in Gorsium, which fell by around 10,000.
Challenges for the local / regional tourism identified	The main challenge is to keep visitors in the area for several days. Székesfehérvár is not attractive enough on its own, all visitors plan a one-day visit, but most visitors would visit Gorsium on the second day in the region. The number

	of overnight stays in the region is low.
Goals for touristic activities	The original concept of Gorsium was to create a cultural recreational park for the local/regional population - mainly for Székesfehérvár residents - but the site has exceeded this goal as it has become larger and more visited. A romantic picnic site with an ancient atmosphere and related activities has been created. Since then, a partial reconstruction of the fortress wall has been completed that separates the open-air theatre space from the area. Theatre performances attract more visitors, but theatregoers also visit the park and the archaeological finds there.
Initial spark for touristic activities	<p>The development of the current infrastructure of the Archaeological Park is part of the project "Quies Gorsienae-Gorsium, the ancient island of recreation", which was granted to the Fejér County Museums Directorate in 2008 within the framework of the Central Transdanubian Operational Programme. The project has developed the following elements:</p> <ul style="list-style-type: none"> <li>• Gorsium-Assembly Hall.</li> <li>• Visitors' centre, with reception, permanent and temporary exhibition spaces, and toilets.</li> <li>• Roman-style building: The building houses the "Spectacle Warehouse", which also functions as an office and storage building. The Roman-style courtyard houses archaeological finds from the excavations.</li> <li>• Zichy cellar: The Zichy wine cellar was built by the Zichy family and houses a thematic exhibition of stone monuments in its barrels.</li> <li>• House with frescoes: The frescoed house has been given a new, larger defensive building in the form of a second- and third-century dwelling.</li> <li>• Dining room and cellar of the dining room: In the cellar, an antique cellar furnished in period style is presented, with objects used for cooking and eating found during excavations. The dining room will later be furnished with period furniture.</li> <li>• Eastern lookout: The south-eastern section of the city wall surrounding the 4th century settlement is presented - within the framework of a monumental reconstruction - with side and corner towers. The upper part of the city wall will function as a lookout.</li> </ul>
Actions taken	Thanks to the above-mentioned project, the entire visitor infrastructure has been completed. The Archaeological Park has grown steadily since its opening in 1958, but there was no adequate reception infrastructure for visitors. Nothing was added to this area until 2008, so the development brought in a 50-year backlog (toilets, storage facilities, other service buildings). The development is already in need of expansion because the Archaeological Park has







	outgrown them.
Most important actors for tourism	<ul style="list-style-type: none"> <li>• Szent István király Museum</li> <li>• Municipality of Székesfehérvár (maintainer)</li> <li>• Tourist Information Office</li> <li>• Several civil associations</li> <li>• Open Space Association, Young Civil Courage Association, iGeneration Association</li> <li>• Vörösmarty Theatre (Székesfehérvár)</li> <li>• Szabad Színház (Free Theatre)</li> <li>• Nova Roma – International traditionalist association</li> <li>• Colonia Rostallo Cultural and Military History Foundation</li> <li>• Deer Tribe Celtic Traditional Preservation Association</li> <li>• Familia Gladiatoria Pannonica – The association presents gladiator games (gladiator school)</li> </ul>
Data available linked to tourism	<p>Prior to COVID-19, Gorsium had an annual visitor count of around 20,000 people. Of this number:</p> <ul style="list-style-type: none"> <li>• 10% foreign visitors (estimate)</li> <li>• 30% students</li> <li>• 10% group</li> <li>• 50% individual visitors</li> </ul>
What presentation, interpretation and/or didactic methods on the archaeological site are the reason for its success?	<p>Three types of guided tours are offered:</p> <ul style="list-style-type: none"> <li>• Guided tours for children and students</li> <li>• Guided tour for adults</li> <li>• Professional guidance</li> </ul> <p>A museum educator as guide (not an archaeologist) provides a general presentation, while archaeologists provide professional guided tours. Panels show four periods with floor plans.</p>
<b>Impact and outcomes from tourism at the site and for the city</b>	
Impact on the scientific archaeological community	<p>From a scientific point of view, it is important and almost unique that the excavation has been carried out for 50 years, financed continuously by the Hungarian state. Only the excavation was financed, not the necessary follow-ups. Thus, the social utility of the excavations was limited.</p>
Impact on citizens	<p>Gorsium is administratively part of Tác. Before the political transition, the Archaeological Park was the largest employer in the village, with a significant</p>

	<p>part of the population working there. Nowadays it does not have such an impact on the local population, while 100 people used to work here, now it employs 16. This is mainly due to mechanisation, but there is a need to increase the number of people employed. It is a recreation and event area for the residents of Székesfehérvár and the agglomeration, who also use the park.</p>
Impact on local economy	<p>The effect can be deduced from the number of nights spent in Székesfehérvár, which can be used to determine the number of visitors of Gorsium.</p> <p>The impact of TÁC-Gorsium on the local economy is around € 1 million (This is an estimated amount from the local archaeological leader). This is only the added value. There is a need to increase the number of overnight stays in Székesfehérvár, so that Gorsium could be part of the stays.</p>
Impact on city life	<p>TÁC-Gorsium has a double impact on the life of the municipality.</p> <ol style="list-style-type: none"> <li>1. Gorsium as a brand name is present in the local market, mostly as a marketing concept.</li> <li>2. The existence of Gorsium is of greater importance to the people of Székesfehérvár, as it is a source of pride for them, since the present city had its ancient predecessor in Gorsium. The city, which was destroyed in antiquity, was rebuilt in the Middle Ages on its present site. Therefore, the Székesfehérvár people have a sense of pride for it.</li> </ol>
Impact on the built environment of the city	<p>Impact from the old period:</p> <p>The medieval Székesfehérvár, one of the centres of medieval Hungary, was built with building materials extracted from the ruins of Gorsium. The granite column of the Coronation Church (basilica), for example, comes from here.</p> <p>Impact in the modern era</p> <p>There is also a restaurant of the same name near the Archaeological Park. The existing Archaeological Park is generating a sense of order in the surrounding villages, and landscaping has also been carried out in the neighbouring village. These steps will also make the municipal environment more attractive to visitors.</p>
Impact on local and regional development	<p>The development of tourist routes will affect Gorsium, so it would be important that the development of cycle paths also affects or is an end point of the development. There are also small-scale tourism developments.</p> <p>Gorsium appears several times in the spatial development document of the neighbouring county town of Székesfehérvár. Primarily as a complex tourist-programme, Gorsium and the Roman archaeological sites of the region are to be presented.</p> <p>The Fejér County Spatial Development Document emphasises that Gorsium is a monumental complex of national economic importance and a non-national asset of major importance.</p>

Impact on local employment	At the moment, the number of employees is quite low, down from 100 to 16 due to mechanisation, even though TÁC was one of the largest employers in the municipality. However, there is a need for more workers, especially maintenance workers.
Impact on ecology	It is surrounded by the SÁRVÍZVÖLGYE Landscape Protection Area. Apart from mowing, there are no other processes affecting the ecology other than weeding or clearing the ruins. A rare weed is found here, which is found only here in Hungary. It was introduced by the Romans, and is still found only here. Research has confirmed this.
Impact on sustainability	There is a bicycle service in the car park, and it is also the end point for water tours. The lighting fixtures in the Archaeological Park are powered by solar panels. The heating of buildings, fuel and water consumption are still significant and unsustainable.
<b>Success factors and ongoing challenges</b>	
Success factors	<ul style="list-style-type: none"> <li>• An ancient-style park has been created as a recreation area, which can also be used as a picnic area.</li> <li>• A frequent venue for traditional events alongside the Aquincum in Budapest, the Gorsium is the largest such event, with around 6-10 thousand people visiting in 2 days.</li> <li>• One of the most interesting artefacts for visitors is a mural in a glass shelter that has been reconstructed in its original location.</li> </ul>
Challenges to cope within the future	The main challenge is to raise the low level of interest caused by the COVID-19 virus epidemic.
Author of the Good Practice / Source	Loránd Olivér KOVÁCS, a Head of Gorsium-Herculia Archaeological Park and Open-Air Museum

6.5 Good Practice 5 - London Mithraeum – United Kingdom

General information	
Title of Good Practice	<b>London Mithraeum</b>
Photos	 <p style="text-align: center;">Reconstructed London Mithraeum under Bloomberg's European headquarters (photo Carole Raddato, Creative Commons License <a href="https://creativecommons.org/licenses/by-sa/2.0/">CC-BY-SA-2.0</a>)</p>  <p style="text-align: center;">Visitor entrance to the London Mithraeum (photo Carole Raddato, Creative Commons License <a href="https://creativecommons.org/licenses/by-sa/2.0/">CC-BY-SA-2.0</a>)</p>

Operator	London Mithraeum Bloomberg Space Ltd, in collaboration with Museum of London
Location	<p>The archaeological site is located in the City of London, in an area now occupied by Bloomberg’s European headquarters. This has been a densely inhabited area since the early Roman times until today.</p>  <p>(Retrieved from Google Maps, 26.05.2021)</p>
Basic data	<p>The reconstructed archaeological remains of the Mithraeum are included into a cultural hub together with a contemporary art gallery and an educational area. The hub occupies a part of the Bloomberg building’s ground floor, also descending 7m below the modern ground level through a gallery, to reach the original Roman ground level where the remains are located. Access is free of charge, though visitors have to book their visit online in advance. Visits are self-guided, being designed to provide a multisensory, immersive experience. Different interpretive media, including a digital guide, are also available. There is a visitor centre at the ground level, while cafés and restaurants are located in the close vicinity, though operated independently. The archaeological site is very accessible, even for people with various disabilities. There are many public transport options for visitors, and the building has several pedestrian areas around it.</p>
Annual budget	The annual budget is provided by the philanthropic arm of the Bloomberg LP, but the exact amount is not publicly available.
Logo	
Website / social media	<p><a href="https://www.londonmithraeum.com">https://www.londonmithraeum.com</a> #londonmithraeum</p>



Contact details	12 Walbrook London, EC4N 8AA <a href="mailto:info@londonmithraeum.com">info@londonmithraeum.com</a>
<b>Good Practice description</b>	
Challenges for the archeo park (or other type of Good Practice) identified	The Mithraeum was discovered in the 1950s, but was dismantled and rebuilt elsewhere in the 1960s, using outdated techniques and including several inaccuracies, the result providing very little accessible information regarding the temple's layout and use in Roman times. The ruins were invisible from the street level and completely unprotected. The redevelopment of the area allowed further archaeological research and the reconstruction of the ruins in their original location, where they were included into an exhibition space within the Bloomberg building. During the reconstruction process, all of the structural inaccuracies were removed and various non-invasive but scientifically accurate solutions were used to present the temple's layout, architecture and atmosphere to the non-specialist public, including sound, light, and multimedia elements. These creative solutions allow the visitors to understand easily how the temple was used and by whom, and to experience the Mithraic ritual in a direct way. The contemporary art gallery on site is also providing a link to the past, since many works have been created and exhibited to respond to the site's history.
Challenges for the local / regional tourism identified	Until the redevelopment of the area, the ruins were invisible from the street level, being set up on top of a parking structure, and were rarely included in touristic circuits due to the lack of information or visitor facilities on site, despite the access being free of charge. The temple's reconstruction in the original location, its integration into a very accessible modern building, and the range of visitor-friendly interpretive solutions have made the site one of the top touristic attractions in central London since its opening in late 2017.
Goals for touristic activities	The initial scope of the project was to reconstruct and protect the archaeological remains while researching the wider area, and also to improve the educational value and visitor experience in a meaningful way. Today, the site functions as a cultural hub that is open to the locals and the tourists, attracting a much wider public.
Initial spark for touristic activities	The proposed plan to redevelop the area prompted the local authorities to find a better solution for the existing ruins.
Actions taken	The site has its own website and social media account, and a site guide was published in print and digital form. It is also offering a virtual tour and other digital activities through its own app, and is hosting a wide range of on-site events targeting different categories of visitors. There are partnerships with the Museum of London and City of London, and the site and its events are well publicised using






	digital and print media. Special events are also organized in partnership with different stakeholders. An education programme and some teaching tools have been developed with experts to be used by schools either on-site or virtually. The site is also well integrated into a number of touristic circuits.
Most important actors for tourism	The City of London is a touristic hotspot, including many cultural and recreational attractions. There are a number of independent cafes, restaurants and shops in the close vicinity of the site, including the restored and pedestrianised Roman Road.
Data available linked to tourism	Over 160.000 visitors came yearly before COVID-19 restrictions. It is free to visit, but advanced booking is recommended. Visits are tailored to individuals of all ages, families, and groups of all types, including schools. Special educational packages are designed for school visits. There are collaborations with other archaeological tourism attractions, including commonly-organized events and activities. The site is part of a network of cultural attractions that use a common app offering a digital guide: Bloomberg Connects.
What presentation, interpretation and/or didactic methods on the archaeological site are the reason for its success?	The presentation and interpretation methods are highly innovative, combining physical reconstructions with digital, sound and light-based solutions to offer a multisensory, immersive experience to the visitors. The archaeological information is delivered in a very engaging manner using multimedia devices.
<b>Impact and outcomes from tourism at the site and for the city</b>	
Impact on the scientific archaeological community	This is a major archaeological site whose research, reconstruction and presentation produced a comprehensive image of the Mithraic cult in Roman London and of the fate of this site during the following centuries. Aside from the site guide, a number of scientific articles and a monograph were also published.
Impact on citizens	The site became a cultural hub for the citizens, being also used by local schools for educational purposes. The general redevelopment of the area produced a more open and vibrant space, with modern facilities, including improved accessibility.
Impact on local economy	A number of cafes, restaurants and pubs are functioning in its vicinity. The site is included in a number of touristic circuits. The nearby pedestrianised area also attracts a significant footfall. However, there is no publicly available assessment of its economic impact.
Impact on city	The archaeological site is very accessible through the public transport system. Its

life	inclusion into an active cultural hub has brought a number of important art and culture events in the local area, while providing a new civic space.
Impact on the built environment of the city	The redevelopment of the entire area also improved access, lighting, landscaping, and signage.
Impact on local and regional development	There is no publicly available data.
Impact on local employment	The site has a small number of permanent employees and also relies on some volunteers for its activities. However, its presence has generated increased footfall for the businesses in the vicinity, notably for the restaurants and cafeterias, bookstores and shopping centres.
Impact on ecology	The site operator actively encourages visitors to use public transport. The site itself is integrated into a modern, sustainable building which was designed to use efficiently both energy and water, with a natural ventilation system and a low-emissions heating and power system.
Impact on sustainability	The annual budget is provided entirely by the philanthropic arm of the Bloomberg LP and currently there are no intentions to turn the site into a commercial enterprise in order to generate income. It is largely described as an educational and community-oriented space.
<b>Success factors and ongoing challenges</b>	
Success factors	<ul style="list-style-type: none"> <li>• London is a touristic hotspot.</li> <li>• The site is located in a well-connected area of the city, close to other major attractions.</li> <li>• There is continuous support provided by the developer.</li> <li>• The site is well integrated into the local touristic circuits.</li> <li>• The ongoing collaboration with the Museum of London.</li> <li>• An innovative, immersive presentation and interpretation of the archaeological remains.</li> </ul>
Challenges to cope with in the future	<ul style="list-style-type: none"> <li>• Overcrowding of the archaeological tourism market in London;</li> <li>• Limited space for further development;</li> <li>• Higher maintenance costs.</li> </ul>
Authoress of the Good Practice / Source(s)	<p>Mariana Egri, IAAC</p> <p>All data are publicly available and can be freely reproduced.</p> <p>Sources:</p>

	<ul style="list-style-type: none"> <li>- S. M. Wright (ed.), Archaeology at Bloomberg, MOLA, London 2017.</li> <li>- R. S. O. Tomlin (ed.), Roman London's first voices: writing tablets from the Bloomberg excavations, 2010-2014, MOLA Monograph 72, London 2016.</li> <li>- London Mithraeum: Reimagining the famous Roman temple, Current Archaeology 334, 2018, link: <a href="https://archaeology.co.uk/articles/london-mithraeum-reimagining-the-famous-roman-temple.htm">https://archaeology.co.uk/articles/london-mithraeum-reimagining-the-famous-roman-temple.htm</a></li> <li>- Bloomberg's new European headquarters rated world's most sustainable office building, press release October 2017, link: <a href="https://www.bloomberg.com/company/press/bloomberg-most-sustainable-office-building/">https://www.bloomberg.com/company/press/bloomberg-most-sustainable-office-building/</a></li> <li>- Bloomberg Philanthropies Annual Report 2019, link: <a href="https://www.bbhub.io/dotorg/sites/39/2019/06/AnnualReport2019_Digital.pdf">https://www.bbhub.io/dotorg/sites/39/2019/06/AnnualReport2019_Digital.pdf</a></li> </ul>
Comments	<p>The London Mithraeum offers an excellent example of creating value for both the local community and the visitors through the smart, attractive interpretation and presentation of the archaeological remains.</p>

### 6.6 Good Practice 6 - Alba Carolina Fortress - Romania

General information	
Title of Good Practice	<b>Alba Carolina Citadel</b>
Photo	 <p style="text-align: center;">Photo: Zoltan Czajlik</p>
Operator	Municipality of Alba Iulia
Location	<p>The site is located in the middle of the city Alba Iulia on a high terrace of the Mu-reş river.</p>  <p style="text-align: center;">(Retrieved from Google Maps May 28th, 2021)</p>
Basic data	The Alba Carolina Citadel is a star-shaped fortress with Vauban-style bastions built at the beginning of the 18th century at the site of a medieval fortress, which was itself constructed over the fort of the Roman legion XIII Gemina. The Citadel has

	<p>the legal status of historical monument, registered under the code LMI: AB-II-a-A-00088. The star-shaped outline has also inspired the logo of the city Alba Iulia. The site stretches over 110 ha and includes not only the Vauban-style fortress but also access roads and pedestrian paths, restaurants and recreation areas, bike-renting facilities, areas dedicated to cultural activities, guided tours, a touristic information office etc. The site hosts two museums (the National Museum of Unification and the Museum of the Principia Castris Legionis XIII Gemina) and a visiting tour of the fortresses built during the three historical periods mentioned above – “Tour of the three fortifications”.</p> <p><a href="https://viziteazaalbaiulia.ro/">https://viziteazaalbaiulia.ro/</a>  <a href="https://turism.apulum.ro/obiectiv-turistic/cetatea-alba-carolina/?lang=en">https://turism.apulum.ro/obiectiv-turistic/cetatea-alba-carolina/?lang=en</a></p>
Annual budget	Unknown. The Municipality of Alba Iulia has not made public the annual budget.
Logo	 <p>The Logo is inspired by the star-shaped outline of the Austrian fortress</p>
Website / social media	<p><a href="https://viziteazaalbaiulia.ro/">https://viziteazaalbaiulia.ro/</a>  <a href="https://albaiuliaqr.ro/alba-carolina-citadel/?lang=en">https://albaiuliaqr.ro/alba-carolina-citadel/?lang=en</a>  <a href="https://turism.apulum.ro/obiectiv-turistic/cetatea-alba-carolina/?lang=en">https://turism.apulum.ro/obiectiv-turistic/cetatea-alba-carolina/?lang=en</a>  <a href="https://www.facebook.com/cetatealbaiulia/">https://www.facebook.com/cetatealbaiulia/</a></p>
Contact details	<p>National Centre for Touristic Information and Promotion of Alba Iulia  Address: Aleea Sfântul Capistrano, nr. 28 – Cetatea Alba Carolina, 510011 Alba Iulia - RO  Tel: +4 0371 337 148  Fax: +4 0371 601 349  E-mail: <a href="mailto:turism@apulum.ro">turism@apulum.ro</a>  <a href="http://turism.apulum.ro/contact/">http://turism.apulum.ro/contact/</a></p>
<b>Good Practice description</b>	
Challenges for the archeo park (or other type of Good Practice) identified	<p>The Alba Carolina Citadel, which was restored almost entirely over a decade ago, attracts a large number of visitors every year. In this context, the main challenge of the following years is to maintain and even increase this number of tourists. This can only be attained through the organisation of cultural and educational activities (thematic festivals and exhibitions, re-enactment, children-oriented activities etc.) directed at visitors of different ages and provenance (local or foreign). At the same time, the digital presentation of the monuments should be interactive</p>

	and adapted to the large spectrum of cultural interests and expectations of the audience.
Challenges for the local / regional tourism identified	Alba Iulia is located near the intersection of important traffic routes: the highway A1 that connects the capital city of the country with western Romania; and the highway Turda-Sebeş that connects northern and southern Transylvania. Owing to its position, the Alba Carolina Citadel is visited by a large number of tourists that are in transit. The challenge is to motivate these tourists to spend more days visiting the site and its surroundings. Therefore, it is necessary to organise attractive cultural activities and build/organise adequate accommodation near the relevant touristic attractions, considering that the city is currently unprepared for the estimated number of visitors. Unused locations of the Austrian fortress could serve this purpose.
Goals for touristic activities	<p>The Alba Carolina Citadel is seen and planned as a local and regional centre for cultural and touristic development. The main areas of interest promoted are:</p> <ul style="list-style-type: none"> <li>• the focus on the chronological development of the three fortifications and contemporaneous habitations at this site: the Roman fort, the medieval fortress, the Austrian fortress</li> <li>• the valorisation and emphasis of the archaeological vestiges from all periods, including the way Roman and medieval constructions were integrated into the Austrian fortress.</li> <li>• the valorisation of the mobile archaeological patrimony and its correlation with the plan of the site; this is achieved through the inclusion of the two museums of the Alba Carolina Citadel in the visiting tours: the National Museum of Unification hosts a vast archaeological collection unearthed during the research of the fortress; the Museum of the Principia Castris Legionis presents a series of Roman architectural elements preserved in situ.</li> </ul> <p>A selection of 4 core message:</p> <ul style="list-style-type: none"> <li>• What was the Roman fort and city of Apulum?</li> <li>• What was the medieval fortress, and who were its rulers?</li> <li>• What was the Austrian fortress?</li> <li>• How did the Roman soldiers, the medieval and modern men of Apulum, Bălgard and Alba Carolina, respectively, live?</li> </ul> <p>Inspired by the status of political centre at different historical periods (capital of Roman Dacia, seat of the Catholic Archbishopric of Transylvania, and later capital of the Transylvanian Principate), the chosen slogan for presentations and in the</p>



	communication with the visitors is "Alba Iulia, the other capital". Additionally, in the interaction with the visitors, the slogan "Istoria prinde viață/History comes to life" is also used.
Initial spark for touristic activities	On November 4th, 1715, General Steinville, commander of the Austrian Imperial troops from Transylvania, Stefan Kornis, governor of Transylvania, and Giovanni Visconti Morando, the Italian architect who designed the fortification, laid the first stone at the foundation of the Citadel, which will later impress the whole of south-eastern Europe. The Citadel was neglected during the last decades. As a consequence, entire sections degraded due to time and human behaviour. In 2011, the ample restoration works began and were already completed two years later. The gates and many other elements of the fortress (walls, buildings) were restored to the original shape of the 18th century. At the same time, an "Austrian guard" was assembled, which, after the modern Austrian model, changes every day at 12h. Aside from the Austrian fortress, the Roman or medieval vestiges still visible at the surface were also restored, i.e. one of the gates of the Roman fort and part of via principalis, et cetera. In total, the restoration works cost 68 million Euros, where 80% were European funds.
Actions taken	The restoration of the Citadel allowed the organisation of cultural events to attract more interest towards the site. Such is the yearly Roman Festival Apulum.
Most important actors for tourism	The Alba Carolina Citadel cooperates with numerous governmental and non-governmental organisations: <ul style="list-style-type: none"> <li>• Municipality of Alba Iulia</li> <li>• Alba County Council</li> <li>• National Museum of Unification, Alba Iulia</li> <li>• "December 1st" University, Alba Iulia</li> <li>• Turism Apulum</li> <li>• Hotel Medieval</li> </ul>
Data available linked to tourism	The Citadel had 500.000 visitors in 2019 (the no. of official inhabitants in Alba Iulia is about 63.000). The National Museum of Unification had 100.000 visitors in 2019. The Municipality of Alba Iulia constantly promotes the touristic potential of the Citadel, which is why Alba Carolina is an essential visiting stop of all tours organised by both local and international touristic agencies operating in the area. By request, thematic tours guided in Romanian and other European languages (English, French, German, Italian, Spanish, Catalan etc.) are organised in the Citadel: <a href="https://vizitezaalbaiulia.ro/tururi-tematice-ghidate-in-cetatea-alba-carolina/">https://vizitezaalbaiulia.ro/tururi-tematice-ghidate-in-cetatea-alba-carolina/</a> The Citadel includes several restaurants located in historical buildings or in open-air. The open-air restaurants, as well as many souvenir shops, use traditional chariots offered by the municipality to private investors.



(Photos Aurel Rustoiu)

Bicycles and family vehicles with four seats can be rented in the Citadel. The tourists have the option to visit designated tours organised on the length of the fortifications, amounting to over 12 km.

<https://viziteazaalbaiulia.ro/centrul-de-inchirieri-biciclete-ivelo-din-parcul-unirii-s-a-redeschis-turistilor-si-albaiulienilor/>

During summertime, historical re-enactment shows (The Roman guard of the National Museum of Unification), music concerts, theatre and opera plays, fashion shows and many other events are organised weekly in the Citadel.



(Photos Aurel Rustoiu)

What presentation, interpretation and/or didactic methods on the archaeological site are the reason for its

#### Guided tours

- Virtual presentations and reconstructions of the vestiges from the three main historical periods represented in the Citadel
- "Tour of the three fortifications", a guided tour of the important points where archaeological finds have been conserved and which illustrate the chronological development of the site.
- The Roman Festival Apulum (historical re-enactment performed by professional groups from Romania and other European countries)



success?	<ul style="list-style-type: none"> <li>• "Austrian Guard", a historical re-enactment group that re-enacts every day at 12 hours the change of the guard in the same way it was done in the 18th century.</li> </ul>
<b>Impact and outcomes from tourism at the site and for the city</b>	
Impact on the scientific archaeological community	Archaeology plays a crucial part in the restoration of the Alba Carolina Citadel and the scientific and touristic valorisation of the Roman, medieval and Austrian time vestiges. The results of the archaeological research are published in professional journals and, at the same time, are available for the general public through exhibitions on-site or at the National Museum of Unification.
Impact on citizens	The Citadel has become an essential element for the identity of the inhabitants of the city Alba Iulia, as well as of the larger region. The symbol of the Citadel is also illustrated in the city logo and slogan: "Alba Iulia: the other capital", referring not only to the modern but also the ancient and medieval history of the city.
Impact on local economy	In 2014-2020, the Citadel benefited from restoration projects with a value of over 32,600,000 EUR. After its restoration, the number of touristic and cultural businesses that operate in the Citadel increased, having over 1500 employees in 2014: <a href="https://documents1.worldbank.org/curated/fr/427191468179668911/pdf/97813-WP-ROMANIAN-P151596-Box391484B-PUBLIC.pdf">https://documents1.worldbank.org/curated/fr/427191468179668911/pdf/97813-WP-ROMANIAN-P151596-Box391484B-PUBLIC.pdf</a>
Impact on city life	The Citadel attracts not only numerous tourists but also provides many jobs in the hotel industry and street commerce, in restaurants etc. The Citadel offers the possibility to spend leisure time actively. It hosts numerous historical festivals, historical re-enactment events, modern music concerts, opera and theatre plays, temporary thematic exhibitions etc. The alleys, parks, restaurants, sports courts provide the inhabitants of the city with a wide array of relaxation possibilities.
Impact on the built environment of the city	The renovation of the Citadel triggered numerous other public or private initiatives to restore the aspect of other buildings within the Citadel, such as those owned by the Catholic Archbishopric and Orthodox Bishopric, the "December 1st" University, or the privately-owned Medieval Hotel.
Impact on local and regional development	The promotion of the Alba Carolina Citadel became a priority both for the Municipality of Alba Iulia and the County Council of Alba, which directed numerous investments towards the restoration and advertising of the site, using local resources or, especially, attracting European funds. Therefore, every year, new works are constantly done to retrieve and restore the ancient, medieval and modern vestiges and introduce them in the touristic circuit.

Impact on local employment	The Citadel generates numerous jobs in the field of services.
Impact on ecology	The Citadel offers numerous visiting possibilities by bike or by foot on 5-7 km-long tracks organised on the length of the fortification elements and their ditches. The ditches include numerous green areas and ecological leisure zones.
Impact on sustainability	The sustainability of the park is demonstrated by the permanent or recurring (each year) character of both public – local and European – and private funding.
<b>Success factors and ongoing challenges</b>	
Success factors	<p>The success factors can be identified as follows:</p> <ul style="list-style-type: none"> <li>• Political support both from the Municipality of Alba Iulia and the County Council of Alba</li> <li>• Investment strategy for the development of the park using both national and European funds</li> <li>• Involvement of private entities in the restoration and touristic valorisation of the site (see the example of "Hotel Medieval") <a href="https://www.hotel-medieval.ro/">https://www.hotel-medieval.ro/</a></li> <li>• Location of the city at the intersection of important traffic routes</li> <li>• Cross-border and trans-regional activities: the inclusion of the site in international and regional touristic routes: "The Route of the Roman Emperors", "The Wine Route" etc.</li> <li>• Strong identification of the local population with the cultural heritage</li> <li>• Perception of the site as a strong element of regional development.</li> </ul>
Challenges to cope with in the future	<p>The challenges that the Citadel faces for the following years stem from the organisation of its space:</p> <ul style="list-style-type: none"> <li>• Insufficient parking places for cars and buses both within and outside the archaeological park, in the context of an increasing number of tourists</li> <li>• Insufficient accommodation infrastructure</li> <li>• Insufficient number of restaurants</li> </ul>
Author of the Good Practice / Source(s)	Aurel Rustoiu, IAIAAC / information obtained directly from the Municipality of Alba Iulia and the National Museum of Unification Alba Iulia (from Gabriel Rustoiu, the general manager of the Museum), and official websites of the mentioned institutions. All information is free to use.
Comments	Alba Carolina Citadel offers a very good example for successfully developing an ur-

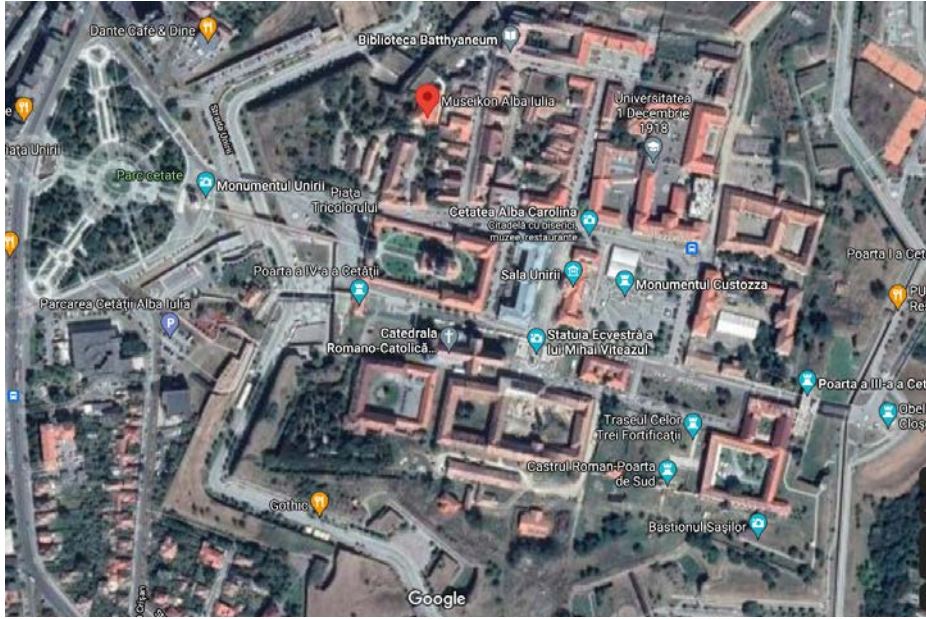
	ban archaeological park in a town with lots of monuments which are shared by citizens and tourists together.
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6.7 Good Practice 7 – Museikon - Romania

General information	
Title of Good Practice	<p><b>Museikon – Sacred Art Museum – Alba Iulia/Romania. Revitalised historical monumental building</b></p>
Photo	 <p>Museikon, 2015</p>  <p>Museikon today (Picture credits: museum's archive)</p>



Operator	National Museum of Unification Alba Iulia (MNUAI)
Location	<p>The site is located inside of Alba Carolina fortress, on the main access street in the 18th century fortress from Alba Iulia, the building is visible and easily accessible.</p>  <p>(Retrieved from Google Maps May 18th, 2021)</p>
Basic data	<p>It used to be the oldest military hospital of Romania operated in a 19th century building. It is located on a bastion of the Alba Iulia Citadel and it is transformed into the first museum of religious art in Romania. During the restoration of the building, following the archaeological research, they unearthed another 16th century building and parts of the 18th Legion Gemina Roman Fort. All these archaeological remains were preserved in situ and may be visited within the new museum.</p> <p>The museum offers permanent exhibition areas with the most important collections of icons and old books in Transylvania. In addition to the exhibition objects, the integrated archaeological remains from the Roman period also give the museum its charm and a display of the complex history of the building. Visitors can take guided tours in and out of the museum in several languages. Children and teenagers are often active participants in painting, engraving and calligraphy workshops. A database is available for anyone interested in the research of different painters' workshops from Alba county. In addition, several important books are digitized and open to public access during the tour.</p> <p>The entrance of the facility is also available for cars and bikes and the</p>

	location is visible from the main street, and several signposts in the city lead directly to the museum.
Annual budget	656.000 Euro
Logo	
Website / social media	<a href="http://www.museikon.ro/">http://www.museikon.ro/</a> Facebook: <a href="https://www.facebook.com/museikon">https://www.facebook.com/museikon</a> YouTube channel: <a href="https://www.youtube.com/channel/UCPd-YfN2pyMu3JbgulKyP1w/featured">https://www.youtube.com/channel/UCPd-YfN2pyMu3JbgulKyP1w/featured</a> All social media channels have a respectable number of followers and subscribers.
Contact details	Museikon, Str. Unirii, nr.3, Alba Iulia, Alba, Romania T. 0040 258 813 300
<b>Good Practice description</b>	
Challenges for the ar- cheo park identified	The museum was open to the public just a few years ago and it was prepared to flourish in the local, national and international context, but the pandemic slowed down all its activities. Now, the restart is almost as difficult as the opening was. However, this forced us to start using digital space even more. We concentrated a big part of our activities online, but this brought more work and digital challenges because the virtual visitors are more critical and always expect more since they were used to us introducing them to something new in the museum every month.
Challenges for the local / regional tourism identified	The museum is very lucky to be located in the Alba Carolina fortress, in the famous city of Alba Iulia and nearly in the center of the country. Important cities like Cluj-Napoca, Sibiu, Targu Mures and Deva are just up to 1 to 2 hours away and with their catchment areas we can estimate our potential visitors' number to be at about 2–2,5 million. In the last years, local and regional tourism flourished and new strategies have been developed by the local and county councils and more others need to be completed according to the tourists' demands. We expect our actions to be widely known through our partners and future partners involved in the local and national tourism activities. To be included in their touristic promotion as an interesting visiting spot is one of the biggest challenges to achieve.
Goals for touristic activities	Sacred art is still a living concept in Romania and the sacred art relics

	<p>(paintings, books and other different objects) from the last 6-7 centuries are still very difficult to separate and to be presented as part of the national heritage. Our main goal was to unite different sacred art collections, to gather sacred art objects especially from the Alba county and to present them all together in a single place as a very important artistic movement that took place in the region in the past. The main goal was to enrich it with important archaeological finds. During the restoration work, they discovered older phases of the building, some even from the 2nd and 3rd centuries AD. After that, the goal was to present a nearly two millennia building that was hosting one of the most important sacred art collections in Romania. During the tour inside and outside of the museum, visitors can</p> <ul style="list-style-type: none"> <li>● Access to the collections via modern technical equipment (internet access, documentary videos, digital screens, special lights),</li> <li>● Ask for a special guided tour about the history of the building and the collections,</li> <li>● Have a look inside the 19-century history of the building, starting with the ancient Roman up to the 20<sup>th</sup> century.</li> </ul> <p>We are focused on providing answers to:</p> <ul style="list-style-type: none"> <li>● What are sacred art collections?</li> <li>● Who made them?</li> <li>● When and why were they made?</li> <li>● What do we know about the building?</li> <li>● Why is the restoration of the patrimony building important?</li> </ul> <p>Visitors can take part in the museum activities where they can be taught how to paint on wood, glass or canvas; they are taught to do engravings and also to write on papyrus and wax like the ancient Romans or to write with the Cyrillic alphabet from the 16th – 19th centuries.</p> <p>History is an important part of our identity and we try to show that in the museum by pointing out at the same time the authenticity of our artefacts, the importance of restoring the old buildings and offering access to our works through permanent physical and virtual dialogue.</p>
Initial spark for touristic activities	The National Museum of Unification Alba Iulia had several temporary exhibitions in the past focused on sacred art objects. This was the initial spark that made the museum win an EEA and Norway grant and

	<p>due to this, a permanent space was created for the research field in the historical building of the Alba Carolina fortress. The grant of 2 million Euros allowed the full restoration of an 17th century building with even older phases from Roman antiquity and the creation of permanent space for the sacred art exhibition and thematic activities, Museikon. Since its creation and opening, the place has attracted more than 50.000 people and became a rallying point on the regional level for new research fields and new tourism offers.</p>
Actions taken	<p>Many new projects and actions started with the opening of a permanent space dedicated to the sacred art field. This enriched the local and regional tourism services with new activities, new guided tours, and workshops for visitors. New partners joined the museum from the scientific and other cultural fields, etc. The activities developed here were easily adopted by the city politics regarding the increase of quality tourism. In the last years, the local authorities developed new strategies for tourism and the opening of a new attraction point was highly saluted by many tour operators that were interested in local and regional development.</p>
Most important actors for tourism	<p>The museum cooperates with more than 20 partners from Romania and other countries:</p> <ul style="list-style-type: none"> <li>● Alba County Council</li> <li>● National Museum of Unification Alba Iulia</li> <li>● Orthodox Archdiocese of Alba Iulia</li> <li>● Alba Iulia City Hall</li> <li>● University "1 December 1918" of Alba Iulia</li> <li>● Patriarchate of Romania</li> <li>● Faculty of Orthodox Theology, sacred art section, Alba Iulia</li> <li>● National College `Horia, Closca and Crisan` Alba Iulia</li> <li>● National Center for Tourism Alba Iulia</li> <li>● Local tourism services providers</li> <li>● Local high schools and middle schools</li> </ul> <p>Our partners' list can be checked at the following link:  <a href="http://www.museikon.ro/despre-museikon/parteneri.html">http://www.museikon.ro/despre-museikon/parteneri.html</a></p>
Data available linked to tourism	<p>Number of visitors: 12.000 – 15.000 p.a. (14.000 in 2019)  35 % FITs<sup>1</sup> (75 % domestic, 25 % international from 40 countries)  55 % school children  10% groups</p>

<p>What presentation, interpretation and/or didactic methods on the archaeological site are the reason for its success?</p>	<p>The newly discovered archaeological remains, from the ancient and medieval period, have been preserved and presented within the Museikon main exhibition and also in the temporary exhibition halls. The basic building (18th century) has been fully restored and is now hosting a series of ancient and medieval workshops, restoration and art workshops, which are interesting for children, young people and also for the adults.</p>
<p><b>Impact and outcomes from tourism at the site and for the city</b></p>	
<p>Impact on the scientific archaeological community</p>	<p>The reconstruction works revealed amazing and very important archaeological finds from Roman period, medieval ages and the modern period. The finds set the new museum on the national and internal map of very important archaeological finds: a roman wall/building was still in use after nearly two millennia. The main exhibition program dedicated to sacred art was from that moment highly enriched with a unique offer of archaeological finds from different historical periods. Due to these discoveries, some of the previous theories about the evolution of the ancient and medieval sites had to be changed or supplemented with the new data. Archaeology is very important and well known in the city of Alba Iulia and the new finds revealed in the Museikon building were happily integrated into the big archaeology portrait of the city.</p> <p>Exhibitions and publications regarding the archaeological background of the building can be found on our website:  <a href="http://www.museikon.ro/evenimente/category/descoperiri.html">http://www.museikon.ro/evenimente/category/descoperiri.html</a></p>
<p>Impact on citizens</p>	<p>People from the local area and from all over the country recognise the museum artefacts and their significance. Our research and the museum practices we develop here speak about the same past, known – at least on a basic level – by everyone. The place is seen as a keeper of important national collections that are valuable and worth a visit from worldwide regarding Romanian national history, art, and culture. Due to these facts, many institutions, artists, scientists and common people try to help and want to be involved in the museum’s activities and work.</p>
<p>Impact on local economy</p>	<p>The regional economic effect is estimated at 1 Mio Euro every year.</p>
<p>Impact on city life</p>	<p>With the opening of the museum, a new category of tourists was attracted to the city and because of that, new tourism offers for worldwide tourists were created. People interested in the field of sacred art or in ancient Roman history were intrigued by the new local attraction. Locals recommend the museum to the visitors because of its</p>





	<p>common background of the entire country or as a meeting point for sharing and showing of the historical past. Both, county council and local county, recommend the place for their partners and ambassadors; the local tour operators were also able to create and offer new tourism products for their clients.</p>
Impact on the built environment of the city	<p>Alba Carolina fortress, around which the modern city was built, has many important buildings and many of them of national importance. Museikon building is one of them and the restoration of this building was just one of the many buildings that needed to be restored or rebuilt in the area. The intention of the County Council is to create a cultural bastion in the area and this gave courage to other institutions or contractors to start restoring historical buildings inside the 18th century fortification. The restoration programme started a decade ago and since then numerous public and private actions were developed in the area, new services and products were created and the city became very quickly a “must-see” for all Romanians. The tourist number was continually growing before the pandemic and we expect that when everything will return to normal, this trend would continue, allowing the revival of many other buildings inside the fortress.</p>
Impact on local and regional development	<p>Alba Iulia and Alba county is a well-known region in the country for its many important actions and historical events that took place here. In this context the national and local authorities were always interested in the development of the area. Funds were invested in the restoration of the entire Alba Carolina fortress and its Roman, medieval and modern buildings. These big projects were admired by the entire country and attracted people from different parts of the world to develop new businesses and projects here.</p> <p>The development of the place and the region is a priority in the agenda of the County Council and can be checked here: <a href="https://www.cjalba.ro/strategii/">https://www.cjalba.ro/strategii/</a>.</p>
Impact on local employment	<p>The museum created new jobs for researchers and scientists. Research projects and grants were accessed and provided new facilities for the local community. In the future, more jobs will be needed in the museum and until now several local providers with accommodations, tour guides, souvenirs, and shops were impacted in a better economical way.</p>
Impact on ecology	<p>Ecology is a big concern for everyone and small steps are taken with each possible occasion in building a healthy environment and future. The impact on the environment is a top international subject and we are also aware of it and the museum is trying to do its best to support</p>


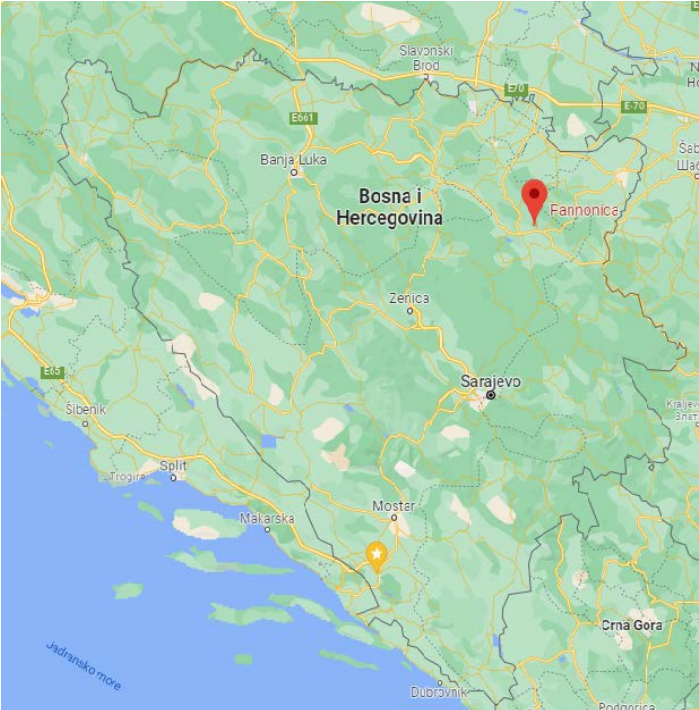



	all these kinds of actions. During the pre-pandemic times, the museum provided sections of workshops dedicated to ecology and care for the environment; we are also trying to use eco-friendly materials and we encourage recycling. We always use materials that can be recycled.
Impact on sustainability	Museikon's sustainability is a priority for the National Museum of Unification and Alba County council, this is demonstrated by the constant and stable funds for museum activities and practices. This is also visible by the growing interest of public institutions and private sectors into the museum's activities and their impact on the local and national level. Several campaigns for promoting the thematic collections of the museum were and are still in progress by the local authorities, ensuring in this way constant and future sustainability of the Museikon.
<b>Success factors and ongoing challenges</b>	
Success factors	<p>Success can be described through the following facts:</p> <ul style="list-style-type: none"> <li>● National and regional decision in favour of creating the new department of the National Museum of Unification, Museikon</li> <li>● Political agreement of funding the activities</li> <li>● Constant financial support from the County Council for supporting constant actions, security and assurances for the hosted exhibitions</li> <li>● Creation of a national and international network of partners</li> <li>● Creation of tourist network partners</li> <li>● Workshops, projects and activities with a local, national and international character</li> <li>● Clear tourism messages</li> <li>● Clear identification of the heritage with the local and national visitors</li> <li>● Creation of new activities to increase the interest in the local attraction points</li> </ul>
Challenges to cope with in the future	Arranging the exterior area of Museikon, researching and valorising other valuable relics so that the area becomes even more enticing. Transformation of the area into a more extended archaeological park and a cultural centre with diverse cultural activities (library, theatre).
Author of the Good Practice / Source	Rustoiu Gabriel Tiberiu (MNUAI)

Comments	<p>This Good Practice agenda is a very useful tool in creating and perfecting new working ways, for a better quality of the museum services that we all are trying to serve to our visitors. This is important to be shared and taught among the partners for a better understanding of the heritage and the creation of a healthy, happy and responsible society.</p>

**6.8 Good Practice 8 – Neolithic settlement in Tuzla – Bosnia - Herzegovina**

General information	
Title of the Good Practice	<b>The Archaeological park – Neolithic Settlement in Tuzla, Bosnia and Herzegovina</b>
Photos	 

	 <p>Picture credits: <a href="https://panonika.ba/arheoloski-park-neo-liitsko-sojenicko-naselje/">https://panonika.ba/arheoloski-park-neo-liitsko-sojenicko-naselje/</a></p>
Operator	JKP "Pannonica" d.o.o. Tuzla, City Tuzla
Location	<p>The Archaeological Park is located in the south-eastern part of the Pannonian Lake complex. It is located in the municipality of Tuzla.</p> 


Basic data	Tuzla is the only city in Europe with salt lakes and the only city in the world with salt lakes, swimming and bathing area and beaches in the city centre. The Pannonian lakes complex consists of three lakes of various depth and size and salt waterfalls. The site has a full infrastructure including the Archaeological Park – Neolithic Settlement of Pile Dwellings and a geological museum collection “Pannonica”, children’s amusement park, sports fields, cafés and restaurants and other cultural and entertaining facilities. The Archaeological Park - Neolithic Settlement is a kind of museum exhibition in the open space and its contents show the visitors the way of life of people in the Neolithic age, from the way of constructing their residential and auxiliary facilities to making ceramic dishes, stone and other tools, that is the material and social life of that time.
Annual budget	no data available
Logo	 <p>The logo of sites used for Pannonian Lakes complex and the tourist offer of Tuzla including the open air museum.</p>
Website / social media	Page: <a href="https://panonika.ba/arheoloski-park-neolitsko-soje-nicko-naselje/">https://panonika.ba/arheoloski-park-neolitsko-soje-nicko-naselje/</a> Facebook: <a href="https://www.facebook.com/PanonikaTuzlaBiH/">https://www.facebook.com/PanonikaTuzlaBiH/</a> Instagram: <a href="https://instagram.com/panonikatuz?igshid=1hdbbzm30zjku">https://instagram.com/panonikatuz?igshid=1hdbbzm30zjku</a>
Contact details	Adress: Šetalište Slana Banja b.b., Tuzla Canton, Bosnia and Herzegovina, 75000 Tel: +38735246711 E-mail: <a href="mailto:kontakt@panonika.ba">kontakt@panonika.ba</a>
<b>Good Practice description</b>	
Challenges for the archaeological park (or other type of good practice) identified	Although the open-air museum has been established in 2006 as an attractive tourist destination, along with all other accompanying facilities, the challenge has been to retain and increase the number of visitors. The COVID-19 pandemic has shown how important digital offers are and are likely to receive even more attention in the



	coming years. The development of this offers will be a challenge in the next few years.
Challenges for the local / regional tourism identified	<p>The Archaeological Park is located in the centre of Tuzla city. Tuzla is located in the north-eastern part of Bosnia and Herzegovina, on the slopes of Mount Majevisa, at an average altitude of 239 meters. The favourable geographical position allows Tuzla good connections with other regions in Bosnia and Herzegovina, as well as with neighboring countries, Croatia, Serbia and Montenegro, and almost equally with the regions of Southeast, Central and Western Europe.</p> <p>This can be a condition for great potential in terms of tourism, but different interests and tourism strategies must be reconciled.</p>
Goals for touristic activities	<p>The original goal was to improve tourism in this region through an attractive, diverse tourist offer. The establishment of an Archaeological Park and museum exhibits aim to show that the city was inhabited during the Neolithic.</p> <p>Tuzla also has a special geological past as a city of salt, rich in salt, which the old Pannonian Sea left behind when it withdrew from this area more than 10 million years ago.</p>
Initial spark for touristic activities	<p>This was when a renovation of the reconstructed buildings at the park enriched its content and attracted a larger number of tourists. Renovation of the reconstructed buildings was done on the basis of a project called "New life of Neolithic heritage in recognized natural areas of great importance - NeOLIFE", which was funded by the European Union from the IPA Cross-border Cooperation Program Bosnia and Herzegovina - Serbia. Audio-visual equipment and lighting, ambient / horticultural arrangements of the Archaeological Park were also installed. An experimental archaeological area for children was built, with various figures in and around the pile dwelling.</p>
Actions taken	<p>In 2020, the existing Archaeological Park Neolithic Pile Dwelling Settlement was renovated in Tuzla as part of the Pannonian Lakes complex in Tuzla, which included performing works and renovating the interior of the settlement, and designing workshops for visitors.</p> <p>The Archaeological Park in Tuzla has introduced new content for the youngest visitors which has an educational and entertaining character and where animation content and workshops are organized for these group.</p> <p>The Geological Museum within the Pannonian Lakes has been</p>



	<p>renovated with restoration work and improvements to the exhibition and equipment for visitors.</p> <p>Considering that the city of Užice is a partner of this project, a new archaeological museum has been established in that city, based on the existing Archaeological Park in Tuzla, at the site of Staparska Banja, which will enrich the tourist offers of Užice and the region.</p> <p>The project partners jointly designed and distributed the promotional materials of the project, and prepared the promotional materials of the reconstructed park in Tuzla and the newly formed museum in Užice.</p>
Most important actors for tourism	<p>Archaeological Park as part of Pannonica works closely on project with these partners:</p> <ul style="list-style-type: none"> <li>● City of Užice,</li> <li>● City of Tuzla,</li> <li>● Užice High School of Art and</li> <li>● Municipality of Milići</li> </ul> <p>The park is managed by a public company “Pannonica” d.o.o.</p>
Data available linked to tourism	<p>The data show that since 2003, the Pannonian Lakes complex has been visited by over 4.5 million guests, the number of guests increasing every year, coming from other parts of Bosnia and Herzegovina, neighbouring and European countries. These data show that the complex of salt lakes Pannonica is one of the most important summer tourist destinations in our country.</p> <p>These are data on visits to the entire Pannonian Lakes complex, and the exact number of visitors to the Archaeological Park is not available.</p>
What presentation, interpretation and/or didactic methods on the archaeological site are the reason for its success?	<p>It is assumed that a credible account of the way of life in the Neolithic period was a success for the development of archaeological tourism on this site. There is a lot of content that is interesting for all ages.</p> <p>In addition to the Archaeological Park, a very important segment for the development of tourism is the lake, which is very much visited especially in the summer.</p>
<b>Impact and outcomes from tourism at the site and for the city</b>	
Impact on the scientific archaeological community	The park is impressive evidence that archaeology can play an



	<p>important role in local and regional development, so the success story of the park is also a success story for archaeology as a science.</p> <p>Archaeological Park Pannonica is an example of good practice in our country.</p> <p>This park can motivate politicians to spend the state budget on new archaeological research and protection of cultural and historical heritage.</p>
<p>Impact on citizens</p>	<p>The park is the central point of identity of the citizens of Tuzla. With the establishment of the park, citizens were given the opportunity to get to know the life of the Neolithic person in the area better, and it is a visible proof of their identity.</p> 
<p>Impact on local economy</p>	<p>no data available</p>
<p>Impact on city life</p>	<p>The impact on city life is evident in the development of tourism. The content of the Pannonian lakes was enriched by the number of visitors to the Archaeological Park. Especially in summer, various manifestations and events take place on the lakes where the Archaeological Park is located.</p>
<p>Impact on the built environment of the city</p>	<p>The park is located in the city center. Since the archaeological park is part of the tourist attraction of the Pannonian Lakes, the area around the park is decorated with a number of facilities.</p>
<p>Impact on local and regional development</p>	<p>The Pannonian lakes have a rich content, among which there is an Archaeological Park, which is managed by a public utility company. The tourist content of the city of Tuzla, including</p>


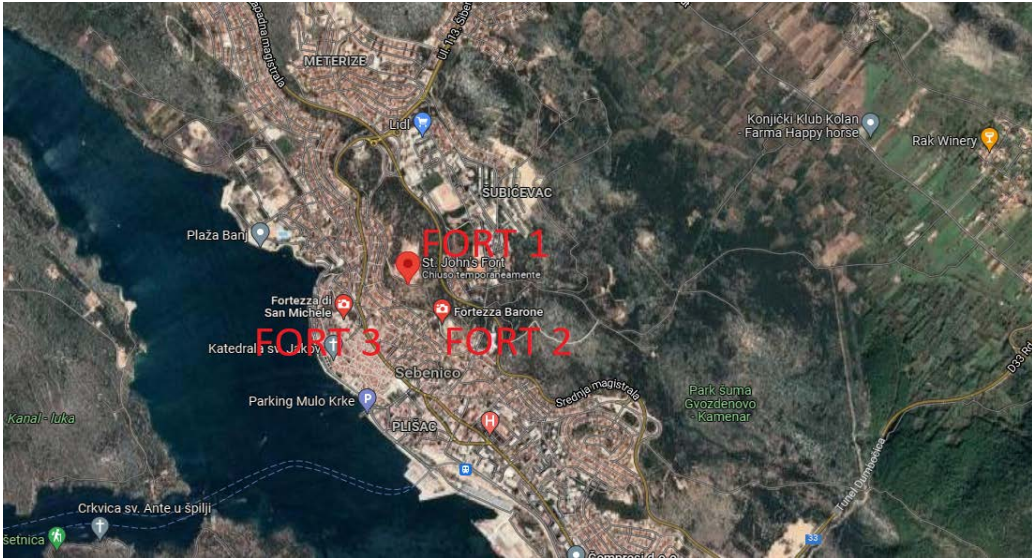
	the Archaeological Park, affects both local and regional development of Tuzla Canton and the whole of Bosnia and Herzegovina.
Impact on local employment	The Pannonian lakes but also the park have reached a size where it takes a lot of work to be able to work. Although data on local employment related to the Archaeological Park are not available, the park definitely affects employment in service industries such as gastronomy, accommodation providers, beaches, children's amusement park, skating rinks, etc.
Impact on ecology	Direct environmental impacts are more likely to be found in the whole of regional development than in the park, but they are certainly part of the overall concept.
Impact on sustainability	The sustainability of the park is shown, for example, by the fact that public funding has been stable for years and that tickets to the Archaeological Park bring in a fraction of the total earnings on offer from the Pannonian Lakes. Total revenue grew each year until the onset of the COVID 19 pandemic.
<b>Success factors and ongoing challenges</b>	
Success factors	<p>Success factors can be identified as follows:</p> <ul style="list-style-type: none"> <li>● Political decision in favor of investing in the park</li> <li>● Readiness of the Government of Tuzla Canton to provide continuous financial support, which means secure planning for the Archaeological Park</li> <li>● Establishment of a network of strong regional, cultural and tourism partners</li> <li>● Cross-border and transregional activities</li> <li>● Clear tourist messages</li> <li>● Definition of quality standards for tourism companies</li> <li>● Strong identification of the local population with the cultural heritage</li> </ul>
Challenges to cope with in the future	The biggest challenge at the global level is the COVID-19 pandemic.
Author of the Good Practice / Source(s)	Azra Sarić/ Municipality of Centar Information provided is partly based on information of the official page of Panonika ( <a href="https://panonika.ba/">https://panonika.ba/</a> )

Comments	The Neolithic Archaeological Park is an example of good practice in Bosnia and Herzegovina and in the region.
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**6.9 Good Practice 9 - Fortress of Culture sv. Mihovil, Barone, sv. Ivan, Šibenik - Croatia**

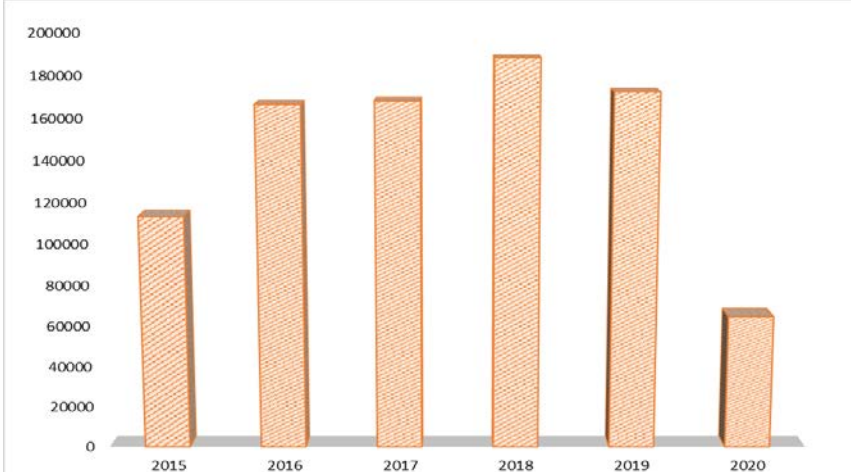
General information	
Title of Good Practice	<b>Fortress of Culture sv. Mihovil, Barone, sv. Ivan, Šibenik</b>
Photos	 <p>(St. Michael's Fortress; photo: PCI Fortress of Culture Šibenik)</p>  <p>(Barone Fortress; photo: PCI Fortress of Culture Šibenik)</p>
Operator	PCI Fortress of Culture Šibenik, est. 2016 by the City of Šibenik.

<p>Location</p>	 <p>(Barone and St. Michael's Fortress, overlooking the City of Šibenik; photo: PCI Fortress of Culture Šibenik)</p> <p>The fortresses are situated around the city centre of the city of Šibenik, Šibenik – Knin county, Croatia.</p> <p>43°44'15.4"N 15°53'23.7"E  43°44'13.6"N 15°53'48.0"E  43°44'25.3"N 15°53'38.8"E</p>  <p>(photo retrieved from Google Maps on 2. 11. 2021)</p>
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Basic data	<p>The public institution in culture, the Fortress of Culture Šibenik, was founded in 2016, and it originated from the Department for the Management of the Fortification System Facilities of the Museum of the City of Šibenik, founded in 2014.</p> <p>Today, the institution manages two revitalized Šibenik fortresses, the Fortress of St. Mihovil and Barone Fortress and all their newly designed facilities. Both revitalized fortresses have info rooms for receiving visitors and souvenir shops. Additional economic potential was realized through catering (café-bar), renting space for various events, sponsorship agreements etc. The fortresses have their own touristic tours, and in 2020 an extensive fortification route called Guardians of Šibenik was created, in cooperation with the local association of tourist guides.</p> <p>During 2021, the institution also managed a multimedia hall - the House of Arts Arsen, and the revitalized Fortress of St. Ivan.</p>
Annual budget	<p>2.686.000,00 EUR (2021) 1.277.000,00 EUR (2020)</p> <p>(The differences in the budget are due to investments in locations that the institution should start managing in 2021. The planned budget for 2022 is at the level of € 1,940,000.00)</p>
Logo	
Website / social media	<p>Website: <a href="http://tvrđjava-kulture.hr">tvrđjava-kulture.hr</a> Facebook: <a href="https://www.facebook.com/tvrđjavasmihovila/">https://www.facebook.com/tvrđjavasmihovila/</a> <a href="https://www.facebook.com/tvrđjavabarone/">https://www.facebook.com/tvrđjavabarone/</a> Instagram: <a href="https://www.instagram.com/fortress_of_culture">https://www.instagram.com/fortress_of_culture</a></p>
Contact details	<p>JUK Tvrđava kulture Šibenik Vodička 4, 22000 Šibenik OIB: 09301205081 <a href="mailto:info@tvrđjava-kulture.hr">info@tvrđjava-kulture.hr</a></p>
<p><b>Good Practice description</b></p>	

<p>Challenges for the archeo park identified</p>	<p>Fortress of St. Mihovil was reopened in 2014 after the revitalization process; Fortress Barone 2016 and Fortress of St. Ivana will be opened at the end of 2021.</p> <p>The main challenges were related to the execution of the construction parts of the project, which is almost a common situation when working on cultural heritage. When the first project was completed, the problem of the management was solved by the establishment of a separate department within the city museum, which was established as an independent institution two years later. A big challenge was the issue of adequate presentation - for example, from the project of revitalization of the Fortress of St. Mihovil the museum solution was excluded because the closed spaces at the fortress do not have controlled climatic conditions, so the display of museum objects is permanently disabled. The presentation thus necessarily had to turn to digital tools.</p>
<p>Challenges for the local / regional tourism identified</p>	<ul style="list-style-type: none"> <li>• Traffic connection of the Fortress of St. Mihovila (which is in the city center) with two other fortresses, which are about 20 minutes walk away.</li> <li>• Lack of adequate bus stops.</li> <li>• Seasonal tourism.</li> <li>• It is necessary to change the perception of Šibenik as a stop-over location on the way to the Krka National Park or some other location, which is very long-term work.</li> <li>• Need of a quality and specific local strategy for the development of tourism and especially cultural tourism.</li> </ul>
<p>Goals for touristic activities</p>	<p>Continuous work on improving and developing new models of presentation and interpretation of monument sites that we manage. Create a recognizable cultural program available to domestic and foreign tourists. Collaborate with the private sector in the Šibenik area on retaining and targeting visitors.</p>
<p>Initial spark for touristic activities</p>	<p>The restoration of the Fortress of St. Mihovil in itself was very attractive to the media and in this way it got a significant media attention. This attractive location with new contents initiated tourism development on its own through concerts, films, workshops etc. At the end of the revitalization projects, separate events were organized at both fortresses which aimed to present the locations to local stakeholders in tourism (agencies, guides, caterers).</p>
<p>Actions taken</p>	<p>It has been seven years since the opening of the first fortress and many activities have been carried out, in short:</p> <ul style="list-style-type: none"> <li>• new contents at all fortresses, from multimedia (AR, 3D mapping), to traditional (signalization, souvenirs...)</li> <li>• developed cultural program</li> </ul>

	<ul style="list-style-type: none"> <li>• the Club of Friends of Šibenik Fortress was formed, an audience development program oriented to the local community; the club has 4,000 to 5,000 members a year, for which 30 cultural programs are organized</li> <li>• many research activities have been carried out in order to better present (archaeological, archival and historical research, exhibitions...)</li> <li>• active PR and marketing approach with an average of 2000 media releases per year</li> <li>• approved new EU projects in the field of cultural heritage</li> <li>• developed cooperation with the civil and private sector</li> </ul>														
<p>Most important actors for tourism</p>	<ul style="list-style-type: none"> <li>• City of Šibenik,</li> <li>• Šibenik Tourist Board,</li> <li>• regional tourist board,</li> <li>• private sector (private rentals, owners of apartments...)</li> </ul>														
<p>Data available linked to tourism</p>	<p>Overall number of visitors 2015-2020</p>  <table border="1"> <thead> <tr> <th>Year</th> <th>Number of Visitors</th> </tr> </thead> <tbody> <tr> <td>2015</td> <td>115,000</td> </tr> <tr> <td>2016</td> <td>165,000</td> </tr> <tr> <td>2017</td> <td>168,000</td> </tr> <tr> <td>2018</td> <td>188,000</td> </tr> <tr> <td>2019</td> <td>172,000</td> </tr> <tr> <td>2020</td> <td>68,000</td> </tr> </tbody> </table>	Year	Number of Visitors	2015	115,000	2016	165,000	2017	168,000	2018	188,000	2019	172,000	2020	68,000
Year	Number of Visitors														
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2017	168,000														
2018	188,000														
2019	172,000														
2020	68,000														
<p>What presentation, interpretation and/or didactic methods on the archaeological site are the reason for its success?</p>	<p>Modern technologies in the service of cultural heritage interpretation have been a trend over the last few years. Šibenik fortresses were among the first in Croatia to start with such an approach and became recognizable by it. Visitors express great satisfaction with new types of experiences. However, it turned out that for a certain type of visitor it is necessary to have a somewhat more classical approach, which is why we organize exhibitions, guided tours and more traditional interpretation materials.</p>														
<p><b>Impact and outcomes from tourism at the site and for the city</b></p>															



Impact on the scientific archaeological community	Since the establishment of the institution in 2016, the Department of Cultural and Historical Heritage has conducted 7 archaeological campaigns, written nine peer-reviewed scientific and professional papers and two smaller publications. Employees have participated in about 30 conferences, and regularly participate in the most prestigious one that focuses on Mediterranean fortifications (FortMED). Especially important was the work on the Fortress of St. Ivan, one of the largest fortifications in Croatia, where the first archaeological works were carried out from 2015. In the last two years - during the execution of archaeological works – the fortresses are subject of daily detailed archaeological supervision. A plan for professional processing and future research of potential archeological sites in the area of the former Šibenik district has also been prepared.
Impact on citizens	Immediately after the opening of the first revitalized fortress the Club of Friends of Šibenik Fortress was formed that has 4000 to 5000 members a year. Most of them are residents of Šibenik, although anyone can join the club. The Friends of Šibenik Fortress Club is an audience development program that seeks to develop an emotional relationship with the local community and a sense of belonging, contribution and ownership of heritage. Members are regularly communicated online and on-site, a separate and very rich cultural program has been created for them, and of course they have an annual free entrance to the fortresses.
Impact on local economy	The institution has had a significant impact on the local economy through its operations and a wide range of activities. Most of the revenues from tickets and sponsorships are converted into expenditures mainly for cultural events and their promotion. In addition to primary collaborations with artists, promoters, caterers, accommodation providers, designers, graphic artists, printers, souvenir manufacturers, there is a very important secondary economic effect that includes targeted arrivals of visitors and their consumption, contracted subcontractors, value raising destinations, etc.
Impact on city life	The Šibenik Fortress of Culture has, as one of the two goals determined by the Statute, the task of implementing and encouraging cultural and artistic creativity and coordinating cultural activities in order to improve the quality of life of citizens. Almost all our activities are aimed at this goal and we hope that the impact is visible both inside and outside the city of Šibenik.
Impact on the built environment of the city	The arrangement of once neglected military facilities certainly had a significant impact on the urbanism of the city. Over the last decade, Šibenik has been going through a series of public and private investments that are slowly changing the image of the city. Arranged and open fortresses, although among the most visible, are only one of many buildings. For example, the main town square has recently been converted from a car park to an open promenade,

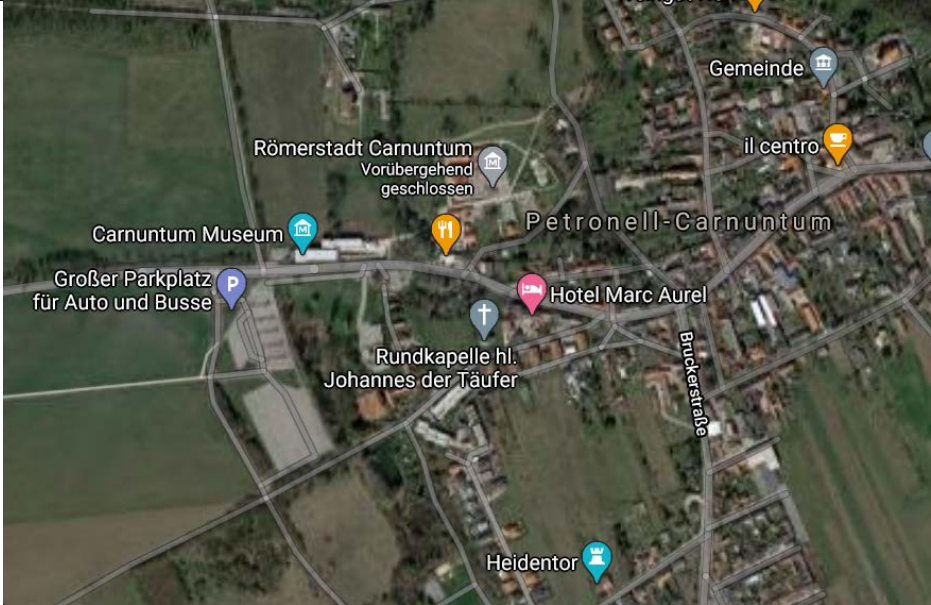

	and parking facilities have been moved underground. This project is also funded by European funds.
Impact on local and regional development	Apart from the many already described effects (financial, social, tourist, human capacity development...), the most important effect of the fortress is the change of perception of Šibenik, which today through its restored fortresses is experiencing a renaissance and has the status of a city supporting cultural and creative industries. The first project of revitalization of the fortress of St. Mihovil was also the first major EU project of the city of Šibenik, which served as a cornerstone for many other EU projects - from the construction of cultural centers, office buildings, infrastructure projects, etc. Today, Šibenik is one of the leading examples in Croatia in terms of EU funds.
Impact on local employment	Fortress of Culture Šibenik has 32 full-time employees and about 10 seasonal workers. Of those full-time employees, 14 employees in the administration are highly educated, with an average age of about 33 years. In addition to direct employment, the institution with its budget and numerous collaborations has an indirect impact on increased employment in the tourism and cultural sector. From autumn 2013 to autumn 2019, the decline in unemployment in Šibenik-Knin County is more than 50%.
Impact on ecology	Fortress of Culture Šibenik, in cooperation with the City of Šibenik, the Association 'Youth in the EU' and the Coca-Cola Foundation, implemented the Zero Waste project in which it equipped its locations with waste sorting bins, procured huge quantities of recycled plastic packaging for use in its programs and developed an environmental workshop. We will continue with similar activities in the coming years.
Impact on sustainability	Until 2020, the Šibenik Fortress of Culture was completely self-sustaining. All the expenses were covered with its own revenues. Taking last year into account, in the five-year period the local community financed less than 10% of the budget, which is an exceptional rarity for cultural institutions in Croatia. Expenditures for employees' salaries account for about 30% of all expenditures, in the average cultural institution this figure is at least twice as high. The Šibenik Fortress of Culture has also designed, implemented or participated in the implementation of EU projects worth around EUR 3.5 million with its own capacities since its establishment.
<b>Success factors and ongoing challenges</b>	
Success factors	<ul style="list-style-type: none"> <li>• Established institution with a clear strategy, goals and business framework</li> <li>• Constant, annual growth in the number and range of activities, visitors and pro-accounts</li> </ul>



	<ul style="list-style-type: none"> <li>• Strong influence on the cultural brand of Šibenik, as well as secondary influence on the economy and social development</li> <li>• Development and current strength of human capacities</li> </ul>
Challenges to cope with in the future	<ul style="list-style-type: none"> <li>• Develop and establish two new locations that will open in 2021 (Fortress of St. John, House of Art Arsen)</li> <li>• Participate in the additional strengthening of Šibenik as a tourist and cultural center</li> <li>• Maintain and improve the quality of the cultural program</li> <li>• Establish a model of research and presentation of smaller fortifications in the vicinity of Šibenik</li> <li>• Develop local and national audiences and general interest in culture</li> </ul>
Author of the Good Practice / Source	JUK Tvrđava kulture Šibenik (PCI Fortress of Culture Šibenik ) Source: Josip Pavić, expert associate for cultural and historical heritage; management board member since 2016.
Comments	At the moment the fortresses of Šibenik are a unique example of quality restoration and valorisation of military cultural heritage in Croatia. This example must be followed also by other cities in Croatia, especially Pula which was the Austro - Hungarian main military port. Pula has an unique fortress system around the city. The example of Šibenik displays that it is possible to use this kind of heritage for concerts, films, workshops, conferences etc. raising the cultural level of the entire city.

**6.10 Good Practice 10 – Carnuntum - Austria**

General information	
Title of Good Practice	<b>Römerstadt Carnuntum - Roman City of Carnuntum – Lower Austria</b>
Photo / picture credits	 <p style="text-align: center;">Carnuntum 4th century AD</p>  <p style="text-align: center;">Carnuntum today</p> <p style="text-align: center;">Picture credits: ©carnuntum.at</p>
Operator	Non-profit company as part of a cultural holding of Lower Austria which includes state funded cultural institutions.
Location	The site is located on the outskirts of the city of Petronell-Carnuntum but still very close to the city center.

	 <p>(Retrieved from Google Maps March 10th, 2021)</p>
<p>Basic data</p>	<p>The site has a full infrastructure including visitor center, gastronomy, children programmes, guided tours, accessibility support, regional information. An app is offered for virtual reality experiences.</p> <p>Getting there is clearly indicated on the website and signposted on the spot. Additional facilities like an electric charging station for e-cars, a shuttle service from Vienna during week-ends and bicycles rental are provided.</p> <p><a href="https://www.carnuntum.at/en/visitor-information?set_language=en">https://www.carnuntum.at/en/visitor-information?set_language=en</a></p>
<p>Annual budget</p>	<p>4,5 Mio €</p>
<p>Logo</p>	 <p>The logo of the site as well as other logi used by regional initiatives (development agency and wine makers) refer to Roman heritage and reflect a common branding.</p>
<p>Website / social media</p>	<p>The website is available in 18 languages:  <a href="https://www.carnuntum.at/en/roman-city-of-carnuntum">https://www.carnuntum.at/en/roman-city-of-carnuntum</a>          Facebook: <a href="https://www.facebook.com/carnuntum.at/">https://www.facebook.com/carnuntum.at/</a>          YouTube channel: <a href="https://www.youtube.com/channel/UCRSy669mgZWC1wyK4fHQmZw">https://www.youtube.com/channel/UCRSy669mgZWC1wyK4fHQmZw</a>          Instagram: <a href="https://www.instagram.com/roemerstadt_carnuntum/">https://www.instagram.com/roemerstadt_carnuntum/</a></p>

	All social media channels have a respectable number of followers and subscribers.
Contact details	Römerstadt Carnuntum Hauptstraße 1A A-2404 Petronell-Carnuntum T. +43 (0) 2163/3377-0 <a href="mailto:roemerstadt[at]carnuntum.at">roemerstadt[at]carnuntum.at</a>
<b>Good Practice description</b>	
Challenges for the archeo park identified	Even though the park has long since established itself as an attractive tourist destination, it is a challenge to maintain and increase the number of visitors. COVID-19 Pandemic has shown how important digital offers are and these are likely to receive even more attention in the coming years. Developing these offers will be a challenge.
Challenges for the local / regional tourism identified	The archeo park is located between two capitals (Vienna and Bratislava) and on the border of two Austrian provinces (Lower Austria and Burgenland). Around 2.7 million people live in the catchment area of about 60 minutes, one third of them in the neighbouring countries to the east, which means an enormous visitor potential. On the one hand, this means that there is great potential in terms of tourism, but that different interests and tourism strategies have to be reconciled. Obviously this works well if you look at the more than 20 tourist partner institutions alone proudly presented on the website. Especially, the cooperation with the Vienna Tourist Board, which acts as a distribution partner and offers, for example, a weekend shuttle between Vienna and Carnuntum, deserves positive mention here.
Goals for touristic activities	The original goal was certainly to enhance the entire region through an attractive tourist offer, i.e. the park was always understood as part of local and regional development. Today, the principles for the visitor experiences are very clearly identified: What we don't know – we don't show. All technical equipment is fully functional (ovens, underfloor heatings...) Time window opens into one specific epoch of Carnuntum's history (early 4th cent. AD) Self explaining multi sensual experiences (watch, listen, feel, smell, taste) Selection of 4 core message: <ul style="list-style-type: none"> <li>• What was Carnuntum?</li> <li>• Who lived in Carnuntum?</li> <li>• How was life in Carnuntum?</li> <li>• Why do we know what we know about Carnuntum?</li> </ul>

	<p>Visitors are “guests “ of the Romans and the relevance for today’s life is constantly reflected.</p> <p>These principles are accompanied by a clear brand and communication strategy with these core elements / messages:</p> <ul style="list-style-type: none"> <li>• “Reborn city of emperors”</li> <li>• Core values: noble, authentic, sympathetic</li> <li>• Communication is focused on the slogan “The past begins here”.</li> </ul>
Initial spark for touristic activities	<p>The 2011 Provincial Exhibition entitled "Conquer - Discover - Experience in Roman Carnuntum" was a project with an investment volume of approximately 42 million Euros and attracted 550,000 visitors. It took place at three locations in the region of Römerland Carnuntum. It included the archaeological park Carnuntum, the surrounding cities, a cultural center and the Museum Carnuntinum. The Provincial Exhibition was a strong driver for the archeo park, identity building and development of the region.</p>
Actions taken	<p>The 2011 Provincial Exhibition included a number of accompanying projects (e.g. uniform local guidance systems, creation of paths and green spaces, realisation of a quality partner project for gastronomy and the hotel industry, expansion of e-mobility offers, new cycle and hiking path routes). They all laid the foundation for future tourism activities. The success of the exhibition made it clear that archaeological heritage can be a magnet for visitors. This encouraged local stakeholders to develop tourism offers based on local connection and high quality standards.</p>
Most important actors for tourism	<p>The archeo park closely works with more than 30 partners including</p> <ul style="list-style-type: none"> <li>• The regional government of Lower Austria</li> <li>• Vienna International Airport</li> <li>• Donau Niederösterreich Tourismus (Tourism Lower Austria)</li> <li>• Neusiedler See Tourismus (Tourism agency of the region of Burgenland close by)</li> <li>• Tourism Vienna</li> <li>• Vienna Sightseeing Tours</li> <li>• Convention Bureau Lower Austria</li> <li>• Different tourism service providers</li> </ul> <p>All partners are clearly identified on the homepage with links to their services: <a href="https://www.carnuntum.at/en/partne">https://www.carnuntum.at/en/partne</a></p>
Data available linked to tourism	<p>Number of visitors: 200.000 p.a. (40.000 in 2000)</p> <ul style="list-style-type: none"> <li>• 65% FITs (40% domestic, 60% international from 30 countries)</li> </ul>





	<ul style="list-style-type: none"> <li>• 25% school children</li> <li>• 10% groups</li> </ul>
What presentation, interpretation and/or didactic methods on the archaeological site are the reason for its success?	The success factors are based on long-year experiences: The operator pays attention to a didactic concept that is oriented towards the needs and expectations of different groups of guests. Carnuntum does not want to be a "Roman Disneyland" and the interpretation is based on scientific findings. However, it is equally important that these reach visitors of all ages. This is done, for example, by organising Roman festivals and games, which are characterised by their edutainment character. Networking in the region through cooperation with different partners continuously opens up attractive new offers.
<b>Impact and outcomes from tourism at the site and for the city</b>	
Impact on the scientific archaeological community	The park is impressive proof that archaeology can play an important role in local and regional development, so the success story of the park is also a success story for archaeology as a discipline. Nevertheless, the way it is presented represents a position that is not necessarily shared by the entire discipline. All the more important, therefore, are the exhibitions and publications that document the contribution to research, as is made clear on the website: <a href="https://www.carnuntum.at/en/science-history">https://www.carnuntum.at/en/science-history</a>
Impact on citizens	The park is a focal point of identity for the region and speaking with people of the surrounding cities it becomes obvious that they clearly understand themselves as ambassadors of their region – they are proud to live there and the park is part of their regional identity. The locals also support the park actively e.g. by an association ("Gesellschaft der Freunde Carnuntums") which fosters exchange of scientific results.
Impact on local economy	The regional economic effect is estimated at 6-7 Mio Euro every year.
Impact on city life	The effects on city life are obvious in the region. This starts with clear signposts leading to the park, hotels that are conceptually oriented towards the "Roman" theme or the possibility of celebrating weddings and birthdays in the park. Institutions such as the regional wine association "Rubin Carnuntum" offer wine tastings in the Roman city, which are open to guests and locals alike.
Impact on the built environment of the city	The park is located close to the city but not inside the city. However, there are numerous impacts on the built environment: Following information of the city administration the opening of the archeo park led to numerous renovation activities within the city, as the economic potential of the visitors brought new income to the city and its inhabitants. Public and private involvement in the renovation of houses and shops became increasingly visible. In addition, it




	quickly became clear that an attractive design could prove to be a tangible selling point. The increase in visitor numbers has allowed this trend to continue, and the surrounding cities have all invested in their built infrastructure.
Impact on local and regional development	<p>The region has clearly positioned itself for the development of the archeo park and has invested 30 million Euros (since 2000). The park is an integral part of the regional development plan and there is very strong support from the population for the valorisation of the park.</p> <p>In addition, the municipalities of the region founded their own development agency in 2002, which initiates and implements regional projects also linked with tourism and culture: <a href="https://www.roemerland.at">https://www.roemerland.at</a>. This agency has a special focus on working with young people and they report that the identification specifically of these age groups is very strong with the region.</p>
Impact on local employment	The park has reached a size where a lot of jobs are required to keep it running. Although data on local employment linked to the archeo park is not available, the park definitely has an impact on employment in service related businesses like gastronomy, accommodation providers, souvenir shops, bike rentals, wineries, tour guides etc.
Impact on ecology	<p>Direct ecological impacts are more likely to be found in the entirety of regional development than in the park, but they are certainly part of the overall concept. These include, for example, the highly visible use of wind power throughout the region or the e-charging stations for cars and bicycles that are provided. Of course, indirect effects can be assumed in connection with the park:</p> <p>The park acts as a catalyst with its approximately 200,000 visitors per year, as e-cycling is offered along the Danube by an extraordinarily well-developed network of cycle paths.</p>
Impact on sustainability	The sustainability of the park is demonstrated, for example, by the fact that public funding has been stable for years and that many public and private initiatives have been founded that are linked to the park in terms of content or at least take it into account in their offers. The establishment, maintenance and support of mobility connections (from the suburban railway between Vienna and the region to the charging stations for e-cars) are indicators of sustainable development that support the park in its further development.
<b>Success factors and ongoing challenges</b>	
Success factors	<p>The success factors can be identified as follows:</p> <ul style="list-style-type: none"> <li>• Political decision in favour of investing in the park</li> <li>• Willingness of the province of Lower Austria to provide continuous financial support, which means planning security for the archeo park</li> </ul>

	<ul style="list-style-type: none"> <li>• Establishment of a network of strong regional, cultural and tourist partners</li> <li>• Cross-border and trans regional activities</li> <li>• Connection to two tourism-strong metropolises (Vienna and Bratislava)</li> <li>• Clear tourism messages</li> <li>• Definition of quality standards for tourism linked businesses</li> <li>• Strong identification of the local population with the cultural heritage</li> <li>• Continuity of accompanying measures to increase the attractiveness of the region</li> <li>• Perception of the park as a strong element of regional development</li> </ul>
Challenges to cope with in the future	The development of tourism offers for different groups is and remains a challenge. The focus on sustainability and environmental protection will continue to gain relevance. Special attention will continue to be paid to the multilingualism of the offers, even though the basic version of the homepage, for example, is already available in 18 languages.
Author of the Good Practice / Source	Karin Drda-Kühn / ACW; March 15th, 2021 Information provided is partly based on a presentation kindly given by Mrs Marina Brandtner from Römerstadt Carnuntum for the ARCHEODANUBE consortium January 19th, 2021
Comments	This Good Practice is certainly a very good one for inspiration for the ARCHEODANUBE partners and far beyond as there are experiences of more than 20 years available.

**6.11 Good Practice 11 - Archaeological Park Xanten/Niederrhein - Germany**

General information	
Title of Good Practice	<b>Archeological Park Xanten / Germany</b>
Photo	 <p>(Picture credit: Axel Thünker DGPh / <a href="https://apx.lvr.de/">https://apx.lvr.de/</a>)</p>
Operator	Archäologischer Park- Landschaftsverband Rheinland (LVR)
Location	 <p>City of Xanten / region of Northrhine-Westfalia (Germany), retrieved from</p>

	(Google Maps June 20th, 2021)
Basic data	<p>The LVR-Archaeological Park Xanten is located on the site of the ancient Roman city of Colonia Ulpia Traiana. Germany's biggest archaeological open-air museum invites visitors to an inspiring trip into Roman history. The major buildings in the park were designed after years of excavation and research, they were built true to scale at the original location. All shapes and materials emulate the Roman originals, helping visitors appreciate the ancient architecture. The park is located on city grounds close to the city center.</p> <p>The park is visited by up to 700.000 visitors /year, on average the number is at 575000 – 650000. The entrance fee is 9,-- for adults. Children and youth until the age of 18 are free.</p> <p>The park is fully equipped with all necessary infrastructure (visitor center, souvenir shop, pedagogical offers for different groups, a playground for kids).</p>
Annual budget	<p>12 million € annually excluding construction work and project funds Revenues amounted to € 2.9 million in 2019 (before COVID-19 closure).</p>
Logo	
Website / social media	<p><a href="https://apx.lvr.de">https://apx.lvr.de</a> <a href="https://apx.lvr.de/en">https://apx.lvr.de/en</a></p> <p>The trilingual website (German – English – Dutch) also offers information in so called Easy Language and sign language. No social media access.</p>
Contact details	<p>LVR-Archäologischer Park Xanten / LVR-RömerMuseum Bahnhofstr. 46-50 46509 Xanten Tel 02801 712-0 Fax 02801 712-149 E-Mail: <a href="mailto:apx@lvr.de">apx@lvr.de</a></p>
<b>Good Practice description</b>	
Challenges for the archeo park identified	<p>Protection of the underground archaeological monument: The greatest challenge lies in the use of the underground archaeological monument as the development of the site involves ground measures. The challenge in particular is to find new methods to avoid contact with the archaeological findings in order to protect them.</p>

	<p>Research: All presentations must be based on current research.</p> <p>Presentation: The largest part of the budget goes into this area, which must be continuously updated to remain attractive to visitors.</p>
Challenges for the local / regional tourism identified	It is a great challenge that visitors to the park (school groups, bus tourists) also come to the city. The newly created gateway to the city center creates conditions for this as now easy access is provided to the city. In this way, guests of the park will be invited to visit the town of Xanten and take advantage of further offers there.
Goals for touristic activities	<p>One million day trippers visit the town of Xanten every year. The Archeological Park and a leisure centre are the most important tourist attractions with high recreational as well as educational value. The touristic cooperation with the park is very good and will continue to play a major role in the touristic orientation in the future. The nearby leisure centre and the project of a Roman shipyard offer good conditions for this. Activities include:</p> <ul style="list-style-type: none"> <li>• tourist offers that are carried out in the park</li> <li>• bookable offers such as packages during events like the Roman Games</li> <li>• proactive tourism management in cooperation with the park.</li> </ul> <p>It will be a matter of further linking the great variety of attractive offers in Xanten from cultural heritage (Cathedral, Abbey Museum, Siegfried Museum), parks (spa park and herb garden), playgrounds, and leisure offers (water sports, cycling, hiking) with the archeo park.</p>
Initial spark for touristic activities	In recent years, the Xanten Leisure Centre has been built directly opposite the park, attracting visitors from all over the Ruhr region and from the Netherlands. This is regarded as an additional spark for the archeo park. It is noticeable, however, that visitors do not visit the park and the leisure centre together - despite the combined ticket - but rather return another time.
Actions taken	The archeo park is integrated into the existing tourism concept of the town of Xanten. The park and leisure centre attract guests; some of whom also use the town's gastronomic and shopping facilities.
Most important actors for tourism	<p>The important players include, first of all, the</p> <ul style="list-style-type: none"> <li>• cultural heritage institutions of the city and the attractive gardens,</li> </ul>



	<ul style="list-style-type: none"> <li>• gastronomy, accommodation providers,</li> <li>• local associations,</li> <li>• NaBu (environmental and nature conservation organisation),</li> <li>• ADFC (cycling club; cooperation on maps for cycle tours).</li> <li>• World Shop,</li> <li>• organisers of the annual wine festival and an artists' festival.</li> </ul> <p>Cooperation with small, creative local businesses can still be expanded, e.g. the production of ink colour from blossoms of the Xanten spa gardens is a future project to implement an original product from Xanten with the support of a creative company.</p> <p>The tourist guides are also important players. Great importance is attached to their qualification; a new training series with 10-12 dates is currently being created for the next season.</p>
Data available linked to tourism	<p>Day tourists leave around 20 € in the city (without overnight stay). At present, tourism data that could provide more concrete information on tourist flows and respective economic benefits for stakeholders are not yet collected and analysed. However, such a collection is considered desirable by the tourism information office.</p>
What presentation, interpretation and/or didactic methods on the archaeological site are the reason for its success?	<p>Germany's largest archaeological open-air museum is located on the site of the former Roman city of Colonia Ulpia Traiana. Impressive buildings such as the city wall with its towers and gates, a temple, the amphitheatre and dwellings have been reconstructed in original size and convey a detailed idea of life in the Roman province.</p> <p>In addition to the reconstructions, the excavations and the fragrant herb garden, extensive meadows, a Roman playhouse, a large adventure playground and a large water playground offer children plenty of opportunities to playfully explore. The offer is complemented by a Roman restaurant where meals are prepared according to Apicius' cookbook.</p> <p>The LVR Archaeological Park has special offers for people with disabilities as well as special offers for schools, such as an overnight stay in the Roman hostel. Modern access aids allow access to most of the buildings.</p> <p>The heart of the Archaeological Park is the LVR Roman Museum. The award-winning building flanks the large entrance hall of the Roman city baths, over whose foundation walls it rises. The exhibition takes visitors on a chronological tour of Xanten's eventful Roman history from the time of Caesar to the Franks. The highlights of the permanent exhibition include the remains of a Roman ship hanging freely in the room at a lofty height, a magnificent large-format wall painting and the oldest and best-preserved Roman gun to date. Multilingual media presentations in German, English and Dutch take visitors back to the time of the Roman occupation and the heyday of the Roman city.</p>

	<p>Listening stations bring people from bygone times back to life, short films underscore the work of craftsmen and traders. There are also special hands-on activities for children throughout the exhibition: they can listen to gladiators, try out the flip book, smell the thermal baths and put on the armour of a legionnaire. Selected exhibits are explained with special children's labels. In addition, the LVR-RömerMuseum is largely barrier-free.</p> <p>Around 7000 guided tours are offered per year. Personalised tours are becoming increasingly important, and new digital offerings are currently being developed for the digital natives as school classes are a very important target group for whom age-appropriate workshops and interactive tours are offered. The guides are very well trained with exams and compulsory training with scientists from the park.</p>
<p><b>Impact and outcomes from tourism at the site and for the city</b></p>	
<p>Impact on the scientific archaeological community</p>	<p>Archaeology is constantly delivering new findings. Permanent excavations and diverse research projects make Xanten an important venue for Roman archaeology north of the Alps. The 25 scientists of the park work in close cooperation with universities, museums and other research institutions. The results of ongoing research are published in Archaeological Park publications and as RömerMuseum catalogues and Xantener Berichte. A more direct line to current research work is offered by the lectures given by proven experts at the LVR-RömerMuseum. On the third Monday of every month, archaeologists report on the latest results of their investigations. The lectures last about an hour and do not require any special knowledge. Afterwards, there is an opportunity to talk casually with the experts.</p>
<p>Impact on citizens</p>	<p>A commercial area was originally planned on the current park site. When the site was placed under protection, the local population was very critical: the cultural heritage seemed to interfere with the economic development of the city.</p> <p>In the meantime, this has changed completely: Many young families have moved in the region because the park, together with an adjacent recreational area, offers a lot of quality of life. A large play area in the park is very attractive for Xanten families, who can get an annual special family ticket for 10 Euros. The new museum building has led to a clear identification with the park. In the meantime, the park is seen very positively in the life of the town.</p>
<p>Impact on local economy</p>	<p>The economic importance of the park is beyond question; the financing of operations and projects are seen as investments in the future of the location. The park has received and continues to receive funds from regional urban development funding in order to economically stabilise the entire region and the town of Xanten.</p>



	<p>In 2000, a study was conducted on the economic effects of these funds, which showed that the park generates above-average added value: Every Euro invested flowed back into the region six fold. The park is therefore perceived as an important economic factor for the region, and a long-term framework agreement (over 15 years) secures the park in its basic expenses.</p>
Impact on city life	<p>An extra entrance to the town was created in 2020 as a new main entrance with parking spaces, which now connects the town centre on foot. Now it is only 5 minutes to Xanten Cathedral, and the recording of visitor numbers shows that visitors go to the town and come back to the park or return several times. This has further improved the exchange between the town and the park.</p>
Impact on the built environment of the city	<p>In terms of construction and renovation, the inner city of Xanten has experienced an upswing in recent decades, and has changed very much for the better. This is mainly due to the attractive leisure facilities that attract many visitors.</p>
Impact on local and regional development	<p>Many new housing estates were built in the surrounding villages, which led to an overall upgrading of the entire region. In terms of infrastructure, car traffic has been further developed, while public transport and rail connections could still be improved.</p>
Impact on local employment	<p>The park alone has over 200 employees in two companies and is thus a major employer for the region.</p> <p>The park has its own shipyard where functioning Roman cargo sailing boats are reconstructed. The shipyard is part of an inclusion project: The archaeological park and the operator's Integration Office have a long-term cooperation for the in-house training of young people with a severe disability. Since 2014, pupils with impairments, school leavers with severe disabilities or employees of a workshop for people with disabilities have been professionally and individually qualified in long-term internships and thus introduced to in-house training in the further course. In order to be able to offer this vocational qualification directly on site, an integrative wood workshop was set up in the shipyard, where two former interns have been trained as woodworking specialists since 2017. Visitors can watch the reconstruction work in the wood workshop. In the meantime, the wood workshop also undertakes other woodwork in the park.</p> <p>The permanently established integration department "Wood Workshop" at the park is supported by the Federal Ministry of Labour and Social Affairs with funds from the federal programme "Inclusion Initiative II - AlleImBetrieb".</p>
Impact on ecology	<p>The museum building is oriented towards the standards of the Landschaftsverband Rheinland for ecological building. The generation of cooling and heat for the building is particularly noteworthy. 36 geothermal probes and</p>

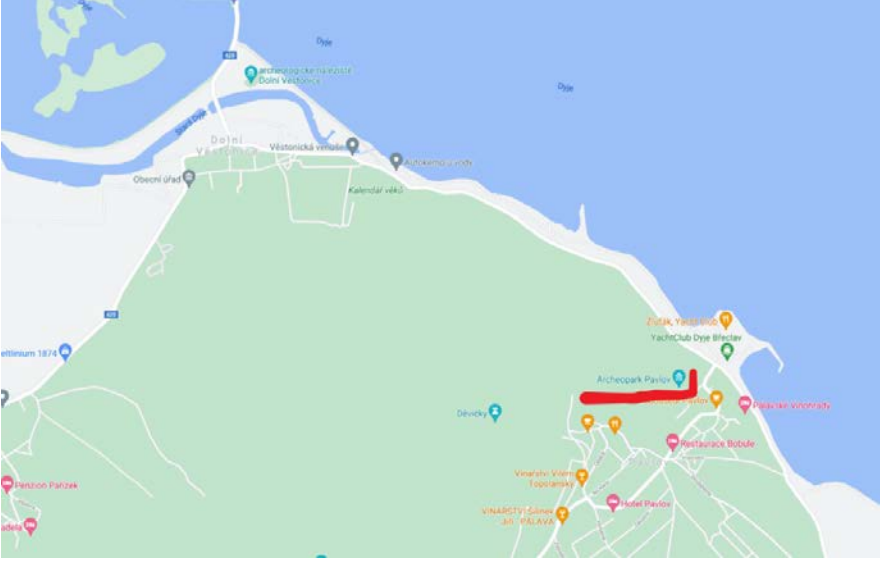

	two heat pumps with heat exchangers provide cooling in summer and heat in winter in an environmentally friendly way. The energy obtained by means of geothermal energy (use of geothermal heat) is distributed throughout the museum building via heating and cooling ceilings, among other things. It is therefore an architectural Good Practice as well.
Impact on sustainability	<p>Since 2006, a multi-year development concept has been drawn up for the park, which defines essential cornerstones. The park's development concept is currently geared towards the region's recognition as a UNESCO World Heritage Site. This also includes a new project between the leisure centre and the park: an exhibition hall with ships ready to sail is to be built as an educational project to attract people who would not otherwise visit the park and museum (investment volume: 40 million €).</p> <p>For the park, sustainable development means being creative, developing new projects and tapping new sources of funding. However, this requires an apparatus for implementation, and it takes time to continuously build this up with staff and expertise.</p>
<b>Success factors and ongoing challenges</b>	
Success factors	<ul style="list-style-type: none"> <li>● political support</li> <li>● a sponsor who supports the development in the long term.</li> <li>● research and scientific work that can be perceived by visitors and generates acceptance</li> <li>● creating trust among the population, e.g. through permanent communication: opening up to broad sections of the population, and thus taking the educational mission seriously</li> <li>● thinking long-term, even if it takes a lot of patience.</li> </ul>
Challenges to cope with in the future	<ul style="list-style-type: none"> <li>● Construction of a Ship Hall as a further attractive offer</li> <li>● Further development of educational offers towards digital offers in order to reach the digital natives as emerging target groups</li> </ul>
Author of the Good Practice / Source(s)	<p>Karin Drda-Kühn / ACW</p> <p>Sources: Website of the park, website of the city of Xanten, exchange with representatives of the park operator and the local tourism sector (Dr. Martin Müller, director of LVR-Archäologischer Park Xanten/LVR-RömerMuseum and Mrs Heike van Baal, head of Xanten tourism) (as of June 2021)</p>
Comments	ArcheoDanube sincerely thanks Dr. Martin Müller, director of LVR-Archäologischer Park Xanten/LVR-RömerMuseum and Mrs Heike van Baal, head of Xanten tourism, for their friendly willingness to discuss in detail the archeo park

	and tourism activities linked to the park on the background of their experiences and expertise.
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### 6.12 Good Practice 12 – ArcheoPark Pavlov - Czech Republic

General information	
Title of Good Practice	<b>ARCHEOPARK Pavlov</b>
Photos	 <p>© Alena Štefková, Archeopark Pavlov</p>  <p>© Gabriel Dvořák, Archeopark Pavlov</p>
Operator	Regional Museum in Mikulov (public-benefit corporation of South Moravian Region)
Location	Situated in South Moravia, on the slopes of the Pálava (Pavlov Hills) and nearby the water reservoir Nové Mlýny, in the neighbourhood of village Pavlov. Accessible by car or public transport, bus line from Břeclav or Mikulov (bus stop: Pavlov, crossroads (approx. 250 m from entrance)).

	 <p>Retrieved from Google Maps</p>
Basic data	<p>Cashier desk with souvenir shop and information, fast food kiosk Kar Bar, street food, food and drink machine, guided tours, library with books about paleolithic period (Czech and foreign, expert or non-professional, adult and kids), car, bus and bike parking</p> <p>How to get there is clearly indicated on the web site including public transport possibilities: <a href="http://www.archeoparkpavlov.cz">Where to find us (archeoparkpavlov.cz)</a></p>
Annual budget	approx. 5 mil. CZK
Logo	
Website / social media	<p><a href="https://www.archeoparkpavlov.cz/">https://www.archeoparkpavlov.cz/</a>  <a href="https://www.facebook.com/archeoparkpavlov">https://www.facebook.com/archeoparkpavlov</a>  <a href="https://www.instagram.com/archeopark_pavlov/">https://www.instagram.com/archeopark_pavlov/</a>  <a href="https://www.youtube.com/channel/UCjFi3C97SmNg6sx501ZblpA/featured">https://www.youtube.com/channel/UCjFi3C97SmNg6sx501ZblpA/featured</a></p>
Contact details	<p>Archeopark Pavlov, 23. dubna 264, 692 01 Pavlov  tel.: +420 519 322 126 (ticket office, reservation)  e-mail: <a href="mailto:archeoparkrmm.cz">archeoparkrmm.cz</a></p>
<b>Good Practice description</b>	
Challenges for the archeo park	<p>The project has been planned for more than 10 years. The building was planned to start 2011 and finish 2013 but the Museum had not finished the purchasing</p>



(or other type of Good Practice) identified	<p>of land on time and therefore it didn't get European funding.</p> <p>The building was very specific and was subject to the conditions – limitation by terrain – on the slope, in national park, heritage protection – excavation had to remain in situ 3-5 meters underground, when there was necessary change in building plans, extra excavation had to be done.</p> <p>In the last year due to Covid-19 the income generated by tickets was lower than usual, because the Archeopark was closed for several months. To keep visitors' attention, the museum prepared guided video tours online.</p>
Challenges for the local / regional tourism identified	<p>Pálava is mainly a wine-growing region which means tourist potential itself. But archeological researches and their presentation in Pavlov started in the 50's and 60's of 20th century, most known is the find of Věstonice Venus figure. There was a local museum of archeology in Dolní Věstonice but it was too small and not attractive enough. Pavlov is one of the world's most important prehistoric localities from the time of the mammoth hunters and it needed an up to date of the museum presentation, partly interactive, using modern audio-visual technology.</p> <p>Also the challenge was not to destroy the appearance of the landscape and to build a museum building which looks like it naturally belongs there. The unique building of the archeopark is inspired by the white limestone typical for Pálava hills and the entrance of the archeopark reminds the entrance to a cave. Other objects are mimicking the prehistoric architecture of dolmens and menhirs and most of the museum is actually underground.</p>
Goals for touristic activities	To let visitors experience the time of mammoth hunters and to be surrounded by heritage of their culture.
Initial spark for touristic activities	The idea for building such an Archeopark came from the history of the place and its archeological heritage and the need to present it in a modern and attractive way.
Actions taken	Actions are already mentioned in previous text. At the time the museum was closed due to Coronavirus virtual tours were presented on the web.
Most important actors for tourism	Historical sites around, nature of Pálava hills, water reservoir Nové Mlýny and the possibility of water sports, yachting etc., restaurants, wineries and wine cellars, hotels etc.
Data available linked to tourism	Average number of visitors per year is approximately 70 000. Since the opening in June 2016 it was 45 000 visitors in 2016, 65 000 visitors in 2017, 2018 – 75 000, 2019 – 75 000, 2020 – 60 000 – 2020 is influenced by Coronavirus pandemic and the income is decreasing, but since 2016 the visit rate is more or less stable and shows a slight increase.
What presentation, interpretation,	Both the permanent exposition and the byprogram for the public are very popular. The most popular programmes are the Museum Night, International Archeological Day and the traditional workshops of prehistoric time technologies,


<p>tion and/or didactic methods on the archaeological site are the reason for its success?</p>	<p>as well as exhibitions prepared with the archeological department of the Academy of Sciences in Brno – these present a very high level of knowledge that corresponds with actual learning. Educational programmes are favourite for local schools (kindergarten, primary and secondary) and as well for schools from the whole country, even for foreign students from Slovakia and Austria. Lately, a very successful programme is the “Prehistory to the touch” – new artefacts that belong to the times of mammoth hunters. In summer we choose two young archeologists – boys or girls from the South Moravian region who enjoy activities in the archeopark with our staff and archeologists.</p>
<p><b>Impact and outcomes from tourism at the site and for the city</b></p>	
<p>Impact on the scientific archaeological community</p>	<p>It is one of the world’s most important prehistoric localities from the time of the mammoth hunters. It presents the stone and bone tools that people of the Gravettian culture used in their daily lives and during the hunt. Also a replica of the Dolní Věstonice grave of three young adults, meanwhile, confronts us with their burial rites, while their aesthetic sensibility is conveyed by the display of artistic artefacts, among which can be seen Venus figurines and animal sculptures. The most valuable finds: a set of skeletal remains of modern humans, the oldest such ensemble available to anthropology today, as well as evidence of technology that humans employed perhaps for the first time ever at this very site – manufacturing ceramics, weaving textiles and grinding stones. One of the exhibition’s unique features is the midden of mammoth bones, which still remains in situ after being uncovered.</p>
<p>Impact on citizens</p>	<p>Archeopark for citizens became a significant dominant of the locality and they are proud of it and local restaurants and hotels recommend their guests to visit the museum.</p>
<p>Impact on local economy</p>	<p>The impact is reciprocal – the village of Pavlov is well-known for local winemakers and wine cellars which attracts many tourists. The Archeopark is a kind of additional attraction. But during the last 5 years it appears that many people visit Pavlov mainly to see the Archeopark and wine tourism is additional.</p>
<p>Impact on city life</p>	<p>Relationships with inhabitants of Pavlov and surrounding villages are good, some of our activities we organize especially for them – for example the Museum Night or Children's Day.</p>
<p>Impact on the built environment of the city</p>	<p>The building of the Archeopark made Pavlov also an attractive architectural place. The building was designed by local architects Radko Květ and Pavel Pijáček from Brno. The unique building gained many architect prizes: Building of the Year 2016 of South Moravian Region, Iconic Awards 2017, in category Best of Best Architecture, CEMEX Building Award 2017 – 1st place in Collective Space category, Czech Prize for Architecture 2017 – Main Prize and Extraordinary Award for the protection of nature and landscape; BIGSEE Architecture Award</p>


	2019 - GRAND PRIX of SouthEast Europe.
Impact on local and regional development	The building of the Archeopark was financially supported by the Regional Operational Programme and by the South Moravian Region to increase the attractiveness of the region.
Impact on local employment	The park offers employment opportunities in the main tourist period in summer. Also it brings profit to local services like gastronomy, accomodation, shops, wineries etc.
Impact on ecology	The museum is very sensitively placed in the Protected Landscape Area of Pálava. The building is low-powered due to it being located mostly underground and it is heated, air-conditioned and lighted using advanced technologies. The surrounding of the museum is a natural blossomy meadow mowed only twice a year as the so called mosaic mow. This protects biodiversity and helps the survival of various plants, animals and it also protects nature itself, helps to keep it moist and cools down the ground.
Impact on sustainability	Income from visitors creates 4/5 of the annual budget. The museum is attractive for Czech and foreign visitors.
<b>Success factors and ongoing challenges</b>	
Success factors	Visitors mainly like that they come close to the place where the prehistoric artefacts were found and excavated, where the mammoth hunters really lived and they feel the atmosphere and genius loci. They can experience the lives of prehistoric people and get to know their life stories.
Challenges to cope with in the future	The biggest challenge is the building of the outer Archeopark which brings another possibility of getting to know this very important archeological heritage of Pálava, just the same place where people lived their day to day live 30 000 years ago. It will support regional tourism which in the last few years lives for archeology and popularize archeology for masses and spread the knowledge of life of mammoth hunters to the wide world. It is also intended to cooperate with foreign institutions and museums, which could bring us more visitors from other countries.
Author(s) of the Good Practice / Source(s)	<a href="http://www.archeoparkpavlov.cz">www.archeoparkpavlov.cz</a> Mgr. Zuzana Havlická - curator, manager and administrator of the museum
Comments	This place shows harmony of landscape, architecture, history and local traditions.



**6.13 Good Practice 13 – Aguntum Archaeological Park – Austria**

General information	
Title of Good Practice	<b>AGUNTUM Museum and Archaeological Park</b>
Photos	  <p style="text-align: center;">Picture credits: ©aguntum.at</p>
Operator	The association CURATORIUM PRO AGUNTO is the owner and operator of the museum and the archaeological park at the excavation site.

<p>Location</p>	<p>The site is located 4 km east of Lienz, the capital of East Tyrol and belongs to the municipality of Dölsach. Geographically, Aguntum occupies a position between Italy and the northwestern provinces of Austria. It is nestled between the Hohe Tauern National Park and the Lienz Dolomites.</p>  <p>(Retrieved from Google Maps April 25th, 2021)</p>
<p>Basic data</p>	<p>The Museum and the Archaeological Park of AGUNTUM represent the Roman city of Aguntum. Finds from the excavations in Aguntum have a special place in the permanent exhibition. They are supplemented by replicas and reconstructions from other sites in order to present as accurate and scientifically sound a picture as possible of the culture and civilization of the Roman period in the Alps. Besides the atrium and a thermal bath, the city wall and other elements were uncovered, which are accessible today in the Aguntum Archaeological Park or can be visited in the new AGUNTUM Museum.</p> <p>The site has a full infrastructure including visitor and information center, gastronomy, children programmes, guided tours, accessibility support and regional information. There is an interactive offer for children (a virtual tour through AGUNTUM and dress-up costumes) and exhibitions featuring fun elements such as traditional Roman recipes.</p> <p>Getting there is clearly indicated on the website (via car, via bicycle, via public transport) and signposted on the spot. Tips for exploring the surrounding tourist attractions are highlighted on the website. <a href="https://www.aguntum.at/besucherinformation/#anreise">https://www.aguntum.at/besucherinformation/#anreise</a></p>
<p>Annual budget</p>	<p>200.000 EUR</p> <p>The Museum and the Archaeological Park of Aguntum are sponsored and supported by the following institutions:</p>

	<ul style="list-style-type: none"> <li>• European Union</li> <li>• Interreg V-A Italy Austria 2014-2020</li> <li>• Federal Ministry for Agriculture, Regions and Tourism (Bundesministerium für Landwirtschaft, Regionen und Tourismus)</li> <li>• State of Tyrol (Land Tirol)</li> <li>• Tyrol Regional Memory Foundation (Landesgedächtnisstiftung Tirol)</li> <li>• East Tyrol Regional Management (Regionsmanagement Osttirol)</li> </ul>
Logo	
Website / social media	<p>Website: <a href="https://www.aguntum.at">https://www.aguntum.at</a></p> <p>Facebook: <a href="https://www.facebook.com/Aguntum">https://www.facebook.com/Aguntum</a></p> <p>The aim is to have more social media activity in the future (FB, Twitter, Instagram etc.)</p>
Contact details	<p>Verein ‚Curatorium pro Agunto‘ Römerstraße 1, A-9991 Dölsach Tel. +43 (0) 4852 61 550 Mail museum: <a href="mailto:vermittlung@aguntum.at">vermittlung@aguntum.at</a> Mail office: <a href="mailto:office@aguntum.at">office@aguntum.at</a> <a href="http://www.aguntum.at">www.aguntum.at</a></p>
<b>Good Practice description</b>	
Challenges for the archeo park (or other type of Good Practice) identified	<p>The park represents an established and attractive tourist destination also benefiting from its geographical conditions: nestled between the Hohe Tauern National Park and the Lienz Dolomites (UNESCO World heritage) with close proximity to Italy. Even though Aguntum faces the challenge to maintain and increase the number of visitors. The COVID-19 pandemic has emphasised the importance of digital offers which will be expanded in the following years. This entails both great potential and challenges in terms of development and financial resources.</p>
Challenges for the local / regional tourism identified	<ul style="list-style-type: none"> <li>• The catchment area of the Museum is not as big as it could be (more marketing measures, social media presence etc. would be necessary);</li> <li>• The reputation of museums and archaeological/historical studies is not very attractive to younger people and most adults;</li> <li>• The museum is located a little off the city of Lienz and it is not easily accessible without car or bike.</li> </ul>

Goals for touristic activities	The goal is to maintain and increase visitor numbers as well as reworking, renewing and expanding visitor offers; The goal is to also have more events and special activities in future. In order to achieve these goals, there is a need to improve infrastructure.
Initial spark for touristic activities	The initial spark was to preserve the archaeological excavations but also finding ways for the excavations to be publicly accessible for tourists and locals. Presenting smaller findings and having a place to present knowledge about archaeological research and the history and cultural development of East Tyrol contributed to the initial spark.
Actions taken	<p>Info Centre and Café/Snack bar: The Aguntum Info center is intended as a connecting link that invites and informs both to visit the museum and to visit the archaeological park. The info center forms the qualitative basis for further marketing measures and mediation offers. The information center is expected to provide even more visitor orientation and an important component of cultural tourism for the region, for guests and locals.</p> <p>Actions planned: Charging station for bikes and cars; expanding parking possibilities; complete reorganisation of the exhibition; ongoing excavations and cooperation with the archaeologists of the University of Innsbruck;</p>
Most important actors for tourism	<p>The archeo park closely works with several partners including:</p> <ul style="list-style-type: none"> <li>• Federal Ministry for Agriculture, Regions and Tourism (Bundesministerium für Landwirtschaft, Regionen und Tourismus)</li> <li>• State of Tyrol (Land Tirol)</li> <li>• Tyrol Regional Memory Foundation (Landesgedächtnisstiftung Tirol)</li> <li>• East Tyrol Regional Management (Regionsmanagement Osttirol)</li> <li>• Culture Department State of Tyrol (Kulturabteilung Land Tirol)</li> <li>• Federal Monument Office (Bundesdenkmalamt)</li> <li>• Institute for Classical Archaeology University of Vienna (Institut für klassische Archäologie Universität Wien)</li> <li>• Schloss Bruck Museum of the city of Lienz (Schloss Bruck Museum der Stadt Lienz)</li> <li>• Tyrolean State Memorial Foundation (Tiroler Landesgedächtnisstiftung)</li> <li>• Tyrolean culture channel (Tiroler Kulturchannel)</li> <li>• Theatre workshop Dölsach (Theaterwerkstatt Dölsach)</li> <li>• Municipality of Dölsach (Gemeinde Dölsach)</li> <li>• Institute for Archaeology University of Innsbruck (Institut für Archäologie Universität Innsbruck)</li> <li>• Tourism Association East Tyrol (Tourismusverband Osttirol)</li> </ul>



	<ul style="list-style-type: none"> <li>• East Tyrolean culture trail cultural network (Osttiroler Kulturspur Kulturnetzwerk)</li> <li>• European region Euregio Tyrol, South Tyrol, Trentino (Europaregion Euregio Tirol, Südtirol, Trentino)</li> <li>• Dolomite Bank (Dolomitenbank)</li> </ul> <p>All partners are clearly identified on the homepage with links to their services: <a href="https://www.aguntum.at/besucherinformation/#partner">https://www.aguntum.at/besucherinformation/#partner</a></p>
Data available linked to tourism	<p>Number of visitors per year: 8.000</p> <ul style="list-style-type: none"> <li>• 10 % domestic, 90 % international</li> <li>• 10 % school children</li> <li>• 30 % groups</li> </ul> <p>The high percentage of international guests (Italy, Germany, Netherlands, and others) is explained by the fact that AGUNTUM is located in the middle of a very touristic region (East Tyrol, South Tyrol, Carinthia, Salzburg). It is highly frequented both, in summer and in winter. Since the museum is a seasonal operation (May to October) it is mainly visited by vacation guests of the region. Locals hardly visit the museum, because of a lack of cultural program which is currently being developed.</p>
What presentation, interpretation and/or didactic methods on the archaeological site are the reason for its success?	<p>The success includes a diverse range of workshops, courses and projects with children and families. The programs, which are developed with scientists, artists and educators, are didactically tailored to children and enable experiences through the encounter with materials and craft techniques (i.e. workshop for producing roman jewelry).</p> <p>Other methods: Smartphone App for guided tours in own tempo and for own interests; VR-Glasses that give visitors a glimpse of how the city could have looked like in past days;</p> <p>Furthermore, all texts and information in the museum and in the archaeological are trilingual (German, Italian, English), as well as the museum brochures. Guided tours are also offered in German, Italian and English. AGUNTUM strongly adapts to the multilingualism of visitors and to their visiting behaviour.</p>
<b>Impact and outcomes from tourism at the site and for the city</b>	
Impact on the scientific archaeological community	<p>Aguntum has been the setting for excavations and teaching excavations at the University of Innsbruck for 30 years. Under the direction of Martin Auer from the Institute of Archaeology at the University of Innsbruck, a Summer School was offered for the first time for all those interested (summer 2021).</p> <p>Exhibition excavations: interested persons are given the opportunity to take</p>




	part in a so-called exhibition excavation. The results of the respective excavation are presented on the part of the University of Innsbruck, Institute for Archeology, under the direction of Mr. Univ-Ass. Prof. Dr. Michael Tschurtschenthaler and his team of around 20 people.
Impact on citizens	The park is a focal point of identity. The locals also support the park actively e.g. by an association ('Verein Curatorium pro Aguntum') which fosters public interest beyond the scientific level.
Impact on local economy	The Café/Snack bar is part of the museums area – visitors of museum stop there too for a snack, drink, coffee etc.; tourists with cultural interests often combine their trip to Aguntum with a visit to the city of Lienz or other sites/museums/shops in East Tyrol and thereby contribute and support the local economy.
Impact on city life	Visitors of the museum also visit the city of Lienz and/or surrounding places/villages. They shop in stores in East Tyrol, sleep in hotels in or surrounding the city.
Impact on the built environment of the city	The increasing "mass" tourism in East Tyrol causes an expansion of public transportation measures and higher levels of traffic increases the need for constant maintenance of main roads too. This also applies to pedestrian zones within Lienz and extended biking trails surrounding Lienz.
Impact on local and regional development	Attempt to intensify transnational and supranational coalitions for improving cultural promotion. Diverse projects have been implemented with the aim to improve the quality of existing tourist offers. The info center forms the qualitative basis for further marketing measures and mediation offers. The information center is expected to provide even more visitor orientation and an important component of cultural tourism for the region, for guests and locals.
Impact on local employment	Both, employees of the museum and administration staff are local residents. Due to the dependency of tourism, the opening times of the museum are limited to the summer months (April/May to October) and, therefore, half of the staff in Aguntum is limited to working only in the summer season. Nevertheless, Aguntum strives to expand the opening times, but financial support will always be indispensable.
Impact on ecology	More nature, vegetation and plants have been included in the five hectare archaeological park. The individual quarters of the Roman city were planted differently - partly barren, partly lush, focusing on plants that harmonise with the remains. The focus on vegetation further supports the local biodiversity, offering diverse habitats for both plants and animals. The archaeological park in Aguntum intends to connect the ruins with the landscape. The aim is to create a landscape that visitors can enjoy without harming the environment.

Impact on sustainability	<p>Due to the ongoing partnership with the Archaeological Institute of the University of Innsbruck and the financial support of the Tyrolean government, the state of Austria and the European government, the present cultural heritage can be preserved for future generations. Actions taken in Aguntum can by any time be replaced or built back. But they can also be extended.</p> <p>The Aguntum Museum does not have a management plan that focuses on sustainability measures and risk management.</p>
<b>Success factors and ongoing challenges</b>	
Success factors	<ul style="list-style-type: none"> <li>• Political decision in favour of investing in the archaeological park and museum</li> <li>• State of Tyrol provides continuous financial support, which means planning security for the archaeological park and museum</li> <li>• Establishment of a network of strong regional, cultural and tourist partners</li> <li>• Cross-border and trans regional activities</li> <li>• Clear tourism messages</li> <li>• Definition of quality standards for tourism linked businesses</li> <li>• Strong identification of the local population with the cultural heritage</li> <li>• Continuity of accompanying measures to increase the attractiveness of the region</li> <li>• Perception of the park as a strong element of regional development</li> </ul>
Challenges to cope with in the future	<p>Future challenges:</p> <ul style="list-style-type: none"> <li>• Maintain and expand visitor numbers</li> <li>• Partly digitise exhibitions</li> <li>• Connecting with other cultural sites nearby and find ways to be more attractive to younger generations</li> <li>• Improve infrastructure and public transportation for limiting traffic and environmental pollution</li> <li>• Financing new exhibitions, reworking the museum and improving the tourist offers</li> <li>• Restoring the ancient ruins and continuing archaeological excavations.</li> </ul>
<b>Author of the Good Practice / Source(s)</b>	
Author of the Good Practice / Source(s)	<p>Julia Gamper, Sustainication e.V. (<a href="mailto:gamper@sustainication.com">gamper@sustainication.com</a>)  Information provided is partly obtained from the website <a href="https://www.aguntum.at">https://www.aguntum.at</a>, party provided by the operator:  Dr. Manfred Hainzll, <a href="mailto:m.hainzl@aguntum.at">m.hainzl@aguntum.at</a></p>

Comments	This Good Practice is certainly a very good one for inspiration for the ArcheoDanube partners and far beyond, providing valuable insights with regard to archaeotourism.

**6.14 Good Practice 14 – MAMUZ Schloss Asparn Zaya – Austria**


General information	
Title of Good Practice	<b>MAMUZ Schloss Asparn/ Zaya</b>
Photos	 <p style="text-align: center;">Picture credits: ©mamuz.at</p>
Operator	WMB Weinviertel Museum Betriebs GmbH
Location	The site is located in the state of Lower Austria, on the outskirts of the municipality of Asparn an der Zaya but still very close to the center.



(Retrieved from Google Maps May 6th, 2021)

<p>Basic data</p>	<p>The MAMUZ Schloss Asparn/ Zaya represents the Lower Austrian prehistory from the appearance of Homo Sapiens to the Celts. The area of the archaeological open-air site is currently almost 19,000 m<sup>2</sup> and gives an insight into around 40,000 years of European settlement history. The buildings from the Stone, Bronze and Iron Ages, built on a 1: 1 scale and are based on archaeological findings.</p> <p>The MAMUZ includes two locations: the Schloss Asparn/ Zaya and Museum Mistelbach. This Good Practice example focuses on the Schloss Asparn/ Zaya because of its open-air archaeological site/ park.</p> <p>The site has a full infrastructure including visitor and information center, gastronomy, children programmes, guided tours, accessibility support and regional information. There is an extensive online offer in the form of video messages, discussion series and other formats to teach about the history. An app is offered for providing diverse digital experiences.</p> <p>Getting there is clearly indicated on the website and signposted on the spot. Tips for exploring the surrounding tourist attractions are highlighted on the website.</p> <p><a href="http://www.mamuz.at/en/visit-us/tips-in-the-region?set_language=en">http://www.mamuz.at/en/visit-us/tips-in-the-region?set_language=en</a>  <a href="http://www.mamuz.at/en/visit-us/how-to-reach-us">http://www.mamuz.at/en/visit-us/how-to-reach-us</a></p>
<p>Annual budget</p>	<p>The actual annual budget is confidential data that will not be shared by MAMUZ SCHLOSS ASPARN/ZAYA . The Museum and the Archaeological Park of MAMUZ SCHLOSS ASPARN/ZAYA are sponsored and supported by and are partner of the following institutions:</p> <ul style="list-style-type: none"> <li>• Kultur Niederösterreich (Culture Lower Austria)</li> <li>• HYPO NOE Gruppe Bank AG</li> <li>• Niederösterreichische Versicherung (Lower Austria insurance)</li> <li>• Raffeisenbank</li> </ul>



	<ul style="list-style-type: none"> <li>• EVN</li> <li>• Stadtgemeinde Mistelbach (city municipality of Mistelbach)</li> <li>• Marktgemeinde Asparn/ Zaya (market town Asparn/ Zaya)</li> <li>• Convention Bureau Niederösterreich/ Lower Austria</li> <li>• Die Gärten Niederösterreich</li> <li>• Top Ausflugsziele</li> <li>• Natur im Garten</li> <li>• Qualitätspartner Niederösterreich</li> <li>• ORF Niederösterreich</li> <li>• Ö1</li> <li>• Ö1 Intro</li> <li>• Weinviertel Tourismus GmbH</li> <li>• Niederösterreich Card</li> <li>• Museumspartner</li> <li>• Servus</li> <li>• Terra Mater</li> </ul>
Logo	 <p>Due to the two different colours of an earthy olive green - indicative of the MAMUZ Schloss Asparn / Zaya location - and a Mediterranean orange for the MAMUZ Museum Mistelbach location, suitable colors for prehistory were found, which henceforth define the two locations purely visually. The connecting element is the circle and the key message “40,000 years of humanity”. The two associated icons in the logo (Stone Age Hunter &amp; Mammoth) can change per exhibition season if desired.</p>
Website / social media	<p><a href="http://www.mamuz.at/de">http://www.mamuz.at/de</a>  <a href="https://www.facebook.com/MAMUZMuseum">https://www.facebook.com/MAMUZMuseum</a>  <a href="https://www.youtube.com/channel/UCYQrOSpSj3qFaGSHcs4_zQ">https://www.youtube.com/channel/UCYQrOSpSj3qFaGSHcs4_zQ</a>  <a href="https://www.instagram.com/mamuzmuseum/">https://www.instagram.com/mamuzmuseum/</a></p>
Contact details	<p>MAMUZ SCHLOSS ASPARN/ZAYA          Schlossgasse 1</p>

	<p>A-2151 Asparn an der Zaya T. +43 (0) 2572/20719 E. <a href="mailto:info@mamuz.at">info@mamuz.at</a></p>
<b>Good Practice description</b>	
Challenges for the archeo park (or other type of Good Practice) identified	The archaeological park (and the museum) represents an established and attractive tourist destination. Even though MAMUZ Schloss Asparn/ Zaya faces the challenge to maintain and increase the number of visitors. The COVID-19 pandemic has emphasised the importance of digital offers which have been expanded. The MAMUZ APP includes numerous functions such as a time slice that looks at the achievements of mankind, a quiz with two levels of difficulty and a virtual photo spot with Celts make visiting the museum a digital experience.
Challenges for the local / regional tourism identified	The closer cooperation between the cultural workers (science & research) and those responsible for tourism (operating companies) represents a challenge for MAMUZ. Archeology and leisure tourism are a conglomerate, which makes a particularly sensitive handling of these components necessary. Currently there is only a slight annual increase in visitors due to the generally slow development of tourism north of Vienna.
Goals for touristic activities	The overall goal is to constantly increase visitor numbers and also to guarantee the visitors satisfaction by offering an ever exciting and engaging exhibition programme. Considering the COVID-19 pandemic the focus currently lies on maintaining visitor numbers.
Initial spark for touristic activities	In 2014 the MAMUZ Schloss Asparn/ Zaya was internally reorganised and hosted a grand opening including a vast entertaining programme. Also, the overall agenda and road maps of MAMUZ were presented to a wider audience. The cooperation with various stakeholders and partners including the tourism sector lies at the heart of the communication of content which further supported new networking opportunities.
Actions taken	Regular information evenings are held throughout the year where hotel operations and media corporations are invited to boost further marketing and cooperation efforts.
Most important actors for tourism	Together with the museum village of Niedersulz and the VinoVersum Poysdorf, the MAMUZ museums are the most important tourist attractions on the Vienna-Brno development axis. Due to the decades-long tradition as one of the tourist centers of the region Weinviertel, the location Schloss Asparn / Zaya in particular is of essential importance for identity and has deep roots and positive acceptance in the region. As an important bearer of the "Weinviertel" brand, MAMUZ sees itself always in close cooperation with the destination Weinviertel Tourismus as well as a cooperation partner of

	<p>other Weinviertel excursion destinations and regional tourism initiatives. MAMUZ is a member of the TOP excursion destinations in Lower Austria and a quality partner of the region Weinviertel. With the archaeological outdoor area, MAMUZ is also a member of the Natur im Garten (Nature in the Garden) network and a figurehead in the tourist area in the region Weinviertel. MAMUZ closely works with several partners, including:</p> <ul style="list-style-type: none"> <li>• Kultur Niederösterreich</li> <li>• Convention Bureau Niederösterreich</li> <li>• Stadtgemeinde Mistelbach</li> <li>• Marktgemeinde Asparn/ Zaya</li> <li>• Qualitätspartner Niederösterreich</li> <li>• Weinviertel Tourismus GmbH</li> <li>• Niederösterreich- Card</li> <li>• TOP Ausflugsziele</li> </ul>
<p>Data available linked to tourism</p>	<p>The prehistory museums MAMUZ Schloss Asparn/ Zaya and Museum Mistelbach have around 65,000 visitors annually and are among the most frequented exhibition companies in Lower Austria. Both locations meet strict quality criteria and have been awarded the Austrian Museum Seal of Approval. Numerous other quality seals show the high standards of the museum and at the same time the qualitative value of the two MAMUZ locations.</p>
<p>What presentation, interpretation and/or didactic methods on the archaeological site are the reason for its success?</p>	<p>Together with innovative and at the same time interactive exhibition design at both locations, the systematic expansion of didactic communication programs (guided tours, workshops, courses, parties) ensure an increasing number of visitors to both MAMUZ locations in the medium to long term. The archaeological open-air area of MAMUZ Castle Asparn / Zaya is also the ideal place to perform events such as the Celtic Festival, Hun Festival, historical archery tournament or the night of the Celtic fires. In order to further increase the attractiveness of the open-air site, the reorientation as an adventure museum and knowledge center is to increasingly offer craft courses and active days with historical handicrafts. The MAMUZ intends to convey knowledge of prehistory and early history as clearly as possible at the historical festivals as well as the craft courses and the active days. The active involvement of the visitors creates an emotional connection to the history and the life of our ancestors as well as an increased staging of the prehistoric buildings also outside of the historical festivals (e.g. craftsmen's conferences, research camps and workshops as further training events).</p>
<p><b>Impact and outcomes from tourism at the site and for the city</b></p>	
<p>Impact on the</p>	<p>The Prehistory Museum as the contact point of the state of Lower Austria for</p>



scientific archaeological community	the prehistoric and early historical collection, including medieval archeology, has an essential task not only in the museum display of the objects, but above all in the basic work, starting with archaeological excavations and their documentation through to restoration of the found objects for the inventory of collections and the new finds. The processing of current research projects on prehistory and early history in conjunction with established research results leads to new scientific publications that have an impact beyond national borders and often attract international attention. Interdisciplinary research projects in the local and international environment form the basis that led to a modern view of history. The scientific team carries out public relations work in the context of specialist conferences, symposia and congresses. The lending of important found objects also takes into account the cooperation between museums and specialist institutions of prehistory and early history not only within Austria but at the international level.
Impact on citizens	The MAMUZ is of essential importance for identity and has deep roots and positive acceptance in the region. The local community also supports the MAMUZ actively through the association Verein der Freunde des MAMUZ. The association has always supported the concerns and projects of prehistoric and early historical research in the state of Lower Austria both materially and ideally. The Friends of MAMUZ finance the high-profile presentation of research history topics through experimental archaeological experiments as well as through scientific conferences. The association participates in events and provides funds for a contemporary appearance in public. Its intention is to reach the broadest possible audience and to continuously increase the number of members.
Impact on local economy	MAMUZ Schloss Asparn/Zaya is also an important economic effect for the region. With its three locations, MAMUZ is the greatest employer in the whole region. Its focus on local collaboration with diverse companies and the tourism sector further boosts the local economy.
Impact on city life	The effects on city life are present in the region. There is the possibility of hiring locations at the MAMUZ Castle Asparn/ Zaya which stands for uniqueness and originality. Whether conference, company party or wedding, the locations MAMUZ Schloss Asparn / Zaya and MAMUZ Museum Mistelbach offer countless opportunities to organise individual events. Furthermore, the MAMUZ has an extensive event offer in terms of knowledge transfer and handcrafting courses for different target audience: children, youth, adults, experts and seniors (also online offers). The MAMUZ Castle Asparn/ Zaya was also used as an event location by the Lower Austrian provincial exhibition "Bread & Wine".
Impact on the built environment of	MAMUZ Castle is an important highlight in the built environment of the city. A rail taxi which brings visitors in old thrust cars from Mistelbach to Asparn


the city	adds to the built environment of the city.
Impact on local and regional development	As a service provider, the MAMUZ represents an important leisure and experience facility and a significant tourist destination. Through its interaction with its social environment, MAMUZ acts as a bridge builder and mediator between town and country, fostering local and regional development.
Impact on local employment	As a service provider with an educational mandate, the MAMUZ is in constant discourse with its surroundings and accordingly has to fulfill numerous functions and roles. As a museum operator, MAMUZ is not only committed to its guests, but also to a regional contractor and employer who, through its interaction with its social environment, acts as a bridge builder and mediator between town and country.
Impact on ecology	At the moment MAMUZ is working on defining its own sustainability strategy and goals. MAMUZ is in the process of applying for a quality label in terms of ecology and sustainability.
Impact on sustainability	The sustainability strategy of MAMUZ is given by the fact that public funding has been constantly provided for years. Furthermore, several public and private initiatives have been founded. MAMUZ is in the process of applying for a quality label in terms of ecology and sustainability.
<b>Success factors and ongoing challenges</b>	
Success factors	<ul style="list-style-type: none"> <li>• Political decision in favour of investing in the archaeological park and museum</li> <li>• State of Lower Austria provides continuous financial support, which means planning security for the archaeological park and museum</li> <li>• Establishment of a network of strong regional, cultural and tourist partners</li> <li>• Cross-border and trans regional activities</li> <li>• Clear tourism messages</li> <li>• Definition of quality standards for tourism linked businesses</li> <li>• Strong identification of the local population with the cultural heritage</li> <li>• Continuity of accompanying measures to increase the attractiveness of the region</li> <li>• Perception of the MAMUZ as a strong element of regional development</li> </ul>
Challenges to cope with in the future	<ul style="list-style-type: none"> <li>• Maintaining visitor numbers during the pandemic</li> <li>• Increasing visitor numbers</li> </ul>



	<ul style="list-style-type: none"> <li>• Organising two special exhibitions a year that provide exciting programme and entertainment</li> <li>• Coping with the discrepancy between online and offline offers and to meet all visitors needs</li> </ul>
<p>Author of the Good Practice / Source(s)</p>	<p>Julia Gamper, Sustainication e.V. (<a href="mailto:gamper@sustainication.com">gamper@sustainication.com</a>)  Information provided is partly obtained from the website <a href="http://www.mamuz.at/de">http://www.mamuz.at/de</a>, the supported document of the mission statement <a href="https://www.mamuz.at/de/wissenschaft-forschung/leitbild-mamuz/leitbild-mamuz-1">https://www.mamuz.at/de/wissenschaft-forschung/leitbild-mamuz/leitbild-mamuz-1</a> and partly provided by the head of marketing: Mmag. Renate He-ger, <a href="mailto:renate.heger@mamuz.at">renate.heger@mamuz.at</a></p>
<p>Comments</p>	<p>Due to the long-term experience of MAMUZ Schloss Asparn / Zaya, this Good Practice is highly valuable for the ArcheoDanube partners and also beyond. It clearly highlights both, potential and challenges with regard to archaeotou-rism.</p>

6.15 Good Practice 15 – Bibracte - France

General information	
Title of Good Practice	<b>Bibracte archaeological site</b>
Photo	 <p><a href="http://www.bibracte.fr/">http://www.bibracte.fr/</a>, accessed 30.05.2021</p>
Operator	The site of Bibracte is managed by what is called in French an <i>Etablissement public de coopération culturelle</i> ( <i>Bibracte EPCC - Centre archéologique européen</i> ), a public establishment for cultural cooperation.
Location	<p>Mont Beuvray - 71990 Saint-Léger-sous-Beuvray, France</p>  <p>Retrieved from Google Maps, 30.05.2021</p>

Basic data	<p>This site has a flat summit that stands out from the mountains of the Haut Morvan. Inhabited since Neolithic times, Mt Beuvray (821m) was selected in the 1C BC by the powerful Aedui tribe as its capital: Bibracte is the archaeological site of the fortified Gaulish town, which has been designated a "Grand Site de France", a museum and a centre for archaeological research. Today it is one of the major European worksites dedicated to the Gaulish period.</p> <p><a href="https://www.viamichelin.com/web/Tourist-Attraction/Saint_Leger_sous_Beu-vray_-Bibracte_Mont_Beuuvray-a5d90qt8">https://www.viamichelin.com/web/Tourist-Attraction/Saint_Leger_sous_Beu-vray_-Bibracte_Mont_Beuuvray-a5d90qt8</a>, accessed 30.05.2021</p> <p>Capable of accommodating around one hundred users, the Bibracte Center serves as a logistical base for those involved in field research carried out on Mont Beuvray. There are large conservation spaces for objects and scientific documentation resulting from excavations, workspaces for invited teams, spaces dedicated to the treatment and restoration of objects, but also various human resources corresponding to the different skills and techniques necessary for the conduct of research: manager of archaeological furniture and materials, restorer, photographer, geomatics specialist, documentalist, etc. The Center also acts as a resource center with a specialized library open to residents 24 hours a day, a large photo library and spaces that can host round tables and seminars throughout the year. By welcoming several hundred archaeologists and students each year, Bibracte plays a very active role in building a genuine European archaeological community.</p> <p><a href="https://hal.archives-ouvertes.fr/BIBRACTE">https://hal.archives-ouvertes.fr/BIBRACTE</a>, accessed 30.05.2021</p>
Annual budget	<p>4,5 M€ per year</p> <p><a href="http://www.bibracte.fr/fr/approfondir/les-coulisses-de-bibracte/letablissement-gestionnaire-de-bibracte/lepcc-bibracte">http://www.bibracte.fr/fr/approfondir/les-coulisses-de-bibracte/letablissement-gestionnaire-de-bibracte/lepcc-bibracte</a></p>
Logo	
Website / social media	<p>Web: <a href="http://www.bibracte.fr/">http://www.bibracte.fr/</a></p> <p>Facebook: <a href="https://www.facebook.com/BibracteMusee">https://www.facebook.com/BibracteMusee</a></p> <p>Youtube: <a href="https://www.youtube.com/channel/UCF53mGtXeK67jjrgqWalXsw">https://www.youtube.com/channel/UCF53mGtXeK67jjrgqWalXsw</a></p>
Contact details	<p>Mont Beuvray - 71990, Saint-Léger-sous-Beuvray +33 (0)3 85 86 52 35 <a href="mailto:info@bibracte.fr">info@bibracte.fr</a></p> <p>Bibracte EPCC - Centre archéologique européen - 58370, Glux-en-Glenne, France</p>

Good Practice description	
Challenges for the archeo park (or other type of Good Practice) identified	<p>Bibracte is located in an upland area which has suffered from significant depopulation since the late-nineteenth century and has seen major agricultural decline, with pine plantations replacing pasture, drastically transforming the landscape. This is due to a combination of extensive low value-added agro-pastoral production mobilising little labour and drastic changes in forest physiognomy due to the widespread of highly mechanized production systems that favour exogenous resinous species over hardwoods. Within this context, Bibracte exists in the role of a cultural centre for a local population with very few other cultural opportunities. A concerted effort is, therefore, being made to produce non-archaeologically related events related to artistic creation or contemporary issues, welcome artists in residence and hosting multi-disciplinary festivals.</p> <p>Only recently has Bibracte's management begun to explore the views and values of non-specialist stakeholders (the methods for doing which are explored below). In the 1980s, Bibracte had an essentially scientific ambition, driven largely by the French Ministry of Culture. The 1990s saw the rise of cultural ambitions (including opening the museum) and the involvement of local authorities.</p> <p>This project is being carried out in close partnership with the <i>Parc naturel régional du Morvan</i>, and involvement of a multidisciplinary consortium of researchers whose role is to assess the effectiveness of the process, especially the possibility of creating a heritage community around a shared vision of the evolution of the shape of the territory.</p> <p>As such, Bibracte has now entered a new stage in its history based on a paradigm shift. Through an integrated approach Bibracte is exploring the trade-offs necessary to manage its landscape. Recognising, for example, that the beech forest on Mont Beuvray is an integral aspect of its landscape character, the management plan recognises a need to ensure its sustainability whilst using woodland clearance to make the archaeology more visible to a public audience. Working with a landscape architect this integrates archaeological preservation and display whilst enhancing the natural environment. These guidelines led to the establishment of a long-term forestry project with the aim of opening up the topography of the Iron Age monument and creating a set of development scenarios. Such an approach moves away from simply privileging heritage, recognising it as a part of the cultural landscape over which dynamic choices need to be made. <a href="https://www.researchgate.net/publication/341253984">https://www.researchgate.net/publication/341253984</a> <i>The place of archaeology in integrated cultural landscape management</i>, accessed 30.05.2021</p>

<p>Challenges for the local / regional tourism identified</p>	<p>In the 2000s, management recognised the importance of a landscape approach to highlight and make understandable the archaeological site which is largely perceived by its visitors as a vast “natural” space.</p> <p>In particular, the award of the <i>Grand Site de France</i> label in 2007 (and renewal in 2013), has been part of a growing dialogue with the Ministry of the Environment. In the spirit of the European Landscape Convention, the ambition is presently to build from Mont Beuvray a sustainable territorial project based on a harmonious development of its economic activities (agriculture, forestry and amenity economy) with the involvement of local stakeholders, using the mobilising and integrative capacity of the notion of landscape.</p> <p><a href="https://www.researchgate.net/publication/341253984">https://www.researchgate.net/publication/341253984</a> <u>The place of archaeology in integrated cultural landscape management</u>, accessed 30.05.2021</p> <p>It is, however, precisely the site’s importance that presents a challenge for tourism management. This challenge can be apportioned in the following issues: balancing the needs of tourists and the need of preserving the site, finding a way to sustainably develop the site’s potential regarding touristic and local impact. Hand in hand come results from studies which show that tourists themselves are aware of how important it is that sites like Bibracte do not become over-developed. At the same time, tourists would rather enjoy a more personalised visit than finding themselves caught in large crowds. Such results encourage refraining from over-exploitation and commercialization.</p> <p>Para, L.; Vourc’h, A. Heritage sites and sustainable tourism as leverage for local development: The grand site de France. <i>P3T Public Policies Territ.</i> 2012, 1, 6. [<a href="#">Google Scholar</a>], accessed 10.09.2021</p> <p>Other challenges for tourism, from both the tourist’s and the local’s point of view, are: transportation, services offered, increasing time spent in the area, branding and overall marketing strategy.</p> <p><a href="#">Heritage and spatial development: the example of Bibracte - Strategy 21 - Good Practices (coe.int)</a> , accessed 10.09.2021</p>
<p>Goals for touristic activities</p>	<p><b>1. Better welcome visitors through:</b></p> <ul style="list-style-type: none"> <li>• Make the museum the obligatory and obvious gateway to Bibracte: give better legibility to access to the museum and access to the archaeological site through appropriate landscaping and architectural treatment; develop parking spaces;</li> </ul>



- Make available to a larger public (80,000 visitors / year) all the services necessary to spend a day on the site: expand the car parks, create a catering area, reorganize the museum's reception hall;
- Create a new, larger space for temporary exhibitions, as well as a conference space.

## 2. Make the Gallic city emerge from the forest

A heavy but staggered intervention on the forest cover to reveal the remains of the Gallic city. Principles of intervention:

- Put the visitor in a state of receptivity by eliminating nuisances (vehicles)
- Lead the visitor through the mediation of emotion by requalifying the environments
- Signify anteriority and make it sensitive; show that the remains of the ancient city precede the forest

Implementation: progressive interventions in the forest (one-century program) intended to:

- reveal the landscape framework of Mont Beuvray,
- reveal the extent of Bibracte (200 ha, 2 km from end to end),
- organize new views,
- animate the course of the ramparts,
- stage the significant places of Bibracte.
- mixed interventions (landscape and architectural or only landscape) to highlight the archaeological elements of Bibracte.
- organization of paths based on a main axis.

## 3. Reveal the remains of the city and promote the excavation sites

Principles of intervention:

- systematic in situ reporting;
- development modulated according to the nature of the remains:
- signaling of the location of buildings by a simple platform

	<ul style="list-style-type: none"> <li>• interventions phased at the pace of needs (completion of excavation sites).</li> </ul> <p>A new type of shelter for excavation sites will be tested in this context, following a definition study carried out in 2004. This study made it possible to examine the feasibility of a new type of shelter which could allow public access all year round.</p>
Initial spark for touristic activities	The site hosts the Museum of Celtic Civilization, constructed by Pierre-Louis Faloci and opened to the public in 1996. Several summer exhibits have been featured at the museum, each addressing a precise subject of the Celtic world (starting 1995: Celtic Europe at the time of Bibracte).
Actions taken	<p>Establishment of multiple infrastructures of interest for tourists:</p> <ul style="list-style-type: none"> <li>• an European archaeological site and a research center used by academics from all over Europe;</li> <li>• an innovative museum presenting the methods of archaeological research and the objects unearthed during excavations at Bibracte;</li> <li>• a restaurant serving Gallic cuisine.</li> </ul>
Most important actors for tourism	<p>Bibracte is supported financially by the French Government / Ministry of Culture and Communication, the Regional Council of Burgundy, the County Council of the Nièvre and the County Council of the Saône-et-Loire. Other partners include:</p> <p><b>MEMBERS OF THE ARCHÉO PASS</b></p> <ul style="list-style-type: none"> <li>• the City of Autun</li> <li>• the Alésia Museopark</li> <li>• the Châtillonnais museum / Vix treasure</li> </ul> <p><b>PARTNER SITES OF THE BURGUNDY DIGITAL GALLERY</b></p> <ul style="list-style-type: none"> <li>• Cluny Abbey</li> <li>• the Dun-les-Places memorial</li> <li>• the House of Men and Landscapes</li> <li>• the House of Public Assistance of Nannies and Children</li> <li>• the Museum of Resistance in Morvan</li> <li>• the Rolin-Autun museum</li> </ul> <p><b>BURGUNDY CULTURAL TOURIST SITES</b></p> <ul style="list-style-type: none"> <li>• Cluny Abbey</li> </ul>

	<ul style="list-style-type: none"> <li>● Fontenay Abbey</li> <li>● the medieval construction site of Guédelon</li> <li>● the Grand Site de France of Solutré-Pouilly-Vergisson</li> <li>● the priory of Charité-sur-Loire / Cité du Mot</li> </ul> <p>THE PARTNERS OF LA CLÉ DES MUSEUMS, THE MORVAN MUSEUM NETWORK</p> <ul style="list-style-type: none"> <li>● the Rolin Museum of Autun</li> <li>● Autun Natural History Museum</li> <li>● the Avallonnais museum in Avallon</li> <li>● the Costume Museum of Château-Chinon</li> <li>● the museum of the Septennate of Château-Chinon</li> <li>● the Romain Rolland art and history museum in Clamecy</li> <li>● the François Pompon de Saulieu museum</li> <li>● the Salt fountains, site and museum, in Saint Père</li> <li>● the Morvan ecomuseum</li> <li>● the Resistance Museum in Morvan in Saint-Brisson</li> <li>● the Zervos museum in Vézelay</li> </ul>
Data available linked to tourism	<p>Today, 80,000 visitors a year travel to the site (entry free of charge). The museum is estimated to have 40-42,000 visitors, including 8,000 school pupils (45% come from the region, 30% from elsewhere in France and 25% from abroad). Other facts:</p> <ul style="list-style-type: none"> <li>● about 40 jobs (full-time equivalent, excluding permanent positions with subcontractors), which equates to purchasing power of over €1 million and ensures the maintenance of local services (post office, school, etc.),</li> <li>● revenues of €1 million for local businesses,</li> <li>● direct tax revenues of €0.3 million for the local authorities,</li> <li>● spin-off revenue of at least € 0.5 million for the local tourism economy (€ 20 per visitor to Bibracte living outside Burgundy, based on a very conservative figure of 25,000 visitors a year),</li> <li>● a varied cultural programme for the local community, especially young people,</li> <li>● (growing) recognition, which is making a big contribution to Morvan's attractiveness as a tourist destination and to the region's reputation.</li> </ul> <p><a href="https://www.coe.int/en/web/culture-and-heritage/-/heritage-and-spatial-development-the-example-of-bibracte">https://www.coe.int/en/web/culture-and-heritage/-/heritage-and-spatial-development-the-example-of-bibracte</a>, accessed 30.05.2021</p>

<p>What presentation, interpretation and/or didactic methods on the archaeological site are the reason for its success?</p>	<p>The site opens not only to professionals but offers services with educational and didactic purposes to everyone.</p> <p>In the centre for archaeologists, students and researchers from all over the continent have access to workspaces and a resource centre for developing their research. However, professionals play one more role other than the one of researchers, and that is the one of teachers. On the school site, each summer teenagers get to be trained and experience archaeology in real conditions.</p> <p>For the younger ones, Bibracte museum welcomes children groups from kindergarten to the end of secondary school and presents them with various educational opportunities. Such are guided tours, workshops, discovery days and accommodation.</p> <p>The site is also a ground for academic education, offering activities that respond to cross-curricular issues in the field of History, Geography, Life and Earth Sciences, Literature, Arts or Mathematics.</p> <p><a href="#">Interpretation and educative, cultural and artistic services   Bibracte</a> (accessed 10.09.2021)</p> <p>The site also accommodates people with disabilities:</p> <p><b>Motor disability:</b> the museum entrance is one level, special parking and lifts are available as well as a wheelchair for loan to visit the museum. The busses ensuring access to the site during summer are also wheelchair accessible.</p> <p><b>Hearing impairment:</b> adjustable volume on audio guides, written information on panels and labels in the windows, voice assistance on lifts and safety light system in toilets</p> <p><b>Visual handicap:</b> a "Bibracte at your fingertips" case with copies of the objects on display and allows the public to discover these items by touch (only in French), booklets in Braille writing and drawings in reliefs or high contrast and large print are available (in French only). Audio guides special for those with visual impairment can be requested at the reception and the permanent collection. There are models and objects that can be touched.</p> <p><b>Mental disability:</b> diversity in the permanent exhibition to ensure attractivity, safe main staircase, clear distinctions between private and public entrances and exits, staff that has been made aware of the needs of people with such disabilities.</p> <p><a href="#">Useful information   Bibracte</a> , accessed 10.09.2021</p>
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<b>Impact and outcomes from tourism at the site and for the city</b>	
Impact on the scientific archaeological community	As far as archaeological research is concerned, Bibracte is of interest to a broad archaeological community spread over 15 European countries. The centre welcomes European researchers and students at all times in order to advance knowledge and maintain a permanent laboratory. Scientific collaborations are governed by multiannual co-operation agreements. For this reason, the centre possesses advanced facilities, which support all stages of field research: construction machinery, laboratories, documentation centre, publishing process, etc.
Impact on citizens	The impact is regional - being isolated from urban centers, it is relevant for citizens in some rural settlements around the archeological site and center.
Impact on local economy	Facts: <ul style="list-style-type: none"> <li>• revenues of €1 million for local businesses,</li> <li>• direct tax revenues of € 0.3 million for the local authorities,</li> <li>• spin-off revenues of at least € 0.5 million for the local tourism economy</li> </ul>
Impact on city life	There is a varied cultural programme for the local community, especially young people, (growing) recognition, which is making a big contribution to Morvan's attractiveness as a tourist destination and to the region's reputation.
Impact on the built environment of the city	There is no direct spatial relation between the archeological site and the closest communities.
Impact on local and regional development	The project goes beyond the boundaries of the protected site to focus on its landscape setting and more broadly on the entire Regional Natural Park, and extends over a vast territory, including more than a hundred village communities.
Impact on local employment	The site brings about 40 jobs (full-time equivalent, excluding permanent positions with subcontractors), which equates to purchasing power of over € 1 million and ensures the maintenance of local services (post office, school, etc.),
Impact on ecology	The ecological aspects regard the specific nature of the site: an archaeological park embedded in a forest. The forest management plan establishes the strategy to be followed for the maintenance and development of the forest. The latter is made up half of deciduous trees and half of conifers, the result of intensive plantations encouraged by the national forest fund after the Second World War.  These monospecific stands will be gradually transformed into afforestation, mostly hardwoods. Thinning, severe but infrequent, is carried out every 7 to 10 years inside the ramparts, and outside every 5 years. The process is carried





	<p>out by the National Forests Office.</p> <p>Wood production allows the expenses inherent in this thoughtful management to be partially self-financed and provides the fuel needed for the museum's wood-paneled boiler room. The site is slowly changing. Its development is planned over the long term, with great sensitivity. It will respect its history and its deep identity and will take into account the landscape elements in place.</p> <p><a href="https://www.caue71.fr/documentation/1-440.bibracte.pdf">https://www.caue71.fr/documentation/1-440.bibracte.pdf</a>, accessed 30.05.2021</p>
Impact on sustainability	<p>Following a “particular setting”, sustainability appears to be in tension between two different economic logics: “survival” and “business as usual”. EPCC Bibracte uses the sustainable tourism strategy in a self-financing perspective, within the framework of a larger project of integrated and participative management of the site. The narrative of survival and the narrative of enrichment are both present. In the case of Mont Beuvray, the problem formulated is one of having “enough money” to keep on leading the same activities as usual in a changing context marked by usual financial support shortenings (Beerens-Bettex, 2017; Mistral et al., 2015).</p> <p><a href="https://www.researchgate.net/publication/344553310_Are_great_touristic_sites_vectors_of_sustainability_Insights_from_two_French_mountain_areas%27_case_studies_Montenvers-Mer-de-glace_and_Bibracte-Mont_Beuvois">https://www.researchgate.net/publication/344553310_Are_great_touristic_sites_vectors_of_sustainability_Insights_from_two_French_mountain_areas%27_case_studies_Montenvers-Mer-de-glace_and_Bibracte-Mont_Beuvois</a>, accessed 30.05.2021</p>
<b>Success factors and ongoing challenges</b>	
Success factors	<p>Bibracte, a heritage facility based on a 2000-year-old archaeological site that combines these historical strata without prioritising or judging them, embodies an inclusive, peace-promoting and reconciliatory view, such as heritage can convey. The particular development context of the Bibracte project, with strong and sustainable support from the State combined with great freedom of action, has made it possible to explore new ways of managing a heritage site, which respect in a very precise way the concept of integrated management promoted by the Council of Europe. The continuity of public action over the long term has been an essential factor for success, as has the permanent willingness to experiment with new courses of action. The management tool put in place, and the establishment of cultural cooperation, which was created in 2002 as a result in part of Bibracte’s needs and experience, is particularly suited to sustainable and partnership-based management between public actors. More recently, the concept of landscape, as defined in the European Landscape Convention, has also proved to be a great lever for bringing together local stakeholders. The project goes beyond the boundaries of the pro-</p>


	<p>tected site to focus on its landscape setting and more broadly on the entire Regional Natural Park, and extends over a vast territory, including more than a hundred village communities.</p> <p><a href="https://www.coe.int/en/web/culture-and-heritage/-/heritage-and-spatial-development-the-example-of-bibracte">https://www.coe.int/en/web/culture-and-heritage/-/heritage-and-spatial-development-the-example-of-bibracte</a>, accessed 30.05.2021</p>
<p>Challenges to cope with in the future</p>	<p>Challenges posed for the next 30 years in Bibracte:</p> <ul style="list-style-type: none"> <li>● Revitalising a region that is sparsely populated (15 inhabitants per km<sup>2</sup>), economically ailing, poorly serviced and situated far from any big city, on the basis of an archaeological site that, despite its scientific importance, is not particularly spectacular and hard to understand for the layperson.</li> <li>● Preserving the site’s natural assets, in the case of a listed historical monument and protected as natural heritage (classified under the Law of 1930), protected as a Natura 2000 zone of the European Commission, included in the territory of the Morvan Regional Nature Park and holding the “<i>Grand site de France</i>” ministerial seal of approval since 2008.</li> <li>● The most important challenge for Bibracte is its relative isolation: there is a long way from any major urban centre. It cannot be reached by motorway or train and the remains of the Gaulish city are by their very nature limited and unspectacular. In addition, the site, where elements of the Gaulish and Roman cities overlap in places, is hard to interpret.</li> </ul> <p><a href="https://www.coe.int/en/web/culture-and-heritage/-/heritage-and-spatial-development-the-example-of-bibracte">https://www.coe.int/en/web/culture-and-heritage/-/heritage-and-spatial-development-the-example-of-bibracte</a>, accessed 30.05.2021</p>
<p>Author of the Good Practice / Source(s)</p>	<p>Mihai Danciu / Urban Lab Chişinău</p> <p>Information provided is mostly inspired by the project website (<a href="http://www.bibracte.fr/">http://www.bibracte.fr/</a>) and the strategic operational programmes since 2006.</p> <p>Other online resources:</p> <p><a href="http://www.bibracte.fr/media/bibracte/163210-bibracte-dossier-de-presse-2016.pdf">http://www.bibracte.fr/media/bibracte/163210-bibracte-dossier-de-presse-2016.pdf</a></p> <p><a href="http://www.grandsitedefrance.com/images/stories/docs/bibracte-colloque-fribourg2017-11.pdf">http://www.grandsitedefrance.com/images/stories/docs/bibracte-colloque-fribourg2017-11.pdf</a></p> <p><a href="http://www.bibracte.fr/media/bibracte/163210-bibracte-sch-m-a-paysager.pdf">http://www.bibracte.fr/media/bibracte/163210-bibracte-sch-m-a-paysager.pdf</a></p> <p><a href="https://www.diplomatie.gouv.fr/IMG/pdf/musees_2012_guide-chard_01_cle8dc778.pdf">https://www.diplomatie.gouv.fr/IMG/pdf/musees_2012_guide-chard_01_cle8dc778.pdf</a></p>
<p>Comments</p>	<p>This Good Practice is one of the most inspiring experiences in archaeology in</p>

the recent decades, through the public support of an intensive archaeological activity delivering the following numbers:

- a dozen partner universities and research institutes
- annually, around 4,500 working days of associate researchers and students on the site
- a permanent support team of a dozen people, including: site manager, machine operators, geomatics specialist, photographer, documentalist, collections manager, conservation manager, editorial unit
- more than thirty volumes have been published in Bibracte's own collection of scientific monographs since 1996, the year the collection was created.

**6.16 Good Practice 16 – Archeological Park Viminacium - Serbia**

General information	
Title of Good Practice	<b>Viminacium</b>
Photos	   <p>Technical documentation of the Institute of Archaeology, Belgrade</p>
Operator	Institute of Archaeology, Belgrade, Serbia

Location	Stari Kostolac, Požarevac, Serbia
Basic data	<p>Roman city and legionary fort</p> <p>The infrastructure includes a huge parking lot, a souvenir shop, a café-bar restaurant, toilets, accommodation on demand, Roman food on demand, museum under construction.</p> <p>An average annual number of visitors is 90.000 (before COVID-19).</p>
Annual budget	No strict annual budget - Finances given by the Ministry of Science (for the employees of the Institute of Archaeology) and means given by the thermo power-plants "Drmno" and "Kostolac" (usually for the local workers). Further funding is secured through national or international projects in which Viminacium archaeologists take part. Finally, there are means secured by tourists who visit the archaeological park (entrance fees, souvenirs etc.).
Logo	
Website / social media	<p><a href="http://viminacium.org.rs">http://viminacium.org.rs</a></p> <p><a href="https://www.facebook.com/Viminacium">https://www.facebook.com/Viminacium</a></p>
Contact details	<p>Arheološki park Viminacium</p> <p>12208 Stari Kostolac BB, Srbija</p> <p>Tel.: +381 62 232209</p> <p>vimkost@gmail.com</p>
<b>Good Practice description</b>	
Challenges for the archaeological park identified	<p>Since the archaeological site Viminacium covers a huge area, mainly consisting of fertile fields still used in agriculture, it was a problem to prevent local people from plundering it. The initial step was taken in 2006, when the Archaeological Park Viminacium was officially opened. At the same time, security guards were hired and other types of surveillance were organized, too.</p> <p>On the other hand, the eastern and southern sides of the site are permanently under threat because of the nearby strip-mine "Drmno". After negotiations, it was agreed that until the year 2040, actions of the strip mine will not endanger the archaeological site. However, every now and then, digging machines and</p>




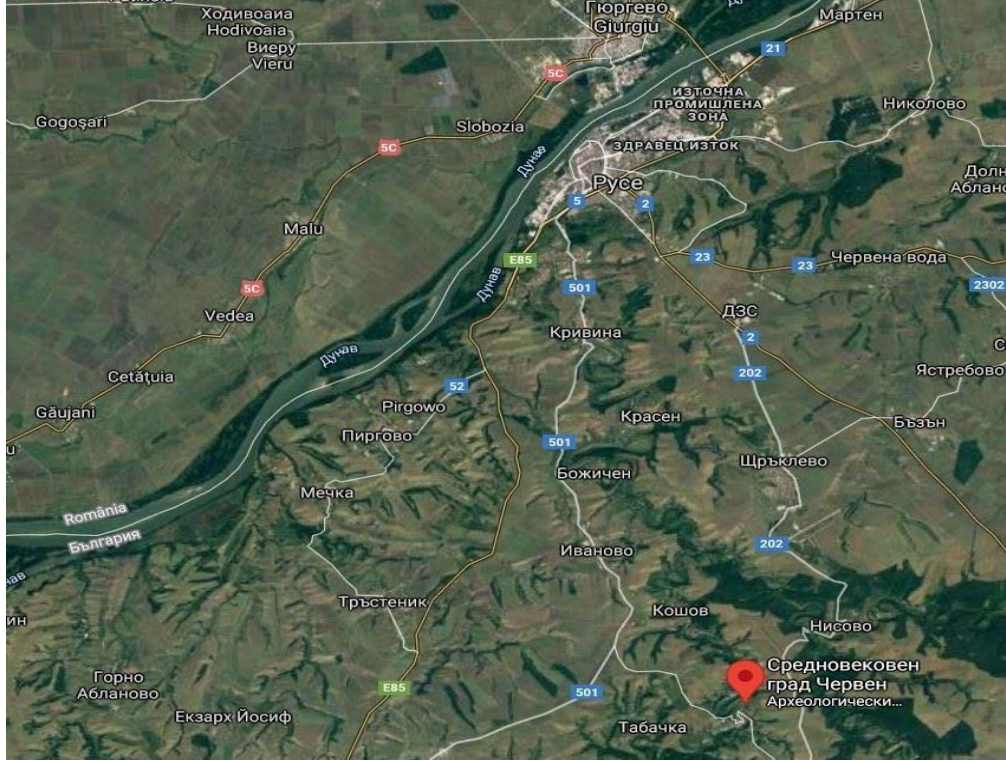
	other mechanisation types from the strip mine hit different kinds of archaeological objects.
Challenges for the local / regional tourism identified	In the first place, the challenge identified for local and regional tourism was the lack of infrastructure. This problem was solved around 2012, as the old road leading towards the site was renewed. Further on, internal infrastructure within the site itself was made and facilities were built like a small restaurant, toilets etc.
Goals for touristic activities	Further goals are to increase the number of tourists by broadening the offer. Apart from the sole visit to the archaeological site, there is now a possibility for people to spend several days there, either as researchers who join the archaeological team, as visitors or as pupils/students who participate in various summer-camps.
Initial spark for touristic activities	The initial spark was to protect the site from plundering and also from being destroyed by the nearby strip mine.
Actions taken	In 2006, the Archaeological Park Viminacium was officially opened. The infrastructure was either made or repaired. The fluctuation of tourists grew and it stopped the plundering, since there was always someone visiting the site. Security guards were employed, too.
Most important actors for tourism	The offer of Viminacium has been promoted both by the tourist organization of Požarevac and by the tourist organization of Serbia. The site has been introduced as an obligatory destination for all of the school children of Serbia (aged 12-13). It lies on the cycling route along the Danube and it is also accessible from the river Danube. It is part of the touristic "Roman Emperors' Route".
Data available linked to tourism	Visitors: 2007: 50.000 2008: 65.000 2009: 72.000 2011: 75.000 2017: 100.000
What presentation, interpretation and/or didactic methods on the archaeological site are the reason for its success?	Regarding presentation, interpretation and/or didactic methods in Viminacium, we offer tours guided by experts. This means that archaeologists are often employed as guides, too, as they can reveal many interesting details not only about what has been excavated, but also about the excavation itself and the process of work, from excavation to interpretation.

<b>Impact and outcomes from tourism at the site and for the city</b>	
Impact on the scientific archaeological community	The impact on the scientific archaeological community is huge. Colleague archaeologists love to visit Viminacium, since they can admire the excavated structures in situ. Furthermore, Viminacium has a huge library which is accessible to all. There are also several laboratories in which Viminacium archaeologists conduct their work, but they are also open for visiting colleagues. Last but not least, Viminacium possesses a huge space and accommodation facilities and this is why it is possible to hold congresses, conferences and various meetings on the spot. About a dozen meetings of this kind have already taken place in Viminacium.
Impact on citizens	See the answer below.
Impact on local economy	Due to all of the factors named above, there has been a huge impact on the local economy. Dozens of local people are employed either as workers on the archaeological excavation or at the touristic part of the site (at the restaurant, as security workers etc.). Many local craftsmen produce souvenirs for the site.
Impact on city life	Not applicable / not part of the city
Impact on the built environment of the city	Not applicable / not part of the city
Impact on local and regional development	Please see above. Further on, regarding regional development, Viminacium is included in a touristic route that goes from the Atlantic to the Black Sea. This route also includes many archaeological sites in Serbia, situated along the Danube.
Impact on local employment	Please see above.
Impact on ecology	The area of the site has been planted with grass, flowers and trees.
Impact on sustainability	The site Viminacium has reached a certain level of self-sustainability. However, due to the size and importance of the site both for Serbia and for the region, one must still work the way up.
<b>Success factors and ongoing challenges</b>	
Success factors	<ul style="list-style-type: none"> <li>● the permanently growing number of visitors</li> <li>● citation of papers and books written by authors employed at Viminacium</li> </ul>

	<ul style="list-style-type: none"> <li>visibility of the site towards the government and in return, financial support from the state government</li> </ul>
Challenges to cope with in the future	Widening the strip mine and rescue excavations connected to it are a continuous challenge.
Author of the Good Practice / Source(s)	<p>Jasmina Davidović/source:          Milica Tapavički-Ilić, Ph.D.          Senior research associate          Institute of Archaeology          Kneza Mihaila 35/IV          11000 Belgrade – SERBIA  <a href="mailto:mtapavic@gmail.com">mtapavic@gmail.com</a>          +381 69 8098 526</p>

**6.17 Good Practice 17 – The Medieval Cherven - Bulgaria**

General information	
Title of Good Practice	<b>Everyday life in the Medieval Cherven</b>
Photos	 <p style="text-align: center;">Picture credits: ©RRMH</p>
Operator	Rousse Regional Museum of History

<p>Location</p>	 <p>Retrieved from Google Maps, 2021 The site is located 35 km south of Rouse, on road 501, deviation from E85</p>
<p>Basic data</p>	<p>The site has a basic infrastructure for visitors, including information boards, hiking trails. There is no public transport to the place.</p>
<p>Annual budget</p>	<p>10 000 €</p>
<p>Logo</p>	<p>-</p>
<p>Website / social media</p>	<p><a href="https://www.museumruse.com/en/expositions/cherven_bg.htm">https://www.museumruse.com/en/expositions/cherven_bg.htm</a> <a href="https://www.facebook.com/medievalcherven">https://www.facebook.com/medievalcherven</a></p>
<p>Contact details</p>	<p>7000 Rouse, Bulgaria 3 Batenberg sq. Rouse Regional Museum of History 00359 82 825002, <a href="mailto:pr.museumruse@gmail.com">pr.museumruse@gmail.com</a></p>
<p><b>Good Practice description</b></p>	
<p>Challenges for the archeo park identified</p>	<p>The archeological site is an established destination for tourism in the region, but it is not very well known nationally. In the situation of COVID-19, the interest has increased because it is an open space - the park and the ruins give a chance to many people to visit the territory at the same time, as well as to be attracted by outdoor events.</p>
<p>Challenges for the</p>	<p>The medieval town of Cherven is located 35 km from Rouse and 100 km</p>



local / regional tourism identified	from Bucharest, the capital of Romania. Its location provides a good potential for development, but bad roads and sparsely populated areas are an obstacle to a rapid increase in tourist flow. The site is located in the municipality of Ivanovo, but is served by the regional museum in Rousse, which is a challenge in everyday dialogue. Cooperation is difficult as there are no common tourism plans and strategies between the municipalities of Ivanovo and Rousse.
Goals for touristic activities	<p>The aim of the tourist activity is to provide access and a favorable environment, and subsequently - forms of interpretation, entertainment and creation of a complete tourist product.</p> <p>Multi-directional messages to different audiences are selected:</p> <ul style="list-style-type: none"> <li>• Cherven as a strong fortress</li> <li>• Cherven as a religious center with an archbishop</li> <li>• Cherven as a craft and trade center</li> <li>• Everyday life in the Middle Ages</li> </ul> <p>These messages build a story about the everyday life of the medieval city. Open-air events are taking place - historical reconstructions, a market of medieval products, food from the time, demonstrations with weapons and costumes from the era, as well as modern concerts - classical and jazz.</p>
Initial spark for touristic activities	There are no large investments in the medieval town of Cherven, but the interest in it dates back to before the Liberation of Bulgaria, when poets saw in its ruins the greatness of the Medieval Bulgarian Kingdom. Archaeological excavations have been going on for more than 100 years, 16 churches have been discovered, and this presents the city as one of the largest in the Balkans.
Actions taken	Over time, the interest in the site is growing, and since 1965 it has been registered as an archaeological reserve. The place has been actively developing as an outdoor exhibition space since the late 90s of the 20th century.
Most important actors for tourism	<p>The medieval town of Cherven and the Rousse Regional Museum of History work in cooperation with the following partners:</p> <ul style="list-style-type: none"> <li>• Municipality of Rousse</li> <li>• Municipality of Ivanovo</li> <li>• Tourist Information Center - Rousse</li> <li>• Tourist Information Center - Ivanovo</li> <li>• Association for historical reconstructions "Chigot"</li> <li>• Rusenski Lom Nature Park</li> <li>• Various travel service providers</li> </ul>
Data available linked to tourism	<p>Number of visitors: 10,000 per year:</p> <ul style="list-style-type: none"> <li>• 70% FIT (50% domestic, 50% international from 30 countries)</li> </ul>

	<ul style="list-style-type: none"> <li>• 30% of children in school</li> </ul> <p>Although the site is important for the national history, most of the visitors are foreigners, and the reason is the proximity of a UNESCO site - Ivanovo Rock Churches. Cherven has bilingual signs, all foreign visits are guided. The average visitor leaves about 1.8 Euros at the site. The site has a restaurant-café, souvenir shop. The surrounding villages are sparsely populated, with an aging population.</p>
What presentation, interpretation and/or didactic methods on the archaeological site are the reason for its success?	Focusing on everyday life in the city is part of the successful ways of presenting the archeological site; the connection with specific names of kings, queens, heroes and saints refreshes the interpretation.
<b>Impact and outcomes from tourism at the site and for the city</b>	
Impact on the scientific archaeological community	The medieval town of Cherven is an archeological site which for Bulgaria is among the most important in terms of urban structures from the Middle Ages. Its proximity to the capital Veliko Tarnovo and the fact that about 100 inscriptions on stone have been found show the importance of the city. Scientific books and a series of publications have been published, which present the archeological site in its entirety. Studies are ongoing.
Impact on citizens	The medieval city is part of the important messages of the region - for Rousse it is a local landmark and fits into local identity. Thanks to local hoteliers and restaurateurs, concerts are organized in favor of the archeological site and its attractive presentation to the public.
Impact on local economy	The real economic effect is not very significant, but visitors to the Medieval city are part of the region's tourism, where they contribute to the development of the region's economy as a whole, probably around 100,000 € each year.
Impact on city life	The influence of the medieval city on city life is not very noticeable. It is expressed in knowledge of spiritual connections - continuity between the cities of Cherven and Rousse; continuity between the archbishops of Cherven and Rousse. The archeological site is museified, it is valuable, but it is not socialized enough.
Impact on the built environment of the city	The presence of the archeological site allows the development of the tourist sector. High prices of properties and houses in the region are permanently maintained. In the last decade, guest houses and hotels have been built in the villages around the medieval Cherven, which is an indisputable impact

	of the archeological site on the vicinity.
Impact on local and regional development	The medieval city is an important part of the regional development plan for tourism, but specific measures and plans are not being implemented.
Impact on local employment	The archeological site does not have a significant impact on local employment - the surrounding residents are mostly retired, about 80%. The guides of the site travel every day to the place and back. Reenactors or music performers are invited two or three times a year.
Impact on ecology	Medieval Cherven is located on a high hill in the valley of the river Cherni Lom - nearby is a nature park. Its ecological impact refers to the preserved cultural landscapes, showing the unity of man and nature.
Impact on sustainability	The sustainability of the archeological site is supported by the responsibility of the Rousse Regional Museum of History as well as good examples of established public and private initiatives.
<b>Success factors and ongoing challenges</b>	
Success factors	<p>Success factors can be identified as follows:</p> <ul style="list-style-type: none"> <li>• Sustainable museum policies for the development of the outdoor exhibition</li> <li>• Creating a network of regional, cultural and tourism partners</li> <li>• Cross-border and transregional activities</li> <li>• Sustainable identification of the local population with the cultural heritage</li> <li>• Perception of the archeological site as a strong element of regional development</li> </ul>
Challenges to cope with in the future	Finding support from local authorities, investors, innovative cultural operators - environmentally friendly public transport, electric bicycles, restaurateurs
<b>Author of the Good Practice / Source(s)</b>	
Author of the Good Practice / Source(s)	Nikolay Nenov, Silvia Trifonova - Kostadinova / RRMH
Comments	The medieval city reveals a beautiful landscape to the river and the canyon, the protruding walls and tower, the ruins of churches - all elements have authenticity and connections with real characters from local history.

## Attachment 2: Good Practice description template

The template below gave **ArcheoDanube** partners instructions on what to include in the description of the Good Practices. It is a proven tool to record success factors and impacts and might be used by other archaeological sites as well.

General information	
Title of Good Practice	
Photo Please provide one photo that can illustrate your Good Practice in the best way. Sometimes you find good pictures in the press sections of the websites. Please note that the photo has to be with proved author rights which should be included like that: ©XXX	
Operator Please identify the operator of the Good Practice (municipality, regional / national government, associations, etc)	
Location (Describe the location and how it is linked to the urban environment; consider to include a graphic or picture, e.g. from Google Maps or Google Earth)	
Basic data Infrastructure (visitor center, café, guided tours, souvenir shop), how to get there	
Annual budget Who contributes to the budget, how much income is generated by tickets etc	
Logo Please insert here the logo of the site or indicate whether the site (or an emblematic part of it) is incorporated into a region or city brand.	
Website / social media Please provide the website / social media accounts of the Good Practice	

<p>Contact details Please insert here address and any details you regard as relevant</p>	
<p><b>Good Practice description</b> Please describe your Good Practice example following the bullets below and link any topic to tourism:</p>	
<p>Challenges for the archeo park (or other type of Good Practice) identified What challenges had the archeo park to deal with? How were they overcome?</p>	
<p>Challenges for the local / regional tourism identified What challenges had / has the tourism linked to the archeo park to deal with? How were / are they overcome?</p>	
<p>Goals for touristic activities What were the goals at the start of the touristic activities at the archeo park? (Raising awareness on local/regional/national/EU level, gaining income for the site, increasing the attractiveness for locals and tourists, linking the archeo site to other touristic activities)</p>	
<p>Initial spark for touristic activities Decision of the city council, a large donation, a successful exhibition, a citizens' initiative, political will, a development plan?</p>	
<p>Actions taken Describe the most important actions, or initiatives to achieve touristic attention (digitalised offers, special services, networking of offers, partnerships, advertising, social media presence, media partnerships, campaigning, presentations at tourism fairs, cooperation with different stakeholders, press material, video clips, app...)</p>	
<p>Most important actors for tourism Describe those partners / actors / contributors which are the strongest for tourism at the site (accommodation providers close by, gastronomy which offers special menus linked to the archeo park, mobility providers who offer shuttles)</p>	
<p>Data available linked to tourism (number of annual visitors, increase of visitors, impact</p>	



analysis, identification of value chains, recording of the indirect profitability ...)	
<p>What presentation, interpretation and/or didactic methods on the archaeological site are the reason for its success?</p> <p>(The operators might have some data about the presented and interpreted features of the site which gain the most attention from the visitors)</p>	
<b>Impact and outcomes from tourism at the site and for the city</b>	
Impact on the scientific archaeological community	
Impact on citizens	
Impact on local economy	
Impact on city life	
Impact on the built environment of the city	
Impact on local and regional development	
Impact on local employment	
Impact on ecology	
Impact on sustainability	
<b>Success factors and ongoing challenges</b>	
<p>Success factors</p> <p>Please identify the most important factors for tourism success at the site (strong cooperation on local level, political support, donors, cooperation with touristic activities at other sites, strong networking approach, strong inclusion of citizens, active providers of accommodation, gastronomy, mobility...)</p>	
<p>Challenges to cope with in the future</p> <p>Please identify challenges which are not solved yet (no reliable funding, lack of focus on the special needs of</p>	

certain visitor groups, lack of accessibility, infrastructure in need of renovation or expansion, dependence on political decisions, lack of long-term perspectives...)	
<b>Author of the Good Practice / Source</b> Please provide the author / institution of the described Good Practice and provide a link to the source(s) and the name(s) of the contributing person(s).	
<b>Comments</b> Would you recommend to share this Good Practice in the frame of ARCHEODANUBE? Why? Is there anything else you would like to communicate on this Good Practice?	

The ArcheoDanube knowledge providers gave support for drafting the Good Practices and evaluated the practices in terms of expected outcome:

ACW: Karin Drda-Kühn – [kdk@kultur-und-arbeit.de](mailto:kdk@kultur-und-arbeit.de)

ZVKDS: Katharina Zanier - [katharina.zanier@zvks.si](mailto:katharina.zanier@zvks.si)

SUST: Julia Gamper - [gamper@sustainication.com](mailto:gamper@sustainication.com)

As of December 22nd, 2021