

Cultural heritage enabling conditions, governance framework and interpretation: a condition for development

Fortitude Workshop on Heritage and Interpretation
BAR, Montenegro - 26 and 27 May 2021

Daniele SFERRA

Vice President Istituto per la Storia e l'Architettura Militare – EFFORTS Board Member



Interreg - IPA CBC
Croatia - Bosnia and Herzegovina - Montenegro



PANDEMIC CRISIS

In the Chinese language, the word „crisis“ is composed of two characters, one representing danger and the other opportunity – **John Fitzgerald Kennedy**

This is an unique opportunity to re-invent, re-imagine and re-organize the entire tourism ecosystem!

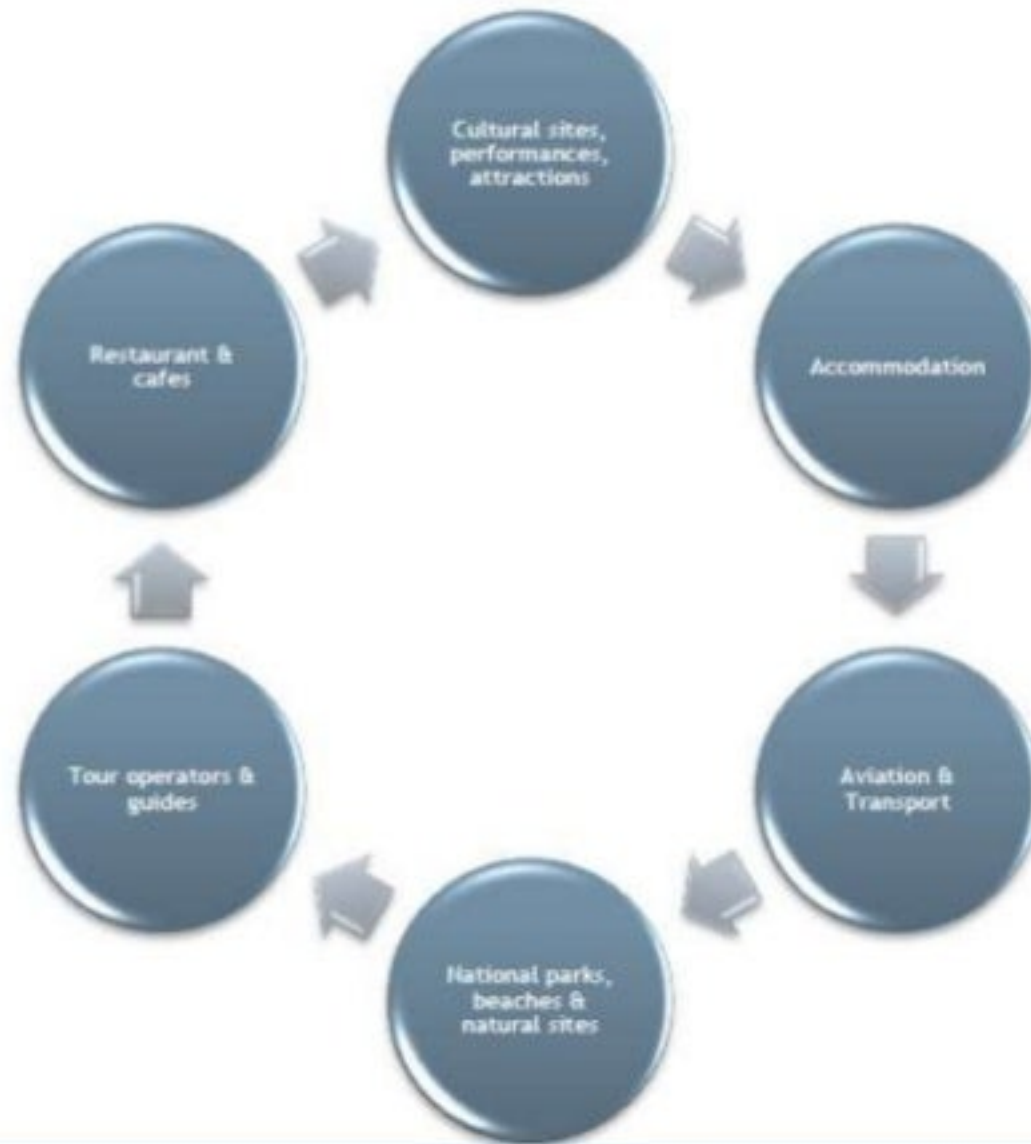
危機



Interreg - IPA CBC
Croatia - Bosnia and Herzegovina - Montenegro



CULTURAL TOURISM ECOSYSTEM



Re-defining and re-activating the tourism economy with new post-covid 19 attractive tourism destinations requires a more co-ordinated approach, due to the inter-dependent nature of tourism services



RELEVANCE OF CULTURAL TOURISM

Key points and Challenges:

Cultural tourism makes up nearly 40% of world tourism revenues, culture is crucial for tourism and viceversa

World Heritage Sites rely on tourism revenues to carry out conservation and archeological works.

ICOM – International Council of Museums 13% of Museums may never re-open. **REDUCED ACCESS of CULTURE**

Hault of tourism (no overtourism), unique opportunity **to re-evaluate approaches to tourism**. starting from domestic tourism of proximity which will have the positive effect of reconnecting communities and countries with their own culture.



Interreg - IPA CBC
Croatia - Bosnia and Herzegovina - Montenegro



RELEVANCE OF CULTURAL TOURISM

Key point. & Challenges: build a stronger, more sustainable and resilient tourism economy

Post pandemic scenarios **encourages to define models of tourism in which natural and cultural assets are valued and protected.** Most relevant is that **local communities' way of life is not disrupted** and their intangible cultural heritage is safeguarded and that encourages the flourishing of their creativity.

It calls for more **resilient models of tourism** that is in harmony with the environment safeguards livelihoods and from which local communities benefit.

Council of Europe Framework Convention on the Value of Cultural Heritage for Society – FARO - 2005

- «Art 2 a «a **heritage community** consists of people who value specific aspects of cultural heritage which they wish, within the framework of public action, to sustain and transmit to future generations».



RELEVANCE OF CULTURAL TOURISM

Key point. & Challenges:

The Faro Convention was adopted by the Committee of Ministers of the Council of Europe on 13 October 2005, it was signed by Montenegro in 2007, ratified in 2008 and entered in force in June 2011

The Faro Convention offers a **framework to engage civil society in decision-making and management processes** related to the **cultural heritage environment** in which **different stakeholders operate** and evolve.

It fosters a **bottom-up, people driven approach**, where **heritage communities** can play a key-role to take up the shared challenge of **managing common cultural assets**. This involves **empowered citizens** and **civil society** sharing the **lead with governments and local authorities** can create the enabling conditions for economic sustainability, fostering the entrepreneurial spirit of local people, CSOs and SMEs.



RELEVANCE OF CULTURAL TOURISM

Best practice in France – Marseille

LES OISEAUX DE PASSAGE

(France) is a **platform** that suggests another way of travelling, offering a common toolkit for **promoting and commercialising hospitality offers** to facilitate connecting, passing on knowledge, discovering new territories and heritage artifacts.



The screenshot shows the homepage of the website lesoiseauxdepassage.coop. The browser's address bar and tabs are visible at the top. The website has a clean, modern design with a light grey background. The main navigation bar includes a menu icon, the site name "les oiseaux de passage", and a user profile icon. Below the navigation bar, there are three main sections: "Make your trip" with a sub-header "Where are you going?" and a circular map of France with various colored markers; "Imagine your travel" with a sub-header "Thanks to our passeurs de voyage, discover our stories, explore our destinations, browse our tours and book our stays." and a cluster of circular images showing different travel experiences; and "Who are we?" at the bottom. The footer contains logos for "Interreg - IPA CBC" (Croatia - Bosnia and Herzegovina - Montenegro), the European Union flag, a small globe icon, "EFFORTS" (European Fund for Regional Development), and "ISAM".

RELEVANCE OF CULTURAL TOURISM

Best practice

Les Oiseaux de Passage reaffirms the importance of **getting to know a destination** as presented by the local inhabitants, through the **values of hospitality, cooperation and humanity**.

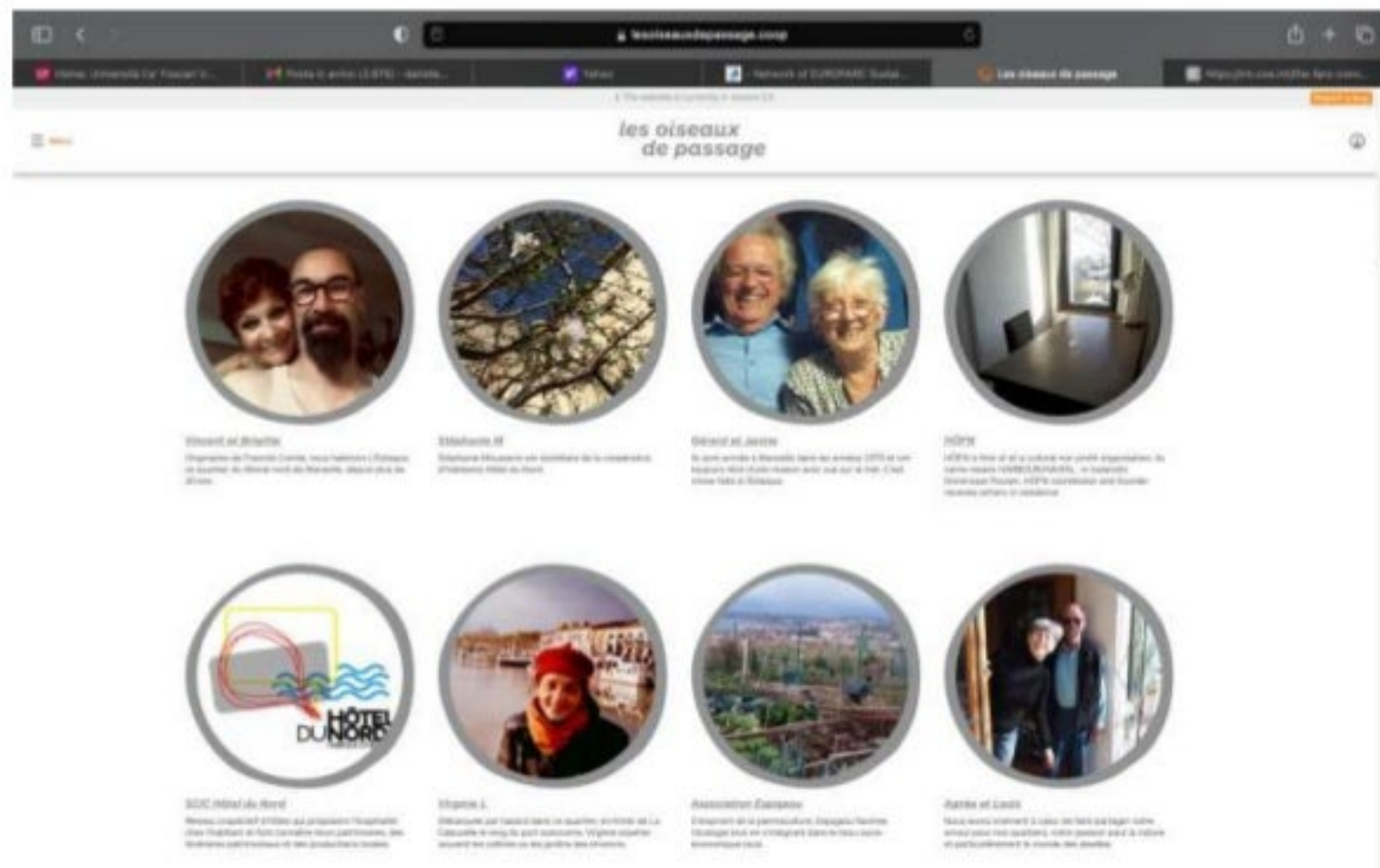
STORYTELLING INTANGIBLE HERITAGE



RELEVANCE OF CULTURAL TOURISM

Best practice

The platform encourages **meetings** and **exchanges** between **the local population** and **travellers**, all without intrusive advertising or profiling.



Interreg - IPA CBC
Croatia - Bosnia and Herzegovina - Montenegro



RELEVANCE OF CULTURAL TOURISM

POTENTIALITIES OF STARI BAR

Set up enabling conditions of the reuse of the **cultural architectonic and archaeological site**, which has the potentialities to be perceived as a tool for stimulating a **heritage-based inclusive sustainable development** at the neighbourhood and surrounding municipality level.

STORYTELLING – REDISCOVER OF LOCAL IDENTITIES

INTANGIBLE HERITAGE – Local traditions future generations

COMMUNITY INVOLVEMENT – Drivers of economic development

CSOs , SMEs



Interreg - IPA CBC
Croatia - Bosnia and Herzegovina - Montenegro



RELEVANCE OF CULTURAL TOURISM

POTENTIALITIES OF BAR

The valorisation of un-exploited resources:
new thematic products
cycle-tourism paths ,
outdoor activities/wellness activities,
historical, cultural, musical literature itineraries

“Soft Mobility“, slow infrastructure connections ,
cycle-pathswalks, integration railways services and tourism promotion

2021 **European Year of Rail**. Rail transport promoted as
Sustainable, innovative and safe



Interreg - IPA CBC
Croatia - Bosnia and Herzegovina - Montenegro



tourism and local food products



Integration of tourist's stays in the territories creating short circuits, in particular with local food systems ..**"from farm to fork"** - European Green Deal

It is an extraordinary opportunity to discover intangible culture, local traditions and promote slow food movement



Interreg - IPA CBC
Croatia - Bosnia and Herzegovina - Montenegro



Best practice project RUINS – Central Europe



Project objective was **to give "the second life" to the medieval ruins** through **modern management** and attributing contemporary, socially useful functions, while **preserving the historical value** of these sites.

Project aimed to **develop and disseminate** transnational guidelines and integrated **model of contemporary use, modern management and protection of medieval ruins** in Central Europe.

DURATION 01/06/2017 – 30/09/2020 – 40 MONTHS

BUDGET 1,77M €



Best practice project RUINS – Central Europe

Politechnika Lubelska - POLAND

Venetian Heritage Cluster ITALY

Mestna občina Velenje - SLOVENIA

ICOMOS POLSKA, Polski Komitet Narodowy Miedzynarodowej Rady Ochrony Zabytkow - POLAND

Univerzita Mateja Bela v Banskej Bystrici - SLOVAKIA

Agencija za razvoj Zadarske županije ZADRA NOVA - CROATIA

Grad Zadar - CROATIA

SiTI – Istituto Superiore sui Sistemi Territoriali per l'Innovazione - ITALY

Consiglio Dei Comuni e Delle Regioni D'europa Federazione Regionale Del Veneto (AICCRE) - ITALY

Ústav teoretické a aplikované mechaniky AV ČR, v. v. i. – CZECH REPUBLIC



Best practice project RUINS – Central Europe

**SERVING PRESENT
NEEDS WHILE
PRESERVING THE PAST**



Owners and managers of the thousands of medieval ruins around Europe face the challenge of preservation despite limited options for modern use of their sites. The RUINS project develops approaches that help managers to find contemporary, social uses for old ruins while keeping historical heritage intact. Research and evaluation of various sites will create a basis for comprehensive management plans.

www.interreg-central.eu/culture

COUNTRY	REGION
CROATIA	Jadranska Hrvatska
CZECH REPUBLIC	Praha
ITALY	Piemonte / Veneto
POLAND	Lubelskie / Podlaskie
SLOVAKIA	Stredná Slovensko
SLOVENIA	Vzhodna Slovenija

PROJECT BUDGET
1.77
MILLION €

ERDF FUNDING
1.47
MILLION €

Information based on application form 1, June 2017

Identify **good practices** of **sustainable reuse** of the cultural heritage identified as «RUINS: Medieval remains

Develop **innovative models** of **participative governance** for the **sustainable valorization**, integrating elements of **preservation, reuse and management** and at the same time boost the eco-systemic value of the asset for the local community and the territory



Best practice project RUINS – Central Europe

DIMENSION OF THE VALUES

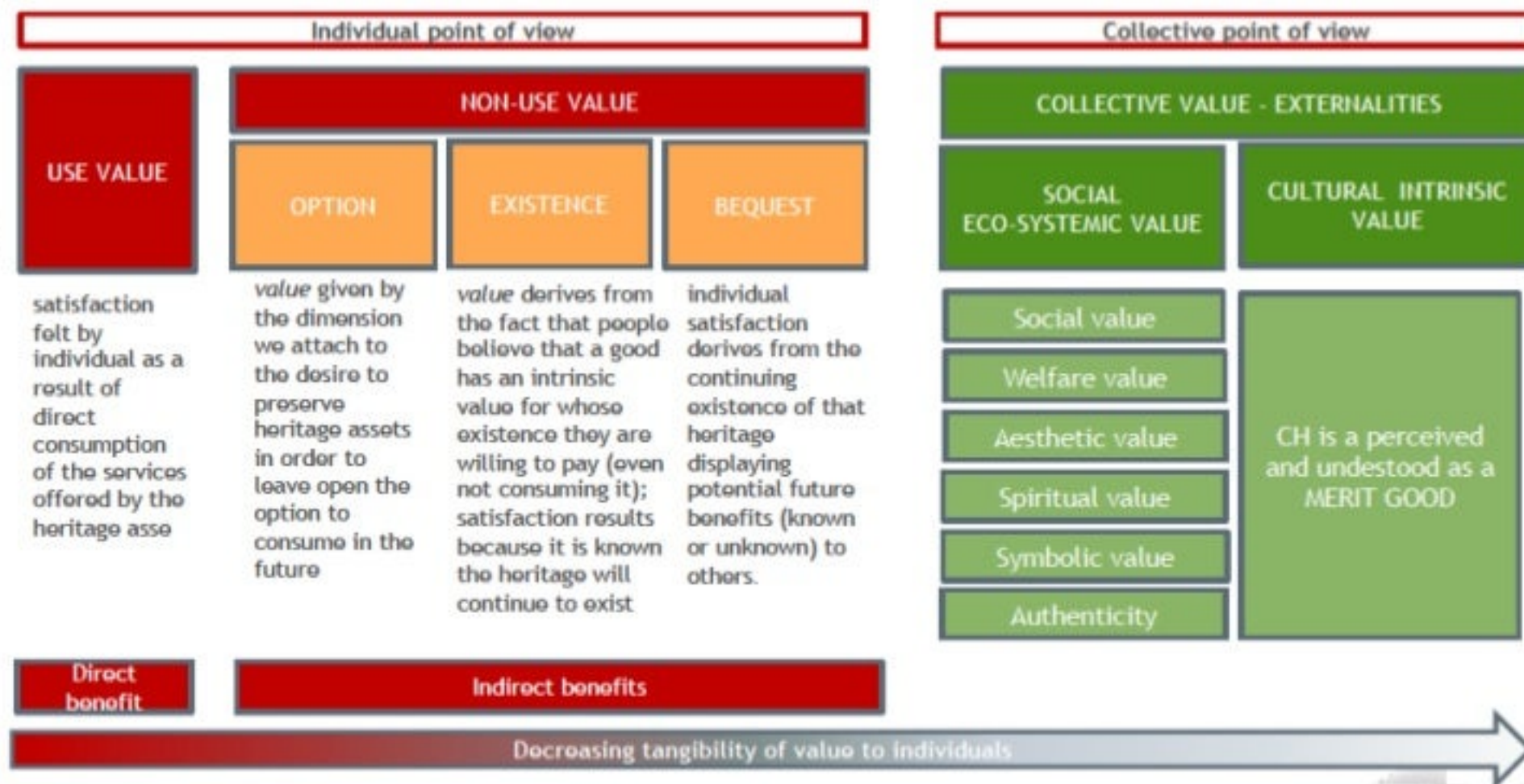
- Social
 - It describes the **importance the cultural asset has for the society**, meant as the amalgam of inhabitants (the local community, both as individuals and as associated in the third sector), the private and the public sector, as well as the visitors
- Economic
 - it describes the importance the cultural asset has for the economy of the city, the area, the region (in terms of attractiveness, image, number of jobs,...) as well as people's willingness to pay for cultural goods
- Cultural
 - it describes the importance the cultural asset has for the **history, the traditions, the future generations, the cultural landscape** of the area in which it is located, as well as for the European Identity



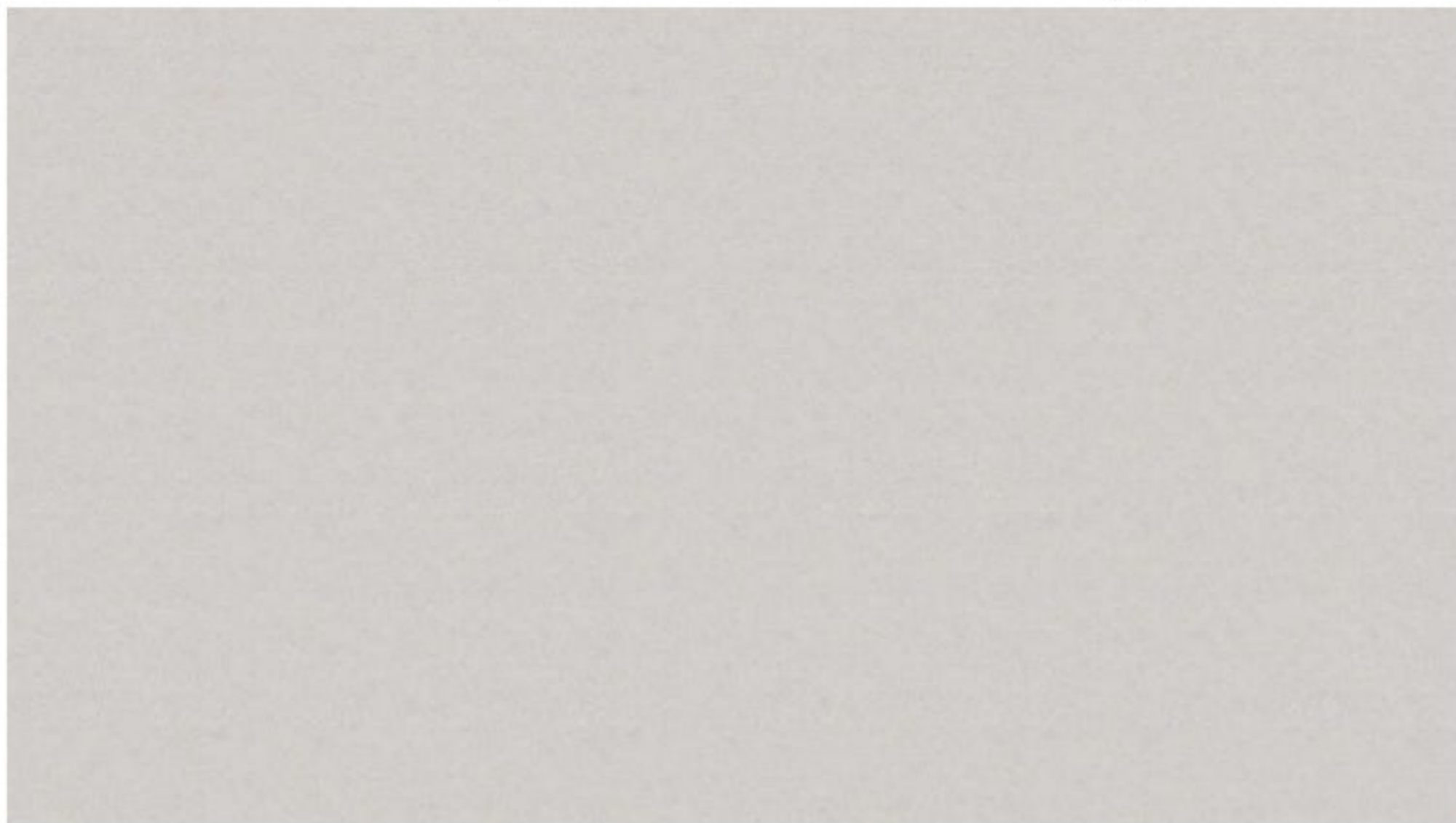
Best practice project RUINS – Central Europe

CULTURAL
HERITAGE:

CATEGORIES
OF VALUE



RUINS – Central Europe – Best Practice of Montagnana



Local governance frameworks

develop **synergies between sustainable tourism strategies** and the **local cultural and creative sectors**, through **governance frameworks** with the active participation of **public and private stakeholders** and involve **local people**, in order to foster **sustainable quality cultural tourism offer** and contribute to the **revitalisation of urban and rural areas**, whilst safeguarding the integrity and maintaining the cultural value of heritage and balancing economic opportunities and the well-being of citizens



Interreg - IPA CBC
Croatia - Bosnia and Herzegovina - Montenegro



Local governance frameworks

KEY PILLARS:

- 1) **TERRITORY AND CULTURAL SITES:** sustainable and innovative use, management and valorization
- 2) **LOCAL COMMUNITY INVOLVEMENT:** promotion of circular economy activities
- 3) **QUALITATIVE PROFESSIONAL UPGRADE OF TOURISM OPERATORS :** new hospitality skills, sustainable tourism according to European Green Deal, experiential tourism
- 4) **INTEGRATION INTER-OPERABILITY** between public and private actors/stakeholders in the tourism sector
- 5) **UPGRADE OF TOURISM FACILITIES:** green hotels, camping, marina, restaurants, leisure infrastructure
- 6) **IMPROVEMENT OF TRANSPORTATION SERVICES AND INFRASTRUCTURES** - Accessibility



EUROPEAN TOURISM INDICATORS SYSTEM – ETIS

The ETIS is a **management, information and monitoring tool** specifically intended for **tourism destinations**. It is designed as a locally owned and led process for collecting and analysing data with the overall objective to assess the impact of tourism on a destination.

The specific objective of the ETIS is to contribute to improving the **sustainable management of destinations**. It aims at helping destinations and the stakeholders within to measure their **sustainability management processes**, enabling them to monitor their performance and progress over time.

ROADMAP 7 STEPS SET UP SUSTAINABLE DESTINATION



EUROPEAN TOURISM INDICATORS SYSTEM – ETIS

STAKEHOLDERS INVOLVEMENT

a regional/local tourism organisation and tourism development company,

- local planning, transport and rural/urban development departments,
- a waste management department (water and solid),
- a water supply department or company (local and regional),
- an energy department and/or supplier,
- a police/security department,
- a forestry/protected area or parks management department,
- an airport/port authority (if applicable),
- a local hotel or tourism association,
- tour guide, camping, caravan, villa or apartment associations,
- relevant non-governmental organisations,
- the local chamber of commerce,
- tourism employee associations and/or unions,
- relevant academic institutions involved in associated research.



Interreg - IPA CBC 
Croatia - Bosnia and Herzegovina - Montenegro



EUROPEAN TOURISM INDICATORS SYSTEM – ETIS

ADDED VALUE - MULTI STAKEHOLDERS APPROACH

- . improved information for decision-making,
- effective risk management,
- prioritisation of action projects,
- performance benchmarking,
- improved community buy-in and support for tourism stakeholders,
- enhanced visitor experience,
- increased bottom-line/cost savings,
- increased value per visitor.



Interreg - IPA CBC
Croatia - Bosnia and Herzegovina - Montenegro



SUSTAINABLE TOURISM - SUSTAINABLE DEVELOPMENT GOALS – AGENDA 2030

According to UNWTO:

Tourism has the potential to contribute, directly or indirectly to all of the goals. In particular, it has been included as targets in:

Goal 4 – 'Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all;

Goal 8 – 'Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all';

Goal 11 'Advance urban infrastructure and universal accessibility, promote regeneration of areas in decay and preserve cultural and natural heritage';

Goal 12 'Develop and implement tools to monitor sustainable development impacts for sustainable tourism which creates jobs, promote local culture and products'.



New Trends – experiential tourism

In the frame of the current trend of **experiential tourism** in which the **tourist interacts** actively with the **people, history** and **traditions** of the place, even for example a simple interaction and welcome of a tourist upon his arrival in Luka Bar by a tourism operator can constitute a "baggage" of a series of **experiential activities** of the tourist by creating a series of connections on a **physical, emotional, spiritual, social and intellectual** level that will be part of his "**storytelling**" and "**storyliving**". In fact, today's tourist is looking for **authentic experiences** that they can share and tell others: they themselves become "**ambassadors**" of the places they have visited and can also encourage other people to go to the sites they have visited.



TOURISM DESTINATION BRANDING

Marketing strategy

Brand (Identity, Awareness, Reputation)

New Tourism services 4.0



DESTINATION MARKETING:

Markets Study and Survey to identify the potential customers and the target groups

Social Media outreach activities to disseminate the city reputation/identity through the main social tools

Inbond/Content Marketing new communication tool enabling widespread dissemination of ad-hoc and video contents

Innovative/Guerrilla marketing: creative advertisement campaign with the use of new technologies (Augmented reality, Virtual Reality, 3D, Artificial Intelligence technology)



DEDICATED WEBSITES AND PORTALS

Innovative thematic tourism portals



Interreg - IPA CBC
Croatia - Bosnia and Herzegovina - Montenegro



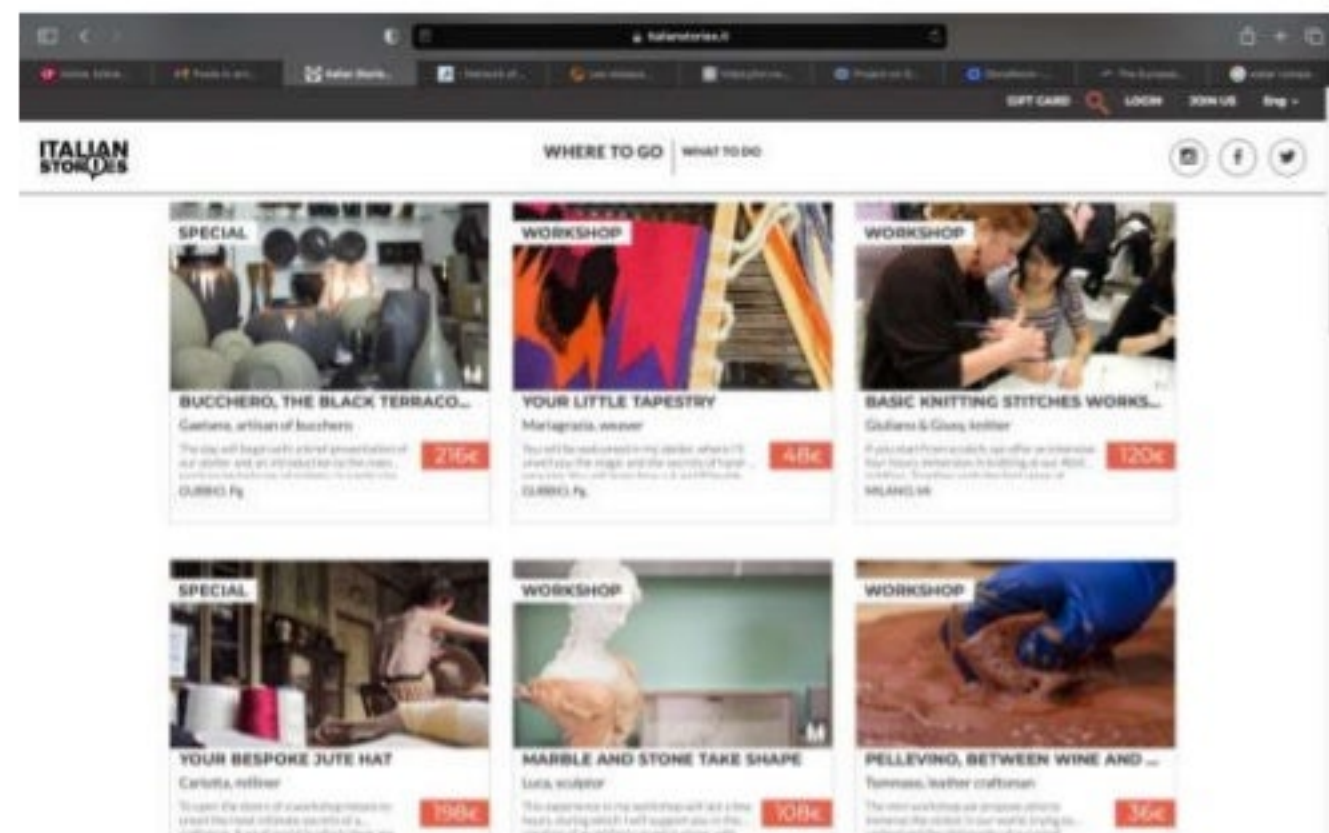
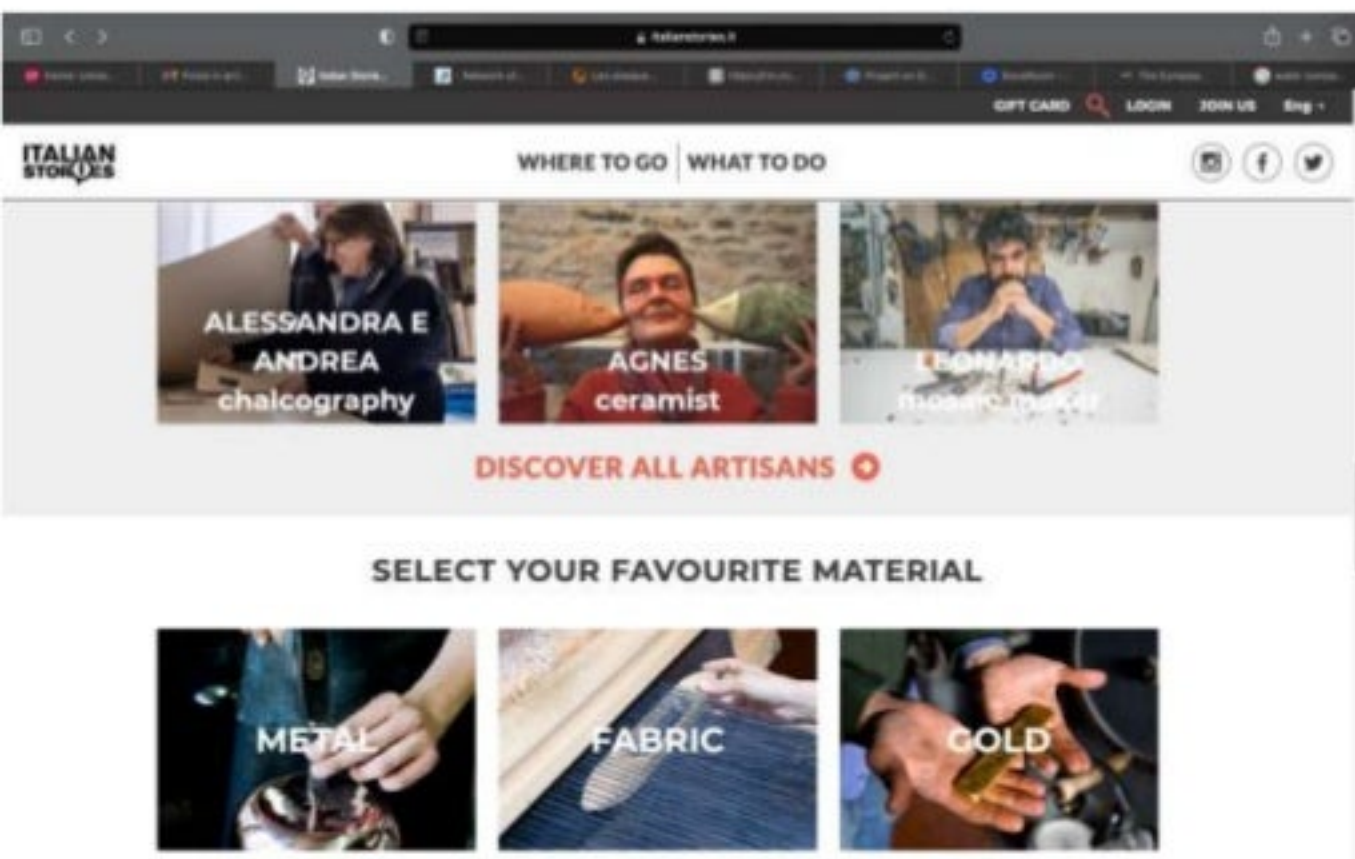
TOURISM 4.0 –A CULTURAL REVOLUTION – www.italianstories.it

New tourism trends:

meet the artisans of Italian excellence in their laboratories. Experience to live a day of workshops in the shop, and discover the secrets of the made in Italy?



TOURISM 4.0 –A CULTURAL REVOLUTION – www.italianstories.it



Interreg - IPA CBC
Croatia - Bosnia and Herzegovina - Montenegro



Future tourism trends

The UN policy briefing, announced in August 2020, highlights the necessity of **restructuring the tourism sector** shifting it **towards sustainability and inclusive green growth** taken also into consideration the **pandemic-induced recession**. It envisions the **harmonisation innovation and digitisation**, while embracing the society, though 5 priorities, including **boosting competences and digitalisation of the tourism ecosystem**



Future tourism trends

5 priorities:

- 1) **MANAGE THE CRISIS AND MITIGATE THE SOCIO-ECONOMIC IMPACTS ON LIVELIHOODS, PARTICULARLY ON WOMEN'S EMPLOYMENT AND ECONOMIC SECURITY.**
- 2) **BOOST COMPETITIVENESS AND BUILD RESILIENCE.**
- 3) **ADVANCE INNOVATION AND THE DIGITAL- IZATION OF THE TOURISM ECOSYSTEM.**
- 4) **FOSTER SUSTAINABILITY AND INCLUSIVE GREEN GROWTH.**
- 5) **COORDINATION AND PARTNERSHIPS TO TRANSFORM TOURISM AND ACHIEVE THE SDGS.**



Interreg - IPA CBC 
Croatia - Bosnia and Herzegovina - Montenegro



Importance of upgraded skills of tourism guides

Life-Long Training & Continuous Professional Development (CPD) is always needed by tourist guides

changing **customer preferences** requires that tourist guides and agents to shape **new tourism models** by introducing **locally diversified and customised touristic solutions**. Tourists are expected during and after the covid-19 pandemic to show preference in **individual or small group guiding** rather than larger groups, as well as **guiding in open spaces** (Joint Research Centre, 2020)



Interreg - IPA CBC
Croatia - Bosnia and Herzegovina - Montenegro



Email:
daniele_sferra@yahoo.it
Mob: +39 331 6920577

