



*THEmatic Transnational
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WP3 - TARGETED ANALYSIS OF TANGIBLE AND INTANGIBLE CULTURAL HERITAGE

Regional Strategy 2014-2020 for THETRIS cultural route in Małopolska Region Output 3.3.10

PP8 – Association of Communes and Cities of Malopolska Region



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1. Introduction

1.1. Area of the Strategy

The THETRIS route covers six municipalities from Malopolska Region: Biecz, Krościenko nad Dunajcem, Lipnica Murowana, Iwkowa, Sękowa oraz Nowy Targ. The following churches were included in the route:

- The Parish Church of St. Michael the Archangel in Binarowa (UNESCO)
- The Parish Church of St. Michael the Archangel in Dębno Podhalańskie (UNESCO)
- An auxiliary church of St. Martin in Grywałd
- The Parish Church of the Nativity of the Blessed Virgin Mary in Harkłowa
- The Cemetery Church of the Visitation of the Blessed Virgin Mary in Iwkowa
- The Church Of St. Leonard in Lipnica Murowana (UNESCO)
- The Parish Church of Holy Trinity in Łopuszna
- The Parish Church of the Nativity of the Blessed Virgin Mary in Rajbrot
- The Filial Church of St. Philip and James in Sękowa (UNESCO).

The THETRIS route was created within the project: *THEmatic Touristic Route development with the Involvement of local Society (THETRIS)* which is carried by Association of Communes and Cities of Malopolska Region in years 2012-2014 in collaboration with 10 partners from Central Europe: Germany, Austria, Slovenia, Italy, Czech Republic, Slovakia and Hungary. The focus of the project is the sustainable preservation of local churches and sacral monuments in 11 partner regions by developing transnational church route, elaboration joint strategies and testing innovative solutions to preserve them. In Małopolska Region there were conducted series of trainings dedicated to raising awareness about the development potential of cultural heritage among its various stakeholders aiming also to improve the quality of guiding services provided in facilities located in the cultural routes. The final activity of the project was to develop a strategy for the sustainable development of the Route on regional and international level.



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1.2. Genesis of the Strategy

The basis for the creation of this document includes:

- SWOT analysis for objects included in THETRIS route in Małopolska carried out in early 2013 by the Association of Communes and Cities of Malopolska Region,
- Conclusions and recommendations gathered during 4 four meetings of the Regional Working Group organized in the period 2012-2014. The members of RWG were representatives of the municipalities from which objects are included on the route, representatives of religious facilities included on the route, Malopolska Tourist Organization, which manages the Wooden Architecture Route in Małopolska Region, Institute of Culture at Jagiellonian University and the Association of Communes and Cities of Malopolska Region,
- Strategic documents of the Malopolska Region: Regional Development Strategy for 2011-2020. Małopolska 2020,
- Strategic documents of municipalities that are participating in the project,
- Recommendations and experience of the Association of Communes and Cities of Malopolska Region from the THETRIS project and from activities implemented within the framework of the pilot action,
- "Transnational management tool", which has been developed by the Association of Communes and Cities of Malopolska Region in the framework of the project

1.3. Aims of the Strategy

The main aim of the proposed Development Strategy of THETRIS Route concerns the development of a fair, ambitious, yet realistic in the implementation document, which is on the one hand detailed, multidimensional, and above all the current inventory of the economic, social and cultural potential of the project area and their valorization in the context of sustainable regional development.



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In addition to the diagnosis of a strategic goal the direct aim of the Strategy concentrates on defining the vision, mission and the most important areas of development. Within them it is planned to define the activities and tasks execution for objects located on Route THETRIS in Malopolska. A key part of the document in terms of its usefulness is the description of the implementation of the Strategy, including action plan, sources of financing, description of monitoring procedures and evaluation.

2. SWOT analysis for the Polish section of cultural route in the frames of THETRIS project

The SWOT analysis for the Polish section of THETRIS cultural route was prepared on the base of four dimensions of the impact of cultural heritage on the region:

- socio-economic context and entrepreneurship
- routes and location
- heritage and preservation
- local identity and commitment

2.1. Socio-economic context and entrepreneurship

Among strengths of municipalities included in SWOT analysis there should be mentioned especially their convenient location for transportation purposes which enhances their growth opportunities. At the same time those municipalities are located in places characterized by enormous natural and cultural resources (high percentage of forests, nature protected areas) attracting individual tourists and organized groups. The occurrence of "anchor sites" focusing tourism and fostering the development of the service sector (including UNESCO World Heritage Sites) should be also treated as one of the main advantages of the region.



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On the other hand, among weaknesses the attention should be given to low standard and little variety of tourist-related services, lack of cooperation between tourist organizations, business entities, family services (agro tourism farms), no plans to set up consortia of private tour operators to promote and improve the quality of their offer, and also Lack of a comprehensive categorization system of tourism offer and insufficient number of information materials in foreign languages (guidebooks, brochures, information booklets) about the churches on the route.

The chances for the municipalities are: continuous increase in weekend breaks, active and adventure tourism, increasing demand for local and organic products (which Małopolska is known for), pro-development attitude and awareness of the position of Małopolska on the market of tourist and cultural services among regional and local authorities, and also development of programmes to promote entrepreneurship related to the development of cultural heritage and its promotion and increasing awareness of foreign tourists about historic buildings of Małopolska.

The main threats are: a high percentage of young people leaving their place of origin for good (mainly domestic migration), lack of mechanisms to include cultural heritage in the economic cycle (respecting the sites and their function), the perception of the need to protect the cultural heritage as a mechanism generating conflicts and limiting the right to unrestricted business operation.

2.2. routes and location

All objects included in THETRIS cultural route have an attractive geographical location of monuments - the richness of landscape (there are 4 national parks in close proximity to the sites on the route: Tatra Mountain National Park, Pieniny Mountain NP, Gorce Mountain NP, Magura NP). One of the main strengths of the TEHTRIS route in Malopolska is the concentration of sites from the three groups (due to geographic location), which facilitates visiting them (day trip for tourists travelling by car). A large number of museums and museum branches are also operating in the counties on the route (Bochnia district - 3, Gorlice - 5, Nowy Targ - 4, Brzesko - 2). At the same time there is high recognition of Małopolska wooden churches among tourists who travel with the purpose of seeing cultural heritage sites.



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Among weaknesses of the Route there could be mentioned lack of a compact system of cycling paths (with the necessary infrastructure), constituting a homogeneous network (including the informative aspect and the markings used) and poorly developed transportation infrastructure (in some places, lack of car parks, resting and leisure points, etc.). At the same time in context of tourism development there should be mentioned lack of an integrated commercial tourist offer (transport services integrated with tour guide services and the possibility to visit all the sites) and too few visitors to Małopolska wooden churches coming from outside the region.

The opportunity for the development of objects located on the route and for municipalities where they are located is a large number of tourist trails around the sites. Also the modern trends in tourism are characterized by a growing interest of tourists in authentic cultural landscapes and folklore. The dominant means of transport for tourists visiting the wooden churches of Małopolska is the car (61.43%), which guarantees a high degree of penetration of the tourist areas where the churches on the route are located.

Among threats there can be mentioned unevenly distributed transportation network connections (public transport) of pan-regional character and also, due to projected low budget, possible decrease in spending on maintenance of tourist trails in the whole voivodeship.

2.3. heritage and preservation

Churches on the route are unique cultural heritage monuments on national scale, some of them on international scale (UNESCO World Heritage Sites). Their strength is High degree of authenticity and unique interior paintings. Also it is worth to mention wealth, internal consistency and uniqueness of the cultural landscape, which the churches on the route partially contribute to. Around those objects there are still alive local customs and traditions, which are celebrated during numerous festivals, reviews, fairs, fêtes, etc., during which folk art is promoted (singing, dancing, costume, handicrafts products, regional dishes, etc.). It is worth underlying that some sites are fitted with modern fire protection equipment (FOG - water spray). At the same time there are many valuable activities of local tourist organizations (especially Małopolska Tourist Organization) popularising the beauty of the region's cultural heritage taking place in the region.



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Unfortunately the analysed area is characterized by low public awareness about the value of cultural heritage, which translates into a hostile attitude to the forms of protection of monuments which are the responsibility of local governments (Cultural Parks) and also low awareness of the population about the potential of cultural heritage and direct relation between cultural heritage management and the development potential of the communes (villages, regions). At the same time sometimes is the visible lack of high-class professionals (theorists and practitioners) dealing with the protection of cultural heritage (at the county and commune levels), that are accompanied by undefined standards to be met by owners, managers, etc., of historic buildings regarding their availability for visitors and raising awareness about them.

The chance for development of the route are: the existence of entities in the region to ensure access to the latest solutions in the field of cultural heritage protection, a wide range of regional products based on traditional recipes (Małopolska ranks first in Poland in the number of regional products registered in the European Union), emerging initiatives aimed at promoting contemporary artists and scientists undertaking the subject of cultural heritage, its importance and protection in their work. Also there should be mentioned such chances as: operation of voivodeship and national organisations for the protection of both tangible and intangible cultural heritage (e.g. Małopolska Institute of Culture, International Cultural Centre in Kraków, the National Heritage Institute).

The main threats for the preservation of cultural heritage in the region are: lack of systemic operations for full protection of buildings against various risks (e.g. flooding), lack of a coherent, complementary system of information on cultural events in Małopolska, increasing commercialization of cultural heritage sites with detrimental impact on their authenticity, and also lack of training courses for owners, managers, etc., on the protection of cultural heritage, informing about the socio-economic potential of cultural heritage and its proper management.



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2.4. local identity and commitment

The strength of analysed area is patriotism of local residents manifested by attachment and respect for the local culture and traditions. Citizens extensively participate (actively and passively) in festivals, competitions and presentations of folk groups, handicraft products etc., and festivals and celebrations to present the cultural heritage and cultivate well-established traditions (harvest festivals, religious celebrations, etc.). the area covered by THETRIS project in Małopolska region is also characterized by high mobility of the inhabitants in organising social committees for the development of communes (sewage system, telephone installation, roads), which may be used to protect cultural heritage. At the same time the study on tourism in Małopolska shows that A very high percentage of tourists evaluating the hospitality of inhabitants of the places where the sites on the route are located as very good (69.68%) and as good (26.91%).

On the other hand it can be assumed that the measures to promote the conservation and management of cultural heritage are insufficient, and that is a result of lack of a coherent plan of cooperation between local non-governmental organizations for the benefit of local cultural heritage. Insufficient number of regional programmes involving the community in the work related to protecting cultural heritage is very visible, as much as insufficient use of historic resources of the region in the context of the growth of cultural identity of the people.

A great chance for regional development can be seen in non-governmental organizations that are focused on engaging local communities in activities. Also there are organized many cultural events aimed at promoting and raising awareness about local cultures on regional level (Małopolska Heritage Days). Also there can be noticed growing interest in regional cultural heritage and in building cultural identity of the residents and increased awareness of the need to protect cultural heritage and its importance in building own cultural identity.

Among identified threats in the field of local involvement in cultural heritage preservation there should be underlined progressive loosening of ties with the "fathers' land" and migration to larger urban centres (mainly for work), lack of commitment of the national media to building local identity and involvement in cultural heritage, insufficient number of programmes (commune, county, voivodeship, national) to promote the growth of local identity and its importance for the



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development of regional economies and no correlation between measures taken by NGOs and the actions taken by the representatives of the local governments.

2.5. Conclusions and recommendations

<p>Strengths and weaknesses</p>	<p>The strengths are mainly coming from: the richness of cultural and natural landscape (many protected areas, national parks, nature parks, and reserves), relatively well developed handicraft industry and cultural infrastructure: numerous museums, culture centres and non-governmental organisations. They are completed by many Numerous festivals, reviews, fairs, fêtes, etc., which are present in cultural landscape of the region. Also it is important that the objects are focused around so called "anchor sites" focusing tourism and fostering the development of the service sector.</p> <p>The weaknesses are linked mainly to poor infrastructure (technical, tourism, social, para-touristic), insufficient number of promotion activities dedicated to cultural heritage, lack of cooperation between various cultural heritage stakeholders, low level of ecological awareness between citizens and poor tourism offer.</p>
<p>Opportunities and threats</p>	<p>The objects located on the route are characterized by a high development potential, and the stimulus for this development can be the tourism industry, growing interest in cultural landscape and folklore between tourists, rich and systematically developing offer of certified regional products, and also growing awareness of development potential of cultural heritage among its various stakeholders (e.g. local communities, entrepreneurs, local authorities).</p>
<p>Conclusions</p>	<p>It is necessary to elaborate a strategy of so called 'sustainable development' of the analyzed area and a strategy of creation of strong, visible cultural brand in the region, based on the cultural</p>



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	<p>richness of the region (both tangible and intangible).</p> <p>The main elements of the strategy should be:</p> <ul style="list-style-type: none"> - Certification and categorization of objects located on THETRIS Route by the category of accessibility - Development of human resources on the Route - Expansion and promotion of the touristic offer on the Route (new tourist products) - Development of active tourism on the Route by expanding the network of cycle paths
<p>Recommendations</p>	<p>Implementation of the proposed should be based on the following pillars:</p> <ul style="list-style-type: none"> - Development of cultural tourism - Business development based on cultural heritage resources - The creation of a coherent, modern marketing strategy - Promotion of ecology and the concept of 'slow food' - Promotion of inter-sectorial cooperation <p>Given that the brand is to be the THETRIS Route and it should become the flywheel for projects implemented by entities located in the 'anchor points' and in the areas of municipalities in which they are located, the partner initiatives and the acquisition of new partners for new initiatives based on the indicated brand and crucial for it.</p>



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3. Description of THETRIS cultural route in Małopolska Region

The Małopolska region wooden log construction churches selected for the project stand out due to their unique artistic and historic value, a high degree of authenticity, excellence of carpentry and a wealth of authentic furnishings. The oldest temples are from the 15th century, four of them feature on the UNESCO World Heritage List. The churches included in the route are as follow:

- The Parish Church of St. Michael the Archangel in Binarowa (UNESCO)
- The Parish Church of St. Michael the Archangel in Dębno Podhalańskie (UNESCO)
- An auxiliary church of St. Martin in Grywałd
- The Parish Church of the Nativity of the Blessed Virgin Mary in Harkłowa
- The Cemetery Church of the Visitation of the Blessed Virgin Mary in Iwkowa
- The Church Of St. Leonard in Lipnica Murowana (UNESCO)
- The Parish Church of Holy Trinity in Łopuszna
- The Parish Church of the Nativity of the Blessed Virgin Mary in Rajbrot
- The Filial Church of St. Philip and James in Sękowa (UNESCO).

In terms of geographical location these temples may be divided into three clearly distinguishable groups which is an advantage for those wishing to visit them (tourists travelling by car will be able to visit churches from each group in one day, such a concentration of monuments should also facilitate the establishment of a commercial offer allowing to combine transportation and tour guide services).

It should be noted that the above three groups are located in regions which are diverse in terms of tourist traffic, development of tourist infrastructure (including accommodation), range of cultural offer, density of road network, the number of public transport connections, the number of year-round tourist and leisure centres. However, what they have in common is a large number of high quality monuments, abundant folklore and folk culture, the richness of cultural and natural landscape (many protected areas, national parks, nature parks, and reserves).



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Binarowa

The **Parish Church of St. Michael the Archangel** in Binarowa was erected in around 1500. It is a log building surrounded by a covered veranda (soboty), with a post-frame construction spire added in 1596. The interior is a decorative art gallery: the ceiling has precious paintings from the beginning of the C16th, while the walls have baroque biblical cycles and in the chapel there is unique polychrome decoration from 1655. The most precious church fittings are the gothic sculptures dating from the end of the C14th: Madonna with Child, and the bas-reliefs of St. Margaret, St. Dorothy, St. Catherine and St. Barbara, found in the side altars. In 2003 the church was entered onto the UNESCO World Heritage List.

Dębno Podhalańskie

The **Parish Church of St. Michael the Archangel** in Dębno Podhalańskie was built in 1490, with a spire added in 1601. The church's emergence is linked to the activity of the Cistercians in Ludźmierz, but the first reliable mention dates from 1335. The interior church walls are decorated by unique painting and polychrome work from the C15th-C16th, featuring geometric and floral motifs in a striped arrangement. Inside the church you can see: a late-gothic triptych in the main altar dating from the early C16th, a historical cross from 1380, a unique C15th xylophone and a tabernacle from the early C14th. In 2003 the building was entered onto the UNESCO World Heritage List.

Lipnica Murowana

St Leonard's Church in Lipnica Murowana dates from the end of the C15th and is one of the oldest and most precious wooden churches in Małopolska, entered onto the UNESCO World Heritage List in 2003. According to tradition it was built in 1141 on the site of a pagan temple hence, supposedly, the so-called Świątowid's pillar, a back support for the St. Leonard altar. The church's interior is decorated by painting (polychrome) from various periods, from the end of the C15th to the beginning of the C18th. The chancel is decorated with: The Crucifixion, The Last Supper and the Last Judgment, while the nave has scenes from The Passion and The Ten Commandments. Among the precious fittings are: a rare processional feretrum with a bas-relief of the Holy Trinity and a music box (still working).

Sękowa



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The Filial Church of St. Philip and St. Jacob in Sękowa is one of the most precious wooden churches in Małopolska”,” and was entered onto the UNESCO World Heritage List in 2003. It was erected in 1520 from hand-cut larch-wood logs. In the C18th a spire and extensive covered veranda (exonarthex) were added. The church surface”,” with the exception of the bell-house”,” is covered by shingles”,” which enhances the picturesque appeal of the building’s mass. The current fittings include a late-renaissance main altar from the early C17th”,” reconstructed in 1948-49 after its destruction in 1915. The altar’s rich polychrome decoration includes a painting depicting St. Nicholas”,” St. Benedict and St. Antony along with a sculpture of the Saviors of the World.

Iwkowa

The Cemetery Church of the Annunciation of the Blessed Virgin Mary in Iwkowa dates from the second half of the C15th and is one of the oldest churches in Małopolska. The low post-construction spire was added in 1619. Fragments of late-renaissance figurative polychrome have survived to the present day. Best preserved are the scenes in the chancel representing the apostles and The Passion of Our Lord. Two beautiful C15th portals capped with trefoil arches have been preserved in the nave. Among the most precious church relics are the sculptures on the rood beam: a C15th crucifix and the figures of Our Lady and John the Evangelist from the end of the C14th.

Rajbrot

The Parish Church of the Nativity of the Blessed Virgin Mary in Rajbrot dates from the beginning of the C16th. According to tradition, the patron of the first church in the village in 1262 was St. Kinga. The single-nave church constitutes a well preserved example of gothic wooden architecture. It has a polygonal chancel, a wider nave and a soaring shingled roof. The late-gothic portals in the nave are cut in ogee arches. The walls and ceiling are adorned with painting dating from 1879 (with fragments from the C16th-C17th). The early-baroque main altar exhibits a C17th representation of Our Lady, known for granting graces, along with sculptures of St. Stanisław and St. Adalbert.

Harklowa



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The **Parish Church of the Nativity of the BVM** in Harklowa was built in around 1500 on the site of a previous church. The building, erected using log construction and surrounded by an external arcade (soboty), retains the mass of a gothic church. The interior has retained authentic decorative elements from the period the church was built. These are above all the two gothic lancet arch portals, which pass into a barely accentuated ogee arch; the remnants of polychrome decoration of the patron saint from 1500, and late-baroque altars – the main one houses paintings from the original early-C16th gothic triptych.

Łopuszna

The **Parish Church of the Holy Trinity** in Łopuszna was erected in the second half of the C15th and consecrated in 1504. The church belongs to the older type of gothic wooden churches – it has a chancel ending in a straight wall, with a chapel attached to it from the outside. Inside the church you can marvel at the ornamental polychrome decoration of the ceilings which dates from 1935, while the remnants of polychrome work from 1500 are still visible on the choir loft parapet. The most precious church fittings are: a C15th gothic triptych with a scene from the Coronation of Our Lady, placed on the main altar, as well as two baroque altars.

Grywałd

The **Auxiliary Church of St. Martin** in Grywałd dates from the second half of the C15th. It represents an older type of wooden churches in Małopolska. The main feature of the building is the spire, which has a wide base and walls that significantly narrow as they rise, with a conspicuously overhanging bell-house. The church is made more picturesque by the boarded external arcade (soboty). The chancel and nave have retained polychrome work from 1618. The fittings include three altars, with the main one containing an interesting late-gothic triptych from the early C16th. The painting in the central pane depicts St. Martin sitting on a white horse at the moment when he cuts off a part of his rich cloak for a lame beggar.



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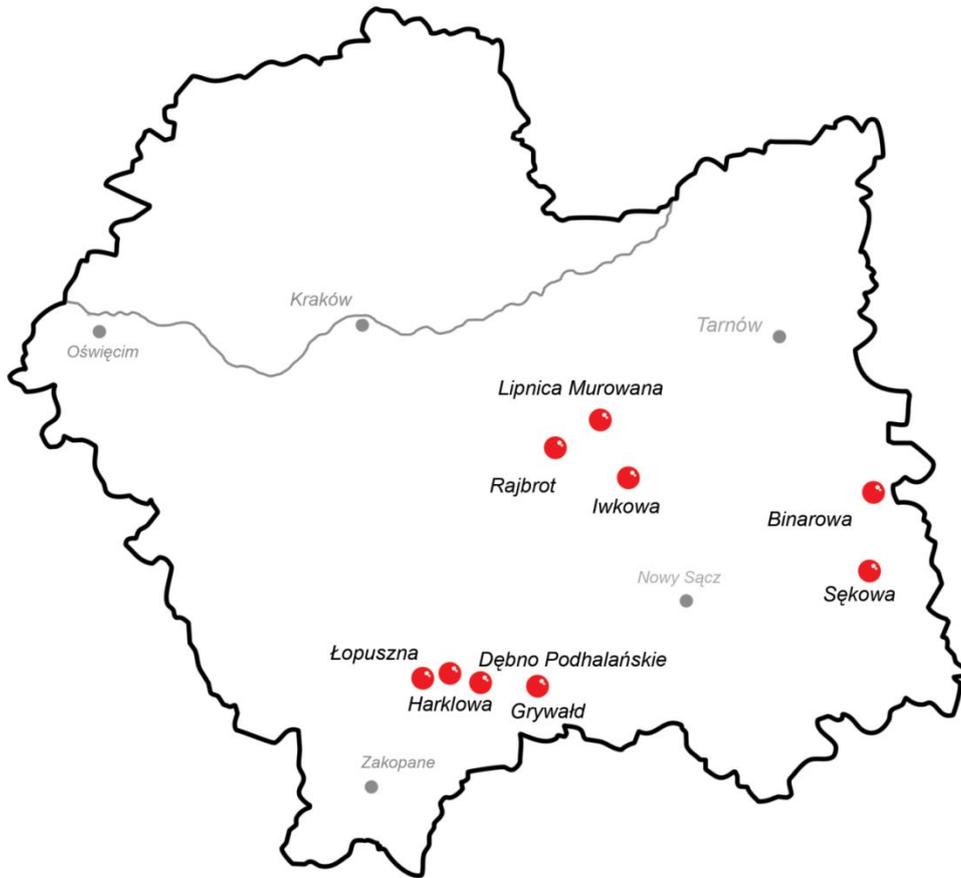
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4. Development strategy for the THETRIS Route in Małopolska Region

4.1. Conception of development of the THETRIS route in Małopolska Region

The concept of the development of the THETRIS Route in Malopolska is based in its broadest part of the idea of promoting and strengthening the local identity of inhabitants of the Malopolska region while ensuring a constant and lively local care of the intangible cultural heritage, which focuses on material objects of worship are physically located on the Trail.

The THETRIS Route refers to the need for sustainable development, seeking to reduce delamination between large cities and rural areas, and to reduce the human pressure on infrastructure and the environment. The concept of the Route based on the use of renewable natural resources and culture, including the current programming period of the European Funds (2014-2020). The development pathway of THETRIS Route assumed combining two types of approaches to development, i.e. top-down approach and the bottom-up approach. On one side there will be developed institutional framework, spatial and ideological functioning of the Route, on the other hand it will focus on the local partnership for the development of the Route. Both forms of activities will be conducted in parallel, passing each other.

The cores of the trail are the facilities located in six municipalities: Lipnica Murowana, Iwkowa, Krościenko on the Dunajcem, Nowy Targ, Sękowa and Biecz, in which are located the pearls of medieval wooden churches architecture. These are some of the most valuable in the context of preservation of wooden architecture in Malopolska. The axes of the Route are the UNESCO World Heritage Sites: The Parish Church of St. Michael the Archangel in Binarowa, The Parish Church of St. Michael the Archangel in Dębno Podhalańskie, The Church of St. Leonard in Lipnica Murowana and The Filial Church of St. Philip and James in Sękowa, around which the Route will be systematically expanded. They will play the role of the so-called "anchor points". Such structuring of the Route will allow for its sustainable development. In such framework approach, special



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emphasis is placed on the consistency of the Route in its territorial, economic and social sense, which in turn predisposes “anchor points” to initiate the functional areas covered by the idea of the Route.

The basis for the creation of the THETRIS Route in Malopolska is a process of continuous expansion of the number of objects constituting the Route, while involving as many stakeholders of these objects as possible. Therefore, besides the conceptual framework, there will be created bottom-up agreements across sectors, implementing various projects and programs that may, but no not need to be, a part of the activities for the development of the entire Route. This approach towards the development of the THETRIS Route emphasis the activities developed by local communities, based on their real needs, referring to their problems and barriers and potentials that these communities deem strengths. This approach also implies a gradual expansion of the territory of the current agreement for the THETRIS Route, as well as building new sub-level agreements. In the bottom-up approach, particular emphasis is focused on development of methods, models and solutions which, after appropriate adjustments can be used in other places on the Route.

Key to the development of the concept of the THETRIS Route is to focus on: the need for the use of endogenous resources and the important role of rural areas in regional development, the active involvement of local communities in the management of both the Route and the activities carried out on the Route. The Route will eventually be included in all the areas marked by tangible and intangible cultural heritage associated with wooden architecture in Małopolska and intangible heritage of the region, creating opportunities for the residents of these areas to appeal and the practical use of this heritage.

Vision of the Strategy

The THETRIS Route in Malopolska - constantly developing regional tourism brand representing the strength of the socio-economic and tourist potential of sub-region, the municipalities: Lipnica Murowana, Iwkowa, Krościenko and Dunajcem, Nowy Targ, Sękowa and Biecz.



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Mission of the Strategy

The THETRIS Route in Malopolska as a source of development processes in the sub-region enable sustainable development, contributing to the growth of tourist attractiveness and improving life of local communities: Lipnica The brick, Iwkowa, Krościenko nad Dunajcem, New Market, Sękowa and Biecz

4.2. The priority areas of intervention within the Strategy

The starting point for the outlined vision and mission is the assumption that branded tourist product can be a major driver of development. The THETRIS Route is in this sense seen as a motivation for the arrival or a magnet for tourists visiting the “anchor points” and the functional areas and attractions located in other places near the Route. This in turn starts the economic and social effects related to their stay. Tourists use the regional products and services, which causes the flow of money to a tourist destination. The aim of the Strategy is therefore to create and promote a strong brand of the Route, which will facilitate the sale of products and services bearing the signature of the brand. It should also be noted that in terms of this strategy, tourism is the flywheel actuator economic and social development in many other areas of life. That synergy in the development of the THETRIS Route will be achieved through the implementation of the five priority solutions:

- Certification and categorization of objects located on the THETRIS Route,
- Focus on human resources development on the Route,
- Extension of the offer linked to the Route,
- Development of active tourism on the Route by expanding the network of bicycle paths.



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4.2.1. Certification and categorization of objects located on the THETRIS Route

No.	element	description
1	Rationales	<p>The development of regional tourism brand representing the strength of the socio-economic and tourist potential of the sub-region is closely associated with the creation of a high quality tourism product. The network of these relationships is based on the following rationale:</p> <p><i>The TEHTRIS Route has to become a multi-dimensional tourist product, consisting of a number of complementary components, including both tangible objects, which are wooden sacral architecture samples and local intangible heritage associated with these objects.</i></p> <p>Creation of branded tourist product, however, is a long and multi-dimensional process.</p>
2	Planned activities	<p>1. The first step necessary to achieve the intended objective is to create a comprehensive certification system that would allow for an assessment of the facilities applying for the status of objects on the THETRIS Route. Certification should include not only the artistic values of the candidate objects, but also the availability of tourist infrastructure.</p> <p>2 The second step in the creation of the THETRIS as a branded tourist product is the categorization of objects, which passed the certification process. Categorization of objects should be conducted on the basis of: the artistic values of the object, accessibility of tourist infrastructure (hotels and restaurants), the availability of the object (the frequency of opening to the public) and number of organized social and cultural events.</p>



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		3 audit activities. To ensure durability and high quality of the facilities included in the THETRIS Route at regular intervals of 2-year audit activities will be carried out to evaluate the certified object in order to evaluate and give new / maintenance of existing categories.
3	stakeholders	In developed an effective system of categorization and certification there is necessary commitment of a wide range of stakeholders: representatives of the tourism sector, science, institutions managing of wooden architecture sites in the region.
4	dates	1st round of certification will be carried out in 2015. 1st audit in 2017.
5	estimated cost	100 000 PLN - preparation and conduct of the first round of certification 50 000 PLN - audit
6	Sources of financing	- Funds from the budget of the Marshal Office of the Malopolska Region - Malopolska Regional Operational Programme 2014-2020

4.2.2. Focus on human resources development on the Route

No.	element	description
1	Rationales	An important area of activity of the Strategy is to prepare local communities of municipalities to participate in the development of the Route, the implementation of the Strategy, the professionalization and improvement of qualifications, as well as the implementation of partnership activities serving the building of social trust (development and promotion of PPP). An important assumption is the belief that a conscious education and training policy should form a common attitude to all entities



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		operating within the ‘anchor points’ and functional areas. High qualifications and professional skills are a key element in achieving high-quality services and implementing high-quality products in the context of the rapidly changing needs of the market and the changing composition of the staff. ‘Anchor points’ and the functional areas primarily due to professional cadres can achieve a strong competitive position and shape the policy of sustainable development of the whole region.
2	planned activities	The area includes activities carried out in two directions: 1 Education and moderating processes of self-organization of local communities and participatory democracy based on such tools as sub-grants (enable the third sector, self-governments and business sector to participate in grant competitions) by opening a space for decision-making in public affairs. 2 improvements of human resources for the management of functional areas, as well as various objects on the Route. For this purpose there will developed training activities that were carried out within the framework of a pilot project implemented during THETIRS and their products developed in the framework of the THETRIS (including training materials, best practices).
3	stakeholders	It is necessary to involve a wide range of stakeholders: representatives of the tourism sector, science institutions, and managers of wooden architecture objects in the region. Of particular importance is involvement of local authorities, which should act as initiators and coordinators of cross-sectorial cooperation.
4	dates	The implementation of activities will start in 2015, right after the start of the implementation of the whole Strategy and will be performed throughout its duration till 2020.
5	Estimated costs	500 000 PLN
6	Sources of financig	- Funds from the budget of the Marshal Office of the Malopolska



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		<p>Region</p> <ul style="list-style-type: none"> - Malopolska Regional Operational Programme 2014-2020 - funds coming from Polish Ministry of Culture and Cultural Heritage
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4.2.3. Extension of the offer linked to the Route

No.	element	description
1	Rationales	<p>The concept of the development of the THETRIS Route is closely related to the concept of brand development: a complementary and unique tourism product. From the point of view of development of the region, it is important that a tourist arriving at the Route remains there as long as possible, which is preferably also for other sectors operating in the region: including hospitality and gastronomy industry.</p> <p>The design of objectives for this part of the strategy is based on the belief that <i>"From the point of view of tourists, the product should include a complete experience from the time they leave home until they return thereto."</i> The tourist product should therefore be a mixture of several ingredients, among others, attractions and destination environment, infrastructure and services, the destination, the availability of the destination, the destination images and the price paid by the consumer. The tourist product is, therefore, a package of tangible and intangible assets, based on the possibilities of spending time at the given destination.</p>
2	Planned activities	<p>1 The implementation of this element of the strategy is closely linked with the first area of intervention dedicated to certification and categorization of objects on the Route. Only the development of an effective system of certification and categorization will allow for sustainable development based on increasing the number of objects</p>



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		<p>on the THETRIS Route.</p> <p>2 Creation of a list of products that can enrich the tourist offer on the Route. The list should be open and broad. There may be found both festivals and artistic reviews or shows, events both supra-regional and local level, open art studios, regional cuisine, etc.</p> <p>3 Development of categorization and certification of regional products on the Route.</p> <p>4 certification of regional products.</p> <p>5 Development and implementation of a strategy for the promotion of the enlarged offer on the THETRIS Route.</p>
3	stakeholders	<p>The increase in the number of objects on the Route should be an aware action resulting from a joint decision and willingness to engage in the operation of the Route by a wide group of stakeholders: local communities, priests administering the churches forming the Route, local authorities, local businesses and NGOs. The involvement of such a wide range of stakeholders will create a comprehensive tourist offer, while ensuring the involvement of the local community.</p>
4	dates	<p>The first expansion of the number of objects on the Route will take place in 2016. It is necessary first to develop a system of certification and categorization of objects on the Route.</p>
5	Estimated costs	<p>100 000 PLN - preparation and conduct of the first round of certification</p> <p>250 000 PLN - promotion strategy of the extended offer on the THETRIS Route</p>
6	Sources of financig	<p>The funds coming from private sources: membership fees from stakeholders interested in joining the activities of the Route.</p> <p>Funds derived from the Malopolska Region within the available grant programs.</p> <p>Malopolska Regional Operational Programme for 2014-2020.</p>



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4.2.5. Development of active tourism on the Route by expanding the network of bicycle paths

No.	element	description
1	Rationales	<p>While developing the economy and tourism in the framework of the THETRIS Route it is necessary to perceive the potential environmental and cultural heritage resources in conjunction with the infrastructure created under the concept of sustainable development. Conscious and ecological exploitation of the natural environment will be translatable to benefits for both tourists and residents of ‘anchor points’ and functional areas. Innovation in this area will also have promotional dimension and will increase both the tourist and investment attractiveness of ‘anchor points’ and functional areas.</p> <p>The structure of the THETRIS Route: concentration of objects around three anchor points favors the creation of a sub-trails, which can be combined with each other in a simple way, thus creating attractive products in the field of active tourism, both addressed to the inhabitants of functional areas, as well as tourists coming from outside. Based on the indicated reasons it is desirable to create a network of bicycle paths linking the objects located around the THETRIS Route.</p>
2	Planned activities	<ol style="list-style-type: none"> 1. development of a plan for bicycle paths in the functional areas around objects anchor points of the Route 2 to create the necessary infrastructure of bicycle paths together with visual identification 3 promotion of new tourist product, which will be the bike path around anchor points in the region.



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3	stakeholders	The main stakeholders of the following area of the Strategy are local governments, which are responsible for road infrastructure in municipalities. Additionally there should be included representatives of the local community and manager objects located on the Route.
4	dates	Implementation of activities is planned for the years 2015-2020
5	Estimated costs	500 000 PLN
6	Sources of financig	- The funds from the budgets of local governments from the areas where will be operating bicycle paths - Funds from the Malopolska Regional Operational Programme for 2014-2020

5. Monitoring and evaluation of the Strategy

During the delivery of the following document there should be ongoing monitoring of the implementation process. Its aim is to ensure that the implementation projects are compatible with previously approved aims and objectives and information management - helping the decision-making process. The final step should be development of conclusions on the degree of implementation as an ex-post analysis.

For the effective conduct of monitoring it is necessary to collect and analyze relevant information related to the assumptions, parameters, indicators and determinants of development. The monitoring and evaluation of the THETRIS Strategy will be based on a number of areas, including:

- Measurement of output, outcome and impact
- Internal monitoring carried out by entities involved in the implementation of the document,
- Monitoring on the operational level, i.e. the implementation of individual projects,
- Cyclic monitoring progress and effects of the ongoing work,
- Official reports of periodic analyzes - including two reports prepared in progress of the strategy implementation (the ex-middle analysis), and after completion of each project cycle - analysis ex post, in this report (evaluation) of impacts and actions implemented



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- A report from the impact of the project after its completion, and implemented in the course of action.

Indicators of implementation of the Strategy

The number of objects included in the THETRIS Route
The number of developed certification systems and categorization of objects on the THETRIS Route
Number of audits conducted after the certification
Number of training courses and workshops for managers of the Route
Number of training courses and workshops for staff operating in the facilities on the Route
The number and amount of allocated sub-funds
Number of events organized to promote the Route and local cultural heritage to local communities
Number of identified regional products (intangible heritage) existing in the cultural space of the Route
Number of regional products (intangible heritage) included in the Route
Number of created categorization and certification systems of regional products (intangible heritage) on the Route
Number of organized marketing campaign to promote the Route
Number of kilometers of bicycle paths newly created on the THETRIS Route
Number of partnership projects completed within the THETRIS Route
Number of entities and attractions, and the area covered by the common visual identity
Number of domestic tourists
Number of foreign tourists
The number and type of projects financed from external funds
Number of projects realized in the PPP formula
Number of seminars, study tours, conferences and events about the Route



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Evaluation of the implementation of the Strategy aims to improve: the quality, effectiveness and consistency of the strategy and implementation of operational provisions in relation to specific issues affecting the THETRIS Route, while taking account to the objectives and their achievement, also in the long term, which systematizes and increases the effectiveness of the programming.

Taking into account the criterion of the aim we can distinguish two types of evaluation:

- Strategic evaluation (which purpose will be to evaluate and analyze the evolution of this strategy);
- Operational evaluation (which purpose will be to support the monitoring of operational activities, initiatives, projects).

The strategic evaluation will address the analysis and evaluation at the level of strategic objectives. Strategic evaluations will analyze and evaluate the relevance of general directions set in the programming phase. One of the important aspects of strategic evaluation will be verification of the strategy in relation to current and anticipated socio - economic situation.

Operational evaluation is closely linked to the management and monitoring processes. Its aim will be to support the coordinator, partners and implementers participating in the implementation of projects dedicated to achieving the stated operational objectives by providing useful conclusions and practical recommendations.

Within this strategy there are planned:

- Current evaluation,
- An ex post (after completion).

The current evaluation process should be ongoing as the name suggests. The authors propose to adopt the criteria of time and summarize the process every 2 years in evaluation report, assessing progress in achieving the provisions of the strategy. It is also recommended to follow the execution of ex post evaluation, after the end of the period covered by this strategy. The report of the ex post evaluation also serves as the starting point in the preparation of the next programming period 2014-2020 strategy.