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# TRANSNATIONAL TOOL ON CHURCH MANAGEMENT

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**THETRIS Project**

**output 4.2.7**

**PP8 Association of Communes and Cities  
of Malopolska Region**



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## **I. Executive summary**

The current report was written as a result of activities implemented within THETRIS project. Project THETRIS aims to propose sustainable solutions towards local development based on potential of medieval churches. It was based on the base of evaluation of pilot actions (PAs) that were implemented within THETRIS project. The aim of the “Transnational tool on church management” is to present various ideas on how to ensure sustainable development of region (both in social and economic aspects) based on sacral heritage monuments. The tool focuses on transferability, efficiency and transnational character of implemented actions. In its first part the report presents all pilot action including their main goals, implementation processes, social and economic effects on the regions where PA were conducted, their added value and transferability elements. The second part of the report is dedicated to knowledge sharing practices, where the pilot seminars were described and technological aspects of implemented activities. The last part of the report is dedicated to conclusions and recommendations for improvement, which are analyzed in three aspects: public-private partnership, communication and knowledge management, sacral heritage infrastructure.

## **II. Introduction to THETRIS project**

THETRIS project unites 11 partners from 8 Central European counties: Germany, Czech Republic, Poland, Slovak Republic, Hungary, Austria, Slovenia and Italy. The focus of the project is to support the development of rural areas and to make good use of the potential of medieval churches and religious monuments of local importance. The project provides a great opportunity for promoting cross-border and rural regions and for sharing the common European knowledge. In the frame of the project, partners are working in 5 different work packages (WPs). The first two WPs refer to management and communication activities, while the other three focus on the main content of the project: analyzing the strengths and weaknesses of the different partner regions, developing a common strategy for the sustainable preservation of the churches in these areas as well as of the cultural heritage related to these. Some partners also test innovative methods and share their experiences about these within partnership. In the last phase of the project partners will select the transferable elements of the other partners’ good practices as well as develop plans for the sustainability of the project’s results.

## **III. Introduction to Work Package 4**

The WP4 of THETRIS project was dedicated to implementation of various pilot activities on the church routes in their regions.

Partners involved in THETRIS project in order to find new, effective ways to overcome the difficulties connected with stimulating sustainable development in rural areas of Central Europe



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area decided to propose and test various solutions that were elaborated on the base of the results of analysis made in the previous stages of the project.

As a result 7 different pilot actions were implemented between May 2013 and February 2014:

- Association of Municipalities in the Upper-Tisza Area (Lead Partner) decided to implement two pilot action: “**Accessibility Model**” that is focused on the improvement of accessibility of the medieval churches in the area, thus LP placed information boards on the cycle paths. The second one, titled “**Cultural Tourism**” was dedicated to placing audio guide instruments in selected churches on the route and development of GPS-based navigation system for 2 cycle tours.
- The Centre for Technology Structure Development – ZTS GmbH (PP3) implemented pilot action titled “**Setting up a local network**” which aimed to create a network of various local and regional stakeholders working together in order to ensure sustainable regional development based on sacral heritage resources.
- The Province of Turin (PP5) focused on revitalization of heritage objects and that became a base for the pilot action titled “**Revitalization Package for Novalesa Abbey**”
- LAMORO Development Agency (PP6) dedicated its activities to the elaboration of a “**Governance model**” based on usage of social media
- Diozese Graz-Seckau (PP7) decided to focus on new technologies and its activities focus on development of application for smartphones called “**Golden Cathedral**”
- Association of Communes and Cities of Malopolska Region (PP8) developed and implemented a series of “**Management trainings**” and compiled set of training materials in Polish and in English language.

#### **IV. Methodology for transnational tool on church management**

The transnational tool on church management was prepared in order to evaluate and propose solutions for improvement for implemented pilot actions aiming to foster sustainable regional development based on sacral heritage resources.

The tool was prepared on the base of:

- Self-evaluation forms prepared by partners implementing pilot actions.
- Evaluation forms prepared by partners participating in pilot seminars organized at the end of pilot actions by project partners.

In the first step an analysis of all pilot actions was prepared. It was conducted on the following scheme: general description of PA, goals, implementation process, social and economic effects, added value and transferability.

In the second step all pilot actions were analyzed in order to identify their strengths and weaknesses. This part was prepared on the base of results of pilot seminars that were organized by all project partners implementing PAs.



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The last phase of preparation of transnational tool on church management was dedicated to knowledge sharing practices, technological aspects and recommendations for improvements. In this step the deeper insight was taken into elements of pilot actions that could be transferred to other regions, also outside THETRIS partnership.

## V. Tools for sacral heritage management

### V.1. Development of cultural tourism infrastructure

#### Description

Within THETRIS project two implemented pilot actions focused on the development of cultural tourism infrastructure: "Cultural tourism" and "Accessibility model". Both of these were implemented by the Association of Municipalities in the Upper-Tisza Area from Hungary. As the two pilots were closely related to each other they will be analyzed together. The implementation of the pilot actions took place between June 2013 and March 2014 (10 months). The main elements of the pilot actions were: information tables placed on the cycle paths, audio guide instruments installed in 8 churches on the route and there was elaborated the GPS-based navigation system which guides visitors through the churches on the route and which was developed for 2 cycle tours.

#### Goals

The main goal of the pilot actions was to improve the access to the medieval churches in Upper-Tisza region. The specific objectives of the pilot actions were:

- To improve the tourism infrastructure around the sacral heritage objects in the region
- By placing information boards close to cycle parts: improvement of accessibility of the objects
- Preservation of tangible and intangible cultural heritage of the region by collecting information about sacral monuments included in the route

#### Implementation process

The implementation process consisted of 4 phases:

**Phase I** The first phase of the implementation of pilot actions was dedicated to winning the attention of local stakeholders (especially priests) and their active involvement in project implementation. It was a crucial part, especially for implementing the "Cultural Tourism" PA, as it was connected with the intervention inside the churches (placement of information boards, installment of audio-guide system). Also at this stage of the project all necessary permissions connected with the placements of information boards on the cycle parts and on river banks were obtained.

**Phase II** The second step in the implementation of the activities within "Cultural Tourism" and "Accessibility Model" actions was collecting all necessary materials: the archive materials about the



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objects, audio materials and photos, that would be used both for elaboration of audio-guide system and information boards. Then the collected materials were translated into English and German in order to make them accessible also for foreign visitors.

**Phase III.** In the third phase audio guide instruments were placed in eight churches. The equipment operates in 3 languages (Hungarian, English, German). The audio guide system is build based in the following criteria:

- introducing each church giving information on history and attractions
- hints to the other part of the THETRIS transnational church route
- operates in 3 languages (Hungarian, English, German)
- middle age music in the background
- 2 cycle tours available

GPS-based navigation system, based on PocketGuide application, was developed for 2 cycle tours as well. An agreement was made with a bike rental point, where the tablets with installed pocket-guide application can be borrowed together with bicycles. The system is built for 8 churches selected for the project and includes also information about interesting sites which are on the trail. The system operates in 3 languages (Hungarian, English and German). The system is connected with table signs (which are equipped with QR codes). The system is available for all smartphones anywhere in the world – the application and the tours are downloadable free of charge. Information about it was placed on the project website and on the promotion materials. During this phase of the project 70 tablets were bought and the PocketGuide application was installed on them. The tablets were placed in the bike rental and in the selected churches on the route..

Also, as a part of “Accessibility model” pilot a thematic map was created, on which two bicycle tours are illustrated. During this pilot action two routes were developed:

- Fehérgyarmat – Tiszacsécse
- Fehérgyarmat – Cégénydányád

Guiding and information signs were placed along those bike tours. Multilingual leaflets, publications, digital and printed maps were presented. In front of 8 churches information boards were placed.

The accessibility model was elaborated in a form of written document that was translated into English in order to make it available for other Project Partners. The model, after the adjustments to the specific regional circumstances, can be easily adopted also in other regions.

**Phase IV** The last phase of the implementation of pilot activities was dedicated to evaluation of implemented solution. The opinions and ideas gathered during the evaluation were used for improvements of the systems.

### **Social and economic effects**

The actions implemented within the following pilot action will result in long-term social and economic effects that will be visible both on local and regional level. Also the following effects were identified during the pilot implementation:



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- GPS based visitor guide system can help rural areas to introduce a better way to its visitors the cultural heritage
- Improvement of access to sacral heritage objects for tourist and local communities
- The implemented pilot action will help to improve the cultural tourism in small towns and villages in the Central Europe area
- It is believed that if the locals see foreigners that come into the church, it is expected that more attention will be paid to preserve their cultural value (even the younger generations)
- Also PocketGuide system is very important element influencing the region, the route and connection of churches. The application was dedicated not only to sacral objects, but also to nearby heritage buildings linked by bike tour. Thus, the cultural and historical values are linked.

### **Added value**

The added values of the project are:

- The implemented pilot action leads to the better use of the potential economic growth opportunities provided by the culture economy in the different European regions.
- Implemented actions promote sustainable development actions aimed at generating value from the local cultural heritage.
- It facilitates access to information about cultural heritage of the region, both for local communities and for tourist coming to the region
- It promotes new forms of tourism activities (active tourism)

### **Transferability**

In the respect of transferability are:

- PocketGuide system that was used within the pilot action is well known in the World and easy for implementation. It does not require high financial investments
- A good idea was to link sacral heritage with other monuments in the region with a bicycle tour. However it is necessary that the distance between the object is not too long (as the tourists are supposed to go by bicycles)
- The implemented pilot actions promote the development of forms of sustainable tourism development
- Information board and direction board: their content (which was translated into English) in mainly universal so after small adaptations also other partners in different regions/countries can use them.
- The accessibility model developed as a part of the pilot action can be easily adopted and implemented in other regions



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## V.2. Networking

### Description

The pilot action dedicated to set up a network of various local stakeholders of sacral heritage in Freestate of Saxony was implemented by The Centre for Technology Structure Development - ZTS GmbH from Germany. The implementation of pilot action took place between June 2013 and June 2014 (12 months). The main element of the pilot action was to create a map with a stamp system, and establish a network which will help to connect churches with local actors.

### Goals

Goal of the pilot action was to create a sustainable network that connects stakeholders from church and tourism in the Freestate of Saxony. The specific objectives of the pilot action were:

- To preserve cultural heritage by involvement of local actors, members of church & tourism (local identity)
- To open churches for tourism and to link church with tourism institutions as well as to create a common working basis
- To gain awareness (church members) for the chances of linking motives of churches and tourism to inspire more people
- Stimulate interest (from inhabitants and tourists) for the sacral heritage of the region -> Open churches for visitors, which:
  - follow religious motives
  - would like to "feel" the church as a place of spirit, silence and meaningful effects
  - are interested into its history, art and further specialties of the churches (tangible/intangible cultural heritage)
- To strengthen the touristic section economy (eg offer an incentive to tourists, to stay longer than one night in this area)-> the whole route (about 130 km) is divided into various stages

### Implementation process

The implementation process consisted of 3 phases:

**Phase I** The first phase of implementation of pilot activities was dedicated to setting up of a local network. The following groups of stakeholders were involved to join the network:

- Priests and their parishes and associations (altogether: 26 churches are involved/5 on the international church route)



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- Saxon National church,
- Regional management institutions,
- Representatives from municipalities, communes, counties
- Tourist information's and associations,
- Museums, regional service provider

In this phase of the project a set of working group meetings and workshops for priests took place. The meetings started from the very beginning of the project and mainly took place between June 2013 and April 2014.

The following issues were discussed during the meetings:

- the area which will be involved (based on results of SWOT-analysis)
- the organization of the network and the implementation of the pilot idea
- the regional bicycle church route itself (size of the route, routing in detail, sign posting,...)
- division of tasks between local actors and church members,
- additional sign posting, promotion
- how to ensure the sustainable preservation of sacral heritage of the region

**Phase II** The second phase of the project was dedicated to elaboration of a map and stamp system. The idea was to establish a stamp system as link to connect churches and other local actors. Therewith, visitors of the churches can collect stamps confirming their visit (one per church). Those stamps can be used as discount at all tourism agencies, which act then as a multiplier and are located directly on the route. They will provide a bonus for regional products or discounts for guided tours etc. Furthermore, visitors of the bike tour will be guided and linked to those stations, where further information is available (recommendation for guided tours, accommodation facilities, service provider, etc.)

**Phase III** The last phase of the pilot implementation was dedicated to test the stamp system and its evaluation. The results received from the evaluation were used for elaboration of recommendations for improvements for the system.

### **Social and economic effects**

The actions implemented within the following pilot action will result in long-term social and economic effects that will be visible both on local and regional level. The main social effect of the project was starting and strengthening the collaboration between various stakeholders in the region.

The regional church route is directly linked to the international church route, which means it will be also available and published in all the partner regions.



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With the regional map and stamp system an **offer was created**, which makes the region more attractive to both, tourists and inhabitants. By offering concrete tours, rural areas with its hidden potential/cultural heritage are more visible and also interesting, now. Therewith, visitors will generate **additional sales for gastronomy and service provider** of the region (more visitors = more entrance fee, sale of more meals, ...) and these revenues are extremely important for not well known areas.

Churches are not only open now for their services, only. They are also open for visitors, which can experience religion and culture of the region. Local identity was strengthened by the creation of awareness for the highlights of the region.

### **Added value**

The added values of the project are:

- A route was created which connects different administrative districts and different church parishes
- With the project a new touristic offer was created, which means more revenues for local actors
- Multilingual communication materials were created, which also address to international guests
- During the networking activities the awareness for the pilot and also the necessity of linking church and tourism was raised (in communes, municipalities, regional management institutions, tourism institutions, churches, public...)
- A direct effect was that with budget from local actors and communes additional sign posting was realized on the regional church route

### **Transferability**

The elements of transferability are:

- the idea and implementation to build up the network - a system (map+stamp system), which offers an added value for tourists or residents when visiting places of cultural heritage and local actors is transferable
- how to involve different stakeholders to work together on networking common basis
- as the implementation of the pilot action did not require high investments and is not realized with a reference to specific law regulations it can be easily implemented also in other countries and regions

## ***V.3. Revitalization of heritage objects***

### **Description**

The pilot action titled "Revitalization package to Novalesa Abbey" was realized by the Province of Turin from Italy. The implementation of pilot action took place between June 2013 and March 2014 (10 months). The main elements of the pilot action were: analysis of social and architectural



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aspects related to the pilot action, on the base of study made building, with local stakeholder, material and immaterial cultural paths between the Abbey and village with focus on relevant places. Development of revitalization package that can be easily transferred to other regions and countries.

## Goals

The main goal of the pilot action was to propose an innovative revitalization package for Novalesa Abbey that could be transferred to other regions. The specific objectives of the pilot action were:

- Increase the awareness of local communities on the value of cultural heritage resources
- To prepare a feasibility study on revitalization of cultural heritage objects
- To foster through usage of cultural heritage, social integration and sustainable economic development of Novalesa

## Implementation process

The implementation process consisted of 4 phases:

**Phase I** During the first stage of pilot implementation, meetings were organized with local population and tourists. Their aim was to explain them the project content, the reason for implementation of pilot action and possible benefits that can come from the implemented action in the future. 4 technical meetings were organized in the work sites along "via Mestra". For the meetings there were invited 100 owners' center buildings. There was also offered a consultancy service and support to designers and contractors in the concrete running of individual restoration sites (5). Additionally meetings were organized with 10 native families of Novalesa with the aim to rebuild the lifestyle of the village through the memories, mental images and documents (photos and postcards).

**Phase II** The second phase of the pilot action was dedicated to collecting and cataloguing the materials connected with "Via Mestra" and Novalesa. Within this phase of the pilot there were realized:

- 100 architectural cataloguing of the buildings along the "Via Maestra";
- databases (pictures, postcards, transcription of texts and stories) as evidence of lifestyle in the past;

**Phase III** The third phase of the pilot implementation was dedicated to the development of the transferable guidelines for the enhancement and restoration of cultural heritage according with the requirements of the municipal administration aimed in particular to the buildings along the "Via Maestra". The guidelines were elaborated in collaboration between province of Turin and Polytechnic of Turin.

**Phase IV** In the last phase of the pilot action the recovery operations took place. Three operations to recovery of properties have been carried out (2 private and 1 public).



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The project has been formulated to guarantee the greatest possible fulfillment of expectations within the territory (economic growth in the context of sustainable development and creation of new professional and occupation opportunities) and outside it (targeting users of new types of cultural and environmental products characterized by outstanding typicality which do not belong to the usual circuits).

The outside targets that attention of Province of Turin is focused on are:

- schools at all levels, within and outside the region and, at a later date, coming from all over Italy and Europe, which are interested in learning about a territorial “unicum” set in an artistic and historical context of considerable importance. In this sense, proposals are calibrated for various levels and degrees of interest depending on age, education and training;
- organized groups, from within and outside the region, all over Italy and Europe, involved in cultural exchange programmes and attracted by the price-quality ratio of what is offered: religious groups, work-related social clubs, service clubs, cultural associations and organizations;
- extemporary users involved in thematic proposals that cater for their individual requirements (culture, worship, art, environment, history, food and wine, country life, exclusiveness, innovation, location) via media publicity;
- cultural tourism seen as a new type of “education trip”, based on the exploration of places and of social and cultural contexts to grasp their real essence; profound living enriched by the particularities of the places and environments, maturing those experiences that arouse unique emotions and are characteristic of the place in question.

### **Social and economic effects**

The actions implemented within the pilot action will result in long-term social and economic effects that will be visible both on local and regional level. First of all the actions implemented raise awareness among local stakeholders about the importance of the preservation of cultural heritage. Various stakeholders got involved in the implementation of pilot action: public decisions makers, public and private owners of the buildings in Novalesa, cultural associations, local leaders, in order to preserve and use cultural heritage resources in a sustainable way.

Moreover the revitalization of heritage objects in Novalesa will result in higher flow of tourists in next years and that will have an impact on the economic development of the region.

The project intends to improve the socio-economic conditions of the people of Novalesa by developing cultural and environmental tourism within a system rationale between public and private, between cultural sector and hospitality business sector.

This is a project in which the involvement and active participation of the population, the launch of new business and economic activities, the possibility to offer educational moments of excellence to different interlocutors by virtue of the experience of recovery of the local heritage, etc., can and must become fundamental.



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## Added value

The added values of the pilot are:

- Favours the aggregation of different players (public bodies, associations, owners of cultural assets, business operators, individual members of the public, etc.) around a shared development plan;
- promotes sustainable development actions aimed at generating value from the local cultural heritage;
- facilitates the local activation of processes for the on-line management of the cultural heritage;
- promotes the development of forms of sustainable tourism development

## Transferability

The elements of transferability are:

- Citizen involvement in social-politics decision by: definition of shared procedures between citizen and administration, choices and knowledge sharing, valorisation of local voluntary association
- requalification of the cultural heritage by: guidelines for the architectural buildings renovation; public building renovation;
- public strategic planning by definition and following of public strategy in short-medium term
- support and tutoring public activity of the local private business community by: select orientation and helping in definition of public strategic necessities; incentive of public/private linked actions; tutoring and consulting in European public competition; local system and net incentive; local business community training;
- Definition of special touristic suggestions by: potentiality analysis; referential target identification; communication strategy definition, assimilated governance tools;
- Meetings with citizen in order to know their perceptions about the Novalesa Abbey and its relationship with Novalesa town.
- Writing of a memory book through pictures, tales, memories, papers from each Novalesa family, in order to complete with the historic archives aid the description of the community life in the last 3 centuries;
- Good practice handbook for the rehabilitation of the urban building heritage, in which find the buildings characterisation, the codification analysis and the design ideas for the rehabilitation;
- Guidelines shared between Administration and population about advices on the architectonic heritage rehabilitation.



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## V.4. Governance model based on usage of social media

### Description

The pilot action dedicated to elaboration of governance model based on usage of social media was realized by LAMORO Development Agency from Asti, Italy. The implementation of pilot action took place between June 2013 and March 2014 (10 months). The main elements of the pilot action were: elaboration of new governance model of heritage resources, development of interactive website and Facebook profile promoting tangible and intangible cultural heritage of the region, trainings for local stakeholders and creation of association dedicated to assurance of project sustainability.

### Goals

The main goal of the pilot action was to identify, promote and implement new marketing solutions on cultural heritage management in the Piemonte Region. The specific objectives of the pilot action were:

- To elaborate innovative governance model for cultural heritage management in the region
- To create a network of private and public cultural heritage stakeholders in the region
- To identify and implement marketing solutions based on usage of social media
- To ensure the sustainable promotion of both tangible and intangible cultural heritage of the region

### Implementation process

The implementation process consisted of 4 phases:

**Phase I** The first phase of the implementation of pilot action was dedicated to research on new marketing tools and possibilities on how to use them for the promotion of tangible and intangible cultural heritage. The main characteristics that were taken into account while the research on new marketing tools were: cost efficiency (to find tools that do not require high investments), easiness in use, commonness in use when it comes to reaching potential users.

**Phase II** The second phase of implementation of the pilot action was dedicated to setting up a network of regional stakeholders who, as those responsible directly for management of tangible and intangible cultural heritage of the region, would be the beneficiaries of the implemented actions. Also it was a key aspect of elaborating an innovative governance model. The following stakeholders were invited to participate in the network:

- Policy makers (representatives of 8 municipalities)
- Marketing, culture and tourism experts
- Media
- Museums (7 local museum)
- Tourism agencies



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- Local NGOs dedicated to promotion of culture and cultural heritage
- Private stakeholders

In this phase the meetings with local and regional stakeholders took place. During these events the following issues were discussed: which marketing tools should be chosen to be implemented within pilot action, how the cooperation between various stakeholders should look like and how to ensure the sustainability of implemented action after the THETRIS project finishes.

As a result of the meetings an external association (NGO) was set. This association will guarantee the coordination of all promotion and communication actions at a local level and the sustainability of the project.

**Phase III** The third phase of the project was dedicated to the implementation of the chosen marketing tools. In this phase of the project the interactive website dedicated to promotion of tangible and intangible cultural heritage of the region was developed and one Facebook profile was created. A new internet domain was acquired, <http://www.lerivelazionidelsacro.com/> ("the holy revelations"). A fanpage on Facebook social network in order to present to Facebook audience the initiatives at a local and provincial level was created (the aim is to reach 5000 fan in 5 months). Also the use of web-tv at a provincial level was implemented.

**Phase IV** After the tools were successfully developed, trainings were organized for local stakeholders on how to use the implemented tools and to go on with the updating of the tools even after the closure of project activities. The trainings took place in March 2014 and gathered 40 local stakeholders. The following topics were discussed during the trainings:

- Presentation of the governance model at the local level
- Presentation of the two different levels of the network (the first constituted by the churches of the Municipalities of Bosco Marengo, Sezzadio and Cassine, the second made by all interested stakeholders)
- How to use the web tools created in the framework of the pilot project
- The sustainability of the pilot project (how to guarantee the involvement of the stakeholders after the end of the pilot project)
- How to enlarge the network

### **Social and economic effects**

The actions implemented within the pilot action will result in long-term social and economic effects that will be visible both on local and regional level. First of all the actions implemented raise awareness among local stakeholder about the importance of the preservation of cultural heritage. Public decision makers are trying to involve private bodies in projects aiming to preserve the tangible cultural heritage of our territory. Also local cultural associations are accepting to work together and to coordinate the initiatives (festivals, etc.) in order to make stronger the local identity of the territory (and not only of the single municipality)



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Moreover the tourists, through the marketing tools developed in the framework of the pilot project, will access all needed information regarding the religious monuments, the local cultural initiatives and the accessibility of the route and that in long-term will bring an economic effect to the region.

### **Added value**

The added values of the project are:

- Sustainable promotion of tangible and intangible cultural heritage of the region through involvement of various stakeholders
- Development and testing of more effective marketing strategies dedicated to cultural heritage
- Increase in the number of tourist as a result of better access to information about the cultural heritage resources of the region

### **Transferability**

The elements of transferability are:

- the involvement of wide range of stakeholders in the project: cultural associations, volunteers, local authorities, private companies and local individuals
- the involvement of public and private stakeholders through networking
- the marketing tools used in the pilot action are easily accessible and cost effective
- the idea of creation of a new organization as coordinator of the local network

## ***V.5. IT solutions for youth involvement in sacral heritage management***

### **Description**

The pilot action dedicated to usage of IT solutions in sacral heritage management was realized by Diocese Graz-Seckau from Austria. The implementation of pilot action took place from May 2013 to February 2014 (10 months). The pilot action consisted of two main elements: inclusion of already existing attractions to the route (pilgrimage routes and places, medieval fortresses, touristic offers), linking the church route with its cultural heritage content to the interests of the local teenagers (young generation) and make them aware about their material and intangible richness they can find in their region, involvement of local community, development of application for smartphones called "The Golden Cathedral".



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## Goals

The main goal of the implemented pilot action was to improve the access to information about sacral, medieval heritage of the region and to present it in a way that would be attractive especially for youth. The specific objectives of the pilot action were:

- Increasing the awareness of local community about the sacral heritage in their region
- Involving both private and public stakeholders to work together on common issue
- Development of a route of outstanding medieval churches and sites representing cultural heritage in the district of Murtal
- Inclusion of already existing attractions (pilgrimage routes and places, medieval fortresses, touristic offers)
- Development of a possible connecting route (hiking, biking, barrierfree) between the churches
- Linking the church route with its cultural heritage content to the interests of the local teenagers (young generation) and make them aware about the (im-) material richness they can find in their region

## Implementation process

The implementation process of the pilot action consisted of 4 phases:

**Phase I** During the first phase of the implementation a working group session with regional stakeholders took place (June 2013). They discussed the possibilities and opportunities that lie in creating an IT-tool to make especially the youth more aware of the cultural heritage and treasures they have in their homeland. The regional meetings were set up with locals from different sectors such as tourism/economy, church and education/leisure time in order to get a wide-range of perspectives and opinions on the topic and the pilot-action.

**Phase II** The second phase of the pilot implementation was dedicated to the selection of the IT-company that would be responsible for technical construction of the smartphone application. Together with the chosen company a design was proposed for the App. It was decided to propose the Smartphone-application as game/treasure hunt to discover the local cultural heritage, tailored for the youth between 14 and 17 years. This idea was discussed with local stakeholders in order to get them involved in the implementation process of the pilot action.

**Phase III** During the third phase of the pilot action the App was designed. It became a mobile quiz adventure. In this mobile quiz adventure a user have to follow mysterious tracks in search of a golden cathedral. The adventure, thanks to its mobile form can begin at any place – at home on a comfy couch, on the school bus or even in your classroom. The user is tasked with finding 6 secret keys that are hidden at 6 different locations in the Mur valley (Styria). He will collect one clue after another, will decode secret inscriptions and, in doing so, will explore exciting places such as remote ruins or an abbey of the famous Benedictine Monks. He will only be rewarded with the golden cathedral if he will manage to find all six keys. These locations are all shown on a virtual



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map within the App. In this way he can easily navigate from place to place, without getting lost or straying off his path.

**Phase IV** The last months of pilot implementation were dedicated to testing the application with regional stakeholders and with international community of youth (March 2014). After the testing phase all necessary changes were implemented and the application was presented to the public in April 2014 and it is free for downloading for Android-smartphones in two language versions (German and English).

### **Social and economic effects**

The implemented action has mainly effect on young people from the pilot action area but also for visitors from other places, as it is using the tools attractive for them. Young people can cherish the cultural heritage of the region and get access to this know-how by doing a treasure-hunt on their mobile phones. Also the cultural heritage mentioned in the IT-pilot will be given a higher value by the users and so they are more eager to contribute to the preservation. Furthermore, after the THETRIS project's end, the application could be sponsored by regional companies and a part of this money can be used for the preservation and maintenance of the cultural heritage.

In a longer perspective the implemented action can also bring an economic effect to the region. By including the offer of local stakeholders in the smartphone application it could become more attractive for tourists and also more tourists can get acquaintance with the local products and further offers.

### **Added value**

The added values of the pilot action are:

- young people can cherish the cultural heritage of the region and get access to this know-how by doing a treasure-hunt on their mobile phones
- the route and its content will be made accessible to Smartphone-users in a visual manner. In this way more people (both local community and tourists) can access information about the churches on the route
- the local population gets aware of what they have and maybe become proud "ambassadors" of this local heritage as cultural guides in tourism or for schools
- the cultural heritage mentioned in the IT-pilot will be given a higher value by the users and so they are more eager to contribute to the preservation. Furthermore, after the THETRIS project's end, the application could be sponsored by regional companies and a part of this money can be used for the preservation of the cultural heritage.

### **Transferability**

The elements of transferability are:



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- the idea of creating a smartphone application can be easily adapted in every church/church-route. However there is of course necessity for adapting the content of the application, that could cost some money
- in all partner countries young people are using smartphones, so the method itself of using a smartphone-treasure hunt-app could be applied to every region in order to make the culture heritage more attractive for youth
- the company Codeflügel that did the programming could offer special prices to other regions in the THETRIS project and use the already existing database and design of "The golden cathedral", so it might be quite affordable

## V.6. Upskilling of stakeholders involved in sacral heritage management

### Description

The pilot action dedicated to upskilling of various stakeholders involved in sacral heritage management was realized by the Association of Communes and Cities of Malopolska Region, Poland. The implementation of pilot action took place from May 2013 to February 2014 (10 months). The pilot action consisted of two main elements: organization of set of management trainings for sacral heritage stakeholders in Malopolska Region and development of training materials on sacral heritage management.

### Goals

The main goal of the implemented pilot action was to improve the qualifications of various groups of stakeholders involved in the management of sacral heritage objects. The specific objectives of the pilot action were:

- To improve the standards of guided services offered in the sacral objects on Malopolska Wooden Architecture Route
- To create an opportunity for various stakeholders to share their knowledge, experience and ideas
- To raise the awareness of local and regional stakeholders on the need for sustainable management of sacral objects in the region

### Implementation process

The implementation process consisted of 4 phases:

**Phase I:** In the first phase of the implementation of the pilot action a partnership between Association of Communes and Cities of Malopolska Region, Malopolska Tourism Organization and Institute of Culture at Jagiellonian University was set up. The aim of this partnership was to gather organizations which, due to their knowledge, experience and competences are interested in upskilling of stakeholders involved in sacral heritage management in Malopolska Region in Poland.



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In this phase also after setting up the partnership a meeting was organized, during which the content of management trainings was discussed. The proposals for topic of the trainings were sent for the discussion to interested stakeholders as well: priests responsible for sacral heritage management and local authorities in the region. This allowed creating the final list of trainings that were organized within the pilot action.

**Phase II:** The second phase of the implementation of the pilot action was dedicated to the organization of management trainings. The following themes were chosen for the trainings:

- „Standards for local guides working on Wooden Architecture Route” (11<sup>th</sup> June 2013)
- „Territorial marketing – how to promote your municipality on the base of local heritage?” (29<sup>th</sup> November 2013 and 11<sup>th</sup> February 2014)
- „Management of historic monument on the cultural route. Case study of Wooden Architecture Route” (17<sup>th</sup> December 2013)

The trainings gathered 62 participants representing various groups of stakeholders:

- Guides working in the sacral heritage objects on the Wooden Architecture Route
- Priests
- Self-government representatives
- NGOs

The important element of training sessions was that the trainers invited to run the sessions had practical experience in management of cultural routes, so except of theoretical knowledge that was transferred during the trainings participants had the chance to share and exchange their experiences.

**Phase III** The third phase of implementation of the pilot action that was the development of training materials. This phase was implemented parallel to the phase II. To each theme of management training separate set of training materials was developed. The materials were also available on the website of Association of Communes and Cities of Malopolska Region to be downloaded for free. The materials were translated into English and in this way they can be used also by the other partners of THETRIS project (as well as other organizations outside the partnership).

**Phase IV** The last phase of the pilot action included the evaluation of implemented activities. During this phase the meeting of institutions involved in PA implementation and regional stakeholders. The meeting aimed to discuss the effects of implemented actions and further activities connected to the continuation of the management trainings program.

### **Social and economic effects**

The actions implemented within the following pilot action will result in long-term social and economic effects that will be visible both on local and regional level. First of all, the management trainings resulted in growth of awareness on the importance of sacral heritage and necessity of its sustainable management between various heritage stakeholders. And, as the stakeholders



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participating in the trainings are currently implementing their new knowledge and skills into practice, it will have an impact on the community and its perception of sacral heritage management: in greater understanding and appreciation of sacral heritage on local level.

Also the implemented activities will have an economic effect. The guides who participated in the trainings will now offer better services for tourists and that will result in higher number of tourists willing to visit the sacral heritage objects on the route.

### **Added value**

The added values of the pilot action are:

- Implementation of more effective and aware management strategies of sacral heritage objects on local level
- Better understanding for the necessity of the involvement of various stakeholders (e.g. local authorities, NGOs, priests, local community, tourists) in the process of sacral heritage management
- Sustainable local development
- Better policies on cultural heritage on local and regional level

### **Transferability**

The elements of transferability of pilot actions are:

- Program of management trainings, that after small adjustments to specific regional conditions (e.g. law) can be implemented in other countries and regions
- Training materials, that are already translated into English. The materials after small adjustments to local circumstances can be implemented in other countries and regions
- Due to the low costs connected with the realization of the proposed activities do does not require big financial resources during the implementation phase

## **VI.**

### **ummary of pilot activities. Main results.**

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## VI.1. Used tools

Pilot action	Tool	Dimension	Aim, example, strengths, weaknesses
<b>Cultural tourism</b>	- pocket guide application based on GPS	Improvement of sacral heritage infrastructure, development of tourism	The aim of implemented action was to improve access to information about sacral heritage in the region and to propose a new solution for tourists coming to Fehérgyarmat Region/Upper-Tisza Area in Hungary. The application is based on GPS system and is available for mobile devices (e.g. smartphones, tablets). An advantage of the application is its accessibility, as almost everyone has a propose device for its usage nowadays. Also it included information not only about sacral heritage but about other monuments in the region linked by the bike route. In this way it gives to tourists, and also local communities, a possibility to experience and learn about local cultural heritage in a new way. The application is available in three languages: English, German and Hungarian.



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<p><b>Accessibility model</b></p>	<p>- placement of information boards along the bicycle route</p>	<p>Improvement of sacral heritage infrastructure, involvement of new technologies in order to facilitate access to information about heritage</p>	<p>The aim of the implemented action was to improve access to information about sacral heritage in the region. In the region the access to churches and to cultural heritage is difficult. Although churches are quite close to each other, roads are often in bad condition and no signposts are available. There is a lack of traditional cycling routes, hiking paths, etc. The pilot was aiming to combine a solution for the problem with the accessibility of churches, and for the preservation of its heritage. The activities included mapping the possible parts of the area where the accessibility can be solved this way, based on this, establishing thematic path using the available infrastructure of the river banks signposting with information on nearby attractions and cultural heritage. In order to call the attention of the locals as well as possible visitors to the new opportunity of getting access to the different important cultural sites this way, leaflets and a map (digital and printed) were prepared.</p>
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<p><b>Network</b></p>	<p>-setting up a network of local stakeholders</p>	<p>Involvement of various stakeholders (participation)</p>	<p>The aim of implemented action was to create a network that would gather various local and regional stakeholders (representing church, private and public sectors, NGO) interested in preservation and sustainable use of local sacral heritage resources. The network was supported by the development of a stamp system. The idea of the stamp system is that the visitors of the churches after the visit receive special stamps confirming their visit. Those stamps then can be used as discount cards in the premises of other local stakeholders included in the system (e.g. restaurants, shop, hotels). The difficult aspects of implementation of the pilot action were:</p> <ul style="list-style-type: none"> <li>- time, as more time is needed to implement the proposed activities</li> <li>- problem with gaining interest in the project from pastors and priests, who manage churches in the region</li> <li>- to build awareness and positive attitude towards tourism between priests and pastors in the region</li> </ul>
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<p><b>Revitalization package</b></p>	<p>- revitalization plan for heritage sites, rising awareness of local stakeholders</p>	<p>Revitalization of heritage objects, rising up awareness of various stakeholders on importance of cultural heritage</p>	<p>The main issue of the action was to foster sustainable development of the city of Novalesa by development of “Revitalization Package” that could also be transferred to other regions. The pilot focused on the following activities: creation of archive collection about Via Mestra and city of Novalesa, rising awareness of local community of Novalesa about their cultural heritage and its development potential through open seminars and meetings, revitalization work in selected buildings along Via Mesta. The pilot action was finalized with the development of “Revitalization package” which is transferable to other regions.</p> <p>In order to ensure the sustainability of implemented actions there is a need for continuous work with the local community, for this reason an important element of the pilot action was development of cooperation with other local stakeholders (culture institutions and NGOs) that could continue the activities.</p>
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<p><b>Governance model</b></p>	<p>- Social media platforms for management and promotion of cultural heritage</p>	<p>Involvement of various stakeholders (participation), usage of social media</p>	<p>The aim of the implemented action was to propose new solutions on cultural heritage management on local level. The activities focused on preparation of website dedicated to cultural heritage of the region and profiles in social media (Facebook) that would be used for promotion of this heritage between both citizens of the region and tourists. Also a set of training was organized in order to teach local stakeholders how to use social media platforms. The most important problem that was faced during the implementation process was the difficulty of individual stakeholders to work in the network in order to pursue common goals. There are many small associations at the local level that work for the promotion of our cultural heritage but an organization that coordinates the various actions is lacking. It was decided that in order to ensure the sustainability of the project an external association was founded that will be responsible for implementation of the model.</p>
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<p><b>IT solutions</b></p>	<ul style="list-style-type: none"> <li>- QR-code system</li> <li>- dedicated application “The Golden Cathedral” for smartphones</li> </ul>	<p>Involvement of various stakeholders (participation), usage of new technologies</p>	<p>The pilot action concentrated around the issue of attracting young people with sacral cultural heritage. As a result of consultations made with regional stakeholders there was a decision to develop a mobile quiz-adventure game for smartphones called “The Golden Cathedral”. The application is available for Android systems in two language versions: English and German. The application was designed in a way that users need to visit the places included in the quiz in order to solve the riddles and questions that lead to discovery of the Golden Cathedral. Because of the technical and visual limitations it was not possible to include much information about the churches included in the project. However it was assumed that the game will attract the users enough to make them willing to deepen their knowledge by themselves. The game was designed for young people, but the first tests showed that it is also attractive for older users.</p>
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<p><b>Management trainings</b></p>	<ul style="list-style-type: none"> <li>- Trainings for heritage stakeholders</li> <li>- development of training materials</li> </ul>	<p>Upskilling sacral heritage stakeholders, rising up awareness of various stakeholders on importance of cultural heritage</p>	<p>The aim of the proposed activities was to improve the qualifications of various groups of stakeholders involved in management of heritage objects on the route.</p> <p>The trainings focused on three main issues: quality of services provided in the sacral objects (guides), territorial marketing and management of the object on the cultural route. The methods used during the trainings were: case study, lecture, exchange of experience.</p> <p>However the implementation process has showed that mainly the stakeholders who are already active in the field of heritage management and quite successful in that were mostly interested in the trainings. It would be much more effective if the trainings would be included in the official process of adding object to the route. In this way its sustainable management could be ensured.</p>
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## VI.2. Knowledge sharing practices

An integral element of activities conducted within WP4 of THETRIS project were pilot seminars organized by all Partners implementing pilot actions. Six pilot seminars were organized in the following dates:

3-4 Feb 2014, Italy	seminar organized by Province of Turin
19-21 Feb 2014, Hungary	seminar organized by Association of Municipalities in the Upper-Tisza Area
5-6 Mar 2014, Italy	seminar organized by LAMORO Development Agency
11-12 Mar 2014, Poland	seminar organized by Association of Communes and Cities of Malopolska Region
2-3 Apr 2014, Austria	seminar organized by Diocese Graz-Seckau
16-17 Apr 2014, Germany	seminar organized by Centre for Technology Structure Development

Each pilot seminar was divided into two parts:

- seminar dedicated to sharing the experiences, transferability and possibilities for continuation of undertaken activities
- study tours showing the results of implemented actions

Pilot seminars were open both for Project Partners and for local stakeholders from areas where pilot actions were implemented.

After the seminars participating project partners were asked to fill in the feedback forms where they were focusing on the following issues concerning the implemented pilot actions:

- Added value of the pilot action
- Possibilities of transferability of implemented activities in your region
- Remarks about what could be improved in the further activities in the proposed pilot action
- Which new project ideas can these pilot actions generate

The results of pilot seminars were formulated in the conclusions and recommendations for improvement. Also they served project partners to formulate their development strategies, transferability and sustainability plans.

An important element of pilot seminars was the possibility for local stakeholders engaged in implementation of pilot activities to share their knowledge and experience with participants from other regions and discuss with them possibility of continuation of pilot activities.



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## VII. Conclusions and recommendations for improvement

### **relations with stakeholders**

Effective management usually includes engaging with stakeholders who influence (both positively and negatively) the site's values and who may be dependent on the site's resources. This requires involving parties other than managers in assessment processes to gain additional perspectives on the sacral heritage site and its management.

Pilot actions implemented within THETRIS project showed that local communities are a particularly important stakeholder group to engage. The following information should be collected to identify the relevant stakeholders and place their relationship with the site into context:

- Who are the stakeholders?
- What is their relationship to the site and its values?
- What is their level of engagement and participation?

The first step towards building good relations with heritage stakeholders is the proper identification of local and regional stakeholders. The list may include the following groups: the local population (i.e. indigenous and non-indigenous communities inside and outside the sacral heritage site), municipal and state government, armed forces, religious organizations, development banks, non-governmental organizations, research organizations, development agencies and industry (e.g. logging, mining, large-scale agriculture or fishing). It is important to consider both active stakeholders (i.e. those that are participating with site managers) and inactive stakeholders (i.e. those not participating). The latter sometimes represent sizeable economic interests (i.e. large-scale resource users such as logging companies and fishing fleets or the small entrepreneurs running local shops), or those who resent site protection and do not wish to cooperate with site managers. From this list, a selection should be made of the most important stakeholder groups who are or should be the focus of management action at the site (the number will depend on the site's management capacity to engage with stakeholders, but is likely to be between five and ten stakeholder groups).

In ideal circumstances, the involvement of stakeholders in management and assessment should involve a more participatory relationship than just consultation, what was confirmed especially by pilot actions implemented in Germany ("Networking") and Italy ("Revitalization package" and "Governance model"). The organization of a meeting or workshop with relevant stakeholders is recommended to identify and review stakeholder involvement at the site. These key stakeholder groups should then become part of steering group that will participate in decision-making process connected with most important issues of site management, e.g. revalorization, development of local spatial plans, investments within the site borders.



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## **public-private partnership (PPP)**

An important question asked during the implementation of pilot actions was how to continue and expand activities after the end of financing from Central Europe Program. It was easier to realize the planned interventions with the financial support from EU funds. Additionally it was important factor that was encouraging various stakeholders to get involved in the project activities. Very often project partners were facing the problem of passive participation on the project activities from the side of stakeholders. Stakeholders were not active because they assumed that the project partner needs to implement the action in any way, even without their support.

The self-evaluation reports and feedbacks from the partners outlined as priority the urgent need for public institutions to co-operate with private stakeholders in all phases of planning, implementing, monitoring and managing activities dedicated to sacral heritage management by jointly adapting strategies, objectives and activating resources. Further, they emphasized the value that effectively managed sacral heritage (and other types of heritage as well) enhancement adds to local communities by bringing economic development and social vitality. Heritage must be thought of in terms of socio-economic benefits and profits, they stressed; not in terms of costs and liabilities.

The following benefits coming from public-private partnership were identified:

- PPP encourages creativity and flow of ideas
- Entrepreneurial spirit and initiatives
- Mutual trust between public authorities and citizens
- Common responsibility for heritage
- Better understanding of each other's needs and expectations
- Sustainable use of cultural heritage resources

It is mainly the role of public authorities to encourage Public-Private Partnerships for safeguarding local cultural heritage resources. In order to make this process successful it is important to:

- Work with private partners to delineate culturally, historically and economically coherent zones for multileveled preservation and development
- Undertake and fund a comprehensive mapping of the region's natural, cultural and living (intangible) heritage in a register to assess the values that need protection within the municipality
- Find sustainable, self-sustaining and/or cost-effective functions for disused cultural heritage resources in order to create revenues for its proper maintenance
- Promote and support creative funding models and opportunities, including stimulus of resources from diverse sectors
- Continue involvement and maintain responsibility in heritage regeneration



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## **communication & knowledge management based on ICT**

All of the implemented pilot actions showed that one of the crucial things for successful implementation of activities aim for better management of sacral heritage resources is effective communication with all interested parties. Also part of implemented pilot actions was based on usage of various technologies and social media. The following tools were tested within the THETRIS pilot actions:

- PocketGuide Application
- Game application for smartphones (designed for Android system)
- Facebook
- Internet website

The reason for choosing the above-mentioned tools were: their high usability and accessibility (both for partners willing to implement them and for further potential users). One of the reflection after the implementation of pilot action refers to the fact that the only way to keep culture and heritage alive is through communication. New technologies can assist in preserving our memory (knowledge), but we must strike a balance between its use as a recorded memory tool and its use as a communication tool. In addition to recording elements of our heritage through using ICT, we must strive to keep it alive through its communication and use. New technologies and social media are very significant for culture in the information society, as they do not only provide means of preservation of our collective memory through recording cultural heritage resources, but also as the means of preservation of today's culture and creativity.

ICT will be effective for preserving heritage only if it results in keeping alive particular elements of our heritage for its use by citizens. This highlights the importance of cooperation and joint projects but it also implies that real actions must link the virtual with the real world. Thus virtual heritage resources, cultural industries, cultural tourism, art, etc., are all important segments in which our heritage is reflected and through which people find connections to it.

An important issue connected with effectiveness of communication and knowledge management dedicated to cultural heritage is the need for its sustainable, continuous development. An interesting solution was proposed by LAMORO, which focused on development of governance model: in order to ensure the continuity of implemented actions they decided to establish external association that would be responsible for maintenance of pilot action.

The second conclusion coming from implemented pilot action focusing on new technologies is related to the financial aspects connected with their usage, e.g. the game application for smartphones may generate in future extra costs connected with preparation of updates or adjustments to new system that may appear for smartphones. Thus it is important to plan from the beginning the development strategy that will describe the steps to be taken after the end of pilot action towards continuation and development of implemented activities.



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## **sustainable use of sacral heritage resources**

The ideal situation is when a visit to a sacral site is an essentially spiritual experience, uncontaminated by technical or commercial realities. At the same time it is expected that the sacral site will serve a local community in various ways: as a spiritual place, as a place empowering local community in its social and economic dimension:

- Representatives of church would like to focus on only spiritual experience of the site
- Local entrepreneurs see in sacral heritage resources a potential for their development, mainly in the field of cultural tourism
- NGOs and local communities consider a church or other sacral monument as a place/object which can stimulate the social development, e.g. to have an impact on education, to stimulate the creativity in the region or unite the people and represent their cultural roots and identity
- Tourists who are coming to heritage sites expecting to have certain cultural experiences

It is a difficult task for the site managers to combine all those expectations and manage the sacral heritage resources in sustainable way. The sustainable use of sacral heritage resources should be based on the following presumptions:

- To identify all sacral heritage stakeholders and their expectations towards its resources
- To initiate dialogue with all interested stakeholders in order to include their needs in the management strategies and to find a common understanding about the meaning and role of sacral heritage in development of local communities
- It is important to remember that the heritage exists thanks to local communities which are the bearers of its meaning and which give the particular meanings to certain places and objects. That is why local communities should be actively involved at all stages of sacral heritage management
- To make stakeholders realize that they are all responsible for the sacral heritage and on their action depends its future existence



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## VIII. Attachments: self-evaluation forms from all Project Partners implementing Pilot Actions

### VIII.1. Self-evaluation from “Accessibility model” Pilot Action

Name of Project Partner	Lead Partner
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Title of implemented pilot action	Accessibility Model
Short description of area where pilot was implemented	The area of Upper-Tisza is a rural area of Hungary, with many small villages and towns having remarkable tangible and intangible cultural heritage. In Upper-Tisza area it is difficult to get access churches and to cultural heritage. Although churches are quite close to each other, roads are often in bad condition and no signposts are available. There is a lack of traditional cycling routes, hiking paths ...etc. However the area has many small rivers, and causeways of river banks, that can serve as an alternative ways of making the different cultural sites accessible for example.
Description of actions implemented (including stakeholders involved, main goals, elements of sustainability)	During this pilot action we developed the accessibility model. We placed information tables on the cycle paths, most of which are located on the dams along the river in beautiful surroundings. The information boards placed on the cycle path help the tourists to easily inform. The pilot is aiming to combine a solution for the problem with the accessibility of churches, and for the preservation of its heritage.



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The activities would include mapping the possible parts of the area where the accessibility can be solved this way, based on this, establishing thematic path using the available infrastructure of the river banks signposting with information on nearby attractions and cultural heritage. In order to call the attention of the locals as well as possible visitors to the new opportunity of getting access to the different important cultural sites this way, leaflets and a map (digital and printed) will be prepared. The GPS based visitor guide developed in the first pilot of the LP will be also available for the users of this path. This navigation system can guide them along the path as well. Network of regional partners are created (churches, majors, local citizens) and decide together about the exact content of the map, and the sign-posts. During the pilot seminar partners will be informed about how accessibility of churches could be achieved.

	<p>The activities would include mapping the possible parts of the area where the accessibility can be solved this way, based on this, establishing thematic path using the available infrastructure of the river banks signposting with information on nearby attractions and cultural heritage. In order to call the attention of the locals as well as possible visitors to the new opportunity of getting access to the different important cultural sites this way, leaflets and a map (digital and printed) will be prepared. The GPS based visitor guide developed in the first pilot of the LP will be also available for the users of this path. This navigation system can guide them along the path as well. Network of regional partners are created (churches, majors, local citizens) and decide together about the exact content of the map, and the sign-posts. During the pilot seminar partners will be informed about how accessibility of churches could be achieved.</p>	
<p>Timetable of pilot actions</p> <p><i>(add more lines if necessary)</i></p>	<p>Name of the action</p>	<p>timing</p>
	<ul style="list-style-type: none"> <li>• to find companies for implementation of audio guide and table sign</li> <li>• determination of the GPS coordinates of the boards</li> <li>• searching developer and contractor</li> <li>• making business contracts</li> </ul>	<p>July-August 2013</p>
	<ul style="list-style-type: none"> <li>• to obtain necessary permission from Road Management, Water Management and municipalities</li> <li>• writing of text to GPS based navigation system</li> </ul>	<p>September-October 2013</p>
	<ul style="list-style-type: none"> <li>• text translation</li> <li>• ongoing consultation with table designers and audio guide developers in content development</li> <li>• preparation of tour scripts</li> <li>• setting the location of tables and placement them</li> <li>• making an inventory</li> <li>• handover for bicycle rental</li> </ul>	<p>November- December 2013</p>
	<ul style="list-style-type: none"> <li>• Placing guiding and information boards</li> <li>• Completion of implementation</li> </ul>	<p>January 2014</p>



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<p>Achieved results</p>	<p><i>please focus here more on qualitative results. The quantitative results you can describe in the table at the end of report</i></p> <p>We created the thematic map, on which two tours is illustrated. During this pilot action we developed two church routes:</p> <ul style="list-style-type: none"> <li>• Fehérgyarmat – Tiszacsécse</li> <li>• Fehérgyarmat – Cégénydányád</li> </ul> <p>Guiding and information signs were placed along the bike tour. Multilingual leaflets, publications, digital and printed maps were presented. In front of Churches information boards were placed.</p>
<p>Problems identified during project implementation</p>	<p><i>provide also information of you managed to solve the problems. If not please write which impact they had on implemented actions and on goals' achievement</i></p> <p>We did not face any problems during the implementation of pilot action..</p>
<p>Added value of pilot at local/regional level</p>	<p><i>describe here what kind of impact the implemented actions have socio-economic situation of the region</i></p> <p>The implemented pilot action leads to the better use of the potential economic growth opportunities provided by the culture economy in the different European regions.</p> <p>During the implementation of pilot action direction board, information board, multi-lingual leaflets, brochures as well as printed and digital maps were prepared. These materials that were distributed between the regional stakeholders have a very high value. We think that it will greatly contribute to the preservation of cultural heritage at the local and regional level.</p> <p><i>describe here what kind of impact the implemented actions have on accessibility of the route</i></p> <p>GPS based visitor guide system can help rural areas to introduce a better way to its visitors the cultural heritage. This GPS system navigates visitors throughout the THETRIS regional church route. Due to the measures, we believe that the number of tourists coming to the region. The cultural heritage has become more accessible for them.</p>

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*describe here what kind of impact the implemented actions have on preservation of cultural heritage*

The implemented pilot action will help to improve the cultural tourism in small towns and villages in the Central Europe area. We believe that due to the bicycle tour, the leaflets, the brochures, and the printed and digital map the people living here will be more aware of the consequences of their actions and will be making more aware decisions about preservation of local cultural heritage.

*describe here what kind of impact the implemented actions have on identity and local commitment*

Unfortunately, during the implementation period it was not possible to observe an impact on identity and local commitment, since there was no opportunity to test the implemented pilot action. However in our opportunities that it will be visible in a long-term perspective. For example: when the local people see that tourists coming from abroad, they would like to better preserve the natural values, and good condition of dams.

Possibilities of continuation of activities

*do you do think about continuation/development of implemented actions in future?(if not, why?)*

Yes, we think about continuation of implemented action in future, because Szabolcs-Szatmár-Bereg county is one of the richest areas in medieval church in Hungary. Therefore the church tour could be expanded in the future.

*Do you have an idea how to do it? What kind of resources you will need to continue pilot activities? will it be easy for you to find them?*

We have no concrete ideas.

*Other comments*

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<p>Remarks about what could be improved in the further activities</p>	<ul style="list-style-type: none"> <li>• Choosing professional companies for implementation making our job easier</li> <li>• Determining the exact position of table signs by GPS</li> <li>• After obtaining permission to place table signs</li> <li>• Table sign placement no in winter time</li> </ul>
<p>Describe elements of transferability at a transnational level</p>	<ul style="list-style-type: none"> <li>• PocketGuide system is also available for other partners; they can contact the company and can connect to the system.</li> <li>• Information board and direction board: their content (which was translated into English) in mainly universal so after small adaptations also other partners in different regions/countries can use them.</li> <li>• Accessibility model is also available for other partners, and it serve as a model for all partners in the preparation of analysis.</li> </ul> <p>In this respect, it is very important PocketGuide system, the route and connection of churches. The application not only been included the separate churches, but also the two tours. Thus, the cultural and historical values are linked. The interests of local people are to preserve the cultural and historical, as well as the natural values.</p> <p>In the interest of development questionnaire satisfaction-measurements were performed.</p>



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## VIII.2. Self-evaluation from “Cultural tourism” Pilot Action

Name of Project Partner	Lead Partner
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Title of implemented pilot action	Cultural Tourism
Short description of area where pilot was implemented	The area of Upper-Tisza is a rural area of Hungary, with many small villages and towns having remarkable tangible and intangible cultural heritage. In Upper-Tisza area it is difficult to get access churches and to cultural heritage. Although churches are quite close to each other, roads are often in bad condition and no signposts are available. There is a lack of traditional cycling routes, hiking paths ...etc.
Description of actions implemented (including stakeholders involved, main goals, elements of sustainability)	<p>In churches involved in the project we placed audio guide instruments. Using the tools the foreign tourist can obtain a lot of information about the history of the churches and cultural heritage linked to the churches.</p> <p>The GPS-based navigation system navigates visitors throughout the church route, introducing each church, giving information about history, and hints to the other members of the transnational church route.</p> <p>Main goals:</p> <ul style="list-style-type: none"> <li>• to test innovative ways of improving cultural tourism in small towns and villages in the Central Europe area</li> <li>• digitalization and dissemination of cultural heritage</li> <li>• to test a GPS based visitor guide system can help rural areas to introduce a better way to its visitors the cultural heritage</li> <li>• to achieve visitors stay more and visit more sights</li> <li>• to navigate visitors throughout the Thetris regional church route</li> <li>• as the individual tourism spreading user can discover the cultural heritage in own individual rhythm</li> </ul>



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Timetable of pilot actions	Name of the action	timing
<p>(add more lines if necessary)</p>	<ul style="list-style-type: none"> <li>• meetings and discussions with the priests</li> <li>• collecting material in the archives</li> <li>• collecting audio materials</li> <li>• taking photos</li> </ul>	<p>July-August 2013</p>
	<ul style="list-style-type: none"> <li>• selection of photos</li> <li>• construction and composition of audio materials</li> <li>• selection of audioguide instruments</li> <li>• request for proposal</li> <li>• cooperation with priests in content development</li> <li>• planning and going along the route</li> <li>• making and collecting photos to the tours</li> <li>• to obtain necessary permission from Road Management, Water Management and municipalities</li> </ul>	<p>September-October 2013</p>
	<ul style="list-style-type: none"> <li>• text translation</li> <li>• ordering of audioguide instruments</li> <li>• set-up of audioguide instruments</li> <li>• ongoing consultation with table designers and audio guide developers in content development</li> <li>• preparation of tour scripts</li> <li>• setting the location of tables and placing them</li> <li>• testing audio guide</li> <li>• making an inventory</li> <li>• handover for priests</li> </ul>	<p>November-December 2013</p>



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<p>Achieved results</p>	<p><b>Audio guide instruments</b> were placed in eight churches. The equipment operates in 3 languages (Hungarian, English, German).</p> <ul style="list-style-type: none"> <li>• introducing each church giving information on history and attractions</li> <li>• hints to the other part of the Thetris transnational church route</li> <li>• operates in 3 languages (Hungarian, English, German)</li> <li>• middle age music in the background</li> <li>• 2 cycle tours available in each church</li> </ul> <p><b>GPS-based navigation system</b> was developed for 2 cycle tours.</p> <ul style="list-style-type: none"> <li>• starting point at bike rental where tablets can be borrowed</li> <li>• introduction of 8 churches and sights during the trip</li> <li>• operates in 3 languages (Hungarian, English, German)</li> <li>• connection with table signs (QR codes provided)</li> <li>• available on smart phones anywhere in the world</li> <li>• available on websites and leaflet</li> <li>• questionnaire requested as basis of self-evaluation</li> </ul>
<p>Problems identified during project implementation</p>	<p>Unfortunately we have no regional tourism destination office. That's why in future we have to found it, which allows enhancement of Szatmár region along with cultural heritage through integrated tourist packages.</p>
<p>Added value of pilot at local/regional level</p>	<p><i>describe here what kind of impact the implemented actions have socio-economic situation of the region</i></p> <p>The implemented pilot action will help that the visitors stay more and visit more sights in this area.</p> <p>During the implementation of pilot action audio guide equipment, printed materials, maps, and number of leaflets were placed in churches and bicycle rental. These materials can be available for the people living here. If the participants test this pilot action, in our opinion, it will greatly contribute to the preservation of cultural heritage at the local and regional level.</p>

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*describe here what kind of impact the implemented actions have on accessibility of the route*

GPS based visitor guide system can help rural areas to introduce a better way to its visitors the cultural heritage. This GPS system navigates visitors throughout the THETRIS regional church route. Due to the measures, we believe that the number of tourists coming to the region. The cultural heritage has become more accessible for them.

*describe here what kind of impact the implemented actions have on preservation of cultural heritage*

The implemented pilot action will help to improve the cultural tourism in small towns and villages in the Central Europe area. We believe that due to the audio guide system, which were placed in churches and bicycle rental, the leaflets, the brochures, and the printed and digital map the people living here will be more aware of the consequences of their actions and will be making more aware decisions about preservation of local cultural heritage.

*describe here what kind of impact the implemented actions have on identity and local commitment*

Unfortunately, during the implementation period it was not possible to observe an impact on identity and local commitment, since there was no opportunity to test the implemented pilot action. However in our opportunities that it will be visible in a long-term perspective. For example: if the locals see foreigners that come into the church, it is expected that more attention will be paid to preserve their cultural value (even the younger generations).

Possibilities of continuation of activities

Yes, we think about continuation of implemented action in future, because Szabolcs-Szatmár-Bereg county is one of the richest areas in medieval church in Hungary. Therefore the church tour could be expanded in the future.

There are no concrete ideas.

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<p>Remarks about what could be improved in the further activities</p>	<ul style="list-style-type: none"> <li>• Choosing professional companies for implementation making our job easier</li> <li>• If application is used not necessary to provide audio guide equipment</li> <li>• Determining the exact position of table signs by GPS</li> <li>• After obtaining permission to place table signs</li> <li>• winter time is not appropriate to place table signs</li> </ul>
<p>Describe elements of transferability at a transnational level</p>	<ul style="list-style-type: none"> <li>• PocketGuide system is also available for other partners; they can contact the company and can connect to the system.</li> <li>• The maps, leaflets and questionnaires, which were placed in bicycle rental and churches, in mainly universal so after small adaptations also other partners in different regions/countries can use them.</li> </ul> <p>In this respect, it is very important PocketGuide system, the route and connection of churches. The application not only been included the separate churches, but also the two tours. Thus, the cultural and historical values are linked. The interests of local people are to preserve the cultural and historical, as well as the natural values. In the interest of development questionnaire satisfaction-measurements were performed.</p>



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### VIII.3. Self-evaluation from “Setting up a local network” Pilot Action

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<b>Title of implemented pilot action</b>	<b>Setting up a local network-&gt; to link churches and local actors (including development of a stamp system)</b>
Short description of area where pilot was implemented	The area: is located in the Freestate of Saxony. It is one of 16 “federal states”, which are the partly sovereign constituent states of the Federal Republic of Germany. Saxony is divided into 10 districts, whereas County Meissen and County Nordsachsen are involved into the THETRIS project.



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**Meissen:** Inhabitants: 244.717 (2012)

**Nordsachsen:** Inhabitants: 203.277 (2012)

The region was completely changed with the loss of the existing economic structure after 1989. The economic structure is influenced in equal parts by the producing and processing industries, agriculture and viticulture, and tourism.

In this area are many small distinctive churches, which are an important part of history and culture. So the counties offer stunning natural landscape and a culturally unique ensemble of fondly maintained architectural, sacral and natural monuments. But not only the church itself is the cultural heritage, it is also the music. Saxony is well known for its extraordinary church known musical diversity. Church music is one of the "trademarks" of the Saxon church. This is visible by about 1500 organ in Saxon churches and chapels, which are an extremely valuable cultural heritage.

The Lutheran Church in Saxony comprises the territory of the former country Saxony with the borders of 1922. With almost 764.000 church members in 770 parishes and joint parishes, it is numerically the third largest church in the East German area.



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	<p><b>Why THETRIS?</b></p> <ul style="list-style-type: none"> <li>- We have rural areas, which own unique monuments of cultural heritage and natural landscape are within the main focus</li> <li>- Often residents do not know which rich cultural heritage owns their region ( "just a few steps away")</li> <li>- tourism is not well developed in bigger citirism around highlights likees and around famous highlights-&gt; There is a concentration of tou big cities such as Dresden, Leipzig or the area around the vineyards, which is only in the focus of big tourism associations and marketing activities</li> <li>- lack of information in rural areas: no international promotion material are available in this rural areas, partially private persons develop their own "communication materials" to promote their village or town- not professional</li> </ul>
<p>Description of actions implemented (including stakeholders involved, main goals, elements of sustainability)</p>	<p><b>Description of action:</b></p> <ul style="list-style-type: none"> <li>- Establish a <b>stamp system, which will help to connect churches with local actors</b>-&gt; (- the stamps, which are available at any church can be collected by cyclists via a regional THETRIS map/ after a collected number of stamps the cyclist gets from selected local actors ( which are located on the route) an special discounts or special advantage when using the services(like special prices for tickets or regional specialities, etc.)</li> </ul> <p><b>Stakeholders involved:</b></p> <p>-&gt; churches (altogether: 26/5 on the international church route) priests and their communes, local actors from gastronomy, tourist information's and associations, Saxon National church, museums, small farmers shops, regional management institutions, representatives from municipalities, communes, counties, majors...</p> <p><b>Goals:</b></p> <ul style="list-style-type: none"> <li>- &gt; preserve cultural heritage by raising awareness for it (local identity)</li> <li>-&gt; "open" church institutions for tourism as a chance to highlight and preserve their cultural heritage</li> <li>- &gt; gain more interest and awareness for local cultural heritage from inhabitants and tourists</li> <li>- &gt; Strengthen the touristic section/ economy</li> <li>-&gt; Offer an incentive to tourists, to stay longer than one night (in the region, esp.rural area) in this area</li> <li>- &gt; Development of multilingual promotion materials ( English and German)</li> <li>-&gt; Prepare a strategy (based on results of WP3) to become sustainable and continue the operation after the projects lifetime as well as to find international transferable elements</li> </ul> <p><b>Elements of sustainability:</b></p> <ul style="list-style-type: none"> <li>-&gt; At the end of THETRIS a <b>network</b> will be established which works <b>sustainable</b> and <b>organizes itself</b></li> <li>-&gt; map with <b>stamp system</b>-&gt; after the end of the project the stamp system and map will be further usable and updated by local actors</li> <li>-&gt; the map and stamp system will also offer new possibilities to develop additional touristic offers</li> </ul>



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Timetable of pilot actions	Name of the action	timing
(add more lines if necessary)	Set up a local network	December 2013
	The pilot includes a stamp system	December 2013-> there is a delay: realization in this period (2014)
Achieved results	<p><i>please focus here more on qualitative results. The quantitative results you can describe in the table at the end of report</i></p> <ul style="list-style-type: none"> <li>- &gt; start a communication platform between church members and local actors</li> <li>-&gt; create a network which will be sustainable and continue after the projects end</li> <li>-&gt; “open” church institutions for tourism as a chance to highlight and preserve their cultural heritage</li> <li>-&gt; Offer an incentive for tourists, to stay longer than one night (in the region, esp. rural area) in this area</li> <li>- &gt; Development of multilingual promotion materials ( English and German)</li> </ul> <p>-&gt;during pilot seminars we have attended: exchange know how and strategies from partner countries</p>	
Problems identified during project implementation	<p><i>provide also information of you managed to solve the problems. If not please write which impact they had on implemented actions and on goals’ achievement</i></p> <ul style="list-style-type: none"> <li>- more time was needed to:</li> <li>- convince pastors about the added value of the project,</li> <li>- reduce prejudices when churches are open (theft,..)</li> <li>- to create awareness and to open their churches for tourism</li> </ul>	
Added value of pilot at local/regional level	<p><i>describe here what kind of impact the implemented actions have socio-economic situation of the region</i></p> <p>With the project a new touristic offer was created. Not even the network and map will be “hold alive” after the project’s end, but also an absolutely necessary offer which connects the “hidden” potential of the rural area, will be created and make the cultural heritage and locals visible to tourists. Further materials for foreign tourists will be developed also.</p> <p><i>describe here what kind of impact the implemented actions have on accessibility of the route</i></p> <ul style="list-style-type: none"> <li>- during the network the awareness of communes, municipalities or regional management institutions was raising, so beside sign posting of churches and the international churches, the most parts of the route will be signed and involved into the Saxon bicycle toad network (financed by the respective municipality)-&gt; this would never happen before</li> <li>- the network and route are the first, which connects two sides of the Elbe river in this rural area, ferries and bridges will further be used to connect those sides</li> <li>- churches will be connected which would never be found by the “usual” tourist</li> </ul>	

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	<p><i>describe here what kind of impact the implemented actions have on preservation of cultural heritage</i></p> <ul style="list-style-type: none"> <li>- the project offers a <b>unique possibility for leisure activities</b> of residents, along the route offers <b>for different ages</b> are offered</li> <li>- churches will be visited more and are connected</li> <li>-</li> </ul> <p><i>describe here what kind of impact the implemented actions have on identity and local commitment</i></p> <ul style="list-style-type: none"> <li>- local commitment of administrations and local society will increase</li> <li>- the more the pilot/ network was growing the support of the locals was visible</li> </ul>
<p>Possibilities of continuation of activities</p>	<p><i>do you do think about continuation/development of implemented actions in future?(if not, why?) definitive!</i></p> <p><i>Do you have an idea how to do it? What kind of resources you will need to continue pilot activities? will it be easy for you to find them?</i></p> <ul style="list-style-type: none"> <li>- According to great pilot activities of partners a mixture of them might be created</li> <li>- It is planned to promote the church route further on, to stimulate the network and to create accompanying offers</li> <li>- The network itself will be further will be able to organize itself and further activities</li>   <li>- After having the network and the results reached so far it is easier to get financial support -&gt; eg awareness of priests/from church side to open their churches for tourism</li> </ul> <p><i>Other comments</i></p>
<p>Remarks about what could be improved in the further activities</p>	<p>---</p>
<p>Describe elements of transferability at a transnational level</p>	<p>Transferability: The idea and implementation (strategy) of the network- a system, which offers an added value for tourists or residents when visiting places of cultural heritage and local actors is transferable</p>



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#### VIII.4. Self-evaluation from “Revitalization package to Novalesa Abbey” Pilot Action

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<b>Title of implemented pilot action</b>	<b>NOVALESA: A VILLAGE WITHIN A VILLAGE</b> <b>Pilot project for integrated cultural enhancement, social development and enterprise</b>
Short description of area where pilot was implemented	<p>The Susa Valley is located in Northwest Italy at the border with France, from which it is separated by the Alps, 3600 meters high. It is the widest valley in the Western Alps; in fact, it is a natural corridor stretching from East to West. The two sides of the valley benefit from different sun exposure and this makes them quite different from one another. The left side is dry, while the right side is humid, shady and cold. The natural environment, and particularly the flora, are deeply affected by this peculiarity, resulting in a valley with extremely variegated and interesting sites and habitats. In particular, the Susa Valley is defined as a Site of Community Importance (SCI) according to the so-called European Commission “Habitats Directive” (92/43/EEC), within the network “Natura 2000”.</p> <p>The Dora Riparia River runs through the valley, and there are abundant springs and superficial aquifers. In the high part of the</p>



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valley there are pastures, while at lower heights (1300–1800 meters) there are steep crevasses. The Susa Valley is among the most developed alpine valleys from economic and infrastructural points of view. It is crossed by two main roads through the passes Monginevro and Moncenisio. Moreover, a motorway and an international railway reach France through the Fréjus tunnel. The Valley hosts three hydroelectric dams and is crossed by two electric lines. The total resident population at 1 January 2011 amounted to 85.959 people, with a strong imbalance between the low and the high valley, inhabited by 71.820 and 14.139 people respectively. It is divided into 37 Municipalities and it extends for about 1,110 km square. There is a well-established tourist industry, as it is evident by the presence of “second homes”, hotels and motorway traffic. Notwithstanding the heavy human presence, the Susa Valley features wide semi-natural and wild areas, which host many examples of alpine fauna (deer, chamois, roe deer, wild boar, eagles, hawk, partridges and wolves) and a very rich diversity of flower species: there are four natural parks, two natural reserves and many areas of European interest. Livestock rearing, which was very intense until the end of World War II and subsequently declined, is now in a new phase of growth, albeit slow, and consists of about 7000 cattle, 10000 sheep and 500 goats.

Description of actions implemented (including stakeholders involved, main goals, elements of sustainability)

- Explanation of the project and share of actions/aims with the population;
- analysis of social and architectural aspects related to the pilot action;
- build, with local stakeholder, material and immaterial cultural paths between the Abbey and village with focus on relevant places;
- sharing purpose of public buildings along "via Maestra".

Timetable of pilot actions

(add more lines if necessary)

Name of the action	timing
Meetings with population and tourists	24 may 2013 23 august 2013
Sharing with Novalesa Citizens of the Project contents and presentation by Novalesa Mayor and Turin Province	July – august 2013
Politecnico Survey	15 march 2013 12 June 2013
Meetings with the owner of “Via Maestra” buildings	27 June 2013 20 November 2013
Meetings and interview with citizens for gathering of memories, mental images and documents (photos and postcards).	april/july 2013
Innovative transferable revitalization package	december 2013



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<p>Achieved results</p>	<p>There has been 4 technical meetings in the work sites along “via Maestra”, where were invited 100 owners’ center buildings and a consultancy service and support to designers and contractors in the concrete running of individual restoration sites (5).</p> <p>There has been meetings with 10 native families of Novalesa with the aim to rebuild the lifestyle of the village through the memories, mental images and documents (photos and postcards).</p> <p>Project Thetris realized:</p> <ul style="list-style-type: none"> <li>- 100 architectural cataloguing of the buildings along the "Via Maestra";</li> <li>- databases (pictures, postcards, transcription of texts and stories) as evidence of lifestyle in the past;</li> <li>- the guidelines for the enhancement and restoration of cultural heritage according with the requirements of the municipal administration aimed in particular to the buildings along the "Via Maestra".</li> <li>- Three operations to recovery of properties have been carried out (2 private and 1 public)</li> <li>- and three are in progress (1 private and 2 public) .</li> </ul>
<p>Problems identified during project implementation</p>	<p>We started the implementation in the month 12 - (June 2013) and we have to finish the activities in the month 20 – (February 2014), so that the effective duration of work is 8 months, even though the AF at page 46 (Summary description and approach) defines that “each piloting partner have 11 months to implement its pilot action”</p> <p>Moreover we have to coordinate our Pilot Project results with PP6 pilot action, in time for the study tour (3-4 February 2014). To respect the scheduled program we have to complete our auto-evaluation in January, therefore it will be very difficult to analyze the effective impact and receive feedback by local stakeholders.</p> <p>That means that might be some delays in the implementation of the PA</p>
<p>Added value of pilot at local/regional level</p>	<p><i>describe here what kind of impact the implemented actions have on socio-economic situation of the region</i></p> <ul style="list-style-type: none"> <li>- Favours the aggregation of different players (public bodies, associations, owners of cultural assets, business operators, individual members of the public, etc.) around a shared development plan;</li> <li>- promotes sustainable development actions aimed at generating value from the local cultural heritage;</li> <li>- facilitates the local activation of processes for the on-line management of the cultural heritage;</li> <li>- promotes the development of forms of sustainable tourism development</li> </ul>

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describe here what kind of impact the implemented actions have on accessibility of the route

describe here what kind of impact the implemented actions have on preservation of cultural heritage

Definition of guidelines for the recovery of the architectural heritage,

in line with the needs of the municipal administration, which requires direction for the correct recovery of the heritage, guidelines for the buildings on the main street were drawn up to converge with the municipal building regulations.

Through the recovery and enhancement of the old town, the intention is to recovery and enhance points of historical and architectural interest of great beauty and rarity, capable of highlighting the way of living and working of an alpine village at the foot of a great pass and alongside an important abbey. Offering new integrated products to the cultural tourism market.

In this sense, the project contribute to creating an eco-friendly historical and cultural tourism offer which complements that existing today, founded mainly on religious heritage and connected to the excursionist and sporting use of the territory. This can trigger an increase in the presence of tourists and in the exchange of national and international tourism, with an economic effect on local hospitality and commerce and the possibility for new occupational opportunities for young people who intend to continue living and working in the mountains.

In addition to the all-round recovery of the architectural heritage, a series of coordinated operations were launched in relation to the accessibility and use of public space and the village's artistic and architectural heritage.

In particular, there were interventions for the requalification of open space, with the creation of parking areas and access to the village, restoration of the road surface and the installation of new urban furnishings, restoring and replacing signs and the lighting system.

In terms of cultural communication, a display is planned inside the recently restored Casa degli Affreschi, in order to create a point for the interpretation and communication of the village's history and culture inside the building.

A last intervention consists in restoring the ancient inscriptions in the old town that state the local place names in Franco-Provençale.

	<p><i>Transnational development involvement of</i></p>   <p><i>describe here what kind of impact the implemented actions have on identity and local commitment</i></p> <p>The Alpine civilisation and, consequently, that of Novalesa, is closely linked to the history of its territory, its reference cultures and the path that has characterised its development processes.</p> <p>The population's initial diffidence was the challenge to be undertaken, working on the promotion of actions aimed at achieving renewed self-awareness and on offering tangible and verifiable opportunities for economic growth to the community that still lives in Novalesa.</p> <p>The project made a preliminary analysis containing the geographic, historical-cultural and socio-economic characterisation, the legislative instructions and those for territorial planning, as well as identification of the strengths and weaknesses in the study area;</p> <p>the survey on constructive traditions and on the customs and everyday practices in the area examined, aimed at recovering knowledge of the ancient construction features in the architecture of Novalesa and everyday life in the community;</p> <p>the creation of a catalogue of the buildings that overlook the village's main street, a matter discussed with the owners and completed thanks to their cooperation;</p> <p>meetings with the community to gather elements useful to their perception of the Abbey of Novalesa and its relationship with the village;</p> <p>the preparation of a book of memories, containing texts, appeals and pictures collected during the meeting with every family in Novalesa, completing the search made in the historical archives to document life in the community over the last three centuries;</p> <p>the handbook of good practices for the recovery of the urban building heritage, containing the characterisation of the buildings, the typological analysis and the plans and ideas for recovery;</p> <p>the guidelines discussed with the Administration and the population, containing suggestions for the recovery of the architectural heritage.</p>
<p>Possibilities of continuation of activities</p>	<p><i>do you do think about continuation/development of implemented actions in future?(if not, why?)</i></p> <ul style="list-style-type: none"> <li>-maintenance of consulting activity</li> <li>- in-depth analysis of feasibility study (socio-economic analysis and financial sustainability of achieved solutions like for example casa Quarsot and casa Affreschi)</li> </ul>

	<p>Transnational development involvement of</p>  
	<p>Do you have an idea how to do it? What kind of resources you will need to continue pilot activities? will it be easy for you to find them?</p> <p>Cost-benefit analysis and management model for public/private collaboration through multi criteria and multi-purpose analysis which could define economic and financial plan in order to reach the best solution to gather the maximum number of stakeholder . Anyway it's very difficult to find money for begin a second level of study necessary to the implementation of the project, especially in our region or country.</p>
<p>Remarks about what could be improved in the further activities</p>	<p><i>Other comments</i></p> <p>Tutorial activity for fund raising (in Europe and in Italy) in order to turn into a real project the designed sustainable solution Identification and easing of managing models of public/private collaboration.</p>
<p>Describe elements of transferability at a transnational level</p>	<p>The way to define revitalization and a development Citizen involvement in social-politics decision by:</p> <ul style="list-style-type: none"> <li>- definition of shared procedures between citizen and administration</li> <li>- choices and knowledge sharing</li> <li>- valorisation of local voluntary association</li> </ul> <p>requalification of the cultural heritage by:</p> <ul style="list-style-type: none"> <li>- guidelines for the architectural buildings renovation;</li> <li>- public building renovation ();</li> </ul> <p>public strategic planning by:</p> <ul style="list-style-type: none"> <li>- definition and following of public strategy in short-medium term</li> </ul> <p>support and tutoring public activity of the local private business community by:</p> <ul style="list-style-type: none"> <li>- select orientation and helping in definition of public strategic necessities;</li> <li>- incentive of public/private linked actions;</li> <li>- tutoring and consulting in European public competition;</li> <li>- local system and net incentive;</li> <li>- local business community training;</li> </ul>



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Definition of special touristic suggestions by:

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potentiality analysis;  
referential target identification;  
communication strategy definition  
assimilated governance tools;

Meetings with citizen in order to know their perceptions about the Novalesa Abbey and its relationship with Novalesa town.

Writing of a memory book through pictures, tales, memories, papers from each Novalesa family, in order to complete with the historic archives aid the description of the community life in the last 3 centuries;

Good practice handbook for the rehabilitation of the urban building heritage, in which find the buildings characterisation, the codification analysis and the design ideas for the rehabilitation;

Guidelines shared between Administration and Population about advices on the architectonic heritage rehabilitation;

The preliminary analysis highlights the social-economic features of the background, the cultural and historical aspects of Susa Valley, the traditional activities linked to the productive building structures



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## VIII.5. Self-evaluation from “Governance model” Pilot Action

Name of Project Partner	LAMORO DEVELOPMENT AGENCY PP6
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Title of implemented pilot action	GOVERNANCE MODEL at the local level
Short description of area where pilot was implemented	<p>The pilot area includes the territory of three municipalities of the province of Alessandria: Bosco Marengo, Sezzadio and Cassine.</p> <p>A short route out of the main itineraries connect these three municipalities, villages of Roman ages origins in the Alessandria region area between the plane and the hills, close to ancient ways, historical and cultural routes (from the pre-Roman age to Napoleon) natural preservation areas and enogastronomic itineraries in an area of local quality productions.</p> <p>Each one of the three religious complexes has a peculiar place inside the area, its history and landscape and presents peculiar architectural features and artworks. Cassine is a medieval village that preserved its structure and several churches among which the San Francesco gothic monastery (XIII century). Santa Giustina in Sezzadio is a former Benedictine abbey founded in the XI century, still nowadays related to agricultural works. Santa Croce in Bosco Marengo is a XVI century huge monastery founded by Pope Pius V in the countryside of its birth village.</p> <p>The area has a consolidate historical identity and host traditional festivals and artistic events.</p>



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<p>Description of actions implemented (including stakeholders involved, main goals, elements of sustainability)</p>	<p>We focused on new marketing solutions to promote tangible and intangible cultural heritage linked to churches. At the same time we're trying to implement a network of public and private stakeholders interested in making the new marketing tools really efficient and operative.</p> <p>First of all we involved decision makers at the local level (Mayors of three Municipalities) and the private owner of one important church in Sezzadio (Santa Giustina Abbey). Secondly other stakeholders such as: Civic Museums, Diocesan Museums, cultural associations.</p>											
<p>Timetable of pilot actions  (add more lines if necessary)</p>	<table border="1"> <thead> <tr> <th data-bbox="586 600 1500 622">Name of the action</th> <th data-bbox="1509 600 2065 622">timing</th> </tr> </thead> <tbody> <tr> <td data-bbox="586 628 1500 654">To identify the model and the new marketing tools</td> <td data-bbox="1509 628 2065 654">By December 2013</td> </tr> <tr> <td data-bbox="586 660 1500 718">To find, in cooperation with local stakeholders, how the governance model could function (also after the end of THETRIS' activities)</td> <td data-bbox="1509 660 2065 718">By December 2013</td> </tr> <tr> <td data-bbox="586 724 1500 750">To realize the marketing tools</td> <td data-bbox="1509 724 2065 750">By March 2014</td> </tr> <tr> <td data-bbox="586 756 1500 782">To realize training seminars for local stakeholders</td> <td data-bbox="1509 756 2065 782">By March 2014</td> </tr> </tbody> </table>	Name of the action	timing	To identify the model and the new marketing tools	By December 2013	To find, in cooperation with local stakeholders, how the governance model could function (also after the end of THETRIS' activities)	By December 2013	To realize the marketing tools	By March 2014	To realize training seminars for local stakeholders	By March 2014	
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To realize training seminars for local stakeholders	By March 2014											
<p>Achieved results</p>	<p><i>please focus here more on qualitative results. The quantitative results you can describe in the table at the end of report</i></p> <p>Outputs:</p> <ul style="list-style-type: none"> <li>• 1 governance model identified</li> <li>• 1 interactive website realized</li> <li>• 1 facebook page realized</li> <li>• 2 training seminars realized</li> <li>• 1 external association created for the sustainability of the model</li> </ul>											
<p>Problems identified during project implementation</p>	<p><i>provide also information of you managed to solve the problems. If not please write which impact they had on implemented actions and on goals' achievement</i></p> <p>The most important problem we faced is the difficulty of individual stakeholders to work in network in order to pursue common goals. There are many small associations at the local level that work for the promotion of our cultural heritage but an organization that coordinates the various actions is lacking.</p>											
<p>Added value of pilot at local/regional level</p>	<p><i>describe here what kind of impact the implemented actions have socio-economic situation of the region</i></p> <p>More tourists will visit our pilot area. This means a positive impact on the economic and commercial enterprises of the territory.</p>											

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*describe here what kind of impact the implemented actions have on accessibility of the route*

The tourists, through the marketing tools developed in the framework of the pilot project, will access all needed information regarding the religious monuments, the local cultural initiatives and the accessibility of the route.

*describe here what kind of impact the implemented actions have on preservation of cultural heritage*

The actions implemented raise awareness among local stakeholder about the preservation of cultural heritage. Public decision makers are trying to involve private bodies in projects aiming to preserve the tangible cultural heritage of our territory.

*describe here what kind of impact the implemented actions have on identity and local commitment*

Local cultural associations are accepting to work together and to coordinate the initiatives (festivals ...) in order to make stronger the local identity of the territory (and not only of the single municipality)

Possibilities of continuation of activities

*do you do think about continuation/development of implemented actions in future?(if not, why?)*

The sustainability of actions will be secured by the organization that will be created at the end of THETRIS project. The organization will be able to implement the model created during the pilot project and to make it sustainable.

*Do you have an idea how to do it? What kind of resources you will need to continue pilot activities? will it be easy for you to find them?*

One of the most urgent problems in Italy is the lack of public money to fund the initiatives of the cultural associations. We will try to implement actions with private stakeholders.

*Other comments*



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Remarks about what could be improved in the further activities	We can build links with the other route involved in THETRIS project (Route in Susa Valley, PP5)
Describe elements of transferability at a transnational level	The elements of transferability are: <ul style="list-style-type: none"><li>• the involvement of cultural associations and volunteers</li><li>• the involvement of public and private stakeholders through networking</li><li>• the marketing tools</li><li>• the creation of a new organization as coordinator of the local network.</li></ul>



### VIII.6. Self-evaluation from “The Golden Cathedrale” Pilot Action

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Title of implemented pilot action	“The Golden Cathedrale”
Short description of area where pilot was implemented	The area is called “Obersteiermark West” and is located in the western part of Styria in a mountainous region that is crossed by the river Mur. The region suffers because of brain-drain and missing job opportunities due to a lack of infrastructure, that may be the main reason for not being able to attract big companies that could provide the population with jobs.
Description of actions implemented (including stakeholders involved, main goals, elements of sustainability)	<p>Our tasks and challenges in general and concerning the implementation of the pilote action where the following:</p> <ul style="list-style-type: none"> <li>• Development of a route of outstanding medieval churches and sites representing cultural heritage in the district of Murtal</li> <li>• Inclusion of already existing attractions (pilgrimage routes and places, medieval fortresses, touristic offers)</li> <li>• Consideration of the opinions of the local population</li> <li>• And involvement into the development process</li> <li>• Development of a possible connecting route (hiking, biking, barrierfree) between the churches</li> <li>• Linking the church route with its cultural heritage content to the interests of the local teenagers (young generation) and make them aware about the (im-) material richness they can find in their region</li> </ul> <p>During the regional working group session in June 2013 we discussed the possibilities and opportunities that lie in creating an</p>



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	<p>IT-tool to make especially the youth more aware of the cultural heritage and treasures they have in their homeland. The regional meetings were set up with locals from different sectors such as tourism/ economy, church and education/ leisure time in order to get a wide-range of perspectives and opinions on the topic and the pilot-actions. We published the tender for finding an IT-provider to complete the task in July 2013. We had several meetings where we defined the objective and the tasks with the IT-company. By the end of September 2013 we chose the company Codeflügel GmbH and started implementing the concept. We had a presentation of the concept in another regional meeting on 21.11.2013 and the local stakeholders and partners liked it very much. We are designing and programming a Smartphone-application as game/treasure hunt to discover the local cultural heritage, tailored for the youth between 14 and 17 years. The german version of the application was finished by December 2013, the English version was finished in February 2014. Currently we are testing the application with our regional stakeholders and will do a testing-event with youth from different countries on 21<sup>st</sup> of March 2014. We are planning to do a press-conference on 3<sup>rd</sup> of April 2014 in order to make our pilot-project visible to the public.</p>																									
<p>Timetable of pilot actions  (add more lines if necessary)</p>	<table border="1"> <thead> <tr> <th style="background-color: #92d050;">Name of the action</th> <th style="background-color: #92d050;">timing</th> </tr> </thead> <tbody> <tr> <td>1.regional meeting</td> <td>June 2013</td> </tr> <tr> <td>Tender for IT-project on homepage</td> <td>July 2013</td> </tr> <tr> <td>Concept making internally</td> <td>August-September 2013</td> </tr> <tr> <td>Programming /Codeflügel</td> <td>October 2013- December 2013</td> </tr> <tr> <td>2. regional meeting/presentation</td> <td>November 2013</td> </tr> <tr> <td>Finishing of german version</td> <td>December 2013</td> </tr> <tr> <td>Test-phase</td> <td>January-March 2014</td> </tr> <tr> <td>Finishing of English version</td> <td>February 2014</td> </tr> <tr> <td>3. regional meeting/ presentation</td> <td>March 2014</td> </tr> <tr> <td>Putting signposts with QR-codes</td> <td></td> </tr> <tr> <td>Press conference and public presentation during pilot seminar</td> <td>April 2014</td> </tr> </tbody> </table>	Name of the action	timing	1.regional meeting	June 2013	Tender for IT-project on homepage	July 2013	Concept making internally	August-September 2013	Programming /Codeflügel	October 2013- December 2013	2. regional meeting/presentation	November 2013	Finishing of german version	December 2013	Test-phase	January-March 2014	Finishing of English version	February 2014	3. regional meeting/ presentation	March 2014	Putting signposts with QR-codes		Press conference and public presentation during pilot seminar	April 2014	
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<p>Achieved results</p>	<p>Agreement with local community on how to do the pilot-project and on which focus The company Codeflügel was chosen to do the programming of our IT-pilote 3 meetings and one presentation on regional level (June and November 2013, march 2014, press conference in April 2014)</p>																									
<p>Problems identified during project implementation</p>	<p>The money in the budget (6.900 €) was not enough in order to provide something useful and professional for the region. We had to transfer/ organize money to pay the IT-company. It is not possible to mix too much of the objectives in just one application, so we decided to focus on the needs and interests of the young generation as there are important actors concerning the future and sustainable valorization of the region.</p>																									



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Added value of pilot at local/regional level	<p><i>describe here what kind of impact the implemented actions have socio-economic situation of the region</i></p> <p>young people can cherish the cultural heritage of the region and get access to this know-how by doing a treasure-hunt on their mobile phones</p>
	<p><i>describe here what kind of impact the implemented actions have on accessibility of the route</i></p> <p>the route and its content will be made accessible to Smartphone-users and in a visual manner.</p>
	<p><i>describe here what kind of impact the implemented actions have on preservation of cultural heritage</i></p> <p>the cultural heritage mentioned in the It-pilote will be given a higher value by the users and so they are more eager to contribute to the preservation. Furthermore, after the THETRIS project's end, the application could be sponsored by companies and a part of this money can be used for the preservation of the cultural heritage.</p>
	<p><i>describe here what kind of impact the implemented actions have on identity and local commitment</i></p> <p>the local population gets aware of what they have and maybe become proud "ambassadors" of this local heritage as cultural guides in tourism or for schools</p>
Possibilities of continuation of activities	<p><i>do you do think about continuation/development of implemented actions in future?(if not, why?)</i></p> <p>yes</p>
	<p><i>Do you have an idea how to do it? What kind of resources you will need to continue pilot activities? will it be easy for you to find them?</i></p> <p>Local sponsors and companies that can put their advertisement into the smartphone app and on the markers that are necessary for reproducing the "augmented reality"-Golden Cathedrale!</p>
	<p><i>Other comments</i></p>



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Remarks about what could be improved in the further activities	More money and resources should be invested in the pilote programming itself and its regional implementation and distribution of the product.
Describe elements of transferability at a transnational level	This IT-pilote could be used on every church route as a great tool for young people, but of course the content has to be adapted to the local heritage.



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## VIII.7. Self-evaluation from “Management trainings” Pilot Action

Name of Project Partner	Association of Communes and Cities of Malopolska Region
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Title of implemented pilot action	Management trainings
Short description of area where pilot was implemented	<p>Małopolska is a dynamically developing region with a considerable economic potential that promises reliable economic growth. It provides a friendly, competitive and attractive area of operation for entrepreneurs.</p> <p>The region is inhabited by 3.33 million people (2011 National Census: 8.7 percent of Poland's population, 4th place in Poland) and is characterized by a constant high population growth rate. It also attracts people from other regions. Only in 2011, the number of inhabitants increased by 4.3 thousand.</p> <p>Małopolska, which covers the area of 15,200 km<sup>2</sup>, and its capital – Krakow, are one of the most beautiful areas in Central Europe. This is proven by 8–10 million tourists a year who discover the historic sights of the former capital of Poland, the magnificent landscapes of the Tatra Mountains, Podhale and Pieniny, the traditions of the Wieliczka Salt Mine, the tragic events in the 20th century history of Auschwitz, the home of John Paul II in Wadowice, castles, wooden historic architecture, national parks and nature reserves.</p> <p>Małopolska has the greatest number of objects listed among the UNESCO World Cultural and Natural Heritage Sites. As many as 14 Polish objects are located in the Malopolska Region: the Old Town in Krakow, the Royal Salt Mines in Wieliczka and Bochnia (1987, 2013), KL Auschwitz-Birkenau, the monastery in Kalwaria Zebrzydowska, wooden churches in southern Małopolska – Binarowa, Blizne, Dębno Podhalańskie, Haczów, Lipnica Murowana, Sękowa and churches within a group of wooden Orthodox church complexes (since 2013).</p>



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	<p>The region borders the Slovak Republic (982 km of shared border). Next to Krakow, other important cities in Małopolska include: Tarnów (118 thousand), Nowy Sącz (85 thousand), Oświęcim (43 thousand), Chrzanów (40 thousand), Nowy Targ (33 thousand), Zakopane (27 thousand).</p> <p>Małopolska is one of the best economically developing regions, which is confirmed by its high positions in rankings: „European Cities &amp; Regions of the Future 2012/2013” (fDi Intelligence), „Atrakcyjność inwestycyjna polskich regionów 2012” (Market Economy Research Institute – IBnGR), Top 10 Emerging Outsourcing Cities List (Global Services, 2012), and reliable interest in investments on the part of the world's largest companies dealing with industry, modern business services, manufacturing, automotive industry, commerce, science and research.</p>
<p>Description of actions implemented (including stakeholders involved, main goals, elements of sustainability)</p>	<p><b>Phase I:</b> In the first phase of the implementation of the pilot action a partnership between Association of Communes and Cities of Malopolska Region, Malopolska Tourism Organization and Institute of Culture at Jagiellonian University was set up. The aim of this partnership was to gather organizations which, due to their knowledge, experience and competences are interested in upskilling of stakeholders involved in sacral heritage management in Malopolska Region in Poland. In this phase also after setting up the partnership there was organized a meeting during which the content of management trainings was discussed. The proposals for topic of the trainings were send for the discussion to interested stakeholders as well: priests responsible for sacral heritage management and local authorities in the region. This allowed to create the final list of trainings that were organized within the pilot action.</p> <p><b>Phase II:</b> The second phase of the implementation of pilot action was dedicated to organization management trainings. The following themes were chosen for the trainings:</p> <ul style="list-style-type: none"> <li>„Standards for local guides working on Wooden Architecture Route” (11<sup>th</sup> June 2013)</li> <li>„Territorial marketing – how to promote your municipality on the base of local heritage?” (29<sup>th</sup> November 2013 and 11<sup>th</sup> February 2014)</li> <li>„Management of historic monument on the cultural route. Case study of Wooden Architecture Route” (17<sup>th</sup> December 2013)</li> </ul> <p>The trainings gathered 62 participants representing various groups of stakeholders:</p> <ul style="list-style-type: none"> <li>- Guides working in the sacral heritage objects on the Wooden Architecture Route</li> <li>- Priests</li> <li>- Self-government representatives</li> <li>- NGOs</li> </ul> <p>The important element of training sessions was that the trainers invited to run the sessions were having practical experience in management of cultural routes, so except of theoretical knowledge that was transferred during the trainings participants had a chance to share and exchange their experiences.</p> <p><b>Phase III</b> The third phase of implementation of pilot action, that was development of training materials. This phase was implemented parallel to the phase II. To each theme of management training separate set of training materials was developed.</p>



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	<p>The materials were also available on the website of Association of Communes and Cities of Malopolska Region to be downloaded for free. The materials were translated into English and in this way they can be used also by the other partners of THETRIS project (and not only).</p> <p><b>Phase IV</b> The last phase of the pilot action included the evaluation of implemented activities. During this phase the meeting of institutions involved in PA implementation and regional stakeholders. The meeting aimed to discuss the effects of implemented actions and further activities connected with continuation of management trainings program.</p>	
Timetable of pilot actions  (add more lines if necessary)	Name of the action	timing
	Meeting with regional stakeholders	June 2013
	Training on „Standards for local guides working on Wooden Architecture Route”	11 <sup>th</sup> June 2013
	Training on „Territorial marketing – how to promote your municipality on the base of local heritage?”	29 <sup>th</sup> November 2013
	Training on „Management of historic monument on the cultural route. Case study of Wooden Architecture Route”	17 <sup>th</sup> December 2013
	Training on „Territorial marketing – how to promote your municipality on the base of local heritage?”	11 <sup>th</sup> February 2014
Achieved results	<p><i>please focus here more on qualitative results. The quantitative results you can describe in the table at the end of report</i></p> <ul style="list-style-type: none"> <li>- Growth of awareness about the importance of cultural heritage between groups of different stakeholders</li> <li>- Improvement of the level of services offered in the sacral monuments on the Wooden Architecture route</li> <li>- Initiation of the cooperation between various stakeholders working together in the field of heritage management</li> <li>- Growing interest in creating strong ‚heritage brand’ in Malopolska Region with involvement of local communities</li> </ul>	
Problems identified during project implementation	<p><i>provide also information of you managed to solve the problems. If not please write which impact they had on implemented actions and on goals’ achievement</i></p> <p>the main problems identified during implementation of Pilot action were:</p> <ul style="list-style-type: none"> <li>- Small motivation from local guides to improve their qualifications</li> <li>- Big enthusiasm and lower readiness to act (especially financially) from self-government representatives</li> <li>- To short time for pilot action in order to see the long-term results of implemented pilot action</li> </ul>	



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<p>Added value of pilot at local/regional level</p>	<p><i>describe here what kind of impact the implemented actions have socio-economic situation of the region</i></p> <p>The trainings and training materials that were distributed between the regional stakeholders were valued very high. In our opinion the implemented training, apart from having an impact on the qualifications and knowledge of their participants, contributed also to strengthening the cooperation between various stakeholders involved in the management of cultural heritage, both on local and regional levels.</p> <hr/> <p><i>describe here what kind of impact the implemented actions have on accessibility of the route</i></p> <p>due to the fact that there were organized trainings for guides working in the sacral heritage objects we believe that, as they are better prepared to fulfill their responsibilities as guides there will be more tourists coming and visting the objects on the route.</p> <hr/> <p><i>describe here what kind of impact the implemented actions have on preservation of cultural heritage</i></p> <p>the management trainings program realized within the pilot action resulted in the growth of awareness of various heritage stakeholders on the necessity of its preservation and also on methods and tools that can be used for preservation purposes. We believe that thanks to the training program its participants will be more aware of the consequences of their actions and will be making more aware decisions about preservation of local cultural heritage.</p> <hr/> <p><i>describe here what kind of impact the implemented actions have on identity and local commitment</i></p> <p>during the implementation period it was not possible to observe an impact on identity and local commitment. However we believe that this will be visible in a long-term perspective: as the stakeholders involved in the training program will be making better decision and implement into practice the knowledge they gained that will be noticed by local communities who will start to engage itself as well.</p>
<p>Possibilities of continuation of activities</p>	<p><i>do you do think about continuation/development of implemented actions in future?(if not, why?)</i></p> <p>yes, we are sure that we will continue the activities in the future. We formed a partnership with Malopolska Tourism Organization and Institute of Culture at Jagiellonian University for this purpose. We all see that there is a need to make the management trainings as a regular element of Wooden Architecture Route management plan.</p>

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*Do you have an idea how to do it? What kind of resources you will need to continue pilot activities? will it be easy for you to find them?*

The main resource needed for continuation of implemented activities are money for the trainers. We have already made arrangements with our partners: Malopolska Tourism Organization and with Institute of Culture in order to plan trainings for the next season.

*Other comments*

Remarks about what could be improved in the further activities

It would be good to include the trainings for guides to their every-year training programme. To ensure the sustainable high quality of their services we would like to continue them by initiating with them every season of Open Architecture Route in Malopolska Region. In this way all guides would be obligated to participate in the training in order to work in the objects on the Route.

The other idea that could be improves in the further activities is connected with setting up a network of local stakeholders (it this way we could use the results of pilot action implemented by PP3) and combine them with our training programme.

In future the training materials should be also developed more, what means: to make more case study analysis in them, that would be more familiar to the training participants. Also it would be good to combine the training program (which is in a form of a lecture) with workshops so in this way the participants could have a chance to develop their practical skills.

Describe elements of transferability at a transnational level

- Stakeholders involvement in preparation the trainings program
- Training materials. Their content (which was translated into English) in mainly universal so after small adaptations also other partners in different regions/countries can use them during the trainings