STRATEGY FOR SUSTAINABLE PRESERVATION AND VALORISATION OF ARCHAEOLOGICAL PARKS

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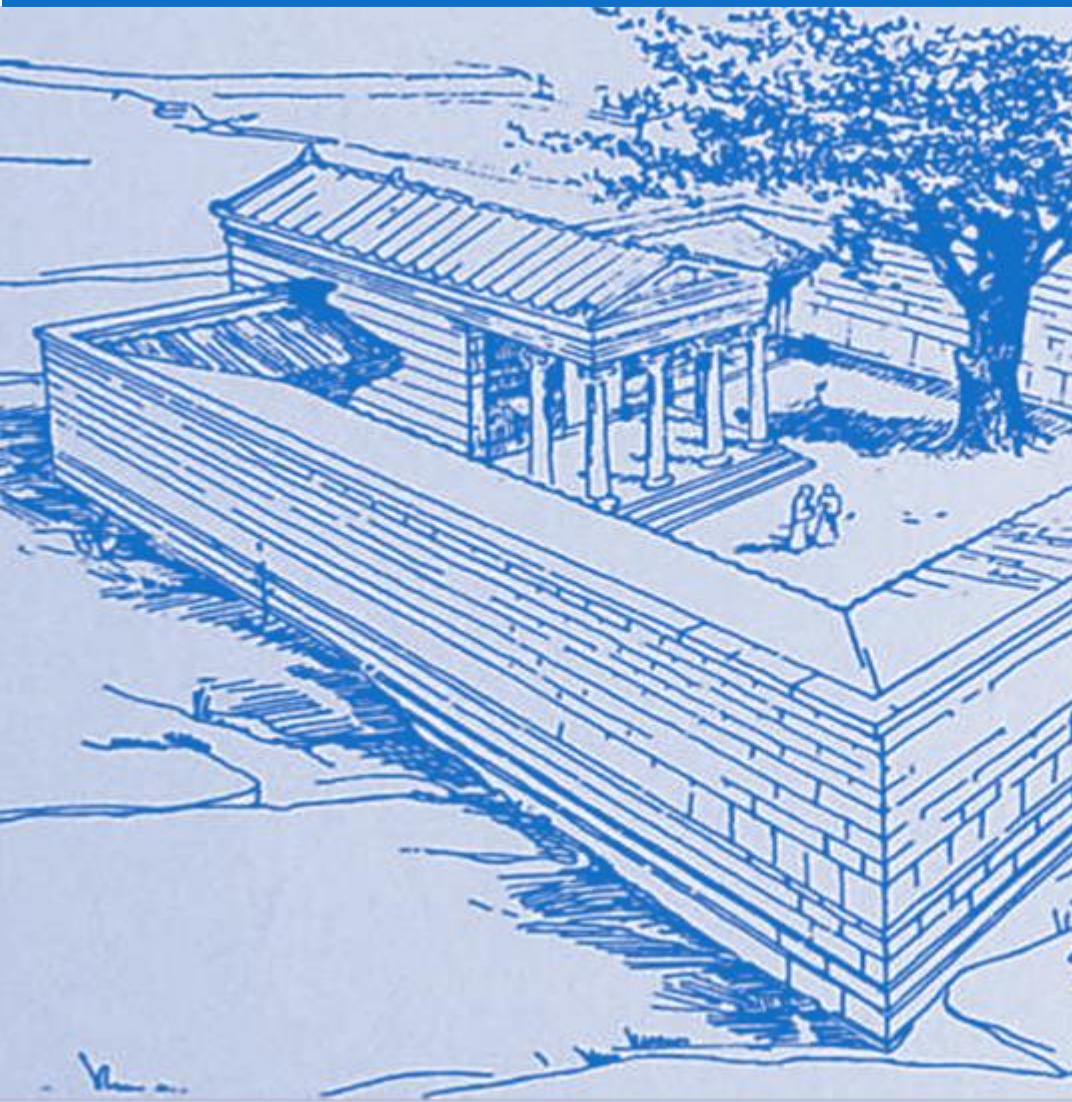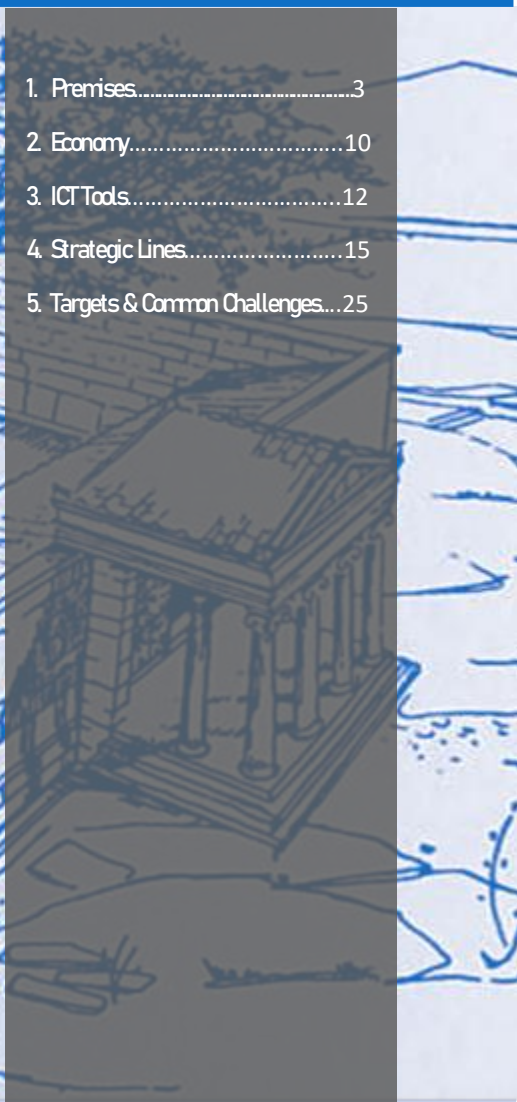
1. Premises

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It is now recognized and shared that archaeology can and must deal with the present, becoming more and more public. In fact, by setting itself the objective of improving the quality of the present and therefore contributing to the planning of the future, it effectively achieves goals and objectives that are traditionally closest to it, such as, research, protection, and enhancement.

The confrontation with problems related to territorial and landscape transformations is one of the fields where the connections with the present appear to be most visible.

The landscape, whether built or not, is in fact a complex system made up of subsystems and relationships that have been defined over time thanks to both constructive and destructive processes. Urban organised or scattered settlements, but also open, cultivated, uncultivated, marginal, and mountainous areas as well as road networks are among the many signs of communities that have inhabited the territory. Taking into account these signs, which are diachronically stratified and synchronically related to each other, it is clear that the study of landscapes cannot but be holistic, and that the approach to the study of ancient landscapes can only be global.

Analysis of European legislation highlights that the approach to protection is a negative approach, which starts when the damage is done or when there is a risk of damage.

Legislation and urban planning instruments concerning and interrelated to the management of archaeological parks are uniformly administered at the national level in all countries participating in the TRANSFER project, a consideration that we can extend to the European level. Thus, all archaeological parks are governed in accordance with various laws and acts that, in a broader sense, regulate attitudes towards the protection and preservation of cultural heritage.

Despite the progress of the debate and the positions expressed in the community, a substantially monumental conception of the cultural resource still remains, which tends to isolate from their context those cultural assets to which the protection devices are applied.

It is appropriate to highlight how current legislation and urban planning instruments often still address the issue in a defensive manner. Thus, attention is given to the cultural and archaeological heritage as an asset to be preserved, conserved, and defended from human activities that could tamper with it and therefore compromise its essence.

The Archaeological Park is also still considered an "open-air museum", which is a portion of the territory delimited and separated from the territorial context, dedicated solely to the protection, custody, research, exhibition, and, more broadly, enhancement of the finds. This happens despite the fact that most archaeological

remains are located in settled, if not urbanised, areas with a thriving population.

The monumental conception, the logic of defensive protection, and that of the open-air museum tend to prevail over every vision of programming and planning interventions and measures in which the protection and the connected enhancement of the cultural and archaeological heritage are inserted in integrated processes of planning and management of the territory and landscape that involve both local communities in terms of cultural, social, and economic growth and users interested in cultural deepening, entertainment, socialization, and relaxation.

The analysis carried out within the TRANSFER Project revealed significant differences in the socioeconomic contexts in which the Park examples are structured.

These differences are visible throughout the territorial ecosystem, particularly in relation to: rules relating to the protection and enhancement of the archaeological heritage; the level of territorial and urban planning processes; actors involved in the management of the territory and archaeological parks; the amount of investments in the management and enhancement processes of the archaeological heritage; sources of financing and methods of disbursement of resources; the ability of the economic system to interact with the management processes of archaeological parks; technological infrastructures; skills and experience in the application of ICT to heritage management and enhancement processes; endowments and individual knowledge of the public in relation to ICT.

Reference to the European conventions of Malta, Landscape and Faro, and to Euro-Mediterranean policies which highlight the relationship between archaeological heritage, territory, landscape and community and the economic impact of the policies for the enhancement of cultural heritage.

We must recall an ongoing series of reflections and considerations on the theme of the relationship between landscape and historical cultural heritage. The Convention for the Protection of European Archaeological Heritage (Valletta, 1992), the European Landscape Convention (Florence, 2000), the Council of Europe Framework Convention on the Value of Cultural Heritage (Faro, 2005) all underline the important functions of general interest and contribution to economic activity of this crucial theme.

In particular, this regulatory framework emphasizes the need for the creation of administrative structures capable of managing development projects related to archaeology. It also promotes: the development of adequate legal regulations for the defence of the heritage in the urban planning stages; the definition and implementation of landscape policies aimed at safeguarding, managing and arranging landscapes through the adoption of specific measures; the integration of the landscape into policies relating to territorial and urban planning, as well as in cultural, environmental, agricultural, social and economic policies, and in any other policy that may have a direct or indirect impact on the landscape. Public and private actors are also encouraged to commit, in order to increase awareness of the economic potential of cultural heritage, by implementing practices aimed at its protection and responsible management, taking into account the principles of sustainability, efficiency, and social cohesion.

The same framework places "heritage communities," as defined by the Faro Convention, at the centre of these processes while enhancing public awareness processes and democratic participation both in identifying the values of cultural heritage and in defining and developing landscape policies. landscape and developing its policies.

The sharing of objectives between public, institutional, and private actors and the consultation or participation in the decision-making process at the basis of planning policies are seen as instrumental objectives for the purposes of integrated archaeological conservation, which must therefore aim at the compromise or sharing between the needs of archaeology and those of planning, having acknowledged the essential obligation of protection.

The democratisation processes underway throughout Europe are therefore moving towards a progressive expansion of the decision-making base involved in the management of the territory, of which protection is clearly one aspect. Bottom-up processes are now the essential tool for any activity that wants to have an effective ability to affect decision-making processes.

Human development and quality of life as well as the enrichment of economic, political, social, and cultural development processes is the goal of the conservation and management of cultural heritage and its sustainable use, as stressed by the operational framework. The enhancement of cultural heritage has therefore acquired ever greater importance in those development models based on local identities and the enhancement of territorial resources, going well beyond the educational, participatory, and didactic aspects but also with the ability to generate externalities in other economic sectors.

These premises are also at the heart of the Euro-Mediterranean approach to the protection and enhancement of cultural heritage, in which the "integrated conservation" of heritage aims at economic and social development with an important multiplier effect, and the cultural heritage itself is considered an important lever in economic development and social cohesion policies, also in relation to globalization processes.

2. Economy

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At the same time, the site managers are not used to looking outside and to considering the effect of their activities on the territory (directly, through job creation, but also indirectly, through the activation of other economic sectors linked to the main activities undertaken for the management of the Park).

The same site managers and the same politicians are equally not used to looking inside the Park to analyse the potential that the activities that take place outside have or may have on the management processes of the site.

Conservation and enhancement are fundamentally related to the long-term economic sustainability of archaeological sites. The economic sustainability of the archaeological park management is guaranteed and maintained by the effective functioning of a complex and interrelated ecosystem of production activities offering both products and services.

3. ICT Tools

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The European framework within which we operate, cultural policies, trends, and recommendations recognise the individual and collective right to access and engage with cultural heritage while also fostering democratic participation through the use of digital technology. The EU sees the Cultural Heritage as a source of sustainable development, improving people's lives and living environments.

In recent years, there has been a significant evolution of the fruition processes through which the role and needs of the visitor to museums and archaeological areas have been profoundly transformed. Technology has been a decisive and stimulating factor in this evolution, and it is an extraordinary component in responding to new needs for heritage use and communication.

ICTs are tools to support, create, and accompany the various activities of an archaeological site, such as the research, documentation, management, conservation, and restoration of collections; they are used to communicate with visitors and to promote the activities of the museum, also making use of devices "familiar" to the public such as smartphones, tablets, and computers.

They directly contribute to the "education and enjoyment" purposes of cultural heritage, as well as to the improvement of digital accessibility, that is, the ability to be inclusive and accessible also digitally, increasing access and use of the cultural offer in all contexts, both on-site and through technological devices, and ensuring an ever-greater involvement for people with specific needs.

4. Strategic Lines

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Refusal of a precise logic that favours the single good over the relationships between the goods that become effective in the territory / Need to integrate protection and enhancement policies into landscape policies.

Cultural and archaeological assets derive their value from the relationships they are able to establish among themselves, with the surrounding anthropised and historically stratified territory, and with men. It is therefore necessary to get out of a logic still permeated by idealism and historicism that focuses on a single asset to arrive at a vision of protection, management, and enhancement that focuses on the territory and the landscape, considered as "a homogeneous part of the territory whose characters derive from nature, from human history, and from reciprocal interrelations."

The Park Plan must overcome the concept of conservation of cultural heritage based only on defensive, minimisation, or impact compensation strategies. It must therefore go beyond the mere preservation of the good. As a result, it is not just a passive protection tool, but a true territorial project on the territory.

The Archaeological Park should not be viewed as an "open-air museum", conceived as a collector of monumental realities, with

activities limited to the preservation and exposition of archaeological goods only useful for the visit itself. The new perspective on parks led to a new strategy that wanted the park to become a place for the active production of culture, socialization, and economy.

The Archaeological Park must overcome the state of isolation in which archaeological remains risk being inserted, and become the "container" and "generator" of functional, biological, cultural, social, and economic relationships between the various internal and external components at the perimeter of the archaeological area. Its purpose must be to outline new managerial balances and force us to rethink the traditional conception of the museum area in favour of an increasingly widespread interpretation of the park as "production equipment".

Reference to landscape policies that increasingly require the participation of local communities in management / Need to empower local communities in the protection and enhancement. Citizens become the first interested in protecting cultural heritage when they understand its value.

It is widely believed that the value of a historical-cultural asset, which retains the meaning of landscape asset and also follows the innovations introduced in this field by the European Landscape Convention, should be defined by the contribution of the population concerned.

Judgement should be replaced by justification, thus forcing one to resort to intersubjectively shared arguments rather than truths affirmed by a specialist.

From this point of view, it is therefore necessary to review the current administrative processes which is conditioned by the traditional figure of a single interpreter of the value of the resource. Moreover, the analytical and evaluation methods of the asset itself should be rethought. Indeed, new variables must be introduced into the interpretation of the quality, ranging from symbolic significance to testimonial value, from figurability and representativeness to population perception.

The interpretative and evaluative categories must be linked to extended knowledge frameworks and to an enlarged territorial area in which the problems become complex and intertwined.

Two types of archaeologists should be put side by side. The first one, with their specific knowledge and skills, is responsible for recognising the cultural value of the asset and imposing its protection or management models, while the second should provide a wide base of interested public with the tools useful for the acknowledgment of the cultural heritage's values, so that the same communities involved in the bottom-up decision-making processes could become promoters of cultural heritage protection and enhancement.

Contributing to the growth of communities through dialectic involvement also implies acknowledging that this growth has already begun. Moreover, even if the essential and onerous jurisdiction for protection belongs to the state official, specific interests and skills are by now widely present in territorial public bodies but also in all the other public and private actors that the national legislation involves in management projects.

Limits of hyperspecialistic archaeological culture without shared interpretative categories to deal with the dynamics of Landscape Planning and management: the need to open a new front in the broader theme of public archaeology.

Archaeologists need to participate in decision-making processes in a structured way. The inclusion of an archaeologist should be mandatory in teams born for the realization of projects with an impact on the territory. This essential professional figure should be present and active in all phases, not only for the composition of the cognitive frameworks and not solely as a function of the imposition or reaffirmation of constraints. The archaeologist should intervene in the analysis of the reference scenarios of the individual plans and above all in the identification of strategic lines, precisely because archaeological assets are a primary resource for the cultural and socio-economic growth of the territories.

Archaeologists must overcome the limits imposed by the hyperspecialization of the historical-archaeological disciplines, which has led to addressing increasingly specific themes in an increasingly in-depth way. Therefore, they should also acquire interpretative categories and models of representation and communication of data that can be shared with specialists of different disciplines involved in common planning and design processes.

To participate in the decision-making processes that regulate and manage transformations, and thus in processes of urban and territorial co-planning, archaeologists must develop methodologies for working in groups and dialoguing with specialists from other disciplines (geologists, demographers, economists, botanists, etc.) who share responsibilities and competences on those processes.

For archaeologists, the dialogue in the context of a common project also means having the ability to face, with a view to integration, the responsibilities imposed by the simultaneous implementation of the policies developed by actors at different institutional, national, regional, and local levels. The reality, with its increasingly urgent requests for transformation from both private and public actors, would otherwise impose itself, regardless the priority needs for protection.

An elitist approach, in which culture is in antithesis to the management of the territory and the related economic processes and does not involve the community, can only interest a small elite and it is consequently doomed to fail.

The desire to reach as wide an audience as possible entails risks that should be avoided such as the excessive simplification of the contents, the difficulty in making people understand the rigid criteria that the methodology of historical-archaeological research imposes, the search for spectacularization, even the scoop.

This different way of doing archaeology, which must therefore concern the archaeologist as such and not a new specialist in "public archaeology" or "archaeology for planning," would also be a way to provide job opportunities to graduates and to those who studied archaeological disciplines.

For the archaeologist, the right and necessary search for increasingly professional skills, in order to establish fruitful and direct relationships with the contemporary context, cannot be separated from the process of historical evaluation, which, starting

from the study and documentation of the materials, is fundamental and the very objective of the archaeologist. This is especially important in the analysis and communication of the cultural value of the heritage.

Definition of Archaeological Park

The process of transition from the management of the individual asset to that of the context and landscape has led to a further definition of Archaeological Park. The Archaeological Park is therefore:

a territorial area where a predominantly archaeological value of the Landscape has been identified, integrated with the presence of historical, cultural, and environmental values, object of a project for an integrated and sustainable development, in close cooperation with the local community.

This definition of Archaeological Park develops the premises and approaches of some of the main European conventions related to cultural heritage and landscape, in particular the Malta Convention, the European Landscape Convention, and the Faro Convention.

This definition makes it possible to overcome the principle of preventive protection already present in the Malta convention precisely because it aims to manage the transformations rather than the effects., In the Malta Convention the conservation of the archaeological heritage was nonetheless an integral part of the territorial development policies.

The Plan and the Project as tools to overcome an exclusively binding logic and share the choices with local communities.

It is therefore necessary to think about the protection and enhancement of the archaeological heritage in the context of coherent territorial management and planning policies, and therefore to consider planning and design as a central method of governance.

The development of a **Management Plan of the Archaeological Park** is mandatory in order to activate a close comparison between the multiple needs, actors, and values involved in the area of an archaeological park with the aim of identifying a common work plan. The Plan should be capable of regulating, managing, and planning the transformations of the landscape that are increasingly accelerated today.

The plan does not respond only to a state of necessity but first of all to the desire to operate in the area with effectiveness, timeliness, and foresight.

Cooperation between the various actors—public and private—operating in various capacities on the territory can thus enable the complementarity and the launch of the synergies required to achieve those goals otherwise difficult to reach through the sum of separate and sectoral actions.

In the Plan, the purposes strictly related to conservation and education must dialogue and take into account the complexity of the active interrelationships of men with each other and with the environment, recognising that the protection, management, and planning of the landscape imply rights and responsibilities that

involve all citizens. Obviously, this does not mean overshadowing the need for protection, which in an archaeological park is not only essential and mandatory but also the very purpose of its existence.

Role of ICT, Economy, and elasticity

ICTs must be used as tools in all phases of archaeological park research, management, and enhancement, with a particular focus on developing democratic participation processes in the planning and management phases and archaeological park enhancement.

In order to share information between different specialists in the planning stages of the plan and its implementation, it is necessary to use clear, standardised, and shareable languages. GIS must be at the basis of this exchange of information and thus it should be seen as a tool and not as an objective.

In this scenario, a conscious use of ICT tools can be highly effective in creating a bond between the community and the park on multiple levels, according to the concept of heritage communities.

It can also enhance the communication of scientific results as well as the ruins and monuments themselves, which are frequently difficult to read by the public or users. Technology, when used to enhance rather than overshadow cultural heritage, can help the park by providing immersive and/or educational experiences. Those are essential to make the park a place where culture is produced and shared alongside experiences, education, and formation.

The use of ICTs is therefore fundamental for the development of any policy that must favour access to archaeological parks in the logic of an "inclusive park."

The management plan must guarantee stability, efficiency, and the economic resources necessary to achieve the objectives of protection and enhancement of the archaeological park. In order to optimise the investment and for financing choices to be implemented on the latter, an assessment of the conditions of economic and financial sustainability is necessary, in which costs and revenues are defined so as to quantify the extent of the need for economic resources necessary to create, improve, or make more efficient the management of the archaeological park.

The management activities of an archaeological park must take into account the need to deal with the numerous variables that interact in a territory, effectively obliging one to identify the specific methods of intervention on a case-by-case basis.

It is therefore illusory to think of developing common manuals, methods, and guidelines that can be applied uncritically in every area. It is rather essential to focus on the necessity to provide for different "missions" and different strategies that take into account the reference contexts.

5.

Targets &
Common
Challenges

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In relation to the objectives of the Project and the aforementioned state of progress, the partners of the Transfer Project address the various actors at national and European level involved in the management and enhancement of the archaeological heritage and in territorial development policies.

The partners agree to apply the principles, methods, and processes of the Common Sustainable Governance Model for Archaeological Parks, which is the outcome of the Project, in their policies and activities of archaeological heritage research, management, and enhancement, as well as territorial development.
They commit to make the strategy publicly available in all their communication activities, and to apply the Plan, developed in TRANSFER, in 5 years.
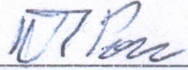
They commit to make publicly available the Common Sustainable Governance Model for Archaeological Parks and encourage its application, in relation to endogenous and exogenous situation, within the framework of the policies and activities of research, management, and enhancement of the heritage and archaeological and territorial development of the respective nations, to ensure their alignment to the goal of the Project.
They commit in 3 years to apply the Common Sustainable Governance Model in at least one Archaeological Park in their country.

They commit to make publicly available and promote the application of the principles, methods, and processes shared in the Common Sustainable Governance Model for Archaeological Parks within the framework of the policies and activities of research, management, and enhancement policies and activities related to the archaeological heritage and territorial development of the European Union. They commit in 3 years to disseminate the Common Sustainable Governance Model by its insertion in at least one project submitted in the European Union Programmes.
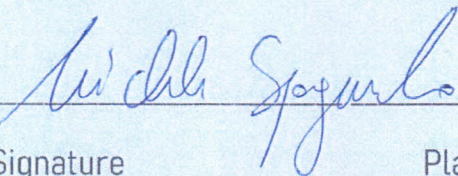
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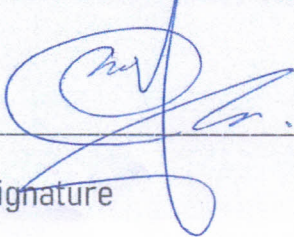
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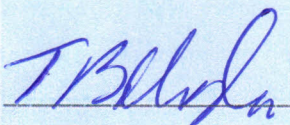Institute of Archaeology (Academy of Albanological Studies)

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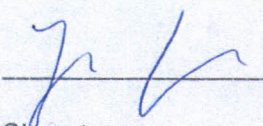Signature   Place and date

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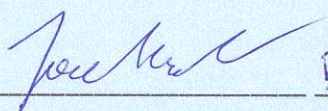
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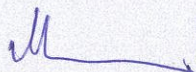
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European Youth Center

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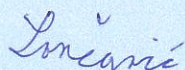Signature   Place and date

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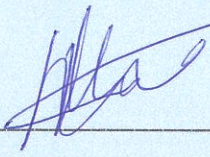Signature   Place and date

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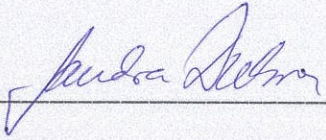
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Public Institution Development Agency of Šibenik-Knin County

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