

SEE TCP SAGITTARIUS

LAUNCHING (G)LOCAL LEVEL HERITAGE ENTREPRENEURSHIP:
STRATEGIES AND TOOLS TO UNITE FORCES, SAFEGUARD THE PLACE,
MOBILIZE CULTURAL VALUES, DELIVER THE EXPERIENCE



PRIORITY 4:

Development of Transnational Synergies for
Sustainable Growth Areas

AREA OF INTERVENTION 3:

Promote the use of cultural values for development

GUIDEBOOK FOR SATELLITE PARTNERS

30/05/2011



This document entails guidelines for the physical object of SEE Project SAGITTARIUS as developed within the First Reporting Period. It is co-financed by the European Commission.

The SEE Project SAGITTARIUS includes partners from 8 countries funded by the ERDF, ENPI and IPA Instruments.

Overall project budget:

2.116.483,00 €

ERDF contribution: 2.012.783,00 €

IPA contribution: 103.700,00 €

ENPI contribution: 0,00 €

Each partner is represented in the Steering, Technical and Quality Committee of SAGITTARIUS.

SAGITTARIUS is dedicated to the development and promotion of heritage entrepreneurship in the area of South East Europe, to be implemented in 36 months and be finalized by February 2014.

This document does not necessarily reflect the opinion of the members of the European Commission and the Team Leader of the SEE TCP .

Information on the SEE Project SAGITTARIUS PROJECT and projects can be found at http://www.southeast-europe.net/en/projects/approved_projects/?id=136

The web site provides the possibility to download and examine the most recent information produced by finalised and ongoing SEE SAGITTARIUS.

WELCOME

Dear Participants

With this brief note I would like to welcome you on the board of SAGITTARIUS on behalf of the Lead Partner, University of the Aegean.

Aiming to launch and foster heritage entrepreneurship across South East Europe, SAGITTARIUS builds a first attempt within the SEE TCP, to co-involve interested parties and organizations from the 3 spheres of state, civil society and economy within the domain of culture and heritage.

Already during the project preparation phase 120 project satellite participants have explicitly declared their interest for the Project goals, issuing Letters of Support for SAGITTARIUS, building thus the heart of the emerging Open Collaborative Network, which will be the long-term beneficiary of the common efforts of 20 Project Partners in 8 countries across South East Europe.

In an effort to sustain already acquired satellite partners and attract newcomers, a Guide Book has been produced clearly presenting Project goals, forthcoming activities, present and future possibilities for cooperation.

Closing I would like to emphasize that SAGITTARIUS is expected to be the focal point of a large scale effort to interpret common cultural values and the vast cultural diversity in the area of South East Europe. It addresses local, regional, national, trans-national and international audiences as a catalyst for further thinking, contributing greatly to European cultural values, our common heritage.

You are cordially invited to join us!

Paris Tsartas

Professor of Tourism Development
Scientific Supervisor of the SEE TCP Project SAGITTARIUS
RECTOR
UNIVERSITY OF THE AEGEAN

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THE STORY



Giuliano de' Medici and Simonetta Vespucci, 1476
Florence's most famous couple

Once upon a time a very curious young couple decided to explore the world. They thought they can see everything they desire, because they were curious enough. They heard of miracles and mysteries, beauty and grandeur, of curious incidents in the night, irresistible people, whom they would pay a visit.

They started to prepare for this grand journey happily collecting valuable advice: They asked friends, and relatives, teachers and books.

When they finally arrived, they kept asking local people: where to rest and sleep, what to eat and drink, what to see and do. Much time passed. And it was taken up by asking. One day they felt homesick. They sky is the same everywhere they thought. Let's go home. And they went home.

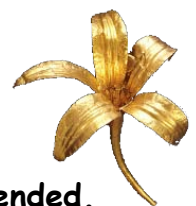
Friends came curious to learn what they have been doing for so long. Have they seen the treasures? Have they smelled the flowers? Have they, have they?

They have not.

But there have been treasures all around. Hidden treasures...

There is a treasure in a place near you.

Don't leave it unattended.



INTRODUCTION

This document is a permanent reference source for satellite partners of the SEE TCP Project SAGITTARIUS. It has the task to introduce satellite partners into Project subject matter, their rights and duties (voluntary tasks).

As a Project Output it belongs to Work Package 3, Activity 3.2 *“Developing a vision for key stakeholders and players from the Public, Private and Third Sector to embrace and support heritage entrepreneurship at transnational level”* and is the forerunner of the *“Transnational Charter for the Participatory Management of Natural and Cultural Heritage”*.

It is written for satellite partners (Non Statutory Cooperation Agreement Holders) from the public, private and third sector across South East Europe involved and interested in our common heritage.

It is written in non technical language and answers a series of questions:

- what is SAGITTARIUS?
- why is it worth the time and money?
- who are the main actors?
- what are the main goals?
- what are the benefits for satellite partners and related organizations?
- how can anyone be involved?
- what is a “satellite Partner”



SAGITTARIUS: ID

SAGITTARIUS is a Transnational Territorial Cooperation Project, funded by the SOUTH EAST EUROPE Transnational Cooperation Programme at 85% and by EU Member States and 15%. It includes also countries with EU candidate status (IPA), and countries within the territorial zone of the European



Neighborhood and Partnership Instrument (ENPI).

THE VISION

Our common vision is to unite social forces and unlock the values of cultural heritage advancing cultural activity in everyday life across the SEE.



citius • altius • fortius

Our motto is to be faster, higher and stronger in achieving our goals.

SAGITTARIUS: SYNTHESIS

We equally represent 20 Partners

- the public sector
- private sector
- the academic and research
- the third sector



in 8 countries:

- Greece (5)



- Italy (5)

- Bulgaria (3)

- Romania (3)

- Moldova (1)

- Croatia (1)

- Hungary (1)

- Slovenia (1)

GLOBAL AIM

In the certainty to make South East Europe a better place to live, work and create, we are committed to making the first steps towards:

- the wise utilization of culture as driver for development
- the creation of tangible impacts involving multilevel actors during and after the project's life span.



George Iakovidis, FIRST STEPS, 1899

STRATEGIC ALLIANCE

Our strategic alliance, SAGITTARIUS, is fully capable



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strategies in South East Europe.

- to prove the economic usability of cultural heritage
- to invest in human capital
- to launch cultural heritage entrepreneurship as a place-driven economic development agent
- to create a best practice policy tank for territorial development

Join us!



SAGITTARIUS: MAIN FEATURES

Our features:

CULTURAL CONSUMPTION



- Cultural consumption is a knowledge based activity.
- Cultural products and services are viable, only if they possess widely recognized values.
- SAGITTARIUS advances cultural consumption by communicating cultural values: from natural monuments

and ecosystems to sites and collections, from the arts and lifestyles to traditions and handicrafts.

- By being revealed and communicated the values of tangible-intangible, movable-immovable and spiritual heritage assets become catalysts for regeneration and development

- Given the diversity and complexity of heritage, the use of cultural values for development is feasible, **only if** multilateral interactions are understood and reflected in policy and delivery.



Earrings. Copies from originals
Greek
Etruscan
Hellenistic
Roman
Byzantine

SAGITTARIUS

the multivalent, flexible nexus
to mitigate the protection-use conflict
reconciling national and international strategies.



Hellenistic Age
Herakles Knot 325-30, Reproduction

HERITAGE MANAGEMENT



- SAGITTARIUS puts into practice an integrative management model, designed to mobilize cultural values in the Project Area.
- A participatory knowledge platform transfers advanced tools among partners, which guide multilevel actors to protect and use heritage assets. Professional skills are certified by domain specific training.

ECONOMIC VALORIZATION

SAGITTARIUS applies in the Project Area an activity mix to utilize the socioeconomic potential of culture:

- Locally implemented pilot projects provide for cultural experience diversity, thus local cultural production is connected to international markets.
- By activating public-private-third sector alliances, heritage entrepreneurs emerge, exemplifying, how heritage is valued, protected, communicated and used with ecological, economical and social profit.



THE PROBLEMS



- Culture and heritage are commonly recognized as collective identity pillars and major economic drivers.
- The right balance between use and protection is thus a precondition for the sustainable territorial development.
- However experiences made so far, demonstrate a series of common shortcomings:

DECAY AND OVERUSE

- While major fame resources are facing decay, pollution and overuse,



Tourists in Venice



Matera, Basilicata

- peripheral ones remain unrecognized.

MIGRATION



- The post-war employment seeking exodus from South – East to North-West has led to territorial depopulation, brain drain, under-development.
- In post- soviet time immigration flows from South East towards old EU Member states and outside the EU, nourish again territorial depopulation, brain drain, and aging communities.

CORRUPTION



- In the Project Area rural and old industrialised areas with limited ICT and market access cannot attract skilled human resources and investment capital, causing further cultural decay and institutional corruption to spread.

CULTURAL DETACHMENT



- Globalizing economies cause detachment from community roots feeding the cultural discontinuity of younger generations.

Ilona Fried, Discontinuity

DISCORDIA

- Different frameworks, institutional-legal structures and capacities throughout South East Europe along with overlapping state-regional-local government responsibilities, perpetuate tensions in heritage and policy context.
- Different perceptions of heritage and culture by different actors at different levels give rise to a complex set of competitive relations between the public-private sector.
- A greater conflict among protection, conservation and utilization of cultural heritage is thus created.



Eris, the Goddess of Discordia

UNEXPLOITED SOCIO-ECONOMIC POTENTIAL



disable income-generating assets to perform.

- Throughout the Project Area assets from the natural, man-made and spiritual environment are neglected.
- Because there is no consensus achieved about their cultural values.
- Discrepancies between community valuations and state-level expertise

**Invaluable cultural heritage assets
are offered below cost to uncontrolled demand
downgrading their quality and ability to perform.**

Pallas Athena, Aphaia Temple, circa 500 BC, Aigina Greece

VULNERABILITY

Irreproducible heritage assets are vulnerable to climate change threats:

- global warming
- flood risk
- desertification



Rila Monastery, Bulgaria

once gone, they are gone forever.

COMMUNITY SOCIAL POLICIES & PLANNING CAPACITY DEFICIT

With heritage being a liability of nation-states,

- communities are excluded from heritage planning
- and citizens do not learn to care about it.



Iron Work Masterpiece, Sofia, Bulgaria

LACK OF CONSENSUS

- Without sufficiently broad-based collaboration,



- it is difficult to motivate entrepreneurial innovation.

THE CHALLENGE

SAGITTARIUS is meeting the challenge to

- manage the common legacy and safeguard cultural diversity
- mitigate the protection-use conflict
- to develop and transfer a validated framework to unlock and communicate cultural values, improving access to heritage for all.



By encouraging close co-operation of key actors from the public-private-third sector, entrepreneurial innovation stimulated, leading to endogenous development across South East Europe.

SAGITTARIUS



**The Project Area employs an activity mix,
which realizes the socioeconomic potential of heritage.**

- a highly transferable participatory knowledge platform invests in human capital certifying professional skills developed;
- a unified heritage management system with praxis validated tools mitigates the protection-use conflict and unlocks cultural values in the Project Area;
- participatory and social inclusion practices build within SAGITTARIUS self-reliable communities and sparkle the interest of young people changing the landscape of heritage work across the Project Area;
- communication of asset values raises awareness of policy makers and the general public, mitigating thus the protection-use conflict;
- quality labelled products connect local heritage markets with the outer world advancing polycentric development;
- by activating public-private-third sector alliances, heritage entrepreneurs emerge, exemplifying, how heritage is valued, protected, communicated and utilized with ecologic, economic and social profit.



SAGITTARIUS: PIONEERING SOLUTIONS

Cultural and natural heritage are commonly recognized as an identity pillar and a major capital for economic regeneration. Still in many cases their value remains unrecognized:

- many urban and rural communities suffer a severe cultural discontinuity, obvious in the attitude of younger generations,
- local authorities often not possess competencies to effectively deal with global challenges.

Given the fact that culture and heritage are spatially embedded, it can be managed effectively, only if global interactions are understood, appreciated, and reflected in policy and delivery.



- Required is a complex but flexible nexus to deal with problems at local-global level reconciling national and international strategies and priorities.



SAGITTARIUS
aims to
implement an
integrative
cultural
heritage
management
model
especially
designed to

mobilize cultural values throughout South East Europe:

- It tackles issues such as protection, conservation, management, accessibility and interpretation of tangible and intangible heritage resources.
- Praxis validated tools, strategies and tools are transferred among Partners to guide multilevel actors to protect and use heritage legacies.

SAGITTARIUS

creates a bridge to
reconcile
protection and
conservation
measure with the
multiples uses of
heritage and
culture for a wide
range of different
audiences by launching the notion of heritage entrepreneurship.



- Heritage entrepreneurship, understood as a wide range of activities to create and support (g)local cultural heritage products and services, may act as a driver for change and economic regeneration.
- Locally implemented Pilot Projects with strong iterative character deliver the good practice applications in the fields of cultural industries, recreation and leisure, unlocking the values of cultural diversity throughout South East Europe in a recreational learning space.



In order to contribute to territorial, economic and social integration processes in the SEE, SAGITTARIUS sets a series of objectives:

TRANSNATIONAL ALLIANCES TO PROMOTE HERITAGE ENTREPRENEURSHIP



- Because the Project's targets are cross-cutting a meaningful cooperation is achieved, if all relevant stakeholders are represented.
- To enhance local competitiveness and stimulate cultural heritage entrepreneurship (EU objective 3), an Open Collaborative Network is founded.
- It facilitates the tangible co operation among PPs and the public-private and third sector. It is thus created an effective medium to guarantee long-term viability of Project results.

Trojan Archer, Temple of Aphaia, 500 BC, reconstruction

TRANSFER OF INNOVATIVE KNOW-HOW IN HERITAGE MANAGEMENT & PLANNING



SAGITTARIUS pursues the objectives 1 & 2 of the EU Cohesion Policy and of the Lisbon & Gothenburg Agenda. Novel instruments are employed to advance regional competitiveness, manage cultural assets , assist regions facing structural problems invest in human capital.

- A participatory knowledge platform empowers Partners to valorize and utilize heritage potential, transfer and share planning tools and good practices across the SEE.
- The certification of professional qualification enables women, young researchers and individuals with disabilities to improve their professional statuses.
- Capitalizing on previously acquired experiences, SAGITTARIUS implements a jointly developed, integrative heritage management model, esp. designed to unlock cultural values and mobilize cultural entrepreneurship throughout South East Europe.

COMMUNITY PLANNING CAPACITY & SOCIAL POLICIES

Results such as

- increased community cohesion and
- greater social inclusion

can be achieved through a renewed focus on culture.



SAGITTARIUS expects to change the landscape of heritage planning by co-involving

- communities and
- young audiences

into the safeguarding and heritage planning process.

LABELLING QUALITY PRODUCTS



In order to communicate cultural values and deliver varied target groups experience diversity in a cultural learning space, 11 pilot projects will be implemented in the Project Area.

- Developed on a transnational basis, through know-how transfer and exchange of good practices,
- assessed by a unified quality system and
- marketed via a quality logo,
- their iterative character completes the Project mission.

Especially beneficial to SMEs, the quality logo will contribute to place competitiveness and provide for specific market values, attracting businesses, economic activities, and visitor flows.

POLYCENTRIC DEVELOPMENT

SAGITTARIUS is dedicated

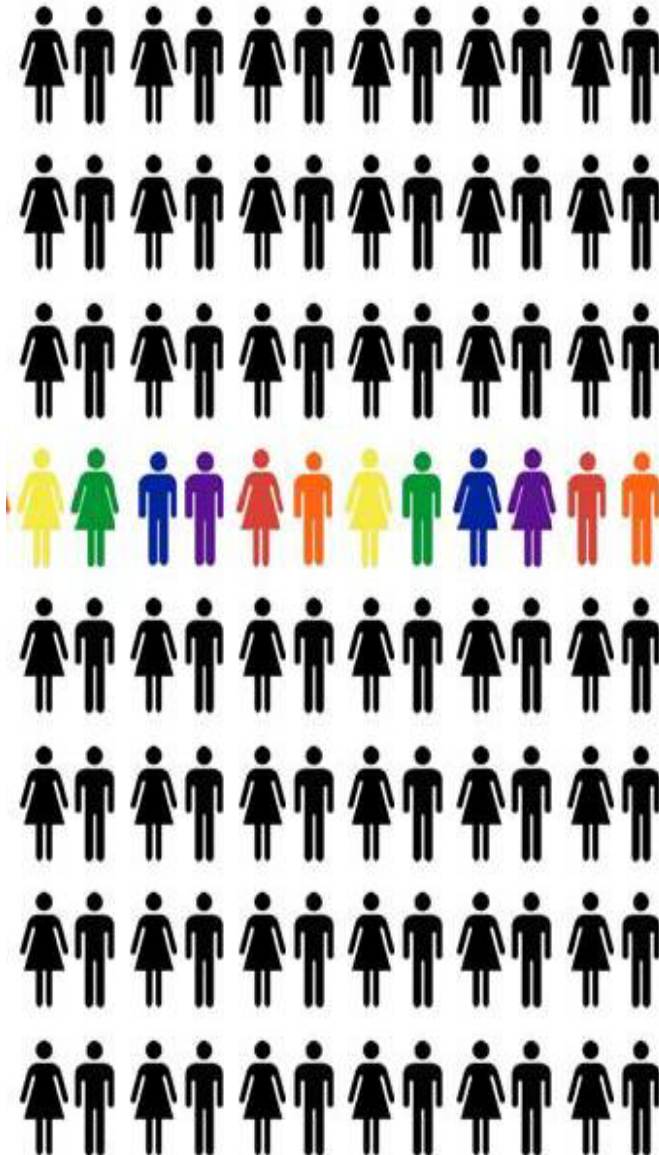
- to unlock values of natural and manmade and spiritual cultural assets in regions with structural problems by advancing place-centric cultural consumption



- to attract place-attached economic activities via brand & place-driven products with acknowledged market value.

EQUALITY/NON DISCRIMINATION

SAGITTARIUS follows European and National legislation:



- Women and men are equally represented in the Steering Committee, with a responsible officer for equal opportunity and diversity consideration.
- The Steering Committee's terms of reference specifies clearly equality and diversity responsibilities.
- Staff members are appointed for: sustainable development issues, organising, monitoring & evaluating environmental consideration measures. They give formal feedback on related topics consideration in all project meetings.

SAGITTARIUS: WHAT WILL BE DONE ?

SAGITTARIUS is reaching objectives by:



- eliminating irregularities and timely reporting to the South East Europe Territorial Cooperation Programme.
- Sophisticated outreach tools address the Public-Private-Third Sector and the general public.
- A Network between Project Partners and the Public-Private-Third Sector facilitates project implementation ensuring result viability.
- A highly transferable knowledge platform invests in human capital certifying professional skills in heritage interpretation across South East Europe.
- An integrative heritage management application unlocks cultural values mobilizing cultural entrepreneurship across South East Europe.
- Participatory and social inclusion practices improve the economic and social well-being of communities at local level.
- A transnational evaluation system develops an industry related quality label: Implemented on a transnational basis, quality labelled pilot projects, contribute to polycentric territorial development.

SAGITTARIUS: HOW IT WILL BE DONE ?

SAGITTARIUS will realize planned outputs and results using the tools below:

- **WORKING PROCESS**

is a participatory process among Project Partners and satellite partners;

- **MANAGEMENT, COORDINATION AND MONITORING**

reach their objectives by eliminating irregularities, reporting timely to the SEE TCP;

- **SOPHISTICATED COMMUNICATION TOOLS**

address the public-private-third sector, media and the general public demonstrating the added value of Transnational Cooperation within the SEE TCP and speed up benefit spread by showcasing Project achievements and network key actors;



- An **OPEN COLLABORATIVE NETWORK**

- founded by all Project Partners together with 360 multilevel actors attracted during the Project's life time facilitates Project implementation ensuring viability of results;
- thus transnational alliances establish heritage entrepreneurship across the SEE High added value outputs and results achieved need to be spread and maintained in the Project Area;



- A **HIGHLY TRANSFERABLE PARTICIPATORY KNOWLEDGE**

PLATFORM invests in human capital certifying professional skills in heritage interpretation across the SEE;

- A jointly developed **INTEGRATIVE HERITAGE MANAGEMENT MODEL**

applied in the Project Area unlocks cultural values mobilizing cultural

entrepreneurship;

- **PARTICIPATORY & SOCIAL INCLUSION PRACTICES**

- empower communities and the young ensuring that local heritage plays an essential role in the development of community's policies, plans, targets and strategies.
- These practices communicate that sustainably managed heritage and culture offer many opportunities to improve the quality of life;

- **11 PILOT PROJECTS**

- prove the usability of heritage assets
- connect place driven cultural consumption to international markets;
- contribute to polycentric territorial development via the implementation of an integrative transnational product of powerful cultural attractors with acknowledged market value and sustainable uses



- **A TRANSNATIONAL EVALUATION SYSTEM**

- develops an industry related quality label for cultural products & services connecting the Project Area to global markets.

SAGITTARIUS: INCLUDING & INVOLVING PEOPLE

The prerequisite for enhancing local competitiveness is the active involvement of multilevel actors. SAGITTARIUS is dedicated to involve multilevel actors to strengthen their capacity to effectively utilize the potential of culture as driver for socioeconomic development. Tangible impacts are ensured for

- the Partnership
- the public sector
- the private sector
- local communities
- young audiences
- consumer groups
- the academic community
- the press
- the Open Collaborative Network



THE PARTNERSHIP

- 20 Project Partners address common needs to unlock cultural values in order to stimulating novel form of heritage entrepreneurship.
- To ensure project impacts, they mix horizontal-vertical networks on a multilateral working basis.
- Spatial-level distribution is thus generating transnational synergies, which incorporate concrete outcomes into durable good practices.
- The Partnership represents the public-private sector involved in transnational activities at 3 administrative levels.



- To maximize benefits and reduce regional disparities, they follow task distribution according to their complementarities, expertise and institutional/technical capacity.

Size and synthesis are appropriate to accomplish tasks envisaged, leading to:

- improved capacities of human capital
- to synergies among cross sectoral key actors
- to entrepreneurial innovation and quality management practices in the Project Area

contributing to objectives set by the South East Europe Transnational Cooperation Programme and national policies.

Policy makers and academic and research interact with the private and third sector.

- Their expertise enables the development of innovative tools methodologies, and processes for the planning and management of heritage and set up of domain specific training.



- The private & third sector actors, via the activities planned activate cross-sectoral synergies, motivate entrepreneurial innovation connecting local culture to global markets.

The Partnership's added value resides in:



- **the** ample spatial distribution;
- **the** capitalization of previous successful applications of each PP separately;
- **the** coherency of the planned activities;
- **the** transferability of systematized knowledge to improve capacities of human capital;
- **the** entrepreneurial innovation, which promotes the diversification of economic activities related to cultural production and consumption;
- **the** political innovation, which promotes community empowerment employing women and youth in participatory practices and heritage planning;
- **the** planned activities, to promote territorial cooperation at SEE level motivating public-private-third sector actors to cooperate with the Partnership as satellite forces bound by non statutory cooperation agreements.

LEAD PARTNER: UNIVERSITY OF THE AEGEAN

ERDP PP1: POLI- LOCAL AUTHORITIES NETWORK GREECE
ERDF PP2: MUNICIPALITIES UNION OF SINELLO, ITALY
ERDF PP3: MOUNTAIN COMMUNITY ALTO BASENT, ITALY
ERDF PP4: BULGARIAN CHAMBER OF COMMERCE AND INDUSTRY,
BULGARIA
ERDF PP5: MUNICIPALITY OF DEVIN, BULGARIA
ERDF PP6: INSTITUTE FOR COMPREHENSIVE DEVELOPMENT SOLUTIONS,
SLOVENIA
ERDF PP7: NATIONAL INSTITUTE FOR RESEARCH AND DEVELOPMENT IN
TOURISM
ERDF PP8: INSTITUTE OF NATIONAL ECONOMY, ROMANIA
ERDF PP9: KÁROLY RÓBERT COLLEGE, HUNGARY

EUASP1: MINISTRY OF REGIONAL DEVELOPMENT AND TOURISM, ROMANIA
EUASP2: BULGARIAN-ROMANIAN CHAMBER OF COMMERCE AND
INDUSTRY, BULGARIA
EUASP3: UNIVERSITY OF CHIETI PESCARA, ITALY
EUASP4: COMMISSION VI (OF THE REGIONAL COUNCIL OF ABRUZZO,
ITALY

O1: SYNOTA, ANONYMOUS TRANSMUNICIPAL DEVELOPMENT AGENCY,
GREECE
O2: PATRAS MUNICIPAL ENTERPRISE FOR PLANNING & DEVELOPMENT,
GREECE
O3: EUROPEAN ATHNEAUM OF FLORAL ART, ITALY
O4: INSTITUTE OF ENTREPRENEURSHIP DEVELOPMENT, GREECE

IPA PARTNER: UNIVERSITY OF ZAGREB, CROATIA

10% PARTNER: DISTRICT COUNCIL OF SOROCA, MOLDOVA

PUBLIC SECTOR

Public sector representatives are co-involved at all 3 administration levels.



- National Authorities and Organizations
- Regional Authorities and Governments
- Local authorities
- smaller local communities
policy and decision makers.



PRIVATE SECTOR



- Chambers of Commerce
- Economic Organizations
- SMEs
- Local Action Groups
- Businesses

LOCAL COMMUNITIES

- Economic valorisation of cultural heritage potential
- Creative employment opportunities,
- a locally led heritage strategy,
- accessible cultural products and services,

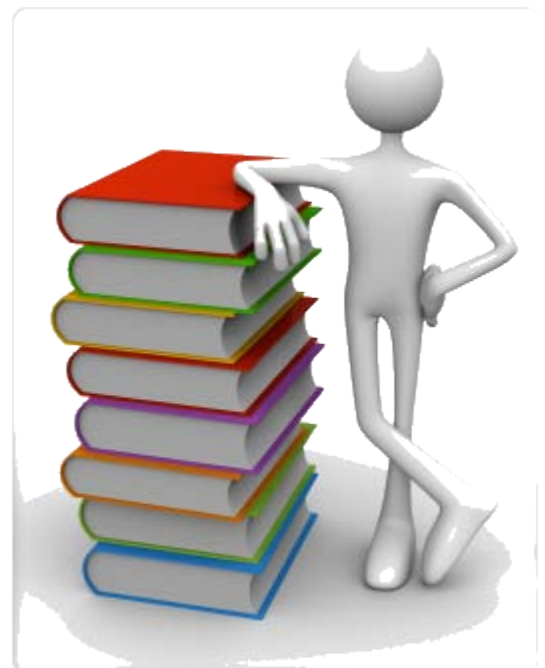


contribute greatly to collective civic pride and economic prosperity

YOUNG AUDIENCES



Young people are being involved in a way that gives them a voice and a platform for their skills.



CONSUMER GROUPS

Interested target groups are offered



Bucharest Old Town

an enriched cultural heritage consumption mix.

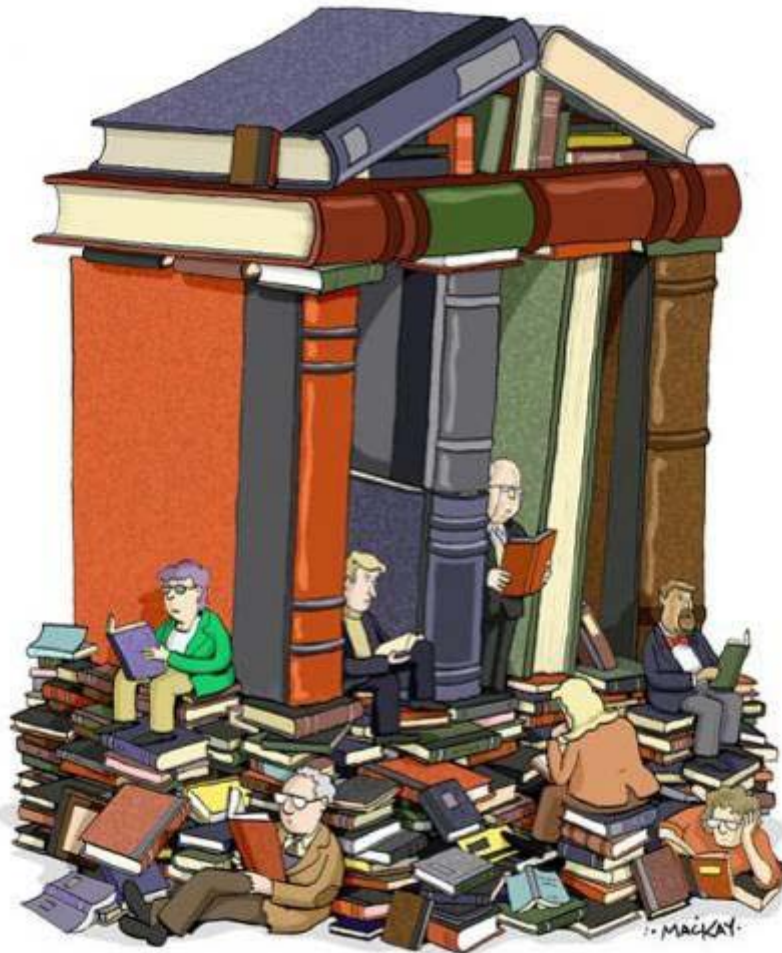
THE GENERAL PUBLIC

Across South East Europe
and at international level



the general public
is being addressed and informed
via a series of organized events
and outreach tools.

THE ACADEMIC COMMUNITY



The academic community at international level is invited to:

- actively participate development and
- contribute via publications, opinion forum, experience exchange, and innovative proposals.

THE PRESS

The Press is informed through a series of organized events has. The Press has task to diffuse results to experts and the general public.



THE COLLABORATIVE NETWORK

To facilitate heritage entrepreneurship and other innovative investments actors from the 3 spheres state, society and economy acquire access to project results and to praxis validated planning and management tools.



The Partnership of SAGITTARIUS (the Lead Partner, the IPA Partners, the ERDF Partners and the Associated Strategic Partners) is interested to involve satellite actors to participate Project activities.

Therefore a series of activities is foreseen:

- 11 local daily seminars to communicate project values
- 11 local round tables to produce social consensus
- 11 local onsite visits for the youth
- 1 international Conference to communicate Project results
- 6 Transnational Study Visits to inspire heritage entrepreneurship
- A Transnational Charter for the Participatory Management of Natural and Cultural Heritage to communicate shared values
- A Transnational non-statutory Cooperation Agreement gives satellite partners access right to Project results.

THE non-governmental ORGANIZATION SAGITTARIUS

- Upon Project completion the Transnational Non-Profit Non Governmental Organization SAGITTARIUS is co-founded by Project Partners and Satellite Partners, to ensure further diffusion and sustainability of achieved results.
- Satellite Partners, who sign the non-statutory Cooperation Agreement with the Partnership of the SEE TCP Project “SAGITTARIUS” are called Non-Statutory-Cooperation-Agreement Holders (NSCA Holders)
- The Non Statutory Cooperation Agreement with SAGITTARIUS benefits a series of multilevel actors from the 3 spheres of public administration, civil society, economy and the third sector such as
 - local action groups,
 - the private sector,
 - professional unions,
 - chambers of commerce,
 - NGOs,
 - local heritage organizations
 - other initiatives.



- The Network counts 360 memberships and has 1 commonly adopted Heritage Strategy for the next 5 years (2014-2019).
- The Open Collaborative Network developed among Project Partners and the Public, Private and Third Sector across South East Europe facilitates Project implementation ensuring the viability of Project results. Thus entrepreneurial innovation is supported through the combined efforts of 360 multilevel actors included as voluntary satellites around the Partnership extended in 8 countries.

- They may build synergies, exceeding the Project's runtime, to promote heritage entrepreneurship, using cultural values as an agent for development and social cohesion and



inspire future actions encouraging cross-sectoral synergies, motivate to entrepreneurial innovation contributing to Axis of Interest 4.3 of the SEE TCP:

use of cultural values for development.

EVENT CALENDAR FOR SATELLITE PARTNERS

SEPTEMBER 2011

- Act. 3.1: Kick Off Meeting: Rhodes, Greece
- Act.3.1: 1st Transnational Study Visit: Rhodes, Greece

DECEMBER 2011

- Act.3.4: 11 Daily Seminars (Project Area)
- Act.3.4 11 Local Round Tables (Project Area)

FEBRUARY 2012

- Act.6.3 11 Local Consultations with Local Businesses (Project Area)

MAY 2012

- Act.3.4: Transnational Mid Term Evaluation Meeting, Venice, Italy
- Act.4.1: 2nd Transnational Study Visit, Venice, Italy
- Act.4.1: 2nd Evaluation Workshop, Venice, Italy
- Act.6.4: 11 Local Onsite Visits (Pilot Project Area Selection in the Project Area)

SEPTEMBER 2012

- Act.6.2 YOUNG ARCHERS 11 Local Thematic Onsite Visits (Project Area)

NOVEMBER 2012

- Act.4.1: 3rd Transnational Study Visit, Freiburg i.Br., Germany
- Act.4.1: 3rd Evaluation Workshop, Freiburg i. Br., Germany
- t.7.2: Roving Museum, Exhibition in Sofia, Bulgaria

MAY 2013

- Act.8.2: 4th Transnational Study Visit, Bucharest-Ilvov, Romania
- Act.8.2: 5th Transnational Study Visit, Bucharest-Ilvov, Romania

FEBRUARY 2013

- Act.2.5: International Project Conference, Rhodes, Greece
- Act.3.5: Foundation of the NGO Sagittarius, Rhodes, Greece
- Act.7.2: Roving Museum, Exhibition Rhodes, Greece
- Act.8.2: 6th Transnational Study Visit, Rhodes, Greece

FEBRUARY 2014

- Act. 7.2: Roving Museum Exhibition, Chieti, Italy

SAGITTARIUS: NOVELTY AT LAST - NOVELTY TO LAST



SAGITTARIUS introduces a novel concept to utilize different types of cultural values of natural and cultural heritage resources as a lever for development, paving the way for entrepreneurial innovation:

HERINEXUS

4 types of forces operate within the Partnership:



- academic & research institutions,
- public-,
- private-,
- third sector Partners

jointly generate, share and transfer domain specific knowledge across the SEE building trust and creativity.

By networking multilevel actors at different spatial levels and operation domains,

SAGITTARIUS paves the way for innovation:

heritage entrepreneurs emerge exclusively through

- the combined efforts of the extended Partnership
- and a wide range of satellite parties approached.



HERIDUCATOR



A participatory, highly transferable knowledge platform invests in human capital certifying professional skills in the heritage sector across the South East Europe Territory.

Through domain specific knowledge, experience exchange and know-how transfer create a significant number of individuals with increased capacity.

SAGITTARIUS includes 41 training activities for staff and satellite partners:

- 11 Socially Interactive Daily Seminars for multilevel actors
- 6 transnational study visits
- 11 local study visits
- 1 e-Course
- 1 Certification System
- 11 local thematic on site visits

This is the first attempt to institutionalize the interpretation of heritage as the most powerful tool to unlock cultural values inherent in the natural and man made environment for a wide range of different audiences.



HERICARE



- Attractive, well-kept heritage increases self-respect and community cohesion particularly in structural weak areas.
- A novel mix of inclusion practices empowers communities and the young,

acknowledging their statuses as cultural operators.

HERIBUILDER

An innovative heritage planning and management system with 21 project specific tools guarantees overall accessibility to heritage assets:

- physical,
- cognitive
- mental
- spiritual
- emotional



HERIBUILDER is a toolkit with high transferability degree enabling satellite partners plan and implement their own cultural products independently of the Project's runtime.

It consists of:

- 1 Management Toolkit
- 1 multimodal Website
- 1 Project Brand Toolkit
- 1 Press Info Toolkit
- 1 Joint Video Film 15 min
- 1 Inventory of Cultural Values
- 1 Transnational Heritage Register
- 1 Cultural Heritage Significance Assessment Tool
- 1 Multimodal Cultural Planning Tool
- 1 Transnational Evaluation Board
- 1 Transnational e-Forum to monitor the quality of heritage projects
- 1 industry related Quality Sign



Hungarian National Museum – Budapest, Hungarian, 17th century, Jewellery

HERITAINMENT

- Cultural heritage represents a major territorial development potential.
- The right balance between use and protection is a precondition for the sustainable use of such potential.

SAGITTARIUS applies
an innovative
activity mix to:

- reconcile
protection
and
- usability

of natural and
cultural heritage
paving the way for
entrepreneurial
innovation.



- The usability of heritage assets is appreciated by local businesses.
- Final products become industry related via the convergence of supply and demand.



**Education and Entertainment:
a successful marriage**

HERISTAR



- A Transnational Quality Sign with market value for final products leverages the economic usability of cultural assets in participating regions.
- SAGITTARIUS is thus capable to launch cultural heritage entrepreneurship as a place-driven development agent, demonstrating how heritage is valued, protected, communicated and used with ecologic, economic and social profit.

SAGITTARIUS: KNOWLEDGE- RESPECT- EFFECT

SAGITTARIUS addresses the respective National Strategic Reference Frameworks and Reform Programmes (2007-2013) and a series of international documents, treaties, conventions, charter and strategies such as:

- **UNESCO:**

- World Heritage Convention

- **ICOMOS:**

- The Venice Charter,
- The Charter for International Cultural Tourism,
- Charter for the Conservation of Places of Cultural Significance,
- Charter for the Conservation and Restoration of Monuments and Sites,
- Charter for the Protection & Management of Archaeological Sites,
- Charter for Historic Gardens ,
- Charter for Vernacular Built Heritage,

- **ENAME**

- Charter for the interpretation of cultural heritage sites,



- **WTO:**
 - The Sustainable Tourism Code of Conduct

- **COE: European Conventions & Treaties:**
 - Cultural Convention,
 - Protection of the Archaeological Heritage Convention,
 - on Offences relating to Cultural Property,
 - Protection of the Architectural Heritage of Europe,
 - Cinematographic Co-Production,
 - COE Framework on the Value of Cultural Heritage for Society
 - ,Verona Charter on the use of ancient places of performance
 - Landscape Convention)

- **The European Cohesion Policy 2007-2013**

- **The Renewed Lisbon Strategy and the Gothenburg Agenda 2020**

- **The C.I.P. Leader+**

- **The URBACT Programme 2007-20013**

- **The European Territorial Cooperation Objectives 2007-2013:**
 - Interreg IVC, i2010-European Information Society 2010,

- the 6th Community Environment Action Program 2002-2012 incl. Natura 2000 and Ramsar

- **The European Sustainable Development Strategy 2020**

SAGITTARIUS: SUSTAINABLE DEVELOPMENT

Following the new EU Cohesion Policy aims (convergence-competitiveness-employment- territorial cooperation), and the global objective of SEE TCP, SAGITTARIUS is dedicated to:

INNOVATION, KNOWLEDGE ECONOMY & ENTREPRENEURSHIP

SAGITTARIUS invests in human capital by training and certifying professional skills in heritage interpretation.



- By enabling the innovation environment through pooling and management of domain specific knowledge SAGITTARIUS launches a novel form of entrepreneurship, fully capable to realize the socioeconomic potential of heritage.
- The Heritage Entrepreneur thinks globally and acts locally securing an asset's identity and exporting its values to the outer world. He/she thus initiates place-centric cultural consumption, benefiting people and places.

INTEGRATION & SOCIAL COHESION

SAGITTARIUS delivers

- individual and local authority empowerment
- activation of social ties
- participatory practices in heritage planning
- equal access to knowledge produced for all
- collaboration among Project-bound multilevel actors.



POLYCENTRIC DEVELOPMENT

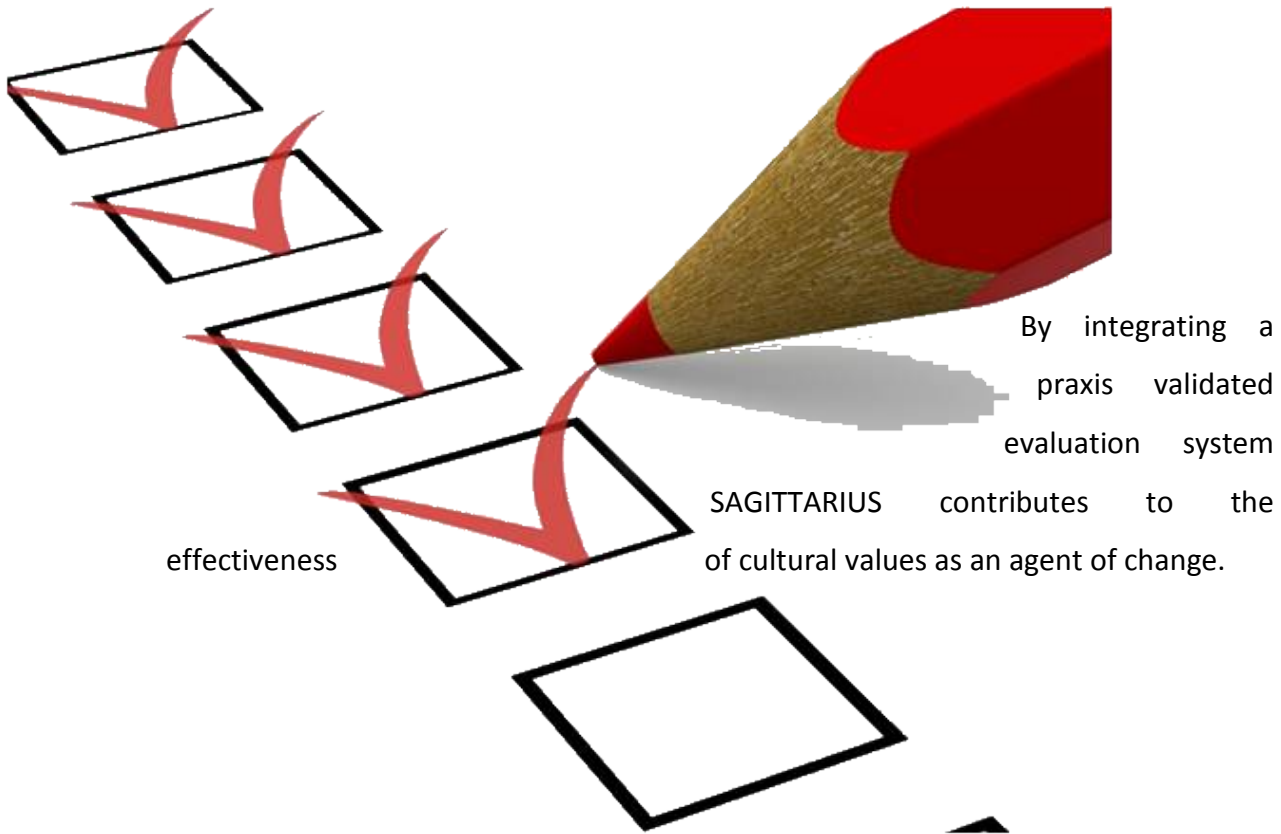
SAGITTARIUS utilizes culture as the great imperative.



- By pronouncing the visibility of cultural diversity it fosters polycentric development capitalizing on the complementarities of small - large growth poles.

- An integrated strategy and tools centralize the periphery unlocking the potential of cultural values.
- SAGITTARIUS proves the economic usability of cultural assets via a coordinated approach to improve perception and use of heritage advancing high added value cultural consumption.

COMPETITIVENESS & ATTRACTIVENESS OF REGIONS



The visibility of quality labelled products and services in the Cooperation Area connected to global markets promote:

- higher resident-visitor spend
- inward investment
- employer location retention incl. artists and creative professions.

SAGITTARIUS: ADDING VALUE

SAGITTARIUS produces a particular added value, which resides in:

- its spatial structure of the Partnership involving 8 countries and 27 regions:
 - ERDF PP1 represents 30 Municipalities in 7 regions
 - ERDF PP2 5 Communities,
 - Observer Partner 1 represents 27 Municipalities in 5 regions,
 - The LP due to its multiple spatial seats is acting at 3 NUTS II level (Attica, North and South Aegean).
 - EUASP Partner 1 operates at National Level
 - 10% PP (Moldova)
 - EUASP 3 Regional Authority



This spatial structure allows :

- direct, rapid at multiple diffusion and dissemination of Project results
- capitalization of previous success stories, applications and projects and their integration in a coherent way in the design of planned activities
- a specific thematic framework, that promotes territorial cooperation at SEE level motivating public-private-third sector multilevel actors to cooperate with the Partnership as satellite forces bound by non statutory cooperation agreements
- political innovation, which promotes community empowerment and civic pride employing women, youth and local businesses in participatory practices in the field of heritage
- active involvement of younger audiences in heritage and culture, changing in this way the working landscape in the fields aforementioned
- planned activities devoted to environmental protection and awareness raising of PPs, community members, policy makers and end user
- entrepreneurial innovation, which promotes the diversification of economic activities in the participating regions introducing the know-how-standard for multiple of heritage consumption forms and a quality label

- transferability of acquired systematized knowledge to strengthen innovative good practices and territorial planning policies

- synthesis of a Partnership dedicated to produce of

transnational synergies and thus contribute to polycentric development



The burial box of Phillip, Vergina, Greece

SAGITTARIUS: PROMISES HELD



Project activities interact with each other producing a series of permanent results with highly transferable character fully accessible across the Project Area.

POLITICAL DURABILITY

- Participatory planning and social inclusion policies deliver local authority empowerment by providing communities with a series of innovative heritage planning tools.



- Active involvement of the young in heritage planning creates a transnational pool within the generation to shape as next the Union's future.
- Decision and policy makers integrate in the policy context 48 policy recommendations how to use cultural values for development, developed via a bottom up approach and scientific input validated at transnational level.

FINANCIAL DURABILITY

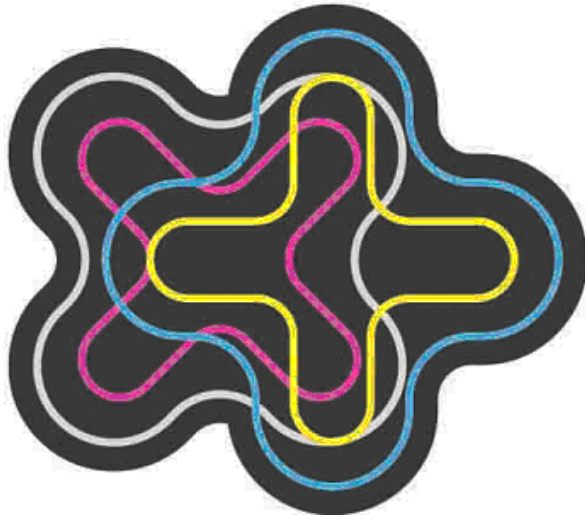
- SAGITTARIUS provides 20 regions with the correct activity mix to fully realize the economic potential of cultural heritage.



Marcian solidus.

With the death of Theodosius II at 53, his sister Pulcheria reigns as the first Roman empress. She takes taking Marcian as her husband to be co-emperor.

- An integrative multidisciplinary heritage management system with praxis validated tools and high degree execution guarantees unlocks cultural values and mobilizes cultural entrepreneurship in the SEE.



SAGITTARIUS delivers an industry related **Transnational Heritage Trail** composed by 11 Local Pilot Projects.

SAGITTARIUS also delivers a **Roving Museum** and **3 Roving Exhibitions.**



Rembrandt, Anatomy Lesson as Pictogram



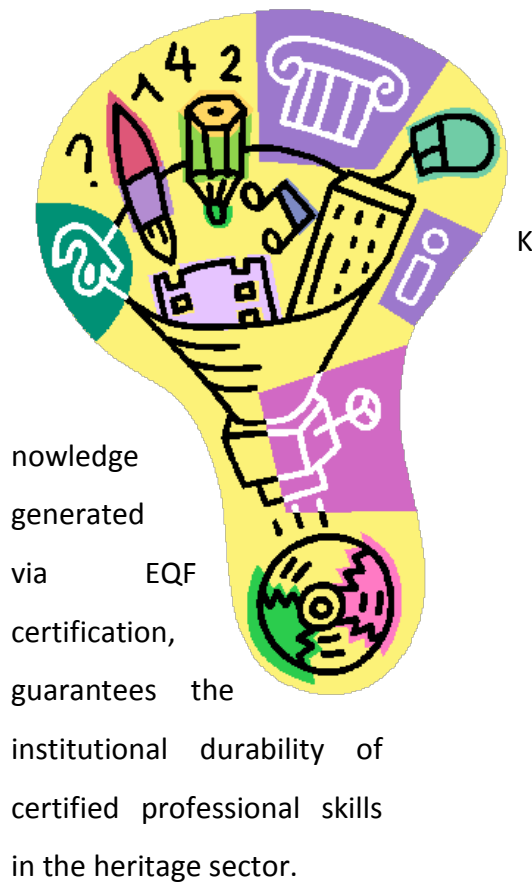
Connected to local-
global markets via
HERISTAR, the
Transnational Quality Sign
pilot projects developed in 11
regions,

showcase in the best way
how to use cultural values
for development.

INSTITUTIONAL DURABILITY

To sustain achieved results, SAGITTARIUS builds with different multilevel actors the “NGO SAGITTARIUS” delivering thus 3 main outcomes:

- individual and local authority empowerment
- activation of social ties
- multilateral collaboration among actors beyond the Projects life time.



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CULTURAL DURABILITY



SAGITTARIUS delivers 1 cultural infrastructure with 112 highly transferable tools for the heritage sector to manage cultural values for sustainable development.

It includes:

- praxis validated tools
- good practices, recommendations and standards
- guidelines and indicators
- common methodologies developed
- common position adopted
- policy recommendations for local authority empowerment

SAGITTARIUS: CARING FOR THE FUTURE



- Cultural products & services are viable only if they possess widely recognized values.
- SAGITTARIUS provides the Project Area with a knowledge-activity mix to utilize the socioeconomic potential of culture.
- Project Partners and cooperating actors will use transferred know-how in the long run to create their own cultural heritage consumption mix.
- By activating public-private-third sector alliances, heritage entrepreneurs emerge, exemplifying, how heritage is valued, protected, and communicated with ecological, economical and social profit. Activities are also dedicated to enhance environmental conscience and behavioural patterns.
- The involvement of Project Partners with very different cultures/backgrounds, spatial/administrative levels guarantees the institutional viability of results.
- Communication tailored to target groups includes promotional material, press releases/conferences, audiovisual productions, website, a roving museum, trails and guidebooks, an International Conference, organized events.

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SEE TCP SAGITTARIUS



PRIORITY 4:

Development of Transnational Synergies for Sustainable Growth Areas

AREA OF INTERVENTION 3:

Promote the use of cultural values for development

LEAD PARTNER: UNIVERSITY OF THE AEGEAN, GREECE

ERDF PP1: POLI- LOCAL AUTHORITIES NETWORK GREECE

ERDF PP2: MUNICIPALITIES UNION OF SINELLO, ITALY

ERDF PP3: MOUNTAIN COMMUNITY ALTO BASENT, ITALY

ERDF PP4: BULGARIAN CHAMBER OF COMMERCE AND INDUSTRY, BULGARIA

ERDF PP5: MUNICIPALITY OF DEVIN, BULGARIA

ERDF PP6: INSTITUTE FOR COMPREHENSIVE DEVELOPMENT SOLUTIONS, SLOVENIA

ERDF PP7: NATIONAL INSTITUTE FOR RESEARCH AND DEVELOPMENT IN TOURISM

ERDF PP8: INSTITUTE OF NATIONAL ECONOMY, ROMANIA

ERDF PP9: KÁROLY RÓBERT COLLEGE, HUNGARY

EUASP1: MINISTRY OF REGIONAL DEVELOPMENT AND TOURISM, ROMANIA

EUASP2: BULGARIAN-ROMANIAN CHAMBER OF COMMERCE AND INDUSTRY, BULGARIA

EUASP3: UNIVERSITY OF CHIETI PESCARA, ITALY

EUASP4: COMMISSION VI (OF THE REGIONAL COUNCIL OF ABRUZZO, ITALY)

O1: SYNOTA, ANONYMOUS TRANSMUNICIPAL DEVELOPMENT AGENCY, GREECE

O2: PATRAS MUNICIPAL ENTERPRISE FOR PLANNING & DEVELOPMENT, GREECE

O3: EUROPEAN ATHNEAUM OF FLORAL ART, ITALY

O4: INSTITUTE OF ENTREPRENEURSHIP DEVELOPMENT, GREECE

IPA PARTNER: UNIVERSITY OF ZAGREB, CROATIA

10% PARTNER: DISTRICT COUNCIL OF SOROCA, MOLDOVA

This document refers to:

OUTPUT 2: Transnational Charter for the Participatory Management of Natural and Cultural Heritage

ACTIVITY 3.2: Developing a vision for key stakeholders and players from the Public, Private and Third Sector to embrace and support heritage entrepreneurship at transnational level

WORK PACKAGE 3: HERINEXUS: TRANSNATIONAL ALLIANCES TO PROMOTE HERITAGE ENTREPRENEURSHIP