

# GUIDEBOOK

FOR

# DESIGNING LOCAL ARCHEO PLANS



# GUIDEBOOK FOR DESIGNING LOCAL ARCHEO PLANS

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# 1. INTRODUCTION

This Guidebook is a practical tool that provides step-by-step instructions for municipalities to design and implement their own Local Archeo Plan (LAP) as a key condition for good planning and effective cultural management of the local archaeological heritage. These instructions are designed to facilitate a wider adoption of the proposed methodology by local authorities and other interested stakeholders.

The Guidebook is therefore aimed equally at:

- Municipal employees responsible for urban development, heritage conservation and tourism;
- Managers of archaeological sites;
- Tourism professionals or other people who contribute to the local tourism industry;
- Interested citizens who want to contribute to the development of their community.

Although this is apparently a diverse group of people having very different backgrounds and interests, they can all contribute to the designing of Local Archeo Plans because they can bring in their own experience and/or expertise. This wide variety of stakeholders represents the multifaceted approach that is part of the recipe for success of such plans.

The Guidebook provides a novel methodology that has been thoroughly tested by several municipalities from the Danube Region, which have designed and implemented a number of Local Archeo Plans as part of the Interreg DTP Project ArcheoDanube.

The ArcheoDanube team wishes all readers of this Guidebook success in their initiative to combine urban development, archaeology and tourism in a way that is meaningful both socially and economically for their communities. In this regard, a well designed and implemented Local Archeo Plan is the right tool for achieving these objectives.

## 1.1 Goals and objectives of your LAP

As mentioned above, your LAP is a planning tool for the enhancement activities that will be carried out on your chosen archaeological site in the long-term future, so you will need to define your overall vision for the site and the objectives that have to be achieved. An overall vision is like a statement of where the site should be in the next 10-20 years. This statement will help you choose the short-term and long-term objectives, implement management policies,

set priorities and develop activities (Wijesuriya et al. 2013). You should begin by outlining your overall vision for the site in a few sentences on the first page of your LAP template.

A number of clearly-defined objectives will help you achieve your vision for the site. Here are some examples:

- Increase visitor satisfaction;
- Safeguard the archaeological heritage and other associated cultural values;
- Protect the (displayed) archaeological remains;
- Increase cooperation with the local community;
- Improve the knowledge about the archaeological site within the local community;
- Attract the interest of national or international tourists in the archaeological site;
- Improved the accessibility of the archaeological site.

You will be able to achieve your objectives through the implementation of a number of activities that you will include in your LAP. Therefore, a central purpose of this Guidebook is to help you find the right activities for the enhancement of your archaeological site or sites.

## 1.2 Archaeological parks

Very often, the intention to enhance an archaeological site and make it accessible to the public is related to the term “archaeological park”. The term is not new, but has been used already for some time in Europe and also elsewhere in the world to describe open-air archaeological sites. However, open-air archaeological sites can be very different. While they share certain elements, like the displaying of archaeological remains *in situ*, there was no clear identification of other features which could properly define an archaeological park. An attempt to define the term in international doctrinal documents has only recently emerged. In “The Draft Recommendations of the First International Conference of ICOMOS on Archaeological Parks and Sites” (Salalah Recommendations 2015), the following definition was suggested:

“An Archaeological Park consists of:

- Archaeological remains (below and above ground, movable and immovable) including archaeological surfaces. The archaeological park should have at least the size of the underground extent of the archaeological remains (archaeological site);
- A carefully designed landscape that will ensure protection of archaeological remains below and above ground surface, and effective interpretation of them to visitors;
- An area to which access is effectively regulated, with controlled entrances, surrounded by an adequate buffer zone.”

In other words, “an archaeological park is the link between scientific research and the public. It can be termed as a definable area, distinguished by the value of heritage resources and land related to such resources, having the potential to become an interpretive, educational and recreational resource for the public, which should be protected and conserved.”

In another international document called the “Salalah Guidelines for the Management of Public Archaeological Sites” (Salalah Guidelines 2017), which build on the previous “Salalah Recommendations 2015”, the definition of an archaeological park is divided into two parts:

- “A park is defined for the purposes of these guidelines as a protected area set aside for public access, enjoyment, and education.”

- “Archaeological parks contain both above-ground and below-ground archaeological remains and material. The archaeological park should be seen as a tool for conservation of archaeological sites on the one hand, and their presentation and interpretation as a means to understand the shared past of humanity on the other hand.”

While both definitions in the international doctrinal documents can be used for the definition of your archaeological park, the partners of the project ArcheoDanube adopted another short and effective definition, which is in use in Croatian legislation (Zakon 2020):

“An archaeological park is a researched, protected and presented archaeological site or its part that includes informative and didactic components of presentation and interpretation in order to raise awareness of the importance of archaeological heritage.”

Based on this definition, archaeological parks should include:

- Archaeological sites, or their parts, which were subject to research (as only research data can create the basis for proper presentation and interpretation) and are properly protected as well as publicly accessible;
- Archaeological remains within the park have to be displayed *in situ* or presented by alternative means;
- Presentation and interpretation of archaeological heritage has to be present (interpretation panels, guided tours, visitor programs or workshops etc);
- Additionally, the areas should be carefully landscaped, enabling optimal usage of the site as well as recreation and relaxation.

In this way, archaeological parks would not only have educational purposes and raise awareness of the importance of archaeological heritage, but they would also enable recreation and enjoyment in such areas, becoming more attractive for touristic purposes. All of the mentioned aspects are even more important for archaeological sites located within towns and cities.

Whether you choose to use this definition in your LAP or not, it is important to know that the Guidebook and its components were designed with this definition in mind.

### 1.3 Initiators, work team and stakeholders

The initiative to develop an archaeological park based on existing archaeological heritage could come from a wide variety of sources, most commonly at the local level, though regional or national inputs of all sorts could also appear. This could come from just one person, acting either in a professional capacity (e.g. an archaeologist, a historian, an architect, a tourism expert), or in a private one (e.g. a local citizen, a landowner, an amateur local historian). A similar proposal can come from various professional groups, NGOs or informal citizen actions, as well as the local authorities, public or private institutions, or companies, including property developers wishing to increase the economic value of an area.

In some cases, the idea of an archaeological park could have been around for some time in one form or another and the initiators are just the catalyst for a more concrete action towards its proper materialization. In other cases, this idea only takes shape in particular circumstances, e.g. new major archaeological discoveries, local or regional redevelopment projects, or new funding opportunities.

The initial proposal has to be convincing in order to turn this idea from wishful thinking into a concrete project that will be accepted by the decision-makers and the local community. Accordingly, a number of strategic steps can help achieving this objective:



- Formulate a work plan defining your goals for this first stage; subsequent work plans will also be needed at every stage during the development of the LAP;
- Write a short and clear initial proposal identifying the main assets of the local archaeological heritage and their potential, using a non-specialist language that can be easily understood by all stakeholders; a supportive specialist in heritage management can help with this task;
- If the initiators are not the local authorities, then get in contact with them as quickly as possible to assess their interest and level of support;
- Identify other supporters among the local stakeholders and involve them in the initial actions;
- Design a very specific and highly visual promotional campaign on various public media and within a set period of time to stir up interest; use successful stories from other cities, regions or countries as good examples;
- Identify the resources that are already available at this stage (expertise, funds, volunteers), as well as the legal and organizational framework within which the initiative will operate;
- Motivate different categories of citizens to get involved; an experienced NGO can help in this case; this will enlarge your support base early on;
- Lobby regional and national authorities and politicians to gain further support for the initiative.

Once support for the initiative is strong enough, and the local authorities are also involved (if they are not the initiators), another key element is the establishment of a work team which will be first tasked with the assessment process as part of the LAP. This should normally be the responsibility of the institution sponsoring the entire project, though the initiators (if different) should remain involved. Similar actions will also be needed for the subsequent development stages of the LAP, i.e. the feasibility study, the designing process, and the implementation process (see Chapters 2 – 5). Some core members of the work team will normally remain involved in the entire process of developing the LAP to maintain the continuity and workflow, including the project manager, the finance officer and the communications officer. The following tables describe the possible structure of a working team, which can be adapted to the actual needs of your project:

CORE WORKING TEAM	
Position	Responsibilities
Project manager/leader	<ul style="list-style-type: none"> <li>• Plans and coordinates activities and resources;</li> <li>• Organizes and leads the working team;</li> <li>• Liaises with the institutional sponsor and other local/regional/national authorities;</li> <li>• Identifies possible funding sources and writes applications;</li> <li>• Manages tasks and deliverables;</li> <li>• Monitors progress and solves problems;</li> <li>• Provides regular feedback to the team.</li> </ul>
Financial manager	<ul style="list-style-type: none"> <li>• Plans and manages the budget;</li> <li>• Provides periodic financial reports;</li> <li>• Coordinates procurements and expenditures;</li> <li>• Supports the project manager and maintains financial policies;</li> <li>• Contributes to additional applications for funding.</li> </ul>

Communications manager	<ul style="list-style-type: none"> <li>• Develops and implements the communication strategy;</li> <li>• Produces communication materials using different media;</li> <li>• Manages relationships with key media players;</li> <li>• Support the project manager in relation to the stakeholders;</li> <li>• Contributes to the creation of a brand for the archaeological park.</li> </ul>
Archaeological heritage expert	<ul style="list-style-type: none"> <li>• Provides archaeological expertise, including for the presentation and interpretation of archaeological remains;</li> <li>• Coordinates the analysis of the existing archaeological remains and their conservation status;</li> <li>• Liaises with the local/regional/national heritage protection authorities;</li> <li>• Liaises with past or ongoing archaeological projects;</li> <li>• Coordinates archaeological excavations and/or surveys (if needed);</li> <li>• Coordinates conservation works (if needed).</li> </ul>

ADDITIONAL EXPERTS	
Position	Responsibilities
Urban development expert	<ul style="list-style-type: none"> <li>• Provides expertise concerning the local/regional urban development plans and strategies;</li> <li>• Assesses the relevant regulatory framework;</li> <li>• Supports the assessment and feasibility studies;</li> <li>• Facilitates policy dialogue with local authorities and other relevant stakeholders.</li> </ul>
Heritage interpretation expert	<ul style="list-style-type: none"> <li>• Provides expertise concerning the interpretive planning;</li> <li>• Contributes to the designing of interpretive media;</li> <li>• Assesses the interpretive potential of the existing archaeological heritage.</li> </ul>
Conservation expert	<ul style="list-style-type: none"> <li>• Assesses the current conservation status of the archaeological remains;</li> <li>• Provides an analysis of the impact of tourism on the archaeological site;</li> <li>• Designs and supervises the conservation and restoration plans;</li> <li>• Provides input to the designing of interpretive media, visitor infrastructure, and landscaping works;</li> <li>• Reviews the costs of conservation and restoration works;</li> <li>• Contributes to the designing of maintenance and monitoring protocols.</li> </ul>

Landscaping expert	<ul style="list-style-type: none"> <li>• Assesses the landscaping needs of the archaeological park;</li> <li>• Designs a landscaping plan in consultation with the conservation expert;</li> <li>• Supervises the required landscaping works;</li> <li>• Contributes to the designing of maintenance and monitoring protocols.</li> </ul>
Tourism expert	<ul style="list-style-type: none"> <li>• Identifies and assesses the touristic potential of the archaeological park;</li> <li>• Identifies the relevant stakeholders;</li> <li>• Contributes to the designing of the tourism-related elements of the LAP, including interpretive media, communication and branding;</li> <li>• Identifies ways of integrating the archaeological park into existing touristic networks;</li> <li>• Contributes to the training of site guides.</li> </ul>
Economic potential analyst	<ul style="list-style-type: none"> <li>• Assesses the economic potential of the archaeological park;</li> <li>• Identifies potential sources of income and commercial partners;</li> <li>• Designs a marketing plan to support the wider financial plan of the archaeological park.</li> </ul>

A number of actions are mandatory for any successful work team:

- Identify and recruit the core members of the work team which will be responsible for the development of the LAP;
- Establish an efficient organigram based on skills and experience; an archaeological heritage expert or an urban development expert should head the work team and liaise with the institutional sponsor of the LAP;
- Identify and recruit the necessary experts based on the tasks and objectives of the respective development stage of the LAP, e.g. archaeologist, historian, conservation expert, sociologist, landscape specialist, tourism expert etc (see the tables above);
- Set up a work plan containing clearly defined tasks, objectives and deliverables, as well as a timetable, for each development stage of the LAP;
- Set up mandatory methodologies for data collection and analysis;
- Produce periodic activity reports and disseminate the results of each development stage of the LAP to gain further support for the project;
- Set up a review and mitigation mechanism for the activities required by each development stage of the LAP;
- Identify and allocate the necessary funds;
- Identify the stakeholders and initiate consultation mechanisms.

The involvement of the stakeholders and their role in the development of the LAP and the local archaeological park should not be dismissed. Aside from being a valuable source of information about the local use and significance of the archaeological heritage and of the area where it is located, their involvement could also allay concerns about the future presence of the archaeological park, or could prevent the emergence of an opposing movement. In this context, it is also useful to identify the degree of interest of each stakeholder in the targeted areas, and

their related past and current actions, as well as the existing or potential sources of conflict.

It is important to note that some stakeholders are legally entitled to be consulted:

- Landowners;
- Heritage protection offices;
- Other institutions with attributions in heritage protection and/or management;
- Local administration.

Other stakeholders for whom the site is relevant from the social, cultural, touristic or economic point of view should also be considered:

- Research and cultural institutions, including museums and galleries;
- Educational institutions;
- Local cultural publications and associations;
- Public and private entities, including NGOs;
- Citizens currently using the targeted areas in various ways;
- Local and regional political actors;
- Public and private utility companies;
- Tourism agencies and companies, including professional associations.

The consultation process should be clearly designed, using a combination of simple but effective tools, and taking into consideration the more likely degree of interest and means of action of each category of stakeholders:

- Targeted questionnaires;
- Public presentations, including media campaigns;
- Open workshops.

The outcome of the initial consultation process should be incorporated into the assessment report, and the stakeholders should remain involved in a constructive way in the designing and subsequent implementation of the LAP.