

LOCAL ARCHEO PLAN

institution, manager or investor:

.....
name and address of the institution ,manager or investor

archaeological site, park or group of sites:

.....
name of the archaeological site, park or group of sites

identification of the archaeological site or group of sites:

.....
name or number of the site(s) in the national register of archaeological sites and monuments

editor(s):

.....
name, professional title, signature and stamp

project manager:

.....
name, professional title, signature and stamp

Local Archeo Plan number, place and date of publication

.....
*(number 1/1 for the first edition of the plan, number 1/2 for the updated version of the first edition,
number 2/1 for the second edition, ...)*

Logotypes

INSTRUCTIONS:

The plan covers all principal areas of intervention necessary for the establishment or running of an archaeological park. When preparing your Local Archeo Plan you can decide to include only some of the proposed chapters, as you possibly have only to upgrade an already functioning situation.

You probably need to adapt some definitions mentioned in the plan (maybe your area is not an archaeological park, but something else: you can modify wording, but be consistent through the whole document).

To support you in the preparation of your Local Archeo Plan we included hints and questions, marked in grey colour, which you should consider in order to find the right solutions for your archaeological park. Other aspects could probably be important for your situation: the included questions only act as a starting point. After you have defined and explained your solutions, you can remove the examples.

If you use abbreviations please include at the end of your plan a list outlining them. If necessary, you can also include a glossary.

CONTENTS		
<i>Part</i>	<i>Title</i>	<i>Page</i>
	Work team	
	Basic information of the site	
1	Introduction	
2	Assessment of the local archaeological heritage	
3	Feasibility study	
4	Local Archeo Plan	
5	Implementation and maintenance	
6	Sources and literature	
7	Appendixes	

WORK TEAM		
Editor:	<i>name and surname ,professional title</i>	<i>signature</i>
Core work team		
Project manager	<i>name and surname ,professional title</i>	<i>signature</i>
Financial manager	<i>name and surname ,professional title</i>	<i>signature</i>
Communications manager	<i>name and surname ,professional title</i>	<i>signature</i>
Archaeological heritage expert	<i>name and surname ,professional title</i>	<i>signature</i>
Additional experts and specialists (depending on the scope of the LAP)		
Archaeologist	<i>name and surname ,professional title</i>	<i>signature</i>
Urban development expert	<i>name and surname ,professional title</i>	<i>signature</i>
Heritage interpretation expert	<i>name and surname ,professional title</i>	<i>signature</i>
Conservation expert	<i>name and surname ,professional title</i>	<i>signature</i>

Landscaping expert	<i>name and surname ,professional title</i>	<i>signature</i>
Tourism expert	<i>name and surname ,professional title</i>	<i>signature</i>
Marketing or communication specialist	<i>name and surname ,professional title</i>	<i>signature</i>
..... (other expert or specialist)	<i>name and surname ,professional title</i>	<i>signature</i>
Local Archeo Plan number:		
Place and date of publication:		

BASIC INFORMATION OF THE SITE	
Name of the site(s):	
Name or number of the site(s) in the national register of archaeological sites and monuments:	
City, town:	
Region:	
Country:	
Complete cadastral reference:	
Landowner(s):	
Manager:	
Investor(s):	
Responsible monument protection institution:	

1. INTRODUCTION

Reasons for preparing the plan and its objectives:

Explain your reasons for preparing the plan and which objectives you would like to achieve with it.

Reasons are for example:

- Long-term management strategy
- Planning new works
- Planning project application
- Enhancing physical access
- Planning conservation and restoration works
- Long-term management and maintenance of the site
- Personnel training plan
- Development of new ways of involving local population
- Planning activities helping people to learn about heritage
- Strategies of audience development
- Maintenance plan

Define your VISION for your site in one or a few sentences:

Objectives for achieving your vision can be for example:

- Increasing visitor numbers
- UNESCO candidature of the site
- Cooperation with the local community
- Increasing awareness about the sites' importance
- Increasing awareness about the conservation of the site
- Increasing the goodwill of the local community towards heritage institutions
- Improving the relationship between the local community and heritage institutions
- Improving the knowledge about the heritage in the local community
- Improving the attractiveness of the site to potential investors
- Promotion of the site to national or international tourists

2. ASSESSMENT OF THE LOCAL ARCHAEOLOGICAL HERITAGE

2.1. Identification of the local archaeological heritage and its conservation status

<p>Type of archaeological site(s) taken into consideration: For example: settlement, cemetery, villa rustica, fort etc; include a brief description of each type.</p>
<p>Types of archaeological remains taken into consideration: Structures, for example: house, workshop, bridge, road, arch etc; include brief descriptions. Portable artefacts, for example: statues, tools, ceramic vessels, weapons etc; include brief descriptions. Others, for example: mine, production area, rock art etc; include brief descriptions.</p>
<p>Spatial extension of the archaeological site(s): Are the remains occupying a single area or separate areas within or outside the modern town/city? Which is the total size of the area(s) occupied by the site(s), including both excavated and unexcavated parts? Are further field surveys required to determine the spatial extension of the site(s)? How much of the total area of the site will be considered for the archaeological park? Is there a topographic plan or a geo-referenced orthophoto map of the site(s) already available?</p>
<p>Dating of the archaeological site(s): Are the archaeological remains belonging to a single historical period or to several? Which ones? Is the site's general chronology well-established or still debated?</p>
<p>Research status of the archaeological site(s): Is the site completely or only partially investigated archaeologically? Is/was the archaeological research of preventive or systematic nature? Are the investigations finished or ongoing? Is the area considered for the archaeological park going to need further investigations? Are the already investigated remains still visible or reburied for protection? Which is/was the institution responsible for the archaeological investigations? Which institution holds the archived documentation of these investigations? Are the results of the archaeological investigations already published? Which institution holds the recovered artefacts?</p>

Conservation, restoration and presentation status of the archaeological site(s):

Which is the conservation status of the archaeological remains? Include brief descriptions for each type of remains.

Are these already displayed publicly? If yes, in which way?

Is there a local museum of archaeology or history, or other kinds of public galleries or collections?

How much of the archaeological site is already conserved and/or restored?

Of that, how much was also enhanced and interpreted/presented to the visitors?

Is there a restoration, enhancement or interpretation project ongoing or planned?

If yes, how much of the site is going to be restored, enhanced or presented?

Which institution(s) is/are responsible for these actions both scientifically and financially?

2.2. Historical and cultural significance of the local archaeological heritage

Archaeological, historical, and artistic significance of each type of archaeological remains:

Include a list of arguments based on the following value indicators:

- Degree of scientific relevance – local ,regional ,national ,international – and uniqueness;
- Completeness of the preserved archaeological ,historical ,and artistic information;
- Current state of conservation and potential for improvement and enhancement;
- Ability to convey a coherent historical ,cultural or/and artistic message;
- Future scientific potential.

Ecological significance of the archaeological site(s):

Include a list of arguments based on the following value indicators:

- Current environmental conditions and their impact on archaeological remains;
- Degree of integration into the local natural landscape and the relationship with natural parks/nature reserves (if any);
- Existing or already planned relevant landscaping works;
- Degree of compliance with local, regional and national green policies (if any).

2.3. Social and economic significance of the local archaeological heritage

Use the two following questionnaires to identify the ways in which different stakeholders use and perceive the structures and areas occupied by archaeological remains .They can be adapted to suit your local situation .Some data can be sourced from existing economic ,touristic ,social or demographic statistics ,urban planning documents ,and periodical activity reports produced by various local institutions and organizations.

Types of activities conducted in structures/ areas occupied by archaeological remains	Yes	No	Permanent	Occasional / seasonal
Habitation				
Movement/traffic				
Agriculture				
Other economic activities				
Touristic activities				
Recreational activities				
Cultural activities				
Educational activities				
Religious activities				
Other public activities				
....				

Type of economic activity	Permanent	Occasional/ seasonal	Organizers
Exhibition			
Souvenir shops			
Guided tours			
Re-enactment festival			
Traditional crafts festival			
Concert			
....			

2.4 Accessibility of the archaeological site(s)

Physical accessibility

Include a list of arguments based on the following value indicators:

- Presence of gated/fenced areas;
- Access for pedestrian, bicycle and/or motorised traffic;
- Access for people with mobility, hearing or sight issues;
- Connectivity with the public transportation system;
- Existence of lighting and security systems;
- Availability of resting areas, including bins, toilets, benches, free drinking water fountains etc;
- Availability of recharging stations for electronic devices and vehicles;
- Type of the ticketing system.

Informational accessibility

Include a list of arguments based on the following value indicators:

- Availability of explicative panels, posters, banners, printed guidebooks and maps in different languages;
- Internet connectivity, including free WLAN access;
- Availability of a dedicated webpage/website in different languages;
- Availability of other digital information sources, e.g. dedicated apps, QR codes, infopods, audio-guides in different languages;
- Availability of site guides and guided tours;
- Presence of a site museum/exhibition.

2.5 Existing legal and administrative framework of the archaeological site(s)

The aim should be to identify:

- Existing landowners, both public and private;
- The institution(s) responsible for administration and maintenance (if any);
- The management structure (if any);
- The available budget (if any), and its source(s);
- The inclusion into the local, regional or national plans/strategies for the protection, promotion and valorization of local archaeological heritage, including cultural tourism programs (if any);
- Degree of integration into existing touristic or cultural networks;
- Use of the site or any part of it as a marketing tool/brand by local authorities, companies or other entities (if any).

3. FEASIBILITY STUDY

3.1 Identification of the legal and administrative framework

<p>Legal form of organization of your park</p> <p>Possible options:</p> <ul style="list-style-type: none"> • Regular business entity; • Cooperative; • Subsidiary or branch of an existing cultural institution (e.g. a museum); • Not-for-profit organization. <p>You will have to take into consideration the respective provisions in the laws and regulations of your country, including those concerning employment, tax regimes, archaeological heritage protection etc.</p>
<p>Organizational statutes of your park</p> <p>You will have to take into consideration:</p> <ul style="list-style-type: none"> • National business laws and regulations (depending on your form of organization); • National and European laws and charters concerning the preservation, conservation, restoration and enhancement of archaeological heritage; • Applicable environmental rules and regulations.
<p>Legal and administrative framework of your park</p> <p>You will have to take into consideration:</p> <ul style="list-style-type: none"> • Local urban development policies; • Regulations concerning the issuing of building and other structural works permits; • Local, regional or national master plan for developing cultural tourism (if any); • Legal ownership status of the site, including land, structures, access routes etc.

3.2 Design, development and management options

<p>Characteristics of the site, or part of it, which will be developed into an archaeological park</p> <p>You will have to conduct a number of targeted surveys to identify:</p> <ul style="list-style-type: none"> • State of preservation; • Impact (positive or negative) of your interventions; • Local social and economic conditions and potential; • Existing tourism-related businesses and infrastructure; • Degree of local support for your idea.
<p>Existing and necessary human resources to design and implement your LAP</p> <p>Based on the objectives of your LAP, you should identify the required expertise and other professionals that need to be hired.</p>

Required works

Based on the objectives of your LAP, you should list all of the works required for the designing and implementation of your LAP, including:

- Conservation and restoration works;
- Enhancement and presentation works;
- Infrastructure and utilities;
- Protective facilities.

Timetable

Based on the above list of works required for the designing and implementation of your LAP, you should set up a detailed timetable. You should take into consideration the existing conditions on the site, the financial support and the required expertise.

The economic, social and cultural impact

You will have to conduct a number of targeted surveys which should identify the following aspects:

- Degree of interest and support for your proposal within the wider local community, the business environment, and the tourism industry;
- The existing local and regional cultural tourism attractions and the options to connect with them into a wider network;
- The willingness of local administration to support the park from the LAP design to the park opening and running, and the type of support they could offer.
- You will also need to conduct a market research to examine two key aspects concerning the marketability of your park:
- The economic marketability of your park, based on your objectives and the current economic and social conditions, i.e. the ability of your park to bring in economic value for you and your partners.
- The cultural marketability of your park, again based on your objectives, but also on the perceived cultural value of the local archaeological heritage, which is largely created by consumers.

3.3 Estimated implementation and maintenance costs; potential funding options

Design and implementation costs

Use the list of works required for the designing and implementation of your LAP to estimate all possible costs:

- Staff, including expertise;
- Equipment, materials and consumables;
- Infrastructure and landscaping works;
- Permits and licensing fees;
- External service providers;
- Media campaigns and other public events.

Possible means of offsetting your costs:

- Tax exemptions and/or reductions (based on your legal form of organization);
- Sponsorships (monetary or in-kind);
- Volunteer work.

Possible funding options

Depending on the local conditions and your legal form of organization, you have the following options:

- Direct funds allocated by the municipality in the form of an annual operational budget or targeted subventions;
- Annual allocations or targeted subventions from the national budget;
- National or international grants won through open competition;
- Cooperation agreements, for example with research and development or educational institutions;
- Sponsorship by public and private entities and individuals;
- Special fundraising events; these could be perhaps organized with the help of a dedicated not-for-profit association, e.g. "The Friends of ... Archaeological Park";
- Entrance and other fees paid for various visitor services offered by the park; these will only be available once the archaeological park is up and running;
- Other earnings: leasing fees, paid for activities, sales from book, crafts and souvenir shops, food and drink stalls, branding and advertising etc.

Ticketing system

Design a ticketing structure and strategy that is suitable for the local conditions and your objectives. You may include:

- Basic entrance tickets;
- Discounted tickets;
- Family and group tickets;
- Special events tickets;
- Daily passes including discounts (in cooperation with your partners);
- Annual all inclusive passes;
- Cultural passes (in cooperation with your partners).

3.4 Identification of the target public and their expectations

You can use different methods to identify your public and its expectations, the most common being:

- Targeted questionnaires;
- Public workshops and lectures with a Q&A approach;
- Test events;
- Media campaigns.

These can also be used to engage the local community and other stakeholders in your plans and activities. Establishing a form of collaboration with an experienced local NGO is recommended.

4. LOCAL ARCHEO PLAN

4.1. Integration within local urban planning

Situation of your site in relation to urban planning issues:

- Is the archaeological area you would like to enhance properly considered within existing urban planning documents? How could protection, enhancement and fruition of your area be improved within urban planning measures?
- Does your area have a buffer zone? Is the buffer zone properly considered within existing urban planning documents? If your area does not have a buffer zone, do you need one? How would you define it spatially in order to improve visual, urban décor and fruition of your area?
- How is your archaeological area connected to other parts of the town? Is accessibility to your area properly considered within existing urban planning documents? How could accessibility to your area be improved within urban planning measures?
- Is your area supplied by utilities (water supply and canalisation, electricity and gas)? Do you need them or can you adapt the infrastructure of your site in an alternative way (solar energy etc.)?
- Which steps can you implement in order to include your needs within official urban planning documents?

4.2. *In situ* display, conservation and restoration of archaeological remains

Conservation and display issues:

- Which parts of the site can be displayed to the public?
- Which parts of the site need to be reburied or left undisturbed?
- Which conservation techniques are appropriate for displaying your archaeological remains and which are permitted?
- How can you best preserve the authenticity of your site?
- Which materials can you use for conservation works in order to match compatibility, reversibility and minimal intervention principles?
- Which kind of maintenance can you afford?
- Will the physical display of the remains be supported by other means of presentation and interpretation?
- Is it possible to only consolidate the original substance of your archaeological remains or do they need to be integrated or even reconstructed?
- Is it possible to reassemble them by anastylosis?
- Is translocation of the archaeological remains needed?
- Can you integrate or substitute original features of the archaeological remains by using alternative elements?
- Can you integrate or substitute original features of the archaeological remains by using light projections or holograms?
- Is further research needed in order to appropriately plan display and conservations (from an archaeological, conservation and restoration science, static, pedological, geological, hydrogeological etc. point of view)
- Which permissions are needed to execute the works?
- Who will conduct the works, when, and how?

Additional protection structures and procedures:

- Is there a need for additional protection procedures?
- Do you need a drainage system (channels, substrates etc.) in order to protect the site from backwater and water folds?
- Is the site composed of fragile materials that need to be protected by closed buildings, shelters, glass walkways or similar? Which kind of protection structure would best fit into your site and its surroundings? Which kind of aeration would be appropriate in your specific context?
- How are the weather conditions during the year?
- Can seasonal removable coverings be an appropriate option?
- Which permissions are needed to execute the works?
- Who will conduct the works, when, and how?

4.3. Surveillance and monitoring systems

Needs regarding surveillance and monitoring of visitors of your site:

- For which purpose do you need a surveillance or monitoring system (to collect qualitative data about visitors for future planning, to monitor visitor numbers, to prevent unwanted activities like vandalism, looting, etc.)?
- Will the site have an entrance fee with different opening hours or will access to the site be available for visitors free of charge at all times?
- What are the characteristics and behaviour of the visitors that you expect?
- Does the site need stricter protective measures like fencing, cameras or security guards to prevent the damage from the general public? Is your site very fragile (e. g. because of specific materials like frescoes, wooden elements, etc.) or are in your region acts of vandalism and looting frequent?
- Does the site have an electricity supply for installing security cameras or will solar and battery-powered cameras be used? Will the recordings of the cameras be constantly monitored or will you only check them in case something happens (vandalism)? Are there already employees on the site, which could additionally also perform monitoring and elementary surveillance activities? Or will you hire new personnel that will monitor the site?
- Who will collect, process and interpret the collected data about visitor numbers (trained employees or external experts)?

4.4. Landscaping

Landscape enhancements at your site:

- Which heritage feature at your site is the most important? Which is the most attractive for an average visitor?
- What is the optimal sequence of heritage features to be seen by the visitors in the sense of distributing highlights?
- Is the configuration of the terrain suitable for visitors with disabilities? What could be done to increase the accessibility of your site?
- Which areas in the park will have the best view and can be developed into viewpoints most naturally? Which areas have enough space and aesthetic appeal to be used as resting or/and picnic areas?
- What kind of ornamental (botanical, architectural, other) elements can you implement in your park bearing in mind geographical and historical context?
- What parts of the existing heritage can be further presented/highlighted/enhanced using botanical and/or architectural elements?

4.5. Mandatory infrastructure and services

Accessibility:

- Is there a chance to use existing parking capabilities near the park?
- Is there a chance to integrate the archaeological park into the existing public transport system?
- Are there charging stations for electric cars and bikes already existing in the park's vicinity? If not, do you consider building them?
- Are there stations for renting cars, bikes or other forms of transport near the park? If not, do you consider implementing them?

Basic park infrastructure and services:

- Do you consider building a system of lighting the paths and trails of the park? What about illumination of heritage features?
- Do you plan to erect benches for the visitors to rest? Will these benches have a roof or shade for protection against the elements?
- Will your park have designated picnic areas where visitors can eat? Will these places be protected from the elements (sun, rain, wind)?
- Are there places in the park, where visitors will not be allowed to go (fragile heritage elements, dangerous spots)? How do you plan to protect and mark these areas? How do you plan for visitors to see these remains if they cannot get close to it?
- Where do you plan to place litter-bins? If you consider your park to be pet-friendly, do you plan to offer dog-waste bins and bag dispensers?
- Where do you plan to build toilets? Will there be toilets for disabled and rooms with changing tables for small children?
- Depending on the location and position of the park, will you build a drainage system to prevent the park from flooding in case of heavy rains?
- Do you consider the option to offer free Wi-Fi throughout the park or at least at certain areas in the park (e.g. entrance, highlights, ...)? Do you consider building free smartphone charging stations in the park?

Maintenance:

- How do you plan to tackle the task of regular maintenance such as general upkeep (toilets, trails, fences, signposts and information panels, other park equipment), grass-cutting and trash disposal? Will you employ a maintenance officer or will you be outsourcing these services?
- Will you have a special person in charge of maintaining digital information concerning the park (webpage, social media, digital presentations in the park and others)?



4.6. Interpretation and interpretative media

Choosing the right work team and assessing your inventory:

- What benefits do you think interpretations will bring to your site?
- Will your LAP working group also do your interpretive planning or will you hire a contractor? Do you think you should add certain experts to your LAP working group?
- Determine which site or sites you will interpret. If you will interpret only one site, which feature of the site will you focus on?

(For a list of benefits, you can correlate the points from the Guidebook to your local specifics.)

(Determine if your work group has all the needed expertise to do interpretive planning.)

(You can use your findings from chapter 2 to find out which site or sites are worth interpreting.)

Objectives, themes and visitor analysis of interpretive planning:

- What will you want the visitors to learn from your interpretation? What will you want the visitors to feel? What will you want the visitor to do upon completing the visitation of the site? Will you plan your objectives for the whole site or for each of its features individually?
- What will be the main theme (message) of your interpretation? How will you develop your theme? Will your site have multiple themes (sub-themes) that will be interconnected with the help of one overarching theme? What will be the topics of your interpretation?
- For whom will you develop your interpretation? Who are your visitors? Why do they come to the site? What are their motivations? What are their characteristics? Where do they come from? How large are groups that come to your site? What kind of visitors would you like to attract?

(Explain the objectives of learn, do, feel for the whole site or for each feature of the site you will interpret.)

(Define your main theme in one or two sentences. Think about what you would like the visitors to remember about your site. The objectives and the theme(s) should be complementary, the first can help you develop the second.)

(Ask around the types of visitors that come to your site or to nearby attractions. Think about which groups or types of visitors you would like to prioritize or attract.)

Choosing the right interpretive media for your site:

- Will you interpret the whole site as a whole, the site and its features or only the features of your site? What features of the site would you like to interpret? Will you use more than one interpretive media?
- Will you use personal interpretation at your site (guided tours, demonstrations...)? Who will write, perform, organize and improve your personal interpretation? Will you facilitate participatory activities at your site (workshops)? Who will perform, organize and improve your participatory activities?
- Will you use non-personal interpretation at your site and which medium or a combination of media will you choose? If you plan on including interpretive publications (self-guided leaflets, guidebooks....), consider who will print, publish, distribute and store your publications. If you plan on erecting interpretive panels, consider who will write the interpretation, who will design the panels and who will build them. If you plan on offering audio-guided tours, consider who will write the interpretation, who will record the guides and what devices will host the audio.
- Will you use audio-visual, multimedia displays or other digital media at your site? Where will you host/house these media? How will you power your electronic devices? Who will develop and create the content for these media? Who will then develop the necessary technical aspects of such media? How will you maintain these media?
- Will you create a visitor interpretation centre at your site? What interpretive media will you include in your centre? Will the centre include other visitor services (toilets, food and drink....)? Will the centre be at the site, near the site or in a completely different location? Who will develop the plan for the centre?
- Consider the possibility of vandalism at your site, frequency of visitors and their numbers, the natural environment and staffing when choosing your interpretive media!

(List the features, locations or areas that you will interpret with your interpretation media)

(List which interpretive media you will use and explain why you choose to use those specific media. Don't only consider the budget and site specifics, but also visitor needs and preferences. The strengths and weaknesses of each media in the Guidebook should help you in your decision making.)

(Always choose more than one interpretive medium for your site!)

(Instead of building a new visitor interpretation centre, consider reusing structures at your site. A simple roof can be enough to protect most non-personal media at your site.)

Implementation and evaluation:

- Think about funding and resources you will need to implement your chosen interpretive media. Did you plan too much or too little? Try to find out how much will certain interpretive media (e.g. panels) cost in your country.
- Will you commission an interpretive expert to write your interpretation?
- Will you need new staff at your site? Will they need certain skills to be effective tour guides?
- Will your interpretive media need regular maintenance?
- How will you evaluate if your interpretation is working? How often will you survey your visitors? How will you implement changes?

4.7. Commercial infrastructure and services

Including commercial facilities and services at your site:

- Will you consider food and drink services at your archaeological park? Where will they be located? Will you manage them yourself or lease the service to a contractor?
- Will your site include a gift or souvenir shop? Who will manage the shop? What products will you sell in the shop? Will you connect with local craftsmen to include local products?
- Will you consider connecting with local accommodation businesses and including them into your promotion? Will you provide camping or trailer accommodation at your site?

Including additional commercial services at your site to increase revenues:

- Will you organize festivals at your site? What kind of festivals? Who will help you organize them? Will these be thematic festivals (e.g. medieval history festivals)?
- Will you organize art performances at your site? What kind of performances? Who will help you organize them? Where will the art performances take place?
- Will you organize occasional exhibitions at your site? Where will they be organized? What will they be about (new research results, local art, ...)?
- Will you organize sports and games events at your site? Where will they be held? Will they be part of a festival? Will the games have a theme (e.g. Roman games)?
- Will you provide for family events at your site, like birthday celebrations? Where will they be held? Who will organize them, your staff or an outside contractor?
- Will you consider opening up donations for specific conservation projects? How will you collect donations and how will you inform the donors about your progress?
- Will you consider advertisements at your site? Will you seek out sponsors?
- Do you foresee reinvesting the revenues in the valorisation of the site?

4.8. Communication, branding and promotion

Objectives, themes and visitor analysis of communicative planning:

- What benefits do you think communication and promotion will bring to your site?
- Why do you want to communicate with the community? What's your purpose?
- To whom do you want to communicate it? Who's your audience?
- What do you want to communicate? What's your message?
- How do you want to communicate? What communication channels will you use?
- Whom should you contact, and what should you do to use those channels?
- How will you distribute your message?
- Who will be in charge of communicative planning?

Identify the purpose of your communication:

- Do you want to become known, or better known, in the community?
- Do you want to educate the public about cultural heritage?
- Do you want to broaden your audience?
- Do you want to recruit program participants or beneficiaries?
- Do you want to recruit volunteers to help with your work?
- Do you want to attract supporters or the general public to action for your cause?
- Do you want to raise money to fund your work?
- Who will be responsible for identifying the purpose of your communication strategy?

Identify your audience:

- Who are you trying to reach?
- Where are your visitors coming from?
- What are their age groups and other socio-economic backgrounds?
- How long does the average visit last?
- Is there a visitor perception that the admission fee was good value for the experience paid for, or do they think they paid too much for too little?
- What did they spend money on – and how much?
- What were the attraction visit components (shopping, food service, interpretive experiences, social interactions, recreation opportunities, etc.) of most importance to the visitors?
- Why did they decide to visit the site or attraction in the first place?
- What experiences or recreational learning opportunities were they looking for?
- Did the site/attraction meet or exceed their expectations of what they would see-do-and experience here?
- What were their best or most powerful memories of their visit?
- Who will help you analyse your audience?

Plan and design your message:

- Are the objectives of your message clear (to you and the audience)?
- What information do you want your audience to learn?
- How do you want them to feel about your site or attraction?
- What do you want your audience to do as a result of your message?
- How will you distribute your marketing items?
- What media channels will you use?
- What competencies and skills are necessary to achieve the objectives?
- Who will be responsible for planning and designing the content?

Consider your resources:

- How much funding will be needed to implement your communication activities?
- What are the possible costs for each type of activity?
- What amount of funding do you estimate for each main category?
- Who will help you plan your preliminary budget?

Plan for obstacles and emergencies:

- What can go wrong?
- What are the potential threats to successfully reaching your intended audience?
- What is the likelihood and impact of something going wrong?
- What can you do about it?
- Who will help you manage potential risks?

Monitor and evaluate your communication strategies:

- Was the audience exposed to the messages and activities as intended?
- How is the audience reacting to the messages and activities?
- Did the desired outcomes take place?
- Are there any components of your communication strategy that are not reaching your intended audience?
- How can these components be improved in order to better reach the intended audience?
- Who will help you evaluate your communication strategies?

4.9. Networking and integration with other local and regional archaeological / cultural attractions

Networking:

- Will you consider forming networks when planning your LAP? How will you find partners for your network?
- Will you be the initiator of a network or will you try to find existing networks and join them?
- What will be your reasons for creating or joining a network? Do you want to develop attractive cultural tourism products that have added value for your visitors? Generate additional revenue for your park? Establish your park as a socio-cultural centre of your city?
- Consider the benefits of networking for your site and also the benefits your partners will acquire if they decide to join your network.

Connecting cultural attractions into cultural tours:

- What do you think will be the benefits of connecting your site to other nearby cultural attractions into a cultural tour?
- Which sites, locations or attractions will be part of your cultural tour? Will they be connected by a common theme? Will each site have its own sub-theme? Where will you want the tour to start and end?
- What do you want the visitors to learn, feel and do during and after completing the cultural tour? Will you plan your objectives for the whole tour or for each of its stops individually?
- What types of visitors would you like to attract to your cultural tour? What will you do for the physical accessibility of the route?
- What interpretive media will you use to guide the visitors on the tour? Will there be interpretive media at each stop of the tour (interpretive panels)? Will you employ tour guides, print publications or create an app or a device with an audio guide?

4.10. Cooperation with tourism industry

Linking your archaeological site with tourism:

Know your tourism strategy

- What is the focus of the tourism strategy in your city in terms of topics, targeted visitor groups, annual highlights?
- How is archaeology included in the tourism strategy and what is their role as an attraction of the city?
- How are your offers contributing to the tourism strategy of your city?
- Which main actors represent tourism in your city (tourism agencies, tour operators, accommodation providers, gastronomy, other culturally interesting sites)?
- How are you cooperating with these representatives of your local / regional tourism? How are they including your offers and events in their activities?
- What could be improved in this cooperation? How would you improve it?

Know your visitors

- How would you characterise the visitors to your site, are they predominantly senior citizens, families with children, culturally interested people, school classes, nationals, foreigners, or other categories?
- Are these visitor groups also targeted by the local tourism agency and other local service providers?
- What different offers do you provide for these visitor groups?
- Do you know what your visitors expect, have you ever done a survey on this?

Know your economic and social benefits and challenges from tourism

- What are the benefits of connecting your site to the tourism services of your city?
- What are the challenges from tourism to cope with, especially if visitor numbers are rising?
- What risks do you see in connection with the touristic use of your site?
- What further training opportunities for tourism valorisation are offered to employees of the site?
- In what way do you involve the local population in your activities? Is this already done as part of an integrated approach?

4.11. Research activities

Plan necessary additional research:

- Which essential scientific information is still needed in order to improve planning and other activities at your site?
- Which kind of research you will need to perform in order to acquire this information?
- When and who will perform the research?
- How can you get stakeholders and the public involved in the research process or at least in the presentation of its results?

5. IMPLEMENTATION AND MAINTENANCE

5.1. Activity planning and execution of the required works

Implementation period 1 (2022)						
ID	Activity	Responsibilities	Estimated costs	Source of funding	Planned time of implementation	Implementation check
1.1	On the archaeological site we will set up two interpretive panels. The maintenance of the panels will be minimal and included in the regular maintenance costs of the site.	An external contractor will design, produce and set up the panels.	3000 EUR	EU project funding (e. g. Archeo-Danube project)	September 2022	Yes: for the same budget 3 smaller interpretive panels have been set up in October 2022
		An external contractor, i.e. interpretation expert will develop the content of the panels	1000 EUR			
1.2	At the entrance to the site we will set up a visitor counting sensor .	An external contractor will supply and install the counter	1000 EUR	Sponsorship offered by the supplier of the counter	October 2022	No: advertising requirements claimed by the sponsor could not be fulfilled
Implementation period 2 (2023)						
2.1	Thematic workshops for children: 2h/ week for the whole year	An external contractor will conceive and perform the workshops	6000 EUR	Municipal financing	January-December 2023	Yes: 1044 total participants aged 4-8 years

5.2. Operation, maintenance and improvement activities

5.2.1. Operational structure of the archaeological park

1. Administration					
ID	Service	Tasks	Objectives	Budget	Revenue
1.1	Finances				
1.2	Human resources				
1.3	Maintenance				
1.4	Security				
1.5	Visitor reception				
1.6	Communications				
				
2. Conservation and presentation					
2.1	Conservation				
2.2	Presentation				
2.3	Research				
				
3. Additional services					
3.1	Catering				
3.2	Accommodation				
3.3	Shops				
3.4	Parking				
3.5	Events organization				
				

5.2.2. Maintenance planning

1. Equipment, installations and furniture				
ID	Activity	Responsibilities	Planned time of implementation	Implementation check
1.1	Turnstiles maintenance	Internal technical service	Monthly	
1.2	Lighting equipment maintenance	Internal technical service	Weekly	
1.3	Touchscreens maintenance	External service provider	Monthly	
			
2. Landscaping				
2.1	Mowing	Internal landscaping service	Every two weeks / high season; Monthly / low season	
2.2	Tree and shrub pruning	Internal landscaping service	Spring	
2.3	Relaying surfaces of paths and trails	External service provider	Yearly	
			
3. Sanitation				
3.1	Waste collection	Internal sanitation service	Daily	
3.2	Waste removal	External service provider	Daily	
3.3	Restroom cleaning	Internal sanitation service	Twice per day	
			

5.3. Monitoring process and periodical evaluation

5.3.1. Monitoring

Objective	Indicator	Method and responsible person for collecting and analysing data	Time period	Implemented
Presentation and interpretation at the site	The satisfaction of visitors	Questionnaire at the exit done by the operator of the site.	Every 2 years	✓
	Increased appreciation of the values of the site	Questionnaire at the exit done by the operator of the site.	Every 2 years	✓
Conservation at the site	Condition of the displayed archaeological remains at the site	Observation done by the responsible Heritage protection institution.	Every 3 years	✓
Tourism at the site	Visitor numbers, number of foreign tourists	Counting done at the entrance by the operator.	Every year	
	Tourist benefits for local accommodations providers	Report from the local tourist office and accommodation agencies.	Every 2 years	

5.3.2. Evaluation

Activity	Evaluation method	Responsible person	Time period	Implemented
Interpretive panels at the site	Interviews with visitors at the site.	Operator of the site	Every 3 months	✓
Archaeological tour through the city	Interviews with the participants of the tour	Tour guides	Every 6 months	✓

5.4. Staff (and volunteers) recruiting and training

Organize staff and volunteers

- Do you have a staffing plan with a forecast of optimal staffing levels? Does it include a succession plan and gap analysis?
- Do you plan to hire staff for full-time, part-time or will you mainly hire external experts with contractual work?
- Do you plan to include volunteers and students for extra help? How will you include them? Who will be in charge of the volunteer program? Who will be in charge of students?
- Do you plan to involve volunteers at all levels of your organization's operations or do you mainly need them for front-of-house roles (in information centres or as park guides, meet-and-greeters). Do you also need volunteers for behind-the-scenes roles (for example administration)? What will their assigned roles be?

7. GLOSSARY

Accessibility – A general term used to describe how easy it is for people to get to, use, and understand things. Often used to describe facilities or amenities to assist people with disabilities, as in “wheelchair accessible”, and this can extend to Braille signage, wheelchair ramps, audio signals at pedestrian crossings, walkway contours, website design, and so on (Hicira Handbook 2005).

Archaeological heritage – Sites, structures, buildings, monuments and artefacts, as well as their contexts and other associated practices, which belonged to the past communities and whose preservation and study help to retrace the history of those communities, while also supporting the collective memory of the present communities (Valletta Treaty 1992).

Archaeological looting – The unauthorized and in most countries illegal removal of archaeological finds from archaeological sites, which then end up in private collections or are exported and sold on the profitable antiquities market. With looting, archaeological finds (that represent an important part of the cultural heritage) are taken out of their archaeological context, which could otherwise contribute to a better understanding of the past (Miller 1982).

Archaeological park – A researched, protected and presented archaeological site or a part of it that includes informative and didactic components of presentation and interpretation, which is accessible to the public, aiming to raise awareness of the importance of archaeological heritage (Zakon 2020).

Archaeological remains – Artefacts, structures and ecofacts that were made, used, or modified by past communities, and are preserved above or below ground, or underwater. Their scientific recovery and analysis concerns the discipline of archaeology.

Archaeological site – A location that preserves material traces of past human activities, and which has been, or could be, investigated scientifically using various archaeological methods. Sites can be located above or below ground or underwater, can have different dimensions, and can belong to one or several historical periods.

Archaeological tourism – Leisure travel (also known as “archaeotourism” or “archeotourism”) that focuses on visiting and experiencing ancient sites and historical places. The motivating forces behind archaeological tourism are a passion for the past and an interest in learning about the ancient or historical cultures that inhabited the area being visited. Archaeological tourism may include visits to museums, places of historical significance, historically and archaeologically

focused parks, and even attendance at traditional dances, festivals and other events (AIA Guide 2013).

Assessment – A process that involves the gathering and analysis of relevant information from several different sources in order to develop a comprehensive understanding of the local archaeological heritage and its significance and potential.

Audience – A person or group of persons for whom messages and/or services are designed or delivered. Synonymous terms might include: visitors, customers, users, stakeholders, guests, consumers (Definition Project 2007).

Authenticity – Those characteristics that most truthfully reflect and embody the cultural heritage values of a place (English Heritage 2008). Authenticity judgements may be linked to the worth of a great variety of sources of information. Aspects of the sources may include form and design, materials and substance, use and function, traditions and techniques, location and setting, and spirit and feeling, and other internal and external factors (Nara Document 1994).

Branding – The act of presenting a product in a way that makes it easy for people to recognise or identify (Collins Dictionary 2021).

Communication channels – The methods used to communicate a message, as well as the specific tools used in the communication process. Communication channels can be categorized into three principal categories: (1) verbal, (2) written, and (3) non-verbal. Each of these communications channels has different strengths and weaknesses (Dingwall et al. 2021, 29-30).

Conservation – Measures and actions aimed at safeguarding tangible cultural heritage while ensuring its accessibility to present and future generations. Conservation embraces preventive conservation, remedial conservation and restoration. All measures and actions should respect the significance and the physical properties of the cultural heritage item (ICOM Resolution 2008).

Consolidation – The act(s) of strengthening against further deterioration, without conjectural intervention. The term stabilisation might also be used (Understanding conservation 2015).

Consumer behaviour – The study of how customers, both individuals and organisations, satisfy their needs and wants by choosing, purchasing, using and disposing of goods, ideas and services (AMA 2017).

Cultural tourism – The subset of the tourism industry concerned with the culture of a country or region. Cultural tourism includes tourism in urban areas, particularly historic or large cities and their cultural facilities, and also includes tourism in rural areas (Hicira Handbook 2005).

Enhancement activities – Actions that change and improve a site to increase its social, economic and cultural values and significance.

Evaluation – The process of analysis, assessing the strengths and weaknesses of programmes, policies, personnel, products, and organizations, in order to improve their effectiveness (Hicira Handbook 2005).

Experimental archaeology – A scientific approach to testing theories based on archaeological evidence such as artefacts and structures (EXARC Glossary).

Initiators – Individuals, groups or institutions that are making the initial proposal to develop a local archaeological park in a formal way. The catalyst for their action can be a new major archaeological discovery, a local or regional redevelopment project, or new funding opportunities.

In situ presentation – The conservation and displaying of archaeological remains in their original location (“*in situ*” – Latin for “on site”) in order to maintain significance and authenticity.

Interpretation – A communication process designed to reveal the meanings of, and the relationships with, the cultural and natural heritage through involvement with artefacts, landscapes and sites (Interpretation Canada 1976). The process concerns the full range of potential means and activities intended to heighten public awareness and enhance its understanding of cultural heritage. These can include print and electronic publications, public lectures, on-site and directly related off-site installations, educational programmes, community activities, and ongoing research, training, and evaluation of the interpretation process itself (Ename Charter 2008).

Interpretive media – Means, methods, devices, or instruments by which the interpretive message is delivered to the public in a personal or non-personal way (Definition Project 2007).

Interpretive message (theme) – A communication tool that cohesively develops the central relevant idea or ideas for the audience in a meaningful way by connecting a tangible resource to an intangible meaning. An interpretive theme helps interpreters affect the audience by providing focus for the audiences’ personal connections (Larsen 2003).

Intervention – Any work(s) seeking to change, modify, repair or maintain the historic environment (Understanding conservation 2015).

Living history – An attempt to accurately replicate the past through the use of a physical environment and the sights, sounds, and smells of the period being represented. The two major types of interactive living history interpretations are first-person and third-person (Definition Project 2007).

Marketing – The activity, set of institutions, and processes required to create, communicate, deliver, and exchange offerings that have value for customers, clients, partners, and society at large (AMA 2017).

Market creation – The act of generating or increasing interest in a project and its associated activities in order to attract new categories of consumers, visitors etc.

Marketing message – Relevant information provided to a consumer in order to raise awareness and attract interest in a particular product or service (Open PR 2021).

Monitoring – The act of listening, observing, and periodically recording the state of an organization, using standards and indicators (Hicira Handbook 2005).

Objectives – Marketing objectives are an institution’s defined goals. They outline the intentions of the marketing team, provide clear direction for team members to follow, and offer information for executives to review and support (Kosaka 2021).

Original substance – Original parts of a monument or cultural heritage item.

Presentation – The carefully planned communication of interpretive content through the arrangement of interpretive information, physical access, and interpretive infrastructure at a cultural heritage site. It can be conveyed through a variety of technical means, including, yet not requiring, such elements as informational panels, museum-type displays, formalized walking tours, lectures and guided tours, and multimedia applications and websites (Ename Charter 2008).

Promotion – Promotion marketing includes tactics that encourage short-term purchase, influence trial and quantity of purchase, and are very measurable in volume, share and profit (AMA 2017).

Protective structures – Include all types of structures (shelters, roofs...) that protect archaeological remains from the elements, like rain and snow. They can completely enclose the remains and have their own microclimate that is regulated and keeps the remains in their optimal condition.

Reconstruction – Returning a place to a known earlier state and is distinguished from restoration by the introduction of new material. Reconstruction is appropriate only where a place is incomplete through damage or alteration, and only where there is sufficient evidence to reproduce an earlier state of the fabric. In some cases, reconstruction may also be appropriate as part of a use or practice that retains the cultural significance of the place (Burra Charter 2013, Articles 1.8 and 20).

Significance of archaeological heritage – It refers to the objective and/or subjective perception of the value (scientific, social, cultural, artistic, economic etc) and impact of the material traces of the past and their associated contexts and practices on the life of present communities.

Stakeholder – Any people or groups who are positively or negatively impacted by a project, initiative, policy or organisation, and should have a say and involvement in decisions, as well as groups/people who represent particular interests, like environmental groups, NGOs, and so on (Hendricks 2019).

Sub divo – Indicates archaeological remains that are preserved in the open, not protected by a shelter (“sub divo” – Latin for “under the sky”).

Target markets – A target market refers to a group of potential customers to whom a company wants to sell its products and services. This group also includes specific customers to whom a company directs its marketing efforts. A target market is one part of the total market for a good or service (Investopedia 2021).

Urban consolidation – A diverse set of planning policies intended to make better use of existing urban infrastructure by encouraging development within existing urbanised areas rather than on non-urbanised land, thus limiting urban sprawl (Definitions.net).

Urban integration of archaeological heritage – A process which implies not only the spatial and functional integration of the archaeological heritage into the physical urban settings, but also its social and economic integration into the contemporary urban fabric, as a prerequisite for a successful and sustainable archaeological heritage preservation (Rukavina et al. 2018).

Value indicators – These are sets of objective and specific criteria (scientific, social, cultural, artistic, economic etc) that help identifying and measuring the relevance, impact and potential of the archaeological heritage based on well-defined targets. The same value indicators can also be used for periodical evaluation and monitoring.

Visitor analysis – The systematic gathering of information (descriptive, psychological, contextual) about audiences or visitors. Related terms: visitor studies, audience research (Definition Project 2007).

Visitor interpretation centre – A facility open to the public that provides information about the area’s natural and cultural resources. A visitor centre may contain exhibits, visitor facilities, and interpretive information (Definition Project 2007).

Work plan – A formal description of the required activities and other related actions by which the working team can accomplish particular tasks and achieve the objectives of the project within a set period of time. It should provide a clear path towards the achievement of the stated objectives by including staff and budgetary requirements, specific tasks, milestones, and deliverables, as well as a timetable, and a review and mitigation process.

Work team – An organized group of skilled people, focused on a common objective that has to be achieved within a set period of time by following a particular work plan. It is based on a clearly designed organigram, including well-defined roles and responsibilities, and an effective work system in which all members collaborate to achieve the stated objectives.



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