

Sustainable management plan

Open-air Museum „Murter's views“

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WP5 ACCESSIBLE NATURAL AND CULTURAL HERITAGE SITES

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1. INTRODUCTION

TAKE IT SLOW is designed to establish, manage, and promote Adriatic Region as smart, integrated, sustainable, accessible, year-round, green and slow tourist destination of the Mediterranean based on accessible, protected, valorised, promoted tangible and intangible joint natural and cultural heritage of its islands, coastal, inland and rural Adriatic. With realization of project activities within 36 months, Dubrovnik-Neretva County (lead partner), 11 project partners and 1 AP will trigger high-quality level of services and products of tourism value chain through smart specialization concepts stimulating innovation, knowledge, competitiveness, networking, and CB partnership processes.

TAKE IT SLOW will develop community-based partnership platform of scientific, private & public sector with 120 actors, strategic framework, methodology, monitoring system, marketing & promotion of CB tourism destination focused on 10 cultural and natural heritage, 10 ecolabel/green certification obtained and promotion of sustainable tourism realized and 7 natural and/or cultural heritage sites with improved accessibility put in place. Project will contribute to more balanced seasonality of tourism activities on natural and cultural heritage sites in Project area, make natural and cultural heritage a leverage for sustainable and more balanced territorial development.

The mission of TAKE IT SLOW project is to develop strategic framework, methodology and monitoring system for management of smart, sustainable, and slow tourist destinations through development of heritage-based tourist offer based on smart specialization. The project is to be implemented based on bottom-up approach with the involvement of local communities through participatory process in order to engage key stakeholders on local, regional and cross-border level in decision-making process for sustainable destination management.

1.2. Šibenik-Knin County

Šibenik-Knin County is located in the central part of North Dalmatia and covers a total area of 5,670 square kilometres with a total number of 96,381 inhabitants, according to the 2021 census. Šibenik-Knin County is recognized as a tourist destination of valuable natural and cultural heritage, which is seen as the main factor of tourism development. Apart from “*sun and sea*” and maritime tourism as one aspect of development, the rich cultural and resource base enables the increasingly significant development of cultural, nautical, adventure and rural tourism, as well as the understanding of Šibenik-Knin County as an area for experience authentic moments and active holidays. Along with the indented coastline, significant natural attractions are Krka and Kornati National Parks, as well as Nature Parks Vransko Lake, Dinara and Velebit. Their characteristics point to the diversity of the natural landscape of the entire county (from mountainous karst and mountains to peaceful lakes, pristine rivers and islands). The beauty of natural heritage is also a direct incentive for the development of an increasingly important tourist branch, cyclotourism, as can be seen from the need to draw up the document “*Operational Plan for the Development of Cyclotourism in Šibenik-Knin County 2018-2020*”. Besides natural heritage, one of the reasons for tourists' arrivals are certainly valuable cultural monuments, as well as specific intangible heritage, which is also reflected in the gastronomic offer. Significant cultural monuments are primarily sites listed on the UNESCO World Heritage list, the Cathedral of St. James and the St Nicholas' Fortress, as well as other numerous individual monuments, archaeological sites and medieval fortresses. Apart from the diet (olive oil, fish and seafood, lamb/pork under the roast, autochthonous cheese and prosciutto, “*rožata*”, “*kroštule*”, etc.), the skills of wooden shipbuilding and the art of dry-stone walling have been recognized as important elements of intangible heritage. Furthermore, increasing the number of visits to Šibenik-Knin County is not related only to the tourist offer, but is also related to the favourable geographical position, and traffic connections. However, it should be noted that tourism development is mostly concentrated on coastal areas and islands, while in the hinterland the affirmation of prominent resources is a process that started rather recently. Thus, the most visited destination is Šibenik, as the centre of the county, along with Vodice, Primošten, Rogoznica, Tisno and Murter on the island of Murter and Pirovac.

During the period prior to the outbreak of the COVID-19 pandemic, there was a steady increase in tourism development, i.e. the number of arrivals and overnight stays of tourists. Particular growth was recorded between 2010 and 2017, while in recent years it is moderated, so it is slower than the average of Croatia and especially the neighbouring Split-Dalmatia County (Institute of Tourism, 2020). According to the latest data from the Tourist Board of Šibenik-Knin County, the number of arrivals in 2021 increased compared to the pandemic 2020, which is why tourism growth is expected to continue in the coming period. It should also be noted that according to Eurostat statistics (2020), the Adriatic Croatia has the highest number of tourists stays compared to other EU regions, to which

the Šibenik-Knin County belongs. Furthermore, according to Tomas research (2019), in Šibenik-Knin County during their stay in the destination, tourists visit historical buildings less than almost twice the average, while visits to national parks and protected natural areas are almost twice the average. Therefore, it can be concluded that it is necessary to work on encouraging visitors to visit historic buildings, to achieve greater visibility of valuable cultural monuments in the county and to raise awareness of heritage values. It is important to point out the importance of the *MasterPlan of Tourism of Šibenik-Knin County* (2017), which as one of the established visions points out: “*Šibenik - Dalmatia will put quality and authentic tourist products based on natural and cultural heritage and sustainable forms of its valorisation at the centre of the tourist offer.*” The realisation of the vision should be coordinated and encouraged through both the national and regional planning framework relevant for smart specialisation, as well as through the European Platform policies (Smart Specialisation Platform). This primarily refers to the use of digital tools and solutions for better organization of tourist destinations, improvement of tourist accommodation in accordance with the principles of sustainable development, turning towards green technologies and the consequent reduction of negative environmental impacts, which is encouraged through the pilot project of the Open-Air Museum “Murter’s views”.

2. DESCRIPTION OF THE PILOT PROJECT

2.1. Project area

Open-air Museum “Murter’s views” is located in the position of Gradina near the settlement of Murter. According to the latest census, there are 1,920 inhabitants in Murter. The settlement was formed in the Middle Ages, and it was first mentioned in 1273 as a rural settlement (then two settlements were formed: Villa Magna (“*Veliko selo*”) – today’s Murter and Jezera).



Figure 1. Murter
Source: Adriatic Hr, 2023

Murter is located in the center of the island, in the municipality of Murter-Kornati. The settlement is recognizable for the clean sea and coves in dense pine forests, hills with impressive views, olive groves and traditional architecture. The church of St. Rocco stands out from its attractions, along

with the panoramic processions of St. Rocco and our Lady of Tarca and *Latinsko idro*, a famous regatta of traditional ships, and the archaeological site of Colentum, within which the educational trail, i.e. Open-Air Museum “Murter’s views”, is arranged.

2.2. Open-Air Museum “Murter’s Views”

Open-Air Museum “Murter’s views” is an educational trail whose design and equipping is financed through the TAKE IT SLOW project (conceptual solution for the installation of interpretation models and tools and physical realization of equipment installation). It is a trail intended to promote the rich history, cultural and natural heritage of the island of Murter, as well as the revitalization of the Gradina peninsula within the settlement of Murter. Equipping the educational trail with interpretation media and tools, i.e. directions and totems, aims to contribute to the protection and preservation of the protected archaeological site, as well as other valuable cultural heritage, and to stimulate the development of green and slow tourism.

Through interpretation media and tools, several interpretative topics related to the history and the development of the island of Murter are presented. In this regard, it should be pointed out that the trail was envisioned as a kind of “*viewpoint*” in which different themes are presented not in the usual chronological way but contextually, i.e. they are related through the creation of an imaginary mosaic about the island's rich past. The following sections are thus processed (texts are available in Croatian and English):

- **Open-Air Museum “Murter’s views”** (with the poem “*After rain*” by T. Cukrov, the description of the island of Murter, historical continuity from the prehistoric port city of Colentum to contemporary, is presented, and the importance of the sea is mentioned, which is also emphasised through “*captured*”, most beautiful, “*views*” of the island)
- **Colentum** (a brief historical review of the development and characteristics of the ancient port of Colentum)
- **Murter Water Area** (description of characteristics of the most indented municipality in the entire Adriatic)
- **Modrave** (tradition of olive growing through the historical development of the island)
- **Shipbuilding** (traditional wooden shipbuilding)
- **Murter-Betina field** (tradition of agricultural activities on the island)
- **Seven Murter hills** (Raduč, Gradina, Veli vrh, Mali i Veliki Vršak, Vršina i Crnikovac)
- **Kornati** (relationship between the Kornati Islands and the Murter archipelago, Kornati National Park and the history of the islands)
- **Roman road** (results of archaeological researches)





3. MANAGEMENT INPUTS

3.1. Stakeholder analysis

Stakeholder analysis preceded the development of a Sustainable Management Plan to identify potential stakeholders for the implementation of the planned activities and to establish a long-term and effective management system for the Open-air Museum, “Murter’s views”, as well as an entire archaeological site. It is important to point out that the principle of cooperation between different stakeholders was also used through this pilot project, which is crucial to encourage in the future.

Municipality of Murter-Kornati

- Manages the site and has the possibility to organise activities in the area through its departments and already established cooperation with the private and civil sectors, as well as organise the maintenance of the trail and newly installed equipment;
- Interest in maximizing the utilization of the area with the aim of revitalization, the possibility of raising awareness of values among the local community and the development of sustainable forms of tourism.

Šibenik-Knin County

- The possibility of encouraging the organisation of activities in the area, with the aim of popularising the site, increasing visibility and number of visitors, and raising awareness of the value of the site at regional and national level through their communication and other channels

Development agency of Šibenik Knin County

- Established by Šibenik-Knin County; partner on the TAKE IT SLOW project; in charge of equipping the educational trail, Open-air Museum “Murter’s views”
- As on the TAKE IT SLOW project, the institution aims to carry out a more sustainable and balanced economic and tourist development of the entire county, which can be positively reflected in the site through future management; opportunities to stimulate valorisation and active use through other similar projects

The Šibenik City Museum

- Associate in scientific (archaeological) research in the archaeological site Colentum;

- Partner in the protection and preservation of the archaeological site and of the Open-Air Museum “Murter’s Views”;
- Interpretation of heritage values to other experts and to the wider public

Murter-Kornati Tourist Board/Šibenik-Knin County Tourist Board

- The possibility to revitalise the site and popularise the Open-Air Museum through accessible communication channels and the possibility to encourage the organisation of appropriate activities directed towards sustainable tourism valorisation;
- Integration of Open-air Museum into tourism products, packages and activities

Civil sector and local community

- NGO’s played a major role in preserving the Colentum archaeological site (e.g. NGO Argonauta), which consequently had a positive impact on the design and valorisation of Open-air Museum “Murter’s views”.
- Organisation of appropriate activities in accordance with the main activities of NGO’s (culture and cultural heritage, performing arts, research, organization of guided tours, symposiums etc.)
- Local community – potential for identifying with heritage values; promoting values at local but also higher levels (for example, to tourists they host in their rental accommodations).

Private sector (landowners and producers)

- Part of the land in the Colentum archaeological site is privately owned; owners are willing to cooperate in activities that contribute to the valorisation of the site without impairing their ownership
- Private producers (Producers of local products – olive oil, wine...) have the possibility of promoting their products through the promotion of the Open-Air Museum (smaller-scale events, souvenirs, etc.)

3.2. Management Principles

As defined by the World Tourism Organization under the auspices of the United Nations, sustainable tourism includes current and future economic, social and environmental impacts. The UNEP Green Economy Report credits the green component of tourism with the potential to increase prosperity, create business opportunities, and reduce poverty in the development of a sustainable form of tourism. In addition, it is critical to develop and ensure a sustainable approach within the project that will enable long-term growth and development. As the environmental dimension of sustainability receives the most attention in the construction of the open-air museum units, the management focus should remain on ensuring the social and economic sustainability of the museum's operations.

Based on the data obtained from the stakeholder analysis, the following management principles are established below:

i. INITIAL PERIOD OF ACTION

- As one of the first operational activities, it is necessary to involve all relevant stakeholders with the necessary knowledge and expertise to define clear action and procedural guidelines with the aim of managing the museum responsibly.
- Enable stakeholders to participate in covering management costs through a model that, in return, allows them to use the museum for official purposes (events, manifestations, meetings, etc.) as a compensation for the invested funds, especially with regard to the costs of hosting additional activities.
- Establishment and maintenance of communication relations with regional scientific and academic institutions, especially in the form of cooperation in further research and educational activities with the Museum of the City of Šibenik.
- Involvement of the civil sector and the local community in the operational activities, focusing on participation in the maintenance activities of the individual units, organization of appropriate activities and, in return, use of the pilot project area for their own activities related to the activities of the associations (in consultation with the Municipality and the Tourist Board).
- Promote and organize marketing and promotional activities, including marketing activities for the local community.

ii. LATER PERIOD OF ACTION

- After the completion of the project, the mutual relations, the responsibilities and the framework of action of each actor must be redefined.
- Towards commercial activities and the development of new contents of the tourist product. In this sense, it is important to draw up a development plan for the tourism product, define marketing activities and carry out financial feasibility calculations.
- Define a list of possible extraordinary external activities (outside the regular program) that could take place in the pilot area (e.g. conferences, forums, meetings), define procedural steps for the organization of relevant events and a contact point responsible for information and coordination.
- Introduction of the offer of souvenirs, packages and other accompanying contents of the cultural tourism destination, so that the open-air museum could be systematically included in the tourist offer of the destination, open and ready to receive foreign visitors.

4. SUSTAINABLE MANAGEMENT PLAN

Within this chapter, the components of the sustainable management plan will be divided into two phases - the phase of the initial period of action and the later phase of action that begins two years after the completion of the project.

4.1. INITIAL PERIOD OF ACTION

i. General provisions, responsibilities and procedures

- The area of the open-air museum "Murter's views", as well as the wider area of the Gradina peninsula and the island of Murter, are under the local self-government of the Municipality of Murter-Kornati.
- The Municipality of Murter-Kornati manages the site of the pilot project and has the human and financial capacity in its departments to maintain the trail and the newly installed equipment during and outside the season. The municipality is responsible for covering the costs incurred in operating the Open-air Museum.
- The administrative partners of the municipality are the public institution Development agency of Šibenik Knin County, the Museum of the City of Šibenik, Šibenik-Knin County, the

Tourist Board of the Municipality of Murter-Kornati and the Tourist Board of Šibenik-Knin County.

- The public institution Development Agency of Šibenik-Knin County is responsible for the development of practical guidelines for the management of open-air museum, as well as for the development of additional activities in this area and the connection with projects of a similar theme.
- The Museum of the City of Šibenik cooperates in scientific (archeological) research and is responsible for providing know-how support in operational activities, professional supervision and protection.
- Šibenik-Knin County is responsible for using its own communication channels to publicize the project and raise awareness of the value of the site at all levels. In addition, the County contributes to the costs of additional operational activities in the field of sustainable cultural tourism.
- The tourist offices of Šibenik-Knin County and Murter-Kornati Municipality are responsible for the internal and external marketing activities of the Open-air Museum, using their own marketing infrastructure in online and offline formats.
- All administrative partners appoint a representative as a member of the Virtual Steering Committee of the Open-air Museum.
- Virtual Steering Committee meetings will be held on a regular quarterly basis via an agreed upon communication and collaboration software platform (Microsoft Teams, Google Meats, Zoom). If needed, an invitation to a meeting may be sent to Open-air Museum staff to report directly on observed deficiencies and needs at the site.
- The Virtual Management Committee will create semi-annual plans (one focused on in-season operational activities, the other off-season) with a schedule of activities.

ii. Operation of the open-air museum

- Considering the overall responsibilities, the major activities of the administrative partners are listed below:

a. Municipality of Murter-Kornati

- Takes responsibility for cooperation and coordination with local stakeholders interested in active participation in the Open-air Museum program.
- Participates in the development of guidelines on the practical aspects of the Museum's activities, including rules of public order for visitors, conditions for organizing events, and more.

- Ensures that all visitors and stakeholders are informed of the rules set forth in the policies, in a manner that visually represents them (public order boards in key locations, posting on website).
- Maintains hiking and educational trails and equipment in and out of season. Exact responsibilities and maintenance obligations must be specified in writing at the meeting of the Virtual Board.
- Establishes a point of contact for information, reservations, and organization of activities and the like.
- Equip the trail with interpretive, didactic and educational materials.

b. Development agency of Šibenik Knin County

- Takes responsibility for the development of guidelines on the practical aspects of the Open-air Museum „Murter's views“.
- Proposes additions to the program of the Open-air Museum on an annual basis to the Virtual Committee.

c. Museum of the City of Šibenik

- Proposes additions to the Open-air Museum program to the Virtual Committee annually.
- Participates in the development of guidelines for the practical aspects of the Museum's activities.
- Participates as a collaborator in scientific (archeological) research in the area of the Colentum archeological site and provides professional guidance.

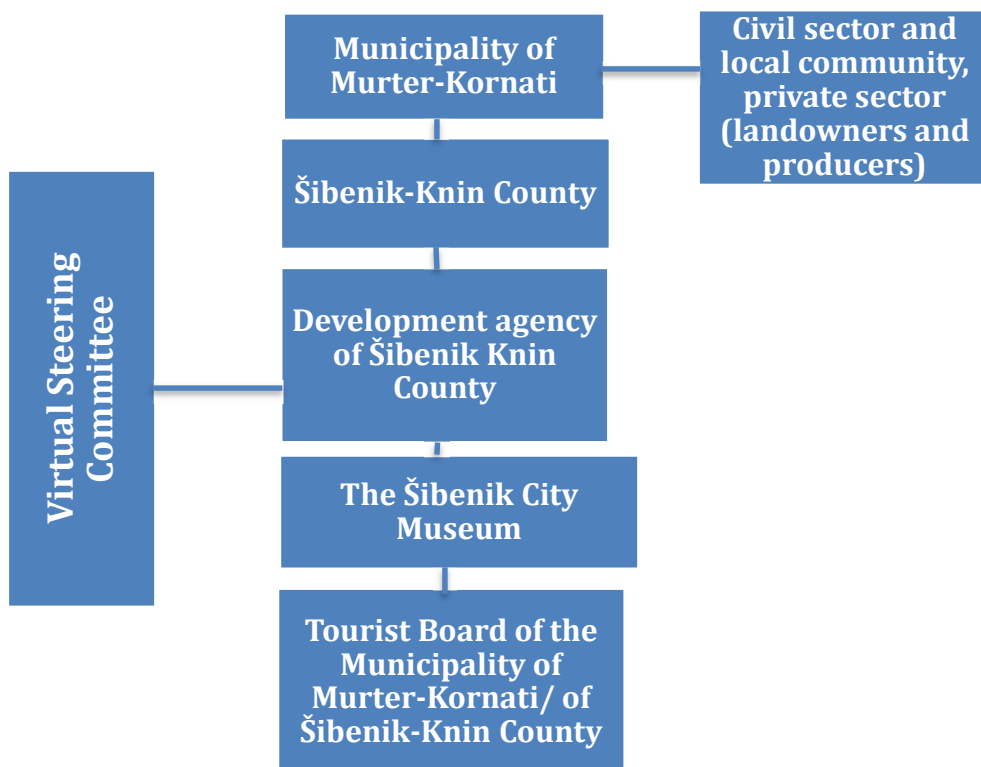
d. Šibenik-Knin County

- Disseminates information about the project, site and planned events through the County's communication channels.
- Proposes additions to the Open-air Museum program to the Virtual Committee on an annual basis.

e. Tourist Board of the Municipality of Murter-Kornati/Municipality of Šibenik-Knin

- The Tourist Board will create a section dedicated to the Open-air Museum with photos and informative data on their websites as part of the tourist offer, and will continuously update and expand it according to the planned activities.

The following diagram shows the management structure of the Open-air Museum:



4.1. LATER PERIOD OF ACTION

- In the second year of the Virtual Steering Committee operation, it is necessary to establish a plan for operational activities and define the responsibilities of the stakeholders involved for the period after the Virtual Committee ceases to function as a governing body, with procedural preparation for the aforementioned transformation.
- The virtual board will cease to function as a management body and will become an advisory body.
- In the post-termination period, it is necessary to develop activities to popularize the Open-air Museum and systematically make it an unavoidable cultural tourist destination. Some of the activities are: Group arrangements, organization of cultural events, study visits, manifestations, performing arts events, assistance in the production of souvenirs and similar accompanying promotional material.

- The Šibenik City Museum continues to provide professional leadership in research activities and enriches the offer by planning new research and building partnerships with other scientific and academic institutions.
- The Murter-Kornati Tourist Board continues to participate in the promotion of the Open-air Museum, its further integration into the tourist offer and the development of new related tourist products.
- The development of the Open-air Museum program and its monitoring remains the main responsibility of the Municipality of Murter-Kornati, including the planning of financial resources for maintenance and monitoring and the development of the entire pilot area into a sustainable, green, cultural and historical tourist destination.

4.2. ACTION PLAN

ACTIVITY	DESCRIPTION	RESPONSIBILITY	DEADLINE
Establishment of a Virtual Steering Committee	Coordination of management partners for the purposes of appointing board members and organization of the first meeting	Municipality of Murter-Kornati	Until the end of 2023
Development and drafting of guidelines on the practical aspects of the Open-air Museum's activities	A set of guidelines on the practical aspects of the Open-air Museum's activities, including rules of public order for visitors, conditions for organizing events and more.	Municipality of Murter-Kornati in cooperation with Šibenik-Knin County, DA SKC, The Šibenik City Museum	Until the end of 2024
Creation of a special section on the websites of tourist boards dedicated to the Open-air Museum	In order to include the Open-air Museum in the permanent tourist offer, it will be included on the websites of tourist	Murter-Kornati Municipality Tourist Board/Šibenik-Knin County Tourist Board	Until the end of 2024

	boards as part of the offer with accompanying photos and information		
Development and production of online and print advertising materials	Marketing informational material and visual materials intended to popularize the project and locality through online platforms and live at key locations.	Murter-Kornat Tourist Board/Šibenik-Knin Tourist Board	Until the end of 2024
Establishing a contact point for information and booking appointments	A permanent contact point where visitors can get the necessary information and book appointments for the organization of extraordinary events, as well as coordinate all future activities related to the event.	Murter-Kornati Municipality/ Murter-Kornat Tourist Board	First half of 2024
Financing plan	The stakeholders will conduct analyzes and come up with a financing model for the operational activities of the Museum in the later period of operation of the Virtual Management Board	Virtual Steering Committee	Until the end of 2025