

FINAL REPORT ON PILOT 6 : INTERIOR IN EXTERIOR PROJECT FOR TOURISM OFFER IN HRANICAR AREA

D.T3.2.10

PP8, The Statutory City of Usti nad Labem, May 2019



Prepared by: Lucie Jehličková, Aleš Loziak



1. INTRODUCTION

The pilot project entitled *Interior in Exterior* aims to develop and enlarge the range of cultural and tourism activities available in the city centre of Ústí nad Labem, through modern artistic forms of presentation and artistic projects thematically based on the history of the town and taking place in a redesigned setting. The pilot manager is cultural association Public Hall Hraničář.

Currently, the pilot action is fully in operation. The main target group - citizens of Ústí nad Labem - may thus use a newly renovated area in front of the Hraničář building where the city's street furniture was installed. The citizens may sit down, play the piano or borrow a book there. An evening program is provided using video interventions with the theme "The 60 best of Ústí" (points of interest from the city's rich history).

2. RESULTS ACHIEVED

Result indicator	Measurement unit	Final target (set in PIP)	Progress achieved	Explanations
Number of jobs created (FTE) based on project achievements	FTE	1	11/2018	The job was created in November 2018. The work load is divided between 4 employees of the Public Hall Hraničář.
Amount of funds leveraged based on project achievements	Euros	15.000	5/2019	The funds were used to make the street furniture, purchase a video projector and small renovation works related to the projector installation.

A significant socioeconomic impact of the pilot action is to increase a number of persons from the target group who are approached using the cultural activities of the society and to get them involved. The newly designed area attracts citizens of the city even outside hours when official events are held. The interactive video projections contributed to an increased cultural tourism.



The implementation of the pilot action allowed to establish a close cooperation between the Strategic Development Department and the Public Hall Hraničář cultural society. The communication between both parties was done as required, almost on daily basis. Following initial misunderstandings the Public Hall Hraničář became a respectable partner of the Statutory City of Ústí nad Labem. In the future, the cooperation regarding similar projects is not ruled out.

3. CRITICALITIES AND RECOMMENDATIONS

a) Vision/purpose of the pilot project

The development of vision/purpose of pilot action 6 is perceived as a challenge by both the pilot manager and the project partner. Negative experience may include a demanding nature of the cultural event productions that are targeted at a wide spectrum of audience. On the other hand, this experience is offset by the fact that the target groups (age-based) that would not normally meet will get together at such events which is seen very positively.

A clear recommendation for the implementation of other pilot actions is timely and thorough preparation. The pilot action cannot be implemented without a clear intention and clarification of the basic milestones and framework in which the pilot action visions will be developed.

b) Objectives (goals) of the pilot project?

The objectives/goals set for the pilot action are real, the pilot manager has no problem to achieve them. The funds determined to purchase the street furniture and small renovations are adequate, even though the pilot manager would appreciate a higher amount.

As part of the fulfilment of objectives, a timely preparation is important - to be always one step ahead. Also, an ongoing control of the activities that are carried out and feedback from the target group and the project partner alike are important.

c) Stakeholders

The experience with involving stakeholders is rather positive. The pilot action was well received and met positively. Apart from stakeholders identified by us at the start of the pilot action, other stakeholders, such as the company that provided training for pilot managers as part of



the Forget Heritage project emerged during the pilot implementation. An unexpected cooperation was thus established connecting both the society and education organisation from another corner of the Czech Republic.

The stakeholders and relationships between them are crucial. No only do we recommend to establish such relationships but also to foster them - via communication, offers with regard to cooperation and involvement in the pilot action and so on.

d) Services/products/activities

So far, we have had no negative experience. The pilot action 6 activities are performed as planned.

As early as at the start of the pilot action a pedestrian zone was built and a new video projector was installed. The cultural offering of the society was extended for open air activities.

The pilot action promotion is very important for the development of the services/products/activities. The sooner the pilot action is promoted the more target group members will learn about the event.

The citizens of Ústí nad Labem and its visitors are the target group members. This is a very heterogenous group, however we may say that it is mostly an age group from 17 to 50 years of age. In addition, the target group can be characterized by a common interest in cultural activities. The division of visitors by percentage is not possible.

e) Resources

At the start of the pilot action the projector and street furniture delivery was delayed. To manufacture the street furniture, selection procedure had to be announced repeatedly. A projector from the local university had to be borrowed for the first public screening.

f) Financial plan



The financial plan of the pilot action 6 was set correctly, no adjustments had to be made. In the first year of the pilot action implementation, the financing from the Forget Heritage project was sufficient, no additional resources were required.

The past experience of the pilot manager in the field of cultural event organisation, promotion and production etc. was an important aspect for the financial plan compilation. Without it, a fully functional financial plan could not be made.

g) Project implementation

The time schedule set at the beginning of the pilot action was met, but with difficulties. No major time schedule adjustment had to be made though.

The pilot action was delayed at the very beginning, as originally, it was supposed to be launched in June 2018. However, the project partner kept changing both the scope and description of the pilot action and therefore the implementation was postponed to September. Another delay was necessitated by the need to agree on the contract of cooperation between the pilot manager and The Statutory City of Ústí nad Labem. The pilot action was launched no sooner than in November.

A delayed delivery of the video projector due to the fact that the required projector type was not available in the Czech Republic posed yet another problem. The projector was delivered in January 2019. Until then, the project manager had the projector on loan from the university. Also the delivery of the street furniture was delayed, as the selection procedure for the delivery of the thematic furniture had to be announced repeatedly.

Project output indicators	Measurement unit	Final target (set in PIP)	Progress achieved in the first 7 months	Explanations
Number of m ² of the modified public area	m ²	60	60	The public area was modified in the specified scope.
Number of visitors of events	Number of persons	1200	600	Currently, we have reached 50% of this figure. We expect this figure to grow faster in summer months.



Number of organised cultural events	ks	15	10	According to the plan, 10 events have already been organised. The next events are planned for summer and autumn.
Vistors of the society's website	Access rate	25000	13200	The access rate at the website is less than expected but not significantly.

4. MANAGEMENT MANUAL TOOLS

Chapter in the Management Manual	Tools - Deliverables	Used/not used	Comment
Goals	“Goals Workshop” Template	Not used	
	“Goals - Added Value” Table	Not used	
Stakeholders	Stakeholder Map	Not used	
	Stakeholder Table	Not used	
Activities, content, offers	“Activities Workshop” Template	Not used	
	Activities-Processes-Blueprint	Not used	
	Typical Site Usage	Used	
	“Activities Evaluation” Table	Used	Very useful tool
Infrastructure and processes	Outcomes of filled out “Activities-Processes-Blueprint”	Used	
	Prototype Schedule	Used	
	Fields of Activities	Used	
	Process Planning	Used	Very useful tool
	Responsibilities Facility Management	Used	
	Management Tasks	Used	
Business concept	Business Model Canvas	Not used	
	Basic Financial Plan	Used	Very useful tool
Implementation planning	Project Timeline	Used	Very useful tool
Project Based Implementation	Best practices of heritage valorization projects	Not used	

5. CITIZENS/STAKEHOLDERS CONTRIBUTIONS

The feedback from visitors is received in the most informal way during the cultural events, or via social networks. So far, we have had a positive feedback, both with regard to the content of cultural events and renovation of the area in front of the Hraničář building.



6. PUBLIC-PRIVATE COOPERATION

Private partner view:

There is no doubt that the cooperation between the public and private sector is very important also with regard to the financial involvement in the cultural projects. At present, our cooperation is well set, however at the beginning of the pilot action we had to deal with the approach of the partner from the public sector. Many things were subject to lengthy administrative processes, something that a private sector partner does not need to deal with.

Public partner view:

We feel that the cooperation with the pilot manager has been very positive. At first, we had to clarify certain matters that the pilot manager felt differently (purchase of equipment, projector etc.). As a public entity we must adhere to directives and regulations that the pilot manager does not have to deal with. His approach was straightforward and innovative.

Private partner view:

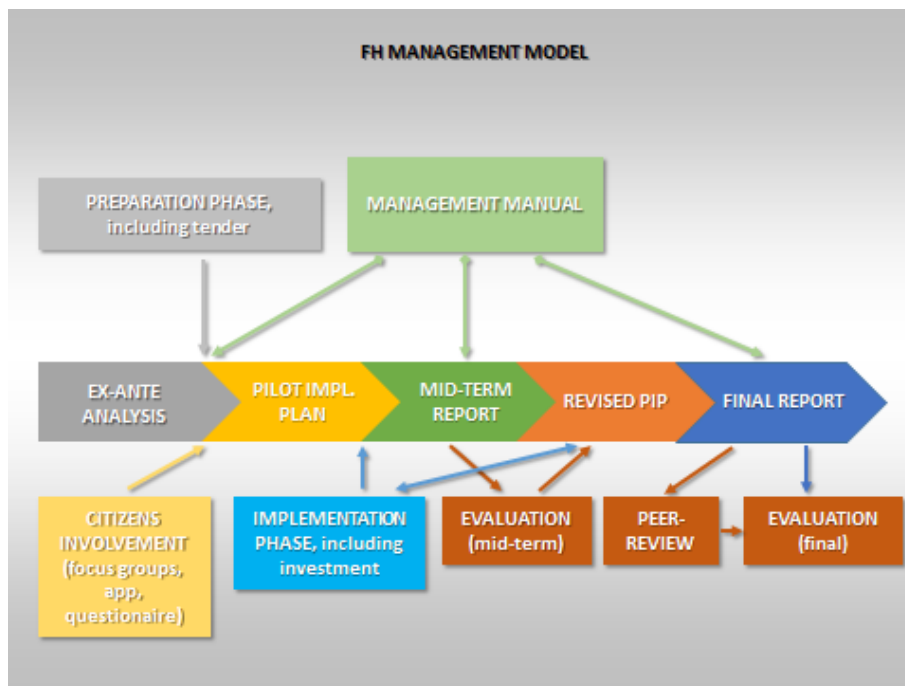
The relationships between the public sector partner and us had to be built first, which was very difficult at the beginning. The city representatives were not very willing to deal with us. This changed once the situation was clarified and the pilot action modification was approved when it became clear that establishing our cooperation would be necessary. Therefore, we had to start communicating intensively and set things straight.

Public partner view:

The cooperation between our city and the pilot manager was based on mutual communication. Without it, no part of the pilot action would be made possible. It is also about a positive attitude, respect and tolerance. At first, we had to understand differences between the parties we represent. Then the cooperation was made possible and now it is very productive.



7. FH MANAGEMENT MODEL AND PILOT'S SPECIFIC FOCUS



We would appreciate inclusion of the Citizens involvement activity also during the design of the Revised pilot implementation plan for the pilot action 6. As our pilot action also includes an innovative way of video projections, it would be good to receive a managed feedback in his implementation phase, too.

Do you consider the FH management model to be adequate (in general, not only for your specific focus/context)?

	YES	NO	Partially
Private partner view:	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Public partner view:	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



Is the FH management model appropriate for your pilot's focus?

	YES	NO	Partially
Private partner view:	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Public partner view:	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

8. EXTERNAL ENVIRONMENT

External conditions for the project implementation are favourable now. The city, as the project partner, fully supports the pilot action (e.g. it allowed to turn off the public lighting at the location where video projections are screened).
 At the start of the pilot action we dealt with an insufficient number of suitable video projectors on the market and a lack of interest by external suppliers to make the thematic street furniture.

We would recommend other cities to communicate across departments/city districts, as other city staff members also need to be informed about what we do and what our needs and requirements are. If others know about the project then it is easier to reach an agreement and make things done much faster.

9. POLICY RECOMMENDATIONS

PRIVATE PARTNER VIEW	Not very relevant	Relevant	Very relevant
Information provision: better information available to enable insight into measures and regime of protection and use and insight into the legal status and ownership of CH buildings.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Communication: awareness raising of public and private partners, citizens, general public	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Strategic and holistic approach: integration of cultural heritage into development policies and other strategic documents at the level of local self-government	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Financial sources: available financial funds and public investment strategy for the rehabilitation of cultural heritage	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Capacity building: increasing the capacity of local and regional authorities in the management of their heritage resources	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Participatory approach: empowering communities and citizens as the main actors in carrying out their heritage-led development processes	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>



Public-private cooperation: use of the Forget Heritage project approach in other projects	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Networking: events, platform, national and transnational cooperation	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
PUBLIC PARTNER VIEW	Not very relevant	Relevant	Very relevant
Information provision: better information available to enable insight into measures and regime of protection and use and insight into the legal status and ownership of CH buildings.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Communication: awareness raising of public and private partners, citizens, general public	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Strategic and holistic approach: integration of cultural heritage into development policies and other strategic documents at the level of local self-government	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
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Networking: events, platform, national and transnational cooperation	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

10. OTHER COMMENTS OR RECOMMENDATIONS REGARDING THE PREPARATION OR IMPLEMENTATION OF YOUR PILOT PROJECT

The preparation and implementation of the pilot project si all about the trust in the project idea as such. Unless one is reassured of the pilot action vision, it cannot be made possible sucessfully.