

# D.T3.2.5 - MANAGEMENT AND FINANCING OF CULTURAL HERITAGE MODEL FOR THE WEST POMERANIA REGION (BASED ON FORHERITAGE TOOLSET)

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## 1. Introduction

The voivodship self-government performs voivodship tasks defined by statutes and its own tasks, carried out on the basis of local law. Pursuant to the Act of October 25, 1991 on organizing and conducting cultural activities, local government units organize cultural activities, creating local government cultural institutions, for which conducting such activities is the primary statutory goal. Conducting cultural activity is a compulsory own task of local government units. The organizational forms of cultural activities include, in particular: theaters, operas, operettas, philharmonics, orchestras, film institutions, cinemas, museums, libraries, community centers, art centers, art galleries and research and documentation centers in various fields of culture.

At the same time, the West Pomeranian Voivodeship implements a cultural policy, including by supporting the implementation of public tasks in the field of culture, granted to entities listed in the Act on Public Benefit and Volunteer Work (under the open tender competition procedure and under the procedure set out in Article 19a, i.e. under the so-called small grant), as well as by fulfilling the obligation imposed by the Act on the Protection of Monuments and the Guardianship of Monuments, funds are allocated to provincial governments as part of the call for applications for a special-purpose subsidy for conservation, restoration or construction works at a monument entered in the register of monuments or located in the municipal register of monuments, located in the area of the West Pomeranian Voivodeship.

Pursuant to the provisions of the Act on voivodship self-government, the voivodship self-government supports, in the form of financial aid, the activities of cultural institutions organized by other self-governments. Moreover, pursuant to the provisions of the Act on organizing and conducting cultural activities, the voivodship self-government exercises patronage over creative and artistic activities through a system of scholarships and awards in the field of culture.

In March 2020, the West Pomeranian Voivodeship started the implementation of the Project with the acronym ForHeritage. The project aims to improve the management of cultural heritage sites. As part of the Project, tools were developed that constitute useful signposts for managers of cultural heritage sites. However, it is important to remember about the specificity of individual countries, regions and cultural heritage sites.

This document describes a model of regional management developed on the basis of the tools developed in the Project, adapted to the conditions and condition of cultural heritage in Western Pomerania.



## 2. The management structure of a local government cultural unit on the example of a pilot facility - Pomeranian Dukes' Castle in Szczecin)

The Pomeranian Dukes' Castle operates on the basis of the Act of October 25, 1991 on organizing and conducting cultural activities and on the basis of the provisions of its statute. The scope of the Castle's activities has been defined very broadly - it includes 13 basic tasks and 15 types of activities that it may undertake in accordance with the principles set out in the relevant regulations.

The basic tasks relate primarily to cultural activities - recognizing, stimulating and satisfying the cultural needs and aspirations of the society, popularizing artistic values and artistic creativity, conducting cultural and artistic education. In addition, the task of the Polish Composers' Union is to participate in the patronage of artistic creativity, to collect, secure and popularize the cultural heritage of the Castle and the region, to conduct foreign cooperation and tourist and cultural exchange with other countries, to cooperate with institutions, associations and creative unions as well as individual artists. The basic tasks also include the administration of the Pomeranian Dukes' Castle in the part it occupies.

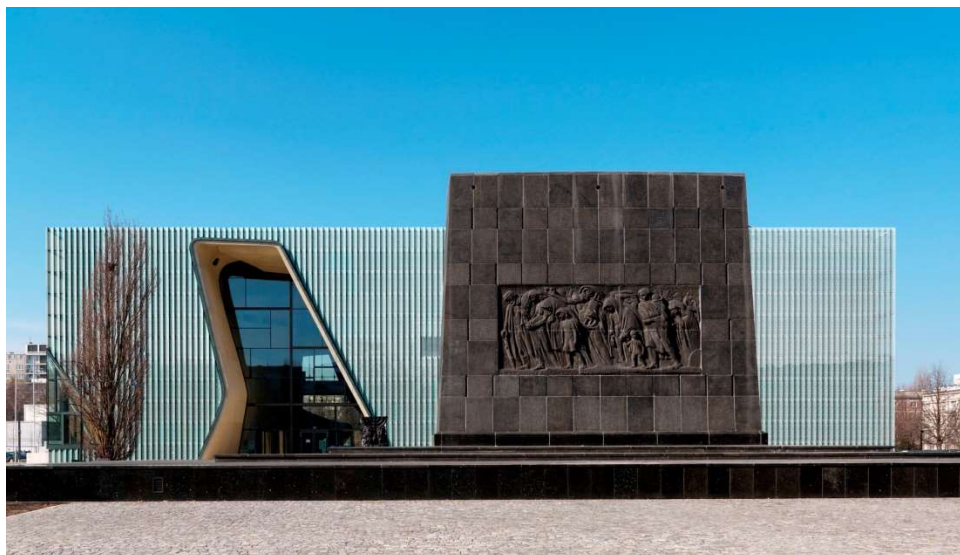
The actions that the Castle may take on the terms set out in the relevant regulations include, among others:

- organization of concerts, exhibitions, film screenings and other entertainment and tourist events;
- co-financing authors in connection with film productions related to the West Pomeranian Voivodeship;
- conducting educational activities;
- running a library of books, films, works of art and costumes;
- selling books and articles of cultural use;
- conducting activities related to servicing tourist traffic;
- carrying out activities related to the conservation of works of art;
- implementation of commissioned events, provision of transport services, including parking services, rental of rooms and yards, provision of catering services, running other business activities.

**The organisational structure** of the Pomeranian Dukes' Castle in Szczecin as an example of a cultural heritage institution subordinate to the voivodeship self-government is stable - the organizational scheme as at December 31, 2020 was the same as on December 31, 2016. Three main divisions can be distinguished in the organizational structure: accountant, administrative and artistic activity. Moreover, several organizational units and positions reporting directly to the Director have been established.

## 2.1. Best practices. Cooperation of cultural institutions with NGOs

- 1) POLIN Museum of the History of Polish Jews in Warsaw - cooperation with non-governmental organizations



Source: POLIN Museum of the History of Polish Jews - photo by W. Kryński.

### Short description:

The Museum of the History of Polish Jews (POLIN) is a modern cultural institution - a historical museum showing 1000 years of the history of Polish Jews. It is also a meeting and dialogue place for all those who want to get to know the past and contemporary Jewish culture better, who want to draw conclusions from Polish-Jewish history, who want to face stereotypes and face contemporary threats, such as xenophobia and nationalist prejudices. By serving the ideas of openness, tolerance and truth, POLIN Museum contributes to mutual understanding and respect among Poles and Jews. The POLIN Museum was formally established in 2005 - work on its creation lasted over a dozen years.

The involvement of entities representing various sectors is visible in the very genesis of the Museum. It is the first institution of this type in Poland to be established on the basis of public-social partnership, created jointly by the government (the Ministry of Culture and National Heritage), the local government (the Capital City of Warsaw) and a non-governmental organization (Association of the Jewish Historical Institute).

### Cooperation with NGOs

At the POLIN Museum, cooperation with non-governmental organizations takes place in four basic areas:

- 1) cooperation with local organizations from all over Poland through partnerships and patronage over the events they organize;
- 2) collaborating with organizations dealing with Jewish issues (such as the Shalom Foundation, the Foundation for Dialogue Among Nations or the Jewish National Youth Organization) and historical;



- 1) cooperation with organizations dealing with the broadly understood promotion of civil society (such as the Center for Civic Education);
- 2) cooperating with organizations dealing with people with disabilities.

The projects carried out by the Museum are largely carried out with the Association of the Jewish Historical Institute. This applies, inter alia, to the "Virtual Shtetl" portal, the PIYE youth exchange project (Polish Intercultural Youth Encounters) or the "Polish Righteous - Recalling Memory" program. The association, as one of the co-founders, raised funds and creates the main exhibition of the museum, it also financially supports many of the current program activities of the institution.

A manifestation of close ties with the "third sector" is also the Social College at the POLIN Museum, acting as an advisory team for the Museum Director for cooperation with organizations whose activities coincide with the mission and statutory activity of the Museum. It is composed of representatives of over a dozen non-governmental organizations - Polish and foreign.

The POLIN Museum belongs to the Polish network of the Anna Lindh. Foundation for Dialogue of Cultures Anna Lindh was established in 2004 on the initiative of the European Commission and the EUROMED Committee as part of the so-called The Barcelona Process, aimed at economic, political and cultural rapprochement between the countries of the European Union and the countries of the Mediterranean basin. The Foundation's task is to support cultural and intellectual exchange with the participation of young people. Activities aimed at the mobility of artists and people of culture, promotion of the idea of civil society, respect for the principles of democracy, human rights and equal access to culture are also supported.

As part of the Jewish Cultural Heritage program (project implemented in 2020-2024), the Museum cooperates with dozens of NGOs, local communities ("Museum on wheels"), schools and libraries (including as part of the "Daffodils" campaign), directly with residents Warsaw (e.g. the program of summer cultural and recreational events "Łąka Leśmiana" - organized jointly with the Bęc Zmiana Foundation, an open-air exhibition "They are nowhere to be found. Recalling the memory of Polish Jews in the city space"), creating a network of cooperation with NGOs and other institutions.



## 2) Muzeum Sztuki in Łódź - cooperation with non-governmental NGOs



Source: internet - Wikipedia, photo: Pelikan 13 (CC BY-SA).

### Short description:

The Museum of Art in Łódź is a cultural institution of the provincial government, co-run by the Ministry of Culture, National Heritage and Sport. Its main program axis is researching and presenting avant-garde art and progressive artistic phenomena. It has three branches:

- ms1 - located in the Palace of Maurycy Poznański
- ms2 - located in a post-industrial weaving building in the former production complex owned by Izrael Poznański
- Herbst Palace Museum - palace and park complex.

The collection includes paintings, sculptures and spatial objects, drawings, graphics, as well as photography, video and installation. It is the largest and oldest museum collection of modern art in this part of Europe. The permanent and temporary exhibitions of the Museum are visited annually by over 120,000 people. people (2018), and this number includes only the exhibitions organized on the premises of the Museum. Additionally, over 20 thousand students participate in museum lessons per year (2018).

### Cooperation with NGOs

The museum indicates three main spheres of cooperation with non-governmental organizations:

1. Local action, allowing for building relationships with the environment. NGOs are flexible and can implement non-standard ideas. For example, the experience of the Audiodescription Foundation helped to design and implement the "Whispers" system at the Herbst Palace Museum, allowing the blind to visit historic interiors. The museum regularly discusses local social and urban problems with NGOs as part of the "Town-forming meetings" series. It implements projects together - for example with the "Topografie" Association of Urban Initiatives and the Transformacja Foundation, with which it jointly carried out the "Urban



Ecologies" project (involving further NGOs and activist groups), or with the Movin Łódź Association, which brings together dancers, as part of an exhibition on contemporary dance.

2. Cooperation with NGOs dealing only with art (including on an international scale) - joint preparation of exhibitions, with associations e.g. from Turkey or Switzerland, as well as cooperation with NGOs dealing with fundraising - e.g. with the Foundation for Polish-German Cooperation. This allows you to cover some of the costs of individual exhibitions.
3. Building partnerships that are an important part of the program of the Museum of Art. This includes, for example, cooperation with the ING Art Foundation, with which the Museum's activities aimed at artists under 30 were prepared. The relationship with the Society for the Encouragement of Fine Arts in Łódź is also important for the Museum, thanks to which new collections were obtained. The museum supported ŁTZSzP, providing it with a seat, supporting organizationally and in obtaining funds for the purchase of works. As a result, there is a good practice of "double support" for artists who obtain both the popularization of their work (the Museum) and financial support through the purchase of works / fees (NGO).

Most projects are developed in close partnership with NGOs, from developing an idea to evaluating the project, according to the following scheme:

- 1) Understanding the characteristics of the institution and its program - according to the Museum, this is the basis for cooperation; the activities and characteristics of NGOs must be consistent with the program line of a cultural institution;
- 2) Building relationships, keeping in touch;
- 3) Partnership;
- 4) Shared responsibility for the project.

As a rule, the museum does not provide space for projects in which it does not participate. The Art Museum does not act as an "incubator of culture" (it results from the program assumptions) - activities require a lot of commitment, are research projects, and often end with publications. This implies the need to maintain close relationships with partners.

The activities of the Museum are partially financed with funds from the "third sector". The patron of the Museum is the Starak Family Foundation.



## Cooperation of cultural institutions with the private sector

### 1) Książ Castle - cooperation with a private partner, operator of the Congress and Cultural Center



Source: internet - Wikipedia, photo: Jakub Hatun (CC BY-SA).

#### Short description:

Książ Castle is the third largest castle in Poland (after the Malbork Castle and the Wawel Royal Castle). Książ Castle is situated in one of the most beautiful and largest residential complexes in Poland. It is located in Wałbrzych in the Książ district, in the Książański Landscape Park. The number of people visiting the Castle and the Palm House exceeds 500,000. (2018; more than 100,000 of them fell on the Underground Tourist Route, which was opened this year).

The aim of the project carried out with a private partner was to develop the Castle's conference offer and attract new customers - business and training groups. Two rotundas, renovated and equipped with EU funds, were to enable the Centre's clients to organize meetings and conferences.

The choice of the operator in the form of a service concession was necessary due to the conditions on which Wałbrzych obtained funds from the Regional Operational Program for the Lower Silesian Voivodeship. As a result, the beneficiary could obtain more funding at the stage of modernization of the conference center, provided that it would not be its operator afterwards.

#### **PPP project (concession)**

The basis for the relationship between the parties is the Act on the concession for construction works or services.

In December 2013, the Town Hall in Wałbrzych signed with a private partner - the company Zamek Książ w Wałbrzychu Sp. z o.o. - service concession contract. Its value is 4 million 964 thousand. zloty; the contract was concluded for 5 years. The private partner also leases other premises in the Castle.

The modernized areas were entrusted on the basis of a competitive procedure (in the manner defined by the Concession Act) to an external entity - the operator, with the possibility of charging fees for the use of the entrusted property. The investment (modernization) feasibility study included a result indicator - the number of various types of events to be organized each year. Already after the first year of cooperation, this indicator was achieved.

The subject of the concession is to act as the Operator of the Książ Castle Congress and Cultural Center. The remuneration of the private partner is the right to perform the subject of the concession, including the right to obtain benefits from the subject of the concession in the form of fees charged to the recipients of the Centre's services and to provide other services. The area for the performance of the subject of the concession is the third floor of the Castle's main building, consisting of over 70 rooms.

## 2) Castle in Szydłowiec - service concession agreement



Source: internet - UM Szydłowiec.

Short description:

Szydłowiec is a city located in the south of Mazovia. Its biggest attraction is the Castle erected at the end of the 15th century on an artificial island, which is an example of Renaissance architecture. Since the mid-twentieth century, the castle has been the subject of conservation activities. The Castle houses the Szydłowiec Cultural Center and the Museum of Folk Musical Instruments unique in Europe. The owner of the Castle and the public partner within the public-private partnership (PPP) project is the Commune of the City of Szydłowiec.

The city of Szydłowiec has become the beneficiary of EU support for the revitalization of selected objects (the Castle). Since the activities provided with the use of renovated premises went beyond the scope of municipal management, it was reasonable to select an operator of this infrastructure independent of the city - a beneficiary of European Union funds.

It was the second project implemented in this formula by the City - the first concerned the management of a revitalized, historic building where a hotel was built.



### PPP project (concession)

The choice of the operator in the form of a service concession was necessary due to the conditions on which MWM obtained PLN 43 million from the ROP of the Mazowieckie Voivodeship for 2007-2013 for the expansion of its infrastructure with a cultural and recreational center. Thanks to the separation of the investment process financed from EU funds from the subsequent process of managing this infrastructure, the Museum could obtain greater funding at the investment stage, while the operator does not have to worry about the requirements for limiting the profitability of projects co-financed with EU funds.

The management of the Museum, considering the sense of the investment, primarily considered supplementing the already existing museum and exhibition base, which is the basis of the open-air museum. The idea was to create a modern tourist base that would combine active recreation with the promotion of cultural heritage and at the same time could create a place for social, family and business meetings. For this purpose, a facility with a usable area of over 8,000 m<sup>2</sup> was built.

The Cultural and Recreation Center consists of a hotel section with 50 rooms, an entertainment and conference facility with a large auditorium that allows the organization of concerts, theater and music events, conferences, trainings, as well as a recreation and entertainment section. In the latter, there are swimming pools, biological regeneration rooms, a bowling alley and a gym.

The contract with the operator was signed in 2015 for 15 years. Its value is PLN 67 million; the role of a public entity is played by the Museum of the Mazovian Countryside in Sierpc, and the private partner is the Conference and Recreation Center U. Tomaszewska I. Wierzbicka s.c. The cooperation has been very positive so far; the ratios stipulated in the investment agreement were already achieved a few years ago. In the opinion of the Museum, this is due to the fact that the Center and the Museum function like connected vessels: guests who come to the hotel use museum services (hotel guests have a 20% discount on attractions as part of a three-day ticket to the Open-Air Museum). This also works in the opposite direction: MWM visitors benefit from the accommodation and attractions available at the hotel.

## 3. The current situation in the financing of cultural heritage subject to the self-government

### Key data on the situation of cultural objects.

Based on the report of the Central Statistical Office, published on 30/09/2020, entitled "Culture in 2019", which is the most up-to-date document presenting selected areas of activity of cultural institutions in Poland and indicators for participation in cultural projects, in 2019, 822 entities out of 15,735 such entities in Poland operated in the West Pomeranian Voivodeship in the area of culture ( which gives an average of 5 entities per 10,000 population), including the following cultural institutions: 32 museums out of 959 such institutions in total in Poland; 7 para-museum institutions out of 157 such institutions in total in Poland and 16 art galleries out of 327 such institutions in total in Poland; 8 theaters and musical institutions out of 188 such institutions in total in Poland; 336 centers, houses and centers of culture, clubs and community centers for



a total of 4255 such institutions in Poland; 29 fixed cinemas out of 528 such establishments in total in Poland and 3 studio cinemas and 12 local cinemas belonging to the Studio and Local Cinemas Networks, respectively 71 and 161 such establishments in total in Poland, 362 public libraries and branches out of 7,881 such establishments in total in Poland and 37 libraries and non-public entities out of 1,445 such institutions in total in Poland. In the 2018/2019 school year, there were 27 art schools in the voivodship out of 534 in total in Poland and 21 out of school education facilities in the field of artistic education out of 486 such entities in total in Poland.

With regard to the protection of monuments and the care of monuments, for which the register of monuments, necessary for the planned conservation policy, is of primary importance, as of December 31, 2019, the following number of objects entered into the register of monuments was found in the Zachodniopomorskie Province on the basis of a decision by the provincial conservator of monuments: 4,306 immovable objects, out of 78,009 in total in Poland, 370 archaeological relics out of 7,795 in total in Poland and 2,179 movable monuments out of 264,828 in total in Poland, including: 2,002 included in the equipment of temples, 4 collections and 173 with the status of other .

Among the objects entered in the register of monuments of the West Pomeranian Voivodeship, three were recognized by the President of the Republic of Poland as Historical Monuments: Kamień Pomorski - the cathedral complex, Kołbacz - the founding of the former Cistercian monastery and Stargard - the church complex of Of the Blessed Virgin Mary, Queen of the World, and the medieval city walls.

On February 15, 2021, the Central Statistical Office published the signal "Impact of the COVID-19 pandemic on entities operating in the field of culture in the third quarter of 2020", which shows that the majority of cultural institutions (61.6%) indicated that they had experienced negative effects of the COVID-19 pandemic. In terms of the legal form of the entity, the highest percentage of responses indicating negative effects was recorded among voivodship cultural institutions (81.5% of the total number of voivodeship cultural institutions), while the lowest - among communal cultural institutions (59.8% of the total number of communal cultural institutions).

In addition, in the signal published on March 23, 2021, "Financial results of cultural institutions in the period January - December 2020", the Central Statistical Office indicated that in 2020 the financial results of cultural institutions were lower than those obtained in the corresponding period of the previous year. There was a decrease in total revenues by 5.3%, and total costs by 5.9%. Investment outlays increased by 1.2%.

### **Development of programs and projects of cultural institutions in the Westpomeranian Region aimed at the inhabitants of the region**

In 2020, cultural institutions operated in changed conditions, which were, and still are, affected by the restrictions resulting from the COVID-19 pandemic. In Poland, from mid-March 2020, various types of restrictions were introduced in various spheres of life, including culture. Last year, cultural institutions were closed to visitors for most of the year, and thus had a limited ability to perform some of their statutory tasks. The introduced restrictions were and still are associated with the increase in the number of COVID-19 infections. The limitations resulting from the introduced restrictions concerning cultural institutions translated into a decrease in the number of viewers, performances and own revenues.





In 2020, cultural institutions abandoned some of the events due to the COVID-19 pandemic, while some of them were made available online.

Compared to 2019, in 2020, the funds transferred from the voivodeship budget for earmarked subsidies for cultural institutions were increased, and a new cultural institution was created, Ogrody Przelewice - West Pomeranian Center for Rural Culture and Ecological Education.

Total earmarked subsidies for cultural institutions (performance):

Year 2020 - 58 789 481 PLN

2019 - PLN 55,642,463

Attendance at cultural institutions and the number of events in 2020:

- **Pomeranian Dukes' Castle in Szczecin (designated rooms of the facility are a pilot action at the ForHeritage port)**

Number of events / performances / concerts - 347

Number of viewers / visitors - 67 614

- **Pomeranian Library Stanisław Staszic in Szczecin**

Number of events / performances / concerts - 245

Number of viewers / visitors - 7 796

- **Marine Science Center prof. Jerzy Stelmach in Szczecin**

Number of events / performances / concerts - 18

Number of viewers / visitors - 1 790

- **The National Museum in Szczecin**

Total number of events - 280, including:

Museum lessons - 124 (including the Breakthrough Dialogue Center - 39)

Museum workshops - 27

Departure lessons of the Museum on the go (Dialogue Center Przełomy) - 14

Total number of visitors - 30,660

Number of tickets sold - 11 409

Number of visits to the website - 134 772; views - 337 390

MNS currently has 9,560 users on Facebook

- **Kana Theater Center in Szczecin**

Number of events / performances / concerts - 152

Number of viewers / visitors - 38,085

- **Opera at the Castle in Szczecin**

Number of events / performances / concerts - 104



Number of viewers / visitors - 28 610

- **Polish Theater in Szczecin**

Number of events / performances / concerts - 115

Number of viewers / visitors - 20,697

### Digitization, digitization and dissemination of the collections of cultural institutions and cultural heritage of the West Pomeranian Voivodeship

In 2020, cultural institutes continued to work on the digitization of resources, including:

- The National Museum in Szczecin in the field of documentation of the collections
  - number of objects for which visual documentation was made - 739;
  - total number of record cards - 80,916, which accounts for 51.71% of the MNS collections
  - the number of visual documentation - 77 620, which is 49.60%
  - the number of records in the electronic inventory database of museum items (MUSNET) - 121,473, which constitutes 77.79% of the MNS collections, of which 34,220 items have visual documentation

Digitization of the resources of the National Museum in Szczecin

- implementation works were carried out on a new system for registering and managing collections, migrating collections, and developing dictionaries. Design, programming and pilot works on version 3.0 of the iArt system have started.
- The National Museum in Szczecin participated in the www.museum consortium project, co- financed by the European Union and the Minister of Culture and National Heritage under the Operational Program Digital Poland OPDP. As part of the project, at the end of 2020, the number of digitized exhibits was 0.65 TB, the number of exhibits with standardized metadata - 155, the number of exhibits with a popularizing note - 486, the number of exhibits ready for publication - 90.
- Zachodniopomorskie Materials (a regional periodical on history published from 1957 by the National Museum in Szczecin) until 2000 - over 50 volumes have been made available digitally.

Pomeranian Library in Szczecin - as part of the digitization of library resources in 2020, a total of 46 641 scans were made.

### Development of cultural institutions in the Westpomeranian Region through the modernization and expansion of the existing cultural and cultural heritage institutions subordinate to the voivodeship.

Comprehensive development of the terraces of the Pomeranian Dukes' Castle in Szczecin (2015- 2022) - the project concerns the implementation of new land development around the building of the Pomeranian Dukes' Castle in Szczecin

Value of the task: PLN 24,869,527





Funds from the EU budget: PLN 524,900

Funds from the voivodship budget: PLN 24,320,727

In 2020, the amount of PLN 710,519 was used

As part of the task, design documentation was prepared along with its verification, update, as well as measures to protect and monitor the technical condition in the area covered by the investment, dendrological inventory of trees and shrubs on the northern slope of the Castle, geophysical and geotechnical tests of the substrate in order to implement the task entitled: Modernization and renovation the courtyards of the Pomeranian Dukes' Castle in Szczecin and the tasks entitled: Comprehensive development of the terraces of the Pomeranian Dukes' Castle in Szczecin in the context of geotechnical foundation conditions, borehole on the northern promenade in order to take stock of the identified underground structures (tunnels), conceptual design for securing the tunnel structure with protection and reinforcement of the ceiling as well as delivery and installation of an approved ladder, a service consisting in entering underground tunnels on the main about 18 m below the surface in order to check the course of underground corridors and locate the tunnel entrance from the northern slope. The financial advancement from the beginning of the task implementation until December 31, 2020 is PLN 1,580,646. The physical performance of the investment is approximately 5%.

Modernization and renovation of the courtyards of the Pomeranian Dukes' Castle (2017-2022) - the project concerns the restoration of the proper technical condition of the castle courtyards.

Value of the task: PLN 1,813,918

Funds from the EU budget: PLN 0

Funds from the voivodship budget: PLN 1,813,918

In 2020, the amount used was PLN 136,530

Construction works were carried out to modernize and renovate the stage in the large courtyard of the Castle, and the design of a water meter well. In 2020, after conducting an open tender procedure, geophysical and geotechnical tests of the substrate were carried out in order to implement the task entitled: Modernization and renovation of the courtyards of the Pomeranian Dukes' Castle in Szczecin and tasks entitled: Comprehensive development of the terraces of the Pomeranian Dukes' Castle in Szczecin.

Expansion of the Polish Theater in Szczecin - the project concerns the expansion of the Polish Theater in Szczecin and the creation of a modern center for the development of theatrical art in the Baltic Sea basin, as a center for the exchange of the latest ideas in the field of theater activities, focused on cooperation with artists representing various fields of art. The new part will house: Shakespeare's Summer Theater, an experimental room and a new theater with professional stage facilities.

Value of the task: PLN 158 852 818

Funds from the EU budget: PLN 43,307,000

Funds from the voivodship budget: PLN 115,545,818

In 2020, the amount of PLN 6,541,726 was used



In 2020, the cutting of shrubs and trees covered by the decision obtained by the Investor and the Contractor was completed, the slopes, the area of the future above-ground parking lot and the remaining construction site were dehumidified, the outbuilding was demolished, the construction site was prepared for works related to the execution of diaphragm walls, diaphragm walls were completed, and delivered and technological facilities were assembled for the construction of diaphragm walls and jet-grouting columns, construction of foundation reinforcement by means of jet-grouting injection, reinforcement of the subsoil using geopolymer injections under the foundations of a residential building at ul. Kapitańska 2a, Reinforcement works - foundation slab, works design. The physical performance of the investment is approximately 14%.

Modernization of the historic building of the Polish Theater in Szczecin along with the infrastructure - the project concerns carrying out conservation and restoration works related to recreating the appearance of the historic building.

Value of the task: PLN 51,147,180

Funds from the EU budget: PLN 38,774,306

Funds from the voivodship budget: PLN 12,372,874

In 2020, the amount of PLN 802,725 was used

The demolition of the buildings added to the historic building of the Theater and the shelters were completed, the cabaret hall was secured (floors, wall graffiti), the floors of the 1st floor and the balustrades of the main stairs were secured, partition walls were demolished, plaster and floors in the rooms were broken, foundations of foundations were made, excavations were made ceilings, reinforced concrete beams and walls for the purposes of design works, demolition of partition walls on the 2nd floor was carried out, plaster in the basement and 2nd floor rooms were plastered down, floors in the 2nd floor rooms were chipped, the wall cladding and acoustic ceiling were demolished in a large hall on the first floor, demolition works on the ground floor were carried out, masonry walls were repaired on the second floor, and design works were carried out. The physical performance of the investment is approximately 14%.

Marine Science Center prof. Jerzy Stelmach in Szczecin - is to be a modern scientific and educational institution, aimed at stimulating the natural curiosity, creativity and interest in various aspects of science in visitors. According to the assumptions, the main attraction of the new institution will be interactive exhibits simulating natural phenomena and technical devices with an educational role.

Value of the task: PLN 132,972,660

Funds from the EU budget: PLN 94,351,400

Funds from the voivodship budget: PLN 38,621,260

In 2020, the amount of PLN 22,295,431 was used

In 2020, earthworks were carried out, piling the area, sheet piling, excavation for the construction of the MCN, the foundation slab of the ground floor, concreting of the cork, walls and pillars of the underground part, walls and levels of the ground floor, insulation of the basement foundation slab, insulation of the underground walls, pillars and walls of the ground floor were erected, reinforcement and concreting of the columns and walls of the 1st and 2nd floors and the



planetarium were made, reinforced concrete walls were erected at the terrace level, shuttering and reinforcement of the ceilings. Installation of the facade of the building has started.

The failure to implement the plan and, at the same time, the shift of planned expenses and revenues to 2021 results from:

- pandemic situation in the country and the related departure from the construction site of some of the teams implementing the investment,
- cancellation of the tender for the Permanent Exhibition of the MCN. The necessity to repeat the entire procedure to select the contractor for the Permanent Exhibition.
- a request by the General Contractor to extend the investment deadline and to change the material and financial schedule.

In addition, the implementation of the JPA plan for 2020 includes the reimbursement of expenses incurred in 2020 obtained from the ROP, returned to the voivodship budget in January 2021 in the amount of PLN 12 277 340.

The implementation of the task is not at risk. The construction works will be completed in 2021. Completion of the permanent exhibition and the planetarium is planned for 2022. Material advancement of investments: 44%.

### Development of a system of financial aid for communes for the promotion of culture in the region

The funds were transferred in the form of financial aid to the Municipality of Koszalin for co-financing the current activity of the Baltic Dramatic Theater in Koszalin in the amount of PLN 500,000 and the Koszalin Philharmonic for them. Stanisław Moniuszko in the amount of PLN 300,000 for the organization of artistic events in the region. Additionally, in the above-mentioned in the course of the procedure, funds in the amount of PLN 400,000 were transferred to the Szczecin City Commune for the purpose of supporting the activities of the Puppet Theater "Pleciuga", which is of a regional nature.

### Cross-border cooperation in the area of cultural heritage institutions

The project of the National Museum in Szczecin, implemented in cooperation with the Pomeranian National Museum (Pommersches Landesmuseum) in Greifswald, entitled "Shared Heritage, Shared Future" under the INTERREG VA program. As part of the project, three permanent exhibitions will be organized at the National Museum: Pomeranian prehistory, medieval art in Pomerania, and 17th and 18th century art in Pomerania and Europe. The value of the project is PLN 7 539 897, of which the beneficiary's own contribution and VAT (financed from WZ funds) is PLN 2 252 747.

In 2020, the amount of PLN 89,904 was used.

A special-purpose subsidy for the National Museum in Szczecin (in the current part) was allocated to the completion of conservation works on wooden and metal monuments carried out by external conservation workshops, continuation of work on the development of materials for application, multimedia presentations and catalogues, preparation of documents for a multi-part tender for the supply along with the implementation of technical designs, safe showcases with passive air



conditioning. Completion of work on the description of the subject of the contract and the announcement of an international tender for the supply and manufacture of safe showcases with passive air conditioning for displaying museum collections and equipment for two permanent exhibitions. Continuation of work on the description of the order for the delivery and assembly of the development and equipment for the third permanent exhibition. Continuation of work on the development of materials for applications, multimedia presentations and catalogues. Taking another part of photos for exhibitions and catalogues; purchase of a license to use photos owned by other museums.

The second project is the task of the Castle Opera in Szczecin entitled "Polish-German theater network (theater-pom.net)" as part of the INTERREG VA Program (2017-2022), implemented in cooperation with the Uckermärkische Bühnen Schwedt Theater and the Vorpommern Stralsund / Greifswald / Putbus Theater, whose main goal is to increase attractiveness and accessibility theaters in the region for viewers in the support area on both sides of the border. Thanks to the expansion of the theaters' offer and the elimination of the language barrier, access to the common cultural heritage will be facilitated for all age groups, for inhabitants of the region and tourists, for people from both countries, regardless of the language they speak. The value of the project is PLN 3,014,748, including EUR 596,535.10 / PLN 2,562,535.83 (85% of the cost of the task) from the Interreg VA Cooperation Program Mecklenburg-Western Pomerania / Brandenburg / Poland under the European Territorial Cooperation goal Regional Development Fund (ERDF). As part of the task, an investment purchase of open-air equipment, video and projection equipment (worth EUR 557,000 / PLN 2,392,705) will be carried out. In 2020, the amount of PLN 12,398 was used.

Due to the epidemic, the project partners decided to postpone the planned purchases of sound and lighting equipment (including spotlights, microphones, lighting consoles, sound mounting systems) as part of the property part of the task to 2021. The material performance of the property part of the task was as follows: 0%.

Due to the epidemic situation, the project completion date was extended to 30/06/2022.

## **4. Potential sources of financing cultural heritage for the West Pomeranian Region**

### **4.1. EU funds**

We are currently at the turn of the financing prospects. The funds coming to an end under the 2014-2020 funding perspective show the directions in which funds could be obtained from the EU budget and the direction in which cultural heritage funding could go in the current financial perspective. Funds can be obtained from national, regional, cross-border and international programs.

The budgetary perspective of the European Union for 2014-2020 still offers great opportunities to finance activities in the field of broadly understood culture and protection of cultural heritage, including funding investments, protection of monuments, revitalization, and promotion of cultural heritage. In addition to EU funds, there are other possibilities of obtaining financing from European funds, for example from the so-called Norwegian funds. For activities related to the protection



and active use of monuments, funds can be obtained from many programs implemented at the national level, such as:

- Operational Program Infrastructure and Environment;
- Regional Operational Programs;
- Rural Development Program;
- Operational Program Fisheries and Sea 2014-2020;
- National Fund for Environmental Protection and Water Management;
- Financial Mechanism of the European Economic Area - Norwegian Funds;
- under the European Territorial Cooperation programs: cross-border (Poland - Slovakia, Czech Republic - Poland, Poland - Saxony, Brandenburg - Poland, Mecklenburg - West Pomerania - Brandenburg - Poland, South Baltic, Lithuania - Poland), transnational (Baltic Sea Region, Central Europe ), the interregional program (Interreg Europa), and the European Neighborhood Instrument (Poland - Belarus - Ukraine, Poland - Russia); under the programs of the European Neighborhood Instrument (Poland - Belarus - Ukraine, Poland - Russia);
- Creative Europe;
- Europe for Citizens;
- foundations, funds, other sources of funding, etc.

They allow for the implementation of infrastructure projects as well as educational, cultural and social programs, i.e. soft projects. In order to efficiently obtain funds from the new EU perspective for 2021-2027, the updating of individual programs - their goals and directions in which the co-financing goes, should be verified on an ongoing basis.

## 4.2. National, regional and local

### 1) National budget

The Ministry of Culture and National Heritage Programs of the Minister of Culture and National Heritage - aimed at protection Polish cultural heritage at home and abroad, supporting the activities of museums and popularization of folk culture, including:

- Protection of monuments
- Supporting museum activities
- Folk and traditional culture
- Protection of archaeological monuments
- Memorial sites and permanent commemorations in the country
- War graves and cemeteries in the country
- Digital culture



- Cultural infrastructure
- Infrastructure of artistic education
- Infrastructure of community centers
- Accessible Culture
- Development of creative sectors
- Artistic events for children and teenagers
- National Collection of Contemporary Art of the Minister of Culture and National Heritage
- Art education
- Cultural education
- Promise of the Minister of Culture and National Heritage
- Supporting archives, libraries and museums outside the country
- National Monuments Protection Fund

2) **Provincial Office for the Protection of Monuments in Szczecin/ West Pomeranian Provincial Conservator of Monuments:**

Financial resources from the state budget, some of which are administered by the voivode

3) **The Ministry of Internal Affairs and Administration**

Church Fund (acting for churches and other religious associations with a regulated legal status in the Republic of Poland)

4) **National Fund for Environmental Protection and Water Management:**

Provincial Fund for Environmental Protection and Water Management in Szczecin

5) **Local government measures**

Local government budget West Pomeranian Voivodeship - Marshal Office of The West Pomeranian Voivodeship:

- Targeted subsidies
- Bid competitions

6) **Communes and countries of the West Pomeranian Voivodeship**

- Targeted subsidies
- Budget of communes and counties
- Targeted subsidies - by way of a competition announced on the basis of the Act of 23 July 2003 on the protection and care of monuments.
- Bid competitions
- Communal Revitalization Program





- Civic Budget

### 4.3. Other - fundraising from private sources

In addition to EU funds, national or local government, it is worth using the model of public-private partnership, which, thanks to a commercial contribution, may contribute to the professionalization of the offer, which may lead to the phenomenon of the so-called synergy. Thanks to the private contribution, the institution's orientation towards increasing income changes - efficiency increases.

Advantages of public-private partnership:

- 1) financial instruments attracting co-investment: engaging additional public or private funds co-investments increases the capital available for investments;
- 2) using the expertise of the private sector: involvement of managerial and economic skills of players market increases the financial efficiency of the implemented investment;
- 3) ensuring better use of EU funds: the possibility of re-use of European funds is especially important considering smaller with each financial perspective, the level of EU funding up to ongoing investments;
- 4) increasing operational capabilities: via end-users can receive financial instruments upfront payments - as opposed to grants (e.g. settled on the basis of reimbursement of incurred expenses);
- 5) better quality of projects and an incentive to achieve better ones results: the returnable nature of financial instruments makes these investments more effective and profitable than grant-funded projects;
- 6) subsidy independence: (total or at least partial) transition to financial instruments provides projects in a more sustainable and innovative way financing than traditional subsidies.

## 5. Alternative / innovative approaches to financing cultural heritage in the West Pomeranian Voivodeship<sup>1</sup>

Some new instruments and financing models have recently emerged on the scene, such as private equity, mini bonds, crowdfunding, digital financing platforms (fin tech), payment by results, ppp etc.

These new tools are often labelled as 'alternative' to bank credit, but this appellation is misleading since they are not intended to 'replace' the role of bank intermediaries; on the contrary, they can strengthen the ability to access bank credit and, therefore, should be considered as instruments complementary to the financing obtainable through bank intermediaries.

Some of these instruments could be reasonably applied to the Cultural Heritage sector:

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<sup>1</sup> tool prepared by FINPIEMONTE (PP07)



- **Fin tech**

It derives from the application of technology to the financial system, for example for lending money in a “peer-to-peer” approach (meaning by that the direct collection of private savings, without the intermediation of banks). The peer to peer loan (P2P) consists of a loan that allows entities to borrow or lend money through social lending platforms at interest rates other than those normally applied by financial intermediaries, such as banks. These are forms of financing that are disbursed between subjects without the aid of an intermediary and this is the reason why, usually, those who lend the capital receive a higher interest rate, and those who receive it pay an interest rate lower than that applied by banking institutions. In recent years some of these platforms have been implemented to ensure repayment of capital to lenders in case of default of the financed subject; nevertheless, this tool maintains a certain level of risk because it is not controlled by intermediaries.

- **Crowdfunding**

It is a type of Fin Tech most applicable to the cultural domain.

The crowdfunding mechanism consists in using the Internet to raise funds from groups of people with common interests. It is a sort of bottom-up financing, the recent development of which is certainly linked to the growing role of social media, web and mobile applications.

There are four main models of crowdfunding interventions:

- donation-based (simple donation, no rewards)
- rewards-based (with differentiated rewards depending on the amount of the donation. These are gadget-type non-financial rewards, meetings with the creator of the idea, etc.)
- equity crowdfunding (financing in the form of risk capital in order to obtain stakes in the company)
- social lending (non-finalized personal loan granted by private individuals to other private individuals on the Internet)

The starting point for the launch of the "collection" is therefore a dedicated platform.

Typical crowdfunding platforms are Indiegogo ([www.indiegogo.com](http://www.indiegogo.com)), Fundinghero ([www.fundinghero.com](http://www.fundinghero.com)), Gofundme ([www.gofundme.com](http://www.gofundme.com)), Kickstarter ([www.kickstarter.com](http://www.kickstarter.com)), Fundly ([www.fundly.com](http://www.fundly.com)), Justgiving ([www.justgiving.com](http://www.justgiving.com)), some of them more or less appropriate for heritage-related projects funding.

The European Commission is planning a guide dedicated precisely to crowdfunding, to promote harmonization of legislation at European level.

General information on:

[http://ec.europa.eu/internal\\_market/conferences/2013/0603-crowdfunding-workshop/index\\_en.htm](http://ec.europa.eu/internal_market/conferences/2013/0603-crowdfunding-workshop/index_en.htm)

[http://ec.europa.eu/finance/general-policy/crowdfunding/index\\_en.htm](http://ec.europa.eu/finance/general-policy/crowdfunding/index_en.htm)

Information also on the website of the European Crowdfunding Network <https://eurocrowd.org/>, which is part of the Crowdfunding Stakeholder Forum (ECSF), promoted by the European Commission.



## 5.1. Best practice examples

### Credit Card for Culture - Regione Piemonte, Italy

In 2012 Piedmont Region launched the first credit card aimed at supporting the activities and projects of cultural Piedmontese institutions with the banking operator CartaSi.

CartaSi undertook to pay the 0,3% of the total amount spent with Regione Piemonte credit cards to the Fund for Culture in order to support cultural projects in the region.

From the point of view of the end - users (mostly employees of public and private companies connected to Regione Piemonte), the holders of the Credit Card for Culture were motivated to use it because they directly contributed to the support of the cultural heritage of the Piedmont Region, through the percentage paid by CartaSi to Fund for Culture.

Moreover, credit card for culture did not include any activation cost or annual maintenance costs and it had particularly advantageous economic-financial conditions.

### Crowdfunding for Culture - the Trzebiatów Experience, Poland

The inhabitants of Trzebiatów in 2019 used a crowdfunding platform ([www.zrzutka.pl](http://www.zrzutka.pl)) to raise funds to create a mural on one of the town's tenement houses.

Crowdfunding, together with other initiatives aimed at financing the mural, was very successful and allowed to raise more funds than initially assumed.

Nowadays, the mural is visible 24 hours a day because a lighting system has also been financed, it is visited every day by many people and it has animated the whole neighborhood, in fact the store across the street sells souvenirs with the image of the mural.

The residents liked the joint initiative so much, that they collected an additional PLN 20.000. Now they are planning the next steps to create tourist trail of murals.

## 6. Conclusions, recommendations and implementation guidelines

The above document presents the possibilities of managing cultural facilities in Western Pomerania based on selected examples. Creating a universal model of management and financing of cultural institutions in the region is a difficult task, and perhaps unattainable, due to the various conditions relating to individual facilities. Heritage management is a process that goes beyond the protection of monuments, the care of monuments or the administration of heritage. Cultural heritage management - also at the regional (local) level, refers to actively influencing the course of events, and today it is characterized by an innovative and participatory approach. Heritage management is one of the development management subsystems, including development at the regional level. Regional development is understood as a process of all changes taking place in the voivodeship, which allow its inhabitants to obtain higher satisfaction from economic activity and lead to a higher quality of life. In order to direct and influence this process, it is necessary to define



the administrative, organizational and time framework, i.e. development management. Management assumes:

- planning (in the practice of local self-governments, an expression of planning may be the development and adoption of programming / strategic documents),
- making decisions, working with various stakeholders,
- monitoring and possible changes (updates) of activities, processes or tools.
- The above-mentioned activities should also be related to the cultural heritage - including the management of individual facilities.

Management can be understood and implemented in the practice of local government functioning in a holistic, integrated manner, regarding the use of all available development factors, or it can refer to a selected aspect, e.g. cultural heritage, then it is sector / problem management. In some simplification, it can be assumed that the basis of cultural heritage management is the possession of strategic documents whose task is to:

- identification of development resources (including those related to heritage) - identification of development factors and barriers;
- identifying the expectations of various stakeholder groups (actors of local development);
- formulation of the vision (that is, indication of the desired, target state of development in the long term);
- setting goals and strategic directions of activities (that is, describing the path to achieve the state recorded in the vision) along with an indication of who is responsible for the implementation of activities and what funds will be allocated to them;
- designing monitoring that allows to collect information on the changes taking place (and their causes). The layout of strategic documents presented above, with slight modifications, can be applied to all local documents.

The model of managing and financing a cultural heritage site should include all the above-mentioned aspects, so that the unit's activity is innovative and effective, and at the same time fulfills its educational and historical function.