

SKILLS AND TOOLS TO THE CULTURAL HERITAGE AND CULTURAL TOURISM MANAGEMENT

This book gathers the contributions of several authors that joined the CHTMBAL Tempus-IV project network, focusing on the anthropological, social and economic relevance of cultural tourism; it presents also some meaningful examples of Cultural Heritage management and cultural tourism around Europe, with the inclusion of higher education courses and some research to be useful for further studies on these topics. This volume and its findings and data are addressed first to our colleagues and then to the students of the Master on Cultural Heritage Management and Tourism implemented by the Faculties of Economics in Shkoder (Albania) and Prizren (Kosovo) in the framework of CHTMBAL project. Finally, also to those from other universities, being them from the Balkan Countries or not, which offer or attend courses in this field.

“CHTMBAL - Network for Post Graduate Masters in Cultural Heritage and Tourism Management in Balkan Countries” is a Joint Project in the framework of TEMPUS IV project, started in October 2011, with the aim of enhancing the Cultural Heritage management and sustainable cultural tourism in Albania and Kosovo. In order to achieve this goal, the main objective of this project is to create a university network for Post Graduate Masters, which will allow to share knowledge, methods and tools between the European Countries and the Partner Countries. The project partners are: University “G. D’Annunzio” Chieti-Pescara as Grant Holder, “Leonardo da Vinci” E-University, “Alma Mater Studiorum” University of Bologna – Rimini Pole of Economics, Antiquity of Southeastern Europe Research Centre of the University of Warsaw, Alexander Moisin University of Durres, Economic Faculty Shkoder University “Luigj Gurakuqi”, Economic Faculty of State University of Prizren – and some cultural institutions and research networks - Institut Català d’Arqueologia Clàssica, SVIMAP Italian Network of Public Administration Management, Institut i Monumentare të Kulturës “Gani Strazimir”, World University Service Kosovo Committee.

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Papers collected and coordinated by S.SANTORO  
 with the collaboration of E. Subias and G. Bolzoni



Network for Post Graduate Masters in Cultural Heritage and Tourism Management in Balkan Countries  
 (CHTMBAL)



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# The Integrated Management of Archaeological Heritage in Tarragona (ancient Tarraco, Hispania Tarraconensis)

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## 1. The economic framework: strategies and deficiencies

The modern city of Tarragona is a provincial capital with a population of 136,417, according to the 2011 census. Just 100 km south of Barcelona, it is the administrative and political centre of the second largest metropolitan area in Catalonia. Tarragona leads the natural region identified under the Costa Daurada tourist brand, a traditional destination for holidaymakers from Spain, the UK, France and, more recently and in increasing numbers, Russia. This geographical area coincides with the ancient historical regions of Iberian Cessetania and the Roman ager Tarraconensis and is currently home to half a million inhabitants. The Roman historical heritage is the main identifying symbol of the city and its territory, although not their main economic assets, which are other activities that in their own right are international benchmarks in southern Europe. We are referring to the important Tarragona Port Authority ([www.porttarragona.cat](http://www.porttarragona.cat)), which operates one of the main ports in the western Mediterranean, and the productivity of the area's petrochemical complexes ([www.aegt.com](http://www.aegt.com)). All this coexists in commendable harmony with the Costa Daurada's tourism industry ([www.costadaurada.info](http://www.costadaurada.info)), in which the city of Tarragona occupies a central position and which is closely linked to the leisure offer of PortAventura theme park that receives millions of visitors every year ([www.portaventura.cat](http://www.portaventura.cat)).

This economic dynamic is the result of intensive changes that took place in the 1960s, when there was a diversification of the productive sectors in a natural region that until then had been largely agricultural. It was at this time that the population increased, mainly due to migration from other parts of Spain. This migratory process has culminated in the past fifteen years with a 30% increase in the population of the city and the territory, with most of the newcomers arriving from abroad. Taking as a basis the 43,519 inhabitants Tarragona had in 1960, this means that the city's population has tripled in a little more than two generations. This new demographic gave the city's historical heritage the responsibility of being one of

the elements of social cohesion, in terms of instilling a feeling of belonging to a new culture. From an urban planning perspective, in the last twenty years it has resulted in a major conflict between the urban transformation and expansion that is essential to any demographic growth and historical heritage preservation policies. Moreover, in traditional macroeconomic conditions heritage management was not considered a priority in the economic development policies (tourism and culture) of the city and its surroundings.

However, the current economic situation means that increasing importance is being placed on tourism due to the difficult climate being experienced by the manufacturing economy and the bursting of the “property bubble”. For this reason, it is now even more important to promote local heritage as a reference and an attraction abroad. The principal Roman-period monuments in the city and its territory were added to UNESCO’s list of World Heritage Sites in the year 2000, but it was not



**Fig. 1.** Archaeological map of Tarragona showing the main museographic areas (based on Maclás et al. 2007).

until 2009 that the Plan for the Competitiveness of Roman Tarraco was drawn up. In force until 2012, the aim of the plan was to mitigate the effects of a historical deficiency in management in comparison to other Spanish cities with UNESCO recognition. The majority of these cities did not consider tourism as an important element in their policies, but international recognition and the need to promote the tertiary or service sector resulted in a large number of tourism vitalisation plans (García Hernández 2007). This is where we find the intrinsic value of international recognition. In the case of Tarragona, there was agreement on the need to strengthen the international competitiveness of the Tarragona and Costa Daurada brands, even beyond the confines of Europe, given the current economic crisis that is affecting the countries that have traditionally provided our tourism. There is an awareness of the need to foster an integrated management of the heritage offered by city and the numerous archaeological sites in its territory. On a local level, it is aimed to influence tourism signage, which is currently very limited, and to prepare merchandising. However, what is really needed is to create a large interpretation centre for Roman Tarraco and to channel the private sector in the promotion of the city. The result of all this is a shortage of tourism services and products, the consequence of which is that little value is placed on certain items of heritage, citizen awareness and tourism promotion.

These initiatives demonstrate the underlying difficulties in disseminating Tarragona's historical heritage. This is due in part to the aforementioned deficiencies, to the competition from traditional tourism and to the power of Barcelona as a tourist attraction, particularly following the 1992 Olympic Games (Calabuig and García 2004). Those authors emphasise the fact that the absence of global strategies for tourism is a serious handicap that has been perpetuated until the present day. Statistics show how cultural tourism in Tarragona has only achieved a complementary role in relation to traditional sun and beach tourism (plus PortAventura theme park), as well as how it has lost competitiveness as a tourist destination to the benefit of Barcelona.

## **2. Tarragona versus Tarraco: a difficult coexistence**

However, we cannot treat archaeology exclusively as a way of obtaining new tourism and cultural resources. We also have to consider it a scientific discipline that, in addition to reconstructing a past, has the responsibility of mediating be-



tween conservationist policies and the destructive consequences of contemporary urban development. At the same time it should increase our knowledge of the history of the urban setting in which it is carried out. In this respect Tarragona's "Urban Archaeology" represents, as a framework for professional and political decision-taking, a profoundly analysed and questioned area of management. It has already been the subject of multiple reflections and I would go so far as to say that none has been satisfactory in terms of the results obtained in recent decades (Dupré 1983; 2001; Tarrats 1993; Miró 1997; 1999; Aquilué 1999; Mar, Ruiz de Arbulo 1999; Ruiz de Arbulo, Mar 1999; Ruiz de Arbulo 2004; Rodríguez 2004; Macias 2010). This perception is a consequence of the lack of a single management and coordination body, a fact that was already seen as one of the main obstacles to UNESCO recognition. However, this much requested objective has still not been reached.

The protection of Tarragona's past dates back to the Renaissance, when local scholars and ecclesiastical initiatives began the historiography of a process that was consolidated in the mid-19th century with the foundation of the Reial Societat Arqueològica Tarraconense at the time of the first major urban transformation that brought with it the destruction of much of the city's heritage (Massó 2004; Tarrats 2004). It is a historical trajectory that has evolved in parallel with the improvement of social awareness and the development of heritage protection regulations. The current management model was defined at the beginning of the 1980s within the framework of the transition to democracy following the dictatorship of General Franco. It consisted of the evolution from a single management body with very limited economic and human resources to the proliferation of institutions with joint legal responsibility for heritage assets. All archaeological excavations are supervised by the Catalan Autonomous Government's Servei d'Arqueologia i Paleontologia, except when they are on municipal property, in which case they are the responsibility of the city council. The increase in the number of archaeological excavations (almost 1.500 carried out to date in the city and its territory) and the limited human resources of the responsible institutions, have favoured the commercialisation of archaeological excavation and documentation and the appearance of private companies that are responsible in situ for the process of archaeological discovery. These are mainly financed with private resources, in the case of urban development projects, or public funds, in the case of public works.

The professional careers of these new agents, who are legalised and regulated by

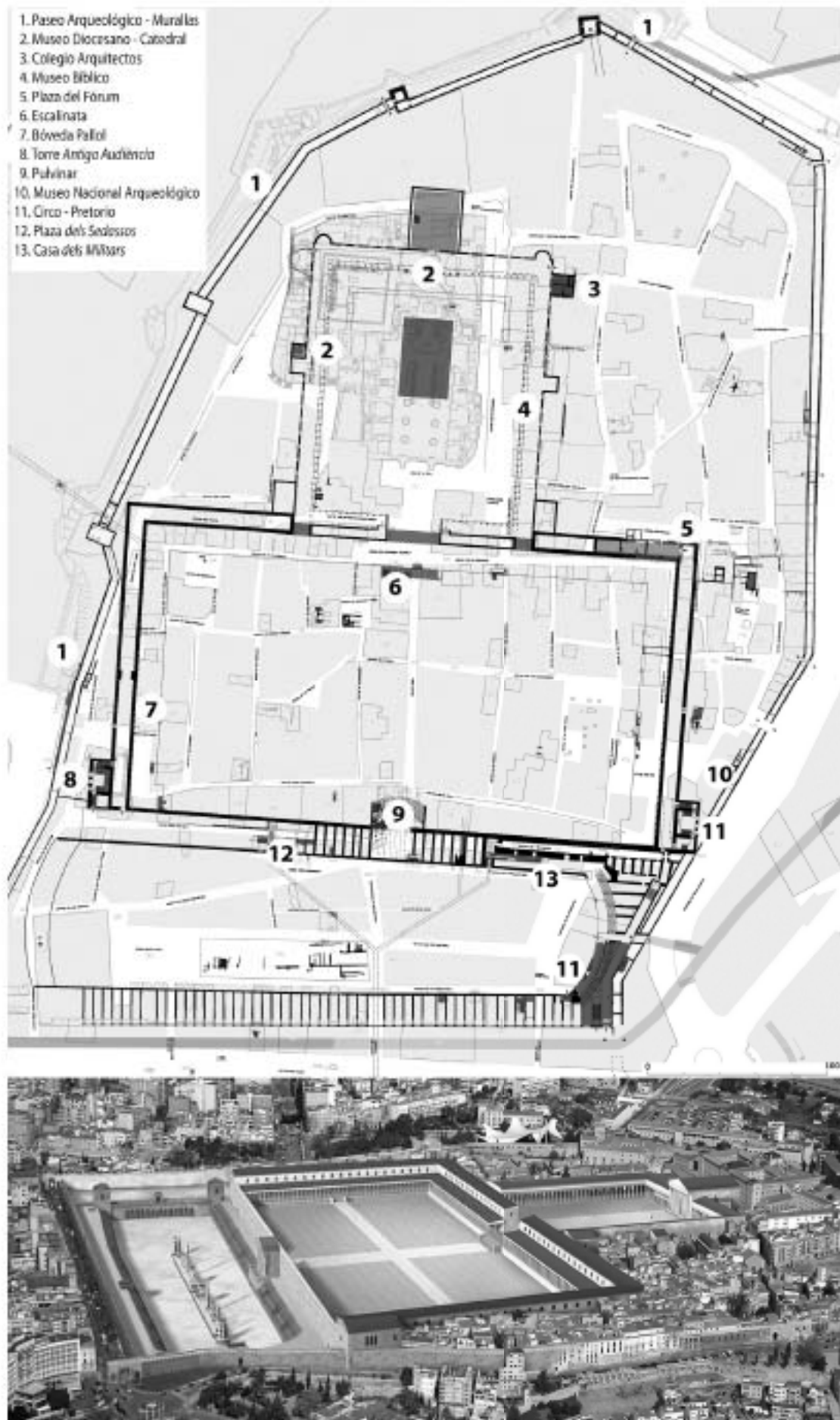


Fig. 2. Archaeological map of the Part Alta showing the main areas of archaeological interest (based on Madas et al. 2007). Below: Computer reconstruction of the seat of the *Condillum Prouindiae* (Digivisión Archive 2004).

the current legislative framework, have developed in parallel with the greater availability of economic resources. However, the results of their activities, basically excavations, have not reached the public arena, as the funding only covered the administrative management of the process. To date, the political institutions have not facilitated the channelling of public resources, thus interrupting the flow of this new knowledge to research and socialisation circuits. The volume of archaeological information generated by “urban archaeology” and represented by “entrepreneurial archaeology” is currently incalculable and impossible to plan scientifically and museographically. Thus, the difficulty in making the results of this working practice known is notorious and although recent public investment has allowed some of the most important of the recently discovered buildings to be publicised, the technical documentation is so extensive and out of reach that joint action strategies need to be applied if there is to be a balanced link between the working environments of the private companies and academic research. Failing this, there will be no scientific or social benefit proportional to the major financial investments made thanks to the most favourable and protectionist legislative context that has ever existed. These insufficiencies hinder the obtention of documents or useful tools for dissemination and musealization and, above all, they cast a shadow over the prestige of a group in the face of the public or private institutions that fund their work.

The existing museographic facilities (Fig. 1) are as follows: the Museu Nacional Arqueològic de Tarragona, owned by the Spanish state and run by the Catalan regional government. This institution manages the Roman theatre and the early-Christian Necropolis in Tarragona, as well as the villas of Centcelles (Altafulla) and Els Munts (Torredembarra). The Museu d’Història belongs to the city council and undertakes intervention and musealization programmes on the City Walls, the Amphitheatre, the Circus, the Aqueduct, El Mèdol Quarry and various other municipal sites. Finally, the Diocesan and Biblical Museums belong to the Archbishopric and are responsible for the Church’s heritage. University teaching, research and dissemination are the responsibility of the Universitat Rovira i Virgili of Tarragona, with the participation of the Institut Català d’Arqueologia Clàssica. None of these institutions currently participates on a regular basis in the socialisation of “entrepreneurial archaeology” and we can conclude, although it may seem contradictory, that UNESCO’s declaration of Tarragona as a World Heritage site in 2000 has failed to provide the incentive for the unification of heritage manage-



Fig. 3. Part of the scale model of the Roman city.



Fig. 4. Roman wall and tower with the Minerva relief

ment in Tarragona. It has however led to an increase in the activity of each of the institutional agents, making it even more difficult to achieve a coordinated framework. There have been positive experiences of institutional cooperation, but on the whole the variety of these slows down a unitary management of all the needs inherent in the protection and socialisation of historical heritage and, in some cases, the diffusion of human and economic resources hinders the achievement of more ambitious objectives. Even the lack of a stable and regulated entente between the Catalan autonomous government and the city council adds extreme variability to the relations between these two institutions, as they are conditioned by the results of elections held every four years. To these difficulties we have to add the relations between the Spanish and Catalan governments, which do not always see eye to eye and have hindered, even in years of economic prosperity, the achievement of large-scale museographic projects.

As a consequence, the lack of a single coordinating body and the current economic situation cannot guarantee that ambitious, long-term projects will be carried out and, in this context, archaeological management and research cannot support the processes involved in the dissemination of knowledge. Proof of this can be found in the fact that, despite the numerous excavations carried out, no important archaeological find in the last quarter of a century has been incorporated into the city's museographic offer. In the still-pertinent words of X. Aquilué (1999, 45), "Scientific research and the conservation and dissemination of archaeological heritage should advance together in the management of monumental sites... Nevertheless, for complex reasons for which all the agents involved in the different aspects of this heritage management (politicians, archaeologists, architects, disseminators, etc.) are responsible, we are still far from reaching the correct balance that would allow a homogenous and coordinated handling of archaeological assets. From the scientific point of view, the existence of diverse groups of researchers working in isolation, uncoordinated and with no contact between them at the same archaeological site, as happens in Tarragona, causes not only a dispersion of the historical information but also, and this is even more serious, incorrect handling of the recovery of the archaeological heritage, as well as a low return on the resources invested in it."

### **3 The museographic offer**

Few cities in the Western Mediterranean keep the imprint of their Roman past



alive like Tarragona, the ancient capital of the *prouincia Hispania Citerior*, in its time the largest province in the Empire. Rome occupied this enclave in 218 BC in order to cut off the rearguard of Hannibal, who was marching threateningly towards the *Urbs*. The consuls Scipio disembarked in Emporion, a Massaliot colony allied to Rome, and from there marched south until they chose the hill of Tarragona to set up a better military encampment. This was an ideal site that had been occupied by an Iberian town since the 6th century BC and satisfied all the strategic needs of the time: an elevated position overlooking a natural bay, proximity to water sources and excellent overland communications. Thus began nine centuries of classical history replete with significant events, the evidence of which can still be seen in the present-day urban physiognomy. Tarragona preserves the first Roman city wall built outside Italy, the earliest sculpture and inscription found on the Iberian Peninsula and, in the Amphitheatre, one of the longest epigraphic inscriptions in the Roman world. The city's historical quarter, known as the *Part Alta* (Fig. 2), contains the magnificently preserved remains of a circus that, unusually, was built inside the walls, and the representational plaza of the *Concilium Prouvinciae*, the second largest square in the entire Empire. Archaeologists have also documented some 18 thermal baths complexes, an extensive port emporium and numerous houses. The early-Christian Necropolis is the finest example in the west of the late-period martyrdom cult. In epigraphic terms more than 1,400 inscriptions have been discovered in the city and its territory, making it the most generous area in Hispania in this respect.

The historical quarter of Tarragona was the site chosen to build the seat of the *Concilium Prouvinciae Hispaniae Citerioris*, also known as the Provincial Forum, a complex that includes the sacred *temenos* covering two hectares, the grand representational square (6 ha) and the circus (4 ha). This part of the city is currently home to most of the museographic facilities, as well as remains visible in the open air as a consequence of an area inherited from mediaeval town planning. This is where the most important World Heritage Site monuments are found. With the exception of the Walls, which are incorporated into the *Passeig Arqueològic* (Archaeological Promenade), the three parts of the *Concilium* –the worship area, the representational square and the circus– are of exceptional and unique value. The architectural decoration of this enclosure reflects an iconographic discourse in the image of the *Forum Augustum* and a scenography similar to the *Forum Pacis* and other urban imperial-cult shrines. We are not only dealing with a heritage situation,



**Fig. 5.** Sector of the Roman circus preserved in the present-day historical centre



**Fig. 6.** Eastern end of the Roman circus

but also an everyday lesson of determinism and town planning history, with the result today being the fruit of the Visigothic, mediaeval and modern adaptations of the original Roman imperial layout. This is another of the city's values and also one of its museographic deficiencies, as Tarraco casts an excessively large shadow over the subsequent periods, the vestiges of which deserve more attention. The fruit of this historical process, the Part Alta (Upper Part), is a case of coexistence between a heritage reality and the needs of what is in fact just another city neighbourhood where the limits between the growth of the tourism and leisure facilities and the needs of the inhabitants remain to be defined.

In terms of the preserved monuments, each site presents particularities determined by its size, function, architectural materials and, fundamentally, by its ownership. These sites have been well analysed in the specific bibliography and, omitting descriptive aspects, we will focus on the main challenges to musealization in the coming years.

**The Roman Wall** (Fig. 3) currently poses a problem of conservation and restoration



Fig. 7. Part of the circus entrance gate.

due to the degradation of the stone on the stretches nearest the sea and also due to the collapse of some of the segments restored in post-Roman periods. The walled enclosure was built in two phases (c. 200 and 150-100 BC) and includes three towers, a gateway and various posterulae. One of the towers preserves a relief and a text in honour of Minerva (Fig. 3), as well as two faces carved on the socle with an apotropaic purpose. The Tarragona Wall Restoration Master Plan is currently being carried out, as can be seen at various places along the more than one kilometre length of the Archaeological Promenade.

The **Diocesan Museum**, which includes the Cathedral, is the city's oldest museographic facility and, although the





**Fig. 8.** General view of the judicial basilica in the Forum of the Colonia.



**Fig. 9.** Aerial view of the amphitheatre and the churches preserved in its arena (Desdedalt-ICAC-MHT Archive).

subject of its collections is not the archaeology of Tarragona, but the heritage of the diocese, its topographic location is an unbeatable setting for explaining the **worship area**. Below the mediaeval cathedral is the temple built in honour of the deified Emperor Augustus and, according to Tacit, this pioneering initiative in the western Mediterranean was an “*omnes provincias exemplum*” (Ann I, 78). The location of the metropolitan see shows the continued religious use of the highest point in Tarragona, as the mediaeval basilica was built on the site of the earlier Visigothic one, which in turn occupied the sacred site of the temple of Augustus. It so happens that the level of conservation of the peribolos in the early Roman shrine led to the cloister being built on one of the corners of the temenos, thus almost completely preserving the original sections. The collection contains diverse isolated pieces that have been recovered during different building works carried out over the centuries and reflect this historical process. The Diocesan Museum is currently being redefined under the Tarragona Cathedral Master Plan and, in addition to the interesting collections of religious art, there is an opportunity to turn this museum into a reference for the religious history of the city, revealing the urban transformations from the imperial, Visigothic and mediaeval periods. The refurbished **Tarragona Biblical Museum** is another commitment, more pedagogic in nature, through which the archbishopric aims to promote the study of the Bible from a cultural, historic and archaeological perspective. It is housed in a building opposite the Cathedral and some of the remains of the Roman worship area can be seen in its interior. The same is true of the **College of Architects**, a building in which it is possible to see another segment of the peribolos and the remains of monumental rooms built during the Visigothic transformation of the acropolis.

The **representational square** is the second largest square in the Roman Empire and can still be identified in the street network and in various private properties. This was the representational area where monuments in honour of illustrious personages were erected. Here we find large numbers of pedestals once occupied by statues of priests of the imperial cult, proof of the vitality that institution in Tarraco as one of the driving forces of municipal life and a means of personal and political promotion. Indeed, in no other city is social mobility and its spectacular effect on the equestrian classes, the *ordo equester*, so well documented. The stairway that led to the worship area can be seen in the subsoil through the transparent floor of a privately owned shop, while the remains of the tribuna form part of a restaurant



Fig. 10. Part of the aqueduct during its recent restoration.

floor. The square was surrounded by a cryptoportico and some of its segments can be walked through in the Circus-Praetorium and the Volta (vault) del Pallol complexes, sites in the custody of the city council. The latter building houses a scale model of Tarraco (Fig. 4) at the beginning of the 2nd century AD. Built to a scale of 1:500 and covering some 20 m<sup>2</sup>, it allows the Roman city to be immediately understood. Opposite the building with the scale model is the Centre Cultural “El Pallol” – Antiga Audiència, the foundations of which are from a tower, the twin of the Praetorium Tower, which acted as a link between the square and the circus. Its remains can be seen in the basement. Other remains of this perimeter cryptoportico can be seen in the **Plaça del Fòrum**, which was remodelled in 1998.

The wall of the **Circus** (Figg. 5, 6, 7) was the limit of the upper part of the city. Built in the time of Domitian, it stretched from one side of the Republican wall to the other. It was adjacent to a branch of the Via Augusta and its urban function was to separate the urban area from the imperial zone and, with its monumental façade of 55 arches, it was the perfect scenography for those arriving at the city from Barcino. The intramural location of the Roman circus is an exceptional circumstance that has helped preserve it. It also means that there is an urgent need to draw up a long-term action plan for it. The use of caementicium has favoured the integrity of the

structures supporting the stands and, although all that remains of the upper sectors are some sections of opus quadratum walls incorporated into the urban layout, the conservation of the circus vaults is a preservation and dissemination challenge. The majority of the vaults coincide with privately owned buildings, although many of them can be seen as part of restaurants and bars and, in one case, a bank branch. The western end can be seen in the Circus–Praetorium complex belonging to the city council, one of the most visited archaeological sites in the city. Other sections of the circus have been preserved but not musealised and, under the current legal regulations, certain contemporary buildings have been demolished to reveal their remains. In detriment to the mediaeval town layout and through an urban clearing action, this has created a series of archaeological lacunas that constitute future museographic and economic challenges: the **Plaça dels Sedassos** or the **Casa dels Militars**.

In the arena of the **Amphitheatre** (Fig. 8), a municipal archaeological complex, are the remains of the only complete early-Christian basilica in the city, as well as those of a mediaeval church. It is the monument that has seen the greatest percentage increase in visitors and is currently that which requires the most museographic adaptation, above all in terms of accessibility and intelligibility. It is a space that has been distorted by the centuries and by urban development, both ancient and modern, and it now requires a definitive architectural project that should be integrated into the future plans for remodelling the city's seafront façade. The **Forum of the Colonia** is another museographic site owned by the municipality that was profoundly altered by late-19th-century urban development. It receives far fewer visitors, possibly because of its distance from the historical and tourist area, although the figures remain stable. The challenge for the future is to execute a museographic reform that will rectify the imprecise architectural project undertaken in the mid-20th century and make visitors aware of the new scientific knowledge obtained from a recent research project (Ruiz de Arbulo et al. 2006). Finally, the city council is responsible for **El Mèdol Quarry** and the "**Pont del Diable**" Roman aqueduct (Fig. 9), both of which form part of the green belt on the city's periphery.

The Part Baixa or Lower Part of the city is the main urban planning and museographic challenge faced by the heritage management institutions in the 21st century. It is the most demanding proposal and it requires convergence of all the actions deriving from the future remodelling of the lower part of the city - the port and residential

zone, the railway line and the promotion of the archaeological sites expropriated in recent years. The objective is to create a new urban leisure and cultural epicentre to decongest the historical quarter in the upper part of the city, which is becoming increasingly saturated. This will expand the concept of Tarraco, which is currently excessively focused on the public and leisure-based architecture of the provincial capital, and to incorporate new discourses linked to a more diversified archaeological and historical reality. The Part Baixa is a zone full of possibilities, including the Roman theatre, the best preserved of its kind in Catalonia (Domingo et al. 2004). Also during this time the public baths of the port zone have been documented (1998). Following their excavation, the architectural project that had led to their discovery was ruled out and the plot was expropriated (Macias 2004). This magnificent find is further evidence of the archaeological wealth of this sector of the city and highlights the desirability of a future archaeological area/reserve which will be fundamental to the tourism promotion of the zone. This is another major proposal and including the theatre and the baths it covers an area of more than 10,000 m<sup>2</sup>. Any action of a museographic nature would involve demolishing the buildings currently on the sites, the majority of them 19th- and 20th-century port warehouses.

This archaeological zone could become the western end of an itinerary complemented by the River Francolí early-Christian suburb made up of the **St Fructuosus martyrdom complex** and the **northern basilica** (Fig. 10) (López Vilar 2006). The latter was discovered during the building of a shopping centre and it turned out to be an extensive early-Christian archaeological site. The adjoining early-Christian Necropolis and Museum have been closed to the public since 1995, although their reopening has been announced for 2013. The city will then recover a fundamental museographic epicentre for understanding how Roman society was Christianised and a unicum in the cultural offer of ancient Hispania. To the south of this site is the former Tabacalera cigarette factory, now owned by the city and destined to be the new home of the **National Archaeological Museum of Tarragona**, which is currently in the historical quarter. An institutional agreement has been proposed to build the new museum in the lower part of the city. If brought to fruition, it will be the main museographic challenge of the 21st century and will result in a larger and more modern museum. The space available in the old factory and its archaeological surroundings, which are currently underused, are the main arguments employed to encourage consensus on this new location, which in the future will be a greater



tourist attraction than that currently represented by the Part Alta.

Separate mention should be made of the *Tarraco Viva* historical dissemination festival, a major tourism and educational attraction based on the successful combination of popular events and activities and the strictest historical criteria. In its most recent edition more than 80,000 visitors attended the different Tarraco Viva activities for which the capacity was controlled. Another positive consequence of this success has been the founding of several historical re-enactment groups in Tarragona and the involvement of the professional and university worlds in the social projection of the classical world.

#### 4. Conclusions

The statistics for the number of visitors to the archaeological sites helps to analyse the implementation of archaeological heritage in the tourism dynamic of the city, although these data must be relativised in terms of their urban locations, their specific characteristics and even the effect of conservation work on the opening of the sites. If we analyse the period from 2000 to 2011 as a whole, we can determine a sudden increase in the number of visitors due to the UNESCO World Heritage Site declaration in November 2000 and a subsequent irregular evolution that, overall, ends with a positive dynamic of 14.71%. In this period we sense that the number of visitors peaked around 2007 and there was then a subsequent stabilisation that can be related to the consequences of the economic recession of recent years. In particular we can highlight the popularity of the scale model of 2nd-century Tarraco displayed in the Volta del Pallol and the attraction exercised by religious tourism through the Diocesan Museum/Cathedral complex, sites that were excluded from our quantification due to their particular characteristics. The Archaeological Museum, the Amphitheatre and the Circus/Praetorium are the main cultural attractions, while other peripheral sites –the Forum of the Colonia and the Walls– have not seen an increase in visitors following the UNESCO declaration. The same is true of the inland archaeological sites –Centelles and El Mèdol–, although not of the seaside villa of Els Munts, which is better situated for holidaymakers staying on the coast, as well as being integrated into the town of Altafulla.

On the whole, the number of visits to the sites shows an upward trend in line with the surveys taken and also confirms the increasing importance of culture in the choice of a holiday destination. However, from the statistical point of view, we have to reflect

on the limitations to the growth of this type of tourism in our leisure and economic culture. In this respect, we can compare the evolution with other indicators that have grown to a greater extent than the number of visitors to the archaeological sites. Thus we observe how in these years there has also been a growth in the tourism supply and demand, although we cannot establish a direct link with those aspects we are dealing with. Based on the Hotel Occupation Surveys provided by the Spanish National Institute for Statistics we know the evolution of the city of Tarragona and the resort town of Salou, which are only separated by 10 km but are very different in terms of their tourism activity. The number of hotel beds in Tarragona has increased by 20% since the UNESCO declaration (to 2,548 in 2012), while in Salou –which also hosts the Port Aventura theme park complex– the increase in the number of beds was 44% (to 33,592 in 2011). The number of overnights grew by 19.9% in Tarragona between 2003 and 2011, with a final total of 365,635 overnights, and by 43.14% in Salou between 2000 and 2011, with a final total of 5,542,299.

Likewise, the greatest increase in visits in recent years can be seen at those archaeological sites located in the city's historical quarter, where there has also been a considerable increase in restaurants and leisure facilities and where there is greater ease of access. The Amphitheatre is an exception, as it is located near the coast, some 400 m from the city's tourism epicentre, but still has sufficient power of attraction and touristic tradition to maintain its visitor numbers. However, outside the sector, the cultural and/or touristic power of attraction falls ostensibly and, as we have seen, there has even been a regression in some cases.

Another handicap is the difficulty in correctly implementing the professional figure of the archaeologist in the heritage and scientific management processes. Since the 1980s archaeologists have diversified their professional profiles in response to the complexity and diversity of heritage management. This was a process of taking joint responsibility in accordance with European developments and following the latest trends in archaeology and urban management. However, this professional diversification has also compartmentalised the overall view of archaeology and, although it is commonly accepted that all the actions taken to museumise a city's archaeological heritage constitute the final phase of a complex management process, it is difficult to define a framework of simultaneous or consecutive cooperation. Thus, it is implicitly recognised that the quality of the final musealizations is conditioned by the level of the management model applied. Today this process is

clearly regulated by the archaeological interventions carried out in the subsoil and by the subsequent administrative management mechanisms. However, this is an unsatisfactory model that has created a dangerous professional division between the diverse bodies that participate in entrepreneurial intervention, public management and university research contexts.

Today's economic situation further exposes the current disaggregation of economic resources, which are shared between the different institutions that operate in the city, and the absence of coordinated, long-term policies or projects that are unaffected by election results. Also important is the meagre involvement of the private sector in the patronage of museographic or scientific projects. This should not be interpreted as a lack of predisposition on the part of the private sphere, given that sponsorship of other local cultural activities is frequent, but rather as due to the absence of a stable framework for relations between the heritage agents and private companies. All this has led to the list of projects pending funding becoming longer and longer. And it is not only limited to traditional museographic institutions, but also includes how and when the heritage will be expanded in the future.

We can conclude that, despite the difficulties in developing museographic and heritage management infrastructures, the attraction of the Roman legacy and the repercussion of the UNESCO recognition have led to an increase in the number of visitors to the museographic installations. However, it must also be admitted that there are deficiencies in the promotion of the tourism brand of Tarraco that, in one way or another, do not allow the potential of Tarragona's heritage to be taken advantage of, nor its geographic situation surrounded by other poles of attraction, such as the Costa Daurada and Port Aventura, and even the proximity of Barcelona. Local development and a productive restructuring are imperative material needs in an area categorised as one of the "tourism regions with the greatest potential, although its position as a heritage tourism destination is still in the early stages" (García Hernández 2007, 95). This situation can only be rectified by dignifying the open archaeological sites and updating the museographic facilities. If not, the message will be contradictory and the feeling that we find ourselves in a city that neither values nor dignifies the resources that have been bequeathed to it by the past will continue to spread among the citizens.

Unfortunately, the UNESCO distinction has undermined the capacity for reflection and self-criticism demanded by the deficiencies existing at the end of the 20th cen-



ture following fifteen years of intensive urban expansion. This recognition should be a stimulus to improve the management model, as there is a continuous debate in the city between respect for the past and planning for the future and, in the meantime, its patrimonial present offers it the best means for international projection, as well as being an economic resource in a period of deep financial crisis.

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## Links:

Catalan Institute of Classical Archaeology: [www.icac.cat](http://www.icac.cat)

National Archaeological Museum of Tarragona: [www.mnat.es](http://www.mnat.es)

Tarragona Museum of History: [www.museutgn.com](http://www.museutgn.com)