

STUDIJA ODRŽIVOSTI
PARKA SKULPTURA DUBROVA

2020 – 2025

DUBROVA SCULPTURE
PARK SUSTAINABILITY STUDY



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2020 – 2025**

Dubrova sculpture Park sustainability study 2020 – 2025

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PARK

skulptura
Dubrova
of sculptures
Dubrova



Mediteranski
kiparski simpozij
Mediterranean
Sculpture Symposium

CRANE 51

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1. UVOD

Opći cilj projekta RECOLOR je povećati turistički potencijal urbanih i prirodnih krajobrazu u Hrvatskoj i Italiji, koji često nisu u potpunosti iskorišteni i uključeni u tradicionalnim turističkim krugovima. Zahvaljujući svojoj metodologiji, a polazeći od analize figurativnih umjetnina i promocije njihovi turističkih itinerera, RECOLOR je inovativan u svojoj sposobnosti da se istodobno bavi i prirodnom i kulturnom baštinom. Projekt promovira relevantne i manje poznate umjetničke radove kroz specifične itinerere za posjet postojećih krajolika razvijajući tako novu turističku ponudu koja se prilagođava sezonskom oblikovanju turističkog toka. RECOLOR tako namjerava pridonijeti raznolikosti turističkih proizvoda i usluga koja će poboljšati kvalitetu turističke ponude u okviru opće vizije održivog i odgovornog turizma. Glavni skup aktivnosti usmjeren je na dionike u turizmu s ciljem povećanja postojećih vještina, kao i razvoj novih kapaciteta i znanja.

Područja projektnih partnera nalaze se u regijama karakterističnim za masovne turističke tokove i moraju se suočiti s tipičnim problemima uspješnih odredišta na moru: kritičan broj posjetitelja tijekom ljetne sezone, ograničeni protok tijekom ostatka godine, neravnomjerna popunjenost smještaja i neuravnotežena raspodjela između bliskih područja. Sva ta pitanja bit će riješena stvaranjem stabilne infrastrukture, usvajanjem profesionalnih kriterija za definiranje i provedbu novih planova upravljanja manje poznate prirodne i kulturne baštine.

RECOLOR kombinira zaštitu prirodnog krajolika i promicanje s turističkog i kulturnog gledišta prema održivom teritorijalnom razvoju koji podupire gospodarski rast lokalnih zajednica. Projekt identificira i stvara alate i modele, koji na održiv način poboljšavaju turističko iskorištavanje prirodne i kulturne baštine, prateći lokalnu turističku industriju u uspostavi novih organizacijskih modela usluga i partnerstva, kao i pokretanje međusobnih aktivnosti obuke.

U proteklom je razdoblju izrađena Strategija kulturno – turističke valorizacije Parka skulptura Dubrova koja je obuhvatila kulturni značaj i mogućnosti razvoja Parka kao i turistički segment njegove valorizacije. U procesu izrade tog dokumenta sudjelovalo je nekoliko ključnih dionika i

1. INTRODUCTION

The overall goal of the RECOLOR project is to increase the tourism potential of urban and natural landscapes in Croatia and Italy, which are often not fully exploited and included in traditional tourist circles. Thanks to its methodology, beginning with the analysis of figurative works of art and the promotion of their tourist itineraries, RECOLOR is innovative in its ability to simultaneously deal with both natural and cultural heritage. The project promotes relevant and lesser-known works of art through specific itineraries for visiting existing landscapes, thus developing a new tourism offer that adapts to the seasonal shaping of the flow of tourists. RECOLOR thus intends to contribute to the diversity of tourism products and services, which will improve the quality of the tourism offer within the general vision of sustainable and responsible tourism. The main set of activities is aimed at stakeholders in tourism with the goal of increasing existing skills, as well as developing new capacities and knowledge.

The project partner areas are located in regions typical of mass tourist flows and have to face the typical problems of successful seaside destinations: critical number of visitors during the summer season, limited flow during the rest of the year, uneven accommodation occupancy and unbalanced distribution between nearby areas. All these issues will be resolved by creating a stable infrastructure and adopting professional criteria for defining and implementing new management plans for lesser known natural and cultural heritage.

RECOLOR combines the protection of the natural landscape and the promotion from a tourism and cultural point of view towards sustainable territorial development that supports the economic growth of local communities. The project identifies and creates tools and models, which in a sustainable way improve the tourist exploitation of natural and cultural heritage, accompany the local tourism industry in establishing new organizational models of services and partnerships, as well as initiate mutual training activities.

The Dubrova Sculpture Park Cultural and Tourist Strategy has recently been developed and it included the cultural significance and possibilities for the development of the Park, as well as

to: predstavnici Naručitelja, predstavnici Upravitelja, predstavnici Istarske županije, turističkih zajednica u okruženju i drugi. Analizirano je mnogo ključnih dokumenata, strategija, zakona, internih razvojnih dokumenata i drugo kako bi se izradila prioritarna područja razvoja tj. mjere za djelovanje, indikatori praćenja, ključni dionici, izvori financiranja i procjena troškova, izazovi, mogućnosti i rokovi za provedbu. Upravo je taj segment Strategije korišten kao podloga za izradu ove Studije koja će više biti usmjerena na održivo poslovno planiranje Parkom.

the tourism segment of its valorization. Several key stakeholders participated in the process of developing this document: representatives of the Client, representatives of the Manager, representatives of the Istria County, tourist boards in the area, and others. Many key documents, strategies, laws, internal development documents, and others were analyzed in order to develop priority areas of development, i.e. action measures, monitoring indicators, key stakeholders, sources of funding and cost estimates, challenges, opportunities and implementation deadlines. It is this segment of the Strategy that has been used as the basis for the preparation of this Study, which will be much more focused on sustainable business planning in the Park.



2. METODOLOGIJA IZRADE STUDIJE

Metodologija izrade ove Studije obuhvaćala je sljedeće procese:

1) ANALIZA STANJA PARKA SKULPTURA DUBROVA, NJегоVIH PRIRODNIH, OKOLIŠNIH, SADRŽAJNIH I GOSPODARSKIH KAPACITETA

1.1. analiza stanja Parka skulptura Dubrova kroz analizu postojećih dokumenata i izravne intervjuje sa udrugom Mediteranski kiparski simpozij te predstavnicima Naručitelja

1.2. analiza kapaciteta (priroda i okoliš te sadržaj) te razvojnih planova i ideja sa predstavnicima Upravitelja

1.3. analiza gospodarskih kapaciteta Upravitelja i drugih dionika koji mogu konzumirati poduzetničke aktivnosti u Parku

1.4. individualni i grupni rad sa članovima udruge

Aktivnost je obuhvaćala analizu tzv. desk research postojećih dokumenata i to zakona, strategija i studija (nacionalnih dokumenata i zakona) s pripadajućim akcijskim planovima, a koji izravno ili neizravno utječu na djelokrug rada Parka skulptura ili funkcioniranje lokalne zajednice kao što su dokumenti vezani za razvoj turizma, kulture, održivosti poslovanja u oblasti kulture i turizma, zaštite kulturne baštine, održivog razvoja i drugo. S druge strane uključuje i analizu dokumenata na međunarodnoj i EU razini. Poseban naglasak stavlja se i na lokalne dokumente u okruženju, kao i one najrecentnije, a to je Strategija razvoja kulturno-turističke valorizacije Parka skulptura Dubrova iz rujna 2020. koja već obuhvaća značajan segment interpretacije mjera i ciljeva iz gore navedenih dokumenata. U Studiji smo se više fokusirali na navedene moguće načine ostvarivanja prihoda, a sve radi postizanja održivosti u financijskom smislu, uz poštivanje načela održivosti u društvenom i okolišnom smislu. Za potrebe shvaćanja resursa koji mogu provesti predložene mjere izradili smo upitnik radi obuhvaćanja šireg segmenta dionika te smo proveli nekoliko intervjua s članovima udruge Mediteranski kiparski simpozij koja upravlja sadržajima u Parku kao i predstavnicima Naručitelja.

2. METHODOLOGY OF THE STUDY

The methodology of this Study included the following processes:

1) ANALYSIS OF THE CONDITION OF THE DUBROVA SCULPTURE PARK, ITS NATURAL, ENVIRONMENTAL, CONTENT, AND ECONOMIC CAPACITIES

1.1. analysis of the condition of the Dubrova Sculpture Park through the analysis of existing documents and direct interviews with the Mediterranean Sculpture Symposium and representatives of the Client

1.2. analysis of capacities (nature, environment, and facilities) and development plans and ideas with representatives of the Manager

1.3. analysis of the economic capacities of the Manager and other stakeholders who can consume entrepreneurial activities in the Park

1.4. individual and group work with members of the association

The activity included the desk research of existing documents, namely laws, strategies, and studies (national documents and laws) with accompanying action plans, which directly or indirectly affect the scope of activities of the Sculpture Park or the functioning of the local community. These are documents related to tourism development, culture, business sustainability in the field of culture and tourism, protection of cultural heritage, sustainable development and more. The activity also included an analysis of documents at the international and EU level. Special emphasis was placed on local documents in the area, as well as the most recent ones, e.g. the Dubrova Sculpture Park Cultural and Tourist Strategy from September 2020, which already includes a significant segment of interpretation of measures and goals from the above documents. In the Study, we have focused more on the given possible ways of generating income, all in order to achieve sustainability in financial terms, while respecting the principles of sustainability in social and environmental terms. In order to understand the resources which lead to the implementation of the proposed measures, we have developed a questionnaire to cover a wider segment of stakeholders and conducted several interviews with members of the Mediterranean Sculpture Symposium, the association which manages the facilities in the Park, as well as representatives

Drugi segment rada bio je usmjeren na:

2) PRIJEDLOG ODRŽIVOG POSLOVNOG PLANIRANJA RADI POSTIZANJA ODRŽIVOSTI PARKA SKULPTURA DUBROVA

2.1. analiza Strategije kulturno-turističke valorizacije Parka skulptura Dubrova

2.2. analiza tržišta i interesa publike (kupaca sadržaja u Parku)

2.3. individualni i grupni rad sa predstavnicima Udruge Upravitelja Parka te Naručitelja, kao i ključnim dionicima važnim za razvoj Parka

2.4. provedba istraživanja temeljem podataka i sistematizacija rezultata

2.5. predlaganje poslovnih modela za postizanje održivosti Parka skulptura Dubrova

2.6. izrada osnovnog poslovnog plana za maksimalno petogodišnji period.

Aktivnost je obuhvaćala analizu Strategije i to posebice u segmentu mogućih poslovnih aktivnosti na širem lokalnom tržištu, nositelje poslovnih aktivnosti kako i kanale prodaje. Analizirali smo tržište tako da se utvrdi što se na lokalnom području, ali i na području županije nudi potencijalnim kupcima/posjetiteljima kako bi se ponuda Parka mogla u navedeno ukomponirati i oblikovati tako da bude jedinstvena čime može potaknuti dolazak novih kupaca/publike. U sklopu 2.3 segmenta utvrdile su se snage i slabosti, prilike i prijetnje kao i detaljnije analizirati stavove ključnih dionika koji su okupljeni oko razvoja Parka. Prikupljeni podaci interpretirali su se i sistematizirali kroz tekst i tablice, različite vizualizacije kako bi bilo jasno korisnicima Studije što i na koji način provoditi u zacrtanom vremenskom periodu radi postizanja optimalnih rezultata. Finalni segment je predlaganje poslovnih modela za postizanje održivosti kao i tablični prikaz poslovnog plana koji će biti podloga za daljnji rad u maksimalno petogodišnjem periodu. Važno je naglasiti da će Studija dati odgovore na odabir optimalnog načina "izlaska na tržište" Parka skulptura u širem smislu radi postizanja održivosti kroz maksimalno diverzificiranje prihoda Upravitelja Parka.

of the Client.

The second segment of work was focused on the following:

2) THE PROPOSAL FOR SUSTAINABLE BUSINESS PLANNING IN ORDER TO ACHIEVE SUSTAINABILITY OF THE DUBROVA SCULPTURE PARK

2.1. analysis of the Dubrova Sculpture Park Cultural and Tourist Strategy

2.2. market analysis and audience interest (content buyers in the Park)

2.3. individual and group work with representatives of the Association of Park Managers and the Client, as well as key stakeholders important for the development of the Park

2.4. conducting research based on data and systematizing the results

2.5. proposing business models for achieving sustainability of the Dubrova Sculpture Park

2.6. development of a basic business plan for a maximum of five years.

The activity included the analysis of the Strategy, especially in the segment of possible business activities in the wider local market, holders of business activities as well as sales channels. We analyzed the market to determine exactly what is offered to potential buyers/visitors in the local area, but also in the county. That way, the Park's offer can be incorporated and shaped so that it is unique, which can encourage the arrival of new customers/audience. Segment 2.3 identified strengths and weaknesses, opportunities and threats, as well as added a more detailed analysis of the attitudes of key stakeholders connected to the development of the Park. The collected data was interpreted and systematized through text and tables, as well as various visualizations in order to make it clear to the users of the Study what and how to implement in the set time period in order to achieve optimal results. The final segment proposes business models to achieve sustainability, as well as a tabular presentation of the business plan which will be the basis for further work for a maximum of five years. It is important to emphasize that the Study will provide answers to the selection of the optimal way of "entering the market" of the Sculpture Park in a broader sense in order to achieve sustainability through maximum diversification of the Park Manager's income.

3. ASPEKTI ODRŽIVOSTI PARKA SKULPTURA DUBROVA

Za potrebe izrade ove Studije održivost promatramo s tri aspekta tzv. tri stupa održivosti: društveni, okolišni i financijski. U prva dva segmenta obradili smo samo osnovne karakteristike bez dubljeg zadiranja u aspekte što preporučamo da bude obrađeno kroz zasebne strateške ili operativne dokumente.

Prema Ujedinjenim narodima definicijom održivosti i održivog razvoja koju je donijela Brundtlandska komisija Ujedinjenih naroda navodi se da je "održivi razvoj je razvoj koji zadovoljava potrebe sadašnjosti bez ugrožavanja mogućnosti budućih generacija da zadovolji vlastite potrebe."¹ Polazeći od te definicije možemo navesti da se održivi razvoj Parka skulptura Dubrova mora temeljiti na zadovoljavanju potreba njegovih posjetitelja i šire zajednice danas, bez ugrožavanja postojanja Parka kao cjeline za buduće generacije.



Na lokalitetu Dubrova nedaleko od grada Labina smješten je Park skulptura Dubrova u kojem se od 1970. godine u kontinuitetu održava najznačajniji hrvatski kiparski simpozij pod nazivom Mediteranski kiparski simpozij na otvorenom namijenjen sudjelovanju domaćih, europskih i svjetskih umjetnika. Idejni začetnici i utemeljitelji, pokojni akademski kipar, slikar i grafičar Josip Diminić i pokojni akademik Branko Fučić osmislili su ga kao mjesto kiparenja i okupljanja kipara iz nastojanja revitalizacije barokne Stancije Dubrova kod Labina (Vujčić, 2011). Iz arhive Udruge Mediteranski kiparski simpozij, organizacije koja

¹ United Nations General Assembly (1987) Report of the World Commission on Environment and Development: Our Common Future. Transmitted to the General Assembly as an Annex to document A/42/427 - Development and International Co-operation: Environment. Preuzeto 15. prosinca 2020.

3. ASPECTS OF SUSTAINABILITY OF DUBROVA SCULPTURE PARK

For the purposes of this Study, we observe sustainability from three aspects of the so-called three pillars of sustainability: social, environmental, and financial. In the first two segments, we have focused only on the basic characteristics without going into their deeper aspects. We recommend them to be the focus of separate strategic or operational documents.



According to the United Nations, the definition of sustainability and sustainable development adopted by the United Nations Brundtland Commission states that "sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs."¹ Starting from this definition, we can state that the sustainable development of the Dubrova Sculpture Park must be based on meeting the needs of its visitors and the wider community today, without compromising the existence of the Park as a whole for future generations.

The Dubrova Sculpture Park is located at the Dubrova site not far from the town of Labin, where the most important Croatian sculpture symposium called the Mediterranean Sculpture Symposium has been held continuously since 1970, intended for the participation of local, European, and world artists. Its founders, the late academic sculptor, painter and graphic artist Josip Diminić and the late academician Branko Fučić conceived it as a place of sculpting and gathering of sculptors in an effort to revitalize

¹ United Nations General Assembly (1987) Report of the World Commission on Environment and Development: Our Common Future. Transmitted to the General Assembly as an Annex to document A/42/427 - Development and International Co-operation: Environment. Downloaded on 15 December 2020.

upravlja sadržajima u Parku, utvrđujemo da je uz J. Diminića i B. Fučića među idejnim začetnicima bio i pokojni akademski slikar Quintino Bassani iz Labina te akademska kiparica iz Zagreba, Milena Lah.

Park skulptura Dubrova blago je valovita livada ispresijecana zelenilom, makijom, šumarcima i prirodnim valama. Danas Dubrova ima 67 umjetničkih kamenih skulptura međunarodno priznatih kipara iz Hrvatske, tadašnje Jugoslavije, Italije, Austrije Slovenije, SAD-a, Makedonije, Japana, Francuske, Španjolske, Nizozemske, Švicarske, Kanade, Velike Britanije, Južne Koreje, Slovačke i Mađarske. Posebna atrakcija Dubrove je skulptorski obrađena "Bijela cesta", projekt kojeg je do sada na principu mozaikalno-kiparski riješene podloge ceste po dionicama realiziralo 16 kipara (Ivan Kožarić, Edo Murtić, Dušan Džamonja, Julija Knifer, Šime Perić, Dora Kovačević, Peruško Bogdanić, Nikola Džaja, Mojca Smerdu, Quintino Bassani, Zdravko Milić, Ivan Briski, Ante Rašić, Eugen Kokot, Ivan Picelj i Josip Diminić), kao i "Dolac-amfiteatar" akademskog kipara Josipa Diminića, prostor za glazbeno-scenske priredbe i druge sadržaje. U Parku se nalazi i informativni centar koautorskog dvojca Josipa Diminića i arhitekta Slavka Batelića, te stancija Dubrova, ladanjski arhitektonski sklop labinske patricijske obitelji Franković-Vlačić, zaštićeno nepokretno kulturno dobro.

Park skulptura Dubrova nalazi se na teritoriju dviju lokalnih samouprava: Grada Labina odnosno Općine Sv. Nedelja. Nadomak je destinacije Labin - Rabac, najvažnijeg turističkog odredišta istočne Istre, koji cijelim nizom drugih kulturnih i turističkih resursa i atrakcija čine njegov kulturni, povijesni, društveni, lokalni, estetski, a onda i gospodarski odnosno turistički potencijal. U nastavku je nekoliko ilustrativnih fotografija Parka.



the baroque Dubrova Stancija near Labin (Vujčić, 2011). In the archives of the Mediterranean Sculpture Symposium, the organization which manages the contents of the Park, we find that along with J. Diminić and B. Fučić, the late academic painter Quintino Bassani from Labin, and academic sculptor Milena Lah from Zagreb were among the founders.

Dubrova Sculpture Park is a slightly undulating meadow interspersed with greenery, maquis shrubland, groves, and natural vales. Dubrova currently has 67 artistic stone sculptures by internationally renowned sculptors from Croatia, former Yugoslavia, Italy, Austria, Slovenia, the USA, Macedonia, Japan, France, Spain, the Netherlands, Switzerland, Canada, Great Britain, South Korea, Slovakia, and Hungary. A special attraction of Dubrova is the sculpted "White Road", a project which has so far been realized by 16 sculptors (Ivan Kožarić, Edo Murtić, Dušan Džamonja, Julija Knifer, Šime Perić, Dora Kovačević, Peruško Bogdanić, Nikola Džaja, Mojca Smerdu, Quintino Bassani, Zdravko Milić, Ivan Briski, Ante Rašić, Eugen Kokot, Ivan Picelj, and Josip Diminić) following the principle of a mosaic-sculptural base of the road in sections, as well as the "Dolac Amphitheater" by the academic sculptor Josip Diminić, a space for music and stage performances and other content. The Park also houses the information center co-authored by Josip Diminić and architect Slavko Batelić, as well as the Dubrova Stancija ("estate"), a rural architectural complex of the Labin patrician family Franković-Vlačić, a protected immovable cultural heritage site.

Dubrova Sculpture Park is located on the territory of two local governments: the City of Labin and the Municipality of Sv. Nedelja. It is in the vicinity of Labin - Rabac, the most important tourist destination in eastern Istria, which with a number of other cultural and tourist

3.1 DRUŠTVENI UTJECAJ

S obzirom na to da je ideja oko produkcije umjetničkih skulptura u kamenu započela 1969. i to osnivanjem Katedre čakavskog sabora Labinske republike – Mediteranski kiparski simpozij, samostalnog ogranka Čakavskog sabora, organizacije čiji je cilj okupljanje i suradnja kulturnih i znanstvenih djelatnika zainteresiranih za njegovanje, promicanje, proučavanje i unapređivanje kulture i znanosti na čakavskim govornim područjima i među ljubiteljima čakavštine u Republici Hrvatskoj te suradnja s čakavcima i ljubiteljima čakavštine u inozemstvu², možemo utvrditi da je bogata produkcija unutar likovne manifestacije potaknula lokalne vlasti i dionike na proglašenje prostora kraj Stancije Parkom skulptura Dubrova.

Djelovanje umjetnika pod manifestacijom Mediteranski kiparski simpozij izravno je utjecalo na oblikovanje prostora okolnih livada oko Stancije u kojoj je sve započelo. U budućem periodu, pa sve do danas, Park skulptura kao lokalitet uzima primat nad Stancijom koja gubi javnu namjenu te ima isključivo privatnu namjenu, a posljednje desetljeće djelovanja simpozija u potpunosti se odmiče od rada autora unutar Stancije te se prebacuje u područje Parka.

Najdugovječnija umjetnička likovna rezidencija na ovim prostorima, tijekom bogate povijesti djelovanja (2020. obilježilo se 50. godina postojanja manifestacije) godišnje je ugošćavala od 3 do 5 autora međunarodnog značaja, u svojim zadnjim fazama po jednoga autora, a svi su oni provodili između 20 do 40 dana na lokalitetu, oblikujući svoje skulpture. Njihov rad praćen je od brojnih lokalnih i drugih posjetitelja s kojima su autori stvarali odnose, razgovarali, družili se, a neki su se i ponovno vraćali u zajednicu, sudjelujući i u drugim likovnim aktivnostima na području Grada Labina i okolice. Kroz analize arhive Upravitelja Parka, pojavnost u medijima, virtualnim kanalima, stručnoj literaturi ali i kroz neposredan rad s posjetiteljima, utvrđeno je da je Park skulptura kao lokacija važan segment lokalne zajednice, a da je likovna manifestacija važan generator dolazaka posjetitelja u Park. Kroz analizu Strategije kulturno turističke valorizacije Parka, utvrđeni su isti odnosi i s ključnim dionicima, koji lokalitet smatraju važnim za lokalnu zajednicu.

3.1 SOCIAL SUSTAINABILITY

Taking into account that the idea of producing artistic sculptures in stone began in 1969 with the establishment of the Chair of the Chakavian Parliament of the Labin Republic – the Mediterranean Sculpture Symposium, an independent branch of the Chakavian Parliament, an organization whose goal is the gathering and cooperation of cultural and scientific workers interested in nurturing and promoting, studying and improving culture and science in Chakavian-speaking areas and among Chakavian language lovers in the Republic of Croatia, as well as cooperation with Chakavian speakers and Chakavian language lovers abroad², we can establish that the rich production within the art event encouraged local authorities and stakeholders to declare the area near the Stancija as Dubrova Sculpture Park.

The work of artists under the Mediterranean Sculpture Symposium event directly influenced the shaping of the space of the surrounding meadows around the Stancija where it all began. Following that, the Sculpture Park as a locality slowly took precedence over the Stancija, which lost its public purpose and now has an exclusively private purpose. During the latest decade of its activity, the Symposium has completely moved away from the work of authors within the Stancija and into the Park area.

The longest-running art residency in this area, during the rich history of its activities (2020 marked the 50th anniversary of the event) hosted 3 to 5 authors of international importance every year. In its latest stages, one author at a time was hosted, and they all spent between 20 to 40 days at the site, shaping their sculptures. Their work was observed by numerous local and other visitors with whom the authors formed relationships, talked, socialized, and some returned to the community, participating in other art activities in the City of Labin and its surroundings. By analyzing the Park Manager's archive, appearances in the media, virtual channels, professional literature, but also through direct work with visitors, it was determined that the Sculpture Park as a location is an important segment of the local community, and that the art event is an important generator of visitors. Through the analysis of the Dubrova Sculpture Park Cultural and Tourist Strategy, the

Osim izvještaja o aktivnostima Upravitelja prema donatorima i članovima Udruge ne postoje drugi dokumenti koji redovno prate društveni utjecaj Parka na zajednicu kao ni djelovanje Upravitelja općenito. Preporučuje se uvesti redovno godišnje mjerenje društvenog utjecaja korištenjem neke od postojećih metoda. Jedna od najpoznatijih metoda za mjerenje i izvještavanje o društvenom utjecaju je društveni povrat ulaganja (Social Return on Investment – SROI). Ova metoda zahtjeva interakciju organizacije i njezinih ključnih dionika da bi se prikupili podaci o pozitivnim promjenama koje su dionici iskusili. Prema ACT Grupi, koja je razvila posebnu metodologiju mjerenja društvenog utjecaja prilagođenu hrvatskom kontekstu, pomoću ove metode može se izračunati koliko je društvene vrijednosti nastalo korištenjem raspoloživih resursa (kapital, vrijeme, infrastruktura) prilikom provedbe neke aktivnosti. Nastalim promjenama (društvenim, ekonomskim i okolišnim učincima) dodjeljuje se monetarna vrijednost koja omogućuje izračun omjera društvenog povrata ulaganja, koji govori koliko je kuna zarađeno za društvo ulaganjem 1,00 kn³.

Uz navedenu metodu preporučuje se uvesti kontinuirano i mjerljivo praćenje zadovoljstva posjetitelja koji dolaze u Park.

Kroz upitnik o ispitivanju stavova o Parku, dobiveni su kvalitetni podaci o stavovima njegovih posjetitelja koji se odnose na zadovoljstvo sadržajima u Parku od čega je 61,8% ispitanika naveo da je zadovoljno ili jako zadovoljno sadržajima koji postoje u Parku. Iako najveći postotak 85,4% ispitanika Park koristi kao lokaciju za šetnju i boravak u prirodi, 41,6% ispitanika razlog dolaska u Park navodi i likovnu manifestaciju kao i druge popratne sadržaje koje organizira



3 <http://idop.hr/hr/izvjestavanje/alati-dop-a/alati-za-mjerenje-odrzivosti/kako-mjeriti-drustveni-utjecaj/>, Preuzeto 15. prosinca 2020.

same relations have been established with key stakeholders, who consider the site important for the local community.

Apart from the report on the activities of the Manager towards donors and members of the Association, there are no other documents which regularly monitor the social impact of the Park on the community or the activities of the Manager in general. It is recommended to introduce regular annual measurement of social impact using some of the existing methods. One of the most well-known methods for measuring and reporting on social impact is Social Return on Investment (SROI). This method requires interaction between the organization and its key stakeholders to gather data on the positive changes experienced by stakeholders. According to the ACT Group, which has developed a special methodology for measuring social impact adapted to the Croatian context, this method can be used to calculate how much social value was created by using available resources (capital, time, infrastructure) during the implementation of an activity. The resulting changes (social, economic, and environmental effects) are assigned a monetary value that allows the calculation of the ratio of social return on investment, which tells us how much HRK is earned for the company by investing HRK 1.00³.

In addition to the above method, it is recommended to introduce continuous and measurable monitoring of the satisfaction of visitors coming to the Park.

Through a questionnaire of attitudes about the Park, quality data was obtained on the attitudes of its visitors related to satisfaction with the facilities and content of the Park, with 61.8% of respondents saying they were satisfied or very satisfied with the Park. Although the largest percentage of 85.4% of respondents use the Park as a location for walking and staying in nature, 41.6% of respondents state an art event or other accompanying activities organized by the Manager as the reason for coming to the Park. Although the majority of respondents are satisfied with the current situation, many suggestions were collected through the questionnaire regarding the improvement of the condition of the Park, especially in the segment of its arrangement and

3 <http://idop.hr/hr/izvjestavanje/alati-dop-a/alati-za-mjerenje-odrzivosti/kako-mjeriti-drustveni-utjecaj/>, Downloaded on 15 December 2020, Croatian text

Upravitelj. Iako je većina ispitanika zadovoljna sadašnjim stanjem putem upitnika prikupljeno je mnogo prijedloga koji se tiču poboljšanja stanja Parka i to posebice u segmentu njegovog uređenja i nadopunjavanja urbanom opremom.

“Sad je situacija mnogo bolja nego je bila, ali još uvijek vidim mjesta za poboljšanje. npr. ograđivanje sa svih strana da se vozilima ne može u park, te još više postavljenih kanti za smeće, kao i redovit obilazak komunalaca radi održavanja čistoće i urednosti.“

Park skulptura Dubrova za lokalnu zajednicu predstavlja jednu od ključnih točki za boravak, šetnju i rekreaciju na otvorenom, mjesto interakcije s umjetnicima i uživanja u umjetnosti dostupnoj široj populaciji građana te kao takav je već 50 godina neodvojiv od svakodnevnog života građana Labinštine. Redovan rad Upravitelja i ključnih dionika u području edukacije građana, promocije lokacije i aktivnosti te zaštite Parka u cijelosti doprinijet će očuvanju sastavnih dijelova Parka za buduće generacije. Zadatak Upravitelja je da započne sustavno mjerenje društvenog utjecaja svojeg djelovanja na zajednicu kako bi smjer rada pa i financijska održivost bili u skladu sa htijenjima zajednice. Nakon višegodišnjeg hermetičkog upravljanja lokacijom i neadekvatnog brendiranja i promocije, potrebno je nastaviti s otvorenim i participativnim pristupom upravljanja i u narednom periodu.

3.2 OKOLIŠNI UTJECAJ

Klimatski uvjeti na području u Labinštine karakteristični su za prijelazni tip klime, od kontinentalne prema sredozemnoj. Tijekom godine kišno je razdoblje rascijepljeno na proljetni maksimum od travnja do lipnja i jesensko - zimski maksimum od listopada do prosinca. Ljeta su vruća i suha s prosječnom zimskom temperaturom od 6 °C, a ljetnom od 24 °C. Specifičnost klime na tom području su prodori maritimnih utjecaja putem doline Raše i Plominskog zaljeva koji stvaraju u pojedinim predjelima klimu gotovo sredozemnih obilježja. Za taj je tip klime specifična submediteranska vegetacija i dva tipa tala: aluvijalna tla i tla na kršu. Sastav stijena i građa terena područja Labinštine sastoji se od vapnenaca, vapnenaca s rožnjacima, lapora i dolomita. Samo područje Dubrove (od Dubrove, preko Štrmca i Nedeščine prema Šumberu) sastoji se od tzv. “liburnijskih naslaga” koje karakteriziraju brakično - marinski

supplementation with urban equipment.

“The situation is much better now than it was, but I still see room for improvement, e.g. fences on all sides so that vehicles cannot enter the park, and even more trash cans, as well as regular visits by utility company personnel to maintain cleanliness and tidiness.“

Dubrova Sculpture Park is one of the key points for spending time, walking, and outdoor recreation for the local community, a place to interact with artists and enjoy art available to the general population and has as such been inseparable from the daily life of citizens of Labin for the last 50 years. Regular work of the Manager and key stakeholders in the field of education of citizens, promotion of the location, and activities and protection of the Park will fully contribute to the preservation of the components of the Park for future generations. The task of the Manager is to start a systematic measurement of the social impact of his activities on the community so that the direction of work and even financial sustainability are in line with the wishes of the community. After many years of hermetic site management and inadequate branding and promotion, it is necessary to continue with an open and participatory management approach in the coming period.

3.2 ENVIRONMENTAL SUSTAINABILITY

Climate conditions in the Labin region are characteristic of the transitional climate type, from continental to Mediterranean. During the year, the rainy season is divided into a spring maximum from April to June and an autumn-winter maximum from October to December. Summers are hot and dry with an average winter temperature of 6 °C and a summer temperature of 24 °C. The specificity of the climate in this area is the penetration of maritime influences through the Raša valley and the Plomin Bay, which in some areas create a climate of almost Mediterranean characteristics. Sub-Mediterranean vegetation and two types of soil: alluvial soils and karst soils are specific for this type of climate. The composition of rocks and terrain of the Labin region consists of limestone, limestone with corneous, marl, and dolomite. The area of Dubrova itself (from Dubrova, through Štrmac and Nedeščina towards Šumber) consists of the so-called “Liburnian deposits” characterized by brackish - marine bi-tuminous limestones.

bituminozni vapnenci.

Geomorfologija Istarskog poluotoka je direktna posljedica litoloških karakteristika stijena, strukturne građe terena, hidrogeoloških karakteristika stijena i promjena hidroloških i klimatskih prilika u kombinaciji s promjenama razine mora tijekom najmlađeg geološkog razdoblja kvartara. To podrazumijeva površinski relativno blag za krško poimanje reljefa.

Hidrogeološke karakteristike naslaga izdvojene su u dvije grupe. To su: vodonepropusne klastične naslage i karbonatne naslage vrlo dobre vodopropusnosti. Klastične flišne naslage koje se sastoje od pješčenjaka, silita i lapora u ritmičkoj su izmjeni s generalno vodonepropusnim naslagama međuzrnske poroznosti, promjenjive vodopropusnosti (uglavnom dobre) ovisno o udjelu glinovite komponente. Karbonatne naslage (foraminiferski vapnenci) su vrlo dobro vodopropusne stijene sa sekundarnom pukotinskom poroznošću i formiranim krškim vodonosnicima bez površinskih vodotokova. Područje Dubrove nalazi se u paleogenskom flišnom bazenu središnje Istre koje karakterizira izražena morfološka dinamika (flišni humci i udoline) i veći broj stalnih i povremenih vodotoka.

Najvećim dijelom prostora izmjenjuju se oranice s travnjačkom i šumskom vegetacijom razvedene brojnim manjim vrtačama. Pejzažne odlike šumske vegetacije uz obronke kanjona Raše karakterizira srednje visoka vegetacija u kojoj se izmjenjuju zajednice grmova i niskog drveća s malim udjelom visokih stabala. Vegetacijski pokrov karakterizira šumska vegetacija koja na području Labinštine pripada submediteranskoj vegetacijskoj zoni, a čija su najznačajnija zajednica listopadne šume i šikare crnog graba i hrasta medunca. Specifična je makija koja ima značajnu sposobnost brzog oporavka nakon suša, poplava i požara. Osim, crnoga graba (*Ostrya carpinifolia*) i hrasta medunca (*Quercus pubescens*), na ovim područjima ima i cera (*Quercus cerris*), maklena (*Acer monspessulanum*), drijena (*Cornus mas*), crnog jasena (*Fraxinus ornus*), rujevine (*Cotinus coggygria*), divlje kruške (*Pyrus amygdaliformis*), šparoge tvrdolisne (*Asparagus acutifolius*), šparoge tankolisne (*Asparagus temifolius*), kukurijeka (*Helleborus multifidus*), tvrdolisne veprine (*Ruscus aculeatus*), žučice (*Cytisus hirsutus*), borovice (*Juniperus communis*), jesenske šašike (*Sesleria autumnalis*), bli-

The geomorphology of the Istrian peninsula is a direct consequence of lithological characteristics of rocks, structure of terrain, hydrogeological characteristics of rocks, and changes in hydrological and climate conditions combined with changes in sea level during the youngest geological period of the Quaternary. This implies a relatively mild surface for karst relief.

The hydrogeological characteristics of the deposits are separated into two groups. These are: waterproof clastic deposits and carbonate deposits of very good water permeability. Clastic flysch deposits consisting of sandstone, siltstone, and marl are in rhythmic alternation with generally waterproof deposits of intergranular porosity, variable water permeability (mostly good) depending on the proportion of the clay component. Carbonate deposits (foraminiferal limestones) are very permeable rocks with secondary crack porosity and formed karst aquifers without surface watercourses. The Dubrova area is located in the Paleogene flysch basin of central Istria, which is characterized by pronounced morphological dynamics (flysch mounds and valleys) and a large number of permanent and occasional watercourses.

Most of the area alternates between arable land and grassland and forest vegetation, indented by numerous smaller sinkholes. Landscape features of forest vegetation along the slopes of the Raša canyon are characterized by medium-high vegetation in which there is an alternation between communities of shrubs and low trees with a small share of tall trees. The vegetation cover is characterized by forest vegetation which in the area of Labin region belongs to the sub-Mediterranean vegetation zone, and whose most important communities are deciduous forests and thickets of hop-hornbeam and downy oak. The maquis shrubland is very specific due to its significant ability to recover quickly after droughts, floods, and fires. In addition to hop-hornbeam (*Ostrya carpinifolia*) and downy oak (*Quercus pubescens*), in these areas we can also find the Austrian oak (*Quercus cerris*), Montpellier maple (*Acer monspessulanum*), Cornelian cherry (*Cornus mas*), manna ash (*Fraxinus ornus*), smoke tree (*Cotinus coggygria*), almond-leaved pear (*Pyrus amygdaliformis*), wild asparagus (*Asparagus acutifolius*), thin-leaved asparagus (*Asparagus*

jede vučje stope (*Aristolochia pallida*), kostrike (*Brachypodium pinnatum*), šaša crljenike (*Carex humilis*), vrisića (*Satureja montana*), dubačca (*Teucrium chamaedrys*) i dr⁴.

U zoni zaštite krajolika koji obuhvaća prostor vrtova i Parka skulptura nalaže se održavanje izvornih oblika krajolika i zabrana nove gradnje. Sadašnje stanje Parka skulptura koje povremeno održavaju javna ili privatna komunalna poduzeća, pretežno usmjerena na košnju trave nekoliko puta godišnje, doprinijela je situaciji s kojom se bore i ostale države Europske Unije a i druge park šume, nacionalni parkovi i zaštićena područja. U Parku se tako uz već navedene autohtone vrste može naći i invazivne vrste drveća koje negativno utječu na bioraznolikost u Parku, mnogo suhih stabala kao i stabala koja rastu pokraj umjetničkih djela i mogu ih daljnjim rastom oštetiti.

Bagrem ili akacija je listopadno drvo iz porodice lepirnjača (Fabaceae). Nastanjuje suhe i umjerno vlažne terene i voli osunčane plohe, naročito rubove šuma. Dolazi u sastavu miješanih šuma, ali i u čistim bagremovim šumama. Zbog rijetke krošnje svijetlost u šumama bagrema dopire do tla, što omogućava razvoj prizemnom sloju vegetacije. Bagrem je brzorastuće drvo koje prvih 5 godina može rasti i više od metra u visinu godišnje. Ukupno naraste do 25 metara u visinu, a maksimalnu visinu postiže s oko 40 godina starosti. U Parku skulptura stabla bagrema nalazimo u različitim veličinama i različite starosti a pretežno se nastanio na rubovima Parka te u vrtačama. Krajem 2020. započelo je sustavno usporavanje širenja rasta bagrema na prostoru Parka što će se nastaviti i u sljedećim godinama. Za usporavanje rasta koristi se sječa stabala i njihovo uklanjanje, kao i uklanjanje mladica bagrema. Pri košnji trave u Parku potrebno je voditi računa o sezonalnosti te što manje koristiti malčiranje kao način košnje kako bi se maksimalno očuvao mediteranski pokrov na livadama⁵.

Prijetnju bioraznolikosti predstavlja i Pajasen (*Alianthus altissima*, još poznat pod nazivima: žljezdasti pajasen, bogač, rajsko stablo, jelš; a u Kini chouchun- "smrdljivo stablo" ili "smrdljivo proljeće"). Pajasen je jedna od najopasnijih invazivnih drvenastih biljaka, kako u svijetu tako i

⁴ Plan upravljanja Parkom skulptura Dubrova, 2016 Institut za razvoj međunarodnih odnosa

⁵ <http://prirodahrvatske.com/2020/04/13/bagrem-trnovito-mirisno-drvo/>, Preuzeto 16.prosinca 2020

temifolius), Istrian deeply-incised-leaved hellebore (*Helleborus multifidus*), butcher's-broom (*Ruscus aculeatus*), clustered broom (*Cytisus hirsutus*), common juniper (*Juniperus communis*), autumn moor grass (*Sesleria autumnalis*), pale pipevine (*Aristolochia pallida*), heath false brome (*Brachypodium pinnatum*), dwarf sedge (*Carex humilis*), mountain savory (*Satureja montana*), wall germander (*Teucrium chamaedrys*) and others⁴.

In the landscape protection zone, which includes the area of the gardens and the Sculpture Park, the original landscape must be maintained and new construction is banned.

The current state of the Sculpture Park, which is occasionally maintained by public or private utility companies and mainly focused on mowing the grass several times a year, has contributed to the situation with which other EU countries and other forest parks, national parks and protected areas have been struggling as well. In addition to the already mentioned native species, invasive tree species can be found in the Park, which negatively affect the biodiversity in the Park, as well as many dry trees and trees that grow next to works of art and can damage them by further growth.

Acacia is a deciduous tree from the Fabaceae family. It inhabits dry and moderately humid terrains and likes sunny areas, especially forest edges. It comes in the composition of mixed forests, but also in pure acacia forests. Due to the sparse canopy, light in acacia forests reaches the ground, which allows the development of a ground layer of vegetation. Acacia is a fast-growing tree that can grow more than a meter in height for the first 5 years. In total, it grows up to 25 meters in height, and reaches its maximum height at about 40 years of age. In the Park, acacia trees can be found in different sizes and of different ages, and they are mostly found on the edges of the Park and in sinkholes. At the end of 2020, a systematic slowdown of the spread of acacia growth in the Park area began, which will continue in the coming years. To slow down the growth, the felling of trees and their removal is used, as well as the removal of acacia shoots. When mowing the grass in the Park, it is necessary to take into account the seasonality

⁴ Dubrova Sculpture Park Management Plan, 2016 Institute for the Development of International Relations, Croatian text



u Hrvatskoj. To je razgranato, brzorastuće, listopadno drvo koje naraste do 30 - 35 m. Kora je svjetlosiva s bijelim prugama, a starenjem puca. Listovi su neparni, perasti i naizmjenični. Dugi su 30 - 90 cm, a sastavljeni od 10 do 40 jajolikih lisaka, koji su pri dnu često nazubljeni i ušiljeni. Cvjetovi su sitni i neugledni, žućkaste boje, a kasnije pocrvene. Biljka nema prirodnih neprijatelja i otporna je na onečišćenja⁶. U Parku se rasprostranila uz rubne dijelove Parka ali i u zoni boravka posjetitelja, što može uzrokovati alergije kod osjetljivih skupina ljudi kao i pojavu alergijskih reakcija na kožu ukoliko se dodiruje. Uklanjanju pajasena i sustavnom smanjenju pojavnosti u Parku pristupilo se krajem prošle godine te se navedeno mora intenzivnije nastaviti u narednom periodu s obzirom na to da je vidljiv negativni utjecaj na određeni dio vegetacije. Dio vegetacije se osušio te ga je potrebno zamjeniti, a postoje područja u Parku u kojima je isključivo pajasen rasprostranjen gdje će biti potrebno vršiti i skuplje zahvate micanje njegovog korijenja iz zemlje. Detaljnije analize bioraznolikosti i faune u Parku potrebno je analizirati kroz druge strateške ili operativne dokumente kao i planirati njegovo dodatno hortikulturno i pejzažno uređe-

⁶ <http://biologija.com.hr/modules/AMS/article.php?story-id=9546>, Preuzeto 4. siječnja 2021.

and use mulching as little as possible in order to maximally preserve the Mediterranean cover on the meadows⁵.

Biodiversity is also threatened by ailanthus (*Ailanthus altissima*, also known as: tree of heaven, varnish tree; and in China chouchun - "stinky tree" or "stinky spring"). Ailanthus is one of the most dangerous invasive woody plants, both in the world and in Croatia. It is a branched, fast-growing, deciduous tree that grows up to 30-35 m. The bark is light gray with white stripes, and cracks with aging. The leaves are odd-numbered, pinnate, and alternate. They are 30-90 cm long, and composed of 10 to 40 ovoid leaflets, which are often serrated and pointed at the bottom. The flowers are small and inconspicuous, yellowish in color and later reddish. The plant has no natural enemies and is resistant to contaminants⁶. In the Park, it is spread along the peripheral parts of the Park, but also in the zone where visitors gather, which can cause allergies in sensitive groups of people as well as the appearance of allergic reactions on the skin

⁵ <http://prirodahrivatske.com/2020/04/13/bagrem-trnovito-mirisno-drvo/>, Downloaded on 16 December 2020, Croatian text

⁶ <http://biologija.com.hr/modules/AMS/article.php?story-id=9546>, Downloaded on 4 January 2021, Croatian text

nje uzimajući u obzir lokalitet i njegova prirodna obilježja.

U kontekstu okolišne održivosti važno je promišljati i dodatno razvijati postojeći sustav prikupljanja otpada koji se mora zasnivati na osiguravanju dodatne infrastrukture za posjetitelje, korištenju biorazgradivih materijala pri provedbi aktivnosti te kontinuiranim edukacijama svih segmenata posjetitelja. Pri planiranju programa i dodatnih sadržaja potrebno je voditi računa o upotrebi prirodnih materijala koji su komplementarni lokaciji (kamen, drvo, željezo i dr) čime Park zadržava svoju posebnost i prepoznatljivost.

3.3 FINANCIJSKA ODRŽIVOST

Parkom skulptura Dubrova tj. njegovim sadržajima upravlja neprofitna organizacija Mediteranski kiparski simpozij (MKS) koja je registrirana kao udruga građana te u tom obliku postoji od 1994. Od 1970. kada je započela manifestacija pod istim nazivom, pa sve do početka 1980-ih, manifestacija se održavala u organizaciji Katedre čakavskog sabora Labinske republike, spomenuta u prethodnom tekstu te u sklopu programa Pučkog otvorenog učilišta Labin. Navedene organizacijske promjene doprinijele su neadekvatnom vođenju arhivske građe iz tih vremena koja



if touched. The removal of the ailanthus and the systematic reduction of its occurrence in the Park began at the end of last year, and this must be continued more intensively in the coming period, given that a negative impact on a certain part of the vegetation is visible. Part of the vegetation has dried up and needs to be replaced, and there are areas in the Park where only the ailanthus is widespread and where it will be necessary to perform more expensive procedures to remove its roots from the ground. More detailed analyses of biodiversity and fauna in the Park need to be conducted through other strategic or operational documents, as well as to plan its additional horticultural activities and landscaping, taking into account the site and its natural features.

In the context of environmental sustainability, it is important to consider and further develop the existing waste collection system, which must be based on providing additional infrastructure for visitors, the use of biodegradable materials in the implementation of activities and continuous education of all segments of visitors. When planning the program and additional contents, it is necessary to take into account the use of natural materials that are complementary to the location (stone, wood, iron, etc.), so that the Park retains its uniqueness and recognizability.

3.3 FINANCIAL SUSTAINABILITY

The Dubrova Sculpture Park, i.e. its contents and facilities, is managed by the non-profit organization Mediterranean Sculpture Symposium (MKS), which is registered as a citizens' association and has existed in its current form since 1994. From 1970, when the event of the same name began, until the early 1980s, it was held in the organization of the Chair of the Chakavian Parliament of the Labin Republic, mentioned in the previous text and as part of the program of the Labin Public Open University. These organizational changes have contributed to the inadequate management of archival material from those times, which is still not systematized or is missing. As a non-profit organization, MKS operates under the applicable laws of the Republic of Croatia and the work of the association is financed mainly from public sources. In the last three years, through the analysis of financial statements, efforts in achieving income diversification have been noticed, which has resulted in par-



još uvijek nije sistematizirana ili nedostaje. Kao neprofitna organizacija, MKS posluje po važećim zakonima Republike Hrvatske a rad udruge se financira pretežito iz javnih izvora. U posljednje tri godine, kroz analizu financijskih izvještaja, uočeni su napor u postizanju diverzifikacije prihoda što je rezultiralo djelomičnim institucionalnim poslovanjem udruge sa jednom zaposlenom osobom na nepuno radno vrijeme. S obzirom na planove rada, dosadašnje provedene aktivnosti i ciljeve koje si je udruga MKS na čelu sa novom Upravom predodredila, važno je održivo planirati nova zapošljavanja sve u svrhu što adekvatnijeg funkcioniranja Parka skulptura Dubrovai drugih programa Udruge.

Analizom poslovanja udruga u kulturi sličnih ciljeva, utvrđeno je da je udruga MKS jedinstven primjer u Hrvatskoj koja je gotovo u potpunosti zadužena za upravljanje sadržajima u Parku kao i drugim segmentima upravljanja npr. uređenje Parka i drugo. Navedeno je višestruko elaborirano u dostupnim dokumentima koji su predlagali načine upravljanja, a posljednje je tematiku obradila autorica Strategije kulturno turističke valorizacije Parka koja donosi zaključak da je prostor nužno zadržati u sadašnjem modelu upravljanja. Na temelju te hipoteze razvijali smo i analizirali

tial institutional business of the association with one part-time employee. Considering the work plans, performed activities and the goals that the MKS association, led by the new Directorate, has predetermined, it is important to sustainably plan new employments for the purpose of more adequate functioning of the Dubrova Sculpture Park and other programs of the Association. By analyzing the business of culture associations of similar goals, it was found that the MKS association is a unique example in Croatia, being almost entirely in charge of managing facilities in the Park and other segments of management, such as landscaping and more. This has been elaborated several times in the available documents that suggested ways of management, and the latest person to address the topic was the author of the Dubrova Sculpture Park Cultural and Tourist Strategy, who concludes that it is necessary to keep the space functioning in the current management model. Based on this hypothesis, we have developed and analyzed the business model which the MKS currently maintains and what else we should strive for by 2025, when we should ideally start thinking about establishing a separate public institution to manage the Park. This should be preceded by the important steps of collecting archival material,

poslovni model u kojem se MKS trenutno nalazi i čemu treba težiti do 2025. kada bi se idealno trebalo početi promišljati o osnivanju zasebne javne ustanove koja bi upravljala Parkom, a čemu prethode važni koraci koji se između ostalog sastoje u prikupljanju arhivske građe, valorizaciji skulptura i njihovim proglašenjem kulturnim dobrom, sanaciji informativnog punkta na ulazu u Park, jačanju kapaciteta ljudskih resursa ali i pronalasku značajnijih financijskih sredstava za te procese kao i osnivački kapital. Kroz intervju sa ključnim dionicima došlo se do zaključka da jedinice lokalne samouprave na čijem se području park nalazi kao i regionalna samouprava te sam Upravitelj, nisu skloni osnivanju javne ustanove bez ispunjavanja prethodno navedenih koraka.

U dostupnim dokumentima koje smo analizirali postoji pregled podataka o strukturi posjetitelja Parka tj. destinacije u širem smislu (odnosi se na Labin i Rabac te Općinu Sveta Nedelja), potrošačku moć posjetitelja, njihov broj i strukturu, a 2016. odrađen je i benchmarking tj. analiza poslovanja sličnih parkova skulptura u Europi i svijetu. Navedene analize i podaci služiti će nam kao podloga za poslovno planiranje sa predstavnicima Upravitelja koji će biti prikazani u poslovnom modelu i poslovnom planu. Iako u Europi postoje vrlo značajni uspješni primjeri dobre prakse važno je Park skulptura smjestiti u kontekst Hrvatske, kao najmlađe članice Europske Unije, Istarske županije kao regije usmjerene na (održivi) turizam te posebno, specifičnosti Labina i Svete Nedelje, organizacijske i financijske probleme Upravitelja u proteklom desetljeću, stanju kulture i valorizaciji kulture, lokalno i nacionalno.



Za potrebe Studije analizirana je ponuda slične tematike koju trenutno nudi Park skulptura u usporedbi sa ostalima na području Istarske i Primorsko – goranske županije, ali i izvan granica

valorizing sculptures and declaring them cultural property, renovating the information point at the entrance to the Park, strengthening the capacity of human resources, but also finding significant financial resources for these processes as well as the founding capital. Through interviews with key stakeholders, it was concluded that the local self-government units in whose area the park is located, as well as the regional self-government and the Manager himself, are not inclined to establish a public institution without fulfilling the above steps.

In the available documents we analyzed, there is an overview of data on the structure of visitors to the Park, i.e. destinations in a broader sense (refers to Labin and Rabac and the Municipality of Sveta Nedelja), consumer power of visitors, their number and structure. In 2016, benchmarking was performed, i.e. a business analysis of similar sculpture parks in Europe and the world. These analyses and data will serve as a basis for business planning with representatives of the Manager that will be presented in the business model and business plan. Although there are very significant successful examples of good practice in Europe, it is important to place the Sculpture Park in the context of Croatia as the youngest member of the European Union, Istria County as a region focused on (sustainable) tourism, and especially the specifics of Labin and Sveta Nedelja. Furthermore, organizational and financial problems of the Manager in the past decade, the state of culture and the local and national valorization of culture must be taken into account.

For the needs of the Study, an analysis was performed of offers similar to the Sculpture Park in the area of Istria and Primorje - Gorski Kotar County, but also in areas outside of Croatia, such as neighboring Slovenia. In this area, which has about 850,000 inhabitants (Istria County and coastal towns of Slovenia, part of Primorje-Gorski Kotar County) there are a total of 29 attractions that belong to the category of artistic or cultural and natural landscapes aimed at accepting different types of visitors (parks, caves, national parks, sculpture parks, etc.) The most similar sites are the sculpture park of Dušan Džamonja managed by the Poreč Heritage Museum and the Forma Viva sculpture park in Piran. Interestingly, entry to both locations, just like Dubrova



naplate ulaznica za ulazak u prostor, što je u slučaju promatranja drugih parkova skulptura u Europi, glavni izvor financiranja parkova. Kroz upitnik o ispitivanju stavova o Parku skulptura Dubrova, svi ispitanici naglasili su važnost da park ostane otvoren za svu javnost bez naplate ulaznica, ali su istodobno izrazili spremnost na plaćanje drugih sadržaja u Parku putem kojih bi se rad Upravitelja mogao financirati. Osim spomenutih parkova skulptura, ostali lokaliteti svoj poslovni model pretežno temelje na pružanju usluga stručnih vodstva i radionica za niže uzraste što može biti i podloga za razvoj Parka skulptura Dubrova.

U izravnom radu sa članovima Upravitelja, vodstvom udruge MKS te kroz analizu dosadašnjih aktivnosti može se zaključiti da se poslovni model udruge MKS temelji na projektnom financiranju programa (javna bespovratna sredstva), sponzorskim ugovorima te kroz pružanje usluga na tržištu (prodaja memorabilija, intelektualne i grafičke usluge za kulturni i civilni sektor).

Park, is free of charge, which in the case of other sculpture parks in Europe is the main source of funding for the parks. Through a questionnaire on the opinions of Dubrova Sculpture Park, all respondents stressed the importance of keeping the park open to the public without paying for tickets, but at the same time expressed readiness to pay for other facilities in the Park through which the Manager's work could be financed. In addition to the aforementioned sculpture parks, other localities mainly base their business model on the provision of expert tour services and workshops for younger visitors, which can be the basis for the development of the Dubrova Sculpture Park.

In direct work with the representatives of the Manager, the leadership of the MKS, and through the analysis of previous activities, it can be concluded that the business model of the MKS is based on project financing of programs (public grants), sponsorship agreements, and market services (sales of memorabilia, intellectual and graphic services for the cultural and civil sector).

Poslovni model udruge MKS 2020. / Business model of the MKS association for 2020			
Izvori financiranja / Sources of financing	Projektno financiranje programa/aktivnosti putem natječaja javnih tijela (IRIS, ministarstva, agencije, zaklade, EU fondovi) / Project financing of programs/activities through public tenders (IRIS, ministries, agencies, foundations, EU funds)	Sponzorski ugovori sa poslovnim sektorom za financiranje programa/aktivnosti / Sponsorship agreements with the business sector to fund programs/activities	Pružanje usluga na tržištu (intelektualne i grafičke usluge, prodaja memorabilija) / Providing services in the market (intellectual and graphic services, sales of memorabilia)
Struktura troškova / Structure of expenses	Troškovi uređa i režijski troškovi / Office costs and utilities Troškovi ljudskih resursa (zaposlenici, suradnici, volonteri) / Human resource costs (employees, associates, volunteers) Troškovi održavanja Parka / Park maintenance costs Programski troškovi / Program costs	Programski troškovi / Program costs Troškovi promocije i marketinga / Promotion and marketing costs Troškovi vanjskih suradnika / Outside associate costs	Troškovi ljudskih resursa / Human resource costs Troškovi redovnog poslovanja / Regular operating expenses
Kupci / Customers	Korisnici programa iz lokalne i šire zajednice / Program users from the local and wider community Domaći i strani posjetitelji / Domestic and foreign visitors	Korisnici programa iz lokalne i šire zajednice / Program users from the local and wider community Domaći i strani posjetitelji / Domestic and foreign visitors	Organizacije civilnog društva / Civil society organizations Fizičke osobe (opća populacija) / Natural persons (general population) JLS vlasnici dislociranih skulptura / JLS owners of dislocated sculptures
Odnosi s kupcima / Customer relations	Redovno izvještavanje donatora / Regular donor reporting Dugogodišnji suradnički i partnerski odnos / Long-term collaborative and partnership relationship	Redovno izvještavanje sponzora / Regular sponsor reporting	Višegodišnji suradnički odnos / Long-term collaborative relationship Kreiranje zajedničkih programa i usluga / Creating joint programs and services
Kanali / Channels	Poslovna komunikacija mailom / Business communication by email Javni izvještaji / Public reports	Poslovna komunikacija mailom / Business communication by email Javni izvještaji / Public reports Razvojni fond / Development fund	Web stranica, newsletter, društvene mreže / Website, newsletter, social networks Fizička prodaja u Parku / Physical sales in the Park Razvojni fond / Development fund
Ključni partneri / Key partners	Grad Labin, Općina Sveta Nedelja, Istarska županija, Ministarstvo kulture i medija, turističke zajednice, Nacionalna zaklada za razvoj civilnog društva, Zaklada za poticanje partnerstva i razvoja civilnog društva, EU fondovi, EU programi za financiranje / City of Labin, Municipality of Sveta Nedelja, Istria County, Ministry of Culture and Media, Tourist Boards, National Foundation for Civil Society Development, Foundation for Encouraging Partnership and Civil Society Development, EU funds, EU funding programs	HEP d.d. / HEP d.d.	Udruge Alfa Albona, LAE XXI, GD Crveni križ, Krilo, OSI, Mendula, Društvo za istraživanje i potporu, Europski konzilij umjetnosti / Associations: Alfa Albona, LAE XXI, GD Red Cross, Krilo, OSI, Mendula, Society for Research and Support, European Council of the Arts POU Labin, Gradska Galerija i Narodni muzej Labin / POU Labin, Labin City Gallery and National Museum Kamen d.d., Valamar Riviera, Restora Bukaleta, 1. Maj, JVP Labin, Jedinstvo, F.d.o.o., Florida, Tango Media, De Conte d.o.o., Malling d.o.o., Holcim d.o.o., Rockwool d.o.o. / Kamen d.d., Valamar Riviera, Restora Bukaleta, 1. Maj, JVP Labin, Jedinstvo, F.d.o.o., Florida, Tango Media, De Conte d.o.o., Rockwool d.o.o. Članovi udruge (akademski slikari i kipari, povjesničari umjetnosti, arhitekti, likovni kritičari, kustosi, klesari i dr.) / Members of the association (academic painters and sculptors, art historians, architects, art critics, curators, stonemasons, etc.)
Ključni resursi / Key resources	Park skulptura Dubrova / Dubrova Sculpture Park Amfiteatar Dolac / Dolac Amphitheater Informativni centar Kocka / Kocka Information Center Skulpture (u i izvan Parka) / Sculptures (in and outside of the Park)	Plakato mjesto uz informativni centar / Poster location next to the information center	Čišćenje i sanacija skulptura / Cleaning and restoration of sculptures
Ključne aktivnosti / Key activities	Međunarodna kiparska rezidencija Mediteranski kiparski simpozij edukacije i kreativne radionice za djecu i mlade / International Sculpture Sanacija i očuvanje skulptura / Restoration and preservation of sculptures Stručna vodstva Parkom / Expert guides through the Park Radionice za očuvanje Parka skulptura Dubrova / Workshops for children and youth Razvojni fond za očuvanje Parka skulptura Dubrova / Development Fund for the Preservation of the Dubrova Sculpture Park	Brendiranje lokaliteta Parka skulptura Dubrova / Branding of the Dubrova Sculpture Park location	Izrada strateških i drugih dokumenata iz područja kulture i umjetnosti, upravljanje neprofitnim organizacijama / Preparation of strategic and other documents in the field of culture and art, management of non-profit organizations Osmišljavanje i prodaja suveniru i memorabilija / Design and sales of souvenirs and memorabilia Čišćenje i sanacija skulptura / Cleaning and restoration of sculptures
Prijedlog vrijednosti / Value proposition	Uredjenje i oblikovanje javnog prostora u službi kulture i umjetnosti / Arranging and shaping the public space in the service of culture and art Promocija kulturnog naslijeđa, moderne i suvremene skulpture / Promotion of cultural heritage, modern and contemporary sculpture Promocija destinacije / Promotion of the destination Poticanje socijalne uključivosti i mentalnog zdravlja / Promotion of social inclusion and mental health	Promocija sponzora u širim društvenim krugovima / Promotion of sponsors in wider social circles	Podrška u upravljanju organizacijama i poslovno savjetovanje / Organizational management support and business consulting Promocija kulture i vizualnih umjetnosti / Promotion of culture and visual arts Kreiranje vizualnih i grafičkih elemenata / Creating visual and graphic elements

U platnu poslovnog modela i kroz analizu dostupnih financijskih izvještaja možemo uočiti da se prihodi udruge MKS pretežito sastoje od ostvarenih financiranja iz javnih izvora dok se manje od 3% prihoda ostvaruje obavljanjem dozvoljenih djelatnosti na tržištu. S obzirom na sve definirane potencijale Parka skulptura predlaže se sljedeće aktivnosti kao nova ponuda na tržištu.

In the business model and through the analysis of available financial statements, we can see that the revenues of MKS mainly consist of realized financing from public sources, while less than 3% of revenues are generated by performing permitted market activities. Given all the defined potentials of the Sculpture Park, the following activities are proposed as a new offer on the market.

Vrsta usluge ili proizvoda / Type of service or product	Visoka mogućnost ostvarivanja prihoda / High income generation potential	Srednja mogućnost ostvarivanja prihoda / Medium income generation potential	Niska mogućnost ostvarivanja prihoda / Low income generation potential
Ulaznica za Park / Park entry ticket			X
Naplata parkirališta / Parking fees			X
Naplata korištenja sanitarnog čvora / Sanitary facility fees		X	
Stručna vodstva Parkom (višejezično) za opću populaciju posjetitelja / Expert Park guides (multilingual) for the general visitor population			
Stručna vodstva Parkom za djecu i mlade (OSI) / Expert Park guides for children and youth (OSI)	X		
Prodaja memorabilija (webshop) / Sales of memorabilia (webshop)	X		
- torbe, majice, katalozi, razglednice, privjesci, olovke, maske, deke i dr. / bags, T-shirts, catalogs, postcards, keychains, pens, masks, blankets, etc.			
Prodaja memorabilija (suvvenir shop) / Sales of memorabilia (souvenir shop)		X	
- torbe, majice, katalozi, razglednice, privjesci, olovke, maske, deke i dr. / bags, T-shirts, catalogs, postcards, pendants, pens, masks, blankets, etc.			
Sanacija i čišćenje skulptura, restauracija skulptura / Cleaning and restoration of sculptures	X		
- vlastite skulpture izvan Parka / own sculptures outside of the Park			
- ostale javne skulpture / other public sculptures		X	
Iznajmljivanje prostora Parka za događanja komercijalnog tipa / Renting of Park space for commercial events			
Iznajmljivanje prostora informativnog centra / Renting of information center space			
- turističkim zajednicama i dr. / tourist boards, etc.		X	
Pružanje usluga trećim stranama za organizaciju simpozija izvan Parka / Providing services to third parties to organize symposiums outside the Park			X
Intelektualne usluge (savjetovanje, grafičko oblikovanje i dr.) / Intellectual services (consulting, graphic design, etc.)			X
Najam plakatnog mjesta pokraj info centra / Renting of a poster location next to the information center			X
Zakup web prostora za reklamiranje / Leasing online ad space			X
Najam prostora za postavljanje bankomata / Renting of space for the installation of ATMs			X
Prihod od prodaje grickalica i osvježenja putem aparata / Revenue from the sale of snacks and refreshments via vending machines			X

U upitniku za ispitivanje stavova o Parku skulptura Dubrova svi su se ispitanici izjasnili da nisu spremni plaćati ulaznicu u Park skulptura, a besplatan javni parking naveli su kao jednu od ključnih prednosti lokaliteta. Zbog toga smatramo da bi uvođenje ulaznica u Park te naplata parkirališta negativno utjecala na poslovanje udruge pa se kroz presjek sugeriraju druge vrste usluga/proizvoda koje se mogu ponuditi na tržištu, a koje bi značajnije mogle doprinijeti povećanju prihoda Upravitelja.

In the questionnaire for examining attitudes about the Dubrova Sculpture Park, all respondents stated that they were not ready to pay a ticket to the Sculpture Park, and listed free public parking as one of the key advantages of the site. Therefore, we believe that the introduction of tickets to the Park and parking fees would negatively affect the business of the association, so the cross-section suggests other types of services/products that can be offered on the market, which could significantly contribute to increasing revenue.

U nastavku predložiti će se plan prodaje navedenih usluga/proizvoda po godinama počevši od onih najviše mogućnosti ostvarenja prihoda.

Below is a proposal for the sales plan of listed services/products by year, starting with the highest revenue opportunities.

Opis usluge ili proizvoda / Service/product description	Jedinična mjera / Unit of measure	Jedinična cijena / Unit price	2021.	2022.	2023.	2024.	2025.
Stručna vodstva Parkom (višejezično za opću populaciju građana) lipanj-rujan / Expert Park guides (multilingual) for the general visitor population June-September	Osoba / Person	35,00 kn	33.600,00 kn	42.000,00 kn	50.400,00 kn	58.800,00 kn	63.000,00 kn
Prodaja memorabilija (webshop/suvenir shop) / Sales of memorabilia (webshop/souvenir shop)	Majica/torba / T-shirt/bag	100,00 kn	5.000,00 kn	10.000,00 kn	15.000,00 kn	20.000,00 kn	22.000,00 kn
	Olovka/razglednica / Pencil/postcard	5,00 kn	500,00 kn	750,00 kn	1.500,00 kn	2.250,00 kn	3.000,00 kn
	Katalozi / Catalogs	20,00 kn	1.000,00 kn	2.000,00 kn	3.000,00 kn	5.000,00 kn	6.000,00 kn
	Deke / Blankets	60,00 kn	3.000,00 kn	6.000,00 kn	9.000,00 kn	12.000,00 kn	18.000,00 kn
	Maske/privjesci / Masks/keychains	25,00 kn	1.250,00 kn	2.500,00 kn	3.750,00 kn	4.000,00 kn	6.250,00 kn
Sanacija, čišćenje i restauracija skulptura / Cleaning and restoration of sculptures	Skulptura / Sculpture	5.000,00 kn	20.000,00 kn	20.000,00 kn	15.000,00 kn	30.000,00 kn	35.000,00 kn
Iznajmljivanje informativnog centra TZ (5 TZ) / Renting of the info center to a tourist board (5 TBs)	Mjesec / Month	750,00 kn	11.250,00 kn	15.000,00 kn	15.000,00 kn	18.750,00 kn	45.000,00 kn
Intelektualne usluge (savjetovanje, grafičko oblikovanje) / Intellectual services (consulting, graphic design, etc.)	Sat / Hour	350,00 kn	7.000,00 kn	14.000,00 kn	17.500,00 kn	24.500,00 kn	28.000,00 kn
Naplata korištenja sanitarnog čvora / Sanitary facility fees	Komad / Item	2,00 kn	4.000,00 kn	8.000,00 kn	16.000,00 kn	30.000,00 kn	34.000,00 kn
Stručna vodstva Parkom za djecu i mlade / Expert guided tours for children and youth	Osoba / Person	15,00 kn	3.000,00 kn	4.500,00 kn	6.000,00 kn	6.000,00 kn	6.000,00 kn
Iznajmljivanje prostora Parka za sadržaje komercijalnog tipa (amfiteatar, ostalo) / Renting of Park space for commercial facilities (amphitheater, other)	Dan / Day	1.500,00 kn	4.500,00 kn	7.500,00 kn	10.500,00 kn	13.500,00 kn	15.000,00 kn
Pružanje usluga trećim stranama za organizaciju simpozija izvan Parka / Renting of Park space for third parties to organize symposiums outside the Park	Ugovor o suradnji / Cooperation agreement	70.000,00 kn	70.000,00 kn	- kn	70.000,00 kn	70.000,00 kn	70.000,00 kn
Najam plakatnog mjesta / Poster space renting	Tjedan / Week	350,00 kn	1.400,00 kn	2.800,00 kn	4.200,00 kn	4.900,00 kn	5.600,00 kn
Zakup web mjesta za reklamiranje / Leasing online ad space	Tjedan / Week	300,00 kn	600,00 kn	1.200,00 kn	2.400,00 kn	3.600,00 kn	4.500,00 kn
Najam prostora za postavljanje bankomata / Renting of space for the installation of ATMs	Mjesec / Month	3.000,00 kn	18.000,00 kn	36.000,00 kn	36.000,00 kn	36.000,00 kn	36.000,00 kn
Prihod od prodaje grickalica i osvježenja na aparatu ili potrepština za pse / Revenue from the sale of snacks and refreshments via vending machines or dog supplies	Mjesec / Month	1.500,00 kn	3.000,00 kn	4.500,00 kn	6.000,00 kn	9.000,00 kn	9.000,00 kn
UKUPNO (kn):			187.100,00 kn	176.750,00 kn	281.250,00 kn	348.300,00 kn	406.350,00 kn

U tablici je naveden presjek potencijalnih planiranih prihoda kroz godine u slučaju da se aktivno na tržištu nude nove usluge od čega najznačajniji potencijal imaju one vezane za pružanje usluga u Parku (vodstva) kao i najam postojećeg prostora. U nastavku je prikazan presjek troškova po predloženim uslugama radi utvrđivanja viška prihoda kojeg se prema modalitetu društvenog poduzetništva može ulagati u daljni razvoj udruge tj. Parka skulptura Dubrova.

The table shows a cross-section of potential planned revenues over the years in case new services are actively offered on the market, of which those services related to the provision of services in the Park (leadership) as well as renting existing space have the most significant potential. Below is a cross-section of costs for the proposed services in order to determine the excess revenues which can be invested in the further development of the association, i.e. the Dubrova Sculpture Park, according to the modality of social entrepreneurship.

Opis troška po stavci prihoda / Service/product description	Jedinična mjera / Unit of measure	Jedinična cijena / Unit price	2021.	2022.	2023.	2024.	2025.
Stručna vodstva Parkom uz turističkog vodiča na bazi grupe od 20 osoba po vodstvu / Expert guided tours of the Park with a tourist guide based on a group of 20 people per guide							
Trošak turističkog vodiča / Cost of a tour guide	Vodstvo / Tour	400,00 kn	19.200,00 kn	24.000,00 kn	28.800,00 kn	33.600,00 kn	36.000,00 kn
Trošak promocije i marketinga / Promotion and marketing costs	Izrada vizuala, upravljanje događajem, izrada letaka, plaćanje sponzoriranih objava / Creating visuals, managing the event, making flyers, paying for sponsored posts	4.000,00 kn	4.000,00 kn	4.500,00 kn	5.000,00 kn	5.500,00 kn	6.500,00 kn
Višak prihoda / Excess revenues			10.400,00 kn	13.500,00 kn	16.600,00 kn	19.700,00 kn	20.500,00 kn
Troškovi prodaje memorabilija i suvenira putem webshopa i suvenir shopa / Costs of the sales of memorabilia (webshop/souvenir shop)							
Majica/torba / T-shirt/bag	Komad (šivanje+dizajn+tisak) / Item (sewing+design+printing)	50,00 kn	2.500,00 kn	5.000,00 kn	7.500,00 kn	10.000,00 kn	11.000,00 kn
Višak prihoda / Excess revenues			2.500,00 kn	5.000,00 kn	7.500,00 kn	10.000,00 kn	11.000,00 kn
Olovka/razglednica / Pencil/postcard	Komad (tisak+dizajn+tisak) / Item (design+printing)	2,50 kn	200,00 kn	300,00 kn	600,00 kn	900,00 kn	1.200,00 kn
Višak prihoda / Excess revenues			300,00 kn	450,00 kn	900,00 kn	1.350,00 kn	1.800,00 kn
Katalozi / Catalogs	Komad / Item	12,50 kn	625,00 kn	1.250,00 kn	1.875,00 kn	3.125,00 kn	3.750,00 kn
Višak prihoda / Excess revenues			375,00 kn	750,00 kn	1.125,00 kn	1.875,00 kn	2.250,00 kn
Deke / Blankets	Komad (uključuje dizajn i tisak logotipa) / Item (includes the design and logo printing)	45,00 kn	2.250,00 kn	4.500,00 kn	6.750,00 kn	9.000,00 kn	13.500,00 kn
Višak prihoda / Excess revenues			750,00 kn	1.500,00 kn	2.250,00 kn	3.000,00 kn	4.500,00 kn
Maske/privjesci / Masks/keychains	Komad (uključuje dizajn+tisak +materijal) / Item (includes design+print +materials)	20,00 kn	1.000,00 kn	2.000,00 kn	3.000,00 kn	3.200,00 kn	5.000,00 kn
Višak prihoda / Excess revenues			250,00 kn	500,00 kn	750,00 kn	800,00 kn	1.250,00 kn
Trošak programiranja webshopa i održavanje / Webshop programming and maintenance costs	Komad / Item	15.000,00 kn	15.000,00 kn	1.500,00 kn	1.500,00 kn	1.500,00 kn	1.500,00 kn
Trošak fotografija / Photo costs	Komad / Item	1.000,00 kn	1.000,00 kn	1.000,00 kn	1.000,00 kn	1.000,00 kn	1.000,00 kn
Trošak ambalaže (kartonske vrećice/kutije) / Packaging cost (cardboard bags/boxes)	Komad / Item	500,00 kn	500,00 kn	500,00 kn	500,00 kn	500,00 kn	500,00 kn
Trošak uređenja suvenir shopa / Souvenir shop decoration costs	Komad / Item	3.000,00 kn	3.000,00 kn	- kn	- kn	1.500,00 kn	- kn
Višak/manjak prihoda / Excess revenues/Revenue deficiency			- 15.325,00 kn	5.200,00 kn	9.525,00 kn	20.052,00 kn	17.800,00 kn
Sanacija, čišćenje i restauracija skulptura / Cleaning and restoration of sculptures							
Trošak vanjskih suradnika / Cost of external associates							
Trošak materijala (kamen, sredstvo za premazivanje, voda, granule, amortizacija opreme..) / Material costs (stone, coating agent, water, granules, equipment depreciation...)	Račun / Invoice	4.000,00 kn	16.000,00 kn	16.000,00 kn	12.000,00 kn	24.000,00 kn	28.000,00 kn
Višak prihoda / Excess revenues			4.000,00 kn	4.000,00 kn	3.000,00 kn	6.000,00 kn	5.000,00 kn

Nastavak tablice / Continuation of the table							
Opis troška po stavci prihoda / Service/product description	Jedinična mjera / Unit of measure	Jedinična cijena / Unit price	2021.	2022.	2023.	2024.	2025.
Iznajmljivanje informativnog centra TZ (5 Tz-a) / Renting the info center to a tourist board (5 TBs)							
Troškovi režija (struja, hlađenje/grijanje, voda, Internet, telefon, komunalije) / Overheads (electricity, cooling/heating, water, Internet, telephone, utilities)	Mjesec / Month	1.000,00 kn	1.500,00 kn	4.000,00 kn	4.000,00 kn	5.000,00 kn	12.000,00 kn
Trošak promotora (student 4 sata) / Promoter cost (student 4 hours)	Mjesec / Month	2.400,00 kn	7.200,00 kn	9.600,00 kn	9.600,00 kn	12.000,00 kn	28.800,00 kn
Višak prihoda / Excess revenues			2.550,00 kn	1.400,00 kn	1.400,00 kn	1.750,00 kn	4.200,00 kn
Intelektualne usluge savjetovanja i grafičkog oblikovanja / Intellectual services of consulting and graphic design							
Trošak ljudskih resursa / Human resources costs	Sat / Hour	300,00 kn	6.000,00 kn	12.000,00 kn	15.000,00 kn	21.000,00 kn	24.000,00 kn
Višak prihoda / Excess revenues			1.000,00 kn	2.000,00 kn	2.500,00 kn	3.500,00 kn	4.000,00 kn
Naplata korištenja sanitarnog čvora (u slučaju kupnje i najniže cijene usluge) / Sanitary facility fees (in case of purchase and the lowest service price)							
Trošak postavljanja mobilnog sanitarnog čvora / The cost of installing a mobile toilet	Komad / Item	40.000,00 kn	40.000,00 kn	- kn	- kn	- kn	- kn
Trošak režija i održavanja, materijalni troškovi / Overhead and maintenance costs, material costs	Mjesec / Month	500,00 kn	500,00 kn	1.000,00 kn	1.000,00 kn	1.000,00 kn	1.000,00 kn
Višak/manjak prihoda / Excess revenues/Revenue deficiency			- 35.000,00 kn	- 34.000,00 kn	- 29.000,00 kn	- 18.000,00 kn	- 4.000,00 kn
Stručna vodstva Parkom za djecu i mlade / Expert guided tours for children and youth							
Trošak voditelja aktivnosti i trošak materijala za rad / Cost of activity manager and cost of work materials	Osoba / Person	10,00 kn	2.000,00 kn	3.000,00 kn	4.000,00 kn	4.000,00 kn	4.000,00 kn
Višak prihoda / Excess revenues			1.000,00 kn	1.500,00 kn	2.000,00 kn	2.000,00 kn	2.000,00 kn
Iznajmljivanje sadržaja Parka za događaje komercijalnog tipa (redendani, vjenčanja, koncerti, snimanja i dr.) / Renting the facilities of the Park for commercial events (birthdays, weddings, concerts, recordings, etc.)							
Trošak održavanja Parka (košnja, struja, voda, smeće) i troškovi promocije / Park maintenance costs (mowing, electricity, water, garbage) and promotion costs	Dan / Day	1.000,00 kn	3.000,00 kn	5.000,00 kn	7.000,00 kn	9.000,00 kn	10.000,00 kn
Višak prihoda / Excess revenues			1.500,00 kn	2.500,00 kn	3.500,00 kn	4.500,00 kn	5.000,00 kn
Pružanje usluga organizacije simpozija izvan Parka (dislocirane skulpture) / Providing symposium organization services outside the Park (dislocated sculptures)							
Trošak umjetničke voditeljice, majstora klesara, alata i opreme, izrade deplijana, promocija / The costs of the artistic director, master stonemasons, tools and equipment, leaflets, promotion	Ugovor o suradnji / Cooperation agreement	60.000,00 kn	60.000,00 kn	- kn	60.000,00 kn	60.000,00 kn	60.000,00 kn
Višak prihoda / Excess revenues			10.000,00 kn	10.000,00 kn	10.000,00 kn	10.000,00 kn	10.000,00 kn
Najam plakatnog mjesta kraj informativnog centra / Renting a poster space near the information center							
Trošak izrade cerade, tisak i postavljanje / Cost of creating the tarp, printing and installation	Tjedan / Week	350,00 kn	350,00 kn	350,00 kn	350,00 kn	350,00 kn	350,00 kn
Višak prihoda / Excess revenues			1.050,00 kn	2.450,00 kn	3.850,00 kn	4.550,00 kn	5.250,00 kn
Zakup web mjesta za reklamiranje na www.parkdubrova.eu / Leasing space for advertising on www.parkdubrova.eu							
Trošak održavanje web stranice / Website maintenance costs	Tjedan / Week	10,00 kn	20,00 kn	40,00 kn	80,00 kn	120,00 kn	150,00 kn
Višak prihoda / Excess revenues			580,00 kn	1.160,00 kn	2.320,00 kn	3.480,00 kn	4.350,00 kn
Najam prostora za postavljanje bankomata / Renting space for the installation of ATMs							
Trošak struje i video nadzora / Electricity and video surveillance costs	Mjesec / Month	500,00 kn	3.000,00 kn	6.000,00 kn	6.000,00 kn	6.000,00 kn	6.000,00 kn
Višak prihoda / Excess revenues			15.000,00 kn	30.000,00 kn	30.000,00 kn	30.000,00 kn	30.000,00 kn
UKUPNO VIŠAK PRIHODA / TOTAL EXCESS REVENUES			930,00 kn	47.910,00 kn	68.220,00 kn	109.057,00 kn	124.900,00 kn



Iz priloženih tabličnih prikaza možemo zaključiti da plasiranjem navedenih proizvoda/usluga na tržište udruga MKS može ostvarivati višak prihoda na godišnjoj razini te time potaknuti daljnji razvoj programa, Parka skulptura ili zapošljavanje novih zaposlenika. Presjek troškova vršio se na temelju ulaznih informacija o postojećim zaposlenicima, suradnicima i volonterima, dogovorenim suradnjama, mogućnostima koje postojeća struktura uz pažljivo planiranje može u realnom vremenu postići. Za određeni segment troška i prihoda navedene su cijene koje su podložne promjenama stoga je potrebno tablični prikaz redovno ažurirati kada je to potrebno i moguće. Potrebno je krenuti sa aktivnostima čija je vjerojatnost za ostvarivanjem prihoda najizglednija, poput stručnih vodstva koji su već isprobani i koji su imali izvrstan odaziv. Važno je kombinirati više različitih aktivnosti koje mogu ostvariti prihod, no ne na uštrb kvalitete programa udruge koji se provode putem redovnih izvora financiranja tj. donacija i sponzorstava. Pri plasiranju usluga/proizvoda na tržište potrebno je voditi računa o povratnim informacijama posjetitelja tj. kupaca te se prilagođavati trendovima u okruženju. Kroz poslovanje na tržištu važno je imati sljednost u branding i pričanju priče o Parku kako bi se kroz sve faze razvoja udruge i jačanja financijske pozicije i u budućnosti naglašavala važnost Parka skulptura Dubrova.

Ovu je Studiju važno promatrati uz Startegiju kulturno – turističke valorizacije Parka skulptura koja je dala uvid u cjelokupni kontekst rada udruge MKS i Parka skulptura Dubrova.

From the attached tables we can conclude that by placing these products/services on the market, the MKS association can generate excess revenues on an annual basis and thus encourage further development of the program and the Sculpture Park or hire new employees. The cross-section of costs was done on the basis of input information on existing employees, associates and volunteers, agreed upon collaborations, opportunities which the existing structure can achieve in real time with careful planning. For a specific cost and revenue segment, prices are subject to change, so it is necessary to update the table regularly when necessary and possible. It is necessary to start with activities with the most likely probability of generating income, such as expert guided tours that have already been tried and have had an excellent response. It is important to combine several different activities which can generate income, but not to the detriment of the quality of the association's programs that are implemented through regular sources of funding, i.e. donations and sponsorships. When placing services/products on the market, it is necessary to take into account the feedback of visitors, i.e. customers, and to adapt to the trends in the surrounding environment. Through business on the market, it is important to have consistency in branding and telling the story of the Park in order to emphasize the importance of the Dubrova Sculpture Park through all phases of the association's development and strengthen its financial position in the future.

It is important to observe this Study in addition to the Dubrova Sculpture Park Cultural and Tourist Strategy, which provided an insight into the overall context of the work of the MKS Association and the Dubrova Sculpture Park.

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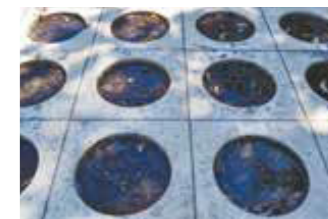
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