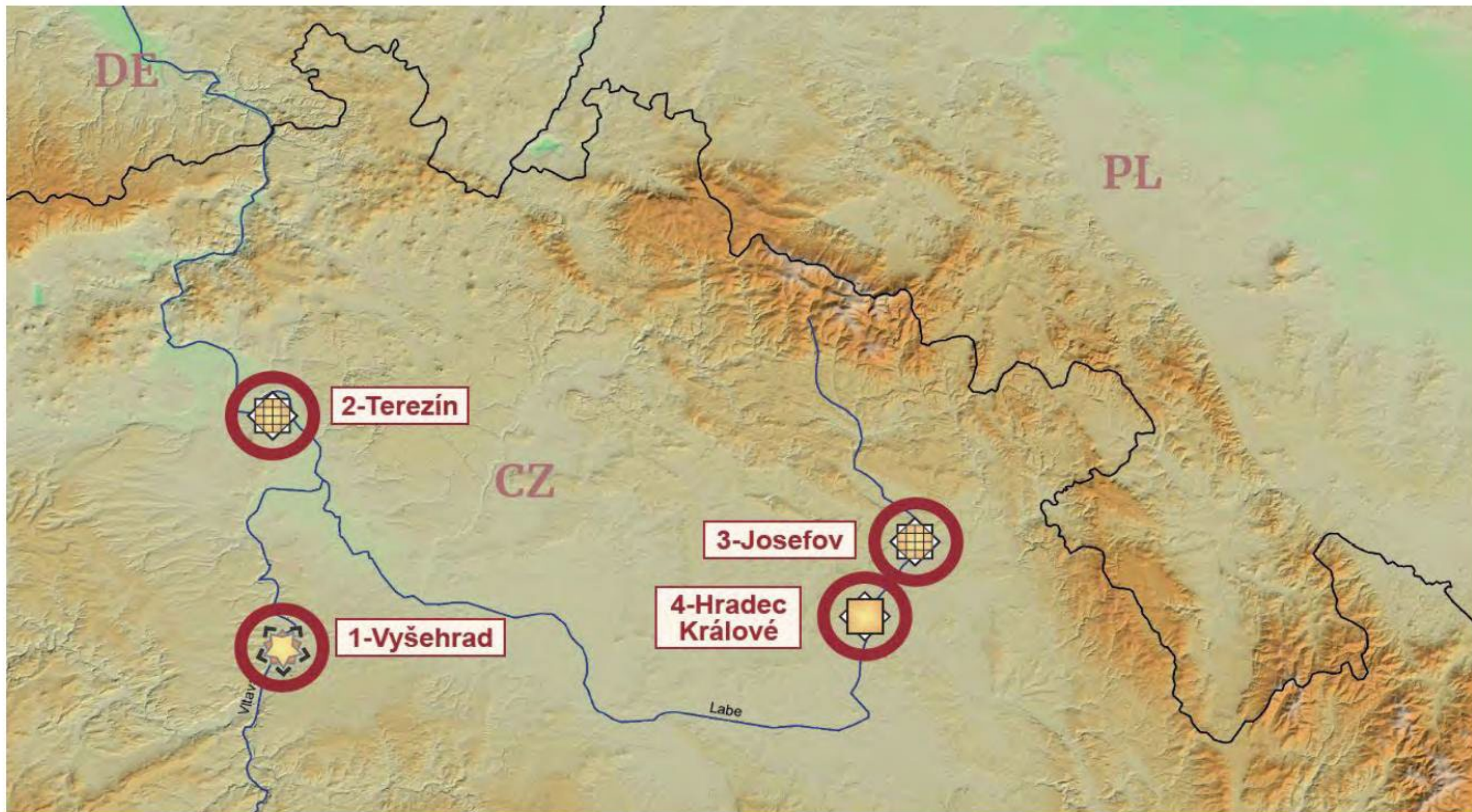




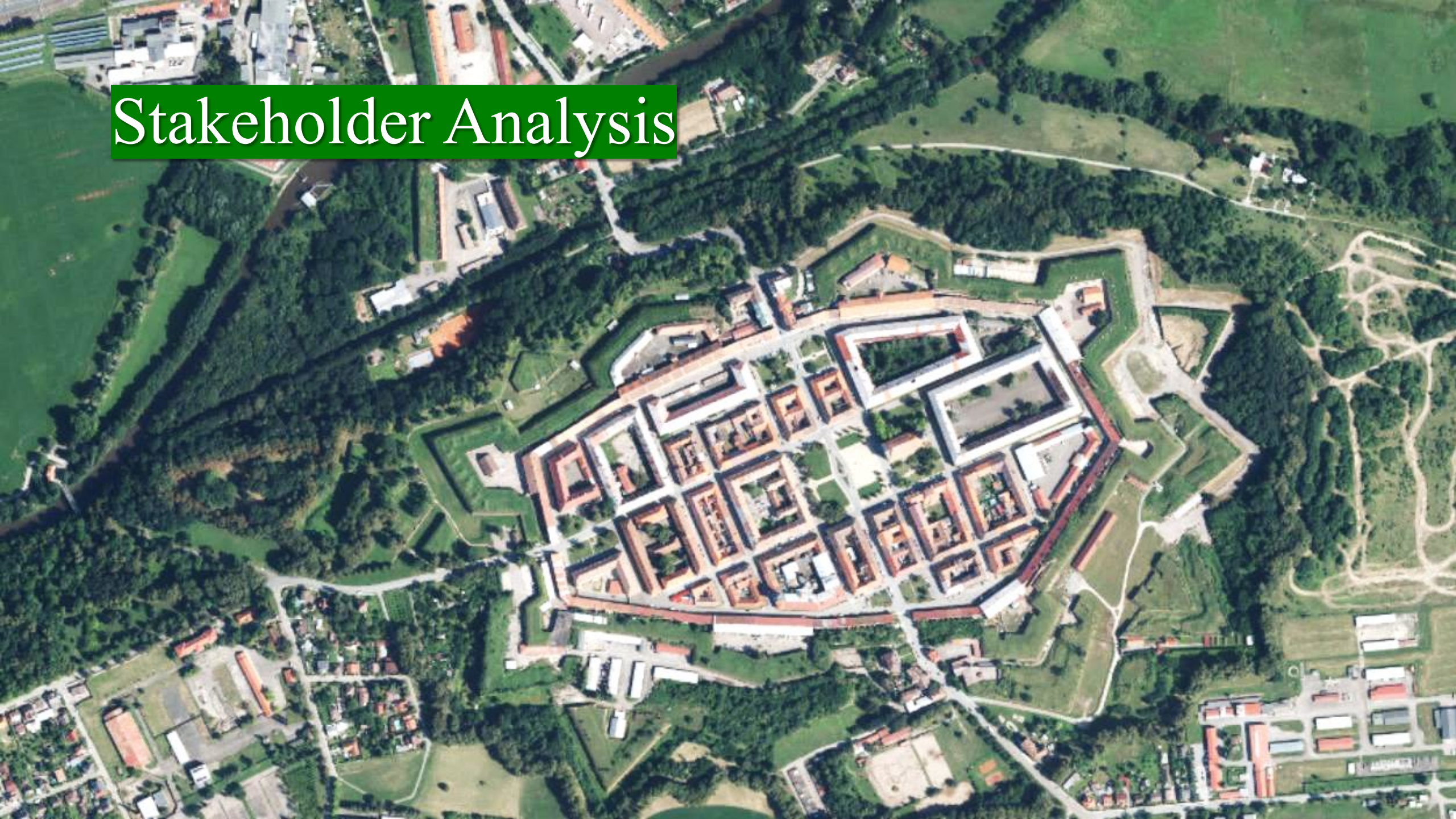
Strategies of Community Engagement in Cultural Events, Tourism and Regional Development in Josefov (CZ)

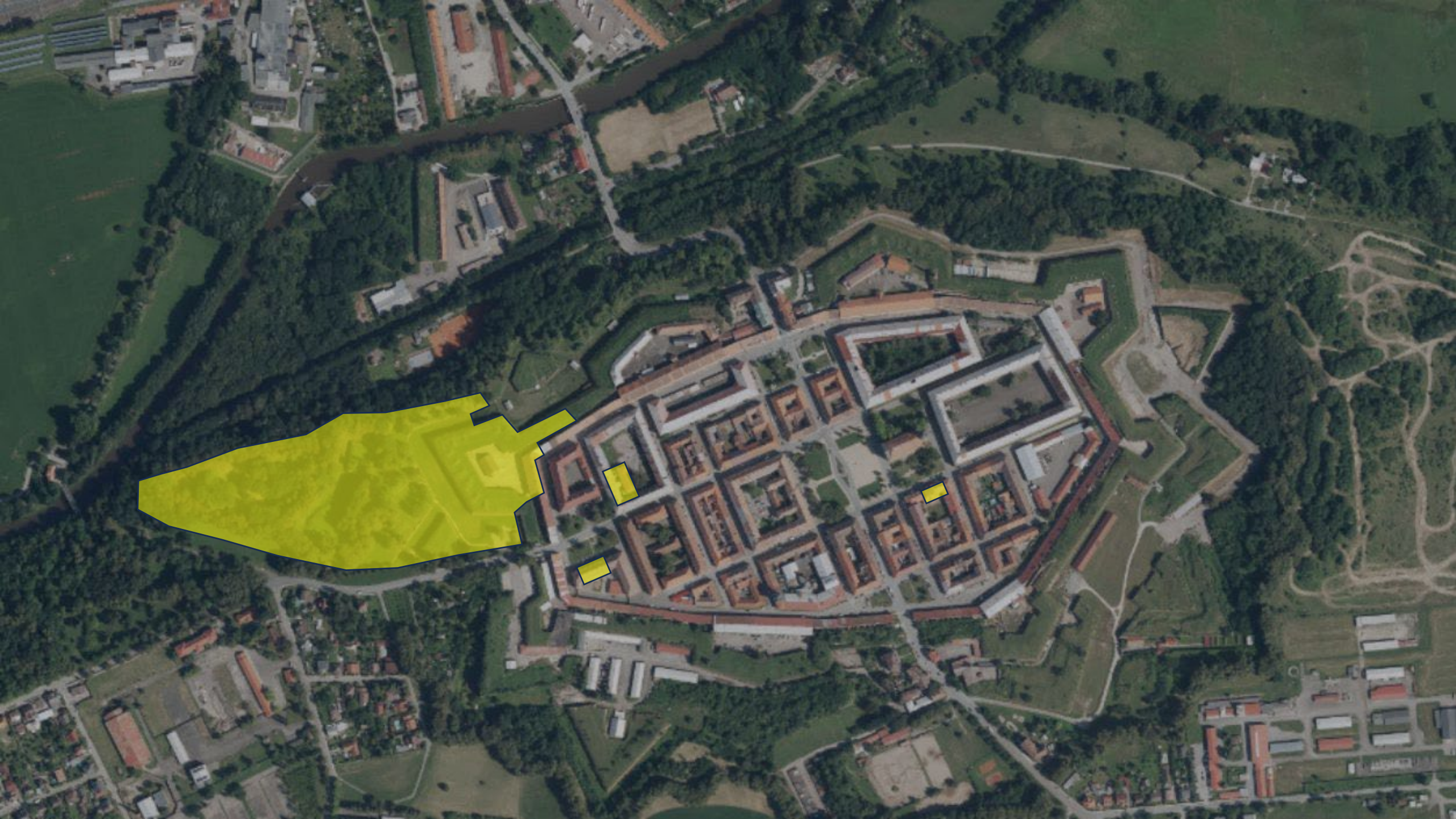
Tomáš Jirouch

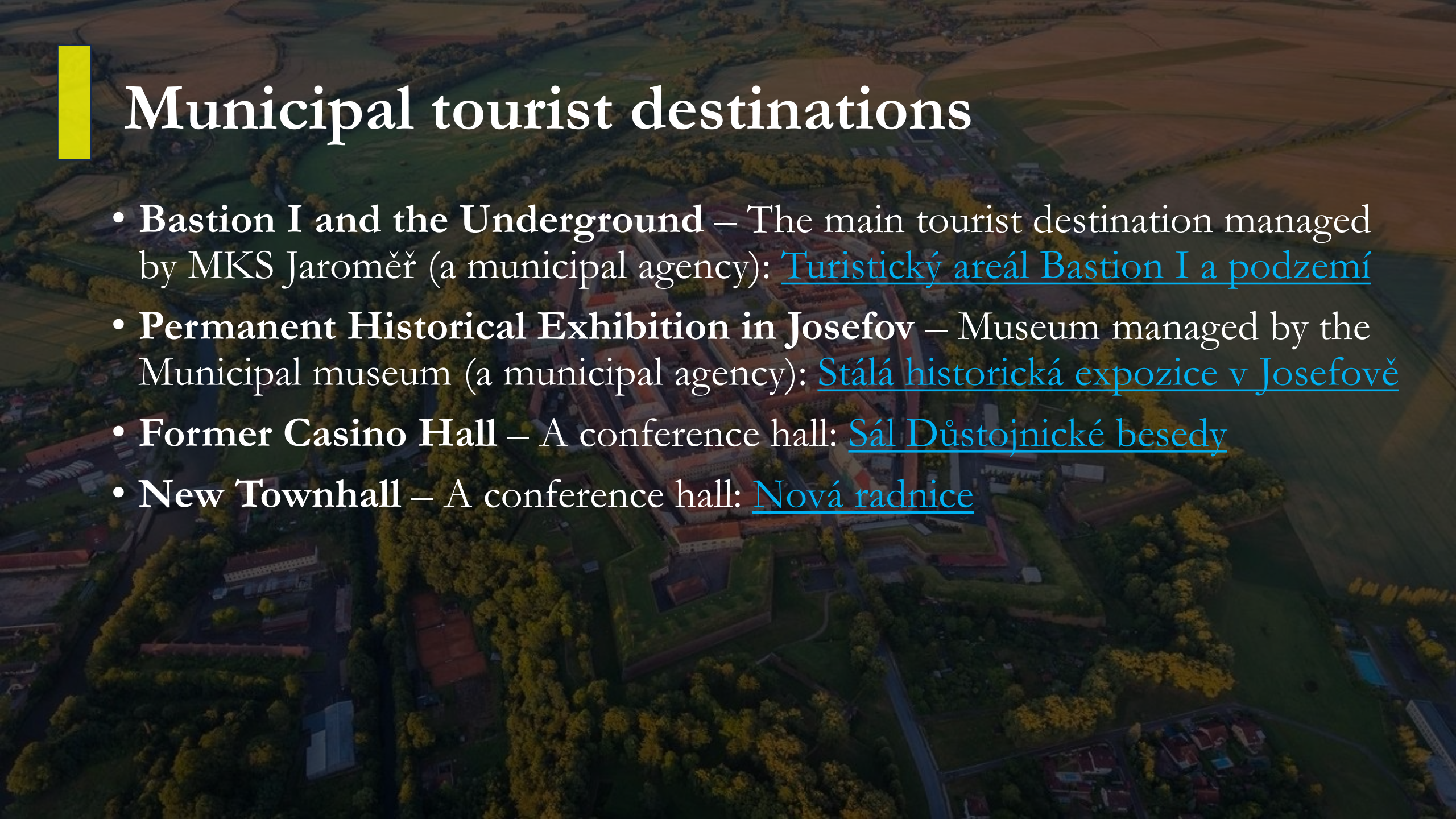




Stakeholder Analysis

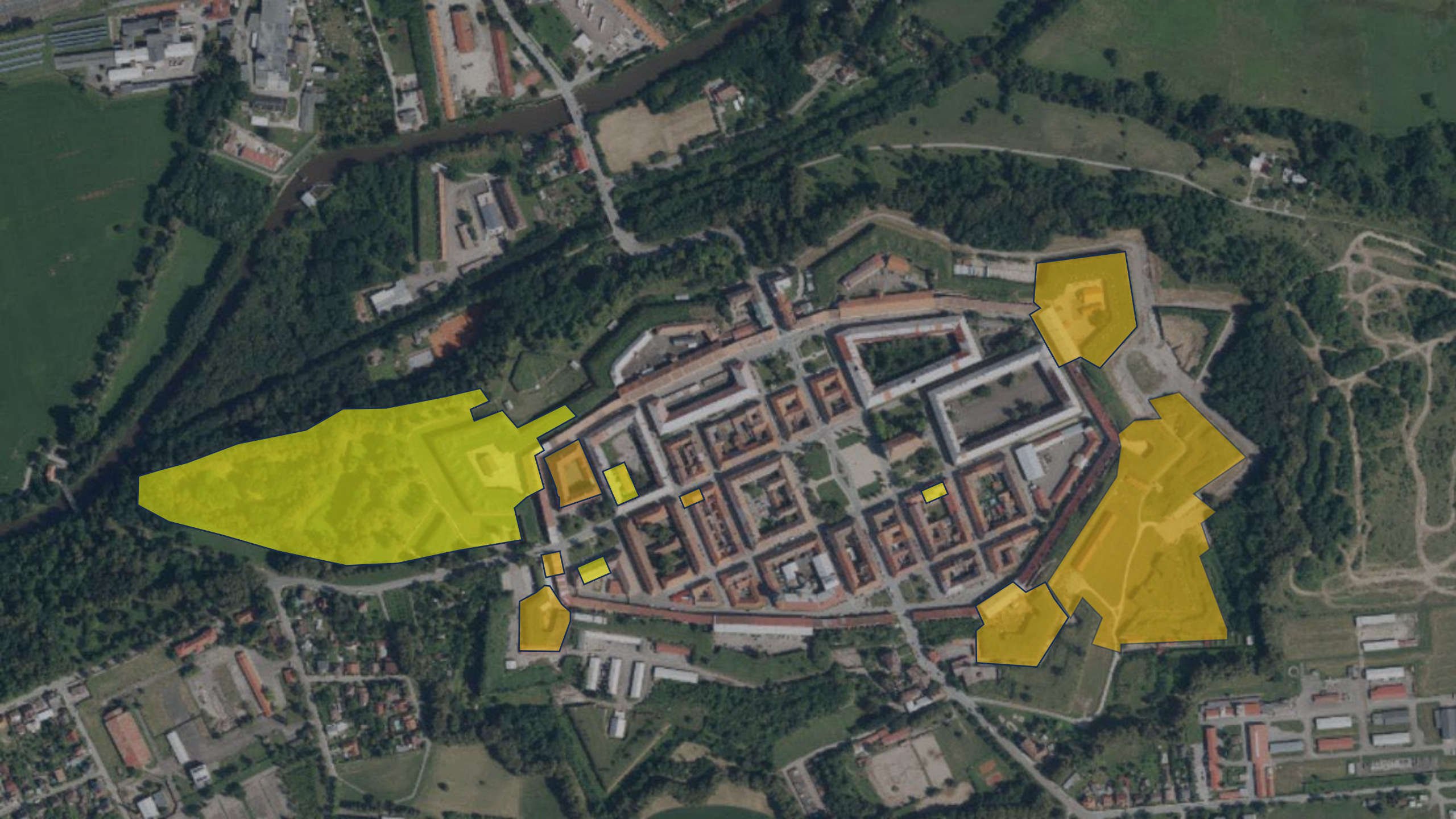






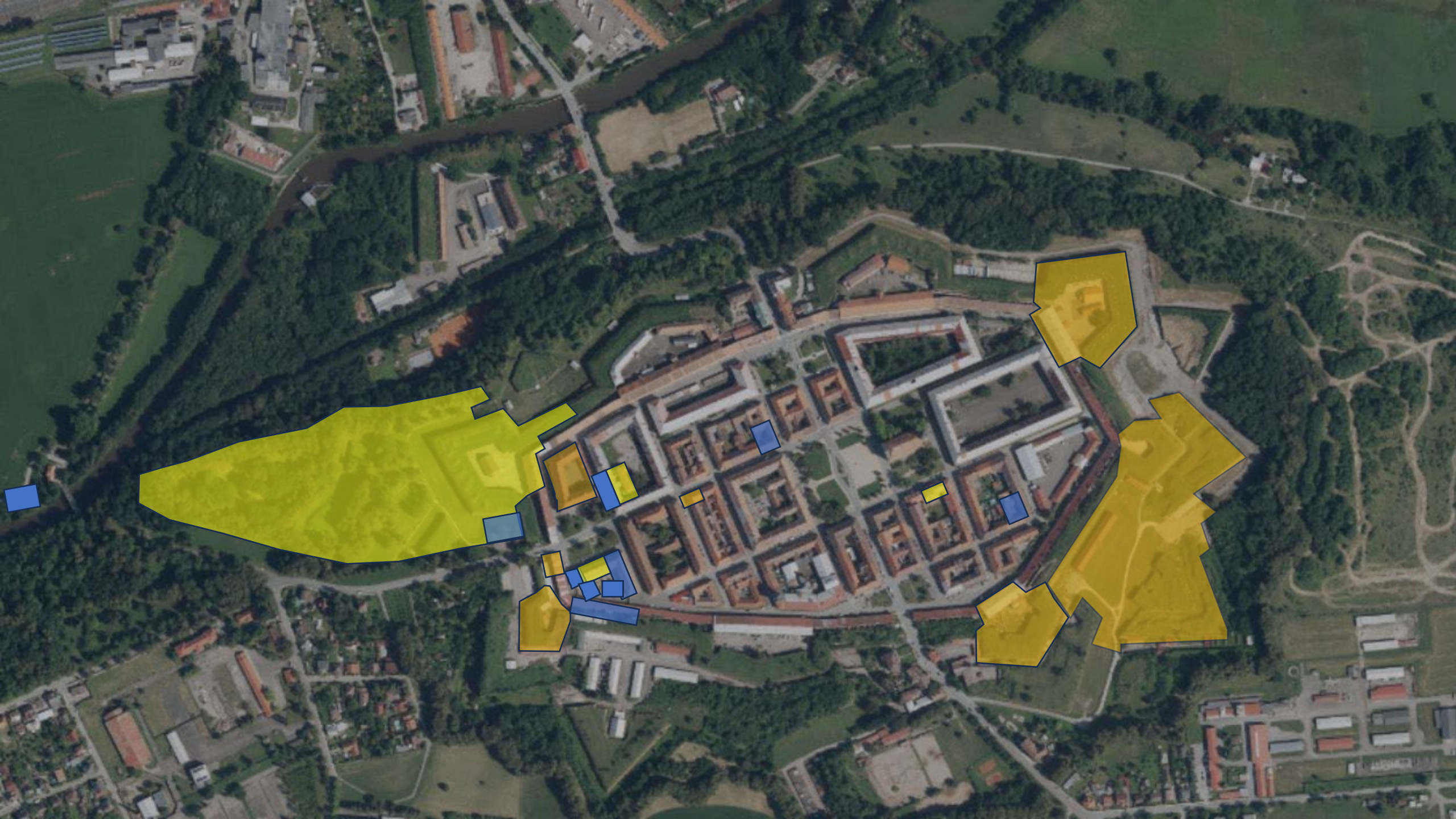
Municipal tourist destinations

- **Bastion I and the Underground** – The main tourist destination managed by MKS Jaroměř (a municipal agency): [Turistický areál Bastion I a podzemí](#)
- **Permanent Historical Exhibition in Josefov** – Museum managed by the Municipal museum (a municipal agency): [Stálá historická expozice v Josefově](#)
- **Former Casino Hall** – A conference hall: [Sál Důstojnické besedy](#)
- **New Townhall** – A conference hall: [Nová radnice](#)



Non-municipal tourist destinations

- **Bastion IV** – An art colony managed by the NGO: [Umělecká kolonie Bastion IV](#)
- **Ravelin XIV, Bastion IX** – A tourist area focused on fortress history managed by the NGO: [Ochránci památek pevnosti Josefov – Ravelin No. XIV, z.s.](#)
- **Bastion X** – A medical exhibition managed by the NGO: [KVH Brendy – Josefov](#)
- **Bastion XII** – A fortress blacksmith managed by an individual: [Pevnostní kovárna Josefov](#)
- **3D Model of the Fortress** – A privately owned building managed by an individual: [Model pevnosti Josefov](#)
- **Legionnaire's Journey** – A WWI-focused NGO: [Cesta legionáře](#)





Tourism bussiness

- Accomodation (privately owned):

- [Wunch](#)
- [Ubytování No. 8](#)

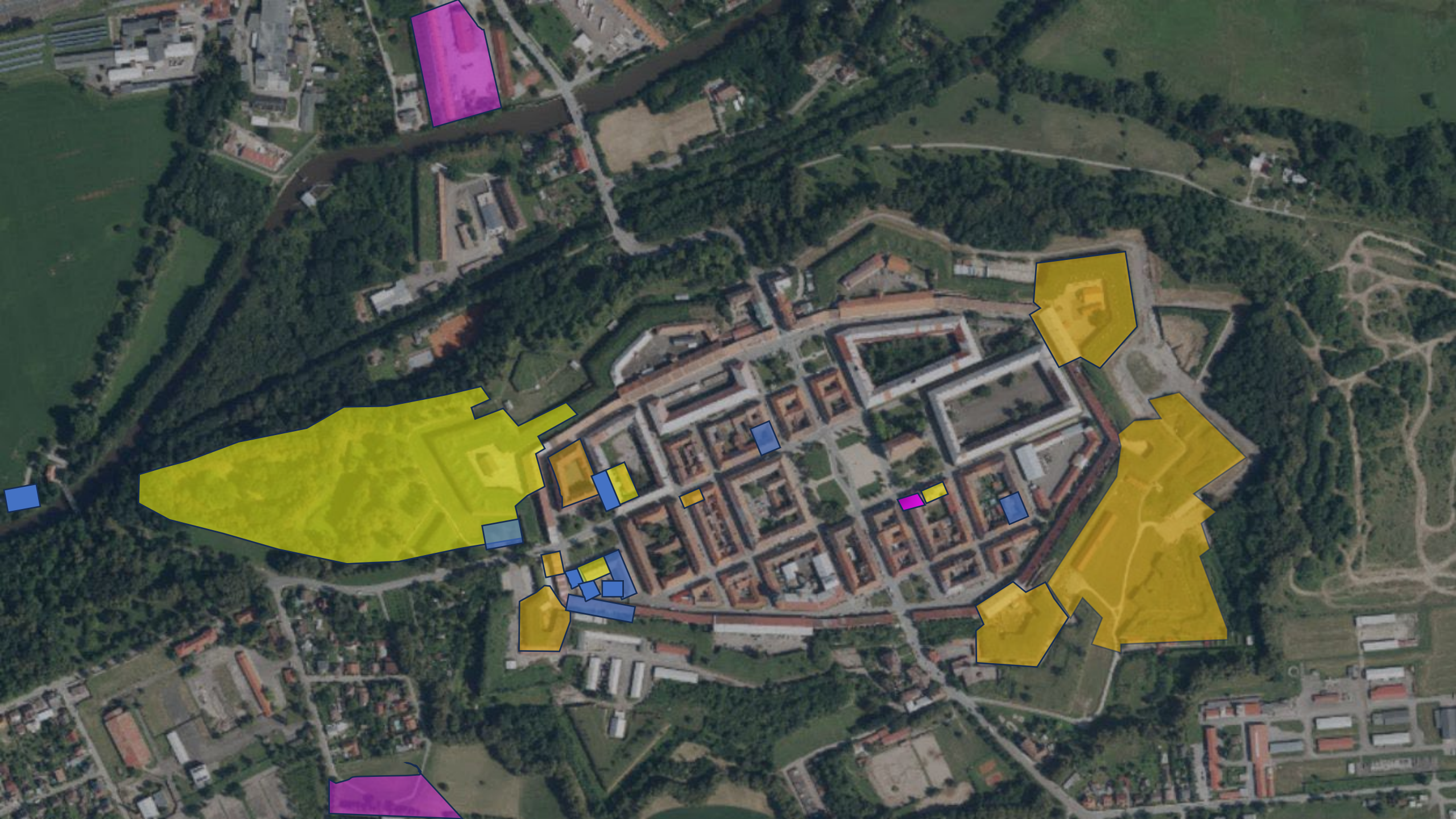
- Food

- [Občerstvení na Špalkách](#)
- [Beseda restaurant](#)
- [Café Josefov](#)

- Culture

- [Gallery Josefov](#)
- [Conference hall](#)

and others...



A grayscale photograph of a stone bridge with multiple arches. A person is walking on the bridge with a stroller. The background shows a grassy hill.

Public educational institutions

- Schools
 - [Primary school Jaroměř-Josefov](#)
 - [Secondary school of crafts](#)
- Library
 - [Municipal Library](#)



Army of the Czech Republic

- Army of the Czech Republic owns several buildings in/next to the fortress





National institutes

- National Heritage Institute – The only national agency with office in Josefov: [Národní památkový ústav v Josefově](#)



NÁRODNÍ
PAMÁTKOVÝ
ÚSTAV



Environmental stakeholders

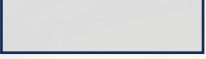
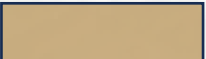
- **Technical Services** – Responsible for public space/greenery: [Technické služby města Jaroměř](#)
- **Ornithological park Josefovské louky** – Managed by the nationwide bird-focused NGO: [Česká společnost ornitologická](#)
- **Bastion XI** – This and also other parts of the fortress partly nursed by the nature protection NGO: [ČSOP Jaro Jaroměř](#)
- **Strangebikes Josefov** – Workshop focused on re-use of bikes managed by an individual: [Divokola Josefov](#)
- and others...



Volunteers

- **Ravelin XVI** – Managed by the history-oriented NGO: [Spolek přátel vojenské historie Josefov z.s.](#) ([Polní dělostřelci Josefov](#))
- **Retranchement XVIII** – Managed by the history-oriented NGO: [Spolek Pevnostní Dělostřelecké Laboratoře Josefov Retranchement No. XVIII](#)
- **History-oriented NGO:** [Klub vojenské historie – Josefov z.s.](#)
- **Cultural NGO:** [Klub přátel Josefova, z. s.](#)
- and others...

Legend of the related stakeholders

-  Municipal fortress-related institutions
-  Non-municipal tourist destinations (volunteers or NGOs)
-  Tourism business (private hotels, restaurants, galleries...)
-  Public education institutions (library, schools)
-  Army of the Czech Republic
-  National institutes (NPÚ = heritage protection)
-  Environmental stakeholders
-  Volunteers (history-oriented NGOs, unusual destinations)
-  brownfields reconstructed through the Emergency fund

Municipal fortress-related institutions



Jaroměř
Municipality



Municipal Library



Municipal
Cultural Centre
(MKS) Jaroměř



Municipal
Museum



Tourist Area
Bastion I and the
Underground



New Townhall in
Josefov



Former Military
Casino hall



Theatre in
Jaroměř
(not in Josefov)

Municipal fortress-related institutions



Jaroměř
Municipality



Municipal Library



Municipal
Cultural Centre
(MKS) Jaroměř



Municipal
Museum



Library main
building (not in
Josefov)



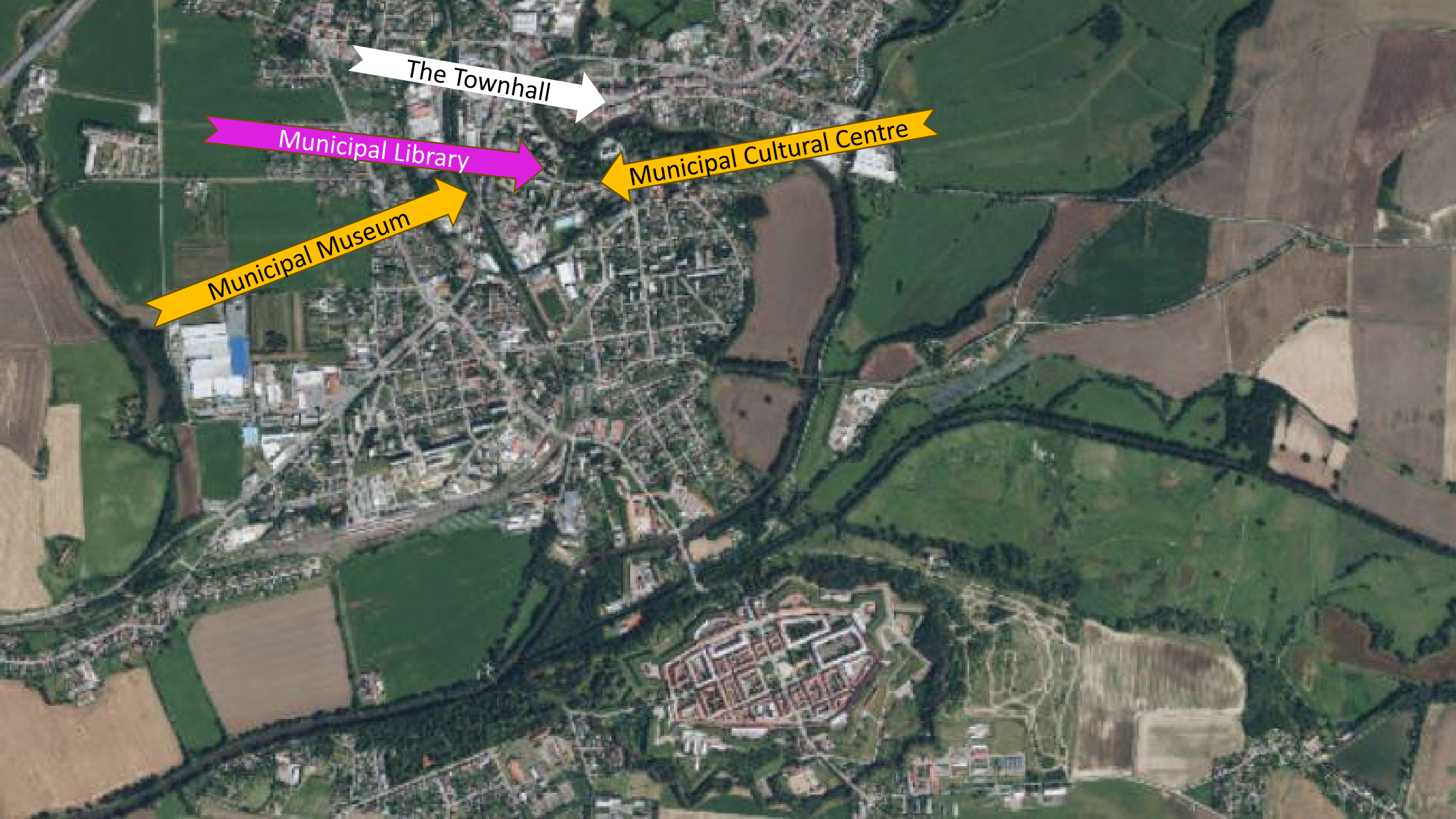
Library in Josefov



Permanent
Exhibition of
Jaroměř in
Josefov



Wenke house
(not in Josefov)

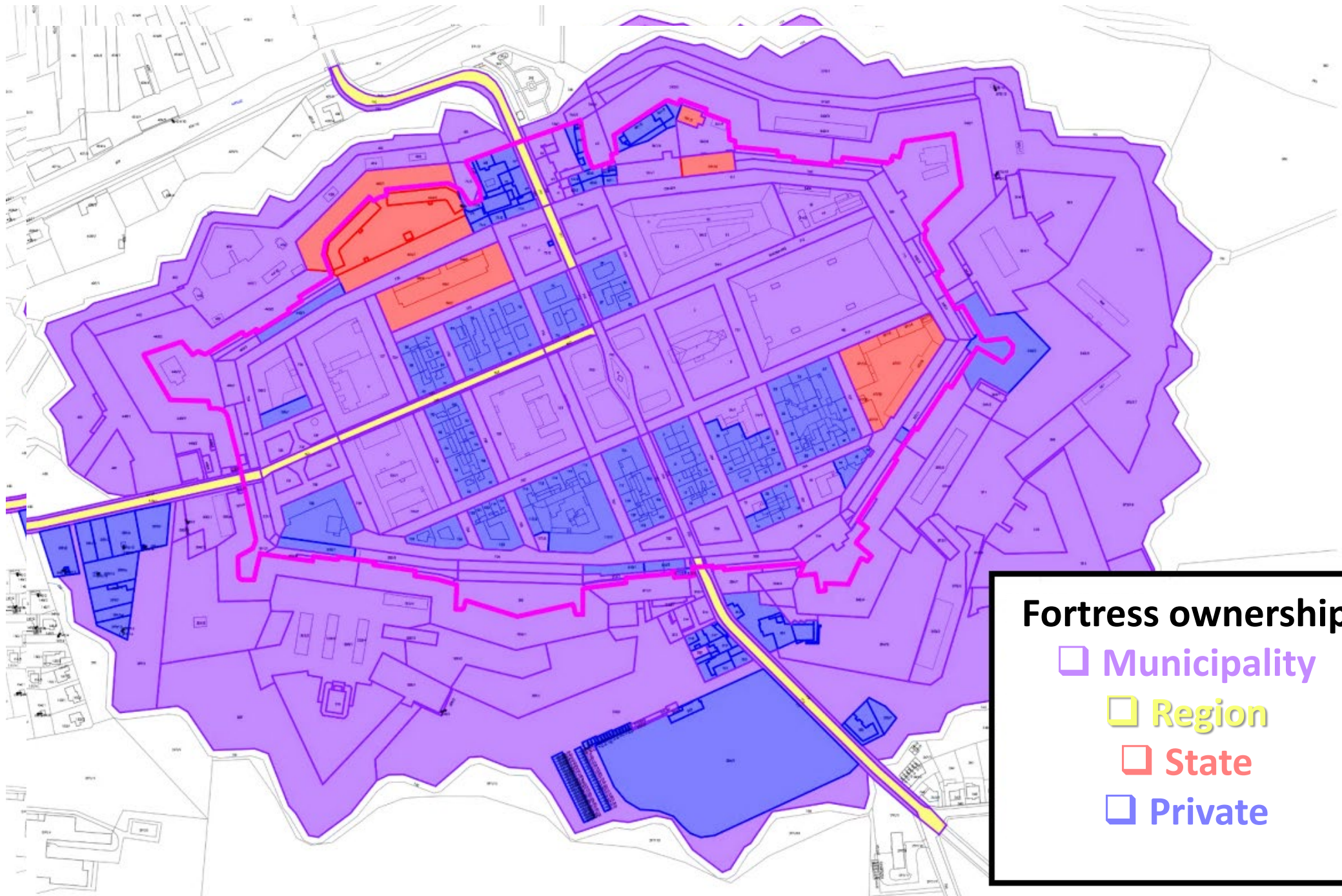


The Townhall

Municipal Library

Municipal Cultural Centre

Municipal Museum



Fortress ownership

□ Municipality

□ Region

□ State

□ Private

The local development part

- Total available funding for Terezín and Josefov amounts up to:
€143.58 million (2024-2034)
- There is a high risk that the funds will not be used properly due to lack of expertise and administrative capacity, and misalignment between the original program objectives and municipal decisions. Information sharing among key stakeholders remain minimal.
- Local stakeholders in Jaroměř have very little involvement in the program's implementation, although the situation is currently improving.
- Unlike in Terezín, the strategy in Jaroměř remains evidently top-down.
- More info on the [Science Blog of Forte Cultura](#)



Findings

1. **Decentralisation** – No single organization oversees tourism, events, local development or even simple coordination of the rich field of stakeholders
2. **No integrated management** – There is no unified strategy for the local development, stakeholders are rather excluded from decision-making processes.
3. **Organic coordination** – Although there is no central body, coordination of stakeholders in tourism is efficiently managed through informal, ad hoc collaboration, relying on personal relationships.
4. **Bastion I acting as a de facto representative** – While it externally represents the entire fortified city, its main responsibility is managing its own site.
5. **Municipality's limitations** – It lacks expertise, is geographically distant, and lacks ad. capacity to manage EU projects and oversee the fortress effectively



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Tomáš Jirouch



Thank you for your attention.

