



CROSSDEV

Cultural Routes for Sustainable Social
and Economic Development
in Mediterranean



INTRO

Purpose of the document

The document contains the methodology for the identification and definition of the Local Action Plan (LAP) which must be used by the target areas of the Crossdev project. The text is the result of the work planned and carried out within WP3, with reference to action 3.1 Local Action Plans for the promotion of less known touristic destinations, 3.1.1 Methodology for identification (research) and definition of Local Action Plans for target areas.

Contents are oriented to local project partners, who will be able to use it as a support, orientation (or confirmation) tool for the preparation of their respective Local Action Plans, in order to plan a possible inclusion of destinations within international tourist itineraries. The logic of LAPs is to involve public and private actors in the extended tourism and cultural supply chain in the adoption process, in order to give a proactive contribution.



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The aim of this work is to provide partners and target areas with reference guidelines, as well as a common and shared method to be used for the development of each individual LAP and in the subsequent implementation of the planned actions.

At the beginning of the first half of the project, MiBACT (PP6), who plays the role of coordinator of the entire WP3, dealt with the preparation of this product, necessary to allow partners and target areas to carry out the activities envisaged in the next steps.

A sub-working group was set up for its elaboration, in which Alessandra Lucchese, MiBACT project manager, Maria Maddalena Scalzini, MiBACT tourism expert, Marco Calaci of MiBACT and Elena di Raco, ENIT in support of MiBACT took part.

The group met periodically, weekly, to organize and discuss the activities in progress.

The result obtained was then shared with the other WP3 partners (Cisp and Coopculture) to validate it before spreading it among the other project partners.



Summary of the work

Intro

International experiences

Cultural Route of the Council of Europe

UNWTO data tourism

National experiences

The Strategic Plan for development of Tourism 2017-2022

2016, Year of the paths

Partecipation in the National Strategy for Inner Areas

S&T Med (ENPI CBCMED)

Local Action Plans

Work tools and supporting documents



International experiences: environmental sustainability

As indicated by the UNWTO's study "Indicators of Sustainable Development for Tourism Destinations: A Guidebook", especially natural sites are often major tourist attractions, which receive varying levels of visitation depending on the conditions of the larger tourist region where they are located.

- Being identified as an ecologically unique space represents a challenge for the development of the tourism around it, since tourism has significant potential to negatively impact upon the site or to contribute positively to its sustainability; this depends greatly on the type of management and enforcement in place.



International experiences: cultural excellences

Regarding cultural sites, the most transnational experiences in the European context, able to evaluate culture and sustainability value of an international project plan, are the “Cultural Routes of the Council of Europe”.

- Routes develop and promote a new touristic area begins with the knowledge of the most important peculiarity of the destination, like customs and traditions, dialects, specificity of nature and territory, facing the most important problem areas linked to public transport and mobility in general, unemployment levels, number and level of private investments etc.



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In a modern tourism action plan, a sustainable approach in strategical planning for tourism promotion must operate following some rules and adopting some basic actions related to

- Environmental sustainability
- Social Responsibility
- Economic sustainability



Environmental sustainability

- Respect for the rules:

Every subject engaged in the promotion of tourism destinations must be involved in its own correct position in order to develop plans regarding the preservation of the territories and of the related environment, looking together to a same common marketing's goal respecting natural context and constructing a common policy approach specific for the sustainable tourism practices

- Enhancement of excellence:

These shared policies must be constructed leading the unknown destinations and attractions by the enhancement of local well-known brands or products/destinations



Social Responsibility

- Respect for local communities:

It is necessary to increase the value of the presence of airports and other hubs not only for transportation but also for the community sharing, for internal and external communication, preserving local culture

- To value and economic prosperity:

attracting the levers for the attraction of major events and investments



Economic sustainability

- Supporting the tourism offer

Quality of the service / product: to develop products / services based on the target demand / countries

- Enhancing competitiveness:

to strengthen the positioning on the segments / countries with the greatest potential

The criteria of eligibility for a tourism destination based on economic sustainability, is a correct numbers of local employees in tourism, in a site where it is possible the profitability of the tourism business with the aim of attracting a sufficient local tourism investment.



Last trends in sustainability

- 54% of travelers want to volunteer during the next holiday giving locals access to their professional skills (doctors, nurses and qualified teachers who are always needed in developing countries) or physical ones (helping to build and provide infrastructure) to the communities; Generation Z, who, faced with high school fees, is opting to gain life experience outside of the school to be "resold" in the workplace.
- Of the 8.3 billion tons produced worldwide, 6.3 billion tons become waste.
- 86% of global travelers would be willing to engage in activities that counteract the environmental impact of their trip, whether it is to help with beach cleaning projects or knowingly book greener stays.



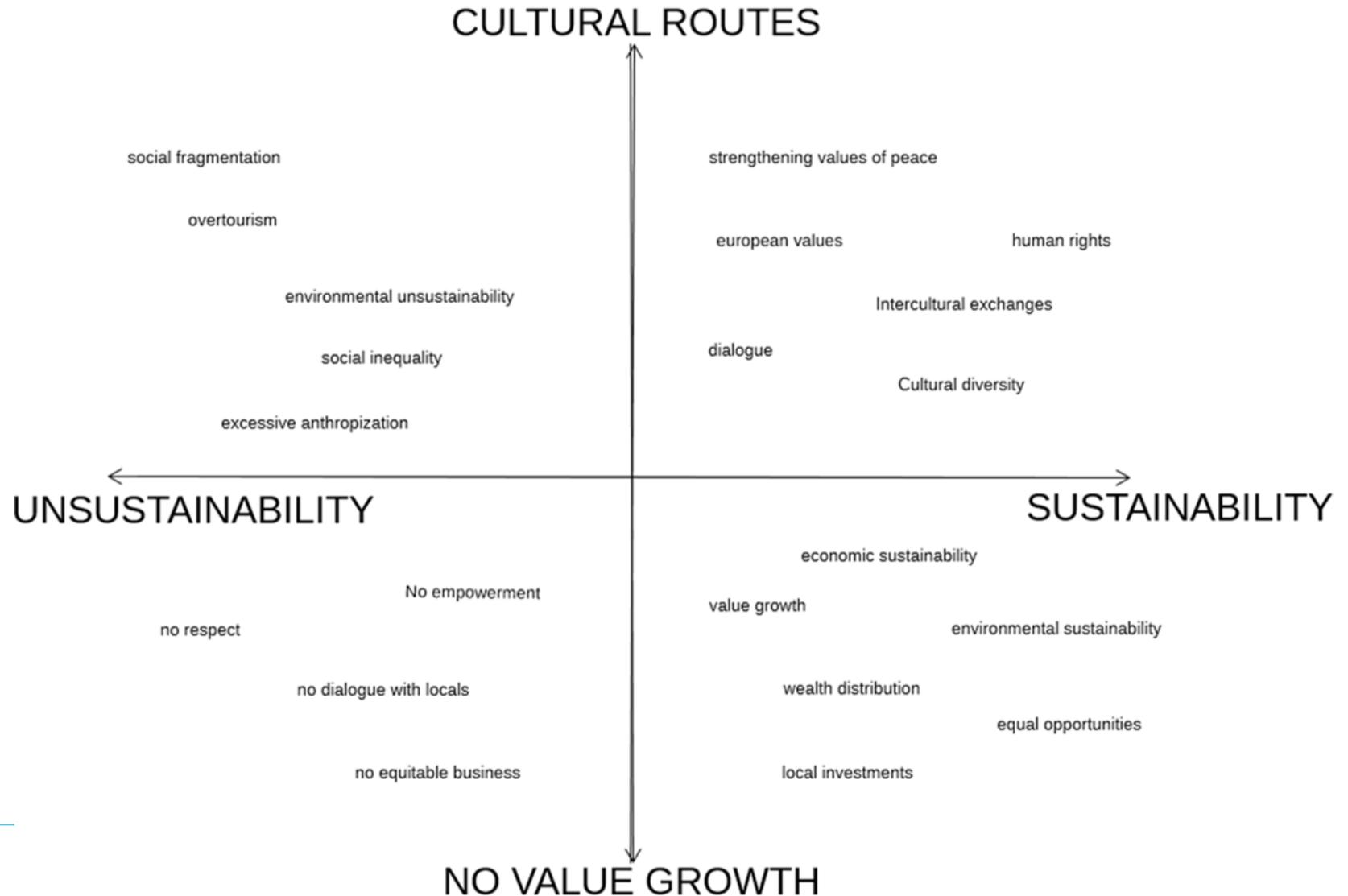
European Cultural Routes

The positioning of a sustainable cultural tourism product is related to the possibility of responding to the recommendations of the experience in European Cultural Routes in the frame of sustainable application in social, environmental and economic terms.

Risks and consequential bad issues are defined at the same way, in order to prevent them all directly at the phase of construction of the tourism products.



The construction of a sustainable cultural product





UNWTO data tourism

Some of the specific key elements commonly found in national tourism policies and master plans are:

Rationale and guiding principles: that should be aligned with the overall development policy for the country or region to ensure an integrated approach with the SDGs and encompass the three dimensions of sustainable tourism (economic, environmental and social);

Situation analysis: this can include an analysis of the current situation of the tourism sector in the country, international benchmarking and major current and future trends and challenges (often with a SWOT analysis);

Vision: where the country/destination wants to be at the end of the implementation of the policy;

Objectives: (to become a top destination; to increase expenditure and improve visitor yield; to the product development and diversification; etc.)

Operational strategy: this includes key actions and programs to achieve the objectives laid down in the tourism policy;

Governance and institutional framework: roles of the government/public and private sector in developing and managing the tourism at national and local levels (this will depend on the level of decentralization of the administration)



LOCAL ACTION PLAN



The National Experience

The Strategic Plan for development of Tourism 2017-2022

In Italy on Saturday 9 April 2017, during the second edition of the General States of Tourism - Visions and sustainability strategies for the new National Tourism Plan was presented the Italian National Strategic Plan for the development of Tourism.

The works were realized with more than twenty discussion tables, 26 speakers and 400 participants who took turns for five different sessions over the three days.

The Plan intends to promote a new mode of tourist use of the heritage of our country, based on the renewal and expansion of the offer tourism of strategic destinations and the enhancement of new goals and new products, to increase economic, social and sustainable well-being and thus relaunching, on a new basis, Italy's leadership in the tourism market international.



The tools of this strategy are:

1. the **permanent interinstitutional consultation tables** between central administrations (Ministry of Infrastructures and Transportation - MIT; Ministry of the Environment and Territory Protection e of the Sea - MATTM; Ministry of Economic Development - MiSE; Ministry of Foreign Affairs and International Cooperation - MAECI; Ministry of Agricultural, Food and Forestry Policies - MIPAAF; Ministry of Education, University and Research - MIUR), Regions, other Bodies territorial and stakeholders on topics of specific interest to the sector;
2. the **expansion of the information and document system to support the decision-making processes** related to the "planning-promotion-regulation" cycle of tourism, including the creation of a "dashboard information" for constant monitoring of positioning competitive in Italy based on selected criteria;



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3. **the implementation of digital communication** and comparison systems for permanent stakeholder consultation;
4. **the adoption of a Plan monitoring and surveillance system**, which assumes the dual role of "social balance sheet" towards the citizens and a tool for "continuous improvement and updating" of the Plan itself.



2016, Year of the paths

Through actions and projects developed along the Cultural Routes, the Italian National Associative Network "Cammini d'Europa" intends to offer the country a stable platform for comparing soft mobility as a strategic resource for sustainable development, based on three key factors:

- protection of the landscape and the environment
- enhancement of cultural, material and immaterial heritage
- centrality of the person, towards universal accessibility.

The Network promotes an integrated and joint strategy of cultural promotion and territorial development based on concrete actions and actions, aimed at strengthening cooperation between associations and public institutions, in order to improve reception, hospitality and integrated services along the routes' soft mobility: itineraries, routes, paths and cycle paths.



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The National Network of European Routes is therefore a real national platform for soft mobility, non-profit, aimed at the integrated enhancement of cultural and pilgrimage itineraries, with the task of:

- create and accompany itinerary partnerships;
- boost the realization of common projects of local, national and international level;
- enhance the organizational skills of the individual itineraries;
- enhancing the territories, especially in the Inland Areas and in the places touched only marginally by the tourist flows, contributing to fight the phenomena of over tourism.

To that goals:

- It performs functions of operational coordination of common projects;
- it collaborates in the creation of cultural itineraries
- it supports the creation of tourism products from partner territories
- It contributes to the promotion of territorial brands
- it develops and participates in projects with a European dimension
- it promotes exchange of experiences between partners



The National Strategy for Inner Areas

To the benefit of Inner Areas, Italy is developing since September 2012 a “National Strategy for Inner Areas” (*Strategia Nazionale Aree Interne*, hereafter SNAI). The SNAI purpose is to improve the quality of life and the well being of local population and to reverse the long term demographic trend. SNAI focuses on the provision and the strengthening of basic services (public transports, healthcare, and education), funded by National budgetary law, joint with specific plans for socio-economic development in selected areas (financed by EU funds managed by Italian Regions).



SNAI has introduced five main methodological innovations.

- Multi-level governance: different institutional actors working closely with local stakeholders (local, regional, and national).
- Local alliance of municipalities as driving force of local strategies, with the “critical” help of a national task force of experts (Place-based approach).
- Multi-fund attitude: services (school, public transports, healthcare) covered by an “Inner Areas National Fund” financed by National Budgetary Laws; local development projects financed by EU Structural Funds (ESF, ERDF, EARDF).
- Planning Approach and Territorial Concentration: searching for innovative projects and actors to overcome path dependence and lock in, i.e. the responsible for social and economic decline.
- Monitoring achievements through results (outcome) indicators: measurable effects of the strategy.



As part of its participation in SNAI, MiBACT has prepared guidelines to support internal areas in planning activities of tourist and cultural interest. The guidelines identify six priority work areas, identified as follows:

- Definition of the vocation of the territory and its specificities
- Definition of expected results and planning of possible actions
- Definition of the governance model
- Use a cross cutting approach to involve other economic sectors
- Verify the consistency of choices with the contextual framework
- Definition of expected results and outputs.



LOCAL ACTION PLAN



S&T Med (ENPI CBCMED)

S&T MED (Sustainability and Tourism in the Mediterranean) was created in 2015 thanks to the rollout of a strategic project co-funded by the European Union through the ENPI CBC “Mediterranean Basin” 2007-2013 Programme.

Agreement on and implementation of mixed public-private management schemes to develop and promote natural and cultural heritages has led to the creation of the first Mediterranean network of sustainable coastal destinations.



The key to the network's activities was the choice of an organization to manage the relevant territory, with the adoption and implementation of a mixed public/private Destination Management Organization (DMO) model, to foster sustainable management and to harness and promote destinations' natural and cultural heritages in a coordinated manner.

Identifying individuals and organizations that must be consulted during the planning process can provide an opportunity for maximum coordination and integration with stakeholders and give a clearer vision of the decision-making process. The stakeholder map consists of a check list that shows the interested party, placed in a target group, its address, contact information (phone, fax, email), and how it is involved.



Stakeholders are placed in target groups according to specific criteria:

1. by impact and interests: directly involved in tourism management and development; indirectly involved in tourism management and development
2. by type: public (e.g. local authorities, departments, universities, environmental protection agencies, etc.); private (e.g. companies, hotel consortia, groups, etc.); associations (e.g. associations of fishermen, cooperatives, NGOs, committees, etc.); individuals (e.g. natural persons)
3. by area of influence: local, national, international
4. by activity: accommodation, services, institutions



LAP – the guidelines

It will be useful to consider always all phase of the implementation of the LAP as it is inserted in a general framework that is not only defined by the Crossdev action but by the awareness to be a specific part of a new European cultural itinerary, with all the opportunity given by the development of new reason of visiting local sites not only for the local tourism industry but in an intersectoral way to other economic systems such as commerce, food and beverage, local transportation, health services, bank and assurances.



At first, the general goals that the Crossdev destinations' LAP have to mark can be synthesized in the following process

1. To define the product concept individuating the related sites, attractions and the supply chain necessary to realize it;
2. To analyze the potential market for that new tourism product with the aim of positioning it in terms of markets, targets and price;
3. To choose the best theoretical local governance model;
4. To involve all public and private actors in tourism sector in the phase of product construction, preferring those that could give added value to the offer defining each level of involvement;



5. To construct the base for concrete agreement between that chain of local actors;
6. To test a potential itinerary/visit in order to measure the during of the visit or of the complete journey, evaluating the accessibility in terms of transportation and of possibility of inclusion for disable visitors and verifying the presence of the disposal of all the services useful for future tourists of the new destination;
7. To evaluate the economic sustainability of the implementation of the new tourism product also testing the interest by a local tour operator or other commercial actor.



An approach enhancing the bottom-up process for the construction of the LAP - as in the Italian PST – will be encouraged. Therefore, the following steps are strongly recommended:

1. To establish a permanent promotion committee including representants of all actors individuated by the local governance model (institutions, central and territorial administrations, trade associations.)
2. To establish permanent interinstitutional consultation tables between central administrations, Regions, municipalities other territorial bodies and other local stakeholders;
3. To implement the digital communication for a shared permanent stakeholder consultation, inviting local private subjects to participate, individuating specific points to plan or develop;



4. To share the information and document produced, in order to support the decision-making processes related to the "planning-promotion-regulation" of tourism;
5. To adopt a system of monitoring the "social balance sheet" towards Institutions, enterprises, and citizens by the precise identification of shared strategies medium-term to be implemented through annual implementation programs.



Aim the correct methodology for a bottom-up construction and development of tourism products, , each LAP will describe a model composed by the following points

1. **Content analysis** (describing the local areas, sites, tourism context and actors, evaluating the actual and potential tourism flows, markets and targets)
2. **List of local stakeholders** (individuating physical personas to be involved in the activities and in the future investments, with the aim of engaging the whole necessary chain of tourism offer)
3. **Bottom-up model of Governance and participation rules** (specifying themes to be discussed, roles and method of participation and of decision)



4. **Swot analysis** of the AS IS and analysis of needs for the TO BE
5. **Specific short-term goals and related actions plan** complete of tools and modalities (what to realize and how to realize)
6. (Possible) **Intersectoral actions Plan**
7. **Expected results and related indicators**



WORK TOOLS AND SUPPORTING DOCUMENTS

Coopculture: The model of analysis

A. What to know / Model of analysis

A.1. Mapping the area of interest

A.2. Accessibility: airports, ports, railway stations, road network

A.3. Population: residents, growth/depopulation trends, old age rate, foreign residents, distribution of the population in the area

A.4. Economic context: employment sectors, GDP, business environment 2019,

A.5. Enabling factors: health & safety, labour market, level of ICT dissemination, etc.

A.6. Significant geopolitical aspects (risks/opportunities)

A.7. Financial planning: scheduled investments affecting the tourism sector/area of interest



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- A.7. Financial planning: scheduled investments affecting the tourism sector/area of interest*
 - A.8. Identity, history, vocations*
 - A.9. Tourism: accommodation (type and number of beds, average capacity, level of quality etc.) and demand flows*
 - A.10. Top-rated hospitality (quality marks, awards, labels, MAB Man and the Biosphere Unesco, etc.)*
 - A.11. Hospitality and hospitality services (info, reception, guides, entertainment, etc.)*
 - A.12. Governance in general: competent institutions*
 - A.13. Governance del tourism/influencing tourism: coordination and development organizations, private operators*
 - A.14. Leaders, key players, testimonials. Narrators and narratives*
 - A.15. Tangible cultural heritage: mapping resources and demand flows*
 - A.16. Intangible cultural heritage: mapping resources and demand flows*
 - A.17 Cultural activities: mapping resources and demand flows*
 - A.18. Food, wine and crafts: mapping resources (e.g. quality marks, local specialities)*
 - A.19. Great events: mapping resources and demand flows*
 - A.20. Tourist products sold: products, buyers (individuals, groups, families, etc), markets (local, national, foreign, global), channels (commercial)*
 - A.21. Branding: fame, reputation, perception*
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CISP
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PER LO SVILUPPO DEI POPOLI



**CO
OP** | **CUL
TURE**



Ministero
per i beni e le
attività culturali
e per il turismo



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