

# Report on Study Visits and analysis of the potential for transferability

## D3.2.1

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## PART I

### 1. Introduction

Recolor overall objective is to make tourism sustainable by re-balancing tourist flows in the six partner areas in Italy and Croatia. To this aim we should identify, select and create tools and methodologies aiming to improve tourist exploitation of natural and cultural heritage in a sustainable way as well as define new organizational models for the facilities and services of existing sites, support the creation of new services, share practices and launch mutual training on innovative methods of communication and marketing. This objective should be achieved through a transnational process permitting partners to learn about each other.

This report is a presentation of the study visits and the focus groups organized in the year 2019 to share knowledge, information and mechanisms for promoting the adoption of good practices and their potential for transferability to other areas, as well as meeting colleagues of other partner areas. The focus groups were organized to acquire information about positive and negative perspectives on the local tourism development of each partner area and to provide each partner with a template of a Swot matrix in order to create a transnational Swot in April 2020.

During the year 2019, the Recolor partners had two occasions to meet each other. The first one was in Urbania for the kick-off-meeting in March 2019, the second one was in Zadar in September 2019 for the second transnational partners' meeting. During both meetings, the organizers presented the pilot areas to the participants. The study visits to the other pilot areas will take place every six months in 2020 and 2021. During the year 2019 we – as CAST - have organized a focus group in each partner area to meet all partners, increase our awareness about the potentials and weaknesses of the local tourism sector, and share our insights with all partners.

The report is divided into two main parts. In paragraph 2 of the first part we introduce the methodologies adopted for the focus groups, the Value Stretch Model and the Nominal Group Technique. In paragraph 2 we discuss the main results of our analysis: the interpretation of *landscape of art* in the pilot areas, any issue related to sustainability which emerged during the focus groups, the objectives that each partner expects to achieve through the project Recolor, and the link between these objectives and the best practices illustrated in our previous report.

The second part of the paper illustrates each partner area in further detail with a description of each pilot area and the results of the focus group performed in each partner area. As for our previous reports, we analyse the partner areas starting from the Italian ones and moving north to south. The Italian partner areas are covered in paragraphs 4 to 6: paragraph 4 for Cividale del Friuli, paragraph 5 for Montefeltro, and paragraph 6 for Campobasso. The

Croatian partner areas are covered in paragraphs 7 to 9: paragraph 7 for Labin, paragraph 8 for Zadar, and paragraph 9 for Šibenik.

## 2. Methodology: Value Stretch Model

The theoretical model adopted to elicit the perceptions of the local stakeholders on the development of the tourism sector in their area is the Value Stretch Model (Mansfeld 1992, 2005). The basic assumption of the model is that every individual perceives situations with socio-cultural implications on three value levels:

- *a tolerance level*, which denotes negative characteristics that are perceived as “red lines” not to be crossed;
- *a current situation level*, which denotes stakeholders’ perception of the existing tourism impacts. In this level the respondents are expected to elaborate on both negative and positive impacts;
- *expectations level*, which denotes stakeholders’ future preferences regarding tourism impacts.

The model used in this report allows for three carrying capacity “gaps”:

- *a tolerance carrying capacity gap* denotes the gap between perceived tolerated impacts and perceived current situations impacts;
- *a reconciliation carrying capacity gap* denotes the gap between the perceived current impact and that preferred in the future;
- *a carrying capacity value stretch* denotes the gap between locals’ minimal and the maximal perceived impact requirements.

In order to obtain the perceptions of the impacts of tourism by local stakeholders in each partner area, we adopted the Nominal Group Technique (NGT), a method of data collection which has been widely used for policy, planning, or management purposes (e.g. Ritchie 1994; Pearce et al. 1996). The NGT offers several advantages which prove useful in our context: it allows all stakeholders an equal participation; it is highly efficient and fast; it allows to compare results across locations in different countries without any loss of homogeneity.

Each focus group starts with a presentation of the Recolor project, the pilot area, and the role played by the local partners to the focus group's participants. After a brief introduction, the facilitator illustrates the aim of the focus group, which is to define the *limit of acceptable change (LAC)* for each location by means of collecting the perceptions of the local stakeholders into three domains:

- which characteristics of tourism development in the area would be not acceptable, i.e. the *tolerance level*;
- what are the current characteristics of the impacts of tourism in the area, i.e. the *current situation level*;
- what are the expectations and desiderata with respect to tourism development in the area, i.e. the *expectation level*

Each level is constructed through a participatory process where each stakeholder shares his/her perceptions with the audience while the facilitator summarizes the items on a blackboard. At the end of each session, each stakeholder grades each item on the blackboard as *very relevant, relevant, not relevant*.

As the focus groups involve local stakeholders, they are necessarily conducted in the local language. For this reason, members of CAST University of Bologna acted as facilitators of the focus groups in Cividale del Friuli, Montefeltro, and Campobasso. For the focus groups in Croatia, the partners of the Polytechnic of Šibenik were trained online by professor Alessia Mariotti to act as facilitators in Labin, Zadar, and Šibenik.

### 3. Main results

The aim of this report is to further increase the information shared among partners about the pilot areas, the characteristics of each location with respect to its tourism offer including issues and opportunities, and the theme of the *landscape of art* which represents the common trait between the six pilot areas.

We categorize the results of our activities into four topics: the interpretation of *landscape of art* in the pilot areas; the transferability of the local experiences and any issue related to sustainability which emerged during the focus groups; the objectives that each partner expects to achieve through the project Recolor and the link between these objectives and the best practices illustrated in our previous report; the evidence of the Value StretchModel which emerged during the focus groups.

### 3.1 Interpretation of the local *landscapes of art*

The general goal of the project Recolor is to enhance the tourist potential of urban and natural landscapes in Croatia and Italy. Moving from the analysis of figurative artworks, the project will design a transnational action plan to promote tourist itineraries based on local artworks. The project will promote three typologies of contamination between art and landscape. The first one is based on relevant or less known artworks, creating specific itineraries to visit the still-existing landscapes there depicted. This typology is applied in Montefeltro, Campobasso, and Šibenik. The second typology is based on natural landscape with a permanent exhibition of works of art and it is applied in Labin and Zadar. The third one is a digital landscape which reconstruct the landscape where the artworks were originally created and it is applied in Cividale.

The innovative methodology, which we call *landscape of art*, aims at selecting and promoting European art landscapes as described above and creating art itineraries. *Landscape of art* indeed represents the theoretical concept which will allow to create a common “road” between the six partner areas.

The way in which the *landscapes of art* are perceived varies in each location according to the three typologies described above. Montefeltro paved the way as the pilot area of the project itself. Thanks to the researches of scholars Rosetta Borchia, painter and expert of art landscapes, and Olivia Nesci, professor of geomorphology at the University of Urbino and expert of the physical landscape, it emerged in 2007 that the territory which has inspired Renaissance masterpieces by famous painters Piero della Francesca and Leonardo da Vinci was the area of Montefeltro between the Regions Emilia-Romagna, Marche, and Tuscany. The first element to be identified was the landscape behind Federico da Montefeltro in the “*Dittico dei Duchi di Urbino*” by Piero della Francesca.





This methodological approach gradually led to the discovery of other backgrounds of works by Piero della Francesca throughout the territory of Montefeltro and to the discovery of the landscape of the Mona Lisa by Leonardo da Vinci between Romagna, Marche, Tuscany, and Umbria.

The Palace of the Province of Campobasso, Molise, displays a painting by Giammaria Felice realized in 1592 which depicts the scene of the “Pace fra Crociati e Trinitari”, an event which took place in Campobasso just a few years earlier, in 1587. The painting represents the city landscape as it was at the time and several buildings such as churches and the castle are still recognizable and can be visited nowadays.



The relationship between art and landscape in Šibenik is depicted in the Renaissance church of St. John, also known as Piccola Loggia. The stone relief in the forefront and landscape in the background are especially significant for the history of art since it is one of the first displays of landscape ever and it shows the town's views seen from the fortress of St. John.





The reform of the town statute established that ships entering the harbor on St. John`s day had to pay a fee in order to create shade for the celebrations at the square. The evidence can be seen in metal rings which adorn the facade of the church. The square was a lively and vibrant place of trade.

The main artistic resource in Labin is the Park of Sculptures Dubrova with more than 60 sculptures for various European, national but also world known artists and sculptors. Old town Labin is also rich of museums, town gallery, numerous art ateliers, theatres, churches and other baroque buildings.



The Sphinx was built in 1918 and highly damaged during the Second World War. The sculpture is built of concrete in a park which was once private garden of Smirich family. The park is a beautiful historical reminder of the era of historicism and secession in Zadar: it contains a beautiful villa, a sphinx sculpture, an artificial cave, a fish pond, a fountain, a bench with decorative relief with motif from Roman mythology and a semicircular bench.

The Longobard Temple in Cividale del Friuli, known as the Oratory of Santa Maria in Valle, played a central role in the urban organisation of Cividale, starting in the Early Middle Ages. The Temple is an architectural testimony of the Longobard Era and it also marks the coexistence of Longobard motifs in the Friezes and a resumption of the classic models, creating a sort of uninterrupted courtly continuity between the Roman art, Longobard art and Carolingian art.





### 3.2 Sustainability

The main deliverable of the project Recolor is the definition of a transnational action plan to valorize the six partner areas starting from their peculiar landscape of art. The transferability of the practices across partner areas is an essential component of the process and it calls for practices to be sustainable.

The starting point for the adoption and sharing of sustainable practices can be identified in the best practices analyzed in our previous “Report on the best practices“ delivered in June 2019. We identified six best practices which better conveyed the four definitions of cultural, social, economic and environmental sustainability.

SUSTAINABILITY	BEST PRACTICES
<b>Cultural</b>	<ul style="list-style-type: none"> <li>• Montefeltro Renaissance Sights – Emilia-Romagna and Montefeltro</li> <li>• Revitalization of the Cities of Industrial Heritage for the Breakthrough of Cultural Tourism in Trbovlje, Slovenia Bistrica, Labin and Rijeka</li> </ul>
<b>Social</b>	<ul style="list-style-type: none"> <li>• Campobasso City of the Misteri: Valorisation of Immaterial heritage</li> <li>• Fortress Friends Club - Šibenik</li> </ul>
<b>Economic</b>	<ul style="list-style-type: none"> <li>• Project “Tour Guides” - Cividale del Friuli</li> </ul>
<b>Environmental</b>	<ul style="list-style-type: none"> <li>• Furlo Adventure Park, Montefeltro</li> </ul>

The focus groups have been designed as a practical tool to gain preliminary information about strengths, weaknesses, opportunities, and threats of each partner area. Any issue related to the sustainability of a local practice must be taken into consideration to define strategies for local tourism development.

Moving from the Italian partner areas, the main issues related to sustainability have an economic component as expected from locations situated outside mass tourism routes. In Montefeltro and Campobasso the contribution of tourism to local employment is low and the sector is not yet able to promote economic activities, to create joint initiatives and synergies with other sectors, while in Cividale del Friuli the economic impact of tourism is perceived as limited with a low spending capacity of tourists and prices which are perceived as too high. On the other hand, the Croatian partner areas are mainly affected by issue of social sustainability. From an economic perspective, the impact of tourism is perceived as strong and highly positive for all areas, with improvements in employment opportunities and infrastructures. The negative side of being mass tourism destination stands in the loss of authenticity, the dirtiness of the city or tourists who are not well-mannered.

### 3.3 Objectives of the project Recolor in each pilot area

The aim of the project Recolor is to reduce the seasonality and the concentration of the tourists' flows in small sections of the partner areas while promoting new tourism offers related to the concept of the *landscape of art*. The objective of each partner is to valorise the real representation of art in the pilot area to construct a route between the past and the present state of the area.

The pilot action in Emilia Romagna will integrate the protection of the natural landscapes identified as the Renaissance Sights with sustainable tourism promotion of these areas. Promotion, communication and territorial marketing actions will be developed, primarily using ICT technologies, together with the local operators, and help relocate the tourist flows from the coast to the internal areas, and increase the number of visitors outside the summer season.

The pilot action in the area of GAL Montefeltro will focus on an experiential project that transforms travellers into temporary residents and actors of the plot they discover and create along their way. As travellers expect to live an authentic experience, create memories to remember and taste the local products, the pilot will merge these aspects through the offer of itineraries that create a relation between people and the landscape, to find out and see how the landscape was in the past and how it appears nowadays. Through the aid of new technologies, local narrators will appear with their faces and voices and carry stories and experiences. The narrator may be a naturalist, a farmer, a producer, an historian, an artist, a student, a citizen. Finally, a new balcony is expected be realized in the town of Peglio, in the province of Pesaro Urbino (Marche Region).

The pilot action run by the Municipality of Campobasso will increase the awareness and improve the use of the natural and cultural sites in its territory, with the aim to create a new opportunity for developing quality-oriented tourist products and economic development.

The pilot action in Cividale del Friuli will focus on making visible and understandable what cannot be seen anymore. Interventions will focus on 3D reliefs, virtual reconstructions and augmented reality in the Monastery of Santa Maria in Valle with the Longobard Temple (UNESCO site), the Celtic hypogeum, and Piazza Paolo Diacono. A multimedia room will be set up within the Monastery to tell the historic environment and its transformations.

The pilot action in Labin will focus on the global promotion of all the cultural heritage in the area of Labin and the development of a mobile application that will serve as a guide for all cultural heritage assets and events. The pilot area is the Park of Sculpture Dubrova.

In Zadar, the Dalmatian Sphinx will become one key element in re-balancing the tourist flows from the Zadar city centre, which is already packed with tourists during the summer season, to the surrounding neighbourhoods, outside the summer season. Thanks to Recolor, the visitor will reconstruct (virtually or with a help of a tour guide) the historical time period that the Sphinx was built in, its original condition and all the other interesting information. This pilot action will be realized with the participation of local stakeholders (Depts of Archaeology and History at Uni Zadar, citizens and local community) for enhancing the new cultural attraction and developing cultural tours.

City of Zadar's benefit on participation in the project would be increased tourist interest and offer in the urban and/or natural landscapes around the city, the ones characterized by relevant heritage but not included in the traditional tourist circuits. Once the cultural and natural heritage is evaluated, the project will help the City to promote and enhance the itineraries related to surrounding territory. As a result, this will affect and enrich the touristic offer of the whole Zadar County, especially outside the main summer season. In addition to the renovation and valorisation of the Sphinx itself, renovation of the surrounding area is also planned alongside creation of an application that will allow the locals and their guests to read, see and hear interesting information about the pilot location. The traditional tourist tour will also be enriched with a virtual tour, the so-called virtual walk, as an indispensable feature of modern technologies. Emphasis is placed on enriching rather than replacing the traditional tourism tour, since the project also aims at directing the tourist route from the peninsula to other parts of the city that are also rich in cultural heritage, which has not been sufficiently recognized or valued so far.

Šibenik is currently in the process of revitalization of its four fortresses to enable tourists to first visit the old town's nucleus, then the fortresses and finally to create either artistic representations or photographic records of the town. The pilot in Šibenik focuses on the Renaissance church of St. John, also known as Piccola Loggia. Through the project Recolor,



the city plans to establish a local market with a school of painting and workshops in the areas of the city which are less visited by tourists.

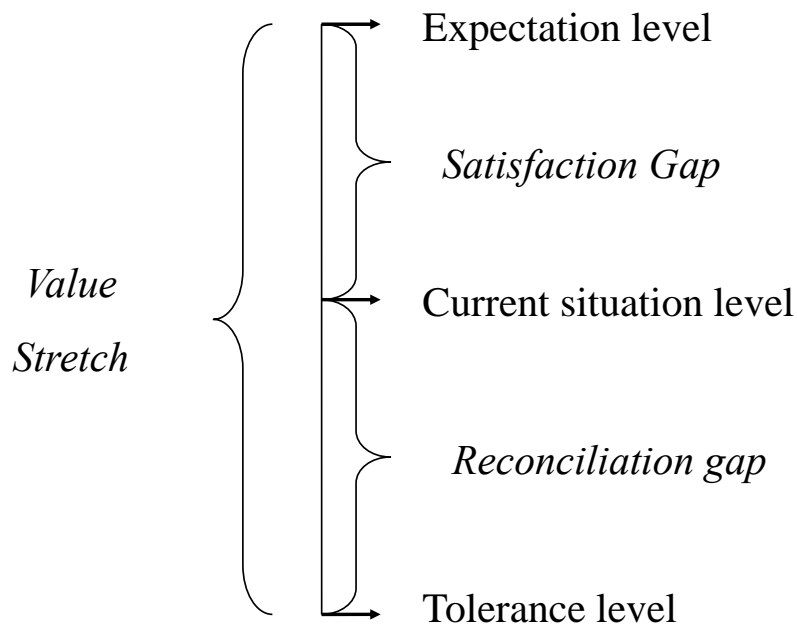
The definition of a transnational action plan requires to share best practices and experiences which are examples of sustainability. Moving from our previous report on the best practices, it is possible to already find connections between several best practices and the objective that each partner laid down for the project Recolor.

The Renaissance Sights in Montefeltro and the revitalization of the cities of industrial heritage performed by Labin are good examples of culturally sustainable practices which can be shared among partners. These practices convey the message of the connection between scientific research and tourism, and the connection between culture and interpretation. Social sustainability is currently a critical element of the tourism offer in Croatia. Taking advantage of the experiences of the “Friends of the Fortresses” in Šibenik and the “City of Misteri” in Campobasso could help in making tourism flows more sustainable for the local population. The experience of the “Tour guides” in Cividale del Friuli could be transferred to other locations such as Montefeltro and Campobasso to create synergies between economic sectors through tourism.

### 3.4 Comparison between the local focus groups’ results

The results of the focus groups allow to construct a *value stretch* for each location and to analyze the gaps between and among the levels detected thanks to the focus group conducted in each partner area of Recolor. The following figure presents a visual representation of the Value Stretch Model and its gaps described in paragraph 3.2.

## The Value-Stretch Gap-Analysis Model



To better understand the gaps, recurrent items have been signaled with different colors in the tables for each partner area shown in the next paragraphs.

In red we detect the so called “red lines”, this means unacceptable impacts of tourism already affecting the destination. In blue we identify the “mirror indicators”, in other words characteristics expressed in a negative form in one of the first two levels and with a positive connotation in one of the last two levels. In green we identify the so called “green lines”, this means positive impacts of tourism already characterizing the destination and for which the interviewed community has a positive perception since their expectation is to have these impacts also in the future.

Reading through the tables and the gaps also allows to identify the so called “value stretch” (in orange when present), items recurring in each of the three levels (either negative - negative- positive, or negative-positive-positive).

Of course, looking at the ranking, we also have the possibility to identify the priorities to be considered during the planning and development phases of the local cultural tourism products, despite being red, green, mirror or value stretches.

The focus group allows to work on perceptions, for this reason a participatory Swot analysis - which will be the topic of our next report - has followed the focus group held during the field visits, in order to put perceptions in line with current or future projects, planning or management activities.

Tables and comments for each partner area and gap will be discussed in the second part of the report. Here instead we discuss the main themes which emerged in a comparative perspective.

Several themes emerge from the analysis and comparison of the results of the focus groups. The stages of tourism development appear widely different between Italian and Croatian locations, which are currently on different phases of the life cycle of tourism. Italian locations should concentrate their efforts on tourism planning, a stage that is partly achieved in Croatia for the time being although it is interpreted as “spatial planning” more than “tourism planning”. This evidence is likely to be attributed to the distinction between the sectors of culture and tourism which is more pronounced in Italy than in Croatia.

Montefeltro and Campobasso are internal areas with issues related to accessibility; Cividale del Friuli is also an internal area but with a higher degree of accessibility as it can be reached by train. Accessibility is indeed a crucial theme for the Italian destinations regardless of quality and quantity of the local cultural heritage. Stakeholders in Montefeltro and Cividale call for a joint, participative planning of the local tourism development and for a coordination between the activities of the stakeholders in the sectors of culture and tourism.

Moving to the Croatian areas, great investments have been recently done in Labin to preserve the cultural heritage. The city focused on industrial archaeology and the reconstruction of the local identity as an area of coal mines and the role of employment in the mining sector for the local communities. Tourism is well managed in Labin and it is primarily interpreted as cultural valorisation rather than tourism valorisation. The city is well organized and ready to receive tourism flows.

Zadar instead is a big city where tourism development is analysed in a spatial planning perspective, in particular how to manage urban spaces and infrastructures.

Šibenik is a mass destination for seaside tourism with high degree of seasonality. The city is currently investing to diversify the tourism offer through the valorisation of its cultural heritage (e.g. thanks to Unesco and European funds). The coexistence between locals and visitors is peaceful and does not pose issues of social sustainability. The local stakeholders are aware of the higher potential of Šibenik, but they struggle to identify positive elements to keep on investing in the future.

## PART II

### 4. Cividale del Friuli

The meeting in Cividale del Friuli took place on September 9<sup>th</sup> and 10<sup>th</sup>. The focus group was performed in the afternoon of the first day of the visit in the premises of the municipality of Cividale. The field visit of the city occupied the morning and early afternoon of the second day.

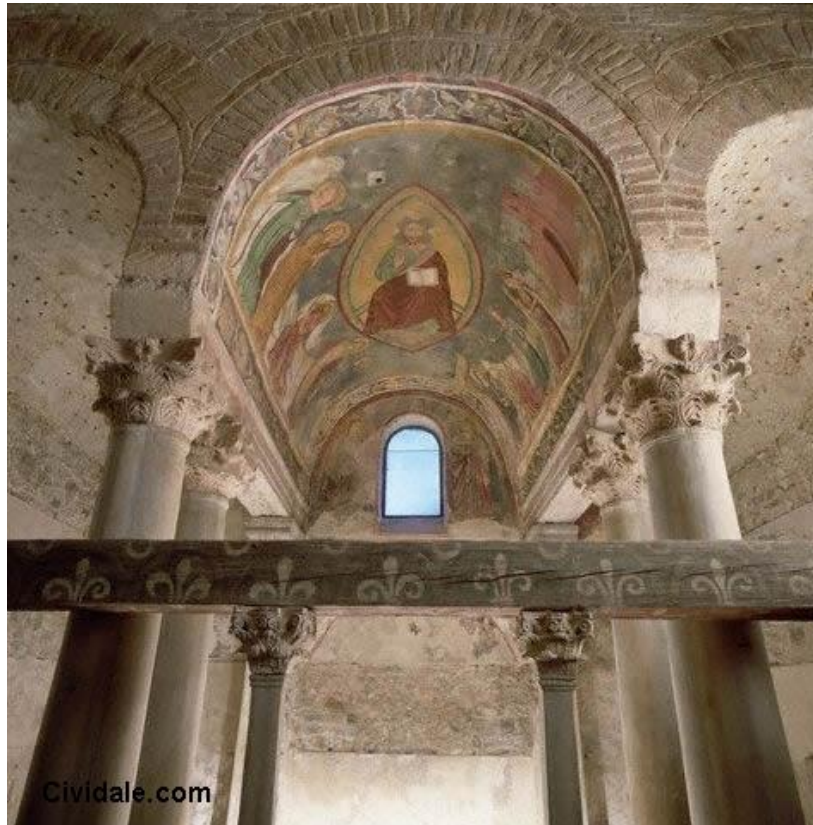
#### 4.1 Presentation of the pilot area

Cividale aims to show some transformations of its landscape making visible and understandable what cannot be seen anymore. Using 3D reliefs, virtual reconstructions and augmented reality, interventions will focus on the Monastery of Santa Maria in Valle with the Longobard Temple (UNESCO site), the Celtic hypogeum, a not easily accessible site; the ancient baptistery under the entrance of the Duomo; Piazza Paolo Diacono, centre of Longobard Cividale, where the ducal court was located. A multimedia room will be set up within the Monastery and it will be the place where to story tell the historic environment and its transformations.

The Longobard Temple, shown below, will benefit from 3D reconstructions and virtual tours, a storytelling and a didactic hall.







The Celtic hypogeum and Paolo Diacono square will also be the object of 3D reconstructions. For the hypogeum a virtual tour will also be realized, while the square will be included in the Forum Iulii's tourist route.







#### 4.2 Visit to the pilot area

The visit of the city occupied the morning and early afternoon of the second day. During the visit the CAST team was accompanied by a professional guide. The Christian Museum and the Archaeological Museum offer wonderful examples of the Era of the Patriarchs and the Era of Longobards in Cividale. Both are very well organized with material in Italian and foreign languages.



On the other hand, the Museum of Puppets provides informative material only in Italian and is not accessible to visitors with reduced mobility. The museum is unique, showing hundreds of handmade puppets and accessories and would immediately benefit from the availability of material in foreign languages.

The cores of the pilot area of the project Recolor are the Tempietto Longobardo and the Celtic Hypogeum. The second floor of the Tempietto Longobardo, which is accessible from the courtyard of the Monastery of Santa Maria in Valle, is currently closed and its opening is set for January 2020.

The Celtic Hypogeum is another core object of the pilot area. Its accessibility is limited to people with full mobility and depends upon the weather conditions. Our visit confirms the need to invest in this historical area of Cividale both in loco and with 3D technologies to allow year-round visits.



The city already offers a diversified tourism offer with cultural and natural routes, bike tourism and religious tourism.

#### 4.3 Focus group

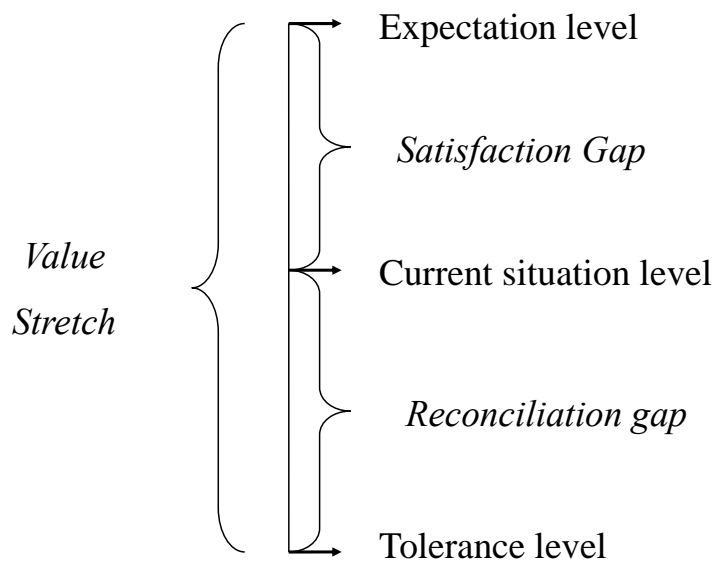
The focus group in Cividale del Friuli took place on September 9<sup>th</sup> 2019 in the premises of the municipality.

The discussion which emerged from the focus group highlighted the strengths and weaknesses of the city with respect to tourism development. Firstly, tourists visiting Cividale are satisfied of the cultural offer of the city and the diversified experiences which can be done such as guided tours, bike tourism, religious tourism etc. The stakeholders highlighted

that the degree of collaboration between the private and the public sector could be improved as much as the coordination between the actors of the cultural sector and those of tourism. On the other hand, the participants noted that the hospitality offer in Cividale and the surrounding areas is insufficient with respect to the tourists' demand and the city also suffers by a shortage of qualified staff with respect to the local cultural offer. Tourism in Cividale is characterized also by a high degree of seasonality with a peak in the summer months and an overall short length of stay which likely originates from the lack of events in the evening once the cultural tour is completed.

The results of the focus groups allow to construct a *value stretch* for each location and to analyze the gaps between and among the levels detected thanks to the focus group conducted in each partner area of Recolor. The following figure presents a visual representation of the Value Stretch Model and its gaps described in paragraph 3.2.

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Reading through the tables and the gaps also allows to identify the so called “value stretch” (in orange when present), items recurring in each of the three levels (either negative - negative- positive, or negative-positive-positive).

Of course, looking at the ranking, we also have the possibility to identify the priorities to be considered during the planning and development phases of the local cultural tourism products, despite being red, green, mirror or value stretches.

The focus group allows to work on perceptions, for this reason a participatory Swot analysis - which will be the topic of our next report - has followed the focus group held during the field visits, in order to put perceptions in line with current or future projects, planning or management activities.

#### Tolerance level

<b>Characteristics</b>	<b>Importance ratio</b>
Lack of public private partnership and coordination	98%
Loss of authenticity	96%
Loss of cultural identity	93%
Cultural heritage degradation	91%
Lack of tourism planning	87%
Lack of participation in tourism (social segregation)	87%
Loss in quality of tourism services	84%
Uncontrolled raise of tourism flows	80%
Standardized vehicled image	80%
Standardized commercial offerings	80%
Lack of contents in the offered cultural experience	80%
Lack of public participation in the tourism policy decision making process	78%
Increase in trash	73%



Lack of ecological and sustainable mobility system	73%
Lack in cooperation with other destinations for tourism promotion	73%
Standardized and repeated events	69%
Real estate speculation with non-coherent architectural styles	69%
Short term visits to cultural attractions	64%
Increase of illegal shops	64%
Pollution of river's water	60%
Queuing to access cultural attractions	58%
Not well-educated tourists	58%
Lack of a monitoring system on tourism impacts	56%
Lack of proper signage	53%
Changes in the lifestyle of residents	51%
No bookshop	47%

The tolerance level in Cividale shows in the first rank the perceived *value stretch* of this focus group: a lack in coordination and cooperation among private and public stakeholders operating in the fields of tourism and culture. This missing characteristic denotes a need for a better coordination and a governance system to be implemented at the local scale as well as in the relationship with the upper administrative level (region). This is reinforced by the mirror item “lack of planning”, which is firstly ranked in the future expectation level.

In terms of sustainability this shows a great awareness of the local stakeholders about the approach to be adopted: participatory planning (“lack of public participation in the tourism policy decision making process”), sharing information (“lack of a monitoring system on tourism impacts”) and a governance structure allowing the tourism and culture operator to share views and to find common solutions to individual or collective problems are a priority.

The only red line we identify is related to tourism behavior: tourists usually do not stay in Cividale but come and go for a short visit to the local cultural attractions. Having only one red line allows us to say that Cividale is operating well below its LAC and that the socio-cultural carrying capacity of the destination is under control.

#### Current situation level

Characteristics	Importance ratio (N)
Insufficient coordination between public and private sector	90%

Tourism as a secondary activity compared to others	90%
Lack of shared brand	90%
Lack of toilets for the large public	90%
Insufficient awareness of the value of cultural heritage	88%
Insufficient public funding compared to the cultural relevance of the destination	88%
Limited economic impact of tourism on the area	83%
Insufficient average duration of visits (short term daily visitors)	81%
Insufficient technological development	81%
Lack of accommodation facilities	81%
Low preparation of tourism operators on cultural heritage attractions	81%
Insufficient integration in the supply, limiting the access to cultural heritage	79%
Lack of widespread accommodation facilities	79%
Lack of training opportunities on cultural heritage for local suppliers	71%
High prices	71%
Tourism with an improving expenditure propensity	69%
High seasonality	60%
Lack of nightlife activities	60%
Events taking advantages to specific categories	57%

<b>Characteristics</b>	<b>Importance ratio (P)</b>
Good cultural offerings (museum pole)	90%
Tourists satisfied with the visit experience	90%
Cooperation among entities in charge with the management of different cultural attractions	90%
Integrated ticket for visiting cultural heritage attractions and regional card	86%
Strategic position of the city	81%
Night and sunrise openings of museums	79%
Cross border tourism are repeaters	79%
Tourist redesccovery of the city	76%
Initial offer of ecological and sustainable tourism products	71%
Good slow tourism packages (hiking and biking)	71%

Suspended ticket for the entrance of young people in museums	57%
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The current situation level allows to have a picture about negative and positive aspects perceived by the local tourism and culture stakeholders in respect to the current tourism practice in the destination. From the table above, we immediately see that there is a predominance of negative perceptions related to the current situation. This might be related partially to the cultural attitude of Italian stakeholders, which always show a great pleasure in complaining. On the other hand, we find first ranked, in a sequence negative-negative-positive, our value stretch. To sum up, the perception of the focus group participants is as follows: we know there are several negative characteristics of the current tourism development, but we think that with a better coordination we might improve the situation. Furthermore, the two mirror indicators give further details about the actions to be implemented in order to change what is not properly working: the lack of a brand shared by the community and the lack of training are something the participants perceive as relevant to work on in the future.

Among the existing positive characteristics, the focus group said that an initial coordination among the different stakeholders in charge of the management of the local attractions (municipality, state, private associations) already exist and that this could be further institutionalized thanks to the creation of a permanent coordination board.

#### Expectation level

<b>Characteristics</b>	<b>Importance ratio</b>
Participatory tourism planning	100%
Coordination and synergies among private and public stakeholders	100%
Periodic monitoring (shared among stakeholders) of tourism monitoring (perception, sentiment analysis, economic impact)	100%
Tourism as an opportunity of socio-economic development of the city thanks to a diversified supply	100%
Training opportunities for tourism actors on cultural heritage	97%
Diversified tourist and cultural offer and cultural heritage interpretation	94%
Efficient promotion and communication of cultural heritage	91%
Increasing experiential and creative tourism in a long term perspective	91%
Increasing story living experiences	91%

Integrating cultural offerings with gastronomy, local culture and standard visit to cultural heritage	88%
Flexibility and coordination of restaurants during opening hours	88%
Identification of places and spaces for communication within the city (banners, posters, etc.)	85%
Using big data for visitor's profiling	85%
Creating a unique web portal collecting information about all the events	82%
Giving more visibility to creative tourism opportunities	82%
Investing in the promotion of the destination for individual tourists	82%
Giving Cividale its pivotal role for the region also within tourism policies development	82%
Night lightening of cultural heritage	79%
Building a periodical coordination board	79%
Better interventions of Turismo FVG supporting Cividale in prolonging the length of stay	76%
Developing a participatory process for branding	70%
More exchanges opportunities between tourists and residents	70%
Identification, with a participatory approach, of the target markets	67%
Tourism as a driver for cooperation among stakeholders	61%

The expectation level gives the participants the opportunity to dream about wishes for the future, giving the possibility to identify future projects and strategic development axes. We find here first ranked several mirror indicators and value stretches already described in previous levels, but also some suggestions on how to reach these priorities.

What we may conclude for Cividale is that the local stakeholders ask for participatory planning in tourism in order to reach better coordination and support sustainability together with a better socio-economic impact of tourism on the destination. In this respect cultural heritage plays a pivotal role as a driver for supporting new forms of cultural tourism also influencing the length of stay of visitors.

## 5. Montefeltro

The meeting in Urbania on March 4<sup>th</sup>-5<sup>th</sup> 2019 hosted the kick-off-meeting of Recolor and first study visit. The focus group took place on March 4<sup>th</sup> before the kick-off-meeting while the study visit was organized on March 5<sup>th</sup>.

### 5.1 Presentation of the pilot area

Montefeltro is an Italian region located between Emilia Romagna and Marche with a long-standing history. Its name comes from the Montefeltro family, which ruled in the area during the Middle Ages and the Renaissance.



“The balconies of Piero” are small viewpoints scattered along the two streets that Piero della Francesca used to travel on to reach the clients in Urbino and Rimini. These still intact landscapes can still be admired today thanks to “cultural sighting points” with educational panels with reproductions of some paintings by the Maestro and the original landscapes of the Renaissance compared to the current ones.

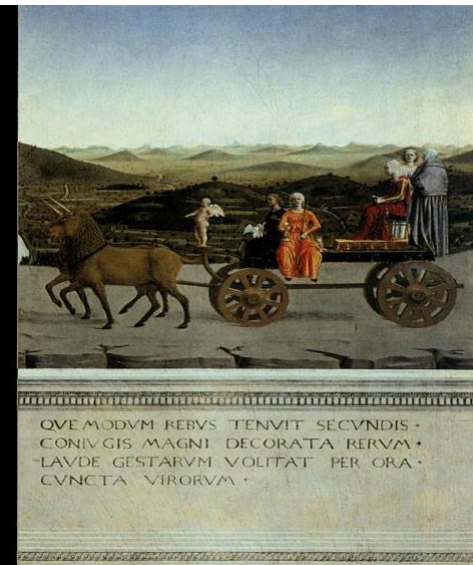
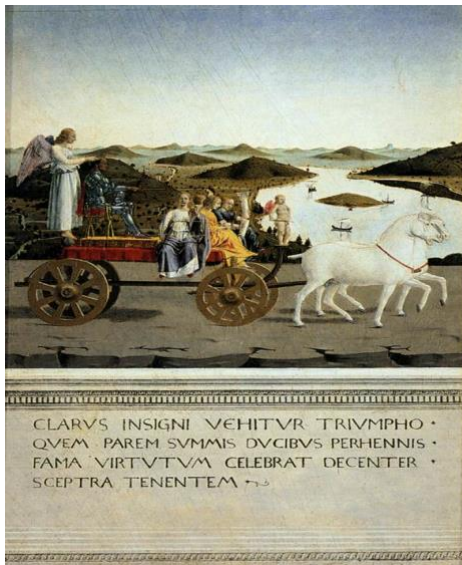


In the town of Pennabilli (province of Rimini) two viewpoints have been created on the landscapes that form the backdrop of the Mona Lisa, thus creating an open-air museum that takes visitors inside the landscapes of Renaissance masterpieces. The other balconies are located in Montecopiolo (“La Resurrezione”), San Leo (“Ritratto di Battista Sforza” and “San Gerolamo”), Villagrande di Montecopiolo (“La Natività”), Ca’ Mocetto (“Ritratto di Federico da Montefeltro”) and Petrella Guidi (“Il Battesimo di Cristo”).

The pilot actions will take place in the Emilia-Romagna part of the Montefeltro area, which includes some municipalities of the Rimini hinterland, and in the area of Pesaro-Urbino. The idea for the pilot action in Emilia Romagna is based on previous activities undertaken within the Montefeltro area, where many local stakeholders have been involved. The pilot area in Montefeltro is in the area of Urbania and Urbania covered by GAL Montefeltro and it aims at offering itineraries that put the landscape in relation with visitors.

## 5.2 Study visit to the pilot area

The guided tour to the Renaissance balcony in Pieve del Colle, nearby Urbania, started with a presentation of the balcony by a professional guide. The balcony “I Trionfi” in Pieve del Colle shows the landscape painted by Piero della Francesca in his “Doppio Ritratto dei Duchi di Urbino” (“The double portrait of the Dukes of Urbino”, also known as “The Diptych of Federico da Montefeltro and Battista Sforza”) which belongs to the collection of the Uffizi Gallery in Florence. Federico and Battista are portrayed one in front of the other on the terrace of Pieve del Colle over the Valley of Metauro. The reverse side of each paint shows “I Trionfi – The Triumphs”.



The balcony can be reached by a short walk on a signalled route. On site, the visitor can read about the work of Piero della Francesca and compare the actual landscape with a representation of the painting's landscape on a dedicated support.





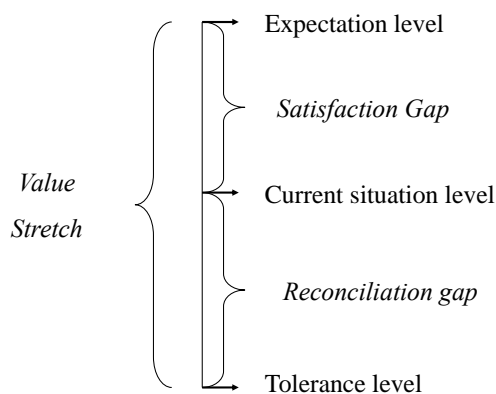
### 5.3 Focus group

The focus group in Urbania was organized on the first day of the kick-off-meeting of the project.

The discussion which emerged from the focus group highlighted the important role of the local identity and the will of the local stakeholders to differentiate Montefeltro from competitors such as Umbria and Toscana. A positive feature which emerged was indeed the sense of authenticity that tourists still experience in Montefeltro. The definition of a local brand would help in maintaining this authenticity. On the other hand, several negative characteristics emerged which are related to the difficulty to create networks. Several stakeholders highlighted the current lack of collaboration between the private and the public sectors. The same criticality emerged between actors of the cultural sector and the tourism sector which frequently do not share initiatives and planning. Despite these criticalities, tourists are becoming more aware about the cultural offer of Montefeltro and the GAL Montefeltro is very active in both governance and planning. Tourism is not perceived as highly seasonal but connected to bigger events in Urbino or nearby cities. On this regard, the lack of collaboration between stakeholders frequently does not allow to seize opportunities of joint initiatives which could attract tourists to Montefeltro.

The results of the focus groups allow to construct a *value stretch* for each location and to analyze the gaps between and among the levels detected thanks to the focus group conducted in each partner area of Recolor. The following figure presents a visual representation of the Value Stretch Model and its gaps described in paragraph 3.2.

#### The Value-Stretch Gap-Analysis Model



To better understand the gaps, recurrent items have been signaled with different colors in the tables for each partner area shown in the next paragraphs.

In red we detect the so called “red lines”, this means unacceptable impacts of tourism already affecting the destination. In blue we identify the “mirror indicators”, in other words characteristics expressed in a negative form in one of the first two levels and with a positive connotation in one of the last two levels. In green we identify the so called “green lines”, this means positive impacts of tourism already characterizing the destination and for which the interviewed community has a positive perception since their expectation is to have these impacts also in the future.

Reading through the tables and the gaps also allows to identify the so called “value stretch” (in orange when present), items recurring in each of the three levels (either negative -negative-positive, or negative-positive-positive).

Of course, looking at the ranking, we also have the possibility to identify the priorities to be considered during the planning and development phases of the local cultural tourism products, despite being red, green, mirror or value stretches.

The focus group allows to work on perceptions, for this reason a participatory Swot analysis - which will be the topic of our next report - has followed the focus group held during the field visits, in order to put perceptions in line with current or future projects, planning or management activities.

#### Tolerance level

<b>Characteristic</b>	<b>Importance ratio</b>
Lack of long-term management of project results	87%
Lack of promotion of the area	84%
Lack of a vision and an international perspective	84%
Lack of hospitality and capability	82%
Abandon of agriculture	80%
Loss of identity	78%
Loss of authenticity	76%
Lack of planning	76%
Trivialisation of the local cultural tradition	76%
Standardized tourism offer	76%
Changes in landscape due to anthropisation	73%
Loss of esthetic values	69%
Campers	64%
Inappropriate signage	62%
New tourism resorts	60%



Increase in traffic	60%
Trivialisation of cultural experience	60%
Air pollution	58%
Lack of attention to accessibility	58%
Loss of public services	56%
Increase in tourism signage	56%
Excessive attention to gastronomy	53%
Low level commercial activities	51%
Uncontrolled increase in tourism flows	51%
Tourism speculation/increase in prices	51%

The situation in Montefeltro shows five red lines and three mirror indicators. The first one denotes a lack of vision and international perspective, this means that local stakeholders perceive the destination as not yet well defined in terms of strategy on international markets. Just after this first red line we find the second one, the perceived capability of locals to be hospitable is very low. Lack of planning, attention to accessibility (which is quite difficult in the area, belonging to the so called “internal areas”) and the increase in prices are the three other perceived negative impacts already affecting the destination.

The mirror indicators shows concern for a possible loss in authenticity, which is asked to be maintained in the future expectation level; the fear of changes in the landscape due to anthropisation for which again the focus group participants ask to work on in the future; the low quality of commercial activities, expected to be improved in the future.

#### Current situation level

Characteristics	Importance ratio	N
Lack of strategy supporting cooperation and networking	95%	N
Lack of typical products promotion	95%	N
Lack of leadership from Urbino	95%	N
Short term tourism related to events	95%	N
Difficult public private cooperation	90%	N
Resident’s training	87%	N
Low skilled tourism operator	79%	N
Geopardised supply, lack of organisation and networking	79%	N
Lack of cohesion among local tourism stakeholders	77%	N
Frustration because of missed opportunities	74%	N
Lack of private investments	74%	N

No area concept available	72%	N
Geopardised public intervention	69%	N
Montefeltro doesn't exist as a brand	69%	N
Low economic impact of tourism on development	69%	N
Low prices/low average expenditure of tourists	67%	N
Tourists not aware about cultural potentials in the area	64%	N
Low socio-economic impact of tourism on the area	62%	N
Difficult accessibility	59%	N
Low quality tourism (cultural level)	54%	N
Medium low quality of accommodation services	54%	N
Lack of vision and openness to the world	54%	N

<b>Characteristics</b>	<b>Importance ratio</b>	<b>P</b>
Family tourism	95%	P
Initial awareness of the role of culture	72%	P
Low seasonality	72%	P
New cultural tourism products (theaters residencies)	72%	P
Tourism contributes in raising awareness of residents	62%	P

In the current situation level, we find again as in Cividale a redundant list of negative items, even though only one red line is ranked above 70% of importance ratio. In the negative items there are several mirror indicators, showing that the local stakeholders have a quite clear picture about what is needed in order to improve the situation in the future. Namely, they ask for investments in typical products promotion (Marche region has in recent year developed and promoted quality and organic agriculture, rediscovering ancient crops and products), to support public private cooperation, to work on the empowerment of local tourism operators also thanks to the development of a brand and to make in sort of that tourism better contributes to local development.

Among the positive features we only identify one green line, namely a green line on which stakeholders have a very low control, which is a currently low seasonality.

#### Future expectation level

<b>Characteristics</b>	<b>Importance ratio</b>
Increase in the quality and competence of the operators	100%
Job creation and business	100%
Shared and professionally organized tourism	100%

Public-private collaboration	96%
Care of the landscape and protection of the territory	96%
Tourism as a networking opportunity	96%
Maintaining authenticity	93%
Economic liveliness	93%
Alignment with European regulations for competition and legality	89%
Urban decor	89%
Stimulate the cultural and creative value of tourism	89%
Non-seasonal tourism	89%
Keep businesses in the area	85%
Reflection on shared identity	81%
Enhancement of agri-food production	81%
Born and remain in the territory (stopping population drain)	78%
Recognition and enhancement of the university identity of Urbino	74%
Rediscovery of the four elements (air, earth, water, fire of the Renaissance)	70%
Promotion of quality urban shops	70%
Greater availability of data	67%
Promotion of book and editorial excellence	67%

In the future expectation level, we find three features with the highest possible score: increase in the quality and skills of local operators, the need of job and businesses related to tourism, which should be professionally organized. We might conclude that for Montefeltro the priority in order to operate in a sustainable way is to promote the enhancement of professional skills in the culture and tourism sectors. The need for more cooperation also characterizes the perceptions about the future expectations and, more relevant for Recolor, the need to take care of the landscape and maintain authenticity.

## 6. Campobasso

### 6.1 Presentation of the pilot area

The visit to Campobasso and the focus group were both done on October 22<sup>nd</sup>, 2019.

The pilot area covers the historical city centre and the focus of the project Recolor is indeed to valorise the city centre and to design and implement strategies and actions aimed at a wise and sustainable valorisation of some key locations and events such as the Festival of Misteri.

The main attraction of Campobasso is the Castello Monforte, built in 1450 by the local ruler Nicola II Monforte, on Norman ruins. The castle has guelph merlons and lies on a commanding point, where traces of ancient settlements (including Samnite walls) have been found. The current construction is the result of later rebuilding after the earthquakes of 1456 and 1805.

An important intangible heritage of the local community is the “Misteri” procession held on the Feast of the Corpus Christi. The special machines carry on the shoulders of bearers are special machines conceived in 1740 by the sculptor Paolo Saverio Di Zinno, symbolizing the mysteries of Christianity. These machines, representing angels, devils, saints and the Virgin Mary, host children and adults that look like floating in the air as their ample costumes hide the support.







## 6.2 Visit to the pilot area

The visit to the historical centre of Campobasso took place in the morning. During the visit we were accompanied by Sabrina Tirabassi, who is the responsible of Campobasso for the project Recolor, and a member of the city council. We began our visit at the

The city tour proceeded with a visit through the historical city centre where several building such as the Cathedral and the church depicted in the painting are unfortunately not open to the public due to the earthquake's related damages.

We conclude our city tour with a guided visit to the Museo Sannitico. The collection of the museum covers the period from Prehistory to the Middle Ages and it exhibits original artefacts from the Samnites. The museum is open from Monday to Sunday with free access.

## 6.3 Focus group

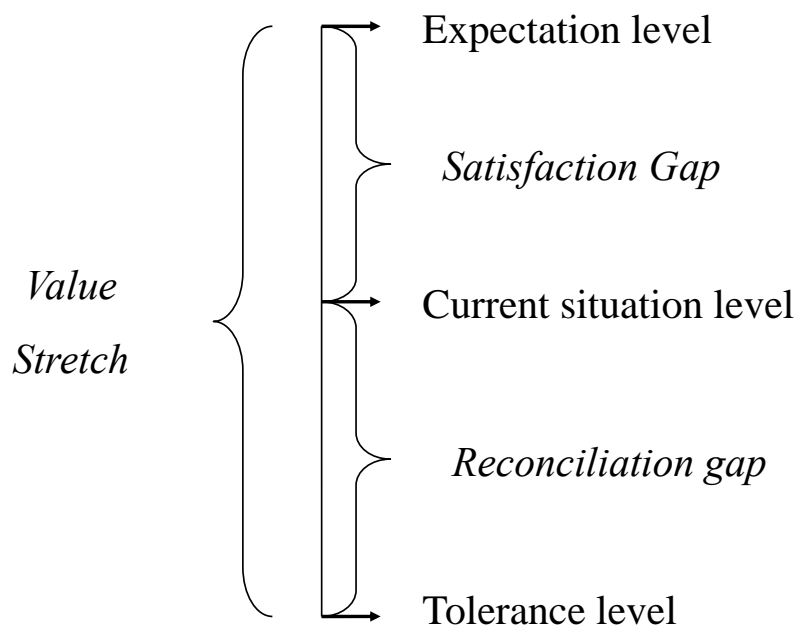
The focus group took place in the afternoon in the premises of the municipality of Campobasso. The participants were local stakeholders and officials of the municipality from the fields of tourism, hospitality and culture.

Most of the themes which emerged from the discussion were criticalities of the tourism sector not only in Campobasso, but in the Regione Molise as a whole. The presence of tourists is scarce and a Regional Tourism Plan had just been approved in October 2019. The main theme is the very limited presence of tourism in the city which suffers from insufficient

planning and an excessive focus on the Corpus Domini Fair. Examples of the limited vocation of the city towards tourism is the absence of an info-point, the availability of menus only in Italian language in restaurants, the absence of tourism signals across the city and the generalized lack of professionals in the field.

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The focus group allows to work on perceptions, for this reason a participatory Swot analysis - which will be the topic of our next report - has followed the focus group held during the field visits, in order to put perceptions in line with current or future projects, planning or management activities.

Tolerance level

Characteristics	Importance ratio
Public transport in crisis	89%
Increase in waste	83%
Low accessibility	81%
Negative impact on the natural environment	80%
Urban mobility difficulties due to infrastructure deficiencies	80%
Parking problems	74%
Undifferentiated / mass tourism	74%
Increase in crime	72%
Conservation risks of cultural heritage	72%
Loss of city light caused by pollution	70%
Loss of identity	69%
Worsening / denaturalization of the food and wine offer	69%
Crowding of the streets	63%
Large shopping malls	63%
Night chaos	61%

Ghettoization of certain areas	59%
Lack of coordination of flows	59%
Rising prices in all sectors	57%
Lifestyle change	54%

For the tolerance level in Campobasso we only find two red lines, namely the low accessibility to the area (again a so called “internal area”) and the lack of coordination in the management of tourism flows. Lack of coordination seems to be a recurrent item in the three Italian destinations, also reflecting the separation in many cases of the two sectors (tourism and culture) in the public policy making administrations.

As far as the mirror indicators are concerned, we only find two of them (urban mobility and loss of identity) which recur in the future expectation level. Mainly the first ranked features for the tolerance level are related to mobility issues affecting the city. Any cultural tourism development project should then also think about solutions guaranteeing a better mobility.

#### Current situation level

Characteristics	importance ratio	N
Lack of an infopoint	100%	N
Attention focused on the corpus domini	93%	N
Lack of tourist signs	93%	N
Difficulty using Campobasso as a base	89%	N
Discomfort of cultural operators due to the lack of coordination	89%	N
Lack of qualified accommodation	89%	N
Lack of a mentality devoted to hospitality (e.g. menu and services in English)	89%	N
Lack of a formal network between operators	85%	N
Lack of data	85%	N
Lack of information	78%	N
Missed impact of tourism	74%	N
Skepticism of people in their 50ies	67%	N
Business tourism little perceived and only in the city center	63%	N
Imbalance between center and periphery	56%	N



<b>Characteristics</b>	<b>importance ratio</b>	<b>P</b>
Satisfied tourists	74%	P
Approval of the regional strategic plan	70%	P
Emergence of tourism	63%	P
Presence of medical tourism	59%	P
Amazement of the elderly for the presence of tourists	56%	P
New neighborhood initiatives	56%	P
Increase in tourists in autumn / winter	48%	P

The current situation shows, as in the other Italian destinations, a predominance of negative features detected. In Campobasso it seems that the most important missing prerequisite for tourism development is an information point for visitors. Campobasso is not perceived as a good starting point for visiting other places in the region, due to accessibility issues. The participants to the focus group call for a better mentality which could also contribute in improving the impact of tourism on the area. Campobasso shows the classical “non tourism” situation, in which the local stakeholders have negative perceptions about the destination, namely the only green line which was possible to identify is the approval of the regional strategic plan for tourism, giving the impression that local stakeholders wait for interventions from outside the destination.

#### Expectation level

<b>Characteristics</b>	<b>Importance ratio</b>
Job opportunities	100%
Better definition of the identity of the city	100%
Infrastructure improvement	96%
Improvement of the professionalism of cultural tourism	88%
Growth of city consciousness	83%
Greater recognition of the city	83%
Improvement of linguistic, physical and cultural accessibility	75%
Open-mindedness of the community	75%
Sustainable economic growth	75%
Fill educational poverty	71%

Greater planning and coordination	71%
Become ambassadors / ciceroni of the territory	63%

Despite the little contribution of tourism to the economic development of the city, the focus group participants see at least some possible future positive impacts of it. In particular tourism has to bring job opportunities, could contribute to the definition of the cultural identity of the city, also empowering the community not only economically, but also under social and educational aspects.

## 7. Labin

### 7.1 Presentation of the pilot area

The pilot in Labin focuses on the Park of sculpture Dubrova. The Park was created through the activities of the Mediterranean sculpture symposium, a manifestation of international significance that from the 1970s, enriches the impressive collection of sculptures in Istrian stone. It offers unique moments of art and nature in an open-air gallery and it extends on 33 hectares of land with natural valleys and rich and varied flora. The Park has a trail called Bijela Cesta and the Amfiteatar Dolac, a venue for performances, concerts, theatre, and various events for visitors. The Dubrova Sculpture Park is open to visitors all year round, 24 hours a day.



- 2) Sustainability study to define services and products that the Mediterranean Sculpture Symposium, along with the Park, will offer for financial sustainability. Other actions will be the definition of the final price per person and groups, number and type of souvenirs

etc.

- 3) The virtual tour will be integrated with a new web page to attract visitors and for online promotion

## 7.2 Focus group

The focus group in Labin took place on September 15<sup>th</sup> 2019. The list of participants follows.

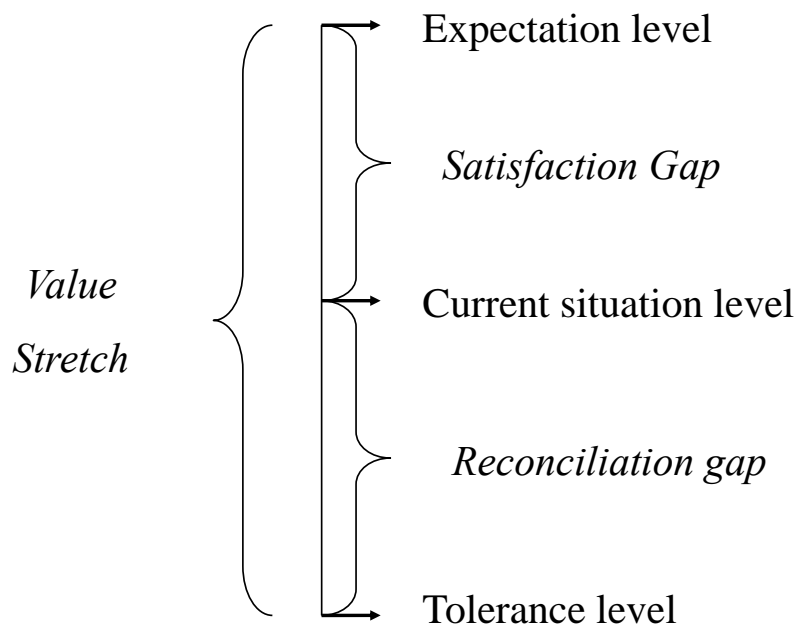
Name	Affiliation to tourism
Jurka Souček	Hotel manager
Eda Griparić	Senior Advisor at Culture Department (Istra County)
Daniela Mohorović	Head of Open University of Labin/Engaged in the business of renting accommodation in tourism
Anja Šumberac	Educated in the field of Cultural Heritage and Tourism/ work experience in tourism
Ljiljana Tadić Komadina	Assistant at Juraj Dobrila University in Pula (Culture and Tourism) / EU projects coordinator at Open University of Labin
Federika Mohorović Čekada	Deputy major
Nada Prodan Mraković	Head of Tourism department of Istra County / former Tourist Board Director
Patricija Terković	Engaged in the business of renting accommodation in tourism / Economic and Development Advisor - City of Labin
Ana Černjul	Professional associate for EU projects
Edin Begić	Local Action Group (LAG)
Daniel Mohorović	High school professor / Engaged in the business of renting accommodation
Jasmin Mahmutović	Tourist Board Director
Renata Kiršić	Managing association Dubrova Sculpture Park / Engaged in the business of renting accommodation
Alis Šaina	Craftsmen's Association/ Runs an art gallery / Engaged in the business of renting accommodation

Tourism plays a major role in the economy of the city of Labin and the cooperation between stakeholders is good. There have been an increase in employment in the sector with also self-employment opportunities. The quality of the infrastructure is good although the maintenance of tourism infrastructure is not performed regularly. The number of cultural events and actions to promote and preserve the local heritage are increasing although more incentives would be beneficial to the cultural sector. The preservation of heritage is highlighted in the proceedings of the meeting also in the weak points of tourism in the city where the authenticity could be better preserved and the satisfaction of the population could be improved.



The results of the focus groups allow to construct a *value stretch* for each location and to analyze the gaps between and among the levels detected thanks to the focus group conducted in each partner area of Recolor. The following figure presents a visual representation of the Value Stretch Model and its gaps described in paragraph 3.2.

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The focus group allows to work on perceptions, for this reason a participatory Swot analysis - which will be the topic of our next report - has followed the focus group held during the field visits, in order to put perceptions in line with current or future projects, planning or management activities.

#### Tolerance level

Characteristics	Importance ratio
Negative environmental impact	100%
Destruction of cultural heritage	100%
Uncontrolled/unplanned tourism development	97%
Loss of identity	90%
Over-dependence on tourism	77%
Compulsory lifestyle changes for local population	73%
Increase in prices	63%
Excessive construction	60%
Depopulation of the old city center	60%
Poor working conditions in tourism industry	57%
Population non-involvement in tourism development	57%
Traffic jams / lack of parking spaces	47%

The focus group conducted in Labin shows a perceived priority related to possible negative impacts of tourism on the environment and on cultural heritage, together with uncontrolled or unplanned tourism development. The only red line we could detect is the one related to the increase in prices as a consequence of tourism development. This has to be related to the specific characteristics of the town, which is has a population of around 10.000 inhabitants and is rich in cultural heritage. It has become in recent years a tourism destination for visitors interested in contemporary history and has seen a positive development of cultural tourism. The focus group is aware about the needs of the local population in terms of participation in

tourism planning and the fact that to avoid a loss of identity one should also take into consideration urban spaces and their occupation by locals.

Current situation level

CHARACTERISTICS	Importance ratio	N
Irregular maintenance of tourist facilities (infrastructure)	67%	N
Price increase	67%	N

CHARACTERISTICS	Importance ratio	P
Improved infrastructure	93%	P
Increase in employment	90%	P
Revaluation and preservation of cultural heritage	90%	P
General improvement in the appearance of the space	87%	P
Greater employment opportunities for women and young people	87%	P
Increase in number of cultural, sports and entertainment events available to the locals	83%	P
Improvement in living standards	83%	P
Reduction in the seasonal character of tourism	80%	P
Self-employment opportunities	77%	P
Multiculturalism	63%	P
Synergy / cooperation of tourism stakeholders	63%	P
Positive impact on education	60%	P
Appreciation and acceptance of others	47%	P

The current situation level in Labin shows a predominance of positive impacts of the current tourism exploitation and related to that a wide range of green lines, telling us that Labin is performing well below its LAC and socio-cultural carrying capacity. The situation on ground is a very good one and the local stakeholders are aware about the contribution the tourism sector has had for the town's recent development. In particular, the participants in the focus group see as green lines the preservation and revaluation of cultural heritage (which started nearly ten years ago), the increase in events and opportunities also accessible for the local inhabitants, a general improvement of the standards of living and a positive impact on education. The two red lines are ranked lower than 70%, telling us that this might be an issue if the purchasing power of locals decreases, but that up to now there are more positive impacts than negative ones.

#### Future expectation level

Characteristics	Importance ratio
More investment in the maintenance of cultural heritage	93%
Fostering authenticity	87%
Increase in population satisfaction	80%
Defining/ establishing Labin as the capital of culture	73%
Increase in standard of living	70%
Greater incentives for cultural programs	70%
Tourism as an incentive to raise the level of education	67%
Labin - the city of Matija Vlačić Ilirik	67%
Realization of the project "Underground city"	60%
Greater investment in infrastructure maintenance	53%
Greater opportunities for application for EU funds	40%

The local stakeholders are very satisfied about the investments made in cultural heritage preservation and ask to maintain this strategic line, also because it will help in fostering authenticity and resident's satisfaction. In the lower ranked positions, the participants in the focus group also give some ideas about possible future developments supporting the good performance cultural tourism has had on the city.



## 8. Zadar

The city of Zadar hosted the Second Transnational Meeting on September 18<sup>th</sup>-19<sup>th</sup> 2019. The focus group took place on October 14<sup>th</sup> 2019.

### 8.1 Presentation of the pilot area

The Sphinx of Zadar was built by Giovanni Smirich, a local artist, painter and conservator, in memory of his beloved wife and was placed in their garden, which can be easily seen from the road. The house itself is built in the western part of the city, next to the sea, in a neighborhood called Brodarica. This part of the city is easily reachable from the old town by crossing to the mainland via *barkajoli* – famous Zadar rowing boat service. For over 800 years, so called *barkajoli* have been connecting the two ends of Zadar’s harbour with their small rowing boats in any weather conditions, and in so doing have saved the time of their faithful passengers. This tradition has been passed on from father to son for centuries and has survived despite the challenges of modern times.

The walk continues from *barkajoli* towards the Sphinx over a lovely area filled and one of the most prestigious parts of Zadar - it is filled with historical villas built during the beginning of 20<sup>th</sup> century: all of them present historicist and secessionist architecture and are artistic resource as well.

### 8.2 Study visit to the pilot area

The visit to the pilot action area in Zadar took place on September 19<sup>th</sup> 2019. The visit allowed to get some preliminary first-hand experience of the pilot action area and to begin some reflections about the potential challenges and opportunities that Zadar may face in the attempt to rework the site according to the rationale and spirit of the RECOLOR project.

The hosts took participants on a guided tour of the site where the statue of a Sphinx can be found. The Sphinx lies in the garden of an old *villa*, which is located just outside Zadar’s city centre. A tour guide explained the history of the Sphinx and the reasons why the Municipality is eager to clean redesign this strategic site. The development of the Sea Organ, in fact, has profoundly changed the way in which visitors (and locals alike) can experience the sunset. That is why a novel, sonically unspoiled, point of observation would allow people to contemplate the beauty of the Croatian sunset elsewhere, but in proximity of the centre.

On the same day, the Zadar hosts took participants to Maškovića Han, in order to visit the Mašković Residence that was constructed in the 17<sup>th</sup> century (1644), recently renewed with the contribution of EU funds. There, the group had a chance to visit the local museum.

### 8.3 Focus group

The focus group took place on October 14<sup>th</sup> 2019. A list of participants follows.

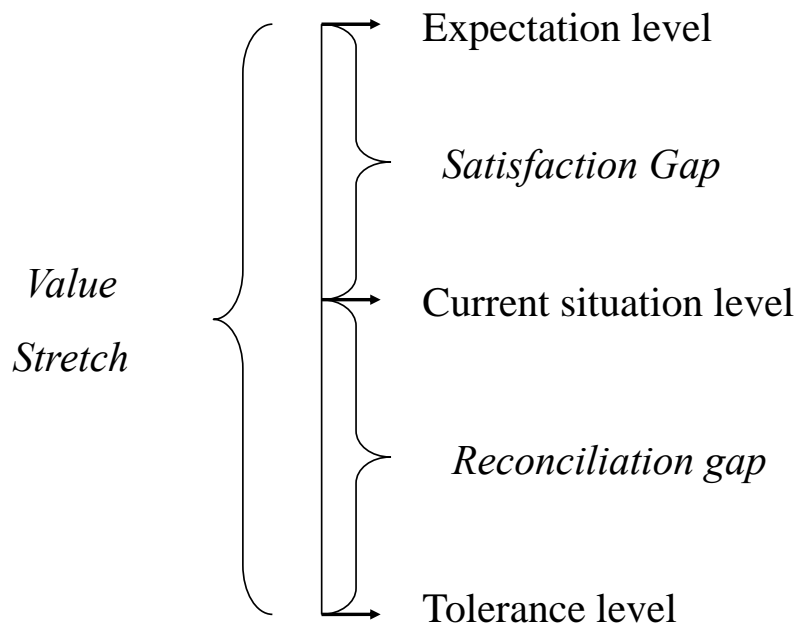
Name	Affiliation to tourism
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Josip Matassi	CEO of a consulting firm / Tour guide
Rina Dože-Marinić	City of Zadar Culture Department (advisor)
Doris Kurtov	Head of Department for International Cultural Cooperation/ Archaeologist / former tour guide
Dina Bušić	Head of the Department for culture and sport in the city of Zadar
Petar Kozina	Architect / volunteers at the company of architects - educating the public about public space / Engaged in the business of renting accommodation
Ivana Lončar Mašina	Co-owner of Zadar outdoor - events organization company
Mario Paleka	Director of the Zadar Tourist Board
Iva Bencun	Owner of travel agency
Ana Močević	Professional associate at ZADRA NOVA - Zadar County Development Agency
Božena Krce Miočić	Professor of Tourism at Zadar University

Tourism has a positive effect on local employment and contributes to the connectivity with other countries through plane or ferry. The cultural and sport offer has been increasing thanks to tourism which helps in the valorisation of the local heritage. On the other hand, Zadar appears to be suffering from the negative effects of overtourism with traffic jams, overcapacity due to insufficient regulation, noise, Impaired sense of security of local population and dirtiness of public spaces. As in the other locations, the insufficient cooperation of culture and tourism stakeholders in creating tourism offer does not help in the governance of the phenomenon.

The results of the focus groups allow to construct a *value stretch* for each location and to analyze the gaps between and among the levels detected thanks to the focus group conducted in each partner area of Recolor. The following figure presents a visual representation of the Value Stretch Model and its gaps described in paragraph 3.2.

## The Value-Stretch Gap-Analysis Model



To better understand the gaps, recurrent items have been signaled with different colors in the tables for each partner area shown in the next paragraphs.

In red we detect the so called “red lines”, this means unacceptable impacts of tourism already affecting the destination. In blue we identify the “mirror indicators”, in other words characteristics expressed in a negative form in one of the first two levels and with a positive connotation in one of the last two levels. In green we identify the so called “green lines”, this means positive impacts of tourism already characterizing the destination and for which the interviewed community has a positive perception since their expectation is to have these impacts also in the future.

Reading through the tables and the gaps also allows to identify the so called “value stretch” (in orange when present), items recurring in each of the three levels (either negative - negative- positive, or negative-positive-positive).

Of course, looking at the ranking, we also have the possibility to identify the priorities to be considered during the planning and development phases of the local cultural tourism products, despite being red, green, mirror or value stretches.

The focus group allows to work on perceptions, for this reason a participatory Swot analysis - which will be the topic of our next report - has followed the focus group held during the field visits, in order to put perceptions in line with current or future projects, planning or management activities.

#### Tolerance level

Characteristics	Importance ratio
Devastation and degradation of cultural heritage	100%
Damage to the natural environment	100%
Loss of identity	100%
Loss of authenticity	100%
Over dependence on tourism (monoculture economy)	87%
Trivialization of cultural heritage	83%
Disruption of the culture of living	77%
Decreasing quality of life in general	77%
Change in population structure	73%
Touristification	70%
Diminished tolerance and inhospitality	63%
Noise pollution	57%
Seasonality of tourism	57%
An increase in deviant behaviors	50%
Decline in standard of living	50%
Impaired sense of security	43%

In Zadar's tolerance level there are three red lines and two mirror indicators. First ranked is the perceived risk of cultural heritage degradation, which is phrased as ill-mannered behavior in the current situation level. Noise and security are also concerns declared by the focus group, but lower ranked. The two mirror indicators rely to the expectation level and reflect the fear of authenticity loss and the risk that tourism becomes a monoculture for the city.

#### Current situation level

Characteristics	Importance ratio	N
Traffic jams	100%	N



Dirtiness/impurity	83%	N
Ill-mannered behavior	83%	N
Trivialization of tourist offer/ lack of offer selection	79%	N
Noise	79%	N
Increase in prices	67%	N
Impaired sense of security of local population	67%	N
Overcapacity due to insufficient regulation	63%	N

Characteristics	Importance ratio	P
Increased number of cultural and sporting events	88%	P
Tourism as a source of additional income for local population	83%	P
Cultural exchange	75%	P
Increase in employment level	75%	P
Generating revenues to maintain/restore cultural heritage	71%	P
Increased quality of gastronomic offerings	63%	P
Better transport links with other countries	63%	P
Valorisation, protection and restoration of cultural heritage	50%	P

In the description of the perceived features of the current situation level there is a good balance between positive and negative impacts. There are no mirror indicators and no green lines, showing a very different perception of priorities among the focus group participants. Nevertheless, the participants show a general concern about cultural heritage conservation and valorization. It seems that Zadar is well below its LAC and the socio-cultural carrying capacity is not negatively affecting the destination.

#### Expectation level

Characteristics	Importance ratio
Monitoring tourism indicators and implementing sustainable development	94%
Development of tourism in accordance with the needs of the local community	94%
Introduction of local products in the tourist offer	89%
Growth in the quality and quantity of public spaces	89%

Retaining authenticity	89%
Tourism as a complement to other sectors of the economy	83%
Expanding the tourist offer outside the city center	83%
Better compliance of tourist offer	72%

In the future expectations, the focus group participants give some suggestions about priorities for the future, asking for a monitoring system and the respect of the local population when it comes to tourism development.

## 9. Šibenik

A visit to Šibenik was done on September 20<sup>th</sup> 2019 by professor Massimo Giovanardi, member of CAST Unibo who represented the team at the Second Transnational Meeting in Croatia. The focus group in Šibenik had already been performed in June.

### 9.1 Presentation of the pilot area

The pilot in Šibenik focuses on the Renaissance church of St. John, also known as Piccola Loggia. The stone relief in the forefront and landscape in the background are especially significant for the history of art since it is one of the first displays of landscape ever and it shows the town's views seen from the fortress of St. John.



### 9.2 Visit to the pilot area

The study visit was facilitated by the involvement of the colleagues of Šibenik Polytechnic and a tour guide, who provided some historical background for all the sites visited. Particularly interesting were the two fortresses of Barone and St. Niklas, the Cathedral of Šibenik and the main square of the city centre.

### 9.3 Focus group

The focus group in Šibenik took place on June 12<sup>th</sup> 2019. The list of participants follows.

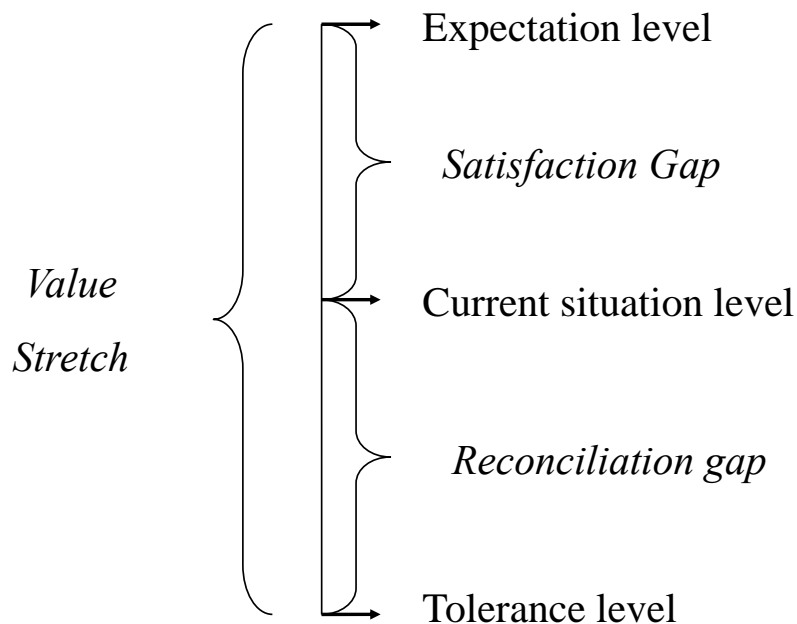
Name	Affiliation to tourism
Ines Ljubica	Head of Tourism Department at the Croatian Chamber of Economy; Business secretary of the Crafts Association
Žana Karabatić	Manager of catering for the Fortress of Culture, Šibenik; Owner of a coffee bar in the old town of Šibenik
Jelena Šišara	Lecturer at the Polytechnic of Šibenik, Department of Tourism Management; Engaged in the business of renting accommodation in tourism
Nikolina Gaćina	Head of Department of Management, Polytechnic of Šibenik; Privately - participates in running a family-owned nautical tourism company
Ivan Soža	Longtime director at nautical tourism companies
Ivana Šišara	Director of a travel agency; President of the section of travel agencies at the Croatian Chamber of Economy Šibenik; Licensed travel guide
Ivona Cvitan	Head of Tourism and Marketing Department at Public Institution Krka National Park
Sandra Dubravica	Senior Advisor at the Šibenik-Knin County Development Agency; Privately - engaged in the business of renting accommodation in tourism
Edi Luketa	Co-owner of a catering facility; years of work experience in tourism companies

The stakeholders working in Šibenik highlighted the involvement of the local population in cultural tourism practices while, at the same time, stressing the lack of cooperation between stakeholders in the cultural and tourist sector. Tourism has become a key in the city's development with positive impacts on the image of the city, living standards and infrastructures to the point that Šibenik suffers from a shortage of workforce in the field. On the other hand, the high degree of seasonality and the loss of authenticity are listed as weak elements of the local tourism development.

The results of the focus groups allow to construct a *value stretch* for each location and to analyze the gaps between and among the levels detected thanks to the focus group conducted in each partner area of Recolor. The following figure presents a visual representation of the Value Stretch Model and its gaps described in paragraph 3.2.



## The Value-Stretch Gap-Analysis Model



To better understand the gaps, recurrent items have been signaled with different colors in the tables for each partner area shown in the next paragraphs.

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Reading through the tables and the gaps also allows to identify the so called “value stretch” (in orange when present), items recurring in each of the three levels (either negative - negative- positive, or negative-positive-positive).

Of course, looking at the ranking, we also have the possibility to identify the priorities to be considered during the planning and development phases of the local cultural tourism products, despite being red, green, mirror or value stretches.

The focus group allows to work on perceptions, for this reason a participatory Swot analysis - which will be the topic of our next report - has followed the focus group held during the field visits, in order to put perceptions in line with current or future projects, planning or management activities.

#### Tolerance level

<b>Characteristics</b>	<b>Importance ratio</b>
Space congestion due to the uncontrolled arrival of guests	100,00%
An increase in the cost of living	77,78%
Uncontrolled urbanization due to the expansion of construction for renting and selling purposes	74,07%
Traffic congestion and lack of parking space	70,37%
Inadequate management of tourism growth	70,37%
Uncontrolled expansion of tourism capacities unaccompanied by appropriate communal infrastructure	66,67%
Negative impact on the environment	55,56%
Loss of authenticity	55,56%
Privacy intrusion	55,56%
Depopulation of the old city center	33,33%

Šibenik is a well-established seaside resort, the sensitivity towards tourism related negative impacts might be therefore less evident. Nevertheless, the stakeholders participating in the focus group show a great concern about space congestion due to uncontrolled arrival of guests. Since seasonality is very high in Šibenik, this is a classical negative impact for tourism destinations. The only red line is related to the loss of authenticity, again a recurrent item in places hosting high number of visitors. The vast majority of negative items are related to urban congestion and ill-managed spaces in a conflictual use of them between residents and external visitors.

#### Current situation level

<b>CHARACTERISTICS</b>	<b>IMPORTANCE RATIO</b>	<b>N</b>
Labour shortage	74%	N

Loss of authenticity	62%	N
Seasonality of employment	55%	N

<b>CHARACTERISTICS</b>	<b>IMPORTANCE RATIO</b>	<b>P</b>
Restoration and preservation of cultural and historical heritage	100%	P
Improvement of enterprise infrastructure	93%	P
Increased quality of gastronomic offerings	78%	P
Improvement in standard of living	70%	P
Positive change to the city's image	48%	P
Increased cultural and entertainment content	48%	P
Tourism has become a key of city's development	41%	P

As it was the case in Labin, also in Šibenik there is a predominance of positive impacts related to tourism, even though only one green line is identified. It is in any case relevant since it concerns local cultural heritage, on which the walled town of Šibenik has invested also thanks to the intervention of UNESCO and other EU funding for the restoration of the local renaissance church. We could conclude that in Šibenik the current tourism development is contributing to the city's economy and is therefore well perceived.

#### Future expectations

<b>Characteristics</b>	<b>Importance ratio</b>
Generating a positive impact on other sectors of the economy	88,89%
Collaboration of different institutions in charge of tourism planning and development	85,19%
Improvement of the spatial planning policy	77,78%
Promotion and preservation of cultural heritage	77,78%
Better utilization of existing localities and capacities	77,78%
Raising educational capacities	70,37%
Collaboration of different business entities in tourism	70,37%
Greater support for encouraging the development of smallholder farms	62,96%
Withholding of existing lifestyle	51,85%
Trademark protection, selling and export of local products	48,15%

Better promotion of local food	40,74%
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As future expectations are concerned, the focus group participants hope that tourism could also boost other economic sectors and helping in the cooperation between different institutions in charge of planning and development. Spacial planning policies to manage urban spaces and avoid uncontrolled construction of tourism facilities are also important features for Šibenik.