Action plan for further Activities
D3.3.2

Work package:	3 Identification of Needs and Assets in the partner areas
Activity number:	3.3 Compared SWOT analysis. Definition of a Joint Action Plan
Partner in charge:	CAST-University of Bologna
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1. PREFACE

This report is a last step of a participatory process aiming at designing a transnational action plan to enhance natural and cultural heritage in a sustainable way as well as define new organizational models for the facilities and services of existing tourist attractions.

In our previous report we identified the needs of the partner areas through a participatory Swot analysis exercise which has involved all Recolor partners. The Action plan proposes solutions and actions to overcome these needs and to valorise the concept of the *landscape of art*. The joint effort of CAST researchers and partner areas stakeholders was successful in identifying relevant needs which addressed in the Action Plan. It is the weaknesses box that proved to be particularly useful in suggesting what the main needs would be:

- need to strengthen or at least facilitate the cooperation between tourism- and culture stakeholders within partner areas
- need to improve collaboration between private and public actors
- need to make the decision-making process more inclusive
- need to improve the accessibility of partner areas
- need to support the professionalization of the tourism and hospitality sector
- need to support the management of demand, starting from a more professionalised approach to marketing research and intelligence to a more effective management of the tourist image
- need to design and sustain the novel "landscapes of art" product nationally and internationally
- need to reinforce transnational cooperation by envisioning sustainable forms of transnational governance

2. PURPOSES AND METHODS

The Joint Action Plan draws from the results of the focus groups, the individual Swot analyses and the transnational Swot to propose common guidelines to be later transformed into concrete actions and policies by the project's partner.

In the framework of the Recolor project, the Action Plan for the Landscapes of Art has the following purposes:

- To provide strategic guidance about sustainable and competitive tourism in partners regions throughout the implementation of new cultural products and the adoption of a scalable methodology.
- To explore the development potential of the landscapes of art as a driver for competitive and sustainable tourism able to enhance the connection between natural and manmade heritage.
- To provide guidelines to foster coordination of cultural tourism strategies by connecting the world of culture and research with the provision of tourist services at the local and regional level
- To foster participatory approaches in designing new tourist experiences and developing Action
- To launch new cultural tourist products and projects to increase the sustainability of tourism.
- To support empowerment and awareness raising of the residents about Landscapes of Art value and potentials within an international perspective.

Recolor Action Plan is a strategic document based on the activities carried out during the first year of the project, and described in the previous paragraphs, that can be summarised into four steps:

1- Identification of good practices in terms of sustainability already known and activated in partner areas
2- Identification of the set of needs throughout the Focus Groups conducted using Nominal Group Technique and the Swot analysis, which can be used as our starting points
3- Building of the Transnational Swot analysis to define the set of needs shared by the whole transnational network
4- Capitalisation of these findings by designing a series of actions for technicians and policymakers in charge of pilots' realization. Its aim is to move from theoretical perspective to concrete actions
5- Integration of actions into a long-term perspective allowing to build the basis for the Transnational coordination of actions and project outcomes.

3. BUILDING BLOCKS

Building Block no. 1 is called "Strategic Foundations" and relates to general but crucial strategic underpinnings for sustainable tourism across the partner areas. These can be considered as prerequisites for the implementation of the specific delivery of the project and pertain to three main domains:

- Governance, organization and leadership in the tourism and cultural sectors, in the private and public sphere
- Characteristics of destinations, infrastructures, and offerings
- Characteristics of tourism demand

Building Block no. 2 is called "Core Delivery" and regards the delivery of the more specific mission underlying the Recolor attractions. This hints at the resources and potential of the new experience that we can label "*landscape of art*".

Building Block no. 3 is called "transnational dimension of the Landscape of Art" and can be considered as a specifically 'supra-national' dimension of Block no. 2. The inherent transnational character of this building block would allow partner to focus their efforts on fostering international collaboration and envisioning additional instruments to substantiate this effort.

STRATEGIC FOUNDATIONS		
Achieve efficient and participatory governance		
PRIORITIES	SOLUTIONS	RECOLOR ACTIONS
Encourage the sustainable competitiveness of local tourism systems		
PRIORITIES	SOLUTIONS	ACTION NAME
Develop a more systematic understanding of tourist behaviour		
PRIORITIES	SOLUTIONS	ACTION NAME
CORE DELIVERY		
Translate pilot actions into sustainable "landscapes of art" tourism products		
PRIORITIES	SOLUTIONS	ACTION NAME
Marketing of "landscapes of art" tourism products		
PRIORITIES	SOLUTIONS	ACTION NAME
TRANSNATIONAL DIMENSION OF THE LANDSCAPES OF ART		
Provision of a transnational governance and strategy for the "landscapes of art"		
PRIORITIES	SOLUTIONS	ACTION NAME

For each building block, the following sections will spell out several sub-dimensions that were identified according to the results of the Swot analysis. Each of these sub-dimensions is articulated in terms of three elements: priorities; solutions and Recolor actions.

Priorities unpack each sub-dimension by pointing out the most urgent areas of intervention within that particular sub-dimension of the building block. Priority items were designed by taking into consideration the findings emerging from the Swot analysis process.

Solutions respond to priorities by pointing out a number of relevant activities that partner areas can undertake in order to respond to the specific challenges expressed by the priority items. If the list of solutions provided is not exhaustive, this hints at realistic interventions that are in line with the sustainability orientation of the project.

Recolor Actions constitute the most specific level of recommendations put forward by the action plan. Action names appear in the summary table but a more detailed description of each is provided in ad-hoc boxes. "Recolor actions" are appropriate and tailor-made activity that are expected to bring benefits in relation to a particular area of interventions within a building block. Furthermore, in order to emphasise once more the opportunity to exploit what partner areas have already been able to deliver within their territories, readers can also find a summary of "actions already experienced", namely best practices that Recolor partner areas have already implemented and thus can be further shared among the other partners.

In addition to priorities, solutions, and actions, we decided to also highlight the **Actions already experienced in partner areas** (they are described in boxes). In our view, they constitute a sort of skills and practices accumulated in each destination and that can make easier the development of the Recolor Actions. In addition to that they can increase the reciprocal knowledge among partners, facilitating the transnational activities.

4. BLOCK 1 – STRATEGIC FOUNDATIONS

4.1 Achieve efficient and participatory governance

Priorities

- Develop policies to create and sustain collaboration between culture and tourism stakeholders
- Develop policies to maximise the collaboration between public and private stakeholders
- Involve residents in decision-making processes
- Pursue synergies between tourism/ culture and the other local businesses
- Develop collaborative relationships with nearby destinations
- Make tourism planning of different levels of government consistent

Solutions

- Meetings, e.g. every 2/3 months, between tourism and culture stakeholders to realize pilot actions
- Plan a joint calendar of events between culture and tourism stakeholders in which also Recolor attractions are included
- Map out public and private operators of the destination and organize at least one joint event per year possibly financed by public and private sector, e.g. Festival of the landscapes of art
- Facilitate entrepreneurial discovery in creative industries, by establishing a start-up incubator
- Involve local cultural associations when planning cultural and tourist experiences of the territory, the Recolor experiences included.

Recolor Actions

> **CONSOLIDATING THE GOVERNANCE PLATFORM**:
> Format "**Live my day**" – in which tourism and culture on one side and private and public stakeholders on the other swap roles and offices for one day to better comprehend the different perspectives 'on the other side. This is part of the capacity building activities we had planned for June and we then rescheduled for October or November.
>
> Format "**Residents design their city cultural tourism**": participatory activities with residents in order to co-design the new cultural tourist products based on nature and art. This is part of the capacity building activities we had planned for June and we then rescheduled for October or November due to the outbreak of the coronavirus

> **DEVELOPING JOINT ACTIONS**
>
> **Culture and tourism, public and private stakeholders work on the organization of** Landscapes of art Festival. This action will be described in more details in the TRANSNATIONAL BLOCK.

Actions already experienced

> **ACTIONS ALREADY EXPERIENCED IN PARTNER AREAS: COLLABORATION BETWEEN CULTURE AND TOURISM**
> **Revitalization of the Cities of Industrial Heritage for the Breakthrough of Cultural Tourism in Trbovlje, Slovenia Bistrica, Labin and Rijeka:** The Inspiration project, with the help of the modern technologies, will present the industrial heritage of the towns of Trbovlje, Slovenian Bistrica, Labin and Rijeka, and will create a new cross-cultural cultural and touristic route where visitors will be introduced to the heritage of sawmill and mills of Pohorje, mines in Labin and Trbovlje and Rijeka port.

ACTIONS ALREADY EXPERIENCED IN PARTNER AREAS: COLLABORATION BETWEEN PRIVATE AND PUBLIC STAKEHOLDERS.

"Campobasso City of the Misteri: valorisation of immaterial heritage": the project favours the establishment of local and national cooperation networks. The network of local stakeholders has been further consolidated with the realization of this extraordinary event.

Public and private together to open a museum, Cividale: The CIPS, Podrecca – Signorelli International Center, was recently built in Cividale del Friuli. It is a museum specialized in ancient puppets. It is managed by the Municipality and kept open by a foundation which, instead of receiving a cash payment from the Municipality for the services offered, obtained a free venue for its own activities right inside the museum. The initiative has a strong cultural and tourist impact because it allowed to open a new museum in town while also preserving the art collection of the ancient puppets.

Project "Tour Guides" in Cividale del Friuli: The municipality offered a free guided tour of the city to all the groups of tourists that would eat (minimum 20 people) or stay overnight (minimum 10 people) in one of the partner facilities. The costs of the guided tours were fully covered by the local public administration. A visit to the Longobard Temple with the authorized tour guide was mandatory and the entrance ticket was not included in the tour.

In Search of the Lost Art, Project Obiettivo Giovani – Cividale: Young residents of Cividale del Friuli aged between 18 and 28 years were chosen by the Municipality through the project "Obiettivo Giovani", in collaboration with public and private institutions, to open exhibitions, museums, villas, parks and art sites to the public. It allows the Municipality and companies or institutions to increase the cultural-touristic offer of Cividale granting access to palaces, churches, and exhibitions that would otherwise remain closed.

Reconstruction and Tourist Valorisation of the Cultural and Historical Complex of the Rector's Palace – Zadar: stakeholders included cultural institutions, local tourism sector, scientific community, entrepreneurs, local population, and tourists.

ACTIONS ALREADY EXPERIENCED IN PARTNER AREAS: CITIZENS INVOLVEMENT

"Fortresses of Šibenik - Friends Club": Friends Club counts over 5.000 members which are mainly local citizens. One of the objective of the initiative is to raise awareness on the importance of preserving the rich Šibenik cultural heritage by using part of the membership for the preservation, protection and renewal of the cultural heritage and monumental remains in the old city centre. Members of Friends Club gain education opportunities through digital content and cross-platform experiences.

ACTIONS ALREADY EXPERIENCED IN PARTNER AREAS: DEVELOP COLLABORATIVE RELATIONSHIP WITH NEARBY DESTINATIONS

E' BAL, Stages for Contemporary Dance in Romagna – Emilia Romagna: eight municipalities that are no more than 20 kilometers apart from each other in Romagna: Teatro Dimora di Mondaino, Teatro Il Lavatoio of Santarcangelo di Romagna, Teatro degli Atti and Sala Pamphili of the Augustinian Complex in Rimini, Municipal Theater of Gambettola, Modern Theater of Savignano, Teatro Petrella of Longiano, Snaporaz Hall of Cattolica, Social Theater of Novafeltria.

4.2 Encourage the sustainable competitiveness of local tourism systems

Priorities
- Ensure the accessibility of the destination and its cultural assets
- Map out and enhance the hospitality skills
- Reinforce destination image by leveraging sustainability as a competitive asset

Solutions
- Map out and address disability barriers
- Map out and address barriers for elderly people
- Develop a plan for a sustainable mobility (walking itineraries; cycling routes).
- Develop an ambassadorship program for residents, by increasing the residents' knowledge of the local culture
- Organize training program increasing hospitality related skills for tourist work force
- Incorporate the cultural and social sustainability dimensions in any destination-branding related activity.
- Develop a wayfinding system (possibly in cooperation with for local craftsmen) to increase the economic sustainability of cultural tourism.

Recolor Actions

> **ENSURING THE SUSTAINABILITY OF THE DESTINATION BRANDS**
>
> **A participatory approach to place branding** – A shared need of the Recolor partners is to strengthen or build their local brands. This action proposes to adopt a participatory approach with the local stakeholders in tourism, creative industries, businesses, commerce etc. to reach this goal. The Recolor partners should adopt an integrated approach with residents and visitors, thus ensuring that both social and economic sustainability of tourism development are achieved.
>
> **Capacity building about marketing for tourism operators** – The proposed action for the Recolor partners takes the form of a capacity building activity about marketing for cultural tourism operators. Partner destination could nurture the marketing imagination of local tourism and cultural entrepreneurs through the creation of an ad-hoc training platform. This platform could explain the basic concepts of marketing as applied to the fields of tourism and culture and it could emphasise the strategic value of collaboration in order to sustain a shared brand for the area. Partner areas can get some inspiration by looking at the website of "Farm. Inc", which has been developed by the University of Macerata in order to empower workers and entrepreneurs active in the agriculture sector: https://www.unimc.it/farminc/

Actions already experienced

> **ACTIONS ALREADY EXPERIENCES IN PARTNER AREAS: ENSURE THE ACCESSIBILITY**
>
> **Io Includo, Tutti ResponsAbili – Montefeltro:** The project was created to provide answers to individual households that needed a service for their relatives with disabilities who were left without opportunities during the summer closure of the school they regularly attend. The project aims to break down the fragmentation between the person in need, the services he/she uses, and the territory.

4.3 Develop a more systematic understanding of tourist behaviour

Priorities

- Make available integrated information system to obtain more precise customer insights
- Make available marketing intelligence activities in order to monitor tourist mobilities, expenditure and satisfaction
- Assess the impact of tourism expenditure on income

Solutions

- Support and coordinate the collection of data about tourist behaviour
- Stimulate the establishment of new ventures aimed at collecting and analysing data
- Support research activities aimed at analysing big data and assessing the impact of tourism expenditure

Recolor actions

KNOW YOUR TOURIST: this action is partly outside of the Recolor domain. It includes the design of a Tourist Observatory based on big data, which could permit the profiling and segmentation of tourist demand. This is a possible action for the future in order to improve the data availability.

5. BLOCK 2 – CORE DELIVERY

5.1 Translate pilot actions into sustainable "landscape of art" tourism products

Priorities

- **Integrate landscapes and artworks with other local attractions and resources to help target tourists live memorable experiences.**
- Stimulate the residents' awareness about the "landscapes of art"
- Promote research activities related to the "landscapes of art".

Solutions

- Involve schools, local associations, trade associations, etc. in a call for projects to increase awareness about the "Landscapes of art".
- Design research projects in cultural tourism in collaboration with universities and cultural associations
- Organize residencies for artists

Recolor Actions

PROVIDING SUBSTANCE TO THE CONCEPT OF "LANDSCAPES OF ART"

A new logo for the Landscapes of art. In order to involve young residents in designing the contents for the "Landscapes of art, we suggest a collaboration between the Municipality and the Secondary schools to launch a contest for designing the Landscape of art logo. The players of this Action will be the students, especially in arts and humanities and their teachers. Before the contest, seminars on the European Cultural routes and Landscape will be organized in classes joining the project.

Exhibition of pupils drawing: Primary and intermediate schools could be involved by developing projects on the ideas of art and nature. Pupils' drawings can be displayed in a local exhibition as well as in the Recolor website.

Actions already experienced

ACTIONS ALREADY EXPERIENCES IN PARTNER AREAS: RESIDENTS' AWARENESS AND TOURISTS MEMORABLE EXPERIENCES

Mine Tour, Active Protection and Valorisation of Natural and Cultural Heritage of Mines and Mining for Sustainable Tourism Development – Labin: The aim of the project is to actively preserve the mining heritage through the development of new sustainable cross-border tourism products. It will be valorised with content that offers a rich experience, while preserving monuments for future generations. The immediate effects associated with mining heritage will be cross-border sustainable tourism products, visits to mining monuments, stakeholders of sustainable tourism involved in the training and investment of a smaller scale to preserve the mining heritage. It will benefit tourists because of their rich experience, increased hinterland attractiveness, entrepreneurial development and favourable employment opportunities for the local population, and the tourist sector will gain new competencies. The project will link monuments, public and private tourist sections, local economies, and local communities, linking them with the common mining past into a unique tourist product.

Project "Furlo Adventure Park" in Montefeltro, Municipality of Acqualagna: The initiative aims to promote a recreational-educational activity in contact with the natural environment suitable for a wide range of visitors.

Artisti In Piazza – International Festival of Performance Art – Pennabilli, Emilia Romagna: The main purpose of the festival is the promotion of the arts and live entertainment as fundamental elements for the dissemination of culture, individual growth and social cohesion, as well as a factor in the strategic development of our territory, including attention to eco-sustainability and cultural and social impact.

ACTIONS ALREADY EXPERIENCES IN PARTNER AREAS: INTEGRATE NATURAL AND CULTURAL ATTRACTION

ŽIVA COPRNIJA-ŽIVA ŠTRIGARIJA, Folk Mythology about Witches and Sorcerers – Labin: Pohorje and Istria are famous tourist destinations that attract most guests to famous centers, while both have a hinterland with a rich natural and cultural heritage. Both areas have a unique fairytale tradition with many similar elements. The fairytale traditions of Pohorje and Istria represent a unique not only for the narrower area, but also at the national level in both states. The significance of the project for the cross-border area shows the broad support of affiliated partner-organizations, which at the national, regional and local level are responsible for the development of tourism and culture on both sides of the border.

5.2 Marketing of "landscape of art" tourism products

Priorities

- Reducing geographic and seasonal pressure of tourist demand.
- Generate and reinforce brand awareness and equity for Recolor

Solutions

- Profile target tourists and residents and design tourist segmentation models.
- Design appropriate marketing and promotional activities, both online and offline

Recolor Actions

MARKETING THE "LANDSCAPES OF ART"

Landscapes of Art Canvases: the action, realized by the CAST University of Bologna team with material provided by all partners, will realize four canvases (dimensions 1x1.4 meter, six pictures per canvas) to show high-quality images of the Recolor destinations. One comprehensive canvas will show pictures from all the partner areas. The other three will be dedicated to the three typologies of landscape of art defined throughout the project: a first canvas will show pictures from the landscapes which will be digitally reconstructed in the pilot actions in Cividale del Friuli and Montefeltro; a second canvas will show pictures of the natural landscapes which offer a permanent exhibitions of works of art in Labin and Zadar; a third one will show pictures of the artworks which will be used in the pilot actions in Sibenik, Montefeltro and Campobasso to create itineraries to visit the still existing landscape there depicted.

Recolor Contest: this initiative was proposed to maintain the visibility of Recolor during the outbreak of the coronavirus in the spring of 2020. The contest could take place mainly on Instagram. It is an online challenge open to the whole community that rewards the artistic and photographic contributions (e.g. photo taken during the holidays, the view from a window, a drawing of the landscapes, a poem, a song) that will best interpret the protagonists of the project. At stake, unique experiences offered by the tour operators of the different places who want to bet with Recolor partners in this digital initiative. Through a public call, each partner will request hotels, restaurants, cultural operators to offer one night in the hotel, one dinner for two, two tickets for a theatre, etc. to be a prize pool for the contest, free of charge.

Actions already experienced

> **ACTIONS ALREADY EXPERIENCED IN PARTNER AREAS: RESIDENTS' AWARENESS AND TOURISTS MEMORABLE EXPERIENCES**
>
> **Mine Tour, Active Protection and Valorisation of Natural and Cultural Heritage of Mines and Mining for Sustainable Tourism Development – Labin:** The aim of the project is to actively preserve the mining heritage through the development of new sustainable cross-border tourism products. It will be valorized with content that offers a rich experience, while preserving monuments for future generations. The immediate effects associated with mining heritage will be cross-border sustainable tourism products, visits to mining monuments, stakeholders of sustainable tourism involved in the training and investment of a smaller scale to preserve the mining heritage. It will benefit tourists because of their rich experience, increased hinterland attractiveness, entrepreneurial development and favorable employment opportunities for the local population, and the tourist sector will gain new competencies. The project will link monuments, public and private tourist sections, local economies and local communities, linking them with the common mining past into a unique tourist product.
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6. BLOCK 3 – TRANSNATIONAL DIMENSION OF THE LANDSCAPE OF ART

The enhancement of transnational cooperation stands at the core of the project's priorities. Underpinning any territorial cooperation funded project is the establishment of as much stable as possible relationships among public stakeholders, also generating benefits to private actors.

To do so, the following chapter of the Action Plan has the aim of supporting partners with strategic guidelines aiming at:

- The organization and management of the cooperative network, dealing with the problems of governance, capacity building, participation, and stakeholders' involvement
- The construction, implementation, and marketing of the tourism products, that is related to the development of consistent tourism strategies and to their actual implementation by means of specific guidelines.

Transnational cooperation, as stated by UNWTO allow "grouping different products together which can create a more appealing new product that benefits both the consumer and the supplier". In a newly established concept and product (Landscapes of Art) as the one promoted by Recolor, the synergies built along the project development process need to be enhanced and prolonged after the project's end, not only at the local partner's scale but also internationally.

Following the EU background policy on tourism, one of the roles temporary mobility and tourism should play is to contribute to the creation of a shared European Cultural Identity. The main question is then how cultural tourism could be used as a tool to overcome ethnic divisions and discrepancy in cultural heritage values perceptions by communities. Fostering "crossing borders" cultural tourism helps in building a common future and identity, giving new values to heritage/history/memory through the visitor's gaze.

Among the programs promoted by the Council of Europe in cooperation with the DG Regio and the DG Grow, European Cultural Routes seems to be the most adapted also to Recolor final aim. The competitiveness of the European tourism industry is tightly linked to its sustainability, as the quality of tourist destinations is strongly influenced by their natural and cultural environment and their integration into the local community. The focus on the building processes of the

European identity through tourism, the core of the cultural routes projects, is therefore strategic for shaping Europe as a unique tourism destination.

Furthermore, the program is based on cooperation and existing certified cultural routes could be used as examples of working networks as far as governance, management and participation are concerned. The cultural route concept is, in fact, based on the relationship between tourism and culture, both in terms of cultural assets and touristic use.

According to the Council of Europe, cultural routes are instruments aimed at demonstrating, through transverse paths other than space and time, that most countries' cultural heritage is, in fact, a mutual one (www.coe.int). They are essentially communication mediums and tools for cultural exchange between nations and cultures, or better still, tools for strengthening European identity. They're also the object of a specific program launched in 1987 and completed with further resolutions, which define the "Council of Europe Cultural Routes"' identification criteria.

In the following paragraphs, we propose to implement a European Cultural Route's like process to strengthen Recolor potentialities both in terms of governance and long-term transnational product strategy development.

6.1 Provide transnational governance and strategy for the "landscape of art": priority and solutions

Priorities
- Identify the governance system for managing the transnational cooperation
- Define an integrated decision-making process to enable the definition of transnational strategies
- Create integrated information systems to allow data sharing
- Develop structured and integrated tourism products (e.g. European cultural routes)
- Generate and reinforce brand awareness for Recolor trans-nationally (organization of joint and transnational events)

Solutions
- Identify and compare alternative transnational coordination strategies.
- Identify transnational core contents (also related to social, economic, and environmental sustainability).
- Use Recolor for building a data and information sharing routine.
- Define a transnational label.
- Implement joint education and training programs in order to make tourist stakeholders of a destination able to promote the whole route.
- Identify possibilities to participate in joint fundraising activities

The Landscapes of art product development is based on sound cooperation among partners in Italy and Croatia, but the novelty of the concept and its easy replicability allow us to imagine a future extension of the possible destination's cooperation network. Networks are widely valued by different types of institutions, (intergovernmental, foundations, national and regional governments, etc.) for their contribution to across borders achievements.

Governance in networks is a key aspect since it defines the role of partners and the coordination flows of activities. The decision-making process, as well as the implementation of agreed actions and respective responsibilities, is usually described and supported by a network agreement in the form of a statute or a charter. This established structure, together with periodic reporting on implemented activities, performance evaluation and strategic short-and long-term planning, are the cornerstone of sustainable network development and management.

The Recolor transnational action plan should first identify the most suitable governance system following a participatory process as the one already implemented at the partner's area scale enquiring:
- the willingness of the Recolor partner to become a member of a transnational network
- identification of the contact person for the network creation phase
- identification of the contact person representing the partner in the network
- the availability of internal resources (human, financial, ideation, etc.) of each partner to be shared and capitalized in the network's activities
- the decision-making process to enable the definition of common transnational strategies

- the ability to create integrated information systems to allow data sharing

Actually, the governance in networks should also ensure knowledge and information exchange, and the creation of relevant collaborative platforms that allow participants to develop and launch common activities and strategies encouraging best practice, innovation and dissemination.

Together with governance structures to be inspired from, Cultural Routes of the Council of Europe could usefully contribute to the future management of the international network of Landscapes of Art thanks to the priority actions and criteria on which they are based.

"*A Cultural Route could be also defined as a complex cultural good and as a territorial project, which includes different aspects of cultural expressions and falls within the present-day framework for interpreting heritage. Given these definitions, the cultural context, and the lively debate on Cultural Routes, the project is a complex one: it must take into account several dimensions such as territorial and trans-border aspects, as well as touristic, economic, social, intercultural/interreligious, creative and sustainability issues. In the particular case of Cultural Routes of the Council of Europe, all these dimensions express another element, which is evident and essential to the understanding of the importance of the routes from a social point of view: European citizenship.*" (Berti, 2015)

Recolor Landscapes of Art concept and developed methodology already correspond to this definition. Furthermore, if we consider the priority field of action that should be taken into account in the development of a Cultural Route project, we could conclude that "Landscapes of Art" represents an already well underway project.

The fields of action (besides the creation of a network with legal status and the coordination of common activities) imply:
- the definition of a theme, which must be representative of European values and common to several countries. The Landscape of Art theme is the perfect research field for multidisciplinary experts, lending to cultural and educational exchanges also allowing innovative initiatives in the fields of culture and sustainable tourism

- the identification of heritage elements, which is an activity already concluded within Recolor, but what has still to be developed is a common narrative for this heritage interpretation
- the creation of common visibility. This fully corresponds to the need for common branding already raised by some of the Recolor partners.

The action undertaken by a Cultural Route should also fulfill other criteria on which the network as a whole and, thus, each partner individually should contribute:

1. Co-operation in research and development
2. Enhancement of memory, history, and European heritage
3. Cultural and educational exchanges for young Europeans
4. Contemporary cultural and artistic practice
5. Cultural tourism and sustainable cultural development

Recolor project partners could, therefore, identify for each priority field of action the already implemented activity and the ones planned for the partner's pilot corresponding with one of these fields of action, in order to valorize the contribution given to the whole network.
In a second step, the transnational value of the network activities should be defined through cooperation in implementing common actions.

Useful examples could be taken by already existing cultural routes:

The **European Association of the Via Francigena Ways (EAVF)** invites you to participate in "**I love Francigena**" events!

"I love Francigena" is an **annual series of events**, praising the cultural route of the Via Francigena and providing a **unique opportunity to discover sections of the itinerary**, its cultural and natural heritage and tasting local products. This traveling celebration brings together walking enthusiasts, tour operators and associations involved in the promotion and enhancement of the route.

Aiming to promote walking along the Via Francigena, this event specifically focuses on:

- Environmental education,
- Sustainable and slow tourism,
- Engagement of local communities and stakeholders,
- Route check,
- Promotion and visibility.

A typical "I love Francigena" day will be an easy 10-20 km walk (depending on a section of the Via Francigena) mediated by a local guide who explains interesting facts about natural surroundings and history of the Francigena with a few sightseeing stops and a reception in the end of the hike. The hike is free of charge and a shuttle bus is organised from the final point.

The EAVF conducts "I love Francigena" since 2017, co-organising the event together with Lombardy and Emilia-Romagna regions (I LOVE CAMMINI framework) in Italy and Bourgogne - Franche-Comté in France with kind support of local municipalities and associations.

> **AEPJ European days of Jewish Culture**
> Jewish Journeys
>
> *The theme chosen for this year's edition is* **Jewish Journeys**. *This topic was chosen by the majority of coordinators through an online survey in July 2019. At the moment, the production team of the European Days of Jewish Culture, together with the National Library of Israel, is developing the contents* Save the date: **European Days of Jewish Culture 2020**
>
> **Date**: Sunday September 6th, 2020. However, in several countries events and activities are being planned before and after this date.
>
> *The theme chosen for this year's edition is* **Jewish Journeys**. *This topic was chosen by the majority of coordinators through an online survey in July 2019. At the moment, the production team of the European Days of Jewish Culture, together with the National Library of Israel, is developing the contents and the graphic proposal for this year's edition. We hope to provide you with all the information to participate in the festival during the next weeks.*

The Recolor partnership has identified the following set of activities, suitable to be implemented in a transnational perspective:

Recolor Actions

> **ESTABLISHING THE TRANSNATIONAL NETWORK FOR THE "LANDSCAPES OF ART" THROUGH:**
>
> **Scientific workshop:** in order to launch the necessary steps for building the transnational network around the Landscapes of art, a kick-off scientific workshop should be organized.
>
> Some of the already certified cultural routes have been created thanks to the contribution of a scientific committee panel, giving advice in the design of contents and operational activities of the network.
>
> The scientific workshop should be based on both peer to peer and traditional counseling sessions, helping the Recolor partners in better understanding which strategic features of the Landscapes of Art concept must be enhanced.

Furthermore, the scientific workshop will help in the decision-making process of transnational network's governance design and management, also setting the basis for a shared data and information sharing system.

The Landscapes of Art Festival: the festival will take place in the same week in each of the partner areas, giving visibility on the one side to the pilot outputs of Recolor and multiplying in parallel the transnational impact of the network activities.
Possible type of activities:
- art expositions
- digital and visual art installations
- learning labs for kids
- art landscape in movies festival
- international conferences
- smart mobility in art landscapes

The partner destinations should first identify a leading subject for the festival, connecting conceptually the actions locally implemented. This could be done thanks to the coordination activity of the international network. The calendar should be identified, letting the local partners the choice about which type of event to organize, accordingly with the specific landscape of art characteristics. A single website collecting the information about the whole set of events should be developed. Local contact persons should be identified, ensuring the final aim, which is to multiply the transnational visibility of the single activities. Inauguration and final event of the festival should be organized at the same time in all the destinations, also using streaming and digital support to enhance the dissemination of the festival values.

This format could be modified in many ways, for instance an itinerant festival could be organized, with the same set of activities moving from one destination to the others; activities could take place in sequence, with a final common international event, etc. In light of the 2020 outbreak of the coronavirus, the festival could be organized balancing live visits and online events.

SUMMARY

STRATEGIC FOUNDATIONS		
Achieve efficient and participatory governance		
PRIORITIES	SOLUTIONS	RECOLOR ACTIONS
- Develop policies to create and sustain collaboration between culture and tourism stakeholders - Develop policies to maximise the collaboration between public and private stakeholders - Involve residents in decision-making processes - Pursue synergies between tourism/ culture and the other local businesses - Develop collaborative relationships with nearby destinations - Make tourism planning of different levels of government consistent.	- Meetings, e.g. every 2/3 months, tourism and culture stakeholders to realize pilot actions. - Plan a joint calendar of events between culture and tourism stakeholders in which also Recolor attractions are included. - Map out public and private operators of the destination and organize at least one joint event per year possibly financed by public and private sector, e.g. Festival of the landscapes of art - Facilitate entrepreneurial discovery in creative industries, by establishing a start-up incubator. - Involve local cultural associations when planning cultural and tourist experiences of the territory, the Recolor experiences included.	*CONSOLIDATING THE GOVERNANCE PLATFORM:* Format "**Live my day**" – in which tourism and culture on one side and private and public stakeholders on the other swap roles and offices for one day in order to better comprehend the different perspectives 'on the other side' Format "**Residents design their city cultural tourism"** *DEVELOPING JOINT ACTIONS***:** Culture and tourism, public and private stakeholders work on the organization of **Landscapes of art Festival**
Encourage the sustainable competitiveness of local tourism systems		
PRIORITIES	SOLUTIONS	ACTION NAME

- Ensure the accessibility of the destination and its cultural assets - Map out and enhance the hospitality skills - Reinforce destination image by leveraging sustainability as a competitive asset	- Map out and address disability barriers - Map out and address barriers for elderly people - Develop a plan for a sustainable mobility (walking itineraries; cycling routes). - Develop an ambassadorship program for residents, by increasing the residents knowledge of the local culture. - Organize training program increasing hospitality related skills for tourist work force. - Incorporate the cultural and social sustainability dimensions in any destination-branding related activity. - Develop a wayfinding system (possibly in cooperation with for local craftsmen) to increase the economic sustainability of cultural tourism.	*ENSURING THE SUSTAINABILITY OF THE DESTINATION BRANDS* • Participative approach to place branding. • Capacity building about marketing for tourism operators.
Develop a more systematic understanding of tourist behaviour		
PRIORITIES	**SOLUTIONS**	**ACTION NAME**
- Make available integrated information system to obtain more precise customer insights - Make available marketing intelligence activities in order to monitor tourist mobilities, expenditure and satisfaction - Assess the impact of tourism expenditure on income	- Support and coordinate the collection of data about tourist behaviour - Stimulate the establishment of new ventures aimed at collecting and analysing data - Support research activities aimed at analysing big data and assessing the impact of tourism expenditure	*KNOW YOUR TOURIST* (a possible action for the future in order to improve the data availability)
CORE DELIVERY		
Translate pilot actions into sustainable "landscapes of art" tourism products		

PRIORITIES	SOLUTIONS	ACTION NAME
- **Integrate landscapes and artworks with other local attractions and resources to help target tourists live memorable experiences.** - Stimulate residents awareness about the "landscapes of art" - Promote research activities related to the "landscapes of art".	- Involve schools, local associations, trade associations, etc. in a call for projects to increase awareness about the "Landscapes of art". - Design research projects in cultural tourism in collaboration with universities and cultural associations - Organize residencies for artists	*PROVIDING SUBSTANCE TO THE CONCEPT OF "LANDSCAPES OF ART".* - A new logo for the Landscapes of art: school contest - Primary schools work on the idea of art and nature: exhibition of pupils drawing.

Marketing of "landscapes of art" tourism products

PRIORITIES	SOLUTIONS	ACTION NAME
- Reducing geographic and seasonal pressure of tourist demand. - Generate and reinforce brand awareness and equity for Recolor.	- Profile target tourists and residents and design tourist segmentation models. - Design appropriate marketing and promotional activities, both online and offline	*MARKETING THE "LANDSCAPES OF ART"* - Canvas - Recolor contest

TRANSNATIONAL DIMENSION OF THE LANDSCAPES OF ART

Provision of a transnational governance and strategy for the "landscapes of art"

PRIORITIES	SOLUTIONS	ACTION NAME
- Identify the governance system for managing the transnational cooperation - Define an integrated decision-making process to enable the definition of transnational strategies - Create integrated information systems to allow data sharing - Develop structured and integrated tourism products (e.g. European cultural routes) - Generate and reinforce brand awareness for Recolor trans-nationally (organization of joint and transnational events)	- Identify and compare alternative transnational coordination strategies. - Identify transnational core contents (also related to social, economic, and environmental sustainability). - Use Recolor for building a data and information sharing routine. - Define a transnational label. - Implement joint education and training programs in order to make tourist stakeholders of a destination able to promote the whole route. - Identify possibilities to participate in joint fundraising activities	*ESTABLISHING THE TRANSNATIONAL NETWORK FOR THE "LANDSCAPES OF ART" THROUGH* - One scientific workshop on the "Landscapes of art". - The "Landscapes of art Festival".