

Management Plan for Cultural Heritage Districts

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REGIONE DEL VENETO

Regione Emilia-Romagna



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Summary

The purpose of the Management Plan for Cultural Heritage of the Districts is to present the conditions for the future sustainability, to reach the achievement of cultural valorisation and promotion through the use of public resources, and to identify efficient supply models. The document sets out the most adequate institutional and management forms and provides for the collaboration between public entities insisting on the same territory. The partners involved in the activities developed the document within the context of the subject's network.

As the official Management Plans have been drafted in the respective languages of the partners (English and Croatian), translated extracts have been reported in the present document, and the original copies annexed.

Po Delta

FOREWORD

1. Here we recall the primary need for the involvement and sharing of the many stakeholders, territorial public decision-makers and private actors, who will animate the Foundation's discussion and activities.
2. This need, has led to the comparison of several Statutes of different Participatory Foundations, capturing their specificities and consonances. Among them, more attention was given to the Bylaws of the Participatory Foundation "International Foundation Big Data and Artificial Intelligence for Human Development" (Vers. 15.11.2019).
3. This statute seemed accurate and relevant, particularly in its management regulation rules, especially considering that this Foundation "aims to constitute a reference point, independent and authoritative at the international level, capable of outlining the emerging and future perspectives of scientific and technological development, related productive transformations and necessary public policies (...)," managing "interdisciplinary and applied research activities and training and dissemination (...).
4. Thus was born the following charter, perfectible according to the governance considerations that public decision makers will want to calibrate appropriately.

PO DELTA FOUNDATION - HIGHLIGHTS

1. Establishment of the Foundation

- 1.1 A Participatory Foundation is hereby established pursuant to Article 14 et seq. of the Italian Civil Code under the name: "... ("Foundation").
- 1.2 It complies with the principles and legal scheme of the Participatory Foundation within the broader kind of foundations governed by the Italian Civil Code and related laws. The Foundation is non-profit and may not distribute profits.
- 1.3. The Foundation may also use the name "..." or acronyms such as "..." in its trademarks.

2. Institutional Goals and Activities

- 2.1. The Foundation works for the enhancement of the Po Delta, a naturalistic and cultural area of inestimable value, characterized by a precious and singular hydro-geological structure and by universally recognized archaeological, architectural, artistic, material culture and landscape presences. This is corroborated by its membership in UNESCO as a World Heritage Site with "Ferrara, City of the

Renaissance and its Delta" and as a Biosphere Reserve - as part of the MAB Program "Man and the Biosphere" - for the scientific promotion of a balanced relationship between man and the environment through the good practices of Sustainable Development and biodiversity protection.

In accordance with these assumptions, the Foundation pursues the objectives of protection, enhancement and promotion of this territory through hydrogeological, naturalistic, architectural, artistic, cultural, environmental, landscape studies, projects and interventions with their interdisciplinary implications, including communication and "big data analysis" for the consolidation and development of the local economic and social system and the definition of appropriate policies, both public and private.

2.2. The Foundation aims to be an authoritative point of reference, capable of fostering the coordinated management of instances, from time to time matured in the local social context, in studies, projects and achievements.

2.3. In particular, objectives of the Foundation are:

- a) investigations inherent in trend scenarios, to address environmental, economic and cultural challenges
- b) listening and systemic organization of instances and proposals for action, including informal ones, coming from local public bodies, civil society, citizens, associations and groups active in the delta territory on environmental, cultural and social aspects and inherent to common goods
- c) encouraging the sharing of vision, assessments and decisions, matured through the most appropriate cognitive insights
- d) representing to the fullest extent, in its advisory and deliberative bodies, public and private entities, institutional and non-institutional, with an active and proactive role
- e) deliberating pragmatically, composing different visions and overcoming administrative complexities and fragmentations

2.5. The following may participate in the Foundation: municipalities, provinces, regions, local purpose entities, foundations, preeminent associations, universities, research centers, business forces including national and international, both public and private, who share the Foundation's purposes and work for them.

3. Related instrumental activities

3.1. The Foundation, respecting its nonprofit nature, will deliberate initiatives, projects and financing, consistent with its strategic directions in compliance with economic sustainability and technical and financial feasibility; it will work for the pursuit of benefits with impartiality and transparency.

3.2. The Foundation's activities do not exclude collaborations and synergies with other public and private entities, if they do not conflict with the Foundation's purposes.

3.3. The Foundation may:

- a) make applications for public and private funding
- b) participate in public proceedings aimed at the allocation of public resources and financing for the pursuit of its statutory purposes, carrying out any activity necessary for this purpose and in compliance with current regulations
- c) acquire in ownership or by surface right, real estate and areas necessary for the realization of projects approved and shared by the bodies of the Foundation
- d) administer and manage property owned, rented and leased, as well as manage funds, including those of third parties, aimed at consistent purposes
- e) to carry out any activity useful for the pursuit of the Foundation's purposes.

5. Endowment fund

5.1. The Foundation's assets consist of:

- a) the initial fund paid by the founding members (the "Founders");
- b) the contributions in cash, movable and immovable property or other utilities, of benefit to the purposes of the Foundation, made by the Founders and expressly appropriated to the Assets
- c) contributions made by the member Public Entities
- d) contributions from the State, the European Union, Territorial Entities, other Public Entities and private physical or legal entities
- e) donations made by Entities, public or private entities with express allocation to increase the Patrimony
- g) net profits that by Statute must be mandatorily set aside to increase the Patrimony.

5.2. In the event of the withdrawal of a Founder or co-Founder, the share they have paid will not be returned but will remain as part of the Foundation's Endowment Fund.

5.3. The shares arising from the contributions made that will form the Endowment Fund are indivisible and non-transferable.

6. Operating fund

6.1. The Foundation's Operating Fund is composed of:

- a) contributions, ordinary or extraordinary, in cash, movable and immovable property or other utilities usable for the pursuit of the purposes, made by the Founders, Co-Founders and Participants
- b) income and revenues derived from the assets and activities of the Foundation itself
- c) any donations and contributions from the State, the European Union, Territorial Bodies, other Public Bodies and private physical or legal entities, not expressly allocated to the Assets
- d) revenues from institutional, ancillary, instrumental and related activities.

The Foundation's Operating Fund is used for the operation of the Foundation itself and for the realization of its purposes.

7. Assets management criteria

7.1. Investment policies are guided by the pursuit of the following objectives:

- a) preservation of the value of the Assets through the adoption of appropriate prudential criteria of risk diversification
- b) achievement of a return that allows a flow of financial resources consistent with the multi-year objectives established by the Foundation itself to be allocated to the institutional activities of the Foundation.

9. Founders and Participants

9.1. The Foundation is open to the participation of new public or private entities, which in the judgment of the Board of Directors and the Assembly are able to contribute to the achievement of the purposes of the Foundation in the manner specified below and consistent with the statutory purposes. Members of the Foundation are distinguished into Founders and Participants.

9.2. Founders are those individuals who are present at the Foundation's deed of incorporation.

9.3. Founders may contribute to the Foundation's Assets and Operating Fund through contributions in kind, in services of labor, or, on a voluntary basis, in cash, in an amount to be proposed by the Foundation's Board of Directors to the Founders' Assembly.

9.4. The Founders' Assembly may grant the status of co-Founder to natural or legal persons, public or private, who, although they did not participate in the founding act, resolve to join the Foundation in this capacity and to contribute permanently to the Assets and the Operating Fund, through significant contributions, in cash or in kind or in work performance, according to the proposal formulated by the applicant, approved by the Board of Directors and subsequently by the Founders' Assembly. Co-Founders, once admitted to the Foundation, have the same position, rights and duties as Founders.

9.5. There is also provision for the status of Participant conferred by the Founders' Assembly, upon the proposal of the Board of Directors of the Foundation, to persons who are Public or Private Law Entities that, sharing the purposes of the Foundation, contribute to the Foundation's Operating Fund on a multi-year basis, by means of adequate contributions, whether in cash or in kind or in work performance, to the extent and in the manner established for this purpose by the Board of Directors.

12. Bodies of the Foundation

The bodies of the Foundation are: a. President; b. Founders' Assembly; c. Scientific Committee; d. Board of Directors; e. Board of Auditors; f. General Assembly.

13. President of the Foundation

13.1. The President of the Foundation is appointed by the Founders' Assembly, from among the members of the Board of Directors, designated by the Founders.

13.2. The President has the legal representation of the Foundation before third parties and in court. It is up to the President to sign acts of external relevance that the Statute or other organizational acts do not reserve for other bodies of the Foundation.

13.3. The President of the Foundation convenes and presides over the Board of Directors, the Founders' Assembly, and the General Assembly, and approves the work agenda.

13.4. The President of the Foundation, in case of absence or impediment, shall be replaced by the Vice President if appointed, or by a Director delegated by him or her, or by the most senior Director.

14. Founders' Assembly

14.1 The Founders' Assembly shall consist of all Founders (represented by their legal representative or appropriate appointee designated from time to time) and, if there are Participants, their representative(s).

14.2 Any Founder and representative of the Participants may be represented at the Founders' Assembly by another Founder by written proxy. The proxy shall specify the name of the representative with an indication of powers and possible limits of the proxy.

14.3 The Founders' Assembly shall decide on matters reserved to its competence by these Bylaws, as well as on matters that one or more Directors or as many Founders representing at least one third of the same, submit for their approval.

16. Board of Directors

16.1. The Administration of the Foundation shall be entrusted to a Board of Directors consisting of a minimum of 3 (three) to a maximum of 11 (eleven) Directors appointed by the Founders' Assembly.

16.2 A person who is declared bankrupt, disqualified or incapacitated or a person who is sentenced to a punishment involving disqualification, including temporary disqualification, from public office or inability to hold executive office may not be appointed as a Director and, if appointed, shall forfeit his or her office.

18. General Assembly

A General Assembly is established, without decision-making capacity but with the essential consultative function of listening to and taking in relevant scientific and technical proposals, evaluations and eventualities, coming from citizens, the territory, associations, trade unions, representative expressions and in any case worthy of attention. Such a "think tank," or place of comparison and evaluation, will help the stakeholders and bodies of the Participatory Foundation in the correct understanding of the development of the territory and economic, cultural and environmental activities.

The President, or his or her deputy, convenes the General Assembly of Elected Members at least twice a year.

The choice of participants is delegated to the Emilia-Romagna and Veneto Regions, and the Assembly is composed of representatives of:

Emilia-Romagna Region

Veneto Region

Provinces of [...]

Veneto Po Delta Regional Park, Emilia-Romagna Po Delta Regional Park.

There will also be 5 Mayors representing local authorities and 10 stakeholders, expressions of the territory and significant interpreters of current cultural, social, economic and tourism phenomena.

20. Scientific Committee

20.1 The S.C. shall consist of 9 (nine) members appointed by the Founders' Assembly, upon the proposal of the Board of Directors. Each of the members shall hold office for 3 (three) years from the date of his/her appointment and is renewable. The first appointment, if so desired by the Founders, shall be made at the time of the deed of incorporation.

20.2. The office of member of the S.C. is incompatible with any other office in the Foundation.

20.3. The failure of the majority of its members shall determine the expiration of the entire body.

20.4. The S.C. shall:

- a) propose strategic guidelines, which it submits to the Board of Directors
- b) express an opinion on the annual program of activities proposed by the Board of Directors
- c) develop medium- and long-term scenarios.

20.5. The Chairman of the S.C. shall be elected from among its members by majority vote. The Chairman shall regulate the functioning of the body, prepare its agenda and govern its work.

23. Code of Ethics

23.1. The Foundation may adopt its own regulations containing rules of ethics and conduct.

23.2. The code of ethics shall be adopted by the Board of Directors.

Town of Cres

Town of Cres Management Plan for Cultural District outlines a framework for consultations and the exchange of opinions on the future of the island Cres, which will lay the foundations for cooperation and partnership among local stakeholders, public administrations, private businesses, national and international partners. This document was developed in association with Island Development Agency OTRA d.o.o., Tourist Board of Cres, Tourist Board of Mali Lošinj and Cres Museum. The Management Plan is constructed in two levels: 1. **Territorial diagnosis** of the Cres Island – an overview of the general situation on the island of Cres (knowledge, conservation and protection, cultural and economic evaluation and monitoring); 2. **Development and management strategy** of the Cres Island. **Territorial Diagnosis** offers a descriptive interpretation of the situation on the island of Cres and identifies its strengths and problems. It identifies three major issues at stake: - The sustainable exploitation of the territorial heritage resources as leverage for the creation of attractive jobs for the youngest generations. 2 - The mobilization of all stakeholders to support and manage a common development project. - The multiplication of local initiatives for maintaining the quality of the territory and the sustainability of its resources. **Development and management strategy** took into consideration the heritage, the territory and all its resources, integrative multisectoral approach, long-term approach, local democracy and the participation of all stakeholders. It is based on principles of transparency and cooperation, so all the decisions are clear and in accordance with attitudes of all stakeholders, which is an important prerequisite for their future involvement in the implementation of the strategy.

The Management Plan is annexed below (original document in English).

Korčula

The aim of the management plan is to coordinate the actions of the main stakeholders relevant to the development of tourism on the island of Korčula, in accordance with the Agreement on project association of tourist communities on the island of Korčula, signed in December 2020.

Special forms of tourism, such as cultural, rural, adventure, etc., are characterized by specific motives for the arrival of guests to the destination of the island of Korčula. Such selective forms of tourism are also called tourism of special forms or interests and represent the opposite of mass tourism. By developing selective forms of tourism, destinations create different tourist products that complement the tourist offer and increase the destination's competitiveness.

Not least, selective forms of tourism are mostly in accordance with the principles of sustainable tourism and as such represent targeted forms of tourism for the destination of the island of Korčula.

The agreement thus defines the following tourist products as priority for the development of the destination and the extension of the tourist season:

- Active tourism with an emphasis on pedestrian and bicycle tourism, including events
- Cultural tourism, including events
- Food and wine tourism, including events.

Common to all three forms of tourist products is the protection and valorization of the cultural and natural heritage of the island of Korčula, as a resource.

Thus, active tourism relies on the natural beauty of the island of Korčula, developed primary and secondary agricultural production with an emphasis on viticulture and winemaking, olive growing and oil production.

Cultural tourism relies on the rich history and cultural tangible and intangible heritage of the island of Korčula. The synergy of culture and tourism enables the use of financial effects and the additional valorization of heritage.

The eno-gastro tourism product is an integral part of the two previously mentioned products. Namely, the eno-gastro offer is complementary to active tourism and the habits of tourists who are active participants in the tourist offer. Also, the eno-gastro offer is part of the cultural heritage in terms of preserving the tradition of food production and maintaining traditional recipes. Eno-gastro offer based

on local tradition and local products represents an important segment of the development of sustainable tourism.

Events in all three segments of the tourist offer represent an interactive way of product promotion with active participation of guests. Through events, an additional experience in the destination is provided, in which tourists who acquire new knowledge about the destination become patrons of it.

The Management Plan is annexed below (original document in Croatian).

Annexes

Piano di Gestione per la strategia di sviluppo del Distretto Culturale Delta del Po (ITA)



REPORT PIANO DI GESTIONE (PdG)

Le priorità di valorizzazione e promozione rispetto agli asset scelti. Comune di Comacchio e Comune di Adria

Il Delta del Po è una unicità socio-ambientale tra i paesi di riva Mediterranei per le risorse naturali e culturali e per la possibile ulteriore implementazione di queste.

L'Ente Parco Regionale Veneto del Delta del Po, istituito con l.r. Veneto 36/1997, ha tra le proprie finalità la tutela dei valori naturalistici, ambientali, storici e culturali presenti nell'area del Delta del Po rodigino e nella Riserva di Biosfera Delta del Po MAB UNESCO, quali risorse atte a permettere lo sviluppo economico, sociale e culturale delle comunità locali. In particolare, mira a soddisfare specifiche esigenze dell'Ente in tema d'attività previste nell'ambito del progetto VALUE, finanziato dal programma di Cooperazione Territoriale Europea "Interreg IPA CBC Italia – Croazia" Asse 3 "Ambiente e Patrimonio culturale".

L'azione WP 3.3 del progetto prevede la definizione di un distretto per la valorizzazione del territorio che ha l'obiettivo, condiviso tra pubblico e privato, di sviluppare gli aspetti della tutela, della fruizione, della comunicazione e dei servizi offerti ai fruitori, attraverso l'impegno congiunto ed acquisito delle organizzazioni rientranti nel distretto.

Il Distretto culturale, nel quadro di un'economia che con sempre più marcata evidenza rinvia al valore aggiunto della conoscenza, della cultura e dei saperi anche legati alla tradizione, della circolazione delle

idee e delle componenti immateriali, debbono concorrere a stimolare e incrementare la domanda dei cittadini, trasformandola, progressivamente, in inediti stimoli e orientamenti per il territorio verso alternative e nuove forme di produzione economica e culturale delle nuove professioni ad esse collegate.

Il distretto culturale dovrà favorire l'innovazione del tessuto economico e, nel contempo, fornire elementi di monitoraggio e superamento delle criticità sociali, oltre a contribuire a rafforzare, diversificare, qualificare il sistema produttivo, rispetto al raggiungimento di livelli di competitività. Il Distretto rappresenta, pertanto, un sistema integrato di offerta territorialmente circoscritto, coincidente con un'area di risorse naturali e culturali, caratterizzato da un livello crescente di articolazione, qualità e integrazione dei servizi."

Lo strumento locale è un Piano di gestione che fa riferimento agli elementi costitutivi il distretto culturale:

- "da un lato, connette le attività per la valorizzazione delle differenti risorse (culturali e ambientali, tangibili e intangibili, riproducibili e non) con un processo integrato, le cui tessere sono: o risorse ambientali, di eccellenza nel Delta;

- o risorse umane e sociali;

- o infrastrutture territoriali (servizi di trasporto, per il tempo libero, ecc.);

- o servizi di accoglienza (alberghi, ristoranti, ecc.);

- o altre attività complementari.

- dall'altro, integra peculiarità diverse: o beni e istituzioni culturali*;

- o spettacolo dal vivo;

- o produzione di arte contemporanea;

- o industria cinematografica;

- o industria televisiva;

- o industria editoriale;

- o industria multimediale;

- o prodotti tipici locali;

- o industria della moda e del design;

- o festival."

*Nella medesima categoria: i musei, i parchi archeologici, le opere d'arte, i monumenti, i centri storici, le chiese, i palazzi, le piazze, la struttura urbana, il patrimonio diffuso e il paesaggio.”

FINALITA'

È essenziale che un territorio vasto, stratificato, ricco di peculiarità ambientali e culturali e di molteplici decisori pubblici, possa garantire una “qualità diffusa” con omogeneità prestazionale condivisa, al fine di garantire:

- Senso di appartenenza dei cittadini al proprio territorio (motivazione)
- Condizioni di favore per l'attecchimento di intraprese culturali e imprenditoriali – no profit, for profit – soprattutto tra i giovani (intrapresa)
- Attrattività turistica dei segmenti crescenti: slow tourism, outdoor, Benessere del corpo, ecc. (appetibilità turistica).

A tale scopo si propone la riflessione su alcuni interventi integrati che possano riflettersi positivamente sulle due realtà esemplificative e di studio: Comacchio e Adria. Ancorché tali interventi ipotizzati coinvolgano tutte le realtà del Delta, in questa sede sono analizzati per misurarne gli impatti e le utilità sul Piano gestionale di Comacchio e Adria.

Gli interventi analizzati sono:

1. Destination Management Organization: Un'unica D.M.O. per l'intero Delta del Po?
2. La certificazione di qualità dei servizi dei Comuni del Delta del Po
3. Festival ombrello. “Da Venezia a Ravenna: Argini e barene nel Delta del Po”

Verranno quindi espresse le:

4. Modalità organizzative e gestionali specifiche per Comacchio
5. Modalità organizzative e gestionali specifiche per Adria

1. La creazione di un'unica Destination Management Organization -DMO- per l'intero Delta del PO.

UNWT definisce una DMO quale “Organizzazione senza scopo di lucro che si occupa delle strategie della gestione coordinata di tutti gli elementi che costituiscono una destinazione turistica:

- Promozione integrata e sistematica di una destinazione turistica, comunicando immagine univoca ed esaltandone le peculiarità
- Sollecitare la collaborazione tra gli operatori della filiera turistica (associazioni, strutture ricettive, agenzie di viaggio, T.O. incoming, enti pubblici) presenti nell'area di interesse

- Formazione degli operatori turistici
- Supporto e consulenza alle imprese per superare eventuali lacune gestionali.

Una DMO è solitamente caratterizzata da una partnership tra enti pubblici e privati”.

In Veneto la Destination Management Organization (DMO) o l'Organizzazione di Gestione della Destinazione (OGD) “nasce in attuazione del quadro normativo di riferimento per l’industria turistica previsto dalla Legge Regionale 14 giugno 2013 n. 11 “Sviluppo e sostenibilità del turismo veneto” che ha introdotto all’art. 9 il concetto di destinazione turistica. La DMO (o OGD), assume il ruolo di moderna forma di presidio del territorio e delle risorse che lo compongono, costituita da soggetti pubblici e privati, definendo la governance turistica della destinazione stessa e la pianificazione strategica unitaria delle attività dei diversi soggetti coinvolti.”

Le Organizzazioni di Gestione della Destinazione (O.G.D.) sono gli organismi costituiti a livello territoriale ai sensi dell’art. 9 della l.r. n. 11/2013 da soggetti pubblici e privati per la gestione integrata delle destinazioni turistiche del Veneto e la realizzazione unitaria delle funzioni di informazione, accoglienza turistica, promozione e commercializzazione dell’offerta turistica di ciascuna destinazione. Le Organizzazioni di Gestione della Destinazione (OGD) sono riconosciute dalla Giunta regionale sulla base di parametri e criteri che sono stati definiti con i provvedimenti: Dgr n. 2286 del 10 dicembre 2013 "Sviluppo e sostenibilità del turismo veneto. Definizione dei criteri e parametri per la costituzione delle Organizzazioni di Gestione della Destinazione turistica. Deliberazione n. 138/CR del 28 ottobre 2013. Legge regionale 14 giugno 2013, n. 11, articolo 9. Dgr n. 1361 del 28 luglio 2014 "Definizione dei criteri, condizioni e requisiti per il riconoscimento dei consorzi di imprese turistiche. Delibera n. 45/CR del 13 maggio 2014. Legge regionale 14 giugno 2013, n. 11 "Sviluppo e sostenibilità del turismo veneto", articolo 18". Dgr n. 588 del 21 aprile 2015 "Classificazione delle strutture ricettive e costituzione delle Organizzazioni di Gestione delle Destinazioni. Iniziative di semplificazione delle procedure, dei procedimenti amministrativi e delle attività in materia di turismo. Deliberazione n. 21/CR del 3 marzo 2015". Dgr n. 190 del 21 febbraio 2017 "Sviluppo e sostenibilità del turismo veneto. Aggiornamento dei criteri e dei parametri per la costituzione e il riconoscimento delle Organizzazioni di Gestione delle Destinazioni e dei Consorzi di imprese turistiche. Deliberazione n. 1/CR del 19 gennaio 2017. Legge regionale 14 giugno 2013, n. 11, "Sviluppo e sostenibilità del turismo veneto", articoli 9 e 18; deliberazioni n. 2286/2013, n. 1361/2014 e n. 588/2015"

Nel territorio del Delta abbiamo il soggetto Promotore/Referente che è lo stesso Ente Parco Regionale del Delta del PO e accomuna un congruo numero di municipi veneti.

Parallelamente, sul fronte Emiliano romagnolo è nata la nuova “Destination Management Company “InRomagna”, con Confesercenti e Confcommercio di Forlì, Cesena e Ravenna, con adeguato sito Internet e sede presso l'aeroporto di Forlì, partner strategico di progetto. Opera sull’incoming turistico, nazionale e internazionale, favorendo la semplificazione nella scelta coordinata tra volo e altri collegamenti, mete turistiche performanti, ricettività e altri servizi, operando soltanto sulle province di

Forlì, Cesena e Ravenna. “E' un ombrello, non farà scomparire cosa c'è già, ma sarà anzi un collettore per tutti quelli che finora hanno lavorato per portare turisti da noi”, afferma il Presidente della società Corrado Augusto Patrignani.

Il portale www.inromagna.travel parla chiaramente: “In Romagna vende tutti i servizi del turismo ed esperienze in maniera diretta, ma è anche una rete che collega i migliori operatori turistici del territorio di Forlì, Cesena e Ravenna. Se vuoi vivere un'esperienza indimenticabile, i veri professionisti esperti del territorio siamo noi, perché siamo romagnoli e conosciamo le nostre terre e le offerte migliori sul territorio.”

Tali due scelte regionali sono intrinsecamente convincenti e certamente efficaci ma, purtroppo, agiscono separatamente e nel caso dell'insieme geografico e culturale del “Grande Delta del Po” – territorialmente e culturalmente condiviso – ciò complica la coerenza delle azioni da porre in essere.

Si pongono, allora, due possibili strade:

- la creazione di una DMO unica per l'area “Grande Delta del Po”
- un “Tavolo di condivisione e affinamento di strategie e risorse” da parte dei due enti preposti per quanto impegnati a fare nell'area MAB.

La creazione di un'unica DMO è coerente e di sicura efficacia ma comporterebbe complessità amministrative e gestionali elevate.

La seconda via, invece, è certamente fattibile e sicuramente utile.

Sostanzialmente favorirebbe confronti diretti programmati, di periodicità indicativamente trimestrale, in grado di:

- condividere le scelte strategiche
- uniformare per quanto possibile le peculiarità di composizione dell'offerta (target, pacchetti, costi, agevolazioni, ecc.)
- coordinare i duplici canali di comunicazione - digitale, tradizionale e di eventi – pur restando nelle due diverse realtà regionali.

In altre parole si creerebbe un confronto, promosso coerentemente da entrambe le strutture regionali, che, grazie a tale lavoro di coerenza, trarrebbe vantaggio e incremento posizionale.

2. La certificazione di qualità

La creazione di un sistema diffuso di qualità condivisa è essenziale per garantire credibilità e un valido approccio promozionale. Tale sistema si sostanzia innanzitutto in una condivisa certificazione di qualità che potrà coinvolgere:

- Risorse archeologiche, architettoniche, culturali materiali/immateriali e paesaggistiche;
- Strutture ricettive e Ristorazione

- Servizi turistici
- Produzioni culturali, di filiera agroalimentare e dell'Artigianato.

In tal modo, selezionando i più adeguati prerequisiti e attraverso la condivisione di “disciplinari di qualità”, le aziende del territorio che svolgono attività in uno di questi campi potranno chiedere di aderire al progetto, assumendone i vantaggi promozionali ed economici di appartenenza.

Infatti, una volta accertata la corrispondenza ai requisiti previsti, gli aderenti saranno inseriti nelle:

- attività di animazione locale (visite guidate, festival, iniziative promozionali, offerte dei tour operator)
- iniziative di promozione già avviate dai soggetti pubblici e pubblico/privati, anche attraverso le offerte turistiche dei tour operator del territorio
- iniziative promozionali rivolte ai mercati esteri, difficili ed onerosi da raggiungere singolarmente.

La preconditione comune è l'ecosostenibilità delle azioni da porre in essere. Vediamo quindi alcune certificazioni che rispondono a tale criterio, ricordando che è un terreno di lavoro ricco di approfondimenti, ad iniziare dall'esperienza californiana che ha fatto scuola, per il turismo sostenibile: il Marchio Green Globe, di circa 20 anni fa. Le categorie certificabili sono molteplici, a partire dalla dimensione ambientale a quella sociale e culturale. I criteri adottabili sono anch'essi molteplici e si va, sul fronte ambientale, dal rispetto e risparmio nelle modalità di pulizia (mezzi, prodotti, ecc.) al contenimento delle risorse (energia, acqua, ecc.), dalla riduzione di rifiuti alla loro corretta differenziazione fino al riutilizzo. Invece dal punto di vista sociale si propende per dipendenti locali, presumibilmente più vicini alle motivazioni identitarie, alla loro qualificazione per l'accoglienza e per la storia del territorio, alla parità di diritti e sicurezza per ognuno. In sintesi, si propone un confronto tra alcuni Marchi. (Con elementi tratti dalla redazione Holidays Extras e Legambiente)

Panoramica dei marchi ambientali a confronto

	LEGAMBIENTE TURISMO	GREEN GLOBE	TRAVELIFE	BIOSPHERE RESPONSIBLE TOURISM	EUROPEAN ECOLABEL
ASSEGNAZIONE	Hotel, campeggi, stabilimenti balneari, villaggi turistici, organizzatori di viaggi	Operatori turistici, hotel, centri congressi, attrazioni, aziende di trasporti	Operatori turistici, hotel, alloggi	Destinazioni, hotel, alloggi, gastronomia, attrazioni, attività tempo libero	Hotel, pensioni, campeggi
PROCEDURE DI VERIFICA	Verifica indipendente sul luogo	Verifica indipendente sul luogo	Controllo della documentazione online e verifica indipendente sul luogo	Verifica indipendente sul luogo	Verifica indipendente sul luogo
PERIODO DI VALIDITÀ	1 anno	2 anni	2 anni	1 anno	Da 3 a 5 anni
AMBITO DI SOSTENIBILITÀ	Ambiente, sociale, economia, cultura	Ambiente, sociale, economia, cultura	Ambiente, sociale, economia, cultura	Ambiente, sociale, economia, cultura	Ambiente
AMBITO DI VALIDITÀ	Italia	Internazionale	Internazionale	Internazionale	Europa

Legambiente Turismo

“L’etichetta ecologica **Legambiente Turismo** nasce nel 1997 per consentire alle imprese turistiche e ricettive, che adottano misure per ridurre l’impatto delle proprie attività sull’ambiente, di entrare a far parte di una rete riconosciuta in Italia e all’estero.

Un a maniera per creare un patto tra operatori del settore e territori, per costruire i settori di green economy attraverso la valorizzazione del turismo sostenibile. Coinvolgendo gli operatori locali e i turisti in una scelta ecologica duratura e consapevole, il turismo può diventare un vero motore di sviluppo in chiave sostenibile favorendo, attraverso un forte legame con i territori e la conoscenza dei luoghi, vacanze ricche, oltre che di comfort, anche di qualità.

Chi aderisce a Legambiente Turismo non deve obbligatoriamente aver già attuato percorsi volti alla riduzione dell’impatto ambientale, ma impegnarsi a seguire il disciplinare dell’etichetta. Nel disciplinare sono indicati gli obiettivi generici da raggiungere e i criteri specifici (produzione e gestione dei rifiuti, gestione delle risorse energetiche, idriche, alimentazione e gastronomia, mobilità sostenibile, accessibilità, acquisti eco-sostenibili, valorizzazione dei beni culturali e ambientali).

Va sottolineato che i criteri indicano ciò che va perseguito, delegando all’esercizio la possibilità di trovare la migliore soluzione possibile in relazione alle proprie caratteristiche. Le strutture sono soggette ad una valutazione al primo anno di adesione, poi una volta ogni due anni, volta a verificare il rispetto del disciplinare. Al termine della valutazione, un’apposita commissione ha il compito di decidere chi può

mantenere l'etichetta, chi non la può mantenere e chi la può mantenere "con riserva", ovvero compiendo gli adeguamenti che vengono evidenziati dal controllore.

Tra i vantaggi degli associati vi è la presenza sul portale legambienteturismo.it, la promozione di notizie, eventi e iniziative da pubblicare sui social 4.0, i materiali cartacei e virtuali per comunicare agli ospiti l'impegno della struttura in più lingue. Gli associati possono partecipare a campagne e iniziative dell'associazione inerenti al turismo e possono collaborare con l'Associazione Italiana Turismo Responsabile di cui fanno parte Tour Operator e Agenzie di Viaggi specializzate nel turismo sostenibile e responsabile. Le strutture presenti in uno dei distretti censiti dalla Guida Blu del Touring Club vengono inserite gratuitamente nella Guida stessa e i soci possono accedere a costi agevolati a proposte di beni e servizi di altre aziende. <https://www.legambienteturismo.it/>

Green Globe

Il marchio Green Globe, nato 20 anni fa in California, è stato il primo in assoluto a certificare viaggi ecologici e turismo sostenibile. Oggi gli standard di Green Globe sono riconosciuti in tutto il mondo nell'ambito del turismo sostenibile e del rispetto sociale. Le aziende che ottengono questa certificazione devono diventarne socie e sottoscrivere una quota che varia a seconda delle dimensioni. Una volta effettuata l'adesione vengono svolte delle analisi di verifica di tutti i processi aziendali e delle relative offerte per controllare che le attività siano rispettose dei criteri ecologici e sociali previsti. Se alcuni criteri non vengono rispettati, Green Globe offre un sostegno per lo sviluppo di nuovi metodi di gestione sostenibili e un aiuto concreto per l'attuazione delle misure necessarie. Per maggiori informazioni potete consultare il sito www.greenglobe.com.

Biosphere Responsible Tourism

Il marchio Biosphere Responsible Tourism, riconosciuto a livello internazionale, accerta l'impronta ambientale delle varie aziende turistiche e controlla i processi aziendali e le offerte sulla base della loro sostenibilità ambientale e sociale. Anche in questo caso, le aziende possono richiedere aiuti e sostegni. Le aziende che non riescono a rispondere a tutti i criteri o che desiderano modificare la loro gestione per migliorare la sostenibilità e la protezione dell'ambiente, possono ricevere un supporto concreto per l'attivazione di misure economicamente ed ecologicamente più sostenibili. Il sistema di certificazione di Biosphere Responsible Tourism è presente in tutto il mondo e riconosciuto da organi internazionali di promozione del turismo sostenibile (GSTC). Per maggiori informazioni, consultate il sito www.biospheretourism.com.

European Ecolabel

Il marchio europeo European Ecolabel è specializzato nella sostenibilità ambientale e viene attribuito da organizzazioni partner, come i rispettivi ministeri per l'ambiente. Hotel, pensioni e campeggi vengono controllati sulla base della loro qualità e il loro impatto sulla natura e sull'ambiente. Vengono così valutate le varie iniziative attive adottate all'insegna della protezione ambientale, come l'utilizzo di energie rinnovabili o di metodi per la riduzione della pattumiera e il risparmio di energia ed acqua. I criteri su cui poggiano gli standard da rispettare vengono stabiliti dagli esperti delle organizzazioni ambientali presenti in Europa e sono riconosciuti da tutti i paesi membri dell'Unione Europea. Per maggiori informazioni sul marchio, ec.europa.eu

Travelife

Il marchio Travelife è nato in Inghilterra e prevede riconoscimenti di diversi livelli. Il maggiore è il certificato Travel Life Gold.

L'idea di Travelife è nata grazie all'impegno e il sostegno di tante aziende che operano nel turismo ma anche di diverse catene di hotel ed enti del turismo. Dopo essere diventati soci di Travelife, i processi e le offerte delle aziende vengono analizzate così da poter verificare che la gestione rispetti criteri di sostenibilità ecologica, ambientale ed economica. Il marchio offre anche un aiuto per il miglioramento delle aziende. I contenuti e i criteri dei certificati Travelife hanno valore internazionale e si basano su standard di sostenibilità e responsabilità aziendale (ad es. la ISO o l'EMAS) riconosciuti in tutto il mondo.

Una innovazione: “La Rete degli spazi ibridi della Città di Milano”

Un ulteriore, interessante stimolo arriva dal Comune di Milano. Si tratta “di un elenco qualificato per censire e mettere in rete le esperienze di rigenerazione urbana a base sociale e culturale nei quartieri della città. A partire dal 2012, il Comune di Milano ha avviato una serie di iniziative finalizzate al riuso, rigenerazione e valorizzazione di immobili comunali sottoutilizzati mediante l'affidamento di detti spazi a soggetti privati o del privato sociale per la realizzazione di progetti sociali e culturali. Oltre alle iniziative portate avanti dal Comune, in questi anni a Milano sono nate diverse esperienze analoghe di rigenerazione urbana a base sociale e culturale sostenute da investimenti privati e/o da altre istituzioni o fondazioni bancarie e enti filantropici. L'insieme di queste iniziative ha portato alla nascita di numerosi luoghi di socialità, aggregazione e fruizione culturale nei quartieri mediante il recupero di una porzione di patrimonio immobiliare pubblico e privato abbandonato, sottoutilizzato o confiscato alla criminalità organizzata (es. ex spazi industriali, cascine, ex luoghi di culto, ex scuole, ex spazi per uffici etc.). Tali esperienze di rigenerazione urbana a base socio culturale - convenzionalmente definite “Spazi Ibridi” e diffuse anche in molti altri centri urbani in Italia e all'estero - hanno la capacità di combinare imprenditorialità, innovazione, inclusione sociale e radicamento nelle comunità locali, attraverso forme originali di organizzazione, gestione e produzione di prodotti e servizi. (Info Comune di Milano, *Unità*)

Innovazione Economica). Tale esperienza, solo apparentemente avulsa dai comuni del Delta, è in realtà un modo concreto e fattivo di mettere a rete le realtà che esprimono capacità di aggregazione e progetto. Così, il Piano di Gestione può completarsi, non coinvolgendo soltanto le istituzioni pubbliche e private ma anche il mondo informale e laborioso di associazioni, gruppi ed altre entità locali che esprimono comunque un importante lavoro “bottom up” nel territorio.

3. Festival ombrello. “Da Venezia a Ravenna: Argini e barene nel Delta del Po”

Il Festival vuole essere lo strumento cardine del Piano di valorizzazione culturale e Marketing turistico. In modalità flessibile e cangiante, per temi e organizzazione, cerca infatti di perseguire alcuni chiari obiettivi:

- indicare un tematismo di riferimento annuale, che colga e faccia sintesi tra la tempestività dei temi all’ordine del giorno e più appropriati al sentire e all’identità dei luoghi;
- evitare “cannibalizzazioni” nella sovrapposizione delle date di esecuzione e dei temi affrontati, favorendo la migliore realizzazione di eventi e progetti;
- favorire fluidità logistica e organizzativa, in tal modo superando più facilmente vincoli amministrativi, organizzativi e di budget.

4. Modalità organizzative e gestionali specifiche per Comacchio

Comacchio ha “circa 4 milioni di presenze turistiche annue, una profonda e consolidata esperienza nell’ambito della promo-commercializzazione, sia sul mercato interno che su quelli esteri, ed un sistema ricettivo articolato e di elevato livello qualitativo (5 villaggi turistici, 5 campeggi, 27 fra alberghi e Residenze turistico alberghiere, circa 30.000 fra appartamenti turistici e case per vacanza, 87 fra imprese ed agenzie immobiliari, 22 bed & breakfast, 9 affittacamere, 3 agriturismi). (...) Vanta un prodotto turistico dal forte appeal connesso all’integrazione fra la tradizionale offerta balneare ed un articolato sistema di attrattori naturalistici e culturali.” (...) “Non si tratta quindi di elaborare nuove strategie bensì di esaltare il capitale narrativo di Comacchio, sfruttando strumenti consolidati e quelle esperienze che la filiera imprenditoriale locale e gli attori pubblici del sistema turistico governano da tempo con estrema incisività. Comacchio vede pertanto affiancarsi al sistema turistico locale l’agenzia regionale per la promozione turistica (APT Servizi), il SITUR, sistema informativo turistico regionale e l’ente regionale strumentale rappresentato dalla Destinazione Turistica Romagna. Fondamentale è il ruolo della “Destination Management Company Po Delta Tourism srl” che ha sviluppato “www.visitcomacchio.it”, in sinergia con il Consorzio provinciale di imprese “Visit Ferrara””.

Si è in questa fase indagato su alcuni approcci finalizzati, tra i quali ne abbiamo selezionati quattro.

- Il presupposto generale della “Convenzione per la Salvaguardia del Patrimonio Culturale Immateriale” (Unesco 2003) ratificata da numerosi paesi, che definisce un nuovo terreno di lavoro, altamente stimolante e che ha visto accogliere un significativo numero di beni culturali immateriali: dalla dieta mediterranea all’arte dei muretti a secco, dalla perdonanza celestiniana alla transumanza. In tale logica apparirebbe di sicuro significato ipotizzare un progetto di medio periodo che affronti il tema generale della Laguna nelle sue molteplicità.
- “Sviluppo e coesione sociale: il Progetto Comacchio 2015/2020”. Il Comune di Comacchio lo ha sottoscritto con la Regione Emilia Romagna, il Parco del Delta del Po, la Provincia di Ferrara e gli stakeholder locali perseguendo: -crescita economica e valorizzazione aree produttive dismesse; - nuova economia nel riconoscimento dell’archeologia e del Parco del Delta; - qualificazione / riqualificazione del capitale umano; -costituzione del Biodistretto del Delta e riqualificazione delle Valli, della Salina e della Marineria; - miglioramenti per l’ambiente, trasporti, sanità e sociale; - sostegno a ricerca, terziario avanzato, commercio, turismo e servizi. L’interesse è stato riscontrato nella completezza circolare dell’approccio, che va oltre anche il “Distretto culturale allo studio.
- “Terre d’acqua, terre nell’acqua. Delta del Po e Venezia”. Su proposta del Parco Regionale Veneto del Delta del Po, in partnership con i Musei archeologici nazionali di Adria (Rovigo), di Altino con la relativa Area archeologica (Quarto d’Altino, Venezia), e di Venezia, e con il Museo civico Delta Antico di Comacchio (Ferrara) il sito è stato preselezionato per la candidatura di Marchio del Patrimonio Europeo (European Heritage Label), un “riconoscimento a quei siti del patrimonio culturale europeo, che abbiano un particolare valore simbolico e/o rivestano un ruolo importante nella storia e nella cultura d’Europa e/o nella costruzione dell’Unione europea.”
<https://www.rovigoinfocitta.it/delta-del-po.-candidato-a-marchio-del-patrimonio-europeo/#:~:text=Delta%20del%20Po.-,Candidato%20a%20Marchio%20del%20Patrimonio%20Europeo,nell'ambito%20della%20selezione%202021>
- Infine, di riferimento per forza e chiarezza, il progetto per la candidatura quale “Capitale italiana della Cultura 2018” con un “Piano strategico del territorio in cui l’approccio sistemico punta sia al recupero e alla riqualificazione del patrimonio storico-testimoniale che alla realizzazione di strutture dedicate alla fruizione diversificata e destagionalizzata. Tutto ciò in una visione diffusa di jobs creation, in particolare giovanile.” E in rete con gli attori del territorio: istituzionali, culturali, sociali e regionali. Da tale sforzo compiuto si traggono importanti elementi di orientamento.

Le leve del progetto “Capitale italiana della Cultura 2018”

Innanzitutto “la ragione economica muove da Comacchio e dai Lidi (Spina, Estensi, Porto Garibaldi, Scacchi, Pomposa, Nazioni, Volano) con il progetto già da tempo avviato “Vacanze Natura” (azione di marketing territoriale con gli operatori turistici tra cui “l’Unione di Prodotto Costa”, club di prodotto e Camera di Commercio) da cui è nata la “Destination Management Company Po Delta Tourism” con il portale turistico di promo-commercializzazione (www.visitcomacchio.it), interessato da una campagna di web marketing e web promotion su tutti i mercati di riferimento”. “Al progetto è correlata una campagna di “brand identity” incentrata su Comacchio e sull’affermazione del prodotto turistico Riviera del Parco del Delta del Po (Po Delta Park Riviera) con l’integrazione fra offerta balneare ed un articolato sistema di attrattori naturalistici e culturali. Particolare attenzione è stata riservata al tema Information and Communication Technology e la sua app “iComacchio”, realizzata di concerto con il sistema imprenditoriale locale, che introduce il turista a tutte le opportunità che il territorio offre.”

Ed ecco alcuni Items significativi per il modello di gestione che aggrega e razionalizza:

- Il biglietto unico di fruizione “Comacchio Museum Pass” per il sistema museale (Museo Delta Antico, Museo della Nave Romana, Casa Museo Remo Brindisi Arte e Design del 900, Manifattura dei Marinati e le escursioni negli antichi casoni di valle)
- Spina quale elemento aggregatore. Quella dell’antica città etrusca di Spina nelle Valli di Comacchio, di cui quest’anno ricorre il centenario, è stata una delle scoperte archeologiche in Italia più importanti del Novecento. I reperti archeologici rinvenuti negli scavi sono esposti nel Museo Delta Antico di Comacchio e nel Museo Archeologico Nazionale a Ferrara. Nel 2020 sono state effettuate nuove indagini sul campo da parte della Cattedra di Etruscologia e Antichità Italiche dell’Università di Bologna grazie al progetto EOS - Etruscans On the Sea, in convenzione con il Comune di Comacchio, il Consorzio di Bonifica Pianura di Ferrara e il Museo Delta Antico. Il progetto è nato nell’ambito del progetto Interreg Italia-Croazia VALUE, per “indagare l’area interessata dall’antico abitato di Spina, con lo scopo di comprendere l’articolazione urbana dell’insediamento, la viabilità interna e in uscita, il rapporto tra abitato e necropoli ed eventualmente individuare manifestazioni pubbliche e sacre che permettano di comprenderne gli aspetti più istituzionali.” <https://site.unibo.it/eos/it/il-progetto/le-attivita-dell-universita-di-bologna> <https://archeologiavocidalpassato.com/2020/10/22/ritrovare-lantica-citta-etrusca-di-spina-le-vaste-necropoli-sono-state-delle-scoperte-piu-importanti-del-novecento-e-lobiettivo-del-progetto-eos-etruscans-on-the-sea-dell/>
- Comunità partecipativa e creativa. Si perseguono “forme aggregative multidisciplinari e partecipative sia con il Community Lab, sia nella settantina di associazioni culturali e sociali, che nel più recente Fab Lab Marconi.” (...) È innovativo, in progress, e si sviluppa grazie alle più moderne tecnologie: primo della Provincia di Ferrara ha aderito al Make-ER, il FAB LAB – Spazio Marconi – MakeInCo (inaugurato nel febbraio 2016) è una struttura aperta alle innovazioni, una piattaforma di idee in open source. Uno spazio co-working auto gestito da giovani, un laboratorio dotato di attrezzature che

permettono di “fabbricare digitalmente”. Spazio Marconi promuove la creatività, la condivisione del sapere, la cooperazione e la co-creazione, attraverso la filosofia del Making, ovvero del puro concetto del fare, del creare e del condividere.

- Il Parco del Delta del Po dell’Emilia-Romagna, in collaborazione con il Comune di Comacchio, dal 2004 lavora le anguille secondo la più autentica tecnica tradizionale con il presidio di Slow Food in base ad una prassi standardizzata che risale al 1818. È un tema-filiera essenziale.
- “La conformazione urbanistica della città consente di accogliere, sull’acqua, manifestazioni di elevato significato artistico. La co-partecipazione agli eventi promossi dalla Regione con la sua programmazione Emilia-Romagna Festival, inserisce Comacchio nella più vasta rete di contatti regionali, facendone un crocevia in cui la connotazione culturale non è disgiunta dalla promozione turistica.
- “Centro di Documentazione Cinematografica. Le sale del Centro introducono alla scoperta dei luoghi e degli scenari deltizi che rappresentano veri e propri set naturali, come attestano le oltre 500 opere filmiche girate nel Delta. Tre itinerari evocativi di Cineturismo introducono alla “cinematografia di Pupi Avati” ai “Luoghi del film La donna del fiume” di Soldati; l’ultimo orientato alla conoscenza dei “Paesaggi naturali e artificiali” dagli anni ’40 del Novecento ad oggi”.

Altri eventi esemplari che tracciano un approccio sistemico e di razionalizzazione economica sono: EVENTI ESEMPLARI	CONCEPT DEI PLUS COMPETITIVI
Con il Museo Archeologico Nazionale di Napoli la municipalità ha sottoscritto un accordo di collaborazione su esperienze virtuose, per dinamizzare il Museo Delta Antico e stimolare l’interesse di cittadini e turisti su cultura, la storia e l’archeologia.	Ampliamento nazionale e internazionale dei rapporti culturali e di scambio
Con il Fondo Ambiente Italiano, il Comune di Comacchio ha avviato la valorizzazione di un nucleo del patrimonio storico – architettonico delle Valli (conservazione attiva e fruizione, tutela e sviluppo sostenibile)	Ampliamento nazionale e internazionale dei rapporti culturali e promozionali
Le potenzialità dell’ambiente trovano nella Fiera Internazionale del Birdwatching e del Turismo Naturalistico un “country event” specializzato.	Fiere e Festival tematici sono strumenti core
Water Art Contest. “Declinare l’arte con l’acqua con	Sinergia tematica innovativa

<p>un concorso internazionale di Water Art (unione fra la Casa Museo Remo Brindisi - Arte e Design del '900, le pinete litoranee e le Valli)</p>	
<p>Dai Sargassi a Comacchio - I giorni dell'anguilla. l'eccellenza scientifica e gastronomica della cultura dell'anguilla (Parco del Delta del Po E.R. e Università Studi Ferrara e Alma Mater di Bologna con Centro di Ricerca Univ. Cesenatico (Acquacoltura e Igiene prodotti Ittici).</p>	<p>Core: storia dell'alimentazione, "nuovi approdi della cucina"</p>
<p>Fiera Internazionale del Birdwatching La Fiera Internazionale del Birdwatching, con la sua cadenza biennale</p>	<p>Qualità incomparabile del Delta per il Birdwatching, evento internazionalmente vocato</p>
<p>Archeofestival. Museo Delta Antico, "antenna" per costituzione di un Parco Archeologico (Soprintendenza Archeologia E.R. e Università Zurigo, Ferrara e Venezia per Giornate di studio su archeologia nel Delta (indagini geologiche e marine); turismo in ArcheoBikePark</p>	<p>Ibridazione attrattive, slow tourism</p>
<p>Rassegne cinematografiche – Un paesaggio da film - Cinema galleggiante. Opere filmiche e paesaggio: film di grandi registi e restaurati dalla Cineteca di Bologna.</p>	<p>Tematismo declinabile internazionalmente tra paesaggio, archeologia e cinema.</p>
<p>Teatri sull'acqua Del connubio teatro – acqua, vive la rassegna Teatri sull'acqua, nelle sue due versioni: invernale, negli spazi della Sala Polivalente di Palazzo Bellini, e estiva, itinerante per bambini che</p>	<p>Target bambini, eccellente per il turismo familiare</p>
<p>Teatro Comunitario (filosofia della partecipazione fattiva: palestra di confronto, sociale ed esperienza emozionale)</p>	<p>Condivisione ed ecologia sociale al centro dell'attenzione della cittadinanza attiva</p>
<p>Visita in canoa fra le Valli di Comacchio. Le escursioni sono organizzate da Po Delta Tourism in un itinerario che da Stazione Foce, conduce all'interno delle Valli Fattibello, Spavola e Capre.</p>	<p>Slow tourism</p>

5. Modalità organizzative e gestionali specifiche per Adria

Il Comune di Adria conta oltre 21000 abitanti ed “occupa una vasta area nel settore centrale della provincia nel lembo di pianura tra l’Adige ed il Po. È attraversato dal fiume Canal Bianco, navigabile, che consente il collegamento diretto con l’Adriatico e, mediante chiuse, con l’Adige ed il Po.” La vocazione turistica della città è data prima di tutto dalla ricchissima dotazione di reperti archeologici che testimoniano una lunga storia di contatti fra popoli, scambi e influenze.

Gli scavi archeologici hanno rinvenuto resti di insediamenti su palafitte, a dimostrazione che Adria sorgeva in una zona paludosa circondata dai fiumi e dal mare. La città ha avuto per lungo tempo la funzione di porto di accesso alla Pianura Padana per Greci ed Etruschi, che qui entravano in contatto con la locale popolazione celto-veneta <https://www.veneto.eu/IT/Adria/>.

I lasciti della lunga storia di Adria sono conservati nel **Museo Archeologico Nazionale (MAN)** dove abbondano le testimonianze che riguardano l’abitato arcaico, risalenti al VI sec. a. C., quando Adria era un florido porto frequentato da etnie diverse (i Veneti, i Greci e gli Etruschi). Una cultura di scambi e ibridazioni, testimoniata da una ricchezza di reperti impressionanti per la loro varietà e bellezza, dalle ceramiche greche ai metalli etruschi. Il Museo fa parte del **Water Museum Global Network**, una rete virtuale di musei di tutto il mondo incentrata sulla connessione fra umanità e acqua, con il suo patrimonio naturale, culturale, materiale e immateriale. Riconosciuta dall’UNESCO, la rete è nata per porre l’attenzione sul bene più prezioso della Terra, per scambiare esperienze e buone pratiche in modo da poter sviluppare modelli di gestione più sostenibili come risposta alla crisi idrica globale, collegando le conoscenze antiche alle agende contemporanee. <https://www.watermuseums.net/project/>

L’atmosfera intrisa di storia e tradizione del Museo Archeologico si integra in una perfetta sinergia complementare con la contemporaneità del **MAAD, Museo d’Arte Adria Delta**, che oltre ad avere una grande esposizione di opere d’arte moderna e contemporanea, è dotato di strutture tecnologiche (touchscreen, computers, proiettore, tablets) che permettono ai visitatori la possibilità di conoscere materiali non inseribili nel museo, come una pinacoteca virtuale e altri beni artistici presenti nel territorio. (<https://www.culturaveneto.it/it/luoghi/lista-musei/5d1481e2202a8b23444df844>) “Il museo MAAD persegue i propri obiettivi culturali con molteplici attività svolte sia all’interno della sede museale, sia sul territorio, attraverso la collaborazione con altri enti o istituzioni.” <http://www.museomaad.it/>

Entrambi i musei MAN e MAAD fanno parte del **Sistema Museale Provinciale Polesine (SMPP)** avviato nel 2003 dall’Assessorato alla Cultura della Provincia di Rovigo, in collaborazione con Enti Locali, la Soprintendenza per i Beni Archeologici del Veneto e privati titolari di musei, che raccoglie 26 musei del polesine allo scopo di diffondere e valorizzare la conoscenza del ricchissimo patrimonio culturale locale. Nel 2020 all’interno del progetto MuSST#2 -Musei e Sviluppo dei Sistemi Territoriali – Polesine, frutto dell’Intesa tra la Direzione Regionale Musei del Veneto (MiBACT), la Regione del Veneto, la Provincia di Rovigo e la Fondazione Cassa di Risparmio di Padova e Rovigo, il SMPP ha dato vita a “Pollicinum. Museo

Polesine”, una nuova narrazione per i musei della provincia di Rovigo volta a lavorare sull’immagine percepita del Polesine a livello locale, regionale e nazionale al fine di superare gli stereotipi associati al territorio e veicolare l’immagine di un territorio a misura d’uomo, ricco di cultura e natura, adatto al turismo lento. https://www.provincia.rovigo.it/myportal/P_RO/vivere/sistema_museale

Il percorso storico museale di Adria continua con il **Museo della Cattedrale**, “qualcosa di più di una semplice rassegna di oggetti, in quanto si propone di tracciare per mezzo di essi il percorso millenario della Chiesa polesana. Inaugurato il 3 ottobre 2015 esso richiama un buon numero di visitatori delle province limitrofe ed anche dall’estero.” <http://cattedraleadria.it/web/museo/>

La grande attrattività della città è data, in secondo luogo, anche dal contesto paesaggistico in cui è inserita:

con la Legge regionale 14 giugno 2013, n. 11 Sviluppo e sostenibilità del turismo veneto, la Regione ha riconosciuto il Po e il suo Delta come sistema turistico tematico e territoriale. Nel 2013 l’Ente Parco Regionale Veneto del Delta del Po ha istituito l’**Organizzazione di gestione della destinazione turistica (OGD) “Po e suo Delta”**. Si tratta di un territorio, che comprende 24 comuni fra cui Adria, in cui il paesaggio lungo il fiume Po fino ad arrivare al suo delta è un alternarsi di ambienti diversi che si susseguono dalla terraferma al mare. “La OGD Po e suo Delta si propone di:

1. Incrementare il livello qualitativo dell’offerta sia in termini di una migliore organizzazione e una più razionale definizione di assetti funzionali alle esigenze dei moderni turisti/clienti, sia dal punto di vista strutturale con un adeguamento della ricettività e dell’ospitalità;

2. aumentare la sostenibilità e l’accessibilità della destinazione turistica “Po e suo Delta” quali elementi imprescindibili per uno sviluppo equilibrato ed etico delle località e delle strutture ricettive che nelle stesse operano;

3. definire una destinazione turistica integrata, per qualificare ed incrementare il prodotto turistico e l’immagine della destinazione turistica “Po e suo Delta”, sui mercati italiani ed esteri in relazione alle propensioni territoriali, in sinergia con la destinazione “Mare spiagge” – “Città murate...” e la Riserva di Biosfera MAB UNESCO;

4. sviluppare una concreta collaborazione di tutti gli “agenti” nel settore della promozione turistica in quanto la separazione delle funzioni e tra i diversi Enti pubblici e tra Enti e singole Associazioni e operatori privati allontana, e talvolta addirittura contrappone, entità che invece strutturalmente dovrebbero operare di concerto per razionalizzare le attività di informazione, promozione e comunicazione;

5. proporre una pianificazione e marketing strategici e operativi integrati per la valorizzazione ambientale, storica, balneare, culturale, tecnologica ed enogastronomica del “Po e suo Delta”.

<https://www.comune.adria.ro.it/visitadria/destinazione-po-e-suo-delta/>

La proposta dunque prende spunto dalla volontà della ODG di creare una destinazione turistica integrata comprendendo tutte le differenti risorse e attività dei territori in una visione però più ampia e sinergicamente diversificata, al fine di favorire la valorizzazione dei territori stessi.

La capacità del Delta del Po di creare una rete tematica territoriale e il suo alto valore simbolico sono valsi nel 2021 la preselezione del sito “Terre d’acqua, terre nell’acqua. Delta del Po e Venezia” per la candidatura al **Marchio del Patrimonio Europeo (European Heritage Label)**, come già espresso nella sezione “Modalità organizzative e gestionali specifiche per Comacchio”.

<https://www.rovigoinfocitta.it/delta-del-po.-candidato-a-marchio-del-patrimonio-europeo/#:~:text=Delta%20del%20Po.-,Candidato%20a%20Marchio%20del%20Patrimonio%20Europeo,nell'ambito%20della%20selezione%202021>

In diverse occasioni è emerso l’impegno dell’amministrazione di Adria di fare del turismo il volano dell’economia locale:

- **Hackathon “InnovHack4LandVisit”**. Terzo contest gratuito dello Urban Digital Center – InnovationLab Rovigo, organizzato in collaborazione con la cooperativa sociale Gruppo Scuola (Parma) e svoltosi in ottobre 2021. Obiettivo: far emergere idee innovative finalizzate alla promozione e diffusione dell’immagine turistica del territorio di Rovigo e dei Comuni di Adria e Villadose, creare valore economico – sociale, potenziare la comunicazione e il racconto in chiave narrativa (storytelling) del patrimonio culturale del territorio, valorizzare beni culturali e delle attività presenti su tutto il territorio provinciale.

<https://urbandigitalcenterrovigo.it/content/attivita/animazione/hackathon/hackathon-innovhack4landvisit>

- **Vision dell’amministrazione per il 2022**. Nello scorso dicembre il Primo cittadino di Adria ha espresso la sua visione per il 2022 parlando della sua città come “città della cultura, della natura, delle emozioni e dello sport”. L’orientamento ad un’economia del turismo si evince dall’impegno della creazione di servizi atti ad incrementare l’attrattività della zona, come la nuova area sosta camper video sorvegliata inaugurata lo scorso gennaio in via Bettola. “Un’area ben attrezzata che sorge vicino all’area sgambamento cani e il percorso di sport e natura che porta al museo archeologico nazionale e al vicino attracco fluviale che permetterà di chiedere dei fondi statali, disponibili nel Pnrr, per il potenziamento turistico e di sviluppo della formula bici, barca, cultura, natura e sport. Un lavoro dell’amministrazione civica che si traduce anche attraverso la futura centrale operativa per la sicurezza del Delta che si sta sviluppando nell’ex pretura di corso Mazzini, con l’insediamento della sede operativa Aipo, oltre alle già esistenti sedi di protezione civile, polizia locale e dei radioamatori”.

<https://www.comune.adria.ro.it/2021/12/29/il-sindaco-di-adria-omar-barbierato-traccia-il-futuro-della-cittadina-etrusca-per-il-2022/>

- **Premio Adria “Città che legge”**. “Città che legge” è la prestigiosa qualifica ottenuta dalla città di Adria per il biennio 2020-2021, dal Cepell, istituto autonomo del Ministero per i Beni e le Attività Culturali e

per il Turismo (MIBACT). Un riconoscimento conseguito dalla città etrusca grazie alle buone pratiche attuate per promuovere la lettura in città.” Tale riconoscimento si è evoluto nella “Rete di Adria per la lettura”, una rete operativa di realtà associative che hanno sottoscritto con il Comune il “Patto locale per la lettura” con l’obiettivo di promuovere, progettare e realizzare eventi culturali rivolti alla collettività.

<https://www.comune.adria.ro.it/adria-citta-che-legge/>

<https://www.comune.adria.ro.it/2021/11/17/adria-citta-che-legge-e-diventata-una-rete-operativa-di-realta-associative/>

- **Progetto “Navighiamo il museo diffuso dell'acqua”.** Il comune di Adria è coinvolto dal 2020 nel progetto “Navighiamo il museo diffuso dell'acqua” promosso da Assonautica, Acque Interne Veneto ed Emilia, sostenuto dalla Camera di Commercio di Venezia-Rovigo, con il coordinamento di Provincia di Rovigo e la collaborazione di CPSSAE (Centro Polesano di Studi Storici, Archeologici ed Etnografici) e Fiab Rovigo. L’obiettivo è quello di incentivare la fruizione “lenta” di vie d’acqua interne in abbinata a percorsi ciclabili, nell’ottica slow e green alla base del progetto. “Il progetto adotta una strategia turistica che punta a cambiare radicalmente il paradigma culturale rispetto al modo di visitare, di spostarsi e di “assaporare” il territorio: punto fermo resta in ogni caso l'acqua, elemento primo di vita che ritorna anche nel DNA del Polesine. L'obiettivo è quello di allargare l'offerta turistica locale ampliando itinerari fino ad oggi attivi solo nel meraviglioso Delta, abbinando alla navigazione lungo il “fiume di mezzo”, Tartaro-Fissero-Canalbianco, anche l'opzione bicicletta grazie alla fitta rete di ciclovie e percorsi adatti alle due ruote.” <https://assonauticavenetoemilia.it/fiume-di-mezzo.html>

L’Amministrazione Comunale di Adria, in collaborazione con Proloco Adria, promuove il calendario unico degli eventi comunicati da enti e associazioni, i principali dei quali vengono presentati di seguito: EVENTI ESEMPLARI	CONCEPT DEI PLUS COMPETITIVI
MERCATINO DELL’HOBBISTICA e ANTIQUARIATO Mostra mercato di oggetti d’antiquariato e collezionismo in genere. Quando: il secondo sabato del mese tranne agosto Dove: Piazze Grotto e Bocchi	Fiera tematica ad attrattività internazionale
ADRIA IN FIORE Mostra mercato di prodotti inerenti al florovivaismo, mostre, percorsi culturali, spettacoli e animazioni varie Quando: ultima domenica di aprile Dove: Vie e piazze del centro cittadino	Ibridazione attrattive, slow tourism

ADRIA D'ESTATE Spettacoli musicali, piano-bar, tornei sportivi, sfilate, altre iniziative Quando: venerdì di luglio e agosto Dove: Vie e piazze del centro cittadino	Fiere e Festival tematici sono strumenti core
FESTA DI SAN GIACOMO DI BELLOMBRA stand gastronomico, spettacoli musicali e commedie Quando: dal 20 al 25 luglio Dove: Piazza San Giacomo di Bellombra	Ibridazione attrattive, cultura culinaria locale ad attrattiva internazionale
TEATRO IN GIRO Commedie brillanti in dialetto veneto Quando: luglio e agosto Dove: piazze delle frazioni di Adria	Attrattività della cultura locale come mezzo di inclusività sociale
FIERA DI SAN ROCCO DI VALLIERA stand gastronomico, spettacoli musicali e commedie Quando: dal 2 agosto al 16 agosto Dove: Valliera	Ibridazione attrattive, cultura culinaria locale ad attrattiva internazionale
SETTEMBRE ADRIESE spettacoli, concerti, mostre, animazioni varie, percorsi culturali, Festa del pesce. Quando: mese di settembre e prima metà di ottobre Dove: vie e piazze del centro	Ibridazione attrattive, slow tourism
SU E ZO PER I FOSSI Gran fondo di mountainbike Quando: seconda domenica di ottobre	Ibridazioni attrattive paesaggistiche e sportive.

La possibile operatività del Piano di Gestione

La governance di tante e tali azioni qualitative non può essere gestita da un ulteriore livello di complessità che diverrebbe un "balzello" inefficiente. È dunque necessario che il sistema di gestione passi attraverso una forma semplificata che preveda scambi informativi, condivisioni telematiche e riunioni periodiche per:

- condividere le scelte strategiche
- allineare le caratteristiche dell'offerta culturale (Evento, Festival, ecc.)
- coordinare la comunicazione - digitale, tradizionale – mantenendo l'indipendenza dei canali originali dei singoli promotori. In altre parole sarà costituito un unico elenco da promuovere congiuntamente ma permarranno anche le azioni di ogni singolo promotore.

Si può dunque parlare di struttura snella, confronto di merito e coerenza e incremento posizionale degli eventi e della strategia.

Tale struttura informale avrà funzioni di indirizzo e condivisione delle linee guida e ne monitorerà l'attuazione. I rapporti e le relazioni periodiche saranno garantiti da un profilo gestionale specializzato.

Summary Management Plan for Cultural Heritage Districts – Cres (ENG)

Town of Cres Management Plan for Cultural District outlines a framework for consultations and the exchange of opinions on the future of the island Cres, which will lay the foundations for cooperation and partnership among local stakeholders, public administrations, private businesses, national and international partners. This document was developed in association with Island Development Agency OTRA d.o.o., Tourist Board of Cres, Tourist Board of Mali Lošinj and Cres Museum. The Management Plan is constructed in two levels:

1. **Territorial diagnosis** of the Cres Island – an overview of the general situation on the island of Cres (knowledge, conservation and protection, cultural and economic evaluation and monitoring);
2. **Development and management strategy** of the Cres Island.

Territorial Diagnosis offers a descriptive interpretation of the situation on the island of Cres and identifies its strengths and problems. It identifies three major issues at stake:

- The sustainable exploitation of the territorial heritage resources as leverage for the creation of attractive jobs for the youngest generations.
- The mobilization of all stakeholders to support and manage a common development project.
- The multiplication of local initiatives for maintaining the quality of the territory and the sustainability of its resources.

Development and management strategy took into consideration the heritage, the territory and all its resources, integrative multisectoral approach, long-term approach, local democracy and the participation of all stakeholders. It is based on principles of transparency and cooperation, so all the decisions are clear and in accordance with attitudes of all stakeholders, which is an important prerequisite for their future involvement in the implementation of the strategy.

ISLAND OF CRES IN NUMBERS

Geography

Area: 405.7 km²

Length: 66 km

Width: 12 km

Highest elevation: 648 m (Gorice)

Coastline length: 247.7 km

Population

Number of statistical settlements: 30

Number of inhabited settlements: 28

Number of inhabitants (2021 Census): 3,055

Population density: 7.53/km²



I. TERRITORIAL DIAGNOSIS OF THE CRES ISLAND

The Territorial diagnosis offers a descriptive interpretation of the situation on the island of Cres and identifies strengths and problems. The main goal of the Diagnosis process was to allow all stakeholders to understand and update all data about assets and possibilities in the territory, and about factors that hamper the progress and development of the local community. It is an interpretation of the existing data, situations and trends made by local, regional and national stakeholders in such a way as to create a consensus amongst all subjects involved or concerned in the territorial development. Four main topics were identified and developed: the cultural and natural heritage, the economy, the social environment and local governance. Each of the main topics that were analyzed is presented in a separate chapter containing the description of the main facts, the analysis of the actual situation and the conclusions. At the very end of the document the issues at stake in the development of the island are listed and explained.

NATURAL HERITAGE

Description

The island has a rich flora and fauna and a high biodiversity rate

The entire territory of the island is part of the Natura 2000 ecological network. The interaction between geological substrate, pedological cover, island morphology and the two climatological zones (Sub-Mediterranean and Eu-Mediterranean) of the island of Cres created the specific conditions for the development of one of the highest biodiversity rates among all the islands in the Mediterranean region.

Flora: More than 1,300 plant species grow on the island, among which many are endemic and relict species. The most important plant communities are deciduous forests in the Tramuntana (northern part of the island) and stands of evergreen holm oak in the southern part of the island (around Punta Križa). The current spatial plans propose the protection of these two forests (at the level of protection of special reserves, or significant landscape). Forest covers around one third of the island. **Fauna: The griffon vulture has become the emblematic species of Cres** and is well-known at national and wider levels. The griffon vulture is on the list of endangered species and its colonies on the island are the most numerous along the Croatian coastline. To protect them, two ornithological reserves have been established which are managed by the county's Public Institution Priroda. The island abounds with other bird species too, as well as with mammal, reptile, amphibian and insect species.

Underwater area: it is also very rich and well preserved and the most important and known species is the bottlenose dolphin which has for the marine area of the southern part of the island (east and west coast of the island), the same significance as the griffon vulture has for its northern part. The dolphins are being researched into and taken care of in their natural environment by Plavi svijet from Veli Lošinj – an Institute for research and protection of the sea.

The island offers a variety of landscapes

A particular value of the island is represented by its singular landscapes, which are a direct result of the interaction between nature and human activities. Different plant communities contribute to the richness of the landscapes; particularly interesting are the pastures in the central part of the island. Pastures, which are often quite rocky, cover a big part of the island's area and are very important for the sheep farming and, in some particular areas, for beekeeping and the gathering of medicinal and aromatic herbs. The maintenance of traditional agricultural activities has been highly instrumental in the preservation of many different landscapes.

The care for nature is not sufficient

The stability of different ecosystems and the influence of different factors (climate changes, abandonment of sheep breeding, invasive species, and so on) **on their possible changes have not been sufficiently investigated**. The available data on the island's flora and fauna give a good overview of the biodiversity, but a lot of the data are quite old since recent research and scientific publications are very rare. There is also lack of data for the marine ecosystem because the marine area has been only partially investigated. The **level of nature protection is good on paper** and relatively big areas of the island are included in some form of protection (reserve, ecological network, spatial planning). There are several new areas proposed for protection in the new regional spatial plan, but with the financial and human resources currently available at local and regional level it will take a long time before the proposed location will get the status of protected areas. **The only significant results in the field activities have**

been achieved by the NGO sector. Unlike the institutional protection on paper, active and practical institutional protection in the field is still in its beginnings and is almost imperceptible.

Analysis

A well-preserved natural heritage contributes to the good image but does not add value to the local economy

Thanks to the restrained development of the island, its **biodiversity**, including flora, fauna and ecosystem types, is **well preserved**. For the time being no major damage or changes have been observed by professionals or local inhabitants. The perception of the environmental quality is very positive, and the island is seen from the outside and by the local inhabitants as a beautiful area with unspoiled nature. **The intensive and constant activities conducted over the last 20 years by the associations active on the island**, as well as the professional and promotional activities of local and regional institutions **have resulted in raising the awareness of local and wider community** about the richness and importance of the natural heritage of the island of Cres. The positive image of the island and the potential of the natural heritage are **still not sufficiently economically valorised and used for development purposes**. Neither the public institutions for nature protection nor the local community, including the public and business sectors, have the capacity to launch any new important initiative. The tourism sector has recently started to take advantage of the economic potentials of the natural heritage, but it is done too slowly and without any coordination. ⁶ For the time being the rich natural heritage is mainly used by the local Tourist Boards as one of the higher values of the territory to be promoted to attract new visitors.

A good example of natural heritage valorisation is the treatment of the griffon vultures and the dolphins, two big animals that are easy to notice and monitor in nature and therefore interesting to the wider public. Thanks to initiatives that came from outside the island, two associations (“Beli Visitor Centre and Rescue Centre for Griffon Vultures” and Blue World Institute” from Veli Lošinj) have been taking care of their protection for more than 20 years and at the same time carry out educational and exhibition activities involving numerous local, national and international volunteers. **The potential of the forests is also insufficiently used**. The activities of the national forest company are primarily focused on maintaining and improving the beneficial functions of forests, so the economic impact of these activities is hardly measurable. In fact, valuable wood products, such as sawlogs, hardly exist and the cut trees are mostly used as firewood and pulpwood with minimal economic effects. Given the very significant and increasing proportion of forests in the total area of the island, new ways to valorise their total direct and indirect economic potential should be investigated.

One of the biggest threats for biodiversity comes from invasive mammal species

The biggest threat for the island flora and total biodiversity preservation is the **presence of two invasive mammal species** introduced onto the island in the mid-1980s: the wild boar and the fallow deer. Today their population density has reached the level where the competition with sheep for food and water has become more obvious and gradually will probably cause disorders in the sensitive island eco-system. They are a threat not only to biodiversity but also to the traditional agriculture which is one of the main factors of stability in the existing island's ecosystems. The attempts made so far for solving the problem have produced unsatisfactory results and no comprehensive plan for the control and eradication of these invasive species exists. Even if biodiversity is not immediately threatened by some human activity, the **abandonment of the traditional agriculture could jeopardise it**. Changes regard first of all the pastures which are habitats of extremely high biodiversity, landscape importance and value. The gradual decrease in the number of sheep and changes in grazing management expose the pastures to vegetation succession, since they tend to become overgrown and slowly turn into macchia. The island's flora is therefore particularly endangered and so are some minor animal species that are not systematically monitored. Fewer sheep represent also less food for the griffon vultures, which have to be additionally fed. At risk are also some smaller areas and biotopes like small aquatic and marsh habitats (some puddles and small ponds, small marine marshes).

The present level of research and monitoring on biodiversity is not sufficient to ensure relevant policy

The influence of invasive species on biodiversity is not being investigated and the local community is for the time being concerned only with the damage produced in agricultural sector. **The Public Institution Priroda** is in charge of management of protected areas and monitoring of the natural heritage but **has insufficient human resources** to provide field control of the protected areas on the island and monitor the entire ecosystem. There is also a **lack of professional co-ordination among local government units and other stakeholders** involved in nature protection. Even the protection of nature is not the direct responsibility of the local authorities; their insufficient involvement and inadequate way of collaboration with NGOs active in that sector has led to some bad experiences. Unlike the other species, the two most important species for the territory of the island of Cres, **the griffon vultures and the dolphins, are systematically monitored and researched into thanks to NGO activities**. The griffon vultures are protected by law and on the island two ornithological reserves have been established; they are supposed to be monitored and managed by the Public Institution Priroda but for the time being it has no capacity to do it. The Public Institution Priroda therefore engages the Ornithological Institute of the Croatian Academy of Sciences and Arts which investigates and monitors the vultures. The dolphins are successfully monitored and 9 researched by another NGO – The Blue World Institute of Marine Research and Conservation located in Veli Lošinj. The attempt to establish a marine protected area was not successful, in part also due to lack of support from public institutions; however, the institute continues to implement numerous research, educational and preservation activities. It is evident in these two

cases that **NGOs have an important role in compensating for the competent institutions inability** to monitor and research into biodiversity.

Conclusion

Biodiversity and ecological stability are under threat

The uncontrolled propagation of invasive species represents a direct threat to the biodiversity and the different types of typical island landscapes. Those species also do great damage to the island's traditional agriculture, which has an important role in maintaining the stability of the island's ecosystems and the preservation of the landscapes.

Public and civil sector cooperation is insufficient for launching new initiatives

The capacity of the public institutions is insufficient to monitor and protect the nature on the island, not even for the parts that are protected. The good experience that the NGO sector has had up until now represents a potential for its further enhancement and the extension of its activities. To improve the monitoring of the island's ecosystem and the protection of natural values and biodiversity the two sectors will have to increase their cooperation and better coordinate their complementary activities.

The natural heritage is an opportunity for new economic activities

The island of Cres has an exceptional biodiversity rate and unspoiled nature which are not sufficiently valorised or used for development purposes. The relatively big areas that are included in some form of protection, the good knowledge about biodiversity, the existence of sufficient quantities of scientific data and the existing activity of the NGO sector represent a highly valuable potential which can be used for sustainable economic development and the creation of new jobs and innovative activities. In order to speed up the use of the natural heritage for economic purposes, the communication and the coordination of different activities among the stakeholders should be improved. The traditional exploitation of forests produces a minimal direct contribution to the island's economy and the potential impact that forests could have on the development of other sectors such as tourism, agriculture, and in these days energy as well, is insufficiently used.

THE CULTURAL HERITAGE

Description

The built heritage gives the island its uniqueness

The settlements of Cres, Osor, Lubenice and Beli, as well as the numerous religious buildings and shepherds' dwellings have particular significance. Osor was the dominant settlement of the island from the Bronze Age until the 15th century, and consequently today is the most important archaeological zone on the island. In the period of Hellenism its city walls were secured with large boulders in dry stone walls, so-called megalithic walls, the remains of which represent perhaps the best-preserved example of the walls from that period in Croatia. Osor has also several exceptional buildings from Early Christianity to the Renaissance period: an Early Christian cathedral (6th century), the Benedictine monastery of St. Peter (11th century), the three-nave Cathedral of the Assumption, the town hall and loggia and the bishop's palace. The historical core of Cres is fully characterized by the Renaissance, when the local stone and masonry workshop was formed and trained on construction sites in Venice and Osor. During the Venetian government it became the island's main centre, and its heritage is strongly influenced by Venice. The legacy of that era is represented by the remains of the fortification system, a series of patrician palaces, public buildings and a collegiate church the portal of which is one of the most significant examples of Renaissance sculpture in the area of the northern Adriatic. The town of Cres managed to maintain part of the old patina – the ambient and atmosphere that is created through the interaction of the intangible and material heritage is quite different from that in the neighbouring rural areas. Elements of a multicultural environment together with the traces of old Venetian atmosphere can still be found in the town, thanks also to the small indigenous Italian national minority that maintains the local Istrian-Venetian dialect. Lubenice and Beli are two hill-fort towns that gradually developed a specific urban-rural character. Lubenice stands out for its well-preserved historical appearance with the unchanged pattern and spatial composition of the settlement. In the substructures, details and proportions of the houses a medieval layer is visible. The fusion of the settlement into the surrounding humanized landscape is certainly one of its more important aspects. Beli is the only urban settlement in the northern part of the island. In the period of Late Antiquity, it became one of the most important fortified spots in the northern Adriatic. It has preserved its urban morphology, but due to continuous alterations its built heritage has partly lost the historical and aesthetic qualities and today it has only an ambient value. A peculiarity of the island's rural landscape lies in the many religious buildings situated throughout the uninhabited expanses of the island. Most of them are abandoned Romanesque and Gothic chapels that, although dated to the Middle Ages, also belong to the vernacular architecture that abounds in the island. They are small and very similar in typology, with no exceptional artistic value but valuable as a phenomenon and for their quantity. Numerous small villages and shepherds' dwellings are specific to the historical socio-economic structure of the island. Most of these units preserve the original quality of the construction, with historical patterns and spatial composition intact, but today are completely deserted due to the complete abandonment of the specific type of traditional economy.

A cultural landscape and intangible heritage of unspoilt originality

The island has maintained a particular timeless atmosphere, its fundamental feature being the original, traditional coexistence of man and nature. Except for the forested parts, the island landscape is largely defined by large barren tracts, parcelled with long stretches of dry-stone walls that bear witness to the centuries-old livestock economy and agricultural exploitation and create a specific cultural landscape of exceptional beauty. The **preservation of the intangible heritage additionally contributes to the creation of the particular Mediterranean atmosphere**, considering that people who practice 15 the traditional way of life and customs can still be found on the island, particularly in some rural areas. Part of the island's cultural tradition and identity has been preserved also thanks to **several associations that operate in the field of the protection and valorisation of cultural heritage**.

Analysis

The lack of maintenance, deterioration and alteration of the immovable heritage increases the risk of authenticity being lost

Large-scale emigration from the island after the World War II, **the tendency for rural areas to be left and negative demographic trends**, have resulted first in total abandonment of the shepherds' dwellings, and afterwards also of the small villages. Those places are today difficult to reach, isolated, and given the lack of basic infrastructure, they are unattractive for living and largely forgotten. With few exceptions the buildings are vacant and the loss of function, abandonment and lack of maintenance has led to **their deterioration and collapse, while some are completely ruined**. In some cases, as in Lubenice, the gradual decrease in the number of inhabitants and the abandonment of the houses has largely contributed to the preservation of the settlement in its original form. However, the built heritage and particularly the residential architecture, although preserved in authentic form, is compromised by the **degradation factor arising from lack of maintenance**. On the other hand, the residential buildings that are still in use are very often subject to **alterations and inadequate interventions**, which can lead to irreversible changes and loss of authenticity. The major alterations happen mostly to the vernacular architecture, since this architecture is often not considered to be of specific value to the territory. Beli has for instance lost a large part of the original charm due to unprofessional interventions and alterations of the built heritage. Nevertheless, the phenomenon is not limited only to vernacular architecture since it can be noticed in the housing stock in the Cres town core which is sometime independently and unprofessionally "renewed" and adapted, bypassing the conservation service. Unlike the private houses, most of the **public buildings are well preserved, repaired or in the process of rehabilitation** under the supervision of the conservation experts. The same is true for the religious buildings that are still in use. Unfortunately, numerous typical medieval chapels located outside the

settlements which are not in use any more remained without adequate care by the owners and have collapsed or are in danger of imminent collapse.

The Cres old town core is losing its original purpose as a residential area since over the last 30 years the local inhabitants have been slowly but constantly leaving it and moving into newly built houses or apartments on the outskirts. The old houses are sold and sometimes unprofessionally transformed into second houses which are in use only a couple of months per year. This trend also contributes to the potential degradation of the old town's ambience through inadequate building interventions but also through the transformation of the way of life and interactions among local inhabitants.

The potential of the cultural heritage is not used for development

Archaeological excavations were carried out at nearly 50 sites, but none of them has found new life in the tourism sector and **there is no fully researched, presented and visited archaeological site** on the island, not to mention an archaeological park. It seems that expert research, debates, exhibitions and publications are the only media in which the heritage of the island of Cres, rich in quality and quantity and dating from prehistory to the Middle Ages, is alive today. The significant cultural and historical value of Osor was noticed and valorised a long time ago in the professional sphere, but **its cultural potential has remained unused**. Despite the definitions "Museum Town, Museum in the gardens or the town of music and sculpture" the settlement can be defined only as a dead island metropolis where over time part of the built heritage disappeared, while the city has been gradually turning into a tourist settlement. Most of the **visitors highly appreciate the particular atmosphere** of the island and some of its settlements, but this specificity is not used in the tourist promotion. The preserved traces of Venetian culture, both tangible and intangible, distinguish Cres from other towns in the Kvarner Bay. However, this peculiarity is still not used to attract potential visitors. The value of the numerous chapels and shepherds' dwellings which give to Cres cultural landscape its specificity is also not recognised. A good example of how the heritage can be used for tourism development is Ljubanić which has mostly spontaneously become one of the leading brands of the island and today attracts numerous one-day visitors, even there is no comprehensive management plan for this micro tourist destination.

The local community has no capacity to take care of heritage all alone and the public institutions have limited resources

The Ministry of Culture, through its Conservation Department, is responsible for taking care of the cultural heritage but its financial and human **resources are limited**. Therefore the Conservation Department is mainly focused on the protection of the immovable heritage, first of all through the procedure of issuing criteria for building or reconstruction. The immovable heritage on the island has been thoroughly inventoried in the conservation database and recently through the heritage survey, so data on the individual structures are available but no comprehensive analysis or interpretation of the

data has ever been done. Thanks to their cultural value, a **significant number of religious and secular buildings and complexes in and out of the historic cores have been registered and listed**. Because of their specific urban structure, ambient values and valuable individual buildings, the historic urban and rural cores of some settlements have also been registered in the Register of Immovable Cultural Monuments. Lubenice has even been admitted to the World Heritage Tentative List, but nothing has been done since 2005. The limited human capacity of the Conservation Department does not enable it to monitor the territory systematically and enforce the law in all cases of building modification even inside the registered core. Therefore, its attention is focused mainly on registered or listed buildings.

The Conservation Department has made also an inventory of movable cultural properties (mainly religious collections) and great part of them have been already restored. Still, the ethnological movable heritage has been scarcely surveyed due to the limited availability of human resources. The detailed inventory of cultural properties still does not provide a guarantee of their protection and rehabilitation, and **the local community is too small and has no capacity** to cope with the upcoming problems concerning the rich cultural heritage. The lack of local funds and initiatives makes difficult the needed rehabilitation of the numerous abandoned religious buildings and shepherds' dwellings. Because of insufficient resources, the local government cannot be sufficiently active or take adequate care of the reconstruction, conservation and presentation of built heritage. The **insufficient public management of built heritage** is evident. Despite the existence of a good conservation database, no management plan for the built heritage has ever been elaborated that would help in its more efficient preservation, valorisation and rehabilitation. Even at the practical level, when the investors, architects and construction workers should consider the building or reconstruction criteria, there is no guidelines manual that would indicate how to comply with the basic conservation principles. One of the almost insoluble problems so far, which is not only related to the heritage, is **the problem of property law relations and the ownership of real estate**. This problem complicates greatly the implementation of potential measures since no kind of intervention in the built heritage is possible before title to the property in question has been identified. The units of regional and local self-government as well as the public institutions do not have a systematic approach to the protection and valorisation of the intangible heritage. This heritage is mainly kept up by several local **NGOs, which act with limited financial and human resources** and are mainly supported by the local authorities.

The NGO sector is almost alone in maintaining the local tradition and culture

The Mediterranean atmosphere on the island is also created by the intangible heritage, because in some rural communities persons who practice the traditional way of life and keep up the customs can still be found. The **number of such practitioners of the traditional local culture who can tell of and show the history is rapidly decreasing**, because the indigenous rural population is shrinking. The same is true for the small Italian minority living in Cres, people who safeguard the Venetian dialect. Therefore, there is a

real **risk of losing the historical knowledge and skills** if they are not recorded or transmitted to the new generations. In that respect the NGO sector is active through folklore groups and several associations which promote local traditions and collect and systematize a significant number of ethnographic objects and written or video material. Part of that material is occasionally or permanently displayed. However, the capacity of the NGO sector is limited compared to the great richness of the immaterial heritage.

Conclusion

The development deficit has contributed to the preservation of the cultural heritage but today it represents a risk

The decline of the population and the abandonment of the rural area on one hand, and lack of development, particularly in the tourist sector on the other, contributed to the preservation of the cultural heritage and the unique atmosphere of the island. However, the long-term maintenance of such conditions will put the built heritage at risk of rapid deterioration and in the worst-case scenario even permanent devastation. In that case some of the movable heritage can also be lost. A significant part of the built heritage, especially the shepherds' dwellings and some religious buildings, is already damaged, collapsing, or ruined and its further deterioration does not represent only a loss for the local heritage but also a loss of development opportunities. If they are not put to use again, the future development process will inevitably have to go through new construction, which involves a real risk to the degradation of the ambience and the particular island atmosphere.

The local identity is in danger

In the same way that deterioration and alteration of the tangible heritage increase the risk that the authenticity of the whole territory will be lost, and with it one of its development advantages, the loss of the intangible heritage can lead to the loss of identity of its inhabitants. Due to demographic trends, the proportion of indigenous inhabitants is constantly being reduced and there is a real risk of the permanent loss of the local intangible heritage (dialects, customs, recipes ...) which is additionally increased by the modern way of life and the adoption of global trends. The local NGOs dealing with the intangible heritage do not have the capacity to face these negative trends and actively work on the maintenance of the local identity on their own.

Cooperation among actors through partnerships and efficient governance are wanting

The local community does not have the capacity to preserve and valorise the cultural heritage on its own. There is an evident need for better cooperation among different actors, which would increase the efficiency of their actions in the field of the preservation and valorisation of the cultural heritage. The

interdisciplinary rehabilitation of the built heritage should become a development priority with the greater involvement of the owners and the local community in adequate cooperation with the conservation service. The limited capacity of the NGO sector active on the island could be enhanced through its integration in the initiatives and activities carried out by the public institutions and local authorities.

The re-use of the heritage represents a development opportunity

The beginning of the decay of a part of built heritage dates to the time it lost its original function and was abandoned. To save it from further deterioration it should be put in working order again. New economic and social trends offer numerous opportunities for the rehabilitation of those buildings – returning to their original function (especially residential buildings) or their conversion to other types of use. In order to speed up the process, the perception of the cultural heritage values by the main stakeholders has to be changed. An innovative approach to the problem of the heritage could find different ways for it to be protected and valorised. The tourism sector represents an opportunity.

THE ECONOMY

Description

Tourism activities dominate the economy

The tourist sector employs around 40 % of the active population, in mainly seasonal and unskilled jobs. Most of the accommodation capacities, and therefore the main tourist services and activities, **are concentrated in the town of Cres**. **The tourism sector is mainly controlled by big companies** (Jadranka d.d., Cresanka d.d.) which own almost all the accommodation capacities in hotels (440 beds) and camps (7,500 accommodation units). The additional 4,000 beds available are mainly family-owned rooms and apartments. The existing accommodation structure is primarily suitable for individuals and benefits from the proximity of Slovenia, Italy and Central Europe from which Cres can be reached by car in a relatively short time. Organized groups travelling by bus are generally looking for hotel accommodation. **Tourism activity is concentrated during the summer period** because of the specificity of the accommodation (mainly camping sites and private rooms) and because there are no supporting facilities (such as congress rooms, swimming pools, gyms, or wellness) which could diversify the leisure activities. The only two hotels on the island are open only during the summer season. Activities are mainly oriented to sea and sun, even if others comparative advantages can be identified as nature and culture heritage. **The Tourist Boards are territorially divided** (Cres and Mali Lošinj) and although there are several professional associations, the stakeholders from the area of the Town of Cres collaborate mainly

through the Tourist Board which only partly satisfies their needs and does not represent a platform capable of stimulating potential synergies. The activities of the associations have a very modest effect on the overall development of tourism due to the lack of leadership and institutional support. The Town of Mali Lošinj has its own strategy while the Town of Cres mainly relies on the regional tourist master plan, which is only partly implemented.

Agriculture is a significant non-professional activity still done in the traditional way

For most of the families **agriculture is still an important activity that generates significant additional revenue** (15-20 million HRK), even if it is only a spare-time activity, a second job or an occupation for retired persons. Economic necessity, as well as the desire for the preservation of family land properties and rural values have contributed the perpetuation of the Islanders' traditional way of living. **Sheep farming is carried out in extensive way exclusively to produce meat**, which is partly intended for local consumption while the rest is sold on the mainland. There is no production of dairy products and the wool is discarded. Sheep farming is present in all parts of the island, although a lot of farmers do not live in the villages any more but in Cres and Mali Lošinj. The number of sheep on the island is in constant decline, partly due to the aging of the shepherds and the abandonment of production, but largely due to the presence of wild pigs that cause large damage (by killing young lambs and by demolition of the dry stonewalls). The abandonment of pastures and natural expansion of forests are gradually modifying the landscape, natural habitats and increasing the conflicts of interest between forestry and sheep breeding. **Olive cultivation is also done in an extensive and traditional way around the town of Cres**: the olive groves are very old, planted on karst terrains and stone terraces which are not suitable for machine cultivation, irrigation and implementation of more comprehensive measures for pest control. The younger generations have no wish, resources or energy for planting new olive orchards in the local stony terrain. **The farmers are united in several associations** and one cooperative (olive growers, sheep breeders, beekeepers) despite the relative weakness of the agriculture in the island. These associations are mainly active in educational activities and communication with the administration. No joint marketing approach to develop commercial opportunities exists, and therefore most of the agricultural production and distribution is based on individual initiative. Since the production quantity is small, products are mainly sold at the farm gate or at the local market (Cres and Lošinj). The cooperative is the only company on the territory that employs workers in the agricultural sector and that buys up some of the olive oil produced by farmers and sells it under the name "Cres Extra Virgin Olive Oil" which was recently registered by the local association as Protected Designation of Origin. The cooperative owns the only slaughterhouse on the island, used exclusively for slaughtering sheep and lambs. The farmers are not satisfied with the regional and national support, which is mainly financial, while they would also need institutional help. The current situation in the agricultural sector does not offer the conditions needed for starting up a professional agricultural activity. There is insufficient use of the agricultural

subsidies provided by the state, especially those intended for investment, since the farmers are not professional and rarely plan to expand their activity.

Old traditional industries are in decline

The shipyard has reduced its labour force over the last ten years, but still ensures employment through subcontractors. **There are no production facilities on the island anymore.** The oily fish processing factory closed down during the 1990s together with the textile factory, which had hired numerous unskilled workers, especially women. The remaining active companies on the island engage in construction or service industry at the local level (trade, transport, municipal services). Despite one third of the island being covered by **forests, their economic exploitation is very low.** The national forests on the island are managed by Croatian Forests Ltd. in accordance with the management programs, while **private forests are not managed systematically.** Due to lack of inspection services, private forests are generally not under the control of authorized bodies and therefore continue to be exploited as in the past, sometimes outside the framework envisaged by the management plan. All ancient and traditional crafts have disappeared and today most of the small artisanal enterprises carry out their activities in the tourist sector, services and trade.

New activities appear in the economic landscape

The only major investment in tourism sector over the past 20 years was the construction of the marina, which contributes to increasing the number of tourists with higher spending power. Thanks to the existence of the marina, nautical tourism on the island has considerably increased. International regattas have been organized for more than ten consecutive years. Some new economic activities appeared these last years. The most significant is **mariculture which is in constant growth** in opposition to agriculture and fishery, which are stagnating or suffering a slow decline. Three fish farms active on the island have created several new jobs, and there are 2 new sites in the spatial plans envisaged for this activity. A new **industrial zone** in the town of Cres has been equipped with the needed infrastructure and offers the possibility for the development of new economic activities.

Analysis

Traditional agriculture protects the fragile natural and cultural environment

The survival of the **traditional agriculture contributes to the preservation of the typical island landscape.** However, landowner interests in the development of additional income explain the increased number of olive growers who invested in the construction of new field roads in order to facilitate the access to the olive groves. The direct consequence of these works led to the destruction of

several old stone walls in the vicinity of Cres. Unlike the olive growers the **number of sheep farmers and sheep is slowly decreasing** due to the damages caused by the wild boar and the low attractiveness of the job of shepherd. The economic damage suffered by shepherds during the recent years has caused a premature abandonment of the breeding by the elderly shepherds and discouraged the start-up of sheep breeding by potential young shepherds. The pastures are consequently abandoned and gradually become overgrown with shrub and maquis and the global physiognomy of the island is perturbed, while risks of fire are increasing.

The lack of cooperation and administrative or mentality rigidities limit innovation

Because **the two island's municipalities do not have a common tourism strategy** and the respective Tourist Boards and other sectorial organisations do not collaborate enough, the complementary potentials that have each entity are not sufficiently exploited. **The national legislative framework** regulating the economic activities in the tourist sector is well developed but **quite rigid and mainly focused on classical forms of tourist products**. For instance, even if the national and regional tourism development strategies envisage the development of new tourist products, the recently launched regional quality seal "Kvarner Family" is focused only on family apartments that provide a certain level of comfort (air conditioning, TV set, washing machine,) and does not promote innovative products. All the business operators active in the **services sector do not have many possibilities for further development** and the creation of new **jobs due to limited market**. As a rule, services are provided locally and therefore the business volume depends on the number of potential clients. Consequently, the service sector also faces the problem of seasonality.

The structure of the economy does not generate permanent jobs and the development of new tourist products

The tourism sector already employs the highest number of inhabitants. The pronounced seasonality of tourism with a very short season causes a huge fluctuation of workers who change from year to year, which results in the high presence of inexperienced seasonal workers in the total labour force. **The high demand for seasonal labour creates economic instability** among the inhabitants and has a negative effect on young people. Since they prefer having a permanent job, they emigrate as soon as they get an opportunity. Because the renting of rooms and apartments during the tourist season is not their main source of income or profession, **private owners do not contribute to a general reflection about the possible evolution of the touristic offer**. They usually reach the market through local tourist agencies the role of which is only to provide intermediation between tourists and owners. Just recently more and more owners have directly reached tourists through the internet, but in the absence of specific training the hirers are lacking in innovativeness.

The tourism sector stimulates specific associated economic activities which could take advantage of the tourism flow

Recently, a growing number of **local food producers have rediscovered the potential of fruit production and processing** (jams and fruit liqueurs), and sell them on the local market, mostly at local fairs during summer. This represents an economic opportunistic niche which takes advantage of the existing situation without changing the nature of tourism's activities. However, the **links between agriculture and tourism are still not materialised in any rural tourism activity**. The lack of professional farmers and the restrictive rules and standards concerning accommodation results in there being only a few agro-tourist facilities, even if the tourist sector has started to make use of the comparative advantages of the island. The intact nature and environment, the rich cultural heritage, the absence of the classic tourist villages with apartments, and the atmosphere where one can experience the relaxed way of life of its residents are particularities that today the tourist operators offer to tourists more oriented toward nature and environment. **The complicated land ownership situation represents an obstacle** for the improvement of the farming practices. The small plots the ownership of which is divided up among many owners (some of them living abroad or already dead) and which are 34 scattered around, make cultivation difficult and together with the unstable production demotivate people from becoming professional full-time farmers. **The tourism has a significant impact also on the activities of small artisans** that base their main business (services, trade and fishery) on the high volume of work in the summer period.

Conclusion

The island economy is typical but fragile

The dominance of the seasonal tourist activities, together with the traditional type agriculture defines the fragility of the island's economy. There is no poverty on the island; the inhabitants live in comfortable conditions, and take advantage of the pleasant environment. Many inhabitants improve their living standard through side activities (renting of rooms and apartments to tourism, seasonal food production to sell to tourists, etc.). However, such additional income can be secured only by people possessing land and houses while possible newcomers or young professionals find it difficult to make a living on the island.

Innovations can encourage young people to stay and migrants to come

The development of all-year-round tourism necessitates investments in hotels that offer some accompanying facilities (swimming pool, conference hall). A new category of tourism has been,

attracted by the construction of the marina. Nautical tourism, involving people with greater financial resources, offers activities over the classical summer season. International regattas have been organized for more than ten consecutive years, which represents an opportunity for further development of nautical tourism, especially in spring or autumn. The cooperative approach could be further developed in order to organize the production of other agricultural products and take the leading role in the development of the island's agriculture. The island has a good potential for honey production, but, for now, the number of beekeepers is quite low, especially those who work full time. The specificity of the olive oil and lamb meat should be better used for their promotion as typical island products. For the time being promotion is done only by the local cooperative, but it should involve other stakeholders, particularly those from the tourist sector.

The available local resources are not identified and recognised as contributions to the economy

The structure of the island economy has to be changed and can be changed. The balance between tourism and other activities can be improved. Innovation is fundamental, especially when taking into account the existing resources offered by the island, which are considered a common heritage. The numerous abandoned shepherds' dwellings scattered around the island, and other abandoned structures having historical interest could represent an opportunity for the development of new economic activities (rural or cultural tourism) which would contribute to their rehabilitation. In the same way, the high biodiversity, two ornithological reserves and other natural beauties of the island can be used to enrich the tourist product, attract new types of tourists and open new kind of jobs related to nature preservation. The increasing importance of the green energy sector in the global economy provides opportunities for new economic activities based on renewable resources like solar energy or wood. Because of the low quality of timber from the island's forests it is mainly suitable for use as firewood particularly for the local market. The final aim is to develop original niche activities in specific markets for which the island could have a comparative advantage, and to develop products and capacities to welcome visitors all around the year. The consensus between the stakeholders is that the foreseen innovations and requested activities should be defined and managed in order to preserve the authenticity of the island, the quality of the living environment, and to correspond to the specific island way of life, attractive and unique as it is.

THE LOCAL GOVERNANCE

Description

There are two units of local self-government for one island

The elongated shape of the island and the orientation of certain settlements toward two different urban centres brought about a division of the island into two units of local self-government: the Town of Cres whose territory includes three quarters of the area, and the Town of Mali Lošinj, to which the rest of the island belongs, and the whole island of Lošinj and has its administrative centre on the island of Lošinj. The two Towns carry out tasks of local importance that directly address the needs of citizens and that are not assigned by law to the state authorities. Within the scope of self-government, the Towns: dispose, manage, and use their property; promote social and economic progress for the valorisation of local specialties and respect for the natural and physical capacities; provide the conditions for defining spatial management policies, the improvement and protection of the natural environment; carry out tasks related to the support of entrepreneurial activities and the use of space owned by the Towns; secure the conditions for sustainable development of utility activities; take care of the development of settlements, the quality of housing and communal facilities; organize the performance of utility and other activities; establish legal entities in order to achieve economic, social, communal, welfare and other interests and look after the needs of the population; encourage activities of civic associations; perform and regulate other activities directly related to the interests of the towns' communities for their economic and social progress. In order to facilitate their direct participation in the management of the local territory, the residents of smaller settlements are organized in local self-government boards. There are 9 operating on the islands of Cres that include 25% of the island's inhabitants. The remaining 75% of the inhabitants live in the town of Cres. In the area of Town of Cres the following local self-government boards are active:

1. Beli local committee
2. Dragozetići local committee
3. Orlec local committee
4. Valun local committee
5. Martinšćica local committee

In the area of the island administrated by the Town of Mali Lošinj the following local self-government boards are active:

1. Belej local committee
2. Ćunski local committee
3. Artatore local committee
4. Ilovik local committee

5. Nerezine – Sv. Jakov local committee
6. Osor local committee
7. Punta Križa local committee
8. Srakane local committee
9. Unije local committee
10. Ustrine local committee
11. Veli Lošinj local committee.

The administrative territory of the Town of Cres covers 26 out of the 30 statistical settlements on the island; 93% of the entire population live there. The County of Primorje-Gorski Kotar is the regional self-government unit and is directly responsible for issues regarding its primary sphere of competence like education, health care, physical and urban planning, economic development, transport, transport infrastructure and maritime property, nature protection, hunting areas, the maintenance of public roads, issuing of building permits and other documents related to the construction and implementation of spatial planning. Certain issues are under the competence of the **national bodies, agencies or companies** among which are very important issues regarding the state agricultural land, state forests, state roads and transport in general. The state has also passed legislation regarding the sustainable development of the islands in the Islands Act.

Local authorities and civil society have limited capacity for launching new development initiatives

The administration in the Town of Cres has 20 employees, but the structure is **inadequate to foster and facilitate the development** of the area and to implement projects. In recent years the budget of the Town of Cres has on average amounted to 20 million HRK, with oscillations that are irregular and do not indicate a possible, even nominal, trend. The budget is sufficient to settle all recurrent expenditures. Since the fiscal capacity of the Town of Cres is weak the **greater part the budget is allocated for defrayal of fixed costs**. The Towns of Cres and Mali Lošinj have set up the **Island Development Agency (OTRA)** the main mission of which at the moment is to elaborate a long-term development strategy. **More than 40 NGOs** working with varied scope of work in different areas are registered on the island, some of which are very active and have achieved significant results. Still, only two associations employ professional staff.

Efficient strategic development documents are lacking

The development of the island is mainly based on spatial planning documents that are well made and based on relevant data. These documents, made by professional authorised institutes and adopted by the local authorities, define the use of the land. However, their elaboration and adoption were not based on strategic documents that define the overall development of the community and the territory. Each of the two units of local self-government has its own set of documents concerning their own territory. The only development document that considers the whole territory of the island of Cres is the Plan of Sustainable Development of the Island that was written back in 2005 but has never been adopted and implemented. In 2012 the stakeholders from the islands of Krk, Cres and Mali Lošinj established a LAG, but the **Local Development Strategy has not been officially adopted**. The development of tourism is mainly based on **Master Plan of Tourism Development** in the County of Primorje-Gorski Kotar, and Mali Lošinj has its own tourism development plan.

Analysis

Lack of integrated territorial management

The fact that the **island is divided in two administrative units affects to some extent the manner and quality of the management** of the entire area, since the two local governments in some cases have different objectives and priorities. The two Towns in general cooperate well in the fields where the cooperation is indispensable, as in the management of joint municipal companies dealing with water supply, wastewater and other communal services, but the collaboration is not sufficiently vigorous in many other fields of local government competence, such as in spatial and development planning. The orientation of the rural population toward two different administrative centres does not facilitate the mutual collaboration and management of the island and its resources as a single territory. It seems also that the small number of people living in the villages have limited capacity to directly manage their small communities and the belonging territories. The Statute of the Town of Cres for instance offers the **possibility of entrusting the local committee with some individual tasks** that are within the scope of the Town and which have direct and everyday impacts on the lives and work of people living in the area of a local committee, but **no advantage has been taken** of this possibility.

The existing system of governance does not contribute to the elaboration of a common development vision and strategy

The lack of culture of local development and of place-based approach has prevented the local community from directing its efforts toward the enhancement of its capacity to elaborate and implement comprehensive long term development strategy of the island. The development of the island is mainly based on spatial planning documents, even though their purpose is to define the use of the

land. The Cres' town authority bodies have never adopted any other strategic documents for long-term development, even though such documents were made. The long-term development activities are therefore conducted in a **quite inarticulate way** and are generally based on the four-year political agendas of the parties in power. **The Town of Cres has insufficient financial and human resources** to incentivise and accelerate new initiatives. Its fiscal capacity is quite low and a significant part of the budget is spent to cover fixed costs so what remains is not sufficient to start important projects. **The cooperation between Cres and Mali Lošinj is weak** and is focused mainly on topics related to the management of common services and infrastructure. The island of Cres is not approached as a single geographical territory so each town plans and manages its part of the territory in its own way. The differences in the commitment and approach to the management of the island are influenced first of all by the number of settlements, inhabitants and the economic resources present on the territory. The orientation of the rural population toward two different administrative centres also makes for difficulties in any collaborative efforts. The units of regional and local self-government, as well as the public authority bodies managed at the national level, have different competences in the area, but in some cases there is **no clear demarcation of responsibilities** among them. There are some activity areas, like education, health care and others where all three levels are involved but in the absence of a consultation and coordination mechanism the potential synergy effects of the single solutions and actions cannot be achieved. The cooperation between the local government and relevant institutions at higher levels is made difficult also by the **absence of a commonly accepted long-term development strategy** of the island.

Local initiatives do not generate sufficient synergy

Despite the existence of incentive funds at a national level, **the lack of entrepreneurial spirit, initial capital and institutional support all work against the creation of a favourable environment for starting up a private business or development project.** The management of the territory, the community and the resources is based primarily on legal solutions – local authorities make their own plans and implement specific activities defined by law, with the **minimum involvement of civil society. The NGOs' activities are not sufficiently coordinated**, either among themselves or with the local government bodies, which reduces the potential effect of individual initiatives, for they are often limited to small areas. As a result there is no synergy between the different activities which leads to these NGOs making only a minor impact on the territory. **The cooperation between local government and the business sector is also weak** because the government has not recognized the need to support the economy for the purpose of overall social development. There is the impression that a local body or institution that would function as a link between the island and the County and State could improve the situation and facilitate the cooperation among different activities. The Island Development Agency could take this role since it is a part of its mission but at the moment the Agency has very limited capacity.

Conclusion

Inhabitant participation in decision-making and actions by the civil society are not sufficient to support the local public actions

The management of the island only through the institutional framework has proved to be inadequate for the definition and realisation of the compatible or common objectives of different stakeholders and competent authorities at local, regional and national level. A particular obstacle lies in the planning based on administrative borders which necessarily plays down the integrity of the island as a single geographic unit. The competent authorities should be encouraged to extend their collaboration outside the formal sphere envisaged by the law. A system of consultation and cooperation among the stakeholders would improve the management of the territory, from the planning through to the implementation of different activities.

The capacity for coordination and the culture of territorial management should be developed

The shortage of qualified staff, capable of working with local elected representatives for the purpose of mobilising resources for common projects, results in initiatives that tend to be dispersed, incompatible or contradictory. This underlines the importance of the availability of the qualified and the competent personnel necessary for the coherent management of the whole territory. The absence of cooperation among the stakeholders makes it difficult for them to share a common vision for the future development of the island and to guide suitable projects in the most appropriate direction. The coordination capacity of the units of local self-government can be enhanced, but it will necessitate investigation of a model capable of matching the needs of the territory.

All stakeholders who could contribute to the development of the island should be mobilised in one ambitious and coherent common development project

Several stakeholders act for the development of the island: the State through the Ministries and Institutes, the units of regional and local self-government, private actors and NGOs. They all launch different initiatives and invest in the island. Sometimes their initiatives overlap and there is no integrated, transversal strategy capable of underling their real impact. A comprehensive development document validated by the major stakeholders would facilitate the coordination of the individual initiatives and direct them toward the common goals.

CONCLUSIONS

This Territorial Diagnosis represents an overview of the general state of affairs on the island of Cres. After the analysis of the situation in the territory and the outcome of the discussions three major issues at stake were identified:

1. **The sustainable exploitation of the territorial heritage resources as leverage for the creation of attractive jobs for the youngest generations.**

The development of the Island of Cres has been so far mainly based on traditional agriculture and activities connected with the sea, and more recently the tourism. Economic constraints and problems connected with title to real estate have limited the development of traditional activities. The tourist sector is dominant, but it offers a sort of tourism that does not take advantage of all the specific features of the territory. Tourism remains essentially seasonal, poorly diversified and mainly oriented towards family tourism. The island of Cres has however rich territorial resources (natural heritage, biodiversity, water, typical products, forest, built heritage, etc.) which could be used for economic development and jobs: small and medium artisanal enterprises developing local products, eco and agro-tourism, agriculture creating added value for local products, renewable energies, cultural industries, etc. Innovations and strategies related to these issues are however dependent on there being well-targeted professional qualification and training programmes (innovative skills for agriculture, for tourism, for heritage, for territory animation, creation of activities and private initiatives, etc.).

2. **The mobilisation of all stakeholders to support and manage a common development project**

Diverse stakeholders act individually for the development of the island: the State through the Ministries and Institutes, the County, the two Towns, the private actors and NGOs, and all invest in the island. Several of their actions overlap without any integrated and transversal strategy capable of underlining their real impact. If there is investment in equipment and infrastructures, it is not necessarily for a shared and common objective. The shortage of qualified staff capable of working with local elected representatives for the purpose of mobilising resources for common projects, results in initiatives that tend to be dispersed, incompatible or contradictory. This draws urgent attention to issues related to the qualifications and competencies necessary for the coherent management of the whole territory. The absence of systematic cooperation among the stakeholders makes it difficult for them to share a common vision for the future development of the island and to guide the suitable projects toward the most appropriate direction.

3. **The multiplication of local initiatives for maintaining the quality of the territory and the sustainability of its resources**

The environmental, landscape, and heritage qualities and features constitute the main richness of this territory. However much this wealth is recognised as one of the main values of the territory, the existing quality of life on the island and the seasonal tourism-based economic development are such that the local people have little thought for these resources and take few initiatives to look for a form of economic development that would be new and yet nevertheless respect local resources. The middle-term risk is to see these resources disappearing because of the lack of maintenance and management, which would make the economic development based on tourism more difficult in the future, because it would be without any connection with the specificity of the territory. Three specific aspects have to be considered:

- The wider community should find the means to stimulate private initiatives at the service of the territory and foster greater awareness of the importance of a kind of development that pays more attention to endogenous resources.
- Existing protection measures need enforcing and awareness of their importance during the implementation of ongoing or future suitable development projects should be enhanced. Consciousness raising and education, especially through examples, can play a part in obviating or reducing tensions.
- The need to find adapted responses regarding the problems generated by invasive species.

II. DEVELOPMENT AND MANAGEMENT STRATEGY OF THE CRES ISLAND

Strategic guidelines, objectives and priorities

After the current state of the island was analysed and development issues were identified in the Territorial Diagnosis, the Vision elaborated a desired future state of the island in 2035, and finally, strategic guidelines, objectives and priorities should provide possible outcomes of the issues at stake identified in the diagnosis, i.e. elaborate the realisation of the vision. Strategic guidelines, objectives and priorities are set out in a systematic, hierarchical sequence and give a first impression of horizontal connectivity only. However, they are intertwined and complementary and only their joint and integrated implementation will provide realisation of the vision that can be considered a long-term, overarching objective of this strategy. Strategic guidelines are at the highest hierarchical level and indicate long-term directions that should be followed in island development and should be active even after the expiry of the time limit of the strategy implementation. Guidelines derive from the results of diagnostic phase and development vision. Strategic objectives are elaborated within each guideline. Strategic objectives are set out in guidelines and their time horizon is somewhat shorter and covers the period of the

strategy implementation. In other words, upon the completion of the strategy implementation, most of the determined objectives should be realised. Each strategic objective contains one or more operational objectives that provide measures by which a strategy is operationalized. Measures represent an implementation programme that elaborates each objective in a more comprehensive and operational way. They indicate objectives of each measure, manners of implementation, set of activities, expected results and the indicators thereof, time horizons of the implementation and responsible stakeholders and partners.

STRATEGIC GUIDELINE 1: Affirmation and valorisation of the island identity

Context

The island of Cres has a unique and recognisable spatial identity deriving from its various natural and geographic characteristics, well-preserved Mediterranean architecture and specific landscapes. The island gives a first impression of almost absolute naturalness and intactness despite the prevailing anthropogenisation of its territory. It is evidence of millennial harmonious interactions between people and nature with minimal negative consequences upon natural landscape. The constant decline of the population and the abandonment of the rural areas, together with the lack of economic development, particularly investments in the tourism sector, contributed to the preservation of the landscape, the cultural heritage and the unique atmosphere of the island. Despite their positive impact upon the preservation of the island authenticity, the long-term maintenance of these conditions will increase the risk of changes within landscape, rapid deterioration of architectural heritage and the loss of its specific identity. Intact nature, high biodiversity rate and specific spatial and cultural identity provide numerous comparative advantages to the island and can be used in its future development. At the same time, preservation and valorisation of the island identity represent a big challenge for the small island community with limited financial resources. Therefore, it is necessary to raise awareness of the local community of the values and potentials of the heritage and to mobilise it for new development initiatives for the purpose of using and preserving island identity.

This strategic guideline contains two strategic objectives:

- 1.1 Preserving the natural and cultural heritage through its sustainable use in new development initiatives
- 1.2 Strengthening community capacity to manage the heritage

1.3 Raising community awareness of the values and potentials of the heritage

Strategic objective 1.1: Preserving the natural and cultural heritage through its sustainable use in new development initiatives

Abundant natural resources and rich cultural heritage of the island are equally well preserved and contribute to the creation of the island's authentic atmosphere. The specific value of its heritage is not represented by several exceptional, individually protected cultural sites, i.e. protected species or habitats, but by the island itself, as a complex of numerous natural and cultural elements. Preservation of its high authenticity rate cannot be achieved by regular individual protection measures in the domain of environmental or cultural heritage legislation. The only efficient way of preserving the heritage (identity) of the island is to use it in the context of sustainable development. The decay of a part of architectural heritage began with the loss its original function and its abandonment. The only sustainable solution that can save it from further deterioration is the re-use of the abandoned buildings. New economic and social trends, especially in the tourism sector, offer numerous opportunities for the rehabilitation of these buildings - returning to their original function or conversion to other types of use. Resources connected to natural heritage, forests, exceptional landscapes and renewable energy sources provide opportunities for new economic activities. The sustainable use of these resources will encourage development but also preserve island identity.

Operational objective 1.1.1: Rehabilitation of the part of abandoned architectural heritage

- Rehabilitation of shepherds' dwellings and other abandoned buildings
- Elaboration of expert guidelines for reconstruction of old houses
- Elaboration of the management plan for the endangered architectural heritage

Operational objective 1.1.2: Improvement of biodiversity protection outside protected areas

- Monitoring the state of the most endangered species and areas
- Initiating activities in the research-educational centre in Beli

Operational objective 1.1.3: Preservation of landscapes significant for retaining the identity of the island

- Protection of valuable landscapes and vulnerable areas
- Rehabilitation/revitalisation of valuable rural (agricultural) landscapes
- Integrating landscape aspects in basic forest economies

Operational objective 1.1.4: Development of innovative management and multifunctional use of the forests

- Encouraging cooperation among private forest owners and economic use of the forests

Operational objective 1.1.5: Improvement of nature protection by active involvement of the inhabitants

- Promoting energy efficiency and use of renewable energy sources
- Increasing the proportion of sorted waste

Strategic objective 1.2: Strengthening community capacity to manage the heritage

In comparison to other big Adriatic islands, the island of Cres is characterised by extremely low population density (7.5 inhabitants/km²). If this information is considered in relation to its extremely rich natural and cultural heritage, located on a large surface with such a low number of inhabitants, it becomes obvious that the local community does not have the capacity to preserve and valorise its heritage on its own. On the other hand, the capacity of the public institutions is also insufficient to monitor and protect that rich heritage, considering the lack of resources for monitoring the officially protected natural and cultural heritage. The good experience that the NGO sector has had in terms of preservation and valorisation of the heritage up until now represents a potential for the extension of its activities and further enhancement of its efficiency. A better cooperation between the public and civil sector, through coordination of their complementary activities, can generate synergy and strengthen the capacity for heritage governance. Some initiatives should also include the private (business) sector. For example, greater involvement of the owners of the abandoned buildings and the local community, in adequate cooperation with the competent conservation service, should provide the interdisciplinary rehabilitation of architectural heritage, which in present terms represents unused development potential.

Operational objective 1.2.1: Improvement of cooperation between local stakeholders and institutions in charge of heritage protection

- Encouraging initiatives that support activities by the public authority bodies
- Developing innovative ways of cooperation among public institutions and other stakeholders

Strategic objective 1.3: Raising community awareness of the values and potentials of the heritage

Long term mobilising of the local community for new development initiatives related to heritage is not possible without a change of inhabitant's perception of the significance and value of the heritage. Re-use of the heritage in innovative ways presents development opportunity and the whole community should become aware of this fact. One of the ways to achieve this is to integrate the civil sector and members of the local community into initiatives and actions launched by public institutions and local

authorities. For the purposes of raising awareness of the social and economic value of the heritage, the Council of Europe has launched the so-called Faro initiatives, which should include the heritage community of the island of Cres.

Operational objective 1.3.1: Strengthening the civil sector role in preservation of the heritage

- Raising the capacity of the civil society organisations interested in heritage and strengthening synergy among stakeholders
- Raising awareness of the economic potential of the heritage
- Encouraging the work of the heritage community (Faro initiative)
- Raising awareness of the young and promoting importance and value of the heritage

STRATEGIC GUIDELINE 2: Diversification of economy based on local resources

Context

The dominant tourist activities are causing the fragility of the island economy. The main tourist product is defined by the "sea and sun", developing extremely seasonal tourism character. The dominant seasonal tourism produces fluctuations in the employment rate. The demand for labour force, especially high qualified, is rather restricted in other sectors. Traditional agriculture represents the island's economic activity as well, but it has been stagnating for a long time. Because of the lack of professional farmers, agriculture today merely represents a preserved aspect of traditional life, and not a proper economic activity. For the most inhabitants, it only generates an additional income, so entrepreneurship, and a will to improve and expand the production is missing. Another significant obstacle for the development of agriculture is the presence of allochthonous wild species, additionally demotivating the farmers. There are no more production facilities that employed the majority of the inhabitants, (fish processing factory, textile factory), while some, like fishing and shipbuilding are in constant decline. In the recent few years the island economy developed new activities, the most significant being mariculture - a new growing activity that employs the majority of the local inhabitants. The complicated land ownership relations, in terms of private and public property, represent a big obstacle for the local development. This structure of the island economy does not generate permanent jobs; that is why majority of the young inhabitants leave the island and the number of newcomers remains minimal. The structure of the island economy has to be changed, in order to improve the balance between tourism and other activities and stimulate the development of the entire island

community. Innovations are fundamental for this process, especially when taking into account the existing unused resources offered by the island. The final aim is to develop original niche activities in specific markets for which the island could have a comparative advantage and to develop products and capacities to welcome visitors all around the year. The consensus between the stakeholders is that new activities should correspond to the specific island way of life and be defined and managed in order to preserve the authenticity of the island and the quality of the living environment. Diversification of island economy should be based on encouraging private initiatives, particularly small and medium artisanal enterprises developing local products (rich architectural heritage, extreme biodiversity, typical agricultural products, forests, sea, etc.). A precondition to generate and develop new initiatives is the development of entrepreneurial and professional qualifications and skills of local stakeholders.

This strategic guideline contains four strategic objectives:

2.1 Developing economically sustainable and ecologically responsible agriculture

2.2 Prolonging the tourist season and developing responsible tourism

2.3 Reducing the dominance of tourism sector by developing new, ecologically and socially acceptable economic activities

2.4 Facilitating realisation of development initiatives by solving property law problems

Strategic objective 2.1: Developing economically sustainable and ecologically responsible agriculture

The agricultural production of the island is mainly based on lamb meat and olive oil production. Other agricultural activities are represented to a lesser extent. Over the recent decades, the island agriculture has become an additional activity, so there are only few people left in this sector. The production is based on very extensive methods and is predominantly stagnating or suffering slow decline. There are no new initiatives, and a great demotivating factor is the presence of allochthonous wild species, causing significant damage to farmers. For future agricultural development, it is important to increase olive oil and lamb production, but also to revitalise the production of traditional products and incorporate new products and services. It is also important to increase the number of professional farmers and develop their entrepreneurial skills. A prerequisite for the expansion of agricultural production is to decrease the damage caused by allochthone wild species, i.e. their eradication. All agricultural activities should be based on principles of sustainability and ecological acceptability in order to reduce their impact upon the environment as much as possible.

Operational objective 2.1.1: Strengthening entrepreneurial activities and cooperation among farmers

- Continuing education of agricultural producers and providing professional support

- Strengthening cooperation among agricultural producers
- Promoting agricultural activities among young generations

Operational objective 2.1.2: Incorporating innovations and diversification of products and services of family farms (OPG)

- Revitalising production of previously important agricultural products and development of new
- Increasing production and processing of fruit and vegetables
- Expanding activities of agricultural farms (tourism, forestry, old trades, etc.)
- Branding local products of great additional value and intensifying advertising activities
- Promoting production methods that respect environment and landscape

Operational objective 2.1.3: Eradicating allochthone species

- Controlling the number of wild species
- Using integrated fishing techniques
- Establishing professional body to coordinate fishing activities based on the action plan

Strategic objective 2.2: Prolonging the tourist season and developing responsible tourism

Tourism is the most important economic sector of the island of Cres. It is poorly diversified, focused on summer holidays, characterised by extreme seasonality and mainly oriented towards family tourism. The seasonality is mainly caused by the structure of accommodation capacities, represented by camping sites, family-owned rooms and apartments, and extremely low number of hotels. This causes numerous economic, socio-cultural and ecological consequences, among which the fluctuation of the employment rate has the most impact on the local community. The high demand for seasonal labour creates economic instability among the inhabitants and has a negative effect on young people, who tend to emigrate from the island in pursuit of permanent jobs. Apart from tourism sector, seasonality is reflected in other service sectors that are directly or indirectly connected to tourism. That is why the prolonging of the season, as one of strategic objectives, can contribute to the development of the entire island economy. The present tourism model does not take the advantage of all the specific features of the island that should become the basis for the development of innovative tourist offer all-year round. With the development of nautical tourism that already contributes to the prolonging of the season, there is a big potential for development of other outdoor activities. One of the prerequisites for prolonged season is definitely the improvement of public and private tourist infrastructure. Numerous tourism actors have based their individual actions on uncoordinated initiatives and failed to produce synergy. Therefore, the measures for prolonging the season include those that aim to improve the dialogue and cooperation among different stakeholders in tourism, and that should produce new, more complex tourist products of great additional value.

Operational objective 2.2.1: Developing innovative tourist products based on island's specificities

- Encouraging innovative entrepreneurship and development of new types of tourism (rural, cultural, educational/scientific, diving, sports in nature, etc.)
- Encouraging production of recognisable souvenirs
- Establishing interpretation centre
- Promoting the principle of responsible tourism

Operational objective 2.2.2: Improving tourist infrastructure in function of developing new tourist products

- Renovating the existing and developing new public infrastructure
- Improving the existing business infrastructure
- Developing new business infrastructure by investing in small hotels or other tourist facilities

Operational objective 2.2.3: Improving cooperation and coordination among stakeholders in tourism

- Coordinating and connecting actors from tourism and other similar services
- Branding the island and elaborating the development strategy for the entire island

Strategic objective 2.3: Reducing the dominance of the tourism sector by developing new ecologically and socially acceptable economic activities

Entrepreneurship, as one of the core competences required for the development of the society, is not at the moment entirely elaborated and implemented into our educational system. Upon finishing education, the young do not have the required knowledge and skills, let alone entrepreneurial tendencies, so they usually expect to find an employer sooner or later. Without entrepreneurial competences and initiatives, it is rather difficult to expect rapid changes in the structures of island economy, which is mainly based on classic tourist activities. Therefore, it is crucial to develop entrepreneurial abilities within the local community and encourage innovative use of numerous island resources convenient for self-employment or launching small individual or collective initiatives within the scope of agriculture, forestry, using renewable energy sources, alternative tourist activities, etc.

Operational objective 2.3.1: Generating new permanent jobs by developing new entrepreneurial activities based on local resources and new technologies

- Improving entrepreneurial skills
- Promoting entrepreneurship among the young
- Establishing entrepreneurial incubator

Operational objective 2.3.2: Incorporating new business models that strengthen social cohesion

- Encouraging social entrepreneurship
- Encouraging the cooperativeness

Strategic objective 2.4: Facilitating realisation of development initiatives by solving property law problems

Unclear property law relations represent one of the biggest obstacles in future development of the island. Whether this refers to real estates in public (the state or local self-government units) or private ownership, potential users deal with long and often complicated procedures regarding purchase or rent of these properties. Short-term solving of this problem should be based on effective application of existing regulations, and long-term plans should include new legal solutions. Another frequent issue that additionally slows down the solving of various property law cases is the imbalance of data between cadastre and land registry and therefore addressing these problems should be one of the priorities. The problem of small parcels requires land consolidation, at least in areas of the biggest interest. A similar problem is connected to the potential use of building plots, and can be solved by urban consolidation. The elaboration of new legal solutions is crucial for rehabilitation of the abandoned buildings and land owned by numerous owners, many of which are already deceased or have moved long ago and have unknown addresses.

Operational objective 2.4.1: Effective application of existing regulations regarding legal ownership

- Coordinating cadastre and land registry
- Implementing the land consolidation (reallocation) pilot project
- Implementing urban consolidation

Operational objective 2.4.2: Developing new legal models of abandoned property use

- Developing a model for using private uncultivated agricultural land
- Developing a model for re-using abandoned real estates

STRATEGIC GUIDELINE 3: Joint governance and shared responsibility for island development

Context

The concept of governance, as defined by the Council of Europe, reflecting contemporary sociological debates, is a set of mechanisms that create social activities including the administration, private and civil sectors, i.e. the emergence and overlapping of complex relations that include "new actors" outside the political arena. In a wider context, governance is a way in which development process is implemented in the management of economic and social resources. Governance does not substitute government, which relates to organization of government authorities through formal and hierarchical agencies of the public sector and bureaucratic procedures. Territorial governance represents a challenge for institutional efficiency and a search of new partnerships that enable local actions. It requires following the evolution of traditional government structures and the practices based on the "top-down" principle and encourages the debate on possible change in relations between the state and the territory. The territories must be organized in accordance with this and facilitate participation of all stakeholders with the purpose of generating new types of projects corresponding to local requirements and created by local actors. Territorial governance also implies defining of the basic conditions that will enable implementation of future processes based on the "bottom-up" principle: intersectoral cooperation, promotion of required competences that enable operational governance, cooperation among actors at all levels, participation of the inhabitants, and acknowledging and giving legitimacy to local actors, who could express social demands and become a part of decision-making processes related to priority projects. This concept of governance is in line with the principles and values provided by The Council of Europe's Framework Convention on the Value of Cultural Heritage for Society (the Faro Convention) which includes issues related to management of differences, "living together", quality of the living environments and democratic participation. The management of the island within the institutional framework has proved to be inadequate for the definition and realisation of the compatible or common objectives of different stakeholders and competent authorities at local, regional and national level. A particular obstacle lies in the planning based on administrative borders, which inevitably plays down the integrity of the island as a single geographic unit. The competent administrative authorities should be encouraged to extend their collaboration outside the formal sphere envisaged by the law. A system of consultations and cooperation among the stakeholders would improve the territorial governance, starting with the planning processes and extending to the implementation of different activities.

This strategic guideline contains three strategic objectives:

- 3.1 Strengthening human and information resources necessary for quality governance of island development
- 3.2 Improving cooperation and coordination among stakeholders involved in island development and different development initiatives

3.3 Strengthening the capacity of the stakeholders to launch new development initiatives by developing cooperation with other areas

Strategic objective 3.1: Strengthening human and information resources necessary for quality governance of island development

The existence of qualified and competent personnel among all local stakeholders is necessary for the coherent governance of the island development. The shortage of qualified staff, capable of working with locally elected representatives for the purposes of mobilisation of resources in common projects, results in initiatives that tend to be dispersed, incompatible or contradictory. Key stakeholders of the development have to increase the competences of its staff, by employing new qualified professionals or by developing additional education and training systems. A special attention should be given to competences connected to project work (creating, planning and implementing projects) and the coordination of initiatives and activities. All the stakeholders should also develop the culture of territorial management. A new operational body should be established to increase the coordination between development initiatives and to effectively implement development strategy. Over the last three decades, numerous development initiatives of the island have elaborated a set of documents. Although these documents comprise numerous interesting information regarding the island, including statistic, expert and scientific data, as well as ideas for new development initiatives, the information (documents) are not publicly available, and therefore the public is unaware of the island's numerous characteristics and development potentials. The existing documents and data should be systematised and made publicly available so they can be used for creation and planning of new development initiatives. For the same purpose, it is necessary to encourage new scientific research and current data collection (where necessary).

Operational objective 3.1.1: Strengthening the capacity of the key stakeholders in development management

- Adapting education structure of the staff in response to new development requirements
- Training the key stakeholders for new ways of management
- Establishing a new operational body responsible for coordination of development initiatives and provision of services for the whole island

Operational objective 3.1.2: Using science, existing data and studies for island development

- Collecting and managing data and information, supporting research programmes
- Enabling public use of existing data and research results
- Awareness-raising and educating the public about the island characteristics and sustainable development

- Coordinating spatial plans with the vision of territorial development

Strategic objective 3.2: Improving cooperation and coordination among stakeholders involved in island development and different development initiatives

Numerous stakeholders act individually for the development of the island: the State through the Ministries and Institutes, local and regional self-government units, the private sector and NGOs. All of them develop initiatives and invest in the island. Some of their actions overlap, resulting in lack of synergy, due to absence of an integrated and transversal strategy capable of underlining their impact. A lack of cooperation and coordination among the stakeholders is a consequence of absence of the common vision and strategic development objectives, the "culture of cooperation" and practical mechanisms that would include all the interested parties in the planning and managing development processes. Today, when all the stakeholders have reached an agreement on the joint development strategy, it is necessary to mobilise them in coordinated development initiatives and the activities connected to implementation of the strategy. The public should be informed about strategic objectives and the necessity of the active participation of the entire community for the purposes of achieving those objectives. The intensity of the involvement of a wider community in the territorial development process will depend on incorporation of innovative participative models in everyday practice, motivation of the stakeholders and development of a habit of involvement in governance.

Operational objective 3.2.1: Promoting participatory governance and mobilising the public in joint implementation of the Memorandum of understanding

- Awareness-raising and educating the young
- Developing methods of involving stakeholders, partners and inhabitants and creating culture of local development
- Involving local actors in island development
- Strengthening community cohesion, encouraging incorporation of all settlements and coordinating territorial activities
- Strengthening relations among main partners (signatories of the Memorandum of understanding)

Strategic objective 3.3: Strengthening the capacity of the stakeholders to launch new development initiatives by developing cooperation with other areas

The island of Cres has been facing constant negative demographic trends over the last several decades, primarily the decline and the ageing of the population. Majority of the population lives in the town of Cres (the only urban settlement), while the number of inhabitants in other settlements is in constant decline. If we consider the education structure of the population, it is obvious that the island community

is incapable of launching large number of new development initiatives, especially those connected to preservation and valorisation of the rich natural and cultural heritage of the island. In order to strengthen their capacity, local stakeholders will have to cooperate with regular or ad hoc partners at regional, national or international level. That will enable the use of all comparative advantages of the involved partners and achievement of synergy. It is necessary to encourage cooperation and partnerships among stakeholders from the public, private and civil sectors, that are active in a wide span of activities like tourism, agriculture, environment and nature protection, culture, etc.

Operational objective 3.3.1: Improving cooperation among stakeholders in the Town of Cres and the Town of Mali Lošinj

- Supporting entrepreneurial activities by using territory complementarity and economy
- Supporting common initiatives by the civil sector

Operational objective 3.3.2: Developing cooperation and partnership with neighbouring areas and county institutions

- Developing cooperation with the island of Krk, urban centres on the mainland and the Istrian Region
- Increasing cooperation with county institutions

Operational objective 3.3.3: Strengthening international cooperation in the Memorandum of understanding implementation

- Intensifying participation in EU projects
- Consolidating partnership with "twin towns"

Operational objective 3.3.4: Exchanging experiences with similar areas / initiatives

- Participating in regional/national/international networks (initiatives)
- Participating in expert and scientific conferences

Plan upravljanja Destinacijom otok Korčula (HR)

1. Uvod

Cilj plana upravljanja je usuglasiti djelovanje glavnih dionika relevantnih za razvoj turizma otoka Korčule, a sukladno Sporazumu o projektnom udruživanju turističkih zajednica otoka Korčule, potpisan u prosincu 2020. godine.

Posebni oblici turizma, kao što su kulturni, ruralni, pustolovni i sl., karakteriziraju specifični motivi dolaska gostiju u destinaciju otok Korčula. Takvi selektivni oblici turizma nazivaju se još i turizmom posebnih oblika ili interesa, a predstavljaju suprotnost masovnom turizmu. Razvojem selektivnih oblika turizma destinacije kreiraju različite turističke proizvode koje nadopunjuju turističku ponudu te se povećava konkurentnost destinacije.

Ne manje važno, selektivni oblici turizma su većinom u skladu s načelima održivog turizma te kao takvi predstavljaju ciljane oblike turizma destinacije otok Korčula.

Sporazumom se tako definiraju sljedeći turistički proizvodi kao prioritetni za razvoj destinacije te produljenje turističke sezone:

- Aktivni turizam s naglaskom na pješački i biciklistički turizam, uključujući manifestacije
- Kulturni turizam, uključujući manifestacije
- Eno-gastro turizam, uključujući manifestacije.

Zajedničko za sva tri oblika turističkih proizvoda je zaštita i valorizacija kulturne i prirodne baštine otoka Korčule, kao resursa.

Tako se aktivni turizam naslanja na prirodne ljepote otoka Korčule, razvijenu primarnu i sekundarnu poljoprivrednu proizvodnju s naglaskom na vinogradarstvo i vinarstvo, maslinarstvo i uljarstvo.

Kulturni turizam se oslanja na bogatu povijest i kulturnu materijalnu i nematerijalnu baštinu otoka Korčule. Sinergijom djelovanja kulture i turizma omogućuje se korištenje financijskih efekata te dodatna valorizacija baštine.

Eno-gastro turistički proizvod sastavni je dio prethodno dva navedena proizvoda. Naime eno-gastro ponuda komplementarna je s aktivnim turizmom i navikama turista koji su aktivni sudionici u turističkoj ponudi. Također, eno-gastro ponuda dio je kulturne baštine u dijelu očuvanja tradicije proizvodnje hrane te održavanju tradicijskih receptura. Eno-gastro ponuda koja se naslanja na lokalnu tradiciju i lokalne proizvode predstavlja važan segment razvoja održivog turizma.

Manifestacije u sva tri segmenta turističke ponude predstavljaju interaktivan način promocije proizvoda uz aktivnu participaciju gostiju. Putem manifestacija pruža se dodatno iskustvo u destinaciji u kojem tada i turisti koji usvajaju nova znanja o destinaciji postaju zaštitnici iste.

1.1. Osnovne značajke prostora otoka Korčule

1.1.1. Zemljopisni podaci

Otok Korčula pripada najjužnijoj županiji Republike Hrvatske, Dubrovačko-neretvanskoj (dalje u tekstu DNŽ). Otok se sastoji od 5 jedinica lokalne samouprave: Grad Korčula te općine Vela Luka, Blato, Smokvica i Lumbarda.

Korčula je najjužniji otok srednjodalmatinske otočne skupine kojoj pripada više po funkcijama i gravitacijom stanovništva nego svojim prirodnim položajem. Korčula se ubraja u najveće hrvatske otoke (276,03 km²). Ime iz kojega se oblikovao njen današnji naziv "Korčula" potječe od imena Corcyra Melaina (Nigra), a koji je otok dobio zbog svog „crnog izgleda“ radi gustih šuma bora i česvine (hrast crnika).

Korčula je građena od vapnenca i dolomita gornje krede. Dominantni su oblici otoka dva niza kraških udolina koje se od glavne vapnene mase polako spuštaju prema istoku i zapadu. Istočni niz tvore udoline Čarskog, Pupnatskog i Žrnovskog polja te Donje blato, danas u Općini Lumbarda, čija je kota na svega 1,20 m nadmorske visine i koje je podzemno spojeno s morem. Na krajnjem istoku između naselja Lumbarda i poluotoka Ražnjića nalazi se Lumbarajsko polje pokriveno naslagama pijeska koje je nastalo nanosima vjetra u pleistocenu.

Na zapadnom dijelu otoka Korčule dominiraju udoline Smokviškog i Blatskog polja.

Grad Korčula

Grad Korčula prostire se na 39,20% ukupne površine otoka Korčule čija površina iznosi 276,03 km² i najveća je jedinica lokalne samouprave na otoku. Graniči s Općinom Smokvica na zapadu i Općinom Lumbarda na istoku, a od poluotoka Pelješca udaljen je 1270 metara na najbližoj točki.

Grad Korčulu čini 5 naselja (Korčula, Žrnovo, Pupnat, Čara i Račišće). Najveće i najznačajnije naselje je grad Korčula koji se nalazi na sjeveroistočnom dijelu otoka.

Posebnu vrijednost Gradu Korčuli donosi korčulanski arhipelag kojega čini oko 20 otoka, otočića i grebena od kojih su najznačajniji Badija, Majsan i Vrnik, a koji se nalaze sjeveroistočno od Grada.

Općina Lumbarda

Općina Lumbarda nalazi se na krajnjem istočnom dijelu otoka Korčule, udaljena je šest kilometara od grada Korčule. Lumbarda se rasprostire na 10,77 km² uz more i po okolnim brežuljcima, a okružuju je prostrana pjeskovita polja vinograda. Ispred Lumbarde smješten je bogat arhipelag od petnaestak otočića.

Općina Lumbarda obuhvaća desetak manjih naselja (Javić, Lumbarajsko Račišće, Koludrt, Kosovo, Šerić, Postranu, Malu Glavicu, Velu Glavicu, Tatinju i Prvi žal).

Općina Smokvica

Općina Smokvica smješтана je na južnoj padini brijega uz velika prostrana polja vinograda, gotovo u središtu otoka, na površini od 43,48 km². Udaljena je od grada Korčule 29 km.

Općina Smokvica sastoji se od jednog naselja – Smokvica (glavno naselje) i četiri izdvojena dijela koja nemaju status samostalnog naselja: Brna, Istruga Vinačac, Mala Kapja i Blaca.

Općina Blato

Ukupna površina Općine iznosi 66,57 km². Smješteno po sredini zapadnog dijela otoka, oko ravnog područja nazvanog Zlinje i po okolnim brežuljcima, Blato je najstarije naselje na otoku, a administrativno se dijeli na 2 naselja: Blato i Potirna.

Općina Blato ima izlaz na more na obje strane otoka Korčule, ukupna dužina obale iznosi 36,3 km, a iz samog Blata more nije moguće vidjeti.

Općina Vela Luka

Vela Luka se nalazi na zapadnom dijelu otoka Korčule, u zaljevu dugom 9,2 km, jednom od najboljih sidrišta na istočnoj obali Jadrana. U široj okolici su slikoviti otočići i duboke uvale.

Vela Luka najveće je mjesto na otoku Korčuli, udaljena je od grada Korčule 42 kilometra otočnom cestom koja tu i završava.

1.1.2. Klima

Klima na otoku je vrlo blaga, mediteranskog obilježja. Srednje temperature razmjerno su visoke: godišnja je 16,8° C, u najhladnijem mjesecu siječnju 9,1° C, a u srpnju 26,9° C. Dnevne i godišnje razlike temperature su male, što je vrlo povoljno za poljoprivredu i turizam.

Broj godišnjih sunčanih sati je visok, čak 2700. Kiše su rijetke, oko 41 dan tijekom godine i to najviše u jesen i zimi, dok u kasno proljeće prevladava suša s rijetkim, kratkotrajnim olujama.

1.1.3. Obala i reljef

Južna i sjeverna obala otoka Korčule izrazito su različite.

Sjeverna obala je relativno niža i pristupačnija te ima nekoliko pogodnih manjih uvala za nautički turizam (luka i sidrišta: uvale Uš, Banja, Vrbovica, Kneža, Račišće). Taj dio obale dobro je razveden s mnogo zaljeva i otočića. Nema strmina pa se obala blago spušta do 60 m dubine. U odnosu na južnu, sjeverna obala otoka izrazito je naseljena.

Južna je obala mnogo strmija i nepristupačnija. U uvalama Zavalatici i Brni nalaze se sidrišta i privezišta. Zaljevi su kratki i izloženi jugu. Strmi odsjeci, 10-30 m visoki, protežu se od Ripne do plaže Pržina u Općini Lumbarda, a nastali su zbog otpornosti stijena, položaja slojeva i djelovanja valova s otvorenog mora.

1.1.4. Vegetacija i zaštićena područja

Korčulanska visoka šuma najviše se sastoji od alepskog bora (*pinus halepensis* mill), primorskog bora (*pinus maritima*), crnog bora (*pinus nigra*), pina (*pinus pinea* l.), te zimzelenog primorskog hrasta 'česvine' (*quercus illex* l.). Uz ova se stabla u šumi pojavljuju još i divlja maslina (*olea oleaster* fiori), crni jasen (*fraxinus ornus* l.), igličasta smrika (*juniperus oxycedrus* l.) i dr. Uz naselja i putove nalaze se mnoga stabla čempresa (*cypressus sempervirens* l.).

Veliki dio površine pokriven je nižim raslinjem poznatim pod općim pojmom "makija". Uz grmove česvine i smrike u makiji su najviše zastupljeni planika (*arbutus unedo* l.), mirta (*myrtus communis* l.), zelenika (*phillyrea latifolia* l.), lemprika (*viburnus tinus* l.), vrijes (*erica arborea* l.) i druge vrste. Svojim bijelim cvijetom i slatkim crvenim plodom u makiji se ističe planika.

Zaštićena područja prema stupnjevima zaštite: Zaštita	Područje	Mjesto	Godina zaštite
Posebni rezervat šumske vegetacije	Šuma Kočje	Žrnovo	1962
Značajni krajobraz	Otok Badija	Korčula	1969
Park šuma	Otočić Ošjak	Vela Luka	1962

	Gradski Park Hober	Korčula	1969
Spomenik parkovne arhitekture	Park Foretić	Korčula	1963
	Čempres star 350 godina	Čara	1962
	Drvored čempresa	Korčula	1948
Spomenik prirode	Vela špilja	Vela Luka	1966
	Česvina/crnika na predjelu "Klokolina" ili "Mali Kozjak"	Žrnovo	1952

Tablica 1: Zaštićena područja prema stupnjevima zaštite

1.1.5. Administrativni ustroj i demografske značajke područja

Na području otoka Korčule 5 je jedinica lokalne samouprave s 14.612 stanovnika, prema popisu stanovništva iz 2021. godine.

Grad Korčula - 5.419; Korčula 2.661, Žrnovo 1.403, Čara 595, Račišće 380, Pupnat 380

Općina Blato – 3.322; Blato 3.274, Potirna 48

Općina Lumbarda – 1.217

Općina Smokvica – 865

Općina Vela Luka – 3.789

U Gradu Korčuli živi 37% od svih otočkih stanovnika te je po broju stanovnika najveća jedinica lokalne samouprave na otoku Korčuli.

1.1.6. Kulturna baština

Zaštićena kulturna baština na otoku Korčuli

Klasifikacija		Najznačajnije
Kulturno-povijesna cjelina		Urbana povijesna cjelina Korčule, kulturno-povijesna cjelina Mratin
Nepokretna pojedinačna	Korčula	Palača Ismaeli-Gabrielis, Velika i mala Kneževa kula, Katedrala sv. Marka, crkva sv. Petra, crkva Gospojine, Opatski dvor, samostan s crkvom sv. Nikole, crkva sv. Mihovila s kućom bratovštine, crkva i samostan na Badiji, ruševine crkve sv. Barbare na otoku Sutvara, ljetnikovac Španić, svjetionik Sestrice, crkva Navještenja, utvrda i arheološko nalazište Forteca-Sv.Vlaho-Korčula
	Žrnovo	Crkva sv. Martina sa zvonikom - Žrnovo
	Čara	Ostatci crkve sv. Stjepana-Čara,
	Lumbarda	Kaštel Arneri-Kršinić/Cankinov-Lumbarda, crkva sv. Antuna, crkva sv. Roka-Lumbarda,
	Vela Luka	Austrougarska utvrda Forteca-Hum i ostatci prapovijesne gradine – Vela Luka
Arheološka baština	Korčula	Arheološko nalazište Majsan, arheološki ostaci crkve sv. Luke (otok Lučnjak), arheološko

		nalazište na otoku Gubavac,
	Smokvica	Arheološko nalazište Smokviška gradina,
	Blato	Arheološka zona Kopila
	Vela Luka	Arheološko nalazište Gradina sa crkvom sv. Ivana Krstitelja-Vela Luka
Memorijalna baština		Spomenik palim vojnicima u 1. svj. ratu
Običaji, obredi i svečanosti		Moreška, kumpanije (Čara, Pupnat, Žrnovo)

1.1.7. Prometna infrastruktura

Kvalitetna prometna infrastruktura važan je čimbenik koji se treba razvijati u skladu s ubrzanim razvojem turizma. Na području otoka Korčule razvija se cestovni promet, a u posljednje dvije godine došlo je do velikih dugoročnih ulaganja u pomorski promet. Postoje planovi za razvoj zračnog prometa.

Cestovni promet

Na području otoka Korčule razvrstane su državne, županijske i lokalne ceste i to:

D-118 na pravcu trajektno pristanište Dominče/Korčula - Smokvica - Blato - Vela Luka. Povijesni cestovni pravac jer je uz nužna poboljšanja trase zadržao svoju ulogu cestovne poveznice prostora Otoka. Osim što je ova cesta važna za otočki život i za život unutar Grada ona je glavna veza prostora i otoka i Grada sa trajektnim pristaništem u Dominču preko kojega je otok na istočnoj strani povezan s kopnom u ukupnoj dužini – 43,5 km. Na otoku postoji mreža županijskih i lokalnih cesta koje omogućavaju izuzetno kvalitetno povezivanje svih mjesta na otoku Korčuli.

Oznaka ceste	OPIS CESTE	DULJINA (km)
DC 118	Vela Luka – Kapja – Dubovo - Korčula	43,5
ŽC 6221	Vela Luka (Plitvine) (L69060) – D118	3,2
ŽC 6222	D118 – Blato – D118	3,8
ŽC 6223	Blato (Ž6222) – Prižba – Brna – Smokvica (Ž6268)	18,9
ŽC 6224	Račišće – Korčula (D118)	12,3
ŽC 6225	D118 – Lumbarda	4,4
ŽC 6244	Korčula: D118 –luka	1,6
ŽC 6255	Prigradica (L69018) – Blato (Ž6222)	4,6
ŽC 6268	Kapja (D118) – Smokvica – Čara – Dubovo (D118)	12,3
LC 69016	Vela Luka (Ž6221) – Blato (Ž6222)	9,1
LC 69017	Tri Luke – Potirna – L69016	5,4
LC 69018	D118 – Bristva – Prigradica (Ž6255)	5,7
LC 69019	Prigradica (L69018) – Babina	11,7
LC 69020	Blato (Ž6222) – Smokvica (Ž6223)	8,1
LC 69021	Čara (Ž6268) – Zavalatica	3,2
LC 69022	Čara (Ž6268) – Pupnat (D118)	10,1
LC 69060	Privala – Vela Luka (Ž6221)	5,5

LC 69073	D118 – Žrnovo – D118	3,2
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Tablica 2: Popis cesta na otoku Korčula: državne, županijske i lokalne

EuroVelo8

U cilju daljnjeg razvoja biciklističkog turizma, na otoku Korčuli ucrtano je i označeno niz biciklističkih ruta. Otokom Korčula također prolazi *EuroVelo8* alternativni pravac. Kako bi se smanjila mogućnost prometnih nesreća u kojima sudjeluju biciklisti, biciklisti se usmjeravaju s kritičnih prometnica na sigurnije biciklističke rute. Također, zbog velikog broja dolazaka turista i povećanja intenziteta prometa na cestama za daljnji razvoj biciklističkog turizma neophodna je edukacija kako biciklista tako i vozača o pravilnom ponašanju i kulturi ponašanja u prometu s naglaskom na rano učenje ponašanja u prometu.

Europski pješački put E12

Europski pješački put E12 osmišljen je kao posljednji u mreži europskih pješačkih putova. Naziva se još i *Mediterranski pješački put*. Zamišljen je kao dužinski put europskom obalom Sredozemnog mora od Španjolske do Grčke.

Posebno atraktivan bit će njegov dio kroz Hrvatsku koji je osmišljen kao "otočka dionica", odnosno kao put koji vodi dijelom jadranskog priobalja, ali najviše po hrvatskim otocima. Predviđena dužina E12 puta kroz Hrvatsku približno je 1300 km - raspoređeno u više desetaka dionica, a jedna dionica prolazit će otokom Korčulom.

U cilju daljnjeg razvoja pješačkog turizma potrebno je planirati revitalizaciju i stavljanje u funkciju velikog broja šumskih, protupožarnih i poljskih puteva te projektiranje novih staza po standardima kakvi postoje u razvijenim pješačkim destinacijama; brendiranje destinacije; kreiranje atraktivnih i, u srazmjeru s globalnim kretanjima, gotovih proizvoda i seta usluga te odgovarajućom promocijom, kako turizam može postati prepoznatljivim dijelom destinacije i učiniti ga jednim od bitnih motiva dolaska izvan glavne turističke sezone.

Pomorski promet

Postojeće stanje pomorskog prometa Grada temelji se na "Naredbi o razvrstavanju luka otvorenih za javni promet na području županije Dubrovačko-neretvanske" (NN br. 96/96). U skladu s navedenom Naredbom – morske luke su razvrstane na sljedeći način:

Vrsta luke	Naziv	JLS
Luke županijskog značaja	Korčula-putnička luka (istočna i zapadna obala)	Korčula
	luka Vela Luka	Vela Luka
	Žrnovska Banja (Polačište)	Korčula
Luke lokalnog značaja	luka Badija	Korčula
	luka Bristva	Blato
	luka Brna	Smokvica
	luka Grščica	Blato
	luka Korčula	Korčula
	luka Lumbarda	Lumbarda
	luka Prigradica	Blato
	luka Prižba	Blato
	luka Pupnat	Korčula
	luka Račišće	Korčula
	luka Zavalatica	Korčula
morska luka posebne namjene državnog značaja	Marina ACI Korčula	Korčula

sportska luka	istočna i zapadna obala Korčule	Korčula
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Tablica 3: Popis i kategorija luka na području otoka Korčule

Pelješki kanal je međunarodni i unutarnji plovni put.

Brze dužobalne trajektne linije i pješačka veza brodicama s Orebićem smještene su u luci u Korčuli, koja ima i međunarodni karakter. Općenito, svojom brojnošću i brzinama ne zadovoljavaju potrebe lokalnog stanovništva u periodu van turističke sezone te ne doprinose razvoju cjelogodišnjeg turizma. Trajektna luka za Orebić smještena je na Dominču. Trajektna luka za Split smještena je u Veloj Luci.

1.2. Obilježja turističkog tržišta otoka i Grada Korčule

DNŽ jedna je od najrazvijenijih turističkih županija u Republici Hrvatskoj. Otok Korčula jedan je od najrazvijenijih turističkih otoka u RH.

Turistička zajednica	DOLASCI			NOĆENJA		
	2021	2020	Indeks	2021	2020	Indeks
Korčula	59.539	31.986	186.14	329.776	209.221	157.62
Vela Luka	24.196	14.176	170.68	174.048	111.684	155.84
Blato	20.220	13.957	144.87	200.075	151.384	132.16
Lumbarda	14.691	8.823	166.51	122.592	82.167	149.20
Smokvica	6.130	2.163	283.40	45.382	23.323	194.58
UKUPNO	124.776	71.105	175.48	871.873	577.779	150.90

Tablica 4: Ukupni broj dolazaka i noćenja turista po mjestima na otoku Korčula za 2020. i 2021. godinu.

Izvor: Turistička zajednica Dubrovačko-neretvanske županije, eVisitor

Prema podacima iz informatičkog sustava *eVisitor*, u 2021. godini u DNŽ prema broju dolazaka i noćenja turista po zemljama porijekla najviše je bilo turista iz Njemačke, Hrvatske i Ujedinjene Kraljevine.

1.2.1. Usmjerenost na bliža emitivna tržišta

Iako je u posljednjih nekoliko godina trend izrazitog porasta broja noćenja i dolazaka s tržišta Ujedinjenog Kraljevstva i SAD-a, u 2020. i 2021. godini je usmjerenost na bliža emitivna tržišta te tržište Hrvatske bila ključna. Do izražaja dolaze komparativne prednosti Hrvatske u odnosu na konkurentna turistička tržišta koje proizlaze iz povoljnog geografskog smještaja i blizine tradicionalnih emitivnih turističkih tržišta.

Za daljnji razvoj aktivnog turizma, a osobito pješačkog i biciklističkog turizma, u smislu postizanja bolje popunjenosti kapaciteta, važno je usmjeravanje na tržište i segmente kojima su bavljene *soft adventure* aktivnostima i aktivnostima u prirodi uobičajen način provođenja slobodnog vremena.

1.2.2. Emitivna tržišta

U 2020. i 2021. godini glavna emitivna tržišta bila su Hrvatska, Njemačka, Poljska, Slovenija, Bosna i Hercegovina, Francuska i Češka. Početkom sezone 2022. vidljiv je značajan dolazak/povratak turista iz Velike Britanije i SAD-a. Rezultat je to intenzivnijih promotivnih aktivnosti kao i povećanog broja direktnih letova prema navedenim tržištima. Povećan broj katamaranskih linija prema gradovima Split i Dubrovnik svakako doprinosi lakšem dolasku na otok Korčulu.

1.2.3. Ciljna tržišta i segmenti

Prestankom pandemije COVID-a 19 i daljnjim razvojem kvalitete turističke ponude otoka Korčule nanovo se definiraju ciljna tržišta koja su bila u fokusu do 2019. godine: **Velika Britanija, Sjedinjene Američke Države & Kanada, Švicarska, Francuska, Njemačka, Slovenija, Skandinavske zemlje** kao primarna tržišta. Te kao sekundarna tržišta: **Italija, Nizozemska, Austrija, Češka i Poljska.**

1.2.4. Smještajni kapaciteti

Na nacionalnoj i županijskoj razini, kao bitan prioritet razvoja turizma, ističe se potreba za postizanjem većeg udjela hotelskog smještajnog kapaciteta visoke kategorije, u ukupnom broju smještajnih jedinica. Jednako tako isti nepovoljan faktor utječe na razvoj turizma na području otoka i Grada Korčule. S tim da je nepovoljan udio više izražen na zapadnom dijelu otoka Korčule, dok je na području Grada Korčule situacija nešto povoljnija uslijed veće koncentracije hotelskog smještaja u samom gradu Korčula.

Veliki udio smještajnih jedinica u objektima u domaćinstvu je nepovoljan čimbenik razvoju turizma, osobito stoga što je prosječna kategorija kapaciteta ***. Osim dodatnog ulaganja i nužne rekategorizacije smještaja, u cilju povećanja kvalitete i usluge, turističke zajednice otoka Korčule pokrenule su projekt označavanja (labelling) smještaja kojim se povećava razina zadovoljstva gostiju i omogućava veća konkurentnost na način da se prodajni kanali usmjeravaju tržišnim nišama i ciljanim tržišnim segmentima gostiju.

Primjeri dobre prakse potvrđuju da projekti označavanja smještajnog kapaciteta i uvođenje posebnih oznaka kvalitete kao što su Bike i Hike Friendly i sl. imaju pozitivne učinke na povećanje turističkih pokazatelja, osobito u razdoblju predsezone i posezone. Tako su na otoku Korčuli projektom označavanja predviđeno certificiranje i označavanje objekata oznakama „Bike friendly“, „Hikers friendly“ i „Eco/Eko friendly“.

U cilju postizanja ravnomjernog razvoja turizma, poglavito održivog turizma potrebno se i dalje fokusirati na produženje turističke sezone u svim naseljima. Pješački i biciklistički turizam kao i ostali oblici aktivnog turizma kao i eno-gastro turizma uvelike pridonose ostvarivanju ovih ciljeva uz multiplicirajuće efekte na gospodarstvo, u prvom redu kroz dodatnu ponudu lancu turističkog proizvoda.

Tematske rute koje u svoju ponudu uključuju pješačenje i biciklizam kao oblike aktivnog turizma te eno-gastro ponudu uz prateće manifestacije dati će novi zamah u razvoju OPG-a i drugih oblika ruralnih gospodarstava u ruralnim naseljima otoka i omogućiti korištenje stambenih jedinica tradicionalne gradnje kao i postojećim ugostiteljskim objektima za proširenje svojih kapaciteta i ponude.

1.2.5. Stavovi i potrošnja turista u Hrvatskoj – Tomas Ljeto, 2019.

Razvoj pješačkog i biciklističkog turizma te srodnih oblika turizma još uvijek je u začetcima na području DNŽ iako za to postoji izniman interes gostiju, pogotovo za pješački i ciklo-turizam. Unatoč postojećem interesu turista još uvijek se pješački turizam ne percipira kao selektivni oblik turizma koji bi se trebao sustavno razvijati, kako na području DNŽ tako Grada i otoka Korčule.

Geografske značajke otoka Korčule, bogatstvo kulturno-povijesne baštine i ravnomjieran raspored naseljenih područja osiguravaju pretpostavke za cjelogodišnji razvoj cikloturističkog i pješačkog turizma te posljedno eno-gastro turizma. Na području Grada i otoka Korčule do sada su ucrtane i označene pješačke i biciklističke rute te predstoji njihovo revidiranje, unificiranje kao i ucrtavanje novih ruta, postavljanje tematskih staza, info panela i druge infrastrukture.

Prednost je postojeća mreža šumskih, poljskih i požarnih putova koja povezuje atrakcijske točke u prostoru i naseljena mjesta. Značajan dio ugostiteljskih objekata u naseljima Grada Korčule svoje poslovanje bazira na cikloturističkom ili pješačkom turizmu, dok je manji dio smještajnih objekata

prepoznao značaj ovih tržišnih niša i time postigao ublažavanje sezonalnosti poslovanja. Osim toga važno je istaknuti činjenicu da su inozemne i domaće turističke agencije specijalizirane za cikloturizam uvrstile otok Korčulu u svoje programe.

1.3. Strateški i planski dokumenti koji uključuju razvoj turizma – sa područja DNŽ

1.3.1. Provedbeni program DNŽ do 2025. godine

Prioritet 1. Jačanje otpornosti gospodarstva i povećanje ulaganja u održivo i digitalno gospodarstvo

U području turizma fokus aktivnosti stavlja se na boljem strateškom upravljanju, poticanju „zelenog i pametnog“ turizma, razvoju slabije razvijenih turističkih područja, razvoju selektivnih oblika turizma (npr. zdravstveni i nautički turizam) te na daljnjem produljenju turističke sezone.

Sustavno poticanje novih tehnologija, digitalizacije i inovativnosti poduzetnika na području županije preduvjet je za budući rast. Posebno se naglašava potreba poticanja inovativnih rješenja za potrebe turističkog razvoja.

Posebni ciljevi:

1.2. Poticanje održivosti, digitalizacije i inovacija u gospodarstvu

1.3. Poboljšanje konkurentnosti u turizmu, poljoprivredi, akvakulturi i ribarstvu

Mjere

Mjera 1.2.3. Razvoj kulturnih i kreativnih industrija

Mjera 1.3.1. Poboljšanje kvalitete turističke ponude i upravljanja destinacijom

Mjera 1.3.2. Razvoj selektivnih oblika turizma

Prioritet 2. Poboljšanje kvalitete života te unaprjeđenje ljudskog kapitala

Jedna od najvažnijih potreba je i obogaćivanje kulturnog života stanovnika županije, posebno u manjim sredinama. Uz to, potrebno je dalje razvijati sportsku infrastrukturu kako bi se ojačao položaj županije kao centra za pripremu sportaša i održavanja sportskih manifestacija.

Posebni ciljevi:

2.1. Unaprjeđenje kvalitete i dostupnosti društvenih usluga

Mjere

Mjera 2.1.4. Poticanje kulturnog stvaralaštva

Mjera 2.1.5. . Unaprjeđenje sportske i rekreacijske infrastrukture i programa

Prioritet 3. Očuvanje okoliša, poboljšanje povezivosti i održivo korištenje baštine

Zbog svoje položajne specifičnosti, jedno od najvažnijih razvojnih pitanja županije je poboljšanje prometne povezanosti s ostatkom Hrvatske. Nakon što se dovrši izgradnja Pelješkog mosta, potrebno je osigurati daljnji nastavak ulaganja u gradnju prometne infrastrukture u županiji, odnosno potrebno je izgraditi autocestu prema Dubrovniku, brzu cestu od Dubrovnika do Debelog brijega i brzu cestu preko Pelješca (Pelješki most – Trajektna luka Perna) te osigurati kvalitetne priključke s lokalnih i županijskih cesta. Osim cestovnog, potrebno je unaprijediti i zračni i pomorski promet. Upravo pomorski promet treba unaprijediti na unutar županijskoj razini, odnosno potrebno je još bolje povezati otoke s kopnom. Ukupan razvoj prometnog sustava mora se temeljiti na tzv. pametnim rješenjima.

Posebni ciljevi:

3.2. Poboljšanje unutarnje i vanjske povezivosti te zelene mobilnosti

3.3. Očuvanje, valorizacija i održivo korištenje prirodne i kulturne baštine 21

Mjere:

3.2.3. Ulaganje u zelenu mobilnost i poticanje razvoja pametnih rješenja u prometnom sustavu

3.3.1. Očuvanje, valorizacija i održivo korištenje prirodne baštine

3.3.2. Očuvanje, valorizacija i održivo korištenje kulturne baštine i kulturnog krajolika

Prioritet 4. Unaprjeđenje upravljanja razvojem

Posebni ciljevi:

4.3. Razvoj otoka

Mjere:

4.3.2. Razvoj otočnog gospodarstva

4.3.3. Održivo upravljanje otočnim resursima

4.3.4. Poboljšanje povezanosti otoka

1.3.2. Strategija razvoja turizma Dubrovačko-neretvanske županije (2012.-2022.) – klaster Korčula

U klaster Korčula spadaju Grad Korčula, Općine Smokvica, Lumbarda, Blato i Vela Luka.

Prema Strategiji razvoja turizma DNŽ, stupovi razvoja su:

- Izgradnja kompletnog turističkog lanca vrijednosti, te razvoj i oblikovanje turističkih proizvoda temeljenih na kulturi, povijesti i prirodnoj baštini.
- Revitalizacija unutrašnjosti otoka i jačanje agrikulturne proizvodnje i s time povezane turističke aktivnosti inteligentnim i intenzivnijim razvojem poljoprivrede i vinogradarstva.
- Ustrajanje na inovativnim projektima sa fokusom na ključne turističke proizvode klastera (Nautika, Sunce i More, Ruralni turizam).

Rekreacija u prirodi, kao jedan od ključnih oblika ponude aktivnog oblika odmora prepoznata je za područje klastera Korčula. Identificirane su:

- pozitivne inicijative lokalnih turističkih zajednica u smislu kreiranja i označavanja pješačkih i biciklističkih staza
- potrebno je pristupiti standardizaciji iste.

Projekt „Ture Korčule“ kao prioritetni zadatak; rezultat ovog projekta je katalog s turama i programima u klasteru. Katalog može sadržavati ture otoka kopnenim, ali i morskim putem i mogao bi imati sljedeći sadržaj:

- Ekologija i botaničke staze
- Gastronomski putovi
- Kulturni putovi i arheološke staze
- Arhipelag Korčule
- Tura sela.

Vinske ceste Korčule trebaju se razviti u prepoznatljiv i profesionalno oblikovan turistički proizvod, a podrazumijevaju zaokruženo vinsko područje koje u sklopu vinske ceste ima vinske itinerare odnosno punktove. Kroz vinske itinerare vrši se promocija vina i njegova turistička prezentacija. Ovaj program konkurentnosti u vezi je i s programom Kušaonica vina.

Cesta maslinovog ulja otoka Korčule - otok Korčula broji 250.000 stabala maslina. Ideja projekta koju je pokrenula „Udruga maslinara Vela Luka“ je da se postojeći proizvođači i područja proizvodnje maslina na

otoku prometno povežu, označe, katalogiziraju i zajednički promoviraju. Namjera je pokretača projekta da se u kasnijim fazama zajednički radi na razradi daljnje turističke infrastrukture povezane uz maslinarstvo.

Potrebno je kreirati turistički proizvod temeljen na ruti maslinovog ulja, u suradnji s TZ-ima otoka Korčule. to bi trebala biti polazna točka u daljnjem razvoju složenih turističkih proizvoda kao što su *Cesta maslinovog ulja* i *Vinska cesta*.

1.3.3. Pravilnik o tematskim turističkim cestama Dubrovačko-neretvanske županije

Pravilnikom o tematskim turističkim cestama Dubrovačko-neretvanske županije uređuje se pojam tematskih turističkih cesta Dubrovačko-neretvanske županije, ponuda na cesti, minimalni uvjeti i postupak za proglašenje Ceste, minimalni uvjeti koje mora ispunjavati subjekt koji se uvrštava u Cestu, minimalni uvjeti za pružanje ugostiteljsko-turističkih i drugih usluga na Cesti te druga značajna pitanja vezana za tematske turističke ceste Dubrovačko-neretvanske županije.

Cesta je kompleksni turistički proizvod u okviru kojeg seljačka turistička domaćinstva, obiteljska poljoprivredna gospodarstva, zadruge, udruge te ostale fizičke i pravne osobe koje se bave turističko-ugostiteljskim i drugim djelatnostima povezanim s turizmom, a registrirane su u skladu s posebnim propisima, udruženi pod zajedničkim nazivom Ceste, organizirano pružaju (nude) vlastite proizvode i usluge te zajednički grade prepoznatljivi turistički proizvod.

1.3.4. Provedbeni program Grada Korčule do 2025. godine

Mjera: 1.2.3. Razvoj kulturno kreativnih industrija

- Izgradnja infrastrukture za razvoj kulturnih i kreativnih industrija - Provedba edukacija za jačanje poduzetničkih vještina u području kulturnih i kreativnih industrija - Razvoj Grada Korčule kao poželjne destinacije za digitalne nomade - Poticanje razvoja kulturnih i kreativnih industrija, kulturno-turističkih proizvoda temeljenih na novim tehnologijama.

Mjera 1.3.1. Poboljšanje kvalitete turističke ponude i upravljanja destinacijom

- Izrada novog programa razvoja turizma Grada i otoka Korčule (Klaster Korčula) - Poticanje inovativnih projekata „zelenog i pametnog“ turizma u javnom i privatnom sektoru - Ulaganje u promociju destinacije koristeći suvremena digitalna rješenja - Podizanje kvalitete postojećih i poticanje organiziranja novih manifestacija u cilju obogaćivanja turističke ponude - Razvoj ljudskih potencijala u turizmu kroz

srednjoškolsko obrazovanje, visoko obrazovanje i cjeloživotno obrazovanje djelatnika u turizmu -
Poticanje umrežavanja poduzetništva u turizmu i poljoprivredi

Mjera 1.3.2. Razvoj selektivnih oblika turizma

- Razvoj projekata selektivnih oblika turizma koji stavljaju naglasak na razvoj zelenog i pametnog turizma

Mjera 2.1.4. Poticanje kulturnog stvaralaštva

- Potpore za održavanje kulturnih događanja s posebnim naglaskom na događanja izvan turističke sezone

Mjera 2.1.5. Unaprjeđenje sportske i rekreacijske infrastrukture i programa

- Unaprjeđenje postojeće i razvoj nove sportske, rekreacijske i trenažne infrastrukture □ Potpora razvoju programa selektivnih oblika turizma u sportu

1.3.5. Provedbeni program općine Vela Luka

Mjera 2.1.4. Poticanje kulturnog stvaralaštva

Osigurati sadržaje javnog života iz područja kulture promicanjem i prakticiranjem kulturnih događaja te potaknuti građane na aktivno sudjelovanje u kulturnim događanjima.

Mjera 1.3.2. Razvoj selektivnih oblika turizma

Ulaganje u razvoj turizma temeljen na planskom razvoju i razvoju javne infrastrukture

Mjera 3.2.2. Očuvanje, valorizacija i održivo korištenje kulturne baštine i kulturnog krajolika

Osigurati primjerenu razinu kulturnog sadržaja i događanja čime se podiže razina kvalitete života i razvijaju prilike za gospodarske djelatnosti.

1.3.6. Provedbeni program općine Lumbarda

Mjera 7. Unaprjeđenje zelene mobilnosti

Ključne aktivnosti:

1. Uređenje pješačkih staza
2. Izgradnja biciklističke infrastrukture

3. Projekt uređenja šetnice Račišće
4. Poticanje gradnje punionica za električna vozila

Mjera 8. Unaprjeđenje kulturne i sportske infrastrukture i programa

Ključne aktivnosti:

1. Adaptacija i program Centra za kulturu
2. Projekt izgradnje/uređenja novog Muzeja arheologije i umjetnosti
3. Projekt kameno-klesarskih radionica u okviru MAU
4. Projekt legalizacije i nadogradnje igrališta
5. Program podrške kulturnim i sportskim udruženjima i javnim događanjima

Mjera 12. Podrška održivosti poljoprivrednih i turističkih aktivnosti

Ključne aktivnosti:

1. Izgradnja interpretacijskog centra maslinarstva i vinogradarstva
2. Nabava i postavljanje meteorološke stanice
3. Brendiranje JLS-a kao rodnog mjesta Grka
4. Izraditi Plan upravljanja neiskorištenim/ neobrađenim poljoprivrednim zemljištem
5. Projekt nautičkog centra

1.3.7. Strategija razvoja turizma Grada Korčule

Glavni je cilj Strategije stvoriti osnovni strateški okvir daljnjeg turističkog razvoja Grada Korčule odnosno definirati viziju turističkog razvoja i turističko pozicioniranje destinacije u budućnosti.

Strategija definira razvojnu viziju turizma Grada Korčule do 2022.

Grad Korčula bit će visokokvalitetna profinjena destinacija održivog turizma, prepoznatljiva na globalnom tržištu. Destinacija koja je aktivna u većem dijelu godine, s bogato razvijenim proizvodima sunca i mora, nautičkog, kulturnog, ruralnog, gastronomskog i aktivnog turizma. Bit će važan nautičko-servisni centar južnog Jadrana. Korčula 2022. je destinacija s 5 zvjezdica, sa strateškim hotelskim

investitorom, difuznim i boutique hotelima te luksuznim ruralnim vilama za odmor. Ruralni dio Grada, kao i otoka, njegovat će autohtonu agrikulturu i gastronomiju. Grad Korčula zadržat će sva obilježja autentičnog srednjovjekovnog mediteranskog grada, a turistima će pružiti doživljaj suvremenog dalmatinskog načina življenja. Grad Korčula i njegova priroda pružat će turistima jedinstveno doživljajno iskustvo bogate povijesti i kulturne baštine. Sve otočne TZ usklađivat će svoje marketinške i komunikacijske aktivnosti kako bi se otok Korčula komunicirao kao jedna destinacija.

Strategija razvoja turizma Grada Korčule definira programe konkurentnosti i akcijski plan projekata koji je terminski definiran, kao i njegovi nositelji. Za potrebe izrade ovog akcijskog plana potrebno je revidirati projekte koji se odnose na razvoj biciklističkog i pješačkog turizma kao i izvršiti nadopunu novima.

Kulturni proizvod, ruralni turizam, cikloturizam i pješački turizam, ocijenjeni su s visokim potencijalom za daljnji razvoj. Resursna osnova Grada Korčule čini skup turističkih atrakcija i infrastrukture koja je neophodna za razvoj područja.

Prirodna bogatstva (7 zaštićenih prirodnih područja, zaštićeni kultivirani i prirodni krajobrazi temeljem prostornih planova DNŽ i Grada Korčule, Natura 2000), kulturna baština (zaštićena materijalna i nematerijalna kulturna baština) predstavljaju splet atraktivnih elemenata turističke ponude Grada Korčule.

Kulturni proizvod je uz odmorišni i nautički, dominantni proizvod Grada Korčule. Obzirom na trenutnu dostupnost u destinaciji, kulturni i ruralni turizam identificirani su kao srednje raspoloživi u destinaciji, a aktivni turizam s niskom raspoloživosti.

Analizom stanja 2017. godine, ova tri selektivna oblika turizma ocijenjena su niskom razvijenosti i niskom važnosti za destinaciju, međutim analize globalnog turističkog tržišta pokazuju da upravo oni imaju najveću stopu rasta. TZG Korčule prepoznaje potencijal aktivnog turizma osobito pješačkog i biciklističkog te u cilju njihova planskog razvoja priprema Akcijski plan s obuhvatom mjera i projekata za kvalitetnu provedbu razvoja.

1.3.8. Plan razvoja ruralnog turizma Grada Korčule (2015.-2020.)

Bogatstvo prirodnih resursa pruža osnovu za brojne selektivne oblike turizma kao što su pustolovni turizam i sportski turizam koji obuhvaćaju sve vrste aktivnosti na otvorenom i na moru.

Nekoliko lokalnih turističkih agencija specijalisti su za biciklizam, pješačenje, jedrenje, wind-surfing, kite-surfing, kajaking, ronjenje, climbing i sl. U gradu Korčuli djeluje Ekološko - ronilački klub Korčula. Prostor

Pelješkog kanala izuzetno je zanimljiv što dokazuje održano svjetsko prvenstvo u jedrenju na dasci „Formula 1 Windsurf World Championship“ u Pelješkom kanalu 2013. godine.

Na području Grada postoje skupine vertikalnih stijena s potencijalom kreiranja penjališta za sportsko slobodno penjanje koje je u svijetu već odavno razvijeno, a u Hrvatskoj tek doživljava procvat. U Gradu Korčuli postoji nekoliko speleologa i penjača koji aktivno promiču penjanje i speleologiju.

Postoji potreba za uređenjem i dodatnim opremanjem sportske infrastrukture na području Grada Korčule koji ima dugu tradiciju bavljenja sportom, što nije u dovoljnoj mjeri iskorišteno u turističkom razvoju.

Otočna bioraznolikost poprilično je neistražena, a otok sam po sebi podrazumijeva specifične životne oblike i ekologiju. To znači da postoji mogućnost razvoja znanstveno-istraživačkog turizma. 2010. godine pokrenuta je inicijativa u tom smjeru kada se održao prvi Tjedan prirodoslovlja na kojem su sudjelovali istraživači speleolozi, bio speleolozi, geolozi i mikrolozi.

Plan razvoja ruralnog turizma prepoznaje potencijal postojećih prirodnih i kulturnih resursa koji su idealno smješteni duž obalne linije, ali i središnjim dijelom otoka Korčule.

Predlaže se osnivanje planinarskog društva u cilju markiranja i održavanja staza. U zaštićenom području Kočje potrebno je provođenje zaštite i reguliranje posjete ovom strogo zaštićenom području. Zakonom o zaštiti prirode propisano je izdavanje koncesije i koncesijskog odobrenja za obavljanje gospodarske djelatnosti u posebnom rezervatu, ali i park-šumi, značajnom krajobrazu i spomeniku parkovne arhitekture, međutim problem je uspostave kontrole pa koncesije nitko ne plaća.

1.3.9. Koncept „Albergo diffuso“ kao jedan od temelja razvoja održivog turizma

Plan razvoja ruralnog turizma Grada Korčule pretpostavlja razvoj modela „Raspršeni hotel“ ili „Difuzni hoteli“ kao inovativni koncept gostoprimstva. Ovaj tip hotela ne nalazi se samo u jednoj povezanoj zgradi već je raspršen u brojnim kućama u određenom mjestu pri čemu mora zadovoljiti sljedeće uvjete;

1. Hotel pruža normalne hotelske usluge
2. Sobe su raspršene u obnovljenim i tradicionalnim kućama u povijesnoj jezgri grada ili sela
3. Centralna recepcija nudi i ograničene usluge hrane i pića
4. Cijeli koncept dio je lokalnog okruženja sa ciljem da se gostu pruži osjećaj pripadnosti lokalnoj zajednici

Taj koncept bi mogao doprinijeti razvoju pješačkog i biciklističkog turizma kao i razvoju ruralnih područja zbog svoje okrenutosti održivom razvoju, mogućnošću prilagođavanja smještajnih jedinica potrebama aktivnih turista kao i cjelokupne ponude.

2. Analiza postojećeg stanja

23. prosinca 2020. turistička zajednica Grada Korčule i turističke zajednice općina Vela Luka, Blato, Smokvica i Lumbarda sporazumno su se udružile u cilju zajedničkog provođenja jedne ili više aktivnosti usmjerenih razvijanju turističkog proizvoda i promociji destinacije:

1. Programi marketinških aktivnosti

- Redizajn, grafički prijelom i tisak postojeće image brošure otoka „Visit Korčula Island“
- Brendiranje destinacije, kreiranje vizualnog identiteta i izrada knjige standarda za sve marketinške materijale TZ-a otoka Korčule u cilju brendiranja turističkih proizvoda otoka Korčule (online i offline)
- Izrada slogana i/ili loga otoka Korčule
- Izrada biciklističkih i pješačkih karti otoka Korčule u tiskanom i on-line izdanju
- Karta plaža otoka Korčule

2. Projekti aktivnog turizma

- Organizacija sportske manifestacije triatlon *Izazov Marka Pola* svake godine i provođenje marketinških aktivnosti za manifestaciju
- Organizacija postojećih sportskih i novih manifestacija aktivnog turizma i provođenje marketinških aktivnosti za iste (Visit Island Outdoors...).
- Organizacija edukacija za specijalizirane vodiče aktivnog turizma i edukacije stanovništva za popularizaciju aktivnog načina života
- Opremanje biciklističkih i pješačkih ruta otoka Korčule uključujući EuroVelo8 (prometni elaborat, standardizacija oznaka, informativne tabele, održavanje ruta...)
- Projekt označavanja posebnim standardima (labelling) smještajnih i drugih objekata
- Projekt postavljanja e-bike punionica i servisnih stanica za bicikle

3. Projekti iz područja lokalne gastronomije

- Izrada gastro brošure otoka Korčule
- Organizacija novih gastro i eno manifestacija s naglaskom na lokalne namirnice i autohtona jela te provođenje promotivnih aktivnosti istih
- Razvoj, opremanje, kreiranje sadržaja (tekstovi, lektura, korektura i prevođenje) i promocija *Ceste vina i okusa* te *Rute maslinovog ulja*

4. Projekti očuvanja i promicanja materijalne i nematerijalne baštine

- Projekt *Festival viteških igara otoka Korčule*; organizacija manifestacije, stalnih i povremenih postava izložbi,
- Projekt *Trag u beskraju* posvećen Oliveru Dragojeviću; organizacija manifestacije i popratnih sadržaja (tematske ture, izložbe...)
- Projekt razvoja turističkog proizvoda *Arheološka ruta otoka Korčule*
- Marketinške aktivnosti vezano za projekte i manifestacije kulturnog turizma

Suradnja na navedenim projektima trajnog je karaktera.

2.1. Programi marketinških aktivnosti

Redizajn, grafički prijelom i tisak postojeće image brošure otoka „Visit Korčula Island“

Destinacijski promotivni materijali

Turističke zajednice otoka Korčule 2019. godine izradile su zajedničku brošuru #VisitKorčulaIsland koja je redizajnirana 2021. godine.

- **Destinacijske internetske stranice**

Grad Korčula i Turistička zajednica Grada Korčule u suradnji s Razvojnoum agencijom KORA d.o.o. i drugim turističkim zajednicama općina na otoku Korčula izradile su web stranice destinacije Otok Korčula - #VisitKorčulaIsland. Web stranica financirana je sredstvima projekta VALUE, program Interreg Italija-Hrvatska. Web stranica na jednom mjestu nudi informacije o točkama kulturno-povijesne važnosti, proizvodima gastro-eno spektra te proizvodima vezano uz aktivni turizam.

Osim destinacijske internet stranice napravljena je i otočna mobilna aplikacija Vision One koja uključuje i ponudu aktivnog turizma.

Brendiranje destinacije, kreiranje vizualnog identiteta i izrada knjige standarda za sve marketinške materijale TZ-a otoka Korčule u cilju brendiranja turističkih proizvoda otoka Korčule (online i offline).

- **Vizualni identitet**

Turističke zajednice otoka Korčule koriste zajednički logotip „Korčula island“ izrađen od strane Turističke zajednice Dubrovačko-neretvanske.

Po načelu destinacijskog menadžmenta, turističke zajednice otoka Korčule planirale su aktivnosti vezane za razvoj cikloturizma koji uključuje izradu ciklo karata. Vizualni identitet koji se primjenjuje na sve on line i off line promotivne materijale mora biti kompatibilan vizualnom identitetu TZ Dubrovačko-neretvanske županije čije su smjernice dužne usvojiti sve turističke zajednice županije.

U tom smjeru potrebna je razrada vizualnih standarda za brošuru, signalizaciju, web stranicu, Bike friendly smještaj, biciklističke karte, informativne tabele i dr. U cilju kvalitetnog razvoja brenda cikloturizma u destinaciji uz osmišljavanje i razradu, nužna je dosljedna i kontinuirana primjena elemenata vizualne komunikacije – vizualnih standarda.

TZG Korčule izradila je kartu otoka Korčule koja je prenamijenjena turistička karta, a pruža informacije o biciklističkim i pješačkim rutama na otoku Korčulu. TZG Korčule prikupila je podatke od svih TZ-a otoka Korčule. Ova karta koristi Open street map source podlogu na kojoj su prikazane sve aktualne staze.

U kratkom roku potrebno je prilagoditi kartu cikloturistima i pješacima na način da sadrži informacije za tri kategorije: R-road, M-MTB, Walk/T-trekking.

- **Izrada slogana i/ili loga otoka Korčule**

Turističke zajednice otoka Korčule su 2021. godine izradile zajednički slogan otoka Korčule: „**Jedan otok – bezbroj čari**“. Nadalje koristi se logotip „Korčula island“ izražen od strane Turističke zajednice Dubrovačko-neretvanske. Također, za potrebe osnivanja tematske rute otoka Korčule osmišljen je slogan „**Jedan otok – bezbroj doživljaja**“.

- **Izrada biciklističkih i pješačkih karti otoka Korčule u tiskanom i on-line izdanju**

Nastavno na definirane nove biciklističke rute pristupilo se izradi biciklističkih i pješačkih karti otoka. Karte će također biti dostupne online te će se rute moći preuzeti u GPX formatu. To je prva takva karta na otoku Korčuli koja povezuje sve postojeće i novoformirane biciklističke i pješačke rute na jednom mjestu koristeći pritom digitalne oblike komunikacije.

- **Karta plaža otoka Korčule**

Trenutno ne postoji jedinstvena karta plaža otoka Korčule.

2.2. Projekti aktivnog turizma

- **Organizacija sportske manifestacije triatlon Izazov Marka Pola svake godine i provođenje marketinških aktivnosti za manifestaciju**

Na području otoka Korčule ne postoje biciklistički klubovi i udruge što znatno usporava proces razvoja biciklizma i biciklističkog turizma na području otoka Korčule.

Na području otoka Korčule organiziraju se manifestacije iz sfere biciklizma i pješaćenja.

Grad Korčula i TZG Korčule surađuje sa **Triatlon klubom Split** na razvoju triatlona kao sporta na otoku te organizaciji manifestacije Izazov Marka Pola – srednje dugi triatlon.

Već 12 godina na području Grada Korčule organizira se Izazov Marka Pola – korčulanski triatlon. Isti je bio 9 godina organiziran kao sprint i olimpijski triatlon, a 2020. godine organiziran je po prvi puta srednje dugi triatlon. Biciklistički dio srednje dugog triatlona zbog dužine staze obuhvaća cijeli otok Korčulu, od Korčule do Vele Luke, preko Smokvice i Čare. Trkaći dio vodi je do mjesta Račišće i nazad.

- **Organizacija postojećih sportskih i novih manifestacija aktivnog turizma i provođenje marketinških aktivnosti za iste (Visit Island Outdoors...).**

Na području općine Vela Luka postoji udruga Trail i trekning klub STRKA koja se bavi popularizacijom i organizacijom ovog sporta.

U Veloj Luci se od 2014. godine organizira Vela Luka Outdoors festival Vela Luka Outdoors sastoji se od trail i MTB utrke. Ovo događanje koje se odvija na prostoru Vele Luke svakako ima potencijala za širenje diljem otoka te time promocije destinacije – otok Korčula.

- **Organizacija edukacija za specijalizirane vodiče aktivnog turizma i edukacije stanovništva za popularizaciju aktivnog načina života**

Program *edukacije biciklističkih vodiča*. Licencu nakon edukacije izdaje Hrvatski biciklistički savez (HBS), a ista se obnavlja svake godine.

Hrvatska gospodarska komora u suradnji s Hrvatskom gorskom službom spašavanja organizira *edukacije za nositelje i organizatore turističkih sadržaja u prirodi*. Prema Zakonu o pružanju usluga u turizmu (NN 130/17) sve tvrtke/obrti i ostale pravne i fizičke osobe koje pružaju turističke usluge aktivnog i pustolovnog turizma moraju angažirati ili imati zaposlenu osobu s odgovarajućim domaćim ili stranim uvjerenjem odnosno certifikatom kojim se utvrđuje sposobnost i razina vještine obavljanja pojedine aktivnosti.

Uvjerenje koje se dobiva završetkom ove edukacije jedno je od priznatih uvjerenja/certifikata za obavljanje određenih aktivnosti s popisa aktivnosti koje se smatraju turističkim uslugama aktivnog i pustolovnog turizma.

Osim edukacije navedenih specifičnih edukacija potrebna je sveobuhvatna edukacija / podizanje razine znanja i kompetencija svih dionika u ovim specifičnim oblicima turizma: JLS-ovi, turističke zajednice, sportski klubovi, institucija zadužene za razvoj infrastrukture, razvojne agencije, hotelske kuće i vlasnici smještajnih objekata raznih kategorija te ostale zainteresirane javnosti.

- **Opremanje biciklističkih i pješačkih ruta otoka Korčule uključujući EuroVelo8 (prometni elaborat, standardizacija oznaka, informativne tabele, održavanje ruta...)**

Otok Korčula ima zadovoljavajuće razvijenu cestovnu mrežu. Sastoji se od državne ceste D-118, 8 županijskih cesta, 9 lokalnih te ostalih nerazvrstanih cesta.

Cesta od najveće važnosti je D-118 (Vela Luka-Kapja-Dubovo-Korčula) koja je prije nekoliko godina dobila obilaznice mjesta Žrnovo, Čara i Smokvica čime je uvelike olakšan i vremenski ubrzan prijevoz s jednog na drugi kraj otoka. Pored D-118, veliku važnost također imaju i spojevi županijskih cesta sa manjim naseljima koji gravitiraju Korčuli, Vela Luci i Blatu. Stanje većine cesta je zadovoljavajuće, ali postoje dionice koje bi trebale rekonstrukciju. Veliki nedostatak mreže predstavlja manjak parkirališnih mjesta koji pogotovo dolazi do izražaja za vrijeme turističke sezone, kao i nedostatak pješačkih i biciklističkih staza koje bi doprinijele sigurnosti u prometu.

Definiranjem alternativnih pravca taj se problem može riješiti. Namjera alternativnih pravaca je:

- preusmjeravanje biciklista na ceste s manje prometa,
- rasterećenje prometa,
- veća sigurnost sudionika, posebice biciklista,
- prolazak biciklista kroz atraktivne pejzaže.

Nerazvrstane ceste u velikoj mjeri mogu se koristiti kao pravci za postavljanje biciklističkih i pješačkih ruta.

Kako bi se povećala razina sigurnosti biciklista i pješaka potrebno je utvrditi točke na prometnicama koje predstavljaju opasnost i prijedlog rješenja kao što je obilježavanje prijelaza kolnika za bicikliste i sl.

2.2.1. Analiza stanja biciklističke mreže na području otoka Korčule

Biciklizam i biciklistički turizam uz pješački turizam osnova su razvoja drugih selektivnih oblika turizma na području Grada i otoka Korčule. Tu se primarno može govoriti o ruralnom turizmu, gastronomiji, enologiji kao i kulturnom turizmu Grada i otoka Korčule.

Na području otoka Korčule trenutno je postavljeno 23 lokalne biciklističke rute raznih težina i podloga za koje postoji biciklistička signalizacija. Također, zahvaljujući zajedničkoj suradnji turističkih zajednica otoka Korčule 2021. godine postavljene su 4 otočne kružne otočne rute te re-definirana linearna *EuroVelo 8* ruta:

- Ruta 1: Blato – Črnja Luka – Vela Luka – Prižba – Blato
- Ruta 2: Prigradica – Blato – Smokvica – Čara – Pupnat – Kneže – Račišće – Prigradica
- Ruta 3: Korčula – Žrnovo – Lumbarda – Korčula
- Ruta 4: Korčula – Račišće – Prigradica – Vela Luka – Prižba – Brna – Pupnat – Lumbarda – Korčula
- Ruta 5 – EuroVelo 8 ruta: Vela Luka – Blato – Smokvica – Čara – Pupnat – Korčula (Orebić)

Trenutni problem je u tome što rute nisu redovno održavane, ne postoji sustav koji definira tko i na koji način će održavati postojeće rute u smislu čišćenja raslinja, otpada uz staze/ceste, popravljane znakova i slično. Naime na otoku Korčuli svaka JLS ima svoje komunalno poduzeće koji primjenjuju različite standarde usluge i aktivnosti. Stoga je i različita razina održavanja biciklističkih ruta otoka Korčule.

Na otoku Korčuli ne postoji unificirana signalizacija čak ni na rutama koje se presijecaju i isprepliću sa rutama iz drugih JLS. Svaka JLS i/ili TZ postavila je svoje biciklističke rute i svoju signalizaciju. Tako se rute ne nastavljaju na druge, često su kratke, a signalizacija zbunjujuća za korisnike. Rute uglavnom nisu postavljene na način da uključuju druge dionike: OPG, vinarije, kušaonice, suvenirnice, restorane itd.

2.2.2. Analiza stanja pješačke mreže na području otoka Korčule

Pješački turizam osnova je razvoja drugih selektivnih oblika turizma na području Grada i otoka Korčule. Tu se primarno može govoriti o ruralnom turizmu, gastronomiji, enologiji kao i kulturnom turizmu Grada i otoka Korčule.

Na području otoka Korčule trenutno je postavljeno 20-ak pješačkih ruta raznih težina i podloga za koje postoji signalizacija te se kontinuirano radi na postavljanju dodatnih pješačkih ruta.

Promatrajući postojeće rute nije jasno jesu li ciljano razvrstane s obzirom na podlogu i pojavni oblik: asfaltirane, walking, hiking i/ili trekking staze, te s obzirom na težinu staze: lagana, srednja, zahtjevna i *Family&Recreation* ili je u pitanju slučajni odabir bez detaljnije razrade i ciljane grupe korisnika. Rute dijelom nisu postavljene kao kružne rute. Postavljene rute imaju kao osnovu neku tematiku te se mogu relativno jednostavno nadograditi kao „hiking trail“.

Nadalje, rute nisu ujednačeno i redovno održavane, ne postoji sustav koji definira tko i na koji način će održavati postojeće rute u smislu čišćenja raslinja, otpada uz staze/ceste, popravljane znakova i slično. Naime, na otoku Korčuli svaka JLS ima svoje komunalno poduzeće koji primjenjuju različite standarde usluge i aktivnosti. Također, na području otoka Korčule postoji 5 dobrovoljnih vatrogasnih društava koji bi mogli sudjelovati u održavanju pješačkih ruta u sklopu aktivnosti zaštite od požara. Potencijalno, suradnja se može uspostaviti i s lokalnim lovačkim udrugama.

Na otoku Korčuli ne postoji unificirana signalizacija. Svaka JLS i/ili TZ postavila je svoje pješačke rute i svoju signalizaciju.

Pješački turizam komplementaran je selektivnim oblicima turizma kao što su kulturni, eno i gastro turizam. Razvoj manifestacija koji nose ime po piću, hrani, voću i povrću privući će više različitih tržišnih segmenata gostiju istovremeno.

Pješačke rute potrebno je planirati neovisno o pružanju biciklističkih ruta na način da se minimalno dotiču. Osobito je važno voditi računa da na tim rutama nema prometa ili je on minimalan odnosno ograničen na dijelove pojedine rute. Budući se zapuštena plodna područja u posljednje vrijeme sve češće ponovo koriste, čest je slučaj proširivanja postojećih pješačkih staza u službi prijevoza do maslinika ili vinograda. Kontinuirano širenje nasada u blizini naseljenog mjesta dovodi do smanjivanja broja pješačkih ruta i njihovu prenamjenu u korist biciklističkih ruta. Upravo zbog navedenog važno je definirati mrežu pješačkih ruta koje će se pružati cijelim otokom u cilju zadovoljstva gostiju koji preferiraju pješačenje.

2.2.3. Prometna signalizacija i oznake

U Pravilniku o biciklističkoj infrastrukturi (NN br. 28/16) definirano je na koji način se koristi prometna signalizacija i oznake. Tako se prometni znakovi, signalizacija i oprema na biciklističkim površinama projektiraju i izvode u skladu s važećim propisima kojima je propisana vrsta, boja, dimenzije i postavljanje prometnih znakova, signalizacije i opreme na cestama. Postavlja se tako da bude jednoznačna, razumljiva, da pruža točne informacije o opasnostima, zabranama, ograničenjima, obvezama, kao i ostale informacije i obavijesti potrebne biciklistima.

Također, Pravilnik o turističkoj i ostaloj signalizaciji na cestama (NN br. 64/16) definira postavljanje turističke signalizacije u prostoru, uključivo informacije o pješačkim stazama.

Na području otoka Korčule ne postoji jednoobrazan način postavljanja biciklističke i pješačke signalizacije odnosno informacija o rutama.

Dubrovačko-neretvanska županija je prijavila projekt izrade potrebne projektne tehničke dokumentacije potrebne za postavljanje biciklističke signalizacije na prometnice.

- **Projekt označavanja posebnim standardima (labelling) smještajnih i drugih objekata**

Trenutna situacija u kojoj je većina ukupnog komercijalnog smještajnog kapaciteta raspršena diljem otoka Korčule, a taj kapacitet ima značajno manju godišnju popunjenost, idealna je prilika za provođenje certificiranja ili označavanja posebnim standardom. Time će se postići diferencijacija u odnosu na druge smještajne kapacitete na način isticanja specijalizacije smještaja za posebne tržišne niše.

Sveukupno gledano, cijela destinacija postaje prepoznatljiva po takvom posebnom standardu i postaje kompetitivnija u odnosu na slične destinacije u blizini ili regiji. Dakle, osim direktne koristi kroz povećanu vidljivost za smještajne objekte koji prođu postupak označavanja, cjelokupna destinacija postiže dodatnu vrijednost jer garantira posebne sadržaje i njihovu kvalitetu.

Minimalni kriteriji koje smještajni objekt mora zadovoljavati definiralo je Ministarstvo turizma u Pravilniku o razvrstavanju, kategorizaciji i posebnim standardima ugostiteljskih objekata iz skupine Hoteli (NN 56/2016) sukladno Zakonu o ugostiteljskoj djelatnosti.

Pravilnikom se također propisuju vrste ugostiteljskih objekata iz skupine Hoteli za koje se može utvrditi posebni standard, vrste posebnih standarda, uvjeti i elementi koji moraju biti ispunjeni za pojedini standard, oznake i način označavanja posebnih standarda kao što je *Bike friendly* standard.

Bike & bed je sustav smještajnih objekata specijaliziranih za prihvata biciklista (cikloturista). Takva vrsta usluge zahtijeva specifične usluge koje takva vrsta gostiju traži. Pored toga, takav sustav povezuje se sa svim ostalim uslugama koje se pružaju za bicikliste (staze, biciklistički vodiči, pružanje strukovnih usluga poput najma, servisa, prijevoza, sudjelovanje na manifestacijama i sl.).

Za ostale vrste smještajnih objekata kriteriji koje trebaju zadovoljiti za oznaku *Bike & Bed/ Bike Friendly* su znatno reducirani. Na istom principu formiraju se kriteriji za dodjelu posebne oznake *Hike & Bed* smještaja.

Razvoj smještajne ponude u skladu sa *Bike & Bed* standardima, odnosno stvaranje *Bike friendly* hotela i drugih vrsta smještaja potrebno je dodatno poticati, ne samo radi privlačenja većeg broja cikloturista, nego i stoga što se uglavnom radi o razmjerno jednostavnim zahvatima koji ne iziskuju velike materijalne zahtjeve.

Dio hotelskih i objekata druge vrste smještaja prilagodilo se posebnim zahtjevima cikloturista, stoga je pretpostavka da će upravo oni biti prvi koji će u potpunosti udovoljiti zadane kriterije.

2.3. Projekti iz područja lokalne gastronomije

- **Izrada gastro brošure otoka Korčule**

Na otoku Korčuli ne postoji jedinstvena brošura gastro ponude te je u narednom razdoblju potrebno definirati kriterije za upis objekata u brošuru te pristupiti izradi iste.

Otok Korčula posljednjih godina razvija dinamičnu gastro scenu koja se uvelike oslanja na lokalne namirnice i tradicijske recepture kao i na bogatu i prepoznatljivu vinsku scenu. U cilju daljnjeg razvoja kvalitetne gastro ponude izradi gastro brošure mora prethoditi razvoj strateškog pristupa daljnjem kontroliranom razvoju gastro scene. Promišljanje daljnjeg razvoja mora biti usmjereno na razvoj primarne i sekundarne poljoprivrede u smislu proizvodnje namirnica kao i istraživanja lokalne i tradicijske gastronomije te interpretacija iste u skladu s modernim trendovima.

Pozitivna je svakako činjenica da je prepoznata potreba odnosno želja turista za konzumacijom jela koja su autohtona i koja pružaju novo iskustvo uživanja u hrani i komplementarna s lokalnim vinima.

- **Organizacija novih gastro i eno manifestacija s naglaskom na lokalne namirnice i autohtona jela te provođenje promotivnih aktivnosti istih**

Botom up pristup razvoja gastronomije te razvoja manifestacija pokazao se kao pozitivan način rada na razvoju eno-gastro ponude. Poduzetnici u sektoru gastronomije i enologije su iniciranjem manifestacija i novih projekata pokazali da su spremni za daljnji razvoj.

Tako je u gradu Korčuli značajan poticaj za razvoj gastronomije imala upravo manifestacija Korčulanske pjatance koja je okupila kritičan broj ugostitelja koji su pokazali snagu znanja i vještina i spremnost za novi iskorak u razvoju gastro scene grada Korčule. Početni koraci su prerasli ubrzo u velike korake i privukli i druge visokokvalitetne poduzetnike i OPG-ove iz sektora enologije/gastronomije/proizvodnje maslinovog ulja.

Osim navedene, na području otoka Korčule tijekom godine održava se nekoliko eno-gastro manifestacija čiji je naglasak na lokalnim i/ili tradicijskim proizvodima. Prvenstveno to su festivali vina s naglaskom na pošip i grk, dani maslinovog ulja ali i dani lumblije te korčulanske lojenice. Tijekom ljeta također se održavaju sajmovi Okusi otoka Korčule kao i Makarunada u mjestu Žrnovo. U cilju kvalitetnije promocije i bolje organizacije potrebno je pristupiti umrežavanju dionika te koordiniranoj organizaciji događanja.

Događanja koja se održavaju na otoku Korčuli su:

- Korčulanske pjatance - Korčula
- Festival grka – Lumbarda
- Dani pošipa – Korčula, Čara i Smokvica
- Vinska večer – Blato

- Dani Iumblije – Blato i Vela Luka
- Okusi otoka Korčule – Korčula
- Dani maslinovog ulja – Vela Luka
- Makarunada – Žrnovo

- **Razvoj, opremanje, kreiranje sadržaja i promocija Ceste vina i okusa te Rute maslinovog ulja**

U suradnji s Dubrovačko-neretvanskom županijom započet je proces proglašenja tematske ceste otoka Korčule koja će povezivati proizvođače vina i maslinovog ulja te drugih lokalnih proizvoda kao i objekata koji nude tradicionalnu hranu u ruralnom prostoru.

Izrađeni su kriteriji koji određuju fizičke i pravne osobe koje se mogu postati članovi tematske ceste, a odnose se na njihov:

- Pravni status i posjedovanje potrebnih dozvola za obavljanje djelatnosti
- Ponudi vina
- Ponudi hrane
- Uređenju prostora
- Te drugih kriterija koji su zadati Pravilnikom o tematskim turističkim cestama Dubrovačko-neretvanske županije.

2.4. Projekti očuvanja i promicanja materijalne i nematerijalne baštine

- **Projekt *Festival viteških igara otoka Korčule*; organizacija manifestacije, stalnih i povremenih postava izložbi,**

Projekt Festival viteških igara otoka Korčule ima za cilj promovirati nematerijalnu baštinu otoka. Naime korčulanska moreška te kumpanjije otoka Korčule nalaze se u registru nematerijalne baštine RH. Uz morešku i kumpanjije tu je još i moštra koja se izvodi u mjestu Žrnovo. Projekt je potrebno dodatno nadograditi te dalje razvijati.

Tradicionalno otvorenje festivala održava se u drugoj polovici lipnja u Korčuli, a zatvaranje tijekom mjeseca rujna u Veloj Luci.

Tijekom otvaranja i zatvaranja festivala udruge koje izvode morešku, kumpanjiju i moštru izvode kratke nastupe na trgovima. Tijekom ljeta u mjestima otoka Korčule također se izvode redovne ili svečane izvedbe. U gradu Korčuli tako se od lipnja do rujna izvode moreške jednom (lipanj i rujna) odnosno dva puta tjedno (srpanj i kolovoz). U Veloj Luci također se redovno izvodi kumpanjija u sklopu Veloluškog ljeta kao i u mjestu Blato u sklopu Blatskog ljeta. U Čari, Žrnovu, Pupnatu i Smokvici izvode se kumpanjije i moštra uglavnom kao svečane izvedbe.

- **Projekt *Trag u beskraju* posvećen Oliveru Dragojeviću; organizacija manifestacije i popratnih sadržaja**

Projekt *Trag u beskraju* posvećen Oliveru Dragojeviću u svega par godina prerastao je u projekt velike važnosti prvenstveno za Vela Luku, ali i za cijeli otok Korčulu. Ova izuzetno atraktivna manifestacija koja okuplja neke od najvažnijih imena hrvatske glazbe jako je dobro posjećena. U narednim godinama potrebno je razvijati i širiti manifestaciju na način da se njome obuhvate i drugi dijelovi otoka te obogati kulturna ponuda susjednih mjesta: Blato, Smokvica i Čara.

- **Projekt razvoja turističkog proizvoda *Arheološka ruta otoka Korčule***

Otok Korčula sa svojom izuzetno bogatom povijesti od prahistorijskog doba idealno je mjesto za razvoj Arheološke rute. U sklopu projekta VALUE financiranom programom Interreg Italija-Hrvatska organizirana su predavanja i posjeti aktivnim arheološkim nalazištima Korčule i Lumbarde. Projekt je bio izuzetno dobro primljen od strane lokalnog stanovništva, stručne javnosti i turističkih vodiča koji su prepoznali tematiku kao važnom za daljnji razvoj turističkih proizvoda. Arheološka nalazišta ravnomjerno su raspoređena diljem otoka ali trenutno nisu predmet razvoja turističkih programa. Međutim, pozitivna je činjenica da su ista često predmet organiziranih tematskih posjeta što daje mogućnost razvoja turističkog proizvoda. U mjestima Vela Luka i Blato nalaze se centri za kulturu u kojima su prezentirani artefakti s dvaju najpoznatijih nalazišta na otoku Korčuli: Vela spila i Kopila. Gradski muzej Korčula u svojem postavu također prezentira arheološka nalazišta otoka Korčule.

Neki od najvažnijih arheoloških nalazišta tako su:

- Vela spila – Vela Luka
- Kopila – Blato
- Koludrt - Lumbarda

- **Marketinške aktivnosti vezano za projekte i manifestacije kulturnog turizma**

Provedba projekata i manifestacija redovno uključuje provedbu marketinških aktivnosti putem online i offline kanala.

3. Mjere i aktivnosti

3.1. Programi marketinških aktivnosti

Cilj ove mjere je nastavak i unaprjeđenje marketinških aktivnosti usmjerenih na promociju otoka Korčule kao jedinstvene destinacije. Gosti otoka Korčule prepoznaju otoka kao cjelinu, a ne kao odvojene jedinice lokalne samouprave. Stoga je važno usmjeriti marketinške aktivnosti u smjeru promocije destinacije kao i razvoja turističkih proizvoda u cijeloj destinaciji.

Aktivnosti:

1. Promotivni materijali otoka Korčule

a. Kontinuirana suradnja na revidiranju i izradi promotivnih materijala destinacije – otok Korčula

2. Izrada karte plaža otoka Korčule

b. Otok Korčula zahvaljujući razvedenoj obali ima niz plaža koje je potrebno na jednostavan i vizualno atraktivan način približiti gostima otoka. Većina plaža dostupna je prijevoznim sredstvima te je potrebno plaže locirati, kategorizirati te promovirati. Također, potrebno je uspostaviti sustav čišćenja i održavanja plaža u suradnji s jedinicama lokalne samouprave ali i udrugama te vatrogasnim društvima.

3.2. Projekti aktivnog turizma

Aktivnosti:

1. Organizacija sportskih manifestacija

a. Organizacija sportske manifestacije Izazov Marka Pola uz provođenje marketinških aktivnosti i popratnih događanja programa. Izazov Marka Pola nastavlja biti otočna manifestacija. Nastavno na organizaciju sportske manifestacije potrebno je aktivno surađivati sa Športskim objektima Korčula kao i smještajnim kapacitetima, a s ciljem uspostave trening centra za triatlonce na otoku Korčuli.

b. Organizacija sportske manifestacije Vela Luka Outdoors uz provođenje marketinških aktivnosti. Manifestaciju je potrebno dodatno promovirati te ojačati ulogu dionika svih dijelova otoka. Nastavno na uspostavljenu suradnju vezano uz provedbu sportske manifestacije „Izazov Marka Pola“ potrebno je nastaviti istu i na organizaciji manifestacije Vela Luka Outdoors.

c. Organizirati edukaciju za vodiče aktivnog turizma te bike vodiče s ciljem daljnjeg razvoja kvalitete i sigurnosti organiziranog aktivnog bavljenja aktivnim turizmom na otoku Korčuli. Nadalje, prisutnost

educiranih bike vodiča odnosno vodiča aktivnog turizma omogućiti će organiziranje manifestacija aktivnog turizma

2. Opremanje biciklističkih i pješačkih ruta otoka Korčule uključujući EuroVelo8

- a.** Revidiranje svih biciklističkih ruta nastalih prije 2021. godine te integriranje istih u sustav 4 otočne rute + EuroVelo alternativne rute
- b.** Izrada potrebnih elaborata te postavljanje unificirane vertikalne biciklističke signalizacije za 4 otočne rute + EuroVelo rutu kao i postojećih biciklističkih ruta
- c.** opremanje biciklističkih ruta e-bike punionicama te postavljanje novih servisnih stanica za bicikle i odmorišta
- d.** u suradnji s JLS-ovima te koristeći sredstva ministarstava i EU fondova pristupiti pripremi projekata za uređenje makadamskih dionica kojima prolaze biciklističke rute.

3.3. Projekti iz područja lokalne gastronomije

Aktivnosti

- a.** Standardizacija i izrada gastro brošure za otok Korčulu nastavno na provedenu analizu i kategorizaciju objekata u smislu ponude, vrste objekta, cjenovnog razreda itd.
- b.** Organizacija gastro i eno manifestacija koje za cilj imaju promociju otočnih autohtonih vrhunskih vina, lokalnih namirnica. Postojeće manifestacije treba unaprijediti i dalje razvijati u cilju povećanja atraktivnosti ali i kvalitete ponude te proširenja ponude. Nadalje potrebno je umrežavati manifestacije iste tematike s ciljem kvalitetne organizacije, razmjene znanja i iskustava ali i kvalitetnije promocije, koristeći jedinstven brend destinacije otok Korčula. Nove manifestacije trebale bi biti organizirane van sezone, a u cilju produljenja sezone na otoku Korčuli. Pri organizaciji manifestacija treba imati za cilj razvoj drugih oblika poduzetništva odnosno industrija, uključujući i poljoprivredu.
- c.** Osnivanje Turističke tematske rute „Jedan otok – bezbroj doživljaja“ te promocija iste uz razvoj proizvoda baziranih na ponudi na ruti. Nastavno na proglašenje rute, tijekom jeseni 2022. godine potrebno je aktivno raditi na uključivanju dionika u rutu u narednim godinama. Zamijećen je značajan problem nepostojanja relevantne zakonom predviđene dokumentacije kod niza OPG-ova koji djeluju u turizmu. Ovim projektom svakako će se potaknuti OPG-ove na reguliranje svog statusa što će također doprinijeti tome da će postati prihvatljivi prijavitelji na niz javnih poziva za financiranje koji se redovno objavljuju.

d. Kreiranje promotivnih materijala online/offline za rutu i članove rute.

3.4. Projekti očuvanja i promicanja materijalne i nematerijalne baštine

Aktivnosti

- a. Daljnji razvoj projekta *Festival viteških igara otoka Korčule*; uz organizaciju izložbi i popratnih kulturnih događanja
- b. Daljnji razvoj projekt *Trag u beskraj* posvećen Oliveru Dragojeviću uz proširenje programa i na druge dijelove otoka
- c. U suradnji sa arheolozima iz Centara za kulturu odnosno muzeja te turističkih vodiča i turističkih agencija pristupiti razvoju turističkog proizvoda *Arheološka ruta otoka Korčule*.
- d. Definiranje novih manifestacija vezanih uz kulturu te provedba marketinških aktivnosti

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