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ACTION PLAN FOR THE CITY OF VITTORIO VENETO



**Local
Flavours**
Interreg Europe



Action Plan for the Municipality of Vittorio Veneto



Part I – General information

Project: **Local Flavours**

Partner organisation(s) concerned: **Municipality of Vittorio Veneto**

Country: **Italy**

NUTS2 region: **ITH3**

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Part II – Policy context

The Action Plan aims to impact:

<input type="checkbox"/>	Investment for Growth and Jobs programme
<input type="checkbox"/>	European Territorial Cooperation programme
<input checked="" type="checkbox"/>	Other regional development policy instrument

Name of the policy instrument(s) addressed:

PI1 = ROP European Regional Development Fund (ERDF) of Veneto Region, Axis 3

PI2 = City Tourism Plan 2021 - 2027

Introduction

The present Action Plan (AP), focused on the expected results and impacts to be reached during the year 2022 in the framework of Local Flavours project, is based on a two-faces strategy. From one side (Action 1), it aims at influencing a Regional Policy Instrument (the European Regional Development Fund) both in terms of “planning” and in terms of “re-directing funds” in the VVEN area; from the other side (Action 2), it aims at influencing a Local Policy Instrument (the brand-new City Tourism Plan 2021-2027), by setting and measuring short term results (year 2022). The figure 1 describes how the AP is encoded in the timeline of the strategic action of the Municipality of Vittorio Veneto:



Figure 1: time plan of the VVEN Action Plan

Two important findings emerge from Figure 1:

- 1) while the overall City Tourism Plan (CTP) has a timescale of 7 years, **the Local Flavours Action Plan (AP) only covers the second year (2022), corresponding to Phase 2 of the project**: in other words, it is expected to set up and to measure the “short terms results” of the overall strategy for the touristic development of the City of Vittorio Veneto and the activities will be “weighted” following this assumption;
- 2) even if the CTP has not been “formally” approved yet (November 2021), **a significant number of results, have been reached before its official endorsement by the Municipality**, expected for October / November 2021: in fact, during the Local Flavours project implementation (2019, 2020, and first half of 2021), the Municipality of Vittorio Veneto started to design the City Tourism Plan and to influence the ERDF (and ESF) on the base of several fruitful dynamics and ideas generated by Local Flavours itself (results of the LSGs, the findings of the Status Quo Analysis, the learning deriving from Good Practices, the feedbacks collected by the interviews to 15 local stakeholders) and also from the “parallel project” StimuliART (CCIs database, good practices exchange, study visits, etc...) and this led to an anticipation of some actions, which brought to **some important results already in 2021**.

In order to better understand the approach of Vittorio Veneto towards this Action Plan, the following infographic is meant to visualize it in a more accessible way:



Figure 2: the visualization of the rationale of the VVEN Action Plan

With this in mind, we are ready to move to the next paragraphs, where we will describe in details the policy instruments addressed by the present Action Plan, the policy context and the way this AP should contribute to improve the chosen policy instruments.

POLICY INSTRUMENT N° 1: POR FESR 2014-2020, Axis 3

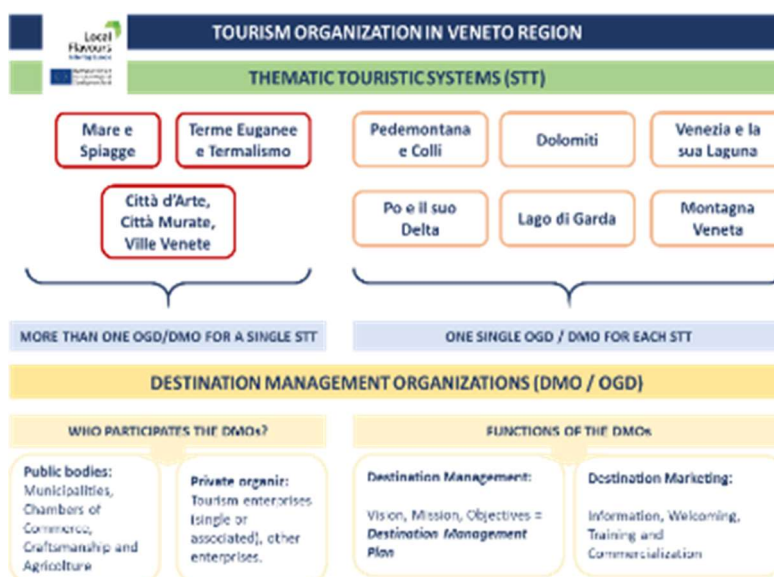
Further details on the policy context and the way the action plan should contribute to improve the policy instruments:

Further details on the policy context

Tourism in Italy is managed at Regional Level. Veneto Region, in particular, is responsible for the management, coordination and application of the regional law in the field of Tourism. In order to raise awareness among tourism operators, both public and private, on a necessary change in the way of managing destinations, the Veneto Region has approved in 2013 a new Tourism Regional Law (Law 11/2013¹), introducing a **Destination Management approach** (see picture here). The intent was to make the operators aware of the necessity of seeking the best management model, starting from the knowledge of the present conditions, the players to be involved, their degree of awareness of the resources of the territory and knowledge of the changes taking place in the tourism sector, of the relationships between different stakeholders. In this framework the Legislator knew that there was and there is no possibility of establishing “a priori” which is the model that ensures greater efficiency in the governance of the destination². In this framework, Veneto Region is also responsible for:

1. Elaboration of strategic plan for tourism (Tourism Strategic Plan for Veneto Region)
2. Initiatives that support the tourist systems (eg DMS) and for sustainable tourism
3. Tourism promotional activities
4. Tourist regional statistics analysis
5. Development of rural tourism
6. Management of the EU co-financed interventions as well as ETC projects

In particular, the point N°6 also includes the management of the Structural Funds (ERDF, ESF and Funds for Rural Development) with regards to the components dealing with tourism.



¹ <https://bur.regione.veneto.it/BurVServices/pubblica/DettaglioLegge.aspx?id=251477>

² Stefan Marchioro, “Veneto: The Land of Venice. Performance and new strategies. Tourism management in Veneto” CULT_CREATE project.

The ROP ERDF 2014-2020

It aims to contribute to the realization of the European Union's strategy for smart, sustainable and inclusive growth, as well as to foster economic, social and territorial cohesion. Veneto Region has based its regional POR FESR on 8 strategic development axes. **Axis 3 - "Competitiveness of production systems" - has a strong focus on tourism development** and its Priority b) is the investment in the development and implementation of new business models for SMEs, in particular for internationalization, and it foresees the support of the tourist system, in a perspective of enhancement of the cultural and natural heritage. Action 3.3.4 therefore provides support for the competitiveness of companies in tourism destinations, through interventions of qualification of the offer and tourism development in three areas, in particular:



- the development of tourism start-ups complementary to the traditional tourism sector;
- the development and consolidation of business networks and product clusters;
- the development of accommodation companies with a focus on sustainable tourism.

An important point of this policy instrument is that it is targeted to enterprises: the beneficiaries are SMEs operating in the regional territory in the field of tourism (recently, also cultural and creative industries). The choice of the Municipality of Vittorio Veneto within the Local Flavours project was to influence this specific Axis of the ROP ERDF 2014 – 2020. The reason why MVV selected this policy instrument, which is basically dedicated to SMEs, is **the recognition of a pressing need for a stronger coordination between public & private sectors in promoting a territory (a city) as a touristic destination**. Even if the Municipality of Vittorio Veneto cannot receive funds directly from this PI (at least from this specific Measure 3.3.4), **the idea is to start acting as a “driver” for local SMEs** (especially the ones in the touristic sector) in order to empower them and to increase the synergy with the public.

The ROP ESF 2014-2020

Even if originally not chosen as “reference policy instrument” within the framework of Local Flavours project, **it is a structural fund and it represents a “complementary” instrument with respect to the ERDF in the field of Tourism** for Veneto Region. For these reasons, the Municipality of Vittorio Veneto during the Local Flavour project implementation decided to apply also for its calls when dealing with implementing action envisaged in the touristic strategic plan “under construction”. In fact, the ESF 2014 2020 Veneto deserved great attention to “cultural or tourism-related” enterprises, in particular with the following 4 budget lines:





- 1) **DGR 1220 - Occupabilità - A.S.S.I.:** Azioni di Sistema per lo Sviluppo di un'offerta turistica regionale Integrata: <https://bur.regione.veneto.it/BurvServices/pubblica/DettaglioDgr.aspx?id=350984>
- 2) **DGR 254 – Botteghe e Atelier Aziendali:** itinerari di scoperta del patrimonio di impresa: <https://bur.regione.veneto.it/BurvServices/pubblica/DettaglioDgr.aspx?id=416105>
- 3) **Bando INN-Veneto** – Cervelli che rientrano per il Veneto del futuro: <https://bandi.regione.veneto.it/Public/Dettaglio?idAtto=2549&fromPage=Elenco&high=>
- 4) **Bando Ri-Partiamo:** <https://www.regione.veneto.it/ri-partiamo>

In particular, during the Local Flavours project implementation, the Municipality of Vittorio Veneto identified the fourth (Bando Ri-Partiamo) as a good occasion to turn the indication and feedbacks deriving from the GP analysis, the SQA and the preliminary analysis and discussions into concrete results.

The way in which the Action Plan contributes to influence the Policy Instrument 1

The position of the Municipality of Vittorio Veneto as “policy influencer”

As it is obvious to argue, the Municipality of Vittorio Veneto is not the owner of the selected policy instrument (ERDF 2014-2020) and this was the reason why the Veneto Region had been involved as “Associated Partner” in Local Flavours project. Notwithstanding, the process of influencing was not so linear and easy during the first year and a half, both because of the particular period (we operated during the shift between the old and the new programming period) and because of causes of “*force-majeur*” (the pandemic event SARS-COV 19), which reduced the effectiveness of the contacts and relations between the Municipality and the regional authority. In the end, and realistically, the Municipality of Vittorio Veneto identified the following way of influencing the PI:

=> By obtaining funds from ERDF (and/or ESF) to finance strategic actions planned in the framework of Local Flavours project and test their effectiveness giving feedbacks to the Region on it: Since the ERDF (as well as the ESF) is a “regional instrument”, with an impact distributed along the whole territory of Veneto Region, the Municipality of Vittorio Veneto decided to start with an influencing process able to bring concrete benefits for the Municipality itself. The only way of doing this is to send specific requests for funding through specific projects for activities, when calls are open and available. After the realization of the funded activities, the Municipality of Vittorio Veneto will give the Region feedbacks about the results obtained and suggestions on possible changes and improvements of the PI in the future. In this case, the contribution of the VVEN action plan is related to the way structural funds are spent. In details, VVEN tried to orient the use of ERDF (and ESF) funds towards topics and initiatives derived from the Local Flavours approach, by submitting specific applications for funding under the traditional policy instrument, based on the principles and contents elaborated during the project implementation, thanks to the exchange of information, ideas, practices and knowledges at international level.

POLICY INSTRUMENT N° 2: City Tourism Plan 2021 - 2027

Further details on the policy context and the way the action plan should contribute to improve the policy instruments:

Further details on the policy context

Even if not planned in the original Application Form of Local Flavours project, the Municipality of Vittorio Veneto decided to equip itself with a **City Tourism Plan** based on a 7 years strategical vision (2021 – 2027), in line with the next EU programming period (including the opportunities created by the Recovery Fund) and following some consideration deriving both from the Good Practices exchange activity within Local Flavours project (especially the Tourism Plan for Waterford City and County council and, in general, the exchange of ideas with the Municipality of St. Hertogenbosch in Netherlands, the only other municipality involved in the Local Flavours project) and from the suggestions and feedback collected from the Local Stakeholders Group meetings organized in 2019 and 2020 (5 meetings in total). The need for a city tourism plan dates back many years, but the participation in Local Flavours project consolidated the awareness among local administrators and favoured a faster decision making in this sense. In particular, the Good Practice presented by Waterford (Creation of a Visitor Experience Development Plan and an APP) reinforced the urgency of having a comprehensive plan able to connect all the talents and heritages of the Vittorio Veneto area. For this reason, the Mayor (Mr. Antonio Miatto) and the deputy mayors involved in LF project (Ms. Antonella Caldart and Ms. Antonella Uliana) decided **to equip the city for the first time with a comprehensive touristic plan**, able to integrate “community based feedback” through LSGs (which was created in Vittorio Veneto as a Tourism Commission on a permanent basis) with political vision, supported by fresh data and ideas (Status Quo Analysis plus Good Practices) and fruitfully nestled in the existing legal and administrative framework of tourism-related strategies at regional as well as at national level. In this case, the City of Vittorio Veneto created a “brand new policy instrument” at local level, for the first time in the tourism domain. As described above, the Local Flavours project with the present Action Plan will give the city the opportunity to monitor and to measure the expected results, especially the short term ones (in 2022).



The way in which the Action Plan contributes to influence the Policy Instrument 2

The position of the Municipality of Vittorio Veneto as “policy influencer”

In this case, the Municipality of **Vittorio Veneto is the direct owner of the Policy Instrument n° 2**, so the activity of “policy influencing” in this case is far easier than the one expected for PI n°1. The City Tourism Plan 2021 – 2027 (CTP) is a document expected to drive and to orient the decisions (including investments) in the tourism sector for the next 7 years in Vittorio Veneto and, partially, this objective has been already reached in



2021, even if the CTP was not adopted formally by the City Council. Vittorio Veneto municipality is going to use the present Action Plan of Local Flavours project as a “short term result evaluation tool”: as explained in the next paragraph, the City will select 3 domains of activities deriving from inputs collected during the Local Flavours project implementation (knowledge exchange and knowledge generation = Notes for the Planning) with a set of short term activities to be performed within 2022 and will perform these activities, by monitoring their implementation all along the 2022.

The contribution of the VVEN Action Plan to the policy instrument n° 2

In order to provide a clear explanation of what is expected to be the contribution of the VVEN AP on the Policy Instrument (the CTP 21-27), we need to **make a step back to the contents of the City Tourism Plan 2021 – 2027 (CTP)**. Starting from the “Notes for the Planning – NFTP” contained in the VVEN Status Quo Analysis, the Municipality of Vittorio Veneto identifies 7 topics:

- TOPIC 1 = city re-branding
- TOPIC 2 = empowerment of the cultural & creative sector
- TOPIC 3 = rethinking urban & industrial heritage
- TOPIC 4 = tourism development as cohesive development
- TOPIC 5 = better quality in services for tourists
- TOPIC 6 = intensify the cooperation with the educational system
- TOPIC 7 = increasing the weight of VVEN in the decision making tables on tourism

Three of these Topics had been selected to be the “core” of the present Action Plan (n° 1, n° 4 and n° 5). The following table describes how “challenges / needs” (NFTPs) had been turned into “objectives” in the City Tourism Plan for these 3 topics and how these objectives are expected to generate “changes” by means of the present Action Plan in 2022 (even if some results were reached also in 2021).

TOPIC 1 = city re-branding		
Needs / Challenge (2019, 2020), “Notes for the Planning” (SQA)	City Tourism Plan objective	Expected changes
NFTP 1: HOW TO MOVE AWAY FROM A CRISTALLIZED IMAGE OF THE CITY, PREVENTING THE FULL EXPLOITATION OF ALL THE POTENTIAL? IS THERE A NEED FOR A RE-BRANDING OF THE CITY'S IDENTITY?	TO FIND NEW & SHARED POTENTIALS REPRESENTING THE CITY: the Meschio River , the Industrial Heritage (past and actual), the Didactic Parks (small educational destinations), the door for the Prosecco UNESCO Site , the Outdoor experiential tourism , etc...	✓ Meschio River Valorized: as a Key Element for promoting outdoor tourism and as a Connector for local small heritages in Vittorio Veneto;
NFTP 11: EVEN IF CULTURAL HERITAGE AND ARCHITECTURE IS VALUABLE, TOURISTS VISITS THE CITY FOR ITS NATURALISTIC HERITAGE . IS THIS THE REAL POTENTIA?		
NFTP 10: THE CITY NEED A „REBRANIDING”, AS WELL AS A MARKETING ACTION , TOWARDS CITIZENS THEMSELVES, BUT ALSO TOWARDS NATIONAL AND INTERNATIONAL VISITORS	TO SET UP A UNIQUE COMMUNICATION STRATEGY FOR THE CITY: align social media communication, harmonize city's website and its sub-sections , define a unique way to communicate with media, give policy makers and city's officers a „ code of conduct ” when promoting city-related events, to harmonize tourism-related visibility actions ;	✓ Improved ability of the City to stay on the tourism market: a capacity building Strategy in the field of tourism and communication elaborated, agreed and implemented;
NFTP 9b. IS THE CITY ABLE TO COMMUNICATE TOURISTIC POTENTIAL AND CULTURAL/CREATIVE VITALITY ? IS IT SPEAKING WITH A SINGLE VOICE?		



TOPIC 4 = tourism development as cohesive development

Needs / Challenge (2019, 2020), called "Notes for the Planning"	City Tourism Plan objective	Expected changes
<p>NFTP 9a: FRAGMENTATION AND LACK OF COORDINATION AMONG DIFFERENT AREA OF THE CITY IS A WEAK POINT. HOW TO SOLVE THIS SITUATION? WHAT CAN BE DONE?</p> <p>LINKED TO POINT 9, TOURISM IS TO BE CONSIDERED A LEVERAGE FOR ECONOMIC DEVELOPMENT, BUT THIS DEVELOPMENT MUST BE „COHESIVE“. ARE THERE SOME AREA OF THE CITY DESERVING MORE ATTENTION?</p>	<p>TO ACTIVATE SPECIFIC VALORIZATION ACTION TARGETED TO MORE DEPRIVED AREAS: mapping of most deprived area, planning specific valorization actions (ie: Val Lapisina), activating participatory approaches to touristic development (with main local actors and communities as a whole);</p>	<p>✓ Valorization of Decentralized / Marginalized area => a specific tourist development plan elaborated and adopted for a specific marginalized area of the Municipality;</p>

TOPIC 5 = better quality in services for tourists

Needs / Challenge (2019, 2020), called "Notes for the Planning"	City Tourism Plan objective	Expected changes
<p>NFTP 6: EVEN IF VENETO REGION IS A „MAJOR ATTRACTION“ TREVISO PROVINCE (AND VITTORIO VENETO) REVEALS WEAKER PERFORMANCE. HOW TO RE-DIRECT TOURIST FLOWS IN THIS AREA?</p>	<p>TO INVITE VISITORS TO STOP IN VITTORIO VENETO (MAIN DESTINATION FOR A TRIP): re-branding, higher quality of services, better organization of tourist offer, more efficient demand-driven portfolio;</p>	<p>✓ Increased capacities of tourism stakeholders => specific training actions are planned for tourism related enterprises;</p>
<p>NFTP 7: TOURISTS IN VITTORIO VENETO ARE MAINLY NATIONALS: ARE WE LESS ATTRACTIVE FOR FOREIGN TOURISTS? IF YES, WHY? JUST IN CASE, ARE WE EQUIPPED TO WELCOME FOREIGN TOURISTS?</p>	<p>TO ENSURE A BETTER SERVICE TO FOREIGN VISITORS: updating skills of tourism-related enterprises (language, digital tourism platform, welcoming, etc...), using a foreign-demand centred approach in designing services, favouring visibility in international markets (fairs, exhibitions);</p>	<p>✓ Increased ability of tourism related SMEs of cooperate => promotion of networking among SMEs, including integrated offers;</p>
<p>NFTP 13: TOURISM PROMOTION AND MARKETING MUST BE BASED ON SOLID AND HIGH-QUALITY TOURIST SERVICES, PERFORMED BY LOCAL TOURIST SMES: ARE WE ABLE TO ENSURE THESE SERVICES IN AN ATTRACTIVE WAY?</p>		
<p>NFTP 8: ACCOMMODATIONS IN VITTORIO VENETO IS BASED MAINLY ON „NON HOTEL FACILITIES“ AND THE HOTEL'S SIZE IS ACTUALLY LOWER THAN THE COUNTY'S AVERAGE. DO WE HAVE TO INVERT OR TO INDULGE THIS TREND?</p>	<p>TO MAKE THE URBAN HERITAGE MORE ATTRACTIVE FOR INVESTORS IN TOURISM SECTOR: checking available and suitable buildings, activating dialogues with investors, using the CTP for attracting interest over the city;</p>	<p>✓ Increased attractivity for investors => the city should be more attractive for people willing to open new accommodation facilities (high-level)</p>

So said, the present **Local Flavours Action Plan for the City of Vittorio Veneto** will rely on these findings, by **focusing especially on Topics 1, 4 and 5**, and will improve the ability of the Municipality of Vittorio Veneto to perform the actions planned for 2022 (short terms results), which are only a part of the actions planned in the **attached** overall Plan 2021 - 2027.

Part III – Details of the actions envisaged

ACTION 1:

Orienting the tourism strategy of Veneto Region by focusing on Structural Funds (ERDF, but also ESF)

1. **Relevance to the project** (please describe how this action derives from the project and in particular from the interregional exchange of experience. Where does the inspiration for this action come from?)

This is by far the most ambitious target for the Municipality of Vittorio Veneto in the framework of the present Action Plan. The decision to influence the contents of the European Regional Development Funds, originally taken in 2016 and referred to the period 2014-2020, was maintained but, as explained above, the Municipality of Vittorio Veneto is not the owner of the selected policy instrument and, to cope with this complication, the Municipality of Vittorio Veneto identified the following “policy change” solution:

- ⇒ **obtaining funds from ERDF (or ESF) 2014-2020 to finance strategic actions planned in the framework of Local Flavours project:** this means for VVEN to elaborate, to submit and possibly to win “local flavours oriented projects” under the existing calls of the ERDF 2014-2020, in order to “orient the expenditures” of these structural funds along the ideas and topics identified as “strategic” during the Local Flavours experience. The choice of the City in this framework, which is coherent with the contents of Activity 2.1 explained in the next Action 2, was to focus on Meschio River as a touristic attractor (and connector) and to try to obtain funds from the ERDF (and ESF too) in order to start implementing some strategic objectives identified during Local Flavours implementation (SMEs empowerment, networking, quality services for tourists, internationalization of the touristic offer, valorisation of small local heritage, etc...);



Figure 3: the Logo of the ESF funded project *Enjoy the Rivers*, approved in late 2020 and actually running

The importance of the knowledge transfer action implemented during the Local Flavours project is described in the table in the following page, where the City of Vittorio Veneto listed the most relevant Good Practices (and the additional knowledge transfer occasions) for the action of policy instrument influencing:



Inspiring GPs	Motivation
A 1.1 and 1.2 = obtaining funds from ERDF and ESF 2014-2020 to finance strategic actions planned in the framework of Local Flavours project	
=> Culture Finland: National cultural tourism coordination programme, FI	This GP is very relevant for a regional planning authority in the field of tourism, since it clarifies very well the need to connect tourism and culture . This “trend” is also confirmed at EU level, where for example the Creative Europe programme 2021-2027 explicitly quotes “tourism” among the priorities.
=> Digital steps - Growth to the business, FI => The Online Monuments Day, 's-Hertogenbosch, NL;	From 2 different perspectives, these 2 GPs increased the awareness on the importance of digitalization in service-delivering for tourists and visitors. The “digital component” should be a “must” in a strategy aiming at empowering the tourism sector (both private and public stakeholders) and the ERDF 2021-2027 has to take this issue in deep consideration. From a private perspective (SMEs operating in the tourism sectors), the need is to upgrade skills, capacities and tools; from a public perspective (owners of heritages), the need is to make heritage more accessible through digital solutions, as well as to gain a better knowledge on “how to better promote heritage” through digital channels.
=> Regional extension of city Veszprém's successful proposal for European Capital of Culture 2023, HU	This GP, even if referred to an “awarding process” linked to the EU Capital of Culture, was very inspiring in a sense that underlined the importance (especially for small destinations) to act as a unique system with the surrounding areas, by involving private companies as well as public institutions. This is very important for a regional planning authority in the field of tourism, since it raises the need for enabling “aggregating projects” able to merge public and private spheres, as well as to merge different small destinations (District of Culture?)
=> Cultural Routes of the Council of EU in South Savo, Savonlinna, FI;	This GP gave the opportunity to the Municipality of Vittorio Veneto to consider the river Meschio as a “blue route” and not only a local attraction. The experience of Savonlinna enabled a different “scenario” for the river, which is now considered as a “connector” between different territories and different attractions (Dolomites => Lakes => local small towns and didactic parks => enogastronomic offers => seaside through the Livenza river).
=> Bulwark Saint John's visitor centre, 's-Hertogenbosch, NL;	This GP helped in recognizing the potential of old buildings along the river and, of course, in giving a lot of interesting ideas about how to successfully restore and manage such a location. The river Meschio is plenty of these buildings (former industrial sites, in particular) and this GPs was really inspiring for the municipality.
=> Chernel Fizz Water, HU => Kőszegi Beer – “A Legend Returns”, HU	These inspiring Hungarian experiences gave interesting development options to the SMEs located along the river Meschio and demonstrated: A) how a private company may operate to contribute to the development of the tourism in a specific area and at the same time to do business (sustainable!); B) how to link the local product (beer), its history (storytelling) and the potential interest of visitors (and consumers!), given the fact that there are 3 “breweries” along the Meschio River.

2. **Nature of the action** (please describe precisely the content of action 1. What are the specific activities to be implemented?)

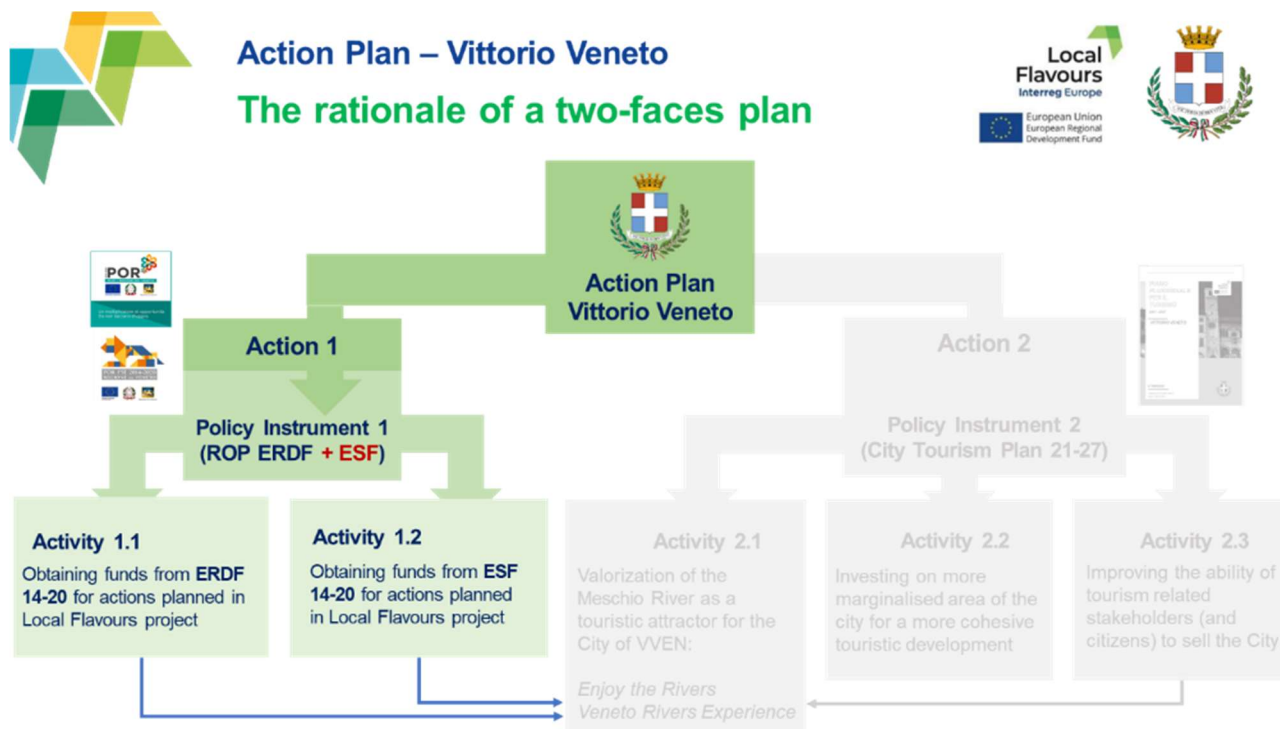
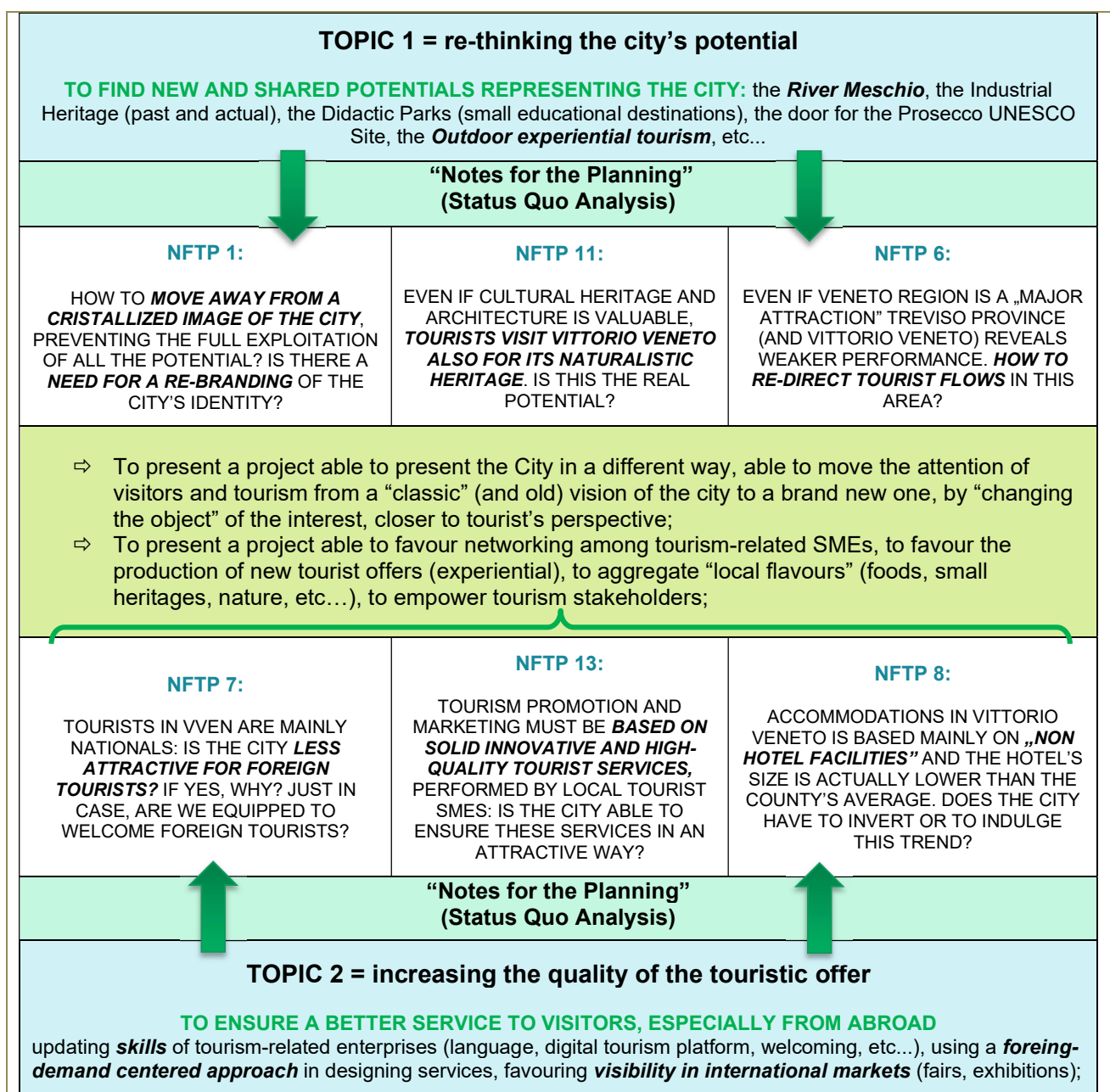


Figure 4: Action 1 of the VVEN Action Plan

Since from the beginning of the Local Flavours project, and in particular during the first and second Local Stakeholders Groups meetings (in November and in December 2019), the vision of the Municipality of Vittorio Veneto was to profit as much as possible from the facts of: A) having a direct contact with Veneto Region within a specific project dealing with tourism; B) having the opportunity to “check” the city’s approach to tourism with 8 partners coming from 8 different EU countries. *This opportunity was “too big” to wait 2022.* For this reason, the City of Vittorio Veneto immediately started capitalizing the knowledge acquired during the several knowledge exchange meetings held in 2019 and 2020. If one of the “core targets” of the project was to influence the structural funds at regional level (ERDF), since the negotiation process of the ERDF 2014-2020 was over (back in 2014!), the only way to act in this direction was to try to elaborate and submit project under the existing ERDF 2014-2020 calls, in order **to “orient the use of ERDF funds towards projects derived from Local Flavours inputs”**. For this reason, Activity 1 is focused on this target.

How to implement the selected activity

In order to do so in a proper and productive way, the City of Vittorio Veneto tried to “profit” from the opportunities give by the ERDF (and ESF) calls dedicated to tourism by *elaborating projects in line with 2 of the most important TOPICS emerged from the Status Quo Analysis* of Local Flavours project:



The process leading to the **elaboration of 2 project proposals** in line with the vision described in the Table above is described here below. These 2 project proposals represent the Activities 1.1 and 1.2 of Action 1 of VVEN Action Plan (see Figure 4).

Activity 1.1: Applying for funding on ERDF 2014-2020 (Axis 3) to finance strategic actions planned in the framework of Local Flavours project: the VENETO RIVERS EXPERIENCE project

The City of Vittorio Veneto profited from the opening of the last call for proposal within the ERDF 2014-2020 programme of Veneto Region, in order to “scale-up” the vision initiated with Enjoy the Rivers and to try to set up a bigger project able to give more solidity and structure to an eventual network of enterprises in the touristic



field linked to “river-based” tourism. In this case, the policy change refers exactly the Policy Instrument selected by the Local Flavours application form for Vittorio Veneto (the ERDF 2014-2020, Axis 3):

Objective	Performance indicator	Timing	Reached?
To influence a regional PI by orienting the budget allocation of this programme towards topics and approaches defined within the Local Flavours project	<u>1 project funded</u> by a regional structural fund (ESF 2014-2020 or ERDF 2014-2020) quoting Local Flavours as inspiring action and focused on Local Flavours findings	Within the 4 th trimester of 2021	NOT YET (expected in October 2021)

With the help of a local project development company (Alterevo Social Benefit Srl), the Municipality of Vittorio Veneto defined the **Veneto Rivers Experience** project, elaborated between January and April 2021 and submitted in May 2021. This initiative aims at creating a Network of SMEs focused on “river-based tourism”, in order to structure and improve the quality of the cooperation among SMEs and to deliver more affordable and interesting touristic offer to visitors and tourists, especially in the area of Vittorio Veneto. Local Flavours



influenced a lot this project developing action, since the “pillars” of the project are: A) moving towards an experiential tourism able to valorise open-air and outdoor heritage, with a focus on rivers and lakes; B) generating permanent cooperation among tourism-related companies (If approved, the project officialise with a mandatory formal agreement the cooperation between 28 SMEs from 3 different provinces - Belluno, Treviso and

Venice - 6 of which from VVEN area); C) turning the attention to foreign tourists, by selling offers on international makets (north of Europe, central Europe in particular). The timing for the expected policy change is September / October 2021.

Activity 1.2: Applying for funding on ESF 2014-2020 to finance strategic actions “complementary” to the mail Policy Instrument: the ENJOY THE RIVERS project



With the same approach chosen for the previous activity, during the first months of 2020, the City of Vittorio Veneto decided to profit from the opening of the Ri-Partiamo Call of the ESF 2014-2020 of Veneto Region (<https://www.regione.veneto.it/ri-partiamo>) in order to candidate a project able to match both the above-mentioned TOPICS. This action, fi successful, would enable the City to influence a regional policy instrument (the ROP ESF 2014-2020) by orienting the budget allocation of this programme towards topics and approaches defined within the Local Flavours project. As anticipated, this generated “policy changes” already in 2020/2021:

Objective	Performance indicator	Timing	Reached?
To influence a regional PI by orienting the budget allocation of this programme towards topics and approaches defined within the Local Flavours project	<u>1 project funded</u> by a regional structural fund (ESF 2014-2020 or ERDF 2014-2020) quoting Local Flavours as inspiring action and focused on Local Flavours findings	Within the 4 th trimester of 2020	YES (Oct 2020)



Figure 5: leaflet of an ETR event in Vittorio Veneto (27.08.2021)

This “policy change” here has been **already obtained in 2020**, with the formal approval of the ENJOY THE RIVERS project. Submitted in June 2020 and awarded in October 2020, this project is actually running for the whole 2021 and part of 2022 (141.000 euros total budget, 25 SMEs involved in 2 different provinces – Treviso and Venice – and 8 enterprises in VVEN area involved as “business partners” and 1 involved as “coordinator / operative partner”). The project main objectives are “to support small and micro enterprises operating in different areas of the tourism sector to redefine and specify services provided in order to adapt them to the current situation” and “to create an

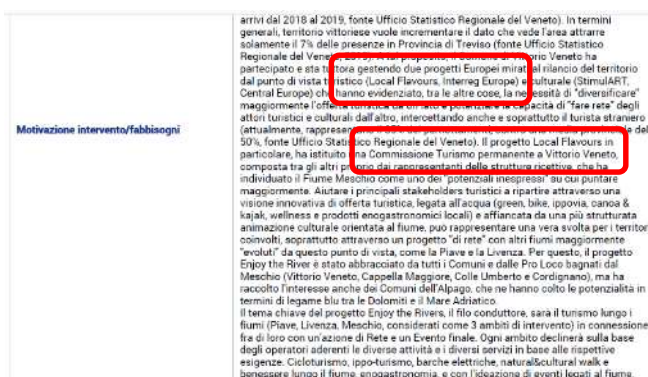


Figure 6: extract from the ETR application form where Local Flavours and VVEN are quoted

incoming system of experiential tourism for the enhancement of RIVER TOURISM, even with the establishment of a Product Club, in an area characterized by the presence of rivers or lakes navigable for nature tourism (Piave, Livenza, Meschio, Val Lapisina)”. The picture here demonstrates how the Enjoy the Rivers project “quoted” the Local Flavours project in the Application Form.

3. Stakeholders involved (please indicate the organisations in the region who are involved in the implementation of the action1 and explain their role)

Stakeholder	Description	Main role	Additional role
Activity 1.1			
Group 1 / Responsible for tourism at regional level	Veneto Region (tourism department, Mr. Viti, and EU programming department, Mr. Cecchinato)	Owners of the Policy Instrument.	Listening, discussing, accepting to include LF suggestions in the new ERDF
Activity 1.2			
Group 1 / Policy Makers at local level	Municipalities located in the areas in which eventual project development actions may take place	<ul style="list-style-type: none"> Supporting eventual project development actions; Supporting in the contact with relevant stakeholders (SMEs in particular); Maintain the strategic vision of valorising small local heritage as a touristic asset 	Co-financing interventions, financing project development actions.



Group 2 / SMEs operating along the river	accommodations owners (Hotels, B&B, Agriturismo, Apartments, Country Houses, etc...), retailers, guides, restaurants, farmers, etc...	<ul style="list-style-type: none"> Cooperating to set up a permanent network (product club); Cooperating to aggregate services for integrated offers; 	Participating eventual "training projects" to improve quality of services
Group 3 / Owners of attractions located along the river	private foundations managing heritage (museums, exhibitions, etc...), parks managers (ie: Pro Locos in the Vittorio Veneto area),	<ul style="list-style-type: none"> Cooperating in the project development phase; 	Participating eventual "training projects" to improve quality of services

4. Timeframe (please specify the timing envisaged for action 1)

Timeframe of Activity 1

Action 1		YEAR 2020				YEAR 2021				YEAR 2022				YEAR 2023			
		T1	T2	T3	T4	T1	T2	T3	T4	T1	T2	T3	T4	T1	T2	T3	T4
Activity 1.1	Applying for funding on ERDF 2014-2020 (Axis 3) to finance strategic actions planned in the framework of Local Flavours project: the VENETO RIVERS EXPERIENCE project																
	Elaboration and submission of a project proposal under ERDF 2014-2020 call							approved?									
	Veneto Rivers Experience: realization, monitoring the implementation																
Activity 1.2	Applying for funding on ESF 2014-2020 to finance strategic actions "complementary" to the mail Policy Instrument: the ENJOY THE RIVERS project																
	Elaboration and submission of a project proposal under ESF 2014-2020 call				approved!												
	Enjoy the Rivers: realization, monitoring the implementation																

5. Costs (please estimate the costs related to the implementation of action 1)

Action 1		Cost	Source / Motivation
Activity 1.1 Submission of LF oriented project under the ERDF 14-20 calls			
	Elaboration and submission of a project proposal under ERDF 2014-2020 call	No costs	The project development had been performed by the Project Manager (Alberto Ferri) and by Alterevo Società benefit srls, which is also partner of the project itself.
	Veneto Rivers Experience: realization, monitoring the implementation	450.000 euros (around 30% for VVEN area)	Deriving from the ERDF 2014-2020 fund.
Activity 1.2 Submission of LF oriented project under the ESF 14-20 calls			
	Elaboration and submission of a project proposal under ESF 2014-2020 call	No costs	The project development had been performed by the Project Manager (Alberto Ferri) and by Alterevo Società benefit srls, which is also partner of the project itself.
	Enjoy the Rivers: realization, monitoring the implementation	144.000 euros (around 32% for VVEN area only)	Deriving from the ESF 2014-2020 fund.

6. Funding sources (please describe how action 1 will be financed. Is it through the policy instrument(s) indicated in part II):

See table above.

ACTION 2

Re-branding, capacity building and cohesive development: the targets of the City Tourism Plan for 2022

1. **Relevance to the project** (please describe how this action derives from the project and in particular from the interregional exchange of experience. Where does the inspiration for this action come from?)

The introduction to the Status Quo Analysis described Vittorio Veneto as a medium sized municipality (...) located between a number of powerful and world-wide recognized attractions (Venice, Dolomites, the Venetian Seaside, Verona, Palladian Villas in the area of Vicenza and recently, the Prosecco hillsides UNESCO Heritage sites), all of them within a ray of less than 100 kilometres.

The **Figure 1** below clearly represent the situation. Historically, however, all these attractions seemed to damage Vittorio Veneto rather than to valorise it, they seemed to marginalize the city rather than to include it.

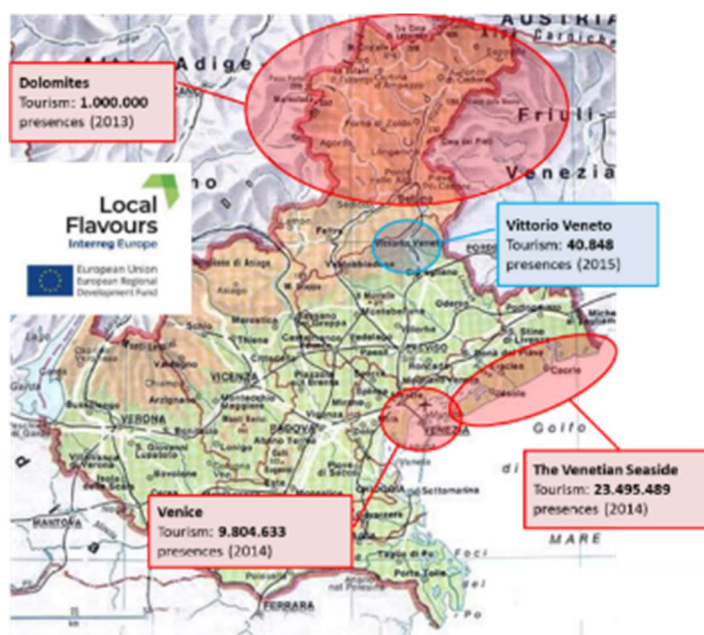


Figure 7: positioning of Vittorio Veneto from a touristic point of view

The reason is not only exogenous, but largely endogenous, deriving **from the scarce capacity of the city to get rid of the “Great War marks”, from the lack of efforts to redesign an alternative and sound “natural, cultural and creative portfolio”, as well as from the absence of high-quality services for tourists.**



First of all, during the kick off meeting (15-17/10/2019), the fact of **hosting such a big and experienced delegation in Vittorio Veneto** enabled the policy makers to increase their awareness about “what is perceived as relevant and attractive in the city” for a foreign visitor. The fruitful discussion occurred during these 3 days enabled the city’s staff to understand that tourists are interested not only in beautiful churches or architectures or in big and often well-known historical events, but also in experiencing local natural beauties (mountains, hillsides, rivers, lakes, parks, etc...) and local culture (very local historic backgrounds, typical events, mystery, famous people, industrial heritage, traditions, craftsmanship, etc...), accompanied by quality-services and warm welcoming.



Secondly, the intense job performed during the **collection and analysis of good practices** from 8 different EU countries, lasted for more than 1 year (even if online because of the Sars COV-2 pandemic event), gave exceptional results in having a concrete view about “how to perform the desired changes”. A lot of inspiration derived from this action and some of the good practices analysed and discussed really impacted in the decision making process of the City of Vittorio Veneto. Please find here below the explanation of how different GPs (as well as other kind of knowledge) contributed to define the strategy of the policy makers in each of the planned Activity included in this Action 1:

Inspiring GPs	Motivation
A 2.1 = Valorisation of the Meschio River as a touristic attractor for the City of VVEN (Topic 1)	
=> Bulwark Saint John's visitor centre, 's-Hertogenbosch, NL;	This GP helped in recognizing the potential of old buildings along the river and, of course, in giving a lot of interesting ideas about how to successfully restore and manage such a location. The river Meschio is plenty of this buildings (former industrial sites, in particular) and this GPs was really inspiring for the municipality.
=> Cultural Routes of the Council of EU in South Savo, Savonlinna, FI;	This GP gave the opportunity to the Municipality of Vittorio Veneto to consider the River Meschio as a “blue route” and not only a local attraction. The experience of Savonlinna enabled a different “scenario” for the river, which is now considered as a “connector” between different territories and different attractions (Dolomites => Lakes => local small towns and didactic parks => enogastronomic offers => seaside through the Livenza river).
=> Chernel Fizz Water – product development based on the memory of HU ornithologist István Chernel, HU	The inspiring experience of the HU Company commercializing high quality water, gave interesting development options to the SMEs located along the river Meschio and demonstrated how a private company may operate to contribute to the development of the tourism in a specific area and at the same time to do business (sustainable!);
=> Kőszegi Beer – “A Legend Returns”HU	The presentation of this interesting GP was very useful for Vittorio Veneto, since there are 3 “breweries” along the Meschio River and the idea of exploiting their potential from a touristic point of view is brilliant, as well as the idea of linking the local product (beer), its history (storytelling) and the potential interest of visitors (and consumers!).
=> Prosecco Hills network of enterprises (Product Club), Treviso, IT;	Even if collected by VVEN, this GP was very useful in defining how tourism related SMEs located along the Meschio river may cooperate to turn the river into a touristic attraction, by networking (integrated offers and promotion). It also helped in understanding how to cooperate with the public sector and the respective roles (and limitations).
A 2.1 = Investing on more decentralised and marginalised areas of the city for a more cohesive touristic development (Topic 4)	
=> Creation of a Visitor Experience Development Plan and an APP to encourage visitor dispersion Waterford, IR	This GP was very inspiring for Vittorio Veneto, not only for this specific activity (2.1), but also for the original idea of equipping the city for the first time with a comprehensive Tourism Development Plan. As far as this Activity is concerned, this GP was very helpful in underlining the importance of “connecting” peripheral areas (rural in particular) with a unique promotional strategy (unique visitor experience) and of developing ideas about how to avoid dispersion of visitors in other neighbouring sites.



<p>=> Improving continental tourism through tourism valorisation of the City of Ludbreg HR</p>	<p>As occurred for the previous GP, the experience of the valorisation of the city of Ludbreg in Croatia gave us an interesting perspective about: A) how to increase the visibility of the City of Vittorio Veneto, which is located close to very famous attractions; B) how to perform a cohesive approach to tourist development, by avoiding to drive visitors and tourists in the same city's attractions and by addressing them towards more marginalized places.</p>
<p>=> Society "Friends club of Banitis" organisation - Balozi Peat Railway, Riga, LV;</p>	<p>The experience of the recovering of the Old Peat Train line in Riga surroundings in Latvia (https://industrialheritage.travel/objects/balozi-peat-railway/52), gave ideas about how to recover old industrial heritage located in a marginalized area (with respect to the traditional tourists flows) and how to turn this heritage into a tourist attraction. The specific element of the "railway" is very important also for Vittorio Veneto, even if the valorisation should take a different direction (it is not a former industrial line, is a recently upgraded one).</p>
<p>A 2.3 = Improving the ability of tourism related stakeholders (and citizens) to sell Vittorio Veneto and its heritage (Topic 5)</p>	
<p>=> Talking Houses Project, Kőszeg, HU</p> <p>=> "The way I see Kőszeg", HU</p>	<p>These 2 GPs were very helpful in reinforcing the vision of the City of Vittorio Veneto of empowering also citizens as one of the main "promotional channel" for the city. This objective is strongly present in the CTP 2021-2027 and it is one of the pillars of the town strategy. Having citizens ready to promote the city, available to be the "first touristic guide" for visitors, is a must for the city to grow in terms of ability to welcome.</p>
<p>=> Digital steps - Growth to the business, FI</p> <p>=> The Online Monuments Day, 's-Hertogenbosch, NL;</p>	<p>From 2 different perspectives, these 2 GPs helped the City of Vittorio Veneto to raise awareness about the need of upgrading both the way of accessing the cultural and natural heritage and the way of delivering touristic services, with a digital approach. Enabling visitors to experience "virtually" the heritage (GO from NL) and increasing the digital skills of tourists related SMEs in the area (GP from FI) are extremely important for the touristic development of the city.</p>

Thirdly, the great amount of knowledge contained in the INTERREG Europe online Policy Learning Platform, as well as the learning exchange occurred within the partnership thanks to the contribution of the University of Bologna, strongly contributed to fix better the ideas and the embryonic strategy of the City of Vittorio Veneto on solid basis. In particular, the contribution about *the "Community Mapping" given by UNIBO during the Local Flavours meeting the 8th of July 2020 (with the LF Place Toolkit)* contributed a lot in the process of re-definition of the image of the city and in the brainstorming concerning new "ways" of valorising existing small heritage.

2. **Nature of the action** (please describe precisely the content of action 2. What are the specific activities to be implemented?)



Figure 8: Action 2 of the VVEN Action Plan

As indicated before, Action 2 is meant to translate into concrete action 3 of the Strategic Topics emerged during the Local Flavours project activity, both at local level (LSGs, interviews, SQA) and at international level (GPs analysis, learnings exchange). Consequently, **the content of Action 2 is composed by 3 activities:**

Activity 2.1: Valorization of the Meschio River as a touristic attractor for the City of VVEN (Topic 1)

Background

As indicated in the previous chapter, the decision of focusing on the river (Meschio) as key attractor for a better touristic development of the City derived partially from previous (and old) attempts done in the past, partially from the discussion occurred in the framework of Local Flavours activities. In particular, feedbacks coming from the LSGs, from interviews to local stakeholders and from partner's representative (of Local Flavours project, of course, but also of StimulART project) identified the



Figure 9: a view of the Meschio River from the cycling path (Alberto Ferri)

Meschio River as a “key resource”, basically under-valorised. So said, the Municipality staff started deserving more attention to the “potential” of the river back in early 2020, when the Local Stakeholders Group (the Tourism Commission, and in particular the Mayor itself, Mr. Antonio Miatto) detected a need for a stronger cooperation among the City and the SMEs delivering services for tourists: in this framework, the Meschio River was selected as one of the main “attractor” to be valorised. To be honest, the river was seen not only as an attractor, but also as a “connector” of different “relevant sites and heritages”, also outside the municipality of Vittorio Veneto.

How to implement the selected activity

In order to cope with this task, the Municipality identified some fundamental actions to be taken:

2.1.1 Reinforce the cooperation among Public Authorities and Private Enterprises for the valorisation of Meschio River

The Meschio River is not only a river of Vittorio Veneto. It touches also the municipalities of Cappella Maggiore, Colle Umberto, Cordignano (in Veneto Region) and Caneva and Sacile (in Friuli Venezia Giulia Region). Moreover, it's springs are in Val Lapisina (which is part of the Vittorio Veneto municipality of course) but this valley is a crucial logistic zone, it is the connection with the Dolomites and with Belluno Province: for this reason, also the Municipality of Alpi di Siusi should be involved in



Figure 10: Agri-beer produced by a SMEs along the Meschio River, called with the name of the River itself

eventual development projects. This is true especially if the vision is: A) to improve the accessibility of the river for bikes, e-bikes and hikers/runners; B) to connect different enterprises (food producers, drinks, wines, accommodations, restaurants, local heritage owners, etc...); C) to turn Meschio river in a “blue way” able to connect the Dolomites and the Seaside, by exploiting the Livenza river infrastructures (green, blue):

Objective	Performance indicator	Timing
To set up permanent cooperation agreements between municipalities to valorise the Meschio River from a touristic point of view;	Signing of a “cooperation agreement” among municipalities located along the Meschio River	YES 2 nd Trimester of 2021

2.1.2 Define and realize creativity-led initiatives for the valorisation of Meschio River

Both the Local Flavours and the StimulART project stressed the importance of a vital cultural and creative environment for the growth of the city as an attractor (touristic attractor as well as economic attractor). In particular, the StimulART project created in Vittorio Veneto a “database of cultural and creative enterprises”

(<https://www.vittoriovenetocreativa.it/creativa>) with the

objective of empowering their role in the city's animation

and promotion. This portal is also a “knowledge repository”, in the sense that it contains also video recording of training sessions, workshops and other learning experience useful to help CC actors to know something



Figure 11: the Home Page of the VVEN portal for Culture and Creativity



more about crucial themes as “business development in creative sector” or “funding for the cultural and creative sectors” and many others. In the past, very few initiatives had been implemented to valorise the Meschio river through “culture and creativity” and almost none of these created something permanent and durable. For these reasons, the City of Vittorio Veneto included in the Plan the following sub-activities:

Objective	Performance indicator	Timing	Reached?
To favour occasion for “ideas generation” among creatives of the city in order to valorise specific areas;	Organization of 1 Hackaton with some representatives of the CC sectors to design permanent initiatives along the Meschio River	Within the 4 th Trimester of 2021	NOT YET (expected in Nov/Dec 2021)
To activate initiatives for the valorisation of Meschio River through cultural / creative / artistic contributions;	Realization of 1 permanent artistic installation along the Meschio River	Within the 3 rd trimester of 2022	NOT YET (expected in 2022)

2.1.3 Plan intervention for improving accessibility and mobility along the Meschio River

The cooperation agreement signed by the Mayors of 6 municipalities along the Meschio River was a “simple” agreement: the objective for 2022 is to turn this agreement into a concrete “plan”, with a set of precise actions and interventions to be realized in a framework of 4/5 years from now. Among these action, there is a mapping of the most suitable solution to trace a cycling route based on existing infrastructures (secondary streets, river banks, etc...):

Objective	Performance indicator	Timing	Reached?
Identification of a low-impact solution for the improvement of mobility along the Meschio River	One plan for the “Ciclovia del Meschio” realized and adopted, including a trans-regional Tourist Development Plan for Meschio River.	Within the 2 nd trimester of 2022	NOT YET (expected in 2022)

Activity 2.2: Investing on more decentralised and marginalised area of the city for a more cohesive touristic development (Topic 4)

As indicated in the City Tourism Plan (CTP), Vittorio Veneto is the “city of the 7 squares”. Originally created by a fusion of 2 different older towns (Ceneda and Serravalle), Vittorio Veneto suffered from the fact of having multiple centers: some of them (Serravalle and the very center) are animated and vital, some others (Val

Lapsina, Meschio, Costa, Ceneda, San Giacomo di Veglia) are very peripheral and far less relevant from the touristic point of view, despite of interesting landscapes and heritages. The idea of deserving more attention to these areas of the city dates back several decades, but the Local Flavours project ignited the flames with ideas, suggestions, potential solutions and good practices. For this reason, among these peripheral centres, **Val Lapisina** was chosen as “pilot site”.

The Lapisina Valley in the last 4 decades has experienced a progressive marginalization with respect to the lines of urban development of the city of Vittorio Veneto, which has resulted in a general damage of the economic and social fabric. This isolation has been greatly worsened by the construction of the “Vittorio Veneto Nord - Pian di Vedoia highway” (the A27), formally opened on November 30, 1994, which has isolated the area from traffic (and tourists) usually driving along the local street SS

Alemagna. At the same time, the progressive reduction, in terms of personnel, of the ENEL power plants (3) located in the valley during the last years forced the closure of the last commercial activities settled in the area, which see their customers decreasing more and more. Within this rather “black” picture, however, **important**

signs of rebirth are emerging. A strong and lively community, first of all, that through the local associations in these decades has contributed with perseverance and commitment to the management and promotion of the valley. And, especially in recent years, a general rediscovery of Val Lapisina as a place of leisure and vacation (one day vacation), characterized by a series of “talents” only partially exploited but equally capable of attracting interest and visitors. It is from these talents and their

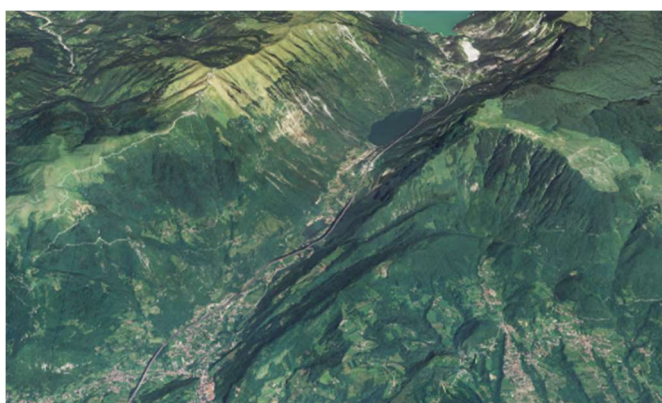


Figure 12: view of Val Lapisina (the line is the A27 motorway)

potentialities that the City of Vittorio Veneto, stimulated by Local Flavours project, decided to identify possible strategies of intervention based on a careful analysis of risks and opportunities and drawing up, for each of them, a list of “interventions” necessary for their better exploitation, according to a perspective of synergic network development with the surrounding territories and their attractions.

How to implement the selected activity

As occurred for the Meschio River, the decision to focus on Val Lapisina emerged from the Local Stakeholders Group meetings back in early 2020 (the VVEN Tourism Commission), in particular from a councillor of the Municipality (Mr. Bruno Fasan) and the objective was to create a “good practice” for managing similar cases in the future if needed. In order to cope with this demanding task, the Municipality identified some fundamental actions to be taken:



Figure 13: a picture of Val Lapisina (Alberto Ferri), northern part of Vittorio Veneto municipality

2.2.1 Elaboration of a Touristic Development Plan for a marginalized area of Vittorio Veneto (Val Lapisina);

As indicated, TOPIC 4 reads “acting in order to promote a cohesive development of Vittorio Veneto territory”. This means identifying the “most deprived or decentralized” area of the municipality and allocating more efforts and resources to enable them to grow and to compete with other, more attractive, area. Even if “tourism” is only one (and maybe not the most relevant) aspect of economic development, this is the topic of Local Flavours project and, in particular, the objective of the City Tourism Plan 2021 – 2027. One of the most disadvantaged area, as described above, is the Lapisina Valley (Val Lapisina), located in the northern part of Vittorio Veneto municipality. The first step towards a comprehensive intervention in the area had been identified in the elaboration of a dedicated plan:

Objective	Performance indicator	Timing	Reached?
To define a comprehensive touristic development plan for a marginalized VVEN area	Elaboration and release of 1 Tourist Development Plan for the Val Lapisina	Within the 2 nd Trimester of 2021	YES (July 2021)



The picture here shows how the **Development Plan for the Val Lapisina** had been structured: “15 local key elements” of development (the so called “potentials”) had been identified, analysed and evaluated, following 8 criteria. These criteria included, as an example, accessibility, attractiveness, alignment with local/regional/national policies, state of the art (readiness for investment), sustainability, management chain, etc...

The image shows the evaluation of one of these key elements (the presence of the Munich – Venice cycling way), including a risk/opportunities analysis useful to plan further investments.

This Development Plan for the Val Lapisina was **released in July 2021** and will be part (as Attachment) of the overall City Tourism Plan 2021-2027, representing a “good practice” for other disadvantaged area of the city.

2.2.2 Attraction of additional resources to valorise some of the “key elements” of the Val Lapisina Plan;

One of the main objective of the Development Plan for the Val Lapisina is to enable the Municipality of Vittorio Veneto to “be ready” when some “suitable calls” will be open in the future to attract resources in the selected area. Apart from the EU calls (following different “rationales” and processes), calls from the Regional Authorities and/or from the Ministry often are more focused on infrastructural intervention and these intervention should be based on “solid justifications” and “structured development plans”.



Objective	Performance indicator	Timing	Reached?
To attract resources to valorise some of the key elements identified;	Elaboration and submission of at least 1 project as a “request for funding”	Within the 4 th Trimester of 2022	NOT YET (expected in 2022)

In fact, in summer 2021, the City of Vittorio Veneto candidates Val Lapisina interventions (together with another area of the city, the Gotti former military site) in a call for projects launched by the Ministry (DPCM 21.01.2021 – funds for project of urban regeneration with social impacts), by using part of the Development Plan for the Val Lapisina. For the year 2022, VVEN commits itself to elaborate and to submit at least 1 project as a “request for funding” following the indication of the Development Plan for the Val Lapisina.

2.2.3 Allocation of municipality resources for the valorisation of the “key elements” identified by the Val Lapisina Plan;

Apart from the “fundraising action” described in the previous paragraph, the VVEN decided to try to invest some of the local budget to start developing part of the Development Plan for the Val Lapisina, and in particular:

Objective	Performance indicator	Timing	Reached?
To increase the sustainable mobility of Val Lapisina for visitors and tourists	Realization of a Urban Plan identifying the most suitable areas for a future cycling route in Val Lapisina (no use of the street for cars).	Within the 3 rd Trimester of 2021	YES (July 2021)
To increase the sustainable mobility of Val Lapisina for visitors and tourists	Allocation of funds in 2022 city budget for the realization of part of the cycling route in Val Lapisina = at least 300.000 euros. Possibly, kick off of the first interventions	Within the 4 th Trimester of 2021	NOT YET (expected in 2022)
To ameliorate the services for tourists and visitors (citizens) in Val Lapisina	Allocation of funds in 2022 city budget for the amelioration of the Climbing Gym in Fadalto (Val Lapisina) = at least 20.000 euros. Possibly, kick off of the first interventions	Within the 4 th Trimester of 2021	NOT YET (expected in 2022)

Activity 3: Improving the ability of the city managers, of the tourism-related stakeholders and of the citizenship to sell Vittorio Veneto as an “attractive” destination (Topic 5)

Background

Following the indication emerged during the Status Quo Analysis carried out with the support of Ciset in the framework of the Local Flavours project in late 2020, “almost all respondents agree that more efforts are needed



to boost communication, also through digitalisation, to create a “system” view and to improve coordination between the institutions and heritage managers”. Moreover, the same document underlined as “the local administration should be the driver for stimulating more networking, cooperation and coordination also on a tourist level”. These considerations, condensed into TOPIC 5 of the City Tourism Plan 2021-2027, were clear enough to indicate the view to the City of Vittorio Veneto both in terms of “self-empowerment” and in terms of “touristic-operators empowerment”, in order **to better sell the city to tourists and visitors and to increase the quality of the services**.

During the first half of 2020, the City decided to equip itself with an intervention programme able **to reach the following objectives**: A) to make “city marketing” more linear and coherent, by acting on a rationalization of communication tools, in terms of use, layout and messages; B) to increase the knowledge of the city’s staff and tourism operator about the VVEN heritage C) to turn city’s staff, local tourism stakeholders (basically tourism operators and heritage managers) and citizens into the first promoters.

How to implement the selected activity

In order to reach the above-mentioned objective (TOPIC 5), three different sub-activities have been selected in the framework of the present Action Plan:

2.3.1 The City Communication Table & the Guidelines for the harmonization of communication flows;

At the beginning of 2020, the City of Vittorio Veneto decided to capitalise the initial indications deriving from the Local Flavours (and partially StimulART) activities, in order to translate into concrete actions the feedbacks received from the local stakeholders (LSG tables) and the involved experts (Kraft application and the initial job for the SQA). In order to do so, the following actions had been performed in 2021:

Objective	Performance indicator	Timing	Reached?
To equip the city with the ability to improve its capacity to communicate heritage	Identification and activation of an external company supporting the city in the definition and implementation of the actions foreseen;	Within the 1 st Trimester of 2021	YES (March 2021)
	Set up of a permanent table to discuss communication needs and to define short-terms goals	Within the 1 st Trimester of 2021	YES (April 2021)
To increase the ability of the City’s staff to communicate the heritage;	Realization and adoption of Guidelines for the systematization of communication issues of VVEN and for the internal empowerment;	Within the 2 nd Trimester of 2021	YES (May 2021)
	Planning and realization of at least 4 training sessions dedicated to commercial activities performed by the City staff itself;	Within the 2 nd Trimester of 2021	YES (June 2021)



Concerning the “internal” Communication Table, it is actually composed by the Mayor, the company assigned for this service (I AM Comunicazione), the General Secretary, the Deputy General Secretary, the communication responsible of the city, the technologic office (CED), the Director of Cultural and Tourism Office, the secretary of the Mayor, the councillor responsible for tourism, the responsible for Museums, the responsible for social services and culture. It is expected to meet 1 time per months and to define short-terms goals for the city marketing and promotion. Concerning the “Guideline for Organising Communication” (picture on the left), it includes also the revisitation of the City Tourism Logo. The same

table decided the first round of “capacity building sessions” (picture on the right), in terms of scheduling and in terms of contents: **Wednesday 9 June, 9.30>10.30 am** | VITTORIO VENETO AND THE TOURIST OFFER OF THE TERRITORY, Stefania Biz, Tourist Information Office of Vittorio Veneto. **Wednesday 16th June, 9.30 a.m. - 10.30 a.m.** | PLACES OF HISTORICAL AND ARTISTIC INTEREST, Francesca Costaperaria, Curator of Civic Museums, Stefano Gambarotto, Curator of the Battle Museum. **Wednesday 23rd June, 9.30am>10.30pm** | PLACES OF NATURAL AND RELIGIOUS INTEREST EXPERIENCES FOR THE TOURIST, Paola Della Giustina, Sport - Tourism - Associations Office, Stefania Biz, Tourist Information Office of Vittorio Veneto. **Wednesday 30 June, 9.30>10.30 a.m.** | HOW TO WELCOME THE TOURIST AND HOW TO CONVEY THE TOURIST OFFER, Stefania Biz, Tourist Information Office of Vittorio Veneto. All the session have been organized online, recorded and are available and replicable with other contents and targets.



2.3.2 The City touristic promotional video: moving away from a crystallized & traditional image

The communication table, as well as the Local Stakeholders Group of Local Flavours, suggested to “differentiate” Vittorio Veneto from other neighbouring cities and locations, by focusing on a “more genuine and realistic” promotion, really based on local flavours and local talents. The new storytelling (derived also from the meetings and knowledge exchange actions with UNIBO) is based on the following consideration: “while the neighbouring cities – Conegliano, Valdobbiadene, Pieve di Soligo – focused their territorial marketing on luxury offers, goodlooking actors, etc..., Vittorio Veneto decided to base the touristic marketing on a genuine approach, enlightening the lifestyle of citizens (a good place for kids, for elderly, an healthy and relaxing location, green and open-air, where citizens and visitors are happy, with no excesses and luxury locations... a “slow city”). All these consideration will inspire the new city promotional video (which will become the “official one”).

Objective	Performance indicator	Timing	Reached?
To sell the city in a different way, to underline alternative and more “genuine” talents	Realization of 1 City Promotional Video following the “indications” of Local Flavours Project	Within the 1 st Trimester of 2022	YES (done in October 2021)



2.3.3 Ensuring continuity: a new capacity building programme for 2022

The end of 2021 will be characterized by a brainstorming action among the member of the Communication Table in order to identify short-term goals for 2022. These goals will be achieved by the City of Vittorio Veneto through a new service contract with a “communication & marketing company”, as described in the following table:

Objective	Performance indicator	Timing	Reached?
To further increase the ability of the city to sell its heritage	1 service contract with a company expert in communication for the implementation of the short-term goals identified in 2021	Within the 2 nd Trimester of 2022	NOT YET (expected in 2022)

Among the identified additional needs for 2022, the City selected: a) improving the use of social networks as “main informative points” for citizens and tourists to gain information about activities, initiatives and events; b) keep on organising the monthly meetings of the Communication Table; c) improving the efficacy of the 3 portals (tourism, culture & creativity and retail); d) increasing the role of citizens as “main promoters” of the City and its heritage; e) realizing heritage-specific videos (ie: museums) in line with the approach of the Official Promotional Video of the city of Vittorio Veneto.

3 Stakeholders involved (please indicate the organisations in the region who are involved in the implementation of the action1 and explain their role)

The following table shows the stakeholders involved in this action, describing also the different level of involvement following their specific roles:

Stakeholder	Description	Main role	Additional role
Group 1 / Policy Makers of the 5 involved municipalities	Not only Vittorio Veneto, but also Alpagio, Colle Umberto, Cappella Maggiore, Cordignano. Especially the ones working in Culture, Tourism, Commercial Activities, Communication and Events offices.	Giving continuity in the strategic planning including Meschio River as an attraction; Lobbying with the Group 4 for attracting new funds.	Financing specific intervention (both heavy and light)
Group 2 / SMEs operating along the river	accommodations owners (Hotels, B&B, Agriturismo, Apartments, Country Houses, etc...), retailers, guides, restaurants, farmers, etc...	Cooperating to set up a permanent network (product club)	Participating eventual “training projects” to improve quality of services
Group 3 / Owners of attractions located along the river	private foundations managing heritage (museums, exhibitions, etc...), parks managers (ie: Pro Locos in the Vittorio Veneto area),		
Group 4 / Subject responsible for tourism at county / regional level	Veneto Region (tourism department), GAL Altamarca Trevigiana, Marca Treviso Foundation (Destination Management Organization for the area of Vittorio Veneto)	Launching and approving calls for proposals, managing structural funds, deciding upon “on spot” specific projects	Offering consultancy, assessment, orientation.



4 Timeframe (please specify the timing envisaged for action 2)

		YEAR 2020				YEAR 2021				YEAR 2022			
		Trim 1	Trim 2	Trim 3	Trim 4	Trim 1	Trim 2	Trim 3	Trim 4	Trim 1	Trim 2	Trim 3	Trim 4
2.1	Valorization of the Meschio River as a touristic attractor for the City of VVEN (Topic 1)												
2.1.1	Reinforce the cooperation among Public Authorities and Private Enterprises for the valorisation of Meschio River												
2.1.2	Define and realize creativity-led initiatives for the valorisation of Meschio River												
2.1.3	Define intervention for improving accessibility and mobility along the Meschio Rivers												
2.2	Investing on marginalised area of the city for a more cohesive touristic development (Topic 4)												
2.2.1	Elaboration of a Touristic Development Plan for a marginalized area of Vittorio Veneto (Val Lapisina);												
2.2.2	Attraction of additional resources to valorise some of the "key elements" of the Val Lapisina Plan												
2.2.3	Allocating municipality resources in order to start valorising some of the "key elements" identified by the Val Lapisina Plan												
2.3	Improving the ability of the city itself and of the tourism related stakeholders - and citizens - to sell Vittorio Veneto (Topic 4 and 5)												
2.3.1	The City Communication Table & the Guidelines for the harmonization of communication flows												
2.3.2	The City touristic promotional video: moving away from a crystallized & traditional image												
2.3.3	Ensuring continuity: a new capacity building programme for 2022												

5 Costs (please estimate the costs related to the implementation of action 2)

The following table, as for Action 1, considers all the Activities and Sub-Activities described above, adding a financial hypothesis linked to the realization of the planned activities:

Action 2		Cost	Source / Motivation
Activity 2.1 Valorising the Meschio River as a touristic attractor for the City of VVEN (Topic 1)			
2.1.1	Reinforce the cooperation among Public Authorities and Private Enterprises for the valorisation of Meschio River	No costs	It refers to the approval of a cooperation agreement, already signed in July 2021 among 6 municipalities
2.1.2	Define and realize creativity-led initiatives for the valorisation of Meschio River	4.000 euros + 4.000 euros	The first budget refers to an ESF 2014-2020 Funding linked to Enjoy the Rivers, the second is the co-financing from the City of Vittorio Veneto (Award)
2.1.3	Define intervention for improving accessibility and mobility along the Meschio River	12.000 euros (2.000 euros per municipality involved)	It refers to the involvement of an expert (single or company) able to define a roadmap for the Cycling Route of Meschio Rivers
Activity 2.2 Investing on more decentralised and marginalised area of the city for a more cohesive touristic development (Topic 4)			
2.2.1	Elaboration of a Touristic Development Plan for a marginalized area of Vittorio Veneto (Val Lapisina);	17.700 euros	Funding from the Municipality, assigned to an external expert (company) in June 2021.



2.2.2 Attraction of additional resources to valorise some of the “key elements” of the Val Lapisina Plan

2.2.3 Allocation of municipality resources for the valorisation of the “key elements” identified by the Val Lapisina Plan

300.000 euros
(rough estimation)

Funding from the Municipality, allocated in the city’s budget in order to define the location (2021) and to start the realization (2022) of the cycling path connecting VVEN to Belluno (north) and to the Livenza River and the seaside (south), connected with the Munchen -Venice European Cycling Route.

Activity 2.3 Improving the ability of the city managers, of the tourism-related stakeholders and of the citizenship to sell Vittorio Veneto as an “attractive” destination (Topic 5)

2.3.1 The City Communication Table & the Guidelines for the harmonization of communication flows

19.200 euros

Budget form the Municipality, allocated in 2020 and spent in 2021.

2.3.2 The City touristic promotional video: moving away from a crystallized & traditional image

2.3.3 Ensuring continuity: a new capacity building programme for 2022

20.000 euros
(rough estimation)

Budget form the Municipality

6 Funding sources (please describe how action 2 will be financed. Is it through the policy instrument(s) indicated in part II):

Please refers to the table here above.

Date: 03.11.2021

Name of the organisation(s) :

Municipality of Vittorio Veneto

Signatures of the relevant organisation(s):