



PROJECT

TANGRAM

Work Package:	T2 Local Governance Lab
Activity:	D.T.2.3.2 LOCAL ACTION PLAN SETTING UP
Activity Leader:	DELTA 2000
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IDENTIFICATION SHEET

Project Ref. No.	939
Project Acronym	TANGRAM
Project Full Title	TRANSNATIONAL PARKS AND GARDENS RESOURCES IN ADRIATIC AND IONIAN TOURIST MARKETPLACE

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1. Guidelines

1.1 Application form

T.3.2.2 Local Action Plan identifications (n. 9 deliverables)

The LAP to be adopted at local level will be defined and will include the suggested concrete actions towards the definition of an innovative system of management the cultural and natural heritage. The sustainable valorization of the tourism destinations thanks to the park's promotion will be the main focus of the LAPs, as by the activities of the working groups during the EASW process. The EASW will support a jointly agreed approach for the utilization of the natural and cultural resources and will be the base for the development of the pilot actions planned in the T3.

An action plan most often consists of proposals for action in order for a strategy to succeed, usually in the form of a list of activities required (**WHAT** needs to be done), **WHO** should undertake them, **HOW** it will be carried out (funds, resources, methods), and **WHEN** (a timeline).

Based on the results of the participatory workshops and participatory activities (workshop on line, collection of suggestions, surveys by google modules and so on as indicated in the previous deliverables of T2) project partners have to define the action plan (see scheme – template in the following pages).



2. D.T 2.3.2 LOCAL ACTION PLAN DEFINITION

PP2 DELTA 2000

2.1. Introduction – TANGRAM project and aim of Local Action Plan

ADRION area represents one of the richest regions in Europe in terms of cultural diversity. Nevertheless, the level of conditions, accessibility and presentation of cultural and landscape sites varies significantly among countries and in particular the parks accessibility.

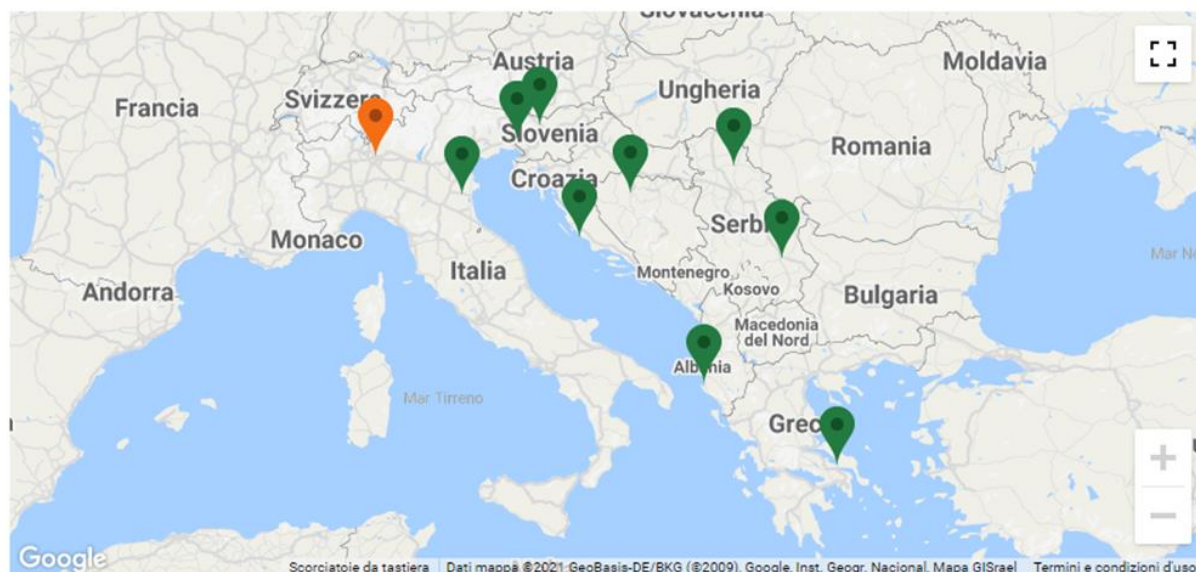
TANGRAM project supports a sustainable tourism model through the valorisation and promotion of parks and gardens, networked with major cultural and natural resources of the AI region, on the basis of jointly developed methodological tools and a new governance system based on participative approach and transnational strategies. Application of participative governance methods have been developed in order to define an action plan, as result of the collaboration between local stakeholders, as one of the main focus of TANGRAM project.

Summary:

- Project name (EN): Transnational pArks aNd Gardens Resources in Adriatic and ionian tourist Marketplace
- Project acronym: TANGRAM
- Period: 2014-2020
- Project start date: 2020-02-01
- Project end date: 2022-07-31
- Project status: ongoing
- Total budget/expenditure: EUR 1 644 945.00
- European Union funding: EUR 1 398 203.25
- Co-financing sources: ERDF, IPA/IPA II

Partners

Partners map



 Lead partner
  Project partner

- Lead Partner: COMUNE DI MONZA
- DELTA 2000 Consortium Company (IT)
- RDA of Northern Primorska Ltd. Nova Gorica (SI)
- Tourism Bohinj (SI)
- Association for Nature and Environment Conservation and Sustainable Development Argonauta (HR)
- Development Agency of Evia (EL)
- Proactive (RS)
- Regional Agency for Socio-Economic Development, Banat (RS)
- Banja Luka Tourist Board (BH)
- University of Vlora "Ismail Qemali" (AL)

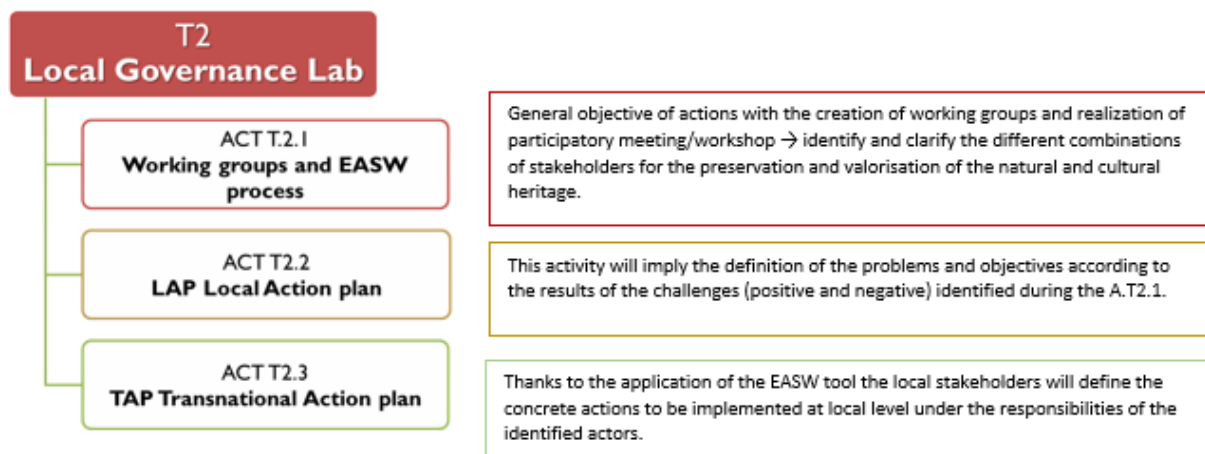
Themes

Specific Objective: Promote the sustainable valorization and preservation of natural and cultural heritage as growth assets in the Adriatic-Ionian area.

Thematic Objective: (06) preserving and protecting the environment and promoting resource efficiency.

Investment Priority: (06c) Conserving, protecting, promoting and developing natural and cultural heritage.

Structure of WP No. T.2 Local governance Lab



Results

Expected Results: level of capacity for the stakeholders in the fields of natural and cultural heritage protection and tourism to sustainably valorise natural and cultural heritage as a growth asset

Expected Outputs: the project will contribute to the programme result indicator “Level of capacity for the stakeholders in the fields of natural and cultural heritage protection and tourism to sustainably valorise natural and cultural heritage as a growth asset” by fulfilling the programme specific objective.

MAIN OUTPUTS	DESCRIPTION
LOCAL ACTION PLANS LAP – T2.1	Each PPs develops LAP with the aim to define the priority actions to be implemented at the local level for the cultural and natural preservation, with participative methods / EASW
ADRION TRANSNATIONAL ACTION PLAN ATAP – T2.2	The planning of joint initiatives will be the main RESULTS of this core output. ATAP is a tool for all the actors involved in TANGRAM to take decision and perform concrete actions towards the common objectives and identifying a transnational strategy

2.2. Agenda 2030, EU policy framework 2021-2027 and regionals, national policy: programmes and objectives

The UN Agenda 2030 for Sustainable Development

The UN Agenda 2030 for Sustainable Development is an action programme for people, the planet and prosperity. Signed on 25 September 2015 by the governments of the 193 Member Countries of the United Nations, the Agenda sets out 17 Sustainable Development Goals, SDGs, which are part of a broader programme of action consisting of 169 associated targets to be achieved in the environmental, economic, social and institutional domains by 2030.



Every Country on the planet is expected to contribute to addressing these major challenges towards a sustainable path by developing its own National Strategy for Sustainable Development.

In Italy, the “Benessere Italia” (“Well-being Italy”) steering committee was set up to “coordinate, monitor, measure and improve the policies implemented by all Ministries in favour of citizens’ well-being”. A step ahead to empower Italy’s governance of the 2030 Agenda, a tool that will enable the Italian Government to promote fair and sustainable well-being through new policies and new approaches. The five macro-areas developing its policy lines are: sustainable equitable regeneration of territories, mobility, territorial cohesion, energy transition, quality of life, and circular economy. These macro-areas place the individual at the centre of their action focus and aim at: promoting healthy lifestyles; defining work-private life balance patterns; designing fair living conditions; promoting human development actions; and lifelong learning.

EU Cohesion Policy 2021-2027

EU Cohesion Policy contributes to strengthening economic, social and territorial cohesion in the European Union. It aims to correct imbalances between countries and regions. It delivers on the Union's political priorities, especially the green and digital transition. In order to reach these goals and address the diverse development needs in all EU regions, € 392 billion – almost a third of the total EU budget has been set aside for Cohesion Policy for 2021-2027.

Cohesion Policy is delivered through specific funds:

- The European Regional Development Fund (ERDF), to invest in the social and economic development of all EU regions and cities.
- The Cohesion Fund (CF), to invest in environment and transport in the less prosperous EU countries.
- The European Social Fund Plus (ESF+), to support jobs and create a fair and socially inclusive society in EU countries.
- The Just Transition Fund (JTF) to support the regions most affected by the transition towards climate neutrality.

Political priorities → Cohesion policy has a strong impact in many fields. Its investments help to deliver many EU policy objectives and complements EU policies such as those dealing with education, employment, energy, the environment, the single market, research and innovation.

The projects financed in the regions and cities contribute the goals of the Commission priorities, notably:

- “A European Green Deal”
- “A Europe fit for the digital age”
- “An economy that works for the people”

Comparison 2014-2020 vs. 2021-2027

Priorities	
2014-2020	2021-2027
11 thematic objectives, many investment priorities	5 policy objectives breaking sectoral silos, fewer and shorter specific objectives
TO 11: enhancing institutional capacity of public authorities and stakeholders and efficient public administration	Capacity building and cooperation with partners within and outside MS as horizontal actions

In 2021-2027 EU cohesion policy has set a shorter, modern menu of 5 policy objectives supporting growth for the period 2021-2027:

1. a more competitive and smarter Europe;
2. a greener, low-carbon transitioning towards a net zero carbon economy;

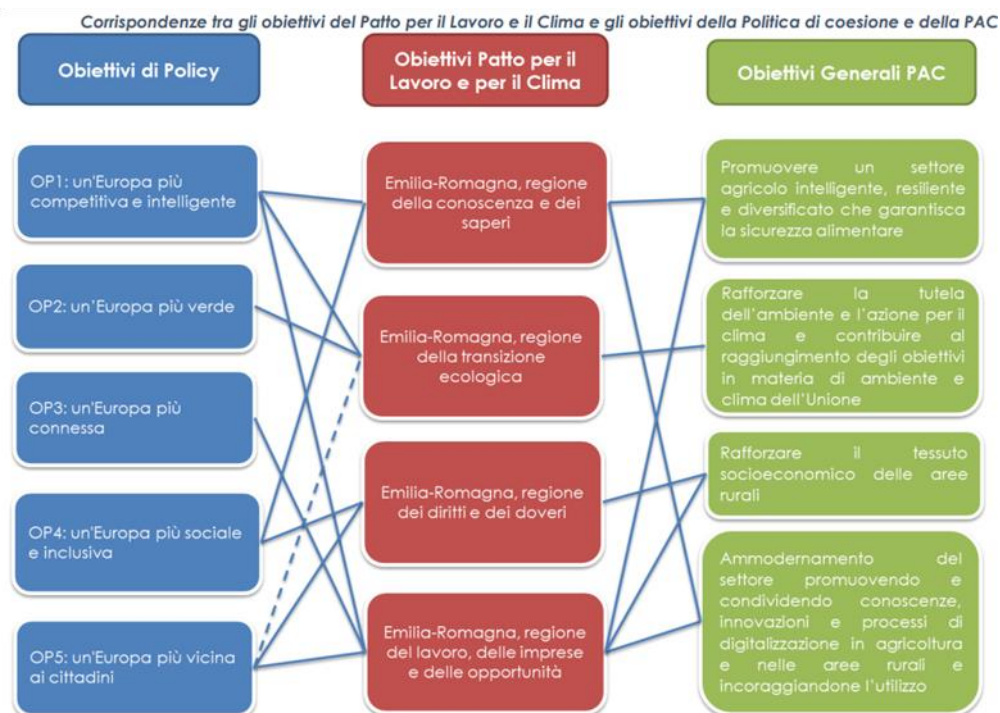
3. a more connected Europe by enhancing mobility;
4. a more social and inclusive Europe;
5. Europe closer to citizens by fostering the sustainable and integrated development of all types of territories.

Funds priorities:

- The European Regional Development Fund will support investments all 5 policy objectives, but 1 and 2 are the main priorities
- The European Social Fund+ main priority is 4
- The Cohesion Fund supports policy objectives 2 and 3
- The Just Transition Fund provides support under dedicated specific objectives (art. 8 of JTF regulation)
- The Interreg programmes have 2 additional policy objectives at their disposal (art. 14, Interreg regulation): “A better cooperation governance” and “A safer and more secure Europe”.

DSR Emilia-Romagna Regional Strategic Document 2021-2027

The Regional Strategic Document 2021-2027 directs the choices of the ESF, ERDF, EAFRD and CSF operational programs, in order to maximize the contribution of European and national funds to the achievement of the objectives of the 2020-2025 Mandate Program, as well as contributing to the implementation of the project of relaunch and sustainable development of Emilia-Romagna outlined by the Pact.



2.3. Methodology – the participatory process, method of consultations, etc.

General project objective: elaboration of the Local Action Plan for the sustainable development of Po Delta's area through a participatory process that involves different actors and stakeholders.

Specifically, companies, politicians, experts and civil society participated in this project.

Specific goals:

- analyze the potential of the area;
- analyze criticalities of the territory;
- systematize different points of view;
- formulate a vision, free from preconceptions, and elaborate concrete ideas for the formulation of an action plan for the development of the territory.

Two techniques were used to achieve these goals:

1. Experiential Learning: used to develop communication between stakeholders, based on playful-experiential "games".
2. European Awareness Scenario Workshop (EASW): for focus-group to develop ideas and strategies.

Here there are the summaries of the three participatory processes.

September 24, 2021 – Oasi di Cannaviè, Codigoro (FE), Italy

The first participatory meeting was held in person with safety precautions in place and was attended by 28 participants, 21 stakeholders, 4 facilitators and 3 DELTA 2000 team members. The Policy group was composed by 6 members, the Expert Group by 4 members, the Civil Society Group by 4 members and the Private Sector Sme by 7members. In order to encourage a mutual knowledge between participants and stimulate an out-of-the-ordinary vision, there were games like: "Connect all the black dots without removing the pen from the paper". Figure 2 is possible only if you exit of the border. So, the technique of "experiential learning" was used for an initial acquaintance and to stimulate different points of view and out-of-the-ordinary visions.

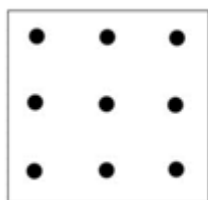


Figure 1

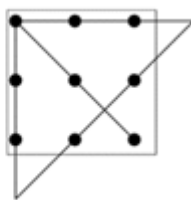
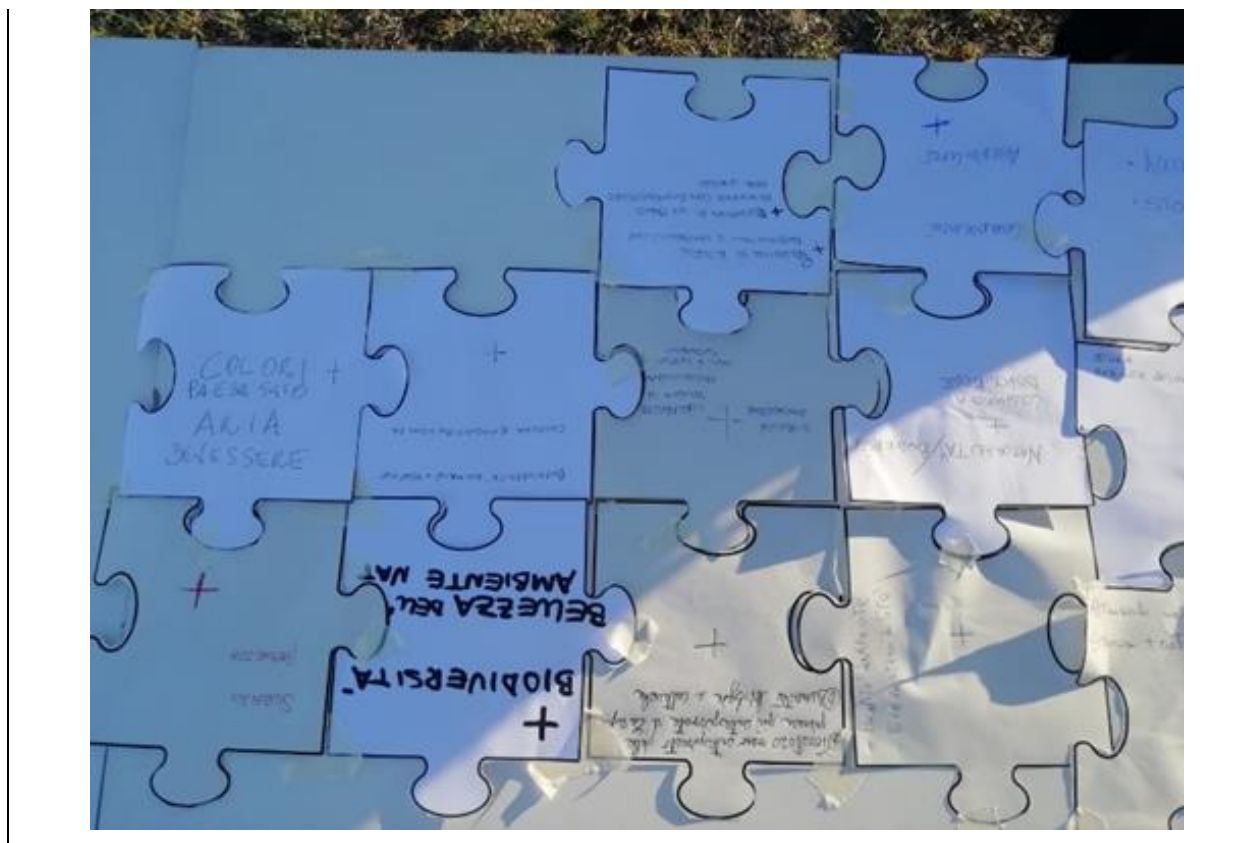


Figure 2

Afterwards participants were divided into four groups: Politicians Group, Private Sector Group, Expert Group and Civil Society Group. Each member of the group had to write on a paper's puzzle two positive aspects of the Po Delta area of Emilia-Romagna. Results have been discussed in a plenary session.



GROUP 1 The Policy Group

Positive expectations	Brief explanation: why? what are the main factors influencing this expectation?
Improvement	With a better vision, planning and organization by Municipalities, the territory can be better managed.
Territorial uniqueness	Every territory has its unicity and that's why there is tourism

Negative expectations	Brief explanation: why? what are the main factors influencing this expectation?
Lack of integration and collaboration among organizations across tourism sectors	Difficulties encountered up to now could also persist in the next few years
Impact of pollution and climate change in natural and costal environment of Po Delta area	Sustainability tools, methods and resources to strengthen environmental protection are difficult to be put in place without collaboration.

GROUPS 2 The Private Sector Group

Positive expectations	Brief explanation: why? what are the main factors influencing this expectation?
Economic potential	The territory has a large exploit economic potential
Life quality	The territory has a quality of life both expressed as economic and health indicators that is already present, but could improve

Negative expectations	Brief explanation: why? what are the main factors influencing this expectation?
Aging population and depopulation. Young people leave the territory.	The phenomenon of population aging, brings with it sweeping changes in population needs and capacities,

	with potentially significant implications for employment, savings, consumption, economic growth, asset values, and fiscal balance. Demographic and economic migration is related to labour standards and unemployment.
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GROUPS 3 The Expert Group

Positive expectations	Brief explanation: why? what are the main factors influencing this expectation?
Historical and cultural value	Each territory has an ancient history that reaches up to present days
Environmental biodiversity	The Delta Po area has a very vast environmental value, with UNESCO heritage
EU Funds and regional and national resources	The availability of different forms of resources in terms of financial and strategic tools can use used to enhance the territory. Some examples are: PNRR, LEADER ect.

Negative expectations	Brief explanation: why? what are the main factors influencing this expectation?
Lack of growth due to specific skills in the tourism sector.	Tourism is still a very specific sector, so specific knowledge about the sector is required. The lack of a permanent observatory on learning, employment and labour environment of Po Delta tourism industry, which includes knowledge of foreign languages, computer skills, destination management, project management, influence the growth of the Destination.

GROUPS 4 Civil society group

Positive expectations	Brief explanation: why? what are the main factors influencing this expectation?
Accessibility	The area has attractions for all ages and is accessible (even physically) to disable people
Environmental biodiversity + food and wine	There are village festivals, important cultural value and different landscapes

Negative expectations	Brief explanation: why? what are the main factors influencing this expectation?
Weak sense of place or place attachment which affects the destination as people are active participants in the making of places.	Depopulation, young people leaving the territory, poor prospects for social and economic growth, poor care of environmental resources and touristic infrastructures and insufficient protection of natural heritage
Tourism cannot be sustainable without infrastructures.	No investments on bike and hike routes, guides and infrastructures related to sustainable tourism.
Accessibility	Even if most areas are well equipped for different targets, some locations are difficult to reach without car or other public means of transportation.

The first meeting was then completed by an online survey sent to all stakeholders (both the ones who attended the meeting and the ones who agreed to be part of project, but were not present at the first meeting). The aim of the survey was to collect further information about future visions and

expectations upon the different aspects of natural and cultural heritage management. The survey was completed by 8 persons and additional information were collected through direct contact and telephone conversations with several stakeholders.

October 8, 2021 - Ecomuseo delle Valli, Campotto di Argenta (FE), Italy

The second participatory meeting was held in person with safety precautions in place and was attended by 13 participants: 7 stakeholders, 4 facilitators and 2 team members of DELTA 2000. The Policy group was composed by 1 member, the Expert Group by 3 members, the Civil Society Group by 1 members and the Private Sector Sme by 2 members. In order to promote teamwork, there were games like “tic-tac-toe”. This time the “experiential learning” was used to stimulate a view of various elements in present for a future strategy. Afterwards there has been the return of results of the previous meeting and then participants have been divided in two mixed groups (each group had member from Civil Group, Private sector, etc.). Each group had to listen critical issues and excellence of the territory in the present and future vision of it in 2030, that the other group reported. This aspect was important for listening and knowing the visions of others. Results were discussed in a plenary session. This is what emerged.

Critical issues:

- lack of specific skills in the tourism sector;
- aging population;
- no connection between private and public sector;
- depopulation: young people leave the territory;
- the history of the area is not well known;
- bike trails not fully accessible;
- lack of shared promotion;
- insufficient protection of natural heritage.

Excellences:

- food and wine;
- environment biodiversity;
- historical and cultural heritages (film, historical places of the second world war);
- accessible territory and slow tourism with bike and boat;
- tourism appreciated by local people/staycation
- wide offer of different tourism products;
- Po Delta Park has two UNESCO awards: it is included in the list of World Heritage sites as an “exceptionally-planned cultural landscape and in the MAB Biosphere Reserves.

Future vision of 2030:

- more economic funds for agriculture and mobility (PNRR for ecological transition);
- expanded tourist offer;
- few tourists but throughout the year to preserve the fragility of the territory;
- digitization of the tourism sector;
- new opportunities for young like training campuses;
- slow infrastructure implementation;
- Better organization and resource management of the PNRR and Agenda 2030 in particular in precision agriculture, sustainable mobility, etc.
- Creation of a circuit of the Este family that enhances the relics and historical monuments.
- Pedestrian circuit that connects the beaches, to be extended to the hinterland as well.
- Integration and enhancement of already present tourism products and offers.



October 22, 2021 - Museo delle Erbe Palustri - Villanova di Bagnacavallo (RA)

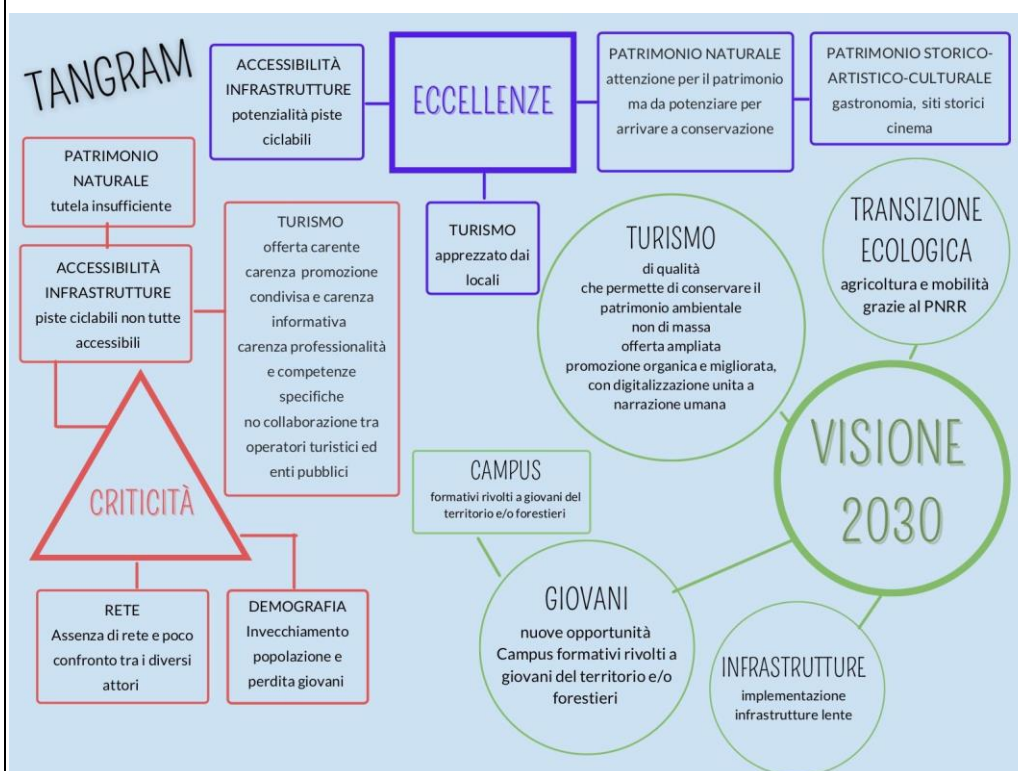
The third participatory meeting was held in person with safety precautions in place and was attended by 13 participants, 7 stakeholders, 4 facilitators and 2 DELTA 2000 team members. In the invitation email stakeholders were asked to complete a survey to indicate concrete ideas and actions for the future and identify by whom the actions should be carried out. In this final workshop after the summary of previous meetings, participants, reunited in a single group, thanks to ideas to promote and improve the territory, elaborated two possible projects and discussed them in a plenary session. The two projects were proposed through the indicators: feasibility, economic, environmental and social sustainability, impacts.

The format used was that of the pitch demolition, to underline the critical issues and find improvement solutions. A concept identified as fundamental by the working group is that of collaboration between the various stakeholders and territorial subjects: if the territory "forms a system" there is an increase in the creation of value that can increase the offer and make the territory more attractive.

However, it is not taken for granted that all the territorial subjects - very different from each other - have an interest in participating in a shared valorization system and in promoting it, and it is not obvious that the interests are common. Some project very discussed in details as 1. **app for mapping the territory**

The app will be a digital promotion tool built by the Community together with the main institutional interlocutors, which is able to tell the territory as a whole and indicate itineraries based on cycling, river and pedestrian trails. This app would allow you to give a more complete and detailed idea of the Po Delta area and make it appreciate its values by overcoming the promotion limited to individual hotspots.

2. training and awareness programs. One for tourist operator to raise awareness of the territory and implement a shared vision. One for the community, different according to the age, in order to increase awareness of the territory, attention to the environment and make the population an ambassador of the territory.



In parallel with the 3 meeting, it has been set up also a consultation process using remote tools and instruments – namely google docs, direct contacts and telephone calls– and the results have been included in the definition of this final report.

2.4. Localization - Area description

Description of the area / territory involved by partner

Po Delta Park is an extension of 64,000 hectares and spreads over 2 regions; over 400 animal species and nearly 1,000 plant species. These are just a few figures relating to the Po Delta Park, which comes to life from the end of the course of the Great River, on the eastern border with the Po Valley, and stretches over a total area of **more than 52,000 hectares in the Emilia Romagna region, between the provinces of Ferrara and Ravenna, and of approximately 12,000 hectares in the Veneto region in the province of Rovigo.**

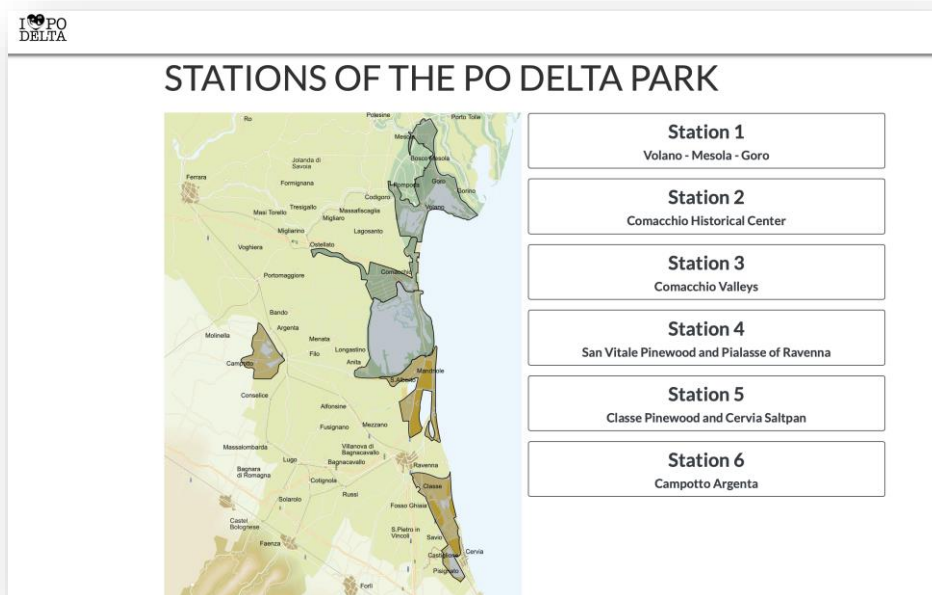
Everything revolves around the river Po, the absolute protagonist of the formation of the Po Valley, thanks to the incessant transport of earth and sand over thousands of years. However, beyond the morphology of the territory, it has also profoundly influenced the history of the people living in the Po Delta area: the continuous changes of the river course, in fact, gradually created different riverbeds generating new opportunities for them to create settlements along its shores, and therefore where they could develop both their economic and social lives. The river Po was, therefore, an extraordinary resource first of all for its supply of water, then for fishing, for irrigation and finally as a communication route. Subsequently, populations have also inevitably suffered both the periods in which there were floods as well as those when the level of water was extremely low, adapting to the will of a river that, between the possibilities of development on the one hand and floods and droughts on the other, it has always been **strictly linked to the very life of the people who resided in the local area.**

Po Delta represents a dynamic environment, in continuous evolution, where nature is free to give Man new lands that have emerged or at least to recover parts of them. **This vast environmental wealth is also reflected in the numerous animal and plant species identified within the Park: almost 300 species of birds, 50 species of fish, 10 species of amphibians, 15 species of reptiles, 40 species of mammals and over 1,000 species of plants.**

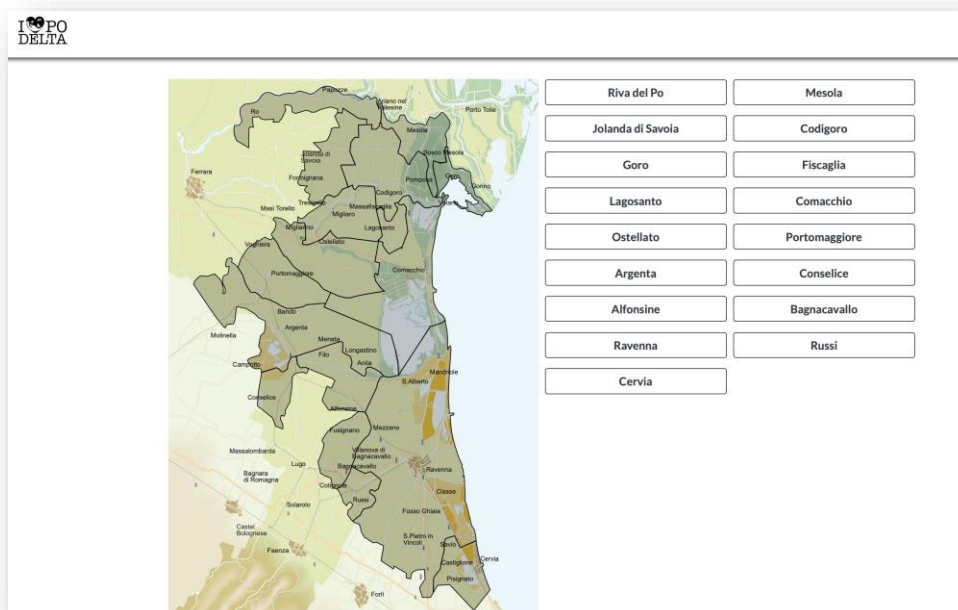
Furthermore, Po Delta includes 11 Ramsar's zone (Convenzione di Ramsar, Iran 1971), 18 Site of Community Importance (SCI) (SIC - Direttiva 92/43/CEE) and 17 Special Protection Area (SPA) (ZPS - Direttiva 79/409/CEE).

The Po Delta Park received **two UNESCO awards, in 1999 the Ferrara-based part of the Po Delta was included in the list of World Heritage sites** as an "exceptionally-planned cultural landscape that preserves its original form in a remarkable way" and **in 2015, the territory of the Po Delta was included, this time also encompassing the part stretching into the Veneto area, consisting of the UNESCO MAB Biosphere Reserves.**

The Park, so variable in its shape and with different characteristics, has been divided into 6 “stations”



and there are 17 municipalities located on the territory:



The Park can be visited **on foot or by boat, by bike or by train or even still on horseback**, riding magnificent Camargue horses, **from Goro and Mesola to Comacchio, from Ravenna to Cervia, hundreds of excursions are proposed** to experience the uncontaminated nature of these places at a slow pace, as well as educational workshops, guided tours, birdwatching, sports events and much more.

Po Delta does not only offer naturalistic environments of extraordinary charm, but also small towns, museums, eco museums and architectural buildings of great value than offer an extraordinary experience to art and culture lovers.

A detailed description of Po Delta Park, its iconic places, locations and events can be found on Po Delta website, realized by DELTA 2000, thanks to funds from the PSR Emilia-Romagna Region 2014-2020 Measure 19.2.02.14B "Implementation of promotional-commercial actions for slow Delta of the Po".

<https://podelta.eu/en>



2.5. Background and analysis of the context (state of art, needs and strength)

Po Delta Regional Park of Emilia-Romagna is one of the most important nature parks of Europe, covers an area of 54.000 hectares and nine municipalities in the provinces of Ferrara and Ravenna.

The Po Delta, from June 2015, was indicated as International Reserve of the Biosphere, MAB, from UNESCO. It covers a very important part of the territory of Regione Emilia-Romagna: in the north from the Po di Goro, it develops including the whole historical delta of the river Po and the mouths of some Apennine rivers like river Reno, river Lamone, Fiumi Uniti, Bevano, and brackish wetlands situated along the Adriatic coast and the near hinterland like Sacca di Goro, Comacchio Valleys, the "Piallasse" of Ravenna, the Salines of Cervia, the inner wetlands of Campotto Valleys, woodlands and pinewoods like Bosco della Mesola and San Vitale pinewood. It is also rich in many important monuments: the Abbey of Pomposa, St. Apollinare in Classe, the "chiaviche" (monumental water locks), and the historical town centres of Mesola, Comacchio, Ravenna, and Cervia. This land is rich in different natural environments: sand dunes along the coast, the forest of Mesola, charming paths along the rivers, ancient pine woods close to Ravenna, the wide brackish water expanses of the "Valli di Comacchio" and of the "Sacca di Goro", the fresh water wetlands of Argenta and Ostellato. In these areas a lot of birds' shelter and find

nourishment. The Visitor Centres, located in the Po Delta are the main points of reference for visiting the Park Stations, where educational and recreational initiatives are proposed and where it is possible to obtain information on the environmental characteristics of the protected areas and on the activities and excursions promoted by the Park. The main tourism activities carried out in the Po Delta area are: Birdwatching; Cultural tourism; Active tourism (walking, by boat, by bike, by motorbike or on horseback); Slow/Eco tourism, etc. Many tourists visit the Po Delta area every year, with stable or slightly increasing flows. The accommodation facilities of the territory in 2019 recorded over 8 million presences, of which 84.3% in the period from June to September (compared to 83.5% in 2018) with a growing tourist pressure in the summer months that needs to be de-seasonalised.

In the framework of the project TANGRAM Transnational pArks aNd Gardens Resources in Adriatic and Ionian tourist Marketplace", a "Market Research Competition Analysis" was carried out to identify the challenges and needs for the development of a sustainable tourism strategy in the management of individual tourist destinations. The activities started with a research and analysis carried out in 2020, due to the pandemic situation, only through questionnaires administered online to tour operators, tourists and stakeholders in the tourism sector of the Delta area. The questionnaires were used to assess the quality and management of the destinations of the partner countries, including the Emilia-Romagna Delta: the online interviews involved about 180 subjects, of which 129 tourists and more than 50 tourism sector companies. The analysis activity ended at the beginning of 2021 with the identification of the benchmark of the territories on the basis of 17 indicators identified within the project, also aimed at assessing the quality of the destination management as well as the quality of tourism projects.

In the Po Delta area, among the elements of the tourist offer and of the destination management, which received a more than satisfactory evaluation, both from the tourist and from the local operators who participated to the survey, the following are highlighted: the quality of the welcome and of the accommodation, the quality of eating and drinking, but also the information received or found on the web before the arrival; particularly positive is also the judgement for the activities that are organised in the territory such as birdwatching, hiking and sport activities. The richness of the environmental and naturalistic heritage of the Po Delta is also fundamental for tourists, as well as the recognition of the territory as a Regional Park Area - UNESCO MAB Reserve, together with the possibility to practice a slow tourism in tune with the rhythms of nature. However, there are also situations that are evaluated critically, such as the lack of inadequacy of transport services and connections, some choices made in the management of public parks and the lack in some cases of pedestrian paths and rest points. On other factors, the opinions of tourists and operators were partially contrasting: among these, in terms of air quality, tourists are satisfied with the environmental protection measures in the Po Delta area, while

businesses ask for more attention to the environment, more punctual interventions against pollution and improvements on hygiene and cleanliness (waste management, etc.). One last important element: in terms of satisfaction of the local tourism industry in relation to the quality of the marketing and promotion activities of the destination by the local authorities responsible for the management of the destination, the request of the business actors is to have more cooperation between the public and private sectors in relation to promotional activities by the local government.

The benchmarking analysis with the other partner destinations of the TANGRAM project showed that the Po Delta area has very positive ratings for the quality indicators of tourism products, almost all of which are above the "average" evaluations that emerged in the other destinations of the ADRION area, with the exception of transport, for which new sustainable and integrated mobility projects must be implemented in the future, and of tourist information, which must be implemented with new digital services. On the other hand, margins for improvement are more evident in relation to the destination's quality indicators, on all the marketing and tourism promotion activities, for which the most critical assessment is found in the responses/perceptions of the economic operators, while the tourists are more satisfied in almost all aspects.

The evaluation of the TANGRAM destination quality indicators was also carried out through scientific data from available secondary sources, for the case of the Po Delta area: Italiana National Institute of Statistics, Regional Environmental Agency, Emilia Romagna Region, Municipalities, Ministry of the Interior, DELTA 2000 Leader Programme, Legambiente, Po Delta Park Visitor Centres, other available qualitative/quantitative surveys, etc... Data were collected and processed by assigning for each indicator a judgement of decline, growth and stability, or not applicable in case of lack of sources.


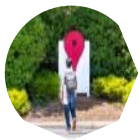

The indicators that the analysis of secondary sources defines with an increasing trend for the ADRION area are: "Vitality of the local tourism industry" and "Support of the local tourism destination" - 100%; "Safety in the destination" - 88.9%; "Activities" - 77.8%; "Quality of the local environment"; "Accessibility" and "Information" - 66.7%; The comparison of TANGRAM destinations, analysed in relation to performance evaluation indicators, shows that the destinations with the highest percentage of positively evaluated indicators are : Nova Gorica, Slovenia, 70.58%; Monza Italy 58.9%; Bosnia and Hercegovina, 58.8%; Vlora Region, Albania, 58.8%, followed in fifth position by the Po Delta area in Italy with 52.9% of the indicators showing a growing trend.

The Po Delta area is the destination with the lowest percentage of lack of sources/information (11,75%) useful to evaluate indicators, thus highlighting an important monitoring system of the territory and activities by the different Authorities. In terms of results, 76,50% of the indicators in the Po Delta area have given an increasing or stable evaluation feedback and only 11,75% a decreasing one. The only two critical points are the "Quality of Welcome" due to the tourist pressure with prevalent and growing data in the four summer months, and the "Quality of Air in destination" as in 2019 the number of days with PM10 above the limit were higher than in 2018.

Elements for analysis have been extrapolated from the results of working groups, as described below.

2.6. Vision and strategy – overall and specific aims

The general vision has been addressed to the idea of “*Delta del Po, natural wellness*”, in order to underline in the same sentence, the identity of the place (Delta del Po) and the evocative meaning. The Action Plan has the following outline:

			
OBJECTIVE	Protection of biodiversity, land management and environmental restoration	Enhancement of the territory	Increase of skills and opportunities to live and work in the area
PRIORITY	1. Protection	2. Enhancement	3. Skills
ACTIONS	<p>1.1 Integrated programme for protection</p> <p>1.2. Po Delta Landscape Observatory</p> <p>1.3. Homogenization of technical regulations</p>	<p>2.1 Territorial network</p> <p>2.2. Promotion</p> <p>2.3. M.A.P.P.I. M.E.L.P.I.</p> <p>2.4. New business and companies</p>	<p>3.1 For young people</p> <p>3.2. For operators</p> <p>3.3. For citizens</p>

PRIORITIES AND ACTIONS

1. Protection

- 1.1. Definition of an integrated program of actions for the protection of the Po Delta area.
- 1.2. Establishment of the Po Delta Landscape Observatory.

1.3.Homogenization of the technical regulations for the implementation of the Park stations (application of homogeneous evaluation criteria for the activities to be carried out within the Park area, correlated to an unambiguous interpretation of the law) and relations with municipal planning.

2.Enhancement

2.1.Definition of a territorial network of enhancement that doesn't belong to the places but acts according to themes: proposals for visits that can allow an understanding of the territory as an unicum (eg: woods / pine forests from Mesola to Pineta di Classe); tourism proposals linked to particular means (e.g. by canoe / by bicycle / on foot / by motorbike / in house boat / with the dog) or to typical activities (fishing in the Parco della Sacca di Goro in Cervia) with dedicated or supporting points (catering accommodation / accommodation).

2.2.Promotion:

-improvement of the signage system of the Park visitor centres integrated with "smart" navigators (eg. Google Maps, Maps IOS ...);

-enhancement and prolongation of the digital transition with the creation of new apps and online promotion of the already existing portal dedicated to Po delta Park.

- prolongation of activities to promote the image of the Po Delta (places, products, services, accommodation)

-Po Delta as a place of natural well-being: to be enjoyed in complete freedom - associate the reality of the Park (at least of those portions not affected by anthropogenic activities, nor recognized as too sensitive for the presence of habitat and species to be protected) to a concept / feeling of psychophysical well-being.

2.3.M.A.P.P.I. || M.E.L.P.I. (Museum Environment Landscape Production Innovation).

2.4.Support for the promotion of new business (new jobs, new skills, new kinds of business - social enterprises, community cooperation ...).

3.Skills

3.1.For the young people:

-campus on the territory with international participants. Creation of campuses in other LAG territories in Europe for young people in the Po Delta area.

3.2.For operators:

- for professionals who have to work for protection (DISS 2021-2027, high school landscape training);

- for operators working in the field of enhancement (foreign languages, storytelling, etc.).

3.3.For citizens:

- for schools (primary, first and second grade secondary schools) with the aim of contributing to the construction of the identity of the territory and promoting the permanence of young people;
- for teachers (upper and lower secondary schools) with a landscape education course aimed at developing the contents of landscape education, elements of the territory and the local landscape of the Po Delta, participatory teaching methods for landscape education.

2.7. ACTIONS

For each actions identify a title and fulfil the following table.

The actions will be coherent and in line with the project idea propose in the participatory process.

Repeat the table for each action of your action plan

TITLE OF ACTION	
1.1. Definition of an integrated program of actions for the protection of the Po Delta area	
Objectives	<p>General objective: territory management</p> <p>Specific goals:</p> <ul style="list-style-type: none"> • restoration of wetlands • improvement of hydraulic safety conditions • recovery of ecological corridors • renaturation actions • land maintenance actions • activation of ecosystem services
Activities proposed	<ul style="list-style-type: none"> • Map of criticalities • Identification of priority actions • Definition of an annual program of interventions
Beneficiaries – target groups	Public bodies, municipalities, Po Delta Park, communities and tourists.
Actors involved / responsables	<ul style="list-style-type: none"> • Po Delta Park • Consorzi di Bonifica • Municipalities • public private partnerships: collaboration with farmers and associations
Timescale	2022-2027, three years programmes
Budget	<p>(Amount of € need for action)</p> <p>The amount of resources could be relevant in particular for the investiments to maintain the environmental maintenance and investments, for the planning and consultancy minimum 50.000 Euro up to more than 500.000 – Euro minimum for investements</p> <p>Budget lines:</p> <ul style="list-style-type: none"> • planning of interventions • consultancy (masterplan) • environmental maintenance and investments (ecological corridors, renaturation, ecosystem services)
Possible source of founding	<ul style="list-style-type: none"> • PNRR • LEADER • FEASR - PSR • OTHER Regional funds • CTE
Indicators / expected outputs – prove of success	<ul style="list-style-type: none"> • Square meters of maintained areas • n. of ecological corridors created • n. of ecosystem services implemented

TITLE OF ACTION	
1.2. Establishment of the Po Delta Landscape Observatory	
Objectives	<p>General objective: territory management and safeguard of biodiversity</p> <p>Specific goals:</p> <ul style="list-style-type: none"> • protect the landscape, in order to recognize, safeguard and, where necessary, recover the cultural values it expresses; • enhance the landscape through specific activities of knowledge, information, requalification and use; • integrate the landscape in territorial, urban and sector planning policies and in those of a cultural, environmental, agricultural, social and economic nature, as well as in other policies that may have a direct or indirect impact on the landscape.
Activities proposed	<ul style="list-style-type: none"> • describe the condition of landscapes; • exchange information on policies and experiences relating to protection, management and planning, public participation and implementation at different levels; • use historical documents about landscapes to know their development (archives, texts, photographs, etc.); • develop quantitative and qualitative indicators to assess the effectiveness of landscape policies; • provide data that make it possible to understand forward-looking trends, forecasts or scenarios; • promote community knowledge and awareness of its own territory, recognizing the identity bonds on which the daily life of citizens is based, in all forms of aggregation.
Beneficiaries – target groups	Municipalities, Po Delta Park, Universities, communities and tourists;
Actors involved / responsible	Municipalities, Po Delta Park, University, company associations, professional orders
Timescale	2022-2027
Budget	<p><i>(Amount of € need for action)</i></p> <p><i>About 25.000 Euros for year for a consultant for minimum 3 years and 25.000 to organized training and awareness initiative for a total of 100.000 Euros.</i></p> <p>Budget lines:</p> <ul style="list-style-type: none"> • consultancy (data and information processing and monitoring); • training and awareness-raising initiatives.
Possible source of founding	<ul style="list-style-type: none"> • LEADER • FEASR - PSR • CTE
Indicators / expected outputs – prove of success	<ul style="list-style-type: none"> • N° of initiatives to raise awareness • N° of requalification intervention

TITLE OF ACTION	
1.3. Homogenization of the technical legislation for the implementation of the Park stations	
Objectives	General objective: territory management Specific objective: <ul style="list-style-type: none"> • harmonize the Technical Implementation Legislation of the Park stations
Activities proposed	<ul style="list-style-type: none"> • map / list of the provisions contained in the implementing rules • identification of general guidelines applicable to all stations • definition of exceptions and specificities for individual stations
Beneficiaries – target groups	Municipalities, Po Delta Park, Universities
Actors involved / responsible	Po Delta Park Emilia Romagna Region Municipalities
Timescale	2022-2024
Budget	<i>(Amount of € need for action)</i> Budget lines: <i>to be defined</i> <ul style="list-style-type: none"> • consultancy (data and information processing and monitoring) • technical expenses for cartography and documentation
Possible source of founding	<ul style="list-style-type: none"> • PSR • LEADER
Indicators / expected outputs – prove of success	<ul style="list-style-type: none"> • n. of guidelines • decrease in the management time for NTA files

TITLE OF ACTION	
2.1. Territorial offer network	
Objectives	<p>General objective: enhancement of the territory</p> <p>Specific goals:</p> <ul style="list-style-type: none"> • increase in the area attractiveness - seasonal adjustment • increase in economic performance of the activities, also in terms of diversification • qualification of activities and properties
Activities proposed	<ul style="list-style-type: none"> • thematic maps of the territory: places, services, activities • construction of itineraries and services; • definition of governance for management; • construction of infrastructures for slow tourism, to complete the existing ones for the creation of rings, routes, etc.; • investments in equipment and vehicles related to sustainable mobility (eg. E-bikes, house boats, etc.); • redevelopment of set of building for tourism, hospitality and leisure destinations (e.g., buildings integrated with catering, sports, accommodation; facilities for sports tourism, etc.)
Beneficiaries – target groups	Operators, citizens, tourists
Actors involved / responsible	Po Delta Park, Municipalities and public private partnerships.
Timescale	2022-2024
Budget	<p>(Amount of € need for action)</p> <p>About 50.000 for consultancy, 50.000 for promotion for year and investments and equipment it could be estimable a minimum of about 500.000 / 1.000.000 of Euros.</p> <p>Budget lines:</p> <ul style="list-style-type: none"> • consultancy (tourism marketing, management); • communication and promotion • investments • equipment
Possible source of founding	<ul style="list-style-type: none"> • LEADER/PNRR • Regional funds • CTE
Indicators / expected outputs – prove of success	<ul style="list-style-type: none"> • n. of operators involved • n. of routes • n. of new integrated services activated • n. of new infrastructures • n. of qualified facilities / buildings

TITLE OF ACTION	
2.2.Promotional activities to strengthen Po Delta brand (already existing)	
Objectives	<p>General objective: enhancement of the territory</p> <p>Specific goals:</p> <ul style="list-style-type: none"> • increase in the area's attractiveness - seasonal adjustment • increase in economic performance of the activities
Activities proposed	<ul style="list-style-type: none"> • prolongation of activities to promotes the image of the Po Delta (places, products, services, accommodation) • improvement of the signage system, of the structures for use and the layout of the Park visitor centers and the area integrated with "smart" navigators (eg. Google Maps, Maps IOS ...) • enhancement and prolongation of the digital transition: digital promotion among companies and managers (apps, portals, etc.) • promotion of the Po Delta as a place of natural well-being, associating the reality of the Po Delta with a concept / feeling of psychophysical well-being • APP for mapping the territory •
Beneficiaries – target groups	Operators, citizens, tourists
Actors involved / responsible	DELTA 2000 in collaboration with public bodies, municipalities, Po Delta Park and tourism private companies
Timescale	2022-2024
Budget	<p>(Amount of € need for action) about 100.000 Euro</p> <p>Budget lines:</p> <ul style="list-style-type: none"> • consultancy (tourism marketing, digital transition) • communication and promotion
Possible source of founding	<ul style="list-style-type: none"> • regional funds • CTE • LEADER/PNRR
Indicators / expected outputs – prove of success	<ul style="list-style-type: none"> • n. of operators who adhere to the coordinated image • n. of digital solutions adopted • n. of new tourists

TITLE OF ACTION 2.3.M.A.P.P.I. M.E.L.P.I. (Museum Environment Landscape Production Innovation)	
Objectives	<p>General objective: enhancement of the territory</p> <p>Specific objectives:</p> <ul style="list-style-type: none"> • Regeneration of areas and buildings • Renaturalization of some areas • Creation of new employment opportunities
Activities proposed	<p>The project is located between the municipalities of Codigoro, Goro and Mesola:</p> <ul style="list-style-type: none"> • regeneration of the main existing abandoned buildings, where to allocate new activities and innovative start-ups related to the issues of the environment, landscape and sustainable tourism • requalification and creation of infrastructures for sustainable tourism • environmental re-naturalization interventions
Beneficiaries – target groups	Tourists, citizens, operators, new businesses
Actors involved / responsible	Municipalities, Po Delta Park, Emilia Romagna Region
Timescale	2022-2026
Budget	<p>(Amount of € need for action) to be defined in relation to the interventions. Structural interventions could be very expensive. Minimum 100.000 max 500.000 Euros for builing.</p> <p>Budget lines:</p> <ul style="list-style-type: none"> -technical and architectural design -building works, qualification, efficiency - infrastructure for slow tourism (e.g., cycle paths, landings, etc.) -environmental interventions (e.g., reforestation, renaturalization)
Possible source of founding	<ul style="list-style-type: none"> • PNRR • POR FESR • FEASR – PSR • LEADER
Indicators / expected outputs – prove of success	<ul style="list-style-type: none"> • n. of regenerated buildings • n. of environmental interventions • sqm of areas subject to redevelopment

TITLE OF ACTION	
2.4. Support for the promotion of new business	
Objectives	<p>General objective: enhancement of the territory</p> <p>Specific objective:</p> <ul style="list-style-type: none"> • Promotion of self-employment • Creation of a new economy • Promotion of a sustainable business culture (cooperation, etc.)
Activities proposed	<ul style="list-style-type: none"> • Network of first listening desks (physical and remote); • network between territorial subjects for the creation of a service offer package (spaces, consultancy, credit, etc.); • workshop and training on various topics: managerial skills, business models, communication, fundraising, business management; • call for selection of business ideas; • support for the definition of business plans and fundraising.
Beneficiaries – target groups	Local citizens with a focus on young people and women
Actors involved / responsible	Training centers, trade associations, banks, municipalities and GAL
Timescale	2022-2027 – At least one program to be realized every year
Budget	<p>(Amount of € need for action) About 50.000 For years</p> <p>Budget lines:</p> <ul style="list-style-type: none"> • animation and consultancy • contributions for starting a business • promotion and communication
Possible source of founding	<ul style="list-style-type: none"> • Regional funds • CTE • Foundation
Indicators / expected outputs – prove of success	<ul style="list-style-type: none"> • n. of activated routes • n. of subjects involved • n. of new economic entities created • % Of young people under 35 • % Of women

TITLE OF ACTION	
3.1. Skills for young people	
Objectives	<p>General objective: increase in skills</p> <p>Specific goals:</p> <ul style="list-style-type: none"> • Knowledge of the territory and its peculiarities • Comparisons with subjects from other countries • Exchange of good practices
Activities proposed	<ul style="list-style-type: none"> • Activation of an annual campus to be built in the Po Delta area in which young people, both from the territory and from the national and European sphere, can participate • Activation of a cooperation action for the activation of at least three European campuses in order to make young people in the area carry out an experience abroad
Beneficiaries – target groups	Young people under 35
Actors involved / responsible	GAL, Training centres, universities, foundations
Timescale	2022-2027 – At least one program realized every year in the Po Delta area; at least three international paths
Budget	<p>(Amount of € need for action) <i>Minimum 50.000 Euros for year .minimum 150.000 Euros for three international paths .</i></p> <p>Budget lines:</p> <ul style="list-style-type: none"> • teaching and organization of courses • business trips • promotion and communication
Possible source of founding	<ul style="list-style-type: none"> • <i>PNRR</i> • <i>LEADER</i> • <i>FSE</i> • CTE, Erasmus+
Indicators / expected outputs – prove of success	<ul style="list-style-type: none"> • n. of activated routes • n. of subjects involved

TITLE OF ACTION	
3.2. Skills for operators	
Objectives	<p>General objective: increase in skills</p> <p>Specific goals:</p> <ul style="list-style-type: none"> • Knowledge of the characteristics of the territory, of the development scenarios and of the legislation • Linguistic knowledge (foreign languages) and the use of innovative techniques (digital, storytelling, communication, etc.)
Activities proposed	<ul style="list-style-type: none"> • DISS 2022-2027 • Activation of an advanced training course on the landscape • Pathways on innovative skills
Beneficiaries – target groups	<ul style="list-style-type: none"> • Professionals working in the Po Delta area (technicians, economists, local and territorial development experts) • Operators who work in the context of the enhancement of the territory
Actors involved / responsible	GAL, Training Centres, Universities, Foundations, Orders, Trade Associations
Timescale	2022-2027 – At least one program realized every year
Budget	<p>(Amount of € need for action) <i>Minimum 50.000 Euros for year .minimum 150.000 Euros for three international paths .</i></p> <p>Budget lines:</p> <ul style="list-style-type: none"> • teaching and organization of courses • hospitality • promotion and communication
Possible source of founding	<ul style="list-style-type: none"> • <i>PNRR</i> • <i>LEADER</i> • <i>FSE</i> • CTE, Erasmus+
Indicators / expected outputs – prove of success	<ul style="list-style-type: none"> • n. of activated routes • n. of subjects involved

TITLE OF ACTION	
3.3. Community skills	
Objectives	<p>General objective: increase in skills</p> <p>Specific goals:</p> <ul style="list-style-type: none"> • Knowledge of characteristics of the territory • Increased awareness and identity linked to the territory
Activities proposed	<ul style="list-style-type: none"> • Educational modules for students, to be implemented in an integrated way with respect to individual study paths, in order to convey a sense of identity and the value of the territory. • Involvement of the community with the narration of environmental and natural peculiarities of the area by students (Italian good practice called "Open Monuments") • Training courses for teachers on innovative teaching methods for environmental, landscape and territorial education as a modality of citizenship.
Beneficiaries – target groups	<ul style="list-style-type: none"> • Students of primary and secondary schools, first and second grade • Teachers of lower and upper secondary schools
Actors involved / responsible	GAL, Schools, training centres, universities, foundations, third sector
Timescale	2022-2027 – At least one program every year
Budget	<p>(Amount of € need for action Minimu 50.000 Euros for year .minimum 150.000 Euros for three international paths .</p> <p>Budget lines:</p> <ul style="list-style-type: none"> • teaching and organization of courses • business trips • materials and equipment • promotion and communication
Possible source of founding	<ul style="list-style-type: none"> • PNRR • LEADER • FSE • CTE, Erasmus+
Indicators / expected outputs – prove of success	<ul style="list-style-type: none"> • n. of activated routes • n. of subjects involved • % Of schools involved out of the total number of schools in the area

3. Governance

For the definition, implementation and monitoring of interventions planned for the Local Action Plan, a coordination table should be set up ad hoc, managed by the LAG, where the local authorities will be represented: in addition to the LAG itself, the Delta Park, the Reclamation Consortium, trade associations, etc. The Table will be summoned at least every six months, to analyze the progress of the activities for each priority: protection, enhancement, skills.

Then it will be possible, in order to maintain a constant involvement of citizens and stakeholders reached during the participatory process that led to the definition of the Plan, to provide thematic meetings on each priority, to which interested parties will be invited, under the direction of the LAG.

The Table will adopt an evaluation and monitoring system based on the indicators planned for the Actions, which will be returned through the LAG website, to ensure maximum transparency and communication regarding the activities carried out.