

**HERICOAST**  
Interreg Europe



**REGIONAL ACTION PLAN**

**CASTILLA Y LEÓN REGIONAL GOVERNMENT  
REGIONAL MINISTRY FOR CULTURE AND  
TOURISM**

## ENDORSEMENT OF THE REGIONAL ACTION PLAN

Jesús M<sup>a</sup> del Val Recio endorse the Regional Action Plan drafted by the Planning, Research and Dissemination Department of the General Directorate for Cultural Heritage and the implementation of the action.

In Valladolid October 29, 2018



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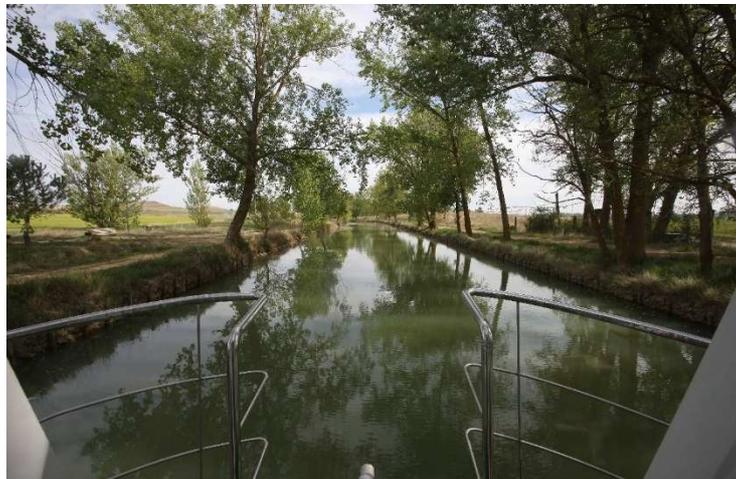
## Introduction

The project HERICOAST aims to improve the regional policies for heritage management in maritime and fluvial regions. These regions comprises a very diverse cultural heritage, with special characteristics in each area, which, however, also show parallels. These assets are vulnerable due to their location in coastal and fluvial landscapes, since they are subject to spatial changes in transport, in the industrialization of fishing and in their use as tourist attraction.

HERICOAST has facilitated policy learning by supporting the exchange of experiences with a 3 step learning process:

- First, the identification and analysis of the different heritage and territorial situations of each area by each partner.
- Then, the exchange of experiences of each partner and the good practices carried out in relation to the management of the coastal heritage.
- As conclusion, the development of regional action plans agreed by the stakeholders, with their commitment to active participation

The Castilla y León Regional Government through the Regional Ministry of Culture and Tourism as project partner, has participated in HERICOAST with a particular focus on the management of the Castilla Waterway and its landscape.



Following the premises established in the project, at its beginning a stakeholder group was created, formed by:

1. The intermediate body responsible for the structural funds programs and the policy that we want to improve.
2. Those entities that may be affected by the activities to be developed within the framework of the project, in order to:
  - Know their point of view of the problems addressed during the process of exchange of experience,
  - participate in the identification and selection of those good practices that transferred to our territory could help to achieve a more efficient management of fluvial heritage and

- landscape and also to propose experiences from our region and
- contribute their experience and knowledge in the design of the actions that will be included in the Action Plan and implementation.

For that purpose, the regional stakeholder group comprises the following institutions:

- 🌿 Duero river Hydrographic Confederation
- 🌿 General Directorate for budget and statistics of the Regional Ministry of Economy and Treasure is the Intermediate body responsible for the policy instrument addressed
- 🌿 Provincial Government of Palencia
- 🌿 Consortium of the Castilla Waterway
- 🌿 City Council of Medina de Rioseco, Paredes de Nava, Frómista, Herrera de Pisuerga, Alar del Rey and Villaumbrales
- 🌿 The Wine Route of Cigales – private Association
- 🌿 ADECO and SIRGA - private Associations
- 🌿 University of Valladolid
- 🌿 Territorial Department for Culture in Palencia

Since the very beginning, the stakeholders have been committed to the project and they have been aware of the possibilities that the project could provide them by learning from partner experiences and contributing to the project doing their best in the activities proposed.

There have been carried out 4 stakeholders meetings during the 1st phase of the project, with an average of 15 participants from the different private and public entities which comprises the stakeholder group .Some of these stakeholders such as the Mayor of Fromista and Herrera de Pisuerga, the Manager of the Wine route of Cigales, a representation of the Town council of Medina de Rioseco and a representation of the Duero river Hydrographic Confederation participated in the project events held in Molise and Donegal.

Last stakeholder meeting took place in September, 18 to debate and agree on the actions which should be implemented in the 2<sup>nd</sup> phase of the project. The attendees agreed which of the actions outlined should be implemented in the 2<sup>nd</sup> phase of the project. The intermediate body responsible for the structural funds programs and the policy instrument addressed (General Directorate for Budget and Statistics within the Regional Ministry of Treasure) participated in the meeting.

### Policy context

The Regional Ministry of Culture and Tourism established at the beginning of the project to impact in the policy instrument, the European Regional Development Fund Operational Programme 2014-2020 for Castile and Leon (ERDF OP 2014-2020). That is the planning tool that establishes how and where invest the funds of the European Cohesion Policy or Structural funds. The ERDF OP 2014-2020 comprises 5 priority axis or thematic objectives, the last of them is dedicated to preserve and protect the environment and promote the efficiency of the resources.

This thematic objective comprises on the one hand projects to be carried out in relation to sanitation and purification of urban wastewater of the region and on another hand actions that

propitiate the integrity of the Cultural Heritage by means of an adequate policy of maintenance and management and the promotion of the research, valorisation and the enrichment of the Cultural Heritage of Castile and Leon, in terms of sustainability.

Regarding the Cultural Heritage, the programming in this Thematic Objective has been done in the following investment priorities and specific objectives:

- **Priority Investment.6.3.** Conservation, protection, promotion and development of natural and cultural heritage.
- **Specific Objective.6.3.1.** Promote the protection, promotion and development of cultural heritage.

In the process of drafting the ERDF OP 2014-2020, all the Strategies and Plans, both European, national and regional that could be related to the areas on which it has been projected, were taken into account to optimize their coherence. In the case of Specific Objective 6.3.1, this is aligned with the Strategic Plan for Cultural Heritage in Castile and Leon (PAHIS Plan 2020), given that the Regional Ministry of Culture and Tourism has exclusive competence with regard to the cultural heritage of the region.

This Strategic Plan is drafted, managed and implemented by the Regional Ministry of Culture and Tourism and proposes to advance in planning, consolidate sustainability policies, promote public-private agreement, encourage civil co-responsibility and enhance social and economic valorisation actions. The PAHIS 2020 Plan is structured in five strategic axes:

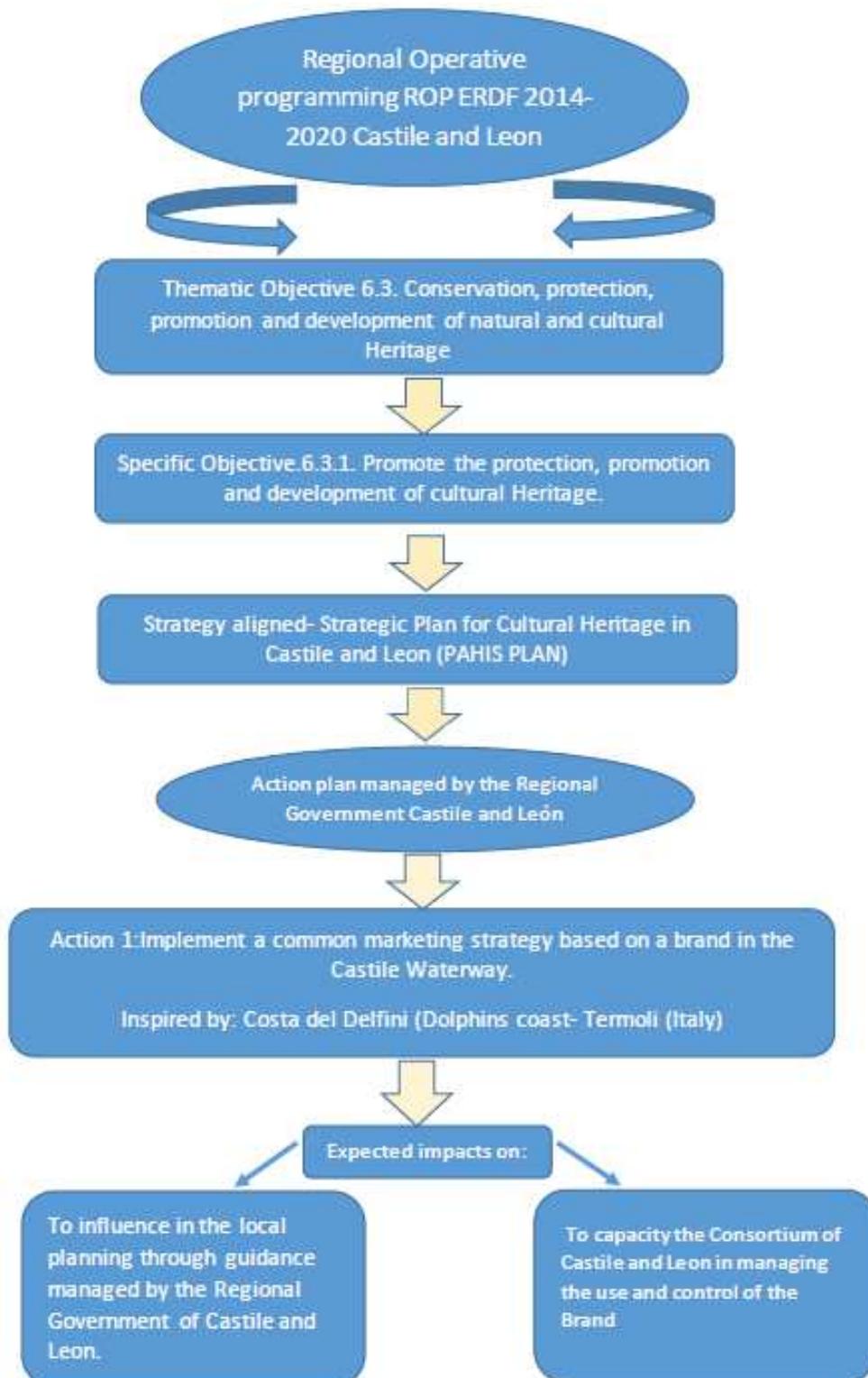
- Cultural heritage as a public service
- Cultural heritage, active for economic and social development
- Sustainable management of cultural heritage
- Methodologies and areas of intervention
- Cultural heritage and external action

The Regional Ministry of Economy and Treasure is the body responsible for the policy instrument management and implemented by the Regional Ministry of Culture and Tourism regarding Specific Objective.6.3.1.

The results obtained are quantitatively measured through productivity and result indicators established in the ERDF OP 2014-2020, in the case of the specific objective 6.3.1, the indicator adopted for the project, that is, the increase in the number of visitors to fluvial heritage sites, derives from the following, sustainable tourism: Increase in the number of planned visits to enclaves of cultural and natural heritage and attractions that receive subsidies.

The expected impact of the policy instrument is to influence in the local planning. Through guidance, the Regional Government will assist the municipalities on how to better plan their actions by working with a participatory model as the followed to agree the marketing strategy action based on a brand for the management in terms of sustainability of the Castilla Waterway.

The expected impact of the action Plan is to capacity the Consortium of the Castile Waterway in managing the use and control of the brand. This will be done through the development of the regulations which contains the philosophy of the brand, the criteria for granting its use and the method to control such use. These regulations will be use by the Consortium to encourage municipalities, associations and local businesses to join the brand.



The agreed action is the result of a deep reflection and a detailed analysis of the situation of the Castile Waterway, carried out by the members of the stakeholders group through participatory work within the framework of the HERICOAST Project.

The Castile Waterway marketing strategy based on a brand will make visible a common heritage that already exists, but that is not perceived to this effect (conclusions drawn from the stakeholder meetings), which as we have seen in the case of Molise or as the case of the Way of Saint James (everybody knows what the shell means), the creation of a brand produces the effects of increasing the number of visitors and promotes the protection of that element it represents. With this action is intended from the model of participatory work:

- that businesses located in the territories within the ambit of the Castile Waterway brand have the need of the protection of that heritage because it's their way of earn their living.
- that local communities have a sense of belonging to that common heritage, framed by that common brand, regardless of the province or the municipality in which they live and feel the Castile Waterway as their own, supporting and promoting actions to protect the Waterway with an group consensus, like a whole.
- that the national institutions that are the owners of the Castile Waterway and the regional institutions that formulate the policies also have that vision of a whole, of participatory work.
- Improve the management of the heritage of the Castile Waterway
- Improve cultural and tourism promotion

During phase 1 two technical studies were carried out showing interesting development in the mentioned policy instrument:

- The first one will let us to **better preserve the cultural landscape** of the Castilla Waterway and consists of completing and updating the industrial heritage information, its geographic coordinates and the geometry of the assets through a sig application. The study is being carried out not only for the assets of the Waterway but also for other industrial assets of the region.
- And the second one focused on the **participatory involvement** of public and private cultural actors representing local communities, which consists of an analysis of the characteristics, the state of conservation, use and vitality of the landscapes that have cultural interest, from which, strategy, management and actions will be designed taking into consideration the social sectors, owners, managers and competent institutions that can participate in the actions and initiatives that will be programmed. The European Landscape Convention and the National Plan Cultural Landscape regulations are being taken into account

## Objective of Action Plan

The objective of this action plan is to give answer to a need identified in the policy instrument (ERDF 2014-2020 for Castile and Leon) regarding a participatory and sustainable management.

## Actions

### Action 1: Implement a common marketing strategy

#### 1. The background

The Castilla Waterway is 207 km long and run across 38 municipalities from 3 provinces. The touristic, economic and social development of these municipalities is varied and the awareness and involvement of the population and local Councils are also quite different.

Besides the Waterway declared as cultural interest and as cultural landscape within the category of industrial cultural landscape, most of them have other interesting and important cultural heritage elements declared also as cultural interest.



However, not every of them have had the vision to preserve them and use them as a means for the development of their territories to tackle the depopulation and ageing of our rural areas.

Those municipalities which had such vision have built the resources around these assets but very often they are not coordinated with others municipalities or even with associations created in their territories with the same objective.

These conclusions derived from the study and analysis of the current situation of the heritage targeted in the action plan. The purpose was to have an updated knowledge of the heritage from the point of view of management and resources available in order to design a more efficient and sustainable action plan.

The **good practise Dolphins Coast** developed by the municipality of Termoli in Italy demonstrates how to implement a new strategy to harmonise the economic development of tourism and cultural/natural heritage of the Molise coast. This has helped us to learn how public and private entities linked to the Castilla Waterway independent of their level of development

can cooperate together to reach a mutual benefit under a common and attractive brand for visitors keeping the vision of preserving for local development.

In a mid-long-term, such permanent cooperation can increase the opportunities to fix population through the creation of new employments and others common activities as mentions the policy learning platform expert Venelina Varbova considering for this good practice that *«the mechanism of cooperation between several municipalities to face the challenge of balancing preservation of coastal natural and cultural heritage with local economic development as a novel approach inspiring for other public authorities»*.

<https://www.interregeurope.eu/policylearning/good-practices/item/604/costa-dei-delfini-dolphins-coast/>

## 2. Purpose and methodology

The purpose of this action is to improve the governance through the implementation of a common marketing strategy based on the good practice titled Dolphins Coast (Molise) focused in the creation of a common brand for the whole Castile Waterway.

### Methodology

Our starting point will be the current logo used by the Consortium of the Castilla Waterway and the moto “the water that bind us”. It will be updated in such a way that will be a simple, impressive and characteristic image of the Waterway. The result will be expressed in a style manual.

As in Molise Region the implementation of a common brand for the whole Dolphins Coast has been successful by promoting local heritage and involving municipalities, a staff exchange will be held to this region to know in detail how they has managed the brand through the drafting of regulations, maintenance costs, fees, human resources needed, criteria for granting the use of the brand, controlling the use according to the regulations

After the staff exchange, next step will be to draft the regulations to establish the philosophy of the brand, the criteria for granting the use of the brand, a method to control the use of it in agreement with the stakeholders group as end users. This debate will be moderated by the Regional Ministry for Culture and Tourism via mail, phone calls, b2b meetings that will reach its highest point of an annual stakeholder meeting.

Next step will be to support this brand with a media campaign in order to publicize it for the entities and SME linked to the Waterway join to the initiative and use it for their products.

Finally, the action will be monitored in order to evaluate its implementation according with the performance indicator defined for the project, % of number of visitors with improved access to fluvial heritage sites.

The monitoring of the results will be carried out by comparing the number of visitors before the implementation of the action with the registered after the implementation registered in the tourist offices, visitor reception centers and some of the museums distributed by different points of the Castile Waterway.

### 3. Players involved

The development of the action will be in charge of the Castilla y León Regional Government - Regional Ministry of Culture and Tourism with their financial and human resources investment hiring the external services to draft the style manual and regulations for the management of the brand.

Also the Regional Ministry will manage the necessary arrangements with the Consortium of the Castilla Waterway to get the corporative manual of the current logo.

And we will moderate the debate between the external services and the stakeholder group members and will host the annual stakeholders meeting.

The stakeholders group will be involve during the whole process taking active part in the debate foreseen for this process, providing their point of view, experience and needs due to they will be the end users of the result and within this group will be decided which of them will manage the brand.

During the implementation, helped by the media campaign, members of stakeholder group will be crucial for a successful implementation in their territories.

The Regional Ministry will be in regular contact with the stakeholder group and especially with the stakeholder member in charge of the management of the brand to monitor how the implementation is taking place, doubts, problems, data gathering...

### 4. Timeframe

From January to June 2019 – Gathering feedback from the stakeholders group and from the study visit to Molise.

Administrative procedure for hire external services to draft the Style Manual, regulations and media campaign.

From July to November 2019 – Drafting and implementation of the Style Manual and regulation and start up with media campaign.

2020 – Monitoring

## 5. Costs and funding sources

Budget for external services to draft the Style Manual, regulations and media campaign and staff costs will be assumed by will be assumed by the Regional Ministry ERDF funds and own resources.

Estimated cost 17.500€ (VAT included)

Cost derived from the monitoring of the action and the study visit to Molise will be covered by the budget estimated by the project for phase 2.

**Written in Valladolid on September 28, 2018 by the Planning, Research and Dissemination Department of the General Directorate for Cultural Heritage – Regional Ministry for Culture and Tourism of Castile and Leon Region.**