Be.CULTOUR: "Beyond CULtural TOURism: human-centred innovations for sustainable and circular cultural tourism"

Deliverable 4.1

Database of Be.CULTOUR Community of Interest of "mirror regions"

Version 1.0

Due date:	31/07/2021
Submission date:	13/08/2021
Deliverable leader:	ERRIN
Type	Database, Report
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Dissemination Level

☒	**PU:**	Public
☐	**CO:**	Confidential, only for members of the consortium (including the Commission Services)

Abstract

Be.CULTOUR aims to empower European regions to co-create innovative, circular solutions for heritage regeneration and regional development, beyond cultural tourism. The objectives and impact of the project are based on the implementation of co-creation activities, the development of Local Action Plans and innovative solutions for circular cultural tourism in six pilot ecosystems located in Italy, Spain, Cyprus, Sweden, Serbia and the cross-border region of North-East Romania-Moldova. Each pilot ecosystem, as a partner to the consortium, has identified a specific Pilot Heritage Site on which the project's methodology will be applied, tested and validated. This will be done together with the local stakeholders engaged in local Heritage Innovation Networks, working together amongst each other and actively engaged in the participation in the Be.CULTOUR Community of Practice. In parallel, a Community of Interest is developed to engage additional organisations (mirror ecosystems) committed to replicating the Be.CULTOUR methodology in their territory, with their own resources.

The objective of this deliverable is to detail the process through which the Be.CULTOUR Community of Interest was built by ERRIN during the first 6 months of the project. After distinguishing the different levels of engagement within the Be.CULTOUR Community, this report will detail the selection process which led to the final choice of "mirror ecosystems" (mirror regions) forming the Be.CULTOUR Community of Interest engaged in replicating the key elements of the project's methodology. Moreover, the document will outline the key pillars of the peer-learning scheme which will frame the cooperation between the six pilot ecosystems and the 16 selected mirror ecosystems. Lastly, a specific section is dedicated to the description of the members of the Be.CULTOUR Community of Interest, looking into transversal variables to fully understand the suggested matches made between the pilot and the mirror ecosystems.

Partners involved in the document

Participant No	Participant organisation name	Short Name	Check if involved
1 Coordinator	CONSIGLIO NAZIONALE DELLE RICERCHE, Institute for Research on Innovation and Services for Development	CNR IRISS	X
2	European Regions Research and Innovation Network	ERRIN	X
3	ICLEI Europe – Local governments for Sustainability	ICLEI	
4	Iniziativa Cube S.r.l.	INI	
5	Uppsala University	UU	
6	Haute Ecole ICHEC - ECAM - ISFSC	ICHEC	
7	Open University of the Netherlands	OUNL	
8	APT Basilicata	APT-BAS	
9	Diputación Provincial de Teruel	PGT	
10	Larnaca and Famagusta Districts Development Agency	ANETEL	
11	Laona Foundation	LAONA	
12	Västra Götaland region	VGR	
13	Stalna Konferencija Gradova I Opstina	SCTM	
14	Agentia Pentru Dezvoltare Regionala Nord-Est	NERDA	
15	Verde e Moldova	VEM	

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1   Description of the Project

Be.CULTOUR stands for "**Beyond CULtural TOURism: heritage innovation networks as drivers of Europeanisation towards a human-centred and circular tourism economy**". It expresses the goal to move beyond tourism through a longer-term *human-centred* development perspective, enhancing cultural heritage and landscape values.

Cultural tourism entails opportunities but also risks. Tourism as a whole can be a highly volatile economic sector. If not managed properly, cultural tourism can also easily turn into a "value extractive" industry, generating negative environmental, social and cultural impacts on local communities and ecosystems. This project will **develop specific strategies to promote an understanding** of cultural tourism, which moves away from a "stop-and-go" consumer-oriented approach towards one that puts humans and circular economy models at its centre, paying attention to nature, communities and cultural diversity. **"Place"**, intended as the *genius loci*, the ancient spirit of the site expressing its "intrinsic value" and **"people" as co-creators** of its uniqueness, culture, art, tradition, folklore, productivity, spirituality, as well as its "time space routine", are the focus of Be.CULTOUR, which aims at realizing a longer-term development project for the pilot areas involved.

The overarching goal of **Be.CULTOUR** is to **co-create and test sustainable human-centred innovations for circular cultural tourism** through **collaborative innovation networks/methodologies and improved investments strategies.** Targeting deprived remote, peripheral or deindustrialized areas and cultural landscapes as well as over-exploited areas, local **Heritage innovation networks** will co-develop a long-term heritage-led development project in the areas involved enhancing **inclusive economic growth, communities' wellbeing and resilience, nature regeneration** as well as **effective cooperation** at cross-border, regional and local level.

Wide and diversified partnerships of stakeholders from **18 EU and non-EU regions** of Northern-Central and Southern Europe, the Balkans, the Eastern neighbourhood and the Mediterranean, will be the driving force of the project. A **community of 300 innovators** (which includes regional authorities and municipalities, clusters and associations, museums and tourist boards, entrepreneurs, chambers of commerce, citizens, researchers, practitioners as well as project partners) in **6 pilot regions** will **co-create innovative place-based solutions for human-centred development through** *sustainable* **and** *circular* **cultural tourism**.

Collaborative "**Heritage innovation networks**" will be established in **6 European deprived remote, peripheral and deindustrialised areas and cultural landscapes** identified as "**pilot innovation ecosystems**": committed to the project's objectives, they have defined clear cultural tourism related challenges requiring innovation that will serve as the basis for the collaboration with **12 additional "mirror innovation ecosystems"**. Mutual learning and up-scaling of business solutions will be the objectives of the collaboration between pilot and mirror ecosystems, building the sustainability of the project's results beyond its lifetime.

By adopting a human-centred quadruple/quintuple helix approach to co-design, **Be.CULTOUR will result in 6 community-led Action Plans**, **18 human-centred innovative solutions** and **6 close-to-market prototypes** of new cultural tourism integrated services and products: these will directly contribute to **inclusive economic growth, communities' wellbeing and resilience, and nature regeneration** in pilot and mirror regions, **stimulating effective cooperation** at cross-border, regional and local level. The core partners of the Consortium will progressively build Be.CULTOUR sustainability by broadening the interregional collaboration, while anchoring it to relevant EU initiatives in the academic, business and institutional realms.

1.1   Be.CULTOUR specific objectives

The scopes of the Be.CULTOUR project will be achieved through a set of specific, measurable, achievable, realistic and time-constrained (SMART) specific objectives:

Objective 1 – To assess the impacts and market potential of sustainable and circular cultural tourism at national, regional and local level through multidimensional quantitative and qualitative indicators, innovative statistical methods and advanced smart data management systems;

Objective 2 – To build a Community of Practice of 6 pilot regional ecosystems and a Community of Interest with 12 "mirror ecosystems" in EU and non-EU countries actively engaged in knowledge-sharing and exploitation of Be.CULTOUR approach, methodology, tools, and innovative solutions for sustainable and circular cultural tourism;

Objective 3 – To co-develop 6 Action Plans for sustainable and circular cultural tourism by establishing collaborative "Heritage innovation networks" in 6 pilot regions in Northern-Central and Southern Europe, the Balkans, the Eastern neighbourhood and the Mediterranean;

Objective 4 – To co-develop, prototype and test human-centred and place-specific product, process and service innovations for sustainable and circular cultural tourism in pilot heritage sites;

Objective 5 – To provide policy recommendations for more effective use of European Structural Investment Funds (ESIFs) and other EU funds to support cultural tourism innovation ecosystems in pilot and mirror regions, and develop a proposal of evolution of ESIFs through synergies with other public funds;

Objective 6 – To contribute to deepen cultural Europeanisation through information and educational activities focused on the European history, identity and culture expressed in tangible and intangible cultural heritage and cultural landscapes, developing European Cultural Routes and European Heritage Labels in pilot heritage sites.

All partners have wide experience in developing and testing the Be.CULTOUR proposed approach, methodology and tools, ensuring the effective and time-constrained achievement of all the above-mentioned specific goals.

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2   Introduction

Be.CULTOUR aims to empower European regions to co-create innovative, circular solutions for heritage regeneration and regional development, beyond cultural tourism. The objectives and impact of the project are based on the implementation of co-creation activities, the development of Local Action Plans and innovative solutions for circular cultural tourism in six pilot ecosystems located in Italy, Spain, Cyprus, Sweden, Serbia and the cross-border region of North-East Romania-Moldova. Each pilot ecosystem, as a partner to the consortium, has identified a specific Pilot Heritage Site on which the project's methodology will be applied, tested and validated. This will be done together with the local stakeholders engaged in local Heritage Innovation Networks, working together amongst each other and actively engaged in the participation in the Be.CULTOUR Community of Practice. In parallel, a Community of Interest is developed to engage additional organisations (mirror ecosystems) committed to replicating the Be.CULTOUR methodology in their territory, with their own resources.

The objective of this deliverable is to detail the process through which the Be.CULTOUR Community of Interest was built by ERRIN during the first 6 months of the project. After distinguishing the different levels of engagement within the Be.CULTOUR Community, this report will detail the selection process which led to the final choice of "mirror ecosystems" (mirror regions) forming the Be.CULTOUR Community of Interest engaged in replicating the key elements of the project's methodology. Moreover, the document will outline the key pillars of the peer-learning scheme which will frame the cooperation between the six pilot ecosystems and the 16 selected mirror ecosystems. Lastly, a specific section is dedicated to the description of the members of the Be.CULTOUR Community of Interest, looking into transversal variables to fully understand the suggested matches made between the pilot and the mirror ecosystems.

2.1   Document structure

The document is structured as follows:

Section 1 described the Be.CULTOUR project in brief;

Section 2 introduced the objectives of this document related to the Community of Interest;

Section 3 describes the Community levels: Consortium Partners, Community of Practice, Community of Interest, Learning Community.

Section 4 provides information on the process of selection of "Mirror innovation ecosystems" forming the Be.CULTOUR Community of Interest, reporting information about the Open Call launched by ERRIN within Be.CULTOUR project, the overview of applications received, evaluation and selection process, and outcomes;

Section 5 describes the main activities foreseen within the peer-learning scheme that will involve pilot and mirror innovation ecosystems;

Finally, Section 6 provides detailed information about the mirror innovation ecosystems selected to be part of the Community of Interest.

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3   The Be.CULTOUR Community: maximising the project's impact

Community-building lies at the heart of many initiatives that strive to bring together individuals sharing a common sense of place, or joint interests, or specific social ties. It encompasses those practices and methodologies that aim at creating or enhancing a sense of community between people, focusing on what they have in common. Communities can be the place in which innovation takes place, the deployment of innovative practices, products or services being the driver for building a sense of commonship.

Be.CULTOUR embraces community-building from the very beginning of the project, as a way to maximise its impact by ensuring that additional stakeholders are involved in the replication of the methodology developed throughout the project. For this reason, a specific work package is dedicated to building a Be.CULTOUR community, and facilitating exchanges with the pilot ecosystems and their Heritage Innovation Networks (HIN) in the frame of a peer-learning scheme. The consortium's final ambition is to build a broad Be.CULTOUR community with different levels of engagement committed to empowering European regions to co-create innovative, circular solutions for heritage regeneration and regional development, beyond cultural tourism.

3.1   Community levels

The Be.CULTOUR Community is defined by four levels of engagement as specified below:

1) PROJECT PARTNERS: The core of the project is made of the 15 organisations constituting the Be.CULTOUR Consortium;

2) COMMUNITY OF PRACTICE: The **Community of Practice** is composed of the Local Coordinators of the Heritage Innovation Networks developed in the **6 Pilot Heritage Sites,** as well as the Mentor organisations supporting the implementation of Be.CULTOUR activities at local level;

3) COMMUNITY OF INTEREST: The third level of engagement concerns the **Community of Interest** which aims to bring together the representatives of **16 Mirror Innovation Ecosystems**, selected through an Open Call launched by ERRIN;

4) LEARNING COMMUNITY: The fourth level of engagement refers to a broader **Learning Community** made of at least 16 organizations and the linked local stakeholders' networks. These organizations will be involved in the knowledge sharing activities as they represent good practices of sustainable cultural tourism that can inspire the development of innovative solutions in Pilot Heritage Sites.

Finally, the **larger audience** of the project is represented by all interested actors that will follow the project activities and learn from its results in pilot and mirror heritage sites. It embraces every active participant contributor and/or passive follower of the offline and online activities and/or outputs of the Be.CULTOUR project as a whole.

The Be.CULTOUR Community of Interest constitutes one of the four levels of engagement (occasional).
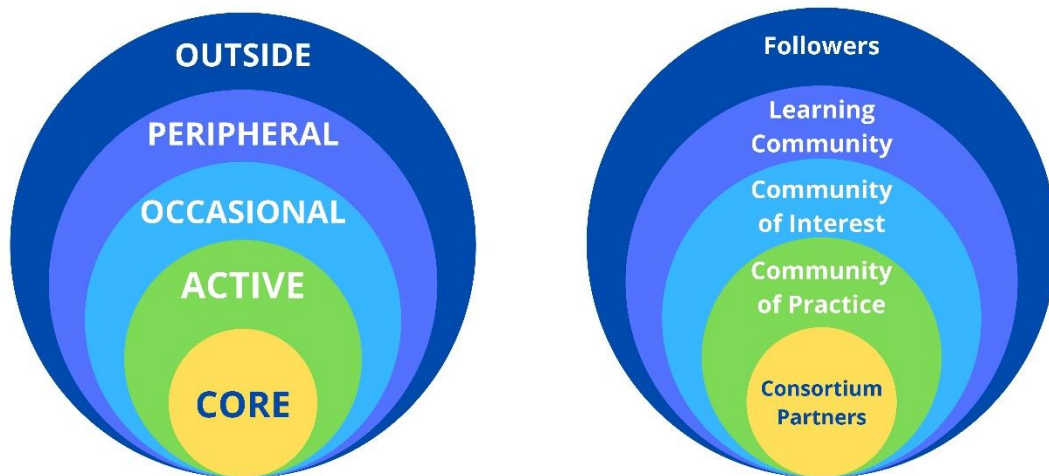
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Figure 1 - Levels of engagement in Be.CULTOUR Community

As illustrated in Figure 1, the core is made of the 15 organisations constituting the Be.CULTOUR **Consortium**. The **Community of Practice** is composed of the Local Coordinators of the Heritage Innovation Networks developed in the **6 Pilot Heritage Sites** as well as the Mentor organisations supporting the implementation of Be.CULTOUR activities at local level. The third level of engagement concerns the **Community of Interest** which aims to bring together the Local Coordination of the Heritage Innovation Networks with additional representatives of "mirror innovation ecosystems" selected through an Open Call launched by ERRIN in April 2021. The fourth level of engagement refers to the **Learning Community**: this specific level is one of the outcomes of the Open Call to join the Be.CULTOUR Community of Interest. Made of 16 organizations and their linked local stakeholders' networks, they be involved in the knowledge sharing activities as they represent good practices of sustainable cultural tourism that can inspire the development of innovative solutions in pilot heritage sites. Finally, the **larger audience** of the project is represented by all interested actors that will follow the project activities and learn from its results in pilot and mirror heritage sites. It embraces every active participant contributor and/or passive follower of the offline and online activities and/or outputs of the Be.CULTOUR project as a whole.

Figure 2, developed in the Deliverable 3.1 (Protocol/Methodology for human-centred innovation in sustainable and circular cultural tourism), summarizes the levels of engagement within Be.CULTOUR project, highlighting the mentoring role of core academic partners with specific expertise and umbrella organizations such as ICLEI and ERRIN, as well as the implementation role of practice partners who are identified as local coordinators of the Heritage Innovation Networks.

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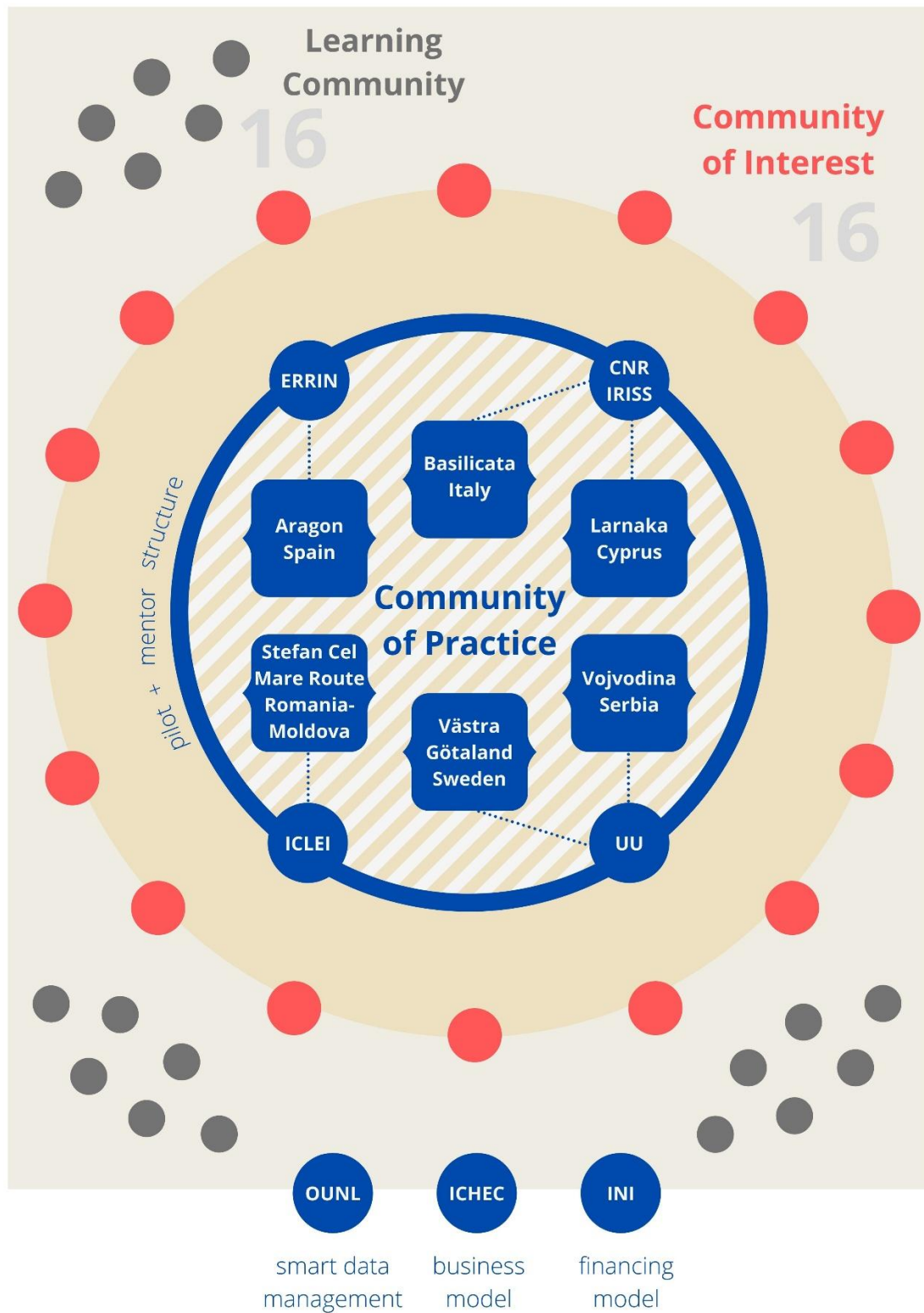
Figure 2 - Levels of engagement: CoP, CoI, Learning Community

Next Sections describe more in detail the four levels of engagement of the Be.CULTOUR Community.

3.1.1 Community of Practice

As described in the [Deliverable 3.3](#), Communities of Practice are a widely used knowledge management mechanism for peer networks that seek to exchange practice-based knowledge. CoPs can be defined as 'groups of people who share a concern, a set of problems, or a passion about a topic, and who deepen their knowledge and expertise in this area by interacting on an ongoing basis.' (Wenger *et al.*, 2002, p.4). The key aspect of CoPs holding its members together is the value of collaborative learning stemming from regular interactions. These comprise information exchange, problem solving, co-creation of tools or methodologies, testing of solutions around the topic of shared interest.

Figure 3 - Community of Practice (CoP)

As illustrated in Figure 3, CoPs are made of three structural elements: the domain, the community, and the practice:

- The knowledge **domain** is the topic that the CoP seeks to explore
- **Community** refers to the people who take an interest in the domain
- **Practice** refers to the specific action co-created and shared by the community. This can take different formats (e.g. activities, solutions, tools, stories) and enables CoP members to think and act together for a shared purpose.

The concept of the Community of Practice is based on the need of individuals to gather in social learning networks to exchange information, tackle common problems, improve performance, reach personal or collective objectives and maximise the impact of their activities. Therefore, a CoP is more than codified knowledge (*e.g.* a website, toolkit or database). It refers to a living system that flourishes upon the interactions taking place within as people 'learn together, build relationships, and in the process develop a sense of belonging and mutual commitment' (Wenger *et al.*, 2002, p.34). In CoPs, 'belonging is enacted through the mutual engagement, sharing of repertoires, and

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negotiation of the joint enterprise(s)' (Iverson, 2011, p.43) to tackle problems and topics they care about.

Although this is a long-standing practice, forming trans-local Communities of Practice (CoP) across a large geographical region, such as the European Union, has been catalysed by digital transformations enabling individuals that share common interests and concerns to find each other, meet, exchange and take action on an unprecedented scale (Weber, 2013). In the framework of EU projects, CoP frameworks have enabled to strengthen rural-urban linkages (ROBUST), the deployment of major citizen science experiments (GROW Observatory and WeObserve), community-led action for sustainable and just cities (UrbanA), experimentation with participatory governance models (Municipalities in Transition), as well as innovative procurement in digital health (inDemand). These examples, along with the Heritage Innovation Partnerships (HIPs) developed in the frame of the CLIC project, were analysed in order to develop the Be.CULTOUR Community of Practice Framework. The objective being a reflection on the types of community agreements, processes and tools applied by the community members.

3.1.2 Community of Interest

The **maximisation of the impact of the project's results** as well as their exploitation is a crucial step in the design and implementation of European research and innovation projects funded by Horizon 2020: for this reason, Be.CULTOUR has set-up a process that leads to the establishment of a Community of Interest (CoI) of 16 additional organisations considered "mirror innovation ecosystems".

An innovation ecosystem in general is an interconnected network of quadruple helix stakeholders, including academia, industry and different levels of the public sector and civil society. This multi-level approach applies a systemic and bottom-up approach to creating research, innovation, and knowledge.

Pilot Innovation Ecosystem is the ecosystem of actors active in BeCULTOUR "Pilot" Heritage Sites. It includes local stakeholders in the cultural tourism value chain, as well as residents and visitors of the site.

Mirror Innovation Ecosystem is the ecosystem of actors active in BeCULTOUR "Mirror" Heritage Sites. It includes local stakeholders in the cultural tourism value chain, as well as residents and visitors of the site.

Pilot/Mirror Innovation Ecosystem thus defines the **whole ecosystem of actors in a BeCULTOUR pilot / mirror heritage site**, including **every** stakeholder and innovator in the cultural tourism value chain **even if not participating** directly in project activities.

Following the **pilot-mirror approach** to the deployment of innovative processes, products, and services, the 16 mirror ecosystems comprised in the Community of Interest should engage in a peer-learning scheme via which they will exchange knowledge with the pilot ecosystems and the broader consortium. The mirror ecosystems have been selected because of their demonstrated capacity to mobilize a broad range of stakeholders from the quadruple helix, their motivation/ambition to replicate in their own region the key methodological approach of the Be.CULTOUR project towards circular cultural tourism. The idea of "mirroring" the outcomes of the project builds on the shared interest in the domain of circular cultural tourism amongst the Be.CULTOUR community members: thus, the idea of engaging with "mirror innovation ecosystems" to broaden the potential uptake of Be.CULTOUR's key results.

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The Community of Interest was established in July 2021, after the publication of an Open Call which gathered 62 applications from 21 countries. The 16 selected mirror innovation ecosystems cover 11 different countries from the EU and its neighbouring countries[1]. They are a mix of different kinds of organisations – regional authorities, tourism boards, publicly owned companies, county councils, NGOs and universities. This demonstrates that the organisations that can "orchestrate" the mobilisation of the local innovation ecosystem can be of different nature.

The 16 representatives of selected mirror innovation ecosystems invited to join the project are:

- Nicosia Tourism Board (Cyprus)
- Sviluppumbria (Italy)
- Regione del Veneto (Italy)
- Savonlinna Development Services Ltd. (Finland)
- Municipality of Leeuwarden (The Netherlands)
- North-West Regional Development Agency (NWRDA) (Romania)
- Timis County Council (Romania)
- Region of Thessaly (Greece)
- Regional development agency Srem (Serbia)
- Museo Diffuso dei 5 Sensi Sciacca - Cooperativa di Comunità Identità e Bellezza (Italy)
- Gwynedd County Council (UK)
- Greater Poland Tourism Organization (Poland)
- University of Algarve (Portugal)
- Kuldiga District Municipality (Latvia)
- Stadsregio Parkstad Limburg (The Netherlands)
- Saltaire Inspired (UK)

Each pilot ecosystem will be matched with four mirror innovation ecosystems, and work together on specific elements of the Be.CULTOUR methodology (such as the open call to establish the local heritage innovation network, or the local pacts). During Fall 2021, the selected representatives of mirror innovation ecosystems will be re-contacted and interviewed to develop a tailor-made peer-learning scheme to up-scale, transfer and replicate the project methodology in diverse contexts.

The **rationale for the matchmaking** (see below) considers different variables, such as the typology of the organisation, the challenges in terms of cultural tourism or a specific thematic. Moreover, pilot ecosystems have been requested to express their interest in working with the selected mirror ecosystems and their choices have been taken into account.

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[1] At proposal stage, the initial idea was to select 12 mirror ecosystems, which would be paired to the pilot ecosystems with a 2:1 ratio. Considering the high number of interesting applications received, the evaluation board (comprised of one member per partner organisation) decided to accept all those that received a score above 30 points.

3.1.3 Learning Community

In addition to the selected mirror innovation ecosystems, 16 applications to the open call launched by ERRIN[2] were identified as particularly interesting practices and case-studies which could be mobilised during the peer-learning scheme and inspire innovative solutions in pilot heritage sites.

The broader learning community comprises 16 cases from 11 countries:

- Vice ministry of Culture & Cultural Heritage - Canary Islands Government (Spain)
- Destination Makers S.r.l. Società Benefit (Italy)
- SmartGuide (Czech Republic)
- Trentino Marketing (Italy)
- Not Quite ekonomisk förening (Sweden)
- Ishøj Kommune - The Municipality of Ishøj (Denmark)
- Villae (Italy)
- Aisapari ry (Finland)
- Chamber of Commerce of Granada (Spain)
- Małopolski Instytut Kultury w Krakowie - Malopolska Institute of Culture in Krakow (Poland)
- Holbæk Kommune / Kultur og fritid (Denmark)
- Scoala Trimitoare (Romania)
- Municipality of Maratea (Italy)
- City of Kragujevac (Serbia)
- BRIO s.r.l.s. (Italy)
- Acarbio Association (Italy)

Applicants willing to take part in the Learning community will be invited to participate in the peer-learning scheme specific activities, as described in section 5.

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[2] Applications selected for the Learning community were identified with a score ranging between 20 and 30. Applications scoring less than 20 were not selected for the Be.CULTOUR Community, however they were invited to follow the project and participate in the online digital community.

4   The Be.CULTOUR Community: selecting the "mirror ecosystems"

This section provides an overview of the Open Call to join the Be.CULTOUR Community. After describing the dissemination process, it outlines some quantitative and qualitative data related to the received applications. Lastly, it describes the evaluation procedure which led to the selection of 16 mirror ecosystems.

4.1   Open Call to join the Be.CULTOUR Community

The Open Call was designed and published on a dedicated webpage by ERRIN on Friday 9th April 2021.

The application package comprised:

- The submission form (online)
- The sample of the submission form (PDF)
- The Open Call (PDF)
- The Be.CULTOUR data protection policy
- The Be.CULTOUR privacy policy
- The promotional flyer for social media

Figure 4 - Promotional flyer for social media

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4.1.1 Dissemination process

ERRIN took the initiative of linking the launch of the Open Call to an online event "Creating destinations after a global pandemic: The new competitive advantage of remote areas" (13th April 2021). The objective was to frame the presentation of this opportunity in a broader context linked to the outbreak of the pandemic and its impact on tourism / the visitor economy. Beyond the keynote speaker, four additional interventions were included in a roundtable representing networks and associations active in the travel / tourism field from different perspectives (i.e. regional or trade). With over 200 registered participants and 180 attendees, the launch event was considered as a success and a key steppingstone for the dissemination of the Open Call.

Table 1 - Agenda of the launch event

14:00	**Welcome & Introduction** *by Ilaria **d'Auria**, Project & Outreach Manager, **European Regions Research and Innovation Network (ERRIN)***
14:10	**Inspirational keynote speech: The new competitive advantage of under-exploited regions as a consequence of the COVID-19 pandemic** *by Emma **Taveri**, Chief Visionary Officer, **Destination Makers***
14:30	**Beyond Cultural Tourism: innovative approaches to regional development via cultural tourism** *Antonia **Gravagnuolo**, Horizon 2020 Be.CULTOUR coordinator, **CNR-IRISS***
14:40	**Coffee break**
Beyond Cultural Tourism: What's in for regions?	
14:50	**How to join the Be.CULTOUR Community? Apply to the call for local and regional innovation ecosystems** *by Gaia **Marotta**, Project and Policy Officer, **ERRIN***
15:05	**Q&A session – with the other consortium partners**
15:20	**Panel discussion: the role of the regional networks and innovation ecosystems in boosting a more resilient and sustainable tourism economy** *Moderated by by Ilaria **d'Auria**, Project & Outreach Manager, **ERRIN*** • *Cristina **Nuñez**, Coordinator of **NECSTOUR – European Regions for Competitive and Sustainable Tourism*** • *Sander **Munster**, Coordinator of the **EU Interregional Partnership on Virtual and Smart Cultural Tourism*** • *Tim **Fairhurst**, Secretary General – **European Tourism Association (ETOA)*** • *Xavier **Lechien**, President – **European Destinations of Excellence Network***
16:00	**Conclusions by Antonia Gravagnuolo, Horizon 2020 Be.CULTOUR Coordinator, CNR-IRISS**
16:15	**End of meeting**

The webinar was **structured into two parts**.

The **first part** outlined the main features of the Be.CULTOUR project, and presented in detail the open call for local and regional authorities to join the Be.CULTOUR community of circular cultural tourism innovation ecosystems. What is the Be.CULTOUR community? What is the open call about? Who can apply? Why join? most of the project partners who will be able to provide you with first-hand information and answer any question that you might have. This was a unique opportunity to receive first-hand information from the project partners and ask questions.

The event kicked-off with an inspirational keynote speech by Emma Taveri, Chief Visionary Officer of Destination Makers. Considered as an expert in destination management and marketing, passionate about social impact, with international experience for important travel brands (TripAdvisor, World Travel Market, TTG, ...), she left her career in London to found Destination Makers, a boutique consulting firm focused on the enhancement and promotion of destinations (especially in lesser-known areas). Digital nomad for passion, she came back to her hometown Brindisi during the lockdown to 'be the change' and make her expertise available to the city. She received, as recognition of her commitment, the role of *Councillor for Tourism, Destination Marketing and Creativity*.

Her presentation focused on the end of tourism as we know it, looking into the ongoing shift towards a *visitor economy* approach that aims to create valuable connections between tourists and the local communities that host them. Through the analysis of international case studies, Emma presented the opportunities that the new travel trends offer for the development of lesser-known areas.

After the keynote speech, the coordinator (Antonia Gravagnuolo from CNR-IRISS) gave an overview of the Horizon 2020 funded project, highlighting the key objectives and activities from the perspective of the potential interest for local and regional authorities responsible for tourism policies and programmes. Ilaria d'Auria and Gaia Marotta, from ERRIN, presented the benefits of applying to join the Be.CULTOUR Community as well as the procedure. Several participants asked questions on the eligible organisations, on the time to set aside for the peer-learning, as well as on the types of cities and regions who could apply.

The **second part** of the webinar broadened the conversation to representatives of European networks, associations and partnerships working on sustainable tourism and destination making: the coordinator of NECSTOUR, the coordinator of the EU Interregional Partnership on Virtual and Sustainable Tourism, the Secretary General of the European Tourism Association, as well as the President of the European Destinations of Excellence Network will exchange on the topic of this webinar. Moderated by ERRIN, the panel discussion was structured around the issue of how peripheral and remote areas across Europe are emerging as novel destinations thanks to the new competitive advantage offered by the tourism trends related to the Covid-19 pandemic.

The panelists touched upon crucial issues such as the importance of data-driven and evidence-based policies in the tourism field, the strategic role of interregional collaboration to leverage public funding with private investments, how the consumer-led shift towards sustainability can be beneficial for remote areas.

The participation of very different stakeholder (ranging from local and regional authorities, universities, tourism boards, NGOs) from across Europe demonstrated the high interest in the topic and resulted from the joint dissemination efforts ensure by all partners. Indeed, all consortium members joined forces in disseminating the Open Call towards their own networks by publishing it on their website and sharing it via their communication channels. The pilot partners, for example,

took an active role in the promotion of the opportunity through their channels which led to the application of several local stakeholders from the regions and countries involved in the project. Although these applications were not considered eligible, ERRIN invited all of these applicants to be involved in the project as part of the Heritage Innovation Networks. The news was also promoted by word of mouth to national and international networks and organisations involved in cultural tourism / cultural heritage research and innovation. In addition, the Open Call was promoted to other EU funded projects, namely CLIC, SmartCulTour, Ruritage, CHARTER Blueprint, etc., and received the support from the European Enterprise Network.

ERRIN's role included the monitoring of the joint efforts in disseminating the Open Call. Moreover, being responsible for the dedicated webpage, ERRIN gathered regular information on the number of page views for both the page with the overview of the Open Call as well as the one with the actual submission form.

Each page was viewed between 2249 and 2709 times since the publication until the extended deadline (8th June 2021).

Table 2 - Overview of the page views

Views up to:	Page	Application	Extension announcement
28/04/2021	218	117	
04/05/2021	1101	528	
07/05/2021	1243	630	
12/05/2021	1484	811	
02/06/2021	2709	2249	43

4.1.2 Overview of the received applications

This section includes a series of quantitative and qualitative information in the form of slides: this gives an illustrative overview of the origin of the applicants, the typology of the organisations, the level of outreach, and institutional commitment, as well as challenges and innovation areas identified.

COUNTRIES
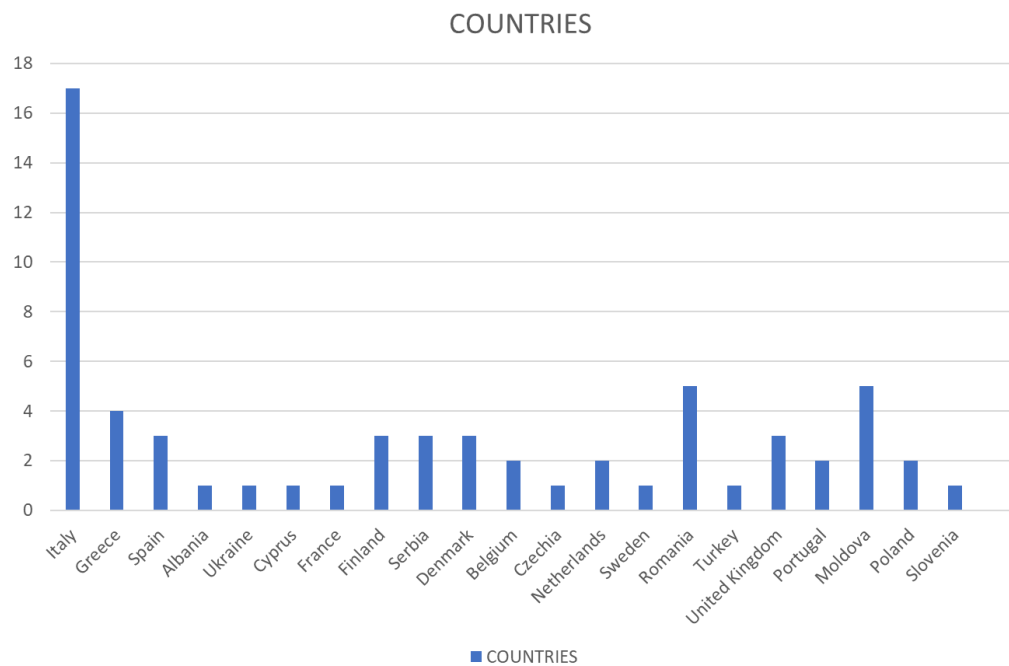
Figure 5 - Overview of the received applications per country

TYPE OF ORGANISATION
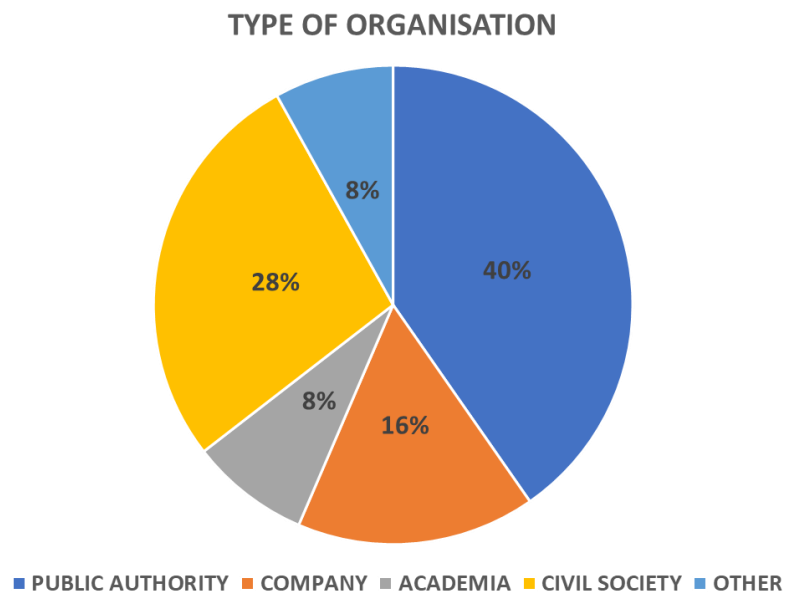
Figure 6 - Overview of the received applications per type of organisation

LEVEL OF OUTREACH

EUROPEAN · NATIONAL · REGIONAL · LOCAL · INDIVIDUAL · OTHER
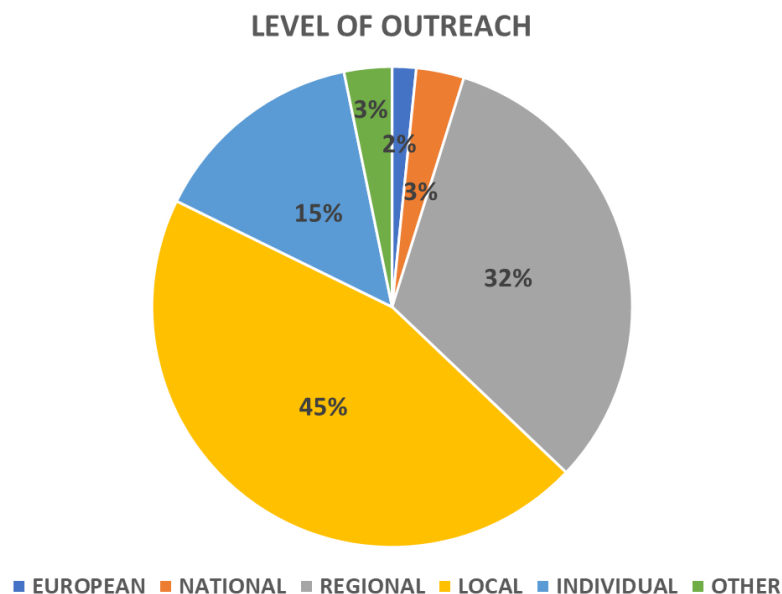
Figure 7 - Overview of the received applications per outreach / territorial level

INSTITUTIONAL COMMITMENT

NO · YES · COULD HAVE
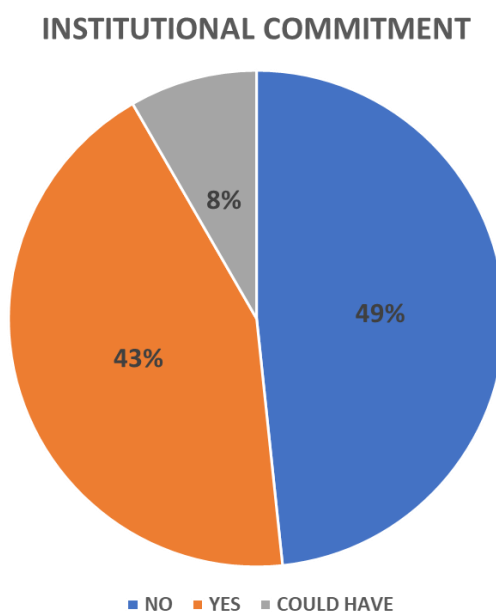
Figure 8 - Institutional commitment of the received applications

It is interesting to note that 16 applications included Letters of Support demonstrating a solid institutional commitment (such as the Region of Thessaly, with a letter from the regional governor).

16
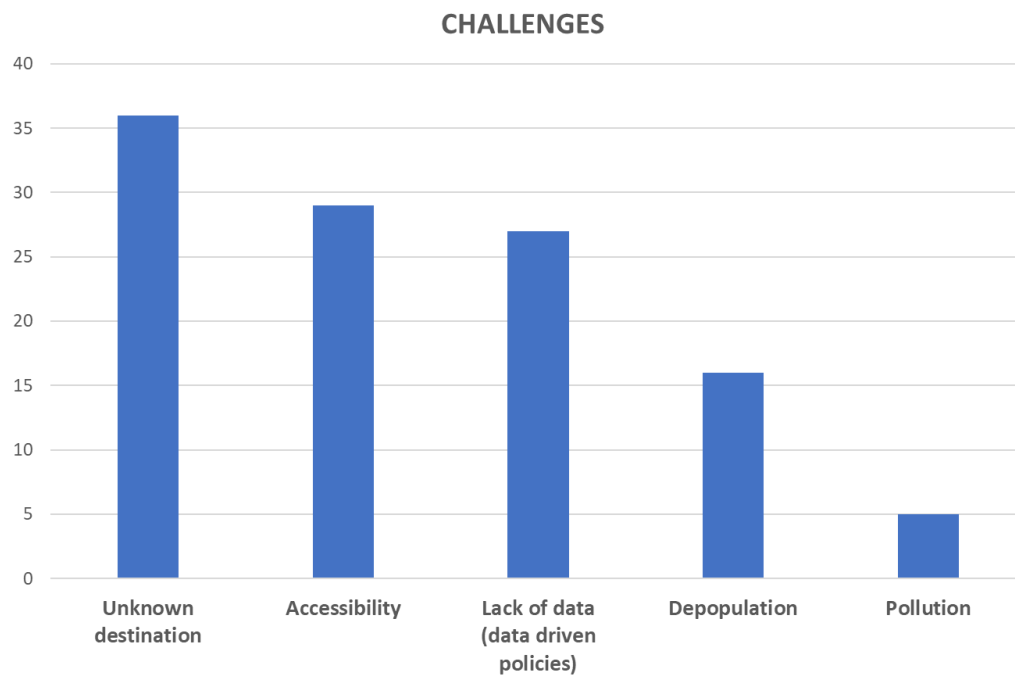
CHALLENGES

Figure 9 - Main challenges identified by the applicants
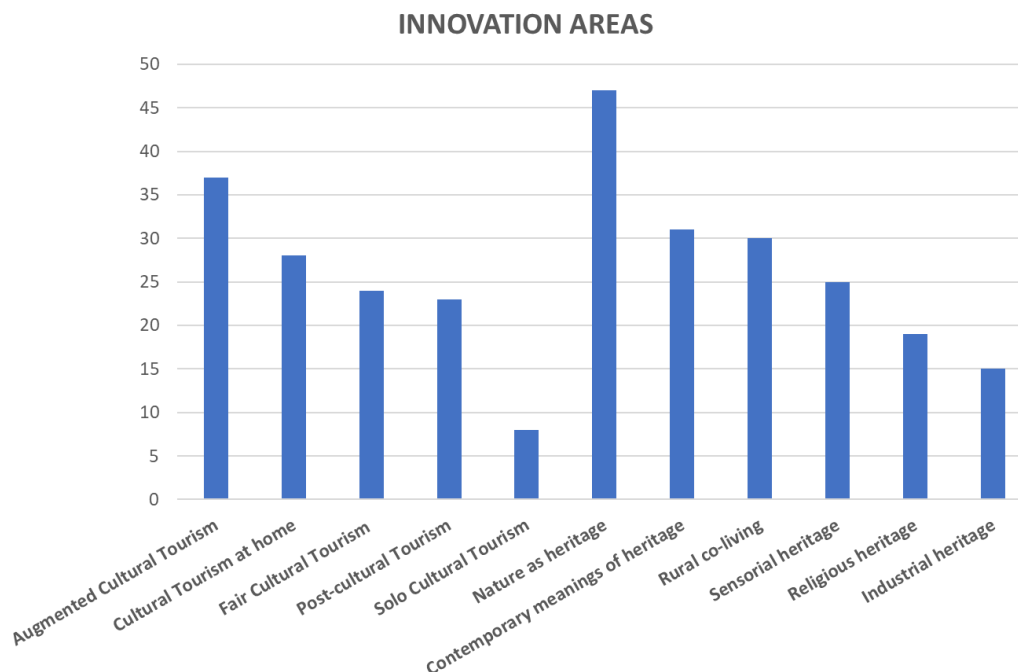
INNOVATION AREAS

Figure 10 - Preferred innovation areas identified by the applicants

4.1.3 Evaluation and selection process

The evaluation and selection process lasted **one month**, as planned.

In order to ensure a robust selection of the mirror ecosystems who will join the Be.CULTOUR community, **ERRIN designed an evaluation process intended to minimise biases while building a sense of shared ownership of the choices** that led to the identification of the organisations with whom the partners will share a peer-learning journey for three years.

Although on the initial deadline scheduled for **Sunday 30th May 2021, the KPIs indicated in the proposal were already achieved, the deadline to submit the application was extended** as ERRIN received a few requests in this sense.

On 8th June 2021, the call was finally closed and the evaluation process kicked-off as follows:

- **By the deadline of the call**:
  - Set-up of the Evaluation Board;
  - As task leader, ERRIN processed all the applications before the 1st Evaluation Board meeting and prepared the material to support the selection. The material included a pre-compiled Excel sheet and a document explaining the approach to the evaluation;

- **9th June 2021**: **1st meeting of the Evaluation Board**
  - ERRIN provided an overview of the received applications and presented the evaluation process and related material;

- **17th June 2021**: **2nd meeting of the Evaluation Board**
  - The objective of this meeting was to compare the evaluations and discuss the results based on the scores received. A group of applications was identified as potential "Learning community". A final group of 18 applications was shortlisted to become part of the Community of Practice;

- **24th June 2021**: **3rd meeting of the Evaluation Board + all pilot partners**
  - The objective of the meeting was to present the shortlist to the pilot ecosystems who had not been part of the evaluation process. ERRIN presented the process, the shortlist and opened a discussion on the rational for the matchmaking. At the end of the meeting, ERRIN shared the shortlist with the pilot ecosystem representatives, together with the practical information for the final selection of the evaluation. The pilot ecosystem representatives reviewed the shortlist and sent their choice of ideal mirror ecosystems with whom they would like to work with;

- **By mid-July 2021**, selected applicants were informed of the outcomes of the evaluation and invited to confirm their availability to join project activities starting from Fall 2021 (CoI) and Spring 2022 (Learning community).

The Evaluation Board was composed of the following representatives of project partners: CNR IRISS – Antonia Gravagnuolo; ERRIN (Chair) – Ilaria d'Auria; ICLEI – Cristina Garzillo; INI – Aliona Lupu; UU – Jermina Stanojev; ICHEC – Ruba Saleh; OUNL – Peter Nijkamp; VGR – Björn Ohlen; SCTM – Igor Pucarević.

4.1.4 Selection criteria

ERRIN and CNR IRISS developed a matrix of evaluation criteria in line with project objectives, outlining the different parameters and scores ranges that the Evaluation Board should consider when shortlisting the applicants.

Those parameters are of different nature:

- quality criteria: ranked from 0 to 5 (see Table below)

- added value criteria: specific aspects that can give an added value to the CoI, namely the preference of the pilot partners to work with them (+ 5 points), the application made by regional decision makers able to shape the future of cultural tourism in their region (+3 points).
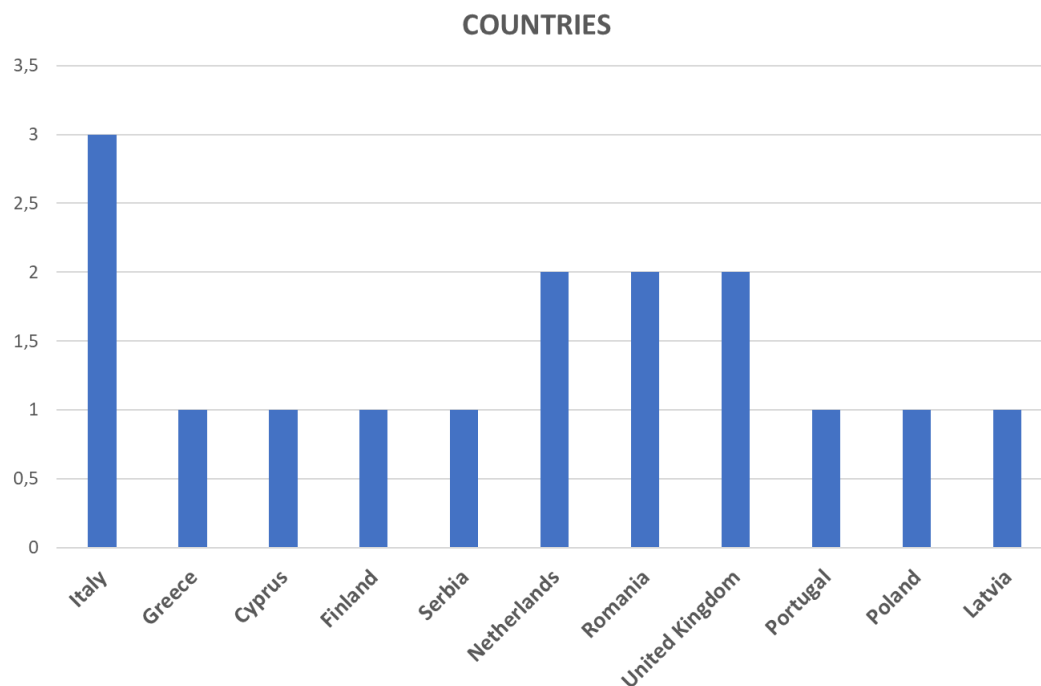
Table 3 - Evaluation criteria

QUALITY CRITERIA

- 0 – Applications fails to address the criterion or cannot be assessed due to missing or incomplete information.
- 1 – Poor. The criterion is inadequately addressed or there are serious inherent weaknesses.
- 2 – Fair. The application broadly addresses the criterion, but there are significant weaknesses.
- 3 – Good. The application addresses the criterion well, but a number of shortcomings are present.
- 4 – Very good. The application addresses the criterion very well, but a small number of shortcomings are present.
- 5 – Excellent. The application successfully addresses all relevant aspects of the criterion. Any shortcomings are minor.

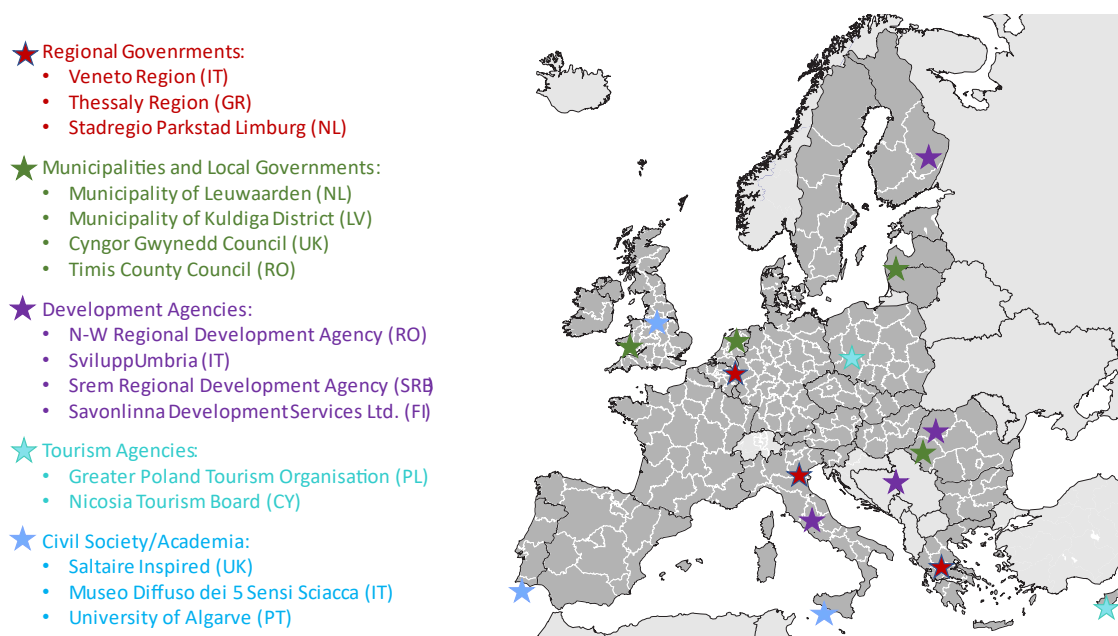| Criteria	Evaluation	Explanation
Strategic vision, including links with EU policy framework and programmes	0-5	*Relevant priorities in the Smart Specialization Strategy (14-20, 21-27), Circular Economy Strategy, etc. Relevant strategies in the cultural tourism sector, illustrated with references to specific programmes and projects*
Motivation / Ambition	0-5	*Willingness to participate in the peer-learning scheme (identification of a contact person)*
Challenge definition	0-5	*Clarity of the challenge identification linked to the cultural tourism sector*
Institutional commitment	0-5	*Capacity to demonstrate the institutional commitment*
Ecosystem thinking	0-5	*Capacity to mobilise the commitment of the innovation ecosystem*
Expression of European culture and history (incl. European Heritage Label, European Cultural Route)	0-5	*Does the heritage asset identified or the mirror ecosystem host an expression of European culture and history? In which way this is valorized and communicated?*
Experience / examples / best practices of sustainable and circular cultural tourism	0-5	*Relevance of the examples listed, as well as quality of the description.*
Gender and minority cultures approach	0-5	*Experience in approaches to gender and minority cultures*

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4.2 Outcomes of the selection process

The 62 applications were evaluated by the Evaluation Board based on the quality criteria and additional criteria described. Below, an overview of the results:

- 62: received applications, each evaluated by 2 evaluators

- 16: REJECTED applications (they have scores < 20)

- 11: invited to be involved in the Be.CULTOUR pilots as "LOCAL STAKEHOLDERS". They have not been considered convincing in terms of capacity to mobilize the broader innovation ecosystems (local associations or private companies, for example). However, as they are based in the same region as the pilot partners we suggest to take part in the activities implemented by the pilot partners (agreed with the pilot partners).

- 16: invited to be part of the Be.CULTOUR Community of Interest as MIRROR ECOSYSTEMS. They have scores >30, some of them present an added value for pilot partners (+5 points), and/or are regional decision makers able to shape the future of cultural tourism in their region (+3 points). We will discuss further down the line who will have the travels covered, as this will be based on proactiveness and participation. You can see the list of matches between pilots and mirror in the tab 2 of the attached excel.

- 16: are included in the LEARNING COMMUNITY: they have scores between 20 and 30, but no extra points on specific criteria regarding the Be.CULTOUR Community of Interest (interest for pilot partners, decision makers able to shape the future of cultural tourism). Nevertheless, these applications have a particular interest for specific topics and represent small municipalities, civic associations, startups, who will be invited to join the Be.CULTOUR activities by sharing their interesting practices.

In addition, **3** applications are invited to join the Be.CULTOUR Community as ADVISORS, since they present an added value as "multiplier networks" and "network of networks" which will add value to the Be.CULTOUR Community (Historic Environment Scotland, and 2 networks – CREATOUR and Future for Religious Heritage).

COUNTRIES

Figure 11 - Overview of the countries of the 16 Mirror Ecosystems selected

★ Regional Govenrments:
- Veneto Region (IT)
- Thessaly Region (GR)
- Stadregio Parkstad Limburg (NL)

★ Municipalities and Local Governments:
- Municipality of Leuwaarden (NL)
- Municipality of Kuldiga District (LV)
- Cyngor Gwynedd Council (UK)
- Timis County Council (RO)

★ Development Agencies:
- N-W Regional Development Agency (RO)
- SviluppUmbria (IT)
- Srem Regional Development Agency (SRB)
- Savonlinna Development Services Ltd. (FI)

★ Tourism Agencies:
- Greater Poland Tourism Organisation (PL)
- Nicosia Tourism Board (CY)

★ Civil Society/Academia:
- Saltaire Inspired (UK)
- Museo Diffuso dei 5 Sensi Sciacca (IT)
- University of Algarve (PT)

Figure 12 - Overview of the Mirror Ecosystems per type of organisation

5 The peer-learning scheme: fostering replication

The replication / adoption of Be.CULTOUR key outcomes by the mirror innovation ecosystems is framed in a peer-learning scheme which blends a mix of offline and online exchanges. Because of the outbreak of the pandemic, the digital dimension of these interactions will take a more prominent dimension although the two travels (Brussels 2022 and Naples 2023) will be offered to the most active and engaged representatives of mirror innovation ecosystems.

The framework of the peer-learning scheme will be further defined based on bilateral interview sessions which ERRIN will lead on with the representatives of mirror innovation ecosystems. The aim of these sessions if to further participants' understanding of Be.CULTOUR replication opportunities, and collect their commitment to replicate one or more elements of the methodology in their own region / pilot heritage site.

The following suggested distribution of pilots and mirrors came out of the evaluation process:

Table 4 - Pilot-mirror peer-learning scheme

Pilot Ecosystems	Mirror Ecosystems				
Aragon, Spain	Regione del Veneto	NW Regional Development Agency	SREM Regional development agency	University of Algarve	Gwynedd County Council
Basilicata, Italy	Regione del Veneto	Savonlinna Development Services	NW Regional Development Agency	Region of Thessaly	Municipality of Leuwaarden
Larnaca, Cyprus	Museo Diffuso dei 5 Sensi Sciacca	Region of Thessaly	Savonlinna Development Services	Saltaire Inspired	Nicosia Tourism Board
Västra Götaland, Sweden	Stadsregio Parkstad Limburg	Kuldiga District Municipality	Saltaire Inspired	University of Algarve	Gwynedd County Council
Vojvodina, Serbia	Sviluppumbria	Regione del Veneto	Museo Diffuso dei 5 Sensi Sciacca	Savonlinna Development Services	Timis County Council
North-East Romania / Moldova	NW Regional Development Agency	SREM Regional development agency	Sviluppumbria	Greater Poland Tourism Organization	Timis County Council
ADVISORS					
Historic Environment Scotland					
CREATOUR					
Future for Religious Heritage					

The suggested matching was identified based on the information received from applicants, and the preferences expressed by pilot partners during the evaluation process.

This distribution will be further explored and confirmed through the interviews to be conducted by ERRIN in Fall 2021 to prepare the detailed peer-learning and exchange programme addressed to pilot and mirror innovation ecosystems.

The overall peer-learning scheme is composed of the following main activities:

- Tailoring the replication to the learning needs
- Quarterly community conversations
- Wine talks
- Learning Labs

Next sections provide details on the activities foreseen.

5.1 Tailoring the replication to the learning needs

ERRIN will conduct the following activities to structure the peer learning scheme based on project needs and partners' needs:

- **Interviews**
- **Bilateral progress calls** with ERRIN: once / twice per year, ERRIN will touch base with the representatives of mirror innovation ecosystems and assess the motivation, commitment, and replication progress;

5.2 Quarterly community conversations

Every four months, the pilot and mirror ecosystems' representatives will meet online to share insights, best practices and know-how from experts from different fields, on topics relevant for the design and implementation of the Be.CULTOUR methodology. These meetings will take place in between the local workshops implemented offline in pilot heritage sites. The format will last a maximum of two hours, and will kick–off with the presentation, by pilot partners and their mentor, of the main highlights of the local workshop. A discussion will then be facilitated by the mentor and will include the possibility of having experts joining and discussing the challenges and opportunities linked to the implementation. The main goal is to present a specific aspect of the methodology and discuss its replication in other contexts. These include **the webinar series** led by ICLEI and delivered during the second half of the project.
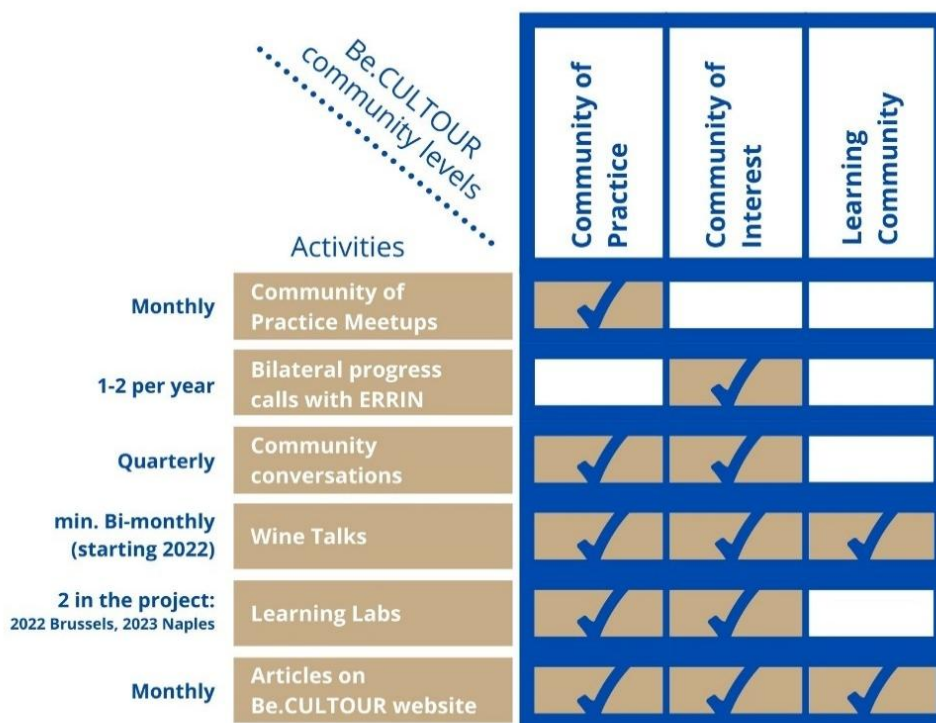
5.3 Wine talks

On an *ad hoc* basis, shorter informal "campfire discussions" can be organised on specific topics / challenges based on what comes out of the implementation / replication of the methodology, expressed in the quarterly community conversations. This is when the broader Learning Community can be invited to share their experiences and provide feedback. A number of experts have also gotten in touch with some of the core partners and expressed their interest to participate in such discussions. The objective of the wine talks would be to have a dedicated format to deepen specific challenges in a more playful context: for example, based on imaginary scenarios reflecting the challenges presented by one expert, the pilot and mirror ecosystems could test different hypothesis and methodologies.

5.4　Learning Labs

Two face-to-face opportunities to exchange knowledge will be organised in Brussels (M20) and Naples (M35), with the idea of exchanging at both policy and operational levels: planned back-to-back with two key moments of the project, the first during the hackathon and the second at the end of the project, the Learning Labs are there to foster face-to-face exchanges amongst the Be.CULTOUR community members.

5.5　Summary of Be.CULTOUR Community activities

The activities of the Be.CULTOUR Community are summarized in the Figure below.

Figure 13 - Peer-learning activities

6 Focus on the 16 "mirror ecosystems"

This section provides an overview of the selected sixteen Mirror Ecosystems with a specific focus on their challenges and selected heritage asset.

Each applicant described in detail the following aspects:

- **Representative Organisation**: the organisation representing the "mirror innovation ecosystem" in the mirror region / area / heritage site;
- **Type of organisation**: applicants were from diverse sectors, such as local governments (national, regional, local), private tourism organisations, private companies, civil society organisations, third sector actors (including also community cooperatives and community foundations), academia, single freelance/professionals;
- **Country**: EU and cross-border non-EU countries were eligible to apply;
- **Main challenge**: description of the specific challenge for circular cultural tourism in the mirror region / area / heritage site;
- **Heritage asset**: description of the specific heritage (tangible, intangible, natural) which is target of the application to be included in the project experimentation;
- **EU label**: eventual European labels already received, such as European Heritage Label, European Cultural Route, European Destination of Excellence, eco-labels and sustainable tourism labels, etc.
- **Local innovation Ecosystem**: description of the stakeholders' networks active in the mirror innovation ecosystem and potentially interested in joining the Community and collaborating in project replication and up-scaling activities – some of them already provided **Letters of Support** to demonstrate the engagement of the local ecosystem;
- **Projects and best practices**: description of already ongoing projects and best practices which can be included in Be.CULTOUR to inspire the Community, enhancing knowledge sharing and critical discussion;
- **Suggested match**: the pilot heritage site that can be associated to the mirror innovation ecosystem based on common characteristics of the heritage site, governance framework (e.g. type of organisation involved as local coordinator / representative), type of challenge for circular cultural tourism.

6.1   Nicosia Tourism Board (Cyprus)

Representative Organization	Nicosia Tourism Board
Type of organisation	**Non-profit** Non-profit organisation with the mission to **enhance and promote the city and peripheral area of Nicosia as a tourist and business destination.** Its main objectives include the development and promotion of Nicosia in four main areas: Cultural Tourism, paying particular attention to cultural heritage, creative tourism, religious and Culinary tourism, Conferences, Incentive and Business Tourism and Wellness and Sports tourism.
Country	Cyprus
Main challenge(s)	**Lack of a comprehensive branding** among the local cultural industries that would help the stakeholders in this field optimize their product, consequently enhancing Nicosia's tourism product.

Heritage asset	**The Venetian walls of Nicosia**
	The walls are the longest preserved medieval walls in Europe, and this is quite significant not only for the Cypriot culture heritage but also for European Culture heritage.
	Specific goal: To give prominence to the importance of the walls for Nicosia city using innovative tools.
	The Venetian influence in Euro-Mediterranean countries is very relevant. The aim is to capitalise on the shared Venetian legacy in Europe to:
	• diversify European tourist offer;
	• promote sustainable cultural-tourism approach toward Euro-Mediterranean cultural and natural heritage linked to Venetian routes;
	• contribute to the European Union policy of making Europe a more competitive tourist destination;
	• create business opportunities in the sustainable cultural tourism sector;
	• and, to encourage local authorities and stakeholders to invest in Venetian route-related products.
EU label	The Venetian walls are a candidate for the Venetian European Cultural Route.
Local Innovation Ecosystem	**Public Sector:** • Deputy Ministry of Tourism • Nicosia Municipalities and Communities (Nicosia, Aglantzia, Strovolos etc) **Private sector:** • Cyprus Chamber of Commerce and Industry • Nicosia Chamber of Commerce and Industry • Cyprus Hotel Association • Cyprus Travel Agents Association • Cyprus Tourist Guides Association **Academia:** • University of Nicosia • Frederick University **Civil Society:** • Cyprus Sustainable Tourism Initiative
Projects and best practices	• In regards to the Sustainable tourism principle of respecting socio-cultural authenticity, NTB takes initiatives to fully sponsor the renovation of historic houses facades in the central area of the historic centre and effectively lobbying towards the pedestrianisation of the area. • Currently, NTB concentrates its efforts on developing digital tools and maximise the use of emerging technologies to strengthen visitors' experiences.
Suggested Match	• Larnaca, Cyprus

6.2   Sviluppumbria (Italy)

Representative Organization	Sviluppumbria
Type of organisation	**Public development agency** Sviluppumbria is the Regional Development Agency of Umbria and is the in-house supporting the Regional Government on policies relating to SMEs creation and boost, internationalisation, EU cooperation, innovation and Tourism.
Country	Italy

Main challenge(s)	• To find innovative approaches to urban cultural heritage to promote **sustainable mobility and walking/cycling itineraries**. As these issues are now more of a priority than ever, due to their 'natural' social distancing opportunity in times of COVID, finding the best solutions to the challenges faced by the region (**poor interregional connections, hilly cities and territory**) is crucial. • To explore solutions and ideas about full accessibility of cultural heritage and assets and connect cities and their heritage with their natural environment.
Heritage asset	**The Town of Assisi and the Via di Francesco (St Francis Way)** Assisi is the heart, and in many cases, a final destination for St Francis Way, a **pilgrimage route** that connects many cultural heritage attractions and the five main cities of the region (Perugia, Terni, Foligno, Spoleto and Città di Castello). Assisi is a major tourist and cultural destination, as it is one of the most famous religious centres in Italy after the Vatican.
EU label	• St. Francis Way has been **UNESCO-listed since 2000**, for its "ensemble of masterpieces of human creative genius" that "significantly influenced the development of art and architecture". • The Via di Francesco attracts walkers worldwide and has been recognised among the best European '**Destination of Sustainable Cultural Tourism**' (2018) by the **European Cultural Tourism Network and Europa Nostra**. • It is also included in the **Best Practices identified by the SHARE project** and approved by the **Interreg Europe Policy Learning Platform.** • It is a candidate to be included in the **European Cultural Route network**.
Local Innovation Ecosystem	The main shareholder and stakeholder is the Regional Government of Umbria. Sviluppumbria interfaces with a wide range of regional, national and European stakeholders, but their main partners are local institutions (such as municipalities), SMEs in all sectors, particularly in tourism, associations, and NGOs.
Projects and best practices	• The Via di Francesco is in the Interreg Europe good practices database (link) and is one of the practices described in the EU Week 2020 Workshop "Resilient Heritage, Cohesive Society" (link) • The Interreg Europe project SHARE deals with exchanging experiences among 7 European partners to find common solutions to make the **cultural assets more sustainable and relieve pressure from residents and tourists alike**. Sviluppumbria has developed and lead the project for over 4 years (2017-2020) (link) • The InterregIVC project ZEN, in which Sviluppumbria aimed to find a **common approach to make events throughout Europe more sustainable**. The project was carried out from 2012 to 2014 and produced a Handbook to give events organisers tips on how to reduce the impacts of festivals and other large gatherings. The Handbook was adopted formally by AMA (Association of Artistic Events) Calabria in Italy in 2020, who was not a member of ZEN, as part of their implementation of the ERDF ROP 2014-2020 for the sustainability of all their events
Suggested Match	• North-East Romania / Moldova • Vojvodina, Serbia

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6.3   Regione del Veneto (Italy)

Representative Organization	Regione del Veneto
Type of organisation	**Public authority** Veneto Region - Department for territorial marketing, culture, tourism, agriculture and sport - promotes several initiatives to develop a new green dimension for cultural tourism.
Country	Italy
Main challenge(s)	The main challenge for Veneto is to **improve the environmental and social sustainability in its area.** The three main objectives are: • to distribute tourism in Veneto all over the year; • to promote tourism in the less known areas by the valorisation of tangible and intangible heritage; • to enhance the circular economy in tourism (slow and green mobility; waste management; CO2 emissions; local communities involvement).
Heritage asset	**The Prosecco Hills** It is a wide area in the centre of Veneto, characterised by a **terraced landscape** where the main agricultural production is the Prosecco wine. Prosecco Hills are characterised by a **long agri-food tradition** that is the basis of the terraced landscape. Veneto Region cooperates with the Municipalities of this area to involve the local stakeholders in the information and communication system, design educational packages for local guides, and select locations to be restored. **Specific goal**: The main goal is to delocalise the massive tourism flows from cities like Venice and Verona to this less-known area through innovative strategies for its valorisation that guarantee a zero environmental impact.
EU label	• In 2019, Prosecco Hills of Conegliano and Valdobbiadene became a **UNESCO Heritage site**. Veneto Region is a partner of the Association that manages this site. • In 2016 the same area was awarded as the **European Capital of Cultural Wine**, and it is one of the members of the European Wine Cities (RECEVIN) network. • One of the municipalities of the area was also a candidate as Italian Capital of Culture 2022, an initiative linked to the European Capital of Culture award.
Local Innovation Ecosystem	**Public Sector:** • Province of Treviso • IPA Terre alte della Marca trevigiana • Comune di Conegliano, • Comune di Valdobbiadene • Autorita' di gerstione del Programma POR FESR del Veneto • Associazione di tutela del patrimonio delle colline UNESCO del Prosecco di Conegliano e Valdobbiadene **Private sector:** • Consorzio di tutela del Prosecco DOC and Chamber of Commerce of Treviso and Belluno • A.C. srl (Astoria Vini), • Alto Trevigiano Servizi,

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	• Ascopiave s.p.a., • Banca della Marca, • Banca Prealpi San Biagio, • Borgoluce soc. agr., • CIA - Agricoltori Italiani Treviso • Confagricoltura Treviso, • Confcommercio Treviso, • Federazione Provinciale Coldiretti di Treviso, • Federazione Regionale Coldiretti del Veneto • Istituto Diocesano per il Sostentamento del Clero • La Tordera, • Perlage, • Savno, • Sorelle Bronca, • Villa Sandi s.p.a. **Academia:** • Fondazione per l'insegnamento enologico ed agrario **Civil Society:** • UNPLI Treviso • UNIPLI Veneto – Unione nazionale pro-loco italiane sezione Veneto
Letters of Support	• Managing Authority for the Regional Operational Program • Associazione di tutela del patrimonio delle colline UNESCO del Prosecco di Conegliano e Valdobbiadene • UNIPLI Veneto – Unione nazionale pro-loco italiane sezione Veneto
Projects and best practices	• Veneto Region is one of the founding members of the UNESCO Association for the promotion of Heritage of Prosecco Hills from Conegliano and Valdobbiadene • Veneto Region recently adopted **two regional laws for slow and green tourism: cycle-tourism and routes**. The Regional Strategic Plan for Tourism includes specific "slow and green" actions addressed to cycle tourism, routes and equestrian tourism. It has been drafted with an open and participatory approach that involves the local stakeholders. • Regarding the current **S3 strategy**, tourism and cultural tourism are in more than one priority: in the smart and sustainable agri-food (integrated system among agri-food, tourism and environment); in the framework of creative industries (new business model as a connection between production and territorial brand) and in the priority dedicated to smart technologies for heritage access and dissemination.
Suggested Match	• Aragon, Spain • Basilicata, Italy • Vojvodina, Serbia

6.4 Savonlinna Development Services Ltd. (Finland)

Representative Organization	Savonlinna Development Services Ltd.
Type of organisation	**Public development agency** Savonlinna Development Services Ltd. is a development agency owned 100% by the city of Savonlinna and is carrying out project activities with over 15 years of experience on the European level.
Country	Finland
Main challenge(s)	• **Savonlinna is a seasonal touristic destination.** The strategic goal is to make it an all-year-round cultural destination with events, cultural attractions, and activities attracting significant domestic and international tourists during spring, summer, autumn, Christmas, and winter. • The aim is to develop and expand partnerships into **digital media, creative industries and local cultural production and heritage sectors to attract not only tourists but also digital nomads and creative people as full and part-time residents to the city.** • The approach to destination management is to significantly **increase the inclusion of stakeholders and small and medium-sized enterprises** in tourism and creative industries as well as improve the usage of data and knowledge management for building a competitive regional tourism cluster.
Heritage asset	**St. Olav's castle (Olavinlinna) and Savonlinna Museum Riihisaari** These two heritage assets are an example of shifting borderland between East and West, i.e. Kingdom of Sweden and Russia since the middle ages. Riihisaari museum is a window to the way of life in the Lake Saimaa archipelago, the biggest lake in Finland and the 4th largest lake in Europe. St. Olav's castle is also the venue of the Savonlinna Opera Festival that belongs to the category of the five most prestigious opera festivals in the world. **Specific goal**: Savonlinna is looking for innovative strategies to develop the historic ensemble of St. Olav's castle (Olavinlinna, est. 1475) and Savonlinna Museum Riihisaari site **as a hub and gateway of cultural tourism** in Lake Saimaa area.
EU label	• In the process of developing the site as **a node of European Cultural Route(s) (St. Olav Ways**, possibly Prat-cart prehistoric rock art trail (Savonlinna Museum). • In preparation for **applying for European Heritage Label**. • Lake Saimaa Ringed Seal Archipelago is on the **tentative national list for UNESCO World Heritage nomination** (expected in 2024), with tentative visitor centre location on the site.
Local Innovation Ecosystem	**Public Sector:** • city of Savonlinna • Savonlinna Museum Riihisaari • National Museum of Finland (the operator and developer of St. Olav's castle) • Metsähallitus (forest and parks service Finland) is responsible for the management of national parks, recreation areas and cultural heritage sites on state owned land in Finland. • South Savo Regional Council **Private sector:** • Savonlinna Travel Ltd. (Savonlinnan Seudun Matkailu Oy) is a destination management company owned by c. 70 tourism enterprises that participate in

	tourism development and marketing activities in Savonlinna and Lake Saimaa area.
	Academia:
	• University of Eastern Finland. They run a Master's Degree Programme in Tourism Marketing and Management and are ranked the best university in tourism research and education in Finland and among top 100 in the world in the Shanghai index.
	• South-East Finland University of Applied Sciences
Letters of Support	• South Savo Regional Council • Riihisaari - Savonlinna Museum Riihisaari
Projects and best practices	• The sustainable "Lake Saimaa Purest Finland" brand for Lake Saimaa area including 5 cities and 2 regions. Through Lake Saimaa cooperation, they are committed to **sustainable tourism** and with the support of Visit Finland, launching **ecolabels and responsible practices in tourism companies.** • Together with Metsähallitus they are developing **sustainable nature tourism** according to their guidelines in two national parks in Savonlinna and Punkaharju national landscape protection area, also located in Savonlinna.
Suggested Match	• Basilicata, Italy • Larnaca, Cyprus • Vojvodina, Serbia

6.5   Municipality of Leeuwarden (The Netherlands)

Representative Organization	Municipality of Leeuwarden
Type of organisation	**Public authority** Together with partners such as Circular Friesland, Tourism Alliance Friesland, and the knowledge institutes (European Tourism Futures Institute), they work towards a more **circular and sustainable tourism sector**.
Country	The Netherlands
Main challenge(s)	• **Difficulty to attract visitors due to the position as a small and remote area.** • As a region with a **diminishing population, it is difficult to maintain a certain level of facilities**, especially within the cultural sector. While a lively cultural and creative sector is an incentive for people to stay and companies to establish themselves. Tourism can aid the development of such a sector. Many creative, tourist, and cultural institutions and organisations have been **hit hard by the COVID crisis**. • In addition, a remote area, such as Friesland/Leeuwarden, often has a certain stigma, for example, about the distance (too far), the accessibility (difficult), the population (stiff and inhospitable). These ideas about Leeuwarden are probably more persistent and important in the Netherlands than outside.
Heritage asset	**Leeuwarden's intangible cultural heritage** The focus is on three main aspects of the (intangible) cultural heritage: • the Elfstedentocht (11 cities skating tour), • Iepenloftspullen (open-air plays by volunteers/non-professional actors),

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	• music ensembles (brass bands/taptoe/fanfare).
	Specific goal: The main challenge is to use the limited resources they have at their disposal to create a cultural, creative and tourist offer that attracts guests and to do it without damaging the cultural, social and natural heritage. Moreover, a common thread for all these cultural heritage elements is that many volunteers drive them. This is an added value but also represents a challenge.
EU label	• Leeuwarden is a **former Capital of Culture (LF2018).** • The local language, the Frisian, has a special status as a **minority language within Europe.** • **UNESCO status as City of Literature**.
Local Innovation Ecosystem	**Public Sector:** • Samenwerkingsverband Noord-Nederland (MA for the OP ERDF • Northern Netherlands), • LF2028 (the LF2018 ECoC Legacy Organisation) • Province of Fryslân • Yn Business (SME support organisation) **Private sector:** • Tourism Alliance Fryslân (association of SMEs and entrepreneurs in the tourism sector) • Circular Friesland Association (Vereniging Circulair Friesland, VCF) - Festivals and events (such as Welcome to the Village and PsyFy) **Academia:** • RUG Campus Fryslân (Campus of Groningen University with programs focused on, among others, sustainable entrepreneurship (Master) and global responsibility (University College, Bachelor) • NHL Stenden University of Applied Sciences with programs on Hospitality, Tourism and Design Thinking • Centre of Expertise on Leisure, Tourism and Hospitality (CELTH) • European Tourism Futures Institute (ETFI)
Letters of Support	• Samenwerkingsverband Noord-Nederland (Managing Authority for the Regional Operational Program) • Tourism Alliance Fryslân • Circular Friesland Association • Hotel Management School NHL Stenden • European Tourism Futures Institute (ETFI), NHL Steden University • NHL Steden Academy Leisure and Tourism
Projects and best practices	• Leeuwarden is a former Capital of Culture (LF2018). Over the past years, they have **built a better image for Leeuwarden and invested in a professional city marketing organisation** (Visit Leeuwarden). They have adopted a Tourism Policy that focuses on sustainable tourism, cultural heritage and social aspects. They are currently working hard on their **legacy program for LF2018**, namely **LF2028**, with tri-annual events hosted in the city and region. The next event is scheduled for 2022 and is called Arcadia. • Interreg Europe project ECoC-SME directed at **entrepreneurship in the cultural and creative industries** and how they can benefit from events such as ECoC. • Leeuwarden is an associated partner in the Erasmus+ projects Culture United and Story Valley.

	• BOSK: It is part of Arcadia, the follow-up of LF2018 (link). It is a walking forest of 100 trees that is moving through the city during 100 days in 2022. After the event the trees will be planted in Leeuwarden. During the event specific art productions and discussion sessions will be held at the current location of the forest. • Kening fan'e Greide (King of the Meadow), was a production for LF2018 that focused **on biodiversity loss and landscape**. • The ECoC-program, is an example of how LF2018 has very much been focused on **using tourism and culture as a driver for change, socially as well as ecologically**. (link)
Suggested Match	• Basilicata, Italy

6.6 North-West Regional Development Agency (NWRDA) (Romania)

Representative Organization	North-West Regional Development Agency (NWRDA)
Type of organisation	**Public authority** As a regional entity, NWRDA elaborates regional development plans and thematic strategies (including tourism and heritage related), updates the regional S3 strategy, committing the entire ecosystem of local public authorities, business, social and academia in these processes. NWRDA has the role of Intermediate Body for the ROP – The Regional Operational Programme for 2014-2020 (enclosing Priority 5 related to urban heritage, protection and sustainable valorization of cultural heritage) and will act as Management Authority for the next ROP 2021-2027, being involved in the program design and call for applicants (including Priority 5 – A more attractive region, focusing on supporting regional tourism and heritage both at urban and rural level).
Country	Romania
Main challenge(s)	• The North-West Development Region in Romania has multiple cultural influences, starting from the Roman times. The region hosts the Northern part of the Romanian LIMES (the Roman Empire frontiers), located in three of the region's counties: Cluj, Sălaj and Bistrița-Năsăud. Being 2000 years old, **the remains of the LIMES are only partly visible in the region, mostly on the surface of the Roman Castra discovered.** • **The main territorial challenge faced is the lack of data** (and data-driven policies). Also, because **the LIMES is located mostly in rural natural areas**, the **accessibility is inexistent or inefficient**, making tough the efforts to capitalise their potential through tourism or events, being mostly unknown cultural destinations for the international tourist market(s). • Also, **a small part of Limes belongs to public property**, so many sectors are in danger, especially due to agricultural works. In most cases, the stone was used to build medieval villages, churches and castles in the area. Most of the LIMES in Northern Dacia are in forested areas, so they are affected by forestry. Old roads and paths often cross the LIMES line.
Heritage asset	**The North-West LIMES** The North-West LIMES (Limes Dacicus, the permanent border of the province), consists of a complex system of towers, earthworks, walls, small fortifications and forts, existing since the Roman times.

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	Nowadays, there are more than 160 archaeological sites related to LIMES in the North-West Development Region. Of those, 12 are Roman Castra of higher importance. **In most places, the Limes are no longer visible, being difficult to be identified.** Some of Sălaj County castra **were restored improperly**, so there is a need for good practices focused on **restoration** due to the previous preservation interventions made, which are likely to undermine the authenticity and integrity of these ancient monuments (making it difficult to include them/Limes in the UNESCO world heritage). **Specific goal:** As the LIMES heritage sites are remotely placed in the region, the aim is to boost the attractiveness of these peripheral sites and dynamise the tourist flows by involving incoming travel. The LIMES attractions could be also enhanced with **digital features by involving ITC clusters from the region**. The goal of the LIMES programme is to draw up the documentation regarding the monuments composing the Roman border from Romania, the largest unitary heritage monument in the country, contributing with the longest sector, of over 1000 de km, to the unique UNESCO monument "Frontiers of the Roman Empire" (FRE).
EU label	• The North-West LIMES is part of **the National/Romanian LIMES Dacicus**, which is also part of the trans-national monument, Frontiers of the Roman Empire – FRE (parts of FRE are included in the UNESCO heritage sites). • The registration of the Roman border crossing various countries was a joint objective, a trans-national Frontiers of the Roman Empire (FRE) monument being established in 2005. The Roman border from Romania, is the largest unitary heritage monument in the country, contributing with the longest sector, of over 1000 de km, to the unique UNESCO monument "Frontiers of the Roman Empire" (FRE). (link)
Local Innovation Ecosystem	**Public Sector:** • County Councils (Cluj, Salaj and Bistrita-Nasaud) • Municipalities (Turda, Zalau, Cluj-Napoca etc.) • The National History Museum of Transylvania • the History Museum in Zalau **Private sector:** • Cluj IT Cluster • Aries Transilvania • Travel Agencies from the North-West Region **Academia:** • Babes-Bolyai University in Cluj-Napoca • Technical University in Cluj-Napoca • University of Oradea • North University Baia Mare
Letters of Support	• North-West Regional Development Agency (NWRDA) • Bistrita-Nasaud County Council • Salaj County • National Museum of Transylvania's History • County Museum of History and Art Zalau • SC City Tours & Events SRL • Faculty of Business, Babes-Bolyai University • Technical University of Cluj-Napoca
Projects and best practices	NWRDA is a partner in several international consortia, implementing Interreg Europe, COSME and Horizon 2020 Projects. **Cultural tourism:**

- RFC – Recapture the Fortress Cities (Interreg Europe project - link), committing local stakeholders to co-create a Regional Action Plan to further revitalise cultural heritage via exchange of best practices across 7 EU countries, during 2019-2023.
- During 2007-2013 period, NWRDA financed from ROP the Maramures Wooden Churches Circuit, composed of 16 churches; nowadays it is a well-known tourist route, a 300 km tour in Northern Transylvania. Some of them are included as UNESCO Heritage: (link, link 2)
- During 2014-2020, NWRDA financed from ROP 26 heritage related projects, including churches, castles and fortresses: (link)

Circular economy, Innovation:
- C-Voucher (Horizon 2020 project - link), granting innovation vouchers to SMEs for innovative ideas around circular economy, 13 EU partners during 2018-2021.

Human-centered innovation:
- Mind4Machines (Horizon 2020 project), planning to design innovation vouchers schemes to SMEs for up taking digital solutions and new technologies, 8 EU partners during 2021-2024.

Co-creation policies:
- the North-West Regional Development Plans every 7 years, and the Regional Operational Programme for the North-West Region of Romania

Strategies:
- the North-West Regional Development Strategy updated every 7 years, the Regional Smart Specialization Strategy updated continuously through EDPs – entrepreneurial discovery processes, the Sectorial Tourism Strategy for the North-West Region of Romania, the Regional Creative Industries Strategy 2019-2021.

Suggested Match	• Aragon, Spain • Basilicata, Italy • North-East Romania / Moldova

6.7 Timis County Council (Romania)

Representative Organization	Timis County Council
Type of organisation	**Public authority** Timis County Council provides annual funding to cultural institutions and the associative environment in the field through the Cultural Agenda Program of Timis County, which manages to be one of the main ways to support culture, thus contributing to the development of cultural tourism in the county.
Country	Romania
Main challenge(s)	The main territorial challenges faced by the cultural tourism sector in the region are the **concentration of touristic flows in only one site**, the **accessibility of remote areas** and the **lack of communication and synergetic actions**.
Heritage asset	**The Charlottenburg village and its surroundings** The village of Charlottenburg was founded in 1771 by 32 families (171 settlers) who immigrated from Baden-Württemberg, German-speaking Lorraine (Grand East region of France, nowadays) and the German-speaking area of Trentino (Trentino-South Tyrol region of Italy).

	The **multicultural character of the settlement** was a constant feature until the end of the communist regime in Romania when the German and Hungarian language population migrated massively. Although currently, the population of the settlement is almost 100% Romanian, the cultural heritage of the settlement is preserved, primarily due to the integral protection (by law) of the settlement as a monument of national and universal value. **Specific goal:** The multi and interethnic character of Timiș County resides in all the categories of components of its cultural heritage. This fact can and must bring a plus for all the organised actions that shed light and bring to the knowledge of the consumer the patrimony at his disposal. The main goal is to **inform the public about the tourism potential of the region**.
EU label	Even if registered on the national list of sites and monuments, Charlottenburg village still lacks international recognition, but it could be a great candidate for an European Heritage Label because of its unique circular shape and its history defined by a Pan-European identity.
Local Innovation Ecosystem	**Public Sector:** • West Regional Development Agency (Managing Authority for the Regional Operational Program 2021-2027) • Timiș County Tourism Development and Promotion Association (APDT). The association aims to promote the tourist and cultural potential of existing tourist attractions, both in the country and abroad, by increasing the tourist flow and ensuring a harmonious interaction between the tourism sector and social and environmental factors. • Bogda commune town hall. It is the public administrative authority on whose territory the village of Charlottenburg is located. • Timiș County Directorate for Culture. It has a significant role in preserving and promoting the heritage of the region. **Private sector:** • DIEZCOLECTIV Association. It is an NGO involved in the cultural sector. Through their activities, they promote the products of the local community through the Buzad Electroruga Festival and The Village accommodation.
Letters of Support	• West Regional Development Agency (Managing Authority for the Regional Operational Program 2021-2027)
Projects and best practices	• Timiș County Council is an associate member of **the DKMT Euroregional Agency** (Danube-Criş-Mureş-Tisa). This association at the euro-regional level has created the necessary framework for local communities to manifest and strengthen the bonds of friendship and mutual knowledge of the inhabitants on both sides of the borders and for the development of projects for the well-being of citizens. These projects include the development of itineraries on cultural tourism in the region. • Timiș County Council has developed a series of projects on the **restoration and enhancement of heritage elements**, by accessing European funds. Projects such as the Rehabilitation of the Theresia Bastion, the Banatian Living Museum and, recently, the Rehabilitation and revitalization of the Mocioni mansion in Foeni, through their revitalization component they are given back to local communities, being examples of human-centred innovation. • **Rehabilitation and revitalisation of fortress of Timisoara Citadelle**, Theresia Bastion (PHARE 2004-2006 Economic and Social Cohesion – Regional infrastructure – large projects). (link)

	• **Capitalisation of the cross border tourist potential**, including **bicycle lane along Bega river**, downstream Timisoara (ROMANIA-SERBIA)
	Main results: Bicycle lane built (Romania); e (link)
	    • Banatian Village Living Museum, Csongrád – Timiș Tradition and Multiculturality – LIVMUSECSOTM (ROMANIA – HUNGARY Cross-border Main results: creation and rehabilitation of several traditional houses with functional equipment within the museums, creation of a joint, multifunctional, promotion centre for tourism. (link)
	    • **Renewable Energy Regions Network** - REN REN (INTERREG IV)
	Main results: regional network promoting renewable energy sources (link)
	    • The repairing of the navigable infrastructure on Bega Canal (link)
	    • Eco Tamis (Interreg IPA CBC Romania-Serbia)
	Main results: Within this project, along the Timiș River, a tourism infrastructure has been developed that **promotes eco-tourism and cycling tourism along several routes** (link)

Suggested Match	• North-East Romania / Moldova • Vojvodina, Serbia

6.8   Region of Thessaly (Greece)

Representative Organization	Region of Thessaly
Type of organisation	**Public authority** The promotion of Creative Tourism is one of the thematic priorities of the Strategy of Smart Specialization in Thessaly (RIS 3), which is organized on the basis of the operational utilization of the Thessalian Culture through activities capable of activating part of the diverse resources of Thessaly (historical periods, gastronomy, etc. .) and attract visitors who seek relationships with places and local communities, experiences and opportunities for creation.
Country	Greece
Main challenge(s)	• Within the islands there are problems both in terms of the **environment** and in terms of **enhancing and delivering a more sustainable tourism activity**. • At the same time, the islands face the main problems posed by their **insularity**: accessibility problems, especially during the months with limited tourist traffic, limited development opportunities for processing and agriculture, as well as fishing problems associated with the reduction of catches, lack of modern means of fishing but also the ageing of the fishing population. With the implementation of the Integrated Strategy in the islands of the Northern Sporades, actions will be associated with **environmental protection and quality of life**, strengthening entrepreneurship and accessibility improvements, and any other arising from the Operational Plan.
Heritage asset	**The accessible, Underwater Museums of the North Sporades.** The Region of Thessaly is the first and only Region in the country with Underwater Museums, a unique occasion for the world community of divers and marine antiquities lovers. One of the examples is Peristera shipwreck, a merchant ship is dated around the last quarter of the 5th c. BC. The number of amphorae 4.000, the state of the shipwreck

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	and the beauty of the water and the bottom of the area, located inside the National Marine Park of the Northern Sporades, make it a unique attraction.
EU label	The Underwater Museums of the North Sporades is of recognised archaeological value from the Ephorate of Underwater Antiquities of the Greek Ministry of Culture and Sports.
Local Innovation Ecosystem	**Public Sector:** • Ministry of Culture and Sports of Greece, • Ministry of Tourism, • National Marine Park of Alonissos and Northern Sporades, • Coast Guard, • Municipality of Alonissos, • Municipality of Skopelos, • Municipality of Almyros, • Municipality of Volos, • Municipality of Zagora-Mouresi, • Municipality of Larissa, • Central Port Authority of Volos **Private sector:** • Association of Thessalian Enterprises & Industries • Association of Industries of Thessaly and Central Greece • Alonissos Hotels Association, • Magnesia Hotels Association, • Technical Chamber of Magnesia • Technical Chamber of Central and Western Thessaly • Skopelos Hotels Association • Skiathos Hotels Association • Nautical Club of Volos – Argonautes • Panhellenic Union of Middle Range Fisheries Ship Owners • Scuba Divers Association of Volos (SDA), • Volos Offshore Sailing Club, • Fishing Club of Volos • People representing local SME in diving industry **Academia:** • Higher School of Restoration School of Restoration-Institute of Restoration (Athens-Greece) • University of Thessaly • ISCR
Letters of Support	• Ministry of Culture and Sports, Ephorate of Antiquities of Larissa, Diachronic Museum • Region of Thessaly
Projects and best practices	• The Region of Thessaly designed, auctioned and completed **the energy upgrade of lighting throughout its road network**, installing 7,900 modern LED luminaires that lead to annual energy savings of over 78%, an annual reduction of 10,800 tons of total carbon dioxide and financial benefit for the 12 years of the guarantee of good operation amounting to the amount of 24,000,000 euros. • The Region of Thessaly participated in **a European program WINTER MED** that promotes alternative, sustainable tourism 12 months a year • The Underwater Museums is a unique tourist experience. A milestone project that incorporates cutting-edge innovations, such as the NOUS System, real-time submarine surveillance cameras, the Augmented Diving System, which

	can be used by anyone who dives in the wreck and provides information via tablets. A project-station for alternative tourism, which puts the country on the map of global Diving Tourism.
	• Utilization of the innovative project - key regional / national scope promoted in the Northern Sporades and the Western Pagasitic Gulf for **diving sports tourism (visit diving park), tourism of underwater antiquities and the exploration of the seabed marine flora and fauna**.
	• Bluemed: Bridging the gap between cultural and sustainability (Interreg project)
Suggested Match	• Basilicata, Italy • Larnaca, Cyprus

6.9   Regional development agency Srem (Serbia)

Representative Organization	Regional development agency Srem
Type of organisation	**Development Agency** The Regional development agency Srem is a non-profit institution that represents the link between public, private and civil sector in building strategic partnerships through the preparation and implementation of programs and projects that contribute to raising living standards in the Srem region and more balanced regional development in Srem and the Autonomous Province of Vojvodina and Republic of Serbia as a whole.
Country	Serbia
Main challenge(s)	• The principles of circular economy have been recognized, but without the application of business models. • There is a need for acquiring knowledge on how to create and manage attractive destinations in territories with a unique natural and cultural heritage at the sustainable way, especially after the COVID-19 pandemic.
Heritage asset	**Sirmium** Sirmium is an **archeological site, a city-museum** of national and international importance and is located in the wider area of the city Sremska Mitrovica. It is located on a tourist road and represents the regional cultural center of Srem. It is located near to the natural, cultural and religious heritage of the National Park "Fruška gora", the **Special Nature Reserve of the pond "Zasavica**", the rivers Danube and Sava as potential river port. Its significance is multilayered from scientific to cultural, social and economic research. The **remains of the ancient city of Sirmium** are located below the current urban settlement of Sremska Mitrovica. The most important building complex in Sirmium is the Imperial Palace (Palatium imperiale). Part of the territory of the city of Sremska Mitrovica belongs to the **National Park "Fruška gora"**. From the Pannonian Sea, which disappeared about 600,000 years ago, the island rose, along the bank of the Danube, with a unique geological composition, and is a suitable **habitat for many plant and animal species**. (link). **Specific goal**: **The sites are in poor condition**. The results so far indicate the need for changing the attitude towards these facilities. It is necessary to connect the existing sites into one story about the city that is 2000 years old. The potentials of ancient Sirmium, Zasavica, Fruška gora and its natural beauties and cultural and historical monuments have not been used. The goal of future management and valorisation of natural and cultural heritage is the presentation of ancient Sirmium - the city of museums "in situ" as well as other important sites of natural and cultural

	heritage in the region and protection from uncontrolled construction, neglect and climatic changes.
EU label	The area of the National Park "Fruška gora" is entered in the register of internationally important bird habitats. Fruška gora represents the Selected Area for Butterflies in Serbia (PBA - Prime Butterfly Areas) in an area that roughly coincides with the boundaries of the existing National Park.
Local Innovation Ecosystem	**Public Sector:** • Ministry of Trade, Tourism and Telecommunications, • Provincial Secretariat for Economy and Tourism • Tourist Organization of Vojvodina • Provincial Secretariat for Urbanism and Environmental Protection • Institute for the Protection of Cultural Monuments of Srem • National Park „Fruska gora", • Special Nature Reserve "Zasavica", • municipalities of Srem (Sremska Mitrovica, Ruma, Pećinci, Irig, Inđija, Stara Pazova, Šid), **Private sector:** • Tourism and Hotel Management, • Regional Economic Chamber of Srem, • Tourist organizations of Srem municipalities, • Srem Tourist Cluster, • Agricultural professional services in Ruma and Sremska Mitrovica, • Ruma entrepreneurs' association **Academia:** • Faculty of Science -Department of Geography **Civil Society:** • Srem women's associations • South associations of Srem
Letters of Support	• Regional development agency Srem
Projects and best practices	• Establishment of the **Center for Sustainable Development of Srem** with Education / Innovative / Research / Development Center RES / EE Technologies, Center for Development of Regional Wastewater Treatment Plant Sremska Mitrovica / Ruma / Irig with regional training center for plant operators for wastewater treatment and the Logistics Center for the use of waste biomass in the public sector - preparation of the missing project technical documentation" (link); • Project RecRoad 2016-2017, Viability in the country of Srem – RecRoad. Horizon 2020 Program • ARCHEST project: **Education of archeological visitors** along the Roman road Aquileia-Emona-Sirmium-Viminacium. CREATIVE EUROPE Program 2014-2020 • Roads of the Roman emperors and the Danube wine route in cooperation with the Danube Competence Center (DCC) and Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH • Construction of the complex "Šumske kolibe - Debela gora" for the **improvement of hunting and fishing tourism** within the expansion of the joint tourist offer of the Special Nature Reserve "Obedska bara" and the Tourist Organization of the Municipality of Pećinci

	- Rehabilitation and reconstruction of the Mountain Lodge "Kozarica" in the function of the development of **cycling tourism** within the Sremska, Savska and Dunavska-Euro Velo 6 cycling routes **Bicycle tourism** toward rural and regional development Srem **Refugees' Economic Integration through Social Entrepreneurship** (REINSER); Web Accessibility and other initiatives for persons with disabilities in EU in pandemic and other crisis times – WAI4PwDs; **Cycling Danube** – the establishment of the regional cycling route Srem; - Agri-conto-clean - The contribution of agriculture to clean environment and healthy food. Link: link
Suggested Match	- Aragon, Spain - North-East Romania / Moldova

6.10   Museo Diffuso dei 5 Sensi Sciacca - Cooperativa di Comunità Identità e Bellezza (Italy)

Representative Organization	Museo Diffuso dei 5 Sensi Sciacca - Cooperativa di Comunità Identità e Bellezza
Type of organisation	**Civil Society** **An inclusive and bottom-up tourism innovation project** is being implemented in Sciacca (Sicily), through the Museo Diffuso dei 5 Sensi. The project is managed by a community no profit cooperative, which has become, in only 2 years, a community network with more than 55 engagement agreements signed with all the trade categories, the public institutions and volunteers' associations, over 24 "care of hospitality" specifications signed with the accommodations, as many bar, restaurants, craftsman involved and over 50 experiences ready for tourists. Today, 116 businesses, 47 tourism businesses, 40 associations, 24 accommodation facilities, 15 restaurateurs, 14 artisans, 10 neighbourhood associations, 10 schools, 10 institutions, and 7 museums are part of the network. A big community engaged in building its own future responsibly. The overall objective of the project is to **work with local communities and public administrations in developing their territories and connecting them with buyers, consumers and influencers** alike in the cultural heritage and tourism industries to generate value-added markets using the uniqueness of each area: people and the "beauty" of the place where they live.
Country	Italy
Main challenge(s)	Sciacca usually suffers from **over-tourism only during the month of august**, while the remaining part of the year is characterised by almost inexistent tourist flows. The effects of seasonality are negatively influencing the community's life: overcrowded and unliveable town during peak season, economic uncertainty for people who work in tourism and all the related industries, and lack of work-life balance. Since the beginning of the project, they are facing two main challenges: ego-system individuals in an ecosystem reality – achieved: **Transform individuals from passive spectators** living in their community by pursuing only personal goals, continuing in their lives as parallel lines, **to inhabitants aware of their value and of the interconnection between them and the territory in which they live**. **non-existent tourist destination** – ongoing

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	Create a destination that can attract tourists all year (overcoming seasonality) and can develop in a sustainable way by benefiting everyone and managing the available resources responsibly. There are two main steps:
	1. linking everyone who lives in the area and facilitating the **awareness process about the resources available** and how they can be **responsibly exploited** to achieve wealth for everyone (equal) and for every generation (sustainable).
	2. start positioning the destination in tourists minds and ensure the **destination is working as an ecosystem**.
Heritage asset	**Museo Diffuso dei 5 Sensi Sciacca** The focus is on the **identities and the competencies of the people living in the area.** Day by day, as more people get involved in the project, new ideas, stories, experiences, and projects come up to narrate the history, traditions, and cultural heritage. They become resources that, transformed through narration and experiences, benefit the whole community. **Specific goal**: The aim is to generate awareness, valorise, and make the cultural heritage available to tourists, whom they call and consider temporary citizens.
EU label	- The town of Sciacca is part **of Phoenicians' Route**, which is a **"Cultural Route of the Council of Europe"** certified in 2003. - Additionally, among the identities they are valorising are found the Carnival and Anchovy and Sardines processing and conservation tradition, which are part of the REI (Registro Eredità Immateriali – **Register of the Intangible Heritage** (link) of the Sicilian Region. - Food and the traditions tied to it are also one of the key assets they are working on and Sciacca, a town on the Mediterranean in south Sicily, is one of the **cradle of the Mediterranean Diet**, heritage listed among the **UNESCO Lists of Intangible Cultural Heritage** (link)
Local Innovation Ecosystem	The project community has a network with more than 55 engagement agreements signed with all the trade categories, public institutions and volunteers' associations. **Public Sector:** - the Region of Sicily, the managing authority of ESIF 10 institutions 7 museums **Private sector:** 116 businesses 47 tourism businesses 40 associations 24 accommodation facilities 15 restaurateurs 14 artisans **Academia:** 10 schools **Civil Society:** 10 neighbourhood association 85 associates of the cooperative
Letters of Support	Sicily Region, Department of Tourism, Sport and Entertainment
Projects and best practices	The whole project aims at **using existing resources in a responsible way**. To create their museum and develop Sciacca as a tourist destination, they did not build any new

	places or attractions. Instead, they valorised the existing resources and made them available to the people who visit them. Most of the experience they offer is based on the knowledge local people own, and to share their identities, few other resources are needed.
Suggested Match	• Larnaca, Cyprus • Vojvodina, Serbia

6.11   Gwynedd County Council (UK)

Representative Organization	Cyngor Gwynedd Council
Type of organisation	**Public authority** Gwynedd County Council is a Local Authority in the north west of Wales. Tourism is an important economic activity within Gwynedd.
Country	United Kingdom
Main challenge(s)	Historically the area has benefited from **seasonal tourism** (mainly in the summer months) providing employment opportunities for local people in an area that has seen a decline in heavy industry such as slate quarrying. As the tourism season has lengthened the demands on infrastructure, roads, water and medical services has also increased and the main honey pot areas have become full beyond capacity during the summer months and school holidays. This can also have **negative effect on the natural environment** as tourists are always looking for new experiences and to get away from the crowds.
Heritage asset	**Ecomuseum in Pen Llŷn** The strategic locations of the **Ecomuseum** sites around the coast of the region, each with its unique offer highlighting the living marine, environmental, artistic (visual and performing arts), and linguistic heritage should encourage more people to visit these tourism hubs out of the main holiday season, bringing added economic benefits and developing interest and cultural awareness within the local community. **Augmented reality** products will also open the experience to those who might not physically be able to participate and bring Wales and Pen Llŷn to a global audience. **Specific goal**: to bring back the learning to Pen Llŷn (and via LIVE to the Iveragh peninsula in County Kerry) to catalyse actions and further innovation that will strengthen the links between the ecomuseum heritage and the wider environment in particular the Llŷn section of the Wales Coast Path that follows the coastline around the Peninsula. The walking offer provides a steady stream of visitors during and out of the main holiday season to the area. Providing better information for people who utilise this resource through the use of digital apps and Augmented Reality can improve the visitor experience and open the door to information about the natural environment and the culture and heritage of the region
EU label	• The **North Wales Pilgrims Route** that finishes at the tip of the Llŷn Peninsula is known as the 'Welsh Camino' (link) • The **Llŷn Coastline has Heritage Coast status** that recognises its cultural importance and provides protection linked to planning issues within the designation. (link) • **The Wales Coast Path** – The Llŷn Peninsula is recognised for being one of the most striking and varied sections of the Wales Coast Path (link)

Local Innovation Ecosystem	**Public sector:** • Gwynedd Council • The National Trust (link) • Snowdonia National Park (link) • Natural Resources Wales (link) • Tourism Department, Gwynedd Council (link) • Audit Wales (link) • Llŷn Area of Outstanding Natural Beauty (link) • Skye Ecomuseum (link) • Pen Llŷn a'r Sarnau (SAC) (link) **Private Sector:** • Plas Glyn y Weddw (link) • Madryn Cyf (link) **Academia:** • Prifysgol Bangor (link) • Nant Gwrtheyrn (link) • RCE Cymru (link) **Civil Society:** • National Association of AONB's (link) • Felin Uchaf (link) • Dolan (link)
Letters of Support	• Gwynedd Council • Snowdonia National Park Authority • Plas Glyn-y-Weddw • Natural Resources Wales • National Trust • Ymddiriedolaeth Nant Gwrtheyrn (Welsh Language and Culture Centre) • Welsh Higher Education Brussels • RCE Cymru, Wales' Regional Centre of Expertise for Soustainability and the Well-being of Future Generation, Swansea University • LIVE project • Bangor University • Amgueddfa Forwrol Llyn Museum
Projects and best practices	• LIVE, Wales– Ireland INTERREG project (link) • Initiating the #Ecoamgueddfa in partnership with Bangor University to set up **the first digital ecomuseum in the world**. This work drew the attention of their Irish partners who wished to replicate their way of working resulting in what is now the LIVE project. The #Ecoamgueddfa retains its own identity within the project (link) • Skye Ecomuseum, working closely with Skye team to develop the product and share best practice (link) • As a result of the Covid-19 pandemic and the extreme over-tourism that occurred in 2020 following the lifting of the first lock-down restrictions Gwynedd has in its 2021/22 Review of the Strateic Plan revisited its 'Benefiting from Tourism' programme and extended and re-named it Tourism – creating a **Sustainable Tourism Plan**'. The **Ecomuseum/ LIVE approach is recognised as good practice**. • In March 2021 the Welsh Government published its '**Beyond recycling Strategy**' with the aim of keeping resources in use for as long as possible to avoid waste. The goals are: o One planet resource use

	o Becoming zero waste by 2050
	o Net Zero emissions
	o Maximising economic potential
	o Making resource efficiency part of Welsh culture
	• **The Natural Resources Policy (NRP) is the second statutory product of the Environment (Wales) Act**. The focus of the NRP is the sustainable management of Wales' natural resources, to maximise their contribution to achieving goals within the Well-being of Future Generations Act.
	• **Llŷn AONB Management Plan Part of the Llŷn Peninsula has been designated an Area of Outstanding Natural Beauty** under the National Parks and Access to the Countryside Act 1949 since 1957. Only places of special beauty are designated as AONB's and there are only 5 such areas in the whole of Wales. The primary aim of the designation is to preserve and enhance that beauty.
	• **Circular Economy Wales,** a Community Interest Company Limited by Guarantee. They are deploying the assets of the social enterprise sector to achieve environmental, economic, social and cultural goals for the benefit of the people of Wales. They offer a practical programme which includes numerous ways of reducing carbon impacts, of protecting biodiversity and of helping to change the Welsh economy so that it becomes more resilient by tying jobs and lives in Wales more closely to the sustainable use of Wales' natural resources.
Suggested Match	• Aragon, Spain • Västra Götaland, Sweden

6.12   Greater Poland Tourism Organization (Poland)

Representative Organization	Greater Poland Tourism Organization
Type of organisation	**Public authority** Greater Poland Tourism Organization is a regional association to which belongs 47 local governments from the Greater Poland Voivodeship, 12 organizations and associations dealing with, 21 hotels, 10 tour operators and organizers of tourist attractions, 5 universities and 8 other partners operating in the tourism industry (including Poznań-Ławica Airport, Poznań International Fair Sp. z o.o., Autostrada Wielkopolska SA, Koleje Wielkopolskie Sp. z o.o.). The main goal of Greater Poland Tourism Organization is to support the development of tourism in Greater Poland.
Country	Poland
Main challenge(s)	The biggest challenge is to encourage the tourist facilities located on the Piast Trail to networking, cooperate and willingness to identify more closely with the brand of the trail. The aim is to **increase brand recognition** of the trail in Poland and abroad.
Heritage asset	**The Piast Trail** The Piast Trail is the cultural heritage of the region. It is one of the most visited and best-known tourist routes in Poland. The trail's idea and message are to present and make available authentic historical objects related to the beginnings of Poland and the Christian religion on its territory. The Piast Trail intersects with other international and national tourist and cultural trails (the Way of St. James, the Romanesque Trail) and those with a regional range (the Trail of Wooden Churches around Zielonka Forest).

	The trail is the main axis of tourism in the Greater Poland region and is **supported by mobile applications, maps, routes for various modes of transport**. It has a great potential to attract a large group of tourists.
EU label	The Address of the Polish Bishops to the German Bishops which is related to the history of the Piast Trail and Lech Hill with Gniezno Cathedral are Polish candidates for the European Heritage Label 2021.
Local Innovation Ecosystem	**Public Sector:** • The "Piast Trail in Greater Poland" Tourist Cluster, • The Gniezno County • The Town and Commune of Ryzdry **Academia:** • Poznań University of Economics and Business, • Adam Mickiewicz University, **Civil Society:** • Polish Tourist and Sightseeing Society
Letters of Support	• The Gniezno County • The Town and Commune of Pyzdry • Tourist Cluster "The Piast Trail in Greater Poland • Wielkopolska Tourism Organisation
Projects and best practices	• reorganisation of the Piast Trail based on the conducted scientific research • the "Development of the key route of cultural heritage of the Greater Poland Voivodeship, Szlak Piastowski ". Project co-financed by the Wielkopolska Regional Operational Program and the project" Marking the Piast Trail "financed by the contribution of the Self-government of the Wielkopolska Region.
Suggested Match	• North-East Romania / Moldova

6.13 University of Algarve (Portugal)

Representative Organization	University of Algarve
Type of organisation	**Academia** The University of Algarve has a deep knowledge of the Algarve region, its landscape and heritage (natural/cultural) and tourism as the main economic activity of this region. It also has a privileged connection to governmental and non-governmental organizations and to the local community. The UAlg research team is an interdisciplinary team with specialists in the fields of economics, management, marketing, sociology, landscape architecture and heritage.
Country	Portugal
Main challenge(s)	The Algarve region is the largest tourist destination in Portugal and currently in Europe. The central coastal region of the Algarve has been dominated since 1960 by sun/beach/golf tourism, similar to that found in southern European countries on the Mediterranean coast. This model has promoted a major economic, environmental, population and urban imbalance between coastal and inland areas. In the Algarve region, tourist activity is mostly located in the 20km closest to the coastline. For a better balance, it is necessary **to develop a more diversified tourism (cultural and natural), that it be more sustainable and promotes greater involvement of the population.**
Heritage asset	**The Algarviensis Geopark (link)**

	Algarviensis Geopark is an area that includes territory from three municipalities in the central region of the Algarve - Loulé, Albufeira and Silves. It is a rural region with a high landscape and agricultural value linked to Mediterranean culture. Possessing a geological heritage of great national and international relevance, it combines a **geoconservation strategy** and a set of **environmental education and awareness policies**, to the promotion of sustainable socio-economic development based on geotourism activities, involving local communities, contributing to the valorisation and promotion of local products. This project aims to **involve the local population** in a strategy to diversify tourism which, especially in the municipalities of Loulé and Albufeira, is concentrated on the coastline, close to the sea. The Geopark project is still at an early stage and although there are some initiatives already implemented, they are isolated from each other, lacking the cohesion that would give unity and identity to the region and boost cultural tourism. **Specific goal**: In this region cultural tourism can be a way of **balancing the asymmetries caused by traditional sun/beach/golf tourism**. The main specific challenges are the depopulation of the rural areas and the balance between coastal and inland tourism.
EU label	• The Algarviensis Geopark is preparing the application to become a UNESCO Geopark, being officially a Geopark aspirant since 2019. • It is an Observer Member in the Portuguese Geoparks Forum. • The geopark region is also covered by the **Mediterranean Diet** and has several villages, such as Querença, Tor, Salir, among others, where agriculture and gastronomy are a showcase of the Mediterranean Diet. The Mediterranean Diet **was distinguished by UNESCO in 2013 as Intangible Cultural Heritage of Humanity**. The University of the Algarve is one of the partners in the defense and implementation of this heritage, and is currently organizing the 1st Congress of the Network of Higher Education Institutions for the Safeguarding of the Mediterranean Diet.
Local Innovation Ecosystem	**Public Sector:** • Algarvensis Geopark, • Loulé Municipality, • Albufeira Municipality, • Silves Municipality • Direction of Culture (DRCAlgarve) • Coordination Commission (CCDRAlgarve). • Algarve Tourism Region (RTA) • Association of Algarve Municipalities (AMAL), **Academia:** • CINTUR – Research Centre for Tourism, sustainability and Well-being; • CEPAC - Centre for Studies in Heritage, Landscape and Construction, **Civil Society:** • Associação In Loco (NGO); • QRER - Cooperative for the Development of Low Density Territories (NGO).
Letters of Support	• Aspirante Geoparque Algarvensis
Projects and best practices	• There are many programs and funding opportunities for cultural tourism linked to the landscape, craft activities and local gastronomy. These programs are managed by several public organizations, such as Algarve Regional Development Coordination Commission (CCDRAlgarve), Algarve Tourism Region (RTA), Regional Direction of Culture (DRCAlgarve), Association of

Algarve Municipalities (AMAL), among others. Some of the programs are:
- o 365 Algarve (link);
- o Odyssea Blue Heritage (link);
- o CRESC Algarve 2020 (link).
- H2020-SC6-EU Project 101004552-INCULTUM. Visiting the Margins. INnovative CULtural ToUrisM in European peripheries. (2021-2024)
- ALF/CFP/2020/ICD/118 - Améliorer la cohésion sociale des territoires méditarranées autour de l´eau. Anna Lindh Foundation. (2020-2021)
- FEDER 2014-2020_UPO. Patrimonio Cultural y Memorias de Fronteras en los Territorios del Sur Ibérico. (2019-2021).
- PTDC/EPH-HIS/2017/02867 Horto Aquam Salutarem. Water wise management in Portuguese gardens in the early modern period. Fundação para a Ciência e Tecnologia (FCUL, IST/UL, UÉ, UAlg) INTERREG MED - BESTMED - Beyond European Sustainable Tourism Med Path (2019 – 2022)
- ERDF by Interreg Atlantic Area - MONITUR Observation and monitoring of the Algarve tourist destination: contributions for its sustainable development (2021-2024:)
- SAICT-ALG/39588/2018 è ERDF by CRESC Algarve 2020-TurExperience - Tourist experiences' impacts on the destination image: searching for new opportunities to the Algarve
- SAICT-ALG/39584/2018 - ERDF by CRESC Algarve 2020RESTUR - Residents' attitudes and Behaviours towards Sustainable Tourism Development in the Algarve
- ERDF by Interreg Atlantic Area - Trail Gazers Bid - An analytical & technical framework to measure returns from trail investment (2019 - 2021)

Suggested Match	- Aragon, Spain - Västra Götaland, Sweden

6.14 Kuldiga District Municipality (Latvia)

Representative Organization	Kuldiga District Municipality
Type of organisation	**Public authority** Kuldiga Municipality is among the responsible for many tourism and cultural-related activities such as The Green Street Art Festival. It was started as the "Kuldiga Street Art Festival" as a new event in the series of culture events devoted to climate and digital issues implemented by us in Kuldiga municipality during the last years, e.g. the festival "Kuldiga, Europe Thinks Green". The Municipality has also been pioneer in digital data analytics for culture tourism in Latvia regarding the global visitor flow analysis by artificial intelligence in the local climate context.
Country	Latvia
Main challenge(s)	The main challenge is to **boost Culture Tourism innovations**, especially regarding **Open Data solutions and data analytics**. The goal is to bring together innovation, digitalisation and climate change for culture development by providing knowledge to citizens that can contribute to urban development in a sustainable way.
Heritage asset	**Kuldiga**

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	The cooperation of the city residents, house owners, managers and Kuldiga municipality is very important, which has become an integral part of the management of the historical centre. In 2011, the Kuldīga Old Town Preservation and Development Plan was approved, which comprehensively includes various aspects of the preservation of cultural and historical heritage, integrating them into the sections of economic development, environmental protection, tourism and cultural development. **Specific goal**: The top heritage assets and specific territorial challenges are: **Lack of data** (and data-driven policies) and **unknown destination**. In Latvia they have been pioneers in digital data analytics regarding the global visitor flow analysis by artificial intelligence in the local climate context. Therefore, they are eager to develop Smart data monitoring and management system for circular cultural tourism in Kuldiga, in West Latvia and Baltic Countries as well.
EU label	• Kuldiga has European Heritage Label • The town has been on the UNESCO Latvian National List since 2004. • Kuldiga Municipality is a Member of the European Destinations of Excellence (EDEN) and participated in all kind of cultural tourism routes.
Local Innovation Ecosystem	**Public Sector:** • West Latvia regional Tourism association, • Liepaja Municipality, • Kurzeme Tourism association **Private sector:** • Latvian Open Technology association (national level), **Academia:** • Riga Technical University, • Liepaja University, **Civil Society:** • Local citizen NGO "Art and Technology centre that organises a green and innovative culture events in West Latvia and Kuldiga city.
Letters of Support	• Kuldiga District Municipality • Kurzeme Tourism association
Projects and best practices	• In 2020 Kuldiga has got a **Regional Award for the "Kuldiga Street Art Festival"** and will be written in the National Green Event Handbook of Latvia. It is developed as a green interdisciplinary event aiming to **meet a growing number of green criteria every year**, as by providing this kind of knowledge citizens can contribute to urban development in a sustainable way. Likewise, the aim of the event is to **transform old and partially abandoned industrial buildings into artworks**. • **Digital data analytics for culture tourism in Latvia** regarding the global visitor flow analysis by artificial intelligence in the local climate context. This innovation helps to identify the number of visitors of the Festival and to predict the number of visitors in correlation with weather conditions.
Suggested Match	• Västra Götaland, Sweden

6.15   Stadsregio Parkstad Limburg (The Netherlands)

Representative Organization	Stadsregio Parkstad Limburg
Type of organisation	**Public authority** Stadsregio Parkstad Limburg has developed particular expertise in collaborating with relevant stakeholders in the field of tourism to create an attractive touristic region out of an industrialized black coal mine region.
Country	The Netherlands
Main challenge(s)	The region has a rich history that has known many ups and downs for the inhabitants. Through the years, a lot of the unique reminders of this rich history have been torn down, but a few have been saved, and some even restored. While history may not be so clearly showing in the environment, it's still very important for the region and its inhabitants. By turning down the reminders of the heydays of the region, the pride of its inhabitants faded. By building on the touristic experience and telling the story of the rich history, they build on regaining the region's pride. And by this storytelling, they want to entice tourists and inhabitants to discover more of the region and extend their visit.
Heritage asset	**Parkstad Limburg's history** The heritage asset they would like to focus on is **the rich history the region has**. With the use of five timelines, which highlight the most important transitions of the region, they tell the region's story to tourists and inhabitants. Each of these timelines has left its own unique print on the region's scenery, constructions, and culture. With the five timelines, they embrace the diversity that can be found in the region, from urban parts to beautiful nature. **Specific goal**: The challenge is to increase awareness about the diversity Parkstad entails and entice tourists to extend their visit and experience all Parkstad offers.
EU label	The heritage asset of the rich history told by five timelines is a direct expression of European culture and history. The five timelines include the Roman Period, the Middle Ages, the Mining period, the Transition years and the New time. The events happening in these periods have affected all of Europe.
Local Innovation Ecosystem	**Public Sector:** • Visit Zuid-Limburg **Academia:** • Open Universiteit
Letters of Support	• VVV Zuid-Limburg
Projects and best practices	Creation of the Experience in the heart of Parkstad Limburg region. In this experience, visitors can not only get touristic information, but can also experience the history of the region. By using modern techniques, like a digital graffiti wall and storytelling through movies and podcasts, visitors get a unique kick-off to their touristic experience in Parkstad. (link)
Suggested Match	• Västra Götaland, Sweden

6.16 Saltaire Inspired (UK)

Representative Organization	Saltaire Inspired
Type of organisation	**Civil society** Saltaire Inspired is a small local volunteer-led charity (established 2006) curating art events in situ in response to the unique spaces, history & contemporary life of Saltaire World Heritage Site. Over the years they have established and maintained key partnerships with residents, local schools, community groups, businesses & charities in Saltaire, and renowned galleries within the iconic Salts Mill which houses a large collection of works by artist David Hockney. As a small organisation, dependent on volunteers and residents in the locality, their philosophy is grounded in human-centred development and sustainable creative practice, and via arts projects residents and visitors are introduced to the industrial heritage of Saltaire. Through their projects and co-created programmes they are connected within a complex yet tight network comprising of residents, over 150 artists and designers and strategic partners and initiatives such as Arts Council England, British Council and beyond.
Country	United Kingdom
Main challenge(s)	The main territorial challenge facing us is that Saltaire World Heritage Site is not as well known regionally and throughout the UK as a cultural destination. There is limited understanding by the general public and visitors about the reasons why Saltaire is a World Heritage Site. Equally, those who do visit Saltaire/Salts Mill tend not to extend their visit to Bradford and other cultural attractions in the wider district such as Bradford Industrial Museum, Cartwright Hall or Cliffe Castle, as mentioned earlier.
Heritage asset	**Saltaire – World Heritage Site (Industrial) with Rydal Museum, Sweden** As a location Saltaire was one of the early examples of architecture featuring a unified public realm which has been emulated since in many buildings and areas throughout Europe. Its design was informed from architectural reference to Italian renaissance and its connectedness to European trade links.
EU label	• Saltaire World Heritage is part of the European Route of Industrial Heritage. (link 1 link 2) • Saltaire is located 3 miles from the city centre of Bradford and became a World Heritage Site in 2001 • Saltaire is part of the European Route of Industrial Heritage, European Route of Industrial Heritage website . There is a World Heritage Site Management Plan. (link)
Local Innovation Ecosystem	**Public Sector:** • World Heritage Site Office, a unit in CBMDC • Bradford Metropolitan District Council **Civil Society:** • Within Saltaire Village there is an active network of organisations and charities - the Saltaire 20 represent over 24 local organisations in Shipley
Letters of Support	• Bradford Metropolitan District Council
Projects and best practices	Saltaire Inspired's projects always involve residents, resident artists and selected artists from afar to generate innovative events. This acts as both a unique way of generating cultural experiences shared by local and visitors alike. Co-created with

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	residents ensures that there is community-driven sustainability and human-centred developments.
	• Trustees of Saltaire World Heritage Education Association are participants in a series of Peer Learning events with Happy Museum within UK to liaise with many different museums on 'No going back' in relation to **using museums to promote action on Climate Change**. (link)
	• Saltaire has produced a **sustainable Travel Plan** to try to reduce the impact of the single occupancy car on the World Heritage Site. Saltaire Inspired have liaised and produced clear maps and travel guidance to encourage sustainable travel to visitors and residents where possible. (link 1 link 2)
	• Saltaire World Heritage Officer attends a small group of UK World Heritage Sites seeking to work towards Climate Change and sharing best practice on sustainable tourism, travel, heritage management, by assessing the UNESCO Sustainable Development Goals. World Heritage UK is aiming to produce a Conference in September on Sustainable issues, in the lead up to COP 26. (link)

	• Saltaire Arts Trail (SAT) (link) - Artists Open Windows (Houses) , co-presented with home-owners in Saltaire's cottages. showcase of contemporary UK art & craft that provides a platform for 100+ artists & makers.
	  ○ special projects, this year including a British Council textile & digital exchange project Weaving Pathways with seamstresses in Bradford, Islamabad & Sao Paulo. Also, The Kite Canvas, a participation project inviting 800+ students at Shipley College & their families to reflect on the impact of the pandemic.
	  ○ commissions for established artists in iconic locations, this year featuring Felt by Claire Tindale in the Salts Mill roof space. (link)

	• Saltaire Makers Fair (link) 2 x contemporary craft markets in Spring & Autumn for up to 100 makers selected by an expert panel of local gallerists & artists. Includes demonstrations & opportunities for public participation.
	• Saltaire Living Advent Calendar (LAC) (link) community participation event, encouraging residents to take part in workshops with artists as part of a village-wide installation. Includes international exchanges with communities in Scotland, Sweden & the USA. (link)
	• The City of Bradford District Council has just launched the new 10 year plan ' Culture is Our Plan' (link) Culture Is Our Plan was commissioned by the independent Bradford Cultural Place Partnership with funds from Bradford Council and Arts Council England. The Partnership is chaired by the Council Leader Cllr Susan Hinchcliffe and membership includes leaders of the major strategic cultural initiatives in the District alongside representatives of the independent arts, culture and heritage sector. The plan has been co-created by the people of the district and the cultural sector itself and will act as a guide to activity between 2021 and 2031.
	• The City of Bradford is bidding to become UK City of Culture 2025 : Bradford 2025 Bradford 2025 - City Of Culture Bid. In addition to the local city wide networks, Bradford UNESCO City of Film working in internationally and with local community groups and Saltaire Heritage Site Bradford Film Heritage – The World's First UNESCO City of Film .
Suggested Match	• Larnaca, Cyprus • Västra Götaland, Sweden

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Acronyms

[CoP]	[Community of Practice]
[CoI]	[Community of Interest]
[HIN]	[Heritage Innovation Networks]
[NGO]	[Non-governmental Organisation]
[ORD]	[Open Research Data]
[ORDP]	[Open Research Data Pilot]
[PC]	[Project Coordinator]
[PMT]	[Project Management Team]
[SDGs]	[Sustainable Development Goals]
[SSRN]	[Social Science Research Network]
[SR]	[Scientific Responsible]
[WP]	[Work Packages]

Annex 1 – Be.CULTOUR Open Call

The Open Call text for applicants is reported below.

OPEN CALL

JOIN THE BE.CULTOUR (BEYOND CULTURAL TOURISM) COMMUNITY

Ilaria D'Auria

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1. THE BE.CULTOUR COMMUNITY OF CIRCULAR CULTURAL TOURISM INNOVATION ECOSYSTEMS

In the frame of the Horizon 2020 funded project 'Beyond Cultural Tourism (Be.CULTOUR)', the European Regions Research and Innovation Network (ERRIN) is building a community of passionate regional representatives committed to shaping the future of cultural tourism in their territory. Twelve applicants will be selected as '**Mirror Innovation Ecosystems**' and work together with the representatives of six pilot ecosystems in **Aragon (Spain), Basilicata (Italy), Larnaca (Cyprus), Vojvodina (Serbia) and the cross-border area of North-East Romania and Moldova.** The 12 selected applicants will participate in a peer-learning scheme based on the pilot/mirror approach: for three years, a programme made of a blend of offline and online activities will foster collaboration and knowledge transfer between the representatives of six pilot ecosystems, already partners in the consortium, with the 12 additional regional representatives. Together, they form the Be.CULTOUR community and will learn methodologies, tools and practices fostering regional development through circular cultural tourism. Starting from the **shared challenges** linked to deprived, remote or over-exploited areas, the selected participants will mirror the resources developed throughout the project. They will then adapt the resources to their territory while actively engaging in **networking and training activities dedicated to the transfer and uptake of innovative solutions**. Territories featuring unique heritage assets will be at the heart of a learning journey that will focus on how to create attractive destinations after the COVID-19 pandemic. The Be.CULTOUR community will be managed by the European Regions Research and Innovation Network (ERRIN).

Applications to join the Be.CULTOUR community can be submitted by completing the online form on the ERRIN website until Tuesday, 8th June 2021, 18:00 CET.

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2. THE BE.CULTOUR PROJECT IN A NUTSHELL

Be.CULTOUR stands for **'Beyond CULtural TOURism: heritage innovation networks as drivers of Europeanisation towards a human-centred and circular tourism economy'.** The overarching goal of Be.CULTOUR is to foster sustainable regional development through circular cultural tourism. The project will develop human-centred innovations inspired by cultural heritage, to support the transition of the tourism sector towards a circular economy.

Title of the project	Beyond Cultural Tourism
EU programme	Horizon 2020 (Innovation Action)
Duration	36 months, starting from 1st February 2021
Coordinator	CNR-IRISS | Italian National Research Centre - Institute for Research on Innovation and Services for Development
Partners	• Consiglio Nazionale delle Ricerche (CNR)-IRISS (IT) • Iniziativa Cube (IT) • Uppsala University (SE) • European Regions Research & Innovation Network (ERRIN) (BE) • ICLEI - Local Governments for Sustainability (DE) • ICHEC – Business management school (BE) • OUNL – Open University of the Netherlands (NL) • APT-BAS - Association for territorial promotion in Basilicata (IT) • PGT - Provincial Government of Teruel (ES) • ANETEL -Larnaca and Famagusta District Development Agency (CY) • LAONA Foundation for the Conservation and Regeneration of the Cypriot Countryside (CY) • VGR - Cultural Development Administration Region Västra Götaland (SE) • SCTM - Standing Conference of Towns and Municipalities National Association of Local Authorities in Serbia (RS) • NERDA - North-East Romania Regional Development Agency (RO) • VEM - NGO Verde e Moldova (MD)

Cultural tourism entails opportunities but also risks. If not managed properly, it can easily generate negative environmental, social and cultural impacts on local communities and ecosystems. Moreover, **the level of development of cultural tourism** between certain regions and sites, including those between the neighbouring countries in Europe, remains still **unbalanced**. Deprived remote, peripheral or deindustrialised areas lag behind, whereas high demand areas are over-exploited in an unsustainable manner.

Moreover, the outbreak of the COVID-19 pandemic has brought global, urban, and regional development and cultural tourism to a standstill, hitting all territories without distinctions and seriously jeopardising thousands of European cultural and tourism professionals' livelihoods. Despite the challenges, the tourism and culture sectors today face a unique opportunity to **create new partnerships and collaboration**. They are bound to **jointly reinvent**

and diversify their offer, attract new audiences in different ways, and develop new skills to support this radical transition. **Capitalising on digitalisation, supporting circular tourism and promoting less exploited areas are now key to build a stronger, more sustainable and resilient tourism sector**.

In February 2021, **the Horizon 2020 funded project "Beyond Cultural Tourism – Be.CULTOUR" project was launched with precisely this ambition**. Selected with the maximum score amongst 86 proposals, Be.CULTOUR has **4 million Euros and 3 years** to help regions develop human-centred and circular models for their cultural tourism sector. Led by the CNR IRISS, Institute for Research on Innovation and Services for Development in Italy, the consortium comprises **15 partners** including research institutes, local and regional authorities, as well as European umbrella organisations such as **ERRIN, the European Regions Research and Innovation Network and ICLEI,** the global network of towns, cities and regions committed to sustainable development.

Six EU and non-EU territories have accepted the challenge: the regions of **Aragon** (Spain), **Basilicata** (Italy), **Larnaca** (Cyprus), **Västra Götaland** (Sweden), **Vojvodina** (Serbia) as well as the cross-border area of **North-East Romania and Moldova** will be equipped with tools, knowledge and contacts to accelerate the **development of innovative solutions in different thematic areas** (rural co-living, augmented cultural tourism, sensorial heritage, contemporary meanings of heritage, religious heritage, natural heritage, industrial heritage, post-cultural tourism, cultural tourism at home, fair cultural tourism and solo tourism) and test them in wide and diversified partnerships of stakeholders.

Twelve additional organisations will be selected and join forces with the six EU and non-EU territories in the Be.CULTOUR community. **Managed by ERRIN, the 18 organisations in the Be.CULTOUR community will be actively involved and invited to share their best practices by participating in the project's co-creation, peer-learning and capacity-building activities.** The community members will have access to a peer-learning scheme 100% funded by Horizon 2020 and dedicated to passionate practitioners in charge of shaping the cultural tourism sector of the future!

3. WHAT'S ON OFFER?

Peer-learning and knowledge transfer will be at the heart of the Be.CULTOUR community. Based on the pilot /mirror approach, local and regional representatives will learn from and reflect on the experiences gained during the implementation of the project's activities in the 6 pilot areas. The peer-learning programme includes:

- **Interview session (June 2021 – September 2021)**

The 12 selected applicants will firstly be interviewed a by an ERRIN member of staff within the first month. The objective is to gather information on the local/regional innovation ecosystem, challenges and experiences linked to the cultural tourism sector as well as circular economy. A second interview will follow, aiming at understanding the specific learning needs and expectations related to the Be.CULTOUR community. The content of these interviews will be used both for increasing the visibility of the participating innovation ecosystems as well as shaping the peer-learning activities.

● **Dedicated online activities**

The Be.CULTOUR project offers a digital support infrastructure to facilitate the interactions between the regional representatives, while providing them with curated content to further the exploitation of the project's outcomes.

The 12 selected applicants will be invited to participate in:

o **Quarterly community conversations** (June 2021 – August 2022) between pilot and mirror ecosystem representatives offer a shared space for dialogue to exchange on the methodologies, tools and practices developed throughout the project. In addition, this flexible format will allow to invite external speakers with a specific expertise of interest to the Be.CULTOUR community members. These quarterly community conversations are the place for informal peer-learning: they are ensured until halfway through the project and will not last more than two hours. This format can be extended upon request of the Be.CULTOUR community members.

o **Webinar series** (November 2022 – December 2023), organised by the ICLEI network, on the main methodological pillars of the project, such as tourism flow management and evaluation; methodologies and tools for stakeholder engagement; techniques for co-development; prototyping and testing of human-centred innovations in sustainable and circular cultural tourism.

● **Face-to-face activities (September 2022 and December 2023)**

Travel and accommodation costs will be covered for the 12 selected applicants to join two Learning Labs:
o **Brussels Learning Lab** (5-9 September 2022, back to back with a hackathon led by ICHEC Brussels Management School)
o **Naples Learning Lab** (December 2023, back to back with the final conference of the project):

The content of the Learning Labs will be defined at a later stage, in collaboration with the needs and expectations of the Be.CULTOUR community members. Budget for an additional colleague may be available.

4. **WHY JOIN?**

ENGAGE in **a peer-learning programme** for decision-makers dealing with circular cultural tourism and urban/regional development and mingle with a community of **300+ innovators** across Europe.

12 selected regional representatives will have access to a **peer-learning programme** based on the pilot/mirror approach which includes:

- First-hand access to the tools, methodologies, and resources developed in the frame of the project by experts from Consiglio Nazionale delle Ricerche (CNR)-IRISS, Iniziativa Cube, Uppsala University, European Regions Research & Innovation Network (ERRIN), ICLEI - Local Governments for Sustainability, ICHEC – Business management school and Open University of the Netherlands (ONUL).
- 2 Learning Labs in Brussels (September 2022) and Naples (December 2023), with costs of travel and accommodation totally covered;
- 2 interviews and 1 dedicated article on Medium;
- 3 webinars tailored on specific learning needs;
- Quarterly community conversations between the representatives of the pilot and mirror innovation ecosystems;
- Professional community management fostering online and offline networking opportunities;
- Timely information on sector-specific events, calls, tenders, etc.

GATHER DATA on the **market potential** of circular cultural tourism in your region

The Be.CULTOUR project will create innovative **quantitative/statistical as well as qualitative tools and methods** which will combine official statistics and big data for evidence-based policies, effective destination management, business intelligence and resilience, and conduct an analysis of market potential of circular cultural tourism in you region, based on a set of data provided by applicants.

IMPROVE sustainable and circular cultural tourism policies and practices, at various levels, while strengthening local innovation ecosystems

Learn how to **drive co-creation processes** to engage local ecosystem stakeholders in the definition of **challenge-driven and community-led Action Plans.** The Be.CULTOUR community members will be able to closely follow these processes in the six pilot ecosystems and reflect on how this contributes to the **creation of destinations** which are built on sustainability and circularity.

SHAPE the development of human-centred innovative solutions for circular cultural tourism

Work closely peers tackling similar territorial challenges linked to circular cultural tourism and discover how innovation ecosystem stakeholders can engage in co-creation processes leading to human-centred solutions for the sector.

EXCHANGE on how to make more efficient use of **European Structural and Investment Funds and learn about innovative financing for the circular cultural tourism sector.**

Many potential sources of European funds can be used for financing sustainable and circular cultural tourism projects. Unfortunately, in many cases, these opportunities are not always apparent. Be.CULTOUR will provide **strategic guidance on the efficient and effective use of European Structural Investments Funds** and **pre-accession funds in the cultural tourism sector** to support local innovation ecosystems.

INCREASE the visibility of your Innovation Ecosystem

As a representative of a Be.CULTOUR mirror innovation ecosystem, you will be able to provide input to **showcase appealing regional stories linked to sustainable and circular cultural tourism** as well as the peer-learning experience. This content will be featured on **dedicated webpages** which will be updated regularly according to the activities carried out. With a large network of EU and non-EU stakeholders, we will **ensure considerable visibility** to your heritage assets and innovation ecosystem.

5. WHO CAN APPLY?

The Be.CULTOUR community and peer-learning scheme **targets decision-makers at the local and regional levels** committed to shaping the future of the cultural tourism sector in their region. We are looking for civil servants who are **passionate about innovation** and wish to **achieve urban and regional development** through sustainable and circular cultural tourism policies and programmes.

Ideally, the profile of the applicant should reflect:

- Commitment to learning and sharing challenges, experiences and innovative ideas.
- Professional experiences related to cultural tourism, urban & regional development, circular economy and innovation processes.
- The ability to mobilise a broader ecosystem of interested stakeholders (destination managers, tourism guides, entrepreneurs, tourism operators, etc.).
- Interest in actively participate in the Be.CULTOUR peer-learning scheme (certificate of attendance provided).
- Interest in new co-creation methodologies, preferably with some experience in participatory/collaborative approaches to innovation.
- Based in Europe (27 EU and non-EU countries).

The Be.CULTOUR project looks at specific areas, territories and heritage assets.

The Be.CULTOUR community will be learning and reflecting on identified challenges and concrete policies and programmes.

Therefore, **applicants should be able to indicate**:

REQUIRED	• Relevant priorities in the Smart Specialization Strategy (RIS3 14-20 21-27), Circular Economy Strategy, etc. or interest to update their RIS3 in this direction. • Relevant strategies in the cultural tourism sector, with programmes/projects fostering the transition towards a circular economy model. • Ability to identify a specific challenge linked to the cultural tourism sector • Identification of a specific Heritage Site or Asset. • Willingness to participate in the peer-learning scheme (identification of a coordinator). • Capacity to demonstrate the institutional commitment. • Capacity to mobilise the commitment of the innovation ecosystem. • Interest in one or more challenges identified by the Pilot ecosystems.
OPTIONAL / PREFERRED	• Host a UNESCO Heritage Site/European Heritage Label. • Experience in co-creation and participatory approaches. • Participation in emerging European networks of heritage sites, such as European Cultural Routes. • Experience in EU-funded projects, especially if related to the urban & regional development and cultural tourism sector. • Experience in cross-border cooperation in the tourism sector/field of circular economy; • Interest in/existence of public-private-people partnerships.

The **selection process** will be driven by the European Regions Research and Innovation Network (ERRIN), who will be responsible for setting up **a selection jury made by one expert from each core partner of the Be.CULTOUR consortium.**

The **evaluation criteria** focus on:
- Strategic vision, including links with EU policy framework and programmes
- Motivation and ambition
- Challenge definition
- Institutional commitment
- Innovation ecosystem mobilisation and ecosystem thinking
- Expression of European culture and history (incl. European Heritage Label, European Cultural Route)
- Experience/examples/best practices of sustainable and circular cultural tourism
- Approach to gender and minority cultures

6. HOW TO APPLY?

- [Optional] Register for the webinar on **'Creating destinations after COVID-19. The new competitive advantage of remote areas'**, **Tuesday 13th April from 14:00 to 16:15 CEST**. During the event the open call, the project and the peer-learning programme will be presented and participants will have the opportunity to receive first-hand information and join the Q&A session.
- If you have any further questions, get in touch with Gaia Marotta by sending an email to **gaia.marotta@errin.eu** (**deadline to send questions: 14th May, 18:00 CEST**)
- Visit the Frequently Asked Question webpage
- Download the form intended to support you in filling out the online submission form.
- Fill-out the online submission form on the ERRIN website **by 30th May 2021, 18.00 CEST**

7. BE.CULTOUR GLOSSARY

MIRROR INNOVATION ECOSYSTEMS	**Twelve Mirror Innovation Ecosystems** will adapt and exploit Be.CULTOUR models and products in their region. Mirror Innovation Ecosystems will form the **Community of Interest** and actively engage in **peer-learning activities.**
PILOT INNOVATION ECOSYSTEM	The 6 Innovation Ecosystems where Be.CULTOUR pilot actions will be implemented. Each Pilot Innovation Ecosystem will engage multiple local actors to **co-create** innovative **demand-driven** innovative solutions for **circular tourism** through improved **investment strategies**.
BE.CULTOUR COMMUNITY OF INTEREST	Community of 12 **Mirror Innovation Ecosystems** selected to engage in knowledge-sharing activities and exploitation of project results. They will team up with experienced peers from the six **Pilot Innovation Ecosystems** and improve regional policies and programmes in the field of circular cultural tourism.
HERITAGE SITE OR ASSET	Every Mirror and Pilot Innovation Ecosystem select one Heritage Site (a cultural or natural overexploited or a deprived remote, peripheral or deindustrialized area that has the potential to become an attractive touristic location), or a cultural tangible or intangible Asset to focus the analysis. The selected Heritage Site will be enhanced through support an innovative circular cultural tourism strategy.
LOCAL COORDINATOR	The legal entity selected to participate in the **Community of Interest** and coordinate the regional activities in order to contribute to Be.CULTOUR objectives and exploit project results.

CIRCULAR TOURISM	Tourism has a major environmental impact and can create great pressure on local resources. **Circular Economy** holds big potentials for the tourism sector in reaching **higher sustainability and profitability by reducing waste, regenerating natural resources, and empowering local communities.**
HUMAN-CENTRED INNOVATION	The human-centred approach places **real people and communities**, instead of abstract 'consumers' **at the centre of the co-development** of innovative services, products, policies and practices. This allows **responding to specific identified needs and demands** and developing innovative human-centred **solutions**.
CO-CREATION METHODOLOGIES	Be.CULTOUR is based on a participatory co-creation and co-design approach that will **involve a diverse range of quadruple helix stakeholders** in open discussion and analysis in order to co-define innovative solutions that will respond to the co-identified challenges.
QUADRUPLE HELIX	The project will involve regional stakeholders from the public sector, academia, industry and SMEs and civil society.

8. THE SIX BE.CULTOUR PILOT ECOSYSTEMS

6 PILOT ECOSYSTEMS

- Cultural Park of Rio Martin, **Aragon** (ES)
- City of Venosa, **Basilicata** (IT)
- Cultural Landscape and rural villages, **Larnaca** (CY)
- Forsvik and Ridal, **Vastra Gotaland** (SE)
- 3 municipalities, **Vojvodina** (SRB)
- Stephen the Great Cultural Route, **NE-RO** and **Moldovia** (cross-border)

In Be.CULTOUR, 6 pilot ecosystems represented by a lead organisation will co-create innovative solutions for circular cultural tourism.

Every pilot has identified one or more challenges to a deprived, remote or peripheral area that includes an under-exploited heritage asset on which it will focus its activities.

The additional Be.CULTOUR community members selected via the open call will be invited to share their best practices and actively participate in the co-creation, peer-learning and capacity building activities.

PILOT ECOSYSTEM	HERITAGE ASSET	HERITAGE TYPE	CHALLENGE(S)
ARAGON REGION, SPAIN	THE CULTURAL PARK OF THE RÍO MARTÍN, PROVINCE OF TERUEL	Archaeological, religious and rural heritage	**Accessibility of remote areas and depopulation of rural areas** The tourism sector already accounts for 54% of the GDP of the province. Nevertheless, its importance at the regional level is small compared to destinations as the Pyrenees or Saragossa. Moreover, an excessive concentration in one industrial sector is neither advisable. Implementing new business models linked to the circular economy will increase the tourism demand and diversify tourism activity in a more balanced and sustainable way. The province is intensely rural and with a scattered population. Although Teruel is the most advanced province in circular economy models at the institutional level, its influence has not yet sufficiently reached companies and local strategies. The current tourism policy focuses more on short-returns and marketing than on local population involvement. Furthermore, an open and collaborative innovation methodology has not yet been sufficiently rooted at the political level to establish innovative action plans.
BASILICATA REGION, ITALY	CITY OF VENOSA	Archaeological and rural heritage	**Abandonment and depopulation of rural areas** The Region of Basilicata is facing the challenge of building on the legacy of the Matera European Capital of Culture 2019 to intensify the connections with the wider regional area beyond the urban boundaries. The objective is to contribute, via the development of community-led Action Plans and human-centred innovations, to the smart and sustainable development of rural areas, improve the management and valorisation of the cultural heritage, and build a sustainable cultural tourism economy in the inner parts of Basilicata. Specific challenges are linked to: ● Concentration in one site, Matera; ● Abandonment and depopulation of rural areas and ● Accessibility of remote areas.
LARNACA, CYPRUS	THE RURAL CULTURAL LANDSCAPE OF LARNACA	Terraced cultural landscape	**Overexploitation of high-demand areas** The site of Larnaca suffers from the focus on Sun & Sea tourism, which, as a result of fierce competition between both new and mature destinations, is becoming increasingly

			price dependent. The strong seasonality of the tourism sector affects the area. The identified need which will be tackled by the community-led Action Plans and human-centred innovations is linked to the improvement/development of the new itineraries as well as of cultural infrastructure and equipment.
NORTH-EAST ROMANIA – MOLDOVA **(CROSS-BORDER PILOT)**	**THE ROUTE OF STEPHAN THE GREAT AND SAINT**	**Religious heritage and natural reserve**	**Abandonment and depopulation of rural areas** The challenges addressed by community-led Action Plans and human-centred innovations are related to the accessibility of remote areas, quality standards for cultural tourism, language barriers and cultural mediation. There are rural villages with relevant cultural heritage sites in the focus area that need to be valorised for tourism purposes. These destinations are unknown, and their local economy is underdeveloped, making it important to assist local communities in their local economic development strategies. Rural areas are affected by the migration of young people in the western part of Europe for work, causing the loss of these villages' immaterial heritage. Lack of public funding for tourism promotion is a challenge, and a lack of qualified human resources in tourism caused by the migration phenomenon.
VÄSTRA GÖTALAND REGION, SWEDEN	**FORSVIK AND RYDAL**	**Industrial heritage**	**Deprived and polluted industrial heritage sites** The challenges related to under-exploited industrial heritage, the lack of accessibility of remote areas and the abandonment/depopulation of rural areas will orient the Action Plan and human-centred innovations in Forsvik and Rydal. An urbanisation process is currently underway in Västra Götaland, following a long period of de-industrialisation. Many former rural industrial environments, now considered cultural heritage, have been transformed into tourist destinations. They attract visitors during parts of the year but have not fully utilised their potential for a transformation that attracts new residents, companies and organisations. Industrial heritage in itself is not enough to attract tourists, and the lack of services, such as public transportation and accommodation, coupled with an overall unappealing perception of the places' identity hinders the potentialities of regional development via cultural tourism.

VOJVODINA, SERBIA	BAC, SREMSKI KARLOVCI AND IRIG IN	Cultural, Religious and Natural heritage	**Concentration in one site (such as Novi Sad European Capital of Culture 2021) and lack of communication and synergetic action towards joint potentials** The Action Plan and human-centred innovations will focus on the development of the River Cruise enhancing its accessibility, and the development of cultural itineraries that combine wine, gastronomy, religious, cultural and natural, spa and congress tourism.