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

Deliverable 3.3

Heritage Innovation Networks and Be.CULTOUR Community of Practice Webpages

Version 1.0

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☐	**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, 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 Heritage Sites located in Italy, Spain, Cyprus, Sweden, Serbia and the cross-border region of NE Romania-Moldova. Local Coordinators in Pilot Heritage Site are establishing local Heritage Innovation Networks and designing their local activities based on their active participation in the Be.CULTOUR Community of Practice. At the same time, a Community of Interest is being developed to engage additional 12 Mirror Heritage Sites in peer-learning activities and replication of project results across Europe.

This deliverable focuses on the Be.CULTOUR Community of Practice (CoP) framework and the profiles of the six Pilot Heritage Sites where Heritage Innovation Networks are being developed. The first part of the deliverable presents a theoretical framework for the Be.CULTOUR CoP, drawing inspiration from international literature and best practices from relevant EU Research and Innovation projects. The membership of the CoP is defined and a plan of interconnected activities is developed based on the Be.CULTOUR work plan. Building on input provided by CoP members, this document clarifies the purpose and objectives of the CoP and defines the collaboration processes and digital tools that will shape its operation.

The second part of this deliverable focuses on the six profiles of the Heritage Innovation Networks, presenting updated information about the framework in which CoP members will operate at local level. Each profile highlights the cultural heritage assets that will guide the development of local Action Plans for circular cultural tourism, the Key Challenges prioritised for Be.CULTOUR, the identified Innovation Areas and an initial list of Key Stakeholders to be engaged in the co-creation process. Special attention is given to the pandemic impacts in the local tourism sector and to possible opportunities in terms of new tourism trends that are aligned with Be.CULTOUR objectives. This content forms the basis of all webpages to be developed for Be.CULTOUR disseminations purposes.

The Appendix of this deliverable includes screenshots and links to the Web Pages developed so far on the Be.CULTOUR Website and the Be.CULTOUR Working Space created in the "Innovators for Cultural Heritage" platform promoted by the European Commission. The initial content developed at this stage based on the abovementioned profiles is expected to be constantly updated, according to the input received from the Heritage Innovation Networks, the project branding process and the technical possibilities of each platform.

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	X
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	X
9	Diputación Provincial de Teruel	PGT	X
10	Larnaca and Famagusta Districts Development Agency	ANETEL	X
11	Laona Foundation	LAONA	X
12	Västra Götaland region	VGR	X
13	Stalna Konferencija Gradova I Opstina	SCTM	X
14	Agentia Pentru Dezvoltare Regionala Nord-Est	NERDA	X
15	Verde e Moldova	VEM	X

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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"** (see Letters of Support). 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's 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's 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

Central to the co-creation processes enabled by the Be.CULTOUR project is the Community of Practice (CoP), which enables the Local Coordinators of Pilot Heritage Sites to interact with expert Mentors, receive guidance, exchange knowledge and reflect on outcomes. Through the CoP, the core Be.CULTOUR Consortium priorities are linked to local realities on the ground. It thus constitutes a key mechanism for information and knowledge sharing within as well as beyond the Be.CULTOUR consortium, further developing the Heritage Innovation Networks at local level, and translating academic research into local action. This section outlines the aims and scope of the Be.CULTOUR Community of Practice and presents an operational framework developed with input from all consortium partners over bilateral and group calls in Months 2-4. It aims to clarify the relationship between the CoP, Heritage Innovation Networks and the broader Be.CULTOUR Community as well as to align CoP communication activities and tools with Deliverable 5.1: Exploitation, Dissemination and communication Plan.

2.1 Document structure

The document is structured as follows:

- Chapter 1 included a description of the Be.CULTOUR project;
- Chapter 2 is an introduction to the deliverable, detailing the document structure;
- Chapter 3 presents the Community of Practice Framework, describing membership, objectives, tools & processes for its operation and development throughout the project;
- Chapter 4 focuses on the profiles of the six Heritage Innovation Networks represented in the Community of Practice, featuring the cultural assets of each Pilot Heritage Site, the selected innovation areas and relevant pandemic impacts on the tourism sector, as well as key stakeholders to involve in Be.CULTOUR activities.

3 Be.CULTOUR Community of Practice Framework

3.1 Communities of Practice

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 1 – Community of Practice (CoP)

As illustrated in Figure 1, 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 (eg. 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 (*eg*. 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,

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'belonging is enacted through the mutual engagement, sharing of repertoires, and negotiation of the joint enterprise(s)' (Iverson, 2011: 43) to tackle problems and topics they care about.

Although this practice is ancient, forming translocal Communities of Practice 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) as well as experimentation with participatory governance models (Municipalities in Transition). Such examples, as well as the Heritage Innovation Partnerships (HIPs) developed in the CLIC project were studied in terms of community agreements, processes and tools applied, in order to develop the Be.CULTOUR Community of Practice Framework.

In the case of Be.CULTOUR the Community of Practice constitutes one of the four levels of engagement in the broader Be.CULTOUR Community.
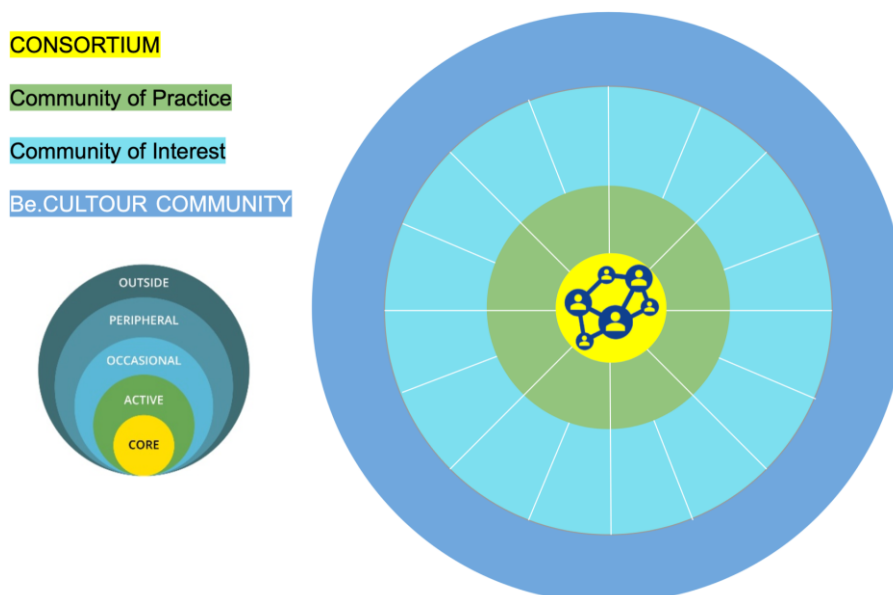

Figure 2 – Levels of engagement in the CoP

As illustrated in Figure 2, 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 developed in the **12 Mirror Heritage Sites**, selected through an Open Call launched by ERRIN in April 2021. The fourth level of engagement refers to 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.

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Local communities and stakeholders participating in the **Heritage Innovation Networks** (HIN) are included in this fourth level and are directly linked to the Pilot Heritage Sites. They include quadruple helix actors (e.g. tourism professionals, civil society actors, researchers, entrepreneurs, policy makers, etc.) who will actively participate in Be.CULTOUR activities and contribute to the co-development of Action Plans for Pilot Heritage Sites. WP3 leaders will provide a methodology for Stakeholder Mapping which will enable Local Coordinators to identify relevant stakeholders at the micro, meso and macro levels of each Pilot Heritage Site and organise them on the basis of the Quadruple Helix model, ensuring cross-sectoral engagement of participants in the HIN. In addition, special attention will be given to identifying minority groups that ought to be engaged at the local level, enhancing the diversity of insights regarding circular cultural tourism in each Pilot Heritage Site.

Based on the Stakeholder Mapping, an initial list of contacts will be created for each HIN and an online form will be developed and translated to disseminate local Open Calls for expression of interest to join the network (Month 6). This form will constitute the official sign-up for local stakeholders to onboard the project and confirm their willingness to be involved in Be.CULTOUR activities such as surveys, local workshops, online events etc. The form will remain open throughout the project duration, enabling interested stakeholders to engage with the project in a free and voluntary manner and stay informed about latest updates. Each Local Coordinator will be responsible for managing the database of the local HIN, and for sharing contacts with the Be.CULTOUR Consortium to enhance the dissemination of project activities and results.

Unlike other Communities of Practice, the Be.CULTOUR CoP is not based on open membership but is defined by specific members of the Be.CULTOUR Consortium. Concretely, the membership of the CoP is made of at least two representatives of the following organisations, arranged in Pilot-Mentor tandems. As illustrated in the following table, each partner organization has assigned one contact person to be responsible for participating and providing feedback to CoP activities. In the case of Pilot Heritage Sites, the Local Coordinator will act as the official link between the CoP and the local Heritage Innovation Network.

Table 1 – Mentors & Pilots partners structure

Partner Organisation	Partner	Role in CoP	Contact Person
CONSIGLIO NAZIONALE DELLE RICERCHE, Institute for Research on Innovation and Services for Development	**CNR IRISS**	**Mentor**	Alessandra Marasco & Serena Micheletti
APT Basilicata	APT-BAS	Pilot	Antonio Nicoletti
CONSIGLIO NAZIONALE DELLE RICERCHE, Institute for Research on Innovation and Services for Development	**CNR IRISS**	**Mentor**	Antonia Gravagnuolo
Larnaca and Famagusta Districts Development Agency	ANETEL	Pilot	Eudokia Balamou
Laona Foundation	LAONA		

European Regions Research and Innovation Network	**ERRIN**	**Mentor**	Ilaria d'Auria & Gaia Marotta
Diputación Provincial de Teruel	PGT	Pilot	Laura Gascón Herrero
ICLEI Europe – Local governments for Sustainability	**ICLEI**	**Mentor**	Alexandru Matei
Agentia Pentru Dezvoltare Regionala Nord-Est	NERDA	Pilot	Roxana Slemc Pintilescu & Anatolie Risina
Verde e Moldova	VEM		
Uppsala University	**UU**	**Mentor**	Jermina Stanojev
Västra Götaland region	VGR	Pilot	Johan Tranquist &Christina Shearer
Stalna Konferencija Gradova I Opstina	SCTM	Pilot	Igor Pucarević

The knowledge **domain** of shared interest in the Be.CULTOUR CoP is the co-creation of innovative circular solutions for heritage regeneration beyond cultural tourism. The **practice** this CoP undertakes together is described in the Be.CULTOUR Grant Agreement and visualised in Figure 3 as a series of interlinked activities, leading to 6 Action Plans for the Pilot Heritage Sites and 18 innovative solutions for circular cultural tourism (3 per PHS).
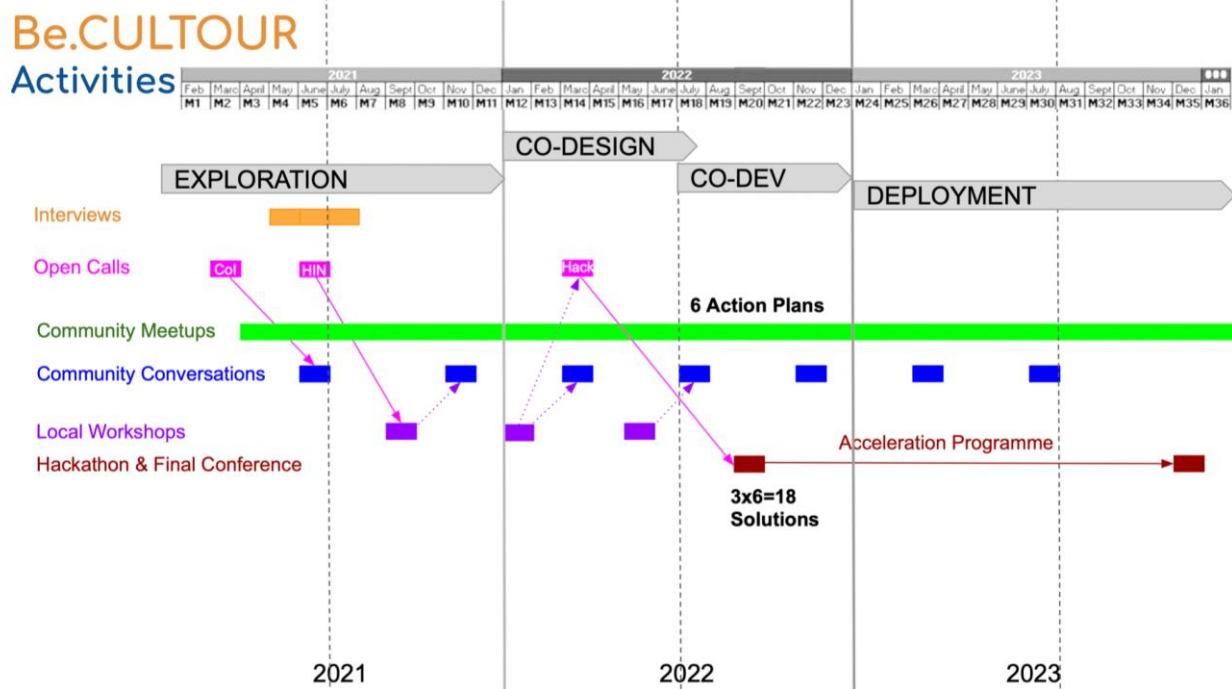
Figure 3 – Be.CULTOUR activities

Specifically, CoP members will be trained through monthly **Meetups** to engage local stakeholders in Heritage Innovation Networks and organise **Local Workshops** for the co-design of Action Plans for circular cultural tourism. The strategic priorities co-developed for each region will define Open Calls for innovative services, processes and products to be selected in the Be.CULTOUR **Hackathon**. The best solutions will be funded to be deployed in the pilot regions through the Be.CULTOUR Accelerator Programme, while Action Plan monitoring and evaluation is conducted. In order to increase the impact of the project, and to allow testing the selected methodologies and tools in other territories, CoP members will be able to interact and share their experiences with an additional group of 12 representatives of Mirror Heritage Sites, forming the Community of Interest. A dedicated level of interaction has been created between CoP and CoI members: the **Community Conversations.** These will be the open virtual events held every 3-4 months, serving as peer-learning activities between CoP and CoI members and dissemination opportunities for the broader Be.CULTOUR Community. Enhanced by activities undertaken in other WPs within the Be.CULTOUR project, this programme will enable regular, focused and diverse interaction between CoP members enabling them to fulfil personal objectives and reach collective targets.

3.2 Purpose & Objectives

The purpose of the Be.CULTOUR CoP is "**to foster regional development through circular cultural tourism**". Based on a co-creative exercise implemented during the first online Community Meetup held on April 22nd, 2021, the following objectives have been identified by the CoP members:

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CONNECT

- Meet like-minded professionals interested in circular cultural tourism across Europe
- Share common **challenges** and create new **opportunities**

LEARN

- Gain theoretical knowledge and discover best practices in **circular cultural tourism**
- Learn about **human-centred design** and experiment with **participatory approaches** and **co-creation** methodologies in online and offline spaces
- Get insights about the implementation of different **Work Packages** (Data, Policy & Financing, Prototyping etc.)
- Engage in **Peer-Learning** activities with Local Coordinators from 6 Pilot and 12 Mirror Heritage Sites

CO-CREATE

- Develop **Action Plans** to foster **regional development** through circular cultural tourism
- Establish local **Heritage Innovation Networks** actively engaging stakeholders from public, private, academic and civil society sectors
- Co-create innovative **products, services and processes**

3.3 Collaboration tools

Remote collaboration tools and processes have been agreed between CoP members during the first months of the project, to allow for effective operation of the Be.CULTOUR CoP. These include a series of monthly online Meetups and a compilation of digital tools that facilitate asynchronous work around Be.CULTOUR activities.

3.3.1 CoP Meetups

Framing: In order to nurture organic growth and operation of the community, CoP members will meet on a monthly basis in virtual Meetups, which will provide structure for the coordination of Be.CULTOUR activities at local level. These will be closed meetings accessible to the official representatives of 6 Pilot Heritage Sites and the 4 Mentoring organisations. In order to facilitate effective online collaboration, each Meetup will accommodate a maximum of 25 participants, hence each Pilot will be responsible to assign 2 representatives with long-term commitment to the CoP and 1-2 occasional participants. An initial agreement has been made to set this Meetup for the last Thursday of each month between 11:00 - 12:30 CET. CoP members have agreed to plan their attendance during this slot for the coming months, in order to facilitate coordination of busy work schedules and other ongoing activities. Considering the different cultural and religious backgrounds of CoP members, special attention will be given to respecting national holidays and arranging CoP activities during working days and times.

Facilitation: The Meetups will be designed and facilitated by ICLEI Europe, based on topics and processes that support the implementation of the Be.CULTOUR work plan. Each month, a different Pilot will be selected to co-host the CoP Meetup. This will involve supporting the preparation of the agenda and learning materials, as well as facilitating certain parts of the Meetup. With the support of ICLEI Europe, this process is expected to train CoP members in designing and facilitating online meetings, hence building capacity for potential implementation of Local Workshops in virtual environments.

Structure: Each Meetup will last 90 minutes and will comprise shorter sessions dedicated to the three core objectives of the CoP:

- **Connect:** Ice-breakers, team-building exercises and inspirational content (*ie.* music, videos, stories) will be used to exchange experiences, build trust, strengthen community bonds and empower CoP members in their local efforts.

- **Learn:** Guest speakers from the Be.CULTOUR Consortium or external organisations will be invited to share relevant information on tourism trends, scientific content on the circular economy or heritage regeneration case studies, related to the implementation of Be.CULTOUR activities at the local level. Presentations will be followed by Q&A sessions in order to clarify and align guidelines for all Pilots.

- **Co-create:** Hands-on exercises will be undertaken in Break-Out rooms, using uniform materials (*ie.* Canvases, Maps, Cards) to develop local strategies and activities. These Break-Out sessions will also be used for Mentoring purposes, since Mentors will work in tandem with the respective Pilots to adapt CoP materials to local realities, clarify issues and identify priorities for the coming month.

Online materials and tools used during the Meetups will remain open and accessible to CoP Members in order to continue asynchronous work in collaboration with their Mentor or local team.

Figure 4 – Snapshot of the first Be.CULTOUR Community of Practice Meetup

3.3.2 Digital Tools

Internal collaboration: The Be.CULTOUR Project Coordinator has set up an **MS Teams** space which all partners are using for file-sharing, chat and online meetings. A special folder and chat channel will be opened for the CoP members, so as to provide centralised access to all relevant materials and information. CoP members have emphasised the importance of sharing information and guidelines for upcoming activities in advance, allowing sufficient time for the implementation of necessary tasks at local level. The Project Management tool **Monday.com** has been integrated to the Be.CULTOUR MS Teams space, in order to visualise the interconnection between different Work Packages, Tasks, Milestones and Deliverables. This will respond to requests of CoP members for an official, clear, step-by-step tool enabling task management at project level.

Community building: In addition to the official Facebook page which will be set up by the Be.CULTOUR Project Coordinator for the communication, dissemination and exploitation of the project, ICLEI will open and moderate a **Facebook group** for managing the Be.CULTOUR Community. This will serve as an informal channel for exchange of information (resources, events, stories) and community building. Access to this group will be more flexible and enabled through a short questionnaire on Facebook. The aim is to gather the broader Be.CULTOUR Community in this group, including CoP and CoI members, local stakeholders and other followers of project activities. Facebook has been chosen by CoP members as a popular informal channel in their local contexts (compared to LinkedIn, Slack or GoogleGroups) which can support outreach of the CoP and active involvement of local stakeholders. The working language of the Facebook group will be English, but the translation feature provided by Facebook is considered highly valuable in the effort of involving non/English speakers from the Heritage Innovation Networks to the Be.CULTOUR Community. Besides the Facebook group, additional social media content published by CoP members or their organisations will be traceable through the commonly agreed **hashtag** #BeCULTOUR.

Co-creation: In order to facilitate the online co-creation process and visualise Meetups, Community Conversations and Workshop proceedings, the use of MIRO as an additional visual collaboration tool is considered necessary. ICLEI has purchased the appropriate licence and will be in charge of designing and managing a different Board for each Meetup, depending on the topic of the co-created activities in each phase of the project. Mentors and Local Coordinators will be able to work in tandem for brainstorming, mapping and visualising activities, while at the same time being able to follow the progress and take ideas from other Pilots in real time. MIRO boards will remain accessible for asynchronous work in the weeks between Meetups, supporting the mentoring and peer-learning process.

Figure 5 shows a snapshot of virtual co-creation board developed on MIRO to conduct Stakeholder Mapping for the Heritage Innovation Networks in the six Pilot Heritage Sites.
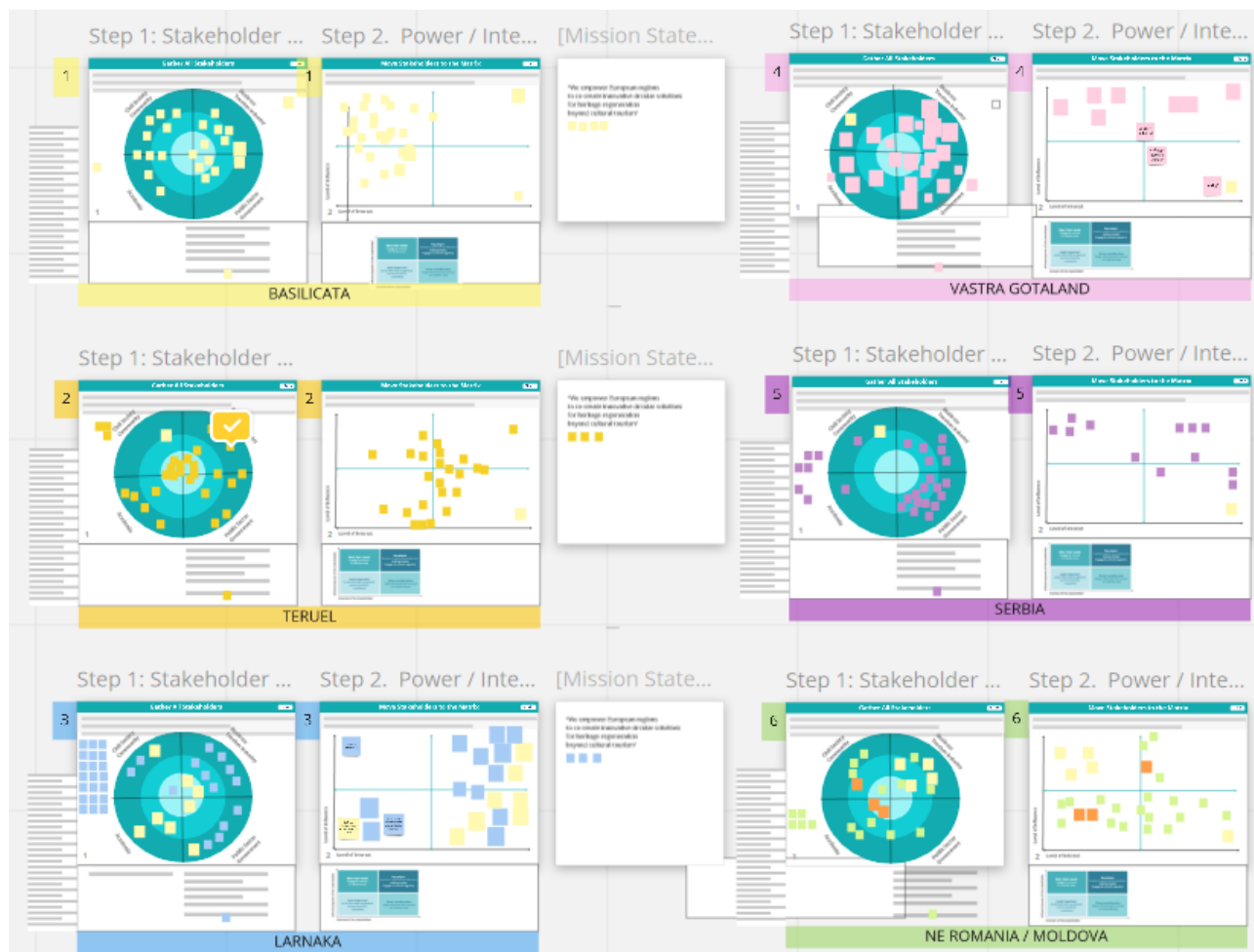
Figure 5 – Stakeholders' mapping exercise conducted on MIRO board

Storytelling: Collecting, curating and sharing stories with the broader Be.CULTOUR Community requires appropriate content management and dissemination tools. The official Be.CULTOUR Website (www.becultour.eu) will provide a separate **webpage** for each Pilot Heritage Site, presenting the territory, showcasing the members of the local Heritage Innovation Network and the progress of Be.CULTOUR activities at local level. In addition, the project website will provide a Blog section in which CoP stories will be shared on a monthly basis. Stories will be developed by all partners and curated by ICLEI in collaboration with ERRIN. They will cover both the content and the process of Be.CULTOUR activities, the profile of different destinations and the insights of key stakeholders participating in the Heritage Innovation Networks. They will highlight the motivations and interests of different project participants, as well as local results and insights generated during the project.

Networking: In addition to the project website, selected stories and announcements will be shared on the "Innovators in Cultural Heritage" Platform (www.innovatorsinculturalheritage.eu) promoted by the European Commission. This platform enables Be.CULTOUR to network and exchange knowledge with researchers and practitioners from other EU projects that focus on

relevant topics such as rural regeneration, adaptive reuse of cultural heritage, creative industries etc. ICLEI has created a Be.CULTOUR Working Space (Appendix 1) on the platform, where Mentors and Local Coordinators will be able to share key activities and ongoing outputs of the project with Innovators in Cultural Heritage across Europe.

3.4 Code of conduct

The Be.CULTOUR Community of Practice values every member and offers an informal, safe and engaging space for peer-learning and exchange, on the basis of the following community agreements, agreed by CoP members during the 1st Meetup. These community agreements may be reviewed or updated during the course of the project.

Table 2 – Be.CULTOUR Community of Practice Code of Conduct

Be.CULTOUR Community of Practice Code of Conduct	
Be present Be on time and participate. Try to refrain from checking email or working on other tasks as much as possible.	**Step up, step back** Be mindful of taking too much or too little space.
Call each other in, as we call each other out When challenging someone's ideas or behavior, give feedback respectfully. When your own ideas or behavior are challenged, receive feedback respectfully.	**Share gratitude for feedback** It's a gift when someone takes the time and risk to give feedback. Thank them for the learning opportunity and recognise you may have work to do.
Create a space for multiple truths Speak your truth and seek understanding of truths that differ from yours. Celebrate and embrace different perspectives.	**Notice power dynamics** Power shows up in many different ways. Be aware about how you might be unconsciously using your power and privilege.
Assume best intentions Everyone comes in with a different set of knowledge and experiences. Seek first to understand and assume best intentions in all interactions.	**Center learning and growth** This work is sometimes uncomfortable and uncertain. We may not always know the answers nor arrive at neat, tidy solutions. We will make mistakes along the way. Remember that we are all here to learn and grow, both individually and collectively. We will not fix it all in one meeting, but we will get closer if we are willing to get uncomfortable.
Recognise that intent is different from impact The things that we say or do may have a negative impact on others, despite our intent. Be accountable for the impact of your actions and words.	**Language matters** Our community consists of people from different cultures and backgrounds. Be aware of language barriers and be conscious about the need to interpret or translate scientific terminology to engage different audiences.

Source: Community Agreements developed by Resource-Media.org

3.5 Evaluation

The Be.CULTOUR CoP is intended to remain active for a minimum period of three years, following the implementation of Be.CULTOUR project activities. It is foreseen that during this period, both internal changes affecting the CoP members and processes, as well as external factors affecting project activities may require a critical revision of the CoP Framework. In line with the project reporting periods, an internal evaluation of CoP progress will be conducted on a yearly basis and one Meetup per year will be dedicated to internal evaluation and necessary adaptations of the CoP Framework. It is anticipated that the human connections, the digital tools and the knowledge developed during the Be.CULTOUR timeframe will enable the CoP to remain active and continue to grow beyond the project's funded life.

4   Heritage Innovation Networks profiles

The Local Representatives participating in Be.CULTOUR Community of Practice represent six Pilot Heritage Sites with diverse geographical profiles, cultural legacies and social contexts. The project aims to establish and develop a Heritage Innovation Network in each Pilot Heritage Site, engaging stakeholders from the public, private, academic and civil society sectors, directly or indirectly contributing to regional development through circular cultural tourism.

This section aims to present a short profile about each Heritage Innovation Network, highlighting the cultural heritage assets that will guide the development of local Action Plans for circular cultural tourism. Each profile includes the key Challenges prioritised for Be.CULTOUR, identified key Innovation Areas and an initial list of Key Stakeholders to be engaged in the co-creation process. Considering that Be.CULTOUR was designed before the COVID-19 pandemic, but enters implementation in parallel with the recovery of the tourism sector, this section includes a short account of pandemic impacts at the local level, since they will strongly influence stakeholder engagement and co-creation efforts on the ground. Overall, the pandemic has had tremendous repercussions in terms of loss of income and rise of debt and unemployment, which has hit the morale of tourism professionals and their capacity to face a second year of limited travelling. At the same time, it has accelerated global trends that generate competitive advantages to remote rural areas. Among them are the rise of domestic tourism, a shift to regenerative tourism, a growing digital nomadism and interest for "workations" in smart villages as well as a growing "sandbox" perception of peripheral areas as test-beds for innovative solutions. Be.CULTOUR can provide new approaches for circular cultural tourism and enable Heritage Innovation Networks in different Pilot Heritage Sites to rethink how their cultural assets, natural resources and human potential respond to new market dynamics.

The profiles presented in this deliverable (Month 4) are expected to be enhanced and sharpened in view of the launch of the Be.CULTOUR website, using additional data from the data collection process (WP1) and the in-depth interviews with Local Coordinators (WP3).

4.1   HIN1: Archaeological site of Venosa in Basilicata, Italy

Expanding on the legacy of Matera European Capital of Culture 2019: The "Queen of Roads" and the Cultural Bradanica Routes as cornerstones of Venosa's candidacy to Italian Capital of Culture 2021. Matera was ranked first European Capital of Culture (ECoC) in terms of impact on the tourism growth rate since the beginning of the candidacy. In 2019, tourists increased 44% in the city, and 34% in the wider Basilicata region, leading to a total of 865,000 nights spent during the ECoC year. With the overarching payoff of "Matera Open Future", the ideation and production of the cultural programme was strongly focused on inclusiveness and citizens participation: an estimated 18,000 citizens were directly involved, with over 70% of the cultural programme focussed on co-creation activities. For a region of less than 600,000 inhabitants, suffering from depopulation, brain drain, isolation and remoteness, these figures had a significant impact on both the internal and the external perception of the region. This is the result of a decade running-up towards the nomination (2004-2014), combined with relevant quadruple helix stakeholders and national authorities, who evolved the initial cultural mapping exercises towards more consistent, integrated and strategic approaches to urban and regional development. Matera's bid was successful in transforming concrete territorial challenges into cultural, economic and touristic opportunities. Following the ECoC nomination, the growth rate of tourist accommodations increased 47.23% but the focus was set on "green", slow and distributed forms of hospitality, which were attentive to social inclusion, as well as sustainability.

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These topics have a strong connection with the promotion of circular economic models of development. Be.CULTOUR will enhance two unique itineraries:

i) the *Roman Ancient Appian Road "Regina Viarum"*, a project promoted by MIBACT (Italian Ministry for Culture and Tourism) and aimed at connecting and enhancing the consular road built from 312 BC onwards; and

ii) the *"Bradanica Cultural Road"*, an itinerary characterized by cities with important artistic and historic heritage, combining traces preserved in the castles of Federico II of Svevia, in museums, archaeological areas and in the ancient neighbourhoods of Sassi.

The city of Venosa itself, is plunged in vineyards and hiking trails at the crossroad of the "Queen of Roads'' and the Cultural Bradanica Route. The area of the Mount Vulture and the city of Venosa has been selected as the pilot area, particularly suited for the development of a cultural touristic offer that embraces localization at the crossing point of natural, historic and artistic itineraries: The Roman Ancient Appian Way - Regina Viarum, and the Bradanica Cultural Road. The Appian Road, listed as UNESCO world heritage, was Rome's first road and Europe's first 'highway'. It was 350 miles long and linked Rome with strategic ports in Southern Italy, where ships would sail to Greece and the East. Each place is linked to poetry, music and science recalling the figures of the Latin poet Horace, the madrigalist Gesualdo da Venosa or Pythagoras. The Archaeological Park of Venosa (included as a pilot heritage site) has adopted INVENTUM, a 3D augmented reality application that allows visitors to discover the characters and historical character of the place.

Be.CULTOUR challenge:

In order to strengthen the legacy of the 2019 ECoC, and intensify the connections with the wider regional area beyond the urban boundaries, the Region of Basilicata has set forth the candidacy of the city of Venosa for the title of Italian Capital of Culture in 2021. The objective is to contribute to smart and sustainable development of rural areas, improve the management and valorisation of cultural heritage, and build a sustainable cultural tourism economy in the inner parts of Basilicata. A circular approach to cultural tourism will enable the region to reduce over-consumption of resources, tackle tourism seasonality and diminish pressure and risks to local culture and identity. These specific challenges are linked to the concentration of tourism in one site (Matera), the abandonment and depopulation of rural areas and the limited accessibility of remote areas.

Pandemic Impacts:

The COVID-19 pandemic had a major impact in the tourism of Basilicata. Tourism arrivals were halved during the 2020 season, causing a major hit to the local economy. The whole region faced a decrease of -55% in arrivals and -51% in overnight stays. The Vulture area faced a drop of -45% in arrivals and -47% in overnight stays. Matera faced a decrease of -59% in arrivals and -65% in overnight stays. Overall, the total number of beds and accommodations available was slightly decreased at regional level, but slightly increased in the Vulture area and Matera. A lesson learnt from the very short 2020 tourism season is that inland and green areas attract more travellers than in the past, due to lower population density and safety provided in remote areas.

Innovation Areas: Contemporary (meanings of) Heritage; Augmented Tourism.

Key Stakeholders: Regional government president, Tourism institutions, Municipality of Venosa, Basilicata Creativa.

4.2   HIN2: The Cultural Park of the Río Martín, Province of Teruel in Aragon, Spain

In Aragon, the Action Plans with the circular economy-based solutions will be applied to the "Cultural Park of Río Martín (Martin river)". A "cultural park" is a legal form appointed by the Aragon Government to a single territory for managing and for protecting the heritage. The cultural parks combine natural attractions with some excellent examples of cultural heritage.

Teruel province has four of the current seven cultural parks in the Aragon Region: "Albarracín", "Río Martín" (Martin river), "Maestrazgo" and "Chopo Cabecero del Alto Alfambra" (poplar pollard). The three first parks belonged to UNESCO's World Heritage Rock Art of the Mediterranean Basin on the Iberian Peninsula (1998), the largest group of rock-art sites anywhere in Europe. Cultural heritage in Aragon is a key component of the "Wellbeing and Quality of Life" strategic priority in the Aragon S3 adopted in 2015. An important part of this heritage dates back to the Jurassic period and is concentrated in Teruel Province. However, this province is facing major demographic and territorial challenges endangering the preservation of its rich cultural heritage. Furthermore, Teruel is also one of the territories involved in the coal mining transition. In this context, tourism and hospitality sectors are crucial for the socio economic development of the Province.

Be.CULTOUR challenge:

At present, the tourism sector already accounts for 54% of GDP in the province. Nevertheless, its importance at regional level is small in comparison to destinations such as the Pyrenees or Saragossa. The implementation of new business models linked to the circular economy will contribute to increasing tourism demand and diversifying the tourism activity in a more balanced and sustainable way. Limited resources are available to protect/preserve the rich natural and cultural heritage in the province of Teruel. The province is largely rural and with low population density. 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-time returns and marketing, rather than involvement of the local population. Furthermore, an open and collaborative innovation methodology has not yet been sufficiently rooted at the political level to establish innovative action plans.

As the project partner and as "municipality of the municipalities", the Provincial Government of Teruel (PGT) has the competency and skills to promote a deeper dialogue between public and private entities and the local communities, as well as to co-create solutions that involve all of them in their implementation and thus, increasing their sustainability potential over time. PGT can also count on the collaboration of key stakeholders to collect data as well as linking these solutions to shared strategies that ensure a critical mass to be more effective and moving forward in a coordinated manner. For instance, in collaboration with the CEEI-Teruel and the CIBR, PGT will connect SMEs and start-ups currently developing circular economy solutions for the Cultural Parks needs. PGT will test co-creation activities, such as communicating rural life and places as sources of inspiration for contemporary arts and culture and vice versa, to prove their effectiveness in sparsely populated and mountainous areas. The pilot implementation also allows for exploring other activities and solutions for raising awareness about sustainable and environmental practices in the Cultural Park involved, enhancing sustainable behaviours of tourists and residents.

Pandemic Impacts:

After the 2020 lockdown (summer break), small villages and depopulated areas in the Teruel region saw a rise of visitors, attracted by safe environments close to nature. In the Cultural Park of Río Martín, the most popular routes received double the number of visitors in 2020, while less

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popular routes maintained their average visitor levels. The local museums received very low numbers of visitors and rural houses were faced with a steep decrease in bookings. Due to the fact that Teruel province has traditionally been a migrants' area, many people living in big cities such as Barcelona, Madrid and Saragoza have second houses in the region's villages. Most of these returning visitors decided to enlarge their summer break in 2020 and stay in their rural family homes instead of spending their holidays on crowded beachfront areas. The COVID-19 experience demonstrated that in times of crisis, people prefer to be in familiar places in the countryside and are willing to support the local economy while maintaining easy access to their main urban residence.

Innovation Areas: Religious Heritage; Rural Co-Living.

Key Stakeholders: Regional government, Public innovation centre in rural bioeconomy, CEOE business association, CPIFP professional education centre, CEEI Business Innovation Centre, Chamber of commerce of Teruel, associations of the area, adoptaunolivo.org.

4.3 HIN3: The rural cultural landscape of Larnaca, Cyprus

The region of Larnaca has a legacy of hundreds of years of contrasting civilizations, architecture and culture that have left their mark today. Larnaca has always been one of the most important and diverse regions of Cyprus. The City of Larnaca stretches out to rural areas with some of the larger suburbs, constituting small towns in their own right. These enrich in their part athe cultural offerings of the region with their own annual festivals, museums, monuments and tourist attractions. Further, the mountainous areas of Larnaca are dotted with charming villages with narrow streets, where traditions and folk handicrafts are still practiced. One of the most famous is the handmade lace embroidery of Lefkara (UNESCO intangible heritage) and its delicate filigree silver. The Larnaca Mountainous Area (Orini Larnaka) won the first prize in the European Destinations of Excellence EDEN VIII competition themed 'Cultural Tourism', organised by the Cyprus Tourism Organisation in 2017. The area is rich in UNESCO World Heritage sites, such as the neolithic settlement of Choirokoitia (UNESCO), and the Church of Panagia Aggeloktisti which is a part of the Tentative list of Cyprus in order to qualify for inclusion in the World Heritage List. A unique intangible heritage enriches the cultural capital of the area, including Kataklysmos: Festival of the Flood; Livadia village basketry: traditional form of basket making and weaving still practised by only few skilled women today; Athienou village's unique lace: home of some special lace techniques; Lefkara and its village lace linens: tradition of lace-making since 1489; Traditional Red Clay Pottery at Kornos village; Bread-making tradition in Athienou: an old bread-making tradition famous for the widely known round "common Cypriot bread".

Be.CULTOUR challenge:

The site of Larnaca suffers from a dependence on Sun & Sea tourism, which is becoming increasingly price dependent, as a result of fierce competition between both new and mature destinations. Pre-covid years were characterised by increased numbers of international tourists, but a decline of the average expenditure per person/trip. Rapid and intense development on coastal areas, overexploitation of attractions and saturation of tourist areas causes visual noise, air pollution as well as overconsumption of water, electricity and other provisions that put pressure on natural resources and the local communities. Strong tourism seasonality necessitates the expansion of the tourist season and a diversification of the touristic experience, by improving and developing appropriate cultural itineraries, and infrastructure.

Pandemic Impacts:

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In 2019, Cyprus received 4 million tourists and had a total revenue of 2.7 billion Euro, forming a leading European holiday destination. The COVID-19 pandemic caused a major disruption in the tourism sector with a sharp decrease of arrivals by 83.9%. This unprecedented fall of tourism-generated revenue, which normally contributes to 20% of the national GDP, had a major impact on the national economy and has led to an increase in unemployment in services linked to the tourism sector. In 2020, the hospitality sector was shut down during extended lockdowns, private consumption and investment significantly dropped, while operational months saw a decline both in terms of occupancy rates and average daily rates.

Innovation Areas: Sensorial Heritage; Rural Co-Living.

Key Stakeholders: Deputy Ministry of Tourism in Cyprus, Department of Town Planning linked with C&CH Partnership, The Cyprus Hoteliers Association, the Association of Cyprus Tourist Enterprises, The Hotel Managers association, the Tourist Guides association, the Restaurant Owners, Cyprus Health Services Promotion Board, Special Interest Tourism association and Conference, Incentives, Meetings Association, the Women's Association of Rural Larnaka, Larnaka Tourism Board, Municipality of Larnaka, Larnaka Chamber of Commerce and Industry, Cyprus Agrotourism Company, Union of Communities, Union of Municipalities.

4.4   HIN4: Forsvik and Rydal industrial heritage sites, Västra Götaland, Sweden

The Industrial sites of Forsvik and Rydal, respectively in the municipalities of Karlsborg (7,000 inhabitants) and Mark (34,000 inhabitants), will be the target of Be.CULTOUR experimentation. **Forsvik** is an old Mill Town situated in the eastern part of Västra Götaland. It is one of the first industrialised places in Sweden. A saw- and iron mill has been here since the 15th century, and an important mechanic workshop and foundry was started in the 18th century. Forsvik was one of the most strategic places along the Göta Canal that was built in the early 19th century to connect the east and west coast of Sweden. These industries closed in 1977 and the restoration of the area started in 1985. Today, it operates as a museum, attracting a large number of visitors during the summer. There is a hostel, a restaurant and a café in the village. **Rydal** Museum is home to the oldest working spinning mill in Sweden. The museum offers demonstrations of the spinning machines and describes the history of the mill. Rydal is situated on the banks of the river Viskan, north of the town called Kinna. Due to the well-preserved remains of an old industrial community, Rydal is of national interest. The factory, along with several other buildings, has been declared historical monuments. The museum tells the story of how the Borås region became the textile epicentre of Sweden.

Be.CULTOUR challenge:

The challenges relate to underexploited industrial heritage, reduced accessibility of remote areas and abandonment and depopulation of rural areas will drive the Action Plans 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 potential of regional development through cultural tourism. Using the strategic platform for sustainable tourism launched by the local Tourist Board, as well as a

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cooperation platform developed by heritage sector organisations, Västra Götaland region will seek to strengthen links between heritage and tourism, expand the tourism season and reinvest tourism benefits for the local community.

Pandemic Impacts:

The COVID-19 pandemic has had a major impact on tourism in Västra Götaland. Hotels and hostels saw a 46.8% drop in bookings compared to 2019, while camping sites saw a decrease of 31%. Cities and major destinations were the most heavily affected, while small destinations in the countryside demonstrated competitive advantages and attracted more visitors in 2020. At a time when foreign visitors could not visit Sweden, the Swedes chose to support domestic destinations, with a strong preference to outdoor activities. Overall, visitors' interest in cultural and natural heritage was strengthened during the pandemic, supporting a long-standing trend that Västra Götaland aims to harness.

Innovation Areas: Industrial Heritage; Nature as Heritage.

Key Stakeholders: Innovatum science centre, Rydal museum/Mark municipality, Näringsliv - Marks kommun, Marks Fastighets AB - Marks kommun, Cultural Development Administration, Karlsborgs Municipality, Forsviks Bruk industrial museum, The Göta Canal company, Visit Karlsborg AB, Skaraborg Municipal Association

4.5 HIN5: Bač, Sremski Karlovci and Irig in Vojvodina, Serbia

Three multicultural sites – municipalities, located 13 to 60 km from the Capital City of Vojvodina Province – Novi Sad, 2022 European Capital of Culture, will be included in Be.CULTOUR experimentation.

The first one is the **Municipality of Bač**, close to the country border, its Western border being the River Danube (in the total length of 43 km). A canal that is an integral part of the Danube –Tisa – Danube hydrosystem is traversing Bač and 12 km from Bač, in Vajska neighborhood, there is a lake called "Provala" with a swim area and sand beach. The Municipality is intersected with waterways, making "Bačko Podunavlje" an official part of UNESCO World Network of Biosphere Reserves. It has significant cultural and tourist potential with the Bač Fortress included in UNESCO tentative Heritage List. Besides the Fortress, other cultural heritage sites include the Franciscan Monastery, the Bodjani Monastery and the Turkish Baths. In addition to cultural heritage, Bač is host to several folk events, such as Bač Kulen Fair; Bač Cooking Pot Fair; European Cultural Heritage Days; and CycloBač, since the bicycle route stretching along Danube in Bač Municipality is part of the EuroVelo 6 long-distance cycling route.

The second site is the **Municipality of Sremski Karlovci**, which has a rich cultural heritage of urbanistic, architectural, cultural and historic significance This includes seven ortodox monasteries in the surroundings of Fruška Gora, the city center, Metropolitanate of Karlovci, 18 wineries, 1ˢᵗ Serbian Gymnasium etc. This is complemented by immaterial heritage with great tourist potential, such as the local wines, especially bermet wine, cake kuglof, etc. It includes important natural resources: 1) Danube position, as Sremski Karlovci is situated on the right bank of the Danube that provides numerous possibilities for the development of sports and recreational facilities; 2) Marshes of Kovilj and Petrovaradin, forming a special nature reserve under state protection, characterized by attractive landscapes and rich biodiversity; and 3) National Park "Fruška Gora".

The third site is the Municipality **of Irig,** with National Park "Fruška Gora" which occupies the major part of its municipal territory, being one of the most attractive places in Serbia and the Balkan region. The greatest tourist potential is found in spa tourism, with the new "Fruške Terme" Resort and older Thermal Rehabilitation Center in the village of Vrdnik. Rural tourism is beginning to grow, especially in Jazak village which features the Jazak Ethno House. Irig also has a rich cultural heritage of urbanistic, architectural, cultural and historical importance (eight churches and monasteries in Irig), city center, old mine in Vrdnik, First Serbian Reading Library etc.) and immaterial heritage with great tourist potential (wines, bermet, gastronomy, rural life fairs etc.), including the aforementioned important natural sites, namely the National Park "Fruska Gora" and Vrdnik Spa, in addition with three lakes as well).

Be.CULTOUR challenge:

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.

Pandemic Impacts:

In 2020, the total number of tourist arrivals in the Republic of Serbia faced a 50.7% decrease compared to 2019. In the case of the Vojvodina Province, the drop in the total number of tourist arrivals was 53%, however there was an increase of domestic instead of foreign tourists. The Municipality of Bač saw an increase in visitors from the urban centres of Serbia, a preference in independent tourism instead of group excursions and a preference for one-day visits instead of long stays. The Municipality of Irig saw an overall increase in the number of tourists. At a time when major popular events were cancelled, rural destinations such as Vrdnik Spa experienced an increase of 52.2% in total number of tourist arrivals, indicating an opportunity for new tourism offers centred around natural, religious and sensorial heritage.

Innovation Areas: Sensorial Heritage; Natural Heritage; Religious Heritage; Augmented Tourism.

Key Stakeholders: Municipalities of Bač, Sremski Karlovci and Irig and Culture Desk Creative Europe Serbia.

4.6   HIN6: The Route of Stephan the Great and Saint, North-East Romania –

Moldova cross-border area

The Route of Stephan the Great and Saint itinerary is "under construction" by the Ministry of Tourism (Romania) and the National Agency for Investments (Republic of Moldavia) with 20 places in Romania and 9 in Republic of Moldavia. In the medieval age, Stephen III of Moldavia (or Stephen the Great), Prince of Moldavia, established a number of Romanian Orthodox churches and monasteries as ktitor. All the included cultural heritage sites pertaining to the history of Stephan the Great have an important component based on intangible heritage (*eg.* stories, books, legends, movies, knowledge, crafts and traditions), linked to the great Prince of Old Moldavia which comprised Northeastern Romania and present day Republic of Moldavia. The project will focus on mapping the cultural landmarks that will be included in the Stephan the Great Cultural Route:

In Suceava county: Voroneț Monastery (1488) and Pătrăuți Monastery (1487) (Holy Cross Church), which are UNESCO Heritage Sites.

In Neamt County: The Bison Land and the linked cultural heritage area from Neamt County, around Targu Neamt town. This area is promoted by the Bison Land Association, Ozana Valley Association and Ecotourism Association. The region features a priceless spiritual and natural heritage, lands full of divine grace, located on the border between reality and fairy tale. The reappearance of bisons as a result of years of conservation efforts, has added value to the dreamlike landscape. The selected advantage of the area is formed by a combination of natural beauty with strong cultural and spiritual identity. The monastic community present here is the second largest in Europe, after the one of Mount Athos. The monastic villages of Văratec, Agapia and Neamţ, with their special organization, represent unique European cultural heritage sites. The area includes the Vânatori Neamţ Natural Park.

The park means much more than the place where the Romanian bison lives It is an area of about 31,000 hectares, of which over 26,000 ha represent forests. in the northern part of Neamţ county, harboring a diversity of cultural, historical and natural values. Rare species such as brown bear, wild cat and the Carpathian deer can be seen roaming the forests. A number of famous monastic communities, such as the monasteries of Agapia, Văratec, Neamt, Secu, Sihastria or Sihla, the Baltiesti and Oglinzi resorts, along with four protected natural areas: Silver Forest, Silver Oaks, Reservation of Bison Dumbrava, Voda. The beauty of the places and their picturesque nature made in the 1970s, in the Vânaturi Neamt Natural Park filmed "Jderi Brothers" and "Stephan the Great". This area is an open lab for circular economy and it is labeled as ecotourism area (among the other 6 from Romania).

In Moldova, the Capriana Monastery, Archeological Complex Old Orhei, Soroca Fortress, Tighina Fortress, Mereni Village and the wine region Stefan Voda (Stephan the Prince) will be the target of the project. The pilot site in Moldova includes the UNESCO Man and the Biosphere reserve Lower Prut in Moldova, directly managed by VEM partner.

Be.CULTOUR challenge:

The challenges addressed by the project in this area are related to the accessibility of remote areas, quality standards for cultural tourism and language barriers and cultural mediation. The focus area features villages with relevant cultural heritage sites that can be valorised for tourism activities. However, these destinations are still unknown and the local economy is underdeveloped, creating the need to assist local communities in their local economic development strategies. Rural areas are affected by migration of young people to western Europe for employment, causing the loss of immaterial heritage in these villages. The lack of public funding for the promotion of tourism is a challenge, coupled by a lack of qualified human resources in tourism caused by brain drain.

Pandemic Impacts:

The COVID-19 pandemic had major repercussions in the tourism sector of the cross-border region between Northeastern Romania and Moldova. Sharp income declines were not followed by a decline in costs, leading to loss of contracts, suppliers, clientele and skilled labor as well as the accumulation of debt. July 2020 figures indicate a decrease of 44.4% in tourism arrivals compared to 2019. The first seven months of 2020 saw a 57.8% decrease compared to the same period in 2019. Romanian tourists accounted for 89.3% of total arrivals, while foreign, mostly European, tourists accounted for 10.7%. Reluctance to travel is expected to remain for a while and Romanians are expected to opt for "vacation in nature" in holiday mountain resorts, isolated villages in rural areas or in the balneo therapeutic resorts. The post-COVID era presents new realities, such as the "Clean & Safe" certification for tourism operators and locations, a transition to green tourism and an accelerated digital transformation of tourism services and products.

Innovation Areas: Religious Heritage; Nature as Heritage.

Key Stakeholders: Ministry of Agriculture, Regional Development and Environment in Moldova, Association of Tourism Development in Moldova, Ministry of Public Works, Development and Administration in Romania,   Associations Dezvoltare Locala ECO LAND and APDTN   VALEA OZANEI, Bucovina Tourism Association, Bison Land Association.

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Acronyms

[CoP] [Community of Practice]

[CoI] [Community of Interest]

[PHS] [Pilot Heritage Site]

[HIN] [Heritage Innovation Network]

[WP] [Work Packages]

# Annex 1 Be.CULTOUR Working Space on the "Innovators In Cultural Heritage" platform

The Working Space of the Be.CULTOUR Community of Practice on the *Innovators in Cultural Heritage* platform.

Annex 2 Be.CULTOUR Webpages for Heritage Innovation Networks

The webpages showcased below are part of the beta version of the Be.CULTOUR project website (www.becultour.eu) which dedicates a virtual space to the Community of Practice and a separate webpage and subdomain for each Heritage Innovation Network in the 6 Pilot Heritage Sites. The layout is expected to be upgraded following the project branding and the content of each webpage shall be regularly updated with content provided by the Local Coordinators.

The webpage of HIN1: The archaeological site of Venosa in Basilicata (Italy) on the Be.CULTOUR website www.becultour.eu/basilicata-italy
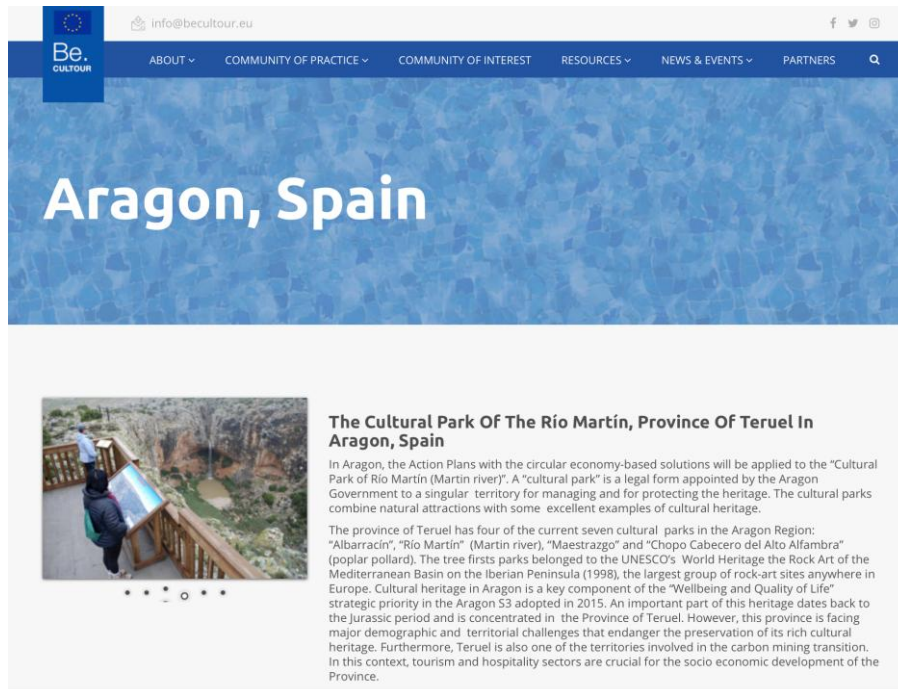
The webpage of HIN2: The Cultural Park of the Río Martín, Province of Teruel in Aragon (Spain) on the Be.CULTOUR website www.becultour.eu/aragon-spain

The webpage of HIN3: The rural cultural landscape of Larnaca (Cyprus) on the Be.CULTOUR website www.becultour.eu/larnaca-cyprus

The webpage of HIN4: Forsvik and Rydal industrial heritage sites, Västra Götaland (Sweden) on the Be.CULTOUR website https://www.becultour.eu/vastra-gotaland-sweden/

The webpage of HIN5: Bac, Sremski Karlovci and Irig in Vojvodina (Serbia) on the Be.CULTOUR website https://www.becultour.eu/vojvodina-serbia/

The webpage of HIN6: The Route of Stephan the Great and Saint (North-East Romania – Moldova cross-border area) on the Be.CULTOUR website www.becultour.eu/romania-moldova-cross-border-region/